

City of Colorado Springs

2001 Budget

January 1, 2001



CITY COUNCIL

Mary Lou Makepeace, Mayor

Leon Young, Vice Mayor

Linda M. Barley

Ted Eastburn

William F. (Bill) Guman

Judy Noyes

James A. Null

Lionel Rivera

Richard Skorman

Council Appointees

James H. Mullen, City Manager

Spencer A. Gresham, 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 Group Support Manager

Ron Cousar, Neighborhood Services Group Support Manager

Carla L. Hartsell, City Management Group Support Manager

Lorne C. Kramer, Chief of Police and Deputy City Manager

Charles L. Miller, City Development Group Support Manager

Ronald L. Mitchell, Internal Support Group Support Manager

Manuel Navarro, Fire Chief

David D. Nickerson, Colorado Springs Companies Group Support Manager

H. Quinn Peitz, City Planning Group Support Manager

David S. Zelenok, Public Works Group Support Manager

Office of Budget and Financial Analysis

Michael L. Anderson, Unit Manager

Lisa M. Bigelow, Senior Analyst

Carol M. Christjohn, Staff Assistant

David C. Hens, Senior Analyst

Elena E. Nunez, Senior Analyst

Steven E. Reed, Senior Analyst

Melissa E. Rowberg, Public Communications Specialist

Charae T. M. Sachanandani, Senior Analyst

City of Colorado Springs

2001 Budget

January 1, 2001



CITY COUNCIL

Mary Lou Makepeace, Mayor

Leon Young, Vice Mayor

Linda M. Barley

Ted Eastburn

William F. (Bill) Guman

Judy Noyes

James A. Null

Lionel Rivera

Richard Skorman

Council Appointees

James H. Mullen, City Manager

Spencer A. Gresham, 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 Group Support Manager

Ron Cousar, Neighborhood Services Group Support Manager

Carla L. Hartsell, City Management Group Support Manager

Lorne C. Kramer, Chief of Police and Deputy City Manager

Charles L. Miller, City Development Group Support Manager

Ronald L. Mitchell, Internal Support Group Support Manager

Manuel Navarro, Fire Chief

David D. Nickerson, Colorado Springs Companies Group Support Manager

H. Quinn Peitz, City Planning Group Support Manager

David S. Zelenok, Public Works Group Support Manager

Office of Budget and Financial Analysis

Michael L. Anderson, Unit Manager

Lisa M. Bigelow, Senior Analyst

Carol M. Christjohn, Staff Assistant

David C. Hens, Senior Analyst

Elena E. Nunez, Senior Analyst

Steven E. Reed, Senior Analyst

Melissa E. Rowberg, Public Communications Specialist

Charae T. M. Sachanandani, Senior Analyst

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: 366,000 (2001 projection)

College Population*: 28,426

Median Age*: 33.3

Median Household Income*: \$49,602

Unemployment Rate*: 3.7%

Ethnicity*:

Euro-American/White (77%)
Hispanic American/Latino (11%)
African-American/Black (8%)
Asian American (3%)
Native American/American Indian (1%)

Area in Square Miles: 186

Street Miles: 1,485

Parkland Acres: 11,537

Sales Tax Rate for 2001:

City (2.1%); County (1%); State (2.9%)

City Property Tax Rate (1999 for taxes payable in 2000): 5.323 mills

Median Sales Price of an Existing House*: \$154,450

Property Taxes Paid on a \$154,450 House in School District 11 (1999 Taxes Payable in 2000):

\$819 total, City share is \$80

Average Monthly Residential Utilities: \$144

Serious Crimes per Thousand: 61

(compared to national average of 80 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

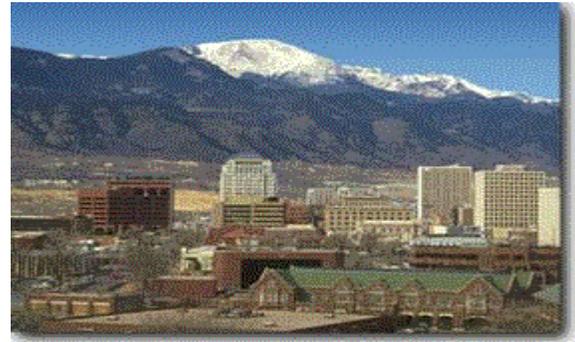
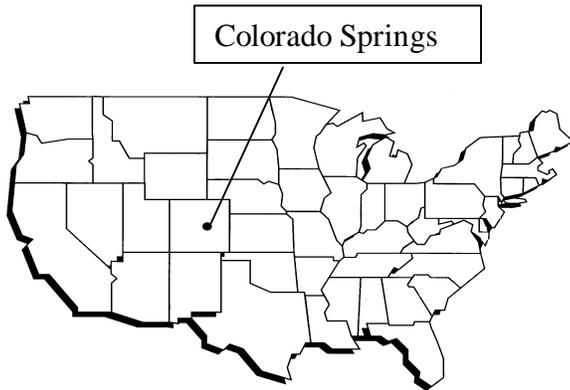
Average # of Days of Sunshine*: 247

Average Annual Precipitation*: 16.24 inches

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

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.

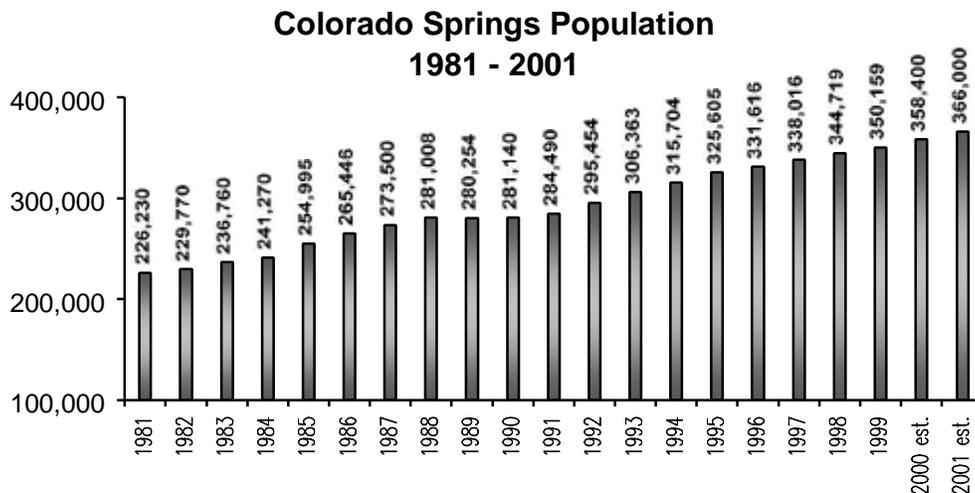
Community Profile



Colorado Springs is located at the foot of Pikes Peak, 70 miles south of Denver. With a 2001 estimated population of 366,000 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 32 percent.



The local economy has been strong over the past several years and recent trends indicate moderate local economic growth. Unemployment has remained relatively constant; however, homebuilding activity, manufacturing employment, and city sales tax revenues are projected to increase over 2000 figures.

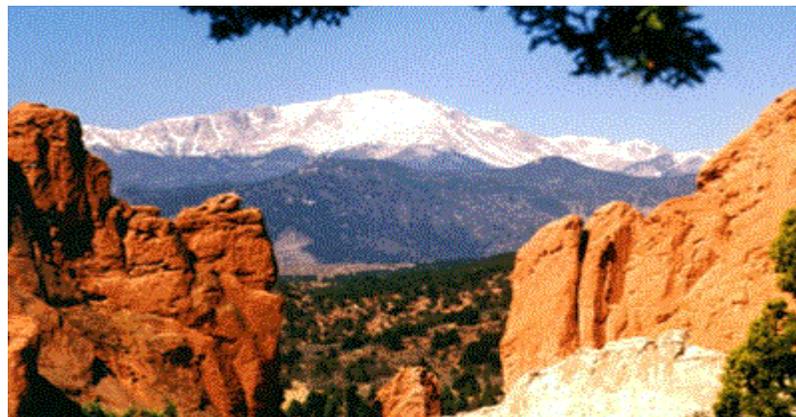
TOP TEN PRIVATE SECTOR EMPLOYERS (September 2000)	
Company	# of Employees
Worldcom	3,300
Penrose-St. Francis Health Care System	2,500
Atmel Corporation	1,900
Quantum Corporation, DLT Division	1,430
Electronic Data Systems Corporation (EDS)	1,420
Compaq Computer Corporation	1,400
MCI Worldcom (Mass Markets)	1,350
Checks Unlimited	1,345
The Broadmoor Hotel	1,200
Focus on the Family	1,200

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 4 schools districts with a total of over 150 public elementary, middle, junior, and senior high schools; over 25 private and parochial schools, 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 2000)	
School	# of Students
Pikes Peak Community College	7,233
University of Colorado at Colo. Springs	6,540
United States Air Force Academy	4,318
The Colorado College	1,978
Colorado Technical University	1,749
Regis University	1,600
University of Phoenix at Colo. Springs.	1,200
University of Southern Colorado	692
Denver Technical University	498
Nazarene Bible College	431



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, Group Narratives, General Costs, Other Funds and Agencies, Capital Improvements and Springs Community Improvements Program (SCIP), Five-Year Financial Projections, 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 2001 Budget and includes a summary of the City's Strategic Plan adopted by City Council.
- ➔ The **All Funds Summary** provides an overview of 2001 budgets, a revenue overview for all funds, and a brief review of the City's financial and fund structure.
- ➔ The **General Fund Summary** 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** provides an overview of the distribution of employees by fund and organizational unit. It also presents changes in employees between current year and prior year as well as historical budget information.
- ➔ The **Group Narratives** contain summary information at the organizational unit level. This includes a mission statement, a list of services provided, operating budget, personnel summary, performance indicators, major objectives, and changes to the budget.
- ➔ The **General Costs** section contains information on general costs, internal services charges and allocations, and debt management.
- ➔ The **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 2001 as well as the SCIP citizen-driven process that addresses the backlog of the highest priority infrastructure needs of the community. The vehicle registration fee, stormwater drainage fee, and developer impact fees are also addressed.

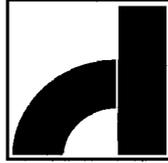
- ➔ The **Five-Year Financial Projections** section presents the multi-year implications of the revenue and expenditure recommendations contained in the City Budget.
- ➔ The final section is the **Appendices**, which includes a glossary of terms, detailed revenue estimates, a list of human services contracts, 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.

For further information, please contact the Office of Budget and Financial Analysis at 719-578-6336 or via e-mail at cchristjohn@ci.colospgs.co.us.

This page left blank intentionally.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

**PRESENTED TO
City of Colorado Springs,
Colorado**

**For the Fiscal Year Beginning
January 1, 2000**

Anne Spray Kinney *Jeffrey L. Eselle*
President Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Colorado Springs, Colorado, for its annual budget for the fiscal year beginning January 1, 2000. 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.

January 2, 2001

Dear Madam Mayor and Members of City Council:

This letter transmits the final 2001 Budget, which allocates our resources in a manner consistent with the goals and objectives of the new Strategic Plan - *Direction 2000*. It addresses each of the five strategic goals contained in that plan with an emphasis on public safety, growth management, and traffic congestion mitigation.

General Fund Budget Overview

The 2001 General Fund Budget totals \$202.5 million. This represents a net increase of \$16.7 million, or 8.99 percent over the 2000 Budget. An increase of nearly \$11.3 million was necessary to address the most urgent needs in public safety and public works and to fund the third installment of the plan for bringing employee compensation up to a competitive level. The balance of the resources appropriated will allow some limited progress in other strategic priorities and cover unavoidable increases stemming from such items as increased fuel costs and federal mandates. This final budget provides funding for 46.25 additional employees with 37.75 of that total added in Public Safety and Public Works. A number of the new positions added in 2001 will be funded through new and increased user and license fees included in this budget. Those fee adjustments are intended to improve cost recovery and to allow a bolstering of staff engaged in the planning review and inspection of new development in the city. Almost one-third (13) of the new positions will be funded through the additional revenues generated through these non-tax revenue enhancements.

Revenues projected to total \$202.2 million support these expenditures along with a modest draw of just under \$260,000 from the unappropriated/unrestricted fund balance. The assumption of continued local economic growth in 2001, an increase in intergovernmental revenues, anticipated revenues from the operation of the new recreation centers funded through the Springs Community Improvements Program (SCIP), and increases in various user and license fees are the principal reasons for the estimated increase in available General Fund revenues. However, in accordance with the revenue limitation provisions of the Taxpayers' Bill of Rights (TABOR) and the City Charter, a portion of this revenue growth is not available for expenditure in 2001. While total City revenues subject to those revenue limitation provisions are projected to be below the revenue cap for both 2000 and 2001, a refund of \$125,370 of 2000 revenue is anticipated. TABOR includes two revenue limitation tests. In addition to limits on growth in overall City revenue, there is a similar limit relating to growth in property tax revenue. Property tax revenues collected in 2000 are estimated to be slightly over that limit and the portion over the limit must be refunded in 2001.

Strategic Priorities and Budget Objectives

The 2001 General Fund Budget is designed to achieve the following budgetary objectives established by City Council for 2001:

➤ **Provide the resources necessary to operate and maintain SCIP capital improvements**

A total of \$697,804 is included for the operation and staffing of the new Northwest and Cottonwood Recreation Centers slated to open during the summer of 2001 as well as increased operating expenses associated with the Memorial Park Aquatics and Fitness Center that is projected to be open by late summer. Funds for the construction of these three recreation centers were a part of the \$110 million Phase I SCIP program approved by voters in 1999. Similarly, \$134,200 is included in the Police budget for the utilities and operating expenses of the new Police helicopter hangar, evidence building, and impound lot that are scheduled for completion early next year. Additionally, \$50,000 is included as the City's share of first year operating and administrative expenses of the new 800 MHz trunked radio system to allow enhanced radio communications capability for Police and Fire. These expenditures are in accordance with a promise made to local residents to staff and operate all voter-approved SCIP projects once completed.

➤ **Fund the third year of the phased implementation of the new performance-based employee compensation system**

Implementation of the new employee compensation system continues to be a strategic priority in *Direction 2000*. In accordance with the plan, the salaries of all uniformed Police and Fire employees were raised to the estimated average of the market in 2000. However, civilian employees were placed on a three-year phasing plan and their salaries continue to be below the market median. Thus, included in the total for 2001 is \$1.6 million, which represents the final installment of the three-year phasing plan to bring civilian salaries up to a competitive level. The new employee compensation system approved by City Council in 1998 also anticipated a projected across-the-board increase of 3.7 percent in base salaries and benefits in 2001 for projected movement of salaries in those labor markets in which the City competes for employees. The cost of that market movement is \$4.04 million, which is reflected in the total for 2001. In addition to these salary and benefit adjustments, a total of \$2.26 million has been reserved in the 2001 Budget for lump-sum performance incentive awards for employees who achieve superior or outstanding performance in 2001. That amount is \$218,000 less than the \$2.48 million included in the 2000 Budget for such performance payments. The amount set aside for both civilian and uniformed employees equals 2 percent of base salaries and benefits.

A 15 percent increase in employee health insurance premium costs is programmed for 2001. This increase is necessary based upon recent claims history and a substantial jump in the cost of prescription drugs. A 5 percent increase in dental and vision insurance premiums is also included for 2001. 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 \$1,022,955 has been included in the 2001 General Fund Budget for the share of these premium adjustments customarily paid by the City. It should be noted that the employee's share for family coverage will also increase by 15 percent. Additionally, out-of-pocket health care costs will also increase for employees in 2001 due to necessary changes in the City's health plans to mitigate the premium increases.

Nevertheless, a portion of the increased employee health benefits costs to the City has been offset by a \$908,000 drop in worker's compensation costs and a \$229,000 reduction in required City contributions for PERA. The savings in worker's compensation costs result from a favorable claims

history and a recalculation of necessary contributions to the Worker's Compensation Self-Insurance Fund. The drop in City costs for PERA retirement contributions stems from a slight reduction in the required employer contribution rate made possible by the State legislature through House Bill 1458 which was signed into law by the Governor in early 2000. The change will reduce the employee contribution rate from 10 percent of salary to 9.43 percent in 2001.

➤ **Ensure \$15 million General Fund allocation for SCIP and the ongoing capital maintenance program**

A strategic priority has and continues to be the commitment of at least \$15 million of General Fund revenues each year for SCIP and the ongoing capital maintenance program. Indeed, in each of the last three years, the General Fund budget has been constructed around this required contribution to capital improvements. A total of \$15.33 million is allocated for capital improvements in the 2001 General Fund Budget. Just over \$7.8 million of the total allocation is earmarked for the required 2001 debt service payment on the SCIP sales tax revenue bonds issued in 1999. The balance of the 2001 allocation (\$7.53 million) is dedicated to the ongoing capital maintenance program that includes the annual street-resurfacing program. Also included in that total is a \$127,000 increase in the required City matching funds for TEA-21 federal transportation grants.

In 2000, a reduction in the City's share of the County Road and Bridge mill levy resulted in a reduction in the City's annual street-resurfacing program. For 2001, funding of the street-resurfacing program is restored beyond its 1999 level to a total of \$4,705,088 for 2001.

➤ **Accomplish a thorough examination and review of how all City resources are to be spent to accomplish the goals and objectives of the Strategic Plan and each unit's mission**

City Council endorsed the new budget preparation process that was presented before commencing the 2001 budget preparation cycle. That process was centered on a strategically sensitive line-item review and justification of how all City resources are spent to accomplish the goals and objectives of the Strategic Plan. The purpose of this new approach was to ensure the efficient utilization of existing resources to best accomplish the priorities contained in the Strategic Plan and to promote a comprehensive understanding of how each and every dollar contained in the City budget is spent. Accordingly, all units of the organization were required to submit detailed documentation and explanation of each expenditure estimate by specific object account.

Each and every expenditure line item account was subsequently reviewed as to how the proposed expenditures relate to accomplishing the unit's mission and/or Strategic Plan goals and objectives. This line-item scrub resulted in some reductions in allocated resources but, more importantly, prompted the reallocation of resources within unit budgets to better focus efforts on strategic priorities. Additionally, this process resulted in a finer, more accurate delineation of certain expenditure accounts to allow a clearer understanding of how dollars are spent in 2001.

Strategic Priorities

Although a portion of the additional resources available for appropriation in 2001 are necessary for the achievement of the specific budgetary objectives that City Council established for 2001, this Budget affords some progress in other Strategic Plan priorities.

➔ **Public Safety** – A total of 48 additional police officers funded with Federal Universal Hiring Grants have been added over the last three years. To retain those officers, additional City funding of \$618,000 million is necessary to replace the federal grant dollars that are now phasing out. A total of 11 additional police officers are also reflected in the 2001 Budget. Nine of those officers will be dedicated to the new Red Light Enforcement Program intended to reduce traffic accidents and fatalities. One additional court clerk in Municipal Court and an additional legal assistant in the City Attorney's Office

are included to handle increased workloads stemming from the enhanced red light enforcement effort. Matching funds are included for 2 additional police officers for the School Resource Officer (SRO) program. The additional SROs will allow officers to be stationed in School District 20 high schools, which will share in the funding of these officers. Additionally, partial funding (\$205,322) is included for the development of a new automated Criminal Justice Information System (CJIS) to replace the current system that has exceeded its useful life. These funds, in combination with funds already appropriated, bring total funding for that new system to \$800,000. The current system has inadequate software support and lacks the capacity for further expansion to handle the growing Police Department, Municipal Court, and City Attorney workloads.

A total of \$299,156 is also added to adequately staff the City's Office of Emergency Management (OEM). Two additional positions are added in 2001, bringing total staffing of the OEM to 3 FTE positions, which is a more realistic staffing level given the disaster risks of the community and the need for ongoing activities and training. Finally, in 2000 City Council added 12 additional emergency response technician positions to the Police Communications Center to help address lagging dispatch time and the number of E-911 calls being dropped. An additional \$272,203 is included in 2001 to fully fund those positions.

Additional resources (\$417,303) are also provided to operate an emergency medical squad for the southeast area of the city to help meet the eight-minute first response Standard of Coverage for the city. This unit will run only during the peak demand period of the day and will increase the availability of resources in that section of the community that produces the highest demand for Fire Department services.

→ **Traffic Improvements** – It is clear from the results of recent citizens' surveys and other citizen and customer feedback that a top community issue is frustration with growing traffic congestion. These concerns appear to be well founded in that recent studies have revealed that Colorado Springs is almost twice as congested as comparable cities. The problem is clearly a lack of capacity to handle the growth in the community and a recent leap in the number of vehicle miles traveled. In the absence of a well-funded program to construct new arterial roadways and expressways, there are only limited improvements to the existing traffic control system that can be made to help alleviate congestion. Accordingly, \$3.7 million was appropriated in 2000 for traffic signal upgrades to improve the reliability of the existing system. Those funds will be combined with up to \$3 million of federal CMAQ funds to upgrade approximately 330 of the 375 city intersections presently on traffic loops. Additionally, 4.75 FTE are added in the Transportation Engineering Unit to increase the frequency with which traffic signals are timed. While it is recognized that these efforts will not resolve all traffic congestion problems, it is anticipated they will help improve the flow of traffic in the city during off-peak times.

→ **Growth Management** – Anticipating the adoption of a new City Comprehensive Plan in 2001, the 2001 Budget contains \$250,000 to begin implementation of that plan. Those funds are necessary to update the City zoning ordinance and design standards, develop design guidelines for major transportation corridors, begin preparation of a municipal services plan, and develop cluster development guidelines.

In accordance with a Strategic Plan mandate, this Budget includes the establishment of a development review enterprise to be financially self-sufficient outside of the General Fund. A total of 6.5 FTE are transferred out of the General Fund and into this new enterprise fund. The new enterprise is funded through a 35 percent surcharge on building permit fees. The enterprise results in net savings of \$290,000 to the General Fund.

Additionally, new and increased user fees are included in the 2001 Budget to improve cost recovery in development review services and to allow a bolstering of Transportation Engineering, City Engineering, and Fire Department staffing engaged in development review. A total of 11 FTE development review staff are added in those areas at a cost of \$1.07 million in 2001. The new development review and inspection fees will generate over \$2.5 million when fully implemented. Given the magnitude of these increases, they will be implemented in a phased manner over four years.

Reductions in Service

Given the level of City Council and citizen support for the current mix of services and programs provided by the City, there is no major elimination of programs for 2001. However, the general trend of degradation in the quantity and quality of municipal services that the City is able to deliver to the citizens will continue in 2001 and worsen in some areas. For example, while funding for the street-resurfacing program is increased to \$4.7 million in 2001, this funding allows the Street Unit to resurface only 41 miles, which represents a fraction of the 103 miles resurfaced in 1990. In accordance with industry standards, all city streets should be resurfaced every 8-10 years at a minimum, which would suggest a 2001 program of 141 miles.

In 2001, the Fire Department, even with the addition of Station 18 and an additional trauma unit, will not be able to meet all of the response time standards that City Council has established. While the Fire Department projects that it will barely meet the standard of first unit response within 8 minutes 90 percent of the time, it will not be able to achieve the second unit response within 12 minutes 90 percent of the time. Police response times continue to degrade with the average response time for Priority 1 emergency calls increasing by 8 percent in 2001. In 1998, the average Police response time to a Priority 1 call was 10 minutes 33 seconds. The average response time is currently estimated to be over 12 minutes and is projected to jump to over 13 minutes in 2001. This is a direct result of a shortage of police officers available at any particular time to respond to emergency calls for service. The number of police officers per 1,000 population in Colorado Springs totals 1.6 in 2001 which is far below the 1999 ICMA average of 2.1 officers per 1,000 population for similarly sized cities. Additionally, while the 2001 Budget includes a total of over \$20.9 million of funding for new capital improvements, the unfunded backlog of necessary infrastructure projects remains at several hundred million dollars. It is impossible to foresee any abatement or reversal in these trends without either the wholesale elimination of lower priority municipal services or until additional revenue streams are identified and implemented.

Unmet Infrastructure and Operating Needs

Recognizing the seriousness of the City's fiscal challenges, City Council launched SCIP 01 last year as a collaborative project with the community to address pressing financial needs of the City. I am very pleased with the progress of that effort with several hundred City residents having engaged in identifying and prioritizing capital improvement projects and in identifying the unmet public safety needs in the city. Indeed, the SCIP citizens committees have struggled with a list of necessary capital improvements having a cost of over \$1 billion and considered public safety annual operating needs in excess of \$25 million that are presently unfunded. The SCIP 01 citizens committees have presented their recommendations to City Council regarding the unfunded infrastructure and public safety needs of the community along with a means of raising the resources necessary to meet those needs. The citizens committees recommended a question to increase City taxes be placed on the April 2001 municipal ballot. However, the 2001 Budget was developed separate from SCIP 01 and, as a result, makes no assumptions as to the level of success of that effort.

Lodgers and Automobile Rental Tax Fund

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 revenues are limited to tourist promotion and visitor attraction as well as for economic development activities. A total of just under \$2.4 million of the nearly \$3.6 million of LART revenue available for appropriation in 2001 is allocated for a visitor promotion contract with the Convention and Visitors Bureau. A total of \$1.09 million is to be transferred to the General Fund for reimbursement of tourist-related expenses. The balance is allocated for a Colorado Springs Urban Renewal Authority (\$50,000) request for assistance in the conduct of a downtown convention center study and \$50,000 for temporary support of the Global Advisory Council Office of International Affairs. The downtown convention center study will determine the current best practices regarding public/private development of convention centers and analyze the draft proposal from Stormont Trice using those best practice benchmarks and guides. A downtown hotel/convention center complex is in accordance with the Downtown Action Plan and supports the *Direction 2000* strategic goal of downtown revitalization.

The 2001 LART budget is 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.

Colorado Springs Companies

Each of the seven Colorado Springs Companies will continue self-sufficiency in 2001 and do not require a General Fund subsidy. The total combined budget for these City-owned businesses is \$32.74 million. The 2001 budgets for those enterprises include sufficient resources for the maintenance of a high level of customer service that residents expect and receive from those operations. The 2001 budgets for several of the City's enterprises include capital expansion and maintenance programs. Several Parking System capital projects are scheduled for 2001, including \$75,000 for parking meter upgrades, \$2.3 million for an off-street parking facility at the Police Operations Center (POC), and \$600,000 for a surface lot next to Old City Hall. The Parking System will also continue to implement the \$4.5 million Phase III of the Downtown Action Plan pedestrian improvements and a new \$4.5 million parking structure. In 2001, the Colorado Springs Airport begins a \$10 million rehabilitation and upgrading of the 17L/35R runway. Funding for this project comes from Federal Aviation Administration (FAA) grants in aid and Passenger Facility Charges (PFC).

The new irrigation system at Evergreen Cemetery will be fully operational in 2001 and is expected to reduce related labor costs necessary for the old manual system by 15 percent. Funding to complete the third and final phase of the parking lot renovation at the Human Services Complex is also included in 2001.

Similarly, the 2001 budgets for both Patty Jewett and Valley Hi golf courses include funding for the continued implementation of their capital projects master plan. Finally, efforts to protect and enhance the natural environment are addressed in the 2001 Budget for Pikes Peak – America's Mountain. A total of \$498,700 is budgeted for ongoing maintenance activities on Pikes Peak and the projects will include elements of the erosion sedimentation project plan.

Trails, Open Space and Parks Fund

Revenue generated from the .01 percent Trails, Open Space and Parks (TOPS) City sales and use tax adopted by City voters in 1997 is earmarked for acquiring and preserving open space and providing recreational parks and trails. TOPS Fund revenues will total almost \$5.9 million in 2001. TOPS funding will be used to purchase the Big Johnson Reservoir open space and to make the second of a three-year payment for purchase of the JL Ranch State Park open space.

Additionally, the development of the Springs Ranch and the Stetson Hills park sites are funded from the TOPS park development allocation. The combined cost of these projects totals just under \$5.2 million. The balance of the new TOPS revenue (\$689,637) remains unappropriated at this time until the City Council-appointed TOPS citizens board makes recommendations regarding which future projects should be funded in 2001. A supplemental appropriation will be brought forward during 2001 when projects are identified and recommended.

Conclusion

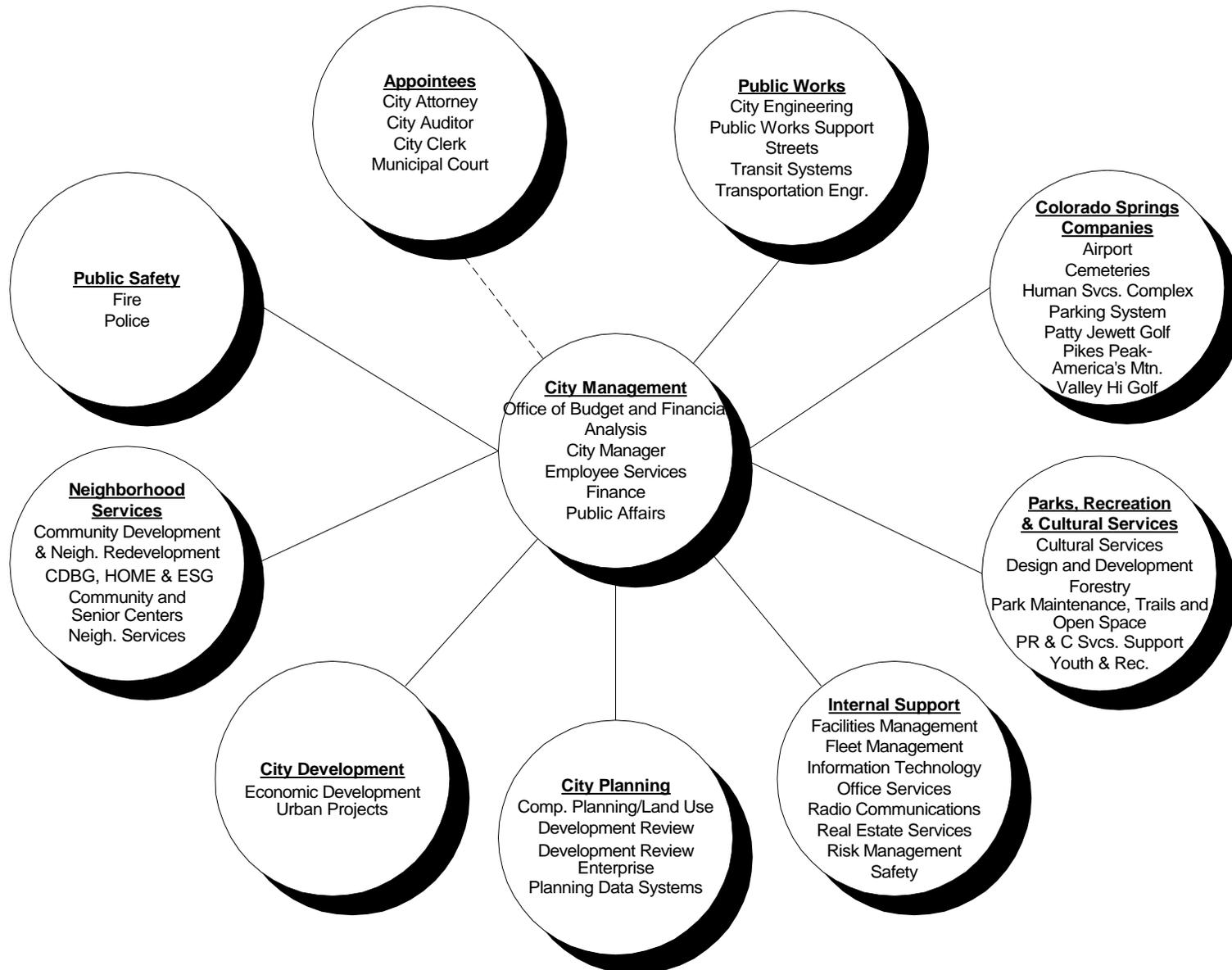
I believe that this Budget allocates our resources in a manner consistent with the goals and objectives of *Direction 2000*. It addresses, to some extent, each of the five strategic goals contained in that plan with an emphasis on public safety, growth management, and traffic congestion mitigation. However, a wide disparity still exists between the expectations contained in *Direction 2000* and available resources to meet those expectations. Additionally, I remain concerned about the alarming trend of degradation in the quantity and quality of municipal services that the City is able to deliver to its citizens. I know that I speak on behalf of all City employees when expressing the frustration that we feel in not being able to maintain the service levels that our customers deserve and expect. Our community has much riding upon the success of SCIP 01. Indeed, the exceptional quality of life that the City offers is largely dependent upon the quality and sufficiency of the municipal services and infrastructure that it provides.

I want to express my appreciation for the work of City Council in developing this budget. I also wish to acknowledge and thank the Group Support Managers, City staff at all levels, and the Office of Budget and Financial Analysis staff for the countless hours of effort devoted to the preparation of this document.

Sincerely,

Jim Mullen
City Manager

City of Colorado Springs Municipal Government Network



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 organizational units to follow in preparing budget requests.

Organizational Unit Budget Requests - During this phase, formal instructions and guidelines are issued to departments and organizational units for use in preparing budget requests. The Office of Budget and Financial Analysis (OBFA) meets with the organizational unit managers of each City group to discuss guidelines and instructions and to identify emerging budget issues. Using the guidelines, organizational units prepare and submit budget requests to the OBFA. The OBFA then reviews and analyzes organizational unit 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 group to review budget submittals of each organizational unit of the group. 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 unit's mission and/or Strategic Plan goals is accomplished at these sessions. Organizational unit 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 OBFA then prepares the preliminary budget document.

City Council Review and Approval of Budget – The City Manager's Preliminary 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 on the last Thursday of 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 2001 budget guidelines



PHASE II – ORGANIZATIONAL UNIT BUDGET REQUESTS

June - July

1. Budget manual distributed to organizational units
2. Organizational units prepare 2001 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 organizational units



PHASE III – FORMULATION OF CITY MANAGER’S RECOMMENDED BUDGET

August - September

1. City Manager conducts budget review sessions with each group to review budget submittals of each organizational unit of the group
2. Final adjustments in revenue and expenditure estimates are prepared by Office of Budget and Financial Analysis
3. City Manager balances budget
4. Office of Budget and Financial Analysis produces 2001 Preliminary Budget document



PHASE IV – CITY COUNCIL REVIEW AND APPROVAL OF BUDGET

October - November

1. Council reviews recommended 2001 Budget
2. Council holds budget work sessions
3. Public hearing held on Preliminary Budget
4. Council makes allocation and policy decisions at final budget markup session



PHASE V – FINAL REVIEW AND ADOPTION

November - December

1. First reading of appropriations ordinance held adopting 2001 Budget
2. Council sets 2000 mill levy for taxes payable in 2001
3. Second reading of appropriations ordinance held adopting 2001 Budget
4. Office of Budget and Financial Analysis produces final 2001 Budget document

This page left blank intentionally.

PLANNING

- May 22 **City Council Work Session** - Review/discussion of financial outlook, funding options for Strategic Plan initiatives, and key budgetary objectives and guidelines for development of the 2001 Budget
- May 23 City Manager establishes 2001 Budget guidelines

DEPARTMENT BUDGET SUBMITTALS

- May 26 Budget manual with guidelines distributed to departments and organizational units
- May 30 – June 12 Office of Budget and Financial Analysis budget review meetings with departments and organizational units
- June 30 City departments and units submit budgets to the Office of Budget and Financial Analysis

FORMULATION OF CITY MANAGER'S RECOMMENDED BUDGET

- August 2 – 18 Group Support Managers and their respective units meet with City Manager to review budget submittals
- August 29 City Manager finalizes recommended 2001 Budget for submittal to City Council
- October 2 2001 Preliminary Budget Plan transmitted to City Council

CITY COUNCIL REVIEW AND APPROVAL OF BUDGET

October 9	1 p.m. (Informal Council Meeting) City Council Budget Work Sessions – Budget Overview
October 11	City Council Budget Work Session – 1:30 a.m. to 4:30 p.m.
October 12	City Council Budget Work Session – 8:30 a.m. to 11:30 a.m.
October 13	City Council Budget Work Session – 8:30 a.m. to 4:30 p.m.
October 16	City Council Budget Work Session – 1:30 p.m. to 4:30 p.m.
October 17	City Council Budget Work Session – 1:30 p.m. to 4:30 p.m.
October 19	City Council Budget Work Session – 8:30 a.m. to 11:30 a.m.
October 26	Formal public hearing on entire 2001 City Budget – 7:00 p.m.
November 8	City Council Budget Markup Session. Mill levy set. – 1:30 p.m. to 4:30 p.m.

FINAL REVIEW AND ADOPTION

November 13	City Council informal review of final Appropriations Ordinances and 2001 Budget
November 28	First reading of 2001 Appropriations Ordinances and Mill Levy certification
December 12	Second reading of 2001 Appropriation Ordinances. 2001 City Budget officially adopted.

COUNCIL BUDGET WORK SESSIONS – CITY COUNCIL CHAMBERS

Monday, October 9	<i>Informal Council Meeting</i> Budget Overview
Wednesday, October 11 1:30 p.m. – 4:30 p.m.	Parks, Recreation and Cultural Services Neighborhood Services
Thursday, October 12 8:30 a.m. – 11:30 a.m.	City Management City Development City Planning
Friday, October 13 8:30 a.m. – 4:30 p.m.	Police Fire Public Works
Monday, October 16 1:30 p.m. – 4:30 p.m.	City Attorney City Auditor City Clerk Municipal Court
Tuesday, October 17 1:30 p.m. – 4:30 p.m.	Internal Support Colorado Springs Companies
Thursday, October 19 8:30 a.m. – 11:30 a.m.	General Costs Lodgers and Automobile Rental Tax (LART) SCIP/Capital Improvements
Thursday, October 26 7 p.m.	<i>Formal Public Hearing</i>
Wednesday, November 8 1:30 p.m. – 4:30 p.m.	Budget Markup Session

This page left blank intentionally.



“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.

Part I: 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**.

Part II: 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.

Part III: 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**.

Part IV: 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.

This page left blank intentionally.

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 2001 population of 366,000 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 2001 budgeted expenditures stated in dollars and percent of total.

OVERVIEW OF 2001 BUDGETS FOR ALL FUNDS

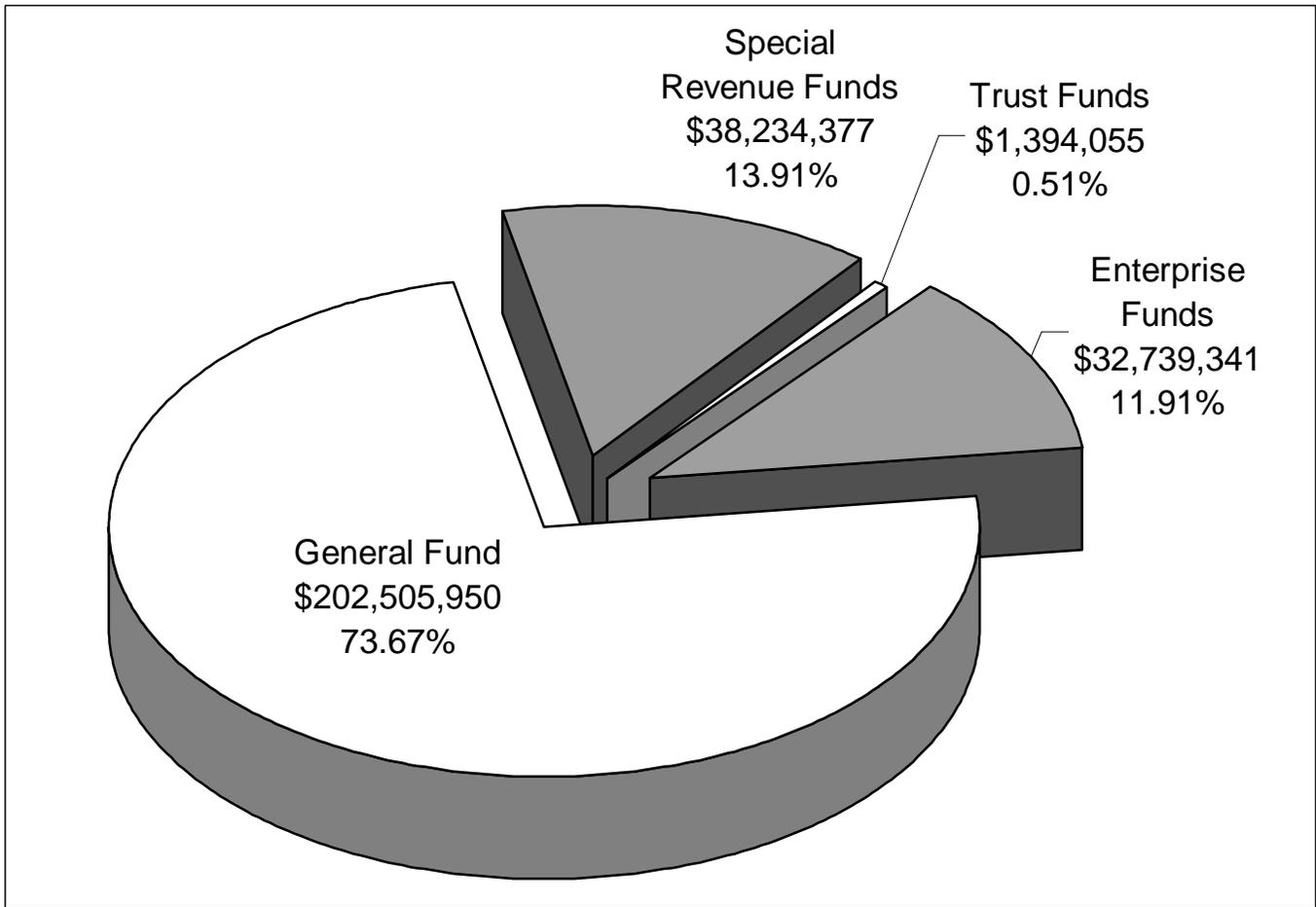
The overview includes a Fund Balance Summary and a description of the City's funds, how funds interact, basis of accounting, and changes to the adopted budget. The Fund Balance Summary indicates the beginning and ending fund balances available for appropriation as well as 2001 budgets by specific fund.

The budget document focuses primarily on the General Fund because it is the largest fund. The General Fund 2001 Budget is \$202,505,950, which is 73.67 percent of the total funds. The second largest type of fund is the Special Revenue Funds. Special Revenue Funds 2001 budgets total \$38,234,377, which is 13.91 percent of the total funds. The Enterprise Funds 2001 budgets total \$32,739,341, which is 11.91 percent of the total funds. The remaining 0.51 percent of the total funds is comprised of the Trust Funds 2001 budgets, which total \$1,394,055.

2001 ALL FUNDS EXPENDITURES

FUND	AMOUNT
General Fund	\$202,505,950
Special Revenue Funds	38,234,377
Enterprise Funds	
Airport	18,826,649
Cemeteries	1,415,326
Development Review	538,530
Human Services Complex	314,986
Parking System	5,457,067
Patty Jewett Golf Course	1,782,636
Pikes Peak – America’s Mountain	3,316,163
Valley Hi Golf Course	1,087,984
Trust Funds	1,394,055
All Funds Total	\$274,873,723

NOTE: The total of the Internal Service Funds is \$53,960,110. A portion of this is allocated in the General and Enterprise Funds



BUDGET IN BRIEF

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Revenue by Source				
Taxes	\$123,030,334	\$128,924,079	\$131,075,119	\$146,238,916
Licenses and Permits	289,779	291,529	298,355	543,822
Intergovernmental	23,794,423	23,319,818	31,499,998	31,325,207
Charges for Services	59,269,733	62,206,143	71,549,952	71,232,797
Fines and Forfeits	2,766,577	3,198,675	3,285,000	4,262,650
Miscellaneous	13,758,405	103,547,840	9,385,971	9,086,987
Transfers from Other Funds	37,899,849	63,441,628	71,818,439	65,436,063
Total Revenues	\$260,809,100	\$384,929,712	\$318,912,834	\$328,126,442
Expenditures by Category				
Salaries and Benefits	\$114,138,831	\$123,743,187	\$137,589,367	\$150,593,045
Operating	95,802,510	101,132,411	109,637,820	115,707,371
Capital Outlay	7,114,685	8,387,569	6,678,074	7,571,779
Capital Improvement Projects (CIP)	46,750,464	25,728,808	35,045,993	21,544,513
Debt Service	9,495,329	10,081,124	18,784,575	18,243,925
Transfers to CIP Funds	0	30,233,234	14,495,017	15,127,000
Total Expenditures	\$273,301,819	\$299,306,333	\$322,230,846	\$328,787,633

NOTE: The total of the Internal Service Funds is included in the 2000 and 2001 Budgets.

In 1998 and 1999, taxes accounted for 47.2 and 33.49 percent of the total revenue, respectively. For 2000 and 2001, taxes were projected to account for 41.1 and 44.68 percent of the total revenue, respectively. In 1998, the second largest revenue source was Charges for Services, which accounted for 22.73 percent of the total revenue. For 1999, Miscellaneous was the second largest revenue source due to the \$88 million sales tax revenue bonds for the Springs Community Improvement Program (SCIP). For 2000, Transfers from Other Funds was projected to account for 22.52 percent of revenue. For 2001, Charges for Services is the second largest revenue source representing 21.03 percent of the total revenue. 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 after 1998 is due to interfund transfers to the Internal Service and the Capital Improvement Project Funds.

In 1998 and 1999, salaries and benefits accounted for 41.8 and 41.34 percent, respectively, of the total expenditures. These were projected to increase to 42.7 percent of the total expenditures in 2000 and 45.78 percent in 2001. The second largest category is operating expenditures, which accounted for 35.1 and 33.8 percent of the total expenditures in 1998 and 1999, respectively. Operating expenditures represent 34 percent and 35.2 percent of the total expenditures, respectively, in 2000 and 2001. In 1998, the three largest funds, the General Fund; Airport Enterprise Fund; and the Trails, Open Space and Parks Special Revenue Fund accounted for 76 percent of the total expenditures. In 1999, the three largest funds, the General Fund; Airport Enterprise Fund; and the Springs Community Improvements Program (SCIP) Special Revenue fund accounted for 71 percent of the total expenditures. In 2000 and 2001, these three funds account for 69 and 70 percent, respectively.

2001 ALL FUNDS REVENUE TRENDS

The Taxes revenue source is comprised of property taxes, sales and use taxes, and other taxes. The major component is the sales and use tax, which has increased by an average of 7.3 percent since 1998. In fact, 2001 marks the tenth consecutive year of local economic expansion. Property tax revenue is the second largest component and has decreased an average of 1.2 percent since 1998. The decrease is primarily due to the lowering of mill levies in compliance with TABOR. Other taxes, which include the City's occupational tax and specific ownership taxes, have increased by an average of 6.9 percent since 1998.

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 increase significantly due to reimbursements from the annual Federal Transit Administration capital grant and the Federal Universal Hiring Grant. 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 \$3,000,342, which is a 8.89 percent decrease from 2000. The projection is based upon a City population of 353,088 (weighted average) and a \$8.27 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 2.4 percent over 2000. Revenue resulting from the El Paso County Road and Bridge Tax is expected to increase by 2.06 percent from the 2000 adjusted budget.

Revenue from Charges for Services is projected to decrease 3.79 percent from the 2000 Budget. General Fund Charges for Services are projected to increase approximately \$337,800 over the 2000 Budget. Special Revenue Funds Charges for Services are estimated to decrease 39.4 percent, which is primarily due to postponing implementation of a new Motor Vehicle Registration Fee. The Enterprise Funds Charges for Services are estimated to decrease 2.0 percent. The Internal Service Funds Charges for Service remain constant from 2000 to 2001.

The Transfers from Other Funds revenue is projected to decrease 8.89 percent from the 2000 Budget due to the removal of the Airport's Capital Improvement Fund for 2001.

2001 SUMMARY OF MAJOR REVENUE AND EXPENDITURES

	Special Funds				
	General Fund	Arterial Roadway	Ballfield Capital Improvements	Bicycle Tax	Briargate SIMD
Beginning Fund Balance	12,880,972	474,227	233,835	150,670	509,847
Revenue by Source					
Taxes	135,600,542	0	0	109,000	634,591
Licenses and Permits	543,822	0	0	0	0
Intergovernmental	22,740,166	0	0	0	0
Charges for Services	7,615,728	186,528	106,572	0	0
Fines and Forfeits	4,262,650	0	0	0	0
Miscellaneous	5,244,425	8,700	4,000	10,000	12,540
Transfers from Other Funds	26,238,833	0	0	0	0
Total Revenue	202,246,166	195,228	110,572	119,000	647,131
Expenditures by Category					
Salaries and Benefits	128,176,088	0	0	0	0
Operating	50,040,636	0	0	0	647,131
Capital Outlay	5,809,561	0	0	0	0
Capital Improvement Proj.	0	195,228	0	96,500	0
Debt Service	3,352,665	0	110,572	0	0
Transfers to CIP Funds	15,127,000	0	0	0	0
Total Expenditures	202,505,950	195,228	110,572	96,500	647,131
Ending Fund Balance	12,621,188	474,227	233,835	173,170	509,847

2001 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Special Funds				
	Business Development	CDBG – Neighborhood Services	Conservation Trust	Emergency Shelter Act Grant	Gateway SIMD
Beginning Fund Balance	975,591	0	0	0	7,406
Revenue by Source					
Taxes	0	0	0	0	4,141
Licenses and Permits	0	0	0	0	0
Intergovernmental	0	4,094,000	2,920,041	112,000	0
Charges for Services	246,200	0	0	0	0
Fines and Forfeits	0	0	0	0	0
Miscellaneous	55,660	0	80,301	0	209
Transfers from Other Funds	0	0	0	0	0
Total Revenue	301,860	4,094,000	3,000,342	112,000	4,350
Expenditures by Category					
Salaries and Benefits	140,210	1,337,136	550,000	0	0
Operating	950,000	2,756,864	0	112,000	4,350
Capital Outlay	0	0	0	0	0
Capital Improvement Proj.	0	0	2,450,342	0	0
Debt Service	0	0	0	0	0
Transfers to CIP Funds	0	0	0	0	0
Total Expenditures	1,090,210	4,094,000	3,000,342	112,000	4,350
Ending Fund Balance	187,241	0	0	0	7,406

2001 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Special Funds				
	Home Investment Partnership	Lodgers & Auto Rental Tax	Norwood SIMD	Old Colorado City SIMD	Ongoing CIP
Beginning Fund Balance	0	0	350,871	129,469	0
Revenue by Source					
Taxes	0	3,557,143	341,596	69,918	0
Licenses and Permits	0	0	0	0	0
Intergovernmental	1,429,000	0	0	0	0
Charges for Services	0	0	0	0	0
Fines and Forfeits	0	0	0	0	0
Miscellaneous	0	10,000	5,225	6,270	225,000
Transfers from Other Funds	0	0	0	0	7,279,941
Total Revenue	1,429,000	3,567,143	346,821	76,188	7,504,941
Expenditures by Category					
Salaries and Benefits	55,947	0	0	47,444	0
Operating	1,373,053	3,567,143	346,821	28,744	0
Capital Outlay	0	0	0	0	0
Capital Improvement Proj.	0	0	0	0	7,502,000
Debt Service	0	0	0	0	0
Transfers to CIP Funds	0	0	0	0	0
Total Expenditures	1,429,000	3,567,143	346,821	76,188	7,502,000
Ending Fund Balance	0	0	350,871	129,469	2,941

2001 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Special Funds				
	Platte Avenue SIMD	Public Space & Develop- ment	Sales & Use Tax Capital Improv.	SCIP	Stetson Hills SIMD
Beginning Fund Balance	29,937	1,739,768	0	0	71,034
Revenue by Source					
Taxes	8,499	0	0	0	121,670
Licenses and Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges for Services	0	800,000	0	0	0
Fines and Forfeits	0	0	0	0	0
Miscellaneous	1,045	60,000	0	0	2,090
Transfers from Other Funds	0	0	0	7,847,059	0
Total Revenue	9,544	860,000	0	7,847,059	123,760
Expenditures by Category					
Salaries and Benefits	0	0	0	0	0
Operating	9,544	0	0	0	123,760
Capital Outlay	0	0	0	0	0
Capital Improvement Proj.	0	250,000	0	0	0
Debt Service	0	0	0	7,847,059	0
Transfers to CIP Funds	0	0	0	0	0
Total Expenditures	9,544	250,000	0	7,847,059	123,760
Ending Fund Balance	29,937	2,349,768	0	0	71,034

2001 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	464,365	2,342,687	2,191,524	37,047	59,056
Revenue by Source					
Taxes	0	0	5,776,700	0	15,116
Licenses and Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges for Services	100,000	2,314,427	0	26,000	0
Fines and Forfeits	0	0	0	0	0
Miscellaneous	31,000	47,000	105,078	2,000	1,045
Transfers from Other Funds	0	0	0	0	0
Total Revenue	131,000	2,361,427	5,881,778	28,000	16,161
Expenditures by Category					
Salaries and Benefits	0	0	0	0	0
Operating	131,000	0	0	40,000	16,161
Capital Outlay	0	0	0	0	0
Capital Improvement Proj.	0	2,361,427	5,183,941	0	0
Debt Service	0	0	0	0	0
Transfers to CIP Funds	0	0	0	0	0
Total Expenditures	131,000	2,361,427	5,183,941	40,000	16,161
Ending Fund Balance	464,365	2,342,687	2,889,361	25,047	59,056

2001 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Enterprise Funds				
	Airport	Cemeteries	Development Review	Human Services Complex	Parking System
Beginning Fund Balance	23,484,357	478,414	0	467,961	4,535,147
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	19,888,073	1,097,108	578,808	240,300	2,572,526
Fines and Forfeits	0	0	0	0	0
Miscellaneous	1,029,334	226,500	0	15,000	275,000
Transfers from Other Funds	0	0	0	0	0
Total Revenue	20,917,407	1,323,608	578,808	285,300	2,847,526
Expenditures by Category					
Salaries and Benefits	5,567,962	751,482	414,908	40,573	431,521
Operating	6,728,984	487,839	106,322	119,413	790,520
Capital Outlay	396,705	80,400	17,300	0	180,000
Capital Improvement Proj.	0	0	0	155,000	3,350,000
Debt Service	6,132,998	95,605	0	0	705,026
Transfers to CIP Funds	0	0	0	0	0
Total Expenditures	18,826,649	1,415,326	538,530	314,986	5,457,067
Ending Fund Balance	25,575,115	386,696	40,278	438,275	1,925,606

2001 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

Enterprise Funds

	Pikes Peak -		
	Patty Jewett Golf Course	America's Mountain	Valley Hi Golf Course
Beginning Fund Balance	1,021,607	485,731	565,147
Revenue by Source			
Taxes	0	0	0
Licenses and Permits	0	0	0
Intergovernmental	0	0	0
Charges for Services	1,654,956	2,883,400	961,499
Fines and Forfeits	0	0	0
Miscellaneous	57,227	180,000	45,044
Transfers from Other Funds	0	70,230	0
Total Revenue	1,712,183	3,133,630	1,006,543
Expenditures by Category			
Salaries and Benefits	615,051	1,462,851	317,849
Operating	784,998	1,672,312	608,684
Capital Outlay	382,587	181,000	161,451
Capital Improvement Proj.	0	0	0
Debt Service	0	0	0
Transfers to CIP Funds	0	0	0
Total Expenditures	1,782,636	3,316,163	1,087,984
Ending Fund Balance	951,154	303,198	483,706

2001 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	1,742,291	0	10,783	1,447,390
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	25,112,984	4,847,126
Fines and Forfeits	0	0	0	0
Miscellaneous	0	0	0	0
Transfers from Other Funds	1,000,000	23,000,000	0	0
Total Revenue	1,000,000	23,000,000	25,112,984	4,847,126
Expenditures by Category				
Salaries and Benefits	0	0	10,513,229	170,794
Operating	1,000,000	23,000,000	14,236,980	4,676,332
Capital Outlay	0	0	362,775	0
Capital Improvement Proj.	0	0	0	0
Debt Service	0	0	0	0
Transfers to CIP Funds	0	0	0	0
Total Expenditures	1,000,000	23,000,000	25,112,984	4,847,126
Ending Fund Balance	1,742,291	0	10,783	1,447,390

2001 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Trust Funds				
	C.D. Smith	Cemetery Endowment	Gift	Krupinski Memorial	Perkins
Beginning Fund Balance	0	0	2,567,708	0	0
Revenue by Source					
Taxes	0	0	0	0	0
Licenses and Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges for Services	0	0	0	0	0
Fines and Forfeits	0	0	0	0	0
Miscellaneous	45,000	580,000	750,000	130	150
Transfers from Other Funds	0	0	0	0	0
Total Revenue	45,000	580,000	750,000	130	150
Expenditures by Category					
Salaries and Benefits	0	0	0	0	0
Operating	45,000	580,000	750,000	130	150
Capital Outlay	0	0	0	0	0
Capital Improvement Proj.	0	0	0	0	0
Debt Service	0	0	0	0	0
Transfers to CIP Funds	0	0	0	0	0
Total Expenditures	45,000	580,000	750,000	130	150
Ending Fund Balance	0	0	2,567,708	0	0

2001 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

Trust Funds

	Sabine	Senior Programs	Therapeutic Recreation	Woods
Beginning Fund Balance	0	349,869	15,728	0
Revenue by Source				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Fines and Forfeits	0	0	0	0
Miscellaneous	75	17,500	1,000	200
Transfers from Other Funds	0	0	0	0
Total Revenue	75	17,500	1,000	200
Expenditures by Category				
Salaries and Benefits	0	0	0	0
Operating	0	17,500	1,000	200
Capital Outlay	0	0	0	0
Capital Improvement Proj.	75	0	0	0
Debt Service	0	0	0	0
Transfers to CIP Funds	0	0	0	0
Total Expenditures	75	17,500	1,000	200
Ending Fund Balance	0	349,869	15,728	0

FUND BALANCE SUMMARY

Fund	Funds Available for Appropriation 1/1/00	Estimated 2000 Revenue	Estimated 2000 Expenditures	Estimated Funds Available for Appropriation 1/1/01	Revenue 2001 Budget	Expenditures 2001 Budget	Estimated Funds Available for Appropriation 1/1/02
GENERAL FUND	13,785,992	191,848,561	192,753,581	12,880,972	202,246,166	202,505,950	12,621,188
Funds Available for Appropriation 1/1/00 excludes TABOR emergency reserve of \$5,750,000							
SPECIAL REVENUE FUNDS							
Arterial Roadway	474,227	176,900	176,900	474,227	195,228	195,228	474,227
Ballfield Capital Improvements	149,835	84,000	0	233,835	110,572	110,572	233,835
Bicycle Tax	140,744	116,766	106,840	150,670	119,000	96,500	173,170
Briargate SIMD	509,847	590,586	590,586	509,847	647,131	647,131	509,847
Business Development	2,704,470	294,451	2,023,330	975,591	301,860	1,090,210	187,241
CDBG **	0	7,534,502	7,534,502	0	4,094,000	4,094,000	0
** Estimated 2000 Revenue / Expenditures include carry over funds of \$3,440,502							
Conservation Trust	0	3,081,836	3,081,836	0	3,000,342	3,000,342	0
Emergency Shelter Act Grant	0	95,200	95,200	0	112,000	112,000	0
Gateway SIMD	7,406	4,459	4,459	7,406	4,350	4,350	7,406
Home Investment Partnership	0	3,026,645	3,026,645	0	1,429,000	1,429,000	0
Lodgers & Auto Rental Tax	138,741	3,478,842	3,617,583	0	3,567,143	3,567,143	0
Motor Vehicle Registration Fee	0	0	0	0	0	0	0
Norwood SIMD	350,871	320,357	320,357	350,871	346,821	346,821	350,871
Old Colorado City SIMD	129,469	74,654	74,654	129,469	76,188	76,188	129,469
Ongoing CIP	0	7,596,564	7,596,564	0	7,504,941	7,502,000	2,941
Platte Avenue SIMD	29,937	9,544	9,544	29,937	9,544	9,544	29,937
Public Space & Development	1,539,768	860,000	660,000	1,739,768	860,000	250,000	2,349,768
Sales & Use Tax Capital Improv.	492,424	0	492,424	0	0	0	0
SCIP	0	8,532,742	7,848,447	0	7,847,059	7,847,059	0
Stetson Hills SIMD	71,034	114,249	114,249	71,034	123,760	123,760	71,034
Street Tree	458,458	130,907	125,000	464,365	131,000	131,000	464,365
Subdivision Drainage	2,342,687	1,667,500	1,667,500	2,342,687	2,361,427	2,361,427	2,342,687
Trails, Open Space and Parks	661,105	5,615,711	4,085,292	2,191,524	5,881,778	5,183,941	2,889,361
Tree City USA	35,701	26,346	25,000	37,047	28,000	40,000	25,047
Woodstone SIMD	59,056	16,169	16,169	59,056	16,161	16,161	59,056
ENTERPRISE FUNDS							
Airport	20,662,767	21,086,414	18,264,824	23,484,357	20,917,407	18,826,649	25,575,115
Cemeteries	459,578	1,332,860	1,314,024	478,414	1,323,608	1,415,326	386,696
Development Review	0	0	0	0	578,808	538,530	40,278
Human Services Complex	489,641	290,000	311,680	467,961	285,300	314,986	438,275
Parking System	3,733,196	2,752,950	1,950,999	4,535,147	2,847,526	5,457,067	1,925,606
Patty Jewett Golf Course	1,032,250	1,701,793	1,712,436	1,021,607	1,712,183	1,782,636	951,154
Pikes Peak - America's Mountain	716,621	3,001,230	3,232,120	485,731	3,133,630	3,316,163	303,198
Valley Hi Golf Course	586,914	1,000,314	1,022,081	565,147	1,006,543	1,087,984	483,706
INTERNAL SERVICE FUNDS							
Claims Reserve Self -Insurance	1,742,291	1,000,000	1,000,000	1,742,291	1,000,000	1,000,000	1,742,291
Employee Benefits Self -Ins.	0	20,000,000	20,000,000	0	23,000,000	23,000,000	0
Support Services	187,305	23,294,463	23,470,985	10,783	25,112,984	25,112,984	10,783
Workers Compensation	1,447,390	4,847,126	4,847,126	1,447,390	4,847,126	4,847,126	1,447,390
TRUST FUNDS							
C. D. Smith Trust	0	40,000	40,000	0	45,000	45,000	0
Cemetery Endowment	0	593,000	593,000	0	580,000	580,000	0
Gift Trust	2,567,708	750,000	750,000	2,567,708	750,000	750,000	2,567,708
Krupinski Memorial	0	125	125	0	130	130	0
Perkins Trust	0	150	150	0	150	150	0
Sabine Trust	0	75	75	0	75	75	0
Senior Programs	349,869	16,500	16,500	349,869	17,500	17,500	349,869
Therapeutic Recreation	15,728	1,000	1,000	15,728	1,000	1,000	15,728
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	Old Colorado City SIMD
Ballfield Capital Improvements	Ongoing CIP
Bicycle Tax	Park Developer Easement
Briargate SIMD	Platte Avenue SIMD
Business Development Revolving Loan	Public Space and Development
CDBG – Neighborhood Services	Springs Community Improvements Program (SCIP)
Conservation Trust (State Lottery Program)	Stetson Hills SIMD
Gateway SIMD	Street Tree
Home Investment Partnership	Subdivision Drainage
Lodgers and Automobile Rental Tax	Trails, Open Space and Parks (TOPS)
Motor Vehicle Registration Fee	Tree City USA
Norwood SIMD	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.

Colorado Springs Companies Section

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

General Fund City Planning Section

- Development Review

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
- 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 | Perkins Trust |
| Cemetery Endowment | Sabine Trust |
| Cultural Affairs | Senior Programs |
| Gift Trust | Therapeutic Recreation |
| Krupinski Memorial | Woods Trust |

HOW FUNDS INTERACT

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

BASIS OF ACCOUNTING AND ACCOUNTING STRUCTURE

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

Types of Accounting - The General Fund, Special Revenue Funds, Capital Improvements Projects Funds and certain Trust Funds are maintained on a modified accrual basis. 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.

This page left blank intentionally.

Economic Overview and Outlook

CURRENT TRENDS

The local economic expansion that began in 1992 has clearly extended into a ninth year. Economic data through the first eleven months of 2000 reflected continued healthy growth in the Colorado Springs economy. All of the key indicators of local economic activity registered gains or improvement. However, signs that the strong growth posted in recent years may begin to moderate are becoming evident. Employment growth is slowing, yet the local jobless rate continues to hover at a near record low level. This moderation does not appear to be the result of any fundamental slowdown in the local economy, but is rather a manifestation of a scarcity of available workers. In other words, the local economy is in the odd position of not achieving its growth potential due to constraints on labor force growth. Although the national economy is showing definite signs of cooling, the diverse nature of the Colorado Springs economy should allow it to continue to grow at a healthy, yet more moderate, clip through 2001. Nevertheless, the local economy will not be unaffected by the national economic slowdown.

↳ Total non-agricultural wage and salary employment through the first eleven months of 2000 was up 2.9 percent over the same period of 1999. That rate of employment growth is down appreciably from the 4.7 percent posted in 1999. Over the last 16 years (and 2 business cycles), annual employment growth in the Pikes Peak region has averaged 4.3 percent. The current slowing in employment growth results from a general lack of available workers to fill job openings rather than from a reduction in the demand for goods and services produced by local workers. 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, 2000 could post the slowest employment

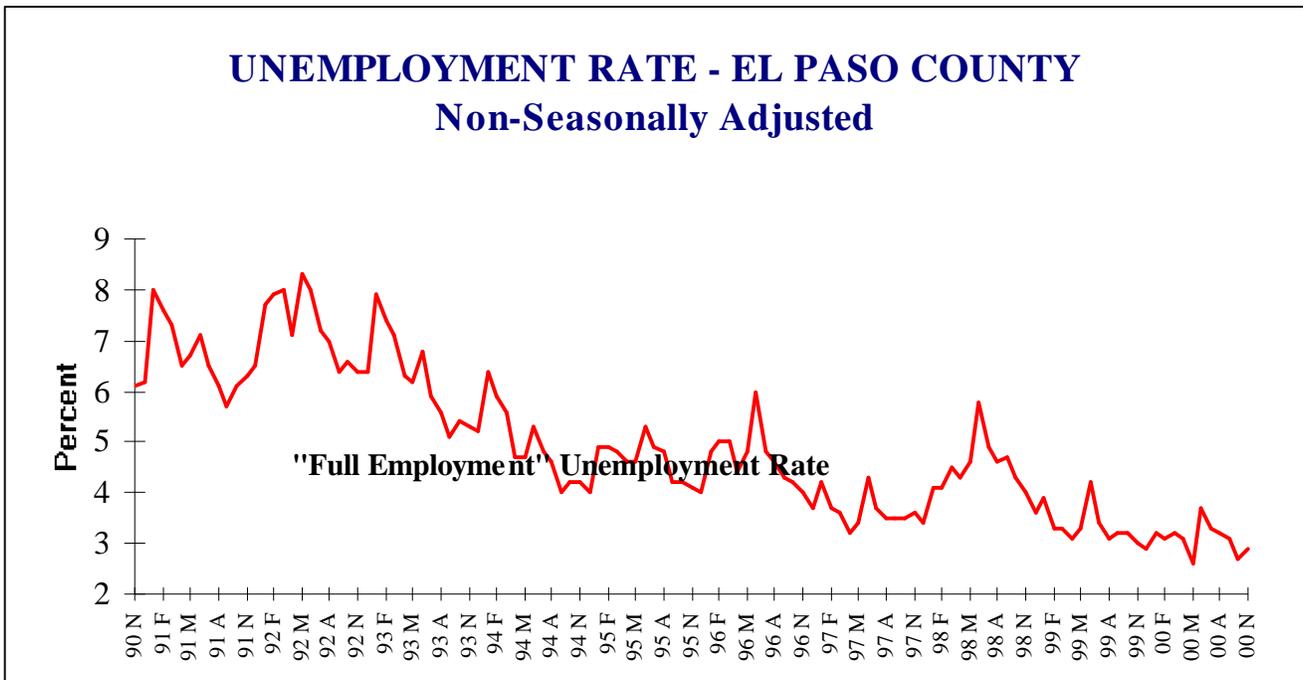
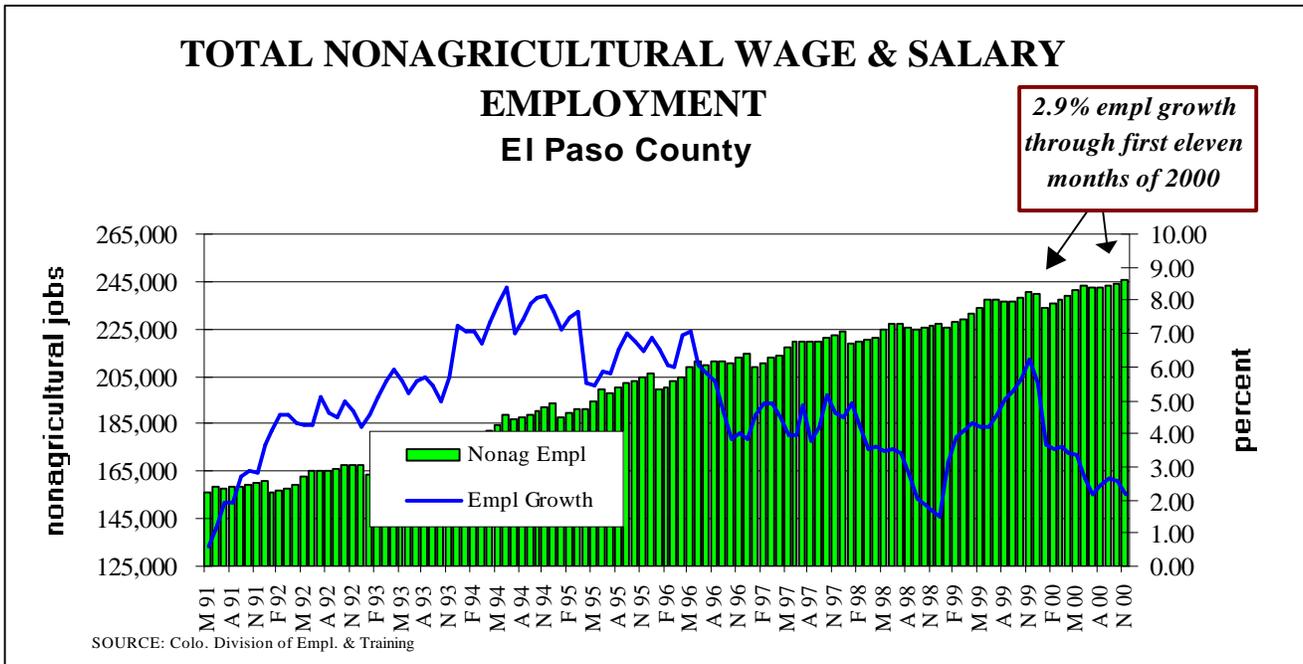
LOCAL ECONOMIC SCORECARD				
Colorado Springs Area				
(Percent Change Over Prior Year)				
2000 - 1999				
Economic Indicators	2000	1999	Direction	Assessment *
Unemployment Rate ** 1/	2.9	3.0	↓	Better
Total Nonag Employment 1/	2.9	4.6	↑	Better
Manufacturing Employment 1/	4.2	2.3	↑	Better
City Sales Tax Revenue 1/	12.2	5.7	↑	Better
Total New Const. Spending	25.3	20.8	↑	Better
Residential Building Permits	5.8	13.9	↑	Better

* Is Colorado Springs better off or worse off than a year ago?
 ** Actual rate for November.
 1/ Data through November.
 SOURCE: City of Colorado Springs, Office of Budget and Financial Analysis

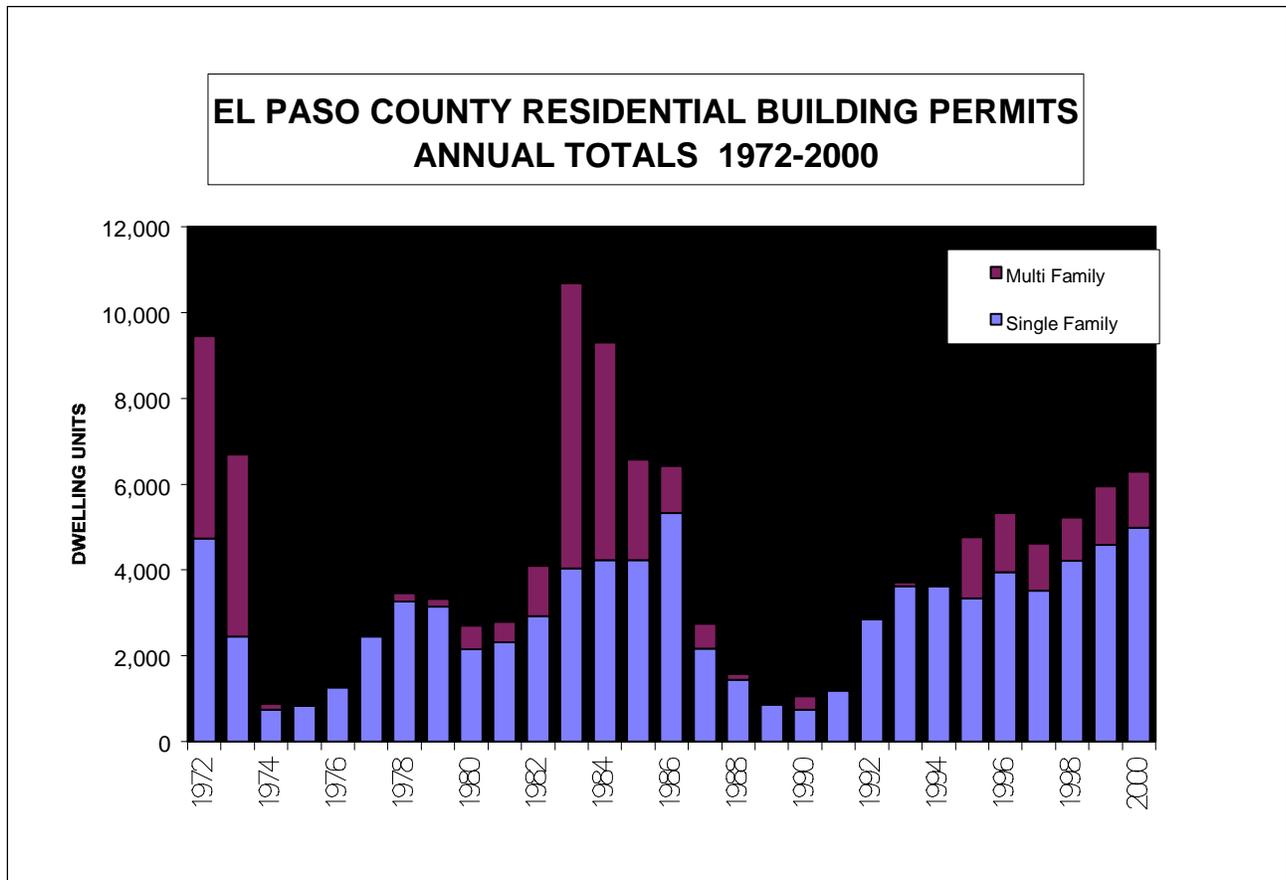
growth rate for the region since 1991.

↳ Through the first eleven months of 2000, the local unemployment rate averaged just 2.9 percent. By May, the rate had dipped to

a record-low 2.6 percent although it had edged back up to 3.3 percent by July. The local jobless rate continues to be below the full-employment rate with general labor shortages continuing for both entry-level and skilled positions. This scarcity of labor is not unique to the Colorado Springs economy. Much of the growth in the Colorado Springs labor force has historically been through the in-migration of new workers attracted to Colorado Springs because of the strong employment opportunities and a superior quality of life offered in the Pikes Peak region. However, the national jobless rate continues to hover around 4 percent with tight labor market conditions evident in most regions of the United States. In that environment, workers are less apt to migrate to other regions in search of new employment opportunities. This has served to slow the in-migration of new workers to Colorado Springs and has prompted the scarcity of labor, which has effectively put an upper bound on the rate of local economic growth.



↪ 2000 was the best year for area homebuilders since 1986. Nearly, 6,300 new dwelling units were permitted during the year, up 5.8 percent from 1999. Single family units comprised 4,976 of total permits which was also the largest number started since 1986. A higher rate of new household formation and healthy gains in local incomes due to the strong labor market appear to continue to drive the entry-level and move-up segments of the local housing market. Nevertheless, somewhat higher home mortgage interest rates earlier in the year combined and soaring house prices served to temper overall housing sales. The total number of homes sold in the area through November was up only 1.6 percent from the same period of 1999. However, the average selling price of homes increased 8.3 percent over the year.



↪ Prompted by a surge in both residential and nonresidential construction spending, total new construction spending during 2000 was up a strong 25.3 percent over the same period last year. Residential spending was up 14.3 percent over the year while nonresidential spending was up 55.4 percent over the same period of 1999.

↪ City Sales and Use Tax collections posted a strong 12.2 percent advance through the first 10 months of the 2000 fiscal year. Total collections for 2000 are expected to reach \$110.1 million, which is 9 percent over 1999 total revenue. This increase is attributable to a combination of factors including continued consumer confidence in the local economy bolstered by extraordinarily strong labor market conditions; continued strong homebuilding and a surge in new commercial construction that has resulted in robust sales of building materials; a double-digit increase in purchases of consumer durable goods including automobiles, furniture, and appliances; and a sizable jump in investment in

new plant and equipment by area manufacturers. Finally, a sizable jump in investment in new plant and equipment by several area manufacturers helped boost use tax collections during 2000.

OUTLOOK FOR 2001

Although a slowdown of the national economy has become evident, the diverse nature of the Colorado Springs economy should allow it to continue to grow at a healthy, yet more moderate, clip. Nevertheless, the local economy will not be unaffected by the national economic slowdown.

2001 should mark the tenth consecutive year of the local economic expansion, although growth is expected to moderate due to continued labor shortages and the recent slowing on the national scene. However, if the slowing of the U.S. economy turns from a “slowdown” to a “slump”, the ramifications would be quickly felt in Colorado Springs. Sagging corporate profits stemming from a national economic recession would result in cutbacks in local spending and trimming of workforces by local corporate branches. Local consumer confidence appears to remain relatively strong as evidenced by recent City sales tax collections. However, a slumping national economy and a substantial stock market correction would serve to chill consumer confidence resulting in a decline in local spending on such big ticket items as new homes, appliances and autos. Thus, a somewhat cautious outlook for 2001 is merited.

Indeed, the impact of various factors likely to affect the local economy in 2001 is somewhat mixed.

Factors Affecting Local Economic Outlook	
	2001 Assessment
⇒ U.S. economic outlook: “slump” or “slowdown”?	↓
⇒ Labor Availability	↓
⇒ Energy Prices	?
⇒ Interest rate outlook	↑
⇒ Sagging stock market - reverse “Wealth Effect”	↓
⇒ Local consumer confidence	?
⇒ Outlook for semiconductors	↓
⇒ Number of new “basic” industry jobs created	↑
⇒ Comparative advantage	→
⇒ New construction	→
⇒ California power shortage	↑

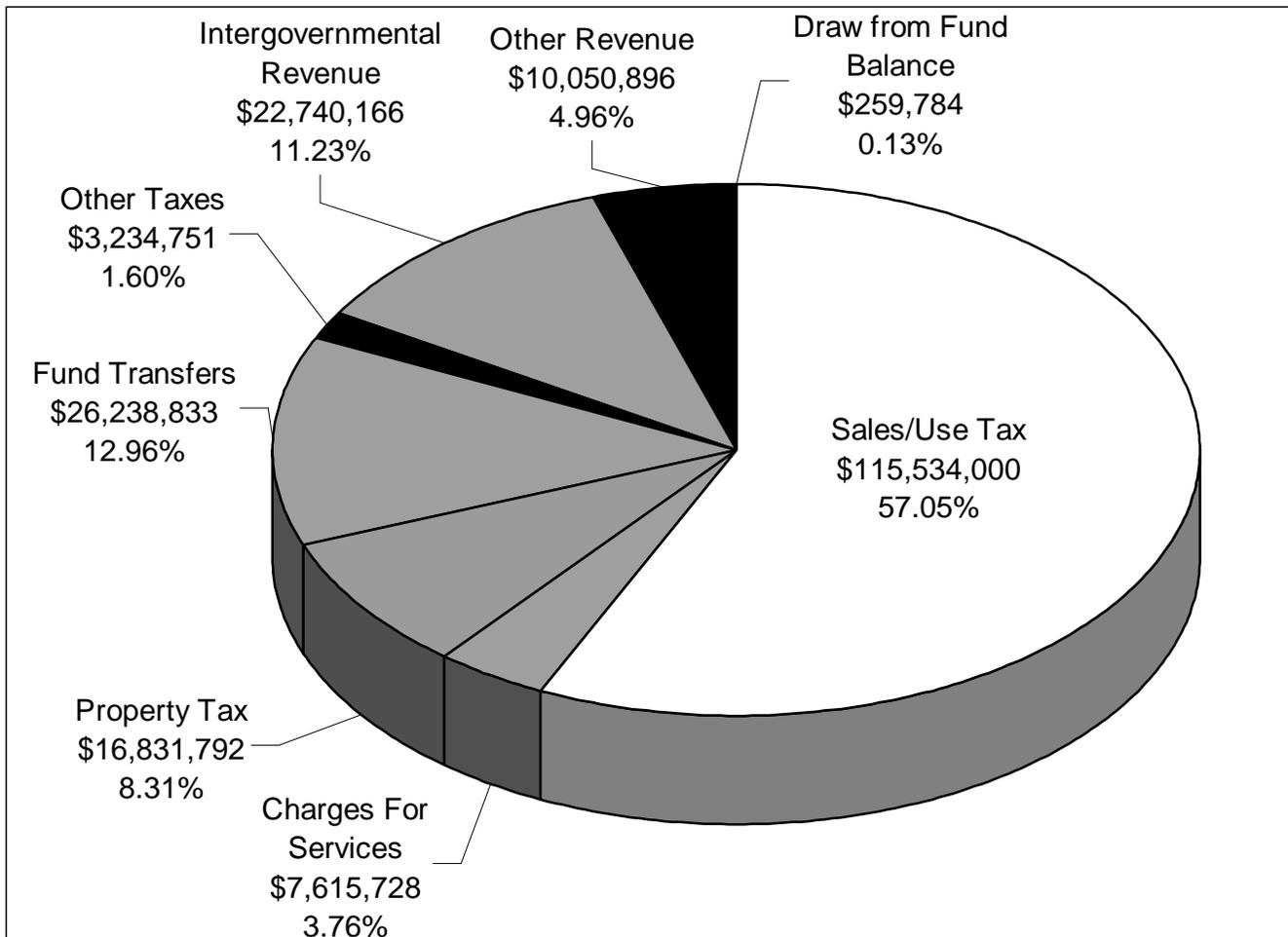
Total employment growth of 2.75 percent is projected for 2001 with a slight increase in local unemployment anticipated. Employment growth will continue to be hampered by a lack of available workers. New homebuilding activity is anticipated to drop 16 percent in 2001 with a total of about 5,300 new units projected for 2001 as housing affordability becomes more of an issue. The entry-level and move-up segments have been fueling much of the recent new homebuilding. Those segments are not large enough to sustain the current rates of new homebuilding and tend to be more price sensitive.

KEY ECONOMIC INDICATORS							
Colorado Springs Area							
	1995	1996	1997	1998	1999	Estimate 2000	Forecast 2001
<i>EMPLOYMENT</i>							
Unemployment Rate (%)	4.6	4.6	3.6	4.5	3.3	3.1	3.3
Actual Change	(0.2)	0.0	(1.0)	0.9	(1.2)	(0.2)	0.2
Wage & Salary Employment	197,400	208,200	217,500	224,100	234,600	241,700	248,347
Percent Change	6.56%	5.47%	4.47%	3.03%	4.69%	3.03%	2.75%
Manufacturing Employment	24,800	25,100	26,300	27,000	27,700	28,900	30,023
Percent Change	2.94%	1.21%	4.78%	2.66%	2.59%	4.33%	3.88%
<i>REAL ESTATE MARKET CONDITIONS</i>							
Residential Building Permits	4,758	5,326	4,807	5,214	5,941	6,286	5,300
Percent Change	25.11%	11.94%	-9.74%	8.47%	13.94%	5.81%	-15.69%
Total New Const. Spending (\$ millions)	490.7	663.9	589.4	702.6	848.8	--	--
Percent Change	18.61%	35.30%	-11.22%	19.21%	20.81%	--	--
<i>SALES TAX COLLECTIONS</i>							
2% City Sales & Use Tax Rev. (\$ millions)	\$75.7	\$86.5	\$88.8	\$94.0	\$101.0	\$110.1	\$115.5
Percent Change	9.59%	14.34%	2.66%	6.05%	7.45%	9.01%	4.96%
<i>POPULATION</i>							
Total Population - City of Colo Sprgs	325.6	331.6	338.0	344.7	350.2	358.4	366.0
Percent Change	2.43%	1.85%	1.93%	1.98%	1.58%	2.35%	2.12%
<i>COST OF LIVING</i>							
Denver-Boulder CPI-U (1982-84 = 100)	148.0	153.1	158.1	161.9	166.7	172.6	178.1
Percent Change	4.34%	3.48%	3.27%	2.40%	2.96%	3.54%	3.19%

This page left blank intentionally.

Revenue Overview

**GENERAL FUND
RESOURCES AVAILABLE
FOR APPROPRIATION
\$202,505,950**



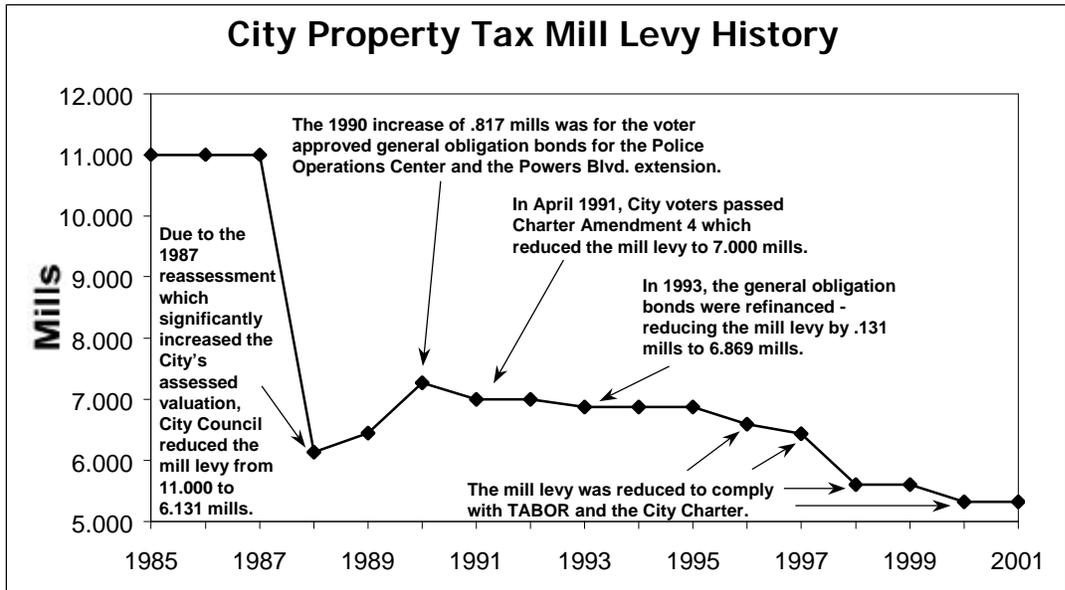
*Other Revenue includes Licenses and Permits, Fines and Forfeits, and Miscellaneous Revenue.
Other Taxes include Specific Ownership Taxes, Selective Sales and Use Taxes, and Business Taxes.*

General Fund revenue available for appropriation in 2001 is estimated to total \$202.5 million, up \$16.7 million (8.99 percent) from the 2000 Budget. No rebudgeted funds are included, however, there is a minimal draw from the fund balance of \$259,784. The assumption of continued local economic growth in 2001, an increase in intergovernmental revenue, anticipated revenue from the operation of the new recreation centers funded through SCIP, and proposed increases in various user and license fees are the principal reasons for the estimated increase in available General Fund revenue. However, nearly \$13.6 million of the anticipated revenue growth is solely attributable to projected growth in City Sales and Use tax revenue.

PROPERTY TAX REVENUE

Property tax revenue for 2001 is projected to increase by a modest 2.09 percent over the 2000 budgeted level. The 2001 estimate of \$16,831,792 is based upon an estimated assessed valuation (A.V.) of \$3,322,469,010 and a tax levy of 5.323 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. In four of the last five years, the city mill levy has actually been reduced as a result of the revenue limitation provisions of 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 2001, the projected TABOR formula increase is 5.3 percent, with

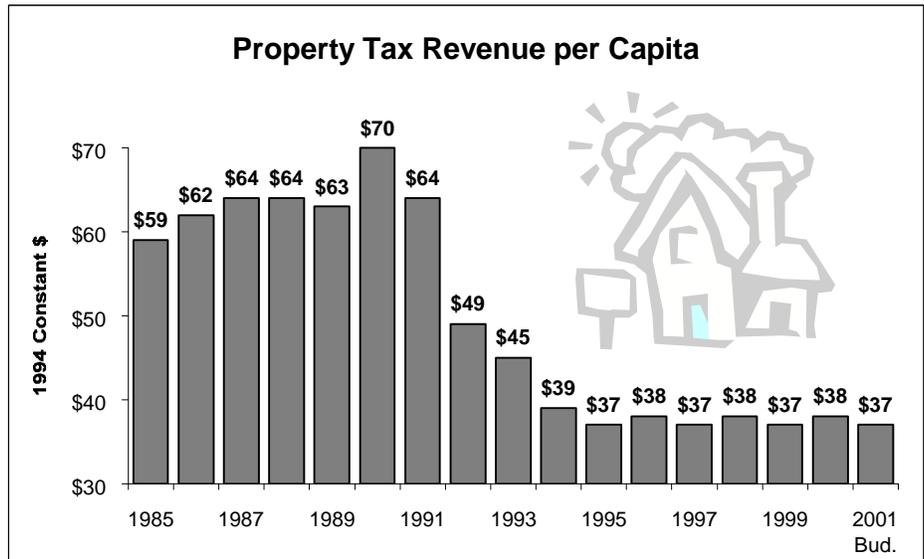


that increase comprised of an estimated 3.6 percent increase in the Denver/Boulder CPI and an anticipated 1.7 percent local growth. However, the estimated assessed valuation of the city grew by only 2.06 percent between 1999 and 2000 according to the certified estimate received from the El Paso County Assessor. Thus, 2001 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 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 \$500,000 in 2001.

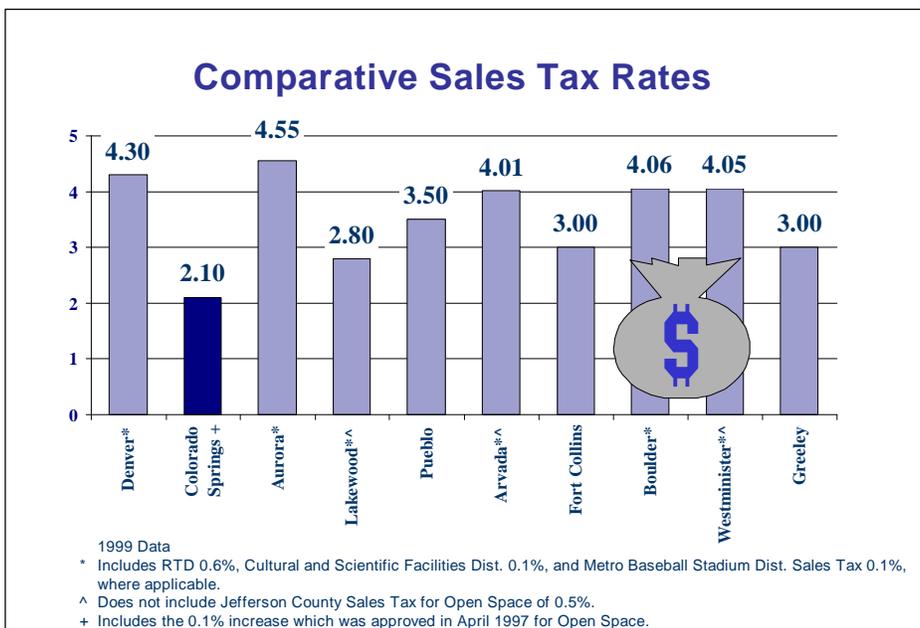
Since 1994, property tax revenue per capita has averaged \$38 after adjustment for inflation. For 2001, property tax revenue as a percent of total General Fund revenue is approximately 8 percent.



SALES AND USE TAX REVENUE

City Sales and Use Tax collections were up 12.2 percent through the first ten months of 2000. Total collections for 2000 are expected to reach \$110.1 million, which is 9 percent over the 1999 revenue total. This increase is attributable to a combination of factors including:

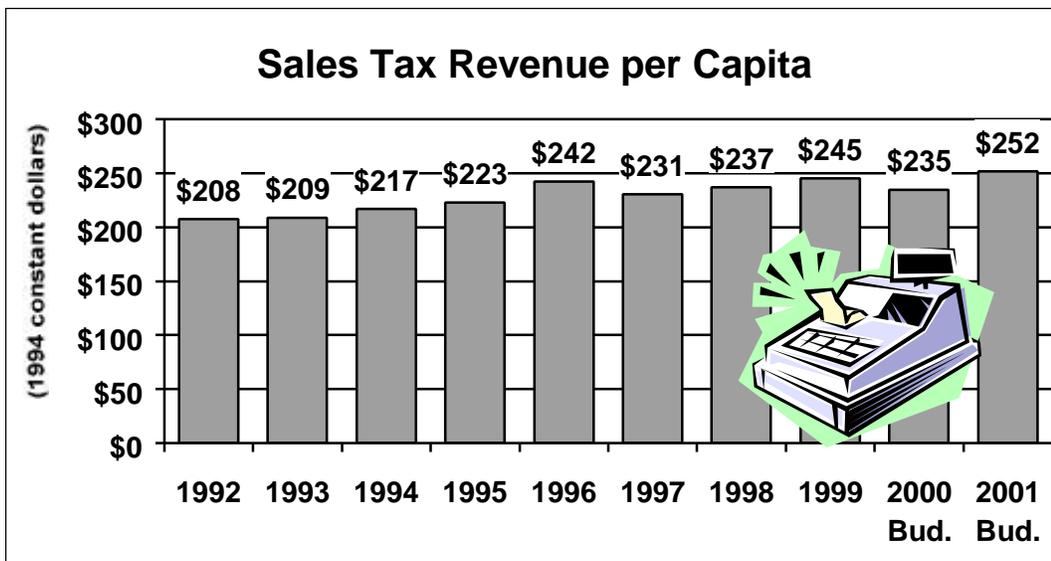
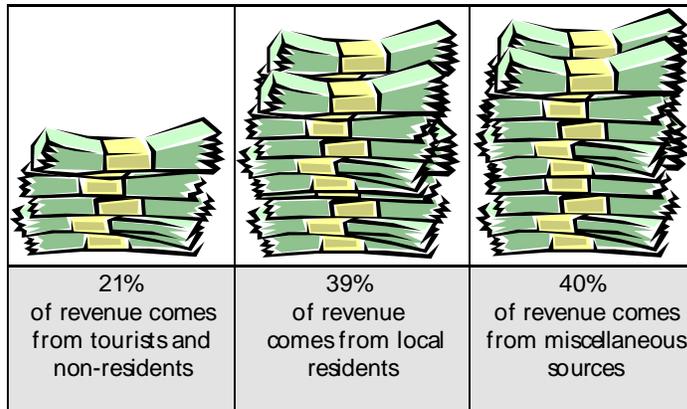
- Continued consumer confidence in the local economy bolstered by extraordinarily strong labor market conditions.
- Robust sales of building materials due to continued strong homebuilding and a surge in new commercial construction.
- A double-digit increase in purchases of consumer durable goods including automobiles, furniture, and appliances.
- A sizable jump in investment in new plant and equipment by area manufacturers.



For 2001, Sales and Use Tax revenue is projected to total \$115.5 million, which is 5.0 percent higher than the 2000 year-end estimate. With inflation of 3.2 percent and employment growth of 2.75 percent projected for 2001, the Sales Tax component is forecasted to grow just 4.7 percent. The recent weakening of local employment growth and an anticipated slowing of new homebuilding are serving to temper the Sales Tax outlook for 2001.

Use Tax collections are anticipated to remain relatively strong in 2001 and projected to climb another 6.9 percent over the 2000 year-end estimate. Large capital investment programs at several area semiconductor-manufacturing facilities will help continue the recent momentum in Use Tax revenue growth through next year.

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



For 2001, Sales Tax revenue accounts for 57 percent of total General Fund revenue.

OTHER TAXES REVENUE

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 \$3.23 million, up nearly \$379,000 (13.3 percent) from the 2000 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

Revenue received from other governments for 2001 is projected to increase \$1.89 million (9.0 percent) over the 2000 budget amount, climbing to a total of \$22.74 million. Over half of this estimated growth is attributable to a sizable increase in federal grant revenue. An increase of \$627,305 in federal Universal Hiring Grant funds used to hire additional police officers is estimated for 2001 due to a change in the accounting of these funds. Additionally, \$97,000 is included in 2001 as the first installment of another Universal Hiring Grant which offsets a portion of the cost of two new police officers for the city's School Resource Officer (SRO) program. A portion of the Universal Hiring Grant revenue received from the 1999/2000 grants was previously budgeted and accounted for in the City's Grant Fund. In 2001, that revenue is budgeted and accounted for in the General Fund where the expenditures for the officers are budgeted. Additionally, Federal Transit Administration (FTA) grant reimbursements are expected to jump nearly \$413,000. In accordance with Federal Transportation Administration (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 amount that was reimbursed in 2000 was reduced temporarily by nearly \$440,000 to facilitate the use of grant funds for the new Transit/Public Works maintenance facility.

Revenue resulting from the El Paso County Road and Bridge mill levy is estimated to total \$3.87 million for 2001 and assumes that the Board of El Paso County Commissioners will maintain the Road and Bridge levy at the 2.35 mills that was certified for 1999. In 2001, only a modest \$78,000 increase (2.1 percent) from the 2000 adjusted budget amount is anticipated which is consistent with the growth in assessed valuation. 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.

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 the Powers Boulevard, which has resulted in a substantial jump in the Metex Metropolitan District's tax base, the District is in a financial position to begin repaying its loans from the City and County. The 2001 City General Fund Budget assumes the receipt of \$360,619, which is an increase of \$166,000 from the 2000 loan repayment, as the second installment of loan repayments from Metex.

Finally, a moderate increase in Highway Users Tax Fund (HUTF) revenue is projected for 2001. 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 \$13.38 million is anticipated for 2001, up 2.6 percent from the 2000 budget amount.

CHARGES FOR SERVICES REVENUE

Revenue from charges for services to the public in 2001 is projected to increase by approximately \$1.15 million over the 2000 year-end estimate. The charges for services revenue category includes charges for services provided by the Police and Fire Departments; Parks, Recreation and Cultural Services;

NEW/INCREASED DEVELOPMENT REVIEW AND INSPECTION FEES		
	Estimated 2001 Revenue	Revenue at Full Implementation in 2004
Fire Dev. Review and Inspection Fees	67,135 1/	537,079
City Engineering		
Development Review Fees	83,557 1/	668,455
Development Inspection Fees	86,228 1/	689,820
Stormsewer Inspection Fee	41,250 1/	330,000
Transportation Engineering		
Development Review Fees	30,179 1/	241,433
Development Review		
Revocable Permit Fee increase	80,000	80,000
TOTAL	\$ 388,349	\$ 2,546,787

1/ Assumes 1/4 of full fee increase and only 6 months of revenue collections.

Municipal Court; City Planning; and Neighborhood Services Groups. Most of the estimated increase in 2001 results from anticipated revenue from the new Northwest and Cottonwood Recreation Centers slated to open during the summer of 2001, as well as the new Memorial Park Aquatics and Fitness Center that is projected to open by

late summer. Those three SCIP-funded facilities are estimated to generate over \$406,000 in 2001. Additionally, revenue from the operation of the Sertich Ice Center is projected to increase by \$225,000 over the 2000 budget amount. The Ice Center was closed for a portion of 2000 to allow a SCIP-funded upgrade of the Center's refrigeration system. The Ice Center will be open for a full year of operations in 2001.

The balance of the estimated increase results from a number of non-tax revenue enhancements proposed by various units of the organization. New and increased user fees are proposed by several organizational units to improve cost recovery and to allow a bolstering of Development Review, Transportation Engineering, City Engineering, and Fire Department staffing engaged in development review and inspection. A total of \$388,000 of such new/increased development review and inspection fee revenue is included for 2001. That increase represents the first installment of a proposed four-year phase in of the new/increased fees. The new development review and inspection fees will generate over \$2.5 million when fully implemented in 2004. The new fees have been calculated to achieve 100 percent cost recovery of only the direct cost of services provided. Yet, given the magnitude of the increases, the new fees will be implemented in a phased manner.

FUND TRANSFERS REVENUE

Transfers from other funds total \$26.2 million for 2001, up just \$70,641 from the 2000 budget level. Total Payments-in-Lieu of Tax (PILT) revenue is projected to increase by \$649,852 which represents an increase of 3.1 percent over the 2000 Budget. This increase is due solely to a projected modest increase in both electric and gas sales for next year. No additional PILT revenue is assumed to result from the

anticipated 27 percent gas rate increase made necessary by a recent spike in natural gas commodity prices. The total Colorado Springs Utilities payment to the General Fund In-Lieu of Taxes is expected to produce \$21.67 million in 2001. PILT payments from the Valley Hi golf course, Cemeteries, Human Services Complex, and the Parking System enterprises are expected to total just under \$55,000 in 2001.

However, a large portion of the increase in PILT revenue is offset by a decrease of \$588,877 in transfers from other funds. In 2000, a total of \$623,000 was transferred from the unappropriated fund balance of the Commercial Development Revolving Loan Fund to help balance the 2000 General Fund Budget. For 2001, a transfer of only \$140,210 from that fund is included to support three special positions in City Development dedicated to implementation of the south downtown Urban Renewal Area and Downtown Action Plan projects. Additionally, a transfer of \$1,089,050 from the Lodgers and Automobile Rental Tax Fund (LART) is also included to reimburse the General Fund for tourist and economic development-related expenditures. That transfer is down slightly from the 2000 budget amount due to lagging LART tax collections.

OTHER REVENUE

Other Revenue includes Fines and Forfeits, Licenses and Permits, and Miscellaneous Revenue. The total of the Other Revenue category is \$10,050,896, which is up 20.5 percent from the 2000 Budget. Fines and Forfeits revenue, which includes fines for traffic and parking meter violations, is projected to increase by 30 percent. Licenses and Permits revenue totals \$543,822, which is a 72.2 percent increase from the 2000 year-end estimate. This increase is primarily due to increased business license fees. Miscellaneous Revenue is mainly comprised of interest earnings and Transit revenue. This revenue increased by 10.2 percent over the 2000 Budget.

DRAW FROM FUND BALANCE

A one-time draw of \$259,784 from the fund balance is necessary to balance the 2001 General Fund Budget.

NOTE: *All estimates of 2001 revenue are presented for all funds, by detailed revenue account, in Appendix B.*

REVENUE SUMMARY – GENERAL FUND

Statement of Estimated Revenue

	1999 Actual	2000 Budget	2000 Revised Est.	2001 Budget	00 EOY-01 Budget Change	% Change 2000-2001
TAXES						
General Property Taxes (A)	15,409,987	16,487,463	16,319,000	16,831,792	512,792	3.14%
Specific Ownership Taxes (B)	2,470,627	2,338,803	2,639,697	2,695,659	55,962	2.12%
General Sales and Use Tax	100,971,343	101,935,000	110,071,189	115,534,000	5,462,811	4.96%
Selective Sales and Use Taxes	290,917	286,242	290,405	296,562	6,157	2.12%
Business Taxes (C)	218,921	230,900	224,719	242,530	17,811	7.93%
Total Taxes	119,361,795	121,278,408	129,545,010	135,600,542	6,055,532	4.67%
LICENSES AND PERMITS						
Total Licenses and Permits	291,529	298,355	315,865	543,822	227,957	72.17%
INTERGOVERNMENTAL REVENUE						
Federal Grants (D)	1,398,052	1,533,958	1,631,565	2,574,902	943,337	57.82%
State Grants	0	0	0	0	0	0.00%
State Shared Revenue (E)	15,284,874	15,498,264	15,228,135	15,889,535	661,400	4.34%
Other Govt Units (F)	3,895,457	3,822,874	4,183,203	4,275,729	92,526	2.21%
Total Intergovernmental	20,578,383	20,855,096	21,042,903	22,740,166	1,697,263	8.07%
CHARGES FOR SERVICES						
General Government (G)	2,202,288	3,241,821	2,679,994	3,009,313	329,319	12.29%
Public Safety (H)	1,988,482	1,864,037	1,818,923	2,131,367	312,444	17.18%
Highways and Streets	1,130	250,000	40,000	40,000	0	0.00%
Culture - Recreation (I)	2,290,604	1,922,021	1,926,758	2,435,048	508,290	26.38%
Total Charges for Services	6,482,504	7,277,879	6,465,675	7,615,728	1,150,053	17.79%
FINES AND FORFEITS						
Total Fines and Forfeits	3,198,675	3,285,000	3,588,561	4,262,650	674,089	18.78%
MISCELLANEOUS REVENUE						
Earnings on Deposits and Invest.	2,005,057	1,818,004	1,818,004	2,193,000	374,996	20.63%
Rents and Royalties	164,825	84,500	35,800	35,800	0	0.00%
Transit	2,526,880	2,360,248	2,847,645	2,553,234	(294,411)	-10.34%
Miscellaneous	2,265,303	494,750	579,174	462,391	(116,783)	-20.16%
Total Miscellaneous Revenue	6,962,065	4,757,502	5,280,623	5,244,425	(36,198)	-0.69%
TRANSFERS FROM OTHER FUNDS						
Utilities (J)	1,534,884	1,625,528	1,623,924	1,702,975	79,051	4.87%
Other Transfers	1,128,233	2,043,299	2,043,299	1,434,422	(608,877)	-29.80%
Administrative Charges	1,262,882	1,422,752	1,322,088	1,374,972	52,884	4.00%
Utilities-in-Lieu of Tax	19,798,029	21,076,613	20,620,613	21,726,465	1,105,852	5.36%
Total Transfers Fr. Other Funds	23,724,028	26,168,192	25,609,924	26,238,833	628,909	2.46%
Subtotal	180,598,979	183,920,432	191,848,561	202,246,166	10,397,605	5.42%
Rebudgeted	2,276,219	1,496,592	1,496,592	0	(1,496,592)	-100.00%
Total General Fund Revenue	182,875,198	185,417,024	193,345,153	202,246,166	8,901,013	4.60%
Draw From Fund Balance	0	389,460	389,460	259,784	0	0.00%
Total Estimated Revenue	\$182,875,198	\$185,806,484	\$193,734,613	\$202,505,950	\$8,771,337	4.53%

Note: Numbers may not add to totals due to rounding

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

	1999 Actual	2000 Budget	2001 Budget
Sales and Use Taxes	55.21%	54.86%	57.05%
Property Taxes	8.21%	8.87%	8.31%
Other Taxes	1.63%	1.54%	1.60%
Licenses and Permits	.16%	0.16%	0.27%
Intergovernmental	11.25%	11.22%	11.23%
Charges for Services	3.54%	3.92%	3.76%
Fines and Forfeits	1.75%	1.77%	2.10%
Miscellaneous	3.81%	2.56%	2.59%
Fund Transfers	12.97%	14.08%	12.96%
Rebudgeted	1.24%	0.81%	0.00%
Draw from Fund Balance	0.00%	0.21%	0.13%
TOTAL	100.00%	100.00%	100.00%

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

COMPOSITION OF USES OF PROPERTY TAX MILL LEVY

	Mills
Interest Paid on General Obligation Bonds	0.409
Redemption of General Obligation Bonds	0.673
General Purpose	4.241
Total	5.323

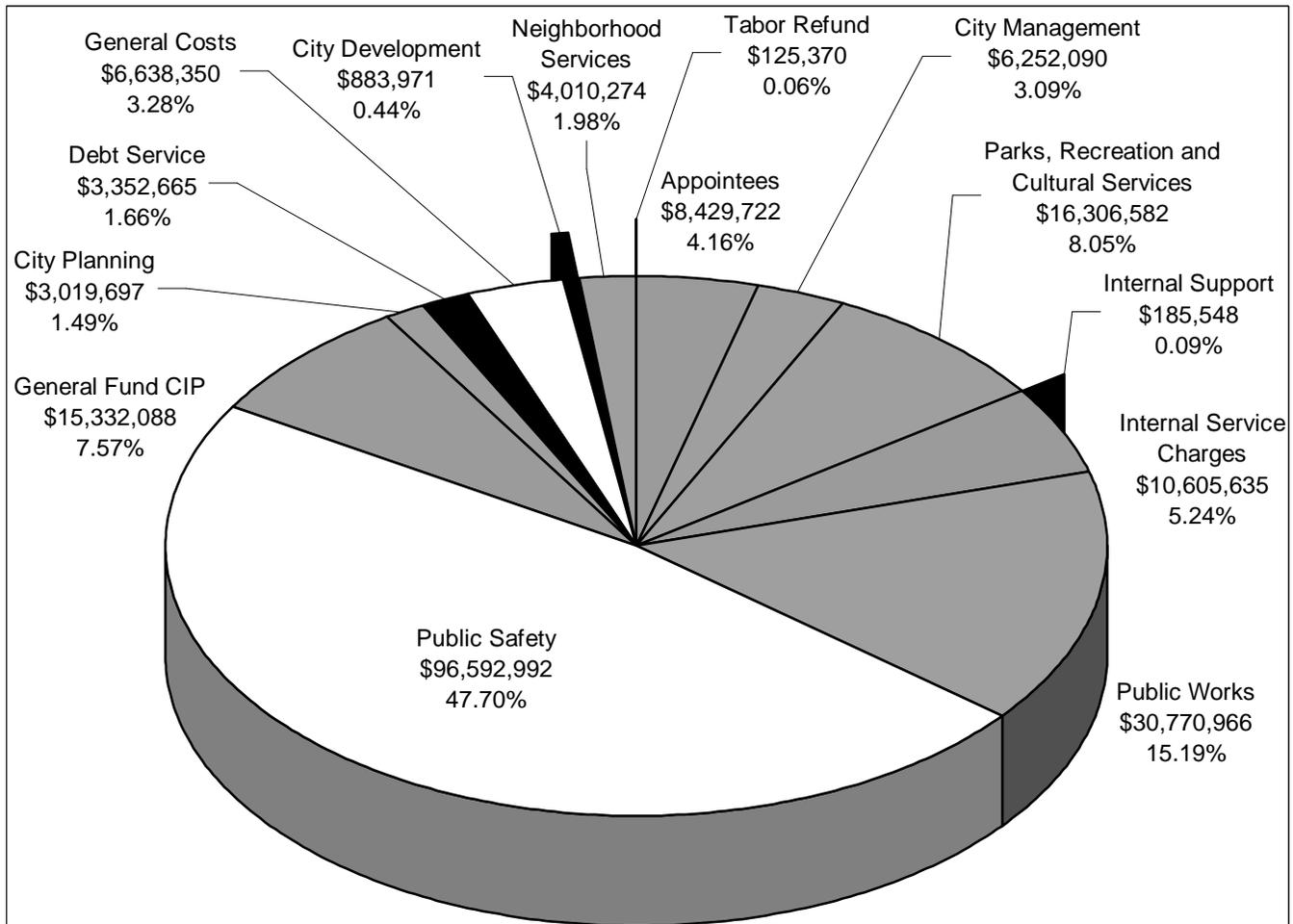
NOTE: A one mill net revenue equivalent is: \$3,162,088

NOTES TO GENERAL FUND REVENUE ESTIMATES

- A. **Property Tax:** Includes current-year revenue, delinquent taxes, and interest on taxes. The 2001 estimate is based on the application of 5.323 mills on an assessed valuation of \$3,322,469,010 less 2.0 percent for collection costs and uncollectable accounts. The estimate was further adjusted for economic development personal property tax rebates.
- B. **Specific Ownership Tax:** A tax imposed by the State of Colorado for the ownership of a licensed motor vehicle registered.
- C. **Business Taxes:** Comprised solely of the City Occupational Liquor Tax.
- D. **Federal Grants:** Includes Department of Transportation-Federal Transit Administration operating and capital assistance, U.S. Department of Justice Universal Hiring Grant, and Housing Authority payment in lieu of property tax.
- E. **State-Shared Revenue:** Includes Cigarette Tax revenue (State collected), State Severance Tax distribution, Highway Users Tax, and additional fees under Highway Users Tax.
- F. **Other Governmental Units:** City share of County Road and Bridge Tax, shared fines (County), and loan repayment from the Metex metropolitan district.
- G. **General Government:** Includes charges for services provided by the Municipal Court, 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 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
\$202,505,950**



GENERAL FUND SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget	Difference 2001 v. 2000
Salaries/Benefits	\$ 98,649,038	\$106,843,167	\$117,068,997	\$128,179,388	\$11,110,391
Operating	46,121,981	44,442,770	45,825,633	49,706,878	3,881,245
Capital Outlay	5,506,900	5,314,454	5,062,377	5,809,561	747,184
Debt Service	3,360,207	3,356,436	3,354,460	3,352,665	(1,795)
CIP	22,694,517	27,976,627	14,495,017	15,332,088	837,017
TABOR Refund	0	0	0	125,370	125,370
Total	\$176,332,643	\$187,933,454	\$185,806,484	\$202,505,950	\$16,699,466

Uses Of General Fund Resources By Strategic Plan Priority	
2000 Budget	\$185,806,484
<i>plus:</i>	
Removal of 2000 onetime expenses	(1,453,881)
Removal of 2000 General Fund contribution to CIP	(14,495,017)
<u>STRATEGIC PLAN PRIORITY</u>	
Public Safety	3,829,440
Transportation Improvements	1,344,978
Growth Management	1,004,866
Operation/Maintenance of SCIP Capital Improvement Projects	882,004
G.F. Allocation for SCIP and the Ongoing Capital Maintenance Program	15,000,000
Implementation of New Performance-Based Employee Compensation System	6,074,820
Unavoidable Increase / Prior Year Commitments	3,675,508
Miscellaneous Increases	836,748
2001 General Fund Budget	\$202,505,950

NOTE: A detailed summary presentation of all changes in General Fund expenditures between 2000 Budget and 2001 Budget can be found in Appendix E.

OVERVIEW AND BUDGET STRATEGIES

The 2001 General Fund Budget totals \$202.5 million. This represents a net increase of \$16.7 million, or 8.99 percent over the 2000 Budget. An increase of nearly \$11.3 million was necessary to address the most urgent needs in public safety and public works and to fund the third installment of the plan for bringing employee compensation up to a competitive level. The balance of the resources available for appropriation are proposed to make some limited progress in other Strategic priorities, make a required TABOR revenue refund, and to cover unavoidable increases stemming from such items as increased fuel costs, rent and Federal mandates. This budget provides funding for 46.25 additional employees with 37.75 added in Public Safety and Public Works.

A number of the new positions added in 2001 are funded through new and increased user and license fees included in this Budget to improve cost recovery and to allow a bolstering of staffing engaged in development review and inspection. Almost one-third (13) of the new positions are funded through the additional revenues generated through these non-tax revenue enhancements.

The 2001 General Fund Budget is designed to achieve the five key budgetary objectives that were established by City Council at the beginning of the 2001 Budget preparation cycle:

- ➔ ***Provide the resources necessary to operate/maintain SCIP capital improvements.***
- ➔ ***Fund the third year of the phased implementation of the new performance-based employee compensation system.***
- ➔ ***Ensure \$15 million General Fund allocation for SCIP and the ongoing capital maintenance program.***
- ➔ ***Accomplish a thorough examination and review of how all City resources are to be spent to accomplish the goals and objectives of the Strategic Plan and each unit's mission.***
- ➔ ***Identify what can be accomplished with existing resources and realign those resources, as necessary, from lower-priority services and activities to Strategic Plan initiatives.***

➤ **Provide the resources necessary to operate/maintain SCIP capital improvements**

A total of \$697,804 is included for the operation and staffing of the new Northwest and Cottonwood Recreation Centers slated to open during the summer of 2001 as well as increased operating expenses associated with the Memorial Park Aquatics and Fitness Center that is projected to be open by late summer. Funds for the construction of these three recreation centers was a part of the \$110 million Phase I SCIP program approved by voters in 1999. Similarly, \$134,200 is included in the Police budget for the utilities and operating expenses of the new Police helicopter hanger, evidence building, and impound lot that are scheduled for completion early next year. Additionally, \$50,000 is included as the City's share of first year operating and administrative expenses of the new 800 MHz trunked radio system to allow enhanced radio communications capability for Police and Fire. These additions are in accordance with a promise made to local residents to staff and operate all voter-approved SCIP projects once completed.

	2001 Additional Resources
Police – Hangar/Evidence Bldg/Impound Lot operating expenses	\$134,200
Parks & Rec. – Northwest Recreation Center operating expenses	229,212
Parks & Rec. – Cottonwood Recreation Center operating expenses (2 FTE)	359,553
Parks & Rec. – Memorial Park Recreation Center operating expenses	109,039
PPRCN 800 MHz Trunked Radio System	50,000
TOTAL	\$882,004

➤ **Fund the third year of the phased implementation of the new performance-based employee compensation system**

Implementation of the new employee compensation system that recognizes and motivates increased job performance continues to be a strategic priority in *Direction 2000*. A total of \$6.13 million is included for the third installment of the three-year plan for bringing employee compensation up to a competitive level. In accordance with the plan, the salaries of all uniformed Police and Fire employees were raised to the estimated average of the market in 2000. However, civilian employees were placed on a three-year phasing plan and their salaries continue to be below the market median. Thus, included in the total for 2001 is \$1.6 million, which represents the final installment of the three-year phasing plan to bring civilian salaries up to a competitive level. The new employee compensation system approved by City Council in 1998 also anticipated a projected across-the-board increase of 3.7 percent in base salaries and benefits in 2001 for projected movement of salaries in those labor markets in which the City competes for employees. The cost of that market movement is \$4.04 million, which is reflected in the total for 2001. In addition to these salary and benefit adjustments, a total of \$2.26 million is reserved in the 2001 Budget for lump-sum performance incentive awards for employees who achieve superior or outstanding performance in 2001. That amount is \$218,000 less than the \$2.48 million included in the 2000 Budget for such performance payments. The amount set aside for both civilian and uniformed employees equals 2 percent of base salaries and benefits.

A 15 percent increase in employee health insurance premium costs is anticipated in 2001. This increase is necessary based upon recent claims history and a substantial jump in the cost of prescription drugs. A 5 percent increase in dental and vision insurance premiums is also projected for

2001. 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 \$1,022,955 is included in the 2001 General Fund Budget for the share of these premium adjustments customarily paid by the City. It should be noted that the employee's share for family coverage will also increase by 15 percent. Additionally, out-of-pocket health care costs will increase for employees in 2001 due to necessary changes in the City's health plans to mitigate the premium increases.

Nevertheless, a portion of the increased employee health benefits costs to the City is offset by a \$908,000 drop in workers compensation costs and a \$229,000 reduction in required City contributions for PERA. The savings in workers compensation costs result from a favorable claims history and a recalculation of necessary General Fund contributions to the Workers compensation Self-Insurance Fund. The drop in City costs for PERA retirement contributions stem from a slight reduction in the required employer contribution rate made possible by House Bill #1458 signed into law by the governor in 2000. The change will reduce the employee contribution rate from 10 percent of salary to 9.43 percent in 2001.

	2001 Additional Resources
3.7% market adjustment in employee base salaries & benefits	
Uniformed Police and Fire Employees	\$2,174,816
Civilian Employees	1,861,416
Year 3 of Phased Implementation of new Compensation Plan	
Uniformed Police and Fire Employees	0
Civilian Employees	1,607,357
Range Progression	
Uniformed Police and Fire Employees	350,000
Civilian Employees	139,000
Sub-Total	\$6,132,589
Performance incentive pay (General Fund and Internal Services)	
Uniformed Police and Fire Employees (2%)	1,144,026
Civilian Employees (2%)	1,113,460
Less Performance incentive pay included in 2000 Budget	(2,475,905)
Increased Employee Health insurance costs (Medical 15%; Dental 5%; Vision 5%)	1,022,955
Retiree Health insurance costs	275,222
Reduced PERA	(229,033)
Reduced Workers Compensation cost	(908,494)
TOTAL	\$6,074,820

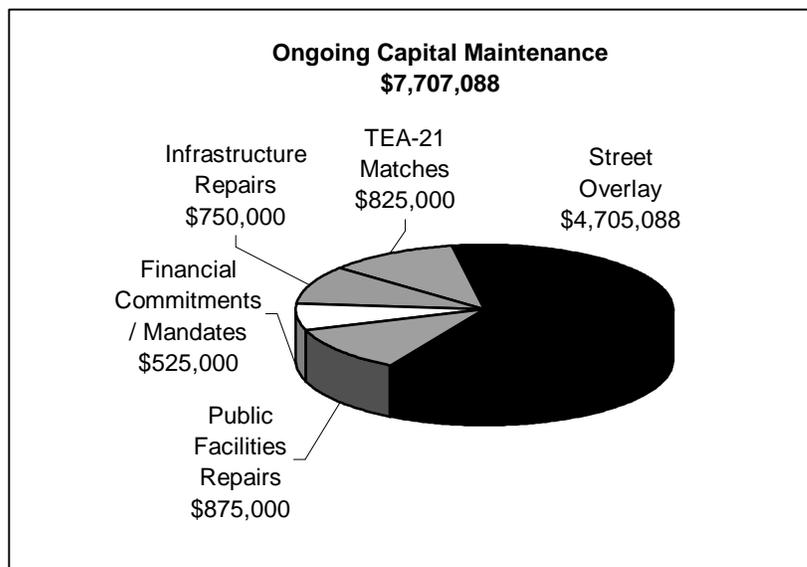
➤ **Ensure \$15 million General Fund allocation for SCIP and the ongoing capital maintenance program**

A Strategic priority continues to be the commitment of at least \$15 million of General Fund revenues each year for SCIP and the ongoing capital maintenance program. Indeed, in each of the last three years the General Fund budget has been constructed around this required contribution to capital improvements. In 2000, however, the allocation was dropped to \$14.5 million due to a reduction in

the City's share of the County Road & Bridge mill levy that ultimately resulted in a reduction in the City's annual street resurfacing program. For 2001, the funding of the street resurfacing program is restored beyond its 1999 level to \$4,705,088. The General Fund's total contribution to SCIP and the ongoing capital maintenance program is \$15.33 million.

Just over \$7.8 million of the total General Fund allocation for capital improvements is earmarked for the required 2001 debt service payment on the SCIP sales tax revenue bonds issued in 1999. The balance of the 2001 allocation (\$7.53 million) is dedicated to the ongoing capital maintenance program that includes the annual street resurfacing program and \$127,000 for the required City match for TEA-21 Federal transportation grants.

This graph includes \$225,000 in projected interest earnings.



➤ **Accomplish a thorough examination and review of how all City resources are to be spent to accomplish the goals and objectives of the Strategic Plan and each unit's mission**

The 2001 Budget is the product of a new budget preparation process approved by City Council in 2000. That process is centered on a strategically sensitive line-item review and justification of how all City resources are proposed to be spent to accomplish the goals and objectives of the Strategic Plan. The purpose of this new approach is to ensure the efficient utilization of existing resources to best accomplish the priorities contained in the Strategic Plan and to promote a comprehensive understanding of how each and every dollar contained in the City Budget is proposed to be spent. Accordingly, all units of the organization were required to submit detailed documentation and explanation of each expenditure estimate by specific object account.

Each and every expenditure line item account was subsequently reviewed as to how the proposed expenditures relate to accomplishing the unit's mission and/or Strategic plan goals and objectives. This line item "scrub" resulted in some reductions in allocated resources but, more importantly, prompted the re-allocation of resources within unit budgets to better focus efforts on Strategic priorities. Additionally, this process resulted in a finer, and more accurate, delineation of certain expenditure accounts to allow a clearer understanding of how dollars are to be expended in 2001.

Unavoidable Increases in Costs/Prior Year Commitments

A number of unavoidable budget increases are also included in the 2001 General Fund Budget. These increases total nearly \$3.7 million and include increases in streetlights utilities costs; a contractually

	2001 Additional Resources
Fire - Pension Board includes mandatory overtime as pensionable	\$ 94,000
Fleet - increased vehicle replacement costs	882,536
Parks & Rec. - full year operation of Sertich Ice Center	132,000
City Clerk - 2001 elections cost (April and November)	145,000
Municipal Court - Judges' Salary Increase	36,114
City Administration Bldg. - moving and remodel costs	1,035,100
NPDES - stormwater runoff control mitigation	29,217
Compliance with Migratory Bird Act and Preble's Mouse	134,000
Streetlights - utilities	233,093
Streetlights - 300 new residential and 300 new arterial lights	100,000
Fleet - increased fuel costs	241,500
Transit - increased fuel costs	100,000
Transit - increased operating contract costs	221,383
Neighborhood Services - District 11 facility rental charges	15,000
Neighborhood Services - Housing authority Staff Share salary increase	12,000
TABOR refund of 2000 Property Tax revenue	125,370
Old City Hall - furniture	78,195
Increased Utilities Costs	61,000
TOTAL	\$3,675,508

required increase in compensation of Municipal Court judges; funding for federally-mandated NPDES stormwater runoff control mitigation; and increased vehicle replacement costs in Police and Public Works. Additional resources are included for: 2001 municipal elections cost; compliance with the federal Migratory Bird Act and Preble's Mouse; an anticipated jump in School District 11 facility rental costs; increased fleet and transit fuel costs

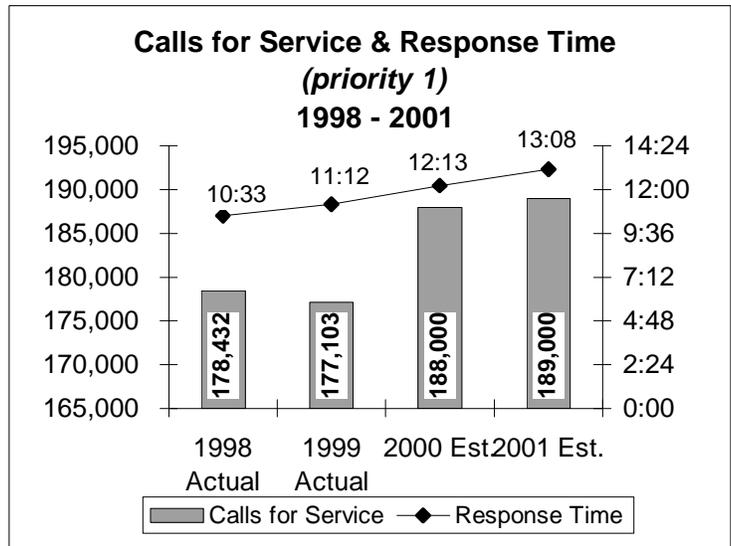
stemming from the recent spike in oil prices; and higher utilities costs for City facilities resulting from a natural gas rate increase. In 2000, the Sertich Ice Center was closed for a portion of the year to allow a SCIP funded upgrade of the Center's refrigeration system. The 2000 Ice Center budget was reduced in response to the planned temporary closure. Full year funding of Ice Center operations is provided in 2001.

Lastly, a total of \$125,370 is included in the 2001 General Fund Budget for a required TABOR revenue refund. While total 2000 and 2001 City revenues are anticipated to be below the TABOR limit, property tax revenues collected in 2000 are estimated to be slightly over the limit for that year and must be refunded.

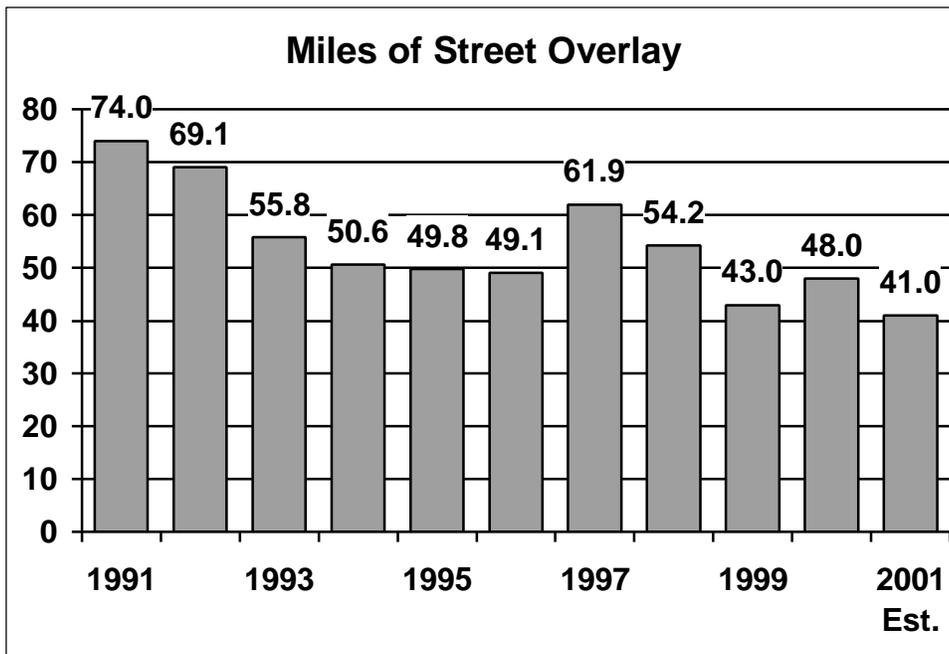
Reductions in Service

The 2001 Budget does not include major reductions or elimination of programs due to the level of City Council and citizen support for the current mix of services and programs provided by the City. However, there is a general trend of degradation in the quantity and quality of municipal services. For example, while funding for the street resurfacing program is increased to \$4.7 million in 2001, this funding allows the Street Unit to resurface only 41 miles, which represents a fraction of the 103 miles resurfaced in 1990. In accordance with industry standards, all city streets should be resurfaced every 8-10 years at a minimum, which would suggest a 2001 program of 141 miles.

In 2001, the Fire Department, even with the addition of Station 18, will not be able to meet all of the response time standards that City Council has established. While the Fire Department projects that it will barely meet the standard of first unit response within 8 minutes 90 percent of the time, it will not be able to achieve the second unit response within 12 minutes 90 percent of the time. Police response times continue to degrade with the average response time for Priority 1 emergency calls increasing by 8 percent in 2001. In 1998, the average Police response time to a Priority 1 call was 10 minutes 33 seconds. The average response time is currently estimated to be over 12 minutes and is projected to jump to over 13 minutes in 2001. This is a direct result of a shortage of police officers available at any particular time to respond to emergency calls for service. Indeed, the number of police officers per 1,000 population in Colorado Springs will total 1.6 in 2001 which is far below the 1999 ICMA average of 2.1 officers per 1,000 population for similarly sized cities. Additionally, while the 2001 City Budget includes over \$20.9 million of funding for new capital improvements, the unfunded backlog of infrastructure projects is approximately one billion dollars. The miles of street overlay are



projected to decrease by 15 percent in 2001 due to increased oil prices, which impacts asphalt material cost. It is impossible to foresee any abatement or reversal in these trends without either the wholesale elimination of lower priority municipal services or until additional revenue streams are identified and implemented.



projected to decrease by 15 percent in 2001 due to increased oil prices, which impacts asphalt material cost. It is impossible to foresee any abatement or reversal in these trends without either the wholesale elimination of lower priority municipal services or until additional revenue streams are identified and implemented.

OTHER *DIRECTION 2000* STRATEGIC PRIORITIES

Although a large portion of the additional resources available for appropriation in 2001 are necessary for the achievement of the specific budgetary objectives that City Council established for 2001, this Budget affords some limited progress in other Strategic Plan priorities. It addresses, to some extent, many of the five strategic goals contained in that Plan with an emphasis on public safety, traffic congestion mitigation, and growth management.

Public Safety

A total of 48 additional police officers funded with Federal Universal Hiring grants have been added over the last three years. To retain those officers, additional City funding of \$617,924 is necessary to replace the Federal grant dollars that are now phasing out. Another \$920,000 is transferred into the

General Fund from the grant fund. A total of 11 additional police officers are also reflected in the 2001 Budget. Nine of those officers will be dedicated to the new Red Light Enforcement Program intended to reduce traffic accidents and fatalities. One additional court clerk in Municipal Court and an additional legal assistant in the City Attorney's Office are added to handle increased workloads stemming from the enhanced red-light

	2001 Additional Resources
Police - Red Light Enforcement Unit - Patrol Officers (9 FTE)	\$ 480,000
Municipal Court - Red Light Enf. Program - salary and operating (1FTE)	\$ 61,500
City Attorney - Red Light Enf. Program - salary and operating (1FTE)	\$ 45,000
Fire - full year staffing for Station 18	\$ 130,000
Police - Comm Center Staffing - Emergency Response Techs	\$ 272,203
Police - Criminal Justice Information System (CJIS) redevelopment	\$ 205,322
Police - Univeral Hiring Grant matches and accounting change	\$ 1,537,924
Police - Alarm Ordinance support position (1FTE)	\$ 42,962
Police - School Resource Officers (for District 20) (2FTE)	\$ 111,010
Police - Parking Structure at POC - rent payment to Parking enterprise	\$ 82,440
Police - Training Academy Rent	\$ 26,600
Police - Animal Control Contract	\$ 34,652
Fire - Office of Emergency Mgmt (2FTE)	\$ 299,156
Police/Fire - Increase clothing allowance by \$50	\$ 28,300
Police - Additional code enforcement officer (1FTE)	\$ 55,068
Fire - Trauma Unit	\$ 417,303
TOTAL	\$ 3,829,440

enforcement effort. Matching funds are included for 2 additional police officers for the School Resource Officer (SRO) program. The additional SROs will allow officers to be stationed in School District 20 high schools, which have decided to share in the funding of these officers. Additionally, partial funding (\$205,322) is included for the development of a new automated Criminal Justice Information System (CJIS) to replace the current system that has exceeded its useful life. These funds, in combination with funds already appropriated, will bring total funding for that new system to \$800,000. The current system has inadequate software support and lacks the capacity for further expansion to handle the growing Police Department, Municipal Court, and City Attorney workloads.

A total of \$299,156 is also included to adequately staff the City's Office of Emergency Management (OEM). Two additional FTE are added in 2001, bringing total staffing of the OEM to 3 FTE, which is a more realistic staffing level given the disaster risks of the community and the need for ongoing activities and training.

Additional resources (\$417,303) are also provided to operate an emergency medical squad for the southeast area of the city. This unit will help meet the eight-minute first response Standard of Coverage for the city. This unit will run only during the peak demand period of the day and will increase the availability of resources in that section of the community which produces some of the highest demand for fire department services.

Finally, in 2000 City Council added 12 additional emergency response technician positions to the Police Communications Center to help address lagging dispatch time and the number of E-911 call that were being dropped. Only partial funding for those positions was provided in 2000 since a phased approach was used to fill those positions over the year. Therefore, an additional \$272,203 is included in 2001 to fully fund those positions.

Transportation Improvements

It is clear from the results of recent citizens' surveys and other citizen/customer feedback, that a top community issue is frustration with growing traffic congestion. These concerns appear to be well founded in that recent studies have revealed that Colorado Springs is almost twice as congested as comparable cities. The problem is clearly a lack of capacity to handle the burgeoning growth in the

community and a recent leap in the number of vehicle miles traveled. In the absence of a well-funded program to construct new arterial roadways and expressways, there exists only limited improvements to the existing traffic control system that can

	2001 Additional Resources
Trans Engineering - Traffic Congestion Mitigation (4.75FTE)	\$ 398,250
Streets - Overtime for Street Rehab/Sweeping/Snow Control	\$ 32,500
Trans Engineering - Increased seasonal salaries and overtime	\$ 55,000
Transit - Transit Contract - employee wages	\$ 111,273
Transit - paratransit: improved response to emergency/late notice requests	\$ 50,000
2000 supplemental appropriation (Transit)	\$ 365,867
Increase TEA 21 Grant Match for major trans corridor projects	\$ 127,000
CIP - additional funding for street resurfacing program	\$ 205,088
TOTAL	\$ 1,344,978

be made to help alleviate congestion. Accordingly, \$3.7 million was appropriated in 2000 for traffic signal upgrades to improve the reliability of the existing system. Those funds will be combined with up to \$3 million of Federal CMAQ funds to upgrade approximately 330 of the 375 City intersections presently on traffic loops. Additionally, 4.75 FTE are added in the Transportation Engineering Unit in 2001 to increase the frequency with which traffic signals are timed. While it is recognized that these efforts will not resolve all traffic congestion problems, it is anticipated that they will help improve the flow of traffic in the City during off-peak times.

Growth Management

Anticipating the adoption of a new City Comprehensive Plan in 2001, the 2001 Budget contains \$250,000 to begin implementation of that Plan. Those funds will be necessary to update the City zoning ordinance and design standards, develop design guidelines for major transportation corridors, begin preparation of a municipal services plan, and develop cluster development guidelines.

In accordance with a Strategic Plan mandate, this Budget establishes a development review enterprise, which is financially self-sufficient from the General Fund. A total of 6.5 FTE are transferred out of the General Fund and one new FTE is added into this new enterprise fund. The new enterprise is funded through a 35% surcharge on building permit fees. The enterprise results in a \$290,000 net reduction in General Fund expenditures.

Additionally, new and increased user fees are included in the 2001 Budget to improve cost recovery in development review services and to allow a bolstering of Transportation Engineering, City Engineering, and Fire Department staffing engaged in development review. A total of 11 FTE development review staff are added in those areas at a cost of \$1.07 million. The new development review and inspection fees will generate over \$2.5 million when fully implemented. Given the magnitude of these increases, they will be implemented in a phased manner over four years.

	2001 Additional Resources
Fire - fire prevention - 2 inspectors and 1 support (3FTE)	\$ 293,540
Planning - re-write of Zoning Ordinance	\$ 250,000
Planning - Revocable Permits - land use inspector (1FTE) and equipment	\$ 78,881
Planning - move salary and operating exp to Development Review Enterprise	\$ (335,247)
Engineering - FIMS/GIS analyst (1FTE)	\$ 91,630
Engineering - Development Review and Inspections (5FTE)	\$ 397,305
Engineering - Storm Sewer Inspections (2FTE)	\$ 171,394
Trans Engineering - Dev Review Planning Assistant (1FTE)	\$ 57,363
TOTAL	\$ 1,004,866
OTHER ADDITIONS FUNDED THROUGH REVENUE ENHANCEMENTS	
City Clerk - document management system & operating expenses	\$ 41,811
City Clerk - information tech analyst (1FTE)	\$ 69,300

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 seven of the last nine years, since the inception of the revenue limitation provisions of the City Charter, City revenue has exceeded the annual limit. Indeed, TABOR refund estimates totaled \$31.7 million over the 1991-1999 period.

City revenues are projected to be below the TABOR limit by almost \$1.9 million in 2000 due primarily to the

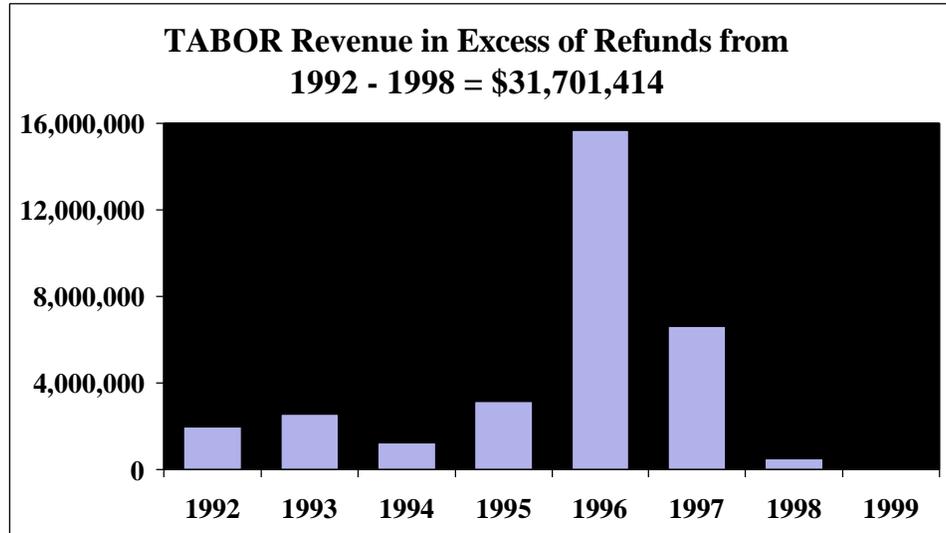
exclusion of the debt service on the voter-approved SCIP Sales Tax revenue bonds. In accordance with TABOR, debt service payments on voter approved bonds are excluded from the TABOR revenue limit. Accordingly, the 2000 debt service payment on the SCIP bonds (\$7,848,447) has been removed from the TABOR calculation.

Similarly, \$7.85 million of debt service on the SCIP bonds due in 2001 is excluded from the TABOR calculation for 2000 making room under the revenue cap for the projected revenue growth and proposed revenue enhancements. Thus, total revenues subject to the limitation are anticipated to fall short of the limit by \$3.02 million.

However, while total City revenues subject to the revenue limitation provisions of TABOR and the City Charter are projected to be below the revenue cap for that year, a refund of \$125,370 of 2000 revenue is anticipated and is included in the 2001 General Fund Budget. TABOR actually includes two revenue limitation tests. In addition to the limits on growth in overall City revenue, there is a similar limit specifically on growth in property tax revenue. Property tax revenues collected in 2000 are estimated to be over that limit by \$125,370 and must be refunded in 2001.

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 2000, the TABOR formula increase is 5.08 percent with that increase comprised of a 2.90 percent increase in the Denver/Boulder CPI for 1999 and 2.17 percent "local growth". The formula increase is down from the 6.07 percent allowed for 1999. For 2001, the Denver/Boulder CPI component of the formula is projected to reach 3.6 percent and the 2001 "local growth" component is expected to continue to moderate, edging down to 1.7 percent. Thus, the combined formula increase for 2001 is projected to total 5.3 percent.

CITY OF COLORADO SPRINGS					
1997-2001					
PROJECTED TABOR & CITY CHARTER REVENUE LIMITS					
Revenues					
Fiscal Year	Total Eligible Revenue		TABOR LIMIT		Over (Under) Limit
1997	\$181,415,536		\$174,807,435		\$6,608,101
1998	\$185,768,709		\$185,290,137		\$478,572
1999	\$193,125,638		\$196,532,379		-\$3,406,741
2000	\$201,050,170		\$202,927,081		-\$1,876,911
2001	\$208,682,657		\$211,705,829		-\$3,023,172
Revenue Limitation Estimates					
Fiscal Year	Inflation	Plus	"Local Growth"	Equals	Limit
1997	3.408091%	+	4.057258%	=	7.465349%
1998	3.265839%	+	2.730875%	=	5.996714%
1999	2.403542%	+	3.663830%	=	6.067372%
2000	2.903027%	+	2.172138%	=	5.075164%
2001	3.600000%	+	1.700000%	=	5.300000%

EMPLOYEE AND EXPENDITURE DISTRIBUTION

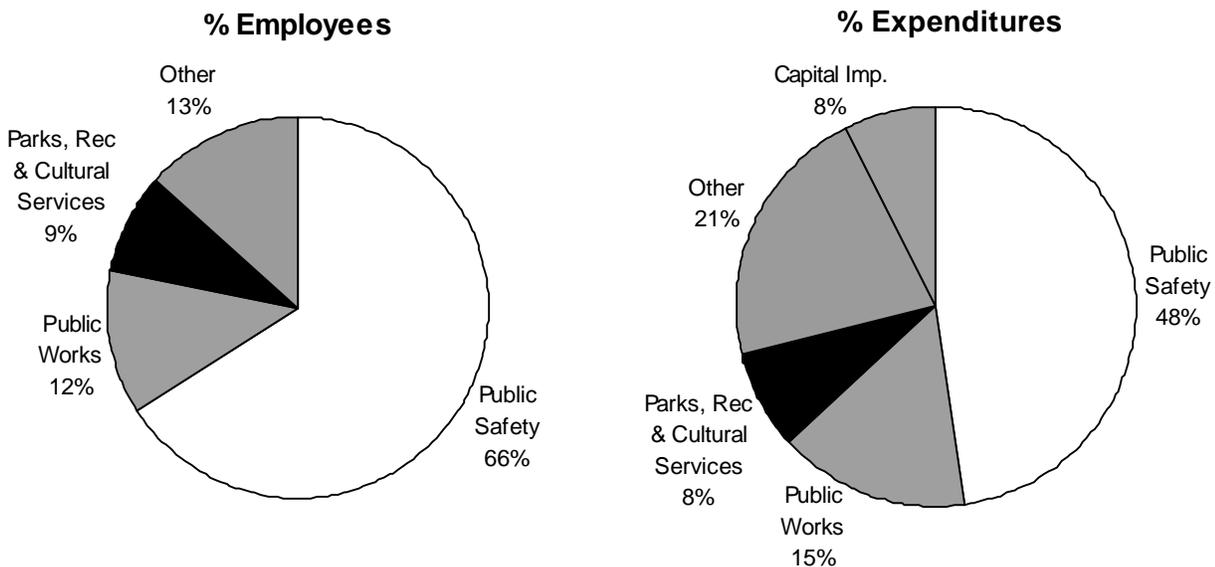
The following chart combines the number of employees and associated costs by major categories of service. It provides a summary view of the percent of total General Fund employees and the percent of expenditures allocated to each of the major categories of service delivered to the citizens of Colorado Springs. More than three-quarters of all General Fund employees are in Public Safety and Public Works. Just over two-thirds of the total budget dollars 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</u>	<u>% of Total</u>	<u>Cum.* %</u>
PUBLIC SAFETY	1,241.50	65.76	65.76	\$96,592,992	47.73	47.73
PUBLIC WORKS	230.25	12.20	77.95	\$30,770,966	15.20	62.93
CAPITAL IMPROVEMENTS				\$15,332,088	7.58	70.51
PARKS, REC & CULTURAL SERVICES	162.75	8.62	86.57	\$16,306,582	8.06	78.57
** OTHER	<u>253.50</u>	<u>13.43</u>	<u>100.00</u>	<u>\$43,377,952</u>	<u>21.43</u>	<u>100.00</u>
Total	1,888.00	100.00	100.00	\$202,380,580	100.00	100.00

TABOR REFUND	<u>\$125,370</u>
TOTAL GENERAL FUND BUDGET	\$202,505,950

*Cumulative Percentage

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



2001 BUDGET
Expenditure Summary Table
General Fund and Internal Service Funds

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
GENERAL FUND				
APPOINTEES				
City Attorney				
Salaries/Benefits	\$2,434,944	\$2,503,807	\$2,666,801	\$3,008,718
Operating	\$89,167	\$84,642	\$139,493	\$242,062
Capital	\$31,322	\$48,768	\$21,095	\$25,995
Total	\$2,555,433	\$2,637,217	\$2,827,389	\$3,276,775
<i>F.T.E.</i>	40.0	40.0	40.0	42.0
City Auditor				
Salaries/Benefits	\$422,557	\$423,833	\$535,401	\$596,719
Operating	\$50,204	\$50,876	\$64,085	\$58,199
Capital	\$799	\$0	\$0	\$32,225
Total	\$473,560	\$474,709	\$599,486	\$687,143
<i>FTE</i>	7.0	7.0	8.0	8.0
City Clerk				
Salaries/Benefits	\$365,358	\$432,005	\$430,961	\$540,557
Operating	\$195,275	\$283,731	\$253,020	\$416,021
Capital	\$20,135	\$599	\$3,915	\$45,726
Total	\$580,768	\$716,335	\$687,896	\$1,002,304
<i>F.T.E.</i>	9.0	9.0	9.0	10.0
City Council				
Salaries/Benefits	\$68,322	\$67,026	\$67,216	\$66,842
Operating	\$61,210	\$67,268	\$53,000	\$88,780
Capital	\$2,619	\$7,134	\$14,000	\$14,000
Total	\$132,151	\$141,428	\$134,216	\$169,622
<i>F.T.E.</i>	0.0	0.0	0.0	0.0
Municipal Court				
Salaries/Benefits	\$1,321,251	\$1,440,146	\$1,543,443	\$1,671,875
Operating	\$1,401,887	\$1,356,732	\$1,468,130	\$1,598,003
Capital	\$27,003	\$9,430	\$7,000	\$24,000
Total	\$2,750,141	\$2,806,308	\$3,018,573	\$3,293,878
<i>F.T.E.</i>	35.0	35.0	35.0	35.0
PUBLIC SAFETY				
Fire				
Salaries/Benefits	\$24,940,282	\$26,594,969	\$28,998,701	\$31,725,782
Operating	\$2,334,193	\$2,255,159	\$2,905,552	\$3,064,778
Capital	\$612,302	\$483,598	\$656,521	\$565,499
Total	\$27,886,777	\$29,333,726	\$32,560,774	\$35,356,059
<i>F.T.E.</i>	398.0	398.0	414.5	421.5
Police				
Salaries/Benefits	\$41,896,168	\$44,692,319	\$47,849,772	\$53,508,165
Operating	\$4,057,768	\$4,616,853	\$5,512,446	\$5,775,878
Capital	\$2,099,086	\$1,527,855	\$1,812,445	\$1,952,890
Total	\$48,053,022	\$50,837,027	\$55,174,663	\$61,236,933
<i>F.T.E.</i>	743.0	759.0	807.0	820.0

2001 BUDGET
Expenditure Summary Table
General Fund and Internal Service Funds

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
CITY MANAGEMENT				
Budget & Financial Analysis				
Salaries/Benefits	\$440,140	\$470,469	\$470,809	\$512,472
Operating	\$62,312	\$52,928	\$72,610	\$69,307
Capital	\$0	\$4,825	\$2,306	\$3,500
Total	\$502,452	\$528,222	\$545,725	\$585,279
<i>F.T.E.</i>	7.0	7.0	7.0	7.0
Business Planning				
Salaries/Benefits	\$279,639	\$300,088	\$208,642	\$0
Operating	\$17,626	\$14,320	\$14,320	\$0
Capital	\$1,294	\$7,000	\$5,612	\$0
Total	\$298,559	\$321,408	\$228,574	\$0
<i>F.T.E.</i>	5.0	5.0	3.0	0.0
City Manager				
Salaries/Benefits	\$703,520	\$813,668	\$833,356	\$715,370
Operating	\$90,599	\$110,622	\$98,049	\$119,090
Capital	\$53,158	\$4,414	\$5,396	\$5,396
Total	\$847,277	\$928,704	\$936,801	\$839,856
<i>F.T.E.</i>	11.0	11.0	11.0	9.0
Employee Services				
Salaries/Benefits	\$654,708	\$697,785	\$798,527	\$1,077,728
Operating	\$232,358	\$207,619	\$104,965	\$217,135
Capital	\$46,552	\$6,172	\$23,028	\$9,050
Total	\$933,618	\$911,576	\$926,520	\$1,303,913
<i>F.T.E.</i>	13.0	13.0	13.0	15.0
Finance				
Salaries/Benefits	\$1,887,403	\$2,120,267	\$2,168,280	\$2,518,538
Operating	\$340,522	\$266,539	\$259,785	\$314,558
Capital	\$49,498	\$24,088	\$12,877	\$23,619
Total	\$2,277,423	\$2,410,894	\$2,440,942	\$2,856,715
<i>F.T.E.</i>	40.5	40.5	40.5	43.5
Public Affairs				
Salaries/Benefits	\$393,200	\$429,848	\$407,393	\$486,017
Operating	\$248,222	\$134,577	\$95,310	\$139,310
Capital	\$14,936	\$3,122	\$11,528	\$41,000
Total	\$656,358	\$567,547	\$514,231	\$666,327
<i>F.T.E.</i>	6.0	6.0	6.0	7.0
PARKS, RECREATION AND CULTURAL SERVICES				
Cultural Services				
Salaries/Benefits	\$1,009,218	\$1,056,729	\$1,108,721	\$1,193,693
Operating	\$232,041	\$224,831	\$219,059	\$259,805
Capital	\$7,378	\$0	\$0	\$0
Total	\$1,248,637	\$1,281,560	\$1,327,780	\$1,453,498
<i>F.T.E.</i>	17.5	17.5	17.5	18.0

2001 BUDGET
Expenditure Summary Table
General Fund and Internal Service Funds

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Design & Development				
Salaries/Benefits	\$310,317	\$348,612	\$321,876	\$342,162
Operating	\$13,447	\$19,170	\$30,130	\$34,882
Capital	\$7,170	\$0	\$0	\$0
Total	\$330,934	\$367,782	\$352,006	\$377,044
<i>F.T.E.</i>	5.0	5.0	5.0	5.0
Forestry				
Salaries/Benefits	\$677,482	\$741,352	\$814,427	\$866,804
Operating	\$322,993	\$301,222	\$305,684	\$308,594
Capital	\$6,206	\$3,000	\$3,000	\$3,000
Total	\$1,006,681	\$1,045,574	\$1,123,111	\$1,178,398
<i>F.T.E.</i>	15.0	15.0	15.0	15.0
Park Maint., Trails & Open Space				
Salaries/Benefits	\$3,916,824	\$4,282,259	\$4,564,977	\$4,865,156
Operating	\$2,169,063	\$1,956,806	\$2,351,575	\$2,410,712
Capital	\$73,480	\$60,733	\$78,664	\$81,294
Total	\$6,159,367	\$6,299,798	\$6,995,216	\$7,357,162
<i>F.T.E.</i>	82.0	82.0	84.0	85.0
Parks, Recreation & Cultural Services Support				
Salaries/Benefits	\$793,307	\$872,935	\$859,932	\$944,185
Operating	\$352,852	\$390,033	\$347,218	\$666,099
Capital	\$363,346	\$290,924	\$485,300	\$501,691
Total	\$1,509,505	\$1,553,892	\$1,692,450	\$2,111,975
<i>F.T.E.</i>	13.5	14.5	14.5	15.75
Youth & Recreation				
Salaries/Benefits	\$1,714,654	\$1,833,205	\$1,981,709	\$2,366,795
Operating	\$1,221,317	\$1,166,536	\$1,109,061	\$1,461,710
Capital	\$50,066	\$0	\$0	\$0
Total	\$2,986,037	\$2,999,741	\$3,090,770	\$3,828,505
<i>F.T.E.</i>	21.0	21.0	21.0	24.0
NEIGHBORHOOD SERVICES				
Community and Senior Centers				
Salaries/Benefits	\$1,809,641	\$1,900,298	\$2,008,056	\$2,258,224
Operating	\$646,116	\$584,337	\$630,521	\$741,340
Capital	\$9,897	\$24,108	\$3,075	\$3,075
Total	\$2,465,654	\$2,508,743	\$2,641,652	\$3,002,639
<i>F.T.E.</i>	26.5	27.25	27.25	28.50
Neighborhood Services				
Salaries/Benefits	\$116,252	\$178,213	\$204,079	\$229,384
Operating	\$746,522	\$841,831	\$813,694	\$777,501
Capital	\$5,607	\$0	\$1,984	\$750
Total	\$868,381	\$1,020,044	\$1,019,757	\$1,007,635
<i>F.T.E.</i>	3.0	3.0	3.0	3.0

2001 BUDGET
Expenditure Summary Table
General Fund and Internal Service Funds

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
CITY PLANNING				
Comprehensive Planning/Land Use				
Salaries/Benefits	\$506,851	\$522,661	\$501,371	\$603,705
Operating	\$315,260	\$255,229	\$96,347	\$333,667
Capital	\$4,673	\$10,463	\$1,922	\$1,922
Total	\$826,784	\$788,353	\$599,640	\$939,294
<i>F.T.E.</i>	11.0	8.0	7.0	8.0
Development Review				
Salaries/Benefits	\$1,228,276	\$1,469,034	\$1,521,333	\$1,560,238
Operating	\$98,850	\$151,763	\$98,955	\$167,881
Capital	\$29,216	\$38,579	\$16,224	\$21,500
Total	\$1,356,342	\$1,659,376	\$1,636,512	\$1,749,619
<i>F.T.E.</i>	22.0	29.0	29.0	25.5
Planning Data Systems				
Salaries/Benefits	\$222,504	\$244,762	\$249,050	\$274,005
Operating	\$23,197	\$45,503	\$44,470	\$51,783
Capital	\$13,413	\$12,897	\$4,996	\$4,996
Total	\$259,114	\$303,162	\$298,516	\$330,784
<i>F.T.E.</i>	4.0	4.0	4.0	4.0
CITY DEVELOPMENT				
Economic Development				
Salaries/Benefits	\$227,314	\$244,486	\$220,254	\$315,247
Operating	\$80,099	\$82,903	\$82,270	\$88,940
Capital	\$12,102	\$1,295	\$2,937	\$2,937
Total	\$319,515	\$328,684	\$305,461	\$407,124
<i>F.T.E.</i>	3.0	3.0	3.0	3.0
Urban Projects				
Salaries/Benefits	\$206,429	\$228,972	\$234,470	\$436,316
Operating	\$25,631	\$37,082	\$46,540	\$38,631
Capital	\$7,834	\$500	\$2,075	\$1,900
Total	\$239,894	\$266,554	\$283,085	\$476,847
<i>F.T.E.</i>	3.0	3.0	3.0	3.0
PUBLIC WORKS				
City Engineering				
Salaries/Benefits	\$2,026,689	\$2,331,727	\$2,439,718	\$3,272,558
Operating	\$157,901	(\$15,950)	\$284,814	\$385,910
Capital	\$8,199	\$100,473	\$150,841	\$124,350
Total	\$2,192,789	\$2,416,250	\$2,875,373	\$3,782,818
<i>F.T.E.</i>	37.0	39.0	39.0	50.0
Public Works Support				
Salaries/Benefits	\$0	\$0	\$0	\$382,190
Operating	\$0	\$0	\$0	\$106,347
Capital	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$488,537
<i>F.T.E.</i>	0.0	0.0	0.0	4.0

2001 BUDGET
Expenditure Summary Table
General Fund and Internal Service Funds

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Streets				
Salaries/Benefits	\$5,256,365	\$5,713,504	\$6,122,322	\$6,251,294
Operating	\$774,626	\$795,114	\$763,865	\$818,345
Capital	\$1,021,632	\$1,387,529	\$1,207,332	\$1,719,412
Total	\$7,052,623	\$7,896,147	\$8,093,519	\$8,789,051
<i>F.T.E.</i>	124.0	125.0	125.0	121.0
Transit System				
Salaries/Benefits	\$100,959	\$101,407	\$103,678	\$113,550
Operating	\$8,222,669	\$8,070,631	\$7,578,386	\$8,478,011
Capital	\$529,023	\$1,059,497	\$230,900	\$230,900
Total	\$8,852,651	\$9,231,535	\$7,912,964	\$8,822,461
<i>F.T.E.</i>	1.0	1.0	1.0	1.0
Transportation Engineering				
Salaries/Benefits	\$2,416,605	\$2,841,528	\$2,809,628	\$3,475,326
Operating	\$907,453	\$843,538	\$936,282	\$5,043,839
Capital	\$392,718	\$179,531	\$297,404	\$368,934
Total	\$3,716,776	\$3,864,597	\$4,043,314	\$8,888,099
<i>F.T.E.</i>	43.5	45.5	47.5	54.25
INTERNAL SUPPORT				
Safety Services				
Salaries/Benefits	\$24,526	\$95,853	\$107,534	\$116,531
Operating	\$19,709	\$48,585	\$68,537	\$69,017
Capital	\$13,820	\$17,920	\$0	\$0
Total	\$58,055	\$162,358	\$176,071	\$185,548
<i>F.T.E.</i>	2.0	2.0	2.0	2.0
GENERAL COSTS				
General Costs				
Salaries/Benefits	\$1,014,274	\$849,400	\$3,916,560	\$1,883,242
Operating	\$7,920,554	\$8,728,650	\$7,651,345	\$4,755,108
Capital	\$0	\$0	\$0	\$0
Total	\$8,934,828	\$9,578,050	\$11,567,905	\$6,638,350
Debt Service	\$3,360,207	\$3,356,436	\$3,354,460	\$3,352,665
Internal Service Charges	\$9,525,606	\$10,413,090	\$11,326,115	\$10,605,635
TABOR Refund	\$0	\$0	\$0	\$125,370
General Fund C.I.P.	\$22,694,517	\$27,976,627	\$14,495,017	\$15,332,088
GENERAL FUND TOTAL	\$173,912,436	\$187,933,454	\$185,806,484	\$202,505,950
<i>F.T.E.</i>	1,748.50	1,775.25	1,841.75	1,888.00

Note: In 2001, all network, telecommunications and support charges associated with the computer/telephone support services are redistributed from Internal Service Charges to each unit's budget.

2001 BUDGET
Expenditure Summary Table
General Fund and Internal Service Funds

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
INTERNAL SERVICE FUNDS				
Facilities Management				
Salaries/Benefits	\$938,687	\$946,594	\$1,058,371	\$1,203,141
Operating	\$2,827,388	\$3,054,528	\$3,324,659	\$3,716,943
Capital	\$22,042	\$132,309	\$97,290	\$7,890
Total	\$3,788,117	\$4,133,431	\$4,480,320	\$4,927,974
<i>F.T.E.</i>	19.0	20.0	20.0	20.0
Fleet Management				
Salaries/Benefits	\$3,405,972	\$3,715,542	\$3,902,619	\$4,139,531
Operating	\$5,443,385	\$5,876,085	\$6,051,163	\$6,520,735
Capital	\$149,033	\$208,462	\$149,655	\$140,840
Total	\$8,998,390	\$9,800,089	\$10,103,437	\$10,801,106
<i>F.T.E.</i>	72.0	74.0	74.0	74.0
Information Technology				
Salaries/Benefits	\$1,705,782	\$2,025,391	\$2,278,115	\$2,773,105
Operating	\$2,376,915	\$1,888,597	\$2,455,434	\$2,041,035
Capital	\$233,636	(\$4,037)	\$8,455	\$194,545
Total	\$4,316,333	\$3,909,951	\$4,742,004	\$5,008,685
<i>F.T.E.</i>	28.0	29.0	30.0	34.0
Office Services				
Salaries/Benefits	\$562,159	\$661,238	\$712,878	\$777,536
Operating	\$1,108,914	\$1,238,044	\$1,272,247	\$1,332,794
Capital	\$30,196	\$27,789	\$0	\$0
Total	\$1,701,269	\$1,927,071	\$1,985,125	\$2,110,330
<i>F.T.E.</i>	15.0	16.0	16.0	16.0
Radio Communications				
Salaries/Benefits	\$437,289	\$416,346	\$632,940	\$656,093
Operating	\$332,028	\$422,280	\$271,860	\$282,584
Capital	\$40,470	\$47,286	\$19,500	\$19,500
Total	\$809,787	\$885,912	\$924,300	\$958,177
<i>F.T.E.</i>	8.0	8.0	8.0	8.0
Real Estate Services				
Salaries/Benefits	\$228,356	\$295,774	\$285,122	\$307,381
Operating	\$75,667	\$81,504	\$76,791	\$75,870
Capital	\$3,297	\$234	\$0	\$0
Total	\$307,320	\$377,512	\$361,913	\$383,251
<i>F.T.E.</i>	5.0	5.0	5.0	5.0
Risk Management				
Salaries/Benefits	\$551,505	\$589,589	\$617,946	\$656,442
Operating	\$197,334	\$207,055	\$255,940	\$267,019
Capital	\$15,113	\$15,021	\$0	\$0
Total	\$763,952	\$811,665	\$873,886	\$923,461
<i>F.T.E.</i>	11.0	11.0	11.0	11.0
FUND TOTAL	\$20,685,168	\$21,845,631	\$23,470,985	\$25,112,984
<i>F.T.E.</i>	158.00	163.00	164.00	168.00

2001 BUDGET
Expenditure Summary Table
Colorado Springs Companies

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
COLORADO SPRINGS COMPANIES				
Airport				
Salaries/Benefits	\$4,368,193	\$4,789,092	\$5,534,020	\$5,567,962
Operating	\$5,235,764	\$5,704,718	\$6,298,636	\$6,728,984
Capital	\$225,497	\$490,184	\$299,370	\$396,705
Debt Service	\$6,135,122	\$6,126,267	\$6,132,798	\$6,132,998
Total	\$15,964,576	\$17,110,261	\$18,264,824	\$18,826,649
<i>F.T.E.</i>	110.5	107.0	107.0	107.0
Cemeteries				
Salaries/Benefits	\$562,427	\$605,902	\$709,212	\$751,482
Operating	\$420,793	\$419,309	\$499,812	\$487,839
Capital	\$160,087	\$892,448	\$105,000	\$80,400
CIP Projects	\$0	\$0	\$0	\$95,605
Total	\$1,143,307	\$1,917,659	\$1,314,024	\$1,415,326
<i>F.T.E.</i>	12.0	13.0	13.0	13.0
Human Services Complex				
Salaries/Benefits	\$32,199	\$37,576	\$36,396	\$40,573
Operating	\$282,735	\$95,891	\$120,284	\$119,413
Capital	(\$8,831)	\$87,812	\$155,000	\$0
CIP Projects	\$0	\$0	\$0	\$155,000
Total	\$306,103	\$221,279	\$311,680	\$314,986
<i>F.T.E.</i>	1.0	1.0	1.0	1.0
Parking System				
Salaries/Benefits	\$279,218	\$283,903	\$409,002	\$431,521
Operating	\$507,832	\$549,482	\$605,321	\$790,520
Capital	\$639,573	\$350,353	\$181,900	\$530,000
CIP Projects	\$0	\$598,421	\$754,776	\$3,705,026
Total	\$1,426,623	\$1,782,159	\$1,950,999	\$5,457,067
<i>F.T.E.</i>	9.0	9.0	9.0	9.0
Patty Jewett Golf Course				
Salaries/Benefits	\$472,077	\$521,579	\$583,564	\$615,051
Operating	\$792,374	\$730,249	\$764,545	\$784,998
Capital	\$519,146	\$434,281	\$364,327	\$382,587
Total	\$1,783,597	\$1,686,109	\$1,712,436	\$1,782,636
<i>F.T.E.</i>	9.5	9.5	9.5	9.5
Pikes Peak - America's Mountain				
Salaries/Benefits	\$1,158,686	\$1,287,436	\$1,426,381	\$1,462,851
Operating	\$1,085,029	\$1,195,349	\$1,621,339	\$1,672,312
Capital	\$29,936	\$79,512	\$184,400	\$181,000
Total	\$2,273,651	\$2,562,297	\$3,232,120	\$3,316,163
<i>F.T.E.</i>	23.0	23.0	23.0	24.0
Valley Hi Golf Course				
Salaries/Benefits	\$250,749	\$252,441	\$304,039	\$317,849
Operating	\$601,937	\$645,785	\$552,542	\$608,684
Capital	\$343,417	\$242,692	\$165,500	\$161,451
Total	\$1,196,103	\$1,140,918	\$1,022,081	\$1,087,984
<i>F.T.E.</i>	5.0	5.0	5.0	5.0

2001 BUDGET
Expenditure Summary Table
Grant Funds

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
COMMUNITY DEVELOPMENT BLOCK GRANT				
C.D.B.G., H.O.M.E., and Emergency Shelter Grant (E.S.G.)				
Salaries/Benefits	\$1,251,060	\$1,342,619	\$1,367,980	\$1,393,083
Operating	\$4,075,403	\$4,784,886	\$9,288,367	\$4,241,917
Capital	\$2,373	\$300	\$0	\$0
Total	\$5,328,836	\$6,127,805	\$10,656,347	\$5,635,000
<i>F.T.E.</i>	21.0	21.0	21.0	22.0
DEVELOPMENT REVIEW ENTERPRISE				
Development Review Enterprise				
Salaries/Benefits	\$0	\$0	\$0	\$414,908
Operating	\$0	\$0	\$0	\$106,322
Capital	\$0	\$0	\$0	\$17,300
Total	\$0	\$0	\$0	\$538,530
<i>F.T.E.</i>	0.0	0.0	0.0	7.5

Note: In 2001, all network, telecommunications and support charges associated with the computer/telephone support services are redistributed from Internal Service Charges to each unit's budget.

This page left blank intentionally.

Position Summary

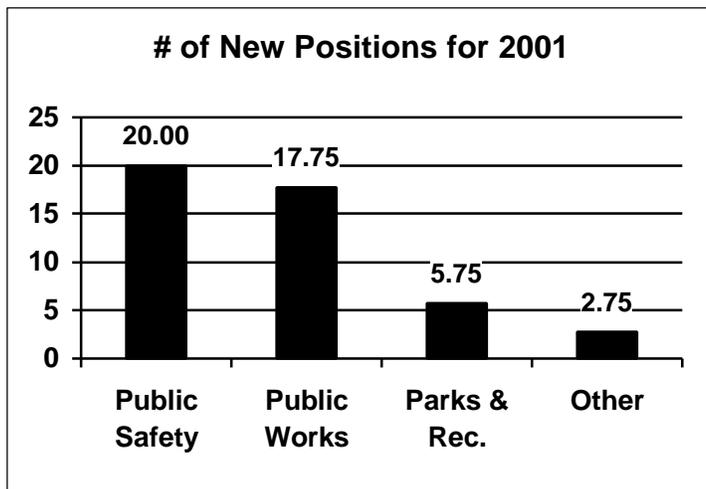
GENERAL FUND

The 2001 Budget provides for a total of 1,888 full-time equivalent (FTE) permanent positions in the General Fund, which reflects a net addition of 46.25 new positions (2.5 percent) from the 2000 Budget. Approximately 82 percent (37.75) of these recommended new positions are in Public Safety and Public Works.

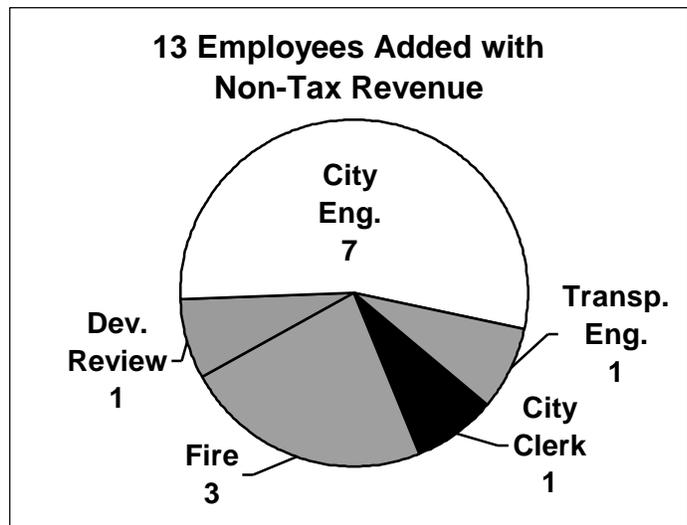
A number of the new positions added in 2001 are funded through new and increased user and license fees that are included in this Budget to improve cost recovery and to allow a bolstering of staffing engaged in development review. Specifically, 13 of the new positions are funded through the additional revenues generated by these non-tax revenue enhancements.

20 New Positions are Added in Public Safety

A total of 11 new police officers are reflected in the 2001 Budget. Nine of those officers are dedicated to the new Red Light Enforcement Program intended to reduce traffic accidents and fatalities. Two additional police officers are funded through a three-year federal Universal Hiring Grant for the City's School Resource Officer (SRO) program. The additional SROs will allow officers to be stationed in School District 20 high schools. School District 20 will share in the funding of these officers. One office specialist position is also



included for the Police Department to assume the duties of a previously grant-funded position dedicated to administering the new alarm ordinance. One Code Enforcement officer is included to assist with the increased workload. The ranks of the Fire Department are increased by 7 FTE positions. Three positions are in Fire Prevention, 1 additional Fire Protection Engineer and 2 inspectors. The additional personnel are necessary to help address a rapidly growing inspection workload stemming from the recent jump in commercial construction in the city. The new positions are funded through new and increased fire inspection fees. Two additional positions are added to the Office of Emergency Management to provide a more realistic staffing level given the disaster risks of the community and the need for more ongoing training. In 2001, Fire Support Services converted a special office specialist position to permanent full-time status. During 2000, the Fire Department was authorized to add 1 information systems technician utilizing existing resources.



The ranks of the Fire Department are increased by 7 FTE positions. Three positions are in Fire Prevention, 1 additional Fire Protection Engineer and 2 inspectors. The additional personnel are necessary to help address a rapidly growing inspection workload stemming from the recent jump in commercial construction in the city. The new positions are

17.75 New Positions are Added in Public Works

A top community issue is frustration with growing traffic congestion. A total of 4.75 FTE (3 signal technicians, 1 signal engineer, .75 project manager) are included in the Transportation Engineering Unit to help address this issue by increasing the frequency with which traffic signals are timed. Also, 1 signal maintenance technician is added in Transportation Engineering using existing resources; and 1 additional planning assistant position is included to help with the review of traffic plans associated with new development. The planning assistant position is funded through a new Transportation Engineering development review fee.

A total of 8 new positions and the conversion of 3 special positions to permanent status are included in City Engineering. Of that total, 7 FTE are funded through the additional revenue resulting from the new Engineering development review fee. A senior civil engineer, 2 engineering technicians, and 2 engineering inspectors are supported through new development review fees. Also, 2 engineering inspectors are funded through a new proposed stormsewer inspection fee. Additionally, a FIMS/GIS analyst position is added to facilitate the use of GIS applications to improve the efficiency of project design and inspection activities. The 3 special positions in Engineering are converted to FTE status which includes 1 office specialists, 1 civil engineer position dedicated to the NPDES stormwater permit program, and 1 office specialist for the subdivision program.

A Net Total of 8.5 FTE are Added

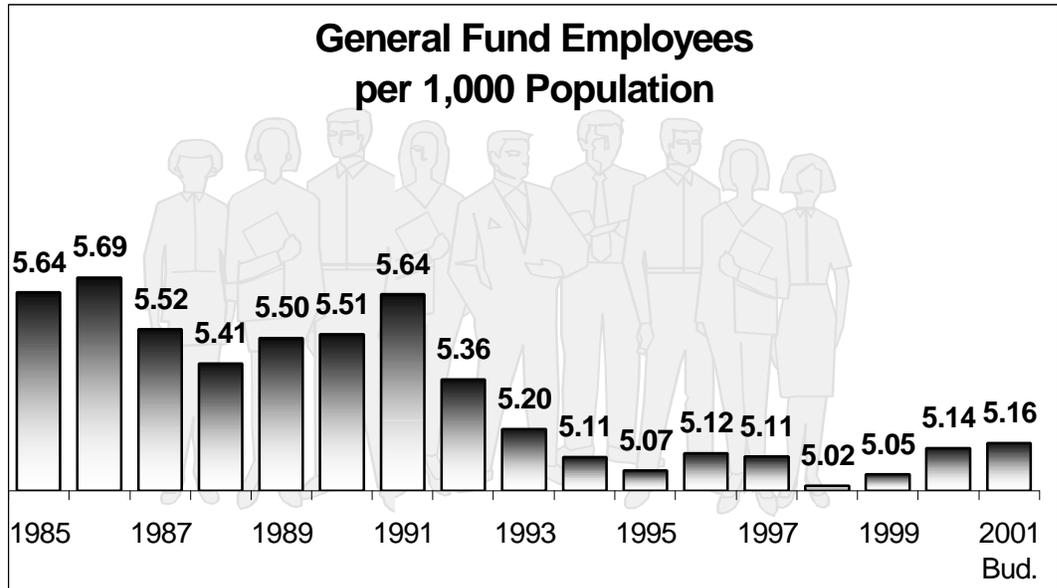
Four positions are added to the Council Appointee staffs. One court clerk in Municipal Court and 1 legal assistant in the City Attorney's Office are added in 2001 to handle increased workloads stemming from the new Red Light Enforcement Program. A senior corporate attorney position is also added to the City Attorney's corporate division to help with a burgeoning legal workload in that division. Through an increase in business license fees, 1 information systems analyst is added to the City Clerk's Office to help install and maintain new licensing and documents management systems.

The addition of 5.75 FTE is reflected in Parks, Recreation and Cultural Services. A maintenance technician and 1 office specialist position are added in 2001 to help staff the new Northwest, Cottonwood, and Memorial Park Recreation Centers. Also in 2001, the Group has utilized existing resources to add 1 information systems analyst and a 0.5 FTE office specialist. During 2000, a park maintenance technician position, 0.75 FTE grant writer, and a 0.5 FTE volunteer coordinator position were authorized using existing resources. Therefore, the Group has added 3.75 FTE of the total 5.75 FTE utilizing existing resources.

A land use inspector position is added for Development Review and is funded through an increase in City revocable permit fees. In Employee Services, 1 principal analyst is added to begin the implementation of a new education and performance support effort for the workforce and 1 office specialist position is added. A payroll clerk and 1 accounting clerk are included for the Finance Unit along with a receptionist for Purchasing to replace a position that was previously shared with Colorado Springs Utilities. Finally, a planner position in Comprehensive Planning that was previously funded through the Community Development Block Grant Fund is transferred to the General Fund. Also, a total of 1.25 FTE is funded by increasing 3 existing 0.75 FTE part-time program coordinator positions and 1 existing 0.5 part-time support position in Neighborhood Services to full-time status.

These increases are partially offset by a reduction of 9.5 FTE resulting from the transfer of certain units/activities from the General Fund to Internal Services or Enterprise Funds. Specifically, the 3 FTE in the Business Planning Office are transferred to the Information Technology Unit in the Internal Services Fund. Similarly, 6.5 FTE previously included in Development Review are transferred out of the General Fund and into the new Development Review Enterprise Fund.

General Fund Employees per 1,000 Population will increase to 5.16. This still remains below the 1993 level.



<u>Year</u>	<u>Police</u>	<u>Fire</u>	<u>Public Works</u>	<u>All Other</u>	<u>Total</u>	<u>City Pop.</u>
1991	613	369.0	217.00	416.50	1,615.5	284,490
2001	<u>820</u>	<u>421.5</u>	<u>230.25</u>	<u>416.25</u>	<u>1,888.0</u>	<u>366,000</u>
Change	207	52.5	13.25	(0.25)	272.5	81,510
% Change	33.77%	14.23%	6.11%	(0.06%)	16.87%	28.65%

Note: The Police Change from 1991 to 2001 of 207 positions includes:
 ⇒ 151 uniformed (157 officers added, plus 7 Park Police reclassified from civilian to uniformed and minus 13 officers transferred to the Airport Enterprise Fund)
 ⇒ 56 civilian (66 civilians added of which 24 positions were transferred in, 17 from Fire’s Communications Center and 7 Code Enforcement positions from the All Other category, minus 7 Park Police reclassified from civilian to uniformed and minus 3 Parking Enforcement positions transferred to the Parking Enterprise Fund)

1991 Source: 1992 Budget, 17-1, Public Works adjusted to include City Engineering.

INTERNAL SERVICES AND SPECIAL REVENUE FUNDS

No changes in authorized personnel are included for any Internal Services Unit except Information Technology, which increases by a total of 5 FTE. However, these new positions are funded through existing resources. Two special positions, 1 help desk coordinator and 1 information systems analyst dedicated to desktop computer maintenance, are converted to permanent status. The other 3 FTE added in Information Technology are the result of the transfer of the Business Planning Office from the General Fund to Information Technology.

ENTERPRISE FUNDS

During 2000, a wastewater engineering position in the Pikes Peak – America’s Mountain Enterprise was split into 2 maintenance mechanic positions, resulting in a net 1 FTE increase in staffing.

A total of 7.5 FTE are included for the new Development Review Enterprise. That total includes the 6.5 FTE transferred from the General Fund and the addition of 1 new planner.

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

2001 Position Summary Table

	1998 Actual	1999 Actual	2000 Budget	2000 Authorized	2001 Budget	Difference: 2001 Budget - 00 Authorized
General Fund						
Council Appointees						
City Attorney	40.0	40.0	40.0	40.0	42.0	2.00
City Auditor	7.0	7.0	8.0	8.0	8.0	0.00
City Clerk	9.0	9.0	9.0	9.0	10.0	1.00
Municipal Court	35.0	35.0	35.0	35.0	35.0	0.00
City Management						
City Manager's Office	11.0	11.0	11.0	11.0	9.0	-2.00
Budget and Financial Analysis	7.0	7.0	7.0	7.0	7.0	0.00
Business Planning (now in Info Tech)	5.0	5.0	3.0	3.0	0.0	-3.00
Public Affairs	6.0	6.0	6.0	6.0	7.0	1.00
Finance and Purchasing/Contracts	40.5	40.5	40.5	40.5	43.5	3.00
Employee Services	13.0	13.0	13.0	13.0	15.0	2.00
Public Safety						
Fire	398.0	398.0	414.5	415.5	421.5	6.00
Police	743.0	759.0	807.0	807.0	820.0	13.00
Public Works						
City Engineering	37.0	39.0	39.0	39.0	50.0	11.00
Public Works Support	0.0	0.0	0.0	0.0	4.0	4.00
Streets	124.0	125.0	125.0	125.0	121.0	-4.00
Transit	1.0	1.0	1.0	1.0	1.0	0.00
Transportation Engineering	43.5	45.5	47.5	47.5	54.25	6.75
Parks, Rec. & Cultural Services						
Cultural Services	17.5	17.5	17.5	17.5	18.0	0.50
Design and Development	5.0	5.0	5.0	5.0	5.0	0.00
Forestry	15.0	15.0	15.0	15.0	15.0	0.00
Park Maint., Trails & Open Space	82.0	82.0	84.0	85.0	85.0	0.00
Parks, Rec. & Cultural Srv. Support	13.5	14.5	14.5	15.75	15.75	0.00
Youth and Recreation	21.0	21.0	21.0	21.0	24.0	3.00
City Planning						
Comprehensive Planning/Land Use	11.0	8.0	7.0	7.0	8.0	1.00
Development Review	22.0	29.0	29.0	29.0	25.5	-3.50
Planning Data Systems	4.0	4.0	4.0	4.0	4.0	0.00
City Development						
Economic Development	3.0	3.0	3.0	3.0	3.0	0.00
Urban Projects	3.0	3.0	3.0	3.0	3.0	0.00

2001 Position Summary Table

(continued)

	1998 Actual	1999 Actual	2000 Budget	2000 Authorized	2001 Budget	Difference: 2001 Budget - 00 Authorized
<i>General Fund (Continued)</i>						
<i>Neighborhood Services</i>						
Community and Senior Centers	26.5	27.25	27.25	27.25	28.5	1.25
Neighborhood Services	3.0	3.0	3.0	3.0	3.0	0.00
<i>Internal Support</i>						
Safety Office	2.0	2.0	2.0	2.0	2.0	0.00
<i>General Fund Total</i>	1,748.5	1,775.25	1,841.75	1,845.00	1,888.00	43.00
<i>Internal Services Fund</i>						
Facilities Management	19.0	20.0	20.0	20.0	20.0	0.00
Fleet Management	72.0	74.0	74.0	74.0	74.0	0.00
Information Technology	28.0	29.0	30.0	30.0	34.0	4.00
Office Services	15.0	16.0	16.0	16.0	16.0	0.00
Radio Communications	8.0	8.0	8.0	8.0	8.0	0.00
Real Estate Services	5.0	5.0	5.0	5.0	5.0	0.00
Risk Management	11.0	11.0	11.0	11.0	11.0	0.00
<i>Internal Services Fund Total</i>	158.0	163.0	164.0	164.0	168.0	4.00
<i>Enterprise Funds</i>						
Airport	110.5	107.0	107.0	107.0	107.0	0.00
Pikes Peak – America’s Mountain	23.0	23.0	23.0	24.0	24.0	0.00
Parking System	9.0	9.0	9.0	9.0	9.0	0.00
Cemeteries	12.0	13.0	13.0	13.0	13.0	0.00
Patty Jewett Golf	9.5	9.5	9.5	9.5	9.5	0.00
Valley Hi Golf	5.0	5.0	5.0	5.0	5.0	0.00
Human Services Complex	1.0	1.0	1.0	1.0	1.0	0.00
<i>Enterprise Funds Total</i>	170.0	167.5	167.5	168.5	168.5	0.00
<i>Special Revenue Fund</i>						
Conservation Trust (Lottery)	6.0	6.0	6.0	6.0	6.0	0.00
<i>Special Revenue Fund Total</i>	6.0	6.0	6.0	6.0	6.0	0.00
<i>Community Development Block Grant Fund</i>						
CDBG, HOME, and ESG	21.0	21.0	21.0	21.0	22.0	1.00
<i>CDBG Fund Total</i>	21.0	21.0	21.0	21.0	22.0	1.00
<i>Development Review Enterprise Fund</i>						
Development Review Enterprise	0.0	0.0	0.0	0.0	7.5	7.50
<i>Dev Review Enterprise Fund Total</i>	0.0	0.0	0.0	0.0	7.5	7.50

City Attorney

MISSION

The City Attorney, as a Council Appointee, is charged by Charter to represent all legal matters where the City is a party in interest. The City Attorney, assisted by all members of the Office of the City Attorney, acts as Chief legal advisor to the City Council, its enterprises, including Colorado Springs Utilities and Memorial Hospital and all other departments, units, commissions and boards of the City. The City Attorney is also charged with prosecution of all cases docketed into Municipal Court.

SERVICES

- Advise City Council in its capacity for City, Colorado Springs Utilities (CSU), Memorial Hospital, and all other enterprises, general improvement and special improvement maintenance districts
- Litigate for City, CSU, Memorial Hospital, and all other enterprises
- Advise the City and its enterprises, including CSU, Memorial Hospital, and all other enterprises
- Advise boards and commissions
- Draft Charter amendments
- Prosecute Ordinance violations
- Update and maintain City Code
- Represent City in administrative hearings
- Track legislative, history and law changes and work on legislation
- Advise on intergovernmental matters
- Contract drafting and review
- Ordinance drafting

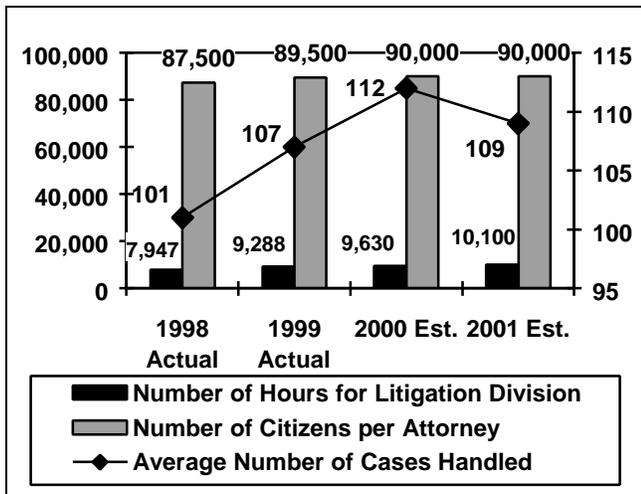
BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$2,434,944	\$2,503,807	\$2,666,801	\$3,008,718
Operating	89,167	84,643	139,493	242,062
Capital Outlay	31,322	48,768	21,095	25,995
Unit Total	\$2,555,433	\$2,637,218	\$2,827,389	\$3,276,775

PERSONNEL

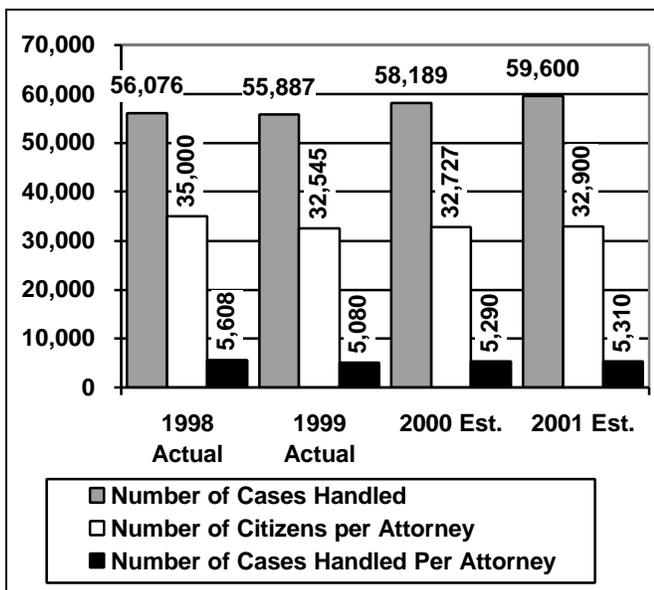
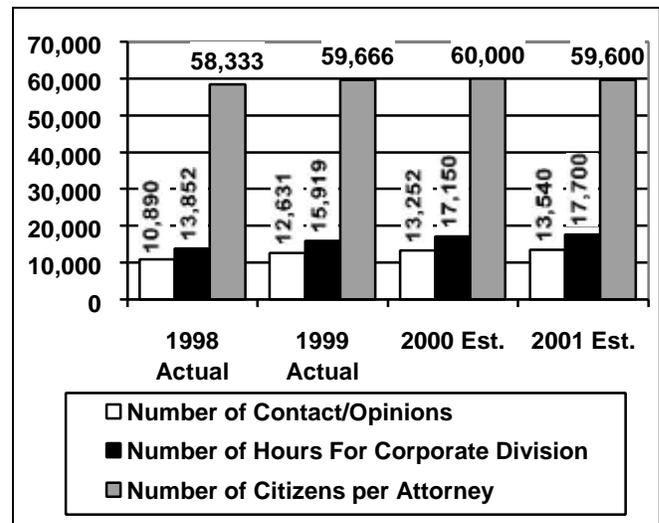
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Appointee	1	1	1	1
Manager	1	1	1	1
Professional	23	23	23	24
General	15	15	15	16
FTE Total	40	40	40	42

PERFORMANCE INDICATORS



During the past three years, the number of cases handled by the Litigation Division has increased an average of 5.75 percent per year. The number of employees has remained constant thereby necessitating an increase in the number of hours worked per employee by an average of 9.5 percent. While there are 8 employees in the Litigation Division, an average of 1 employee for every 45,000 citizens, there are only 4 attorneys, which results in 1 attorney for every 90,000 citizens.

The Corporate and Administration Divisions have experienced a 16 percent increase in the number of formal and informal contacts/opinions given to clients. Costs and demands continue to increase while funding has remained constant. This has resulted in an 18.5 percent increase over the past two years in the number of hours spent on client representation. There are 11 employees in the Corporate and Administration Divisions representing an average of 1 employee for every 32,727 citizens. Of those employees, 6 are attorneys, resulting in 1 attorney for every 60,000 citizens.



The number of cases concluded by the Prosecution Division decreased by 1 percent from 1998 to 1999 but is anticipated to increase 4 percent from 1999 to 2000. An additional attorney was hired in 1999, which resulted in the number of cases handled per attorney in 1999 being 5,080, a decrease of 1.1 percent over the 5,608 cases per attorney in 1998. The caseload per attorney for 2000 is projected to increase to 4 percent to 5,290. In addition to these caseloads, the Prosecution attorneys are responsible for many other legal matters. There are 21 employees in the Prosecution Division, which translates to an average of 1 employee for every 17,143 citizens. Of the 21 employees, 11 are attorneys, which is an average of 1 attorney for every 32,727 citizens.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$216,613 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Costs to each department/unit's budget. Funding of \$101,469 is included for 2001 telecommunication charges.
- As a result of the new Red Light Enforcement Program, a total of \$45,000 is included to cover a new Legal Assistant position, which will handle the additional workload generated by the program.
- Funding of \$86,304 for a new Senior Corporate Attorney to handle additional workload in the Corporate Division is included.

MAJOR OBJECTIVES

OBJECTIVE – Maintain service excellence.

This objective will be accomplished by reviewing all advice given to units for accuracy and timeliness, conducting surveys of clients for suggestions regarding improvement and by conducting activities relating to the assurance and competency of the office staff.

OBJECTIVE – Enhance community relations.

The purpose of this objective is to encourage employee voluntarism in community projects. 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 an ongoing purpose of this office. Continuing 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 goal.

OBJECTIVE – Maintain financial health.

Monthly analysis of expended and 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.

This office is responsible for continued availability to explain the law regarding legal issues to allow Council, appointees, organizational units, and enterprises to make knowledgeable decisions.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY COUNCIL AND COUNCIL APPOINTEES
CITY ATTORNEY**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	1,932,833	1,986,328	2,188,595	2,424,170
51206 WAGE PKG-SALARIES	0	(6,853)	0	0
51207 WAGE PKG-PERFORMANCE	75,865	83,511	0	54,428
51210 OVERTIME	60	0	1,000	1,000
51215 ACHIEVEMENT AWARD	8,750	0	0	0
51220 SEASONAL/TEMPORARY	65,066	70,308	64,480	64,480
51240 RETIREMENT/TERMINATION SICK	8,536	68	0	0
51245 RETIREMENT/TERM VACATION	9,526	7,185	0	0
51260 VACATION BUY	2,486	1,509	0	0
51265 GRIP PROGRAM	0	6,012	0	0
51295 NEW EMPL SALARY & BENEFITS	0	0	0	0
51299 SALARIES REIMBURSEMENTS	(375)	(6,012)	0	0
51610 PERA	198,191	209,481	225,165	238,690
51615 WORKER'S COMPENSATION	6,378	6,641	6,514	5,649
51620 EQUITABLE LIFE INSURANCE	9,704	8,153	8,915	9,991
51625 VISION CARE	1,933	2,213	2,396	2,705
51635 CITY MAJOR MEDICAL PLAN	0	40	1,768	1,968
51640 DENTAL INSURANCE	8,511	10,188	12,182	13,751
51665 CASH BACK	9,133	8,167	0	0
51670 PARKING FOR EMPLOYEES	8,990	8,922	9,600	10,080
51690 MEDICARE	22,782	24,059	24,113	29,282
51695 CITY EPO MEDICAL PLAN	66,575	83,887	122,073	152,524
TOTAL SALARY & BENEFITS	2,434,944	2,503,807	2,666,801	3,008,718
52105 MISCELLANEOUS SUPPLIES	2,533	590	0	0
52110 OFFICE SUPPLIES	24,554	26,432	21,500	32,410
52111 PAPER SUPPLIES	0	0	0	3,200
52120 SOFTWARE-MICRO/WORD PROCESS	0	0	12,920	6,100
52122 CELL PHONE EQUIP/SUPPLIES	0	0	0	675
52125 GENERAL SUPPLIES	873	174	3,000	1,500
52135 POSTAGE	5,299	5,566	6,500	6,650
52165 LICENSES & TAGS	(501)	(236)	600	500
52220 MAINT-OFFICE MACHINES	2,869	5,178	6,740	8,050
52235 MAINT-MACHINERY & APPARATUS	1,038	0	0	0
52405 ADVERTISING SERVICES	543	746	800	1,000
52575 SERVICES	910	543	5,077	3,380
52605 CAR MILEAGE	5,572	5,696	6,000	7,000

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY COUNCIL AND COUNCIL APPOINTEES
CITY ATTORNEY**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52615 DUES & MEMBERSHIP	6,068	7,264	8,175	10,890
52625 MEETING EXPENSES IN TOWN	2,412	2,032	1,500	2,893
52630 TRAINING	12,587	5,784	13,680	12,600
52645 SUBSCRIPTIONS	8,946	11,289	10,426	15,980
52655 TRAVEL OUT OF TOWN	6,048	6,296	10,400	10,000
52705 COMMUNICATIONS	3,927	577	1,290	102,759
52725 RENTAL OF PROPERTY	(49)	0	0	0
52735 TELEPHONE-LONG DIST CALLS	1,328	2,291	6,440	2,800
52775 MINOR EQUIPMENT	1,063	933	5,280	2,675
52795 RENTAL OF EQUIPMENT	0	0	12,000	0
52874 OFFICE SERVICES PRINTING	3,147	3,488	4,000	7,000
52875 OFFICE SERVICES RECORDS	0	0	3,165	4,000
TOTAL OPERATING EXPENSES	89,167	84,643	139,493	242,062
53020 MICROS/WORD PROCESSORS	28,877	24,975	8,650	22,100
53030 FURNITURE & FIXTURES	2,445	0	12,445	3,895
53070 VEHICLES - REPLACEMENT	0	23,793	0	0
TOTAL CAPITAL OUTLAY	31,322	48,768	21,095	25,995
ORGANIZATION TOTAL	2,555,433	2,637,218	2,827,389	3,276,775

City Auditor

MISSION

To evaluate the adequacy of financial controls, records and operations and evaluate the effectiveness and efficiency of organizational unit 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, enterprise operations, and support services funds and report the results directly to City Council.

SERVICES

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

BUDGET SUMMARY

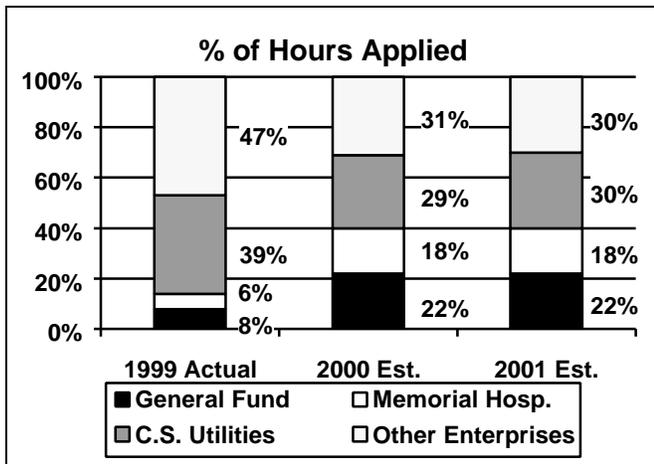
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$422,557	\$423,833	\$535,401	\$596,719
Operating	50,204	50,876	61,085	58,199
Capital Outlay	799	0	3,000	32,225
Unit Total	\$473,560	\$474,709	\$599,486	\$687,143

PERSONNEL

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Appointee	1	1	1	1
Manager	1	1	1	1
Professional	4	4	5	5
Paraprofessional	1	1	1	1
FTE Total	7	7	8	8

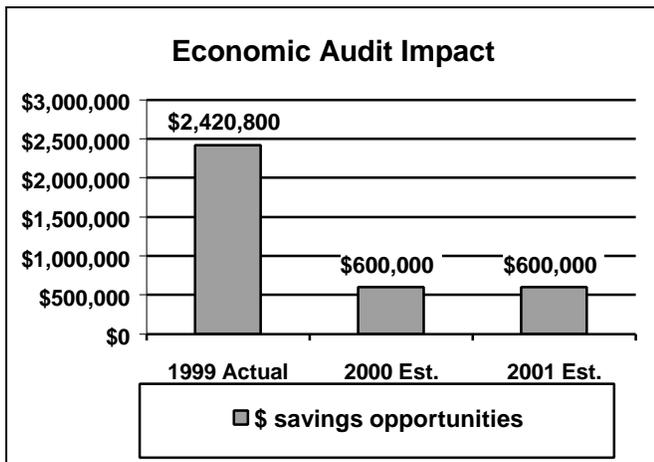
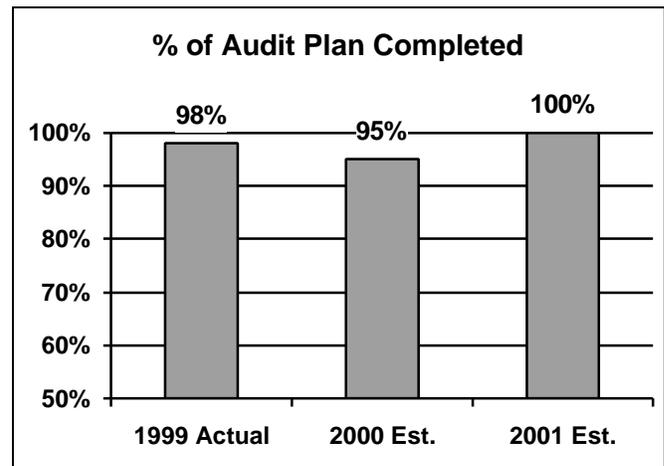
NOTE: During 2000, an additional auditor position was authorized.

PERFORMANCE INDICATORS



The increases in the percentage of hours applied to Memorial Hospital and the Other Enterprise Funds categories along with the corresponding decreases in the General Fund and Utilities categories for 2000 and 2001 are due to the addition of another auditor position with those hours being dedicated to the Airport and Memorial Hospital. The mix of hours changes yearly based upon the audit plan for projects that is approved by City Council. The mix comprises approximately 45 projects for 1999 and 65 for 2000 and 2001.

The office always strives for 100 percent audit plan completion. In 1999, one project was postponed until 2000 because the system implementation was not completed. It appears that 3 of the 65 planned projects may not be completed in 2000 due to staffing vacancies.



The graph shows only direct dollar savings identified. Potential savings through control enhancements are difficult to quantify, however they could be many times the hard dollar actual potential savings identified here. The ultimate goal would be to have \$0 in savings, which would mean that all projects and contracts audited were being correctly administered and vendors were paying the appropriate amounts. The primary function of the office is to assure that proper management controls are in place. In 2000 through June, the Auditors Office has had 110 findings and made the appropriate control recommendations.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$43,218 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Cost to each department/unit's budget. Funding of \$14,269 is included for 2001 telecommunication charges.
- Salary and reclass increases of \$18,100 for an Electronic Data Processing (EDP) auditor position and the reclass of an auditor to senior auditor position is included.
- A vehicle is replaced at cost of \$28,600.
- Rent is reduced by \$16,530 due to the move from rented space to the City Administration Building.

MAJOR OBJECTIVES

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

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 the performance management and pay for performance 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
CITY COUNCIL AND COUNCIL APPOINTEES
CITY AUDITOR**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	353,442	331,275	440,774	498,611
51206 WAGE PKG-SALARIES	0	(549)	0	0
51207 WAGE PKG-PERFORMANCE	9,691	9,654	0	10,495
51240 RETIREMENT/TERMINATION SICK	0	11,014	0	0
51245 RETIREMENT/TERM VACATION	0	12,890	0	0
51255 CONVERSION OF SICK LEAVE	0	0	6,500	0
51260 VACATION BUY	1,013	863	5,500	0
51606 WAGE PKG-BENEFITS	0	0	0	0
51610 PERA	34,236	34,306	44,790	44,790
51615 WORKER'S COMPENSATION	1,099	1,171	1,311	1,021
51620 EQUITABLE LIFE INSURANCE	1,568	1,256	2,082	2,082
51625 VISION CARE	353	368	476	500
51640 DENTAL INSURANCE	1,571	1,696	2,454	2,577
51655 RETIRED EMP MEDICAL INS	0	91	0	0
51665 CASH BACK	1,888	1,211	0	0
51670 PARKING FOR EMPLOYEES	1,804	1,540	1,634	1,834
51690 MEDICARE	3,440	3,551	4,317	5,176
51695 CITY EPO MEDICAL PLAN	12,452	13,496	25,563	29,633
TOTAL SALARIES & BENEFITS	422,557	423,833	535,401	596,719
52110 OFFICE SUPPLIES	1,111	545	700	650
52111 PAPER SUPPLIES	0	0	0	400
52120 SOFTWARE-MICRO/WORD PROCESS	2,025	0	0	0
52122 CELL PHONE EQUIP/SUP	0	0	0	240
52125 GENERAL SUPPLIES	351	671	700	400
52135 POSTAGE	89	66	50	40
52165 LICENSES & TAGS	98	0	0	0
52220 MAINT-OFFICE MACHINES	540	505	530	535
52300 MAINT-SOFTWARE NON IBM	300	0	0	0
52305 MAINT-SOFTWARE	250	0	0	600
52405 ADVERTISING SERVICES	317	3,844	1,500	0
52575 SERVICES	130	150	225	100
52605 CAR MILEAGE	2,083	1,283	2,100	2,100
52615 DUES & MEMBERSHIP	1,193	1,023	2,000	2,000
52625 MEETING EXPENSES IN TOWN	72	69	250	250
52630 TRAINING	3,347	3,044	9,000	9,000
52635 EMPLOYEE EDUCATIONAL ASSIST	0	0	0	0
52645 SUBSCRIPTIONS	195	1,798	1,000	1,200

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY COUNCIL AND COUNCIL APPOINTEES
CITY AUDITOR**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52655 TRAVEL OUT OF TOWN	6,555	4,785	9,375	9,375
52705 COMMUNICATIONS	0	151	300	14,269
52725 RENTAL OF PROPERTY	30,899	32,368	33,060	16,530
52735 TELEPHONE-LONG DIST CALLS	99	175	100	100
52775 MINOR EQUIPMENT	500	399	0	200
52874 OFFICE SERVICES PRINTING	50	0	0	10
52875 OFFICE SERVICES RECORDS	0	0	195	200
TOTAL OPERATING EXPENSES	50,204	50,876	61,085	58,199
53010 OFFICE MACHINES	799	0	0	0
53020 MICROS/WORD PROCESSORS	0	0	1,000	2,025
53030 FURNITURE & FIXTURES	0	0	2,000	1,600
53070 VEHICLES-REPLACEMENT	0	0	0	28,600
TOTAL CAPITAL OUTLAY	799	0	3,000	32,225
ORGANIZATION TOTAL	473,560	474,709	599,486	687,143

City Clerk

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 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 SUMMARY

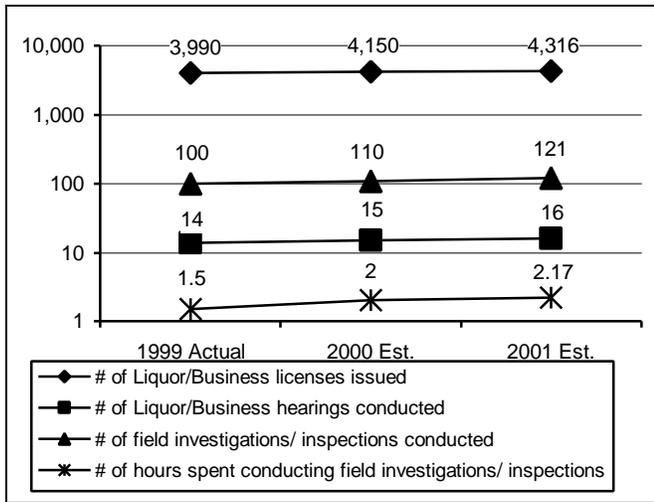
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$365,358	\$432,005	\$430,961	\$ 540,557
Operating	195,275	283,731	253,020	416,021
Capital Outlay	20,135	599	3,915	45,726
Unit Total	\$580,768	\$716,335	\$687,896	\$1,002,304

PERSONNEL

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Appointee	1	1	1	1
Supervisor	1	1	1	1
Professional	0	0	0	1
Paraprofessional	3	3	3	3
General	4	4	4	4
FTE Total	9	9	9	10

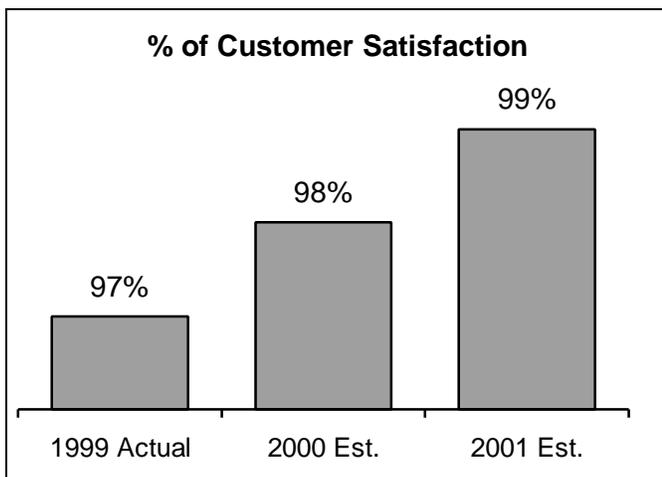
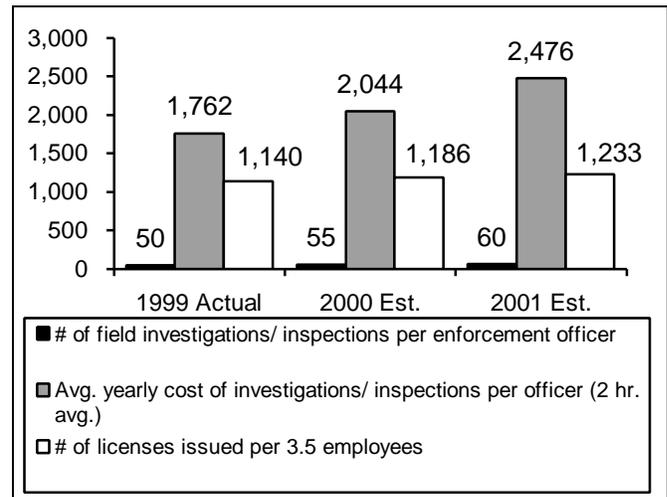
NOTE: In 2001, an information systems analyst is added.

PERFORMANCE INDICATORS



The number of business and liquor licenses issued and enforcement efforts are projected to increase. However, the number of license hearings is anticipated to remain fairly consistent at approximately one per month due to efforts made by the City and licensees to reach agreement and compliance of licensing regulations and codes before a hearing becomes necessary. Time spent conducting field investigations and inspections will increase.

Enforcement efforts are anticipated to increase approximately 10 percent in addition to licensing and administrative responsibilities. The City Clerk's staff consists of four staff members utilizing approximately 3/4 time to maintaining and issuing licenses and one staff member utilizing 1/2 time for licensing functions.



Time spent conducting field investigations and inspections will increase without compromising the level of customer satisfaction provided as evidence by the 1999 customer service survey. Providing quality customer service will continue to be a priority.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$40,296 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Cost to each department/unit's budget. Funding of \$18,001 is included for 2001 telecommunication charges.
- An additional \$145,000 is included in the Clerk's budget for election expenses. The City contracts with the El Paso County Clerk's Office for election equipment use and administrative costs associated with elections. In previous years, City staff did ballot counting. However, the County's new system will only allow this process to be done at the County. Therefore, \$145,000 is included to cover additional expense cost for the April and November 2001 elections.
- Funding in the amount of \$111,111 for a new information systems analyst and imaging system is included with the additional revenue from an increase in business license fees covering the cost.

MAJOR OBJECTIVES

OBJECTIVE – To make information about City Council's meetings and legislative actions easily accessible to the Council, departments, and 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 – To ensure readiness for an election, meet all legal requirements, and deliver quality election services.

Implement election processes and laws which maintain integrity, improve services to voters, candidates and media, and enhance electronic systems which allow the public easier access to election information.

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

Implement an intra/internet system which electronically transmits licensing information, applications, and documents to the public and City departments. Conduct customer satisfaction survey, tabulate results, and analyze and implement measures which improve the quality of service provided.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY COUNCIL AND COUNCIL APPOINTEES
CITY CLERK**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	301,493	337,103	355,704	439,032
51206 WAGE PKG-SALARIES	0	(313)	0	0
51207 WAGE PKG-PERFORMANCE	3,916	13,936	0	9,835
51210 OVERTIME	1,587	12,339	3,250	3,250
51260 VACATION BUY	823	499	0	0
51610 PERA	29,836	34,445	35,055	40,632
51615 WORKER'S COMPENSATION	1,354	1,502	1,473	1,303
51620 EQUITABLE LIFE INSURANCE	1,521	1,355	1,451	1,772
51625 VISION CARE	380	492	542	632
51640 DENTAL INSURANCE	1,637	2,387	2,742	3,199
51665 CASH BACK	1,693	1,225	0	0
51670 PARKING FOR EMPLOYEES	2,210	2,180	1,059	1,259
51690 MEDICARE	2,319	2,714	3,278	4,742
51695 CITY EPO MEDICAL PLAN	16,589	22,141	26,407	34,901
TOTAL SALARIES & BENEFITS	365,358	432,005	430,961	540,557
52105 MISCELLANEOUS OPERATING	775	294	0	0
52110 OFFICE SUPPLIES	4,468	3,046	4,500	4,500
52111 PAPER SUPPLIES	0	0	0	2,000
52120 SOFTWARE-MICRO/WORD PROCESS	2,291	0	750	750
52122 CELL PHONE EQUIP/SUPPLIES	0	0	0	100
52125 GENERAL SUPPLIES	3,319	2,721	2,500	2,500
52135 POSTAGE	9,081	14,000	8,500	8,500
52165 LICENSES & TAGS	38	20	200	200
52220 MAINT-OFFICE MACHINES	1,086	814	1,000	1,000
52225 MAINT-MICROS/WORD PROCESSOR	4,244	0	7,500	7,500
52230 MAINT-FURNITURE & FIXTURES	0	249	100	100
52305 MAINT-SOFTWARE	0	1,296	0	0
52405 ADVERTISING SERVICES	85,257	55,596	100,000	90,000
52575 SERVICES	2,627	(23,939)	10,000	11,550
52605 CAR MILEAGE	0	0	100	100
52615 DUES & MEMBERSHIP	1,255	1,150	500	1,200
52625 MEETING EXPENSES IN TOWN	1,420	1,330	1,000	1,400
52630 TRAINING	0	0	0	3,000
52635 EMPLOYEE EDUCATIONAL ASSIST	7,910	5,590	5,000	5,000

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY COUNCIL AND COUNCIL APPOINTEES
CITY CLERK**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52645 SUBSCRIPTIONS	490	671	250	500
52655 TRAVEL OUT OF TOWN	6,374	6,063	2,500	6,500
52705 COMMUNICATIONS	886	631	0	18,001
52735 TELEPHONE-LONG DIST CALLS	383	539	500	500
52765 EQUIPMENT LEASE/PURCHASE	362	4,749	5,000	5,000
52775 MINOR EQUIPMENT	367	0	300	300
52795 RENTAL OF EQUIPMENT	3,481	(886)	0	0
52874 OFFICE SERVICES PRINTING	26,754	33,758	16,000	14,000
52875 OFFICE SERVICES RECORDS	0	0	1,220	1,220
52880 PURCHASES FOR RESALE	1,244	1,204	600	600
65105 ELECTION EXPENSES	31,163	174,835	85,000	230,000
TOTAL OPERATING EXPENSES	195,275	283,731	253,020	416,021
53010 OFFICE MACHINES	620	0	0	0
53020 MICROS/WORD PROCESSORS	19,515	0	400	42,211
53030 FURNITURE & FIXTURES	0	599	3,515	3,515
TOTAL CAPITAL OUTLAY	20,135	599	3,915	45,726
ORGANIZATION TOTAL	580,768	716,335	687,896	1,002,304

City Council

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

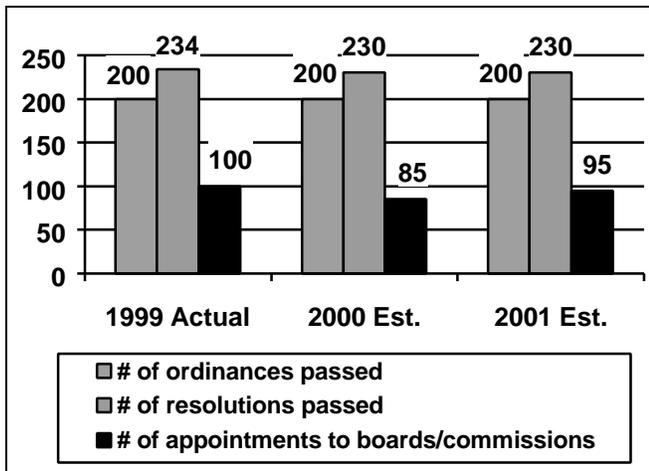
BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$ 68,322	\$ 67,026	\$ 67,216	\$ 66,842
Operating	61,210	67,268	53,000	88,780
Capital Outlay	2,619	7,134	14,000	14,000
Unit Total	\$132,151	\$141,428	\$134,216	\$169,622

PERSONNEL

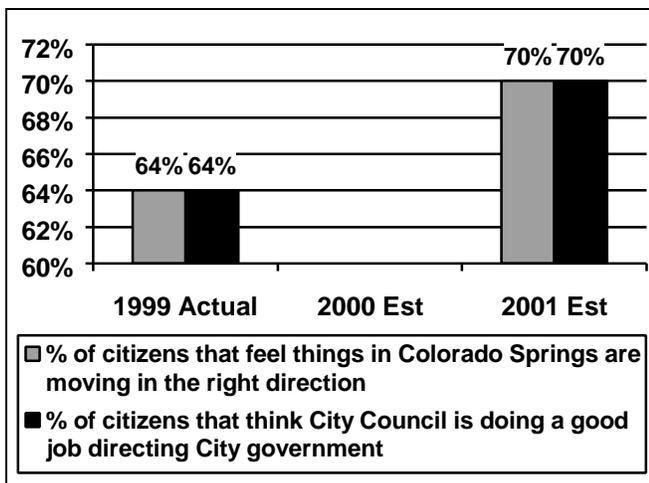
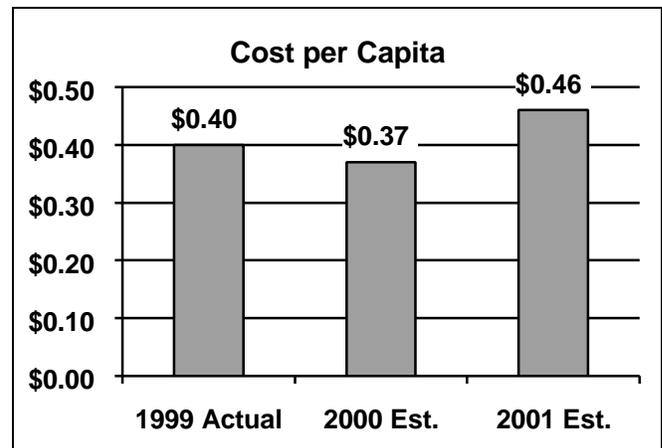
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Number of Council Members	9	9	9	9

PERFORMANCE INDICATORS



In the Year 2001, 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 budget by the City of Colorado Springs projected population.



The percentages were taken from the Colorado Springs Citizen Survey conducted in 1999. This survey will be conducted again in 2001 and every other year thereafter.

CHANGES TO THE BUDGET

- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Costs to each department/unit's budget. Funding of \$26,477 is included for 2001 telecommunication charges.
- In 2001, \$1,740 is transferred into paper supplies and \$3,500 is transferred into general supplies from the City Manager's budget. In addition, \$1,000 is transferred into services from the Public Affairs budget.
- Funding of \$3,063 is included for the swearing-in ceremony.

MAJOR OBJECTIVES

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

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

OBJECTIVE – Provide official representation at meetings and functions.

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

OBJECTIVE – Evaluate and establish policies for City government.

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

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY COUNCIL AND COUNCIL APPOINTEES
CITY COUNCIL**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	56,470	56,542	56,250	56,250
51610 PERA	5,647	5,654	5,625	5,303
51615 WORKER'S COMPENSATION	176	171	175	123
51670 PARKING FOR EMPLOYEES	5,160	3,960	4,350	4,350
51690 MEDICARE	682	699	816	816
51695 CITY EPO MEDICAL PLAN	187	0	0	0
TOTAL SALARIES & BENEFITS	68,322	67,026	67,216	66,842
52111 PAPER	0	0	0	1,740
52125 GENERAL SUPPLIES	18	669	0	3,500
52575 SERVICES	8,185	10,592	11,500	10,000
52605 CAR MILEAGE	563	622	1,500	1,500
52625 MEETING EXPENSES IN TOWN	20,046	23,485	10,000	20,463
52630 TRAINING	7,560	6,737	5,000	5,100
52645 SUBSCRIPTIONS	0	99	0	0
52655 TRAVEL OUT OF TOWN	22,732	22,766	25,000	20,000
52705 COMMUNICATIONS	77	(13)	0	26,477
52735 TELEPHONE-LONG DIST CALLS	259	0	0	0
52755 COMMUNICATIONS-EQUIPMENT	0	310	0	0
52874 OFFICE SERVICES PRINTING	1,770	2,001	0	0
TOTAL OPERATING EXPENSES	61,210	67,268	53,000	88,780
53010 OFFICE MACHINES	(443)	5,945	1,500	2,500
53020 MICROS/WORD PROCESSORS	3,062	0	9,000	8,000
53030 FURNITURE	0	1,189	3,500	3,500
TOTAL CAPITAL OUTLAY	2,619	7,134	14,000	14,000
ORGANIZATION TOTAL	132,151	141,428	134,216	169,622

Municipal Court

MISSION

To enhance the quality of life for 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 SUMMARY

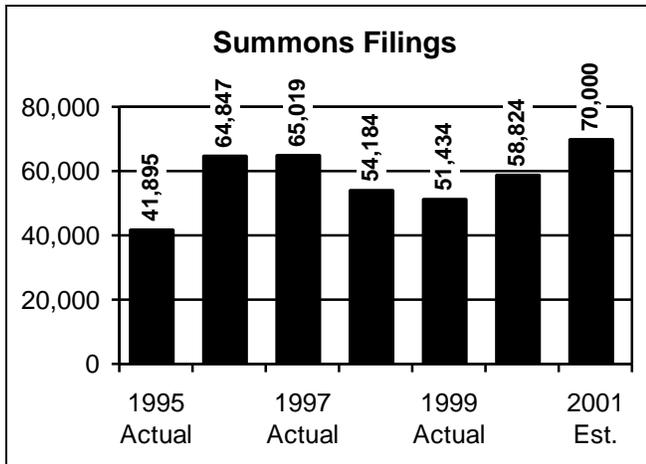
	1998	1999	2000	2001
	Actual	Actual	Budget	Budget
Budget by Account Category				
Salary/Benefits	\$1,321,251	\$1,440,146	\$1,543,443	\$1,671,875
Operating	1,401,887	1,356,732	1,468,130	1,598,003
Capital Outlay	27,003	9,430	7,000	24,000
Unit Total	\$2,750,141	\$2,806,308	\$3,018,573	\$3,293,878

PERSONNEL

	1998	1999	2000	2001
	Actual	Actual	Budget	Budget
Classification				
Manager	2	2	2	1
Supervisor	3	3	3	3
Paraprofessional	14	14	14	14
General	16	16	16	17
FTE Total	35	35	35	35

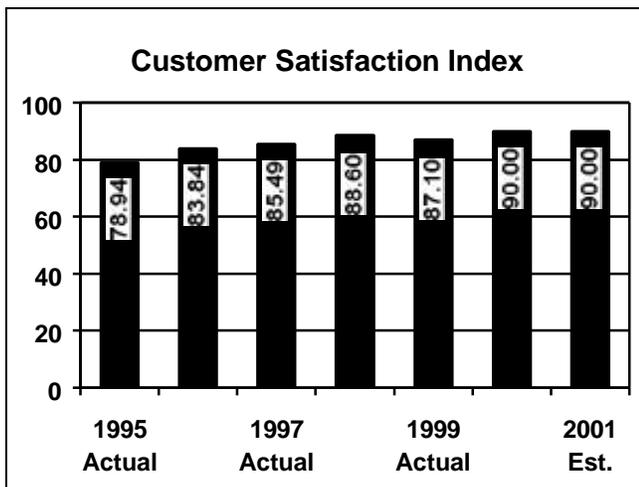
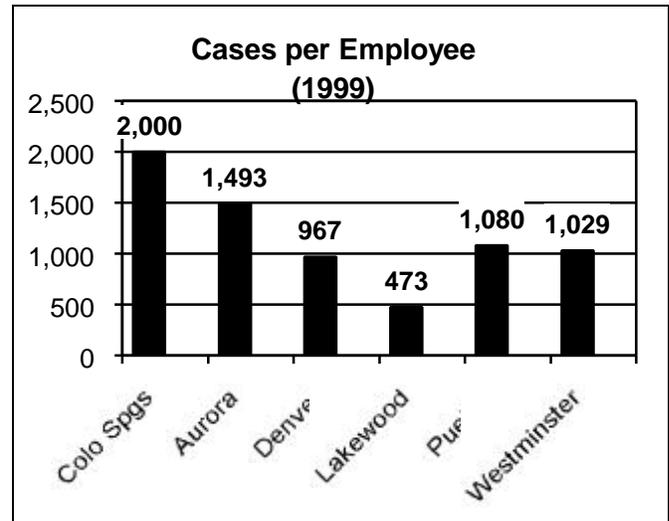
NOTE: One hearing officer position is transferred to the Development Review Unit. An additional clerical position is included for the Red Light Enforcement Program.

PERFORMANCE INDICATORS



After a few years of declining summons filings, Colorado Springs Police Department (CSPD) officers have increased traffic ticket writing. This activity increase will continue during 2001 through the implementation of the nine-officer red light patrol. The red light patrol is expected to write 8,000 red light violations annually. All red light violations carry a mandatory court appearance.

One additional staff member for the Violations Bureau has been authorized to support the nine-officer red light patrol. Compared to other Colorado urban municipal courts, more cases are processed per employee in this court.



As reported by court customers on feedback cards, overall satisfaction with the court and manner in which they are treated remains high. Funding is included in this budget for an employee who greets customers as they enter the building to answer their questions and directs them to the proper place in the courthouse to conduct their business.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$157,627 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Costs to each department/unit's budget. Funding of \$91,784 is included for 2001 telecommunication charges.
- As a result of the new Red Light Enforcement Program, a total of \$61,500 is included to cover a new clerical position to handle the additional 8,000 tickets generated by the program.
- In accordance with the City contract, additional funding of \$36,114 is included to increase judicial officer compensation.
- Funding of \$23,500 is reallocated to match a federal Byrne Grant for a new system that provides audio and video feeds from the Criminal Justice Center to the City Courthouse and the El Paso County Courthouse. This project is a joint cooperative venture among the State, County, and City.
- A hearing officer and \$76,220 are transferred to the Development Review Unit.
- Funding of \$4,500 is included for increased natural gas costs.

MAJOR OBJECTIVES

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

Implement the processing of new actions taken by City Council, including civil violations of the public nuisance ordinance. Adjust court sessions to provide time to hear civil violations.

Develop effective alternatives to incarceration in order to minimize any potential impacts that a jail population cap could impose.

Focus the attention of the new chief probation officer on assessing the effectiveness of ongoing public safety programs, including criminal case screening, diversion, teen court, jail jolt, counseling, juvenile work service, victim restitution and juvenile in-home detention.

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

Enforce new programs and ordinances regulating driving behavior, including the recently funded nine-officer red light patrol and ordinance changes involving following too closely, position and method of turning, and signing registration card (No Proof of Insurance - NPOI). Implement enforcement of the City's PhotoRed Program if and when directed by City Council. Continue to support the aggressive driving/road rage campaign sponsored by DriveSmart Colorado Springs.

Continue to assess the effectiveness of ongoing traffic safety programs, including various traffic schools and seminars, NPOI school, and road rage school.

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

Assist the CSPD and City Attorney in acquiring necessary funding for improvements to the integrated criminal justice information system (CJIS). Upgrading CJIS continues to be the Court's number one priority.

OBJECTIVE – Continue effective case adjudication programs.

Continue to dispose of as many court cases as are filed, keep speedy trial clock in check, and adjust scheduling routines as necessary to assure case disposition within 90 days of arraignment.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY COUNCIL AND COUNCIL APPOINTEES
MUNICIPAL COURT**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	1,026,133	1,110,867	1,245,404	1,312,152
51206 WAGE PKG-SALARIES	0	(4,831)	0	0
51207 WAGE PKG-PERFORMANCE	47,362	48,974	0	30,217
51210 OVERTIME	14,586	7,662	5,000	5,000
51215 ACHIEVEMENT AWARD	700	0	0	0
51220 SEASONAL/TEMPORARY	21,492	25,950	20,000	28,400
51230 SHIFT DIFFERENTIAL	0	1	0	0
51240 RETIREMENT/TERM SICK	0	399	0	0
51245 RETIREMENT/TERM VACATION	6,964	16,107	0	0
51260 VACATION BUY	1,787	2,108	0	0
51610 PERA	105,881	118,564	125,343	124,525
51615 WORKER'S COMPENSATION	3,304	4,532	3,754	3,124
51620 EQUITABLE LIFE INSURANCE	5,024	4,133	5,087	5,368
51625 VISION CARE	1,551	1,880	2,094	2,268
51640 DENTAL INSURANCE	6,860	8,880	10,575	11,806
51665 CASH BACK	7,018	7,065	0	0
51670 PARKING FOR EMPLOYEES	6,986	6,000	7,105	7,345
51690 MEDICARE	10,115	11,710	14,208	16,858
51695 CITY EPO MEDICAL PLAN	55,488	70,145	104,873	124,812
TOTAL SALARIES & BENEFITS	1,321,251	1,440,146	1,543,443	1,671,875
52105 MISCELLANEOUS OPERATING	92	2,320	0	0
52110 OFFICE SUPPLIES	64,990	43,176	60,000	51,500
52111 PAPER SUPPLIES	0	0	0	8,000
52120 SOFTWARE-MICRO/WORD PROCESS	10,098	9,450	500	2,500
52125 GENERAL SUPPLIES	2,713	1,456	3,000	1,245
52135 POSTAGE	18,770	28,588	15,000	22,000
52140 WEARING APPAREL	350	250	0	0
52165 LICENSES & TAGS	50	0	0	0
52190 JANITORIAL SUPPLIES	0	2,966	0	0
52220 MAINT-OFFICE MACHINES	326	98	1,000	250
52225 MAINT-MICROS	0	0	0	2,100
52230 MAINT-FURNITURE & FIXTURES	0	63	0	37,915
52265 MAINT-BUILDINGS & STRUCTURE	6,897	30,725	28,900	0

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY COUNCIL AND COUNCIL APPOINTEES
MUNICIPAL COURT**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52305 MAINT-MICROS	0	1,575	0	0
52405 ADVERTISING SERVICES	703	550	0	0
52410 BUILDING SECURITY SERVICES	0	0	0	87,650
52440 HUMAN SERVICES	62,709	54,122	53,710	51,275
52445 JANITORIAL SERVICES	0	0	0	108,251
52450 LAUNDRY & CLEANING SERVICES	2,051	252	7,000	5,000
52575 SERVICES	979,048	950,773	1,018,655	863,993
52605 CAR MILEAGE	1,305	1,172	1,500	1,870
52615 DUES & MEMBERSHIP	861	1,000	935	930
52625 MEETING EXPENSES IN TOWN	2,934	3,222	3,000	3,300
52630 TRAINING	7,112	10,398	15,700	10,000
52635 SCHOOLING	0	0	0	0
52645 SUBSCRIPTIONS	1,059	330	500	1,050
52655 TRAVEL OUT OF TOWN	4,373	7,152	5,200	4,550
52705 COMMUNICATIONS	17,044	1,416	0	95,384
52725 RENTAL OF PROPERTY	(496)	0	0	0
52735 TELEPHONE-LONG DIST CALLS	771	1,651	2,150	1,700
52745 UTILITIES	195,135	179,690	221,550	209,500
52775 MINOR EQUIPMENT	4,595	1,628	5,000	3,000
52795 RENTAL OF EQUIPMENT	10,562	10,215	11,000	11,160
52874 OFFICE SERVICES PRINTING	331	5,658	1,500	1,550
52875 OFFICE SERVICES RECORDS	0	0	4,330	4,330
52876 PASSTHROUGH EXPENSES	19	0	0	0
52893 RENTAL OF FLEET VEHICLES	20	0	0	0
65165 JURY FEES & EXPENSES	7,465	6,836	8,000	8,000
TOTAL OPERATING EXPENSES	1,401,887	1,356,732	1,468,130	1,598,003
53010 OFFICE MACHINES	10,569	0	0	0
53020 MICROS/WORD PROCESSORS	9,920	7,127	7,000	2,500
53030 FURNITURE & FIXTURES	6,514	2,303	0	2,000
53050 MACHINERY & APPARATUS	0	0	0	19,500
TOTAL CAPITAL OUTLAY	27,003	9,430	7,000	24,000
ORGANIZATION TOTAL	2,750,141	2,806,308	3,018,573	3,293,878

This page left blank intentionally.

Office of Budget and Financial Analysis

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 prepare the annual budget process and document
- Analyze and monitor economic conditions
- Design, develop, and implement plans for the finance of capital improvements
- Prepare and analyze fiscal management policies
- Conduct fiscal planning, forecasting, and analyses for capital improvements program, special projects, and special districts
- Support, coordinate, and monitor the Springs Community Improvements Program (SCIP) projects

BUDGET SUMMARY

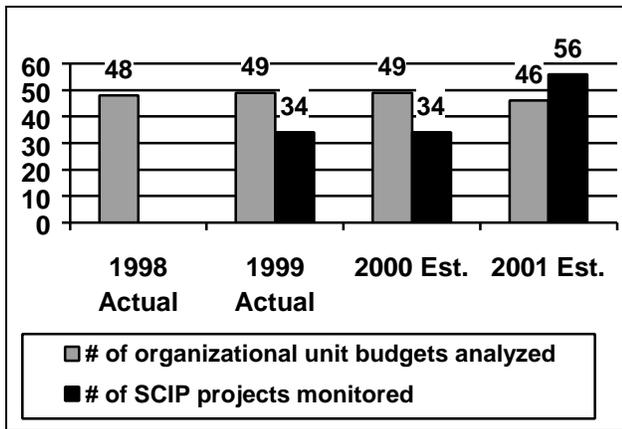
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$440,140	\$470,469	\$470,809	\$512,472
Operating	62,312	52,928	72,610	69,307
Capital Outlay	0	4,825	2,306	3,500
Unit Total	\$502,452	\$528,222	\$545,725	\$585,279

PERSONNEL

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	1	1	1	1
Professional	5	5	5	5
Paraprofessional	1	1	1	1
FTE Total	7	7	7	7
Special Positions	1	1	1	1

NOTE: The special position is funded by the Springs Community Improvements Program (SCIP).

PERFORMANCE INDICATORS

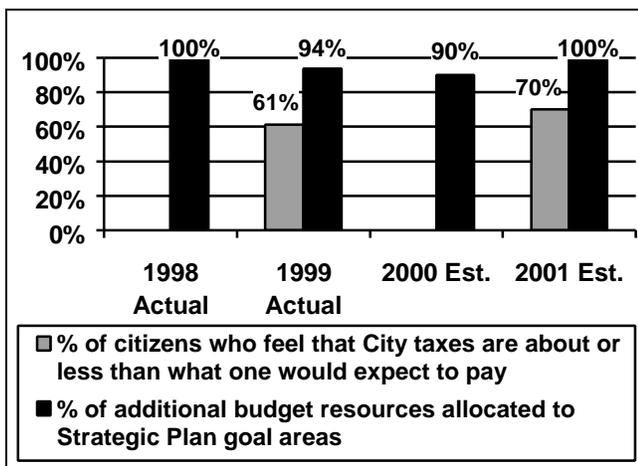
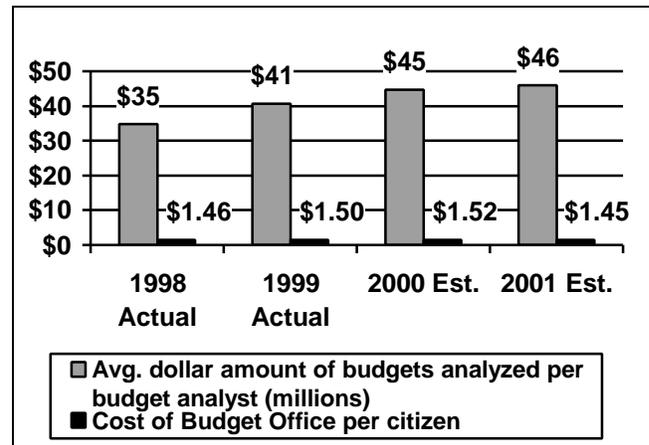


In the past four years, the number of organizational unit budgets analyzed has remained relatively constant, with the only changes being minor reorganizations in the City's organizational structure.

The number of SCIP projects monitored is projected to increase in 2001 due to the second phase of SCIP.

It is projected the average dollar amount of budgets analyzed per budget analyst will increase to \$45.9 million, a 32 percent increase since 1998.

The cost of the Budget Office per citizen per year has remained relatively constant, with the 2001 projection dropping slightly to \$1.45.



Although the Citizen Survey is conducted every other year, it is anticipated that in 2001 an increased percent of citizens will feel 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 edged down to 90 percent in 2000, a target of 100 percent has been established for the 2001 budget preparation process.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$41,163 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Costs to each department/unit's budget. Funding of \$12,904 is included for 2001 telecommunication charges.
- Rent is reduced by \$14,513 due to the move from rented space to Old City Hall.

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 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 new budget preparation process developed in 2000 will be refined to continue strategically sensitive review and analysis of all aspects of spending by each group and unit of the City.

OBJECTIVE – Provide the necessary technical support to the development and implementation of each of the eight long-range planning projects comprising the strategic network of long-range plans.

Assist the Comprehensive Planning Unit in the preparation of the Municipal Services Plan component of the new City Comprehensive Plan. Financial planning assistance will also be provided to the Public Works Group and Police in their development of long-range infrastructure and services plans.

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. Implementation of the plan of finance for SCIP Phase II will be accomplished which could include the planning and sale of municipal bonds. All SCIP Phase I and Phase II 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 Oversight Committee will also be provided as necessary. SCIP project progress communications and functions will be coordinated with City management, staff, and project managers. Oversight to the SCIP Support Team (SST) will also continue.

OBJECTIVE – Continue the development and refinement of performance indicators that measure progress towards achieving Strategic Plan goals and objectives.

Training to organizational unit managers and key staff in the development of meaningful performance measures will be provided. The annual budget development process will be modified to direct resources towards the achievement of performance targets linked to the Strategic Plan. An annual citizen survey measuring customer satisfaction with City services will be conducted. Financial Management Team recommendations regarding the integration and use of performance measurement will be incorporated and implemented.

OBJECTIVE – Support the “change”-oriented City organizational culture.

Analytical support and leadership roles for projects delegated to OBFA by the City Manager or other senior management will be executed in a manner consistent with the principles of stewardship and empowerment. A staff support model for OBFA will be implemented with a focus on capacity development, consultation, and advice. Internal and external customer needs will be met in a flexible, prompt, and courteous manner.

OBJECTIVE – Continue to provide fiscal management of special districts and Colorado Springs Companies bond issues.

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

OBJECTIVE – Actively participate in and support the Financial Management Team.

Assist the Financial Management Team in its efforts to develop a set of principles of financial management, prepare of a set of policies on the funding of City services to establish realistic and balanced prioritization guidelines, and develop a comprehensive strategy for City finance.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY MANAGEMENT
OFFICE OF BUDGET AND FINANCIAL ANALYSIS**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	348,484	376,299	394,752	420,773
51206 WAGE PKG-SALARIES	0	(1,455)	0	0
51207 WAGE PKG-PERFORMANCE	14,903	14,179	0	9,425
51210 OVERTIME	9,679	1,067	0	500
51220 SEASONAL/TEMPORARY	(1,473)	7,238	0	0
51240 RETIREMENT/TERMINATION SICK	2,513	0	0	0
51245 RETIREMENT/TERM VACATION	4,551	0	0	0
51610 PERA	35,331	38,016	38,926	39,162
51615 WORKER'S COMPENSATION	1,155	1,240	1,169	899
51620 EQUITABLE LIFE INSURANCE	1,500	1,269	1,637	1,687
51625 VISION CARE	332	407	420	441
51640 DENTAL INSURANCE	1,695	1,996	2,242	2,242
51665 CASH BACK	272	267	0	0
51670 PARKING FOR EMPLOYEES	1,170	1,320	1,200	1,680
51690 MEDICARE	2,835	3,573	3,827	4,404
51695 CITY EPO MEDICAL PLAN	17,193	25,053	26,636	31,259
TOTAL SALARIES & BENEFITS	440,140	470,469	470,809	512,472
52110 OFFICE SUPPLIES	3,481	4,572	2,000	3,300
52111 PAPER	0	0	0	1,066
52120 SOFTWARE-MICRO/WORD PROCESS	810	424	1,000	1,000
52122 CELL PHONE EQUIPMENT SUPPLIES	0	0	0	100
52125 GENERAL SUPPLIES	232	90	200	50
52135 POSTAGE	721	3,466	2,500	1,400
52220 MAINT-OFFICE MACHINES	910	910	750	1,235
52225 MAINT-MICROS/WORD PROCESSOR	100	78	0	0
52230 MAINT-FURNITURE & FIXTURES	0	21	0	0
52405 ADVERTISING SERVICES	0	1,027	1,000	0
52431 CONSULTING SERVICES	0	0	0	40
52575 SERVICES	625	463	9,100	500
52590 TEMPORARY EMPLOYMENT	0	0	0	2,000
52605 CAR MILEAGE	0	47	250	0

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY MANAGEMENT
OFFICE OF BUDGET AND FINANCIAL ANALYSIS**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52615 DUES & MEMBERSHIP	414	288	350	350
52625 MEETING EXPENSES IN TOWN	146	808	1,000	150
52630 TRAINING	3,970	15	600	5,430
52635 EMPLOYEE EDUCATIONAL ASSIST	0	0	0	1,200
52645 SUBSCRIPTIONS	130	110	250	125
52655 TRAVEL OUT OF TOWN	2,761	798	2,000	3,600
52705 COMMUNICATIONS	1,599	572	100	14,901
52725 RENTAL OF PROPERTY	36,944	38,240	34,833	20,320
52735 TELEPHONE-LONG DIST CALLS	295	788	500	500
52775 MINOR EQUIPMENT	49	353	0	0
52874 OFFICE SERVICES PRINTING	9,125	(142)	16,142	12,000
52875 OFFICE SERVICES RECORDS	0	0	35	40
TOTAL OPERATING EXPENSES	62,312	52,928	72,610	69,307
53010 OFFICE MACHINES	0	2,395	0	0
53020 MICROS/WORD PROCESSORS	0	2,430	2,306	3,500
TOTAL CAPITAL OUTLAY	0	4,825	2,306	3,500
ORGANIZATION TOTAL	502,452	528,222	545,725	585,279

Office of the City Manager

MISSION

To provide staff support to the City Manager in the administration of the City of Colorado Springs and the implementation of the City Council's vision, policies and strategic plan. We collaborate with and provide assistance to citizens, elected officials, the City Manager and the municipal government organization in the areas of policy analysis; human and financial resource management; public affairs; customer service and organizational effectiveness.

SERVICES

- Direction and coordination of all City services and operations
- Direction and oversight of financial planning, the budget process, employee services and public affairs
- Development 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
- Oversight and administrative support of customer service programs
- Administrative support for Mayor functions, boards and commissions appointments, official visits, and international relations program
- Administration of a citizen inquiries and complaint system
- Administrative support for Council members and office functions

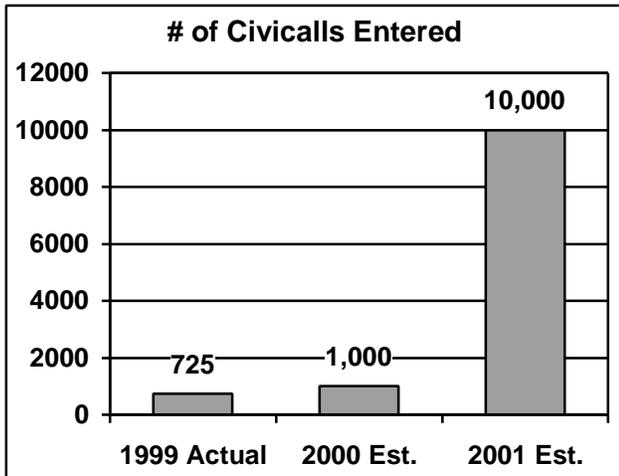
BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$703,520	\$813,667	\$833,356	\$715,370
Operating	90,599	110,622	98,049	119,090
Capital Outlay	53,158	4,414	5,396	5,396
Unit Total	\$847,277	\$928,703	\$936,801	\$839,856

PERSONNEL

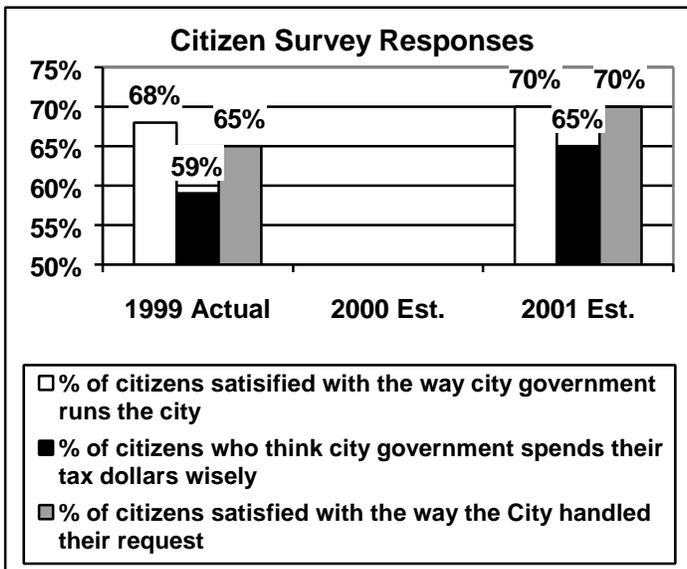
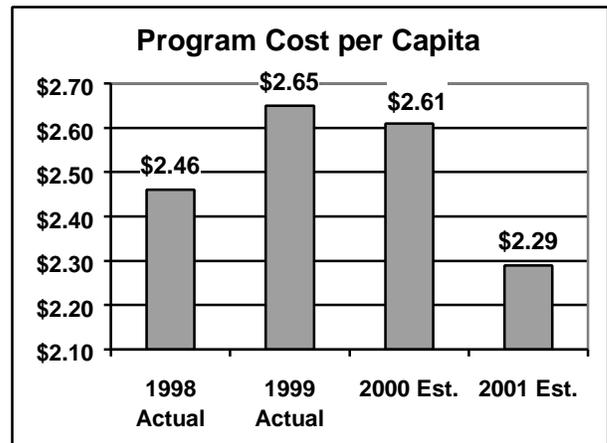
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Senior Manager	3	3	3	2
Professional	5	5	5	3
Paraprofessional	2	2	2	2
General	1	1	1	2
FTE Total	11	11	11	9

PERFORMANCE INDICATORS



Civical is a software tracking program that tracks requests and concerns that come into the City Manager, Mayor, and City Council’s offices. In the past three years, the number of Civicalls entered into the system has remained at approximately 700 annually. A citywide system is being implemented and a dramatic increase in the number of requests and concerns entered is expected due to the centralized tracking capability.

The program cost per capita remained relatively constant in 1999 and 2000. In 2001, the cost drops to \$2.29.



The Colorado Springs Citizen Survey was conducted in 1999 and will be conducted every other year.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$73,727 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications and support charges associated with the computer/telephone support services are redistributed from General Costs to each department/unit's budget. Funding of \$22,411 is included for 2001 telecommunication charges.
- The Citizen Services Unit is combined with the Office of the City Manager. The budget summary and personnel numbers have been adjusted to reflect this change.
- The intergovernmental affairs position and \$74,586 is transferred to Public Affairs.
- Funding of \$55,257 for an analyst and the special events and revocable permits process is transferred to the Development Review Unit.
- The chief of staff position is eliminated and \$33,000 is transferred to Employee Services.
- During 2000, a senior office specialist was hired in the Office of the City Manager.
- Funding of \$5,240 is transferred to City Council's budget.
- A reduction of \$25,000 in operating accounts is included.

MAJOR OBJECTIVES

OBJECTIVE – Provide leadership in directing and coordinating City operations.

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

OBJECTIVE – Support City Council activities.

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

OBJECTIVE – To provide administrative support to the City’s citizen inquiries and complaints program.

This will be accomplished by receiving and entering requests and concerns into the complaints tracking system, maintaining an automated tracking system for requests and concerns, and ensuring that responses are timely, complete, and courteous. In partnership with Information Technology, the Clarify software will be upgraded to provide enhanced functionality in request and complaint tracking. This Citywide system will support tracking at the unit level, as well as provide web-based access for citizens.

OBJECTIVE – To improve the organization norms surrounding customer service to the citizens of Colorado Springs.

This will be accomplished by overseeing and implementing the Customer Service Quality Council work plan and activities, develop and implement employee learning programs that develop customer service skills and techniques, and participate in the coordination of surveys (citizens/employees).

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

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

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	630,459	660,004	705,198	588,164
51206 WAGE PKG-SALARIES	0	(1,967)	0	0
51207 WAGE PKG-PERFOMANCE	20,822	24,815	0	13,175
51210 OVERTIME	84	165	200	200
51220 SEASONAL/TEMPORARY	0	3,644	8,000	0
51240 RETIREMENT/TERMINATION SICK	12,926	0	0	0
51245 RETIREMENT/TERM VACATION	12,919	0	0	0
51260 VACATION BUY	322	617	0	0
51265 GRIP PROGRAM	0	1,264	0	0
51299 SALARIES REIMBURSEMENTS	(77,465)	(1,264)	0	0
51610 PERA	66,083	76,688	71,349	65,922
51615 WORKER'S COMPENSATION	2,048	2,337	2,092	1,346
51620 EQUITABLE LIFE INSURANCE	2,815	3,323	2,911	2,687
51625 VISION CARE	519	617	665	573
51640 DENTAL INSURANCE	2,638	3,084	3,360	2,890
51655 RETIRED EMP MEDICAL INS	0	457	0	0
51665 CASH BACK	668	1,001	0	0
51670 PARKING FOR EMPLOYEES	2,892	3,020	3,414	3,414
51690 MEDICARE	3,927	5,807	3,981	4,546
51695 CITY EPO MEDICAL PLAN	21,863	30,056	32,186	32,453
TOTAL SALARIES & BENEFITS	703,520	813,667	833,356	715,370
52105 MISCELLANEOUS OPERATING	118	0	0	0
52110 OFFICE SUPPLIES	8,320	11,146	6,666	8,175
52111 PAPER SUPPLIES	0	0	0	4,140
52120 SOFTWARE-MICRO/WORD PROCESS	1,070	890	950	150
52125 GENERAL SUPPLIES	8,063	11,404	4,350	7,536
52135 POSTAGE	2,907	3,677	2,900	3,700
52220 MAINT-OFFICE MACHINES	140	120	150	120
52225 MAINT-MICROS/WORD PROCESSOR	2,400	3,600	2,000	3,600
52230 MAINT-FURNITURE & FIXTURES	0	0	100	100
52265 MAINT-BUILDING & STRUCTURE	0	174	0	0
52405 ADVERTISING SERVICES	1,190	320	0	0
52431 CONSULTING SERVICES	0	0	0	8,821
52575 SERVICES	15,113	14,961	27,270	6,486
52605 CAR MILEAGE	1,864	2,316	2,125	2,144
52615 DUES & MEMBERSHIP	3,500	245	5,800	3,140

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

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

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52625 MEETING EXPENSES IN TOWN	9,840	10,381	7,800	9,725
52630 TRAINING	6,769	6,607	3,000	1,750
52645 SUBSCRIPTIONS	2,286	588	800	0
52655 TRAVEL OUT OF TOWN	7,496	17,197	13,613	17,037
52705 COMMUNICATIONS	3,589	3,627	2,600	27,707
52735 TELEPHONE-LONG DIST CALLS	600	1,611	1,500	1,320
52755 COMMUNICATIONS-EQUIPMENT	203	0	0	0
52775 MINOR EQUIPMENT	662	846	725	725
52795 RENTAL OF EQUIPMENT	6,195	6,128	6,700	6,950
52872 MAINT-FLEET VEHICLES/EQP	62	56	50	132
52874 OFFICE SERVICES PRINTING	8,213	14,698	8,000	4,292
52875 OFFICE SERVICES RECORDS	0	30	950	1,260
TOTAL OPERATING EXPENSES	90,599	110,622	98,049	119,090
53010 OFFICE MACHINES	6,818	0	0	0
53020 MICROS/WORD PROCESSORS	20,149	3,109	4,996	4,996
53030 FURNITURE & FIXTURES	3,811	1,306	400	400
53090 BUILDINGS & STRUCTURES	14,797	0	0	0
65160 RECRUITMENT	7,583	0	0	0
TOTAL CAPITAL OUTLAY	53,158	4,414	5,396	5,396
ORGANIZATION TOTAL	847,278	928,703	936,801	839,856

Employee Services

MISSION

To coordinate efforts to attract and retain highly qualified employees and to provide a positive organizational culture with workplace practices which both sustain a diverse workforce and which comply with all Federal and State employment mandates.

SERVICES

- Employee relations support and consulting
- Benefits administration
- Classification and compensation administration
- Employment recruitment and selection
- Employee and retiree records maintenance
- EEO compliance activities and investigative services
- Affirmative action outreach
- Diversity and inclusion program development and support

BUDGET SUMMARY

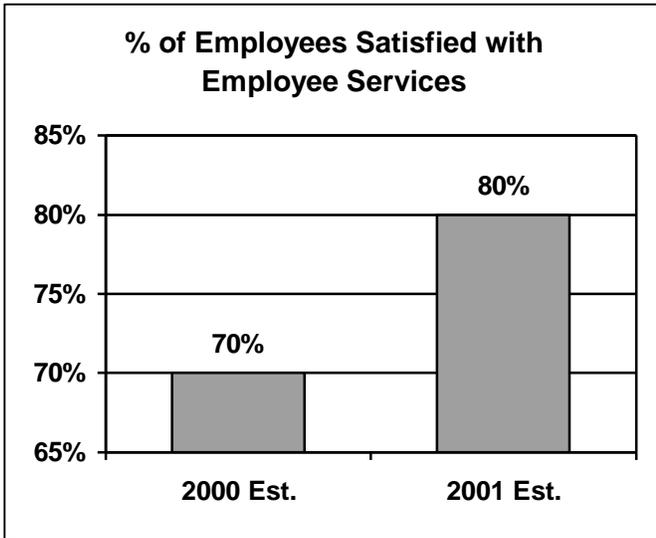
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$654,708	\$697,785	\$798,527	\$1,077,728
Operating	232,358	207,619	104,965	217,135
Capital Outlay	46,552	6,172	23,028	9,050
Unit Total	\$933,618	\$911,576	\$926,520	\$1,303,913

PERSONNEL

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Senior Manager	1	1	1	1
Manager	3	3	3	3
Professional	5	5	5	6
Paraprofessional	2	2	2	2
General	2	2	2	3
FTE Total	13	13	13	15
Special Positions	0	0	1	1

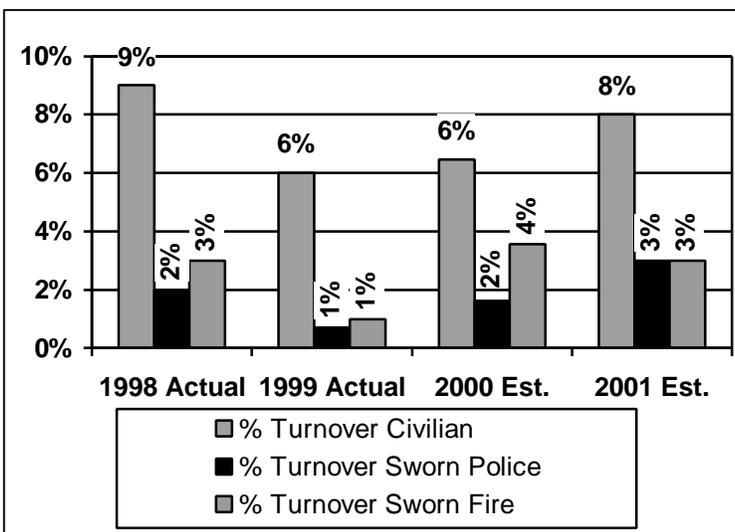
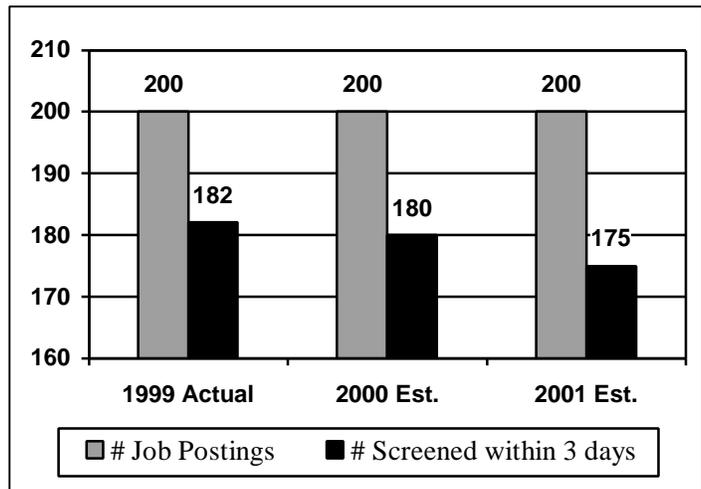
NOTE: All years include the three positions in the Equal Employment Opportunity Program (EEOP). For 2001, an office specialist position and a principal analyst position are added.

PERFORMANCE INDICATORS - EMPLOYEE SERVICES PROGRAM



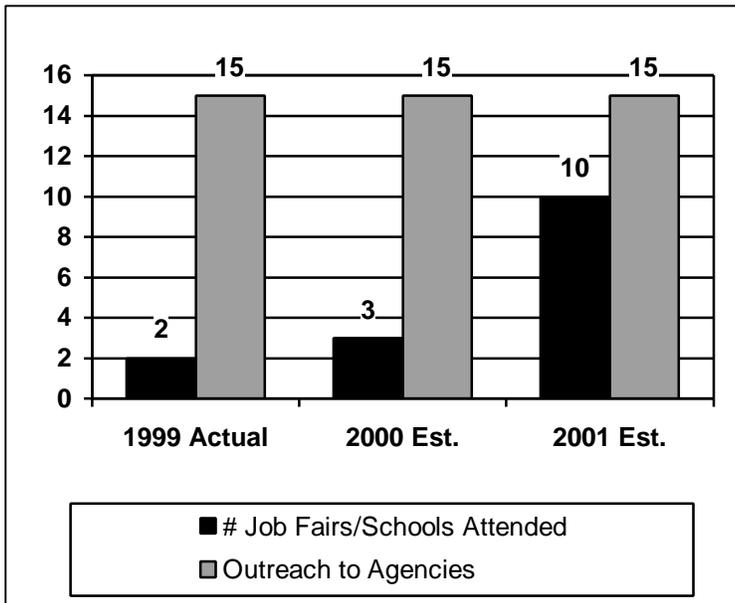
80 percent of customers (by group) rate the services of this Unit as satisfactory or better. (Group includes managers, Employee Services Liaisons, employees, and retirees). Note: Only managers were polled for 2000.

The number of posted job openings and the number screened within 3 days of close for recruitment remain at 200 for 2001.



Maintain less than 10 percent voluntary turnover (does not include discharged or retired employees) in both sworn and civilian regular positions.

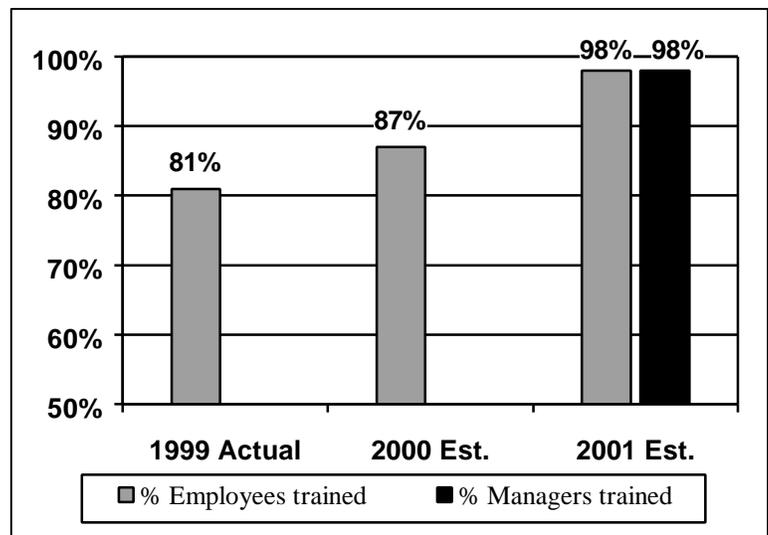
PERFORMANCE INDICATORS - EQUAL OPPORTUNITY PROGRAM



Develop public/private partnerships by meeting with 10 community agencies. Open competitive job announcements for hard-to-fill positions will be sent to a minimum of 15 community agencies.

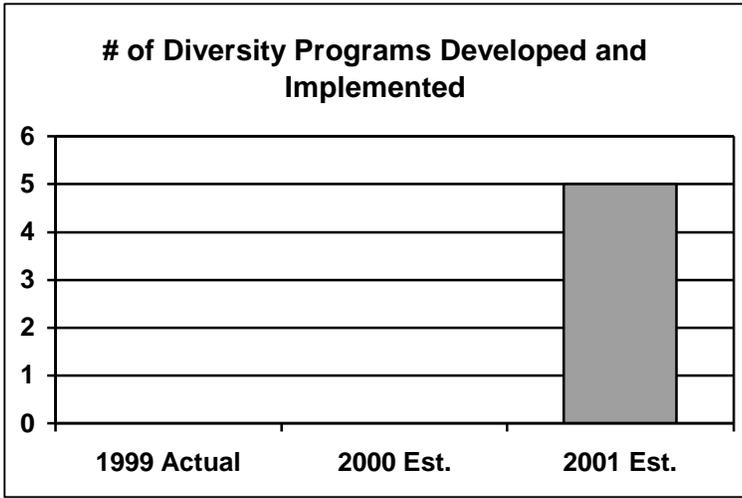
98 percent of the workforce will have completed sexual harassment training.

98 percent of the Unit Managers and Group Support Managers will receive training on Title VII and ADA-related issues in 2001.



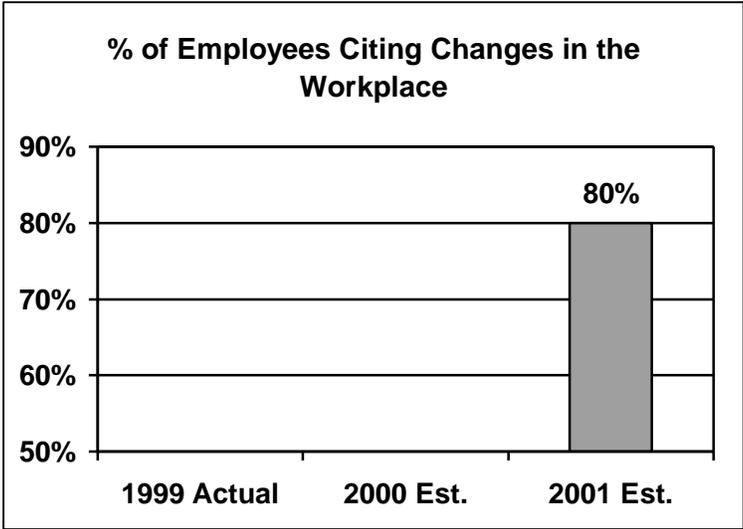
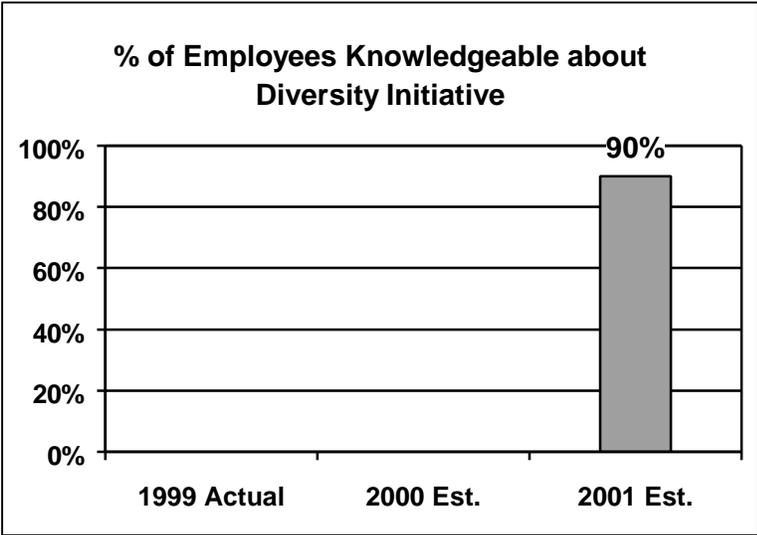
Maintain a rating of 85 percent or better on an employee satisfaction survey for customer satisfaction of handling complaints, training and general services provided by the Equal Employment Opportunity Program.

PERFORMANCE INDICATORS - DIVERSITY & INCLUSION INITIATIVE



Five diversity programs will be developed and implemented during 2001.

90 percent of regular employees surveyed are knowledgeable about the diversity initiative.



80 percent of impacted employees surveyed believe changes in workplace culture are occurring to support diversity initiative.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$71,999 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Costs to each department/unit's budget. Funding of \$25,658 is included for 2001 telecommunication charges.
- The Equal Employment Opportunity Program (EEO) is combined with Employee Services for 2001. The budget summary and personnel numbers have been adjusted to reflect this change.
- Funding of \$75,000 and a special position are included for the Diversity and Inclusion Initiative, which is transferred from General Costs to Employee Services.
- An office specialist position is added to assist with ongoing office workload and is partially funded by a transfer of \$30,000 from the Office of the City Manager.
- An additional \$7,000 is included for the EEO manager's salary.
- Funding of \$14,500 is included for additional supplies and training for EEO.
- A new Education and Performance Support program is created within Employee Services. Additional funding of \$150,236 includes a new Principal Analyst position, operating and capital.

MAJOR OBJECTIVES

OBJECTIVE – Support diversity and inclusion initiatives in the City organization.

The position of the diversity coordinator was added. The diversity and inclusion initiatives will be accomplished by providing administrative support to the diversity coordinator.

OBJECTIVE – Maintain employee records and benefits selections making changes as requested by employees.

This will be accomplished by processing new hire information and benefits selections for new hires, as well as making changes as requested by employees. Benefits orientation is conducted each week. Employees will receive complete benefit information during benefit orientation and open enrollment or specific benefit information upon request.

OBJECTIVE – Provide system support and management for the compensation, classification, pay for performance, and performance management programs.

Employee Services will oversee the maintenance and integrity of the systems and provide consultation to management on utilization of the programs and related policies and procedures, as well as assistance in resolving nondiscriminatory manager/employee relations.

OBJECTIVE – Support the organization with credible information 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.

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.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY MANAGEMENT
EMPLOYEE SERVICES**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	524,817	545,171	669,854	910,393
51207 WAGE PKG-PERFORMANCE	17,139	17,871	0	18,220
51210 OVERTIME	8,916	13,335	1,699	1,699
51220 SEASONAL/TEMPORARY	9,096	18,183	0	0
51245 RETIREMENT/TERM VACATION	2,251	2,262	0	0
51260 VACATION BUY	0	827	0	0
51610 PERA	53,868	59,302	66,517	74,184
51615 WORKER'S COMPENSATION	2,013	2,746	2,457	1,958
51620 EQUITABLE LIFE INSURANCE	2,665	2,514	2,751	3,176
51625 VISION CARE	501	583	762	869
51640 DENTAL INSURANCE	2,466	2,803	3,939	4,475
51665 CASH BACK	3,126	4,580	0	0
51670 PARKING FOR EMPLOYEES	2,046	2,280	2,160	2,400
51690 MEDICARE	7,260	7,964	7,734	9,602
51695 CITY EPO MEDICAL PLAN	18,544	17,365	40,654	50,752
TOTAL SALARY & BENEFITS	654,708	697,785	798,527	1,077,728
52105 MISCELLANEOUS OPERATING	2,191	4,366	0	0
52110 OFFICE SUPPLIES	11,441	7,007	11,000	9,015
52111 PAPER SUPPLIES	0	0	0	2,300
52115 MEDICAL SUPPLIES	0	26	0	0
52120 SOFTWARE-MICRO/WORD PROCESS	1,355	3,477	2,000	2,500
52125 GENERAL SUPPLIES	54,942	75,776	30,113	51,700
52135 POSTAGE	4,424	4,627	5,000	5,000
52220 MAINT-OFFICE MACHINES	1,711	563	590	300
52225 MAINT-MICROS/WORD PROCESSOR	0	105	125	0
52230 MAINT-FURNITURE & FIXTURES	0	0	100	100
52405 ADVERTISING SERVICES	749	50	0	0
52431 CONSULTING SERVICES	0	0	0	2,800
52575 SERVICES	105,349	42,232	9,675	4,700
52590 TEMPORARY EMPLOYMENT	0	0	0	31,985
52605 CAR MILEAGE	400	11	3,733	1,050
52615 DUES & MEMBERSHIP	1,304	350	920	1,120
52625 MEETING EXPENSES IN TOWN	6,120	10,492	6,775	3,720
52630 TRAINING	0	0	0	24,825
52635 EMPLOYEE EDUCATIONAL ASSIST	12,734	4,459	7,020	1,200
52645 SUBSCRIPTIONS	2,720	2,879	1,905	2,955

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY MANAGEMENT
EMPLOYEE SERVICES**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52655 TRAVEL OUT OF TOWN	4,747	8,718	6,000	10,975
52705 COMMUNICATIONS	1,495	523	500	25,658
52735 TELEPHONE-LONG DIST CALLS	486	723	1,000	3,000
52765 EQUIPMENT LEASE	0	0	0	300
52775 MINOR EQUIPMENT	753	175	500	500
52795 RENTAL OF EQUIPMENT	5,671	7,108	4,134	5,762
52874 OFFICE SERVICES PRINTING	13,500	10,769	13,400	17,114
52875 OFFICE SERVICES RECORDS	0	0	475	500
65150 LEGAL DEFENSE FUND	0	64	0	0
65160 RECRUITMENT	265	23,120	0	7,000
65353 DIVERSITY TRAINING	0	0	0	1,056
TOTAL OPERATING EXPENSE	232,358	207,619	104,965	217,135
53010 OFFICE MACHINES	3,247	4,638	7,200	350
53020 MICROS/WORD PROCESSORS	25,048	284	5,688	5,000
53030 FURNITURE & FIXTURES	18,257	1,250	10,140	3,700
TOTAL CAPITAL OUTLAY	46,552	6,172	23,028	9,050
ORGANIZATION TOTAL	933,618	911,576	926,520	1,303,913

Finance

MISSION

To provide a full range of financial and purchasing 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.

SERVICES

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

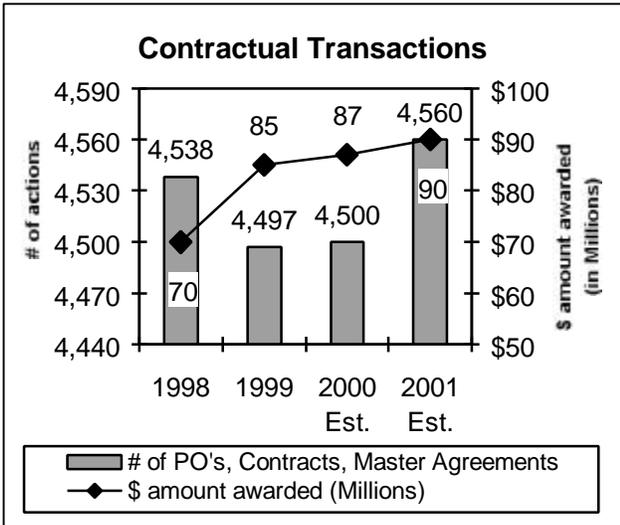
BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$1,887,404	\$2,120,267	\$2,168,280	\$2,518,538
Operating	340,522	266,539	259,785	314,558
Capital Outlay	49,498	24,088	12,877	23,619
Unit Total	\$2,277,424	\$2,410,894	\$2,440,942	\$2,856,715

PERSONNEL

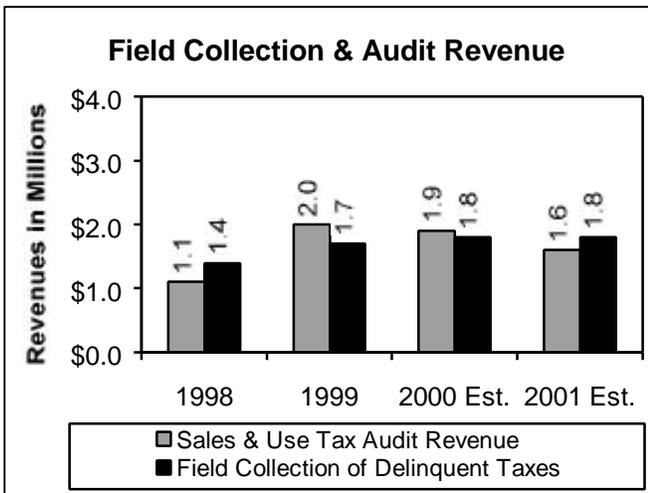
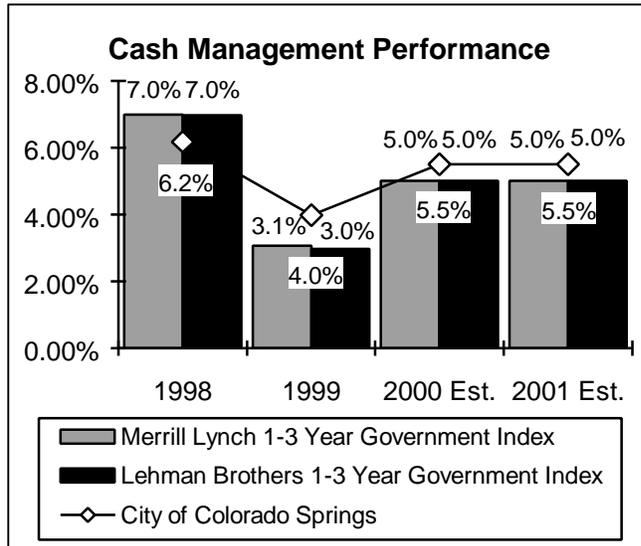
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Senior Manager	1.0	1.0	1.0	1.0
Manager	3.0	3.0	3.0	3.0
Supervisor	4.0	4.0	4.0	4.0
Professional	12.5	12.5	12.5	12.5
Paraprofessional	19.0	19.0	19.0	19.0
General	1.0	1.0	1.0	4.0
FTE Total	40.5	40.5	40.5	43.5
Special Positions	1	3	3	1

PERFORMANCE INDICATORS



Since 1998, the number of transactions the Purchasing and Contracts Unit has awarded has remained 4,500 or higher despite a 1999 change to purchasing regulations that decentralized many procurement decisions to the groups and units. In 1998, 11 FTEs were assigned to the Unit and; as a result of the split between the City and Utilities, the number of FTEs assigned was reduced to 7.5 in 1999. The value of total contractual awards has significantly increased from 1998 to 1999 (\$70 million and \$85 million respectively) despite this decrease in staffing. Due to the impact of the SCIP program, the value of awards for 2000 and 2001 are projected to be even higher.

The City's cash management portfolio includes US Treasuries, Agencies 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 out performed these indices for 1999.



Sales Tax maintains 9,800 active sales and use tax accounts. Field enforcement activities include site audits by four auditors and collection activities by two investigators. Field collections of delinquent taxes and audits will generate approximately \$3.7 million in sales and use tax revenue for the City in 2000.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$215,296 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Costs to each department/unit's budget. Funding of \$85,235 is included for 2001 telecommunication charges.
- During 2000, Purchasing was moved from the Internal Services Group into the City Management Group and now resides within the Finance Unit. This resulted in an increase of \$471,766 and 7.5 positions. All years of the budget summary and personnel numbers have been adjusted to reflect this change.
- An accounting clerk and a payroll clerk have been converted to permanent with additional funding of \$86,355.
- Overtime expenses are reduced by \$10,000.
- Due to Colorado Springs Utilities moving out of the City Administration Building, the shared receptionist position in Purchasing is now fully funded at \$38,887 and is a new FTE in the General Fund. The FTE was previously accounted for in Colorado Springs Utilities.

MAJOR OBJECTIVES

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

The Finance Unit will continue to work with the Information Technology staff to implement e-government programs. The Sales Tax division will initiate a web-based electronic tax filing option so taxpayers can elect to file and pay sales taxes on-line. The sales tax web site will be expanded to be more accessible and offer more sales tax information resources to taxpayers. The existing Purchasing and Contracts web site will be expanded to allow for actual receipt of bids through the web site. Treasury and Accounting will work with Information Technology on receiving City revenues through the web and interfacing these transactions with PeopleSoft.

OBJECTIVE – Upgrade the PeopleSoft HRMS/Payroll and Financial systems to web-based application via PeopleSoft Version 8.

Finance, Employee Services, and Information Technology plan to upgrade the HRMS/Payroll and Financial systems to PeopleSoft Version 8. The HRMS/Payroll system will be upgraded by the Spring of 2001 with the Financial system following in the Fall of 2001. PeopleSoft Version 8 is the first comprehensive web-based software PeopleSoft has released. By implementing PeopleSoft Version 8, Finance will promote customer service to internal and external customers and employees through self-service HRMS/Payroll and Financial systems.

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

The Finance Unit 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 as well as modified accrual accounting and includes the capitalization and depreciation of infrastructure assets. Finance plans to prepare draft financial statements in 2000, 2001, and 2002 under the new GASB financial statement model. Implementation will be in 2003 for the financial statements and 2006 for the capitalization of infrastructure.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY MANAGEMENT
FINANCE**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	1,499,320	1,655,915	1,788,089	2,027,767
51206 WAGE PKG-SALARIES	0	(5,920)	0	0
51207 WAGE PKG-PERFORMANCE	57,013	65,146	0	43,240
51210 OVERTIME	32,278	29,690	11,750	21,416
51215 ACHIEVEMENT AWARD	900	0	0	0
51220 SEASONAL/TEMPORARY	9,350	10,266	8,000	8,000
51230 SHIFT DIFFERENTIAL	222	161	150	150
51240 RETIREMENT/TERMINATION SICK	0	7,288	0	0
51245 RETIREMENT/TERM VACATION	2,332	21,913	0	0
51260 VACATION BUY	1,170	2,007	0	0
51265 GRIP PROGRAM	0	677	0	0
51295 NEW EMPL SALARY & BENEFIT	0	0	0	0
51299 SALARIES REIMBURSEMENTS	0	(1,207)	0	0
51606 WAGE PKG-BENEFITS	0	0	0	0
51610 PERA	150,347	172,127	177,601	189,126
51615 WORKER'S COMPENSATION	4,976	5,514	6,570	5,107
51620 EQUITABLE LIFE INSURANCE	7,669	6,402	7,241	8,187
51625 VISION CARE	1,961	2,303	2,433	2,874
51635 CITY MAJOR MEDICAL PLAN	1,324	1,732	1,662	2,162
51640 DENTAL INSURANCE	9,276	10,978	12,334	13,914
51665 CASH BACK	2,677	2,938	0	0
51670 PARKING FOR EMPLOYEES	11,320	9,235	11,239	11,959
51690 MEDICARE	10,346	13,825	15,042	21,678
51695 CITY EPO MEDICAL PLAN	84,923	109,279	126,169	162,958
TOTAL SALARY & BENEFITS	1,887,404	2,120,267	2,168,280	2,518,538
52105 MISCELLANEOUS OPERATING	2,567	95	0	200
52110 OFFICE SUPPLIES	41,113	31,679	33,600	31,820
52115 MEDICAL SUPPLIES	10	0	0	0
52120 SOFTWARE-MICRO/WORD PROCESS	4,384	1,816	700	1,950
52125 GENERAL SUPPLIES	1,475	(1,570)	1,290	4,300
52135 POSTAGE	29,683	53,647	62,677	58,300
52140 WEARING APPAREL	482	0	0	0
52165 LICENSES & TAGS	0	0	125	131
52220 MAINT-OFFICE MACHINES	3,730	3,961	6,550	4,300
52225 MAINT-MICROS/WORD PROCESSOR	3,662	107	12,000	3,620
52230 MAINT-FURNITURE & FIXTURES	0	0	200	100
52240 MAINT-NONFLEET VEHICLES/EQP	9	0	0	0

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY MANAGEMENT
FINANCE**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52405 ADVERTISING SERVICES	939	1,721	0	2,600
52410 BUILDING SECURITY SERVICES	33	0	0	0
52418 COMPUTER SERVICES	0	0	0	7,119
52575 SERVICES	209,595	110,900	59,335	9,610
52605 CAR MILEAGE	3,917	2,669	4,860	3,670
52615 DUES & MEMBERSHIP	1,883	2,228	2,650	2,876
52625 MEETING EXPENSES IN TOWN	808	1,775	800	1,400
52630 TRAINING	0	0	2,400	15,650
52635 EMPLOYEE EDUCATIONAL ASSIST	6,367	12,734	13,852	3,400
52645 SUBSCRIPTIONS	2,575	1,132	2,400	1,925
52655 TRAVEL OUT OF TOWN	5,507	17,444	12,400	26,125
52705 COMMUNICATIONS	2,213	1,748	525	89,087
52735 TELEPHONE-LONG DIST CALLS	2,463	2,749	6,160	3,560
52745 UTILITIES	1,402	0	0	0
52775 MINOR EQUIPMENT	5,034	3,600	6,300	7,500
52795 RENTAL OF EQUIPMENT	4,730	4,970	6,456	6,700
52874 OFFICE SERVICES PRINTING	5,941	13,132	16,300	26,300
52875 OFFICE SERVICES RECORDS	0	0	8,205	2,315
TOTAL OPERATING EXPENSE	340,522	266,539	259,785	314,558
53010 OFFICE MACHINES	568	0	0	0
53020 MICROS/WORD PROCESSORS	35,581	18,429	10,377	12,300
53030 FURNITURE & FIXTURES	4,068	4,284	2,500	11,319
53050 MACHINERY & APPARATUS	0	1,375	0	0
53070 VEHICLES-REPLACEMENT	11	0	0	0
53090 BUILDINGS & STRUCTURES	9,270	0	0	0
TOTAL CAPITAL OUTLAY	49,498	24,088	12,877	23,619
ORGANIZATION TOTAL	2,277,424	2,410,894	2,440,942	2,856,715

Public Affairs

MISSION

Public Affairs provides public information, intergovernmental relations, and community relations; encourages citizen involvement and access, promotes employee communication, fosters trust; and creates a positive image of the City organization.

SERVICES

- Provide public relations, media relations, community relations and program promotion
- Manage crisis communications
- Coordinate intergovernmental affairs
- Provide cable programming
- Manage internal communication strategies
- Coordinate public involvement
- Publish brochures, written materials

BUDGET SUMMARY

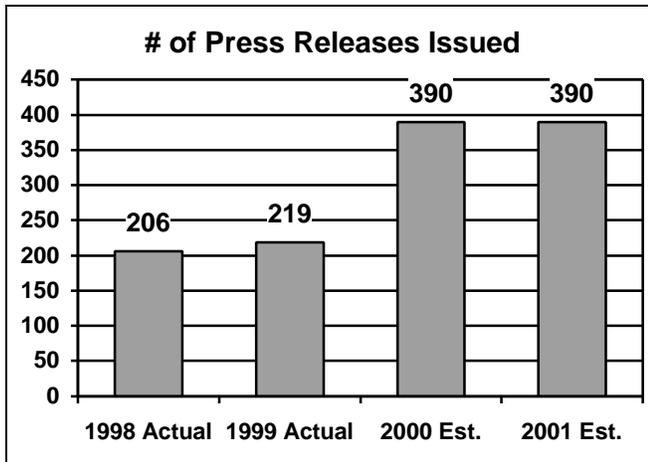
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$393,200	\$429,848	\$407,393	\$486,017
Operating	248,222	134,577	95,310	139,310
Capital Outlay	14,936	3,122	11,528	41,000
Unit Total	\$656,358	\$567,547	\$514,231	\$666,327

PERSONNEL

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Senior Manager	1	1	1	1
Professional	4	4	4	5
Paraprofessional	1	1	1	1
FTE Total	6	6	6	7
Special Positions	1	1	0	0

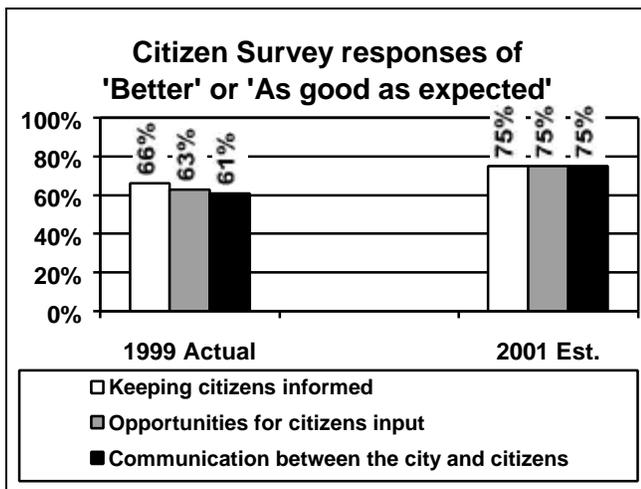
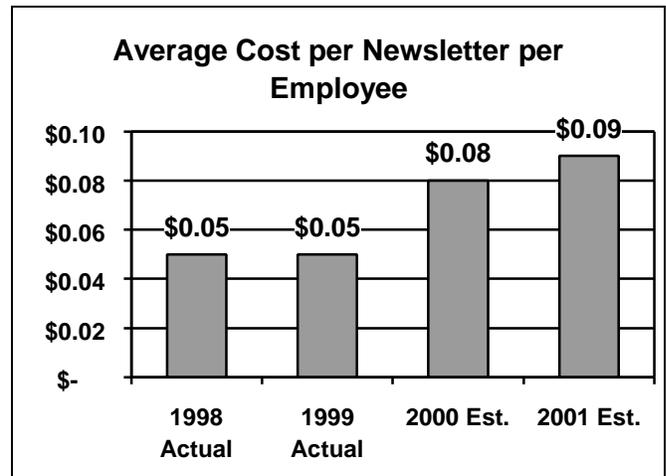
NOTE: During 2000, the intergovernmental affairs liaison position was transferred from the Office of the City Manager.

PERFORMANCE INDICATORS



The slight increase in press release publications for 2000 is due to the increase in the number of public meetings and Unit efforts to inform the public of meetings, City services, and City Council action. It is expected that the number of press releases will remain constant in 2001.

In 2000, the cost of producing InnerCity increased by .03 per copy from 1999. This increase is the result of Office Services electronically processing the images. An additional estimated one-cent increase in paper costs is projected for 2001.



Past citizen surveys have found that there is opportunity to improve communications with the public. As cable programming and the community relations functions are expanded, it is expected that citizen satisfaction with being well informed about City programming/services will increase in 2001. Citizen surveys will be conducted in April 2001.

CHANGES TO THE BUDGET

- Ø An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$35,624 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Ø In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Costs to each department/unit's budget. Funding of \$19,086 is included for 2001 telecommunication charges.
- Ø To increase operating expenses to support cable programming and equipment, \$20,000 has been reallocated from seasonal/temporary salaries and standby.
- Ø The intergovernmental affairs liaison position and funding of \$74,586 is transferred from the Office of the City Manager.
- Ø Public Affairs transferred \$1,000 to City Council and \$8,900 for the Electronic Community Access Project (ECAP) to Neighborhood Services.
- Ø Operating expenditures were reduced by \$2,300 from in-town meetings and seasonal/temporary line items.
- Ø Funding of \$35,000 is included for a digital television camera and related equipment for Cable Channel 18.

MAJOR OBJECTIVES

OBJECTIVE – Enhance public communications and community relations.

Enhancement of public communications and community relations will be accomplished through expansion of the cable programming. This will include the acquisition of equipment and an editing system. This capital investment will allow Public Affairs to begin broadcasting original monthly programs, including a news-style program, additional public service announcements promoting public meetings, and events calendars and general City services, and roundtable discussions on local issues. Remote broadcasting will also be possible, so Public Affairs can provide coverage of meetings and events held outside of the City Administration Building. Public Affairs also participates in community-sponsored events like Citizens Day, Sampler Tours, and Speakers' Bureau events; provides regular press releases, press conferences and media briefings; and prepares informational target mailings and publications.

Performance Output Indicators:

- Produce three public service announcements per month
- Produce one original program per month
- Produce monthly press conferences for Mayor
- Produce one employee spotlight per month

OBJECTIVE – Enhance employee communications.

Public Affairs will enhance employee communications by implementing the middle managers leadership development series, publishing InnerCity and Inside Colorado Springs, and coordinating City Manager's employees luncheon meetings.

OBJECTIVE – Improve intergovernmental affairs.

Public Affairs will improve intergovernmental affairs with congressional, State and regional delegation through information exchange and regular meetings. In addition, Public Affairs will improve legislative tracking and monitoring systems.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY MANAGEMENT
PUBLIC AFFAIRS**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	304,657	323,381	321,175	403,376
51206 WAGE PKG-SALARIES	0	(800)	0	0
51207 WAGE PKG-PERFORMANCE	10,917	9,507	0	8,895
51210 OVERTIME	298	826	1,000	1,000
51220 SEASONAL/TEMPORARY	0	6,964	12,000	0
51235 STANDBY	1,093	16,858	14,000	0
51245 RETIREMENT/TERM VACATION	19,117	3,763	0	0
51260 VACATION BUY	1,932	879	0	0
51299 SALARIES REIMBURSEMENTS	0	3,593	0	0
51610 PERA	31,813	35,832	33,555	39,495
51615 WORKER'S COMPENSATION	1,002	1,187	949	865
51620 EQUITABLE LIFE INSURANCE	1,323	1,059	1,318	1,647
51625 VISION CARE	324	386	359	441
51640 DENTAL INSURANCE	1,631	1,846	1,830	2,240
51665 CASH BACK	607	319	0	0
51670 PARKING FOR EMPLOYEES	1,410	1,560	1,400	1,640
51690 MEDICARE	4,149	4,603	3,866	5,109
51695 CITY EPO MEDICAL PLAN	12,928	18,085	15,941	21,309
TOTAL SALARY & BENEFITS	393,200	429,848	407,393	486,017
52105 MISCELLANEOUS OPERATING	1,191	1,246	0	0
52110 OFFICE SUPPLIES	2,814	5,142	2,000	3,600
52111 PAPER SUPPLIES	0	0	0	1,200
52120 SOFTWARE-MICRO/WORD PROCESS	515	253	800	1,000
52125 GENERAL SUPPLIES	3,166	3,032	3,000	500
52135 POSTAGE	4,614	3,082	2,500	3,183
52140 WEARING APPAREL	420	0	0	0
52165 LICENSES & TAGS	0	830	0	0
52170 SPECIAL, PHOTOGRAPHY	0	0	0	500
52220 MAINT-OFFICE MACHINES	0	668	120	325
52225 MAINT-MICROS/WORD PROCESSOR	100	0	0	0
52230 MAINT-FURNITURE & FIXTURES	0	0	240	0
52235 MAINT-MACHINERY & APPARATUS	75	45	1,000	1,000
52265 MAINT-BUILDINGS & STRUCTURE	0	21	200	0
52405 ADVERTISING SERVICES	25,386	25,911	0	16,450
52406 ADVERTISING REFUND PROJECTS	38,221	75	0	0

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY MANAGEMENT
PUBLIC AFFAIRS**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52575 SERVICES	115,161	62,964	42,560	42,611
52590 TEMPORARY EMPLOYMENT		0	0	14,000
52605 CAR MILEAGE	(105)	127	2,000	2,180
52615 DUES & MEMBERSHIP	1,945	1,310	1,200	1,390
52625 MEETING EXPENSES IN TOWN	1,392	1,909	700	1,710
52630 TRAINING	3,398	4,136	7,000	2,280
52645 SUBSCRIPTIONS	563	307	300	0
52655 TRAVEL OUT OF TOWN	3,379	6,276	4,000	3,500
52705 COMMUNICATIONS	3,306	880	0	21,626
52735 TELEPHONE-LONG DIST CALLS	575	769	350	775
52755 COMMUNICATIONS-EQUIPMENT	3,010	0	0	0
52775 MINOR EQUIPMENT	1,405	0	0	900
52795 RENTAL OF EQUIPMENT	7,479	5,173	3,285	4,600
52874 OFFICE SERVICES PRINTING	14,959	10,275	15,000	15,500
52875 OFFICE SERVICES RECORDS	0	0	155	160
65160 RECRUITMENT	6,859	0	0	0
65326 ECAP	8,393	145	8,900	0
TOTAL OPERATING EXPENSE	248,222	134,577	95,310	139,310
53010 OFFICE MACHINES	2,375	888	6,000	2,000
53020 MICROS/WORD PROCESSORS	8,060	2,234	2,378	3,500
53030 FURNITURE & FIXTURES	4,501	0	500	500
53050 MACHINERY & APPARATUS	0	0	2,650	35,000
TOTAL CAPITAL OUTLAY	14,936	3,122	11,528	41,000
ORGANIZATION TOTAL	656,358	567,547	514,231	666,327

Fire

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

BUDGET SUMMARY

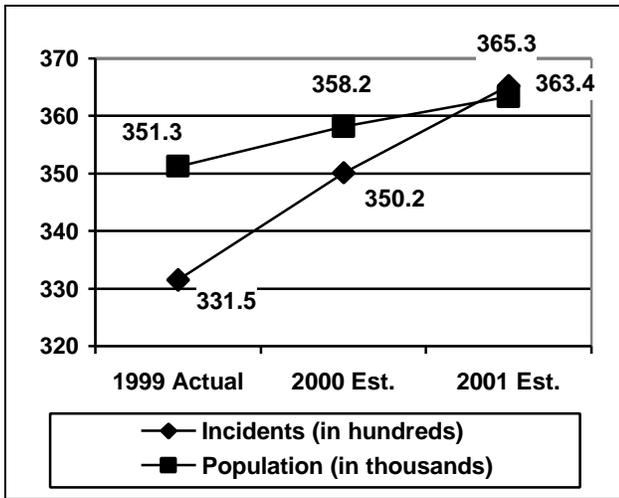
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$24,940,282	\$26,594,970	\$28,998,701	\$31,725,782
Operating	2,334,193	2,255,159	2,905,552	3,064,778
Capital Outlay	612,302	483,597	656,521	565,499
Unit Total	\$27,886,777	\$29,333,726	\$32,560,774	\$35,356,059

PERSONNEL

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	4	2	4.0	4.0
Supervisor	3	4	2.0	3.0
Professional	9	11	12.5	13.5
Paraprofessional	13	12	13.0	16.0
General	11	10	9.0	11.0
Civilian FTE Total	40	39	40.5	47.5
Chief	1	1	1.0	1.0
Deputy Chief	2	2	2.0	2.0
Assistant Chief	1	1	1.0	1.0
Battalion Chief	9	9	9.0	9.0
Fire Captain	21	22	23.0	23.0
Fire Lieutenant	60	60	62.0	62.0
Paramedic	56	56	60.0	60.0
Paramedic Trainee	4	4	4.0	4.0
Investigator	4	4	4.0	4.0
Driver/Engineer	69	69	72.0	72.0
Firefighter	131	131	136.0	136.0
Uniform FTE Total	358	359	374.0	374.0
FTE Total	398	398	414.5	421.5
Special Positions	0	1	1.0	2.0

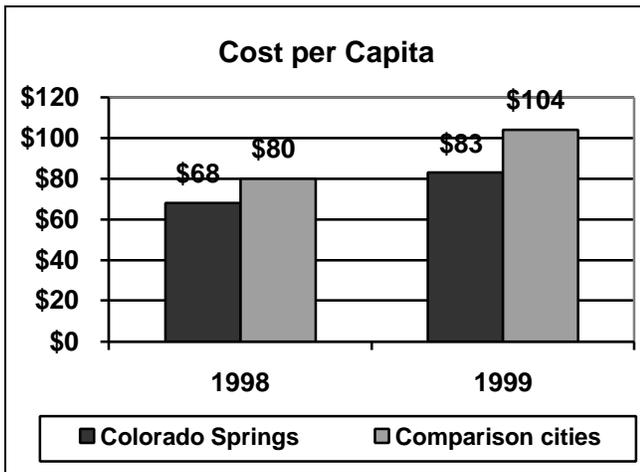
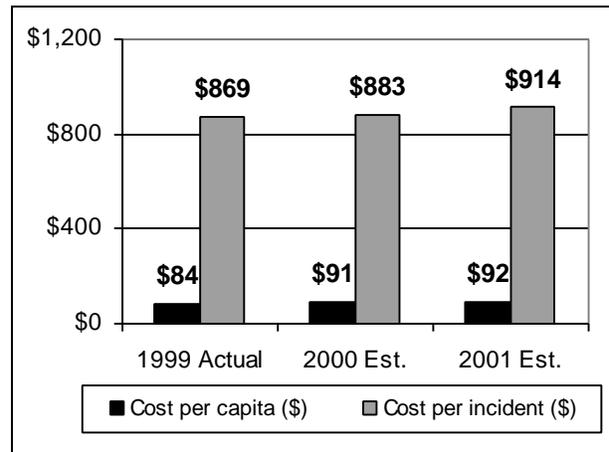
NOTE: During 1998, 15 firefighters were added to staff a new ladder truck company, which brought the 1998 Actual to 398 FTE. For the 2000 Budget, 15 firefighters were added to staff Fire Station 18 and 1.5 positions were added to the Public Education program. During 2000, 1 Information Systems Technician was added.

PERFORMANCE INDICATORS



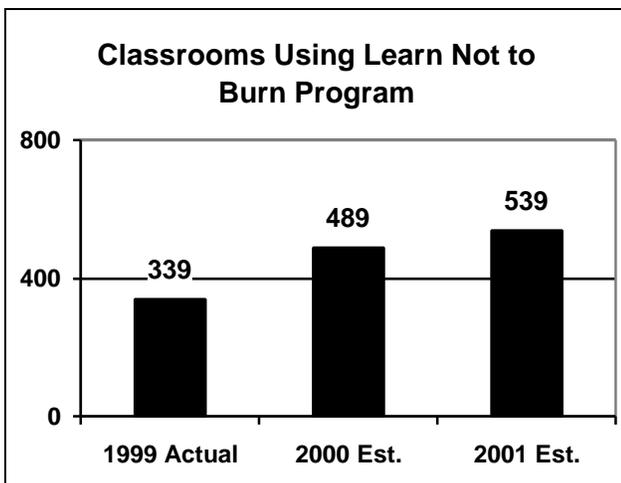
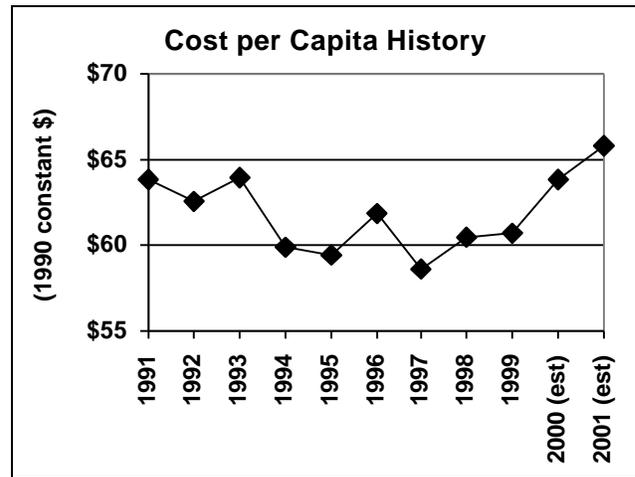
Emergency incidents requiring Fire Department response continue to grow at a faster rate than population.

Costs have increased in 2000 and 2001 due to the addition of Station 18 and several key positions, the wage packages for those years, and the addition of a part-time trauma squad at Station 11. Overall, the Fire Department budget has increased 20 percent since 1999. However, due to population growth the cost per capita has risen only 10 percent. Due to the increase in the number of incidents, the emergency response cost per incident has risen by only 5 percent.



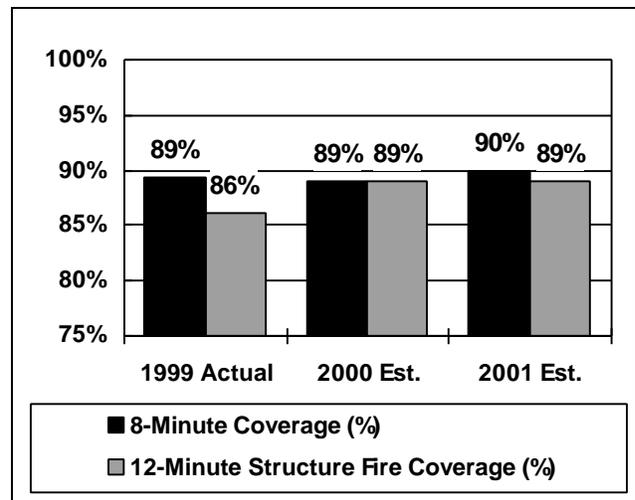
The ICMA provides comparisons among departments of carefully defined variables. In order to maintain comparability, certain costs not necessarily common to all departments are excluded from the calculations. The ICMA computed cost per capita for Colorado Springs is compared to the median for reporting cities in the 200,000 – 500,000 population range.

Adjusted for inflation, the cost of providing fire services in Colorado Springs—including emergency response, fire prevention activities, and public education—is slightly more on a per capita basis than it was a decade ago. In 1990 dollars, as given by the Denver-Boulder CPI, the cost of fire services in 2001 is projected to be \$65.76, compared to \$63.84 in 1991.



For the 1999-2000 school year, Public Education was successful in implementing the Learn Not to Burn curriculum in 339 of the more than 700 elementary, preschool, and daycare classrooms in the city. Additional classrooms are expected to cooperate in the program for the 2000-2001 school year. For 2001-2002 and subsequent years, Public Education will maintain the program in participating classrooms and work to introduce the program into non-participating classrooms. In addition, programs targeted at other high-risk populations such as the elderly will continue to be a focus.

From 1999 to 2000, the percentage of calls for the city as a whole where the first responding fire unit arrives on the scene in eight minutes or less is projected to degrade a few tenths of a percent in spite of opening Station 18 in 2000. However, the percentage of fires where two engines and a ladder truck arrive on scene in twelve minutes or less is projected to improve several tenths of a percent. In 2001, with the addition of Squad 11, it is estimated that the eight-minute, 90 percent response standard will be met on a citywide basis, although not within each Planning Evaluation Zone.



CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance - based compensation system of \$1,721,320 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Costs to each department/unit's budget. Funding of \$327,762 is included for 2001 telecommunication charges.
- \$417,303 is provided to operate an emergency medical squad for the southeast area of the city. This unit will help meet the eight-minute first response Standard of Coverage for the city. This unit will run only during the peak demand period of the day and will increase the availability of resources in that section of the community which produces some of the highest demand for fire department services.
- \$94,000 is added to the budget for the pension contribution on scheduled overtime and leave payoff. These pay lines were made pensionable compensation in 1999.
- \$130,000 is added to the budget to fund Station 18 for a full year. It was only funded for a partial year in 2000. Onetime monies of \$406,745 for Station 18 were removed.
- A special office assistant position in Support Services is made permanent at no additional cost.
- An information systems technician position in Fiscal, Information Systems and Planning is funded by reallocating funds from the operating budget.
- \$110,000 of onetime money for public education is being removed.
- Numerous reallocations are being made within the Fire Department budget to bring the budget into line with projected expenditures. These are described in the changes to the budget sections of the unit narratives.
- Funding of \$19,550 for a clothing stipend increase of \$50 per year for those uniformed personnel required to replace uniforms to the new safety standards is included.
- \$293,540 is added to the Fire Department budget to hire one engineer, two inspectors, and a special billing clerk to provide the staff necessary for Fire Prevention to keep up with workload and reduce the turnaround time on the review on new construction. \$34,739 is being transferred to Support Services' salaries and benefits from the allocation within the Operations uniformed salary line for overhiring replacement firefighters in order to continue to fund a special Fire Protection Engineer I for the first ten and a half months of 2001. This position will carry out Fire Prevention's function on the City's Rapid Response Team until the fall of 2001 when it is expected that one of the new FTEs will assume those duties.
- Two positions are being added to the Office of Emergency Management (OEM) for 2001. One is an assistant to the unit manager to provide additional planning support, assistance with exercise coordination, and backup coverage for both day-to-day operations, and for large-scale emergencies. The second is a clerical position to assist with the various grant budgets and the operation of specialized emergency management software, respond to inquiries from the public, and perform general office duties. \$299,156 will fund these positions with the associated operating and capital requirements.
- Funding of \$16,000 is included for increased natural gas costs.

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 an effective force response of 2 engines and 1 aerial ladder truck. This will be accomplished through constant reevaluation of resource utilization to emergencies. Increased call volumes anticipated for 2001 will provide a challenge to accomplishment.

OBJECTIVE – Complete development of a long-range plan for Fire Department services.

Two programs for which specific plans remain to be developed in detail are Wildland Fire Risk Management and the Office of Emergency Management (OEM). As plans for these programs are completed, they will be integrated with the other Fire Department plans. A single document will be prepared that sets forth the elements of the Department's five and ten-year plans.

OBJECTIVE – Continue to extend fire, injury, and life safety education in local schools.

The Fire Department will continue to present and implement Learn Not to Burn curriculum in local district schools and explore avenues for funding the implementing of the more comprehensive Risk Watch curriculum.

OBJECTIVE – Manage the projects approved by the Springs Community Improvements Program (SCIP).

The Fire Department will ensure the completion of the construction of the Fire Operations and Training Center by September 2001 and the installation of the 800 MHz radio system. The Department will continue in a lead role in the 800 MHz project, coordinate the involvement of the various agencies, develop a plan for the operation and maintenance of the system, assure testing is completed satisfactorily, and oversee the switch-over from the old system to the new. This project will continue into 2002.

OBJECTIVE – Administer the Federal Emergency Management Agency (FEMA) Landslide Mitigation Grant and other federal and State grants for emergency preparedness and actual aid.

The Fire Department and the OEM will continue to administer and support the Landslide Grant to ensure that homeowners eligible for relief are assisted. In addition, the Department will continue to administer other grants already awarded and to seek additional grant funds to improve local preparedness. Should a disaster strike in Colorado Springs, the CSFD and OEM will provide immediate help and seek funds to mitigate the damages incurred.

OBJECTIVE – Reduce the backlog and turnaround time on new construction plan reviews and inspections.

In order to meet the demand for engineering reviews and building inspections, Fire Prevention has had to scale back lower priority services. For 2001, the Fire Prevention budget has been increased to allow for the hiring of additional staff with the expectation that the revised fee schedule will generate the revenue to pay for the positions. With the additional staff, it is expected that the backlog and turnaround time will be reduced significantly. Once the turnaround times have been brought within acceptable levels, consideration will be given to restoring services previously reduced or eliminated.

Fire - Office of Emergency Management

MISSION

To save lives and prevent injuries and property damage through preparation, response, recovery, and mitigation efforts for large-scale emergencies and disasters.

SERVICES

- Large-scale emergency and disaster incident mitigation
- Liaison to federal, State, and County agencies, as well as, City departments and units
- Recovery effort coordination and management
- Grant program management and coordination
- Emergency operations center management
- Emergency operations plan development
- Coordination of multi-jurisdictional exercises
- Response to multifamily structure fires to provide assistance to response agencies and victims

BUDGET SUMMARY

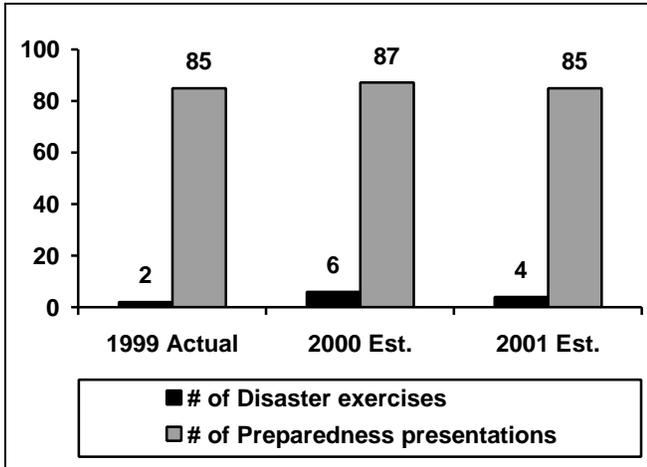
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$ 59,030	\$ 99,159	\$ 98,659	\$323,313
Operating	38,028	9,274	9,274	46,727
Capital Outlay	3,875	0	0	37,049
Unit Total	\$100,933	\$108,433	\$107,933	\$407,089

PERSONNEL

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	1	1	1	1
Supervisor	0	0	0	1
General	0	0	0	1
FTE Total	1	1	1	3
Special Positions	0	0	1	1

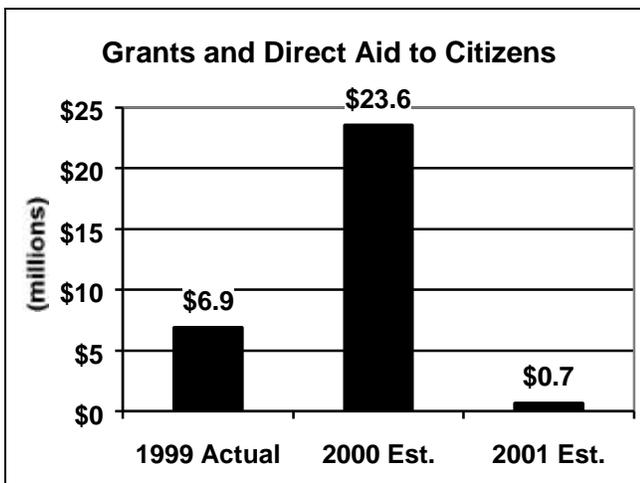
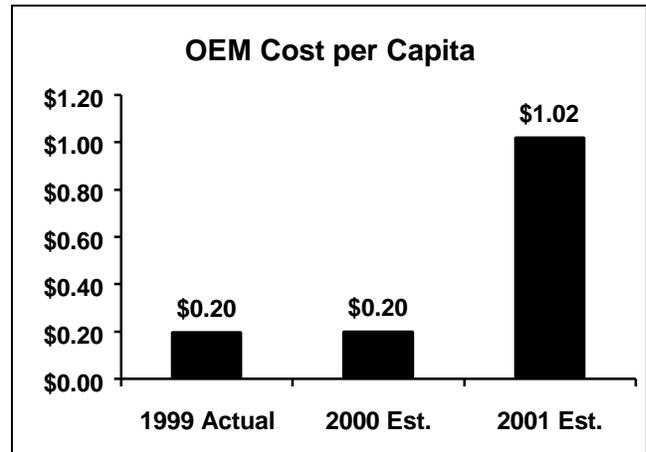
NOTE: The 2001 Budget of \$407,089 includes \$107,932 of federal grant dollars. The manager and special positions are allocated in the grant fund.

PERFORMANCE INDICATORS



A minimum of four disaster exercises will be conducted in 2001 with the addition of the two positions.

Until 2001, the Office of Emergency Management received less than \$75,000 per year in direct funding from the City of Colorado Springs. The City recognizes the importance of planning for disasters and being prepared to respond to them effectively and is making a significant commitment to improving emergency management capability in Colorado Springs.



The Office of Emergency Management receives grant funds annually for its basic operations and for additional training and equipment for the City. It is also instrumental in obtaining assistance for citizens, some in the form of grants administered by the City, such as the Landslide Grant, and some as direct aid to citizens, such as loans to homeowners from the Small Business Association for flood damage assistance.

CHANGES TO THE BUDGET

- Two positions are being added to the OEM for 2001. One is an assistant to the unit manager to provide additional planning support, assistance with exercise coordination, and backup coverage for both day-to-day operations, and for large-scale emergencies. The second is a clerical position to assist with the various grant budgets and the operation of specialized emergency management software, respond to inquiries from the public, and perform general office duties. \$299,156 will fund these positions with the associated operating and capital requirements.

MAJOR OBJECTIVES

OBJECTIVE – Continue coordination of Federal Emergency Management Agency (FEMA) Landslide Mitigation Grant.

The OEM received a \$4.3 million grant (including both project and administrative costs) to assist citizens affected by landslides. The timeframe of this project is two years and will be completed during FY2001, ahead of schedule. This project includes prioritization of landslide properties, appraisals, closing on all properties by a title company, demolition of homes, and minimal mitigation on hillsides. The City has requested additional funding under unmet needs that could potentially continue the program another year.

OBJECTIVE – Coordination of Federal Emergency Management Agency Terrorist Grant.

The State of Colorado has offered OEM a terrorist grant to be utilized for counterterrorism activities. These would include planning, training, drills, and exercises to aid the community in preparation efforts for multi-agency response efforts.

OBJECTIVE – Coordinate public information and education programs.

The Office of Emergency Management, in conjunction with the FEMA, the Colorado Office of Emergency Management, and the National Weather Service, annually conducts two public information campaigns for severe weather awareness. These include severe thunderstorms, flooding, wildfires, and severe winter storms.

OBJECTIVE – Coordinate Community Emergency Response Training (CERT) programs for the community.

CERT teams would be trained to provide training to citizens within the city on all-hazard preparedness, working with homeowners and various neighborhood associations.

OBJECTIVE – Coordinate grant process for obtaining a Metro Medical Response System.

Under the Nunn-Lugar-Domenici Program, US Public Health has offered the City an opportunity to obtain a \$600,000 grant to provide planning, training, and equipment for an all-inclusive medical program for City departments and agencies for planning and response to biological, chemical and nuclear terrorist events.

OBJECTIVE – Make continual revisions and updates to the City’s Emergency Operations Plan.

The Office of Emergency Management works with all City departments and agencies, El Paso County departments, adjacent jurisdictions, and military installations to coordinate roles and responsibilities during large-scale emergencies and disasters. Information is incorporated into the City plan, which is promulgated, printed, and disseminated.

OBJECTIVE – Coordinate Emergency Operations Center during large-scale emergencies and disasters, including disaster declarations, and coordinate long-term recovery efforts.

The Office of Emergency Management is responsible for coordination of the Emergency Operations Center during large-scale emergencies, as well as the disaster declaration process and long-term recovery efforts. The addition of the assistant manager position will provide coverage for events occurring when the OEM manager is out of town or unavailable and the clerical position will provide administrative assistance to coordinate recovery efforts effectively.

Fire – Operations

MISSION

To protect life and property through efficient delivery of emergency, prevention, and public educational services.

SERVICES

- Fire suppression
- Rescue
- Fire code and life safety inspections
- Basic and advanced emergency medical services
- Hazardous materials emergency response and prevention
- Fire and life safety public education

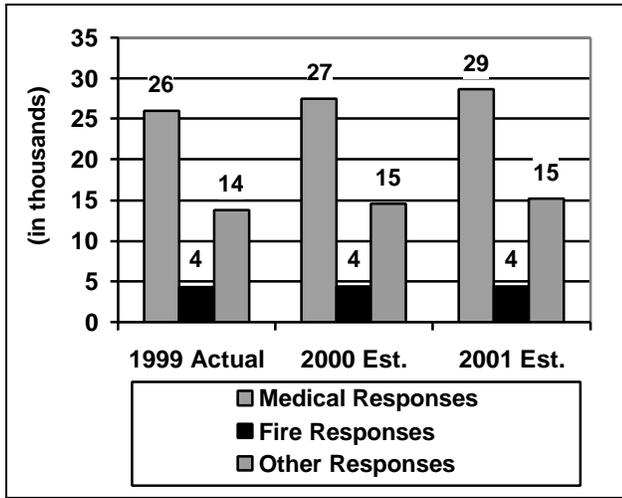
BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$21,833,107	\$23,210,611	\$25,406,706	\$27,229,575
Operating	1,248,634	1,203,124	918,008	925,286
Capital Outlay	319,004	131,672	217,000	46,272
Unit Total	\$23,400,745	\$24,545,407	\$26,541,714	\$28,201,133

PERSONNEL

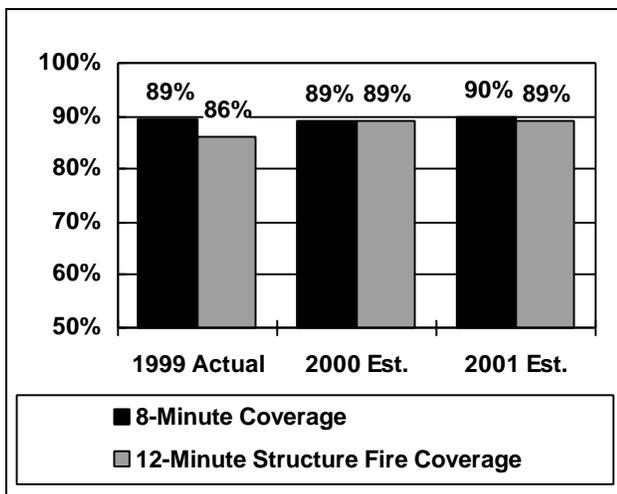
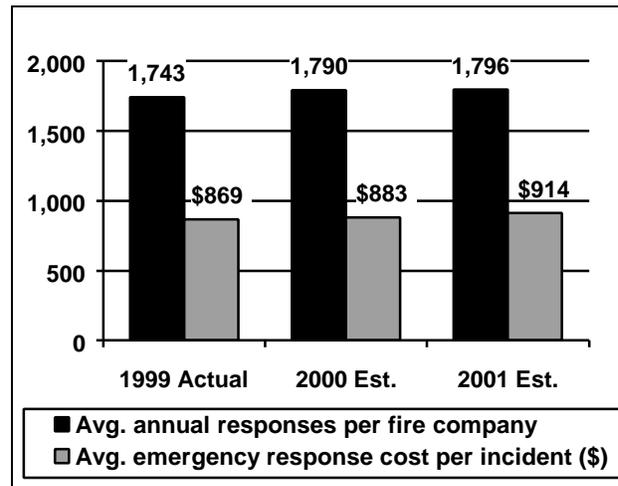
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
General	1	1	1	1
Civilian FTE Total	1	1	1	1
Deputy Chief	1	1	1	1
Battalion Chief	9	8	8	8
Fire Captain	18	19	19	19
Fire Lieutenant	55	55	57	57
Paramedic	56	56	60	60
Paramedic Trainee	4	4	4	4
Driver/Engineer	69	69	72	72
Firefighter	128	131	136	136
Uniform FTE Total	340	343	357	357
FTE Total	341	344	358	358

PERFORMANCE INDICATORS



The Operations Division responds to medical, fire, and other types of emergency incidents such as rescues, hazardous materials releases, and service calls. Medical responses continue to dominate the workload and are growing the fastest. Responses to fires and to other non-medical incidents are remaining fairly steady.

Even with the addition of Station 18 in 2000 and Squad 11 for 2001, the average number of emergency responses per fire company is estimated to rise. Based on the estimated number of incidents for 2000 and the projection for 2001, the emergency cost per incident will increase \$14 from 1999 to 2000 and \$31 from 2000 to 2001. However, at \$914, the 2001 cost per incident is only a 5 percent increase over the 1999 cost.



With the addition of Squad 11 in 2001, the percentage of calls for the city as a whole where the first responding fire unit arrives on the scene in eight minutes or less is projected to improve from 89 percent to 90 percent. The percentage of fires where two engines and a ladder truck arrive on scene in twelve minutes or less is projected to be maintained at 89 percent in 2001.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$1,430,025 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- \$130,000 is added to the Operations budget for 2001 to fund Station 18 for a full year. \$316,540 in onetime funding for the opening of Station 18 was removed from the Operations budget
- \$417,303 is provided to operate an emergency medical squad for the southeast area of the city. This unit will help meet the eight-minute first response Standard of Coverage for the city. This unit will run only during the peak demand period of the day and will increase the availability of resources in that section of the community that produces some of the highest demand for Fire Department services.
- \$85,783 of the \$94,000 added to the Department's budget for fire pension contribution is being allocated to the Operations budget.
- \$40,300 allocated to maintenance of buildings is moved from the Operations budget to the Support Services budget for direct management by the Physical Resources section. In addition, \$1,000 is moved from Operations to Support Services seasonal/temporary line to cover the unfunded portion of a seasonal position that performs landscape maintenance.
- Funding of \$17,850 for a clothing allowance increase of \$50 per year for those uniformed personnel required to replace uniforms to the new safety standards is included.

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 an effective force response of 2 engines and 1 aerial ladder truck. This will be accomplished through constant reevaluation of resource utilization to emergencies. Increased call volumes anticipated for 2001 will provide a challenge to accomplishment.

OBJECTIVE – Provide expanded Advanced Life Support (ALS) delivery with current budgeted resources.

The Department will seek avenues for greater efficiency in the distribution and callback of Department paramedics in order to maintain ALS coverage in all fire station locations 90 percent of the time.

OBJECTIVE – Provide upgraded emergency fire responses to higher risk targeted locations within the city.

The Operations Division will partner with the Fire Prevention Division to assess all commercial and large residential occupancies in the city to provide a more complete list of target hazards defined by the potential for high loss of life, conflagration, or hazardous materials potential. Those occupancies so identified will receive a higher level of response for reported fire incidents

Fire - Fiscal, Information Systems, Planning

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
- Limited Geographic Information Systems (GIS)

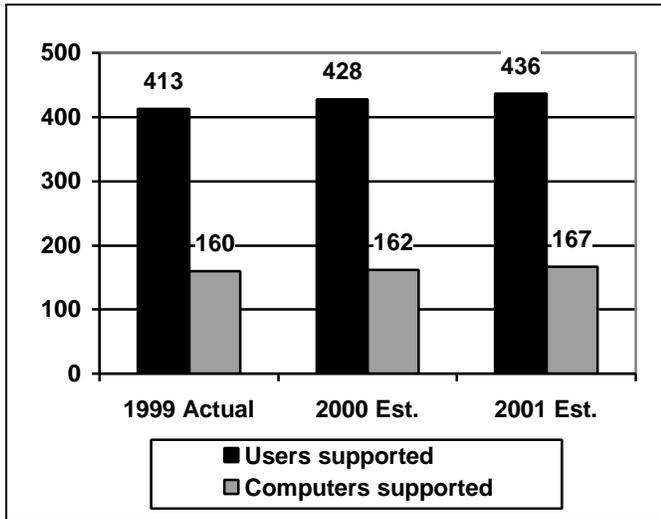
BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$464,533	\$469,436	\$521,678	\$626,176
Operating	298,859	128,767	175,676	108,806
Capital Outlay	42,531	178,037	43,410	55,700
Unit Total	\$805,923	\$776,240	\$740,764	\$790,682

PERSONNEL

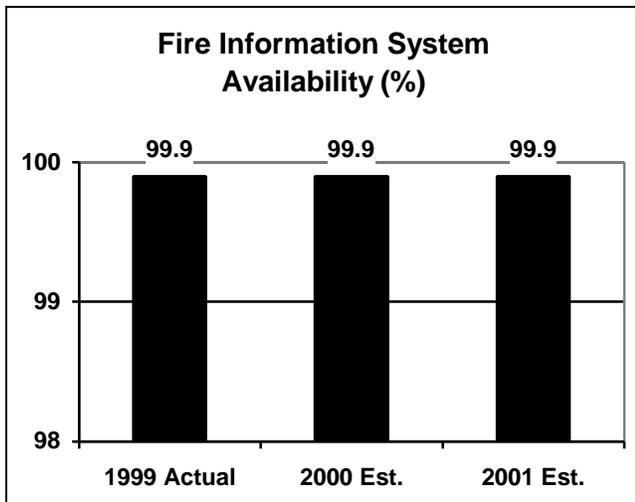
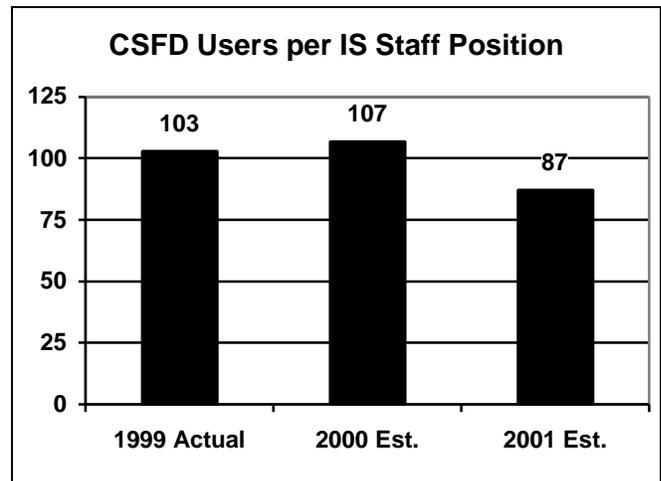
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	1	2	2	2
Supervisor	1	0	0	0
Professional	5	5	5	5
Paraprofessional	0	0	0	1
General	1	1	1	1
FTE Total	8	8	8	9

PERFORMANCE INDICATORS



The number of users and computers continues to grow as information technology applications grow. The number of users exceeds the Department's FTEs due to temporary, part-time, and special employees.

In 1999 and 2000, the two software developer positions, the supervisor, and the network engineer provided direct support to over 400 users. The addition of an information systems technician in 2001 reduces the user to staff ratio to 87 users to each staff member.



Critical Fire Department systems must operate 24 hours a day, seven days a week. The Information Systems staff is successful in keeping systems operational. Occasionally, systems must be shut down at off-peak hours for system modifications or upgrades and occasionally a problem such as the "Love Bug" virus will result in a system such as e-mail being down temporarily.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$52,682 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- The microcomputer allocation reduced by \$17,790 by the City in 2000 is restored for 2001.
- The FISP budget is reduced by \$16,000 in anticipation of moving out of leased office space in June 2001. Because of an increase in rent, the remaining funds only fully covered five months. Funds are being moved from other operating lines into the lease line to fully fund the sixth month of 2001. An additional four months rent may be required due to delays of the Fire Operations and Training Center (FOTC) construction.
- \$50,816 is moved from operating funds to salaries to fund an information systems technician position, which was critically needed for user and hardware support.

MAJOR OBJECTIVES

OBJECTIVE – Ensure completion of the Fire Department's long-range plan.

This will be accomplished by building on the work already completed by the Standards of Coverage project, developing and analyzing alternatives to meet specific goals, and assisting the Office of Emergency Management and the Wildland Risk Management Program in developing additional portions of the plan.

OBJECTIVE – Provide Fire Department management with analytical support for decision making and develop presentations of Fire Department data for a variety of audiences.

FISP will continue to perform regular and ad hoc analyses of Fire Department data to provide the Chief, Department's program managers, and unit managers with reliable and meaningful data for decision-making. It will also continue to develop presentations of Fire Department data for communication with City management, City Council, and citizens.

OBJECTIVE – FISP will strive to improve the quality and utility of Fire Department data through improvements to database structures and user interfaces.

The Information Systems section of FISP will continue to redesign user interfaces to simplify the entry and retrieval of data and minimize opportunities for errors. In addition, it will continue to redesign the actual structure of databases to improve the linkage of data from different sources and eliminate duplicate entry of similar data elements.

Fire – Support Services

MISSION

To create a safer community through fire code development and enforcement, fire investigation, and public education and to ensure the operational readiness of emergency personnel and equipment.

SERVICES

- Engineering review of development plans, construction plans, and fire protection systems
- Management of Fire Department’s communication systems
- Wildland fire risk assessment and management
- Fire and arson investigation
- Fire, injury, and life safety public education
- Hazardous materials regulation
- Apparatus, vehicle, tool, equipment, and facility, acquisition and maintenance
- Training, certification and professional development
- Management of mutual aid and intergovernmental agreements
- Fire code promulgation and enforcement
- SCIP project management

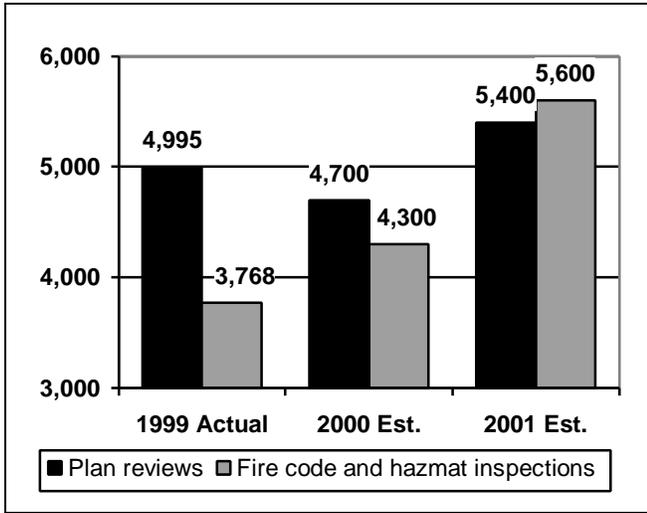
BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$2,059,190	\$2,286,304	\$2,425,397	\$2,923,935
Operating	584,094	644,533	1,477,164	1,690,815
Capital Outlay	222,772	163,287	348,311	378,984
Unit Total	\$2,866,056	\$3,094,124	\$4,250,872	\$4,993,734

PERSONNEL

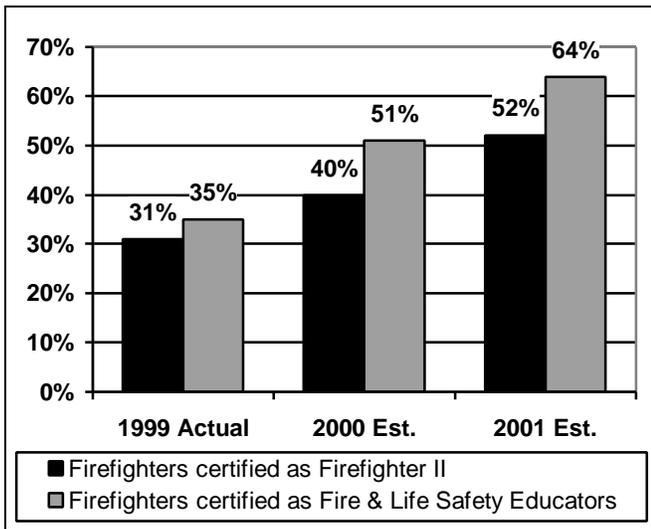
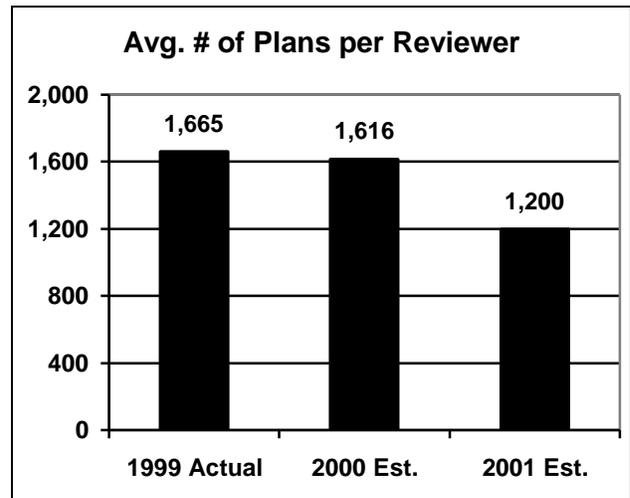
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	3	1	1.0	1.0
Supervisor	1	2	2.0	2.0
Professional	4	5	6.5	7.5
Paraprofessional	13	12	11.0	13.0
General	6	6	7.0	8.0
Civilian FTE Total	27	26	27.5	31.5
Deputy Chief	1	1	1.0	1.0
Assistant Chief	1	1	1.0	1.0
Battalion Chief	0	1	1.0	1.0
Fire Captain	2	2	2.0	3.0
Fire Lieutenant	2	2	2.0	2.0
Investigator	4	4	4.0	4.0
Uniform FTE Total	10	11	11.0	12.0
FTE Total	37	37	38.5	43.5
Special Positions	0	1	1.0	2.0

PERFORMANCE INDICATORS



Community growth has resulted in an increase in required plan reviews and inspections by Fire Prevention personnel. The addition of new personnel in 2001 is expected to reduce the delays and backlogs in Fire Prevention.

The development, construction, and fire protection system plans submitted to Fire Prevention for review for code compliance continue to grow in number and complexity. It is no longer possible to do comprehensive reviews due to the size of the workload; therefore, portions of the reviews will be eliminated strategically. The addition of a special position for part of 2000 and 2001 and the addition of one plans reviewer position for 2001 will help reduce the average workload for the engineering and plan review staff.



All new firefighters are required to become nationally certified as Firefighter II and Fire and Life Safety Educator. Existing firefighters must obtain certifications to promote within the Fire Department. The goal is for all firefighters to achieve these and other certifications as requirements for the ranks held.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$194,331 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- \$327,762 for Fire Department telecommunications costs that had previously been administered by City Telecommunications is being added to the Support Services budget for 2001.
- \$26,500 for training of new personnel for Station 18 is removed from the 2001 budget along with \$110,000 in onetime funds for public education.
- \$40,300 allocated to maintenance of buildings is moved from the Operations budget to the Support Services budget for direct management by the Physical Resources section. In addition, \$1,000 is moved from Operations to the Support Services seasonal/temporary line for landscape maintenance.
- A portion of the funds added to the Fire Department budget for additional uniformed pension costs are added to the Support Services budget for uniformed personnel. In addition, funds were moved from Operations to Support Services scheduled overtime, leave payoff, and "third week check" (which is another form of pay in lieu of additional leave time) to fund those lines fully.
- \$39,726 is reallocated within the Support Services budget to fund overtime pay and standby pay for three mechanics to ensure the continual operation of emergency apparatus and equipment 24 hours a day.
- \$27,726 is reallocated within the Support Services budget to cover the cost of upgrading a temporary clerical position to a regular position. In 1992, the Fire Department lost the receptionist position at Fire Headquarters. In the years since, the post, which covers the main phone lines coming into Headquarters and is the first point of face-to-face contact for citizens coming to the building, has been staffed by temporary employees. At the end of 1999, the position was upgraded to a special position. Funds were reallocated within the 2000 budget to maintain this position as a special. For 2001, the reallocation is made permanent, as is the position itself.
- \$9,671 is reallocated within the Support Services budget to cover the shortfall in uniformed salaries and benefits, \$3,200 of the \$4,200 cost of the seasonal landscape maintenance position, and to increase by \$2,000 the amount available for temporary clerical support in Fire Prevention and a fire protection engineering intern for special projects.
- \$293,540 is added to the Fire Prevention budget based on projected revenue increases for 2001. The funds will be used to add an engineer (plans reviewer), two inspectors, and a special clerk to the staff to improve the turnaround time on reviews and inspections. \$34,739 is transferred to Support Services' salaries and benefits from the allocation within the Operations uniformed salary line for overhiring replacement firefighters in order to continue to fund a special Fire Protection Engineer I for the first ten and a half months of 2001. This position will carry out Fire Prevention's function on the City's Rapid Response Team until the fall of 2001 when it is expected that one of the new FTEs will assume those duties.

MAJOR OBJECTIVES

OBJECTIVE – Maintain operational readiness through proper management of Fire Department facilities, apparatus, tools and equipment.

This will be accomplished by maintaining certifications of Fire Department mechanics; purchasing and maintaining tools, equipment and apparatus; completing all safety, compliance and performance testing of apparatus; and ensuring facilities are properly maintained. All testing and repairs of apparatus are required to be completed by EVT (Emergency Vehicle Technician) and ASE (Automotive Service Excellence) certified mechanics. The Five-Year Facilities Maintenance and Improvement Plan will be updated and projects reprioritized. Projects scheduled for 2001 under the updated plan will be completed. In addition, contracts will be arranged for regular maintenance and repair.

OBJECTIVE – Coordinate the Fire Department's involvement with the Springs Community Improvements Program (SCIP) and ensure that Fire Department projects funded by SCIP are completed successfully.

Coordination will be accomplished by continuing to maintain close contact with the SCIP Public Safety Subcommittee, the Citizens Coordinating Committee, and the City's SCIP liaison staff. The Fire Department will continue to have direct oversight of the construction of the Fire Operations and Training Center, slated to be complete in September 2001. The Fire Department will continue to manage the \$24 million joint SCIP and El Paso County project to replace existing radio systems with an 800 MHz trunked radio system.

OBJECTIVE – Ensure operational readiness through the training and certification of new and existing employees to recognized standards.

All incoming firefighters will be trained to meet the National Fire Protection Association standard 1001 and certified as Firefighter I and Firefighter II. New paramedic students will be trained to meet or exceed State of Colorado standards and achieve state certification. The performance of operational units will be maintained and improved through professional development programs.

OBJECTIVE – Manage the Fire Prevention workload and reduce the backlog and turnaround time on new construction plan reviews and inspections.

In order to meet the demand for engineering reviews and building inspections, Fire Prevention has had to scale back lower priority services such as conducting research for environmental assessments of sites and conducting State licensing inspections. In addition, the scope of plan reviews has been scaled back, eliminating less critical portions. For 2001, the Fire Prevention budget has been increased to allow for the hiring of additional staff with the expectation that the revised fee schedule will generate the revenue to pay for the positions. With the additional staff, it is expected that the backlog and turnaround time will be reduced significantly. Once the turnaround times have been brought within acceptable levels, consideration will be given to restoring services previously reduced or eliminated. To help control administrative costs, Fire Prevention will utilize the web as a low-cost method of providing information on fire codes and prevention activities. The web will also be used to disseminate fire safety information, including information on reducing the risk of wildland fires in developed areas.

OBJECTIVE – Complete the Wildland Risk Management Plan and continue to develop the Wildland Risk Management Program.

The Wildland Risk Management plan will be completed as part of the Fire Department's strategic plan. Limited implementation of the plan will be completed in 2001, primarily the production and dissemination of information to the public on steps homeowners can take to reduce the risk of damage to property from fire.

OBJECTIVE – Continue to target high-risk populations in the community with fire prevention and life-safety education programs.

The Public Education Section will continue to promote the Learn Not to Burn program for children in preschools, daycare, and K-3 classrooms. It will provide curriculum materials and support to teachers in the schools where the program has already been adopted and will strive to increase the number of schools and classrooms using the program. In addition, it will seek innovative ways of reaching other high-risk populations, particularly the elderly.

Fire – Office of the Chief

MISSION

To manage all Fire Department units organized to mitigate threats to the lives and property of the citizens and visitors of our community.

SERVICES

- Command and administration
- Human resources support
- Public information and media liaison
- Health screenings for personnel
- Emergency medical services coordination
- Entry level and promotional testing
- Policies and procedures development
- Infectious disease prevention and management

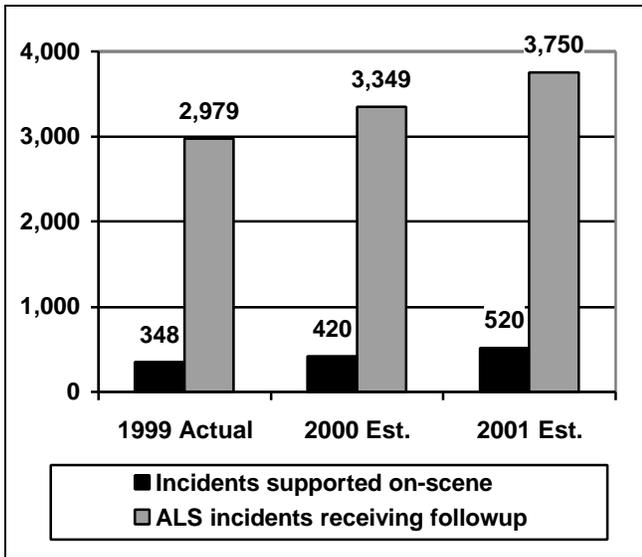
BUDGET SUMMARY

	1998	1999	2000	2001
	Actual	Actual	Budget	Budget
Budget by Account Category				
Salary/Benefits	\$583,451	\$628,618	\$ 644,920	\$ 721,593
Operating	202,609	278,739	334,704	300,366
Capital Outlay	27,996	10,602	47,800	49,394
Unit Total	\$814,056	\$917,959	\$1,027,424	\$1,071,353

PERSONNEL

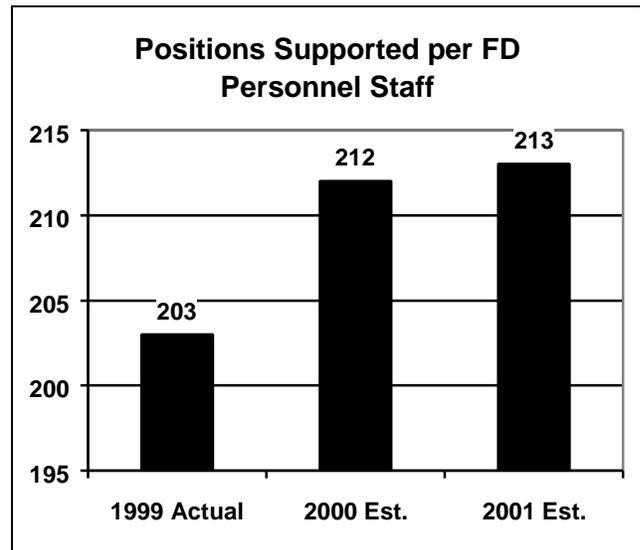
	1998	1999	2000	2001
	Actual	Actual	Budget	Budget
Classification				
Manager	0	0	1	1
Supervisor	1	1	0	0
Professional	0	1	1	1
Paraprofessional	0	0	2	2
General	3	2	0	0
Civilian FTE Total	4	4	4	4
Fire Chief	1	1	1	1
Fire Captain	1	1	1	1
Fire Lieutenant	3	3	3	3
Uniform FTE Total	5	5	5	5
FTE Total	9	9	9	9

PERFORMANCE INDICATORS



The number of incidents attended by a medical officer on duty continues to rise, as does the number of Advanced Life Support (ALS) incidents requiring follow-up evaluation by a medical officer.

The Personnel Office of the Fire Department supports all divisions of the Department in hiring, promotion, and personnel relations for all permanent, special, and temporary positions. It also supports employees directly with assistance with benefits and compensation issues.



The Fire Department has been increasing its efforts to hire a more diverse workforce.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$44,280 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- \$63,705 onetime funds for the opening of Station 18 are removed from the budget for 2001.
- In order to replace and upgrade pulse-oximeters, \$10,000 is reallocated from medical supplies to minor equipment.
- The annual lease/purchase payment of \$32,500 for upgraded automatic external defibrillators/heart monitors are being covered through reallocations from medical supplies and contractual services.

MAJOR OBJECTIVES

OBJECTIVE – Maintain staffing for all units within the Fire Department and pursue a diverse workforce.

This will be accomplished through general and position-specific recruitment and continued entry-level firefighter and promotional examinations.

OBJECTIVE – Administer a fair pay-for-performance program.

This will be accomplished through team and employee involvement.

OBJECTIVE – Support fire operations by administering the Emergency Medical Service (EMS) program, including the purchase of supplies and equipment and managing repair and maintenance contracts.

The Medical Office will purchase needed supplies and equipment for the EMS program, arrange for maintenance and repair of equipment, and manage the medical supply inventory. In 2001, the exchange of present equipment for new 12-lead heart monitors and automatic external defibrillators (AEDs) will be completed along with the training of emergency response personnel in the use of the new equipment. Automated tracking systems will be utilized to measure the impact of the new equipment.

OBJECTIVE – Coordinate development of Emergency Medical Service (EMS) goals and objectives in the Fire Department's strategic plan.

The Medical Division will take the lead in developing strategic goals and objectives for EMS, including specific strategies for achieving a target of 6 minutes, 90 percent of the time for response to medical incidents within 5 years. It will coordinate division level goals and objectives relating to EMS to ensure that they support the overall goals for EMS.

OBJECTIVE – Manage Tactical Emergency Medical Support (TEMS).

Medical Division staff will coordinate further development of the CSFD TEMS unit by working with the national Counter Narcotics Tactical Operations Medical Support (CONTOMS) training staff, the Colorado Springs Police Department (CSPD), and the El Paso County Sheriff's Office to improve training and response systems.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PUBLIC SAFETY
FIRE**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	1,607,534	1,744,215	1,881,195	2,463,949
51206 WAGE PKG-CIVILIAN	0	(83,585)	0	0
51207 WAGE PKG-PERFORMANCE	765,342	454,152	0	540,200
51210 OVERTIME	8,803	6,413	4,864	25,041
51215 ACHIEVEMENT AWARD	3,325	0	0	0
51220 SEASONAL/TEMPORARY	54,435	39,201	4,500	26,230
51235 STANDBY	7,511	18,869	5,000	17,000
51245 RETIREMENT/TERM VACATION	19,661	1,124	0	0
51260 VACATION BUY	3,096	5,920	0	0
51290 BUDGET TRANSFERS IN ORGN	(8,100)	(24,214)	0	0
51299 SALARIES REIMBURSEMENTS	(20)	0	0	0
51405 UNIFORM SALARIES	16,281,039	17,352,272	19,630,122	20,600,374
51410 UNIFORM OVERTIME	1,224,976	1,319,021	1,632,198	1,310,380
51420 UNIFORM SCHEDULED OVERTIME	0	104,624	0	590,884
51425 UNIFORM SHIFT DIFFERENTIAL	5	0	0	0
51430 UNIFORM SPECIAL ASSIGNMENT	28,995	40,859	114,797	56,297
51435 UNIFORM PUBLIC ASSEMBLY	39,217	8,970	21,900	10,900
51440 LEAVE PAY OFF	345,725	364,862	364,837	378,313
51445 LONGEVITY	219,837	216,639	206,152	207,602
51450 UNIFORM VACATION BUY	1,728	0	0	0
51455 THIRD WEEK	209,348	230,668	223,105	236,682
51460 UNIFORM HAZARD DUTY	79,545	76,010	54,000	45,440
51470 UNIFORM RETIREMENT COST	247,756	327,685	167,000	167,000
51490 PARAMEDIC PRO PAY	0	10,991	0	58,500
51610 PERA	168,535	188,358	185,301	244,639
51615 WORKER'S COMPENSATION	858,218	892,252	882,866	678,635
51620 EQUITABLE LIFE INSURANCE	91,654	76,596	87,326	92,551
51625 VISION CARE	17,898	22,026	24,870	26,555
51635 CITY MAJOR MEDICAL PLAN	652	1,549	3,339	3,840
51640 DENTAL INSURANCE	88,061	108,299	126,225	134,775
51645 FIRE PENSION PLAN	1,524,289	1,734,630	1,812,539	1,981,013
51655 RETIRED EMP MEDICAL INS	0	731	0	0
51665 CASH BACK	57,447	43,071	0	0
51690 MEDICARE	110,660	136,114	146,602	171,014
51695 CITY EPO MEDICAL PLAN	883,110	1,176,648	1,419,963	1,657,968
TOTAL SALARY & BENEFITS	24,940,282	26,594,970	28,998,701	31,725,782

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PUBLIC SAFETY
FIRE**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52001 BUDGET TRANSFERS WITHIN ORG	(372)	0	0	0
52105 MISCELLANEOUS SUPPLIES	41,713	75,049	1,000	0
52110 OFFICE SUPPLIES	23,277	26,542	38,459	40,399
52111 PAPER SUPPLIES	0	0	0	6,141
52115 MEDICAL SUPPLIES	46,575	57,763	74,500	58,349
52120 SOFTWARE-MICRO/WORD PROCESS	29,324	18,218	72,055	58,265
52122 CELL PHONE EQUIPMENT/SUPPLIES	0	0	0	1,800
52125 GENERAL SUPPLIES	76,411	86,582	304,561	124,692
52135 POSTAGE	8,082	9,428	6,225	6,300
52140 WEARING APPAREL	276,508	254,744	314,070	355,849
52145 PAINT & CHEMICAL	356	688	1,750	10,726
52155 AUTOMOTIVE	6,935	3,044	8,200	8,200
52165 LICENSES & TAGS	2,644	1,651	3,215	11,239
52175 SIGNS	359	0	0	0
52190 JANITORIAL SUPPLIES	0	0	0	29,295
52220 MAINT-OFFICE MACHINES	581	860	2,160	1,910
52225 MAINT-MICROS/WORD PROCESSOR	2,980	8,484	23,495	15,495
52230 MAINT-FURNITURE & FIXTURES	0	20	0	0
52235 MAINT-MACHINERY & APPARATUS	8,761	6,536	16,500	16,180
52240 MAINT-NONFLEET VEHICLES/EQP	175,804	178,033	207,118	195,693
52265 MAINT-BUILDINGS & STRUCTURE	42,851	44,853	48,200	49,961
52405 ADVERTISING SERVICES	2,167	738	2,000	2,000
52421 CIVIL SERVICE TESTING	0	0	0	101,100
52431 CONSULTING SERVICES	0	0	0	11,400
52435 GARBAGE REMOVAL SERVICES	0	0	0	6,288
52440 HUMAN SERVICES	0	2,308	0	0
52445 JANITORIAL SERVICES	0	12,231	18,935	20,035
52450 LAUNDRY & CLEANING SERVICES	26,263	29,558	28,550	2,387
52455 LAWN MAINTENANCE SERVICE	520	0	0	3,686
52565 PEST CONTROL	0	0	0	5,895
52575 SERVICES	142,697	182,772	279,502	71,226
52605 CAR MILEAGE	667	692	1,700	2,199
52615 DUES & MEMBERSHIP	7,728	6,362	8,000	8,537
52625 MEETING EXPENSES IN TOWN	15,209	13,536	20,190	12,230
52630 TRAINING	0	0	0	105,580
52635 EMPLOYEE EDUCATIONALL ASSIST	98,929	111,677	162,495	9,550
52645 SUBSCRIPTIONS	6,905	5,035	8,110	8,313
52655 TRAVEL OUT OF TOWN	77,933	92,688	91,778	101,984

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PUBLIC SAFETY
FIRE**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52705 COMMUNICATIONS	52,734	48,638	45,097	381,960
52725 RENTAL OF PROPERTY	29,958	31,258	33,200	17,640
52735 TELEPHONE-LONG DIST CALLS	5,555	8,912	5,650	9,150
52740 GENERAL INSURANCE-CITY	110,462	97,144	124,671	110,110
52745 UTILITIES	150,526	140,234	178,865	206,811
52765 EQUIPMENT LEASE	528,019	455,642	556,030	638,690
52775 MINOR EQUIPMENT	69,230	121,784	103,045	107,444
52795 RENTAL OF EQUIPMENT	26,147	23,869	26,468	28,936
52874 OFFICE SERVICES PRINTING	12,341	12,380	16,600	18,000
52875 OFFICE SERVICES RECORDS	0	0	225	200
65170 TRANSFER TO OTHER FUNDS	60,933	68,433	72,933	82,933
65315 FIRE ASSESSMENT/LONG-TERM	166,481	16,773	0	0
TOTAL OPERATING EXPENSES	2,334,193	2,255,159	2,905,552	3,064,778
53010 OFFICE MACHINES	884	0	1,000	15,000
53020 MICROS/WORD PROCESSORS	51,244	206,351	74,110	98,699
53030 FURNITURE & FIXTURES	45,314	40,617	57,700	37,345
53050 MACHINERY & APPARATUS	305,025	190,809	181,010	149,854
53070 VEHICLES - REPLACEMENT	195,018	41,820	233,701	183,541
53080 VEHICLES - ADDITIONS	0	0	95,000	80,000
53090 BUILDINGS & STRUCTURES	14,817	4,000	14,000	1,060
TOTAL CAPITAL OUTLAY	612,302	483,597	656,521	565,499
ORGANIZATION TOTAL	27,886,777	29,333,726	32,560,774	35,356,059

Police

MISSION

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

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 and Management Services Division
- Provide new recruit training

Management Services Division

- Provide fiscal and support services
- Maintain internal information technology systems
- Provide research and development services
- Provide for Department human resources

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 services
- 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

	1998	1999	2000	2001
	Actual	Actual	Budget	Budget
Budget by Account Category				
Salary/Benefits	\$41,896,167	\$44,692,321	\$47,849,772	\$53,508,165
Operating	4,057,769	4,616,852	5,512,446	5,775,878
Capital Outlay	2,099,086	1,527,854	1,812,445	1,952,890
Unit Total	\$48,053,022	\$50,837,027	\$55,174,663	\$61,236,933

PERSONNEL

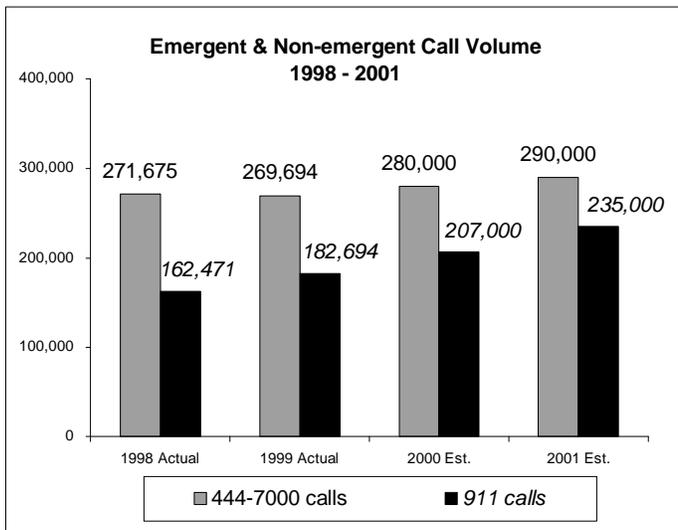
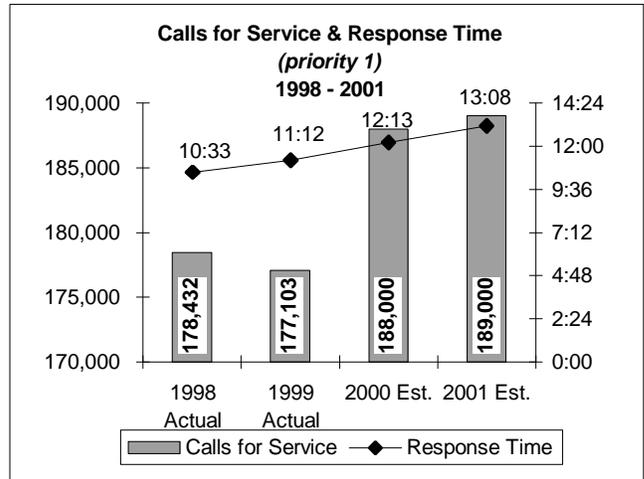
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Senior Manager	1	1	1	1
Manager	6	6	6	6
Supervisor	9	9	9	9
Professional	29	29	29	29
Paraprofessional	121	122	133	134
General	65	68	69	70
Civilian FTE Total	231	235	247	249
Deputy Chief	2	2	2	2
Commander	7	7	7	7
Lieutenant	17	17	17	17
Sergeant	59	59	60	63
Officer	427	439	474	482
Uniformed FTE Total	512	524	560	571
FTE Total	743	759	807	820
Special Positions	0	1	1	1

NOTE: For 1999, 12 officers were added through a three-year federal Universal Hiring Grant. Also in 1999, 4 civilian temporary positions were converted to permanent, which brought the 1999 Actual total to 759 FTE.

For 2000, grant match funds for 6 school resource officers, 12 divisional detectives, and 18 patrol officers were included. In addition, 12 Emergency Response Technicians were included.

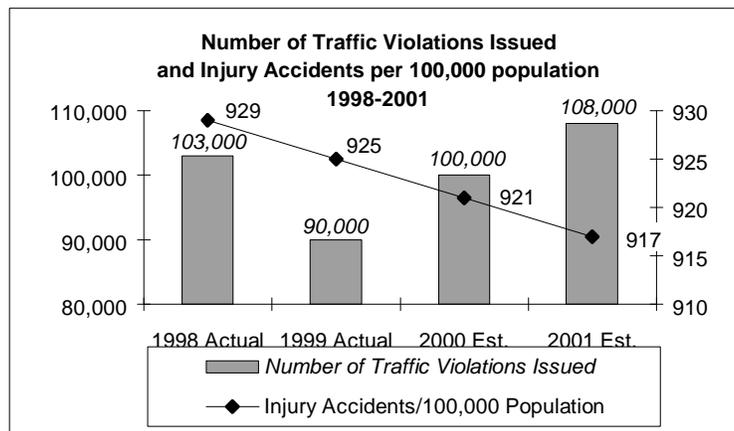
PERFORMANCE INDICATORS

The number of Calls for Service (CFS) dropped slightly in 1999 due to implementation of the Alarms program. However, the number of CFS is on the rise. According to the data for CFS through the end of July 2000, the CFS in 2000 will reach 188,000 and if the trend continues will surpass 189,000 by 2001. This increase is associated with the growth in the population and corresponding demand for police services in addition to expanded numbers and usage of cellular phones. The response time for Priority 1 calls is projected to increase by more than 9 percent in 2000. This figure is projected to increase by nearly 8 percent in 2001. The primary reason for increased response time is the lack of availability of officers to take the calls. According to a 16-month Patrol Time Utilization Daily Average, 43 percent of the officers' time is spent on CFS in addition to the 20 percent of time spent on CFS-related administrative activities. Moreover, the officers spend 18 percent of their time on Proactive Policing and 19 percent is designated as unassigned time that includes travel time. **(Patrol Bureau)**

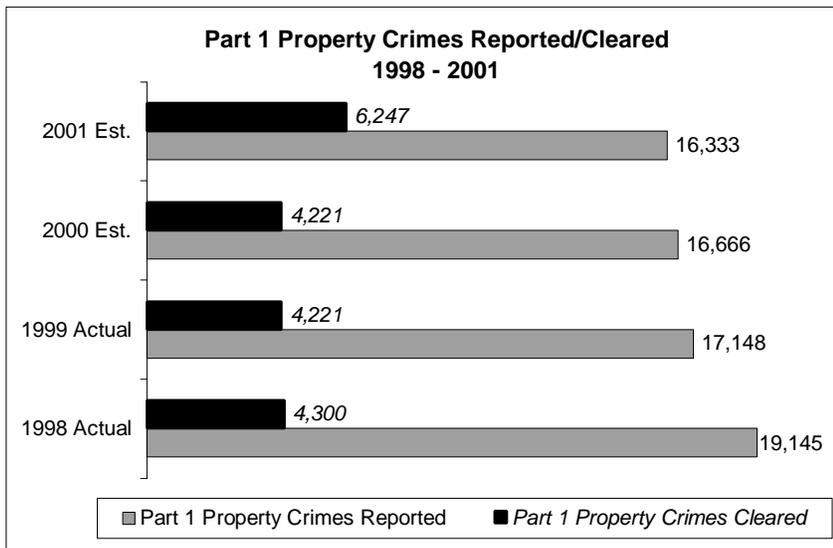
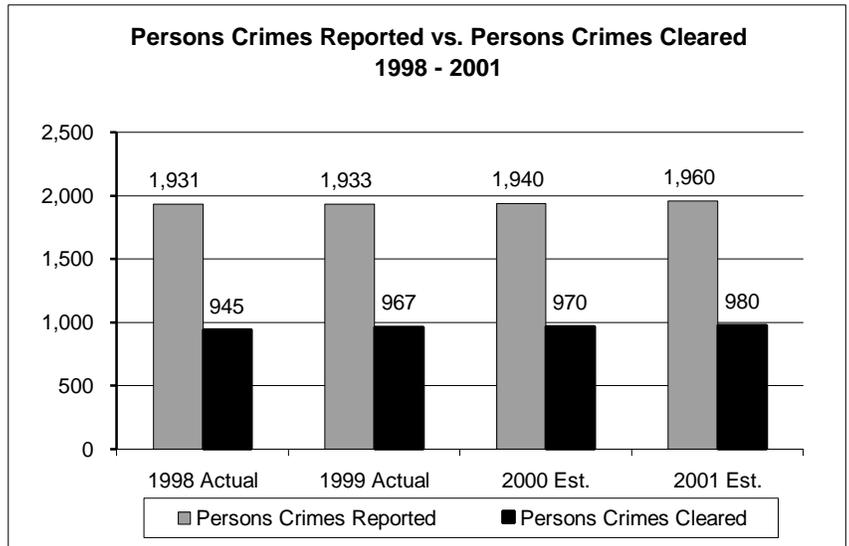


In 2000, 12 emergency response technicians were added to the Communications Center to assist with increased call volume. For 2001, non-emergent calls are projected to increase by 3.6 percent from 2000. In 2001, 9-1-1 emergency calls will increase by 13.5 percent with an annual increase of approximately 13 percent from 1998. In 1999, Fire and EMS calls for service were 4.4 percent and 11.4 percent of all calls respectively. The demand for prompt response to incoming calls for public safety services places greater pressure on this mission-critical operation each year. **(Operations Support)**

In 1999, total traffic violations issued dropped by 13,000 or 30 percent from 1998. In 2000, the data shows an increase in the number of traffic violations issued. Additional officers dedicated to traffic violation enforcement in 2001 will boost this figure. The number of injury accidents decreased by 4 percent from 1998 to 1999. The first five-month data illustrates that this trend may continue in 2000. As the number of traffic violation enforcement officers increases in 2001, a decrease in the number of injury-producing traffic accidents may occur. **(Patrol Bureau)**

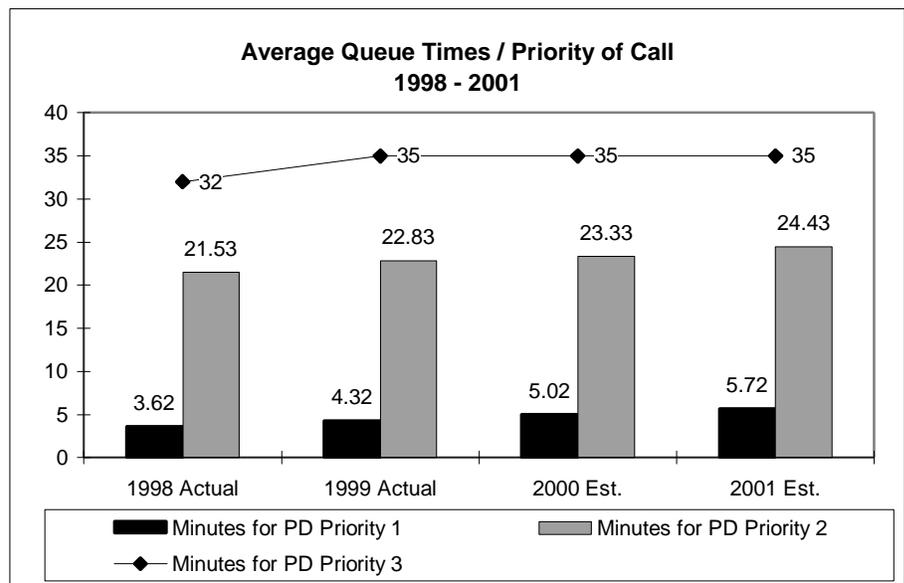


The number of persons crimes being investigated has reached a point of saturation. At this point, given the staffing levels, the investigators have currently reached the limitations on caseloads that can be effectively managed. Although all cases are assigned, investigators must prioritize each one to work those cases with the highest solvability factors associated with them. Given that, no more than 50 percent of all persons crime clears. Incidentally, the 1999 median clearance rate for comparable cities of 200,000-500,000 population is 48 percent. **(Operations Support)**

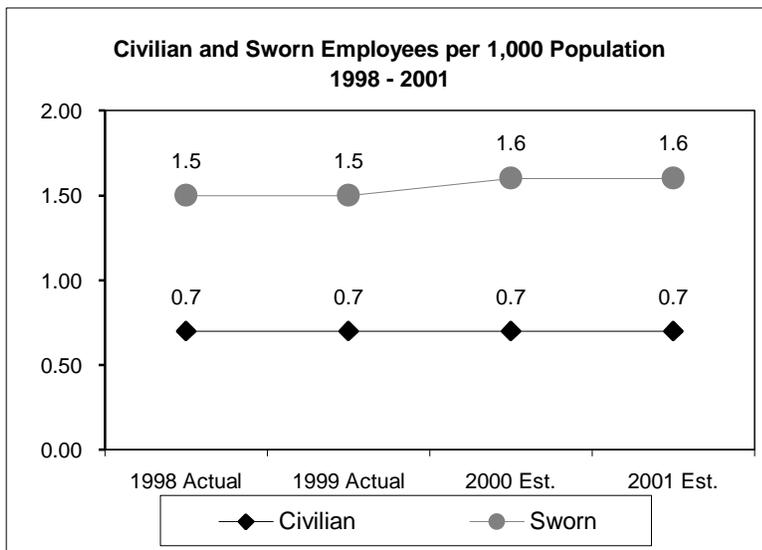
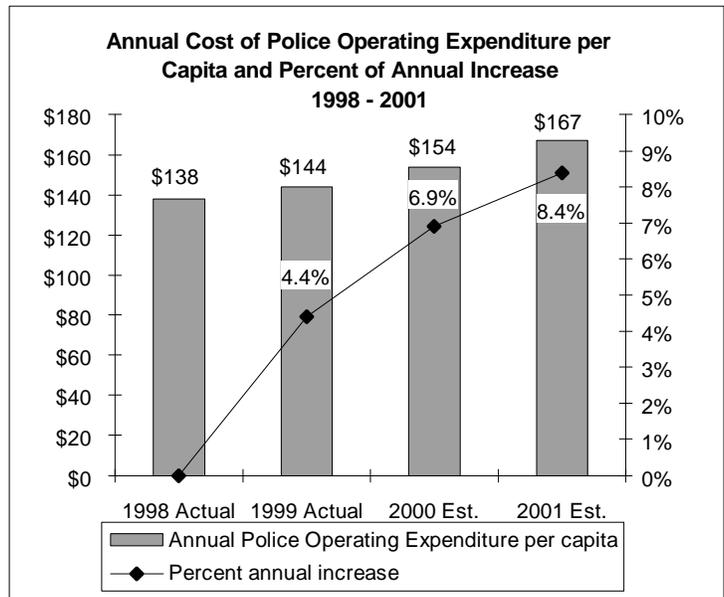


Part 1 property crimes are classified as crimes of burglary, larceny, and motor vehicle theft. The number of these crimes is declining in Colorado Springs similar to that of the nation. According to the 1999 Preliminary FBI Uniform Crime Report, the property Crimes in the U.S. dropped by 7 percent in 1999. For 2001, the 12 property crime detectives added in 2000 will enable CSPD to increase the clearance rate to 38 percent. **(Patrol Bureau)**

Queue time reflects the amount of time that a call will be held waiting until an officer is available to dispatch. It reflects the time from receipt of call until dispatch of call. Calls are ready to dispatch virtually immediately through the use of our Computer-Aided Dispatch (CAD) system. The graph is reflective of officer availability to respond to calls for service. **(Operations Support)**



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 3.2 percent inflation forecasted for 2001, the average growth rate for CSPD services is 6.6 percent. The primary increases in 1999 and 2000 are attributed to the compensation plan and the addition of new officers. In 2001, the increase is primarily attributed to wage market movement, the last year of the civilian compensation plan, and the additional staffing added in 2000 and 2001. The Department's goal is to provide the most cost-effective services possible without jeopardizing the effectiveness of services provided or the quality of life for the citizens of Colorado Springs. In fact, according to the 1999 ICMA report, the cost of police operating expenditure per capita in Colorado Springs was the lowest among comparable cities with 200,000-500,000 population. The 1999 median and average cost of police operating expenditure per capita for comparable cities are \$179 and \$194 respectively. **(Office of the Chief)**



Both sworn and civilian staffing rates are lower in Colorado Springs than in comparable size cities such as Pittsburgh, St. Louis and Cincinnati. CSPD has recognized for some time that its employees are competent, capable, innovative and productive, and aided by good technology. These traits combined have contributed to the CSPD's ability to cope with the low staffing ratios. However, the current demand for services is greater than CSPD's ability to provide for them. **(Management Services)**

CHANGES TO THE BUDGET

- Ø An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$3,087,372 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Ø In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Costs to each department/unit's budget. Funding of \$267,736 is included for 2001 telecommunication charges.
- Ø The Department currently has four active grants for officers. Of these grants, 2000 funding has provided for the total salaries for 12 Neighborhood Policing Unit officers hired in August 1999 and 6 school resource officers hired in January 2000. In addition, the budget includes the City share of salaries (the federal share is not in the 2000 Budget) and recurring costs for 18 patrol officers hired in January 2000 and 12 Divisional Detectives hired in August 2000. In support of these grants for 2001, an additional \$1,537,924 is included. These costs, with the exception of wearing apparel programmed in the Management Services program, are allocated among the three Patrol Divisions representing an even distribution of the officers to each of the area commands.
- Ø With Council's approval of the Intersection Safety program in 2000, funding of \$480,000 is included to support the hiring of the nine additional officers and provide for ongoing operating expenses. The \$480,000 is allocated to the three area commands with wearing apparel programmed in the Management Services program.
- Ø In 1999, planning began on the construction of a new Police Impound Lot and \$85,000 was added to the Department's budget for rental expenses associated with the new lot. During 2000, plans were completed and construction began. Certificates of Participation (COPs) were issued in 2000 to construct the Impound Lot. The \$85,000 was removed from the 2001 baseline and the revised lease payment of \$28,453 is included in 2001 for the payment of the COPs. Also, \$24,000 is included for the operating and maintenance of the new facility.
- Ø In 2000, Certificates of Participation (COPs) were issued to purchase the Police Training Academy. The 2000 Budget included \$167,003 for rental of the facility. This amount was removed from the budget; and due to contract requirements, the building cannot be purchased until 2001. Rent of \$26,600 is included for the rental of the facility.
- Ø The Department is constantly reviewing the operational characteristics of the organization. In the course of process improvement, the Department has determined the span of control for sergeants is too great in the area of traffic enforcement. To alleviate this condition, the Department has reclassified three officer positions to sergeant. To accommodate this reclassification, the Department has reduced directed activities (e.g., gang interdiction, traffic enforcement, narcotics interdiction, etc.) within the confines of the General Fund. A reallocation of \$33,870 is included.
- Ø Funding of \$110,200 is included for operating and maintenance of the Springs Community Improvements Program (SCIP) authorized new facilities, the Air Support Hangar, and the Police Evidence Building. Also, these funds include operating dollars for the Police Training Academy.

- Ø Funding of \$300 is included for the storm water run-off plan.
- Ø In 2000, the City funded an additional 12 emergency response technicians (ERTs) in order to improve call-taker availability and reduce the number of open calls or calls that are registered, but the caller disconnects before the call taker can answer the phone. In 2000, six ERTs were fully funded, and six were partially funded for the year. In 2001, an additional \$272,203 is included.
- Ø A \$10,152 reallocation is included from the Training Academy program to the Management Services Division for the recruiting function.
- Ø In 1999, responsibility for the management of the City Humane Society Contract was transferred to the Police Department. In 2001, \$693,031 is transferred from General Costs to the Department's budget with an additional \$34,652 included in the contract for salary and operating increases.
- Ø Funding of \$205,322 is included for the Criminal Justice Information System (CJIS) which brings the total funding allocated to the project to \$800,000. The project includes the redevelopment of CJIS.
- Ø A salary adjustment of \$20,000 is included for the master patrol officer increases.
- Ø The Department transferred \$30,000 to the Parks, Recreation and Cultural Services Support Unit budget for the Keep Colorado Springs Beautiful contract.
- Ø Clothing allowance of \$8,750 is included to increase the clothing allowance by \$50 for officers on the allowance system.
- Ø Funding of \$396,400 is added for vehicle replacements for a total of \$1,492,500.
- Ø During 2000, the Mounted Unit was eliminated and the \$152,756 was reallocated to the Metro Vice Narcotics and Intelligence program, the Air Support Unit, and the Tactical Enforcement Unit.
- Ø Funding of \$42,962 is included for a new clerical position and operating expenses for the Alarms Program. For 2000, this position was funded by a grant that expired at the end of the year.
- Ø Funding of \$111,010 is included for two school resource officers and associated operating expenses for School District #20. Federal grant revenue will offset a majority of the expenses in the first three years with the City and school district responsible for the full expenses in the fourth year.
- Ø Funding of \$82,440 is included for employee vehicles and department vehicles parking at the proposed parking structure at the Police Operation Centers.
- Ø Onetime expenditures of \$1,143,150 are removed for CJIS and the Universal Hiring Grant expenses.
- Ø Funding of \$3,000 is included for increased natural gas costs.
- Ø Funding of \$55,068 is included for an additional code enforcement officer.

MAJOR OBJECTIVES

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

Patrol officers will sustain efforts to maintain theft, auto theft, robbery, burglary, and assault crime rates per 1,000 population at the same level of 2000. This will be accomplished by emphasizing prevention and education efforts, community problem-solving strategies, and effective follow-up investigations.

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-orientated policing. (Patrol Bureau)

Foster an environment of open communication and cooperation with the community through the Value Added Policing (VAP) program. Emphasis will be made regarding community traffic safety programs that focus on neighborhood concerns, child safety seats, top accident locations, school enforcement, and DUI enforcement. Community volunteer programs such as the Citizen Advisory Community, Neighborhood Watch program, and Citizen Observation program will assist the Police Department in developing trust with the community.

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. (Operations Support)

To accomplish the mission-critical objectives of receiving, processing, and dispatching police, fire, and medical calls for service, the Communications Section uses its approved funding to acquire and retain sufficient emergency response technician (ERT) and public safety dispatcher (PSD) staffing on 3 shifts, 24 hours per day, 7 days per week. ERT call-taker scheduling is based on phone call levels by hour of day while PSD scheduling is based on a minimum of four police and two fire fixed dispatch positions. Long-term planning, shift adjustments, use of temporary personnel, and overtime funding are used to augment the funded full-time positions the Department uses to accomplish these objectives.

OBJECTIVE – Provide aggressive and efficient investigative services regarding the commission of violent crimes against children and adults. (Operations Support)

The Department has organized to provide for the investigation of major incidents, including homicides, felony assaults, felony child abuse, sexual assaults, robberies, and officer-involved shootings. The Department will continue to provide for 24-hour call-out response when necessary. Collaborative efforts with other organizations will continue to better accomplish Police’s mission. The Juvenile Offender Unit and Sex Crimes Unit will maintain a close working relationship with the Probation Department through continued assignment and housing of two probation officers with the CSPD Major Crimes Section. The Sex Crimes Unit will continue its participation in the Internet Crimes Against Children Grant.

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. (Management Services)

The Department's Information Technology Section provides a multitude of support and services to the employees and volunteers of the CSPD including hardware operating and maintenance, software development, training, networking, and telephone and communications services. Some of these functions include the exploration and introduction of technology to promote proactive policing and community-oriented policing initiatives for law enforcement. Information Technology will be instrumental in integrating fast-secure mobile data computing, web technologies, design and development of a case management system, redesign of the Criminal Justice Information System (CJIS), Digital Mug Shot Information System, Computer-Aided Dispatch, Geographic Information Systems (GIS), and computer forensics crime support – all growing areas in law enforcement. This objective will be achieved by completing the deployment of administrative and patrol software applications such as Mobile Data Client V3, Digital Mug Shot V2, Case Management System enhancements for Phase 1, and building core competencies for system migration to Microsoft Windows 2000, Office 2000, and Windows 98 Millennium. Project management and comprehensive software engineering methods will be applied to produce and integrate new software systems. CSPD will work with the City Department of Information Technology, the Colorado Springs Fire Department, and industry to develop e-government systems and improve access to information systems to decision makers at all levels of the organization.

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. (Office of the Chief)

The primary mission of the Training Section is to train new recruits in two 17-week academies. To accomplish this, academy instructors must stay updated on all current curriculum and skills to ensure quality of instruction is maintained at or above Peace Officer Standards and Training (POST) levels. The Training Section is also responsible for developing and overseeing the administration of in-service testing (Physical Abilities Test (PAT), OC, PR-24, CPR, firearms, etc.) and recertification programs for all uniformed personnel and marshals.

Police – Operations Support

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
- Investigate persons crimes
- Provide specialized responses to life threatening situations
- Investigate property crimes
- Identify, investigate, arrest, track, and support the prosecution of violent juvenile offenders
- Provide polygraph services
- Perform undercover investigations
- Maintain records and identification services
- Provide management, staff assistance, and clerical support
- Provide forensic lab services
- Provide victim services
- Provide fugitive services
- Provide special events services

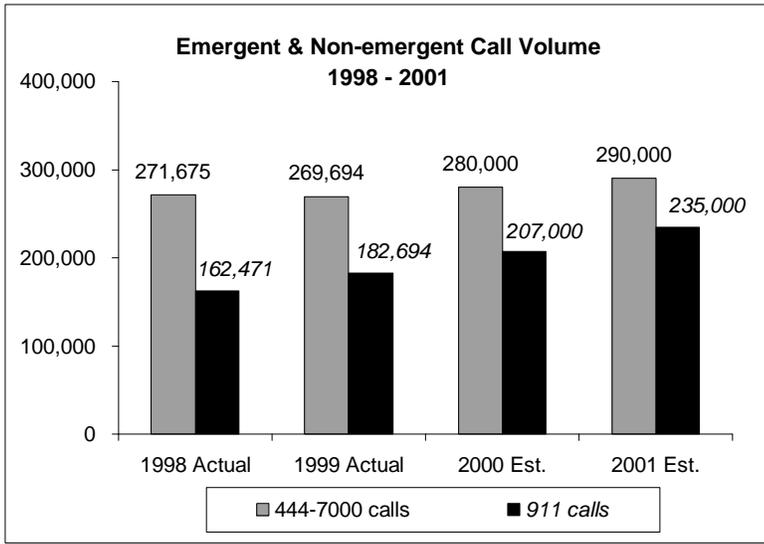
BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$13,214,158	\$13,651,288	\$14,563,550	\$15,827,830
Operating	853,286	848,474	904,084	887,048
Capital Outlay	159,205	107,391	12,600	65,263
Unit Total	\$14,226,649	\$14,607,153	\$15,480,234	\$16,780,141

PERSONNEL

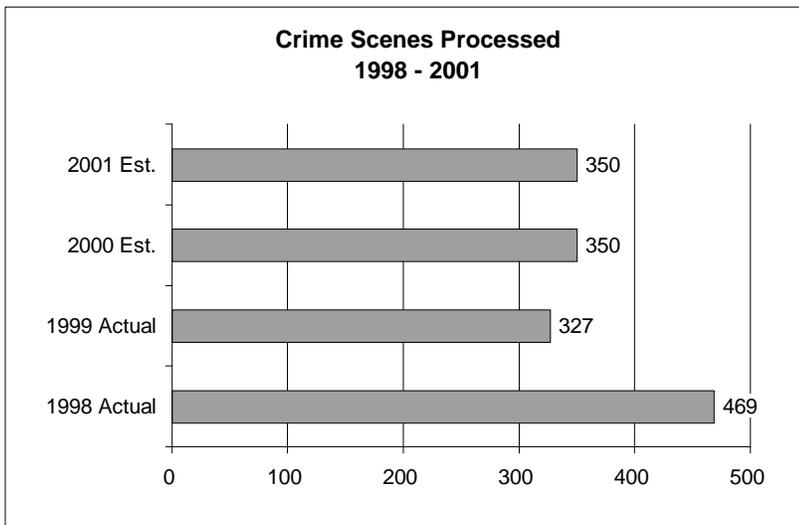
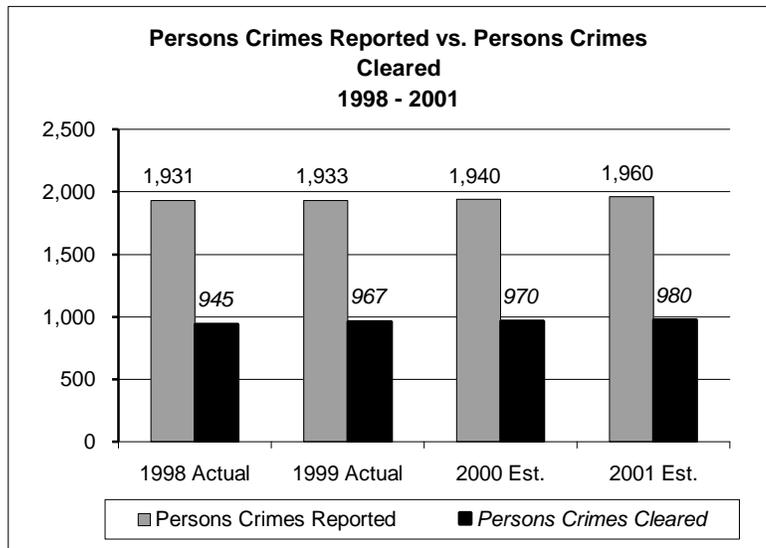
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Supervisor	7	7	7	7
Professional	8	8	8	8
Paraprofessional	75	75	87	88
General	55	55	55	55
Civilian FTE Total	145	145	157	158
Commander	3	3	3	3
Lieutenant	5	5	5	5
Sergeant	12	12	12	12
Officers	84	84	84	84
Uniformed FTE Total	104	104	104	104
FTE Total	249	249	261	262

PERFORMANCE INDICATORS



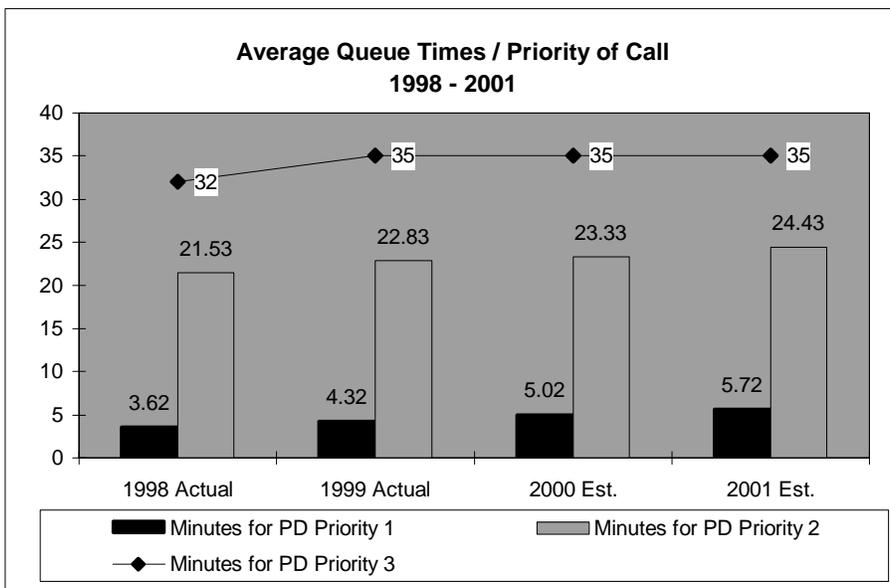
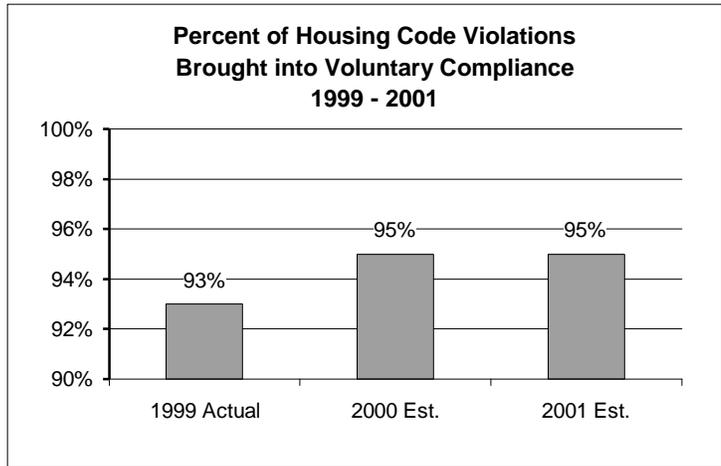
In 2000, 12 additional emergency response technicians were added to the Communications Center to assist with increased call volume. For 2001, non-emergent calls are projected to increase by 3.6 percent from 2000. Meanwhile, in 2001, incoming 9-1-1 emergency calls will increase by 13.5 percent with an annual increase of approximately 13 percent from 1998. In 1999, Fire and EMS calls for service were 4.4 percent and 11.4 percent of all calls respectively. The demand for prompt response to calls for public safety services places greater pressure on this mission critical operation each year.

The number of persons crimes being investigated has reached a point of saturation. At this point, given the staffing levels, the investigators have currently reached the limitations on caseloads that can be effectively managed. Although all cases are assigned, investigators must prioritize each one to work those cases with the highest solvability factors associated with them. Given that, no more than 50 percent of all persons crime clears. Incidentally, the 1999 median clearance rate for comparable cities of 200,000-500,000 population is 48 percent.



The number of crime scenes processed from 1998 to 1999 decreased by 30 percent yet are tracking towards a small increase for 2000 – 2001. Such differences are consistent with fluctuations in major crime rates.

Housing code is the most critical enforcement ordinance in providing for the safety and health of citizens, while enhancing their quality of life, through ensuring habitable dwellings. With the augmentation of FTE staffing by two grant funded code enforcement officers, the Department has seen an improvement in the number of violations brought into voluntary compliance.



Queue time reflects the amount of time that a call will be held waiting until an officer is available to dispatch. It reflects the time from receipt of call until dispatch of call. Calls are ready to dispatch virtually immediately through the use of the Computer-Aided Dispatch (CAD) system. The graph is reflective of officer availability to respond to calls for service.

CHANGES TO THE BUDGET

- Ø An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Ø In 2000, the City funded an additional 12 emergency response technicians (ERTs) in order to improve call-taker availability and reduce the number of open calls or calls that are registered, but the caller disconnects before the call taker can answer the phone. In 2000, six ERTs were fully funded, and six were partially funded for the year. Onetime 2000 expenditures of \$19,800 are removed for the emergency response technicians. In 2001, an additional \$272,203 is included.
- Ø The Department transferred \$30,000 to the Parks, Recreation and Cultural Services Support Unit budget for the Keep Colorado Springs Beautiful contract.

- Ø Clothing allowance is included to increase the clothing allowance by \$50 for officers on the allowance system.
- Ø During 2000, the Mounted Unit was eliminated and \$152,756 was reallocated to the Metro Vice Narcotics and Intelligence program, the Air Support Unit and the Tactical Enforcement Unit.
- Ø Funding is included for employee vehicles and department vehicles parking at the proposed parking structure at the Police Operation Centers.
- Ø Funding of \$55,068 is included for an additional code enforcement officer.

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 State statute.

To accomplish the mission-critical objectives of receiving, processing, and dispatching police, fire, and medical calls for service, the Communications Section uses its approved funding to acquire and retain sufficient emergency response technician (ERT) and public safety dispatcher (PSD) staffing on 3 shifts, 24 hours per day, 7 days per week. ERT call-taker scheduling is based on phone call levels by hour of day while PSD scheduling is based on a minimum of four police and two fire fixed dispatch positions. Long-term planning, shift adjustments, use of temporary personnel, and overtime funding are used to augment the funded full-time positions the Department uses to accomplish these objectives.

OBJECTIVE – Provide aggressive 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, including homicides, felony assaults, felony child abuse, sexual assaults, robberies, and officer-involved shootings. The Department will continue to provide for 24-hour call-out response when necessary. Collaborative efforts with other organizations will continue to better accomplish Police's mission. The Juvenile Offender Unit and Sex Crimes Unit will maintain a close working relationship with the Probation Department through continued assignment and housing of two probation officers with the CSPD major Crimes Section. The Sex Crimes Unit will continue its participation in the Internet Crimes Against Children Grant.

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

Despite dissolution of the Regional Check Fraud Unit, investigative units will maximize existing leads, seek additional leads via computer and, where appropriate, conduct surveillance activities to solve cases and arrest perpetrators. The Department will place emphasis on efforts aimed at recovery of stolen property.

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

The Department has initiated the development of the Police Accountability and Service Standards (PASS) Model as a means of identifying methods or tools for measuring activity. The Department will continue to investigate all known clandestine laboratories and, through the use of impact teams, will conduct vice details to impact prostitution activity. Additionally, the Department is in the process of implementing new drug enforcement strategies by training personnel in the use of new surveillance equipment and technology. The Department will continue its partnership with the Alcohol, Tobacco and Firearms (ATF) agency to increase the recovery of weapons and arrest gang members involved in crimes related to distribution of narcotics.

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 crime lab provides crime scene call-out response 7 days per week, 24 hours per day. The lab documents crime scenes by report, sketches, photography, and videotape. Inherent in the processing of a crime is the collection and identification of crime scene evidence. As part of the lab's services, the Department maintains the capability to operate a full-service forensic photo lab for film and provides for fingerprint analysis and digital imaging. In addition, the lab provides for drug analysis (both qualitative and quantitative), blood alcohol analysis of evidence samples obtained in DUI/DWAI cases, and testifying in court.

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

The Department is responsible for providing a centralized conduit for the collection and maintenance of criminal history and criminal justice information for the Police Department. Additionally, the Department provides up-to-date statistical data on criminal events. This is accomplished by entering information on criminal incidents and arrestees into various computer databases. A system called the Criminal Justice Information System (CJIS) is then used to provide information to internal and external customers.

Police – Patrol Bureau

MISSION

Ensure public safety and order by providing police services; reacting to and resolving life-threatening incidents; providing traffic control, education and enforcement; investigating and reporting on crimes; as well as working with the community to reduce crime, reduce the fear of crime, and enhance the quality of life.

SERVICES

- Mobile capability to prevent and suppress criminal activities; answer emergency and non-emergency requests for Police assistance; address community and neighborhood problems by working directly with the citizens
- Traffic control, education, and enforcement services
- Education and mentoring programs
- Crime prevention, safety assessments, and public awareness presentations
- City Administration Building and Colorado Springs Administration Building security
- Investigation and clearance of property and juvenile related crimes
- Managerial, supervisory oversight and clerical support
- Municipal Court security

BUDGET SUMMARY

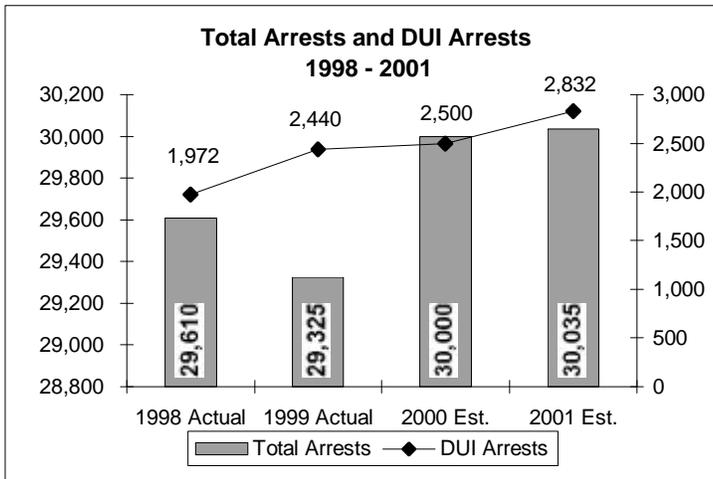
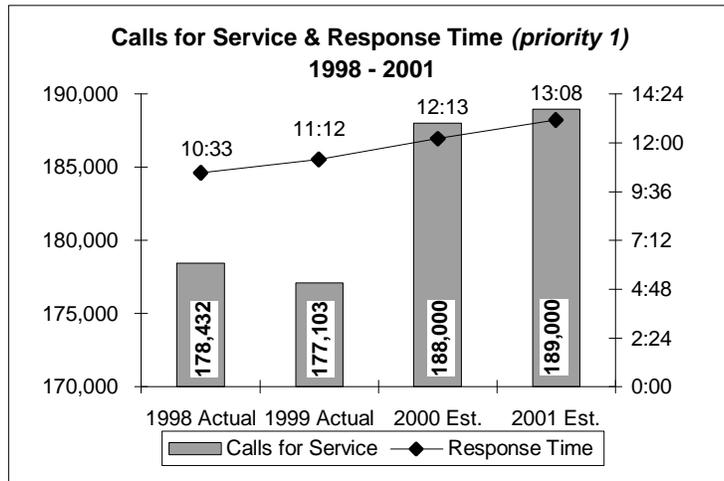
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$23,691,016	\$25,471,617	\$27,266,918	\$31,082,645
Operating	301,431	351,205	323,896	389,258
Capital Outlay	48,557	19,747	7,300	6,299
Unit Total	\$24,041,004	\$25,842,569	\$27,598,114	\$31,478,202

PERSONNEL

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Paraprofessional	30	30	30	30
General	3	3	3	3
Civilian FTE Total	33	33	33	33
Commander	3	3	3	3
Lieutenant	9	9	9	9
Sergeant	43	43	43	46
Officer	332	344	378	386
Uniformed FTE Total	387	399	433	444
FTE Total	420	432	466	477

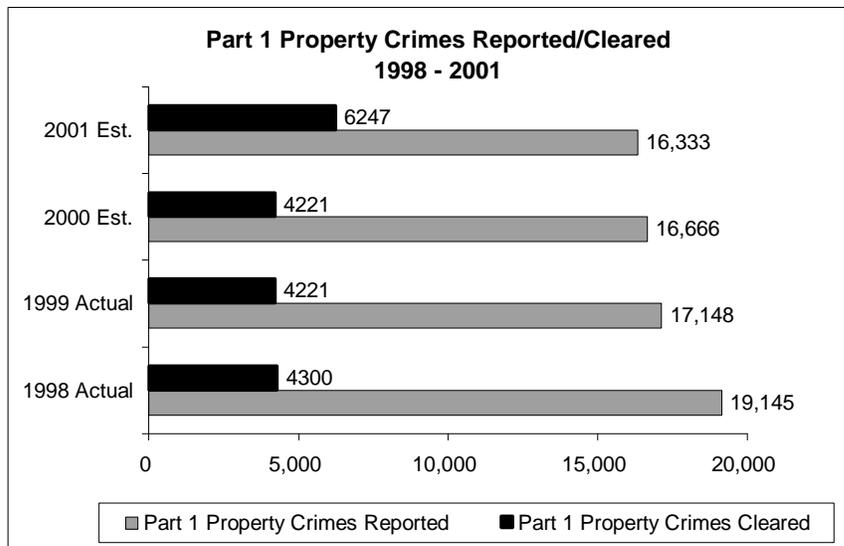
PERFORMANCE INDICATORS

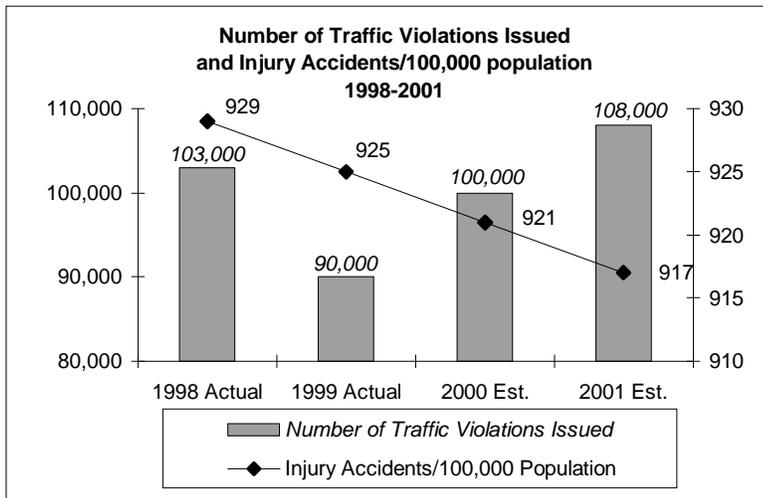
The number of Calls for Service (CFS) dropped slightly in 1999 due to implementation of the Alarms program. However, the CFS is on the rise. According to the data for CFS through the end of July 2000, the CFS in 2000 will reach 188,000 and if the trend continues will surpass 189,000 by 2001. This increase is associated with the growth in the population and corresponding demand for police services in addition to expanded numbers and usage of cellular phones. The response time for Priority 1 calls is projected to increase by more than 9 percent in 2000. This figure is projected to increase by nearly 8 percent in 2001. The primary reason for increased response time is the lack of availability of officers to take calls. According to a 16-month Patrol Time Utilization Daily Average, 43 percent of the officers' time is spent on CFS in addition to the 20 percent of time spent on CFS-related administrative activities.



The number of arrests decreased by nearly 1 percent in 1999. The current data indicates that the total arrests will grow faster in the Year 2000 than 1999. Continuing the trend set in 1999 and increased City population; the number of arrests is projected to climb by 2 percent in 2001. According to the latest data, DUI arrests have continuously been on the rise and is expected to continue increasing through the Year 2001.

Part 1 property crimes are classified as crimes of burglary, larceny, and motor vehicle theft. The number of these crimes is declining in Colorado Springs similar to that of the nation. According to the 1999 Preliminary FBI Uniform Crime Report, the Property Crimes in the U.S. dropped by 7 percent in 1999. For 2001, the 12 property crime detectives added in 2000 will enable CSPD to increase the clearance rate to 38 percent.





In 1999, total traffic violations issued dropped by 13,000 or 30 percent from 1998. In 2000, the data shows an increase in the number of traffic violations issued. Additional officers dedicated to traffic violation enforcement in 2001 will boost this figure. The number of injury accidents decreased by 4 percent from 1998 to 1999. The first five-month data illustrates this trend may continue in 2000. As the number of traffic violation enforcement officers increases in 2001, a decrease in the number of injury-producing traffic accidents may occur.

CHANGES TO THE BUDGET

- Ø An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Ø The Department currently has four active grants for officers. Of these grants, 2000 funding has provided for the total salaries for 12 Neighborhood Policing Unit officers hired in August 1999 and 6 school resource officers hired in January 2000. In addition, the budget includes the City share of salaries (the federal share is not in the 2000 Budget) and recurring costs for 18 patrol officers hired in January 2000 and 12 divisional detectives hired in August 2000. In support of these grants for 2001, an additional \$1,522,377 is included. These costs, with the exception of wearing apparel programmed in the Management Services program, are allocated among the three Patrol Divisions representing an even distribution of the officers to each of the area commands.
- Ø A salary adjustment of \$20,000 is included for the master patrol officer increases.
- Ø Clothing allowance is included to increase the clothing allowance by \$50 for officers on the allowance system.
- Ø With Council's approval of the Intersection Safety program in 2000, funding of \$480,000 is included to support the hiring of the nine additional officers and provide for ongoing operating expenses. The \$480,000 is allocated to the three area commands with wearing apparel programmed in the Management Services program.
- Ø The Department is constantly reviewing the operational characteristics of the organization. In the course of process improvement, the Department has determined the span of control for sergeants is too great in the area of traffic enforcement. To alleviate this condition, the Department has reclassified three officer positions to sergeant. To accommodate this reclassification, the Department has reduced directed activities (e.g., gang interdiction, traffic enforcement, narcotics interdiction, etc.) within the confines of the General Fund. A reallocation of \$33,870 is included.

- Ø Funding of \$90,726 is included for two school resource officers and associated operating expenses for School District #20. Federal grant revenue will offset a majority of the expenses in the first three years with the City and school district responsible for the full expenses in the fourth year.
- Ø Funding is included for employee vehicles and department vehicles parking at the proposed parking structure at the Police Operation Centers.

MAJOR OBJECTIVES

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, auto theft, robbery, burglary, and assault crime rates per 1,000 population at the same level of 2000. This will be accomplished by emphasizing prevention and education efforts, community problem-solving strategies, and effective follow-up investigations.

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-orientated policing.

Foster an environment of open communication and cooperation with the community through the Value Added Policing (VAP) program. Emphasis will be made regarding community traffic safety programs that focus on neighborhood concerns, child safety seats, top accident locations, school enforcement, and DUI enforcement. Community volunteer programs such as the Citizen Advisory Community, Neighborhood Watch program, and Citizen Observation program will assist the Police Department in developing trust with the community.

OBJECTIVE – 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 – Continue to examine Patrol deployment methodologies (temporal and geographic) to assure that Patrol staffing is being most productively utilized.

Research results of the Street Reporting Unit and monitor its effectiveness in relation to timesaving and services rendered by the Patrol Unit. Anticipate staffing needs in relation to deployment and special projects.

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.

Track the Level III DVERT cases in an effort to gauge effectiveness of the program. Officers will continue to identify those cases requiring enforcement action and follow through as appropriate. Efforts will be coordinated with other agencies to ensure the best possible service in the community venture to stop domestic violence.

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.

The Department will provide for a uniformed City marshal presence at the Municipal Court and uniformed officers at the CAB and the CSU administration building to respond to situations that arise and provide for overall security of the facilities. In addition to providing for overall facility security, the Patrol Bureau will provide for marshals to provide transportation of juveniles and adults from area detention facilities to the Municipal Court for court appearances and transport convicted individuals back to area detention facilities.

Police – Management Services

MISSION

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

SERVICES

- Financial services
- Crime analysis programs
- Planning and grant management
- Volunteer and Extra Duty programs
- Property and evidence management
- Human resources services
- Staff projects
- Computer and telecommunications services
- Fleet and facilities management
- Capital projects management

BUDGET SUMMARY

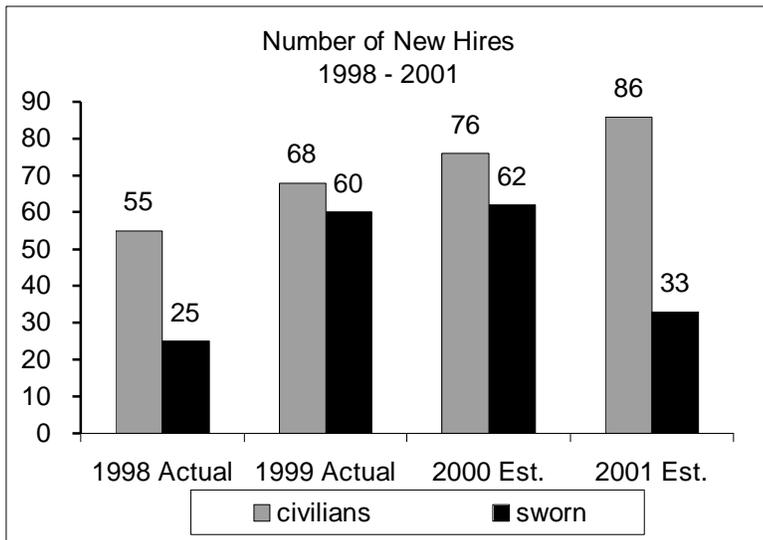
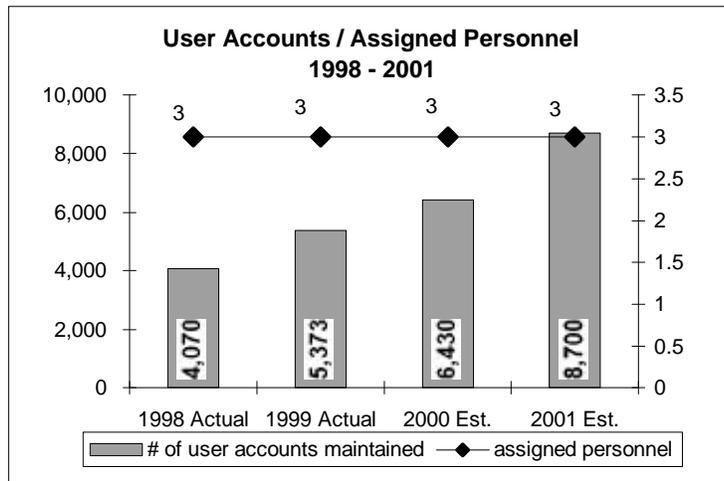
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$3,186,129	\$3,613,377	\$3,830,578	\$4,290,921
Operating	2,701,133	3,179,619	4,066,124	4,283,953
Capital Outlay	1,879,776	1,381,382	1,777,117	1,863,363
Unit Total	\$7,767,038	\$8,174,378	\$9,673,819	\$10,438,237

PERSONNEL

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	6	6	6	6
Supervisor	2	2	2	2
Professional	20	20	20	20
Paraprofessional	11	12	11	11
General	5	8	8	9
Civilian Total	44	48	47	48
Officer	3	4	2	2
Uniformed Total	3	4	2	2
FTE Total	47	52	49	50
Special Positions		1	1	1

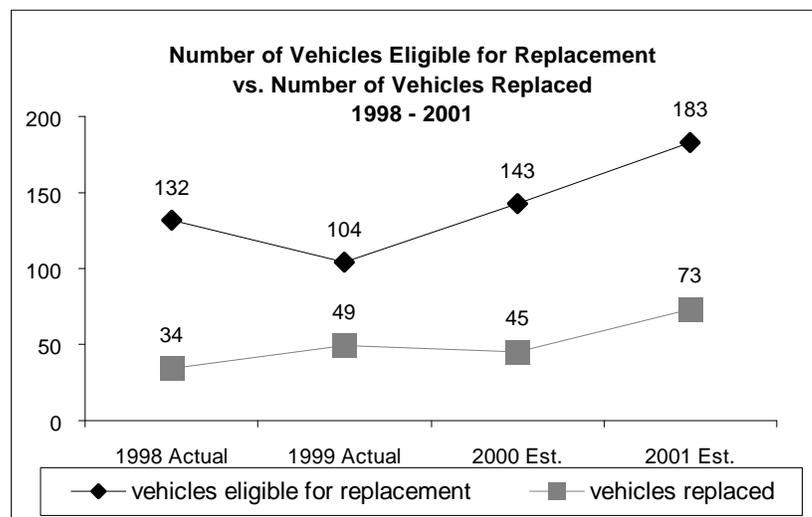
PERFORMANCE INDICATORS

The graph shows the number of user accounts maintained by CSPD's Information Technology Section versus the number of personnel assigned to provide that maintenance since 1998, e.g., in 1999, there were 5,373 accounts and 3 administrators. System administrators perform three important functions: Server Management, System Performance, and User Account Management. The private industry standard is nearly 500 to 1. The impact of insufficient staffing has greatly impacted schedules and integration of strategic client/server software applications.

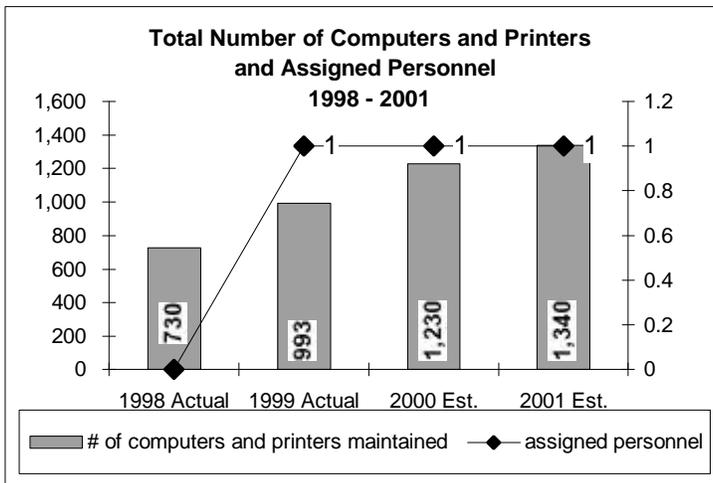
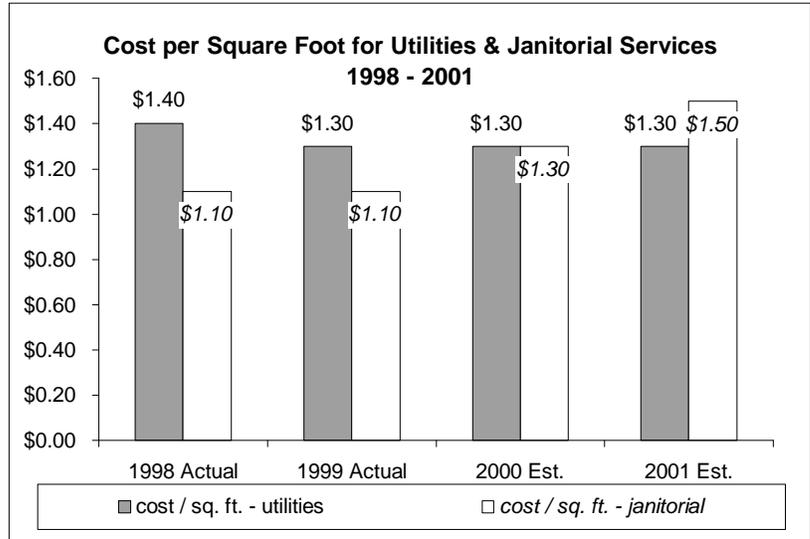


The ability to attract and retain employees is more difficult due to several factors including the current labor market with low unemployment, many jobs which require shift work (1/3 of civilians work shifts), the effects of doing more with less, and stress on the job due to the nature of police work. Hiring officers is a separate process. During the past two years, CSPD has had successful grant awards, thus increasing the number of new employees to hire.

Over the past several years, the number of vehicles eligible for replacement has increased as the fleet has aged, 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 goal would be to establish replacement criteria and develop a plan to meet the criteria.

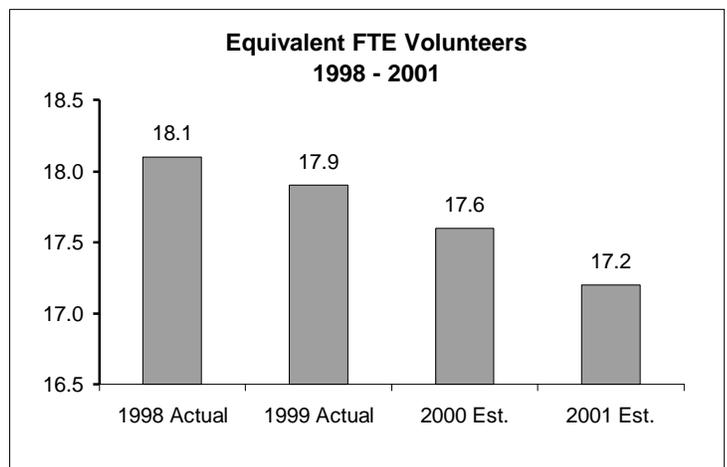


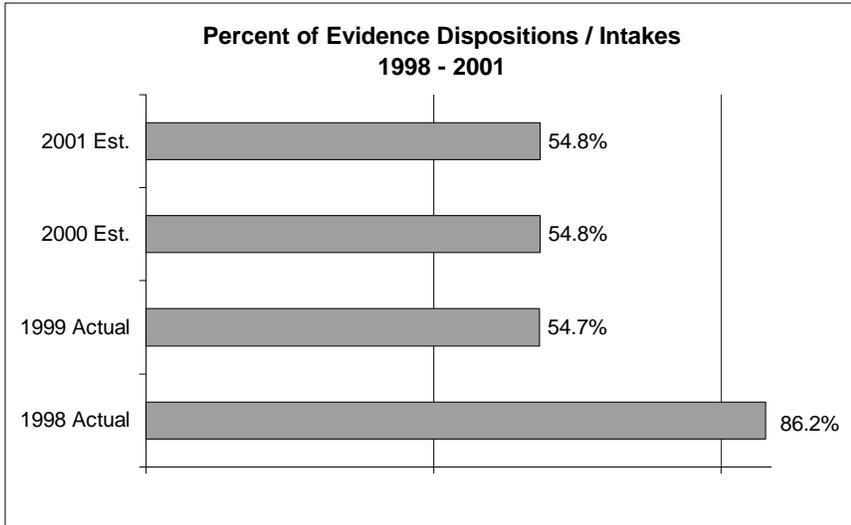
Each year, utility and janitorial costs have been on the rise for the Department's 227,800 square feet of facilities. Mild weather has allowed the Department to keep utility costs low, and implementation of the computerized building HVAC control system has allowed the Department to vary temperature control in unoccupied areas. The cost of outsourcing janitorial services has been increasing. With the labor force in short supply, janitorial contractors are forced to pay more for the employees and pass this increased cost on to the consumer. The goal here would be to maintain prudent management of these services, while at the same time keeping the baseline in line with inflationary impacts of rising costs.



This measure reflects the productivity ratio of the CSPD Information Technology Section for PCs, laptops, and printers. This graph represents the aggregate number of hardware components maintained versus the staffing available to provide maintenance. In 2001, CSPD expects to have at least 1,340 components and 1 FTE to provide maintenance. The private industry standard is nearly 60 to 1. The City Department of Information Technology (DoIT) maintains a ratio of nearly 200 to 1. CSPD's long-term goal is to reach the industry standard for maintenance but for now will use DoIT's ratio.

The CSPD for years has depended on volunteers to help support many special needs as well as ongoing services. Finding volunteers has become more difficult in the last few years in part due to reasons discussed in another section - the low unemployment. Volunteers are still providing valuable services, but they are becoming a diminishing resource for the Department. The loss of volunteer hours coupled with demands on the existing staff point to a decreased level of efficiency that CSPD is not likely to improve in the near future.

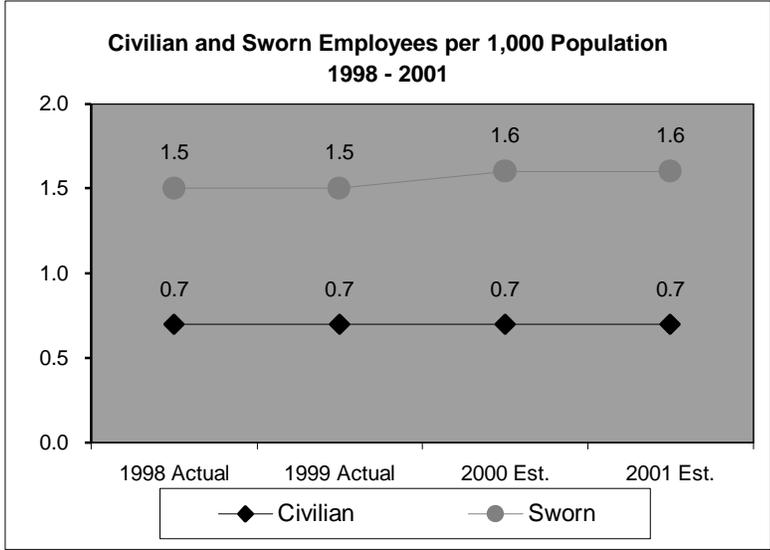
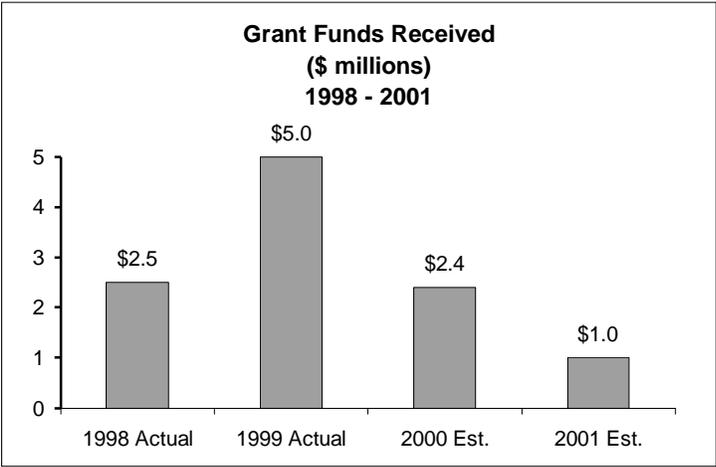




The Evidence Unit has been experiencing an approximate 3 percent per year increase in the amount of evidence processed. At the same time and as more resources are expended to process new items into evidence, less time is available to support dispositions. Subsequently and over the past few years, dispositions 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. A goal at this time is for the Department's dispositions to exceed the number of intakes or a ratio exceeding 100 percent.

The Department actively pursues grant funding opportunities to augment City-funded resources. Up until 1999, the Department saw an increase in grant funding opportunities awarded. However, the administrative burden of grants in place has become a limiter to pursuing grant opportunities in the future. The goal would be to continue to pursue every opportunity to augment City resources and maximize the Department's potential for service to the community. However, this will occur only as resources to manage grants exist at the necessary level.



Both sworn and civilian staffing rates are lower in Colorado Springs than in comparable size cities such as Pittsburgh, St. Louis and Cincinnati. CSPD has recognized for some time that its employees are competent, capable, innovative and productive, and aided by good technology. These traits combined have contributed to the CSPD's ability to cope with the low staffing ratios. However, the current demand for services is greater than CSPD's ability to provide for them.

CHANGES TO THE BUDGET

- Ø An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Ø In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Costs to each department/unit's budget. Funding of \$267,736 is included for 2001 telecommunication charges.
- Ø Onetime 2000 expenditures of \$1,123,350 are removed for CJIS and the Universal Hiring Grants.
- Ø As a result of prior City Council commitment, the Department received additional resources to support grants authorized in 1999 and 2000, \$15,547 is included for wearing apparel. Also in 2000, City Council authorized the hiring of nine motorcycle officers in support of an intersections safety program, \$5,400 is included for wearing apparel.
- Ø In 1999, planning began on the construction of a new Police Impound Lot and \$85,000 was added to the Department's budget for rental expenses associated with the new lot. During 2000, plans were completed and construction began. Certificates of Participation (COPs) were issued in 2000 to construct the Impound Lot. The \$85,000 was removed from the 2001 baseline and the revised lease payment of \$28,453 is included in 2001 for the payment of the COPs. Also, \$24,000 is included for the operating and maintenance of the new facility.
- Ø In 2000, Certificates of Participation (COPs) were issued to purchase the Police Training Academy. The 2000 Budget included \$167,003 for rental of the facility. This amount was removed from the budget; and due to contract requirements, the building cannot be purchased until 2001. Rent of \$26,600 is included for the rental of the facility.
- Ø Funding of \$110,200 is included for operating and maintenance of the Springs Community Improvements Program (SCIP) authorized new facilities, the Air Support Hangar, and the Police Evidence Building. Also, these funds include operating dollars for the Police Training Academy.
- Ø Funding of \$300 is included for the storm water run-off plan.
- Ø A \$10,152 reallocation is included from the Training Academy program to the Management Services Division for the recruiting function.
- Ø In 1999, responsibility for the management of the City Humane Society Contract was transferred to the Police Department. In 2001, \$693,031 is transferred from General Costs to the Department's budget with an additional \$34,652 included in the contract for salary and operating increases.
- Ø Funding of \$205,322 is included for the Criminal Justice Information System (CJIS) which brings the total funding allocated to the project to \$800,000. The project includes the redevelopment of CJIS.
- Ø Clothing allowance is included to increase the clothing allowance by \$50 for officers on the allowance system.

- Ø Funding of \$396,400 is added for vehicle replacements for a total of \$1,492,500.
- Ø Funding of \$42,962 is included for a new clerical position and operating expenses for the Alarms Program. For 2000, this position was funded by a grant that expired at the end of the year.
- Ø Funding of \$20,284 is included for two school resource officers and associated operating expenses for School District #20. The federal grant revenue will offset a majority of the expenses in the first three years with the City and school district responsible for the full expenses in the fourth year.
- Ø Funding is included for employee vehicles and department vehicles parking at the proposed parking structure at the Police Operation Centers.
- Ø Funding of \$3,000 is included for increased natural gas costs.

MAJOR OBJECTIVES

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

This will be accomplished by providing management and administrative oversight to all units within the Management Services Division. Furthermore, the Division will provide the Department with analysis, report development, preparation of documents and other media presentations and materials to keep the public and Council informed of the Department achievements, activities, statistics, and services. Additionally, the Management Services Division manages and coordinates all CIP-funded activities and represents the Department on various boards, committees, task forces, and at public functions.

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. (Management Services)

The Department's Information Technology Section provides a multitude of support and services to the employees and volunteers of the CSPD including hardware operating and maintenance, software development, training, networking, and telephone and communications services. Some of these functions include the exploration and introduction of technology to promote proactive policing and community-oriented policing initiatives for law enforcement. Information Technology will be instrumental in integrating fast-secure mobile data computing, web technologies, design and development of a case management system, redesign of the Criminal Justice Information System (CJIS), Digital Mug Shot Information System, Computer-Aided Dispatch, Geographic Information Systems (GIS), and computer forensics crime support – all growing areas in law enforcement. This objective will be achieved by completing the deployment of administrative and patrol software applications such as Mobile Data Client V3, Digital Mug Shot V2, Case Management System enhancements for Phase 1, and building core competencies for system migration to Microsoft Windows 2000, Office 2000, and Windows 98 Millennium. Project management and comprehensive software engineering methods will be applied to produce and integrate new software systems. CSPD will work with the City Department of Information Technology, the Colorado Springs Fire Department, and industry to develop e-government systems and improve access to information systems to decision makers at all levels of the organization.

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.

The Department maintains specialized units to focus on the general needs of the Department. A Financial Services Unit will provide for all budget development and tracking of expenditures, development of revenue projections and tracking of progress, accounts payable functions, accounts receivable functions, purchasing and contracting, grants financial management, assets management, and supply inventory management. An Evidence Unit will provide for the receipt processing, safekeeping, and disposition of evidence or personal property and vehicles brought into the Department's custody. This unit will also ensure the proper chain of custody is maintained for all elements entrusted to the Department's care. A Fleet and Facility Unit will provide for the management of the Department's fleet of vehicles to include replacement, in-processing, maintenance, and deployment. This unit will also ensure that Department facilities are clean and maintained in good shape within allowable resources.

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.

Section staff develops and administers all Civil Service selection and promotion processes, coordinate civilian hiring, administer internal transfer processes, recruit and select volunteers, coordinate the Extra Duty Program, perform data entry for payroll, and oversee all personnel-related functions. Because of the talent of each staff member, the Police Department consistently receives praise from outside Departments, applicants, and Department members. Although each position in the Section has a separate function, all positions are cross-trained and can provide support for each other. Teamwork has been exceptional with this group of employees.

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

This is accomplished through the Department's primary services of crime and traffic analysis, staff research, program and policy development, and acquisition of external funding. The Planning Section provides services that contribute to the effectiveness and efficiency of police operations. Examples include crime and traffic analysis to guide operational deployment; legislative analysis to identify and support proposed bills which further the interests of public safety; and grants acquisition which provides extra budgetary resources for personnel, technology, and community partnerships. Increasing workloads throughout the Planning Section and older, ineffective tactical crime and traffic databases are impacting the ability to maintain some of these services at previous levels. The Planning Section is also engaged in a number of activities aimed at the development of long-range plans for police services. Police service standards are being developed to support community expectations and resources for police services. While an assessment of police service standards will be completed this year, there is an ongoing broader initiative to further refine and identify police service outcomes in the community called the Police Accountability and Service Standards (PASS) Model. Direct support is provided to the SCIP 01 project that is defining long-range resource scenarios with anticipated service outcomes.

Police – Office of the Chief

MISSION

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

SERVICES

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

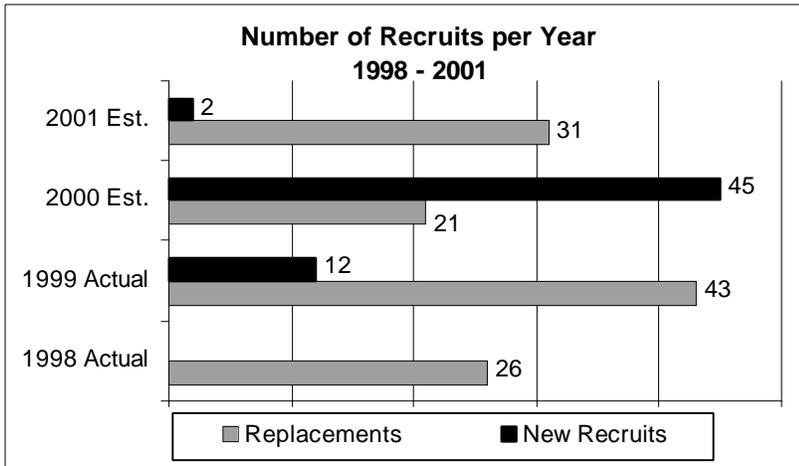
BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$1,804,864	\$1,956,039	\$2,188,726	\$2,306,769
Operating	201,919	237,554	218,342	215,619
Capital Outlay	11,548	19,334	15,428	17,965
Unit Total	\$2,018,331	\$2,212,927	\$2,422,496	\$2,540,353

PERSONNEL

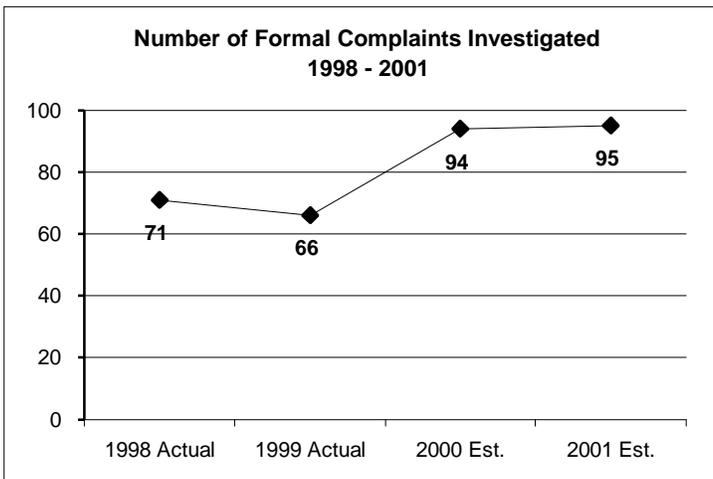
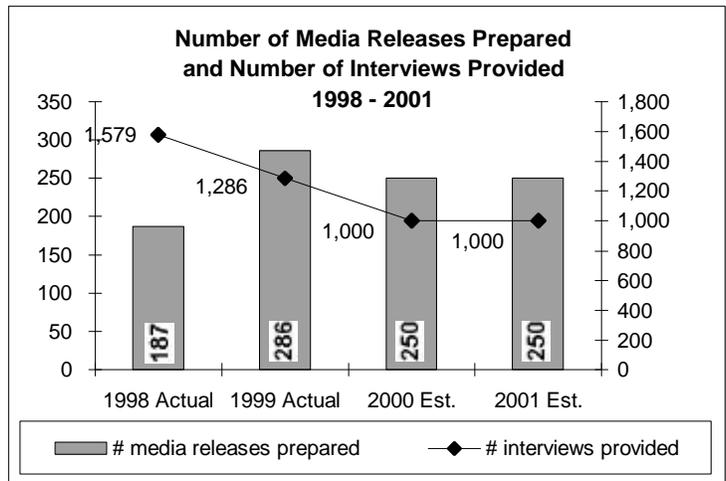
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Senior Manager	1	1	1	1
Professional	1	1	1	1
Paraprofessional	5	5	5	5
General	2	2	3	3
Civilian FTE Total	9	9	10	10
Deputy Chief	2	2	2	2
Commander	1	1	1	1
Lieutenant	3	3	3	3
Sergeant	4	4	5	5
Officer	7	7	10	10
Uniformed FTE Total	17	17	21	21
FTE Total	26	26	31	31

PERFORMANCE INDICATORS



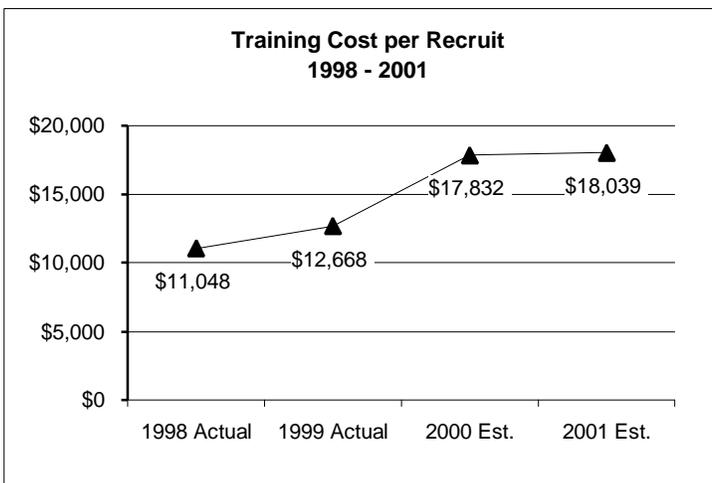
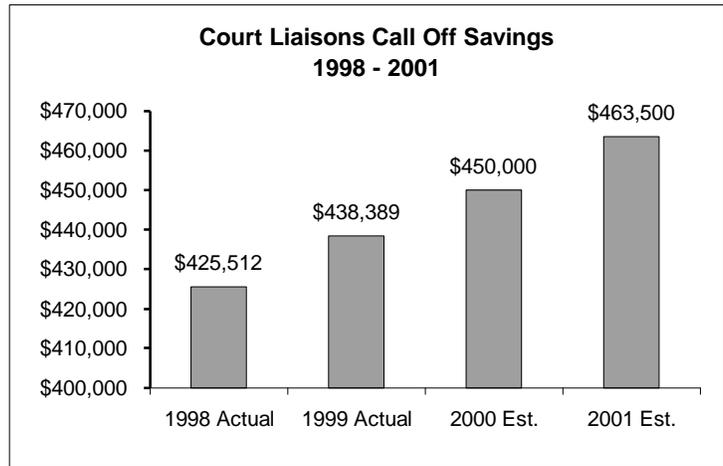
The Police Department has pursued additional sworn positions through federal grants in recent years. New grant-funded positions, with an annual attrition rate of 33 officers, has driven the need to conduct 2 recruit academies each year starting in 1999 and continuing into 2000. With a static number of recruits anticipated, the Department will still maintain 2 academies to maintain staffing levels necessary to existing levels of service.

The Public Information Office is responsible for issuing press releases on both newsworthy incidents as well as information that the Police Department wishes to convey to the community. The Public Information Office also facilitates interviews with the media. These functions are generally responsive in nature and, therefore, driven by factors outside the control of the Department, such as crime rates and the development and implementation of new programs. With crime rates declining, the number of press releases issued and interviews conducted will likely decline.



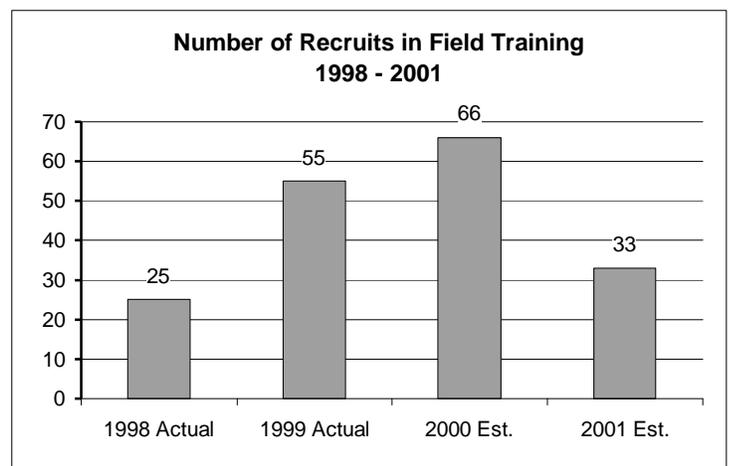
Internal Affairs investigations are generally responsive in nature and are typically driven by factors beyond the control of the Department, such as crime rate and population rates. The goal of the Department is to investigate every allegation of misconduct.

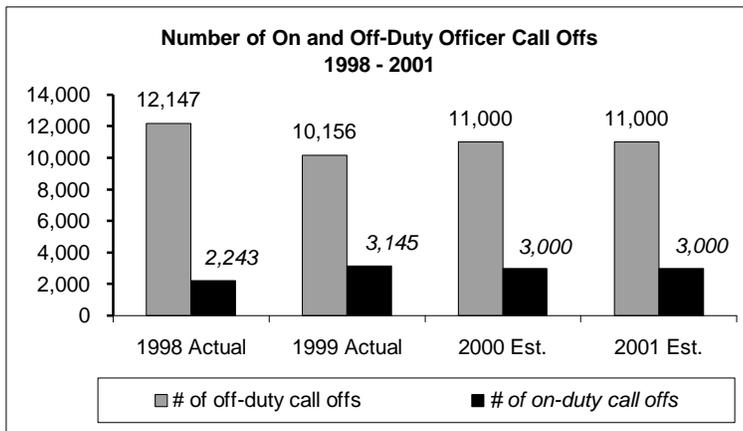
The Department works with prosecutors to minimize the number of unnecessary court appearances by officers. The Department uses an established formula to determine the cost savings associated with calling off officers. An officer is paid overtime for reporting to court when on days off or off shift. In 2000, the Office reached a level of performance where the increased savings each year are primarily attributed to the increased cost of overtime.



Increased demands to train recruits for new grant positions and to fill attrition have required the temporary assignment of officers to the academy to train large classes of recruits. As costs to train have continued to rise, funding has remained constant.

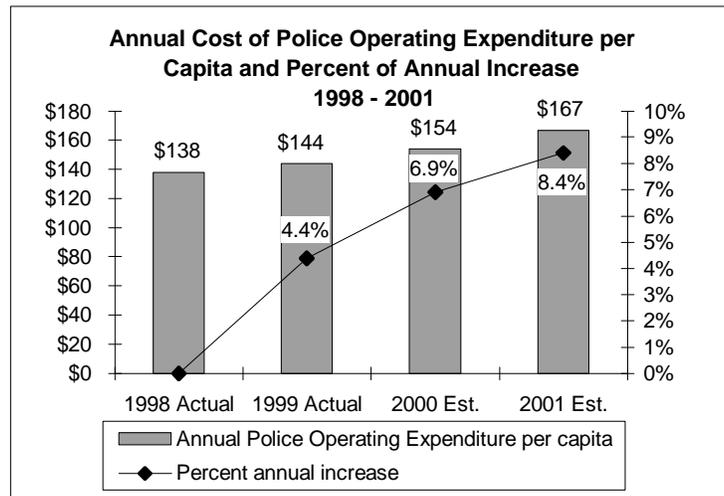
The training academy curriculum is designed to instruct recruits to meet training mandated by the State of Colorado for successful certification of police officers. While projections are reflecting a downturn in the number of recruits trained, it is necessary to keep funding for instructor training up to meet the rigors of State mandates and the City's objectives under public safety initiatives.





The Court liaison office calls off officers when it is determined that they do not need to appear on a court case. The measured outcome is determined by the number of officers that are notified that they do not have to appear in court. With the number of arrests declining in 1999 and crime rates decreasing overall, the number of court appearances should either remain constant or even see a corresponding decrease.

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 3.2 percent inflation forecasted for 2001, the average growth rate for CSPD services is 6.6 percent. The primary increases in 1999 and 2000 are attributed to the compensation plan and the addition of new officers. In 2001, the increase is primarily attributed to wage market movement, the last year of the civilian compensation plan, and the additional staffing added in 2000 and 2001. CSPD's goal is to provide the most cost-effective services possible without jeopardizing the effectiveness of services provided or the quality of life for the citizens of Colorado Springs. In fact, according to the 1999 ICMA report, the cost of police operating expenditure per capita in Colorado Springs was the lowest among comparable cities with 200,000-500,000 population. The 1999 median and average cost of police operating expenditure per capita for comparable cities are \$179 and \$194 respectively.



CHANGES TO THE BUDGET

- Ø An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Ø A \$10,152 reallocation is included from the Training Academy program to the Management Services Division for the recruiting function.
- Ø Funding is included for employee vehicles and department vehicles parking at the proposed parking structure at the Police Operation Centers.
- Ø Clothing allowance is included to increase the clothing allowance by \$50 for officers on the allowance system.

MAJOR OBJECTIVES

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

While community relations are a function of every position in the Department, it is the Community Relations Office that is responsible to serve as the liaison between the various segments of the community and the Colorado Springs Police Department. The Department will ensure that an environment is created where the community feels they have access to the Office of the Chief of Police. The Department provides for a Public Information Office that will continue to perform as the primary contact point for the media to obtain information on major incidents in a timely and accurate fashion. In addition, the office facilitates interviews with members of the Department for the media and coordinates the release of information to the public.

OBJECTIVE – Investigate Level II formal complaints or allegations of misconduct in adherence to general orders and standard operating procedures.

The Department will investigate any and all formal Level II employee misconduct complaints, whether generated internally or externally, that would constitute a violation of policy or procedure. At the discretion of the Chief of Police, the Department will also investigate other City departments and units for violations of City policy.

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 Department will support the delivery of professional police services and improvements to organizational capacity and efficiency. This will be accomplished through a series of audits, inspections, and staff reviews as directed by the Chief of Police and the findings will be reported along with appropriate recommendations for improvement. The Department has received a national accreditation. Compliance with these established standards will continue to be monitored to maintain awareness of a wide variety of management and operational level-of-service issues. The benefits of such an accreditation are multifaceted; however, generally, they provide for a proactive opportunity to prevent and control crime, improve service delivery, enhance coordination with other criminal justice agencies, and increase citizen confidence in Department operations.

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 primary mission of the Training Section is to train new recruits in two 17-week academies. To accomplish this, academy instructors must stay updated on all current curriculum and skills to ensure quality of instruction is maintained at or above Peace Officer Standards and Training (POST) levels. The Training Section is also responsible for developing and overseeing the administration of in-service testing (Physical Abilities Test (PAT), OC, PR-24, CPR, firearms, etc.) and recertification programs for all uniformed personnel and marshals.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PUBLIC SAFETY
POLICE**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	7,610,553	8,229,091	9,014,830	9,963,880
51206 WAGE PKG-CIVILIAN SALARIES	0	(173,978)	0	0
51207 WAGE PKG-PERFORMANCE	1,374,661	877,363	0	893,113
51210 OVERTIME	237,203	245,099	142,260	161,898
51215 ACHIEVEMENT AWARD	2,550	0	0	0
51220 SEASONAL/TEMPORARY	197,385	245,558	196,163	256,185
51225 SHIFT WORKER HOLIDAY	130,054	134,005	134,543	145,358
51230 SHIFT DIFFERENTIAL	73,530	73,620	83,186	93,790
51235 STANDBY	44,229	38,290	47,107	49,800
51240 RETIREMENT/TERMINATION SICK	0	5,510	0	0
51245 RETIREMENT/TERM VACATION	16,020	28,151	0	0
51250 SPECIAL ASSIGNMENT PAY	5,396	5,459	4,725	0
51260 VACATION BUY	23,324	53,753	0	0
51280 NEW EMPL SALARY & BENEFITS	0	(210,958)	0	0
51299 SALARIES REIMBURSEMENTS	(83,402)	(188,707)	0	0
51405 UNIFORM SALARIES	22,628,056	24,275,423	27,212,394	30,089,396
51410 UNIFORM OVERTIME	1,089,462	1,236,695	854,308	846,381
51415 UNIFORM SPECIAL OVERTIME	6,240	57,614	180,000	149,085
51425 UNIFORM SHIFT DIFFERENTIAL	214,477	209,119	211,714	229,750
51430 UNIFORM SPECIAL ASSIGNMENT	9,335	10,884	5,000	6,016
51435 UNIFORM PUBLIC ASSEMBLY	766,996	845,523	908,100	878,100
51445 LONGEVITY	262,153	248,436	261,528	256,316
51450 UNIFORM VACATION BUY	16,163	0	0	0
51455 THIRD WEEK	131,345	130,506	245,368	254,416
51460 UNIFORM HAZARD DUTY	28,973	29,185	31,450	38,399
51465 UNIFORM COURT OVERTIME	111,939	91,793	104,300	97,299
51470 UNIFORM RETIREMENT COST	372,792	423,134	135,000	135,000
51475 UNIFORM MASTER PATROLMAN	57,319	62,537	65,759	89,531
51480 FIELD TRAINING OFFICER PAY	4,630	5,772	3,000	7,825
51610 PERA	818,281	907,874	906,045	946,930
51615 WORKER'S COMPENSATION	1,195,705	1,306,005	1,199,063	949,604
51620 EQUITABLE LIFE INSURANCE	158,924	131,367	148,099	162,558
51625 VISION CARE	36,191	43,003	46,284	51,720
51635 CITY MAJOR MEDICAL PLAN	7,712	6,743	12,166	13,446
51640 DENTAL INSURANCE	166,446	203,073	235,861	263,922
51645 FIRE PENSION PLAN	0	78	0	0
51650 POLICE PENSION PLAN	2,281,693	2,673,070	2,677,274	2,924,318
51655 RETIRED EMP MEDICAL INS	0	91	0	0
51665 CASH BACK	100,997	78,558	0	0

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PUBLIC SAFETY
POLICE**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51670 PARKING FOR EMPLOYEES	754	680	720	82,200
51690 MEDICARE	267,957	322,028	309,683	363,316
51695 CITY EPO MEDICAL PLAN	1,530,124	2,030,874	2,473,842	3,108,613
TOTAL SALARIES & BENEFITS	41,896,167	44,692,321	47,849,772	53,508,165
52105 MISCELLANEOUS OPERATING	26,892	19,111	0	0
52110 OFFICE SUPPLIES	123,228	121,841	110,000	111,913
52111 PAPER SUPPLIES	0	0	0	13,000
52112 AMMUNITION	0	0	0	91,930
52115 MEDICAL SUPPLIES	0	0	50	0
52120 SOFTWARE-MICRO/WORD PROCESS	15,402	49,022	78,500	27,955
52125 GENERAL SUPPLIES	330,047	424,781	344,288	371,070
52135 POSTAGE	41,154	49,838	56,058	48,594
52140 WEARING APPAREL	263,987	334,719	391,330	362,218
52145 PAINT & CHEMICAL	17,915	13,790	18,460	18,700
52155 AUTOMOTIVE	44,087	59,839	71,937	71,937
52160 FUEL	17,112	17,742	21,785	34,335
52165 LICENSES & TAGS	1,567	4,478	990	1,075
52175 SIGNS	695	525	1,300	800
52190 JANITORIAL SUPPLIES	881	10,073	0	28,825
52220 MAINT-OFFICE MACHINES	3,683	9,072	5,827	10,956
52225 MAINT-MICROS/WORD PROCESSOR	100	0	0	0
52230 MAINT-FURNITURE & FIXTURES	12	0	3,225	1,650
52235 MAINT-MACHINERY & APPARATUS	333,127	161,787	269,884	286,073
52240 MAINT-NONFLEET VEHICLES/EQP	218	64	0	0
52265 MAINT-BUILDINGS & STRUCTURE	70,716	153,496	77,500	147,741
52280 MAINT-ROADS & BRIDGES	0	0	7,000	1,680
52341 CONSULTING SERVICES	0	0	0	1,500
52405 ADVERTISING SERVICES	9,570	13,321	8,220	8,290
52419 CRIMINAL JUSTICE INFO SYSTEM	0	0	389,460	118,985
52421 CIVIL SERVICE TESTING	0	0	0	115,199
52422 INCARCERATION SERVICES	0	0	0	388,954
52431 CONSULTING SERVICES	0	0	0	3,500
52434 TOWING SERVICES	0	0	0	200,700
52435 TRASH REMOVAL	0	0	0	11,172
52440 HUMAN SERVICES	144,648	131,088	165,199	0
52445 JANITORIAL SERVICES	0	0	0	213,564
52450 LAUNDRY & CLEANING SERVICES	19,799	7,400	21,975	2,262
52455 LAWN MAINTENANCE	0	0	0	10,722

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PUBLIC SAFETY
POLICE**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52570 REIMBURSABLE SERVICES	8,435	483	30,000	30,000
52575 SERVICES	1,250,776	1,227,472	1,439,404	305,343
52580 SERVICES	0	22	0	0
52605 CAR MILEAGE	636	0	50	0
52615 DUES & MEMBERSHIP	15,269	15,677	21,335	19,624
52625 MEETING EXPENSES IN TOWN	11,729	9,850	21,006	16,105
52630 TRAINING	0	0	0	56,672
52635 EMPLOYEE EDUCATIONAL ASSIST	100,770	77,212	114,315	73,405
52645 SUBSCRIPTIONS	6,760	7,504	9,629	8,729
52655 TRAVEL OUT OF TOWN	59,447	79,609	61,078	76,416
52705 COMMUNICATIONS	169,074	206,229	190,000	461,524
52725 RENTAL OF PROPERTY	186,545	205,063	303,095	100,079
52735 TELEPHONE-LONG DIST CALLS	140,520	170,792	149,289	160,673
52740 GENERAL INSURANCE-CITY	18,178	18,473	30,800	30,174
52745 UTILITIES	265,926	250,789	276,640	330,254
52765 EQUIPMENT LEASE/PURCHASE	0	2,506	199,119	0
52775 MINOR EQUIPMENT	170,045	549,561	392,944	246,188
52795 RENTAL OF EQUIPMENT	132,992	140,553	143,129	154,019
52874 OFFICE SERVICES PRINTING	44,709	49,814	67,000	0
52875 OFFICE SERVICES RECORDS	0	0	1,125	0
52908 REPROGRAPHICS	0	457	0	42,190
52951 SCHOOL CROSSING GUARDS	0	0	0	212,000
65160 RECRUITMENT	5,524	14,622	12,500	10,000
65345 ANIMAL CONTROL CONTRACT	0	0	0	727,683
65357 VOLUNTEER RESOURCES	5,231	7,073	7,000	7,000
65361 RELOCATION ASSISTANCE	363	1,104	0	2,500
TOTAL OPERATING EXPENSE	4,057,769	4,616,852	5,512,446	5,775,878
53010 OFFICE MACHINES	11,262	3,615	5,200	3,600
53020 MICROS/WORD PROCESSORS	512,148	219,536	119,319	260,638
53030 FURNITURE & FIXTURES	85,546	37,403	46,500	40,531
53050 MACHINERY & APPARATUS	314,347	253,462	185,128	110,381
53060 WEAPONS	19,676	19,232	29,900	15,240
53070 VEHICLES-REPLACEMENT	1,067,547	850,722	1,096,100	1,492,500
53080 VEHICLES-ADDITIONS	42,548	127,385	300,000	0
53090 BUILDINGS & STRUCTURES	46,011	16,499	30,298	30,000
TOTAL CAPITAL OUTLAY	2,099,086	1,527,854	1,812,445	1,952,890
ORGANIZATION TOTAL	48,053,022	50,837,027	55,174,663	61,236,933

City Engineering

MISSION

To protect the environment and to provide the citizens of Colorado Springs with a safe, efficient transportation system by providing engineering services that ensure quality public works infrastructure and stormwater management programs to the community.

SERVICES

- Stormwater management
- Engineering review
- City inspections
- Surveying and drafting
- Consultant project management
- In-house project management

BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$2,026,689	\$2,331,727	\$2,439,718	\$3,272,558
Operating	157,901	(15,950)	284,814	385,910
Capital Outlay	8,199	100,473	150,841	124,350
Unit Total	\$2,192,789	\$2,416,250	\$2,875,373	\$3,782,818

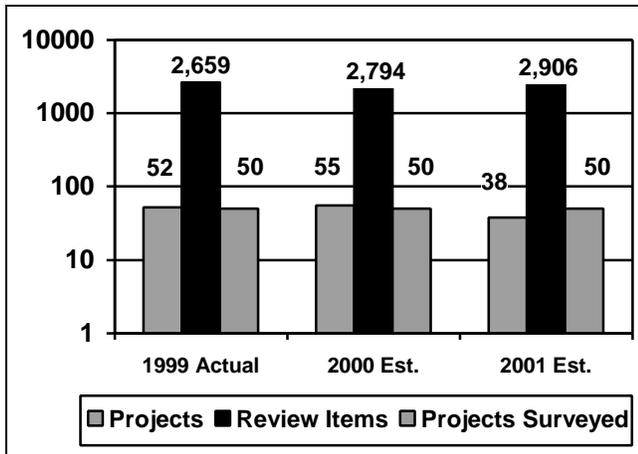
PERSONNEL

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Senior Manager	1	1	1	1
Manager	3	3	3	3
Supervisor	1	1	1	1
Professional	11	11	11	14
Paraprofessional	17	19	19	25
General	4	4	4	6
FTE Total	37	39	39	50
Special Positions	6	6	5	1

NOTE: During 1998, two professional positions were split into three technical positions, which brought the 1998 Actual to 37 FTE.

In 1999, due to revenue enhancements, two inspector positions were added.

PERFORMANCE INDICATORS



« The number of active engineering projects is highly dependent on the success of SCIP 01. The projection of 38 projects includes only those funded by the General Fund CIP budget and grants.

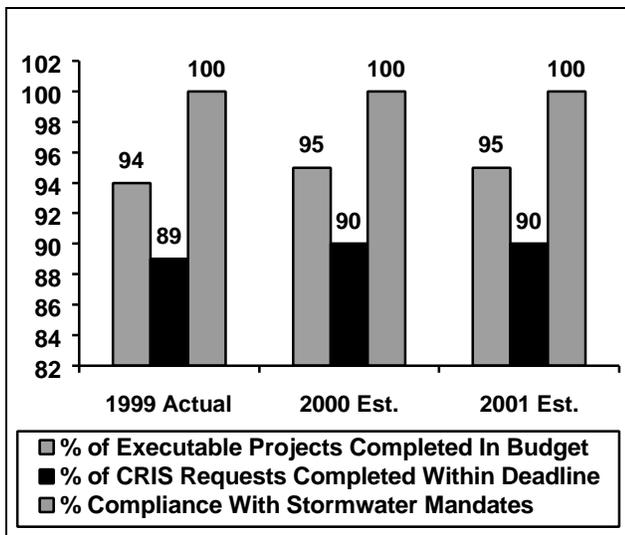
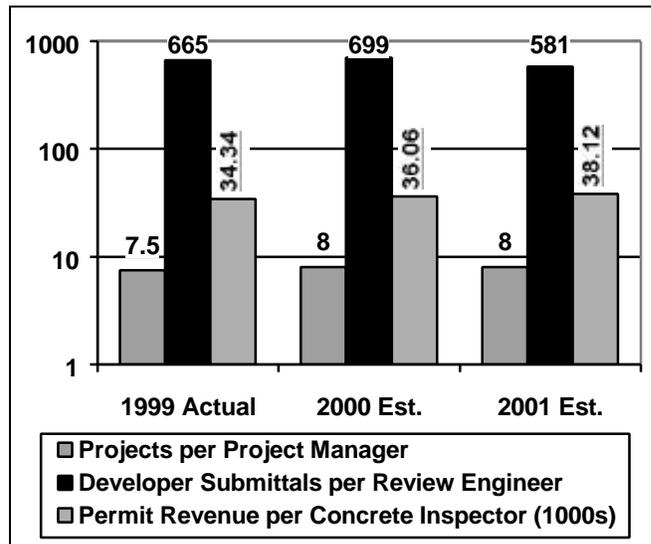
« Engineering review items include drainage reports, grading plans, design profiles, geological studies and development plans. The number of submittals continues to climb as growth in Colorado Springs continues.

« Although the number of projects surveyed remains steady, the number of requests for surveys continues to climb. In 1999, there were 63 requests for surveys, but only 50 were completed.

« The projects per engineer shown is based on projects funded only by the General Fund CIP and grants. If SCIP 01 is not successful, one project manager will be transferred to the engineering review team.

« The number of engineering review items submitted continues to climb as the City grows. This projection assumes one project manager is transferred to engineering review from project management.

« As the City becomes larger, and growth continues, the number of concrete inspections required of staff increases. This increase is shown here as the increase in concrete permit revenue.



« Due to aggressive project management and better cost estimating, the percentage of active, executable projects completed within budget is expected to remain at 95 percent despite increased construction costs.

« The Engineering Unit places a high emphasis on customer service and anticipates that a very high percentage of customer requests completed within deadline (as tracked in the Customer Request Information System – CRIS) will continue.

« With the 2001 budget allocation, the Unit will be able to continue to meet the target of 100 percent compliance with federal stormwater mandates.

CHANGES TO THE BUDGET

- Ø An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$246,466 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Ø In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Costs to each department/unit's budget. Funding of \$78,766 is included for 2001 telecommunication charges.
- Ø Funding of \$30,000 is included to cover half of the real estate specialist position.
- Ø Funding of \$91,630 is included for a FIMS/GIS analyst position and operating expenses.
- Ø Vehicle replacement costs decreased by \$67,765.
- Ø In 2001, funding of \$41,200 is reallocated from the seasonal/temporary salaries account to the civilian salaries account to convert two special clerical positions to permanent.
- Ø Funding of \$240,450 was removed from the 2000 budget in relation to the stormwater program. In 2001, funding of \$262,599 and the conversion of one special civil engineer position to permanent is included for the stormwater program. In previous years, the program was funded in a Capital Improvements Program budget. With the 2001 budget addition, the same level of stormwater management service is maintained.
- Ø Funding of \$568,699 and 7 FTEs are included for a new stormsewer inspection program and enhanced development review. New development fees that will be phased in over a four-year time frame cover these expenses. The stormsewer inspection program will enable City Engineering to inspect stormsewers installed prior to approving a new development. The enhanced engineering review will enable City Engineering to complete reviews within a reasonable time frame.
- Ø Due to the creation of a Public Works Support Unit, \$12,500 is transferred from City Engineering.
- Ø Onetime expenditures of \$50,000 are removed from the 2000 Budget for a drainage study.

MAJOR OBJECTIVES

OBJECTIVE – Support the Springs Community Improvements Program (SCIP) and other City capital projects with engineering, technical, and project management services.

Through a combination of in-house design/construction management and consulted project management, 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 environmental protection regulations.

City Engineering will continue to provide services mandated in the NPDES stormwater permit through activities of the stormwater engineering team. These services include water quality monitoring, reporting, public education, and mapping of major drainage basins. In 2000, the stormwater program was put into the General Fund City Engineering budget. Previously this program was funded in the Capital Improvements projects budget. In 2001, funding is allocated to the stormwater program and two full-time employees associated with the program are converted from special positions to permanent full-time employees.

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 review of development plans.

By providing thorough, quality engineering review of all drainage reports, 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, City Engineering will also serve the development community.

OBJECTIVE – Pursue the implementation of two new fees for a stormsewer inspection program and an engineering review program.

Funding of \$568,699 and 7 FTEs are included for a new stormsewer inspection program and enhanced development review. New development fees that will be phased in over a four-year time frame cover these expenses. The stormsewer inspection program will enable City Engineering to inspect stormsewers installed prior to approving a new development. The enhanced engineering review will enable City Engineering to complete reviews within a reasonable time frame.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PUBLIC WORKS
CITY ENGINEERING**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	1,662,205	1,900,604	2,014,569	2,698,368
51206 WAGE PKG-SALARIES	0	(6,615)	0	0
51207 WAGE PKG-PERFORMANCE	67,670	77,973	0	58,298
51210 OVERTIME	14,481	13,950	8,000	8,000
51215 ACHIEVEMENT AWARD	970	0	0	0
51220 SEASONAL/TEMPORARY	0	0	41,200	0
51245 RETIREMENT/TERM VACATION	11,504	3,585	0	0
51250 SPECIAL ASSIGNMENT PAY	88	138	200	200
51260 VACATION BUY	2,881	4,389	0	0
51299 SALARIES REIMBURSEMENTS	(31,792)	(28,580)	0	0
51610 PERA	165,468	191,601	191,496	237,712
51615 WORKER'S COMPENSATION	10,720	11,684	12,382	19,168
51620 EQUITABLE LIFE INSURANCE	8,264	7,606	7,790	10,195
51625 VISION CARE	1,911	2,269	2,349	2,972
51640 DENTAL INSURANCE	8,117	10,930	11,868	15,021
51665 CASH BACK	9,306	5,123	0	0
51670 PARKING FOR EMPLOYEES	5,898	5,940	4,048	5,968
51690 MEDICARE	11,256	15,313	14,671	25,836
51695 CITY EPO MEDICAL PLAN	77,742	115,817	131,145	190,820
TOTAL SALARIES & BENEFITS	2,026,689	2,331,727	2,439,718	3,272,558
52001 BUDGET TRANSFERS WITHIN ORG	0	14	0	0
52110 OFFICE SUPPLIES	15,309	14,316	9,500	18,263
52111 PAPER SUPPLIES	0	0	0	4,060
52120 SOFTWARE-MICRO/WORD PROCESS	7,821	3,565	7,500	5,805
52125 GENERAL SUPPLIES	4,083	(21,108)	4,000	2,375
52135 POSTAGE	1,778	2,808	2,650	3,390
52140 WEARING APPAREL	54	1,452	0	2,495
52145 PAINT & CHEMICAL	0	0	0	385
52165 LICENSES & TAGS	120	0	0	11,500
52220 MAINT-OFFICE MACHINES	4,523	2,630	4,500	3,490
52225 MAINT-MICROS/WORD PROCESSOR	100	0	0	0
52235 MAINT-MACHINERY & APPARATUS	1,904	843	2,000	1,745
52265 MAINT-BUILDINGS & STRUCTURE	0	15	0	0
52305 MAINT-SOFTWARE	510	0	0	0
52405 ADVERTISING SERVICES	3,708	1,683	0	2,315
52431 CONSULTING SERVICES	0	0	0	153,262

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PUBLIC WORKS
CITY ENGINEERING**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52575 SERVICES	75,023	(51,047)	58,000	15,210
52590 TEMPORARY EMPLOYMENT	0	0	0	1,745
52605 CAR MILEAGE	0	43	50	62
52615 DUES & MEMBERSHIP	1,084	1,618	700	1,529
52625 MEETING EXPENSES IN TOWN	1,520	1,308	2,844	1,745
52630 TRAINING	9,330	5,471	10,500	10,600
52635 EMPL EDUCATIONAL ASSISTANCE	0	0	0	1,715
52645 SUBSCRIPTIONS	223	200	250	235
52655 TRAVEL OUT OF TOWN	1,774	582	2,000	2,315
52705 COMMUNICATIONS	16,730	693	0	92,519
52735 TELEPHONE-LONG DIST CALLS	2,238	8,183	4,200	10,435
52755 COMMUNICATIONS-EQUIPMENT	760	0	0	0
52765 EQUIPMENT LEASE/PURCHASE	0	0	0	27,000
52775 MINOR EQUIPMENT	4,959	5,251	3,100	5,445
52874 OFFICE SERVICES PRINTING	4,350	5,530	5,300	3,025
52875 OFFICE SERVICES RECORDS	0	0	2,790	3,245
52876 STORMWATER	0	0	164,930	0
TOTAL OPERATING EXPENSES	157,901	(15,950)	284,814	385,910
53020 MICROS/WORD PROCESSORS	0	82,464	19,876	32,700
53030 FURNITURE / FIXTURES	0	0	0	32,000
53070 VEHICLES-REPLACEMENT	(1,001)	18,009	110,815	43,050
53080 VEHICLES-ADDITIONS	9,200	0	20,150	15,600
53090 BUILDINGS & STRUCTURES	0	0	0	1,000
TOTAL CAPITAL OUTLAY	8,199	100,473	150,841	124,350
ORGANIZATION TOTAL	2,192,789	2,416,250	2,875,373	3,782,818

Public Works Support

MISSION

To provide quality organizational support services for the Public Works Group in order to enhance the transportation, drainage and stormwater systems in the community.

SERVICES

- Provide customer service support
- Provide analytical support
- Secure federal grant funds
- Provide strategic planning support
- Coordination with CSU and other agencies
- Provide administrative support
- Provide support to staff projects
- Provide intra-departmental coordination

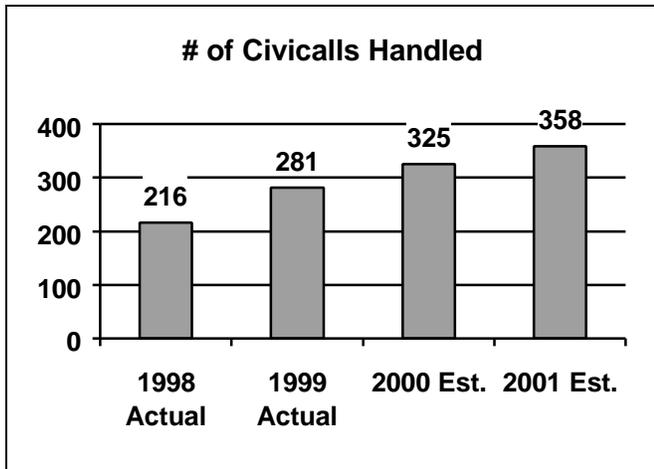
BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	N/A	N/A	N/A	\$382,190
Operating	N/A	N/A	N/A	106,347
Capital Outlay	N/A	N/A	N/A	0
Unit Total	N/A	N/A	N/A	\$488,537

PERSONNEL

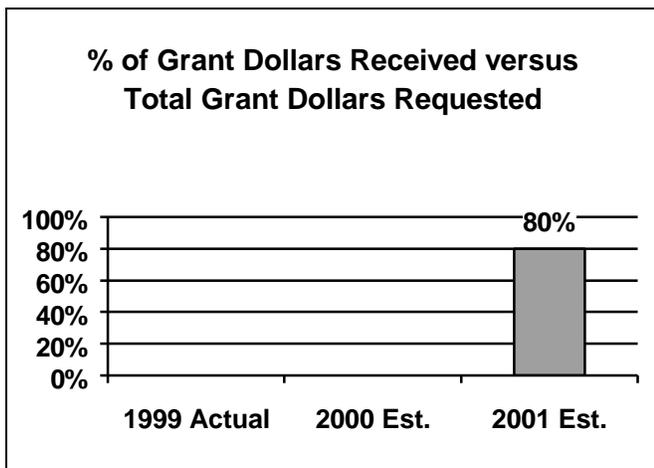
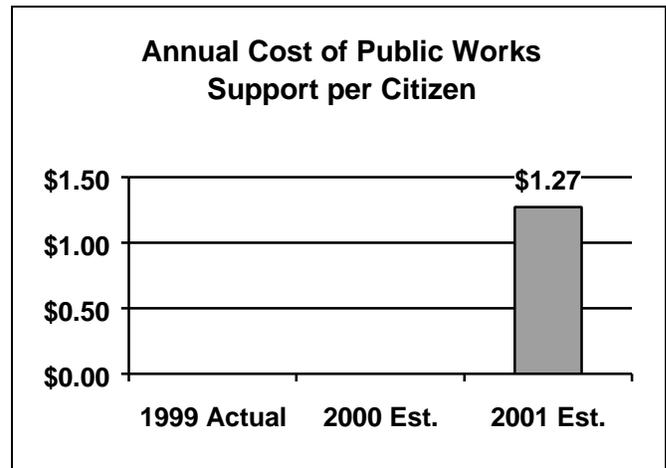
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Senior Manager				1
Manager				1
Paraprofessional				2
FTE Total	N/A	N/A	N/A	4
Special Positions	N/A	N/A	N/A	1

PERFORMANCE INDICATORS



Civicals were previously handled in the Streets Unit by the Support program. For 2001, the number of Civicalls handled is projected to increase by 10 percent.

For 2001, it is estimated the Public Works Support Unit will cost each citizen \$1.27 per year.



Annual grant application requests are estimated to total \$16,800,000 in 2001. It is estimated that a total of \$13,440,000 will be received.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$26,578 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Cost to each department/unit's budget. Funding of \$16,347 is included for 2001 telecommunication charges.
- For the 2001 Budget, this Unit budget is created. In previous years, expenditures were in the City Engineering, Streets, and Transportation Engineering Units' budgets. For 2001, the City Engineering Unit, Streets Unit, and Transportation Engineering Unit transferred \$12,500, \$366,059 and \$67,053, respectively.

MAJOR OBJECTIVES

OBJECTIVE – Support Strategic Plan implementation.

Continue coordination with the Units 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.

Provide support to the customer service efforts of Public Works and the individual Units 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 Unit organizations. 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 grant 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.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PUBLIC WORKS
PUBLIC WORKS SUPPORT**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	0	0	0	319,122
51207 WAGE PKG-PERFORMANCE	0	0	0	7,148
51610 PERA	0	0	0	29,552
51615 WORKER'S COMPENSATION	0	0	0	669
51620 EQUITABLE LIFE INSURANCE	0	0	0	1,276
51625 VISION CARE	0	0	0	315
51640 DENTAL INSURANCE	0	0	0	1,600
51690 MEDICARE	0	0	0	3,592
51695 CITY EPO MEDICAL PLAN	0	0	0	18,916
TOTAL SALARIES & BENEFITS	0	0	0	382,190
52110 OFFICE SUPPLIES	0	0	0	5,000
52125 GENERAL SUPPLIES	0	0	0	3,250
52135 POSTAGE	0	0	0	2,000
52220 MAINT-OFFICE MACHINES	0	0	0	2,000
52235 MAINT-MACHINERY & APPARATUS	0	0	0	500
52405 ADVERTISING SERVICES	0	0	0	750
52575 SERVICES	0	0	0	44,000
52590 TEMPORARY EMPLOYMENT	0	0	0	2,000
52615 DUES & MEMBERSHIP	0	0	0	600
52625 MEETING EXPENSES IN TOWN	0	0	0	4,000
52635 SCHOOLING	0	0	0	3,500
52645 SUBSCRIPTIONS	0	0	0	750
52655 TRAVEL OUT OF TOWN	0	0	0	7,500
52705 COMMUNICATIONS	0	0	0	17,847
52735 TELEPHONE-LONG DIST CALLS	0	0	0	3,000
52755 COMMUNICATIONS-EQUIPMENT	0	0	0	2,000
52775 MINOR EQUIPMENT	0	0	0	2,000
52874 OFFICE SERVICES PRINTING	0	0	0	1,400
52875 OFFICE SERVICES RECORDS	0	0	0	750
52841 DP HARDWARE & OTHER	0	0	0	3,500
TOTAL OPERATING EXPENSES	0	0	0	106,347
TOTAL CAPITAL OUTLAY	0	0	0	0
ORGANIZATION TOTAL	0	0	0	488,537

Streets

MISSION

To ensure public safety for the citizens of Colorado Springs by providing quality maintenance and rehabilitation of public streets and drainage ways and by responding to public requests.

SERVICES

- Street maintenance
- Street sweeping/air quality control
- Snow and ice control
- Drainage maintenance and flood storm mitigation

BUDGET SUMMARY

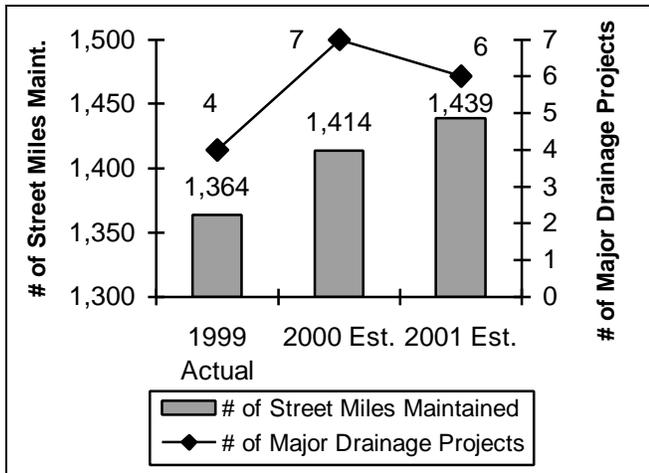
	1998	1999	2000	2001
	Actual	Actual	Budget	Budget
Budget by Account Category				
Salary/Benefits	\$5,256,365	\$5,713,504	\$6,122,322	\$6,251,294
Operating	774,626	795,114	763,865	818,345
Capital Outlay	1,021,632	1,387,529	1,207,332	1,719,412
Unit Total	\$7,052,623	\$7,896,147	\$8,093,519	\$8,789,051

PERSONNEL

	1998	1999	2000	2001
	Actual	Actual	Budget	Budget
Classification				
Senior Manager	1	1	1	0
Manager	3	3	3	2
Supervisor	11	11	11	11
Professional	1	1	1	1
Paraprofessional	6	7	7	5
General	102	102	102	102
FTE Total	124	125	125	121
Special Positions	1	1	1	0

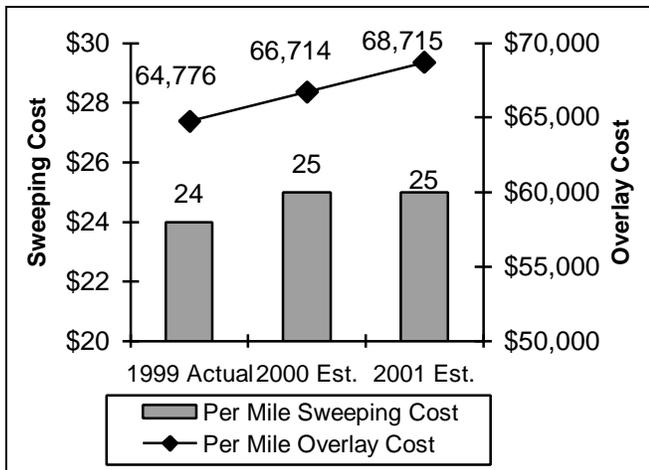
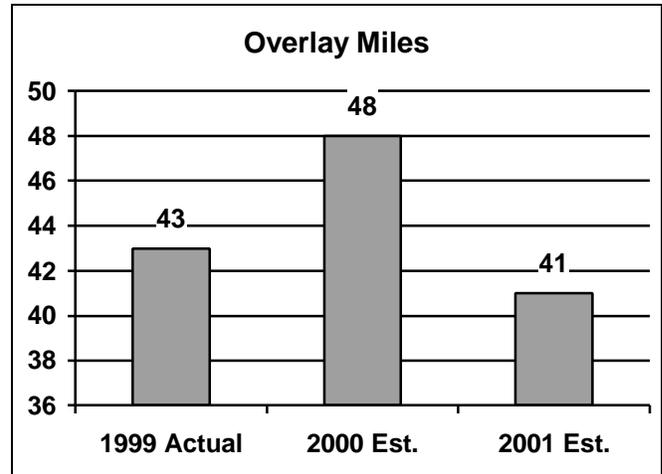
NOTE: For 1999, due to revenue enhancements, an inspector position was added.

PERFORMANCE INDICATORS

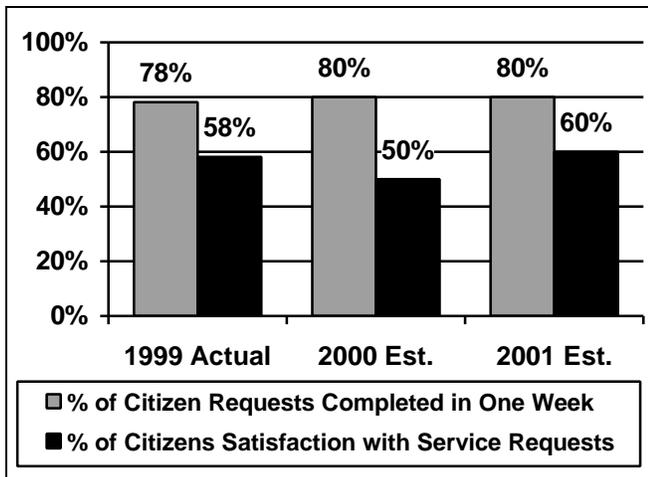


From 1998 to 2000 the number of street miles the City maintains has increased 5 percent. Major drainage projects will remain consistent at 6 to 7 projects

With in-house forces and reallocation of budgets, the Streets Unit will be able to increase miles of final overlay product. This program will increase the number of miles overlaid by the Unit. This does not include chip and slurry seal. These programs typically add between 40 to 45 additional miles to the rehabilitation efforts. The projected reduction is due to the increase in oil prices, which impact asphalt material costs.



The sweeping costs have remained consistent over the three-year period. The contract overlay cost per mile will increase in 2001 due to fuel and trucking costs.



It is projected there will be a 2 percent increase in service requests completed within one week. In 1999, 58 percent of the citizens were satisfied with the service requests, and it is projected in 2001 that there will be a 2 percent increase in this number.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$437,531 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Cost to each department/unit's budget. Funding of \$63,345 is included for 2001 telecommunication charges.
- Funding of \$32,500 is included for overtime in street rehabilitation, sweeping and snowplowing.
- To improve methods of operations and associated efficiencies, \$10,000 was reallocated from aggregate supplies to consulting services.
- Funding of \$512,080 is added for vehicle replacements for a total of \$1,656,755.
- For compliance with the runoff control policy, \$11,635 is added to the services account.
- Due to the creation of a Public Works Support Unit, \$366,059 and 4 FTE are transferred from Streets.
- Funding of \$4,500 is included for increased natural gas costs.

MAJOR OBJECTIVES

OBJECTIVE – Maintain and preserve the city’s roadway infrastructure to provide safe and efficient mobility for the community.

This will be accomplished through active maintenance programs including routine pavement rehabilitation, sweeping of streets, and providing snow and ice control as needed. These programs are conducted by the Streets Unit; however, in the event of a major storm, the use of private contractors may be required for snow and ice control.

OBJECTIVE – Focus efforts on maximizing productivity and effectiveness of the pavement rehabilitation program.

In order to use the fiscal funds more effectively, the Unit will review expanding its in-house resurfacing effort and reduce reliance on costly contracts. The Unit will also continue to participate in the milling bartering program with asphalt materials and overlay contractors to enhance paving productions.

OBJECTIVE – Improve the effectiveness and efficiency of operations to enhance productivity and customer service.

The Streets Unit will continue its efforts in updating the Work Management and Pavement Management Systems to create optimal efficiencies in daily work programs. The Unit will also expand its citizen survey program to review satisfaction with street projects and implement necessary actions in addressing concerns.

OBJECTIVE – Enhance public awareness and education of services provided by the Street Unit.

The Streets Unit, through the use of Channel 18, will keep the public apprised of current and scheduled street projects. In addition, construction projects of significant impact will be well publicized through the media including radio, newspaper, and other local area journals.

OBJECTIVE – Maintain public safety with continual maintenance of drainage right-of-ways.

The Streets Unit will continue to enhance its drainage program with the joint effort being undertaken with the Engineering Unit. This joint effort will result in completion of several drainage projects within the city.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PUBLIC WORKS
STREETS**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	3,767,000	4,068,077	4,545,563	4,591,665
51206 WAGE PKG-SALARIES	0	(17,455)	0	0
51207 WAGE PKG-PERFORMANCE	162,230	178,115	0	102,828
51210 OVERTIME	179,077	184,792	136,600	169,100
51215 ACHIEVEMENT AWARD	23,094	0	0	0
51220 SEASONAL/TEMPORARY	77,810	67,953	100,000	100,000
51230 SHIFT DIFFERENTIAL	0	0	1,456	1,456
51235 STANDBY	0	0	16,810	16,810
51240 RETIREMENT/TERMINATION SICK	0	7,988	0	0
51245 RETIREMENT/TERM VACATION	6,065	17,504	0	0
51250 SPECIAL ASSIGNMENT PAY	5,791	3,990	3,000	3,000
51260 VACATION BUY	5,248	7,808	0	0
51299 SALARIES REIMBURSEMENTS	(34,191)	(16,702)	0	0
51610 PERA	390,521	432,133	467,936	444,249
51615 WORKER'S COMPENSATION	304,033	316,620	309,606	230,088
51620 EQUITABLE LIFE INSURANCE	19,548	15,728	18,543	18,362
51625 VISION CARE	6,187	7,094	7,530	7,592
51635 CITY MAJOR MEDICAL PLAN	2,437	3,114	3,060	3,520
51640 DENTAL INSURANCE	28,016	33,645	37,858	38,650
51665 CASH BACK	8,248	3,845	0	0
51670 PARKING FOR EMPLOYEES	2,354	1,820	1,579	1,579
51690 MEDICARE	23,642	28,458	36,458	38,839
51695 CITY EPO MEDICAL PLAN	279,256	368,977	436,323	483,556
TOTAL SALARIES & BENEFITS	5,256,365	5,713,504	6,122,322	6,251,294
52105 MISCELLANEOUS OPERATING	11,722	19,394	0	0
52110 OFFICE SUPPLIES	16,954	22,375	10,000	15,300
52111 PAPER SUPPLIES	0	0	0	2,312
52115 MEDICAL SUPPLIES	213	171	500	170
52120 SOFTWARE-MICRO/WORD PROCESS	142	232	7,500	90
52122 CELL PHONE SUPPLIES	0	0	0	2,200
52125 GENERAL SUPPLIES	154,941	215,599	169,322	24,452
52131 CONCRETE SUPPLIES	0	0	0	130,230
52135 POSTAGE	1,770	3,280	450	840
52140 WEARING APPAREL	23,652	23,229	10,000	23,229
52145 PAINT & CHEMICAL	3,926	4,524	15,000	4,524
52150 SEED & FERTILIZER	0	0	200	0

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PUBLIC WORKS
STREETS**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52155 AUTOMOTIVE	0	0	2,500	0
52160 FUEL	0	78	0	0
52165 LICENSES & TAGS	522	75	500	0
52185 AGGREGATE MATERIAL	232,029	112,088	256,438	171,647
52220 MAINT-OFFICE MACHINES	8,105	3,929	3,000	2,820
52225 MAINT-MICROS/WORD PROCESSOR	300	0	0	0
52235 MAINT-MACHINERY & APPARATUS	2,162	2,921	7,500	10,516
52240 MAINT-NONFLEET VEHICLES/EQP	0	0	500	0
52265 MAINT-BUILDINGS & STRUCTURE	23,358	38,648	15,000	38,647
52410 BUILDING SECURITY	0	0	0	737
52431 CONSULTING SERVICES	0	0	0	68,725
52435 GARBAGE REMOVAL	0	0	0	11,115
52445 JANITORIAL SERVICES	0	0	0	25,675
52450 LAUNDRY & CLEANING SERVICES	9,012	9,856	6,000	9,856
52560 PARKING SERVICES	0	0	0	569
52575 SERVICES	127,042	118,431	123,000	43,377
52590 TEMPORARY EMPLOYMENT	0	459	0	4,149
52605 CAR MILEAGE	84	1,166	0	0
52615 DUES & MEMBERSHIP	860	1,047	450	150
52625 MEETING EXPENSES IN TOWN	17,582	21,298	10,000	10,000
52630 TRAINING	17,573	7,689	7,500	4,512
52635 EMPLOYEE EDUCATIONAL ASSIST	0	0	0	1,597
52645 SUBSCRIPTIONS	2,207	2,048	600	1,172
52655 TRAVEL OUT OF TOWN	7,682	16,415	9,000	10,499
52705 COMMUNICATIONS	27,825	49,222	15,000	107,645
52735 TELEPHONE-LONG DIST CALLS	1,469	3,268	1,000	776
52745 UTILITIES	38,815	40,884	50,500	45,383
52775 MINOR EQUIPMENT	22,685	36,867	20,000	21,867
52795 RENTAL OF EQUIPMENT	3,660	5,460	5,800	5,460
52841 DP HARDWARE & OTHER	0	3,399	0	0
52874 OFFICE SERVICES PRINTING	3,257	1,618	1,200	954
52875 OFFICE SERVICES RECORDS	0	0	405	0
52893 RENTAL OF FLEET VEHICLES	1,630	2,150	0	2,150
65020 ARIES PROPERTY-SERVICE COST	13,445	27,294	15,000	15,000
TOTAL OPERATING EXPENSES	774,626	795,114	763,865	818,345

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PUBLIC WORKS
STREETS**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
53010 OFFICE MACHINES	18,103	0	0	0
53020 MICROS/WORD PROCESSORS	37,504	35,251	47,657	47,657
53030 FURNITURE & FIXTURES	1,030	0	0	0
53050 MACHINERY & APPARATUS	13,642	13,941	15,000	15,000
53070 VEHICLES-REPLACEMENT	946,214	1,332,695	1,144,675	1,656,755
53080 VEHICLES-ADDITIONS	5,139	5,642	0	0
TOTAL CAPITAL OUTLAY	1,021,632	1,387,529	1,207,332	1,719,412
 ORGANIZATION TOTAL	 7,052,623	 7,896,147	 8,093,519	 8,789,051

Transit Systems

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 and shall meet the personal mobility needs of transit customers and the community as a whole.

SERVICES

- Provide fixed-route transit service
- Provide ADA complementary paratransit services
- Support human services paratransit operations

BUDGET SUMMARY

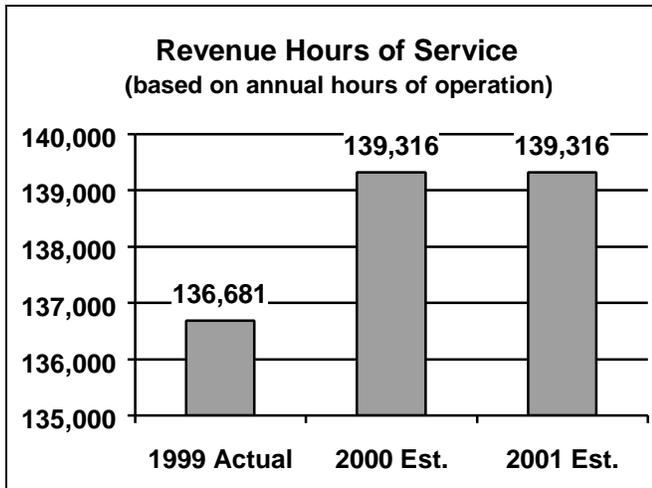
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$ 100,959	\$ 101,407	\$ 103,678	\$ 113,550
Operating	8,222,669	8,070,631	7,578,386	8,478,011
Capital Outlay	529,023	1,059,497	230,900	230,900
Unit Total	\$8,852,651	\$9,231,535	\$7,912,964	\$8,822,461

PERSONNEL

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	1	1	1	1
FTE Total	1	1	1	1
Special Positions	0	.5	.5	.5

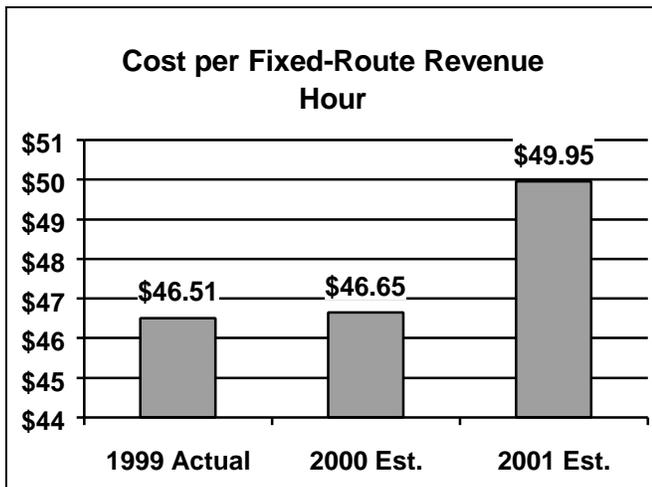
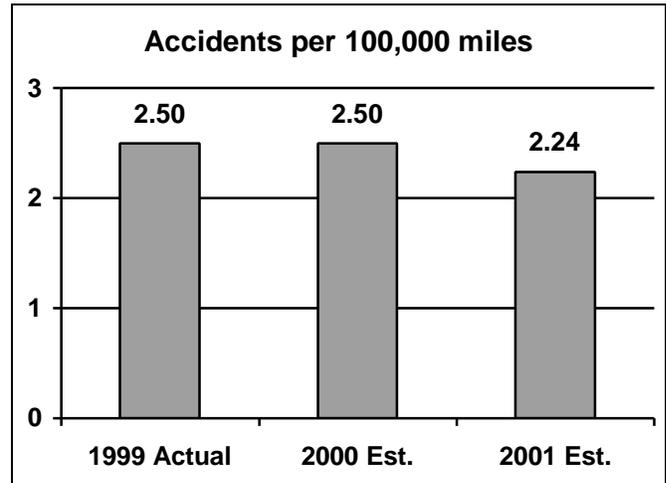
NOTE: Four special employees are not represented in this section. Those employees are funded with federal grant funds and do not impact the Transit Systems Unit budget, except for the required 20 percent local match, which is included in the capital outlay figure.

PERFORMANCE INDICATORS



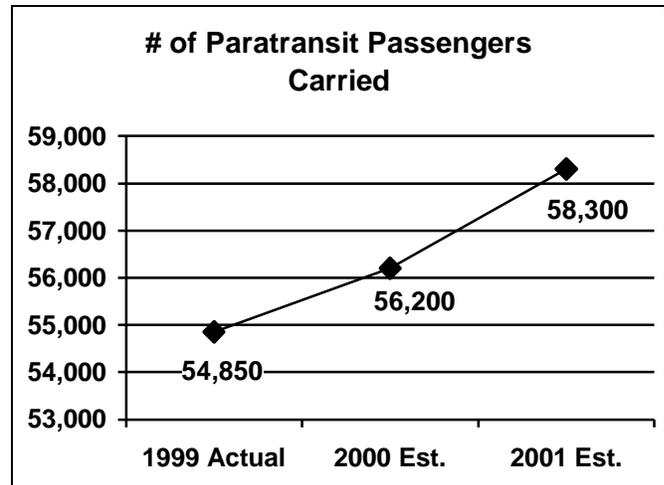
The Revenue Hours of Service will remain constant in 2001.

An aggressive safety program was initiated in 2000 and accidents were reduced. The Transit System's goal is to reduce accidents per 100,000 miles by 5 percent in 2001.



Cost per fixed-route revenue hour has increased due to increased salaries, medical premiums, fuel costs and utilities.

Based on a projected 18 percent increase in applications for Americans with Disabilities Act (ADA) paratransit service in 2000, it is anticipated that the numbers of ADA paratransit passengers will increase in 2001. An additional \$40,227 is required to accommodate this anticipated increased need for transportation for ADA paratransit services. Without this increase, Springs Mobility will experience an increase in denials and reduced capacity to provide this federally mandated service.



CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$8,872 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Costs to each department/unit's budget. Funding of \$51,102 is included for 2001 telecommunication charges.
- A contractual increase of \$111,273 for the fixed-route management contract is included. This increase is contingent on El Paso County funding an increase of \$84,232 for county transit service.
- Funding of \$100,000 is included for increased fuel cost.
- During 2000, a supplemental appropriation of \$365,867 was approved due to increased transit fees. This amount is included in the 2001 budget.

MAJOR OBJECTIVES

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 between fixed-route road calls to 4,000 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 improve productivity (passengers per hour) and efficiency of Americans with Disabilities Act (ADA) complementary paratransit service.

As the number of individuals eligible for paratransit rides increase, it will be necessary to increase productivity and rides per hour to accommodate the demand for service while keeping denials to a minimum.

OBJECTIVE – To manage demand for paratransit service through the strengthening of the eligibility certification process in accordance with ADA rules and regulations.

There has been an 18 percent increase in applications for paratransit service while denials remain at 2 percent. It is anticipated that the number of passengers carried will increase from Year 2000 to Year 2001.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PUBLIC WORKS
TRANSIT SYSTEMS**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	81,920	81,969	92,206	98,846
51207 WAGE PKG-PERFORMANCE	4,988	3,204	0	2,194
51260 VACATION BUY	91	0	0	0
51610 PERA	7,999	8,541	6,721	6,993
51615 WORKER'S COMPENSATION	231	269	243	203
51620 EQUITABLE LIFE INSURANCE	386	335	297	370
51625 VISION CARE	92	94	57	64
51640 DENTAL INSURANCE	424	436	260	320
51665 CASH BACK	32	30	0	0
51670 PARKING FOR EMPLOYEES	540	1,300	0	0
51690 MEDICARE	1,161	1,240	790	890
51695 CITY EPO MEDICAL PLAN	3,096	3,989	3,104	3,670
TOTAL SALARIES & BENEFITS	100,959	101,407	103,678	113,550
52110 OFFICE SUPPLIES	1,935	891	2,000	2,000
52125 GENERAL SUPPLIES	0	393	0	0
52135 POSTAGE	157	145	500	500
52160 FUEL	342,590	366,257	440,000	540,000
52440 HUMAN SERVICES	443,593	415,947	443,589	443,589
52575 SERVICES	41	343	0	0
52605 CAR MILEAGE	35	0	0	0
52625 MEETING EXPENSES IN TOWN	0	324	0	0
52655 TRAVEL OUT OF TOWN	69	1,053	1,000	1,000
52705 COMMUNICATIONS	552	4,466	0	51,102
52735 TELEPHONE-LONG DIST CALLS	936	880	500	500
52775 MINOR EQUIPMENT	0	156	0	0
52874 OFFICE SERVICES PRINTING	10,848	13,905	1,000	1,000
65025 ADA PARATRANSIT CONTRACT	907,842	909,183	969,751	1,009,657
65027 SUPPLEMENTAL ADA PARATRANSIT	0	0	0	50,000
65030 TRANSIT MANAGEMENT CONTRACT	6,514,071	6,356,688	5,720,046	6,378,663
TOTAL OPERATING EXPENSE	8,222,669	8,070,631	7,578,386	8,478,011
65403 FEDERAL FUNDS LOCAL SHARE	529,023	1,059,497	230,900	230,900
TOTAL CAPITAL OUTLAY	529,023	1,059,497	230,900	230,900
ORGANIZATION TOTAL	8,852,651	9,231,535	7,912,964	8,822,461

Transportation Engineering

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
- Review development zoning and site plans
- Design, install, and maintain traffic signs and markings
- Plan long and short-range transportation and traffic in coordination with other agencies
- Provide street lighting
- Review infrastructure design and develop infrastructure program and project recommendations
- Provide citizen response and neighborhood traffic mitigation/calming
- Conduct traffic flow and safety studies for accident prevention, traffic flow work zone traffic control, traffic data collection and analysis, and school/pedestrian safety projects

BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$2,416,605	\$2,841,528	\$2,809,628	\$3,475,326
Operating	907,453	843,538	936,282	5,043,839
Capital Outlay	392,718	179,531	297,404	368,934
Unit Total	\$3,716,776	\$3,864,597	\$4,043,314	\$8,888,099

PERSONNEL

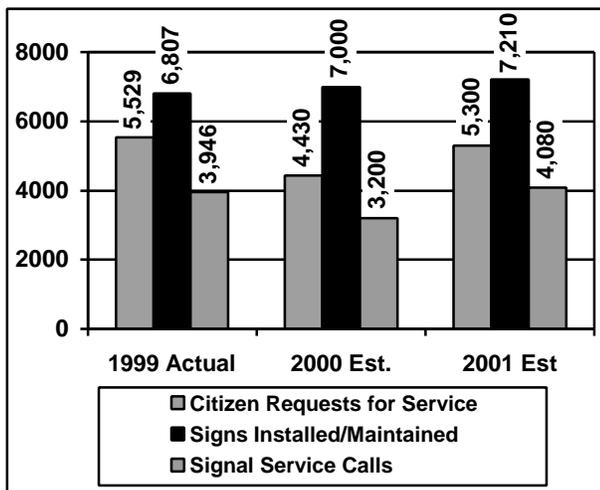
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	3.0	3.0	4.0	4.00
Supervisor	2.0	2.0	1.0	1.00
Professional	4.0	5.0	5.0	6.75
Paraprofessional	27.0	28.0	28.0	33.00
General	7.5	7.5	9.5	9.50
FTE Total	43.5	45.5	47.5	54.25
Special Positions	5.5	4.5	3.5	3.50

NOTE: During 1998, three positions were added for the School Safety Program, which brought the 1998 Actual total to 43.5 FTE.

For 1999, two special transportation planner positions were converted to permanent status.

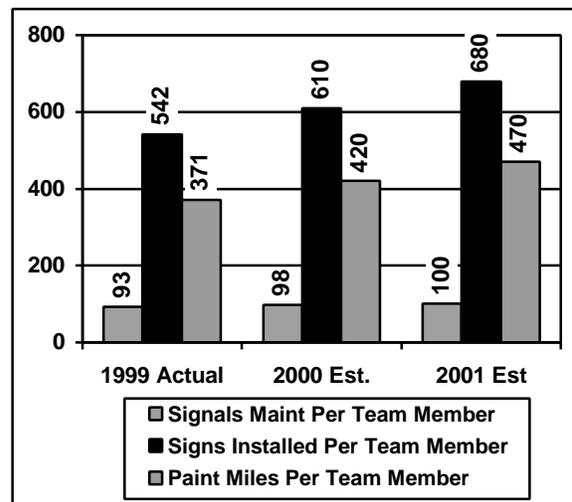
For 2000, one temporary position was converted to permanent and one position previously funded by CDBG was transferred to the General Fund.

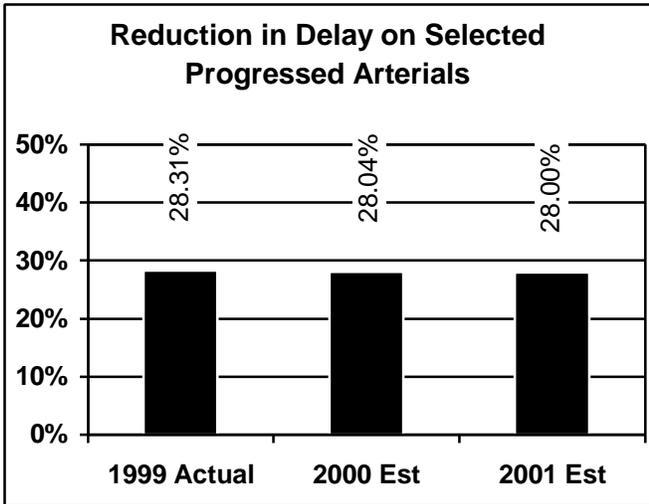
PERFORMANCE INDICATORS



The 1999 increase in Citizen Requests for Service can be attributed to population increase and geographical growth of the city. Both normal-hours calls and after-hours calls are combined in Signal Service Calls. After hours service calls remain constant while the increase in normal hours service calls can be attributed to burnouts (poor quality light bulbs).

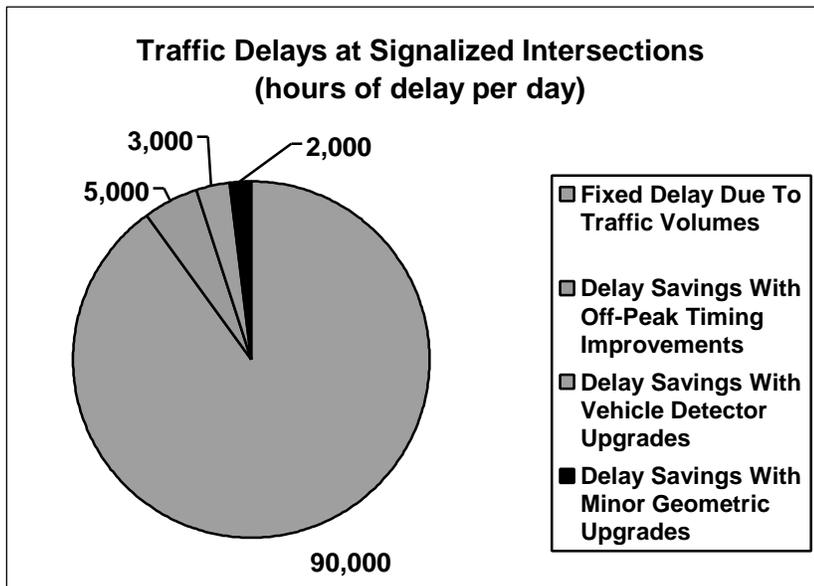
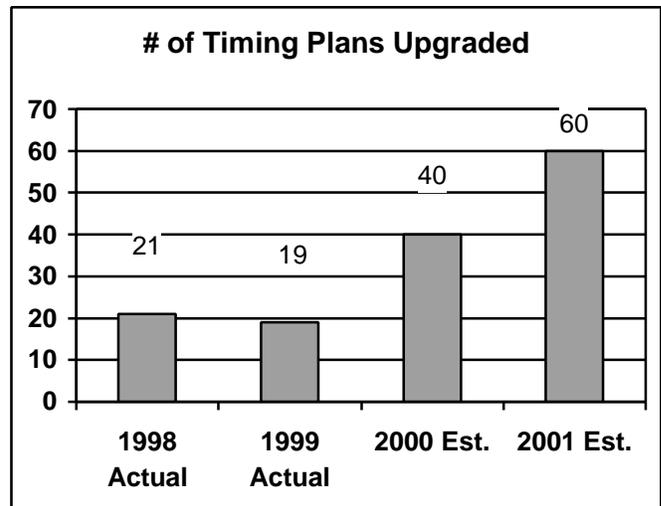
During the past three years, the number of traffic signals, signs, and paint miles have increased due to higher traffic volumes and geographical area expansion. While funding and manpower remain constant, productivity has improved.





Corridor traffic signal progression studies reduce travel delay on arterial streets. These have been very effective in optimizing the operational efficiency of major corridors. However, with growth and saturation, staff expects diminishing returns for this activity.

Due to the additional staff in 2001, it is projected there will be a 50 percent increase in the number of timing plans upgraded from the 2000 estimate.



In 2000, there are 90,000 hours of traffic delay per day at signalized intersections. In 2001, it is anticipated there will be 5,000 hours of delay savings per day with off-peak timing improvements. Also, with the proposed vehicle detector upgrades, there will be an additional 3,000 hours of delay savings per day. If the SCIP proposal provides funds for minor geometric upgrades, it is anticipated there will be an additional 2,000 hours of delay savings per day at signalized intersections.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$255,638 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Costs to each department/unit's budget. Funding of \$80,057 is included for 2001 telecommunication charges.
- Funding in the amount of \$28,473 is reallocated from seasonal/temporary dollars to civilian salaries to accommodate the reorganization reclassifications.
- Funding of \$55,000 is included for seasonal/temporary salaries.
- Funding of \$57,363 is included for a planning assistant position for transportation review of developments and will be offset by a new transportation engineering review fee.
- Funding of \$398,250 and 4.75 FTEs is included for a Traffic Congestion Plan. This plan includes improvements to traffic infrastructure, which will optimize off-peak timing plans.
- In 2001, funding of \$100,000 is added to the Streetlight program and funding of \$3,950,000, which is for utilities and construction of 300 new residential and 300 new arterial streetlights, is transferred from General Costs.
- Funding of \$15,530 is added for vehicle replacements for a total of \$245,020.
- Due to the creation of a Public Works Support Unit, \$67,053 is transferred from Transportation Engineering.

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.

Conduct the East-West Mobility Study and participate in major transportation corridor studies including Woodmen Road, US 24/Martin Luther King Jr. Bypass, and Drennan Road; implement the 2001 recommendations of the City's Intermodal Transportation Plan; participate in alternative modes planning programs, e.g., 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 and updating of transportation-related development standards.

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 groups and units; continue on-line (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 Unit 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, improved street lighting, and traffic safety analysis and design.

OBJECTIVE – Enhance responsiveness to citizen requests and complaints.

In order to enhance responsiveness to citizen requests and complaints, Transportation Engineering will continue updating the citizen tracking system and provide written acknowledgment within seven days.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PUBLIC WORKS
TRANSPORTATION ENGINEERING**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	1,710,848	2,011,086	2,133,496	2,627,020
51206 WAGE PKG-SALARIES	0	(8,038)	0	0
51207 WAGE PKG-PERFORMANCE	69,089	80,110	0	56,853
51210 OVERTIME	100,228	91,311	20,048	75,048
51220 SEASONAL/TEMPORARY	112,685	135,768	171,160	142,687
51230 SHIFT DIFFERENTIAL	96	0	0	0
51235 STANDBY	37,879	53,466	20,300	20,300
51240 RETIREMENT/TERMINATION SICK	283	0	0	0
51245 RETIREMENT/TERM VACATION	1,146	12,631	0	0
51250 SPECIAL ASSIGNMENT PAY	3,424	4,886	0	0
51260 VACATION BUY	2,199	2,281	0	0
51299 SALARIES REIMBURSEMENTS	0	(14,148)	0	0
51610 PERA	191,711	229,834	215,708	248,725
51615 WORKER'S COMPENSATION	37,989	44,516	52,646	46,645
51620 EQUITABLE LIFE INSURANCE	8,691	8,159	8,188	10,174
51625 VISION CARE	2,090	2,754	2,739	3,238
51640 DENTAL INSURANCE	10,083	13,333	13,872	16,406
51665 CASH BACK	7,299	6,166	0	0
51670 PARKING FOR EMPLOYEES	11,552	9,200	1,184	1,664
51690 MEDICARE	17,772	21,750	21,351	28,512
51695 CITY EPO MEDICAL PLAN	91,541	136,463	148,936	198,054
TOTAL SALARIES & BENEFITS	2,416,605	2,841,528	2,809,628	3,475,326
52105 MISCELLANEOUS OPERATING	53,409	47,449	0	0
52110 OFFICE SUPPLIES	1,554	148	0	15,000
52111 PAPER SUPPLIES	0	0	0	1,700
52115 MEDICAL SUPPLIES	250	453	0	500
52120 SOFTWARE-MICRO/WORD PROCESS	10,984	12,188	10,000	10,000
52122 CELL PHONE SUPPLIES	0	0	0	1,000
52125 GENERAL SUPPLIES	82,516	69,258	28,620	500
52126 ELECTRICAL SUPPLIES	0	0	0	26,200
52127 CONSTRUCTION SUPPLIES	0	0	0	5,000
52131 CONCRETE SUPPLIES	0	0	0	3,026
52135 POSTAGE	1,058	3,624	0	1,500
52140 WEARING APPAREL	7,971	6,798	2,250	4,250
52145 PAINT & CHEMICAL	23,356	80,301	225,000	225,000
52155 AUTOMOTIVE	11	0	0	0

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PUBLIC WORKS
TRANSPORTATION ENGINEERING**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52160 FUEL	0	25	0	0
52165 LICENSES & TAGS	0	432	0	0
52170 SPECIAL, PHOTOGRAPHY, ETC	0	0	0	2,400
52175 SIGNS	33,349	0	0	75,000
52220 MAINT-OFFICE MACHINES	1,177	0	0	4,400
52225 MAINT-MICROS/WORD PROCESSOR	100	0	0	4,000
52230 MAINT-FURNITURE & FIXTURES	32	0	0	320
52235 MAINT-MACHINERY & APPARATUS	6,933	68,007	4,000	4,000
52245 MAINT-SIGNALS	106,513	103,366	125,000	125,000
52255 MAINT-SIGNS	115,561	53,119	150,000	75,000
52265 MAINT-BUILDINGS & STRUCTURE	81,155	39,658	15,000	15,000
52405 ADVERTISING SERVICES	5,975	3,418	0	1,000
52410 BUILDING SECURITY SERVICES	0	0	0	480
52431 CONSULTING SERVICES	0	0	0	5,000
52435 GARBAGE REMOVAL SERVICES	0	0	0	1,740
52450 LAUNDRY & CLEANING SERVICES	0	0	0	1,000
52570 REIMBURSABLE SERVICES	1,101	(21)	100,000	87,500
52575 SERVICES	131,994	141,873	109,782	4,460
52590 TEMPORARY EMPLOYMENT	0	0	0	40,000
52605 CAR MILEAGE	0	0	1,000	1,000
52615 DUES & MEMBERSHIP	2,177	3,608	2,060	2,060
52625 MEETING EXPENSES IN TOWN	2,087	1,773	450	450
52630 TRAINING	13,483	11,445	11,300	13,300
52635 EMPLOYEE EDUCATIONAL ASSIST	0	0	0	3,000
52645 SUBSCRIPTIONS	1,664	2,499	550	550
52655 TRAVEL OUT OF TOWN	11,676	18,549	10,200	15,200
52705 COMMUNICATIONS	101,010	95,491	105,000	185,057
52725 RENTAL OF PROPERTY	47,691	21,939	0	10,100
52735 TELEPHONE-LONG DIST CALLS	1,710	2,859	1,600	1,600
52745 UTILITIES	0	0	0	4,050,000
52775 MINOR EQUIPMENT	46,150	15,307	25,000	15,000
52785 OFFICE SERVICES RECORDS	0	0	0	2,000
52795 RENTAL OF EQUIPMENT	6,259	26,795	3,000	3,000
52874 OFFICE SERVICES PRINTING	5,566	9,877	6,000	1,076
52875 OFFICE SERVICES RECORDS	0	0	470	470
52893 RENTAL OF FLEET VEHICLES	2,620	3,300	0	0
65160 RECRUITMENT	362	0	0	0
TOTAL OPERATING EXPENSE	907,453	843,538	936,282	5,043,839

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PUBLIC WORKS
TRANSPORTATION ENGINEERING**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
53010 OFFICE MACHINES	10,339	6,025	10,000	10,000
53020 MICROS/WORD PROCESSORS	35,895	27,485	19,685	39,685
53030 FURNITURE & FIXTURES	2,770	0	3,384	9,384
53050 MACHINERY & APPARATUS	11,963	50,853	34,845	34,845
53070 VEHICLES-REPLACEMENT	331,425	93,103	229,490	245,020
53080 VEHICLES-ADDITIONS	327	2,065	0	30,000
TOTAL CAPITAL OUTLAY	392,718	179,531	297,404	368,934
 ORGANIZATION TOTAL	 3,716,776	 3,864,597	 4,043,314	 8,888,099

Cultural Services

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
- Maintain historical archives facility
- Manage visitor and environmental education centers
- Promote area as tourism destination
- Provide educational programs
- Restore historical buildings and sites
- Interpret natural, cultural and environmental resources
- Provide information to park visitors and promote visitor safety
- Raise funds to operate special programs
- Provide meeting facilities for nonprofit, community and service organizations

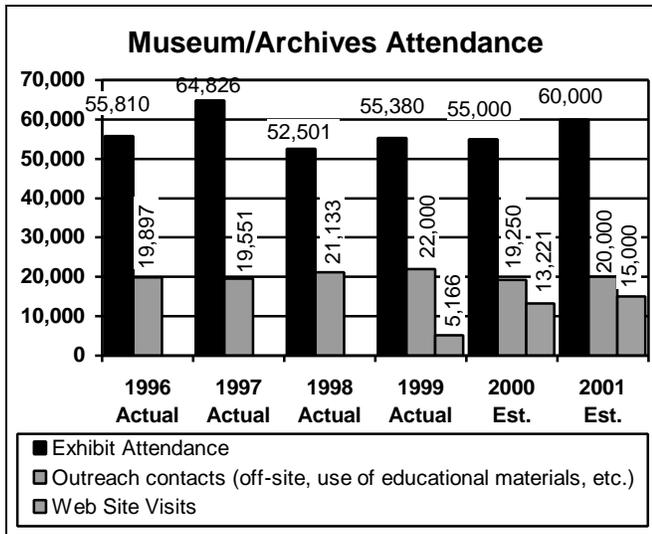
BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$1,009,218	\$1,056,729	\$1,108,721	\$1,193,693
Operating	232,041	224,831	219,059	259,805
Capital Outlay	7,378	0	0	0
Unit Total	\$1,248,637	\$1,281,560	\$1,327,780	\$1,453,498

PERSONNEL

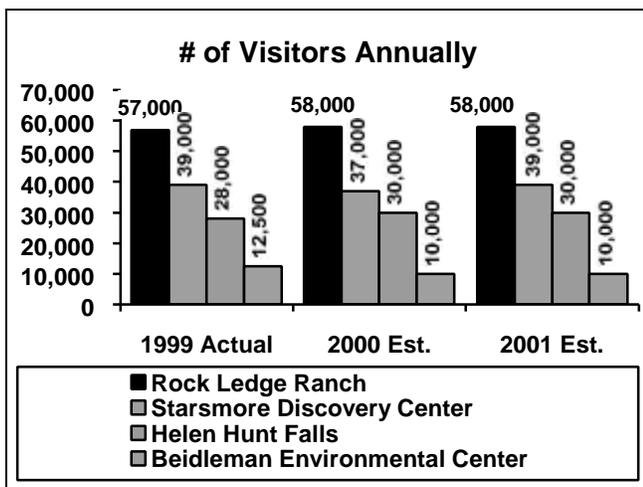
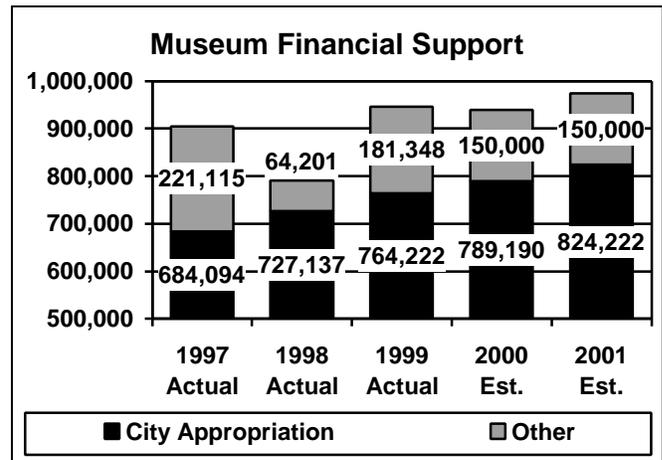
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	1	1	1	1
Supervisor	1	1	1	1
Professional	8.5	8.5	8.5	8.5
Paraprofessional	3	3	3	3
General	4	4	4	4.5
FTE Total	17.5	17.5	17.5	18.0

PERFORMANCE INDICATORS



The Museum is essentially on a plateau, in terms of attendance, until more of the building is restored and permanent exhibits are installed. Also, provision must be made to publicize the institution and its programs.

The Museum regularly supplements its annual City appropriation with grants, private contributions, and interest income from gift trust accounts. Virtually all exhibits, programs, and artifact purchases are funded in this manner. Note that some direct purchases by Museum support groups, e.g., acquisition of two warehouses by the Colorado Springs Museum Foundation for \$750,000, are not included in these figures.



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 Visitor Center averages 1,300,000 visitors annually.

CHANGES TO THE BUDGET

- Ø An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$79,972 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Ø In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Costs to each department/unit's budget. Funding of \$29,721 is included for 2001 telecommunication charges.
- Ø During 2000, the Natural and Cultural Resources Unit was dissolved. The Cultural Resources portion of that Unit was moved into the Museum Unit, and the combined unit is now called Cultural Services. This resulted in an increase of \$538,590 and 5.5 positions. All years of the budget summary and personnel numbers have been adjusted to reflect this change.
- Ø Funding of \$15,400 is reallocated from seasonal salaries and operating expenses to civilian salaries to add a new, half-time office specialist to assist with clerical duties.
- Ø Funding of \$13,025 is transferred from Parks, Trails and Open Space to fund interpretive materials, publicize Rock Ledge Ranch's programs, and increase the utilities account.
- Ø Funding of \$3,000 is included for increased natural gas costs.

MAJOR OBJECTIVES

OBJECTIVE – Provide a variety of temporary exhibitions throughout the year of educational value and interest to the citizens of the community.

A full schedule for the Museum is in place through the Year 2002. Virtually all temporary exhibitions are paid for with nonmunicipal funds. Rental, shipping, and insurance may be quite costly, often exceeding \$20,000 for a single exhibition. The City operating budget covers only routine costs of installation (paint, hardware, etc.).

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.

Visitor services programs and facilities will develop and implement a comprehensive package of programs, events, exhibits, and publications. This will foster respect and appreciation by program participants and park visitors for the region's significant natural and cultural resources.

OBJECTIVE – Install thematic history exhibit units according to the Museum's long-range plan for permanent displays depicting the history and culture of the Pikes Peak Region.

Most of the costs of these installations will be paid with grant funds or underwritten by one of the Museum's support organizations.

OBJECTIVE – Systematically build and improve the artifact and archival collections and manage collections according to the Museum’s legal mandates.

All artifacts and archival materials are either donated or purchased with private funds. To help preserve and store the hundreds of new acquisitions the Museum receives each year, the Museum’s private foundation has purchased two warehouses at a cost of \$750,000. These buildings will be turned over to the City within two years.

OBJECTIVE – Continue restoration and renovation of the 1903 El Paso County Courthouse, which houses the Museum, as well as the Rock Ledge House (c. 1874-75) and Orchard House (c. 1907), according to the Rock Ledge Ranch (RLR) Master Plan. The Courthouse building and the RLR historic site are on the National Register of Historic Places.

The Museum facility is almost one century old and requires constant maintenance. Currently, the building is only 70 percent restored. Three capital projects, representing the final phases of restoration, have been submitted through the Springs Community Improvements Program (SCIP) process. Routine repairs and maintenance are accomplished within the regular operating budget. After a review in 2000, the Rock Ledge Ranch Master Plan will have a systematic program of implementation (including restorations).

OBJECTIVE – Develop and implement programs that demonstrate the cultural diversity of the people of the Pikes Peak region.

Efforts are underway to work 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 will represent 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 visitor services locations.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
CULTURAL SERVICES**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	661,728	707,617	753,524	820,560
51207 WAGE PKG-PERFORMANCE	26,733	22,217	0	18,383
51210 OVERTIME	1,965	1,102	975	975
51215 ACHIEVEMENT AWARD	500	0	0	0
51220 SEASONAL/TEMPORARY	203,047	210,989	173,367	162,967
51260 VACATION BUY	546	253	0	0
51299 SALARIES REIMBURSEMENTS	(43,872)	(67,962)	0	0
51610 PERA	85,523	92,983	91,743	93,641
51615 WORKER'S COMPENSATION	17,082	17,895	14,614	11,993
51620 EQUITABLE LIFE INSURANCE	3,499	2,948	3,080	3,289
51625 VISION CARE	841	1,248	1,050	1,136
51640 DENTAL INSURANCE	4,204	5,993	5,327	5,758
51665 CASH BACK	2,087	1,150	0	0
51670 PARKING FOR EMPLOYEES	2,626	3,000	1,879	1,879
51690 MEDICARE	9,759	10,655	10,825	12,172
51695 CITY EPO MEDICAL PLAN	32,950	46,641	52,337	60,940
TOTAL SALARY AND BENEFITS	1,009,218	1,056,729	1,108,721	1,193,693
52105 MISCELLANEOUS SUPPLIES	3,355	5,530	1,500	1,500
52110 OFFICE SUPPLIES	1,502	1,793	3,230	3,230
52115 MEDICAL SUPPLIES	238	0	0	0
52120 SOFTWARE-MICRO/WORD PROCESS	414	201	0	0
52125 GENERAL SUPPLIES	20,910	19,610	25,606	25,606
52135 POSTAGE	2,089	2,065	3,500	3,500
52140 WEARING APPAREL	2,562	1,201	2,670	2,670
52145 PAINT & CHEMICAL	1,163	1,225	1,775	1,775
52150 SEED & FERTILIZER	128	280	500	500
52165 LICENSES & TAGS	230	0	150	150
52175 SIGNS	106	120	600	600
52190 JANITORIAL SUPPLIES	104	1,288	0	0
52215 MAINT-GROUNDS	244	647	100	100
52220 MAINT-OFFICE MACHINES	180	130	300	300
52225 MAINT-MICROS/WORD PROCESSORS	55	0	0	0

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
CULTURAL SERVICES**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52230 MAINT-FURNITURE & FIXTURES	0	0	100	100
52235 MAINT-MACHINERY & APPARATUS	1,702	1,321	3,150	3,150
52265 MAINT-BUILDINGS & STRUCTURE	7,492	10,438	10,875	10,875
52405 ADVERTISING SERVICES	3,166	4,559	1,250	1,250
52450 LAUNDRY & CLEANING SERVICES	2,049	1,374	4,700	4,700
52575 SERVICES	79,112	64,743	49,610	49,610
52605 CAR MILEAGE	3,465	3,103	3,260	3,260
52615 DUES & MEMBERSHIP	1,639	2,103	1,925	1,925
52625 MEETING EXPENSES IN TOWN	1,787	2,242	1,232	1,232
52635 SCHOOLING	2,765	2,965	2,000	2,000
52645 SUBSCRIPTIONS	269	200	536	536
52655 TRAVEL OUT OF TOWN	6,306	3,368	2,800	2,800
52705 COMMUNICATIONS	2,529	4,055	1,000	30,721
52735 TELEPHONE-LONG DIST CALLS	1,193	1,575	1,400	1,400
52745 UTILITIES	59,829	59,936	62,000	73,000
52775 MINOR EQUIPMENT	9,216	8,169	12,360	12,360
52795 RENTAL OF EQUIPMENT	10,501	13,481	11,600	11,600
52872 MAINT-FLEET VEHICLES/EQP	57	72	0	0
52874 OFFICE SERVICES PRINTING	684	1,537	100	5,125
52875 OFFICE SERVICES - RECORDS	0	0	1,730	1,730
52893 RENTAL OF FLEET VEHICLES	0	0	2,500	2,500
65341 ARTS/CULTURAL	5,000	5,500	5,000	0
TOTAL OPERATING EXPENSE	232,041	224,831	219,059	259,805
53090 BUILDINGS & STRUCTURES	7,378	0	0	0
TOTAL CAPITAL OUTLAY	7,378	0	0	0
TOTAL ORGANIZATION	1,248,637	1,281,560	1,327,780	1,453,498

Design and Development

MISSION

To design, renovate and construct parks, park facilities and trails with annual lottery, TOPS and grant funds which provide recreational and educational opportunities that enhance the quality of life for the citizens and visitors of Colorado Springs.

SERVICES

- Design neighborhood parks
- Design community parks
- Design sports complexes - youth and adult
- Design park facility renovations and restorations
- Prepare bid documents and bid all capital improvements projects
- Design trail system improvements
- Master plan regional parks
- Administer construction contracts
- Administer grants
- Oversee renovation and restoration contracts
- Oversee all park capital construction improvements

BUDGET SUMMARY

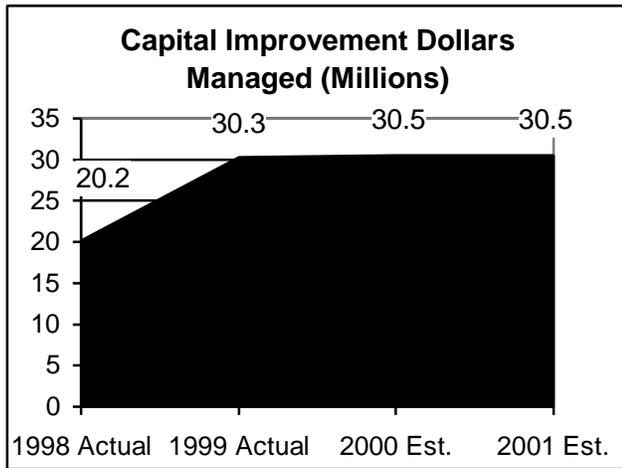
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$310,317	\$348,612	\$321,876	\$342,162
Operating	13,447	19,170	30,130	34,882
Capital Outlay	7,170	0	0	0
Unit Total	\$330,934	\$367,782	\$352,006	\$377,044

PERSONNEL

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	1	1	1	1
Professional	4	4	4	4
FTE Total	5	5	5	5

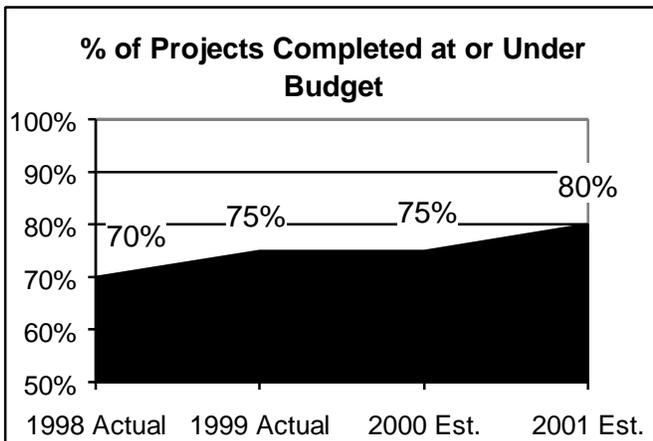
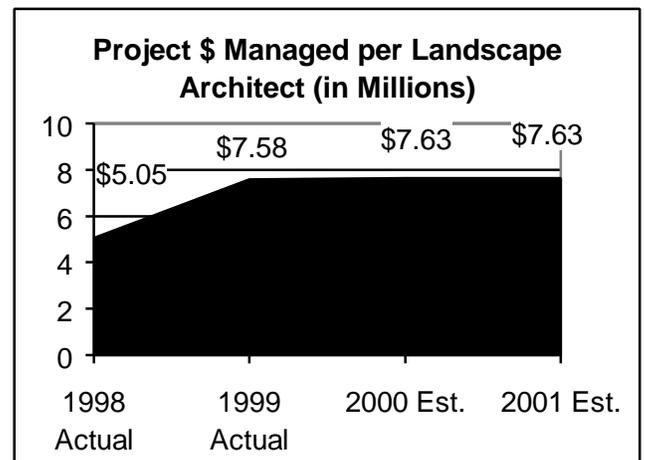
NOTE: In addition to the personnel listed above, one special position and one permanent position are included in this unit and are funded from Lottery.

PERFORMANCE INDICATORS



Capital improvements funding has more than tripled during the last three years. Large and complex projects that require extensive supervision and project management such as the recreation centers have been added to the Unit work plan.

The number of projects designed and managed per landscape architect have remained relatively constant over the past three years while the capital funding has more than tripled. Annual project budget responsibility has increased from \$1.3 million in 1996 to an average of \$7.63 million in 2000 – 2001 per architect.



During the past three years, the percentage of projects completed on or under budget has steadily increased from 70 to 80 percent. This is an increasing challenge given the aggressive construction market and the shortage of available and qualified contractors.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$25,038 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Funding of \$4,752 is reallocated from the overtime and seasonal/temporary accounts in the budget to the services account to pay for reclasses for a construction project manager and landscape architect II. These reclassifications were due to increased workload associated with capital improvement funds from TOPS and SCIP. The additional funds have resulted in an increased budget/project ratio per architect from an average 1.3 million per architect in 1996 to an anticipated 7.63 million per architect in 2001.

MAJOR OBJECTIVES

OBJECTIVE – In support of the City's "Direction 2000" Strategic Plan to complete an update of a parks system capital and services master plan, this Unit will develop master plans for all neighborhood, community, and regional parks scheduled for development in 2002.

A series of public input meetings will be scheduled for each neighborhood, community, or regional park scheduled for development in 2002. The meetings will afford the citizens an opportunity to provide input on the elements to include 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 in the 2002 capital budget process. Park sites to be scheduled for development are determined in accordance with the guidelines provided in the Parks and Recreation Master Plan.

OBJECTIVE – Implement the mandate passed by the citizens of Colorado Springs through the SCIP program to build three new recreation centers and to renovate both the Sertich Ice and the Aquatics and Fitness Centers in Memorial Park.

This will be accomplished by completing construction of Phase One of SCIP I (leisure pools, fitness and locker rooms) at the three new centers and renovations to the Memorial Park centers. If Project 01 passes a vote of the citizens, design, cost estimating and construction documents will begin on Phase Two of SCIP I which delineates the completion of the new centers with offices, gymnasiums and related services. Likewise, design work would begin for a new outdoor pool in the far northeastern portion of the city; and a new recreation center in the southeastern portion are also included in Project 01.

OBJECTIVE – Support the Unit's mission to design, renovate and construct new parks, park facilities, and trails for the citizens of the community.

These 50 to 60 low-profile projects represent the bulk of the workload for this Unit every year and run the gamut from a new youth or adult sports complex to a mere renovation of a playground or sidewalk in a local neighborhood. Although these projects do not receive the same degree of public attention as a new recreation center, 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.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
DESIGN AND DEVELOPMENT**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	236,616	287,933	267,174	282,936
51206 WAGE PKG-SALARIES	0	(4,777)	0	0
51207 WAGE PKG-PERFORMANCE	11,575	10,629	0	6,338
51210 OVERTIME	23	0	2,000	0
51220 SEASONAL/TEMPORARY	3,371	0	2,752	0
51240 RETIREMENT/TERMINATION SICK	2,127	0	0	0
51245 RETIREMENT/TERM VACATION	6,279	360	0	0
51606 WAGE PKG-BENEFITS	0	0	0	0
51610 PERA	29,290	28,602	25,946	25,953
51615 WORKER'S COMPENSATION	2,876	3,232	2,745	2,057
51620 EQUITABLE LIFE INSURANCE	1,469	1,190	1,034	1,131
51625 VISION CARE	272	356	300	315
51640 DENTAL INSURANCE	1,128	1,641	1,512	1,601
51665 CASH BACK	1,375	46	0	0
51690 MEDICARE	1,700	1,905	802	1,078
51695 CITY EPO MEDICAL PLAN	12,216	17,493	17,611	20,753
TOTAL SALARY AND BENEFITS	310,317	348,612	321,876	342,162
52105 MISCELLANEOUS SUPPLIES	382	654	0	0
52110 OFFICE SUPPLIES	1,998	2,359	1,380	1,000
52111 PAPER SUPPLIES	0	0	0	3,200
52115 MEDICAL SUPPLIES	0	0	0	50
52120 SOFTWARE-MICRO/WORD PROCESS	395	0	0	0
52122 CELL PHONE EQUIPMENT	0	0	0	225
52125 GENERAL SUPPLIES	2,088	2,586	2,500	600
52127 CONSTRUCTION SUPPLIES	0	0	0	335
52135 POSTAGE	0	0	0	100
52140 WEARING APPAREL	0	0	80	245
52145 PAINT & CHEMICALS	0	0	0	50
52165 LICENSES & TAGS	175	350	175	350
52190 JANITORIAL SUPPLIES	0	0	0	50
52220 MAINT-OFFICE MACHINES	845	291	400	0
52225 MAINT-MICROS/WORD PROCESSOR	606	360	800	1,000
52305 MAINT-SOFTWARE	0	0	0	1,280
52430 CONSULTING SERVICES	0	0	0	13,184
52575 SERVICES	700	5,911	20,000	6,613
52605 CAR MILEAGE	1,079	2,191	2,230	2,200
52615 DUES & MEMBERSHIP	280	525	475	750

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
DESIGN AND DEVELOPMENT**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52625 MEETING EXPENSES IN TOWN	146	299	50	300
52630 TRAINING	1,365	1,481	900	0
52645 SUBSCRIPTIONS	0	0	55	50
52655 TRAVEL OUT OF TOWN	1,474	120	745	1,500
52705 COMMUNICATIONS	1,510	1,276	0	1,300
52735 TELEPHONE-LONG DIST CALLS	43	32	0	0
52775 MINOR EQUIPMENT	361	609	340	0
52874 OFFICE SERVICES PRINTING	0	125	0	500
TOTAL OPERATING EXPENSE	13,447	19,170	30,130	34,882
53010 OFFICE MACHINES	6,500	0	0	0
53030 FURNITURE & FIXTURES	670	0	0	0
TOTAL CAPITAL OUTLAY	7,170	0	0	0
TOTAL ORGANIZATION	330,934	367,782	352,006	377,044

Forestry

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
- Technical assistance related to forestry matters
- Planting on public rights-of-way and parkland
- Manage insect and disease problems
- Clear traffic signs and visibility obstructions
- Tree service licensing/certifications
- Tree-related emergencies

BUDGET SUMMARY

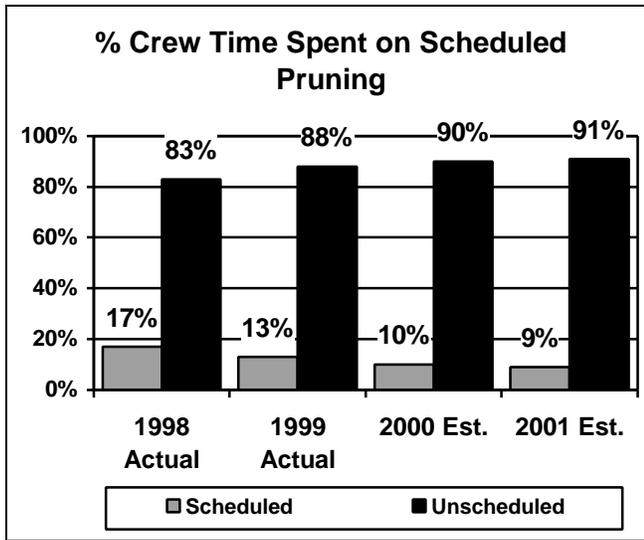
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$ 677,482	\$ 741,352	\$ 814,427	\$ 866,804
Operating	322,993	301,222	305,684	308,594
Capital Outlay	6,206	3,000	3,000	3,000
Unit Total	\$1,006,681	\$1,045,574	\$1,123,111	\$1,178,398

PERSONNEL

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Senior 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

NOTE: In addition to the personnel listed above, one permanent position is included in this Unit and is funded from Lottery.

PERFORMANCE INDICATORS

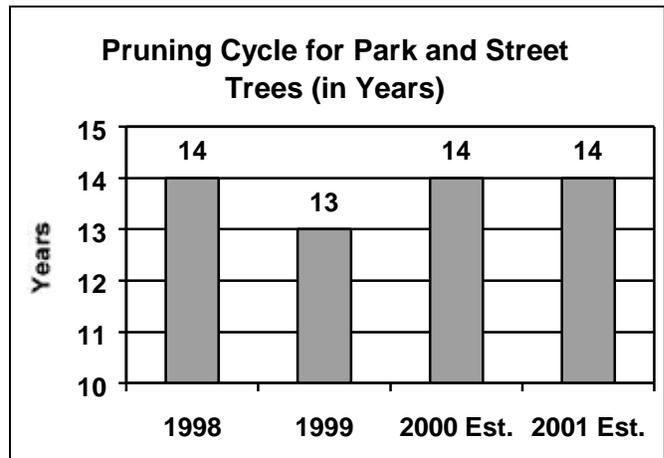


In the past three years, the number of public trees has increased 9 percent, while trees pruned per technician is declining. Crisis pruning (i.e., storm clean up), prune requests, and excessive removals all cut into scheduled maintenance. As the city's tree population is increasing, the percentage of time spent on scheduled maintenance is decreasing.

Programmed Maintenance versus On-Demand Maintenance

For programmed maintenance schedules to be successful, 50-70 percent of tree pruning should be done on a programmed basis. This can increase productivity due primarily to reduced transportation costs and more efficient task scheduling. In a study done in Santa Maria, California, over a period of eleven years, scheduled pruning took an average of 1.03 hour/tree versus 2.38 hour for on-demand maintenance, the difference being attributed to unproductive crew travel and setup time. (Yamamoto, S. T. 1985. "Programmed Tree Pruning and Public Liability." Journal of Arboriculture 11(1): 15-17.)

Nationally, the target is an eight-year pruning cycle. Currently with 100,000 public trees in the City inventory, the average pruning cycle is 13 years. This means street and/or park trees in a particular neighborhood are scheduled to be pruned once every 13 years (variation in cycle from 1998 to 1999 is due to an inventory adjustment). Thirty percent of the city (annexed and growth areas) is not programmed for pruning and is managed reactively which has the unintended consequence of reducing efficiency.



CHANGES TO THE BUDGET

- Ø An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$52,377 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Ø Federally mandated Clean Water Act Runoff fees of \$1,410 are included to cover costs for this program.

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

The Scale Control and General Spray Contract is included for \$25,000

OBJECTIVE – Information Management System

Implement the UFMIS (Urban Forestry Management Information System) with minimum expenditure.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
FORESTRY**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	472,579	523,913	586,080	635,723
51206 WAGE PKG-SALARIES	0	(1,995)	0	0
51207 WAGE PKG-PERFORMANCE	20,450	21,809	0	14,240
51210 OVERTIME	1,909	1,777	3,100	3,100
51215 ACHIEVEMENT AWARD	250	0	0	0
51220 SEASONAL/TEMPORARY	11,270	13,017	19,666	19,966
51235 STANDBY	7,477	849	0	0
51245 RETIREMENT/TERM VACATION	39	0	0	0
51250 SPECIAL ASSIGNMENT PAY	1,006	525	300	0
51260 VACATION BUY	1,370	1,670	0	0
51610 PERA	46,789	53,010	59,207	60,513
51615 WORKER'S COMPENSATION	67,145	66,715	80,922	59,071
51620 EQUITABLE LIFE INSURANCE	2,418	1,985	2,334	2,542
51625 VISION CARE	757	856	896	945
51640 DENTAL INSURANCE	3,520	4,065	4,570	4,800
51665 CASH BACK	1,277	975	0	0
51690 MEDICARE	3,666	4,134	5,126	5,844
51695 CITY EPO MEDICAL PLAN	35,560	48,048	52,226	60,060
TOTAL SALARY AND BENEFITS	677,482	741,352	814,427	866,804
52105 MISCELLANEOUS SUPPLIES	574	418	0	1,410
52110 OFFICE SUPPLIES	976	1,318	1,200	900
52115 MEDICAL SUPPLIES	0	0	100	1,600
52125 GENERAL SUPPLIES	3,665	2,762	2,516	4,766
52135 POSTAGE	0	0	50	50
52140 WEARING APPAREL	1,370	3,101	1,500	1,500
52145 PAINT & CHEMICAL	150	256	240	190
52150 SEED & FERTILIZER	208	24	1,750	0
52175 SIGNS	252	156	200	200
52205 MAINT-LANDSCAPING	64,559	54,961	59,600	59,600
52210 MAINT-TREES	216,583	216,340	217,000	217,000
52220 MAINT-OFFICE MACHINES	15	215	350	1,850
52230 MAINT-FURNITURE & FIXTURES	50	0	400	400
52235 MAINT-MACHINERY & APPARATUS	2,449	2,119	1,800	2,800
52240 MAINT-NONFLEET VEHICLES/EQP	2	0	3,050	0
52265 MAINT-BUILDINGS & STRUCTURE	10,893	59	500	500
52270 MAINT-WELLS & RESERVOIRS	0	412	200	200
52450 LAUNDRY & CLEANING SERVICES	0	13	450	0

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
FORESTRY**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52575 SERVICES	10,546	5,273	3,800	3,800
52605 CAR MILEAGE	0	0	150	150
52615 DUES & MEMBERSHIP	445	522	400	400
52625 MEETING EXPENSES IN TOWN	227	302	300	300
52630 TRAINING	1,348	2,006	1,000	1,850
52645 SUBSCRIPTIONS	0	(55)	100	100
52655 TRAVEL OUT OF TOWN	743	1,327	2,400	2,400
52705 COMMUNICATIONS	607	490	0	0
52735 TELEPHONE-LONG DIST CALLS	6	35	0	0
52745 UTILITIES	1,647	186	257	257
52775 MINOR EQUIPMENT	3,406	6,277	3,300	3,371
52795 RENTAL OF EQUIPMENT	15	0	0	0
52874 OFFICE SERVICES PRINTING	2,257	2,706	3,071	3,000
TOTAL OPERATING EXPENSE	322,993	301,222	305,684	308,594
53050 MACHINERY & APPARATUS	2,880	3,000	3,000	3,000
53070 VEHICLES - REPLACEMENT	3,326	0	0	0
TOTAL CAPITAL OUTLAY	6,206	3,000	3,000	3,000
TOTAL ORGANIZATION	1,006,681	1,045,574	1,123,111	1,178,398

Park Maintenance, Trails and Open Space

MISSION

To provide and maintain parks, trails, medians, athletic and recreational facilities for the citizens of, and visitors to, Colorado Springs. The unit also supports the youth of the community through the preparation and scheduling of athletic fields and the provision of volunteer and hourly employment opportunities.

SERVICES

- Provide landscape maintenance services by implementing a program of turf and athletic field surface maintenance and providing flower plantings and shrub maintenance
- Repair, monitor and renovate irrigation, lighting and plumbing systems. Perform repairs and preventive maintenance to small engine equipment, mowers, grounds maintenance equipment, etc.
- Maintain and protect the natural resources within the regional parks. Maintain the multi-use trail system and assigned rights-of-ways
- Maintain, renovate and construct buildings, structures, walkways, curbing, parking facilities and fences. Repair vandalism and remove graffiti on a timely basis. Design and fabricate signs and graphics in support of the entire park system

BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$3,916,824	\$4,282,259	\$4,564,977	\$4,865,156
Operating	2,169,063	1,956,806	2,351,575	2,410,712
Capital Outlay	73,480	60,733	78,664	81,294
Unit Total	\$6,159,367	\$6,299,798	\$6,995,216	\$7,357,162

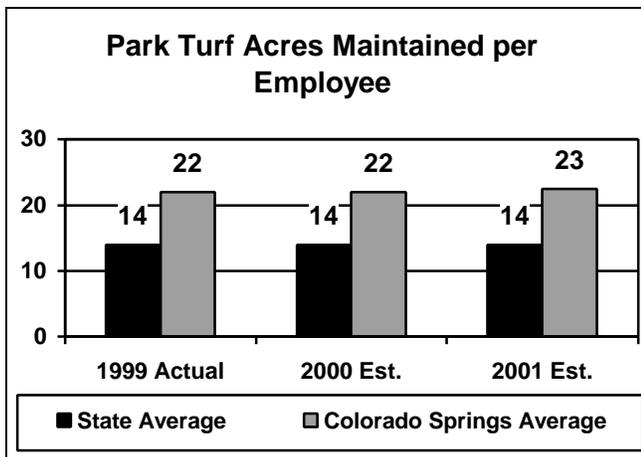
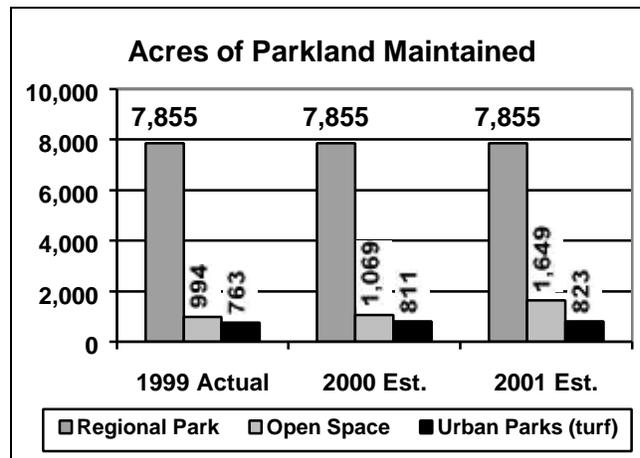
PERSONNEL

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	3	2	2	1
Supervisor	11	11	11	11
Professional	0	1	1	1
Paraprofessional	14	14	14	14
General	54	54	56	58
FTE Total	82	82	84	85

NOTE: During 1998, a vacant management position was converted into two park maintenance technician positions to dedicate more employees to the field. In addition, for 1999, two administrative positions, environmental and safety coordinator and the special improvement maintenance districts contract coordinator have been transferred to the Support Unit. For 2000, a senior analyst position was transferred in from the Support Unit; and two maintenance positions are included for the Colorado Youth Sports Complex. During 2000, a vacant management position was converted into two park maintenance technician positions to dedicate more employees to the field. As a result, in the 2001 Budget, there is a decrease of one manager and an increase of two general positions. In addition to the personnel listed above, ten permanent positions are included in this Unit, four positions are paid from Lottery and six from Special Improvement Maintenance Districts.

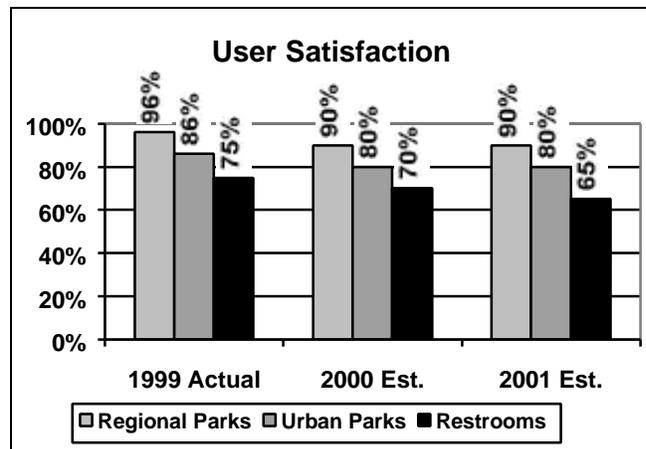
PERFORMANCE INDICATORS

Regional park, open space and urban park acreage has been growing at a fairly consistent rate for the last five or more years. Although the number of parks has continued to rise, maintenance funding has remained constant. The use of the latest technologies and a reorganization of the Unit has helped in maintaining a consistent level of service although the expanding system and rising costs have made attaining that level increasingly difficult.



Maintenance staff currently maintains an average of 22 park acres per individual. A state average of 14 acres was established through a survey of like-sized front range communities. This aptly points out the efficiency by which the City's park maintenance services are delivered. However, even though the Unit is able to provide a consistent level of service at this staffing level, certain tasks by necessity receive a lessened degree of attention as is exemplified by the lower user satisfaction rating for restroom maintenance that is shown in a following graph.

The regional park system (Garden of the Gods, Palmer Park, Cheyenne Canyon, Ute Valley, Bear Creek Canyon) are very popular and consistently receive high marks for the level of satisfaction experienced by the users of those sites. The level of satisfaction people have with the overall maintenance of the urban park system is good, but a decline can be noted in the level of satisfaction with restroom maintenance. Use is such that appropriate restroom maintenance may require two or more visits a day to a location. As a rule, staff workloads do not allow repeat trips in a single day. It is speculated that this, coupled with increasing park use, is driving down the level of satisfaction that users have with park restrooms.



CHANGES TO THE BUDGET

- Ø An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$319,676 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Ø Funding of \$32,016 is included for grounds maintenance of the three Springs Community Improvements Program-approved recreation centers. Personnel line items were increased \$16,244 and operations line items were increased \$15,772.
- Ø Federally mandated Clean Water Act Runoff fees of \$12,250 are included to cover costs for this program.
- Ø During 2000, the Natural and Cultural Resources Unit was dissolved. The Natural Resources portion of that Unit was moved into the Urban Parks Unit and the combined Unit is now called Park Maintenance, Trails and Open Space. This resulted in an increase of \$514,350 and 7 positions. All years of the budget summary and personnel numbers have been adjusted to reflect this change.
- Ø Also during 2000, the Natural Resources Unit manager position was dissolved and two maintenance technician II positions were created, resulting in an increase of one position.
- Ø A 7 percent adjustment for wastewater and 15 percent adjustment for gas cost increases are reallocated from other operating accounts to the utilities account in the amount of \$7,052.
- Ø Funding of \$13,974 is transferred to the Support Unit to partially fund a 0.75 grant writer position.
- Ø Funding of \$15,000 is added for a Greenhouse contract with the Briargate Special Improvement Maintenance District (SIMD) for flowerbeds.
- Ø Funding of \$13,025 is transferred to Cultural Services to fund interpretive materials, publicize Rock Ledge Ranch's programs, and increase the utilities account.
- Ø Funding of \$10,000 is included for increased natural gas costs.

MAJOR OBJECTIVES

OBJECTIVE – Begin implementation of the Garden of the Gods Reclamation Plan.

The elements of the master plan document will be evaluated and implementation priorities set. Funding needs will be examined and work schedules created commensurately.

OBJECTIVE – Facilitate the move of adult sports maintenance activities from the Mountain View facility to the new adult sports complex.

Beginning in 200, Parks, Recreation and Cultural Services will relinquish the lease on the Mountain View complex and move the adult activities that were programmed there to the new adult sports complex. Efforts must be made to assure the old facility is returned in an acceptable condition to the owners. Also, for an approximate five-month period, maintenance responsibilities will be needed at both sites necessitating the effective assignment of staff and equipment during that period.

OBJECTIVE – Continue to address the maintenance requirements of new parklands and developed parks that are added to the system.

Per the Parks, Recreation and Cultural Services master plan, it is anticipated that three new developed park sites will be added to the system in 2001. Steps must be taken to assimilate these into the appropriate existing maintenance district to provide the standard level of maintenance that the public has come to expect.

OBJECTIVE – Review the evaluations of the Greenway Trail performed in 2000 and implement a more directed maintenance program.

The evaluation will allow the maintenance unit to better identify current and anticipated maintenance needs and then implement a program which maximizes the effective use of the dollars budgeted. It will also provide a more programmatic approach to maintenance scheduling and budgeting needs.

OBJECTIVE – Assist in coordinating the creation and move to a new east maintenance district shop facility.

This effort will allow for the absorption of a limited number of new developed parks and facilitate increased efficiency in the maintenance of existing parks within the current east maintenance district.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
PARK MAINTENANCE, TRAILS AND OPEN SPACE**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	2,522,902	2,679,312	3,004,485	3,206,709
51207 WAGE PKG-PERFORMANCE	82,544	125,386	0	72,635
51210 OVERTIME	57,361	67,558	37,865	53,865
51215 ACHIEVEMENT AWARD	1,900	0	0	0
51220 SEASONAL/TEMPORARY	571,598	622,000	646,086	633,996
51235 STANDBY	0	112	0	0
51240 RETIREMENT/TERMINATION SICK	5,899	13,638	0	0
51245 RETIREMENT/TERM VACATION	8,057	18,344	0	0
51250 SPECIAL ASSIGNMENT PAY	1,888	2,732	200	0
51260 VACATION BUY	3,184	4,677	0	0
51299 SALARIES REIMBURSEMENTS	(52,519)	(67,838)	0	0
51610 PERA	310,555	338,581	357,231	353,778
51615 WORKER'S COMPENSATION	170,770	188,569	177,534	134,531
51620 EQUITABLE LIFE INSURANCE	12,588	10,102	12,313	12,827
51625 VISION CARE	3,954	4,776	5,076	5,470
51635 CITY MAJOR MEDICAL PLAN	0	0	4,085	4,289
51640 DENTAL INSURANCE	18,997	22,596	25,733	27,741
51650 POLICE PENSION PLAN	122	0	0	0
51665 CASH BACK	9,576	7,521	0	0
51690 MEDICARE	25,198	30,231	32,698	38,163
51695 CITY EPO MEDICAL PLAN	162,250	213,962	261,671	321,152
TOTAL SALARY AND BENEFITS	3,916,824	4,282,259	4,564,977	4,865,156
52105 MISCELLANEOUS SUPPLIES	35,272	32,050	0	0
52110 OFFICE SUPPLIES	1,347	1,264	2,242	3,214
52115 MEDICAL SUPPLIES	9,505	8,685	17,691	13,890
52120 SOFTWARE-MICRO/WORD PROCESS	282	0	0	0
52125 GENERAL SUPPLIES	73,383	75,661	83,502	87,049
52135 POSTAGE	20	8	2,500	2,500
52140 WEARING APPAREL	12,862	12,011	10,433	11,130
52145 PAINT & CHEMICAL	15,006	17,540	21,822	27,920
52150 SEED & FERTILIZER	93,670	91,854	110,290	115,445
52155 AUTOMOTIVE	106	715	2,050	0
52160 FUEL	0	221	0	0
52165 LICENSES & TAGS	545	257	470	30
52170 SPECIAL, PHOTOGRAPHY, ETC	149	169	50	0
52175 SIGNS	5,250	6,655	9,600	9,000
52185 AGGREGATE MATERIAL	866	2,749	5,000	3,300
52190 JANITORIAL SUPPLIES	0	2,439	0	13,655

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
PARK MAINTENANCE, TRAILS AND OPEN SPACE**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52215 MAINT-GROUNDS	31,638	30,911	75,324	50,133
52220 MAINT-OFFICE MACHINES	0	0	350	560
52230 MAINT-FURNITURE & FIXTURES	0	0	40	0
52235 MAINT-MACHINERY & APPARATUS	17,420	13,080	14,128	15,378
52240 MAINT-NONFLEET VEHICLES/EQP	55,373	57,809	46,878	41,504
52265 MAINT-BUILDINGS & STRUCTURE	22,723	31,637	35,980	40,589
52270 MAINT-WELLS & RESERVOIRS	42,424	42,897	43,523	44,170
52280 MAINT-ROADS & BRIDGES	7,201	592	7,200	5,700
52405 ADVERTISING SERVICES	0	800	0	0
52435 GARBAGE REMOVAL SERVICE	0	0	0	61,000
52445 JANITORIAL SERVICES	0	0	0	28,000
52450 LAUNDRY & CLEANING SERVICES	12,234	12,705	10,609	3,000
52455 LAWN MAINTENANCE SERVICES	0	0	0	40,002
52575 SERVICES	150,581	170,216	131,777	71,995
52605 CAR MILEAGE	29	436	50	400
52615 DUES & MEMBERSHIP	339	534	65	145
52625 MEETING EXPENSES IN TOWN	1,964	2,594	379	220
52635 SCHOOLING	4,921	6,030	2,124	2,812
52645 SUBSCRIPTIONS	40	15	75	25
52655 TRAVEL OUT OF TOWN	3,141	353	3,078	0
52705 COMMUNICATIONS	3,834	5,459	0	1,574
52735 TELEPHONE-LONG DIST CALLS	39	148	0	0
52745 UTILITIES	1,507,349	1,262,223	1,610,524	1,626,079
52775 MINOR EQUIPMENT	29,158	39,844	39,779	32,861
52795 RENTAL OF EQUIPMENT	3,247	4,927	13,619	9,934
52872 MAINT-FLEET VEHICLES/EQP	0	53	0	0
52874 OFFICE SERVICES PRINTING	3,549	4,364	5,025	250
52893 RENTAL OF FLEET VEHICLES	19,140	9,100	16,900	18,750
65339 NORTH SLOPE RECREATION	3,852	1,674	10,780	10,780
65381 FIELD RESERVATION & TOURN	604	6,127	17,718	17,718
TOTAL OPERATING EXPENSE	2,169,063	1,956,806	2,351,575	2,410,712
53020 MICROS/WORD PROCESSORS	2,553	0	0	0
53050 MACHINERY & APPARATUS	64,977	60,187	78,664	81,294
53070 VEHICLES-REPLACEMENT	0	546	0	0
53090 BUILDINGS & STRUCTURES	5,950	0	0	0
TOTAL CAPITAL OUTLAY	73,480	60,733	78,664	81,294
TOTAL ORGANIZATION	6,159,367	6,299,798	6,995,216	7,357,162

Parks, Recreation and Cultural Services Support

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
- Park and facility planning
- Finance, grants, and contracts
- Personnel
- Graphics and GIS
- Safety and environmental
- Park and athletic field reservations
- Volunteers and special events

BUDGET SUMMARY

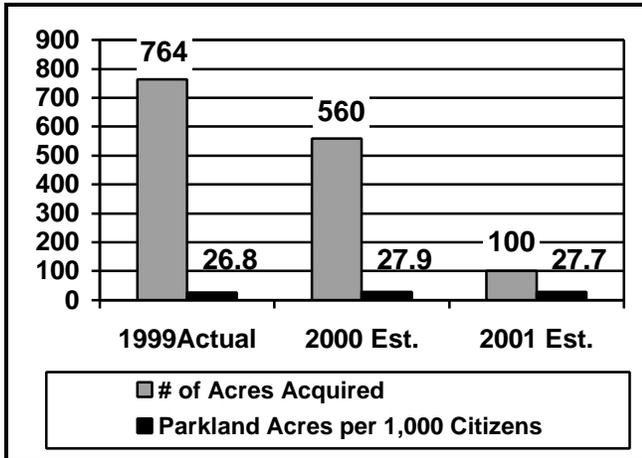
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$ 793,307	\$ 872,935	\$ 859,932	\$ 944,185
Operating	352,852	390,033	347,218	666,099
Capital Outlay	363,346	290,924	485,300	501,691
Unit Total	\$1,509,505	\$1,553,892	\$1,692,450	\$2,111,975

PERSONNEL

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Senior Manager	1.0	1.0	1.0	1.00
Manager	1.0	1.0	1.0	1.00
Professional	6.0	6.0	6.0	6.75
Paraprofessional	1.0	3.0	3.0	3.50
General	4.5	3.5	3.5	3.50
FTE Total	13.5	14.5	14.5	15.75

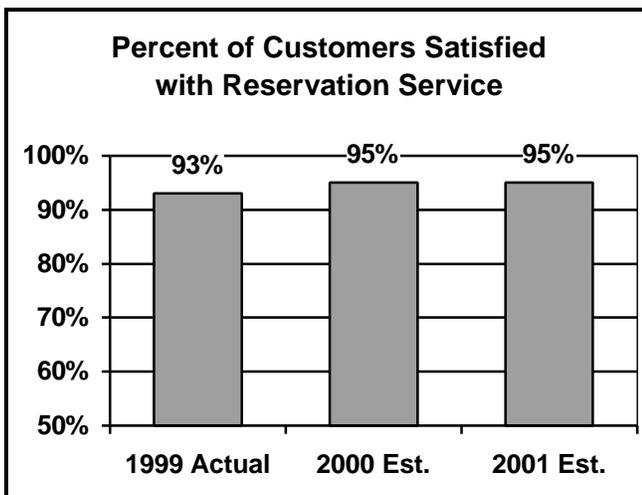
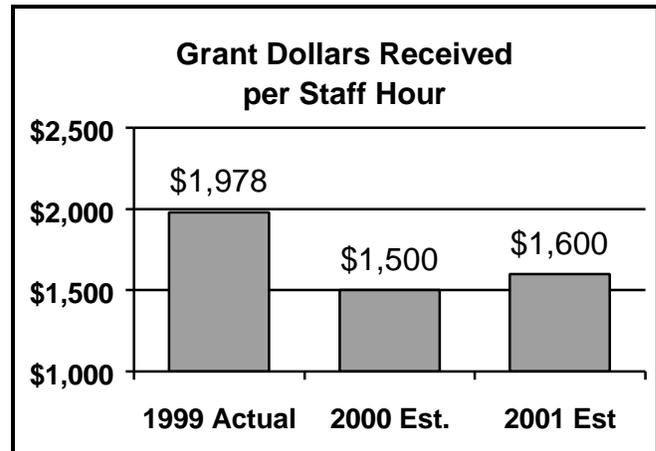
NOTE: In addition to the personnel listed above, one permanent position is included in this Unit and is funded from Trails and Opens Space (TOPS).

PERFORMANCE INDICATORS



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. Only 100 acres are estimated for acquisition in 2001 due to TOPS fund future commitments for land already acquired.

In mid 2000, Group funds were reallocated to create a three-quarter time analyst I to write grants and award nominations. This work had been accomplished relatively effectively with hourly employees. However, by dedicating a regular employee to these responsibilities, productivity should increase due to more consistency and less training requirements. Typically 1.5-2 million dollars of grants are applied for each year.



A customer service survey is administered to citizens who reserve parks and athletic fields. Customer satisfaction is high and undergoes little overall change as it pertains to the Unit's front office staff. However, the survey responses assist staff in making changes and/or responding immediately to a dissatisfied customer. Total reservations have remained relatively constant as noted below since the number of reservable parks and fields have not significantly increased in recent years.

- 1999 Actual: 1,689 reservations
- 2000 Estimate: 1,700 reservations
- 2001 Estimate: 1,740 reservations

CHANGES TO THE BUDGET

- Ø An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$70,279 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Ø In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Costs to each department/unit's budget. Funding of \$236,145 is included for 2001 telecommunication charges for the entire Parks, Recreation and Cultural Services Group, except charges for the Museum program.
- Ø During 2000, two regular part-time positions totaling 1.25 FTEs have been added to the Community Relations section – a 0.75 FTE grant writer (analyst I) and a 0.5 FTE volunteer coordinator (staff assistant). This was accomplished with existing funds and a transfer of \$13,974 from Park Maintenance, Trails and Open Space.
- Ø Funding of \$30,000 was transferred from the Police Department for the Keep Colorado Springs Beautiful program.
- Ø Funding of \$18,891 is added for vehicle replacements for a total of \$453,181 for the entire Parks, Recreation and Cultural Services Group.
- Ø Funding of \$30,121 is included for the Fine Arts Center SpringSpree component and for a limited number of free public access days on selected Saturdays.
- Ø An increase of \$20,115 is included for the Summer Symphony contract. This is in addition to the \$75,000 which is already budgeted for the Fabulous Fourth and a series of summer concerts.

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, 2001 will be the first full year of the plan's implementation. Expenditures from Conservation Trust (Lottery) and TOPS funds will be balanced between new park development and existing park renovation.

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 Group funds, 2001 will be the first full year that a regular part-time employee will be dedicated to writing grants and submitting award nominations. Receipt of at least \$1,000,000 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:

- Colorado Springs Assets for Youth (CSAY)
- Keep Colorado Springs Beautiful (KCSB)
- First Night Pikes Peak (FNPP)
- Colorado Springs Youth Sports Complex, Inc. (CSYSC, Inc.)

Technical, financial, and staff assistance will continue to be provided to these and other similarly missioned organizations and projects in 2001.

OBJECTIVE – Provide centralized administrative support to Parks, Recreation and Cultural Services staff.

The Support Unit will continue to strive for Group efficiencies by providing centralized services to the entire Group 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 unit.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
PARKS, RECREATION AND CULTURAL SERVICES SUPPORT**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	579,791	645,256	647,229	756,845
51207 WAGE PKG-PERFORMANCE	39,668	24,864	0	15,571
51210 OVERTIME	684	1,444	2,975	1,602
51215 ACHIEVEMENT AWARD	100	0	0	0
51220 SEASONAL/TEMPORARY	61,926	67,299	68,875	17,960
51245 RETIREMENT/TERM VACATION	1,112	908	0	0
51250 SPECIAL ASSIGNMENT PAY	108	0	0	0
51260 VACATION BUY	1,021	1,092	0	0
51610 PERA	61,715	73,261	72,402	74,758
51615 WORKER'S COMPENSATION	4,121	6,918	12,405	7,499
51620 EQUITABLE LIFE INSURANCE	3,077	2,774	2,589	3,042
51625 VISION CARE	668	811	853	975
51640 DENTAL INSURANCE	3,197	3,859	3,979	4,578
51665 CASH BACK	457	319	0	0
51670 PARKING FOR EMPLOYEES	1,560	1,320	1,440	1,440
51690 MEDICARE	2,857	2,823	5,941	6,806
51695 CITY EPO MEDICAL PLAN	31,245	39,989	41,244	53,109
TOTAL SALARY AND BENEFITS	793,307	872,935	859,932	944,185
52105 MISCELLANEOUS SUPPLIES	6,516	3,614	0	0
52110 OFFICE SUPPLIES	9,859	10,112	10,400	6,212
52111 PAPER	0	0	0	2,000
52120 SOFTWARE-MICRO/WORD PROCESS	2,138	12,163	1,100	3,600
52122 CELL PHONE EQUIPMENT/SUPPLIES	0	0	0	2,000
52125 GENERAL SUPPLIES	11,238	11,577	7,798	7,418
52135 POSTAGE	38,123	33,064	15,000	16,154
52140 WEARING APPAREL	96	1,064	0	0
52220 MAINT-OFFICE MACHINES	329	164	4,000	200
52225 MAINT-MICROS/WORD PROCESSOR	100	0	0	5,181
52230 MAINT-FURNITURE & FIXTURES	0	0	500	0
52265 MAINT-BUILDINGS & STRUCTURE	0	114	0	0
52305 MAINT-SOFTWARE	190	0	0	0
52404 APPRAISALS	0	0	0	4,700
52405 ADVERTISING SERVICES	4,586	1,474	1,042	3,543
52410 BUILDING SECURITY	0	0	0	2,000
52440 HUMAN SERVICES CONTRACTS	0	0		125,236

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
PARKS, RECREATION AND CULTURAL SERVICES SUPPORT**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52465 MISCELLANEOUS SERVICES	0	0	0	14,250
52560 PARKING SERVICES	0	0	0	700
52575 SERVICES	181,192	213,786	235,840	144,183
52605 CAR MILEAGE	4,916	5,203	4,097	3,982
52615 DUES & MEMBERSHIP	1,805	1,515	1,395	1,395
52625 MEETING EXPENSES IN TOWN	8,057	8,423	4,139	4,039
52630 TRAINING	3,272	2,199	3,840	3,840
52645 SUBSCRIPTIONS	2,015	1,972	975	975
52655 TRAVEL OUT OF TOWN	3,914	8,604	5,045	9,500
52705 COMMUNICATIONS	36,297	33,384	20,000	266,145
52735 TELEPHONE-LONG DIST CALLS	4,167	5,816	3,025	3,025
52740 GENERAL INSURANCE-CITY	10,657	8,065	13,500	13,500
52775 MINOR EQUIPMENT	1,555	6,591	400	400
52795 RENTAL OF EQUIPMENT	12,193	15,048	12,000	16,300
52874 OFFICE SERVICES PRINTING	9,637	5,527	3,072	5,571
52875 OFFICE SERVICES RECORDS	0	0	50	50
65160 RECRUITMENT	0	120	0	0
65339 NORTH SLOPE	0	434	0	0
TOTAL OPERATING EXPENSE	352,852	390,033	347,218	666,099
53020 MICROS/WORD PROCESSORS	55,081	42,629	46,135	43,635
53030 FURNITURE & FIXTURES	4,707	2,601	4,875	4,875
53070 VEHICLES - REPLACEMENT	278,403	245,694	434,290	453,181
53080 VEHICLES - ADDITIONS	25,155	0	0	0
TOTAL CAPITAL OUTLAY	363,346	290,924	485,300	501,691
TOTAL ORGANIZATION	1,509,505	1,553,892	1,692,450	2,111,975

Youth and Recreation

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
- Sport 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 promotion of Unit services

BUDGET SUMMARY

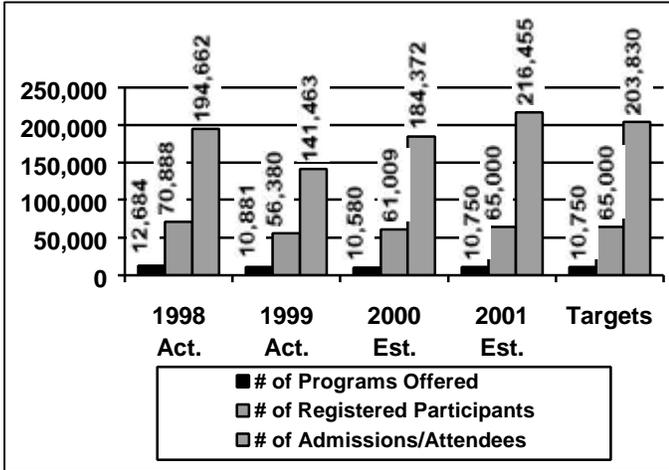
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$1,714,654	\$1,833,205	\$1,981,709	\$2,366,795
Operating	1,221,317	1,166,536	1,109,061	1,461,710
Capital Outlay	50,066	0	0	0
Unit Total	\$2,986,037	\$2,999,741	\$3,090,770	\$3,828,505

PERSONNEL

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	1	1	1	1
Supervisor	3	3	3	3
Professional	7	7	7	8
Paraprofessional	6	6	6	7
General	4	4	4	5
FTE Total	21	21	21	24

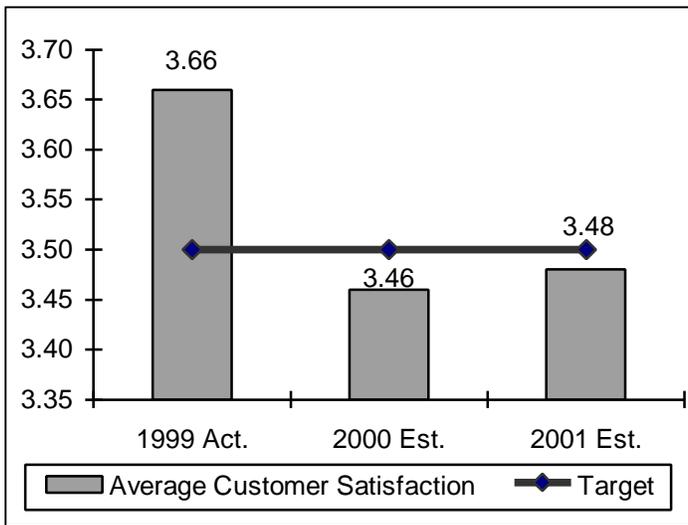
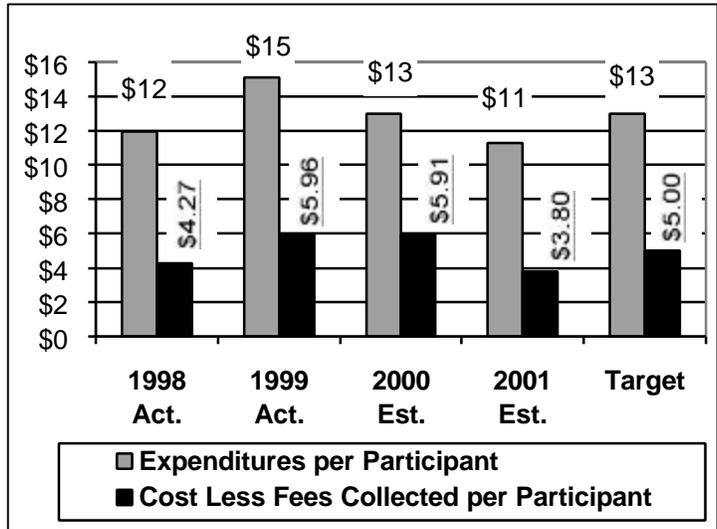
NOTE: For 2000, one information systems analyst has been added to maintain the servers, workstations, and databases; and two positions have been added in association with the opening of the Springs Community Improvements Program-funded recreation centers, one office specialist and one skilled maintenance technician.

PERFORMANCE INDICATORS



The Youth and Recreation Unit have the ability to keep output fairly steady. It is anticipated that, in 2001, there will be a significant increase in programs, participants and admissions as soon as the new recreation centers are complete.

This chart shows how the revenue estimates offset the costs of each participant. By charging fees, the Unit was able to reduce the tax subsidy by more than 50 percent. Because these numbers are averaged, the difference in subsidy between adults and youth participants is not shown. The adult programs are, by definition, unsubsidized. This chart represents the average subsidy per participant regardless of age.



Customer satisfaction is one of the most important values held in the Youth and Recreation Unit. Customer satisfaction average is measured on a scale from 1-5, with 1 being “needs improvement” to 5 being “outstanding.” The Unit’s target is 3.5 because it is still well above average.

From the feedback received via customer comments through the evaluation process and Civicall, it is deduced that customer satisfaction is inversely related to the fees charged; customers express less satisfaction as the fees increase.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$68,263 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- To proactively create an information technology position that will aid staff in technological needs, \$62,000 was reallocated. This eliminates the funding assistance to the YMCA youth basketball program.
- With the anticipated opening of the Northeast Recreation Center in July 2001, additional funding of \$192,727 and two new positions are included. In 2001, Youth and Recreation will not operate the Rampart Pool.
- With the anticipated opening of the Northwest Recreation Center – Phase I, Outdoor Pool in July 2001, additional funding of \$194,863 is included.
- With the anticipated renovation of the Aquatics and Fitness Center in July or August 2001, additional funding of \$107,869 is included.
- Funding of \$132,000 is included to restore the Sertich Ice Center to full-year operation.
- Funding of \$27,014 is included for a haunted house at the City Auditorium, which is covered by associated revenue of \$55,000.
- Funding of \$15,000 is included for increased natural gas costs.

MAJOR OBJECTIVES

OBJECTIVE – Move toward e-government.

This will be accomplished by continuing to operate and manage an integrated computer system in accordance with the e-government initiative. This objective will work towards creating greater efficiencies in the areas of computerized registration, web site registration, touch tone registration, and other service deliveries. A full-time senior programming analyst will be on site to administer the system and maintain the servers, workstations, and databases. Funds have been reprioritized in order to accomplish this. This will continue to improve program accessibility and convenience for the Unit's customers.

OBJECTIVE – SCIP Projects—Begin operations for the Northwest Outdoor Pools, Northeast Recreation Center, and newly renovated Aquatics and Fitness Center.

The SCIP initiative will fund the initial phase of three facilities. The Northwest Outdoor Pool facility is scheduled to be operational by the summer of 2001. Phase I of the Northeast Recreation Center will include an indoor water facility with many amenities including a wave pool. Funding for this facility is appropriated at a six-month level, as construction is not scheduled to be complete until July of 2001. The Aquatic and Fitness Center will transition from the existing operation to a newly developed aquatic feature sometime in July or August of 2001. Once funding becomes available, the existing swimming area will transition into a gymnasium and fitness area.

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 Unit will also train and manage the volunteers and staff to administer the programs and to serve as mentors.

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 a marketing committee will also enhance efficiency and effectiveness in this area.

OBJECTIVE – Develop and implement programs for a diverse demographic mix.

The Unit's programs currently serve a wide variety of demographics. By using the Special Programs Unit to continue to carry out smaller, more targeted programs, Youth and Recreation can serve more areas of the community. This will effect a more positive perception of customer service and further enhance all programming areas.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
YOUTH AND RECREATION**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	715,045	821,082	882,477	1,049,770
51206 WAGE PKG-SALARIES	0	750	0	0
51207 WAGE PKG-PERFORMANCE	26,856	28,072	0	19,959
51210 OVERTIME	19,077	26,002	9,055	24,001
51215 ACHIEVEMENT AWARD	100	0	0	0
51220 SEASONAL/TEMPORARY	696,712	673,974	766,938	959,119
51225 SHIFT WORKER HOLIDAY	0	0	650	650
51245 RETIREMENT/TERM VACATION	5,341	1,030	0	0
51260 VACATION BUY	449	0	0	0
51610 PERA	141,076	151,327	172,819	173,020
51615 WORKER'S COMPENSATION	42,696	42,625	57,158	38,717
51620 EQUITABLE LIFE INSURANCE	3,425	2,963	3,530	4,199
51625 VISION CARE	986	1,718	1,252	1,299
51635 CITY MAJOR MEDICAL PLAN	2,305	3,014	0	0
51640 DENTAL INSURANCE	5,131	8,032	6,395	6,632
51655 RETIRED EMP MEDICAL INS	0	91	0	0
51665 CASH BACK	3,445	3,123	0	0
51690 MEDICARE	16,276	17,687	20,249	20,321
51695 CITY EPO MEDICAL PLAN	35,734	51,715	61,186	69,108
TOTAL SALARY AND BENEFITS	1,714,654	1,833,205	1,981,709	2,366,795
52105 MISCELLANEOUS OPERATING	51,335	49,002	0	0
52110 OFFICE SUPPLIES	5,314	7,092	4,629	6,979
52115 MEDICAL SUPPLIES	0	0	720	470
52120 SOFTWARE-MICRO/WORD PROCESS	176	0	250	1,500
52125 GENERAL SUPPLIES	157,910	146,415	154,587	198,437
52130 OTHER SUPPLIES	20	0	0	0
52135 POSTAGE	7	62	577	577
52140 WEARING APPAREL	2,266	454	2,310	9,210
52145 PAINT & CHEMICAL	22,726	37,764	25,038	52,714
52155 AUTOMOTIVE	0	0	150	150
52165 LICENSES & TAGS	1,356	1,305	1,242	2,132
52175 SIGNS	507	0	292	292
52190 JANITORIAL SUPPLIES	0	82	0	0
52220 MAINT-OFFICE MACHINES	2,167	2,727	3,010	3,760
52230 MAINT-FURNITURE & FIXTURES	118	122	100	100
52235 MAINT-MACHINERY & APPARATUS	2,378	2,747	7,499	15,899

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
YOUTH AND RECREATION**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52240 MAINT-NONFLEET VEHICLES/EQP	0	0	50	1,250
52265 MAINT-BUILDINGS & STRUCTURE	36,033	23,477	41,956	75,768
52405 ADVERTISING SERVICES	43,391	25,151	9,400	34,900
52450 LAUNDRY & CLEANING SERVICES	10,955	10,999	8,863	26,593
52575 SERVICES	335,794	344,703	383,665	344,004
52605 CAR MILEAGE	2,849	3,945	7,290	6,471
52615 DUES & MEMBERSHIP	1,680	1,615	1,205	1,205
52625 MEETING EXPENSES IN TOWN	790	1,038	650	650
52630 TRAINING	3,408	2,222	3,100	3,900
52645 SUBSCRIPTIONS	229	171	175	215
52655 TRAVEL OUT OF TOWN	4,701	6,517	3,332	3,840
52705 COMMUNICATIONS	3,338	4,117	0	3,000
52725 RENTAL OF PROPERTY	0	26,160	0	0
52735 TELEPHONE-LONG DIST CALLS	200	392	0	0
52745 UTILITIES	241,382	217,354	185,346	381,768
52765 EQUIPMENT LEASE	0	59	220	0
52775 MINOR EQUIPMENT	21,199	17,622	10,913	22,689
52795 RENTAL OF EQUIPMENT	5,822	6,055	4,104	7,674
52874 OFFICE SERVICES PRINTING	24,685	18,967	16,752	18,252
52880 PURCHASES FOR RESALE	17,888	20,531	21,525	27,200
52893 RENTAL OF FLEET VEHICLES	1,800	0	700	700
65369 ADULT SPORTS SOFTBALL	138,355	129,290	123,473	132,473
65371 ADULT SPORTS BASKETBALL	20,409	16,715	24,545	20,545
65373 ADULT SPORTS FOOTBALL	8,362	6,689	4,909	7,909
65375 ADULT SPORTS VOLLEYBALL	33,836	26,774	42,984	34,984
65377 TENNIS CLASSES & CENTER	13,857	4,047	0	0
65379 HIGH SCHOOL HOCKEY	3,720	4,154	8,500	8,500
65381 FIELD RESERVATION & TOURN	354	0	5,000	5,000
TOTAL OPERATING EXPENSE	1,221,317	1,166,536	1,109,061	1,461,710
53020 MICROS/WORD PROCESSORS	15,184	0	0	0
53030 FURNITURE & FIXTURES	0	0	0	0
53050 MACHINERY & APPARATUS	27,407	0	0	0
53090 BUILDINGS & STRUCTURES	7,475	0	0	0
TOTAL CAPITAL OUTLAY	50,066	0	0	0
TOTAL ORGANIZATION	2,986,037	2,999,741	3,090,770	3,828,505

This page left blank intentionally.

Community Development and Neighborhood Redevelopment

MISSION

To administer federal grant programs for low and moderate income persons and neighborhoods by providing funding for programs that increase self-sufficiency, preserve and enhance neighborhood environments and meet needs that are not otherwise being met in the community.

SERVICES

- Grant administration of Community Development Block Grant (CDBG), Home Investment Partnership Act Grant (HOME) and Emergency Shelter Grant (ESG)
- Human services contract funding and monitoring
- Planning of CDBG/HOME eligible activities
- Affordable housing development/preservation
- Direct program support for housing rehabilitation and affordable housing
- Provide housing rehabilitation
- Provide funding for homeless services
- Provide neighborhood capital improvements

BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Adjusted Budget	2001 Estimated Budget
Sources of Funds				
<u>CDBG Revenue</u>				
CDBG Entitlement	\$3,152,000	\$3,171,000	\$ 3,144,000	\$3,144,000
CDBG Program Income	600,000	600,000	600,000	600,000
Reprogram Funds	350,000	350,000	350,000	350,000
Total	\$4,102,000	\$4,121,000	\$ 4,094,000	\$4,094,000
<u>HOME Revenue</u>				
HOME Entitlement	\$1,275,000	\$1,380,000	\$ 1,384,000	\$1,384,000
HOME Program Income	45,000	45,000	45,000	45,000
Total	\$1,320,000	\$1,425,000	\$ 1,429,000	\$1,429,000
Carry over CDBG & HOME funds	\$ 0	\$ 0	\$ 5,038,147	\$ 0
<u>ESG Revenue</u>				
ESG Entitlement	\$ 122,000	\$ 112,000	\$ 112,000	\$ 112,000
Carryover ESG funds	0	52,845	0	0
Total	\$ 122,000	\$ 164,845	\$ 112,000	\$ 112,000
Grand Total	\$5,544,000	\$5,710,845	\$10,673,147	\$5,635,000

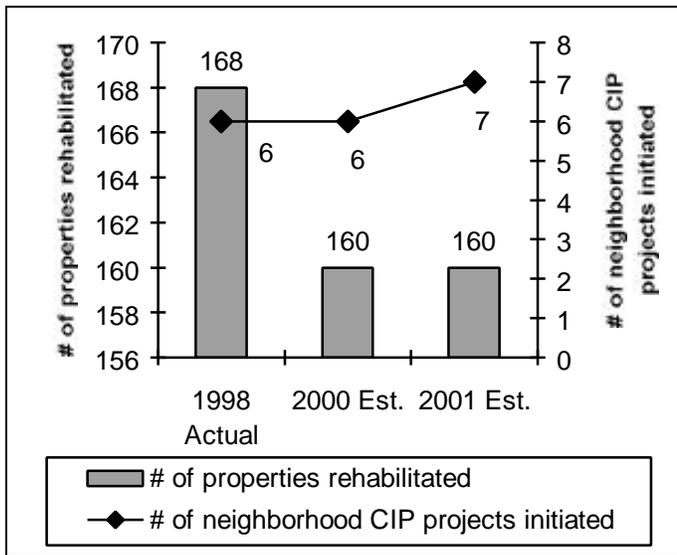
	1998 Actual	1999 Actual	2000 Adjusted Budget	2001 Estimated Budget
Uses of Funds				
<u>CDBG Expenditures</u>				
Administration and Salary/Benefits	\$1,276,397	\$1,430,641	\$1,466,612	\$1,337,136
Planning Activities	121,817	76,454	74,700	362,371
Capital Improvements	695,662	993,937	1,630,692	419,671
Economic Development	985	0	0	0
Housing Rehab./Affordable Housing	1,325,593	1,640,502	2,113,925	1,344,493
Human Service Contracts	496,028	466,655	612,092	630,329
Contingency	0	0	243,642	0
Public Facilities	177,187	226,662	1,393,839	0
Total	\$4,093,669	\$4,834,851	\$7,534,502	\$4,094,000
<u>HOME Expenditures</u>				
Administration and Salary/Benefits	\$ 89,885	\$ 89,349	\$ 120,472	\$ 107,268
Housing Rehab./Affordable Housing	648,289	748,087	1,311,557	868,682
Tenant Based Rental Assistance	64,436	123,986	100,000	100,000
New Construction	164,233	94,000	591,380	100,000
CHDO Administration	60,600	52,912	100,388	45,000
CHDO Housing Development	102,616	19,775	802,848	208,050
Total	\$1,130,059	\$1,128,109	\$ 3,026,645	\$1,429,000
<u>ESG Expenditures</u>				
Homeless Services	\$ 105,108	\$ 164,845	\$ 112,000	\$ 112,000
Total	\$ 105,108	\$ 164,845	\$ 112,000	\$ 112,000
Grand Total	\$5,328,836	\$6,127,805	\$10,673,147	\$5,635,000

NOTE: 1998 and 1999 Actuals are federal audit numbers and based on the federal fiscal year that is April to March.
2000 Adjusted Budget includes carryover dollars.
2001 Estimated Budget includes projected federal grant revenue and carryover.

PERSONNEL

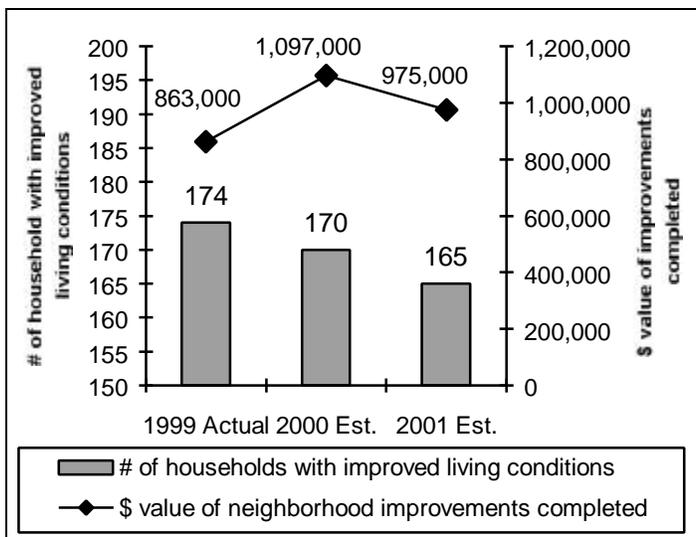
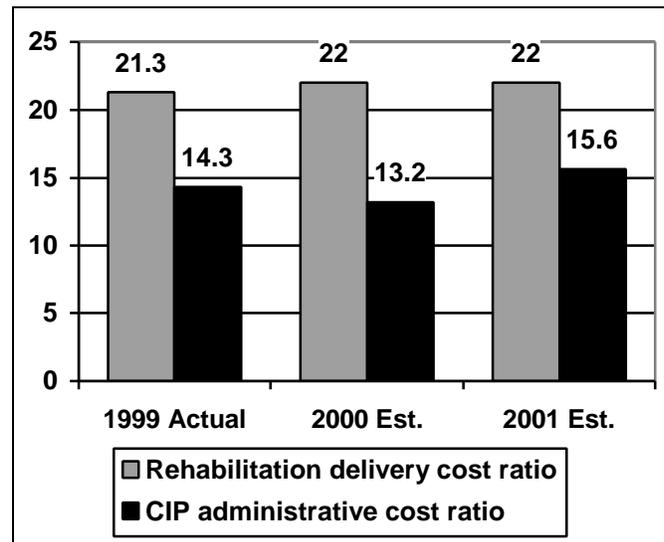
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	2	2	2	2
Professional	11	12	12	13
Paraprofessional	3	2	2	2
General	5	5	5	5
FTE Total	21	21	21	22
Special Positions	1	1	1	0

PERFORMANCE INDICATORS



In the past three years, the number of properties rehabilitated has remained consistent, a reflection of the level of federal funding and local priorities for this activity. The number of neighborhood Capital Improvement Projects (CIP) initiated has remained relatively constant. However, in recent years the funding levels for neighborhood CIP projects has trended down as a result of higher priority requests for CDBG funds and little change in the total grant amount.

The delivery cost ratio for housing rehabilitation projects has remained in the low 20 percent range and within the Housing and Urban Development (HUD) target of 25 percent. Administrative costs for developing and implementing CIP projects are consistently in the mid-teens and are anticipated to remain there. This is the ratio of CIP contract amounts versus administrative costs.



The number of properties and households improved were negatively impacted by new lead-based paint requirements implemented in September 2000. CIP needs in the strategy areas and requests from neighborhood residents remain high and exceed annual funding levels. Projects are prioritized by strategy area with input from citizens.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$106,557 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Network, telecommunications, and support charges are already accounted for in the grant fund; but there is an increase of \$6,6367 for total network charges.
- The requests for block grant funding continue to increase, but the grant amounts have remained steady for the past three years. Affordable Housing, Housing Rehabilitation, Human Services and Capital Improvements continue to be the major components for the program. In the Human Services program, CDBG will now pay for \$105,369 that was previously funded by the City's General Fund dollars.
- Also, the Mill Street Neighbors have requested that the City consider designating that neighborhood as a Neighborhood Strategy Area. This will require additional funds for this area if the designation is approved.
- For 2001, one special civil engineer position is converted to permanent.

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.

This will be accomplished through the development of an internal affordable housing team. The team will build upon and refine the recommendations of a citizen-manned affordable housing committee. Areas to be covered include development of policies, procedures, and revenue streams to support the development and preservation of affordable housing. In addition, we will continue to provide technical assistance to Community Housing Development Organizations (CHDO) 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 activities 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, which 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, address at-risk youth 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 (CHAP) Taskforce, which is a network of homeless service providers in the community. In addition, the Community Development Unit Manager will continue to serve on the Pikes Peak Consortium to End Homelessness which will be the regional planning agency for setting priorities and goals for homeless issues in the community. Community Development Unit staff will also provide administrative support to this group. Finally, the Unit 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, rehabilitation, resale to include downpayment 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	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	982,867	1,041,345	1,035,244	1,098,914
51207 WAGE PKG. PERFORMANCE	34,732	35,697	54,348	24,583
51210 OVERTIME	3,003	4,717	3,000	4,500
51215 ACHIEVEMENT AWARDS	3,650	0	0	0
51240 RETIREMENT TERM SICK	0	9,332	0	0
51245 RETIREMENT TERM VACATION	144	11,747	0	0
51255 CONVERSION SICK	2,790	3,545	0	0
51260 VACATION BUY	807	178	0	0
51299 SALARIES REIMBURSEMENT	(6,882)	(3,293)	0	0
51610 PERA	100,671	105,758	107,103	103,245
51615 STATE COMPENSATION	5,595	6,573	12,932	9,655
51620 EQUITABLE LIFE INSURANCE	4,650	4,374	4,697	4,792
51625 VISION CARE	1,322	1,353	1,440	1,450
51640 DENTAL INSURANCE	5,525	6,626	6,648	6,791
51655 RETIRED EMPL MEDICAL INSUR	0	183	0	0
51665 CASH BACK	4,639	2,781	0	0
51670 EMPLOYEE PARKING PLAN	1,920	1,780	1,500	1,920
51690 MEDICARE	5,402	6,753	6,531	7,437
51695 CITY EPO MEDICAL PLAN	51,008	66,254	66,516	73,849
TOTAL SALARIES & BENEFITS	1,201,843	1,305,703	1,299,959	1,337,136
52110 OFFICE SUPPLIES	3,473	2,164	2,500	2,000
52115 MEDICAL SUPPLIES	12	0	100	100
52120 MICROS- SOFTWARE	9,424	1,191	1,000	500
52125 GENERAL SUPPLIES	5,180	5,485	6,000	6,000
52135 POSTAGE	3,047	3,540	5,000	3,708
52140 WEARING APPAREL	6	37	600	100
52145 PAINT AND CHEMICAL	0	8	0	50
52150 SEED & FERTILIZER	0	16	100	50
52220 MAINT-OFFICE MACHINES	387	387	400	400
52225 MAINT-MICROS	2,887	2,501	2,725	3,075
52235 MAINT-MACHINERY & APP.	0	0	100	100
52265 MAINT-. BLDG. & STRUCTURES	225	556	2,000	1,000
52405 ADVERTISING	253	1,299	2,000	2,000
52445 JANITORIAL SERVICES	0	0	0	3,420
52450 LAUNDRY & CLEANING	338	600	600	600
52575 SERVICES	5,941	8,584	12,170	6,940

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GRANT FUND
NEIGHBORHOOD SERVICES
CDBG**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52590 TEMPORARY EMPLOYMENT	0	0	0	5,000
52605 CAR MILEAGE	54	841	500	500
52615 DUES & MEMBERSHIP	3,320	3,540	3,340	3,340
52625 IN TOWN MTG. EXPENSES	565	513	400	400
52630 TRAINING	6,727	5,110	12,575	5,400
52645 SUBSCRIPTIONS	1,455	3,271	3,405	3,205
52705 TELEPHONE-BASIC CHARGES	29,495	28,655	33,564	40,931
52735 TELEPHONE-LONG DISTANCE	680	952	1,000	1,000
52740 GENERAL INSURANCE	5,702	5,653	6,500	6,500
52765 EQUIPMENT LEASE/PURCHASE	4,886	9,755	11,556	11,095
52775 MINOR EQUIPMENT	1,286	3,356	3,000	1,500
52795 RENTAL OF EQUIPMENT	1,586	2,806	3,600	5,080
52872 FLEET SERVICE	1,884	2,968	2,500	0
52874 OFFICE SERVICES-PRINTING	4,597	4,025	3,000	3,000
52875 OFFICE SERVICES-RECORDS	0	0	600	0
65010 COMMUNITY SERVICE ALLOCATION	29,784	26,253	45,808	71,483
71960 HILLSIDE RESID. SIDEWALKS	30,965	46,857	30,049	0
71980 MESA SPRINGS RESID. SIDEWALKS	205,605	3,917	168,231	0
71985 IVYWILD PUBLIC IMPROVEMENTS	325,364	40,667	472,993	100,000
72060 ADA CURB RAMPS	122,284	113,708	261,129	100,000
72065 RESIDENTIAL REHABILITATION	1,081,313	1,270,823	1,355,466	1,000,000
72068 HOUSING SERVICES-GRECCIO HSG.	0	18,764	23,266	42,000
72140 AFFORDABLE HOUSING ASSISTANCE	244,280	350,945	735,193	344,484
72160 INDUSTRIAL PROP DISPOSITION	985	0	0	0
72184 NEIGHBORHOOD RESOURCES	4,020	10,141	10,839	0
72185 GARFIELD SCHOOL	17,496	0	0	0
72191 COMMUNITY PARTNERSHIP	0	0	200,000	0
72200 BOULDER STREET REHAB	0	24,530	0	0
72206 BOYS AND GIRLS CLUBS	0	0	5,000	3,500
72207 HOUSING AUTH YOUTH SPORTS	0	0	2,800	2,000
72208 PIKES PEAK PARTNERSHIP	0	0	12,500	0
72209 SALVATION ARMY	0	0	7,500	20,696
72210 CHILDREN'S ADVOCACY	21,275	21,656	28,987	21,267
72211 SPECIAL KIDS/SPECIAL FAMILIES	0	0	10,000	10,000
72212 WOMEN'S RESOURCE AGENCY	0	0	45,448	35,000
72213 YOUTH OUTREACH CENTER	0	0	7,500	0
72214 WAYS OUT ACADEMY	0	0	0	8,000
72215 VILLAS AT SOUTHGATE	0	0	0	3,000
72216 EASTER SEALS	0	0	0	3,500

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GRANT FUND
NEIGHBORHOOD SERVICES
CDBG**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
72220 FRANCISCAN FAMILY WELLNESS	16,506	22,566	0	0
72221 HUMAN SERVICES	0	0	0	0
72225 COLO SPRINGS CHILD NURSERY	0	86,296	100,300	89,800
72230 AMERICAN RED CROSS	14,916	17,333	5,334	105,329
72235 CHILDCARE CONTRACT-ULDC	4,563	0	0	0
72240 CTR. PREV OF DOMESTIC VIOLENCE	0	19,463	27,881	70,000
72245 COLORADO STATE UNIVERSITY	9,000	0	0	0
72250 HOUSING AUTHORITY - NUTRITION	20,000	9,878	0	8,000
72255 WORKOUT LTD.	12,644	2,104	0	0
72265 NEIGHBORHOOD INI. PROGRAM	4,200	0	28,916	0
72275 CASA	13,796	19,125	25,625	20,500
72280 NEIGHBORHOOD RESOURCES	134,500	134,500	134,500	134,500
72285 PARTNERS IN HOUSING	5,833	8,833	9,917	8,500
72295 PIKES PEAK COMMUNITY ACTION	44,906	38,599	39,785	36,237
72300 FORESTRY- TREE REMOVAL PROG	0	750	4,250	0
72305 CARE AND SHARE OF COLORADO	30,216	26,240	32,760	29,000
72310 ECUMENICAL SOCIAL MINISTRIES	10,524	953	0	0
72325 S CENTRAL - LOWELL ACQUISITION	0	0	1,183,000	0
72340 SOUTH CENTRAL DOWNTOWN	3,395	1,600	0	0
72425 CITIZEN PARTICIPATION	827	1,771	5,000	3,500
72430 DROP IN CENTER DEVELOPMENT	39,619	29,980	2,967	0
72431 FAIR HOUSING	129	0	24,871	0
72432 HOUSING STUDY	0	24,990	0	0
72433 2000 CONSOLIDATED PLAN DEV	0	1,125	5,000	0
72434 SUPPORT OF ADAMS NEIGH	0	0	3,000	2,800
72435 SUPPORT OF MESA SPRINGS	2,998	2,954	3,046	3,000
72436 YOUTH NEEDS ASSESSMENT	0	0	15,000	0
72440 SUPPORT OF OWN	6,272	10,858	8,565	8,565
72450 PLANNING/STUDIES	15,720	0	0	0
72455 SUPPORT OF HILLSIDE	4,245	3,664	3,250	3,250
72460 SUPPORT OF IVYWILD	1,024	1,384	3,011	2,800
72500 OTHER - CIP PROJECTS	0	0	112,467	0
73015 WESTSIDE RESID. SIDEWALKS	641	333,005	320,202	120,671
73020 KNOB HILL RESID. SIDEWALKS	0	140,000	0	0
73030 ADAMS NEIGHBORHOOD	10,803	316,052	265,621	100,000
73050 CONTINGENCY	0	0	243,642	105,988
73095 OPEN COMPETITIVE PROCESS	152,276	190,390	0	0
73100 SUMMER YOUTH PROGRAM	20,917	0	0	0
73105 CHINS UP	12,018	4,490	0	0

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GRANT FUND
NEIGHBORHOOD SERVICES
CDBG**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
73110 COMMUNITY HEALTH CENTERS	52,886	1,966	55,000	0
73115 I.N.R.O.A.D.S. DBA TUTMOSE	31,342	1,658	0	0
73120 TEEN COURT	9,700	298	0	0
73121 INTERFAITH HOSPITALITY NTW	0	0	7,857	0
73122 SOUTHERN COLORADO AIDS PROJ	0	6,004	0	3,500
73123 PIKES PEAK FAMILY CONNECTIONS	0	20,909	0	0
73124 S.E.T. INC. OF COLO. SPGS.	27,006	23,036	20,232	19,000
TOTAL OPERATING	2,890,203	3,528,848	6,234,543	2,756,864
53010 OFFICE MACHINES	723	0	0	0
53030 FURNITURE & FIXTURES	0	300	0	0
53070 VEHICLE REPLACEMENT	900	0	0	0
TOTAL CAPITAL OUTLAY	1,623	300	0	0
ORGANIZATION TOTAL	4,093,669	4,834,851	7,534,502	4,094,000

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GRANT FUND
NEIGHBORHOOD SERVICES
HOME INVESTMENT PARTNERSHIP ACT**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51220 SEASONAL/TEMPORARY	0	0	6,500	6,730
51299 TBRA STAFF SUPPORT	49,217	36,916	61,521	49,217
TOTAL SALARIES & BENEFITS	49,217	36,916	68,021	55,947
52110 OFFICE SUPPLIES	3,069	2,935	3,100	3,000
52120 MICROS- SOFTWARE	2,603	0	0	500
52175 SIGNS	0	1,722	1,000	0
52220 MAINT-OFFICE MACHINES	0	0	100	0
52405 ADVERTISING	2,500	530	2,500	2,500
52445 JANITORIAL SERVICES	0	0	0	8,796
52575 SERVICES	6,290	17,046	7,144	900
52605 CAR MILEAGE	3,794	5,365	4,000	4,300
52625 IN TOWN MTG. EXPENSES	107	346	300	400
52635 SCHOOLING	0	312	400	0
52645 SUBSCRIPTIONS	107	107	315	315
52655 TRAVEL OUT OF TOWN	10,336	8,417	14,500	13,500
52725 RENTAL OF PROPERTY	1,140	1,140	1,200	1,200
52745 UTILITIES	6,242	5,525	7,300	3,500
52872 FLEET SERVICE	0	0	0	3,000
52775 MINOR EQUIPMENT	301	3,008	3,400	2,500
52795 RENTAL OF EQUIPMENT	3,085	4,970	4,692	3,560
52874 OFFICE SERVICES- PRINTING	344	1,013	2,500	2,000
52875 OFFICE SERVICES - RECORDS	0	0	0	1,350
72095 RESIDENTIAL REHABILITATION	523,289	323,084	488,442	348,500
72115 TENANT BASED RENTAL ASSIST	64,436	123,986	100,000	100,000
72120 PHA SECOND DEED OF TRUST	125,000	25,000	0	0
72125 CHDO	102,616	19,775	802,848	208,050
72130 CHDO ADMINISTRATION	60,600	52,912	100,388	45,000
72135 AFFORDABLE HOUSING ASSISTANCE	0	400,000	823,115	520,182
72315 NEW CONSTRUCTION	164,233	94,000	591,380	100,000
TOTAL OPERATING EXPENSES	1,080,092	1,091,193	2,958,624	1,373,053
53010 OFFICE MACHINES	750	0	0	0
TOTAL CAPITAL OUTLAY	750	0	0	0
 ORGANIZATION TOTAL	 1,130,059	 1,128,109	 3,026,645	 1,429,000

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GRANT FUND
NEIGHBORHOOD SERVICES
EMERGENCY SHELTER ACT**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
72350 ESG	105,108	164,845	112,000	112,000
TOTAL OPERATING EXPENSES	105,108	164,845	112,000	112,000
ORGANIZATION TOTAL	105,108	164,845	95,200	112,000

Community and Senior Centers

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

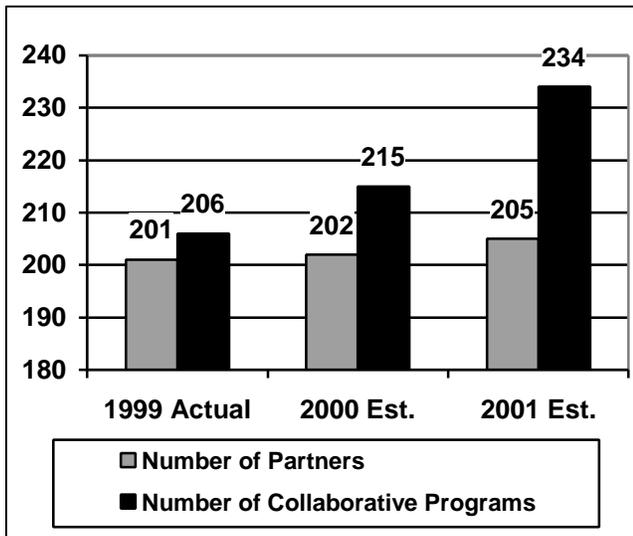
BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$1,809,641	\$1,900,298	\$2,008,056	\$2,258,224
Operating	646,116	584,337	630,521	741,340
Capital Outlay	9,897	24,108	3,075	3,075
Unit Total	\$2,465,654	\$2,508,743	\$2,641,652	\$3,002,639

PERSONNEL

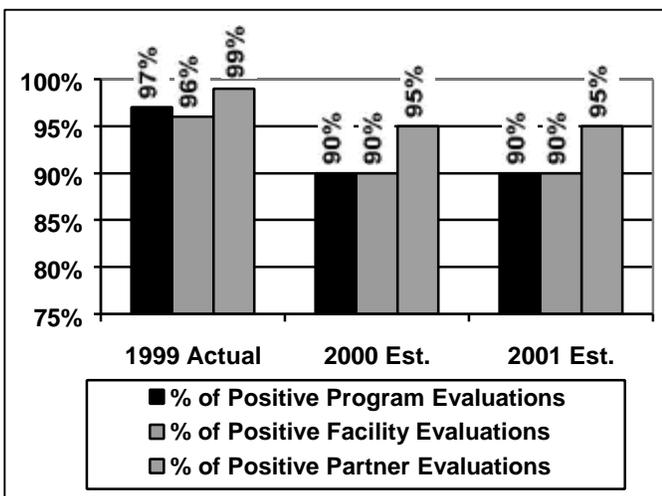
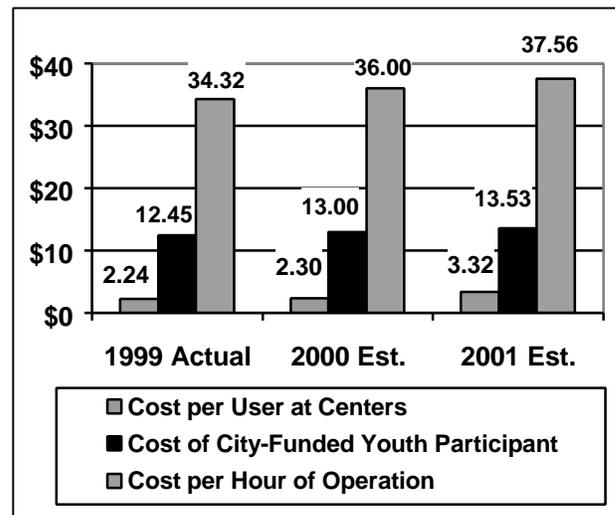
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	1.0	1.00	1.00	1.00
Supervisor	1.0	1.00	1.00	1.00
Professional	12.0	12.00	12.00	13.00
Paraprofessional	6.5	6.75	6.75	6.75
General	6.0	6.50	6.50	6.75
FTE Total	26.5	27.25	27.25	28.50

PERFORMANCE INDICATORS



To maximize the City's existing resources, the Community and Senior Centers Unit has, for the past three years, placed a priority on establishing and fostering partnerships with community nonprofit organizations. The result of the new partnerships has been a 13.6 percent increase in collaborative programs without a proportional increase in the costs. This trend is expected to continue.

Due to a tight labor market in Colorado Springs and the necessity to raise the seasonal salary rate, the 2001 cost per user is projected to increase by \$1.02 or 44 percent. The target cost per user at the centers is \$2.00. The cost of city-funded youth participant is projected to increase by 4 percent for 2001 with a target cost of \$12.00. Due to increases in rent and utilities the facility cost per hour of operation is projected to increase by 4 percent in 2001. The target for the facility cost per hour of operation is \$36.00.



The Community and Senior Center Unit places a strong emphasis on customer service in facility operations, program delivery and the relationships with community partners. Over the past three years, the Unit has successfully reached its 90 percent satisfaction goal in all rated areas. The target is a 95 percent satisfaction rating for all three areas.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$124,228 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Costs to each department/unit's budget. Funding of \$109,939 is included for 2001 telecommunication charges.
- Funding of \$20,000 is added to address a salary correction.
- Due to a tight labor market in Colorado Springs and the necessity to raise the seasonal salary rate, funding of \$30,000 is added. Also, \$33,383 is reallocated to address this issue.
- Additional funding of \$5,028 is necessary for rent increases. These dollars are being reallocated from various administration operating budgets.
- An additional \$15,000 is being added for facility rental charges which have been projected by School District #11.
- Three .75 FTE part-time program coordinator positions and one .5 FTE part-time support position will be converted to 1 FTE at an amount of \$56,820.
- Funding of \$5,000 is included for increased natural gas costs.

MAJOR OBJECTIVES

OBJECTIVE – Respond to the community's needs by providing vital programs in low moderate-income neighborhood 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 unit 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 unit will continue to respond to the needs of the community. These partnerships and the resulting collaborative programs allow both the Unit and community's nonprofit organizations to maximize services and 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 Unit.

By producing and distributing program and facility brochures and flyers in targeted neighborhoods, the Unit 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	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	905,660	995,489	1,102,627	1,265,920
51207 WAGE PKG-PERFORMANCE	28,217	32,445	0	26,712
51210 OVERTIME	2,339	1,769	0	0
51215 ACHIEVEMENT AWARD	700	0	0	0
51220 SEASONAL/TEMPORARY	627,782	589,183	592,310	634,430
51230 SHIFT DIFFERENTIAL	720	543	0	0
51245 RETIREMENT/TERM VACATION	111	1,167	0	0
51260 VACATION BUY	1,260	1,448	0	0
51299 SALARIES REIMBURSEMENTS	(21,556)	(7,911)	0	0
51610 PERA	149,167	155,498	173,989	176,706
51615 WORKER'S COMPENSATION	39,550	39,208	30,233	24,154
51620 EQUITABLE LIFE INSURANCE	4,216	3,539	4,496	5,012
51625 VISION CARE	1,078	1,746	1,610	1,754
51635 CITY MAJOR MEDICAL PLAN	244	0	0	0
51640 DENTAL INSURANCE	4,903	8,501	8,259	8,994
51655 CONVERSION OF SICK LEAVE	0	32	0	0
51665 CASH BACK	7,850	5,810	0	0
51690 MEDICARE	15,327	15,792	17,638	20,926
51695 CITY EPO MEDICAL PLAN	42,073	56,039	76,894	93,616
TOTAL SALARIES & BENEFITS	1,809,641	1,900,298	2,008,056	2,258,224
52105 MISCELLANEOUS OPERATING	6,564	6,243	0	0
52110 OFFICE SUPPLIES	5,628	6,761	6,065	5,679
52111 PAPER SUPPLIES	0	0	0	2,435
52115 MEDICAL SUPPLIES	0	117	168	402
52120 SOFTWARE-MICRO/WORD PROCESS	4,779	252	980	6,030
52122 CELL PHONE EQUIPMENT/SUPPLIES	0	0	0	336
52125 GENERAL SUPPLIES	12,685	9,994	18,990	13,325
52129 HVAC	0	0	0	150
52135 POSTAGE	6,733	6,477	6,500	6,700
52140 WEARING APPAREL	1,735	1,630	2,395	1,800
52145 PAINT & CHEMICAL	386	305	950	853
52146 DEICING CHEMICALS/MATERIALS	0	0	0	150
52155 AUTOMOTIVE	375	53	450	400

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
NEIGHBORHOOD SERVICES
COMMUNITY AND SENIOR CENTERS**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52160 FUEL	0	0	0	100
52165 LICENSES & TAGS	0	0	200	150
52175 SIGNS	0	75	0	145
52190 JANITORIAL SUPPLIES	0	28	0	5,731
52220 MAINT-OFFICE MACHINES	280	1,145	1,210	1,425
52225 MAINT-MICROS/WORD PROCESSOR	25,612	370	5,925	1,677
52230 MAINT-FURNITURE & FIXTURES	497	466	1,179	1,023
52235 MAINT-MACHINERY & APPARATUS	400	397	6,525	4,478
52265 MAINT-BUILDINGS & STRUCTURE	6,024	5,005	10,092	16,468
52405 ADVERTIZING SERVICES	0	1,842	0	1,000
52410 BUILDING SECURITY SERVICES	0	0	0	8,326
52445 JANITORIAL SERVICES	0	0	0	13,195
52450 LAUNDRY & CLEANING SERVICES	17,332	16,036	17,368	10,786
52560 PARKING SERVICES	0	0	0	725
52565 PEST CONTROL	14,000	0	0	1,352
52575 SERVICES	135,101	126,325	157,061	119,621
52580 SERVICES	2,257	0	0	0
52590 TEMPORARY SERVICES	0	0	0	2,809
52605 CAR MILEAGE	8,607	6,747	10,163	8,218
52615 DUES & MEMBERSHIP	800	847	980	980
52625 MEETING EXPENSES IN TOWN	536	1,079	0	400
52630 TRAINING	6,316	3,290	4,400	5,640
52645 SUBSCRIPTIONS	25	0	0	0
52655 TRAVEL OUT OF TOWN	6,682	5,289	2,000	6,300
52705 COMMUNICATIONS	3,357	9,234	10,500	120,149
52725 RENTAL OF PROPERTY	165,096	176,800	175,807	180,775
52735 TELEPHONE-LONG DIST CALLS	1,662	1,926	1,400	2,000
52745 UTILITIES	78,011	69,101	83,301	87,970
52765 EQUIPMENT LEASE/PURCHASE	0	0	0	1,435
52775 MINOR EQUIPMENT	19,096	12,317	6,368	1,838
52795 RENTAL OF EQUIPMENT	142	169	0	100
52874 OFFICE SERVICES PRINTING	5,734	9,417	8,587	11,413
52875 OFFICE SERVICES RECORDS	0	0	80	80
52880 PURCHASES FOR RESALE	6,711	6,255	7,232	6,414
60038 SENIOR CTR-GENERAL	0	(520)	0	0

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
NEIGHBORHOOD SERVICES
COMMUNITY AND SENIOR CENTERS**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
60055 OTIS PARK	0	41	0	0
65383 EARLY CHILDHOOD	3,811	4,312	4,000	3,500
65385 TEENS PROGRAM	17,078	17,887	3,913	13,596
65387 HUMAN RELATIONS	5	0	0	0
65389 COMMUNITY SENIOR PROGRAM	10,055	10,808	9,272	8,997
65391 YOUTH SERVICES PROGRAMS	10,382	9,740	15,100	12,500
65393 SENIOR SERVICES PROGRAMS	18,766	15,510	18,310	16,309
65395 THERAPEUTIC RECREATION PGMS	16,614	15,459	8,000	7,900
65397 WHITE HSE RANCH/EARLY CHILD	7,092	7,165	7,500	3,500
70295 SPECIAL PROJECTS PROGRAMS	19,150	17,943	17,550	14,055
TOTAL OPERATING EXPENSES	646,116	584,337	630,521	741,340
53020 MICROS/WORD PROCESSORS	6,747	3,563	3,075	3,075
53050 MACHINERY & APPARATUS	3,150	0	0	0
53070 VEHICLES-REPLACEMENT	0	20,545	0	0
TOTAL CAPITAL OUTLAY	9,897	24,108	3,075	3,075
ORGANIZATION TOTAL	2,465,654	2,508,743	2,641,652	3,002,639

Neighborhood Services

MISSION

To strengthen neighborhoods by developing community partnerships and providing programs which include affordable housing, housing rehabilitation, and youth, senior and therapeutic services.

SERVICES

- Manage and monitor human service contracts
 - Provide funding and coordinate programs with Housing Authority
 - Coordinate budgetary, safety and employee services operations
 - Assist in grant research and preparation
- Manage City STOP (Services to our People) Program - City Hall at the Mall and Neighborhood Service Centers
 - Coordinate community projects and special events
 - Provide group management and leadership for assigned units

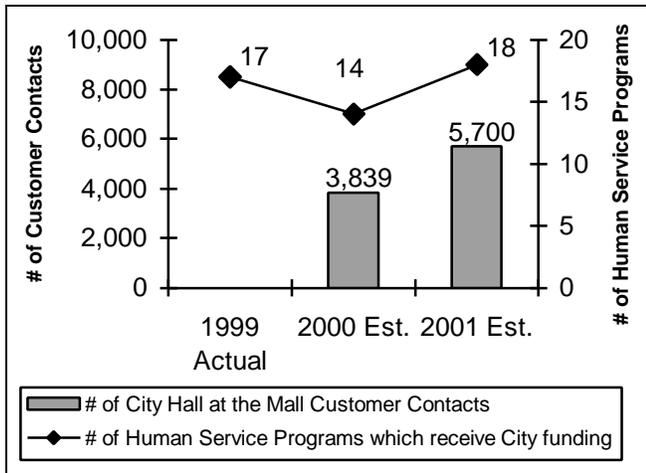
BUDGET SUMMARY

	1998	1999	2000	2001
	Actual	Actual	Budget	Budget
Budget by Account Category				
Salary/Benefits	\$116,252	\$ 178,213	\$ 204,079	\$ 229,384
Operating	746,522	841,831	813,694	777,501
Capital Outlay	5,607	0	1,984	750
Unit Total	\$868,381	\$1,020,044	\$1,019,757	\$1,007,635

PERSONNEL

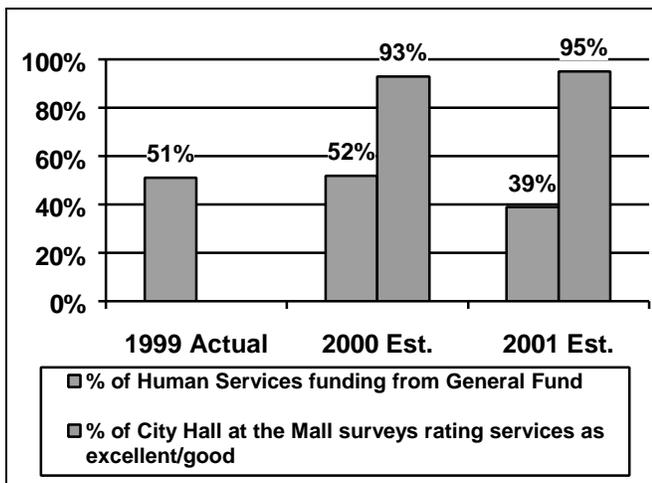
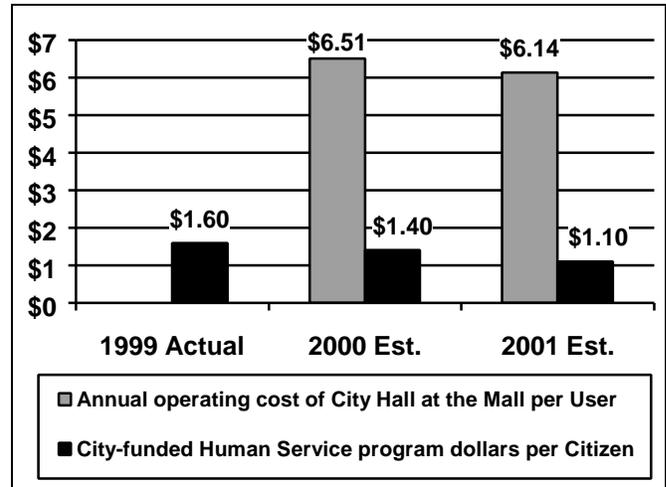
	1998	1999	2000	2001
	Actual	Actual	Budget	Budget
Classification				
Senior Manager	1	1	1	1
Professional	1	1	1	1
Paraprofessional	0	0	0	1
General	1	1	1	0
FTE Total	3	3	3	3

PERFORMANCE INDICATORS



In April of 2000, the Neighborhood Services Group opened City Hall at the Mall in collaboration with Chapel Hills Mall, local businesses, citizens and various City units. This project is a mechanism for enhancing communication and service delivery between the City and its citizens. For 2001, the number of City Hall at the Mall customer contacts is projected to increase by 49 percent, with a target of 6,000 contacts. The number of human services programs which receive City funding has remained relatively constant.

City Hall at the Mall has been implemented with minimal cost to the citizens due to partnerships with the community. The target cost per user is \$5.00. The Neighborhood Services Group contracts annually with local nonprofit agencies to provide human service activities. The funding for these activities is provided through the City General Fund and CDBG Fund. The 2000 City-funded cost per citizen is \$1.40 which is a decrease due to a reduction of \$31,310 in funding. For 2001, the City-funded cost per citizen is estimated to decrease by 21 percent due to a reduction of \$105,329 in funding.



Human services funding from the General Fund is estimated to decrease 13 percent for 2001 due to the reduction in funding. Total human services funding did not decrease, but a larger percent is now funded from the Community Development Block Grant (CDBG). The target for City Hall at the Mall surveys rating customer service as excellent/good is 98 percent. An emphasis has been placed on customer service, and feedback to date has been very positive from the customers. The majority of the survey responses have noted the convenience of these services being provided in the current mall setting and area of the city.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$25,305 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Costs to each department/unit's budget. Funding of \$19,278 is included for 2001 telecommunication charges.
- Operating costs for City Hall at the Mall are provided by the Neighborhood Services Group. Funds were secured in 2000 to provide for the first two years of operating costs.
- During 2000, \$37,624 was added for Housing Authority staff salaries. For 2001, an additional \$12,000 is included.
- The Electronic Community Access Project (ECAP) and annual funding of \$8,900 is transferred from Public Affairs to Neighborhood Services. However, due to operating reductions, \$4,900 is removed from this program.
- Operating reductions of \$5,100 is included.
- Human Services funding is reduced by \$105,329. However, the Community Development Block Grant (CDBG) will now provide this funding.

MAJOR OBJECTIVES

OBJECTIVE – Establish a neighborhood networking forum where residents are given the tools and resources to positively impact their neighborhoods and become effective community leaders.

Contact and work with existing neighborhood associations within the city. Inquire as to the needs of their neighborhoods and assist them in becoming more involved in City government. Coordinate a neighborhood networking forum in June 2001 for the purpose of exchanging strategies and information among the neighborhood associations.

OBJECTIVE – Monitor the success of the City STOP Program (City Hall at the Mall and Neighborhood Service Centers), further improve and expand services, and research other areas of the city where this concept can be applied.

Continue to conduct surveys at City Hall at the Mall evaluating the quality and types of services provided. Implement additional services based on the results of the surveys. Work with Council of Neighborhood Organizations (CONO) to create a mechanism for researching the expansion of services in other areas of the city.

OBJECTIVE – Develop monetary support for the Neighborhood Initiatives Grant Program in order to expand services citywide.

This program currently provides funding to support neighborhood improvement projects, innovative services, and community planning activities which benefit low and moderate-income neighborhoods. By applying for outside grants, this program would be expanded to include eligibility for all neighborhoods regardless of income.

OBJECTIVE – Enhance the human service contract process.

Review the annual human service agreements for improvements and legal enhancements. Work closely with the human service agencies during the contract preparation and implementation phase to develop improvements in the overall reporting and billing processes. Provide additional training to the agencies on billing, reporting, and on-site monitoring requirements. Conduct agency surveys to evaluate the quality of services and support provided by the City contract administrator.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
NEIGHBORHOOD SERVICES
NEIGHBORHOOD SERVICES**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	112,206	146,858	171,963	192,476
51207 WAGE PKG-PERFORMANCE	3,007	5,972	0	4,312
51299 SALARIES REIMBURSEMENTS	(20,773)	0	0	0
51610 PERA	10,712	14,847	16,513	17,913
51615 WORKER'S COMPENSATION	2,502	507	537	387
51620 EQUITABLE LIFE INSURANCE	514	488	689	770
51625 VISION CARE	69	140	181	189
51640 DENTAL INSURANCE	568	645	914	960
51665 CASH BACK	178	938	0	0
51670 PARKING FOR EMPLOYEES	328	540	480	720
51690 MEDICARE	1,110	1,475	2,165	2,275
51695 CITY EPO MEDICAL PLAN	5,831	5,803	10,637	9,382
TOTAL SALARIES & BENEFITS	116,252	178,213	204,079	229,384
52105 MISCELLANEOUS OPERATING	293	580	0	0
52110 OFFICE SUPPLIES	872	1,069	2,100	2,680
52111 PAPER SUPPLIES	0	0	0	520
52120 SOFTWARE-MICRO/WORD PROCESS	492	0	1,209	600
52122 CELL PHONE EQUIP/SUPPLIES	0	0	0	600
52125 GENERAL SUPPLIES	339	1,919	2,700	850
52135 POSTAGE	87	367	500	500
52140 WEARING APPAREL	676	430	500	250
52220 MAINT-OFFICE MACHINES	0	0	0	350
52225 MAINT-MICROS/WORD PROCESSOR	100	0	100	0
52405 ADVERTISING SERVICES	350	890	1,000	300
52431 CONSULTING SERVICES	0	0	0	6,000
52575 SERVICES	5,862	5,435	10,000	180
52605 CAR MILEAGE	209	248	1,000	1,000
52615 DUES & MEMBERSHIP	0	15	200	165
52625 MEETING EXPENSES IN TOWN	2,215	2,731	3,500	3,935
52630 TRAINING	0	0	0	1,650
52635 EMPLOYEE EDUCATIONAL ASSIST	3,574	1,940	3,000	3,700
52645 SUBSCRIPTIONS	0	79	200	358
52655 TRAVEL OUT OF TOWN	3,459	3,499	4,000	4,175

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
NEIGHBORHOOD SERVICES
NEIGHBORHOOD SERVICES**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52705 COMMUNICATIONS	778	1,349	800	19,278
52735 TELEPHONE-LONG DIST CALLS	63	51	100	70
52765 EQUIPMENT LEASE/PURCHASE	0	0	600	1,732
52775 MINOR EQUIPMENT	476	0	1,195	583
52795 RENTAL OF EQUIPMENT	472	518	2,000	540
52874 OFFICE SERVICES PRINTING	275	1,551	800	800
52875 OFFICE SERVICES RECORDS	0	0	0	100
65326 E-CAP PROGRAM	0	0	0	4,000
TOTAL OPERATING EXPENSES	20,589	22,671	35,504	54,916
53010 OFFICE MACHINES	0	0	0	750
53020 MICROS/WORD PROCESSORS	4,522	0	1,384	0
53030 FURNITURE & FIXTURES	1,085	0	600	0
TOTAL CAPITAL OUTLAY	5,607	0	1,984	750
ORGANIZATION TOTAL	142,449	200,884	241,567	285,050

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
NEIGHBORHOOD SERVICES
NEIGHBORHOOD SERVICES – SPECIAL PROGRAMS**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
65343 HOUSING AUTHORITY STAFF	149,255	156,185	156,185	205,909
65349 GOLDEN CIRCLE NUTRITION	36,000	36,000	36,000	36,000
65351 HOUSING ALLOWANCE	61,547	72,500	72,500	72,500
TOTAL OPERATING EXPENSES	246,802	264,685	264,685	314,409
 ORGANIZATION TOTAL	 246,802	 264,685	 264,685	 314,409

**GENERAL FUND
NEIGHBORHOOD SERVICES
NEIGHBORHOOD SERVICES – HUMAN SERVICES**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52440 HUMAN SERVICES	479,131	554,475	513,505	408,176
TOTAL OPERATING EXPENSES	479,131	554,475	513,505	408,176
 ORGANIZATION TOTAL	 479,131	 554,475	 513,505	 408,176

This page left blank intentionally.

Comprehensive Planning / Land Use

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 quality of life for citizens.

SERVICES

- Develop and implement 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 units, Colorado Springs Utilities, El Paso County Planning, and Pikes Peak Area Council of Governments
- Provide technical and administrative support to Historic Preservation Board

BUDGET SUMMARY

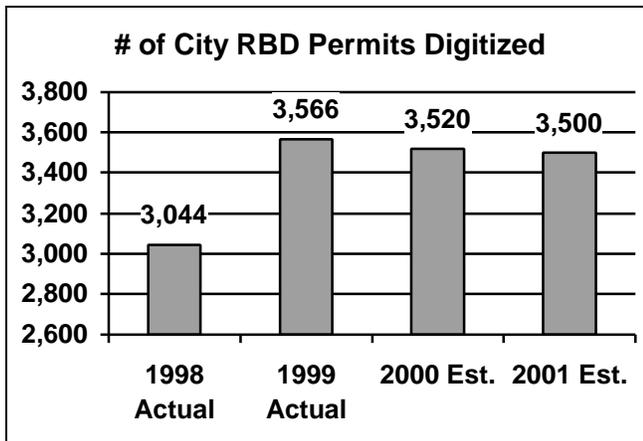
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$506,851	\$522,661	\$501,371	\$603,705
Operating	315,260	255,229	96,347	333,667
Capital Outlay	4,673	10,463	1,922	1,922
Unit Total	\$826,784	\$788,353	\$599,640	\$939,294

PERSONNEL

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Senior Manager	1	1	1	1
Manager	1	1	0	1
Professional	8	5	5	5
Paraprofessional	1	1	1	1
FTE Total	11	8	7	8
Special Positions	2	0	0	0

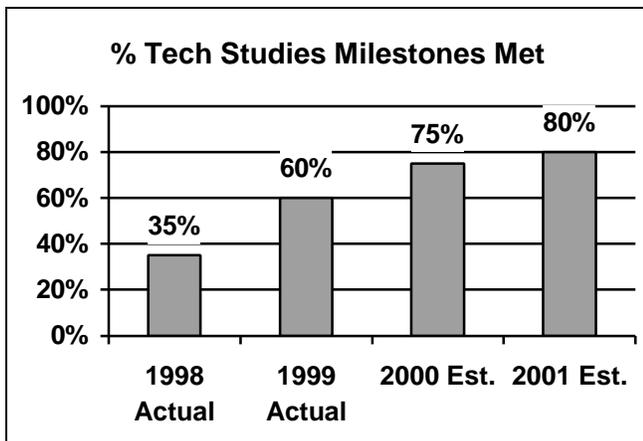
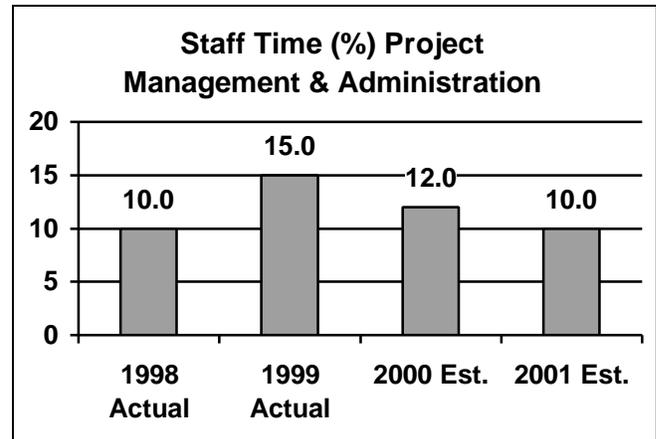
NOTE: For 1999, one GIS analyst was added and four planner positions were transferred to the Development Review Unit.

PERFORMANCE INDICATORS



It is expected the digitizing of land use information will continue to increase and additional categories will be added. If a land use map is 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 efficiency will continue in 2001 and will allow the unit to operate with approximately 70 percent of the staff per thousand residents allocated to long-range planning. This percentage is favorable when compared to the cities of Denver, Albuquerque, Fort Collins, and Aurora.



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 tech study milestones has been reduced to 80 percent to account for this fact.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$42,334 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Costs to each department/unit's budget. Funding of \$15,785 is included for 2001 telecommunication charges.
- In 2001, \$60,000 is added to replace funding which was previously paid by CDBG for a portion of the manager's salary.
- Funding of \$250,000 is added in the special projects and programs account to help implement the Comprehensive Plan. The primary use of these funds will include the revision of zoning and subdivision codes and evaluation of the financial impacts and capacity related to growth. These funds became available because of the new Building Permit Enterprise.
- Rent is reduced by \$26,465 due to the move from rented space to the City Administration Building.

MAJOR OBJECTIVES

OBJECTIVE – Begin implementation of the Comprehensive Plan through ordinance amendments.

Efforts will focus on zoning and subdivision code amendments that will facilitate mixed-use development and improve access and connectivity within and between developments. Initial efforts related to design standards will be undertaken. This objective is based on the final structure of the Implementation Chapter in the Comprehensive Plan. A combination of staff and private consultant assistance will be necessary. Staff from the Development Review Unit and other City units may also be required, depending on the item being addressed.

OBJECTIVE – Revise City Annexation Plan for three-mile extraterritorial planning area.

Work will entail adjusting annexation policies to encourage uniform development standards within the three-mile area, integrating evolving Colorado Springs Utilities (CSU) policies, and re-examining the applicability of the Potential Urban Growth Area. Efforts will involve staff from the Unit, Annexation Steering Committee, CSU, and El Paso County Planning.

OBJECTIVE – Develop Geographic Information System (GIS) capabilities to assist in implementing and monitoring of the Comprehensive Plan.

Prepare programs to facilitate data management for community indicators to quantitatively measure annual progress in implementation. This will involve staff from this Unit and Planning Data Systems.

OBJECTIVE – Provide assistance in the development of Municipal Services Plan. Utilize phasing plans and service standards to develop and map five-year facility and service areas where near-term development can be efficiently accommodated.

If approved as part of the draft Comprehensive Plan, an interdisciplinary team appointed by the City Manager will work on this task.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY PLANNING
COMPREHENSIVE PLANNING/LAND USE**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	418,228	427,478	422,749	505,044
51207 WAGE PKG-SALARIES	0	(1,525)	0	0
51207 WAGE PKG-PERFORMANCE	15,584	19,098	0	10,193
51220 SEASONAL/TEMPORARY	1,388	0	2,253	2,253
51245 RETIREMENT/TERM VACATION	1,141	0	0	0
51260 VACATION BUY	0	332	0	0
51610 PERA	41,131	42,927	41,772	46,672
51615 WORKER'S COMPENSATION	1,240	1,374	1,275	978
51620 EQUITABLE LIFE INSURANCE	2,249	1,782	1,700	2,030
51625 VISION CARE	427	466	419	504
51640 DENTAL INSURANCE	1,994	2,149	2,139	2,560
51665 CASH BACK	290	98	0	0
51670 PARKING FOR EMPLOYEES	958	1,100	1,680	1,680
51690 MEDICARE	2,830	3,171	3,271	4,021
51695 CITY EPO MEDICAL PLAN	19,391	24,211	24,113	27,770
TOTAL SALARIES AND BENEFITS	506,851	522,661	501,371	603,705
52105 MISCELLANEOUS OPERATING	409	308	0	0
52110 OFFICE SUPPLIES	3,442	3,289	3,600	3,500
52111 PAPER SUPPLIES	0	0	0	1,500
52120 SOFTWARE-MICRO/WORD PROCESS	28	3,224	1,400	0
52125 GENERAL SUPPLIES	302	53	1,000	1,000
52135 POSTAGE	2,990	1,563	1,798	1,798
52220 MAINT-OFFICE MACHINES	1,761	3,373	1,925	2,405
52122 CELL PHONE, EQUIPMENT/SUPPLIES	0	0	0	360
52225 MAINT-MICROS/WORD PROCESSOR	782	0	0	0
52405 ADVERTISING SERVICES	1,047	1,109	480	0
52575 SERVICES	523	183	2,707	0
52615 DUES & MEMBERSHIP	1,899	1,021	1,000	1,207
52625 MEETING EXPENSES IN TOWN	381	541	1,080	1,080
52630 TRAINING	670	1,587	1,536	1,536
52645 SUBSCRIPTIONS	216	136	335	335

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY PLANNING
COMPREHENSIVE PLANNING/LAND USE**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52655 TRAVEL OUT OF TOWN	142	541	672	672
52705 COMMUNICATIONS	2,879	0	360	15,785
52725 RENTAL OF PROPERTY	68,764	70,520	73,250	46,785
52735 TELEPHONE-LONG DIST CALLS	634	524	220	720
52775 MINOR EQUIPMENT	3	1,657	0	0
52874 OFFICE SERVICES PRINTING	3,344	543	4,644	4,644
52875 OFFICE SERVICES RECORDS	0	0	340	340
70295 SPECIAL PROJECTS PROGRAMS	224,753	165,056	0	250,000
65160 RECRUITMENT	292	0	0	0
TOTAL OPERATING	315,260	255,229	96,347	333,667
53010 OFFICE MACHINES	0	5,608	0	0
53020 MICROS/WORD PROCESSORS	4,673	4,855	1,922	1,922
TOTAL CAPITAL OUTLAY	4,673	10,463	1,922	1,922
ORGANIZATION TOTAL	826,784	788,353	599,640	939,294

Development Review

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
- Providing of professional planning recommendations to the Hearing Officer, 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., Revocable Permits, Temporary Use Permits, Home Occupation Permits, etc.)
- Provision of a public information service regarding zoning, land use, and development proposals under review

BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$1,228,276	\$1,469,034	\$1,521,333	\$1,560,238
Operating	98,850	151,763	98,955	167,881
Capital Outlay	29,216	38,579	16,224	21,500
Unit Total	\$1,356,342	\$1,659,376	\$1,636,512	\$1,749,619

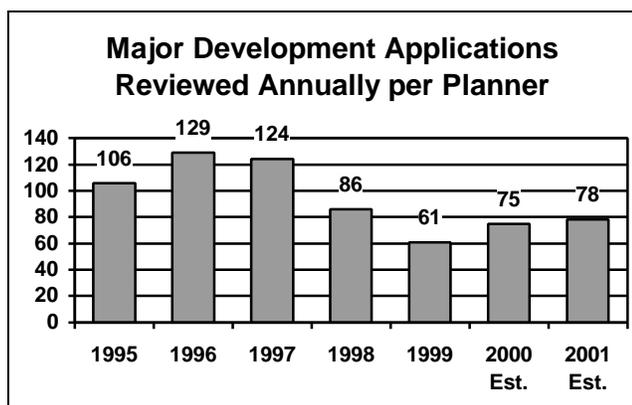
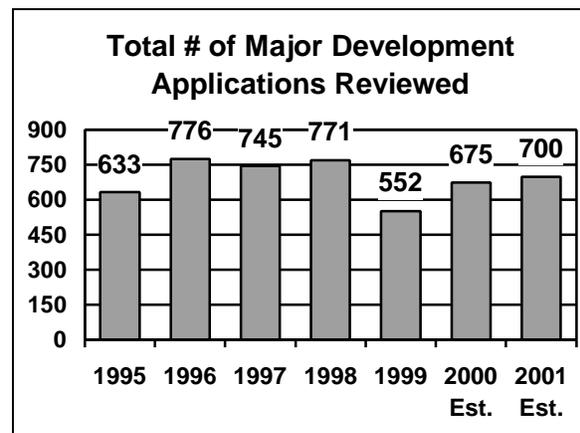
PERSONNEL

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	1.0	1.0	1.0	1.0
Professional	7.0	14.0	14.0	12.0
Paraprofessional	8.5	8.5	8.5	8.0
General	5.5	5.5	5.5	4.5
FTE Total	22.0	29.0	29.0	25.5
Specials	3.0	1.0	1.0	1.0

Note: For 1999, four planner positions were transferred from Comprehensive Planning/Land Use and three special planner positions were converted to permanent.

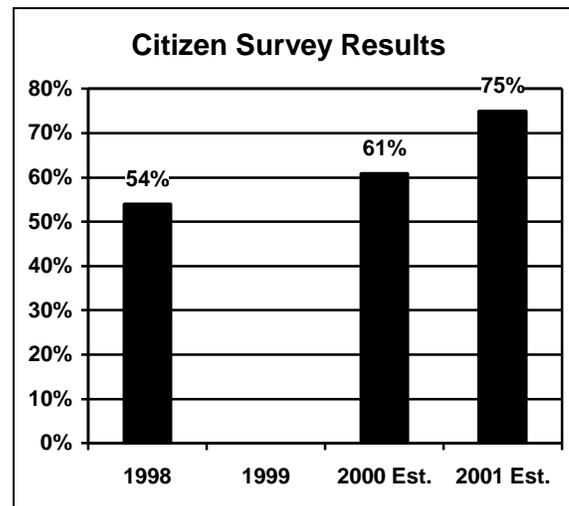
PERFORMANCE INDICATORS

The number of major development applications reviewed over the past five years has remained fairly constant. The small drop in 1999 can be attributed to the implementation of the new development review process and the associated learning curve rather than a dip in the growth rate. For 2000, it is estimated that the Development Review Unit will review a total of 675 major development applications, an increase of 22 percent over the 1999 levels.



The number of major development applications reviewed per planner has fluctuated with the number of submittals and number of planners on staff. Over the past 6 years, this number has ranged from a high of 129 to a low of 61. The Unit target is to have each planner review of maximum of 75 major development applications each year. Experience has proven that this is the level at which reviews can be effectively managed, effective public participation be assured, and the review letters and staff reports completed in a timely manner.

The effectiveness of the public participation process was measured by a citizen survey in both 1998 and 2000. The 1998 citizen survey indicated that 54 percent of the citizens surveyed were satisfied with the opportunity to have input into the development review process. The 2000 survey, commissioned by the City Planning Office, indicated that 61 percent of the citizens believed that the development review process provided adequate opportunity to express their opinion regarding pending development proposals. The Unit's target for this outcome measure is an 80 percent satisfaction rating. A citizen survey was not conducted in 1999.



CHANGES TO THE BUDGET

- Ø An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$133,386 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Ø In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Costs to each department/unit's budget. Funding of \$44,832 is included for 2001 telecommunication charges.
- Ø 6.5 FTEs, salaries, benefits, operating, and capital appropriations were reduced and placed into the new Development Review Enterprise. The creation of the enterprise will result in expenditure reductions of \$335,247 to the General Fund.
- Ø The creation of the enterprise reduces the amount of revenue generated by the Development Review Unit since the fees currently collected from the Unit's review building and sign permits will be collected by the enterprise. Accordingly, the revenue generated by the Development Review Unit for the General Fund is reduced from \$832,000 to \$747,600.
- Ø The Development Review Unit budget for 2001 increased by \$79,231 to fund a new Land Use Inspector position and associated cost to implement the re-engineered Revocable Permit program. The increase is funded with offsetting Revocable Permit fees.
- Ø Funding of \$129,920 is transferred from City Manager and Municipal Court for an analyst position and a hearing officer position.
- Ø Funding of \$60,747 is added for a landscape architect special position, which is offset by revenue received from Colorado Springs Utilities.

MAJOR OBJECTIVES

OBJECTIVE – To ensure that all development applications are reviewed in a manner that provides for ample public participation and a timely response to applicants.

The primary mission of the Development Review Unit is to review development applications. In achieving this mission, the Unit staff will focus on the dual objectives of providing ample opportunity for public participation and completing each review in a timely manner. Accordingly, project tracking and public information elements of the Land Use Information System (LUIS) will continue to be developed and enhanced throughout 2001 in an effort to improve the ability to benchmark the timeliness of reviews and to communicate information regarding development proposals under review.

OBJECTIVE – To improve the public's acceptance of the pattern and appearance of new development.

Citizen surveys have indicated that this is an area needing improvement. The fundamental purpose and outcome of a City Planning program should be to improve the quality of the land use development pattern. Accordingly, Unit staff will strive to review development applications and to apply development standards in a manner that will improve the pattern, design and use-to-use compatibility of new developments.

OBJECTIVE – To revise the Zoning Code and Development Standards to implement the recommendations of the Comprehensive Plan.

As the new Comprehensive Plan is completed and adopted, it will be necessary to undertake a review of the existing zoning regulations and development standards to determine what modifications will be required to implement the recommendations of the Comprehensive Plan. This Code/Development Standard modification program will likely be a multiyear collaborative effort undertaken by a team of planners from both the Development Review and Comprehensive Planning Units with consultant support.

OBJECTIVE – To re-engineer the revocable permit process to implement the recommendations of the study undertaken by the Business Planning Office.

The Development Review Unit has been tasked with the responsibility of re-engineering the Revocable Permit review process to implement the recommendations of the revocable permit process study completed by the Business Planning Office in 1999. The primary tasks to be achieved in this effort include:

- Creation of a method of electronically routing revocable permits to the various City staff involved in the review in an effort to improve customer service and internal communication.
- Creation of a database that effectively provides information on all revocable permits issued.
- Increasing the fees charged for revocable permits and increasing the revenue generated by the program to a level that allows it to be self-sustaining.
- Hiring of a land use inspector to assist in implementation of the program and to facilitate the permitting of existing uses of city right of way that is currently occurring outside of the permitting process.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY PLANNING
DEVELOPMENT REVIEW**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	984,540	1,147,729	1,263,710	1,265,097
51206 WAGE PKG-SALARIES	0	(824)	0	0
51207 WAGE PKG-PERFORMANCE	36,606	48,798	0	30,059
51210 OVERTIME	2,574	26,500	3,000	3,000
51220 SEASONAL/TEMPORARY	18,202	11,799	4,000	4,000
51240 RETIREMENT/TERMINATION SICK	0	218	0	0
51245 RETIREMENT/TERM VACATION	3,027	6,231	0	0
51260 VACATION BUY	5,178	4,273	0	0
51610 PERA	99,529	121,046	125,068	117,041
51615 WORKER'S COMPENSATION	4,296	6,068	5,250	4,479
51620 EQUITABLE LIFE INSURANCE	4,736	4,328	5,328	5,106
51625 VISION CARE	1,040	1,482	1,747	1,671
51640 DENTAL INSURANCE	5,242	7,428	8,827	8,480
51665 CASH BACK	8,995	8,048	0	0
51670 PARKING FOR EMPLOYEES	4,532	4,380	5,696	6,120
51690 MEDICARE	10,300	12,988	13,990	14,258
51695 CITY EPO MEDICAL PLAN	39,479	58,541	84,717	100,927
TOTAL SALARIES AND BENEFITS	1,228,276	1,469,034	1,521,333	1,560,238
52105 MISCELLANEOUS OPERATING	2,838	3,662	500	0
52110 OFFICE SUPPLIES	10,896	13,609	12,116	9,810
52111 PAPER SUPPLIES	0	0	0	3,500
52120 SOFTWARE-MICRO/WORD PROCESS	177	657	2,500	2,775
52122 CELL PHONE EQUIP/SUPPLIES	0	0	0	2,100
52125 GENERAL SUPPLIES	1,616	2,835	6,000	1,500
52135 POSTAGE	9,804	12,175	5,000	10,500
52165 LICENSES & TAGS	1,300	0	0	90
52170 SPECIAL, PHOTOGRAPHY, ETC	0	0	0	120
52220 MAINT-OFFICE MACHINES	3,713	3,336	2,211	3,000
52225 MAINT-MICROS/WORD PROCESSOR	100	0	0	0
52265 MAINT-BUILDINGS & STRUCTURE	1,740	0	0	0
52405 ADVERTISING SERVICES	1,956	2,718	1,300	2,400
52431 CONSULTING SERVICES	0	0	35,000	24,700
52575 SERVICES	25,689	64,445	0	24,000
52615 DUES & MEMBERSHIP	2,524	3,697	2,682	4,750
52625 MEETING EXPENSES IN TOWN	8,220	6,717	5,750	4,500

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY PLANNING
DEVELOPMENT REVIEW**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52630 TRAINING	6,827	8,085	7,660	8,645
52645 SUBSCRIPTIONS	546	524	909	0
52655 TRAVEL OUT OF TOWN	1,465	3,115	4,320	3,000
52705 COMMUNICATIONS	5,191	2,711	1,300	44,832
52725 RENTAL OF PROPERTY	600	4,995	600	600
52735 TELEPHONE-LONG DIST CALLS	1,201	2,612	1,154	1,800
52765 EQUIPMENT LEASE/PURCHASE	0	0	0	3,600
52775 MINOR EQUIPMENT	484	3,782	1,788	1,250
52874 OFFICE SERVICES PRINTING	11,964	12,088	8,000	9,500
52875 OFFICE SERVICES RECORDS	0	0	165	0
TOTAL OPERATING	98,850	151,763	98,955	167,881
53010 OFFICE MACHINES	0	23,461	5,000	0
53020 MICROS/WORD PROCESSORS	13,365	11,905	9,224	6,500
53030 FURNITURE & FIXTURES	3,930	3,213	2,000	3,000
53070 VEHICLES-REPLACEMENT	11,920	0	0	12,000
TOTAL CAPITAL OUTLAY	29,216	38,579	16,224	21,500
ORGANIZATIONAL TOTAL	1,356,342	1,659,376	1,636,512	1,749,619

Development Review Enterprise

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, multifamily 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 the Hillside Design Manual
- Review sign permits to ensure compliance with the Zoning Codes
- Provide inspections for Certificate of Occupancies 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 Certificate of Occupancies

BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
<u>Beginning Fund Balance (01/01)*</u>	N/A	N/A	N/A	N/A
<u>Sources of Funds</u>				
Administration Review Fees	N/A	N/A	N/A	\$578,808
Total	N/A	N/A	N/A	\$578,808
<u>Uses of Funds</u>				
Salary/Benefits	N/A	N/A	N/A	\$414,908
Operating	N/A	N/A	N/A	106,322
Capital Outlay	N/A	N/A	N/A	17,300
Total	N/A	N/A	N/A	\$538,530
Amount Available To Appropriate *				\$ 40,278

* The Amount Available To Appropriate 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.

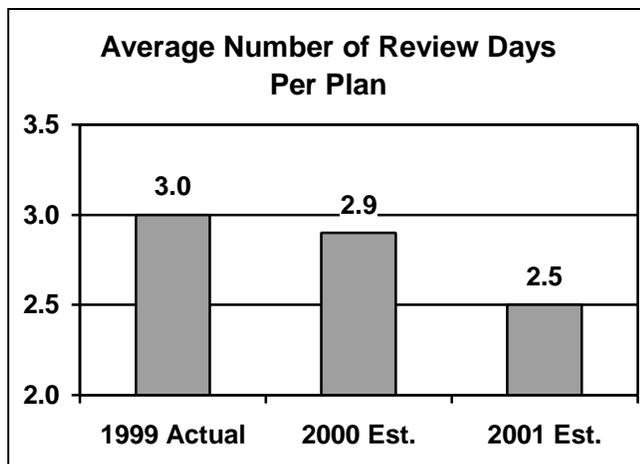
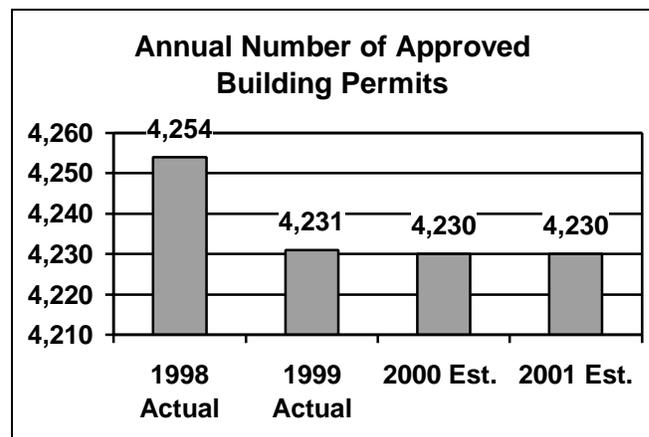
PERSONNEL

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	N/A	N/A	N/A	1.0
Professional	N/A	N/A	N/A	3.0
Paraprofessional	N/A	N/A	N/A	2.5
General	N/A	N/A	N/A	1.0
FTE Total	N/A	N/A	N/A	7.5

NOTE: 6.5 FTEs are transferred into the enterprise from the General Fund's Development Review Unit and one Planner I is added.

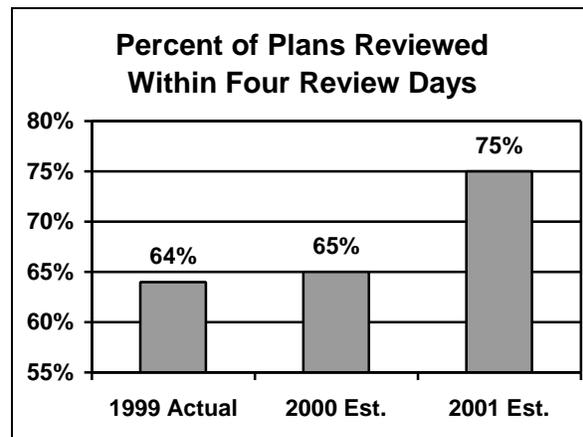
PERFORMANCE INDICATORS

For the past four years, the level of approved building permits has consistently been around the 4000 mark. Many of the assumptions of the enterprise funding are based on this trend continuing.



For 2001, the addition of a new planner will make it possible to reduce the time it takes to review a plan to 2.5 working days.

The Development Review Enterprise strives to maintain customer satisfaction by reviewing nearly all plans within one workweek and two-thirds of the plans within four days. This rate has been significantly reduced from previous years. In the case of hillside plans, the review period has been cut in half.



CHANGES TO THE BUDGET

- Ø An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$54,375 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Ø In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Costs to each department/unit's budget. Funding of \$10,808 is included for 2001 telecommunication charges.
- Ø This is the first year that the Development Review function is operated as an enterprise and is, therefore, not included in the General Fund.
- Ø Revenues generated by the enterprise cover all expenditures of the enterprise.

MAJOR OBJECTIVES

OBJECTIVE – Provide a building and sign permit review program, which has a strong customer-service orientation and which 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 that all reviewers 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, the Development Review Enterprise will hire one additional planner to expedite the plan review process. The overall goal is to further reduce the number of days a plan takes to complete the review process. In addition, a greater number of plans will be able to be reviewed when received by the office electronically and on a walk-through basis.

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 (RBD) web pages. 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 that 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 that hillside sites are in compliance with the City Hillside Ordinance and provide inspection statistics to the Stormwater Management Unit for the City's National Pollutant Discharge Elimination System (NPDES) permit annual report.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**DEVELOPMENT REVIEW ENTERPRISE FUND
CITY PLANNING
DEVELOPMENT REVIEW ENTERPRISE**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES				342,784
51207 WAGE PKG-PERFORMANCE				6,932
51610 PERA				32,203
51615 WORKER'S COMPENSATION				782
51620 EQUITABLE LIFE INSURANCE				1,371
51625 VISION CARE				473
51640 DENTAL INSURANCE				2,400
51690 MEDICARE				4,971
51695 CITY EPO MEDICAL PLAN				22,992
TOTAL SALARIES AND BENEFITS	N/A	N/A	N/A	414,908
52105 MISCELLANEOUS OPERATING				250
52110 OFFICE SUPPLIES				3,500
52120 SOFTWARE-MICRO/WORD PROCESS				625
52122 CELL PHONE EQUIP/SUPPLIES				600
52125 GENERAL SUPPLIES				1,500
52135 POSTAGE				500
52165 LICENSES & TAGS				30
52220 MAINT-OFFICE MACHINES				1,000
52405 ADVERTISING SERVICES				300
52575 SERVICES				2,255
52615 DUES & MEMBERSHIP				1,200
52625 MEETING EXPENSES IN TOWN				700
52635 SCHOOLING				4,000
52655 TRAVEL OUT OF TOWN				1,080
52705 COMMUNICATIONS				10,808
52725 RENTAL OF PROPERTY				20,700
52735 TELEPHONE-LONG DIST CALLS				300
52775 MINOR EQUIPMENT				250
52872 MAINT-FLEET VEHICLES/EQP				1,925
52874 OFFICE SERVICES PRINTING				500
52875 OFFICE SERVICES RECORDS				45
52805 ADMIN PRORATED CHARGES				25,181
65170 TRANSFER TO OTHER FUNDS				24,039
52740 GENERAL INSURANCE				5,034
TOTAL OPERATING	N/A	N/A	N/A	106,322

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**DEVELOPMENT REVIEW ENTERPRISE FUND
CITY PLANNING
DEVELOPMENT REVIEW ENTERPRISE**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
53010 OFFICE MACHINES				1,000
53020 MICROS/WORD PROCESSORS				2,500
53030 FURNITURE & FIXTURES				800
53080 VEHICLES-ADDITIONS				13,000
TOTAL OPERATING CAPITAL	N/A	N/A	N/A	17,300
ORGANIZATIONAL TOTAL	N/A	N/A	N/A	538,530

Planning Data Systems

MISSION

To develop, maintain, and enhance the Land Use Information Systems (LUIS) and the Geographic Information Systems (GIS) so the City Planning Group can improve their ability to manage growth in the community. Provide interactive access to planning information so that City Planning can leverage the use of information technology to communicate with the public, provide City services expeditiously, improve operational efficiency, and support internal communications.

SERVICES

- Provide spatial data analysis
- Develop and maintain land use and zoning spatial datasets
- Provide mapping support/map publishing
- Develop and maintain City Planning internet web sites
- Develop and maintain City Planning's land use and zoning applications

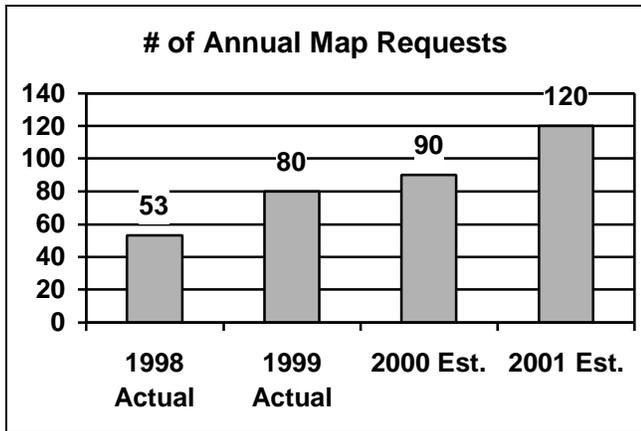
BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$222,504	\$244,762	\$249,050	\$274,005
Operating	23,199	45,504	44,470	51,783
Capital Outlay	13,413	12,897	4,996	4,996
Unit Total	\$259,116	\$303,163	\$298,516	\$330,784

PERSONNEL

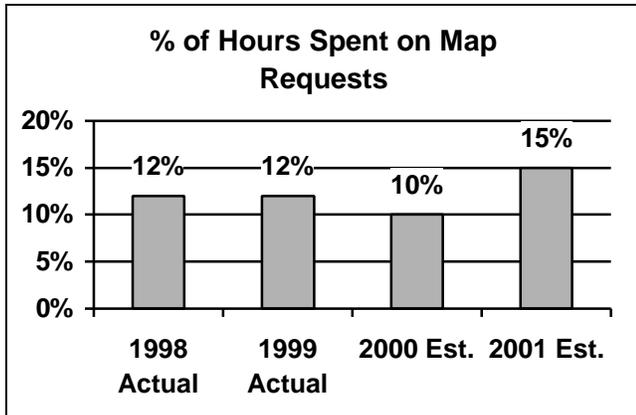
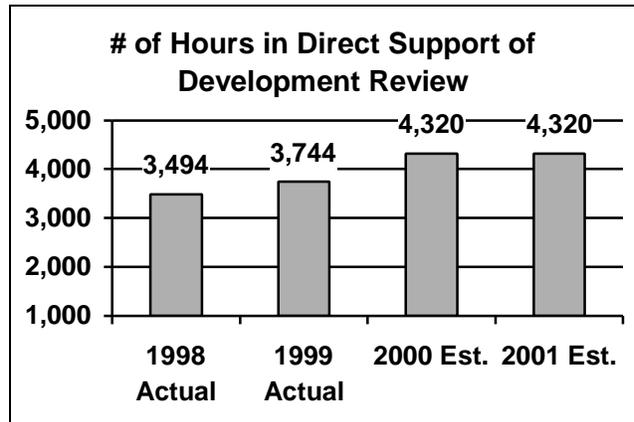
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	1	1	1	1
Professional	2	2	3	3
Paraprofessional	1	1	0	0
FTE Total	4	4	4	4

PERFORMANCE INDICATORS



In the past three years, the number of map requests has increased by more than 100 percent due to increased usage of maps in the development review process. Growth is expected to increase while increases in consumables and plotter maintenance will increase production costs of the maps. These factors are not programmed into the budget. The estimated target is 120 maps.

Over the past three years, the number of hours spent in support of development review has expanded to the maximum available hours. Additional resources are being obtained through contract services allocated in the Development Review budget for LUIS. The target remains 4,300 hours.



As a result of the increased usage of maps in the revised Development Review process, the amount of time spent on individual maps has increased due to enhanced requirements from the planning staff to include more complex graphics and the inclusion of aerial photography as a map layer. The revised target is 15 percent.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$24,955 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Costs to each department/unit's budget. Funding of \$7,313 is included for 2001 telecommunication charges.

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. Software tools and applications will be developed and maintained that enable planners to access information provided in electronic form through Colorado Springs Utilities' FIMS/DAS 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 new Comprehensive Plan. Create automated interfaces with the El Paso County's Assessor Database and the Regional Building Department's building permit database in order to provide staff with more current and more accurate data in suitable form for statistical analysis.

OBJECTIVE – Enhance public communications and community relations efforts using state-of-the-art technology and pools of information developed for the land use information system (LUIS).

Put planning information directly into the hands of voters/citizens and enhance relations by opening direct channels of communication about the planning process between voter/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 capability to perform analysis and decision making by providing a unified source of city planning information.

Enhance 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 to reflect additional land usage attributes and develop new spatial overlays to facilitate the creation of future land use mapped products.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY PLANNING
PLANNING DATA SYSTEMS**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	178,674	195,803	206,408	222,979
51206 WAGE PKG-SALARIES	0	(1,060)	0	0
51207 WAGE PKG-PERFORMANCE	10,314	10,247	0	4,995
51210 OVERTIME	0	0	800	800
51610 PERA	17,411	19,835	19,794	20,233
51615 WORKER'S COMPENSATION	377	635	626	518
51620 EQUITABLE LIFE INSURANCE	974	855	832	890
51625 VISION CARE	223	242	241	252
51640 DENTAL INSURANCE	896	1,115	1,218	1,280
51665 CASH BACK	120	0	0	0
51670 PARKING FOR EMPLOYEES	468	480	960	960
51690 MEDICARE	2,548	2,880	2,706	3,116
51695 CITY EPO MEDICAL PLAN	10,499	13,730	15,465	17,982
TOTAL SALARIES AND BENEFITS	222,504	244,762	249,050	274,005
52105 MISCELLANEOUS OPERATING	1,227	18,446	0	0
52110 OFFICE SUPPLIES	1,192	3,417	900	850
52111 PAPER SUPPLIES	0	0	0	2,000
52120 SOFTWARE-MICRO/WORD PROCESS	2,989	15,276	20,590	10,600
52125 GENERAL SUPPLIES	5,358	1,837	3,000	4,000
52135 POSTAGE	0	0	100	100
52220 MAINT-OFFICE MACHINES	532	0	0	0
52225 MAINT-MICROS/WORD PROCESSOR	0	0	0	3,400
52305 MAINT-SOFTWARE	0	0	0	13,190
52575 SERVICES	5,242	2,154	12,510	0
52605 CAR MILEAGE	0	0	220	220
52615 DUES & MEMBERSHIP	0	0	250	250
52625 MEETING EXPENSES IN TOWN	6	0	200	200
52630 TRAINING	1,145	75	2,900	2,900
52645 SUBSCRIPTIONS	23	129	300	300
52655 TRAVEL OUT OF TOWN	2,230	1,693	2,400	2,400
52705 COMMUNICATIONS	1,409	258	0	7,313
52735 TELEPHONE-LONG DIST CALLS	31	41	0	0
52775 MINOR EQUIPMENT	1,743	2,153	1,000	3,960
52874 OFFICE SERVICES PRINTING	72	25	100	100
TOTAL OPERATING	23,199	45,504	44,470	51,783
53010 OFFICE MACHINES	0	7,200	0	0
53020 MICROS/WORD PROCESSORS	13,413	5,697	4,996	4,996
TOTAL OPERATING CAPITAL	13,413	12,897	4,996	4,996
ORGANIZATION TOTAL	259,116	303,163	298,516	330,784

Economic Development

MISSION

To provide the City government's business and economic development services including local business assistance, expansion, and retention, industry attraction, incentive programs and downtown development, to meet the needs of local and relocating businesses and community residents, in order to create, grow, and retain high quality jobs, enhance the community tax base, and build wealth for local citizens.

SERVICES

- Develop and implement economic development programs and services
 - Provide assistance for new entrepreneurial ventures and local business development, retention, and expansion
 - Implement business and development activities of the Downtown Action Plan and Downtown Development Strategy
- Support business attraction and economic diversification efforts of the Economic Development Corporation (EDC)
 - Carry out the Strategic Economic Development Plan
 - Coordinate business development activities with local chambers of commerce, business, and economic development organizations

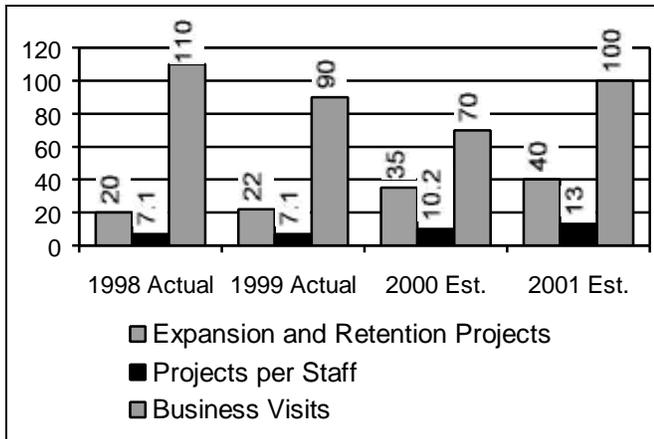
BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$227,314	\$244,486	\$220,254	\$315,247
Operating	80,099	82,903	82,270	88,940
Capital Outlay	12,102	1,295	2,937	2,937
Unit Total	\$319,515	\$328,684	\$305,461	\$407,124

PERSONNEL

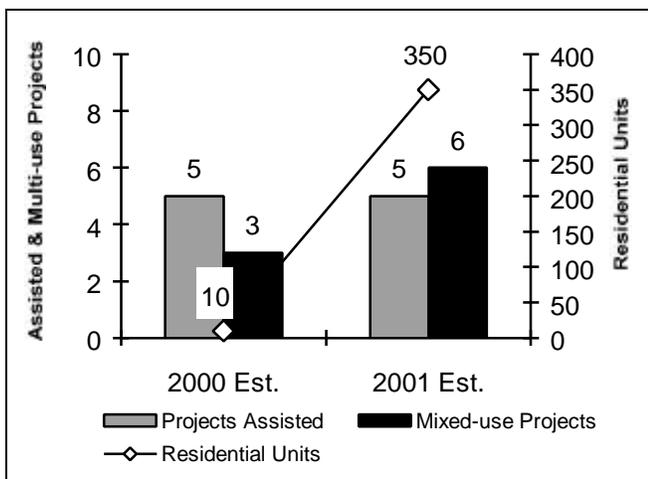
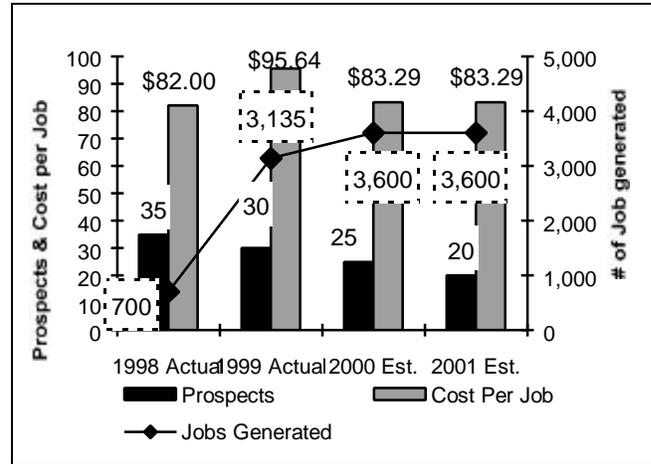
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	2	1	1	1
Professional	0	2	2	2
Paraprofessional	1	0	0	0
FTE Total	3	3	3	3
Special Positions	0	2	2	2

PERFORMANCE INDICATORS



In three years, it is estimated that the number of local businesses assisted with expansion or retention activities will increase by 82 percent. The number of visits to local firms will decrease as the workload of each staff member increases. A cooperative business retention effort with other business organizations in 2001 should result in more business contacts again. The number of business projects handled by each staff member has increased by 3.1 in one year.

The number of new industry prospects handled by OED staff is down by 16.7 percent as the number of prospects seeking new locations and visiting Colorado Springs has fallen. The number of jobs generated, as a result of relocating industries, which OED has assisted, however, will increase by 465 between 1999 and 2000. The cost of each job generated is down due to rising job numbers and a smaller OED budget.



Performance indicators for the downtown development are new for this year's budget; and as a result, there are no previous year indicators to provide comparisons. In 2000, five downtown projects will be assisted. Three of the projects will be mixed-use projects resulting in ten residential units completed. There is projected to be a 100 percent increase in mixed-use projects assisted (6 total) in 2001, resulting in 350 residential units ready for occupancy.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$24,631 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Costs to each department/unit's budget. Funding of \$9,687 is included for 2001 telecommunication charges.
- Rent is increased by \$408, accounting for the increased rent in the Bank One Building over a six-month period.
- To better address the City strategy of developing downtown within existing resources, \$14,565 of the current services budget line item is being reallocated to downtown development, a City strategic objective. This downtown budget includes consulting, educational, travel, in-town meeting, postage, mileage, and printing funds in order to assist staff in better addressing this activity.
- The salary appropriation is increased by \$78,548 for 2001 to reflect the salaries and benefits for an office specialist and senior office specialist. These special employees are funded by a transfer from the Business Development Loan Fund.

MAJOR OBJECTIVES

OBJECTIVE – Support retention and expansion of existing business and assure a community environment conducive to business growth.

This will be accomplished by implementation of a Business Retention Plan consisting of a collaborative effort with the Chamber of Commerce, Colorado Springs Utilities (CSU), and El Paso County to include sharing of information, resources and coordinated assistance to assure that the at-risk, expanding and other firms are identified, and that appropriate actions are undertaken so that employers receive appropriate services and business issues receive necessary attention relative to their needs.

OBJECTIVE – Continue to diversify the economic base of the community through the support of relocating firms in target industry clusters.

Provide assistance to the Economic Development Corporation (EDC) in the attraction of primary employers to the area by representing the City in EDC marketing efforts by coordinating economic development programs and by being a focal point of customer service for the firm's transition into the community when a Colorado Springs location is chosen.

OBJECTIVE – Carry out economic development programs.

Implement economic development programs to assist in the retention, expansion, and attraction of primary employers in the City; utilize the Rapid Response Team, Personal Property Tax Credit program, business financing programs, and programs provided by other organizations as applicable; evaluate programs for effectiveness and recommend changes or new programs as necessary.

OBJECTIVE – Implement the Downtown Action Plan.

Partner with the Downtown Partnership and other appropriate private and public entities to implement actions of the Downtown Action Plan and Downtown Strategy to include marketing the downtown for business growth, addressing code and development issues that inhibit downtown development and redevelopment, facilitating appropriate development projects, and assisting in the development of other downtown planning efforts.

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

This will be accomplished through continued support of the Colorado Springs Technology Incubator Project, the use of Business Development Loans for small and medium-sized primary employers, disadvantaged firms and businesses starting or improving facilities in a downtown location, as well as through active participation in, and coordination with, all chambers of commerce and business organizations such as the Small Business Development Center.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY DEVELOPMENT
ECONOMIC DEVELOPMENT**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	181,314	177,480	184,480	256,755
51206 WAGE PKG-SALARIES	0	(402)	0	0
51207 WAGE PKG-PERFORMANCE	6,386	8,289	0	5,758
51210 OVERTIME	187	0	0	0
51220 SEASONAL/TEMPORARY	3,851	3,762	0	0
51240 RETIREMENT/TERMINATION SICK	0	7,118	0	0
51245 RETIREMENT/TERM VACATION	0	7,046	0	0
51260 VACATION BUY	0	66	0	0
51610 PERA	20,065	21,065	19,027	24,765
51615 WORKER'S COMPENSATION	635	647	579	559
51620 EQUITABLE LIFE INSURANCE	978	898	766	1,027
51625 VISION CARE	167	241	181	315
51640 DENTAL INSURANCE	767	1,108	914	1,600
51665 CASH BACK	0	89	0	0
51670 PARKING FOR EMPLOYEES	2,368	1,460	480	1,440
51690 MEDICARE	2,014	2,779	1,352	2,414
51695 CITY EPO MEDICAL PLAN	8,582	12,840	12,475	20,614
TOTAL SALARIES AND BENEFITS	227,314	244,486	220,254	315,247
52110 OFFICE SUPPLIES	2,558	1,311	2,500	2,068
52120 SOFTWARE-MICRO/WORD PROCESS	0	0	200	214
52122 CELL PHONE EQUIPMENT/SUPPLIES	0	0	0	175
52125 GENERAL SUPPLIES	362	740	600	600
52135 POSTAGE	1,335	828	1,500	1,375
52165 LICENSES & TAGS	0	10	0	0
52220 MAINT-OFFICE MACHINES	560	560	600	666
52575 SERVICES	26,893	34,620	27,670	14,510
52605 CAR MILEAGE	1,961	2,042	2,000	2,050
52615 DUES & MEMBERSHIP	590	285	900	1,150
52625 MEETING EXPENSES IN TOWN	2,922	2,304	3,000	2,658
52630 TRAINING	2,794	1,752	2,500	2,425
52645 SUBSCRIPTIONS	404	224	500	0
52655 TRAVEL OUT OF TOWN	2,758	3,627	4,000	4,535
52705 COMMUNICATIONS	2,676	540	950	9,687
52725 RENTAL OF PROPERTY	30,000	31,909	32,150	32,558
52735 TELEPHONE-LONG DIST CALLS	1,730	1,621	1,200	1,200

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY DEVELOPMENT
ECONOMIC DEVELOPMENT**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52775 MINOR EQUIPMENT	467	0	0	0
52874 OFFICE SERVICES PRINTING	2,009	0	2,000	4,777
52431 CONSULTING SERVICES	0	0	0	8,000
52893 RENTAL OF FLEET VEHICLES	80	0	0	0
65160 RECRUITMENT	0	529	0	0
TOTAL OPERATING	80,099	82,903	82,270	88,940
53010 OFFICE MACHINES	1,495	0	1,000	1,000
53020 MICROS/WORD PROCESSORS	1,108	1,295	1,537	1,537
53030 FURNITURE & FIXTURES	9,499	0	400	400
TOTAL OPERATING CAPITAL	12,102	1,295	2,937	2,937
ORGANIZATIONAL TOTAL	319,515	328,684	305,461	407,124

Urban Projects

MISSION

To develop, coordinate, and implement projects that are consistent with the Comprehensive and Strategic Plans; have communitywide impact; and encompass public and private interests for positive economic growth and aesthetic community value.

SERVICES

- Identify and develop projects that implement approved master plans
 - Obtain project funding from public and private sources
 - Form public and private partnerships for project implementation, where applicable
- Manage multijurisdictional projects where it is 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

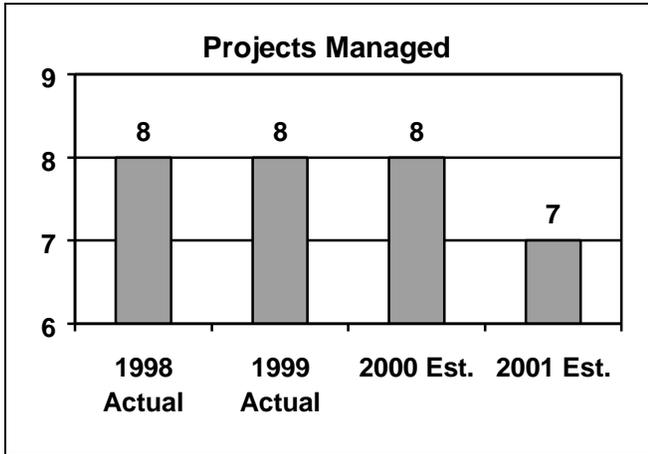
BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$206,429	\$228,972	\$234,470	\$436,316
Operating	25,631	37,082	46,540	38,631
Capital Outlay	7,834	500	2,075	1,900
Unit Total	\$239,894	\$266,554	\$283,085	\$476,847

PERSONNEL

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Senior Manager	1	1	1	1
Professional	1	1	1	1
Paraprofessional	1	1	1	1
FTE Total	3	3	3	3
Special Positions	1	1	2	2

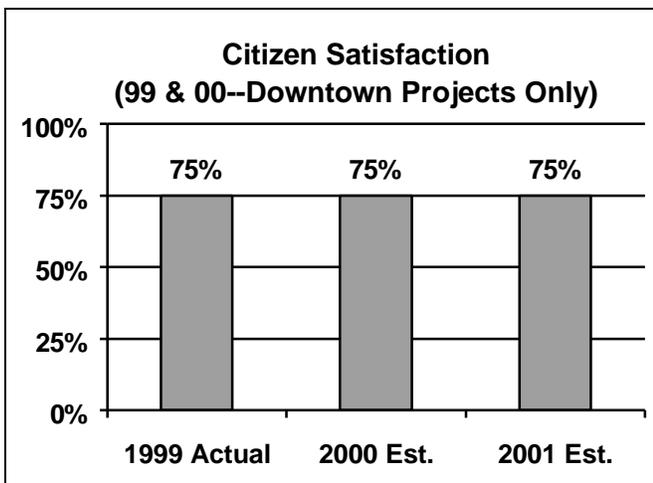
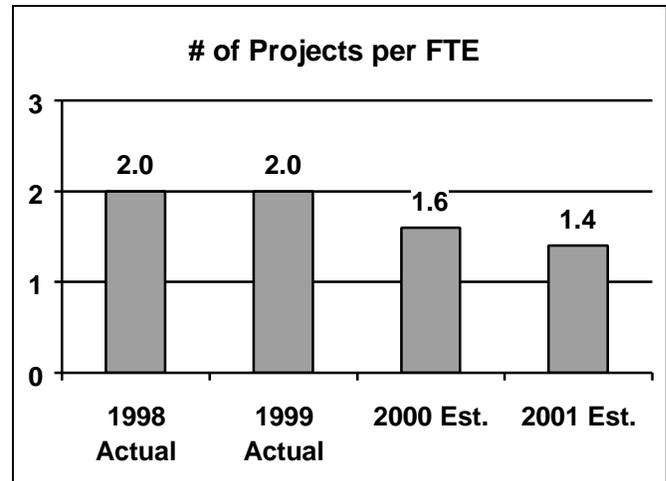
PERFORMANCE INDICATORS



There are currently four major projects in the implementation phase: Downtown Business Improvement District (BID) Street Improvements, Confluence Park, Lowell School, and the Pikes Peak Greenway.

The following projects are in the planning stage in preparation for future funding: Midland Corridor Improvements, North Nevada Revitalization, and the Southwest Downtown Redevelopment Project

As projects move to implementation, specifically the Lowell and Confluence projects for 2001, they become more resource intensive, requiring more time and detailed attention. Thus, the decrease in projects per FTE over the last three years, as planned projects have become a reality, is expected.



A comprehensive citizen survey conducted by Talmey-Drake is the source for prior years and relates specifically to downtown. In 2001, a direct survey will be conducted of all the current customers.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$37,741 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are redistributed from General Costs to each department/unit's budget. Funding of \$8,187 is included for 2001 telecommunication charges.
- Rent is reduced by \$1,000 due to the move from rented space to the City Administration Building.
- The 2001 salary appropriation was increased by \$159,546 to fund two development project manager special positions. One will be funded from the Business Development Revolving Loan Fund and one from the Urban Renewal Authority (CURE).

MAJOR OBJECTIVES

OBJECTIVE – Downtown Action Plan Business Improvement District (BID)

Obtain funding for the design and construction of the remaining 22 face blocks, begin preparation of construction documents, and assist in the expansion of the business improvement district.

OBJECTIVE – Confluence Park

Complete preparation of construction documents for Phase 1 construction; complete acquisition of Gas Department and railroad properties; finalize financing of Phase 1 construction; begin Phase 1 construction in late spring; solicit redevelopment proposals; enter redevelopment agreements for private office, retail, and residential development within project boundaries; and continue solicitation of funds for future phases.

OBJECTIVE – South Central Downtown Urban Renewal Project (Lowell Neighborhood)

Ensure that the contracted schedule of performances for Lowell Development Partners and the Housing Authority are met, with specific reference to completion of acquisition, completion of the restoration of Lowell School and completion of Phase 1 improvements; complete the relocation of remaining tenants; and complete the construction of the Police Operations Center garage.

OBJECTIVE – Southwest Downtown Redevelopment Project

Complete the preparation of a redevelopment plan, establish an urban renewal project area, solicit redevelopment proposals, and enter redevelopment contracts for initial projects.

OBJECTIVE – Pikes Peak Greenway

Complete capital improvements plan for the greenway, construct trailhead at Woodmen Road and bridge at Van Buren, organize a constituency of citizen groups to advocate for improvements, and assist with fundraising.

OBJECTIVE – Blake Ranch Annexation

Complete negotiations and enter into an agreement for the annexation and development of Blake Ranch, to include financial responsibilities for the construction of Powers Boulevard and the upgrading of Northgate Road and State Highway 83.

OBJECTIVE – Powers Boulevard Intergovernmental Agreement (IGA)

Reconcile outstanding issues regarding the alignment of Powers Boulevard to the north and the inclusion of Drennan Road in the State highway system as a priority project and negotiate necessary changes to the existing IGA with the Colorado Department of Transportation.

OBJECTIVE – Midland Corridor

Obtain funding for and initiate and update the Midland Corridor Plan and coordinate designs of the Confluence Park, Fountain Creek Drainage, State Highway 24, and Gold Hill Mesa projects to ensure conformance with the corridor plan.

OBJECTIVE – North Nevada Revitalization

In partnership with University of Colorado at Colorado Springs, obtain funding for and initiate preparation of a North Nevada Corridor Redevelopment Plan.

OBJECTIVE – Provide support to organizations that preserve and enhance urban environment quality

Continue collaborative efforts with organizations supporting Urban Projects activities.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY DEVELOPMENT
URBAN PROJECTS**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	235,959	252,112	200,477	354,640
51206 WAGE PKG-SALARIES	0	(608)	0	0
51207 WAGE PKG-PERFORMANCE	6,447	12,293	0	7,943
51215 ACHIEVEMENT AWARD	1,552	0	0	0
51220 SEASONAL/TEMPORARY	0	0	0	9,625
51230 SHIFT DIFFERENTIAL	0	1	0	0
51255 CONVERSION OF SICK LEAVE	0	0	0	3,300
51299 SALARIES REIMBURSEMENTS	(75,000)	(78,000)	0	0
51610 PERA	23,692	25,708	19,879	33,384
51615 WORKER'S COMPENSATION	492	647	634	816
51620 EQUITABLE LIFE INSURANCE	1,275	1,498	802	1,419
51625 VISION CARE	221	242	181	315
51640 DENTAL INSURANCE	762	836	914	1,600
51665 CASH BACK	592	645	0	0
51670 PARKING FOR EMPLOYEES	936	960	720	1,200
51690 MEDICARE	464	534	681	1,131
51695 CITY EPO MEDICAL PLAN	9,038	12,105	10,182	20,943
TOTAL SALARIES AND BENEFITS	206,429	228,972	234,470	436,316
52105 MISCELLANEOUS OPERATING	636	435	0	0
52110 OFFICE SUPPLIES	2,265	1,592	2,276	1,400
52120 SOFTWARE-MICRO/WORD PROCESS	1,212	197	500	300
52122 CELL PHONE EQUIPMENT/SUPPLIES	0	0	0	1,450
52125 GENERAL SUPPLIES	671	221	750	290
52135 POSTAGE	125	133	800	440
52220 MAINT-OFFICE MACHINES	885	560	600	660
52405 ADVERTISING SERVICES	0	0	2,000	0
52575 SERVICES	7,215	20,605	26,359	6,035
52605 CAR MILEAGE	2,061	1,212	2,000	2,350
52615 DUES & MEMBERSHIP	715	550	830	560
52625 MEETING EXPENSES IN TOWN	2,292	1,764	2,000	3,960
52630 TRAINING	2,130	830	900	800
52645 SUBSCRIPTIONS	341	314	400	140
52655 TRAVEL OUT OF TOWN	1,574	1,305	1,800	1,825
52705 COMMUNICATIONS	1,708	694	800	8,187
52725 RENTAL OF PROPERTY	0	0	2,000	1,000
52735 TELEPHONE-LONG DIST CALLS	645	828	400	900
52775 MINOR EQUIPMENT	136	4,096	125	500

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY DEVELOPMENT
URBAN PROJECTS**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52431 CONSULTING SRVCS	0	0	0	6,589
52874 OFFICE SERVICES PRINTING	1,020	1,747	2,000	1,245
TOTAL OPERATING	25,631	37,082	46,540	38,631
53020 MICROS/WORD PROCESSORS	7,834	500	2,075	1,900
TOTAL OPERATING CAPITAL	7,834	500	2,075	1,900
ORGANIZATION TOTAL	239,894	266,554	283,085	476,847

Facilities Management

MISSION

To provide a safe, secure, and healthful environment for employees and the public by effectively and efficiently performing and coordinating planning, design, remodel, rehabilitation, construction, operation, maintenance, and security services for the facilities owned and occupied by the City and Colorado Springs Utilities (CSU).

SERVICES

- Maintain records for all City-issued permits, keys, authorized entry lists, guard logs, and alarm records
 - Space and facility planning
 - Manage design and construction of remodel projects and new facilities
 - Develop building and site-specific security plans based on thorough audits
 - Manage facility design preparation contracting and coordination
 - Manage facilities remedial, predictive and preventive maintenance
- Oversight for custodial and building services contracting and quality control
 - Assist with hazardous materials identification
 - Provide security guard service contracting and administration
 - Assist in developing emergency evacuation procedures for City buildings and properties
 - Respond to building operation and emergency maintenance calls
 - Assist in the interpretation and implementation of ADA, OSHA, EPA

BUDGET SUMMARY

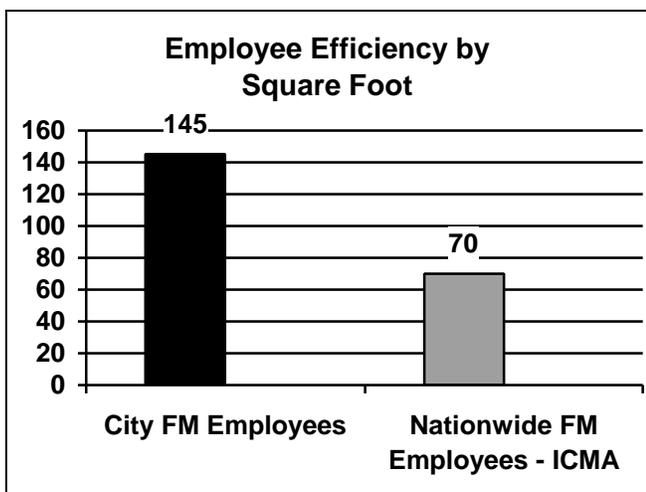
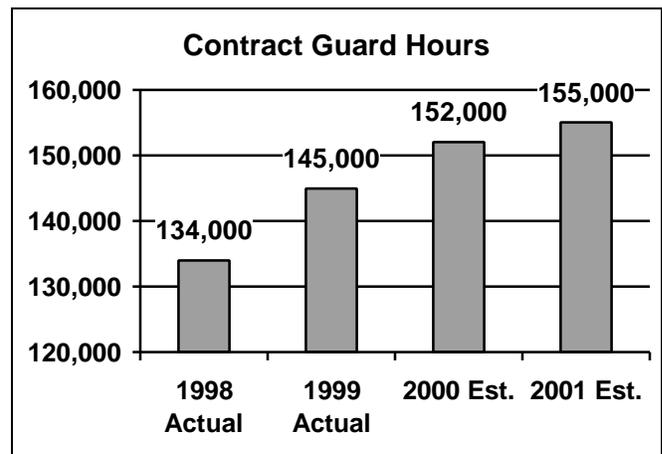
	1998	1999	2000	2001
	Actual	Actual	Budget	Budget
Budget by Account Category				
Salary/Benefits	\$938,687	\$946,594	\$1,058,371	\$1,203,141
Operating	372,472	390,091	398,070	378,487
Capital Outlay	22,042	132,309	97,290	7,890
Unit Total	\$1,333,201	\$1,468,994	\$1,553,731	\$1,589,518
Reimbursable Expenses	2,454,916	2,664,437	2,926,589	3,338,456
Unit Grand Total	\$3,788,117	\$4,133,431	\$4,480,320	\$4,927,974

PERSONNEL

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	2	1	1	1
Supervisor	1	1	1	1
Professional	5	4	4	4
Paraprofessional	6	12	12	12
General	5	2	2	2
FTE Total	19	20	20	20
Special Positions	1	0	0	0

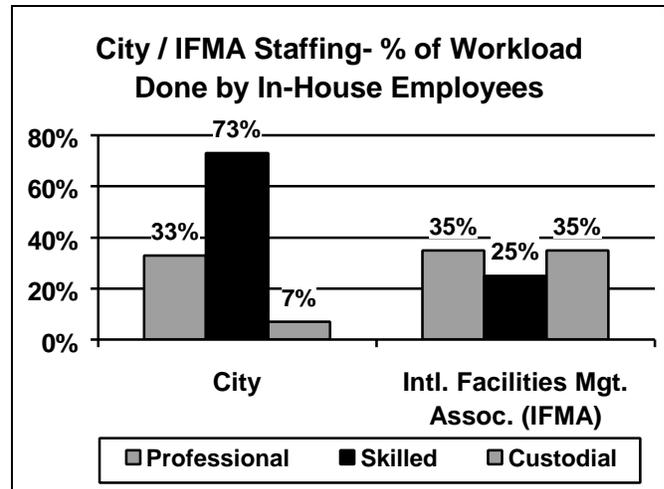
PERFORMANCE INDICATORS

The Security Administration office provides security services and contract management for all City/Utilities locations as requested and/or necessitated. Security guard service alone has increased approximately 15 percent in the last 5 years. It is estimated that by the Year 2001, the Unit will provide and manage nearly 155,000 hours of security guard services a year at various locations throughout the City/Utilities infrastructure.



ICMA reports that Facilities Management (FM) operations nationwide that are responsible for greater than 1 million square feet employ an average of 1 FTE for each 70,000 square feet of FM responsibility. Colorado Springs Facilities Management employs 1 FTE for each 145,455 square foot of FM responsibility. Colorado Springs Facility Management is responsible for more than 2,909,094 square feet, with a total staff of 20 FTE.

Facilities Management has focused on slowly eliminating staff janitorial in favor of outsourcing such duties. This allows dollar savings in staff, supplies, and specialized equipment. At the same time, the Unit has concentrated its employee effort toward skilled trade accomplishment to allow provision of better quality service and maintenance to the City's /Utilities' large dollar mechanical systems such as HVAC, boilers, chillers, split units, air make up units, etc. This provides savings by assuring proper preventive maintenance is accomplished on this equipment and thereby extending the useful life by years. It also provides savings by limiting very expensive outsourcing costs for skilled mechanic functions.



CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$84,953 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, increased funding of \$14,563 is included for 2001 telecommunication charges.
- Reimbursable revenues and expenditures were deleted from the basic operational budgets and assigned program numbers. The purpose was for increased management, billing, and tracking purposes. Reimbursable expenditures (Passthrough Expenditures and Purchases For Resale) are those paid for the customer by Facilities Management and reimbursed by the customer to Facilities Management for the full amount paid for on their behalf. Although the amount increased in 2001 by \$411,867, reimbursable expenditures do not increase the cost to the City as they are created to have the authority to spend and receive monies by appropriation for Facilities Management.
- Increases in salaries/fringe benefits of \$40,000 is included due to reorganization and hiring of frontline employees in exchange for a management position.
- Facilities budget is reduced by \$89,400 in capital as vehicle (truck) replacements were not funded in 2001.
- Utility charges were reduced from \$39,000 in the 2000 budget to \$19,500 in the 2001 budget due to the Regional Building Department facility being sold and not providing Udick Building utilities.

MAJOR OBJECTIVES

OBJECTIVE – Reduce and prevent crime, secure and maintain a safe and orderly atmosphere where employees and citizens can conduct daily business without the fear of disruption at City-owned and operated facilities.

Ensure efficient, effective implementation of security measures to protect City property and employees. This will be accomplished by conducting thorough security audits and developing site-specific plans based on those audits. Site-specific access control procedures along with maintaining records (manual and computer) will be developed and implemented for all City-issued keys, permits, authorized entry lists, guard logs, and alarm records, etc. Guard service will be provided wherever and whenever needed.

OBJECTIVE – Renovate Old City Hall as a policy and citizen center.

Completion of the renovation/adaptive re-use of Old City Hall is scheduled for mid-2001.

OBJECTIVE – Provide a healthful environment for employees and the public in City and Utilities facilities by planning, performing, and coordinating building operations and maintenance services.

This will be accomplished by ensuring compliance with regulatory agencies and the continued enhancement of the maintenance program and software to maximize efficiency while adding new facilities as acquired.

OBJECTIVE – Financial support for City services.

Through project planning, architectural/engineering design, project design coordination, project management and other services, Facilities will assist other departments and units in budgeting for future improvements and projects. All aspects of the CAB Backfill Project will be coordinated for 2001 so that the City can realize the savings generated from the vacated leased spaces.

OBJECTIVE – Prolong the life of major equipment to reduce capital expenditures.

The design, development, and implementation of service specifications will be maintained to ensure continuity within the City and Utilities facilities. The result will be less and fewer expenditures by customers for replacement of capital equipment or major repairs.

OBJECTIVE – Assist Police and Fire in the long-range plan for public safety services.

Facilities will provide assistance to Police and Fire in the development and costing of new facilities and enhancements to existing facilities.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT
FACILITIES MANAGEMENT**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	681,167	676,268	800,421	902,395
51207 WAGE PKG-PERFORMANCE	28,126	31,437	26,894	20,396
51210 OVERTIME	19,476	21,621	12,070	11,470
51215 ACHIEVEMENT AWARD	6,080	0	0	0
51220 SEASONAL/TEMPORARY	13,099	3,474	0	35,464
51230 SHIFT DIFFERENTIAL	322	0	0	0
51235 STANDBY	12,688	25,132	33,059	32,680
51240 RETIREMENT/TERMINATION SICK	9,344	(7,139)	0	0
51245 RETIREMENT/TERM VACATION	6,935	10,841	0	0
51250 SPECIAL ASSIGNMENT PAY	2,617	0	0	0
51255 CONVERSION OF SICK LEAVE	987	0	1,010	1,010
51260 VACATION BUY	513	3,174	0	0
51299 SALARIES REIMBURSEMENTS	(3,077)	(1,055)	0	0
51610 PERA	72,891	74,835	80,051	83,871
51615 WORKER'S COMPENSATION	21,287	30,448	20,596	18,872
51620 EQUITABLE LIFE INSURANCE	3,751	2,893	3,187	3,664
51625 VISION CARE	873	963	1,197	1,298
51640 DENTAL INSURANCE	4,276	4,557	5,571	5,958
51655 RETIRED EMPLOYEE INS	13,021	5,975	17,118	17,118
51665 CASH BACK	1,689	13,708	0	0
51670 PARKING FOR EMPLOYEES	2,722	2,000	2,400	2,400
51675 UNEMPLOYMENT INSURANCE	791	0	0	0
51690 MEDICARE	6,966	8,524	8,093	9,831
51695 CITY EPO MEDICAL PLAN	32,143	38,938	46,704	56,714
TOTAL SALARY & BENEFITS	938,687	946,594	1,058,371	1,203,141
52105 MISCELLANEOUS OPERATING	0	372	0	0
52110 OFFICE SUPPLIES	3,992	7,403	6,311	5,238
52111 PAPER SUPPLIES	0	0	0	1,450
52115 MEDICAL SUPPLIES	0	167	320	320
52120 SOFTWARE-MICRO/WORD PROCESS	2,362	1,530	6,520	5,800
52122 CELL PHONE EQUIP/SUPPLIES	0	0	0	2,550

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT
FACILITIES MANAGEMENT**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52125 GENERAL SUPPLIES	11,623	8,247	6,174	5,850
52135 POSTAGE	226	115	396	326
52140 WEARING APPAREL	2,123	837	550	2,330
52145 PAINT & CHEMICAL	16	0	0	0
52155 AUTOMOTIVE	0	0	75	50
52165 LICENSES & TAGS	10	200	250	2,350
52175 SIGNS	87	210	0	50
52190 JANITORIAL SUPPLIES	0	923	0	2,169
52210 MAINT-TREES	0	82	0	0
52215 MAINT-GROUNDS	0	0	5,000	2,000
52220 MAINT-OFFICE MACHINES	1,104	1,718	4,105	2,125
52225 MAINT-MICROS/WORD PROCESSOR	3,818	2,587	1,750	1,750
52230 MAINT-FURNITURE & FIXTURES	0	0	300	550
52240 MAINT-NONFLEET VEHICLES/EQP	8	0	0	0
52250 MAINT-RADIOS	6,456	0	822	822
52265 MAINT-BUILDINGS & STRUCTURES	13,702	26,054	10,790	6,177
52305 MAINT-SOFTWARE	1,795	1,620	0	0
52405 ADVERTISING SERVICES	284	596	0	0
52410 BUILDING SECURITY	0	0	0	740
52445 JANITORIAL SERVICES	0	0	0	7,224
52450 LAUNDRY & CLEANING SERVICES	2,325	2,129	3,880	3,645
52575 SERVICES	69,113	104,250	76,497	8,985
52590 TEMPORARY EMPLOYMENT SERV	0	0	0	18,671
52605 CAR MILEAGE	695	2,471	1,135	1,200
52615 DUES & MEMBERSHIP	1,770	2,030	1,675	1,995
52625 MEETING EXPENSES IN TOWN	2,734	906	1,695	1,440
52630 TRAINING	0	0	0	13,535
52635 SCHOOLING	4,945	5,874	10,806	4,528
52645 SUBSCRIPTIONS	501	1,154	421	550
52655 TRAVEL OUT OF TOWN	2,387	422	3,400	4,300
52705 COMMUNICATIONS	26,822	36,885	23,357	37,920
52725 RENTAL OF PROPERTY	62,064	28,782	86,180	91,351

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT
FACILITIES MANAGEMENT**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52735 TELEPHONE-LONG DIST CALLS	4,871	4,236	3,500	3,650
52745 UTILITIES	45,425	43,750	39,000	19,500
52755 COMMUNICATIONS-EQUIPMENT	0	16	0	0
52775 MINOR EQUIPMENT	5,406	6,853	8,550	7,935
52795 RENTAL OF EQUIPMENT	0	101	900	900
52805 ADMIN PRORATED CHARGES	72,564	71,568	71,502	75,077
52872 MAINT-FLEET VEHICLES/EQP	10,328	13,335	8,421	20,096
52874 OFFICE SERVICES PRINTING	2,503	2,256	2,919	2,469
52875 OFFICE SERVICES RECORDS	0	0	225	225
52876 PASSTHROUGH EXPENDITURES	2,399,764	2,603,370	2,820,089	3,231,956
52880 PURCHASES FOR RESALE	55,152	61,067	106,500	106,500
52970 ENVIRONMENTAL PROTECTION PGM	10,412	10,412	10,644	10,644
TOTAL OPERATING EXPENSE	2,827,388	3,054,528	3,324,659	3,716,943
53020 MICROS/WORD PROCESSORS	22,042	50,447	2,300	2,300
53030 FURNITURE & FIXTURES	0	0	1,000	1,000
53050 MACHINERY & APPARATUS	0	0	3,590	3,590
53070 VEHICLES-REPLACEMENT	0	2,185	0	0
53080 VEHICLES - ADDITIONS	0	79,677	89,400	0
53090 BUILDINGS & STRUCTURES	0	0	1,000	1,000
TOTAL CAPITAL OUTLAY	22,042	132,309	97,290	7,890
ORGANIZATION TOTAL	3,788,117	4,133,431	4,480,320	4,927,974

Fleet Management

MISSION

Deliver responsive support to meet the administrative, operating and maintenance requirements for the fleet of vehicles and equipment utilized 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

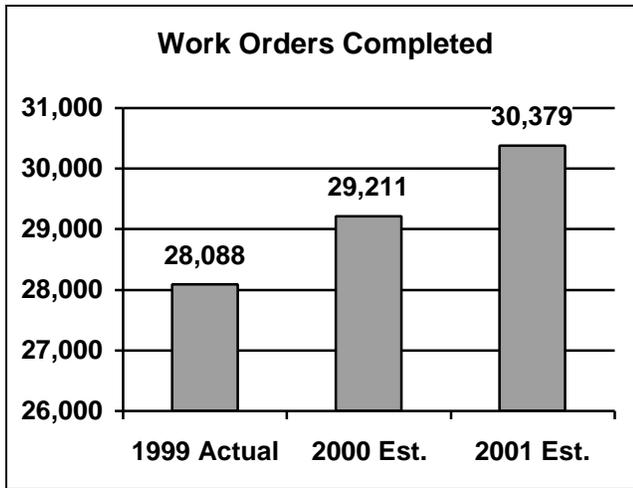
BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$3,405,972	\$3,715,542	\$ 3,902,619	\$ 4,139,531
Operating	5,443,385	5,876,085	6,051,163	6,520,735
Capital Outlay	149,033	208,462	149,655	140,840
Unit Total	\$8,998,390	\$9,800,089	\$10,103,437	\$10,801,106

PERSONNEL

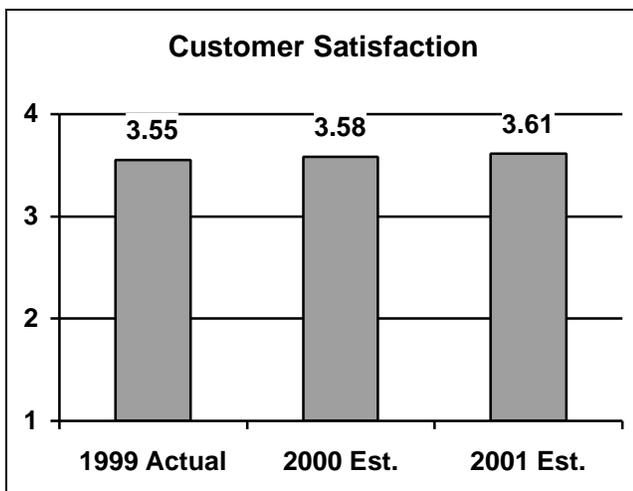
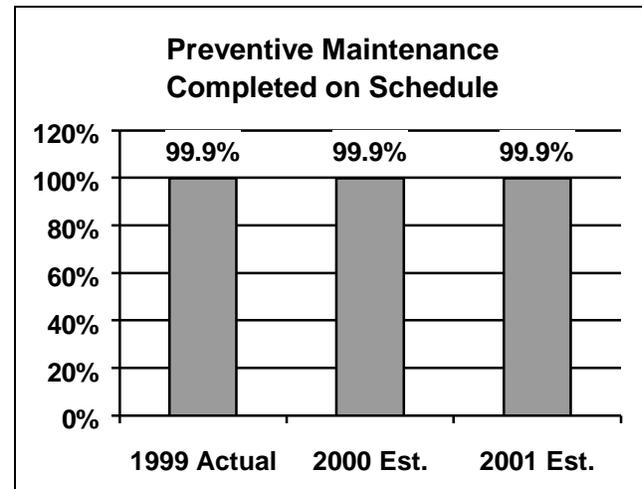
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	2	2	2	2
Supervisor	6	5	5	5
Professional	2	5	3	3
Paraprofessional	52	54	56	56
General	10	8	8	8
FTE Total	72	74	74	74

PERFORMANCE INDICATORS



In 1998 to 1999, the overall City and Colorado Springs Utilities (CSU) equipment fleet increased from 3,414 to 3,676. In 2000, the City fleet size is projected to increase by 4 percent. With the anticipated expansion of operations for City activity, the fleet inventory will exceed 1,962 pieces of equipment in 2001. This increase will result in added unscheduled and routine maintenance requirements and work order output. This metric is evaluated in the annual ICMA survey.

Fleet performs an average of 625 preventive maintenance evaluations and repairs monthly. Accommodating changes in schedules due to the customers' work requirement is effectively used and rescheduling occurs to assure the equipment is evaluated within the time and mileage requirement. In addition to standard component maintenance, minor and major repairs are completed when discovered to maintain the integrity of the fleet resulting in early detection and repair and cost savings for the operating unit. Analysis of program efficiency is part of the Fleet ICMA survey.



Annually, Fleet's service delivery performance is evaluated by a survey of City and CSU agencies. This local metric is used to trend and set internal goals for enhancing service delivery and is also reported to ICMA as a measurement for evaluating Fleet services to other participants.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$210,412 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, an increase in funding of \$25,335 is included for telecommunication charges.
- Rental of property is increased by \$13,990 to cover the 6 percent rate increase by CSU.
- Fuel costs for the vehicle fleet is increased in purchases for resale by \$241,500 for the City, and a matching \$241,500 is added for CSU.
- Onetime funding of \$35,000 is removed for management of the Municipal Facilities Runoff Program. Equipment and training for this program will be funded in 2001 by use of any carryover from 2000 and other funds available within Fleet.

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 departments and 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 specialized training. Efforts to prepare staff and technicians to achieve their best output will center on providing opportunities for personal and professional development in the Fleet operations industry. This results-oriented approach will emphasize performance and skills-based evaluation processes that include instruction, testing, manufacturer in-service training, and application to advance the skill levels of technicians. The budget will support continuous learning and accountability as key elements of organizational development and provide funding to achieve this objective and benefits to customers.

OBJECTIVE – Fully utilize information technology to help maintain a competitive cost of service.

The Fleet Management Information System tracks all maintenance actions and costs. As a means to improve repair turnaround times and efficiencies, updated electronic diagnostic equipment and maintenance accessories will assist staff in minimizing downtimes; improving internal controls; returning units to service faster, and will result in enhanced cost managed savings. Fleet also intends to extend access to its information system to those municipal groups served which will provide a user-direct communication and ability to review equipment maintenance details and the cost-based activities performed on equipment. The budget provides the resources to achieve this objective.

OBJECTIVE – Fully comply with local, State, and federal regulatory requirements.

Fleet management is an operation heavily regulated by State and federal oversight agencies. As such, these mandates require Fleet personnel be 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 requiring ongoing management of equipment maintenance; employee training; documentation of unit actions; and extensive reporting to local, State and federal agencies. The monitoring of regulatory specifics and application of requirements in Fleet's maintenance will assure Department of Transportation requirements are met for every City vehicle. Fleet will also review and participate in the comment periods of proposed legislation affecting fleet operations. This budget provides the funding needed to meet these essential mandates

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT
FLEET MANAGEMENT**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	2,418,127	2,584,477	2,907,002	3,136,629
51207 WAGE PKG-PERFORMANCE	124,448	110,534	97,767	70,260
51210 OVERTIME	95,355	84,043	67,700	75,200
51215 ACHIEVEMENT AWARD	9,626	0	0	0
51220 SEASONAL/TEMPORARY	5,022	37,470	0	15,000
51230 SHIFT DIFFERENTIAL	15,553	15,119	14,500	17,000
51235 STANDBY	33,189	36,234	32,074	33,574
51240 RETIREMENT/TERMINATION SICK	28,200	8,935	0	0
51245 RETIREMENT/TERM VACATION	25,260	45,565	0	0
51250 SPECIAL ASSIGNMENT PAY	1,350	3,374	2,816	2,816
51255 CONVERSION OF SICK LEAVE	12,519	15,523	0	0
51260 VACATION BUY	1,730	2,618	0	0
51299 SALARIES REIMBURSEMENTS	(4,305)	(1,409)	0	0
51610 PERA	253,280	282,401	302,253	304,984
51615 WORKER'S COMPENSATION	141,280	192,149	153,517	118,216
51620 EQUITABLE LIFE INSURANCE	12,886	10,548	11,783	12,641
51625 VISION CARE	3,299	3,921	4,573	4,801
51635 CITY MAJOR MEDICAL PLAN	0	0	1,768	1,968
51640 DENTAL INSURANCE	15,712	18,931	23,181	24,340
51655 RETIRED EMP MEDICAL INS	31,387	30,935	16,370	16,370
51665 CASH BACK	11,675	7,640	0	0
51670 PARKING FOR EMPLOYEES	1,040	880	960	960
51690 MEDICARE	19,844	23,682	27,377	29,949
51695 CITY EPO MEDICAL PLAN	149,495	201,972	238,978	274,823
TOTAL SALARY & BENEFITS	3,405,972	3,715,542	3,902,619	4,139,531
52110 OFFICE SUPPLIES	11,622	10,664	14,050	12,750
52115 MEDICAL SUPPLIES	290	21	1,350	850
52120 SOFTWARE-MICRO/WORD PROCESS	1,867	7,185	6,200	1,550
52125 GENERAL SUPPLIES	11,135	687	11,320	6,670
52135 POSTAGE	196	310	260	250
52140 WEARING APPAREL	7,453	7,759	7,600	9,990
52145 PAINT & CHEMICAL	778	(3)	0	0
52155 AUTOMOTIVE	6,184	5,168	5,975	5,620
52165 LICENSES & TAGS	2,208	1,527	2,115	2,700

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT
FLEET MANAGEMENT**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52175 SIGNS	1,265	329	350	200
52190 JANITORIAL SUPPLIES	904	8,872	0	0
52195 ENVIRONMENTAL SUPPLIES	2,459	1,996	4,250	4,250
52220 MAINT-OFFICE MACHINES	554	293	1,750	1,800
52225 MAINT-MICROS/WORD PROCESSOR	22,808	16,830	10,000	0
52235 MAINT-MACHINERY & APPARATUS	11,656	30,752	27,100	23,400
52250 MAINT-RADIO ALLOCATION	13,104	16,716	13,105	11,505
52265 MAINT-BUILDINGS & STRUCTURE	989	957	2,000	1,800
52305 MAINT-SOFTWARE	0	8,788	0	0
52405 ADVERTISING SERVICES	700	3,262	0	0
52450 LAUNDRY & CLEANING SERVICES	8,778	0	9,950	7,730
52575 SERVICES	168,437	193,897	202,627	156,956
52605 CAR MILEAGE	0	13	0	0
52615 DUES & MEMBERSHIP	926	823	1,935	2,760
52625 MEETING EXPENSES IN TOWN	3,261	4,559	4,605	3,840
52635 SCHOOLING	21,103	31,924	35,395	35,729
52645 SUBSCRIPTIONS	1,067	1,077	1,740	1,750
52655 TRAVEL OUT OF TOWN	6,486	11,494	18,870	17,730
52705 COMMUNICATIONS	45,190	60,004	47,435	72,770
52725 RENTAL OF PROPERTY	194,917	211,970	233,168	247,158
52735 TELEPHONE-LONG DIST CALLS	2,023	3,108	1,550	2,600
52740 GENERAL INSURANCE-CITY	0	0	3,990	4,190
52745 UTILITIES	44,416	34,173	43,775	53,405
52775 MINOR EQUIPMENT	57,700	56,474	60,700	60,705
52795 RENTAL OF EQUIPMENT	23,061	18,986	19,935	17,835
52805 ADMIN PRORATED CHARGES	183,792	183,792	183,401	192,572
52872 MAINT-FLEET VEHICLES/EQP	148,518	148,637	133,700	127,700
52874 OFFICE SERVICES PRINTING	2,324	2,118	1,800	2,055
52876 PASS THROUGH EXPENDITURES	32,253	30,955	47,000	39,000
52880 PURCHASES FOR RESALE	4,338,197	4,695,204	4,825,957	5,324,710
52970 ENVIRONMENTAL PROTECTION PGM	64,764	64,764	66,205	66,205
TOTAL OPERATING EXPENSE	5,443,385	5,876,085	6,051,163	6,520,735

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT
FLEET MANAGEMENT**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
53010 OFFICE MACHINES	0	0	610	0
53020 MICROS/WORD PROCESSORS	44,023	88,088	41,103	24,960
53030 FURNITURE & FIXTURES	2,525	13,893	11,050	5,500
53050 MACHINERY & APPARATUS	87,259	52,465	87,562	81,359
53070 VEHICLES-REPLACEMENT	0	4,016	0	19,685
53080 VEHICLES-ADDITIONS	7,097	0	0	0
53090 BUILDINGS & STRUCTURES	0	50,000	9,330	9,336
70345 FLEET FUND BALANCE CAPITAL	8,129	0	0	0
TOTAL CAPITAL OUTLAY	149,033	208,462	149,655	140,840
 ORGANIZATION TOTAL	 8,998,390	 9,800,089	 10,103,437	 10,801,106

Office of Information Technology

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, business planning analysis, and strategic planning.

SERVICES

- eGovernment solutions and Internet/Intranet services
 - Develop and maintain City's ERP system (financial, human resources, payroll) and other enterprise computing systems
 - Support and design of telephone system, telecommunications network, and long distance
 - Computer hardware and software installation and trouble-shooting, including desktop support
 - Electronic mail, Internet access and network security services
- City Help Desk and 385-City Switchboard
 - Strategic Plan annual update and quarterly reporting to City Council
 - Competitiveness Program administration
 - City employee cost savings program (SOAR) administration
 - Coordination of innovative City programs and interaction with the Innovation Groups
 - Management and administration of the Internal Support Services work group (Group Support Manager)

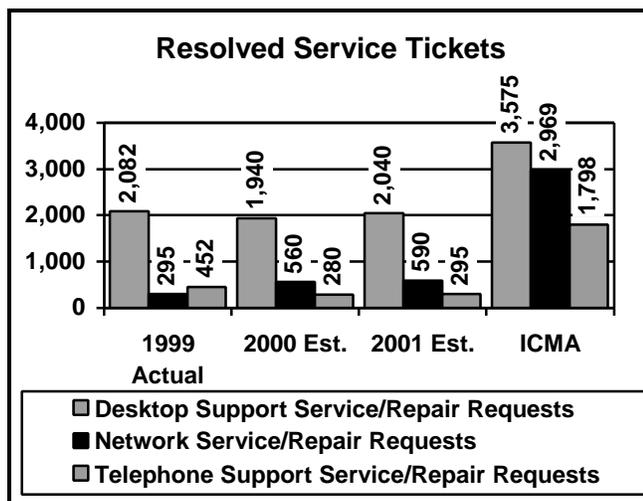
BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$1,705,782	\$2,025,391	\$2,278,115	\$2,773,105
Operating	804,979	516,629	681,426	1,464,726
Capital Outlay	233,636	(4,037)	8,455	194,545
Unit Net Total	\$2,744,397	\$2,537,983	\$2,967,996	\$4,432,376
Reimbursable Expenses	1,571,936	1,371,968	1,774,008	576,309
Unit Grand Total	\$4,316,333	\$3,909,951	\$4,742,004	\$5,008,685

PERSONNEL

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Senior Manager	1	1	2	2
Manager	3	3	2	2
Supervisor	2	1	3	3
Professional	19	21	20	25
Paraprofessional	1	1	3	2
General	2	2	0	0
FTE Total	28	29	30	34
Special Positions	5	7	4	0

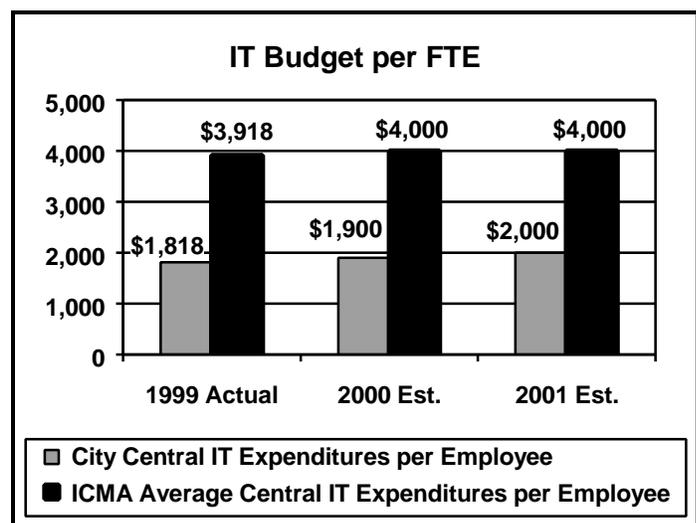
PERFORMANCE INDICATORS

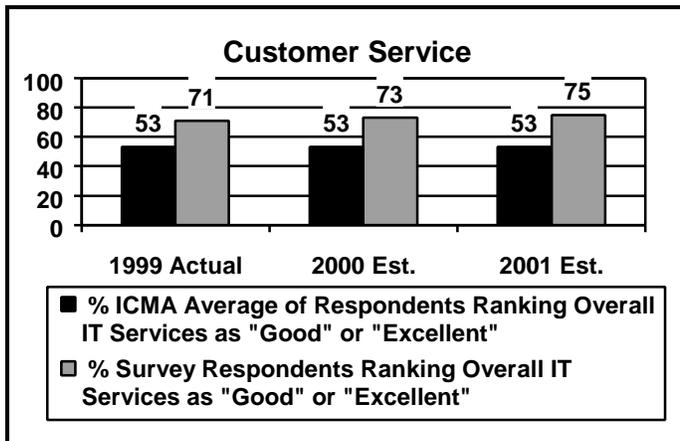


Trouble tickets for PC, telephone, and network support are a common measure of workload for IT operations. While the workload shown in this graph keeps the City's small support staff busy, the ICMA benchmark survey indicates comparably sized jurisdictions have far more trouble tickets in all three categories than does the City of Colorado Springs. Lower service request rates suggest the City organization maintains an increasingly low-maintenance computing and networking environment that meets customer needs, when compared to the typical ICMA jurisdiction.

One measure that gauges the efficiency with which information technology resources are applied in an organization is a ratio of central IT budget dollars to full-time equivalent employee. Assuming similar levels of functionality, a lower ratio of dollars to FTE indicates higher efficiency in the application of IT resources at an enterprise level. Colorado Springs' ratio is considerably lower than the ICMA standards— 53 percent less than the average jurisdiction.

ICMA CPM Average: \$3,918
 City of Colorado Springs: \$1,818





Customer service ratings are meaningful outcome indicators for any measure of departmental effectiveness. From the results of an annual customer service survey conducted by the City's Internal Support Services Group, the City's IT group compares very favorably to the limited number of jurisdictions submitting customer service data to ICMA. Data from ICMA show the City of Colorado Springs achieves customer service ratings 25 percent higher in its central IT operations than the three sample jurisdictions.

CHANGES TO THE BUDGET

- Ø An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$171,538 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Ø In 2001, an increase in funding of \$8,541 is included for telecommunication charges.
- Ø Authorized Spending Levels - \$576,309 of IT's budget is expenditure authority only, for which a revenue source has not been specified. Such expenditure authority allows telecommunications upgrades to be undertaken when requested by departments and units mid-year. Generally, additional revenue to the City is not required for any such projects as they are funded from existing departmental and unit budgets. Assuming that most of the contingent spending authority will not be needed in 2001, actual IT expenditures will be far less than the budgeted amount.
- Ø Addition of Business Planning Unit to the Office of Information Technology - Business Planning (\$228,574), with a staff of 3 professionals, was consolidated into the Office of Information Technology Unit beginning in 2000. Business Planning provides business process analysis to support IT initiatives and provides support evaluating and/or developing innovative products and services.
- Ø Vehicle replacement funds of \$23,500 are included in the 2001 budget.
- Ø Rent Reduction - Plans call for IT to move all staff in leased space into the City Administration Building (CAB) in 2001. Expenditures for lease payments have been decreased \$43,660 for staff currently housed at the Plaza of the Rockies.
- Ø Additional FTEs - The Telecommunications Section will convert two special positions to regular positions in 2001. A functional change to the way the City's Help Desk operates was made in late 1999, and the change has proven to be successful, resulting in quicker and better correction of computer problems. It is not foreseen that this approach or the staffing levels will change; there is minimal impact to the budget in making these positions regular.

Ø Revenue Adjustment - The 2001 budget for IT reflects the loss of revenue from the Colorado Springs Utilities for services provided in support of the old LGFS mainframe financial system. This revenue loss totals \$250,000. In the 2000 budget, \$150,000 was placed in IT's operating budget to fund costs associated with delivering services to CSU; this amount has been removed from the 2001 operating budget.

MAJOR OBJECTIVES

OBJECTIVE – Provide telecommunications and computer support services to City employees and support initiatives that facilitate communications with citizens.

IT is the primary technical support for most City computer users. Also, IT manages the City's network and most of its telephone systems. 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 or unit by the 385-City switchboard. The network and security infrastructure necessary to facilitate e-commerce will continue to be maintained and enhanced as necessary.

OBJECTIVE – Deploy and maintain the City's eGovernment service solutions.

The City, through the Office of Information Technology, is on course to develop and deploy a new Internet site, a revised Intranet portal, and multiple transactional applications for citizen and staff use. Web applications will save staff time and improve customer service through robust self-service interfaces, e.g., on-line parking ticket payment, permit applications, etc.

OBJECTIVE – Maintain the City's ERP computing systems to support financial, human resources, and payroll operations.

The Office of Information Technology maintains the 13 subsystems and more than 15 databases that are part of the City's PeopleSoft financial and human resources system. In 2001, Information Technology will implement distributed benefits enrollment, begin implementation of the PeopleSoft budget module, and upgrade the entire system to PeopleSoft's web-enabled Version 8. IT staff will also maintain software tax updates and implement a major tools set upgrade for the PeopleSoft system.

OBJECTIVE – Support the City's strategic planning process and ensure implementation of the goals and objectives of the Strategic Plan.

Support four quarterly Strategic Plan progress reports to Council and coordinate the annual update process. Identify and/or develop linkages between the Strategic Plan, City budget, and performance measures (both work unit and individual) as part of the City's strategic management cycle.

OBJECTIVE – Ongoing implementation of the City's Competitiveness Program.

Conduct competitiveness assessments in which City services are evaluated to increase cost effectiveness through alternative service delivery structures, revenue enhancement, or operational systems improvements. Support the activities of the Citizens Committee on Competitiveness in City Government. Promote innovative product and service opportunities within the City. Administer the City's Employee Cost Savings Award Program (SOAR).

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT
OFFICE OF INFORMATION TECHNOLOGY**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	1,319,404	1,610,412	1,769,149	2,190,863
51207 WAGE PKG-PERFORMANCE	43,984	57,961	59,806	49,076
51210 OVERTIME	15,629	11,648	9,700	1,482
51215 ACHIEVEMENT AWARD	1,500	4,000	0	0
51220 SEASONAL/TEMPORARY	36,917	27,484	82,000	74,760
51235 STANDBY	19,232	41,298	15,700	19,049
51240 RETIREMENT/TERMINATION SICK	9,582	12,316	0	0
51245 RETIREMENT/TERM VACATION	21,619	36,469	0	0
51255 CONVERSION OF SICK LEAVE	9,211	9,745	11,300	14,500
51260 VACATION BUY	159	4,310	0	0
51299 SALARIES REIMBURSEMENTS	(4,359)	(93,641)	0	0
51610 PERA	135,661	173,697	178,715	225,514
51615 WORKER'S COMPENSATION	6,906	6,410	7,243	6,763
51620 EQUITABLE LIFE INSURANCE	6,422	6,722	6,920	8,226
51625 VISION CARE	1,396	1,823	1,830	2,111
51635 CITY MAJOR MEDICAL PLAN	69	0	0	0
51640 DENTAL INSURANCE	6,266	8,546	9,271	10,695
51655 RETIRED EMP MEDICAL INS	0	0	3,269	3,269
51665 CASH BACK	9,548	8,213	0	0
51670 PARKING FOR EMPLOYEES	3,236	3,136	3,600	5,040
51690 MEDICARE	10,789	14,841	17,222	21,097
51695 CITY EPO MEDICAL PLAN	52,611	80,001	102,390	140,660
TOTAL SALARY & BENEFITS	1,705,782	2,025,391	2,278,115	2,773,105
52105 MISCELLANEOUS OPERATING	19,334	4,606	0	0
52110 OFFICE SUPPLIES	12,348	7,187	12,000	4,950
52111 PAPER SUPPLIES	0	0	0	750
52120 SOFTWARE-MICRO/WORD PROCESS	7,225	2,048	11,500	12,740
52125 GENERAL SUPPLIES	3,795	8,207	8,000	5,925
52135 POSTAGE	594	346	1,977	759
52140 WEARING APPAREL	90	77	0	0
52155 AUTOMOTIVE	0	0	100	0
52220 MAINT-OFFICE MACHINES	4,772	4,321	2,500	3,015
52225 MAINT-MICROS/WORD PROCESSOR	2,200	2,200	6,000	53,633
52230 MAINT-FURNITURE & FIXTURES	350	0	0	0
52235 MAINT-MACHINERY & APPARATUS	0	0	4,750	3,000
52250 MAINT-RADIOS-ALLOCATION	864	167	360	166
52265 MAINT-BUILDINGS & STRUCTURE	9,670	1,290	2,800	1,300
52282 MAINT-DATA COMMUNICATION	5,995	0	0	180,542

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT
OFFICE OF INFORMATION TECHNOLOGY**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52305 MAINT-SOFTWARE	61,522	0	1,572	3,300
52405 ADVERTISING SERVICES	10,715	4,239	4,000	23,182
52423 TELECOMM SERVICES	0	0	0	535,400
52431 CONSULTING SERVICES	0	0	0	36,600
52450 LAUNDRY & CLEANING SERVICES	133	0	133	0
52575 SERVICES	179,811	54,018	196,825	37,000
52605 CAR MILEAGE	287	329	1,840	1,750
52615 DUES & MEMBERSHIP	100	1,179	1,200	4,625
52625 MEETING EXPENSES IN TOWN	4,279	3,437	3,150	2,000
52630 TRAINING	0	0	0	13,600
52635 SCHOOLING	44,587	14,069	22,845	32,200
52645 SUBSCRIPTIONS	2,497	2,823	1,700	1,250
52655 TRAVEL OUT OF TOWN	16,060	10,992	10,050	13,750
52705 COMMUNICATIONS	91,520	93,338	101,000	109,541
52725 RENTAL OF PROPERTY	170,308	175,060	167,523	123,863
52735 TELEPHONE-LONG DIST CALLS	3,965	3,905	4,500	2,625
52745 UTILITIES	24,836	22,395	25,950	22,639
52765 EQUIP LEASE/PURCHASE	0	0	0	139,610
52775 MINOR EQUIPMENT	4,984	3,852	2,500	1,194
52795 RENTAL OF EQUIPMENT	99	1,094	0	0
52805 ADMIN PRORATED CHARGES	84,996	84,996	80,951	84,998
52836 SAFETY CHARGES	100	0	0	0
52841 DP HARDWARE & OTHER	26,777	1,797	5,000	0
52872 MAINT-FLEET VEHICLES/EQP	1,296	2,045	500	1,819
52874 OFFICE SERVICES PRINTING	8,714	3,987	200	7,000
52925 TELECOMM PASSTHROUGH	1,571,936	1,371,968	1,774,008	576,309
65160 RECRUITMENT	156	2,625	0	0
TOTAL OPERATING EXPENSE	2,376,915	1,888,597	2,455,434	2,041,035
53020 MICROS/WORD PROCESSORS	4,982	(3,010)	8,455	73,334
53030 FURNITURE & FIXTURES	5,791	0	0	2,812
53050 MACHINERY & APPARATUS	222,863	(1,027)	0	94,899
53070 VEHICLES-REPLACEMENT	0	0	0	23,500
TOTAL CAPITAL OUTLAY	233,636	(4,037)	8,455	194,545
ORGANIZATION TOTAL	4,316,333	3,909,951	4,742,004	5,008,685

Office Services

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
- Desktop publishing, typesetting, and design services
- Delivery of incoming postal and interoffice mail to City and Utilities organizations
- Processing and dispatch of outgoing City and Utilities business mail
- Inactive and semi-active records storage and retrieval services
- Management of out-source printing, records, and mail contracts

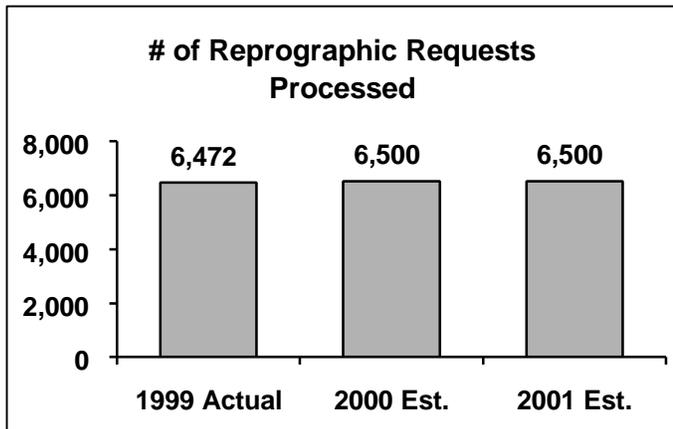
BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$ 562,159	\$ 661,238	\$ 712,878	\$ 777,536
Operating	278,142	223,877	188,247	314,794
Capital Outlay	30,196	27,789	0	0
Unit Total	\$ 870,497	\$ 912,904	\$ 901,125	\$1,092,330
Reimbursable Expenses	830,772	1,014,167	1,084,000	1,018,000
Grand Total	\$1,701,269	\$1,927,071	\$1,985,125	\$2,110,330

PERSONNEL

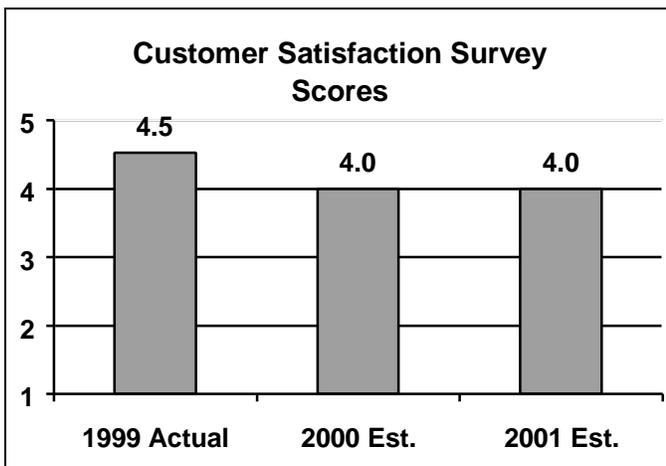
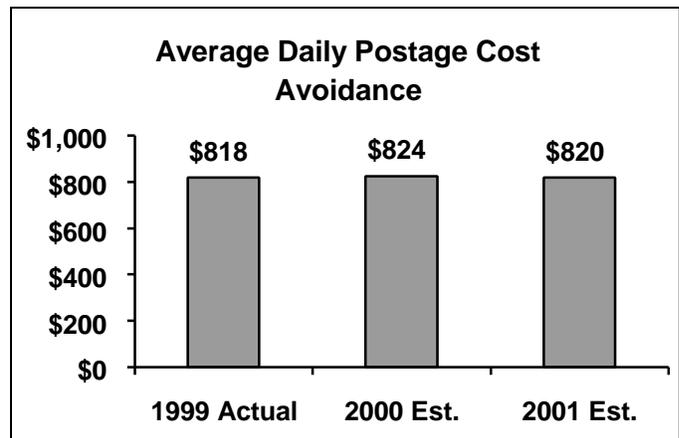
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	1	1	1	1
Supervisor	2	2	1	1
General	12	13	14	14
FTE Total	15	16	16	16

PERFORMANCE INDICATORS



Recent history and current 2000 activity suggest that the number of printing requests to be processed should remain level in 2001 at approximately 6,500 requests.

Postage cost avoidance is measured by comparing the actual postage spent on discount pieces with full-rate postage for the same number of pieces. An average day's output is close to 10,000 pieces. This measure estimates the daily amount of postage avoided by taking the extra steps to qualify City and Colorado Springs Utilities mail for US Postal Service discount programs.



Since 1999, Office Services has participated in the Internal Support Services Group's annual customer satisfaction survey which is distributed to more than 400 City and Colorado Springs Utilities client organizations. The survey measures the quality, timeliness, and the customer's overall satisfaction with the Unit's work and customer service, using a 1-to-5 Likert scale. Office Services, with its emphasis on customer satisfaction, will strive to continue its record of high scores on this survey.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay and the last year of implementing the civilian performance based compensation system of \$63,938 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, an increase in funding of \$9,211 is included for telecommunication charges.
- An increase of \$50,000 is included to fund increases in printing materials and postage. This increase is in the purchases for resale account and is not used if the demand and costs do not increase during 2001.

Listed below are changes in accounting for equipment already in place in 2000. The changes do not indicate any new equipment for 2001.

- \$75,000 is transferred from purchases for resale to equipment lease/purchase for lease payments on two Xerox DocuTech electronic publishing systems.
- \$25,000 is transferred from purchases for resale to equipment lease/purchase" for lease payments on a Hamada C252E two-color printing press.
- \$16,000 is transferred from purchases for resale to rental of equipment for rental payments on a Canon 1120 color laser copier.

MAJOR OBJECTIVES

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, 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 out-sourced to private printing companies. The Office Services budget includes \$595,000 in purchases for resale for materials used in reprographic jobs and \$100,000 for projects which must be out-sourced. Completed projects are charged back to City organizational units and Utilities departments.

OBJECTIVE – Improve the use of City staff time and resources through "Print-on-Demand" and the Office Services Bookstore.

Through electronic storage of widely used documents which are printed only as needed, City organizational units are spared the cost of physical storage of large inventories of booklets, specification manuals, and other high-demand documents, which may become obsolete. The sale of these documents

directly to the public by Office Services releases organizational units from the accounting and money-handling responsibilities associated with selling documents. Citizens and contractors needing more than one publication may obtain them in one location.

OBJECTIVE – Ensure the timely distribution of written communication between City government and its citizens and among the organizational units 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 by metering and dispatching outgoing mail through the US Postal Service at the end of each day. The Mail Processing Center will operate between the hours of 6:00 a.m. and 5:00 p.m. daily and will process 3.4 million pieces of outgoing mail. Budgeted in passthrough expenses is \$234,000 for City organizational units' postage in 2001. Postage used will be charged back to the units.

OBJECTIVE – Manage an inactive records control service to ensure the proper retention and disposition of City records.

This objective will be achieved in 2001 with a staff of 1.5 FTE, administering a records storage and service contract negotiated with a private storage vendor. In 2001, Office Services will be in the second year of a five-year contract with DocuVault, LLC, ensuring that storage and service rates will remain unchanged. Passthrough expenses of \$39,000 will be used to pay for services under this contract. City organizational units will be charged back for these services.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT
OFFICE SERVICES**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	400,306	482,474	539,769	596,937
51207 WAGE PKG-PERFORMANCE	24,771	19,506	18,636	13,371
51210 OVERTIME	25,653	24,707	21,000	21,000
51215 ACHIEVEMENT AWARD	0	1,000	0	0
51220 SEASONAL/TEMPORARY	600	0	0	0
51240 RETIREMENT/TERMINATION SICK	8,034	6,655	0	0
51245 RETIREMENT/TERM VACATION	7,530	4,734	0	0
51250 SPECIAL ASSIGNMENT PAY	1,093	656	0	0
51255 CONVERSION OF SICK LEAVE	2,567	2,899	0	0
51260 VACATION BUY	1,728	1,264	0	0
51265 GRIP PROGRAM	0	4,777	0	0
51299 SALARIES REIMBURSEMENTS	(2,244)	(6,420)	0	0
51610 PERA	40,798	51,161	54,614	56,609
51615 WORKER'S COMPENSATION	6,596	8,233	7,621	6,953
51620 EQUITABLE LIFE INSURANCE	1,934	1,824	2,158	2,378
51625 VISION CARE	712	880	960	1,008
51640 DENTAL INSURANCE	3,120	4,056	4,876	5,121
51665 CASH BACK	642	1,704	0	0
51670 PARKING FOR EMPLOYEES	2,840	3,140	3,360	4,080
51690 MEDICARE	3,420	4,642	5,353	6,438
51695 CITY EPO MEDICAL PLAN	32,059	43,346	54,531	63,641
TOTAL SALARY & BENEFITS	562,159	661,238	712,878	777,536
52110 OFFICE SUPPLIES	3,667	4,519	3,500	4,000
52115 MEDICAL SUPPLIES	50	44	100	200
52120 SOFTWARE-MICRO/WORD PROCESS	22,820	55	5,000	4,100
52125 GENERAL SUPPLIES	4,803	2,861	4,000	3,860
52135 POSTAGE	393	(206)	100	100
52140 WEARING APPAREL	1,040	0	0	0
52160 FUEL	0	763	0	0
52220 MAINT-OFFICE MACHINES	10,719	16,639	12,000	12,000
52225 MAINT-MICROS/WORD PROCESSOR	1,228	2,256	3,000	1,500
52265 MAINT-BUILDINGS & STRUCTURE	0	2,797	0	0
52305 MAINT-SOFTWARE	2,695	0	0	0
52450 LAUNDRY & CLEANING SERVICES	27	0	0	0
52575 SERVICES	95,530	74,501	42,500	43,000
52605 CAR MILEAGE	47	0	1,200	600
52615 DUES & MEMBERSHIP	835	1,890	2,125	2,125

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT
OFFICE SERVICES**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52625 MEETING EXPENSES IN TOWN	1,428	1,861	1,000	1,000
52635 SCHOOLING	5,417	5,288	5,000	4,000
52645 SUBSCRIPTIONS	1,957	1,158	1,050	1,050
52655 TRAVEL OUT OF TOWN	6,399	5,836	7,500	6,000
52705 COMMUNICATIONS	15,580	15,524	15,500	26,211
52735 TELEPHONE-LONG DIST CALLS	75	144	150	150
52765 EQUIPMENT LEASE	12,576	(6,139)	0	100,000
52775 MINOR EQUIPMENT	2,197	490	2,000	2,000
52795 RENTAL OF EQUIPMENT	14,468	19,257	8,200	24,200
52805 ADMIN PRORATED CHARGES	67,524	64,307	67,522	70,898
52872 MAINT-FLEET VEHICLES/EQP	6,654	8,361	6,800	7,800
52874 OFFICE SERVICES PRINTING	13	1,471	0	0
52876 PASSTHROUGH EXPENDITURES	351,278	440,001	423,000	423,000
52880 PURCHASES FOR RESALE	479,494	574,166	661,000	595,000
65352 EMPLOYEE AWARDS PROGRAM	0	200	0	0
TOTAL OPERATING EXPENSE	1,108,914	1,238,044	1,272,247	1,332,794
53010 OFFICE MACHINES	0	21,745	0	0
53020 MICROS/WORD PROCESSORS	25,054	2,714	0	0
53030 FURNITURE & FIXTURES	5,142	3,330	0	0
TOTAL CAPITAL OUTLAY	30,196	27,789	0	0
TOTAL ORGANIZATION	1,701,269	1,927,071	1,985,125	2,110,330

Radio Communications

MISSION

To provide the best possible technical and engineering support for wireless data and voice communication networks for public safety and public service agencies while remaining within authorized budget limits.

SERVICES

- Design wireless networks/equipment
- Purchase wireless networks/equipment
- Install wireless networks/equipment
- Maintain wireless networks/equipment
- Repair wireless network/equipment
- Interface between cellular providers and City customers
- Provide critical paging services
- Ensure compliance with Federal Communications Commission (FCC) rules and regulations

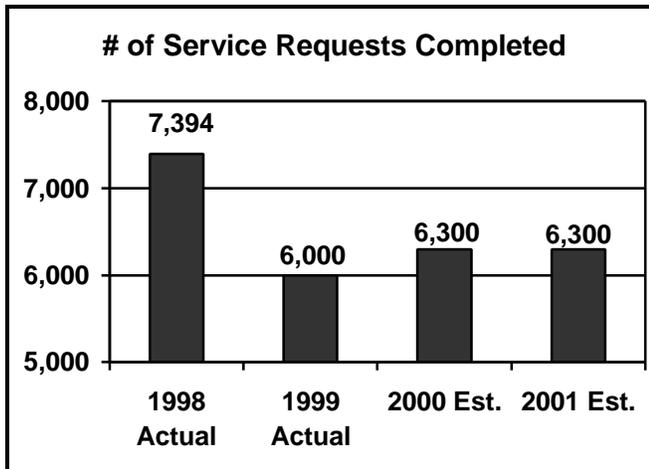
BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$437,289	\$416,346	\$632,940	\$656,093
Operating	332,028	422,280	271,860	282,584
Capital Outlay	40,470	47,286	19,500	19,500
Unit Total	\$809,787	\$885,912	\$924,300	\$958,177

PERSONNEL

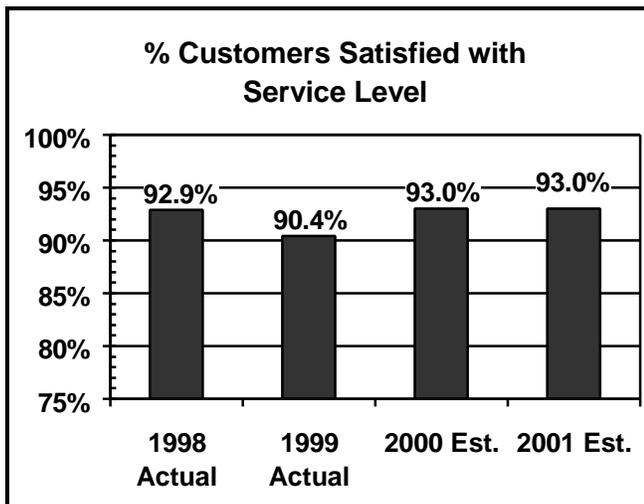
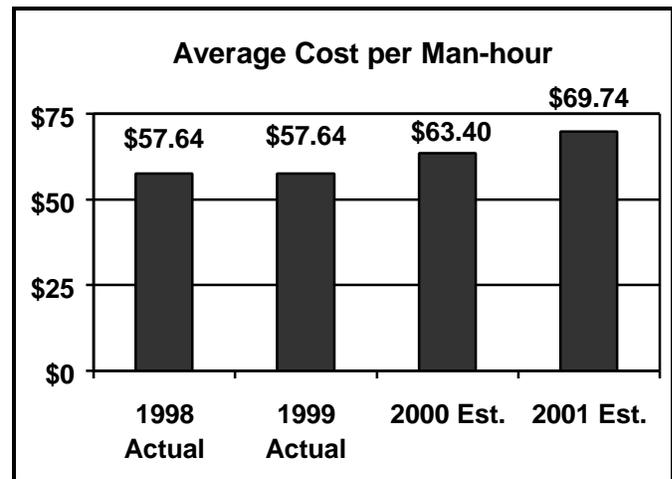
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	1	1	1	1
Professional	1	1	1	1
Paraprofessional	5	6	6	6
General	1	0	0	0
FTE Total	8	8	8	8

PERFORMANCE INDICATORS



In the past two years, the number of service requests completed has decreased primarily 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. Therefore, less work orders have been generated. In addition, employees have redirected support and effort to the 800 MHz Trunked Radio Project. The number of work orders should gradually increase over the next two years as the existing equipment ages and as more effort is directed toward the completion of the 800 MHz Trunked Radio Project and the change-out of all the old equipment.

Over the past two years, the Radio Shop's average cost per man-hour has been maintained at \$57.64 by reducing the number of non-chargeable hours and by augmenting the City workforce with temporary workers. In 2000, the average cost per man-hour increased to \$63.40 as total budget costs remained the same, but the total number of chargeable hours was down because of a vacant working position. These costs are projected to continue to increase as wages increase and as temporary workers are gradually phased out, but all efforts will be made to maintain a reduced average cost.



Actual 1999 service satisfaction levels fell below the previous year's percentage due to poor customer response to the citywide customer service survey. Had more participation been received from the customers surveyed, the percentage of customers satisfied with service level figures would have been more indicative of actual satisfied service levels. Customer satisfaction responses from the informal service cards have indicated a higher overall satisfaction level for this time frame. The Unit's target for percentage of customers satisfied with service level is 93.0 percent.

CHANGES TO THE BUDGET

- Ø An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$23,153 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Ø Where possible and advisable, 2001 operational line item expenditures were reduced to the 1999 actual or 2000 projected spending levels; and any remaining money was added to the purchases for resale account for additional radios and parts. An additional \$4,000 was also added to this account.
- Ø Increased funding of \$1,773 is included for the 2001 Telecommunications charges.
- Ø A 6 percent rent increase of \$2,158 is also funded in 2001.

MAJOR OBJECTIVES

OBJECTIVE – Provide maximum support for the 800 MHz Public Safety Trunked Radio Project.

Implementation of the Springs Community Improvements Program (SCIP) 800 MHz Public Safety Trunked Radio Project will be the prime focus of the Radio Communications Unit in 2001. This year will see the completion of the project and the transition to an operational system. Efforts will be taken to provide a smooth transition from the existing technology to the new trunked technology through coordination of user training, inventory control, adherence to installation timelines, and planning.

OBJECTIVE – Maintain the present public safety and public service radio communications systems.

Existing public safety and public service microwave and 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. All efforts will be expended to keep this equipment at expected high levels of availability as it reaches the end of its service life and as it is replaced by the next generation of trunked radio equipment.

OBJECTIVE – Provide installation services for the 2001 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 Unit 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.

The Radio Communications Unit 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. 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.

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
RADIO COMMUNICATIONS**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	290,600	266,367	362,841	385,933
51207 WAGE PKG-PERFORMANCE	7,618	13,433	12,096	8,645
51210 OVERTIME	21,145	15,766	27,750	27,750
51220 SEASONAL/TEMPORARY	0	0	90,053	90,053
51235 STANDBY	35,275	37,324	36,000	36,000
51240 RETIREMENT/TERMINATION SICK	508	2,093	0	0
51245 RETIREMENT/TERM VACATION	5,129	6,862	0	0
51250 SPECIAL ASSIGNMENT PAY	377	0	320	0
51255 CONVERSION OF SICK LEAVE	1,203	1,733	2,010	2,010
51610 PERA	35,451	32,394	46,401	47,465
51615 WORKER'S COMPENSATION	13,258	13,739	16,761	12,761
51620 EQUITABLE LIFE INSURANCE	1,432	1,086	1,466	1,558
51625 VISION CARE	408	398	481	505
51640 DENTAL INSURANCE	1,514	1,832	2,438	2,560
51655 RETIRED EMPLOYEE INS	731	1,143	0	320
51665 CASH BACK	2,202	979	0	0
51690 MEDICARE	3,304	3,229	5,167	6,002
51695 CITY EPO MEDICAL PLAN	17,134	17,968	29,156	34,531
TOTAL SALARY & BENEFITS	437,289	416,346	632,940	656,093
52105 MISCELLANEOUS OPERATING	785	3,801	0	0
52110 OFFICE SUPPLIES	1,693	1,777	2,252	1,500
52111 PAPER SUPPLIES	0	0	0	620
52115 MEDICAL SUPPLIES	0	0	50	50
52120 SOFTWARE-MICRO/WORD PROCESS	3,576	6,330	4,400	4,400
52125 GENERAL SUPPLIES	2,278	2,194	3,278	2,200
52135 POSTAGE	1,155	2,256	500	500
52140 WEARING APPAREL	0	7	50	500
52145 PAINT & CHEMICAL	570	971	400	400
52155 AUTOMOTIVE	8	0	200	200
52160 FUEL	11	0	0	0
52165 LICENSES & TAGS	1,925	0	4,500	4,500
52220 MAINT-OFFICE MACHINES	0	0	200	200
52225 MAINT-MICROS/WORD PROCESSOR	1,550	1,550	1,475	1,475
52235 MAINT-MACHINERY & APPARATUS	11	4,377	2,500	2,500
52265 MAINT-BUILDINGS & STRUCTURES	21,361	1,931	20,507	20,547

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT
RADIO COMMUNICATIONS**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52405 ADVERTISING SERVICES	469	2,413	0	0
52445 JANITORIAL SERVICES	0	0	0	5,376
52450 LAUNDRY & CLEANING SERVICES	654	1,009	420	628
52575 SERVICES	92,455	95,987	8,612	2,315
52615 DUES & MEMBERSHIP	240	180	160	160
52625 MEETING EXPENSES IN TOWN	861	345	750	750
52635 SCHOOLING	13,117	8,369	8,239	8,239
52655 TRAVEL OUT OF TOWN	0	1,101	2,250	2,250
52705 COMMUNICATIONS	6,841	7,763	8,137	9,910
52725 RENTAL OF PROPERTY	25,968	28,561	35,968	38,126
52735 TELEPHONE-LONG DIST CALLS	683	739	760	760
52745 UTILITIES	14,169	13,640	14,650	14,650
52775 MINOR EQUIPMENT	12,938	18,626	5,567	5,567
52795 RENTAL OF EQUIPMENT	2,121	2,174	2,320	2,320
52805 ADMIN PRORATED CHARGES	38,904	38,904	38,906	38,906
52872 MAINT-FLEET VEHICLES/EQP	15,930	16,984	15,929	15,929
52874 OFFICE SERVICES PRINTING	335	94	450	100
52880 PURCHASES FOR RESALE	71,420	160,197	88,430	97,006
TOTAL OPERATING EXPENSE	332,028	422,280	271,860	282,584
53020 MICROS/WORD PROCESSORS	19,855	0	0	0
53050 MACHINERY & APPARATUS	20,615	47,038	19,500	19,500
53070 VEHICLES - REPLACEMENT	0	248	0	0
TOTAL CAPITAL OUTLAY	40,470	47,286	19,500	19,500
ORGANIZATION TOTAL	809,787	885,912	924,300	958,177

Real Estate Services

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 City and Utilities projects
- Dispose of (sell) City property
- Negotiate and manage office space leasing
- Provide relocation services for parties dislocated by a City project
- Maintain City land records: computerized cross-reference files, property book, plats, assessor maps, and document/project files
- Process all land dedication by deed and plat to insure clear title, environmental integrity and formal City Council deed acceptance.
- Respond to requests for information from the public and City staff concerning land and easement matters.
- Process and coordinate the vacating of easements and requests by citizens and companies to build on easements

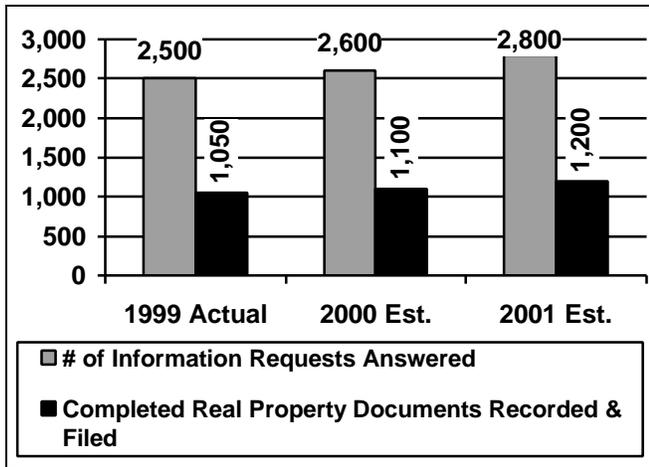
BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$228,356	\$295,774	\$285,122	\$307,381
Operating	75,667	81,504	76,791	75,870
Capital Outlay	3,297	234	0	0
Unit Total	\$307,320	\$377,512	\$361,913	\$383,251

PERSONNEL

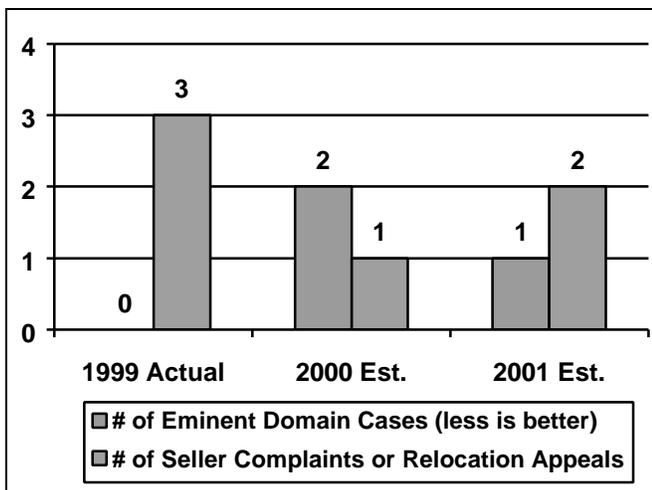
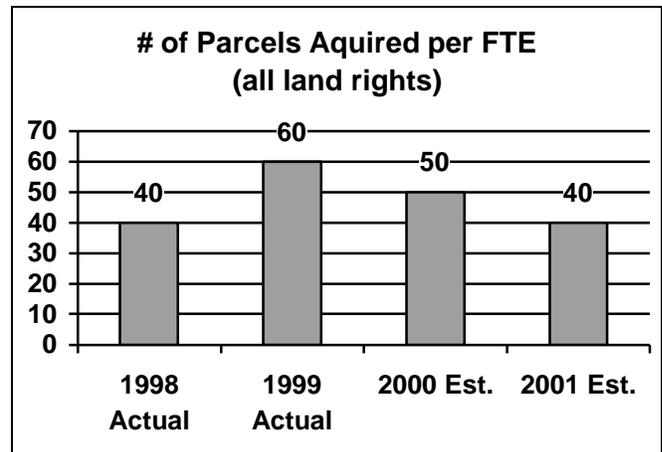
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	1	1	1	1
Professional	3	2	2	2
General	1	2	2	2
FTE Total	5	5	5	5

PERFORMANCE INDICATORS



In the past three years, the general demand for Real Estate Services transactions has steadily increased with an 8 percent increase estimated for 2000. As the economy continues to grow, increasing needs for infrastructure will cause increased real estate activity in City and Colorado Springs Utilities (CSU) projects. Requests for information and research related to City easements and rights-of-way also grow proportionally with development activity.

Internal reorganization has allowed for the use of additional staff time to be dedicated to the acquisition function. Several large projects in 2000 have increased the workload per FTE. Consistently increasing workload has been absorbed by a constant number of FTE'S over the past ten years.



Seller complaints and eminent domain cases indicated effectiveness of negotiation outcomes. The fewer cases of each indicate that the people effected by real property taking and relocation feel that they are being treated fairly by City representatives. These numbers have been consistently low over the years.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$15,259 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, an increase in funding of \$3,079 is included for telecommunication charges.
- Overtime funds and a portion of services were reallocated to temporary salaries to pay for continuing record management assistance in preparation for automation. An increase of \$3,000 is also added to this account.

MAJOR OBJECTIVES

OBJECTIVE – Develop and implement automated land record information system.

Records will continue to be prepared for scanning/automation. Real Estate Services will cooperate with Utilities Business Information Systems in the easement overlay program which will be available online. Unit 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.

Throughout the collaborative process of customer service level agreements with the City and CSU departments and participation on cross-organizational teams, the Unit will continue to build upon processes and structures to improve the delivery of real estate services to customers.

OBJECTIVE – Review and update codes, ordinances and policies related to the acquisition and status of real property by the City of Colorado Springs, including the relocation of displaced persons and businesses. Various policies, codes and ordinances will be analyzed for consistency with actual practices and for financial savings. Recommendations will be made to City and CSU administrations and ultimately submitted for necessary council action.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT
REAL ESTATE SERVICES**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	183,613	194,443	224,940	240,800
51207 WAGE PKG-PERFORMANCE	2,463	8,511	9,664	5,394
51210 OVERTIME	862	22,210	2,250	0
51220 SEASONAL/TEMPORARY	0	9,693	0	9,250
51240 RETIREMENT/TERMINATION SICK	2,641	2,148	0	0
51245 RETIREMENT/TERM VACATION	2,367	12,358	0	0
51255 CONVERSION OF SICK LEAVE	717	915	0	0
51260 VACATION BUY	0	606	0	0
51299 SALARIES REIMBURSEMENTS	(820)	0	0	0
51610 PERA	17,703	22,802	22,700	23,206
51615 WORKER'S COMPENSATION	571	1,076	722	555
51620 EQUITABLE LIFE INSURANCE	1,041	931	895	963
51625 VISION CARE	328	285	299	315
51640 DENTAL INSURANCE	1,156	1,311	1,525	1,600
51655 RETIRED EMPLOYEE INS	2,011	1,919	2,305	2,305
51665 CASH BACK	402	1,106	0	0
51670 PARKING FOR EMPLOYEES	2,050	1,540	1,680	1,680
51690 MEDICARE	626	713	1,148	1,569
51695 CITY EPO MEDICAL PLAN	10,625	13,207	16,994	19,744
TOTAL SALARY & BENEFITS	228,356	295,774	285,122	307,381
52110 OFFICE SUPPLIES	1,154	1,599	1,050	1,050
52120 SOFTWARE-MICRO/WORD PROCESS	207	0	1,000	1,000
52125 GENERAL SUPPLIES	412	369	350	350
52135 POSTAGE	766	234	400	400
52140 WEARING APPAREL	153	0	0	0
52165 LICENSES & TAGS	10	0	0	0
52220 MAINT-OFFICE MACHINES	0	0	1,200	1,200
52225 MAINT-MICROS/WORD PROCESSOR	1,030	625	625	625
52230 MAINT-FURNITURE & FIXTURES	0	0	100	100
52405 ADVERTISING SERVICES	384	0	0	0
52575 SERVICES	10,078	21,616	11,064	7,064
52605 CAR MILEAGE	76	0	0	0
52615 DUES & MEMBERSHIP	1,250	10	490	490
52625 MEETING EXPENSES IN TOWN	66	96	100	100
52635 SCHOOLING	3,585	1,049	2,200	2,200
52645 SUBSCRIPTIONS	0	100	0	0
52655 TRAVEL OUT OF TOWN	4,138	2,361	4,000	4,000

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT
REAL ESTATE SERVICES**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52705 COMMUNICATIONS	7,938	7,883	9,494	12,573
52725 RENTAL OF PROPERTY	28,320	28,320	28,320	28,320
52735 TELEPHONE-LONG DIST CALLS	286	399	350	350
52755 COMMUNICATIONS-EQUIPMENT	0	142	0	0
52765 EQUIPMENT LEASE/PURCHASE	(250)	0	0	0
52775 MINOR EQUIPMENT	130	441	0	0
52795 RENTAL OF EQUIPMENT	175	0	0	0
52805 ADMIN PRORATED CHARGES	14,760	15,756	15,063	15,063
52872 MAINT-FLEET VEHICLES/EQP	342	157	675	675
52874 OFFICE SERVICES PRINTING	268	272	310	310
65160 RECRUITMENT	389	0	0	0
65354 EMPLOYEE TRAINING PROGRAM	0	75	0	0
TOTAL OPERATING EXPENSE	75,667	81,504	76,791	75,870
53010 OFFICE MACHINES	1,120	0	0	0
53020 MICROS/WORD PROCESSORS	2,177	234	0	0
TOTAL CAPITAL OUTLAY	3,297	234	0	0
ORGANIZATION TOTAL	307,320	377,512	361,913	383,251

Risk Management

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 for effectiveness
 - Administer cost-effective self-insurance programs and insurance protection

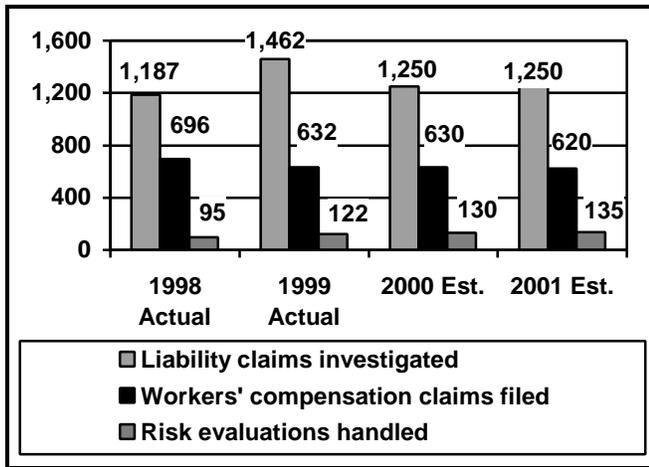
BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$551,505	\$ 589,589	\$ 617,946	\$656,442
Operating	197,334	207,055	255,940	267,019
Capital Outlay	15,113	15,021	0	0
Unit Total	\$763,952	\$811,665	\$873,886	\$923,461

PERSONNEL

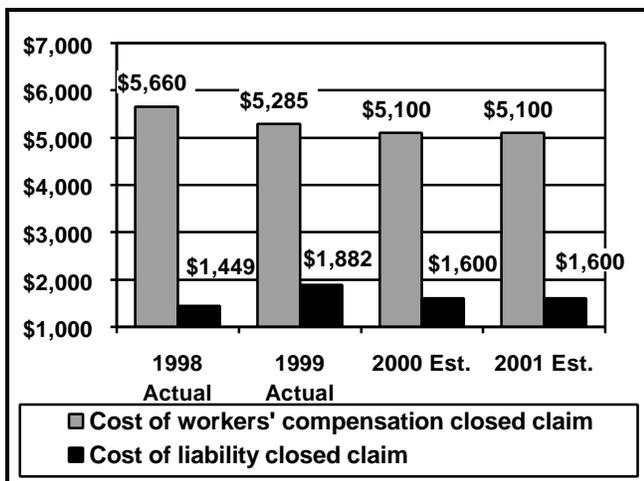
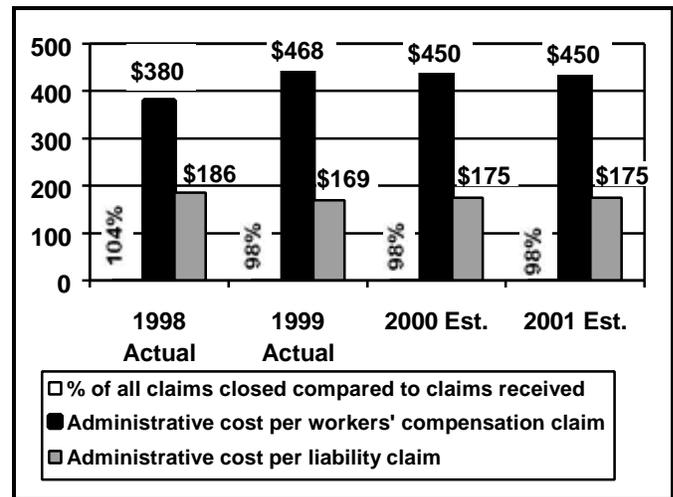
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	1	1	1	1
Professional	6	6	6	6
Paraprofessional	0	0	1	1
General	4	4	3	3
FTE Total	11	11	11	11

PERFORMANCE INDICATORS



The Risk Management Unit has the responsibility to handle matters that present a risk of economic loss to the City and CSU. The Unit investigates the legal liability associated with claims, negotiates settlements, and defends claims that lack merit. The number of liability claims received has been consistent over the past several years (excepting the 1999 storm event). The number of workers' compensation claims decreased by 6 percent in 1999. Staff performs risk reviews of operational activities and contractual insurance requirements. Risk evaluations document how risk is handled. The breakdown for 1999 is as follows:
 Liability claims investigated - City-603/CSU-859
 Workers' Comp claims filed - City-434/ CSU-198
 Risk evaluations handled - City-62/CSU-60

The Risk Management Unit sets a high priority to be efficient and to provide competitively priced service to the organization. The Unit's operational funding has not increased for several years. The cost to administer each claim varies due to the number of claims received. The overall average cost is well below third-party administrator pricing (\$98 more for each claim). One of Risk's goals is to provide prompt and fair claim handling. It is important to try to resolve claims as soon as practicable. Typically, there are a number of outstanding claims against the City and CSU. The number of claims closed compared to the number of claims received is measured as a form of effectiveness.



The severity of claims is evaluated to review risk, establish funding, and ensure claim control. The cost of indemnification for liability claims has been constant (1999 costs increased due to the storm losses). Workers' compensation claim costs have decreased by 7 percent over the last two years. The in-house physical therapy clinic saved \$114,239 in 1999 compared to the cost of outside services. Also, in 1999, the self-insurance programs for liability and workers' compensation have documented savings of \$1,546,672 compared to the purchase of tradition insurance.

CHANGES TO THE BUDGET

- Ø An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$38,496 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Ø In 2001, an increase in funding of \$10,304 is included for telecommunication charges.

MAJOR OBJECTIVES

OBJECTIVE – The 2001 budget will provide funding for Risk Management services to continue on behalf of the City, Colorado Springs Utilities (CSU), and for the general public and employees injured on the job.

One of Risk's goals is to provide prompt, fair, and courteous claim service on behalf of the City and CSU. Another goal is to ensure any unintended or uninsured losses are not incurred. Risk evaluations, inspections, and operational reviews will be performed to ensure risks are properly identified. Risk Management's claim information system tracks claim history and assists in the identification of the root cause of accidents. This enables staff to employ methods of loss control and prevention. Another way to ensure customer's expectation are met is to conduct internal quality control checks of work, monitor claim costs, and review the funding allocations for risk and the use of privatized services.

OBJECTIVE – The Liability and Workers' Compensation programs will be efficiently managed, achieving cost savings compared to alternative and traditional methods of insurance.

Claim service that is competitively priced and exceeds industry standards for quality will be provided. A comparative cost analysis will be completed each year evaluating Risk's program and more traditional methods of insurance and claim adjusting. Employee satisfaction surveys will be reviewed and comments solicited from claimants to examine Risk's adjustment practices. Staff will continue to maintain and evaluate existing programs for medical bill and utilization audits, use of the City physical therapy clinic, case management and return to work mandates, all of which save claim costs. The work of adjusters is reviewed to assure handling 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 and the use of creative insurance tools to protect assets. Risk is involved with the community in resolving issues concerning insurance mandates, public protection, and claims practices.

Each program is reviewed to determine if the services provided to the citizens will have an impact on Risk's potential liability and reputation. The influence our decisions have on each customer group is weighed. Insurance markets are studied for cost, coverage, and industry trends. Risks and benefit from traditional and creative risk transfer and risk retention is minimized. Risk Management's knowledge of the insurance industry allows for more innovation. Community and business interactions are encouraged in establishing insurance requirements.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT
RISK MANAGEMENT**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	436,617	459,268	498,776	533,997
51207 WAGE PKG-PERFORMANCE	17,938	17,491	16,626	11,962
51210 OVERTIME	0	0	3,186	3,186
51240 RETIREMENT/TERMINATION SICK	6,184	3,355	0	0
51245 RETIREMENT/TERM VACATION	1,543	6,808	0	0
51255 CONVERSION OF SICK LEAVE	3,641	3,859	0	0
51299 SALARIES REIMBURSEMENTS	(742)	(603)	0	0
51610 PERA	42,521	46,140	48,670	49,220
51615 WORKER'S COMPENSATION	2,329	2,544	2,397	2,197
51620 EQUITABLE LIFE INSURANCE	2,561	2,035	2,014	2,155
51625 VISION CARE	558	653	662	697
51640 DENTAL INSURANCE	2,568	3,007	3,351	3,521
51655 RETIRED EMP MEDICAL INS	4,387	4,446	0	0
51665 CASH BACK	2,046	1,407	0	0
51690 MEDICARE	3,913	4,191	4,957	5,717
51695 CITY EPO MEDICAL PLAN	25,441	34,988	37,307	43,790
TOTAL SALARIES & BENEFITS	551,505	589,589	617,946	656,442
52105 MISCELLANEOUS SUPPLIES	1,914	2,562	3,000	3,000
52110 OFFICE SUPPLIES	3,264	3,645	4,670	4,670
52120 SOFTWARE-MICRO/WORD PROCESS	0	0	11,379	11,843
52125 GENERAL SUPPLIES	5,450	4,355	6,050	5,050
52135 POSTAGE	5,689	6,906	4,956	6,956
52140 WEARING APPAREL	0	0	250	250
52155 AUTOMOTIVE	0	0	150	150
52165 LICENSES & TAGS	0	20	50	50
52220 MAINT-OFFICE MACHINES	415	415	470	610
52225 MAINT-MICROS/WORD PROCESSOR	1,850	2,100	8,145	8,145
52240 MAINT-NONFLEET VEHICLES/EQP	46	60	100	100
52250 MAINT-RADIOS-ALLOCATION	828	0	1,814	0
52405 ADVERTISING SERVICES	0	775	0	0
52450 LAUNDRY & CLEANING SERVICES	0	0	0	340
52575 SERVICES	9,261	10,487	19,689	17,449
52615 DUES & MEMBERSHIP	949	810	1,905	1,905
52625 MEETING EXPENSES IN TOWN	394	641	1,308	1,308
52630 TRAINING	5,382	8,127	14,474	11,395
52635 EMPLOYEE EDUCATION ASSISTANCE	0	0	0	975

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT
RISK MANAGEMENT**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52645 SUBSCRIPTIONS	2,481	1,570	3,187	3,187
52655 TRAVEL OUT OF TOWN	2,814	5,103	7,025	7,025
52705 COMMUNICATIONS	27,944	32,263	33,009	43,313
52725 RENTAL OF PROPERTY	76,000	65,871	65,844	65,844
52735 TELEPHONE-LONG DIST CALLS	1,517	2,225	1,750	2,750
52775 MINOR EQUIPMENT	941	0	2,200	3,200
52795 RENTAL OF EQUIPMENT	9,130	18,771	21,420	22,920
52805 ADMIN PRORATED CHARGES	33,828	33,828	29,780	31,269
52872 MAINT-FLEET VEHICLES/EQP	3,124	3,168	7,855	7,855
52874 OFFICE SERVICES PRINTING	4,113	3,153	4,000	4,000
52875 OFFICE SERVICES RECORDS	0	0	1,460	1,460
65352 EMPLOYEE AWARDS PROGRAM	0	200	0	0
TOTAL OPERATING EXPENSES	197,334	207,055	255,940	267,019
53020 MICROS/WORD PROCESSORS	15,113	15,021	0	0
TOTAL CAPITAL OUTLAY	15,113	15,021	0	0
ORGANIZATION TOTAL	763,952	811,665	873,886	923,461

Safety

MISSION

To ensure that City employees have the knowledge and skills to safely perform job duties and provide 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.

SERVICES

- Maintain safety policies and practices in compliance with State and federal requirements
- Respond to employee safety concerns to include issues of air quality and chemical exposure
- Develop and conduct training for a 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 (ADA) considerations, respiratory testing and hearing conservation
- Provide safety consulting for hazardous material training, biohazard management, and confined space exposures
- Provide an occupational health program for assessment and training of infectious diseases, immunization needs, and ergonomics
- 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

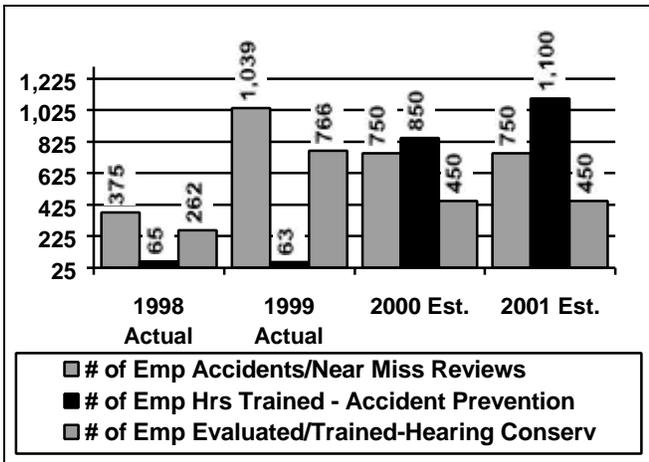
BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Budget by Account Category				
Salary/Benefits	\$24,526	\$ 95,853	\$107,534	\$116,531
Operating	19,709	48,585	68,537	69,017
Capital Outlay	13,820	17,920	0	0
Unit Total	\$58,055	\$162,358	\$176,071	\$185,548

PERSONNEL

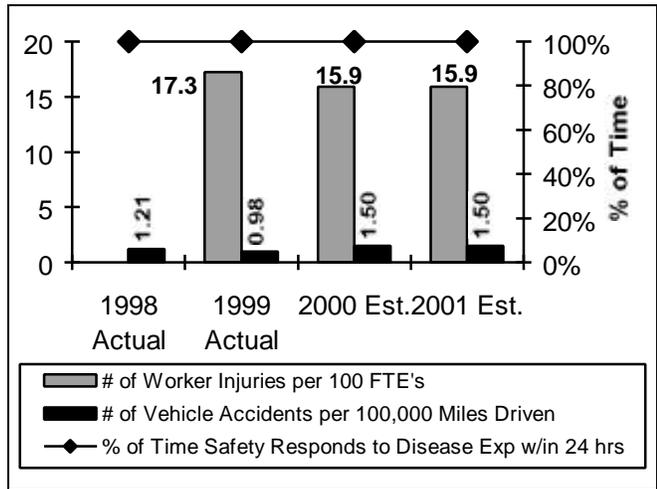
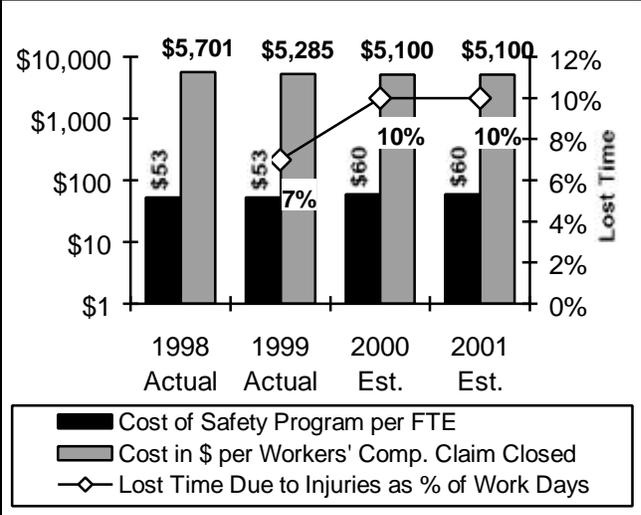
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Professional	1	1	1	1
General	1	1	1	1
FTE Total	2	2	2	2

PERFORMANCE INDICATORS



The number of employee accident reviews should continue to decrease to the estimated level in 2000. The training hours should continue to increase with the aggressive education programs the Safety Office has undertaken, thus reducing the accident rate. The number of employees evaluated for hearing conservation should remain constant, as that is the number exposed to high levels of occupational noise.

The cost of the safety program should remain fairly constant, as the Safety budget and the number of employees should remain stable. The cost of workers' compensation claims closed and the lost time due to injuries as a percentage of work days are estimated to remain on a downward trend as a result of aggressive claims administration by the Workers' Compensation Section.



The workers injuries per 100 full-time employees are estimated to remain on the slight downward trend with the aggressive safety training program implementation. The number of vehicle accidents per 100,000 miles driven should remain constant at the ICMA standard of 1.5. It is anticipated the Safety staff will continue to respond to all exposures to infectious diseases within 24 hours.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$9,477 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.

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 employees. The expertise of outside consultants, such as industrial hygienists, might be required on occasion.

OBJECTIVE –All work groups within the City will be supported to ensure employees have the knowledge and skills to safely perform their work.

This object will encompass a wide variety of safety-related subjects to include a newly developed Violence in the Workplace Prevention Program. All work groups 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 work groups within the City with safety program management of Hearing Conservation, Commercial Drivers License (CDL), and Material Safety Data Sheet management programs.

The management of the programs will be accomplished directly by Safety staff who 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 is in the process of compiling all material safety data sheets on an easily accessible database.

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

The Safety Office will coordinate the pre-employment physicals and all fitness-for-duty medical evaluations. The Americans with Disabilities Act (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. Employee accidents will be reviewed to identify the root cause of risks. Employees and supervisors will be trained on accident investigation and prevention. Employees will be given information about how accidents occur within their work environment along with guidance about how to prevent injuries.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
INTERNAL SUPPORT
SAFETY**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	20,963	78,303	88,475	94,402
51207 WAGE PKG-PERFORMANCE	0	1,403	0	2,115
51245 RETIREMENT/TERM VACATION	0	412	0	0
51610 PERA	2,044	7,577	8,847	8,907
51615 WORKER'S COMPENSATION	5	156	315	240
51620 EQUITABLE LIFE INSURANCE	60	219	383	383
51625 VISION CARE	24	116	120	126
51640 DENTAL INSURANCE	108	534	610	640
51665 CASH BACK	31	101	0	0
51670 PARKING FOR EMPLOYEES	0	0	480	0
51690 MEDICARE	296	1,099	1,302	1,387
51695 CITY EPO MEDICAL PLAN	995	5,933	7,002	8,331
TOTAL SALARIES & BENEFITS	24,526	95,853	107,534	116,531
52105 MISCELLANEOUS OPERATING	0	262	0	1,000
52110 OFFICE SUPPLIES	435	1,463	1,125	1,605
52120 SOFTWARE-MICRO/WORD PROCESS	723	50	1,000	1,000
52125 GENERAL SUPPLIES	1,547	3,502	5,000	5,000
52135 POSTAGE	0	90	500	500
52140 WEAR	0	215	0	0
52165 LICENSES & TAGS	1,040	100	125	100
52225 MAINT-MICROS/WORD PROCESSOR	0	0	250	250
52575 SERVICES	12,734	38,574	52,537	48,800
52615 DUES & MEMBERSHIP	1,131	1,056	750	1,100
52625 MEETING EXPENSES IN TOWN	53	208	200	200
52630 TRAINING	0	1,779	1,800	3,937
52645 SUBSCRIPTIONS	0	0	750	225
52655 TRAVEL OUT OF TOWN	1,129	790	2,000	2,000
52705 COMMUNICATIONS	8	171	1,000	2,300
52874 OFFICE SERVICES PRINTING	909	325	1,500	1,000
TOTAL OPERATING EXPENSES	19,709	48,585	68,537	69,017
53010 OFFICE MACHINES	4,328	0	0	0
53020 MICROS/WORD PROCESSORS	9,492	0	0	0
53030 FURNITURE & FIXTURES	0	17,920	0	0
TOTAL CAPITAL OUTLAY	13,820	17,920	0	0
ORGANIZATION TOTAL	58,055	162,358	176,071	185,548

Airport

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
- Enterprise management and administration
- Cultural Gateway to the Rockies Art Program

BUDGET SUMMARY

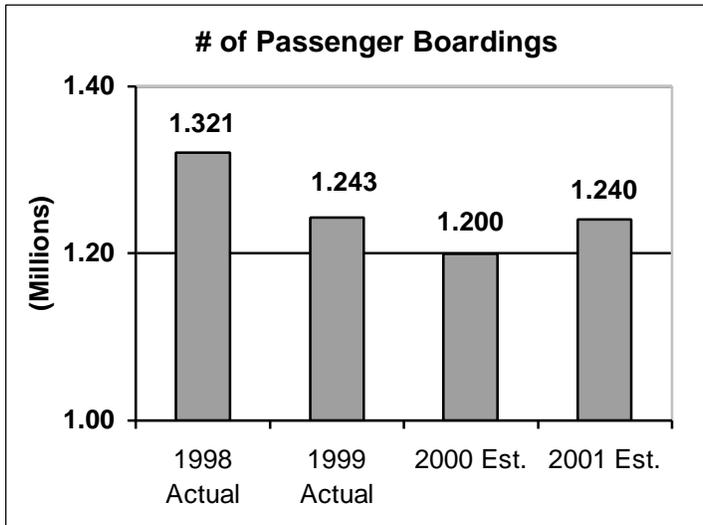
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
<u>Sources of Funds</u>				
Airline Revenues	\$ 5,713,742	\$ 6,643,601	\$ 8,055,963	\$ 8,261,873
Non-Airline Revenues				
Public Parking	5,751,634	6,011,228	6,657,000	6,072,000
Rental Car	3,459,578	3,537,338	3,405,900	3,328,700
Terminal Concessions and Other	2,195,366	1,985,975	2,085,300	2,225,500
Interest Income	1,159,152	915,726	882,251	893,160
Other Sources of Funds	128,758	480,505	0	136,174
Total	\$18,408,230	\$19,574,373	\$21,086,414	\$20,917,407
<u>Uses of Funds</u>				
Salary/Benefits	\$ 4,368,193	\$ 4,789,092	\$ 5,534,020	\$ 5,567,962
Operating	5,235,764	5,704,718	6,298,636	6,728,984
Capital Outlay	225,497	490,184	299,370	396,705
Debt Service	6,135,122	6,126,267	6,132,798	6,132,998
Total	\$15,964,576	\$17,110,261	\$18,264,824	\$18,826,649
Amount Available To Appropriate*	\$15,688,762	\$20,662,767	\$23,484,357	\$25,575,115

* The amount available to appropriate 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 Unit. This amount reconciles to the ending fund balance in the Comprehensive Annual Financial Statements with certain adjustments for restricted investments and other long-term liabilities.

PERSONNEL

	1998	1999	2000	2001
	Actual	Actual	Budget	Budget
Classification				
Senior Manager	2.0	2	2	2
Manager	4.0	4	4	4
Supervisor	12.0	12	12	12
Professional	3.0	3	3	3
Paraprofessional	18.0	18	18	20
General	55.5	54	54	52
Uniform	16.0	14	14	14
FTE Total	110.5	107	107	107
Special Positions	0	0	1	1

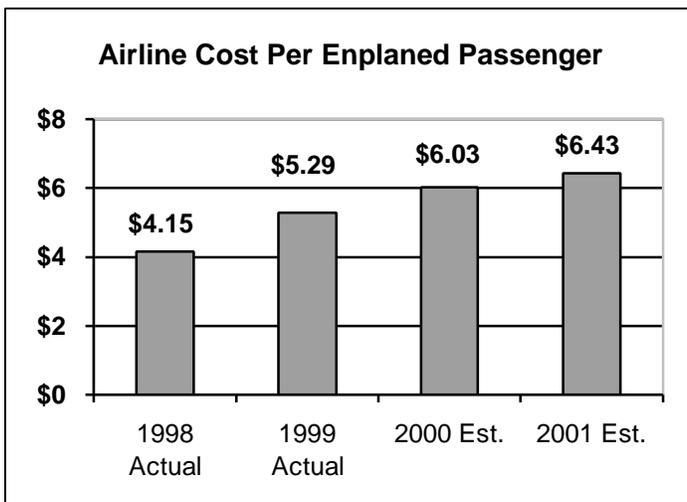
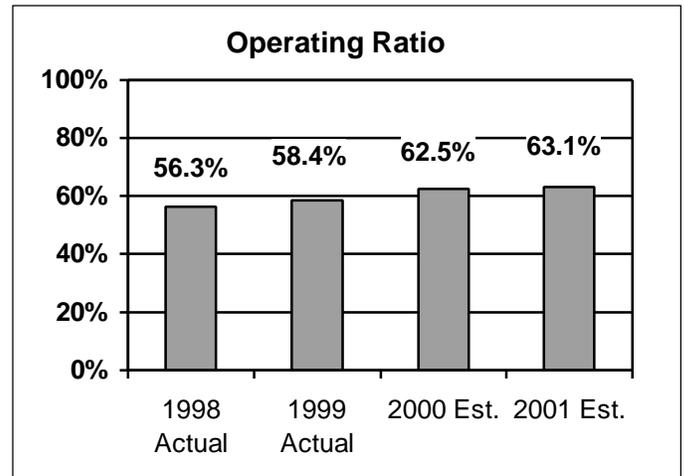
PERFORMANCE INDICATORS



Passenger boardings for the Year 2000 have been revised downward to 1.20 million from the original 2000 budget of 1.361 million. The primary cause is overall higher airfares due to increased jet fuel costs and less airline competition. In 2001, the Airport is projecting 1.24 million enplaned passengers, an increase of 3.3 percent

This ratio is the Airport's operating and maintenance expenses divided by operating revenues. This ratio measures the level of expenses against the revenue generated to pay those expenses.

Per a report issued by Moody's Investor Services in May 2000, the average operating ratio is 57.4 percent for airports nationwide. As illustrated by the graph, the Airport is slightly above the industry average starting in 2000 due to the revenue sharing formula in the new Airline Use and Lease Agreement.



This ratio measures the revenue derived from the airlines on an enplaned passenger basis. In May 2000, Moody's Investor Services reported the nationwide average cost per enplaned passenger is \$4.99.

The Airport is slightly above this average but remains very competitive. The recent upward trend from 1999 to 2001 is a result of higher costs in airline cost centers with relatively flat airline traffic.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$172,528 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are entered into each department/unit's budget. Increased funding of \$21,850 is included for 2001 telecommunication charges.
- In 2000, the Airport executed a new Airline Use and Lease Agreement with all scheduled airlines and cargo carriers. Under the new agreement, rates and charges recover only the airline's share of operating and capital costs. The agreement also provides a revenue sharing component in which both parties earn a 50/50 share of the Airport's net revenues over the term of the agreement. The tradeoff for this lower level of financial security is the elimination of the restrictive majority in interest (MII) clause under the old agreement. The new agreement allows the Airport to undertake a capital project after one year despite a veto by the signatory airlines. Airline revenues and the transfer to the capital fund in 2001 reflect the impact of the new agreement.
- The 2001 budget continues to fund an aggressive marketing strategy for pursuing additional air service. Funding is provided for travel to airline headquarters, air service studies, and related consulting services. In addition, an advertising budget of \$450,000 is provided to market the Airport and its advantages to the Airport's market area. This marketing is vital to improving Airport utilization, supporting the Airport's case for increased air service, and increasing Airport revenues by attracting inbound and outbound travelers.
- The Airport is creating a Telecommunications and Information System section to maintain telephone and computer systems. This section will be comprised of existing resources and personnel currently assigned to the Building Maintenance Unit. In addition, two vacant positions are being reassigned to this section. This step will eliminate several outside maintenance contracts and provide better service to Airport departments, tenants, and passengers.
- Recent changes in Federal Aviation Administration (FAA) rules now require the Airport to verify the security background information submitted by all employees and contractors. This requirement makes Airport Operations accountable for verifying approximately 1,200 badges issued each year. Failure to comply with this requirement could result in fines ranging from \$900 to \$11,000 per incident. The 2001 budget includes \$50,000 of funding for an outside firm to perform much of this workload.
- Colorado Springs will host the 2001 International Airport Facilities Conference, which is sponsored by the American Association of Airport Executives and attracts approximately 200 facilities, operations, and maintenance personnel from Airports across the country.

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 appropriate level of funding necessary to fulfill its strategy of furnishing a first-class airport. This includes funding a high level of service at its public parking operation and properly maintaining facilities to reflect a positive image of the community.

In the 2001 budget, the Airport is funding the following: new carpet in the baggage claim area of the terminal, salary increases to retain employees in its public parking facility, the purchase of new snow removal equipment, crack seal repair of the entrance and exit roadways, and improved directional signs to assist the general aviation community.

OBJECTIVE – Continue to implement the Master Plan/Part 150 Noise Impact Study.

Planning and implementation of the five-year capital improvement plan is ongoing. Projects planned for 2001 include Taxiway C extension, Sand Creek drainage improvements, rehabilitation of Runway 17R/35L, design of a ground service equipment area, completion of Taxiway H, joint seal repair of runways and taxiways and demolition of the Fountain terminal. Land use items that are submitted through City and County Planning to determine encroachment of the airport boundaries and the noise contours will be monitored and reviewed monthly. Seasonal noise monitoring with an estimated cost of \$100,000 will be implemented to monitor and track noise complaints received. The Airport will also begin the development of an intergovernmental land use agreement to reduce potential non-compatible land uses.

OBJECTIVE – Provide public safety procedures, as established by the FAA, for securing the air operations areas.

The Airport will monitor the Air Operations Area and public areas with staff, via patrol and camera surveillance, and conduct tests of systems and procedures to be used in times of emergency. The more stringent security access requirements issued by the FAA will be met through improved facilities and funding of resources to verify background checks of employees and contractors. The 2001 budget includes funding for upgrades to the Airport's security access system and a computerized key control system.

OBJECTIVE – Enhance airline service and educate the community and airlines about the Airport facility and the local economy.

The Airport will continue to support efforts to enhance airline service and educate the community and airlines about the Airport facility. The 2001 budget includes \$500,000 for advertising services and air service development support. Continued public relations and community outreach programs will be used to communicate airport information to retain local travelers who may opt to use another airport.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**COLORADO SPRINGS COMPANIES
AIRPORT**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	2,516,090	2,573,515	3,267,239	3,461,387
51206 WAGE PKG-SALARIES	0	(17,178)	0	0
51207 WAGE PKG-PERFORMANCE	153,616	144,463	158,975	69,227
51210 OVERTIME	104,815	119,643	162,112	132,348
51215 ACHIEVEMENT AWARD	5,832	0	0	0
51220 SEASONAL/TEMPORARY	1,297	953	14,600	0
51225 SHIFT WORKER HOLIDAY	39,083	41,976	41,000	45,500
51230 SHIFT DIFFERENTIAL	20,269	20,478	19,500	24,500
51240 RETIREMENT/TERMINATION SICK	46,965	129,459	525	0
51245 RETIREMENT/TERM VACATION	(2,604)	117,316	525	0
51250 SPECIAL ASSIGNMENT	2,001	3,868	0	0
51255 CONVERSION OF SICK	8,674	12,236	0	0
51260 VACATION BUY	4,947	4,233	0	0
51280 NEW EMPL SALARY & BENEFITS	0	0	123,980	0
51299 SALARY REIMBURSEMENT	(10,545)	(8,519)	0	0
51405 UNIFORM SALARIES	660,281	695,582	707,727	739,691
51410 UNIFORM OVERTIME	21,342	16,242	29,332	22,000
51425 UNIFORM SHIFT DIFFERENTIAL	8,126	7,547	9,252	7,696
51445 LONGEVITY	12,040	12,326	14,256	16,799
51455 THIRD WEEK	8,829	5,360	14,687	14,687
51465 UNIFORM COURT OVERTIME	740	460	1,000	1,000
51470 UNIFORMED RETIREMENT COSTS	30,266	21,134	0	0
51610 PERA	267,150	302,636	326,629	345,950
51615 WORKER'S COMPENSATION	113,579	125,189	106,035	131,611
51620 EQUITABLE LIFE INSURANCE	16,676	14,419	24,205	23,245
51625 VISION CARE	4,687	5,598	6,426	5,624
51635 CITY MAJOR MEDICAL PLAN	0	39	8,170	946
51640 DENTAL INSURANCE	21,387	25,614	30,365	28,428
51650 POLICE PENSION PLAN	70,776	98,169	92,358	96,283
51655 RETIRED EMP MEDICAL INS	13,212	14,275	19,887	15,400
51665 CASH BACK	17,973	16,561	0	0
51670 PARKING FOR EMPLOYEES	988	920	1,230	1,080
51690 MEDICARE	29,713	34,375	39,612	41,054
51695 CITY EPO MEDICAL PLAN	179,988	250,203	314,393	343,506
TOTAL SALARIES AND BENEFITS	4,368,193	4,789,092	5,534,020	5,567,962

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**COLORADO SPRINGS COMPANIES
AIRPORT**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52105 MISCELLANEOUS OPERATING	13,997	6,159	0	0
52110 OFFICE SUPPLIES	27,653	26,993	37,713	41,308
52115 MEDICAL SUPPLIES	1,427	1,486	2,000	2,000
52120 SOFTWARE-MICRO/WORD PROCESS	37,720	35,337	21,180	30,000
52125 GENERAL SUPPLIES	176,457	104,814	82,100	42,400
52126 ELECTRICAL SUPPLIES	0	25,990	6,000	39,000
52127 CONSTRUCTION SUPPLIES	0	5,059	18,500	30,200
52128 CONSTRUCTION SUPPLIES	0	14,770	14,500	5,000
52129 HVAC SUPPLIES	0	7,994	1,000	44,000
52135 POSTAGE	12,815	10,586	15,800	24,730
52140 WEARING APPAREL	20,896	9,789	29,300	13,800
52145 PAINT & CHEMICAL	91,517	79,708	106,000	67,200
52146 DEICING CHEMICALS AND MAT	0	23,368	100,000	106,500
52150 SEED & FERTILIZER	20,341	31,130	42,500	55,000
52155 AUTOMOTIVE	32	287	0	0
52160 FUEL	0	83,999	0	105,380
52165 LICENSES & TAGS	2,744	529	1,500	3,100
52170 SPECIAL, PHOTOGRAPHY, ETC	3,790	2,916	11,390	12,400
52175 SIGNS	13,924	12,886	10,000	8,000
52180 ASPHALTIC MATERIAL	881	1,482	5,000	7,500
52185 AGGREGATE MATERIAL	204	7,791	10,000	10,000
52190 JANITORIAL SUPPLIES	80,313	72,835	85,000	90,000
52205 MAINT-LANDSCAPING	0	0	9,500	13,500
52215 MAINT-GROUNDS	19,797	15,106	29,500	12,000
52220 MAINT-OFFICE MACHINES	2,851	8,741	9,020	9,900
52225 MAINT-MICROS/WORD PROCESSOR	1,330	15,544	36,000	33,700
52230 MAINT-FURNITURE/FIXTURES	419	603	9,000	2,500
52235 MAINT-MACHINERY & APPARATUS	21,938	14,414	6,460	12,160
52236 MAINT-LOADING BRIDGES	0	18,009	5,000	24,000
52240 MAINT-NONFLEET VEHICLES/EQP	4,086	150	800	0
52250 MAINT-RADIOS-ALLOCATION	23,004	40,904	24,000	43,949
52255 MAINT-SIGNS	1,527	82	0	0
52265 MAINT-BUILDINGS & STRUCTURE	223,524	281,959	309,500	397,200
52275 MAINT-RUNWAYS	173,271	111,519	65,000	165,000
52278 MAINT-RNWX LIGHTING	78,986	52,349	67,500	67,500
52280 MAINT-ROADS & BRIDGES	1,000	8,460	30,000	32,500
52405 ADVERTISING SERVICES	294,232	259,370	493,000	464,000
52410 BUILDING SECURITY SERVICES	(100)	29,617	0	51,000
52415 CONTRACTS & SPEC PROJECTS	109,855	0	0	0
52420 EMPLOYEE SERVICES	0	0	20,000	5,000
52425 ENVIRONMENTAL SERVICES	0	62,062	163,000	66,500

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**COLORADO SPRINGS COMPANIES
AIRPORT**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52430 FINANCIAL SERVICES	0	309,030	125,000	105,000
52435 GARBAGE REMOVAL SERVICES	11,059	48,290	62,500	56,000
52440 HUMAN SERVICES	0	34	0	0
52450 LAUNDRY & CLEANING	2,728	10,520	0	9,300
52565 PEST CONTROL	102	1,193	2,000	1,200
52575 SERVICES	323,735	183,473	344,000	396,600
52590 TEMPORARY EMPLOYMENT	8,530	87,476	117,500	63,500
52605 CAR MILEAGE	2,331	2,723	4,550	4,300
52615 DUES & MEMBERSHIP	27,508	25,115	41,275	32,975
52625 MEETING EXPENSES IN TOWN	8,045	16,667	32,430	19,250
52635 SCHOOLING	31,035	30,102	50,797	38,360
52645 SUBSCRIPTIONS	8,285	10,314	20,536	14,899
52655 TRAVEL OUT OF TOWN	22,594	24,381	69,300	71,750
52705 COMMUNICATIONS	91,093	132,615	163,500	185,350
52725 RENTAL OF PROPERTY	14,490	14,480	15,320	16,600
52735 TELEPHONE-LONG DIST CALLS	15,394	17,351	27,200	31,100
52740 GENERAL INSURANCE-CITY	189,860	169,811	209,400	209,400
52745 UTILITIES	903,800	977,238	975,000	1,039,883
52775 MINOR EQUIPMENT	75,941	38,598	60,550	28,600
52795 RENTAL OF EQUIPMENT	14,779	8,958	14,943	16,460
52805 ADMIN PRORATED CHARGES	314,784	314,784	331,000	344,000
52872 MAINT-FLEET VEHICLES/EQP	480,414	456,948	397,192	460,000
52874 OFFICE SERVICES PRINTING	3,433	13,370	15,380	10,730
52893 RENTAL OF FLEET VEHICLES	0	0	3,500	0
52970 ENVIRON PROTECTION PROGRAM	50,806	51,647	60,000	60,000
65040 MISCELLANEOUS	3,000	0	0	0
65110 REFUNDS	8	0	0	0
65160 RECRUITMENT	0	8,228	0	5,000
65275 TRANSFER TO GENERAL FUND	0	0	0	30,000
65352 EMPLOYEE AWARD	0	1,800	0	0
65359 PARKING MGMT	1,168,188	1,258,281	1,275,000	1,333,000
65070 ADM FEE-AIRPORT REV BONDS	3,391	6,495	4,000	7,800
TOTAL OPERATING	5,235,764	5,704,718	6,298,636	6,728,984
53010 OFFICE MACHINES	18,552	27,623	4,000	5,000
53020 MICROS/WORD PROCESSORS	69,512	76,449	66,750	74,000
53030 FURNITURE & FIXTURES	20,085	18,859	81,350	22,900
53050 MACHINERY & APPARATUS	52,636	68,740	95,270	82,805
53070 VEHICLES-REPLACEMENT	3,831	255,893	0	30,000

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**COLORADO SPRINGS COMPANIES
AIRPORT**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
53080 VEHICLES-ADDITIONS	8,897	18,725	25,500	26,000
53090 BUILDINGS & STRUCTURES	38,883	14,476	0	138,500
65401 RADIO FUND PURCHASES	8,238	9,419	26,500	17,500
70335 AIRLINE REQUESTED PROJECTS	4,863	0	0	0
TOTAL CAPITAL OUTLAY	225,497	490,184	299,370	396,705
65075 INTEREST	4,075,122	3,956,267	3,827,798	4,457,501
65207 PRIN-AIRPORT BONDS	2,060,000	2,170,000	2,305,000	1,675,497
TOTAL DEBT SERVICE	6,135,122	6,126,267	6,132,798	6,132,998
ORGANIZATIONAL TOTAL	15,964,576	17,110,261	18,264,824	18,826,649

Cemeteries

MISSION

To provide self-supportive, high quality cemetery services and perpetual care to the public for the interment of the deceased in a dignified and respectful manner.

SERVICES

- Perform burials, inurnments, disinterments, and cremation memorialization
- Sales of cemetery spaces and niches
- Sales of memorials and burial vaults
- Pre-need sales of cemetery services and burial vaults
- Maintain cemeteries grounds and perpetual care responsibilities
- Maintain burial records and historical data and provide cemetery information
- Install memorial foundation and set VA markers

BUDGET SUMMARY

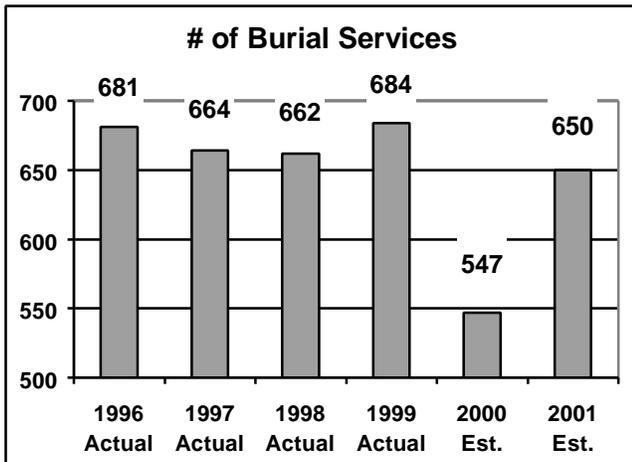
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
<u>Sources of Funds</u>				
Interments and Removals	\$ 439,580	\$ 428,920	\$ 487,975	\$ 487,225
Sales of Lots	419,018	366,502	445,075	435,575
Interest - Endowment & Other	219,685	212,951	224,000	224,000
Sales - Burial Vaults & Bronze Markers	150,832	127,836	139,190	139,045
Miscellaneous	33,752	31,214	36,620	37,763
Total	\$1,262,867	\$1,167,423	\$1,332,860	\$1,323,608
<u>Uses of Funds</u>				
Salary/Benefits	\$ 562,427	\$ 605,902	\$ 709,212	\$ 751,482
Operating	420,793	419,309	499,812	487,839
Capital Outlay	160,087	892,448	105,000	80,400
Irrigation Loan Payment - Principal	0	0	0	70,605
Irrigation Loan Payment - Interest	0	0	0	25,000
Total	\$1,143,307	\$1,917,659	\$1,314,024	\$1,415,326
Amount Available To Appropriate*	\$1,217,963	\$ 459,578	\$ 478,414	\$ 386,696

* The amount available to appropriate 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 Unit.

PERSONNEL

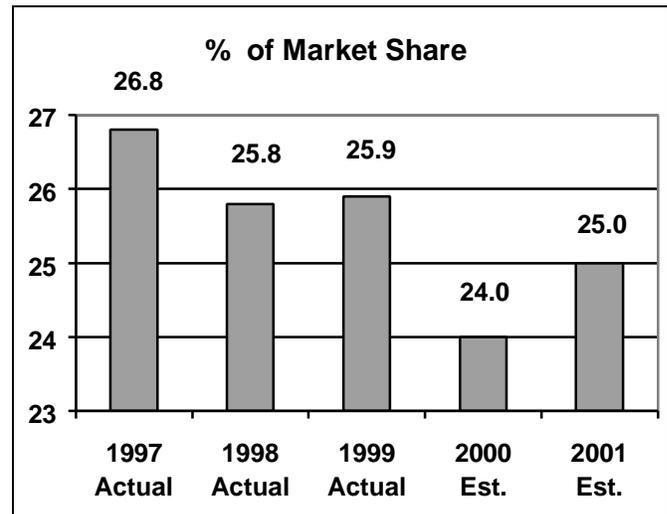
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	1	1	1	1
Supervisor	1	1	1	1
General	10	11	11	11
FTE Total	12	13	13	13

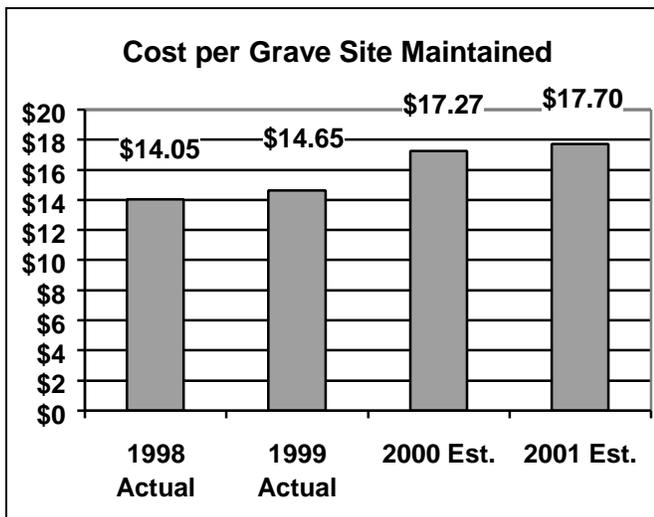
PERFORMANCE INDICATORS



For the last four years cemetery burial services have remained consistent. Early indications for 2000 show that burials may be down as much as 20 percent from previous years. As funeral costs continue to rise, fewer families are choosing traditional burial services. The cemeteries will need to face these challenges with innovative approaches in the future. Additionally, industry statistics show approximately 15 percent of cremation customers never do anything with the cremated remains. To offset these trends, the cemetery staff will continue to emphasize to the community the value of cemetery services for their deceased, regardless of disposition.

Market share is measured by the number of burial services performed at the City cemeteries versus the number of deaths in El Paso County minus the deceased that were donated to the anatomical board or shipped out of state. This percentage has remained consistent over the last few years but early numbers for this year show that number could drop significantly. Predominately, the increasing costs for burials and rising cremation rates may be contributing factors to this trend.





This chart shows the cost per gravesite maintained. It is based on approximately 70,000 graves that cemetery staff mows, waters and tends throughout the year at Evergreen and Fairview cemeteries. The figures reflect operating expenses only and do not include any capital outlay, debt retirement or draws from the fund balance. It is anticipated the irrigation system will help to reduce maintenance and utility costs over time and is reflected in the 2001 estimate where only a nominal increase is anticipated.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$42,269 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are entered into each department/unit's budget. Increased funding of \$1,500 is included for 2001 telecommunication charges.
- The cemeteries are anticipating as much as a 15 percent reduction in labor costs as a direct result of installing an automated irrigation system in Year 2000. Since 2001 will be the first year for this new system, no utility savings or salary savings are budgeted. During 2001, water usage and labor will be analyzed for potential future savings and efficiencies.
- The new irrigation system was financed with a five-year loan at a rate of 6.25 percent and will be completed in July 2005.

MAJOR OBJECTIVES

OBJECTIVE – Ensure the cemeteries' revenues meet or exceed expenditures.

The funeral needs of the community are changing. The City cemeteries need to be able to offer attractive and well-maintained burial sites and alternatives to cremation. By constantly monitoring expenses and carefully planning new developments, staff will strive to meet the demands of the changing customer.

OBJECTIVE – Maintain and improve the cemeteries’ grounds appearance while continuing to fulfill perpetual care obligations.

In 2000, an automated irrigation system was installed at the Evergreen Cemetery to replace the manual watering done throughout the grounds. The new sprinkler system’s first full year of operation will be 2001, and it allows for consistent and regular watering. It is anticipated patron’s complaints and concerns will decline and thereby allow staff to respond more effectively to customers. Additionally, with more pruning and replanting of trees and by utilizing good turf management practices, the aesthetic appeal of cemetery facilities will steadily be improved.

OBJECTIVE – Attempt to increase cemetery participation and attract cremation customers.

Many people consider cemetery property only after a death has occurred. With tasteful and targeted marketing, public consideration can be encouraged before need. Also, as cremation rates continue to climb, the community needs to be informed of the value of a permanent site and how the City cemeteries can provide this memorial.

OBJECTIVE – Increase public awareness about City cemeteries and work toward funding restoration projects.

Cemeteries staff will continue to offer speaking engagements and cemetery tours to school groups and others free of charge. By sharing the City cemeteries for reasons other than burial services, others can be educated on the cemeteries’ historical importance and significant art and sculpture found within the cemeteries’ confines. Most tours include a visit to the old stone chapel at Evergreen where the importance can be conveyed of saving these significant structures. Alternative fundraising possibilities including book sales, donations, and grants will continue to be explored. The goal of historical restorations is to use alternative funding and not operating dollars.

OBJECTIVE – Refine the new automated cemetery computer system, input historical data, and reclaim spaces under the 100-year rule.

The cemeteries have a considerable backlog of older interment information not entered into the new computer system. Data will continue to be entered and training will continue for key staff to enhance the abilities of the new system. Additionally, the cemetery ordinance allows for the reclaiming of spaces and lots over 100 years old that have never been used. Staff will continue to pursue this property and resell it to interested parties.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**COLORADO SPRINGS COMPANIES
CEMETERIES**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	348,744	401,431	461,286	507,380
51206 WAGE PKG-SALARIES	0	(1,427)	0	0
51207 WAGE PKG-PERFORMANCE	12,738	16,782	15,499	11,365
51210 OVERTIME	21,227	17,413	16,500	16,500
51215 ACHIEVEMENT AWARD	0	0	2,400	2,400
51220 SEASONAL/TEMPORARY	57,072	31,055	49,920	49,920
51240 RETIREMENT/TERMINATION SICK	6,201	7,723	0	0
51245 RETIREMENT/TERM VACATION	1,728	3,971	0	0
51250 SPECIAL ASSIGNMENT PAY	805	1,046	0	0
51255 CONVERSION OF SICK LEAVE	1,435	2,098	0	0
51610 PERA	42,454	46,043	54,771	56,200
51615 WORKER'S COMPENSATION	26,209	26,856	33,907	25,435
51620 EQUITABLE LIFE INSURANCE	2,080	1,795	1,880	2,064
51625 VISION CARE	550	826	783	822
51640 DENTAL INSURANCE	2,411	3,682	3,962	4,160
51655 RETIRED EMP MEDICAL INS	12,045	12,371	18,972	18,972
51665 CASH BACK	2,521	2,280	2,625	0
51690 MEDICARE	3,487	3,741	6,761	7,411
51695 CITY EPO MEDICAL PLAN	20,720	28,217	39,946	48,853
TOTAL SALARIES AND BENEFITS	562,427	605,902	709,212	751,482
52110 OFFICE SUPPLIES	1,894	1,909	2,500	2,500
52115 MEDICAL SUPPLIES	588	226	1,000	1,000
52120 SOFTWARE-MICRO/WORD PROCESS	1,321	622	0	250
52125 GENERAL SUPPLIES	2,731	3,188	3,500	3,500
52135 POSTAGE	1,100	1,027	1,000	1,000
52140 WEARING APPAREL	1,018	387	1,500	1,200
52145 PAINT & CHEMICAL	0	18	1,000	1,000
52150 SEED & FERTILIZER	1,890	2,351	3,000	3,000
52165 LICENSES & TAGS	16	166	100	100
52175 SIGNS	0	195	250	250
52190 JANITORIAL SUPPLIES	209	766	0	850
52205 MAINT-LANDSCAPING	2,164	3,181	4,000	3,500
52210 MAINT-TREES	3,228	1,592	15,000	10,000
52215 MAINT-GROUNDS	4,992	4,440	5,500	5,000
52220 MAINT-OFFICE MACHINES	0	0	0	50
52225 MAINT-MICROS/WORD PROCESSOR	450	450	1,250	1,000
52230 MAINT-FURNITURE & FIXTURES	0	291	0	0
52235 MAINT-MACHINERY & APPARATUS	16,121	21,158	16,000	16,000
52240 MAINT-NONFLEET VEHICLES/EQP	4,204	2,431	5,000	3,000

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**COLORADO SPRINGS COMPANIES
CEMETERIES**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52265 MAINT-BUILDINGS & STRUCTURE	1,445	4,160	3,000	2,500
52270 MAINT-WELLS & RESERVOIRS	2,945	1,685	5,000	5,000
52405 ADVERTISING SERVICES	18,513	19,694	25,000	20,000
52450 LAUNDRY & CLEANING SERVICES	1,595	522	1,750	1,500
52575 SERVICES	103,307	111,701	130,000	125,000
52605 CAR MILEAGE	0	0	150	150
52615 DUES & MEMBERSHIP	960	1,010	1,000	1,200
52625 MEETING EXPENSES IN TOWN	30	353	100	300
52635 SCHOOLING	1,794	1,770	3,000	3,000
52645 SUBSCRIPTIONS	171	107	150	150
52655 TRAVEL OUT OF TOWN	1,033	1,719	2,000	2,000
52705 COMMUNICATIONS	11,941	11,934	13,500	15,000
52735 TELEPHONE-LONG DIST CALLS	702	715	500	600
52740 GENERAL INSURANCE-CITY	271	296	2,200	2,200
52745 UTILITIES	97,651	89,945	104,000	104,000
52765 EQUIPMENT LEASE/PURCHASE	192	0	0	0
52775 MINOR EQUIPMENT	5,879	1,840	6,000	5,000
52795 RENTAL OF EQUIPMENT	1,911	444	1,500	800
52805 ADMIN PRORATED CHARGES	61,524	61,524	68,161	71,569
52806 LIEU OF TAXES	0	0	3,089	7,000
52872 MAINT-FLEET VEHICLES/EQP	7,155	11,074	8,500	8,500
52874 OFFICE SERVICES PRINTING	1,493	2,459	1,500	1,500
52875 OFFICE SERVICES RECORDS	0	0	0	50
52880 PURCHASES FOR RESALE	46,490	40,200	47,000	45,000
52970 ENVIRON PROTECTION PROGRAM	2,031	1,862	2,076	2,100
65170 TRANSFER TO OTHER FUNDS	9,836	9,898	10,036	10,520
TOTAL OPERATING	420,793	419,309	499,812	487,839
53005 CAPITALIZED EXPENDITURES	72,150	436,472	0	0
53020 MICROS/WORD PROCESSORS	46,424	12,559	4,000	2,400
53050 MACHINERY & APPARATUS	4,020	19,571	25,000	20,000
53070 VEHICLES-REPLACEMENT	0	0	30,000	18,000
53090 BUILDINGS & STRUCTURES	37,493	423,846	46,000	40,000
TOTAL OPERATING CAPITAL	160,087	892,448	105,000	80,400
65075 INTEREST	0	0	0	25,000
65185 PRINCIPAL	0	0	0	70,605
TOTAL CIP PROJECTS	0	0	0	95,605
ORGANIZATION TOTAL	1,143,307	1,917,659	1,314,024	1,415,326

Human Services Complex

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

BUDGET SUMMARY

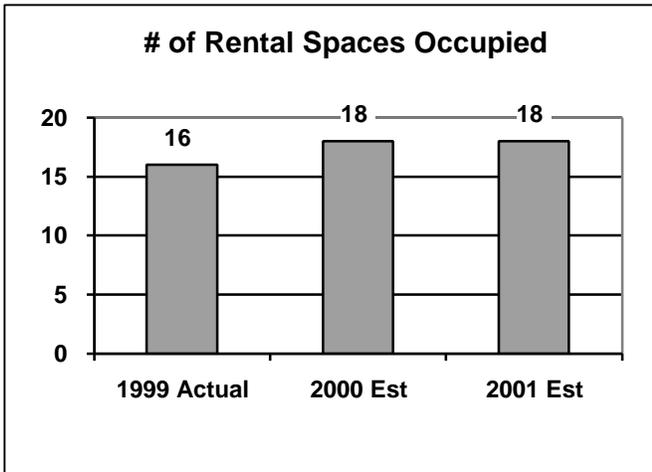
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
<u>Sources of Funds</u>				
Rental Income	\$282,886	\$227,938	\$225,700	\$232,000
Interest	24,843	21,734	15,000	15,000
Environmental Reimbursement	0	176,704	40,000	30,000
Senior Classes	0	7,759	5,000	4,300
Miscellaneous	461	3,578	4,300	4,000
Total	\$308,190	\$437,713	\$290,000	\$285,300
<u>Uses of Funds</u>				
Salary/Benefits	\$ 32,199	\$ 37,576	\$ 36,396	\$ 40,573
Operating	282,735	95,891	120,284	119,413
Capital Outlay	(8,831)	87,812	40,000	0
Capital Improvement Projects	0	0	115,000	155,000
Total	\$306,103	\$221,279	\$311,680	\$314,986
Amount Available To Appropriate*	\$284,244	\$489,641	\$467,961	\$438,275

* The amount available to appropriate 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 Unit.

PERSONNEL

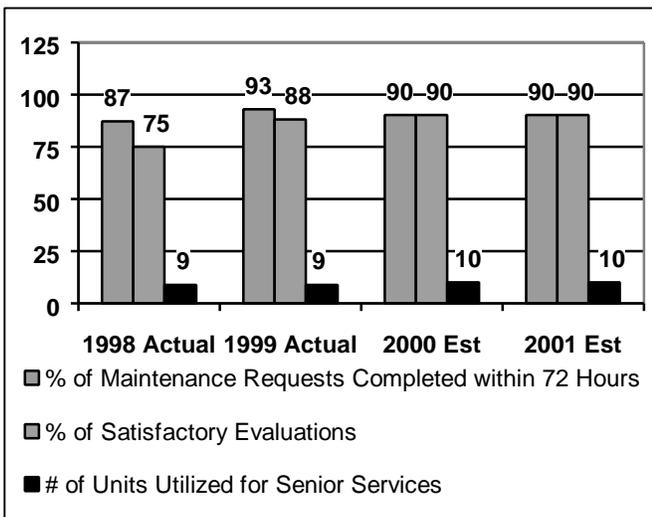
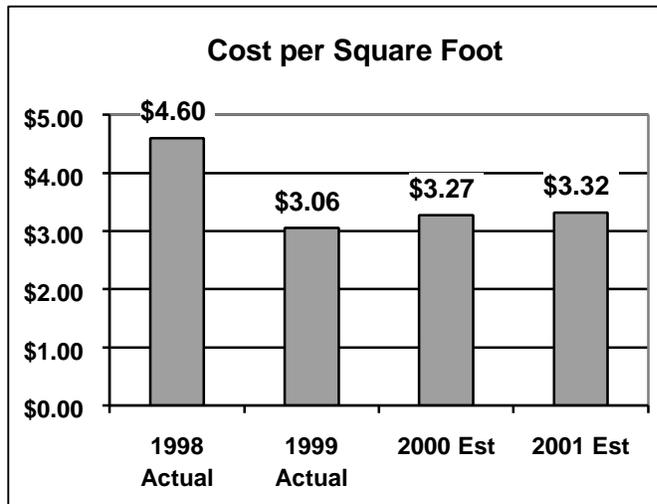
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
General	1	1	1	1
FTE Total	1	1	1	1

PERFORMANCE INDICATORS



From 1999 to 2000, the number of occupied spaces within the Complex increased. The 2000 occupancy rate is expected to extend into 2001. Although seven leases expire in 2001, it is expected that all current tenants will renew their leases.

As the number of occupied space increases, the operational cost per square foot for the Complex will decrease. However, the occupancy rates are expected to be maintained at the 2000 level, and operational costs for 2001 are slightly higher than 2000. This will result in the 2001 operational cost per square foot to be slightly higher. The target cost per square foot is \$3.25.



The timely completion of maintenance requests is an important component of customer and tenant services. The percentage of the work requests completed within 72 hours has remained approximately 90 percent, resulting in a customer satisfaction evaluation 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 seniors is key to the mission; and it is expected that in 2001, the number of tenants providing these services will slightly surpass the 1999 levels and equal the 2000 levels. The target for 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 12.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$3,889 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.

MAJOR OBJECTIVES

OBJECTIVE – Implement the Use Plan

Provide, through rental leases, the delivery of services to the elderly and the surrounding neighborhoods in accordance with the Use Plan.

OBJECTIVE – Coordinate the Petroleum Remediation and Perchloroethylene cleanup projects.

Meet the guidelines of the State's Oil Inspection Section and work with the Environmental Services staff to address the environmental projects at the Complex.

OBJECTIVE – Finalize the parking lot redesign and drainage project.

Complete the third and final phase of the parking lot project.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**COLORADO SPRINGS COMPANIES
HUMAN SERVICES COMPLEX**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	21,721	23,230	23,873	27,478
51207 WAGE PKG-PERFORMANCE	895	4,338	802	616
51210 OVERTIME	179	212	0	0
51220 SEASONAL/TEMPORARY	0	114	2,016	2,304
51230 SHIFT DIFFERENTIAL	1,294	1,146	1,400	1,400
51240 RETIREMENT/TERMINATION SICK	461	409	0	0
51245 RETIREMENT/TERM VACATION	(78)	176	0	0
51299 SALARIES REIMBURSEMENTS	1,000	0	0	0
51610 PERA	2,313	2,412	2,892	2,917
51615 WORKER'S COMPENSATION	1,105	1,582	1,136	1,010
51620 EQUITABLE LIFE INSURANCE	120	95	95	110
51625 VISION CARE	55	61	58	63
51640 DENTAL INSURANCE	134	279	305	320
51665 CASH BACK	731	0	0	0
51690 MEDICARE	334	335	440	469
51695 CITY EPO MEDICAL PLAN	1,934	3,187	3,379	3,886
TOTAL SALARIES & BENEFITS	32,199	37,576	36,396	40,573
52125 GENERAL SUPPLIES	939	556	1,000	650
52145 PAINT & CHEMICAL	0	176	100	100
52407 TRAVEL PROGRAMS	0	7,635	0	5,000
52455 LAWN & MAINTENANCE SERVICES	0	0	0	500
52475 ENVIRONMENTAL SERVICES	0	0	0	32,500
52575 SERVICES	218,223	27,994	41,000	58,000
52490 TEMP EMPLOYMENT SERVICES	0	0	0	500
52725 RENTAL OF PROPERTY	49,776	44,561	54,182	0
52740 GENERAL INSURANCE	0	1,369	0	1,370
52775 MINOR EQUIPMENT	334	0	500	450
52805 ADMIN PRORATED CHARGES	6,156	6,156	6,000	6,300
52806 PAYMENT IN LIEU OF TAXES	0	0	3,798	3,988
52876 PASSTHROUGH EXPENSES	6,323	6,454	12,700	9,000
65170 TRANSFER TO OTHER FUNDS	984	990	1,004	1,055
TOTAL OPERATING	282,735	95,891	120,284	119,413
53005 CAPITALIZED EXPENDITURES	0	53,843	0	0
53090 BUILDINGS & STRUCTURES	(8,831)	33,969	155,000	155,000
TOTAL CAPITAL OUTLAY	(8,831)	87,812	155,000	155,000
ORGANIZATION TOTAL	306,103	221,279	311,680	314,986

Parking System

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.

SERVICES

- Provide monthly 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 operation of off-street public parking facilities
- Provide technical expertise in parking operations and related issues for other City agencies: Airport, Courthouse, CSPD, etc.
- Provide hourly public off-street parking
- Provide funding to City Code Enforcement for parking enforcement personnel
- Administer the collection and maintenance of on-street trash receptacles in downtown and Old Colorado City areas
- Evaluate existing and future public parking needs and plan for additional system capacity

BUDGET SUMMARY

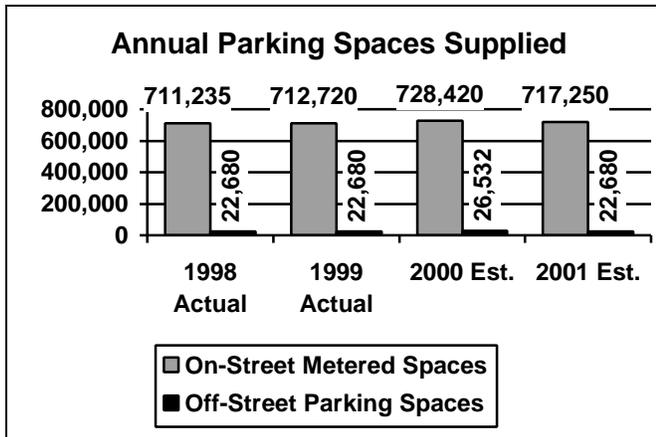
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
<u>Sources of Funds</u>				
Monthly Parking	\$1,019,554	\$ 992,455	\$1,008,960	\$1,040,700
Transient Parking	156,545	152,490	144,120	140,256
Parking Meters and Hoods	1,278,992	1,279,022	1,282,000	1,352,000
Interest Earned Fund Balance	177,554	187,939	275,000	275,000
Miscellaneous	40,926	30,475	42,870	39,570
Total	\$2,673,571	\$2,642,381	\$2,752,950	\$2,847,526
<u>Uses of Funds</u>				
Salary/Benefits	\$ 279,218	\$ 283,903	\$ 409,002	\$ 431,521
Operating	507,832	549,482	605,321	790,520
Capital Outlay	639,573	350,353	181,900	530,000
Bond Payment – Principal	0	315,000	325,000	335,000
Bond Payment - Interest	0	283,421	379,776	370,026
Capital Improvement - Electronic Meters	0	0	50,000	75,000
Capital Improvement - POC Garage	0	0	0	2,325,000
Capital Improvement - Old City Hall Lot	0	0	0	600,000
Total	\$1,426,623	\$1,782,159	\$1,950,999	\$5,457,067
Amount Available To Appropriate*	\$2,915,346	\$3,733,196	\$4,535,147	\$1,925,606

* The amount available to appropriate 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 Unit.

PERSONNEL

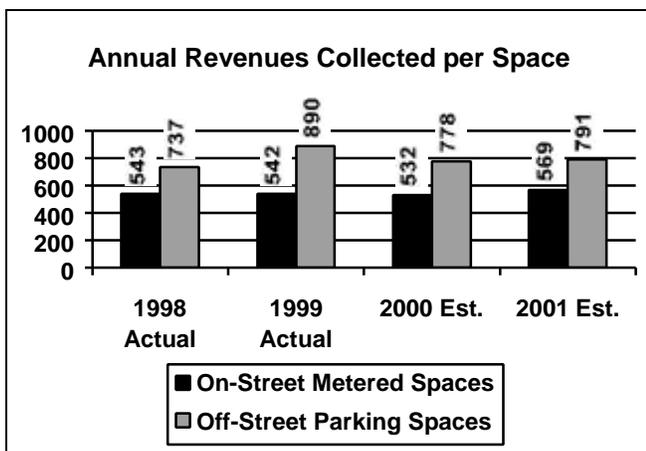
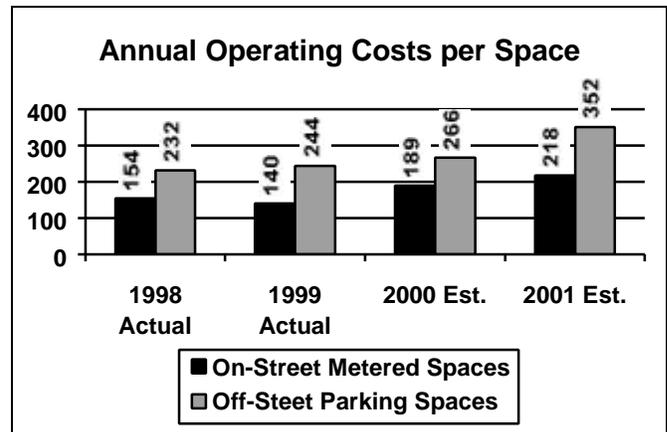
	1998	1999	2000	2001
Classification	Actual	Actual	Budget	Budget
Manager	1	1	1	1
Professional	1	1	1	1
Paraprofessional	1	1	1	1
General	6	6	6	6
FTE Total	9	9	9	9

PERFORMANCE INDICATORS



Total spaces were estimated to increase in 2000 with the Downtown Action Plan (DAP) improvements and off-street expansion project. However, the DAP was revised to reduce the total number of new spaces, and the off-street expansion project will not be completed until the third quarter of 2001.

Operational costs for on-street parking is estimated to decrease with the continued installation of electronic meters. However, off-street operational costs are projected to increase with rising service costs.



On-street revenues declined slightly during construction of the DAP improvements. Once these improvements are completed, revenues are anticipated to increase through 2001. Revenues from current off-street parking are at capacity. However, these are estimated to increase in 2001 with the completion of the planned off-street expansion project.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$22,519 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are entered into each department/unit's budget. Decreased funding of \$2,688 is included for 2001 telecommunication charges.
- In 2001, the Parking System will begin construction of the Police Operations Center Parking Garage, estimated to cost \$2,300,000, and the Old City Hall parking lot, estimated to cost \$600,000. Additionally, \$75,000 is budgeted for continued replacement of mechanical parking meter mechanisms and \$350,000 will be used for Phase III of the Downtown Action Plan.

MAJOR OBJECTIVES

OBJECTIVE – Proceed with the second phase of the electronic meter conversion.

Capital funds are budgeted for the second year of a four-year program to replace all of the old mechanical meter mechanisms with new electronic mechanisms. In addition, a new computer and three hand-held units will also be purchased for auditing and reporting capabilities.

OBJECTIVE – Increase off-street parking capacity.

Construction of this planned facility should begin immediately after the first of the year. Construction is estimated to take approximately 8 - 10 months.

OBJECTIVE – Continue funding commitment for the Downtown Action Plan (DAP) improvements.

Funds are budgeted to complete the final design for Phase III improvements within the Business Improvement District (BID) or to complete construction of additional block faces within Phase II.

OBJECTIVE – Enhance public on-street parking availability in the Lowell Redevelopment area.

Participate with the Police Operation Center (POC) and City Development staff in the development of an off-street parking facility for the POC. Moving POC staff from on-street parking into an off-street facility will greatly enhance the availability of on-street parking for this area. The Parking System will provide financial assistance for this project along with technical support during the design process and project management assistance during its construction.

OBJECTIVE – Enhance off-street parking for Old City Hall and Municipal Court.

The Parking System has plans to purchase and raze the Udick Building while working with Old City Hall architects to design and develop a surface parking facility to accommodate staff relocated from the City Administration Building (CAB) and Municipal Court.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**COLORADO SPRINGS COMPANIES
PARKING SYSTEM**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	205,492	212,562	315,097	337,173
51206 WAGE PKG-SALARIES	0	(753)	0	0
51207 WAGE PKG-PERFORMANCE	7,137	6,844	10,587	7,522
51210 OVERTIME	3,905	5,054	4,100	4,100
51215 ACHIEVEMENT AWARD	0	0	1,500	0
51240 RETIREMENT/TERMINATION SICK	10,229	3,185	0	0
51245 RETIREMENT/TERM VACATION	2,846	1,579	0	0
51260 VACATION BUY	349	188	0	0
51299 SALARIES REIMBURSEMENTS	(892)	(293)	0	0
51610 PERA	21,735	22,230	31,311	32,182
51615 WORKER'S COMPENSATION	4,540	4,974	5,451	4,287
51620 EQUITABLE LIFE INSURANCE	1,089	816	1,286	1,349
51625 VISION CARE	313	370	540	567
51640 DENTAL INSURANCE	1,548	1,816	2,742	2,880
51665 CASH BACK	1,329	855	0	0
51670 PARKING FOR EMPLOYEES	1,040	880	2,160	2,160
51690 MEDICARE	2,013	1,942	3,380	4,247
51695 CITY EPO MEDICAL PLAN	16,545	21,654	30,848	35,054
TOTAL SALARIES AND BENEFITS	279,218	283,903	409,002	431,521
52110 OFFICE SUPPLIES	103	0	200	500
52111 PAPER SUPPLIES	0	0	0	500
52120 SOFTWARE-MICRO/WORD PROCESS	250	0	1,300	0
52125 GENERAL SUPPLIES	4,360	1,179	10,600	300
52135 POSTAGE	30	53	0	100
52140 WEARING APPAREL	404	472	900	1,000
52145 PAINT & CHEMICAL	1,746	2,662	2,000	2,800
52190 JANITORIAL SUPPLIES	0	0	0	100
52225 MAINT-MICROS/WORD PROCESSOR	250	475	600	500
52235 MAINT-MACHINERY & APPARATUS	0	69	2,700	2,500
52260 MAINT-METERS	11,064	28,347	21,225	32,000
52265 MAINT-BUILDINGS & STRUCTURE	1,803	19,356	26,600	29,000
52405 ADVERTISING SERVICES	0	1,148	0	0
52410 BUILDING SECURITY SERVICES	0	0	0	15,600
52415 CONTRACTS & SPEC PROJECTS	0	0	0	324,080
52435 GARBAGE REMOVAL SERVICES	0	0	0	22,300
52575 SERVICES	269,561	297,419	285,195	40,500
52615 DUES & MEMBERSHIP	750	710	1,000	900
52630 TRAINING	0	0	0	800

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**COLORADO SPRINGS COMPANIES
PARKING SYSTEM**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52635 EMPLOYEE EDUCATIONAL ASSIST	379	715	800	0
52655 TRAVEL OUT OF TOWN	0	903	2,635	2,000
52705 COMMUNICATIONS	5,955	8,168	13,500	10,812
52725 RENTAL OF PROPERTY	13,590	14,546	20,000	15,300
52735 TELEPHONE-LONG DIST CALLS	1,651	622	1,100	800
52740 GENERAL INSURANCE-CITY	18,456	9,512	6,565	33,710
52745 UTILITIES	71,170	59,623	82,725	85,600
52775 MINOR EQUIPMENT	(321)	1,037	4,300	3,000
52805 ADMIN PRORATED CHARGES	70,068	70,068	66,332	93,110
52806 PAYMENT IN LIEU OF TAXES	0	0	22,337	37,246
52872 MAINT-FLEET VEHICLES/EQP	6,233	2,286	2,000	2,000
52874 OFFICE SERVICES PRINTING	822	419	600	1,750
52875 OFFICE SERVICES RECORDS	0	0	0	100
65170 TRANSFER TO OTHER FUNDS	29,508	29,693	30,107	31,612
TOTAL OPEARATING	507,832	549,482	605,321	790,520
53005 CAPITALIZED EXPENDITURES	35,927	1,696,960	0	0
53020 MICROS/WORD PROCESSORS	2,571	0	1,000	0
53030 FURNITURE & FIXTURES	4,774	0	2,500	1,500
53050 MACHINERY & APPARATUS	6,955	2,486	19,400	23,500
53090 BUILDINGS & STRUCTURES	589,346	(1,349,093)	159,000	505,000
TOTAL CAPITAL OUTLAY	639,573	350,353	181,900	530,000
65075 INTEREST	0	283,420	379,776	370,026
65185 PRINCIPLE	0	315,000	325,000	335,000
65000 ELECTRONIC METER PROJECT	0	0	50,000	75,000
65000 POC GARAGE	0	0	0	2,325,000
65000 OLD CITY HALL LOT	0	0	0	600,000
TOTAL CIP PROJECTS	0	598,420	754,776	3,705,026
ORGANIZATION TOTAL	1,426,623	1,782,158	1,950,999	5,457,067

Patty Jewett Golf Course

MISSION

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
- Tournament and group outings
- Driving range
- Junior golf programs
- Group and individual lesson programs for children and adults
- High school and middle school golf Programs
- Putting green
- Corporate/industrial leagues
- Full-service clubhouse and banquet facility
- Men’s and women’s associations
- Golf cart and club rentals

BUDGET SUMMARY

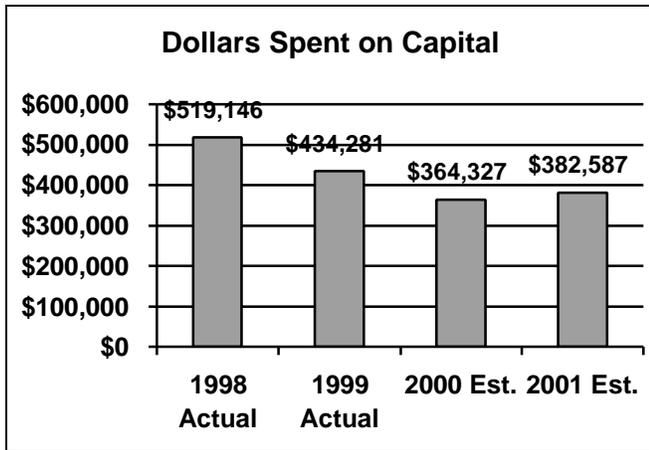
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
<u>Sources of Funds</u>				
Annual Permit Fees	\$ 100,675	\$ 105,950	\$ 97,625	\$ 101,375
Daily 9 & 18 Hole-Resident/Non-Resident	996,968	1,038,594	1,085,168	1,057,851
Cart Fees	221,035	236,170	188,862	206,299
Concessions	93,351	99,791	73,207	76,736
Operating Fee-Daily	175,296	208,962	204,236	209,242
Miscellaneous	7,451	7,146	7,047	6,993
Gain/Loss On Sales Of Assets	0	(120)	0	0
Interest	55,385	53,687	45,648	53,687
Total	\$1,650,161	\$1,750,180	\$1,701,793	\$1,712,183
<u>Uses of Funds</u>				
Salary/Benefits	\$ 472,077	\$ 521,579	\$ 583,564	\$ 615,051
Operating	792,374	730,249	764,545	784,998
Capital Outlay	519,146	434,281	364,327	382,587
Total	\$1,783,597	\$1,686,109	\$1,712,436	\$1,782,636
Amount Available To Appropriate*	\$ 873,912	\$1,032,250	\$1,021,607	\$ 951,154

* The amount available to appropriate 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 Unit.

PERSONNEL

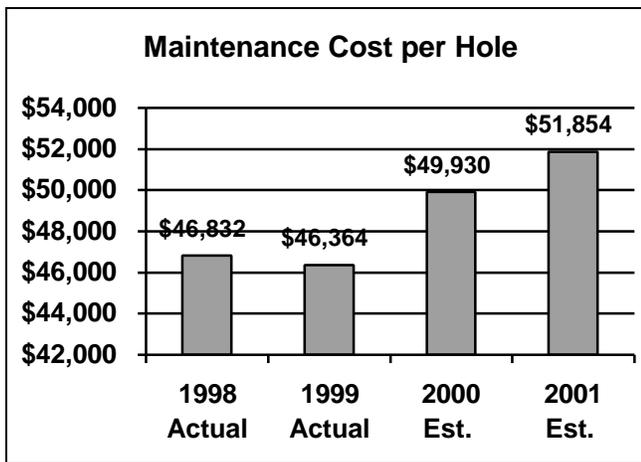
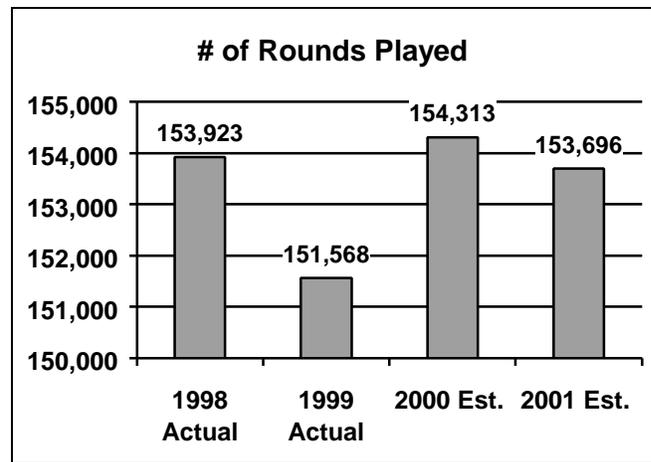
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	1.0	1.0	1.0	1.0
Supervisor	1.0	1.0	1.0	1.0
Paraprofessional	1.5	1.5	1.5	1.5
General	6.0	6.0	6.0	6.0
FTE Total	9.5	9.5	9.5	9.5

PERFORMANCE INDICATORS



Dollars spent on capital indicate the Unit's commitment to maintaining and improving facilities for customers. This is a crucial aspect of maintaining the value of the Unit's assets and the primary function of the fee maintenance program.

Number of rounds played indicates a broad range of the golf market being served. Rounds also reflect an increase in local competition.



Maintenance cost per hole is indicative of the Unit's 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.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$28,487 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are entered into each department/unit's budget. Increased funding of \$7,839 is included for 2001 telecommunication charges.
- The services account is increased \$10,000 to accommodate a possible increase in cart commission payment to the pro-shop concessionaire pending Council approval of a proposed fee increase.
- In 2001, the machinery and apparatus account is increased by \$39,087 allowing for several equipment purchases including two 3100-horsepower greens mowers.

MAJOR OBJECTIVES

OBJECTIVE – Provide a high quality golf experience.

By purchasing new state-of-the-art maintenance equipment and using quality techniques, the golfer's experience can be improved. An aggressive capital improvement program will continue to improve the quality of the facilities and maintain equipment inventory.

OBJECTIVE – Provide a high degree of customer satisfaction.

Through the continued use of surveys, customer education initiatives and customer appreciation programs relating to golf operations, pro-shops and restaurants, a higher level of customer satisfaction can be accomplished. Acquisition and maintenance of quality concessionaires is a crucial part of this objective.

OBJECTIVE – Increase the Patty Jewett Golf Course customer base.

By aggressively pursuing new customers through the Learn to Golf, Ladies Only and Junior Programs new generations of customers will be created.

OBJECTIVE – Use the fee maintenance policy to maintain a competitive position in the golf market.

The fee maintenance policy will be used to maintain financial stability and improve facilities so that a quality product can be provided to the golf consumer. A proposed fee increase will be brought before Council in approximately October of 2000.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**COLORADO SPRINGS COMPANIES
PATTY JEWETT GOLF COURSE**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	273,133	316,004	368,297	396,935
51206 WAGE PKG-SALARIES	0	(1,501)	0	0
51207 WAGE PKG-PERFORMANCE	12,368	12,815	12,375	8,891
51210 OVERTIME	22,680	15,286	12,000	12,000
51215 ACHIEVEMENT AWARD	5,585	0	900	900
51220 SEASONAL/TEMPORARY	70,844	72,493	80,865	83,865
51235 STANDBY	2,712	2,836	1,000	1,000
51240 RETIREMENT/TERMINATION SICK	5,158	4,331	0	0
51245 RETIREMENT/TERM VACATION	(234)	1,908	0	0
51250 SPECIAL ASSIGNMENT PAY	329	353	3,771	3,771
51255 CONVERSION OF SICK LEAVE	671	0	0	0
51260 VACATION BUY	177	0	0	0
51299 SALARIES REIMBURSEMENTS	(397)	(953)	0	0
51610 PERA	36,642	40,464	44,068	44,305
51615 WORKER'S COMPENSATION	9,423	13,567	13,448	10,713
51620 EQUITABLE LIFE INSURANCE	1,635	1,377	1,503	1,618
51625 VISION CARE	463	579	570	599
51640 DENTAL INSURANCE	2,010	2,662	2,893	3,040
51655 RETIRED EMP MEDICAL INS	3,290	3,382	2,148	2,148
51665 CASH BACK	174	209	0	0
51675 UNEMPLOYMENT INSURANCE	0	1,783	0	0
51690 MEDICARE	4,352	4,848	5,563	5,978
51695 CITY EPO MEDICAL PLAN	21,062	29,138	34,163	39,288
TOTAL SALARIES AND BENEFITS	472,077	521,579	583,564	615,051
52105 MISCELLANEOUS OPERATING	17,656	28,419	0	0
52110 OFFICE SUPPLIES	1,078	1,235	3,500	2,500
52115 MEDICAL SUPPLIES	48	0	525	525
52125 GENERAL SUPPLIES	12,103	16,914	12,000	12,000
52135 POSTAGE	74	313	0	0
52140 WEARING APPAREL	2,243	2,037	3,000	3,000
52145 PAINT & CHEMICAL	2,216	183	3,000	3,000
52150 SEED & FERTILIZER	47,554	50,778	45,000	50,000
52155 AUTOMOTIVE	513	659	3,500	2,500
52175 SIGNS	392	0	3,500	2,500
52205 MAINT-LANDSCAPING	2,607	0	4,500	4,500
52210 MAINT-TREES	2,327	0	10,000	10,000
52215 MAINT-GROUNDS	14,643	25,093	24,000	24,000
52220 MAINT-OFFICE MACHINES	592	275	700	700

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**COLORADO SPRINGS COMPANIES
PATTY JEWETT GOLF COURSE**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
2225 MAINT-MICROS/WORD PROCESSOR	375	425	1,000	1,000
52230 MAINT-FURNITURE & FIXTURES	0	0	1,250	1,250
52235 MAINT-MACHINERY & APPARATUS	27,310	32,523	32,000	33,600
52240 MAINT-NONFLEET VEHICLES/EQP	14,977	3,391	12,000	6,000
52250 MAINT-RADIOS-ALLOCATION	0	0	12,000	6,360
52265 MAINT-BUILDINGS & STRUCTURE	3,025	25,153	10,000	10,000
52270 MAINT-WELLS & RESERVOIRS	9,718	8,220	14,000	14,000
52280 MAINT-ROADS & BRIDGES	1,230	33	4,000	4,000
52405 ADVERTISING SERVICES	12,177	4,766	13,000	13,000
52450 LAUNDRY & CLEANING SERVICES	6,637	3,609	5,000	6,000
52575 SERVICES	291,972	257,322	225,000	235,000
52605 CAR MILEAGE	407	325	1,400	1,400
52615 DUES & MEMBERSHIP	2,070	2,345	1,750	2,300
52625 MEETING EXPENSES IN TOWN	641	760	250	250
52635 SCHOOLING	1,560	3,788	4,000	4,000
52645 SUBSCRIPTIONS	302	0	300	300
52655 TRAVEL OUT OF TOWN	1,836	4,490	3,500	5,500
52705 COMMUNICATIONS	28,553	29,962	29,000	36,839
52735 TELEPHONE-LONG DIST CALLS	884	719	600	600
52740 GENERAL INSURANCE-CITY	5,828	2,565	2,564	2,564
52745 UTILITIES	133,166	110,425	140,868	140,868
52765 EQUIPMENT LEASE/PURCHASE	11,189	(22,905)	0	0
52775 MINOR EQUIPMENT	3,009	3,282	8,500	10,000
52795 RENTAL OF EQUIPMENT	2,689	3,268	3,000	3,000
52805 ADMIN PRORATED CHARGES	90,120	90,120	94,626	99,357
52872 MAINT-FLEET VEHICLES/EQP	8,646	9,324	12,000	12,000
52874 OFFICE SERVICES PRINTING	729	698	1,500	1,500
52923 TEL/COM PASSTHRU	0	276	0	0
52970 ENVIRON PROTECTION PROGRAM	753	753	750	750
65170 TRANSFER TO OTHER FUNDS	28,524	28,704	17,462	18,335
TOTAL OPERATING	792,374	730,249	764,545	784,998
53005 CAPITALIZED EXPENDITURES	226,253	228,356	0	0
53020 MICROS/WORD PROCESSORS	0	2,177	0	0
53050 MACHINERY & APPARATUS	81,130	70,307	122,000	161,087
53090 BUILDINGS & STRUCTURES	211,763	133,441	242,327	221,500
TOTAL CAPITAL OUTLAY	519,146	434,281	364,327	382,587
ORGANIZATION TOTAL	1,783,597	1,686,109	1,712,436	1,782,636

Pikes Peak-America's Mountain

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

BUDGET SUMMARY

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
<u>Sources of Funds</u>				
Tollgate Entry Fees	\$2,044,064	\$1,875,205	\$2,200,000	\$2,310,000
ARAMARK Concession Fee	362,274	370,397	400,000	571,000
Crystal Reservoir Center	194,398	173,473	200,000	0
Tower Optical Viewers	1,532	2,286	1,000	2,400
Fuel Oil	3,944	0	0	0
Electricity	4,011	0	0	0
Miscellaneous	113,955	134,368	100,000	220,230
Admin Revenue	0	4,124	0	0
Cash Over/Short Tollgate	3,825	1,752	0	0
Cash Over/Short Crystal	6	118	0	0
Sale of Property	(13,716)	377	0	0
Gain/Loss on Sale of Assets	1,214	0	0	0
Interest	19,692	26,586	30,000	30,000
Transfers From Other Funds	82,494	30,000	70,230	0
Total	\$2,817,693	\$2,618,686	\$3,001,230	\$3,133,630
<u>Uses of Funds</u>				
Salary/Benefits	\$1,158,686	\$1,287,436	\$1,426,381	\$1,462,851
Operating	1,085,029	1,195,349	1,621,339	1,672,312
Capital Outlay	29,936	79,512	184,400	181,000
Total	\$2,273,651	\$2,562,297	\$3,232,120	\$3,316,163
Amount Available To Appropriate*	\$ 617,410	\$ 716,621	\$ 485,731	\$ 303,198

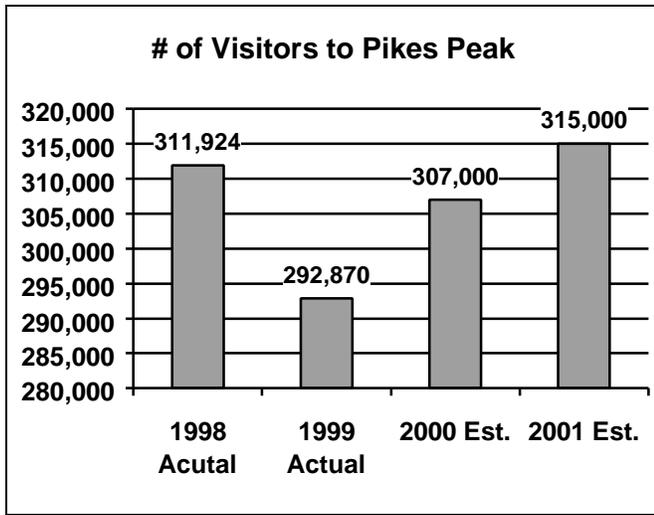
* The amount available to appropriate is not the same amount as the fund balance as stated on the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Unit.

PERSONNEL

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	1	1	1	1
Supervisor	2	2	2	2
Professional	4	4	4	*3
Paraprofessional	7	7	7	7
General	9	9	9	11
FTE Total	23	23	23	24

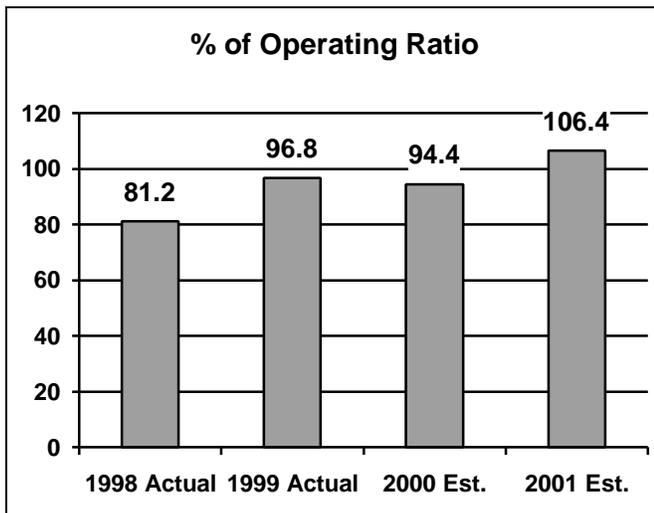
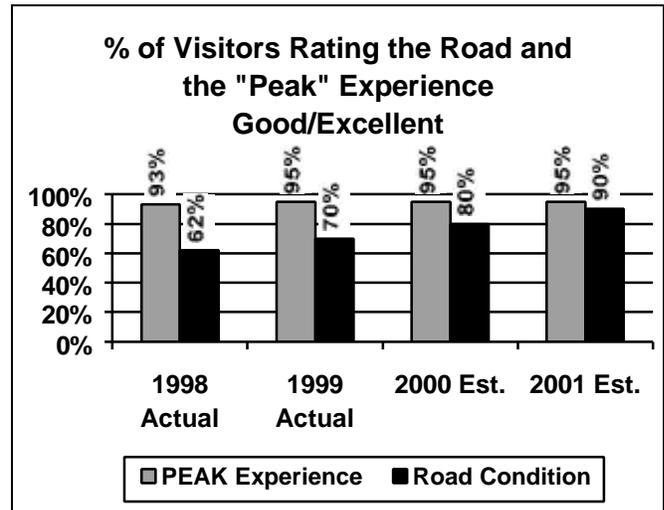
NOTE: During 2000, one professional position was dissolved to fund two general positions, for a gain of one FTE.

PERFORMANCE INDICATORS



There was a drop in visitations from 1998 to 1999. Based on early year-to-date figures for 2000, visitations are predicted to increase by year-end. An increase in the marketing budget will allow the Unit to target visitation to 315,000 for 2001.

While 95 percent of the Pikes Peak – America’s Mountain visitors rate the total “Peak” experience good or excellent, many of them feel guardrails would be an improvement to the road conditions. This is reflected in the 62 percent rating in 1998, 70 percent in 1999, and estimated 80 percent in 2000. The safety statistics outweigh the requests for guardrails.



A near 100 percent operating ratio indicates that all revenues made by Pikes Peak – America’s Mountain are being put back into the mountain as enhancements and upgrades. The 2000 estimated figure is based on the estimated \$400,000 return to the fund balance. The targeted 2001 shows that the revenues collected will not cover the total project operating expense for that year. Fund balance money will be used to cover the difference.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$61,155 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are entered into each department/unit's budget. Increased funding of \$5,545 is included for 2001 telecommunication charges.
- In March of 2000, the Pikes Peak staff changed one professional position to two general positions. The 2001 classification numbers reflect this change.
- In 2001, the operational units will be consolidated into two, which are Pikes Peak Administration and Tollgate and Pikes Peak Garage and Facilities
- Budgeted funds were redistributed to new accounts to more accurately reflect spending patterns.

MAJOR OBJECTIVES

OBJECTIVE – Develop and enhance first-class interpretive programs.

Interpretive programs and developments 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 primary concerns. An ongoing implementation of Master Plan projects for signage and interpretive programs will take place in 2001. Two turnouts at a cost of \$30,000 each have been budgeted. Locations of the turnouts will be based on terrain, views, and road safety.

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. The staff will strive to enhance, upgrade, replace, and/or remove existing facilities in the Pikes Peak corridor and add new facilities as deemed necessary. In 2001, fundraising efforts will continue for a new Summit House and to continue the existing facility maintenance program. The in-house program for maintenance, repair, and upgrade of existing facilities will cost approximately \$120,000.

OBJECTIVE – Provide safe, environmentally sensitive access to “America's Mountain.”

Efforts to protect and enhance the natural environment will be addressed during the 2001 budget. A total of \$498,700 is budgeted for ongoing maintenance activities to include elements of the erosion sedimentation project plan.

OBJECTIVE – Provide educational and recreational opportunities.

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 the environment, climate, weather, water, geology, geography, wildlife, life zones, trees, wildflowers, people of Pikes Peak, and history. An outside curriculum consultant will be retained to develop a total package.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**COLORADO SPRINGS COMPANIES
PIKES PEAK – AMERICA’S MOUNTAIN**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	734,256	779,453	935,018	1,006,503
51206 WAGE PKG-SALARIES	0	(3,213)	0	0
51207 WAGE PKG-PERFORMANCE	29,713	24,393	31,417	22,546
51210 OVERTIME	37,505	55,966	60,000	43,000
51220 SEASONAL/TEMPORARY	131,588	172,707	130,000	119,600
51240 RETIREMENT/TERMINATION SICK	7,199	12,685	0	0
51245 RETIREMENT/TERM VACATION	12,677	4,031	2,000	2,000
51250 SPECIAL ASSIGNMENT PAY	0	0	2,000	0
51255 CONVERSION OF SICK LEAVE	103	171	1,500	1,500
51260 VACATION BUY	517	573	0	0
51265 GRIP PROGRAM	0	274	0	0
51299 SALARIES REIMBURSEMENTS	(2,186)	6,847	0	0
51610 PERA	86,483	94,596	107,515	107,845
51615 WORKER'S COMPENSATION	50,513	52,905	58,117	43,567
51620 EQUITABLE LIFE INSURANCE	4,185	3,391	3,817	4,091
51625 VISION CARE	1,154	1,634	1,380	1,512
51640 DENTAL INSURANCE	5,316	7,526	7,006	7,680
51655 RETIRED EMP MEDICAL INS	4,439	5,438	3,588	4,088
51665 CASH BACK	3,310	3,074	0	0
51670 PARKING FOR EMPLOYEES	480	1,760	200	1,500
51690 MEDICARE	8,724	9,701	11,308	12,483
51695 CITY EPO MEDICAL PLAN	42,710	53,524	71,515	84,936
TOTAL SALARIES AND BENEFITS	1,158,686	1,287,436	1,426,381	1,462,851
52105 MISCELLANEOUS OPERATING	29,578	34,659	0	0
52110 OFFICE SUPPLIES	1,894	1,154	2,100	2,500
52115 MEDICAL SUPPLIES	1,256	516	600	850
52120 SOFTWARE-MICRO/WORD PROCESS	1,109	473	5,000	10,500
52122 CELLULAR PHONES	0	0	0	4,200
52125 GENERAL SUPPLIES	50,976	22,553	2,100	14,500
52126 ELECTRICAL SUPPLIES	0	0	0	2,000
52127 CONSTRUCTION SUPPLIES	0	0	0	2,000
52128 PLUMBING SUPPLIES	0	0	0	2,000
52129 HVAC SUPPLIES	0	0	0	2,000
52131 CONCRETE SUPPLIES	0	0	0	2,000
52135 POSTAGE	958	1,173	1,000	1,550

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**COLORADO SPRINGS COMPANIES
PIKES PEAK – AMERICA’S MOUNTAIN**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52140 WEARING APPAREL	16,705	764	2,000	4,500
52145 PAINT & CHEMICAL	36,469	0	0	0
52150 SEED & FERTILIZER	653	0	0	0
52155 AUTOMOTIVE	15,579	20	500	3,000
52160 FUEL	20,591	71,906	45,000	35,000
52165 LICENSES & TAGS	461	26	0	1,000
52170 SPECIAL, PHOTOGRAPHY, ETC	59	0	0	200
52175 SIGNS	374	126	50	500
52185 AGGREGATE MATERIAL	4,927	169	0	0
52190 JANITORIAL SUPPLIES	9	0	1,050	3,000
52215 MAINT-GROUNDS	133	0	0	0
52220 MAINT-OFFICE MACHINES	0	0	0	3,000
52225 MAINT-MICROS/WORD PROCESSOR	700	700	1,750	0
52230 MAINT-FURNITURE & FIXTURES	2,200	0	0	0
52235 MAINT-MACHINERY & APPARATUS	83,821	77,867	1,000	1,500
52240 MAINT-NONFLEET VEHICLES/EQP	4,427	20,983	85,000	160,000
52250 MAINT-RADIOS-ALLOCATION	9,888	13,680	10,000	10,000
52265 MAINT-BUILDINGS & STRUCTURE	39,059	27,552	25,000	46,000
52280 MAINT-ROADS & BRIDGES	1,771	74,868	700,000	375,000
52405 ADVERTISING SERVICES	117,646	178,070	139,000	200,000
52450 LAUNDRY & CLEANING SERVICES	328	0	0	11,450
52570 REIMBURSABLE SERVICES	0	0	56,580	50,000
52575 SERVICES	349,970	278,155	112,700	272,520
52605 CAR MILEAGE	1,033	423	600	200
52615 DUES & MEMBERSHIP	3,354	1,251	1,000	1,620
52625 MEETING EXPENSES IN TOWN	5,863	2,071	1,000	2,000
52635 SCHOOLING	1,230	7,964	1,500	6,000
52645 SUBSCRIPTIONS	864	299	130	400
52655 TRAVEL OUT OF TOWN	7,083	8,804	5,000	14,000
52705 COMMUNICATIONS	38,219	47,772	48,000	53,545
52735 TELEPHONE-LONG DIST CALLS	1,201	2,413	1,000	1,100
52740 GENERAL INSURANCE-CITY	6,190	2,724	2,724	10,000
52745 UTILITIES	75,259	68,099	28,420	44,000
52765 EQUIPMENT LEASE/PURCHASE	0	0	0	44,000
52775 MINOR EQUIPMENT	12,012	10,658	11,500	10,500
52795 RENTAL OF EQUIPMENT	394	158	124,000	73,400
52805 ADMIN PRORATED CHARGES	31,304	93,912	97,700	102,585
52872 MAINT-FLEET VEHICLES/EQP	4,321	5,542	0	0

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**COLORADO SPRINGS COMPANIES
PIKES PEAK – AMERICA’S MOUNTAIN**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52874 OFFICE SERVICES PRINTING	2,371	823	1,400	2,500
52880 PURCHASES FOR RESALE	51,936	90,150	60,000	20,000
52921 MAINTENANCE OF PHONES	0	0	0	15,000
52923 PC MAINTENANCE	0	0	0	1,750
52970 ENVIRON PROTECTION PROGRAM	6,645	6,814	6,793	6,793
65030 TRANSIT MANAGEMENT CONTRACT	5,062	665	0	0
65170 TRANSFER TO OTHER FUNDS	39,147	39,393	40,142	42,149
TOTAL OPEARATING	1,085,029	1,195,349	1,621,339	1,672,312
53005 CAPITALIZED EXPENDITURES	3,054	41,561	0	0
53010 OFFICE MACHINES	13,161	0	0	0
53020 MICROS/WORD PROCESSORS	6,372	2,596	3,400	4,000
53030 FURNITURE & FIXTURES	252	0	0	0
53050 MACHINERY & APPARATUS	4,030	23,355	35,000	42,000
53070 VEHICLES-REPLACEMENT	13	12,000	146,000	135,000
53090 BUILDINGS & STRUCTURES	3,054	0	0	0
TOTAL OPERATING CAPITAL	29,936	79,512	184,400	181,000
ORGANIZATION TOTAL	2,273,651	2,562,297	3,232,120	3,316,163

Valley Hi Golf Course

MISSION

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

BUDGET SUMMARY

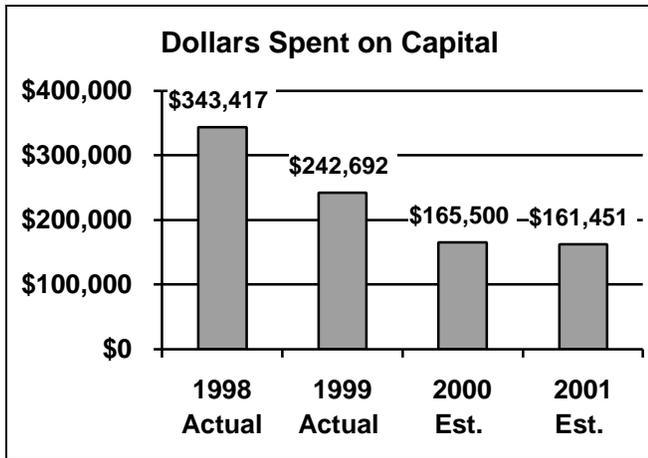
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
<u>Sources of Funds</u>				
Annual Permit Fees	\$ 72,754	\$ 70,335	\$ 62,650	\$ 61,600
Daily 9 & 18 Hole-Resident/Non-Resident	558,381	542,201	574,550	565,303
Cart Fees	188,424	177,870	168,790	182,065
Concessions	36,347	37,125	17,646	24,645
Operating Fee-Daily	123,920	118,770	125,077	125,865
Lessons	1,835	1,030	2,519	2,021
Miscellaneous	18,053	6,896	15,594	9,261
Interest	42,669	35,783	33,488	35,783
Total	\$1,042,383	\$ 999,010	\$1,000,314	\$1,006,543
<u>Uses of Funds</u>				
Salary/Benefits	\$ 250,749	\$ 252,441	\$ 304,039	\$ 317,849
Operating	601,937	645,785	552,542	608,684
Capital Outlay	343,417	242,692	165,500	161,451
Total	\$1,196,103	\$1,140,918	\$1,022,081	\$1,087,984
Amount Available To Appropriate*	\$ 586,662	\$ 586,914	\$565,147	\$ 483,706

* The amount available to appropriate 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 Unit.

PERSONNEL

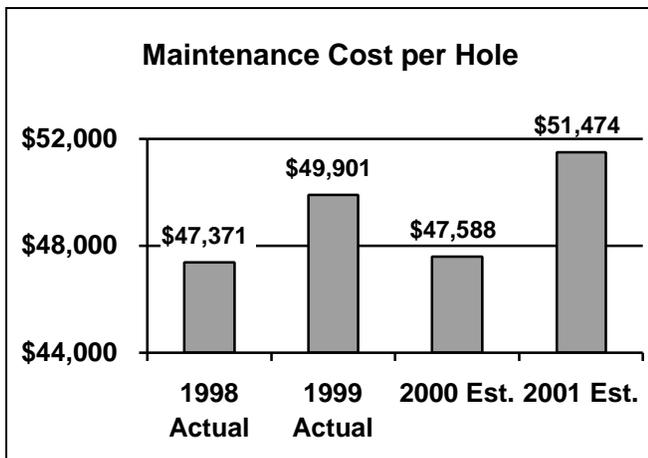
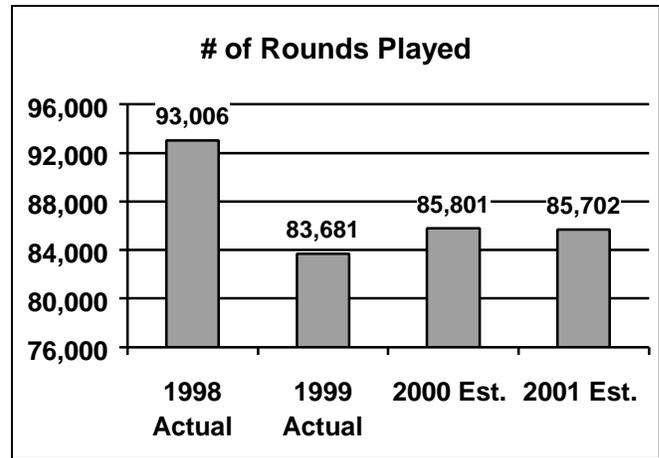
	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Classification				
Manager	0	0	0	0
Supervisor	1	1	1	1
Paraprofessional	1	1	1	1
General	3	3	3	3
FTE Total	5	5	5	5

PERFORMANCE INDICATORS



Dollars spent on capital indicate the Unit's commitment to maintaining and improving facilities for customers. This is a crucial aspect of maintaining the value of the Unit's assets and the primary function of the fee maintenance program.

Number of rounds played indicates a broad range of the golf market being served. Rounds also reflect an increase in local competition.



Maintenance cost per hole is indicative of the Unit's 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.

CHANGES TO THE BUDGET

- An increase in salaries and benefits to cover the projected market movement, salary range progression, performance pay, and the last year of implementing the civilian performance-based compensation system of \$13,809 is included. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- In 2001, all network, telecommunications, and support charges associated with the computer/telephone support services are entered into each department/unit's budget. Increase funding of \$7,202 is included for 2001 telecommunication charges.
- The services account is increased \$30,000 to accommodate a possible increase in cart commission payment to the pro-shop concessionaire pending Council approval of a proposed fee increase.

MAJOR OBJECTIVES

OBJECTIVE – Provide a high-quality golf experience.

By purchasing new state-of-the-art maintenance equipment and using quality techniques, the golfer's experience can be improved. An aggressive capital improvement program will continue to improve the quality of the facilities and maintain equipment inventory.

OBJECTIVE – Provide a high degree of customer satisfaction.

Through the continued use of surveys, customer education initiatives and customer appreciation programs relating to golf operations, pro-shops and restaurants, a higher level of customer satisfaction can be accomplished. Acquisition and maintenance of quality concessionaires is a crucial part of this objective.

OBJECTIVE – Increase the Valley Hi Golf Course customer base.

By aggressively pursuing new customers through the Learn to Golf, Ladies Only and Junior Programs, new generations of customers will be created.

OBJECTIVE – Use the fee maintenance policy to maintain a competitive position in the golf market.

The fee maintenance policy will be used to maintain financial stability and improve facilities so that a quality product can be provided to the golf consumer. A proposed fee increase will be brought before Council in approximately October.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**COLORADO SPRINGS COMPANIES
VALLEY HI GOLF COURSE**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
51205 CIVILIAN SALARIES	130,232	108,805	179,370	192,738
51206 WAGE PKG-SALARIES	0	(482)	0	0
51207 WAGE PKG-PERFORMANCE	4,669	4,435	6,027	4,317
51210 OVERTIME	6,627	10,214	1,000	1,000
51215 ACHIEVEMENT AWARD	1,750	0	500	500
51220 SEASONAL/TEMPORARY	71,644	81,557	61,590	61,590
51235 STANDBY	0	0	1,000	1,000
51240 RETIREMENT/TERMINATION SICK	(4,481)	1,250	0	0
51245 RETIREMENT/TERM VACATION	21	3,783	0	0
51260 VACATION BUY	565	630	0	0
51299 SALARIES REIMBURSEMENTS	(702)	0	0	0
51610 PERA	20,075	20,574	24,266	24,144
51615 WORKER'S COMPENSATION	7,229	8,829	6,577	5,892
51620 EQUITABLE LIFE INSURANCE	695	464	729	783
51625 VISION CARE	215	181	296	311
51640 DENTAL INSURANCE	990	836	1,523	1,599
51690 MEDICARE	2,145	2,445	3,691	3,885
51695 CITY EPO MEDICAL PLAN	9,075	8,918	17,470	20,090
TOTAL SALARIES AND BENEFITS	250,749	252,441	304,039	317,849
52105 MISCELLANEOUS OPERATING	16,972	22,419	0	0
52110 OFFICE SUPPLIES	202	273	630	630
52115 MEDICAL SUPPLIES	32	0	500	500
52120 SOFTWARE-MICRO/WORD PROCESS	0	287	0	0
52125 GENERAL SUPPLIES	6,833	6,895	9,000	8,000
52135 POSTAGE	0	72	0	0
52140 WEARING APPAREL	1,107	1,645	2,000	2,000
52145 PAINT & CHEMICAL	133	572	6,000	3,000
52150 SEED & FERTILIZER	43,065	34,892	42,000	46,200
52155 AUTOMOTIVE	156	205	1,575	1,575
52165 LICENSES & TAGS	0	0	200	200
52175 SIGNS	422	12	1,500	1,500
52205 MAINT-LANDSCAPING	136	0	3,000	3,000
52210 MAINT-TREES	1,460	3,113	4,500	6,750
52215 MAINT-GROUNDS	23,399	15,752	22,000	22,000
52220 MAINT-OFFICE MACHINES	240	69	500	500
52225 MAINT-MICROS/WORD PROCESSOR	100	375	175	175

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**COLORADO SPRINGS COMPANIES
VALLEY HI GOLF COURSE**

ACCOUNT	1998 ACTUAL	1999 ACTUAL	2000 BUDGET	2001 BUDGET
52230 MAINT-FURNITURE & FIXTURES	0	333	1,000	1,000
52235 MAINT-MACHINERY & APPARATUS	23,305	26,602	25,000	27,500
52240 MAINT-NONFLEET VEHICLES/EQP	0	501	1,000	1,000
52250 MAINT-RADIOS-ALLOCATION	0	0	0	900
52265 MAINT-BUILDINGS & STRUCTURE	7,360	6,735	10,000	15,000
52270 MAINT-WELLS & RESERVOIRS	5,848	11,597	13,000	15,500
52280 MAINT-ROADS & BRIDGES	384	0	5,000	5,000
52405 ADVERTISING SERVICES	7,620	6,657	10,000	10,000
52450 LAUNDRY & CLEANING SERVICES	3,146	2,384	2,500	2,500
52575 SERVICES	178,519	182,017	130,000	160,000
52605 CAR MILEAGE	0	0	300	300
52615 DUES & MEMBERSHIP	1,260	1,365	1,000	1,500
52625 MEETING EXPENSES IN TOWN	311	201	200	200
52635 SCHOOLING	1,425	860	2,000	2,000
52645 SUBSCRIPTIONS	15	0	200	200
52655 TRAVEL OUT OF TOWN	190	2,278	2,000	2,000
52705 COMMUNICATIONS	7,416	8,427	12,700	19,902
52735 TELEPHONE-LONG DIST CALLS	39	104	300	300
52740 GENERAL INSURANCE-CITY	9,714	4,274	4,274	4,274
52745 UTILITIES	108,791	98,103	107,000	107,000
52765 EQUIPMENT LEASE/PURCHASE	53,114	116,336	0	0
52775 MINOR EQUIPMENT	4,042	2,026	7,000	7,000
52795 RENTAL OF EQUIPMENT	2,718	1,807	5,700	5,700
52805 ADMIN PRORATED CHARGES	75,972	70,815	79,771	83,760
52806 LIEU OF TAXES	0	0	10,389	10,908
52872 MAINT-FLEET VEHICLES/EQP	11,906	11,180	12,000	12,000
52874 OFFICE SERVICES PRINTING	410	432	500	500
52970 ENVIRON PROTECTION PROGRAM	4,174	4,174	4,487	4,487
65170 TRANSFER TO OTHER FUNDS	0	0	11,641	12,223
TOTAL OPERATING	601,937	645,785	552,542	608,684
53005 CAPITALIZED EXPENDITURES	68,442	113,275	0	0
53020 MICROS/WORD PROCESSORS	0	1,476	0	0
53050 MACHINERY & APPARATUS	227,458	91,318	39,500	112,251
53080 VEHICLES-ADDITIONS	24,784	0	0	0
53090 BUILDINGS & STRUCTURES	22,733	36,623	126,000	49,200
TOTAL CAPITAL OUTLAY	343,417	242,692	165,500	161,451
ORGANIZATION TOTAL	1,196,103	1,140,918	1,022,081	1,087,984

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

	1998	1999	2000	2001
	Actual	Actual	Budget	Budget
Bus Passes - City Share	\$ 2,163	\$ 2,138	\$ 2,000	\$ 2,200
Old City Pensions	0	0	1,200	0
Pay for Performance	207,438	0	2,307,540 ¹	0
Retired Employees Insurance	738,161	809,742	1,555,820	1,831,042
Unemployment Insurance	66,512	37,520	50,000	50,000
Total Salaries and Benefits	\$ 1,014,274	\$ 849,400	\$3,916,560	\$ 1,883,242
Airport Land Payment - Annual	\$ 24,000	\$ 24,000	\$ 24,000	\$ 0
Animal Control Contract	660,373	660,369	693,031	0
Automated Payroll/Financial System	523,166	703,947	716,938	716,938
Automatic External Defibrillators	0	0	0	100,000
City Asset Study	0	0	0	0
City Hall COP Payment	0	0	0	56,741
City Hall Furniture	0	0	0	78,195
City Health - Miscellaneous Medical	15,684	14,584	0	0
Claims and Damages	0	0	20,000	0
Dangerous Building Inspection	6,816	8,347	0	0
Dues and Memberships	235,843	137,446	273,305	273,305
Educational Assistance	8,990	0	25,000	10,000
Employee Awards	0	43,599	100,000	108,000
Employee Learning Program	0	0	0	0
Environmental Protection Program	346,197	346,238	342,639	342,639
Fleet Vehicle Replacement Study	0	0	30,000	0
General Insurance	161,967	107,450	200,000	200,000
Grievance Investigations	4,181	26,634	25,000	12,000
Health Programs	143,413	117,266	96,980	96,980
Legal Defense Reserve	235,261	49,659	150,000	150,000
Machine/Weld Shop	137,470	140,612	90,994	84,390
Maintenance Costs – City Administration Building (CAB)	343,940	383,558	338,787	451,716

¹ Allocation for General Fund employees only. Performance pay for Internal Services employees are included in the Internal Services charges/allocations.

BUDGET SUMMARY (CONT.)

	1998	1999	2000	2001
	Actual	Actual	Budget	Budget
Metex	\$ 231,179	\$ 232,575	\$ 0	\$ 0
Monopole Relocation	0	1,150	0	0
Move to City Admin Building	0	0	0	1,035,100
Pay and Classification	223,112	40,301	0	0
Prebles Mouse and Migratory Bird	0	0	8,000	134,000
Purchasing - Utilities Share	0	30,990	40,381	20,937
Rental Costs – City Admin Building	444,500	444,500	444,500	592,667
Safety Program	148,457	0	0	0
Services	305,927	296,579	219,210	270,000
Strategic Plan Update	0	15,938	0	0
Streetlights – Utilities	3,600,233	3,803,071	3,716,907	0
TABOR Refund	0	478,067	0	125,370
Transfer to Other Funds	19,672	19,796	20,673	21,500
Workforce Management Council	100,173	105,896	75,000	0
Year 2000 Program	0	496,078	0	0
Total Operating Expenses	\$ 7,920,554	\$ 8,728,650	\$ 7,651,345	\$ 4,880,478
CIP - Street Overlay	0	0	0	205,088
Transfer to CIP and SCIP	22,694,517	27,976,627	14,495,017	15,127,000
Total Capital Outlay	\$22,694,517	\$27,976,627	\$14,495,017	\$15,332,088
Organization Total	\$31,629,345	\$37,554,677	\$26,062,922	\$22,095,808

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.

Old City Pensions – This is payment on a pension plan prior to PERA which involves two retired employees at \$600 per year. This payment is not necessary in 2001.

Pay for Performance – This amount is budgeted for the pay-for-performance component of the City's new salary system. For 2001, this component has been distributed to each unit's budget.

Retired Employees Insurance – City's contribution to health and life insurance plans for retired employees. Funding of \$121,000 is included for police and fire uniformed retirees' subsidy due to the increase of the monthly subsidy from \$115 to \$230 per month. An additional \$154,222 is added for the City's share of retiree health care increases.

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

Airport Land Payment - Annual – Payment to Airport for the City's share for Pacer-Frontier space. This payment is not necessary in 2001.

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 has been moved to the Police Department budget for 2001.

Automated Payroll/Financial System – Payments for the new automated payroll/financial system remain the same for 2001.

Automatic External Defibrillators (AED) – The \$100,000 is one time funding for the purchase of AED units. A study will analyze the feasibility of providing AEDs in public buildings.

City Hall Furniture – New furniture for the common use areas. Onetime funding in 2001.

City Hall and the Police Training Academy COP Payments – Lease-purchase payment on certificates of participation (COPs) 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 is budgeted in the Police Department.

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 starting in 2000.

Claims and Damages – Contingency funding to pay for any claims filed against the City. No funding is provided in 2001.

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).

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 Utilities budget.

Fleet Vehicle Replacement Study – Onetime funding was provided in 2000 for a study for reinstating a vehicle replacement fund and reviewing the City's current vehicle replacement policies.

General Insurance – Liability insurance costs for General Fund for the contribution to the Self-Insurance Fund.

Grievance Investigations – Funding is provided to pay for grievance investigations.

Health Programs – City share of the Employee Assistance Program (\$70,980), Health Plan Communication/Printing and a Medical Claims Administration audit (\$26,000). The Drug Testing and Counseling Program is provided by City-owned Memorial Hospital.

Legal Defense Reserve – Appropriation established by City Council annually or as required to pay for costs not covered by self-insurance for specialized legal services and expenses associated with legal actions against the City.

Machine/Weld Shop – Payment from the City to the Colorado Springs Utilities for its share of Machine/Weld services.

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 provides for the City to occupy the entire building for the last six months of the year.

Metex – Per the intergovernmental agreement with the City, County, and Metex, a .271 mill levy is assessed by the County to support the Metex Metropolitan District. This amount is passed through from the County to the City and then to Metex. Exact offsetting revenue is included in intergovernmental revenues. Starting in 2000, due to increased growth in the tax base of the District, Metex no longer needed the City and County assistance.

Monopole Relocation – Onetime funding in 1999 for the removal and relocation of the monopole communications tower from the Kitty Hawk neighborhood during 1999. Funding is not necessary in 2001.

Move to City Administration Building (CAB) – During 2001, City organizations that are currently leasing office space will move into space in the CAB that Colorado Springs Utilities has vacated. This funding amount is for the cost of the move (\$60,000), remodeling (\$250,000), touchup/cleanup (\$80,000), and relocating the Telecommunications Office and lines (\$645,100).

Pay and Classification – This was a onetime expense to provide training of supervisors and employees on the new Performance Planning Evaluation Process (PPEPS) and other implementation costs of the new employee compensation system. This was a onetime expense in 1998.

Prebles Mouse and Migratory Bird – There is \$4,000 for migratory bird surveys for Park Maintenance, Trails and Open Space Unit; \$80,000 for Prebles Mouse and migratory bird surveys for the Streets Unit and \$50,000 for the City Engineering Unit 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 – During 1998, the Purchasing Unit was split between Colorado Springs Utilities (CSU) and the City. A receptionist and property disposal position were still shared in 1999 and 2000. This was the City's share of both the positions paid for by CSU. When CSU vacates the CAB in 2001, the receptionist will be fully funded in the Finance Unit's budget. Therefore, the City's share has been reduced to cover only the portion of the property disposal function that CSU provides.

Rental Costs - CAB – Rental payments to the Colorado Springs Utilities for office space used by City operations housed in the City Administration Building. 2001 funding provides for the City to occupy the entire building for the last six months of the year.

Safety Program – This program was established in the General Fund during 1998. Therefore, payments are no longer made to the Utilities Department.

Services – Costs for services required by the City that do not relate to or directly benefit a particular organizational unit such as the annual financial audit (\$40,000), bonding/processing charges (\$15,000), banking services contract (\$50,000), legislative liaison (\$40,000), recodification expense (\$25,000), US Groundwater Study (\$4,500), Full Cost Allocation Plan (\$15,000), and miscellaneous services (\$80,500).

Strategic Plan Update – Onetime funds in 1999 for professional facilitation of public meetings as necessary as well as for advertising and other communications to keep the community informed throughout the update process. Funding is not necessary in 2001.

Streetlights - Utilities – This item is for the utility payment on the city’s streetlights. For 2001, these funds have been moved into the Transportation Engineering budget.

TABOR Refunds – This is the amount of revenue received over the TABOR revenue cap and will be either refunded to voters or used to fund capital improvements with voter approval.

Transfer to Other Funds – Payment for the General Fund’s share of the Colorado Springs Companies Group Support Manager’s budget which is incorporated into the Airport’s budget.

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. For 2001, the funds have been moved to the Employee Services Unit budget to fund a position 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 – For 2001, a one time General Fund contribution of \$205,088 is added to the street overlay program to restore the program funding beyond its 1999 level. This brings the total program to \$4,705,088.

Transfer to CIP and SCIP – In accordance with City Council’s strategic priority, the General Fund commits at least \$15 million each year for SCIP and the ongoing capital maintenance program.

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

	1998 Actual	1999 Budget	2000 Budget	2001 Budget
Fleet Management	\$3,981,324	\$ 4,504,822	\$ 4,629,313	\$ 5,020,813
Facilities Management	723,708	728,350	812,583	623,825
Information Technology	2,484,976	2,798,979	3,447,692	2,273,632
Office Services	353,232	393,262	386,152	422,048
Radio Communications	732,936	767,883	774,417	902,370
Real Estate Services	167,316	172,395	180,957	191,626
Risk Management	418,656	448,633	471,898	498,669
Barricading	158,738	98,766	123,103	172,652
General Insurance	504,720	500,000	500,000	500,000
Total Program Resources	\$9,525,606	\$10,413,090	\$11,326,115	\$10,605,635

OVERVIEW

These charges support general municipal operations.

The Information Technology amount is lower in 2001 due to distributing the Telecommunications charges to each unit. Funding for the Business Planning Office is included in this charge.

Fleet Management includes \$241,500 of additional funding for increased fuel costs.

Radio Communication includes \$50,000 for the City's first-year share of the operational costs of the new 800 Megahertz trunked radio system that was funded by the voter-approved Springs Community Improvements Program (SCIP).

The reduction in charges for Facilities Management is due to a change in the workload distribution between the City and Colorado Springs Utilities (CSU).

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

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
Austin Bluffs Parkway-1977	\$ 225	\$ 0	\$ 0	\$ 0
Various Purpose – 1979	611,515	615,346	0	0
Police/Powers Bonds-1989 & Refunding- 1993	2,748,467	2,741,090	3,354,460	3,352,665
	\$3,360,207	\$3,356,436	\$3,354,460	\$3,352,665

OVERVIEW

Austin Bluffs Parkway General Obligation Bonds (\$6,200,000) were issued in 1977 to purchase land and traffic control equipment and for the construction of the street which became Austin Bluffs Parkway.

Various Purpose - 1979 General Obligation Bonds (\$7,250,000) were issued in 1979 to finance three street improvements (\$4,750,000) and for the acquisition and development of parks and open space (\$2,500,000). The final payment on this debt will be made in late 1999.

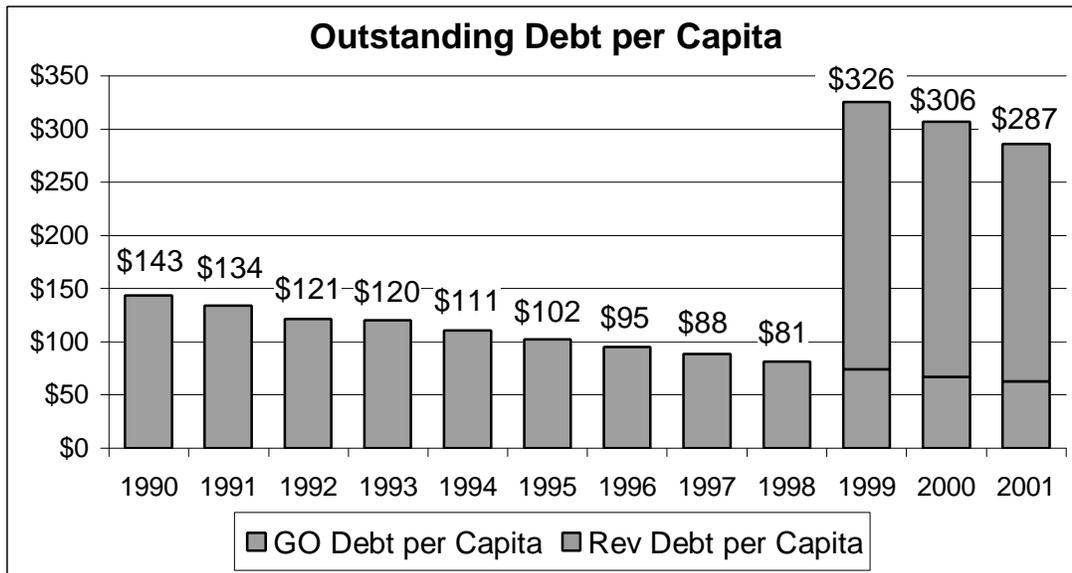
In April of 1989, voters approved two bond issues. One for the extension of Powers Boulevard (\$17,500,000) and the other for the construction of a new Police Operations Center (\$10,000,000). In 1993, these bonds were refinanced to provide taxpayers with a savings of \$234,446. This reduced the property tax mill levy by .131 mills.

The total debt limit for the City is 10 percent of the assessed valuation, per the City Charter. The total debt limit is \$332,346,333. The total bonded indebtedness for the City in 2001 will be \$23,477,182. This leaves a debt margin of \$308,869,151 which is 93 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 2001, there will be \$81,885,000 outstanding on these bonds.

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.



This calculation includes the SCIP Sales Tax Bonds which account for the 1999 increase. For 2001, G.O. Debt per Capita is \$63, Sales Tax Debt per Capita is \$224. The City's total outstanding debt per person is \$287.

The following table reflects the future debt service requirements for all general obligation bonds to maturity.

**Total Principal and Interest
Payments for General Obligation Bonds
to Maturity**

Police/Powers Bonds – 1989 & Refunding - 1993

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Accretion of B Coupons</u>	<u>Total</u>
2001	\$ 530,000	\$1,266,754	\$1,555,911	\$3,352,665
2002	\$ 520,000	\$1,316,544	\$1,516,271	\$3,352,815
2003	\$2,385,000	\$ 969,895	0	\$3,354,895
2004	\$2,500,000	\$ 857,800	0	\$3,357,800
2005	\$2,620,000	\$ 737,800	0	\$3,357,800
2006	\$2,745,000	\$ 609,420	0	\$3,354,420
2007	\$2,885,000	\$ 472,170	0	\$3,357,170
2008	\$3,030,000	\$ 325,035	0	\$3,355,035
2009	\$3,190,000	\$ 167,475	0	\$3,357,475

The following table reflects the future debt service requirements for all sales tax revenue bonds to maturity.

**Total Principal and Interest
Payments for Sales Tax Revenue Bonds
to Maturity**

Springs Capital Improvements Program (SCIP) – Series 1999

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2001	\$4,080,000	\$3,767,059	\$7,847,059
2002	\$4,255,000	\$3,593,659	\$7,848,659
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

Note: The debt service on the Series 1999 bonds will be paid from the Springs Community Improvements Program (SCIP) fund.

The following table reflects the lease-purchase agreement to maturity.

**Total Principal and Interest Payments
for the Lease Purchase Agreement for the Old City Hall Project to Maturity**

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2001	\$0	\$119,099	\$119,099
2002	\$235,000	\$374,680	\$609,680
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

Note: The payments on the lease-purchase agreement for the Old City Hall project are paid from a General Costs account and from a Police Department account.

This page left blank intentionally.

Other Funds and Agencies

This section provides a description of all other funds and agencies that have appropriations in 2001 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.

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

	1999 Actual	2000 Budget	2001 Budget
Lottery-Funded Projects	\$3,366,242	\$3,108,978	\$3,000,342
Total	\$3,366,242	\$3,108,978	\$3,000,342

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 \$2,920,041 is the allocation of the Lottery funds expected to be received during 2001. This estimate is based upon a city population of 353,088 and a \$8.27 per capita distribution. Interest earning and rebudgeted funds bring the total available for appropriation in 2001 to \$3,000,342.

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. Revenues 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. Revenues may also be appropriated for economic development activities as determined by City Council.

ACCOUNT CATEGORY	1999 Budget	2000 Budget	2001 Budget
Fine Arts Center – Free Admission Days and SpringSpree	\$ 80,731	\$ 30,121	\$ 0
Transfer to General Fund for Tourist-Related Expenses	877,668	1,138,593	1,089,050
Summer Symphony Contract	108,666	20,115	0
Pikes Peak-America’s Mountain Hill Climb	30,000	30,000	0
Global Advisory Council – Office of International Affairs Staffing	0	0	50,000
Pikes Peak Recreation Corridor	0	0	0
Urban Renewal Authority – Downtown Convention Center Project	0	0	50,000
Subtotal – City Share	\$1,097,065	\$1,218,829	\$1,189,050
Convention and Visitors Bureau Promotion Contract	\$2,285,476	\$2,437,650	\$2,378,093
TOTAL	\$3,482,541	\$3,656,479	\$3,567,143

Fine Arts Center – A total of \$92,300 was requested to allow free public access on selected Saturdays, Family Days at the Center programs, 24 "Play Factory" performances for children, free admission to annual "Holiday Lights," and visual arts activities for SpringSpree, and Cinco de Mayo activities. No funding from the LART fund is budgeted for this request in 2001. However, a total of \$30,121 is included in the General Fund for the community celebrations component and for a limited number of Play Factory performances and free public access days on selected Saturdays.

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, the Beidleman Environmental Center, 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 \$139,600 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. No funding from the LART fund is budgeted for this request in 2001. However, \$95,115 is included in the General Fund for the “Fabulous Fourth” concert and a reduced summer concert series.

Pikes Peak – America’s Mountain Hill Climb – A total of \$30,000 was to partially reimburse the Pikes Peak – Americas’s Mountain for the revenue lost during the annual Pikes Peak Hill Climb and qualifying time trials. No funding for this request is included in 2001.

Global Advisory Council – Office of International Affairs staffing – A total of \$100,000 was requested by the Global Advisory Council (GAC) to assist with the establishment and operation of an Office of International Affairs. The funds would be used to help support the salaries and benefits of the three staff proposed for the Office. The Office would provide centralized coordination of many international activities within the city aimed at increasing foreign visitors, foreign investment in Colorado Springs, and sales by Colorado Springs employers in international markets. Funding of \$50,000 is included for 2001.

Pikes Peak Recreation Corridor – A \$500,000 contribution was requested to assist with the implementation of the Pikes Peak Master Plan to build a new summit house; make erosion, drainage and road improvements to the Pikes Peak Recreation Corridor; and provide new interpretive and educational opportunities for visitors. Funding for this project is not included for 2001.

Cheyenne Mountain Zoo – White Tigers Exhibit – A request for \$50,000 was made to help underwrite the cost of bringing white tigers to the Zoo as the headline attraction for the summer of 2001. The funds would be used to help create the exhibit space and promote and advertise the arrival of the tigers. Funding for this project is not included for 2001.

Urban Renewal Authority – Downtown Convention Center Project - A total of \$50,000 was requested to obtain technical consulting assistance in determining the current best practices regarding public/private development of convention centers and to analyze the draft proposal from Stormont Trice for a public/private partnership to construct a downtown hotel/convention center. Funding of this request is included as it is consistent with the Downtown Action Plan and Downtown Development Strategy as well as the strategic goals contained in the “*Direction 2000*” Strategic Plan.

Falfin Swim Team – A request of \$2,000 was received from the Air Force Academy Falfin Swim Team which is seeking assistance for the purchase of equipment to assist with team training needs. The team sponsors three major swim meets each year attracting several thousand participants, coaches, family, and spectators. Funding for this effort is not included for 2001.

Convention and Visitors Bureau (CVB) Promotion Contract – A total of \$2,378,093 is included to fund the 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.

Motor Vehicle Registration Fee

MISSION

To provide a means of funding transportation projects identified through the Springs Community Improvements Program (SCIP) process.

BUDGET SUMMARY

	1999 Actual	2000 Budget	2001 Budget
Projects to be Determined through SCIP	\$0	\$3,123,488	\$0
Total	\$0	\$3,123,488	\$0

OVERVIEW

This revenue source is a component of the Financial Blueprint. Revenue was to have been based on a \$10 per vehicle fee assessed to registered vehicles of city residents, less a 3 percent administration/collection cost. The fee was not implemented in 2000 as the City could not reach agreement with the El Paso County Clerk for collection of the fee.

Ongoing CIP

MISSION

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

BUDGET SUMMARY

	1999 Actual	2000 Budget	2001 Budget
Ongoing CIP Maintenance	\$4,651,125	\$7,394,403	\$7,502,000
Total	\$4,651,125	\$7,394,403	\$7,502,000

OVERVIEW

This funds the City's ongoing infrastructure maintenance and is not part of the SCIP Phase I financing. A detailed list of projects is in Section 17, "Capital Improvements and SCIP."

Springs Community Improvements Program (SCIP)

MISSION

To provide a dedicated source of revenue to fund city capital improvements.

BUDGET SUMMARY

	1999 Actual	2000 Budget	2001 Budget
SCIP Projects - Debt Service	\$4,363,910	\$7,848,447	\$7,847,059
Total	\$4,363,910	\$7,848,447	\$7,847,059

OVERVIEW

Per the recommendations of the SCIP Committee, a new Capital Improvements Fund has been established. This will ensure interest earnings on this fund remain for funding future capital projects.

SCIP Projects - Debt Service – At the November 1998 general election, voters approved retaining the \$6,608,101 million 1997 TABOR refund for five SCIP recommended projects. In April 1999, voters approved the sale of \$88 million in bonds that will be repaid with existing revenues. The \$7,847,059 is set aside for debt service on the bond issue.

Trails, Open Space and Parks

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

	1999 Actual	2000 Budget	2001 Budget
Funded Projects	\$3,919,837	\$4,085,292	\$5,183,941
Total	\$3,919,837	\$4,085,292	\$5,183,941

OVERVIEW

This revenue is generated from a 0.01 percent sales tax adopted by voters in April 1997. The Trails, Open Space and Parks (TOPS) initiative designates funding allocations for four purposes: administrative costs; open space acquisition; trails land acquisition, development and maintenance; and parkland acquisition and development. The TOPS fund is projected to generate \$5,873,578 in 2001. 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. The 2001 budget appropriates \$5,183,941 for administrative costs, the purchase of the Big Johnson Reservoir open space and the second of a three-year payment for purchase of the JL Ranch State Park open space. Additionally, development of the Springs Ranch and Stetson Hills park sites will be funded from the TOPS park development allocation. The City Council-appointed citizens board identifies and recommends future projects that will be funded in 2001 from the \$689,637 projected balance. A supplemental appropriation will be brought forward during 2001 when the projects are identified.

Administrative Costs – 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.

Open Space Acquisition – Funding for open space acquisition and preservation will receive a *minimum* of 60 percent of revenues collected. These revenues 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, lands 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 revenues collected.

Parkland Acquisition and Development – Provisions Funding for new parkland acquisition and development will receive a *maximum* of 20 percent of revenues collected. The ordinance specifically states that funds may not be used for park maintenance.

Business Development Revolving Loan Fund

2000 Budget: \$1,332,376

2001 Budget: \$1,090,210

Purpose: Provide low-interest loans to small emerging businesses to assist with business development.
This fund will also provide improvements to the urban renewal area.

Source of Revenue: Revolving funds.

Designated Expenditure: Funding of \$140,210 for three special positions in City Development to implement the South Downtown Plan and DAP. Funding of \$500,000 for new loans to small businesses. Funding of \$450,000 to establish an affordable housing trust fund.

Gateway Special Improvement Maintenance District

2000 Budget: \$4,459

2001 Budget: \$4,350

Purpose: A special improvement district to maintain numerous public improvements unique to the Gateway area.

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

Designated Expenditure: An advisory committee advises City Council of the level, extent, and effectiveness of the maintenance needed in the district. Council approves the budget for the district.

Norwood Special Improvement Maintenance District

2000 Budget: \$320,357

2001 Budget: \$346,821

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

Source of Revenue: Assessments against the real properties within the district.

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

Cemetery Endowment Fund

2000 Budget: \$593,000

2001 Budget: \$580,000

Purpose: Provide a fund for the perpetual care of cemetery lots.

Source of Revenue: Percentage of sales from the buyers of cemetery lots.

Designated Expenditure: The interest on this fund is transferred to the Cemetery Fund to help pay for the perpetual care of lots.

Gift Trust Fund

2000 Budget: \$750,000

2001 Budget: \$750,000

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.

Krupinski Memorial Trust Fund

2000 Budget: \$125

2001 Budget: \$130

Purpose: Account for the Krupinski Memorial Fund.

Source of Revenue: Income from investments from the Krupinski Memorial Fund.

Designated Expenditure: Gifts to the Pioneers Museum.

Perkins Trust Fund

2000 Budget: \$150

2001 Budget: \$150

Purpose: Account for the Willard B. Perkins Trust.

Source of Revenue: Income from investments from the Perkins Trust.

Designated Expenditure: Two-thirds to School District #11 and one-third to the Pikes Peak Library District.

Sabine Trust Fund

2000 Budget: \$75

2001 Budget: \$75

Purpose: Account for the Paul Sabine Memorial Trust.

Source of Revenue: Income from investments from the Sabine Trust.

Designated Expenditure: Pikes Peak Library District for the purchase of reference books.

Senior Programs Fund

This page left blank intentionally.

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 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 health, safety, transportation, recreation, and other services upon which the community depends. To accomplish this, City Council's Strategic Plan mandates the development of a capital improvements program with revenues for capital projects budgeted annually using an average target of \$15 million per year. The 2001 General Fund revenues for CIP are approximately \$15.6 million.

As the City's capital program develops, multiple sources are identified to fund appropriate components of the city's infrastructure. The City allocates almost half of the \$15 million General Fund contribution to address ongoing maintenance of existing capital infrastructure; the 2001 budget allocation is \$7.7 million.

To address the City's backlog of capital improvements, the City Council implemented the Springs Community Improvements Program (SCIP) which 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 April 1999, SCIP successfully obtained voter approval for the City to sell \$88 million in bonds to fund 29 capital projects. The balance of the \$15 million annual CIP contribution, \$7.85 million, is designated to retire the SCIP \$88 million bond debt; thus, ensuring no tax increase was associated with the bond issuance. Bond proceeds, combined with interest earnings and unexpended funds allocated for CIP will provide \$110 million for the SCIP projects. The SCIP bonded debt will be retired in 2015. Although the first phase of SCIP provided \$110 million for capital projects, an inventory of over \$1 billion in capital projects remains unfunded.

Additional CIP funding of \$13.2 million is from restricted-use sources designated to fund specific types of projects. In 2001, 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 \$4.5 million to construct specific transportation projects. The Trails, Open Space, and Parks (TOPS) \$.001 sales tax revenues will fund purchases of open space and associated maintenance, fund the development and maintenance of trails, and development of new parks. The Community Development Block Grant program (CDBG) will pay for community improvements in designated neighborhoods. The City's Bicycle Tax revenues will match TEA-21 Enhancement grants for trails development.

Combining all available sources for CIP, the 2001 capital improvements budget totals \$28,795,601.

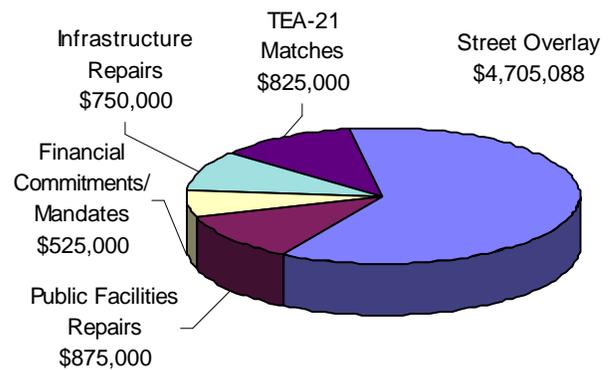
2001 CAPITAL IMPROVEMENTS BUDGET

Collectively, 2001 capital improvements funding is approximately \$28.8 million. The City Council's Strategic Plan mandates the General Fund will provide an average of \$15 million annually for capital improvements. The 2001 General Fund revenues for CIP are approximately \$15.6 million. An additional \$13.2 million carries use restrictions and funds projects that meet the designated criteria respective to the fund.

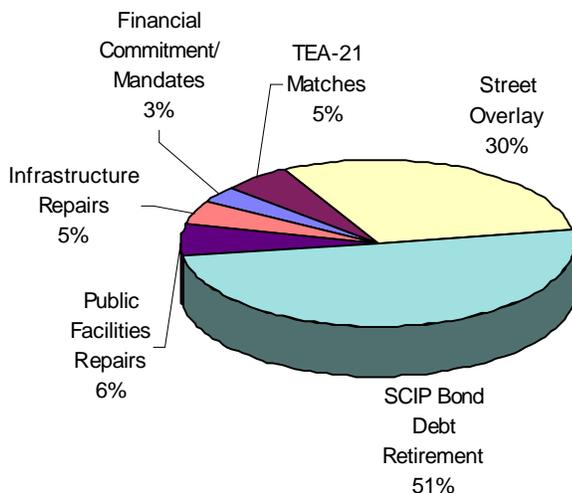
Looking at the \$15.6 million, approximately \$7.7 million will fund the City's immediate financial obligations, federal mandates, street overlay program, emergency stormwater drainage, and police and fire facility repairs. Per the Springs Community Improvements Program (SCIP) recommendations, any interest earnings from capital accounts are to remain within the capital fund. As a result, \$225,000 estimated interest earnings augments the ongoing CIP funds and is proposed to be used to secure additional Transportation Equity Act for the 21st Century (TEA-21) federal transportation grants. Combining these sources, the City will provide \$7.7 million for ongoing capital maintenance.

- ◇ 61 percent paves city streets
- ◇ 11 percent provides the local match required to obtain about \$4.5 million in TEA-21 federal transportation grants
- ◇ 10 percent addresses infrastructure repair, replacement, or addition of traffic signals, sidewalks and repairs to drainage channels
- ◇ 7 percent pays the City's capital financial commitments and federal and state-mandated requirements
- ◇ 11 percent funds public facilities repairs

**Ongoing Capital Maintenance
\$7,707,088**



**General Fund CIP Allocation
\$15,554,147**



The balance of the \$15.6 million General Fund contribution, approximately \$7.85 million, has been allocated to fund the SCIP voter-approved projects. Through the SCIP process, voters approved the sale of \$88 million in bonds to fund 29 capital projects. The SCIP Citizens Coordination Committee recommended the bond debt be repaid from the \$7.85 million, thus ensuring no tax increase is associated with the bond issuance. The 2001 debt payment of \$7,847,059 is set aside in a special fund for this purpose. Specific SCIP information is presented beginning on page 7 in this section.

Other revenue sources, in addition to the General Fund, provide another \$13.2 million for CIP. These restricted use sources are designated to fund specific types of projects and may not be used for any other purpose.

Three of the larger restricted-use revenue sources are the Colorado State Lottery, the Transportation Equity Act for the 21st Century (TEA-21) federal transportation grants, and the Trails, Open Space, and Parks fund (TOPS).

In 2001, Lottery revenues are anticipated to exceed \$3.0 million allowing continued maintenance of the existing parks and trails systems. The Parks and Recreation Department has completed a new adult softball complex using certificates of participation. The debt retirement will be partially funded from Lottery and players fees and concession revenues; 2001 debt payment split is \$225,000 in Lottery funds and \$110,572 in players fees and concession revenue.

TEA-21 federal transportation grants will provide another \$4.5 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 can fund the local 20 percent share.

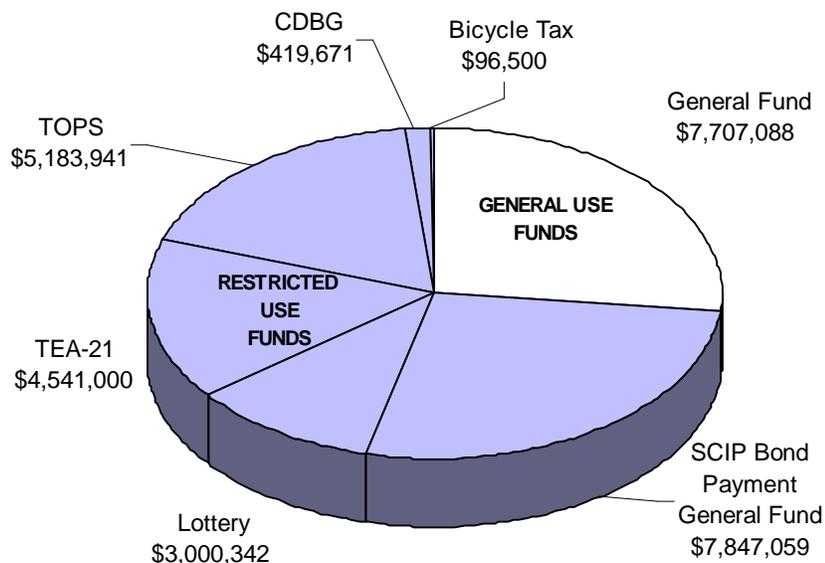
The TOPS fund is projected to provide \$5,873,578 in 2001. TOPS revenue is generated from a .01 percent sales tax adopted by voters in April 1997. The majority of funds are designated to purchase open space and fund associated maintenance, fund the development and maintenance of trails, and development of new parks. Two percent of collections will fund program administrative expenses, and salary and benefits for a landscape architect for the TOPS program.

The TOPS open space/land acquisition funding will be used to purchase the Big Johnson Reservoir open space and to make the second of a three-year payment for purchase of the JL Ranch State Park open space. Additionally, the development of the Springs Ranch and the Stetson Hills park sites will be funded from the TOPS park development allocation. The 2001 budget appropriates \$5,183,941 of the estimated \$5,873,578 for the abovementioned projects. The City Council-appointed citizens board administers the remaining TOPS revenues; this board will determine which future projects will be funded in 2001 from the \$689,637 projected balance. Upon City Council approval, a supplemental appropriation will be made when projects are identified.

A projected \$419,671 from the Community Development Block Grant program (CDBG) will fund community improvements in designated neighborhoods.

The City's Bicycle Tax revenues of \$96,500 complete the restricted-use funding. This revenue is generated from a \$4 fee assessed on bicycles at the time of purchase with collections dedicated for the development of bicycle trails as per the City's Bicycle Plan and to match TEA-21 Enhancement grants for trail development.

2001 Funding by Revenue Source
\$28,795,601



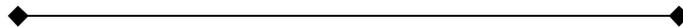
FUTURE CAPITAL PROJECT FUNDING

The SCIP process initiated in 1998. Throughout months of deliberations, the SCIP citizens committees narrowed their respective list of projects from a \$627 million list of CIP needs to \$425 million. Although SCIP-Phase I funds approximately \$110 million of this list, a backlog of nearly \$315 million in unfunded projects remained. The SCIP Citizens Coordination Committee (CCC) recognized the bond issue is 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 realizes 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 several 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. These efforts are still underway; additional revenue from these sources has not yet materialized.



In April 2000, SCIP initiated its next phase – SCIP 01. Once again, the subcommittees reviewed and prioritized the city’s list of capital projects which is a compilation of:

- ◆ Unfunded projects from SCIP 1998;
- ◆ SCIP proposed Phase II projects;
- ◆ Unfunded portions of projects that emerged through the public input processes of the 1998 SCIP projects;
- ◆ New capital projects that have surfaced in the last two years;
- ◆ 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 provides the list of projects, the SCIP subcommittees may add to or modify these projects as they proceed 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.

The updated list of projects compares the SCIP 01 list of requests to the 1998 SCIP recommended list of projects; this comparison reflects a significant cost increase from the 1998 SCIP list of projects.

Several factors may be contributing to this discrepancy:

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 have surfaced in the last two years. The greatest increase in project costs is in the transportation requests. There are 45 new transportation projects submitted to SCIP 01, accounting for \$447.9 million in project costs. 89% of new transportation projects is 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 are 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 have significantly increased the costs of capital improvements construction. Colorado Springs has seen the number of building permits issued in 2000 increase 40.4% from 1998. While a busy market is ideal for the local economy, the prosperity comes with a cost.
 - ◆ The construction boom has resulted in materials shortages and quality control problems;
 - ◆ The City has experienced a low number of bidders for projects; thus reducing competitive pricing;
 - ◆ With the shortage of an available skilled labor workforce, contractors have a difficult time finding and retaining a quality workforce. This is compounded by increasing enforcement of a drug-free work environment and enhanced workplace safety requirements.

Citizen subcommittees reviewed over \$1 billion in CIP requests through the SCIP 01 process. The subcommittees concluded their group discussions in October, and the respective subcommittee chairs forwarded 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. The SCIP CCC presented the final recommended list of projects and public safety services to City Council December 12, 2000. City Council made minor adjustments and agreed to present the request to voters in April 2001. Voters will be asked to approve a .09% increase in the City’s Sales and Use Tax to fund a list of 107 capital projects and public safety services.

RELATIONSHIP OF CIP 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. A total of \$1,401,272 is included for staffing and equipping Fire Station #18 opened in April 2000. Similarly, \$144,757 is recommended for the City's portion of the annual maintenance cost of the new Colorado Springs Youth Sports Complex that was constructed through a combination of SCIP and private funds. The operation expenses for the Police Helicopter Hangar are estimated at \$63,500 primarily for utilities. The anticipated operating impacts of the SCIP projects are as follows:

ESTIMATED ONGOING GENERAL FUND COSTS FOR SCIP PROJECTS

<u>Project Title</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>
Academy Boulevard/Airport Rd. Drainage	\$0	\$0	\$0
Arrawanna/Platte Storm Sewer	\$0	\$0	\$0
Animal Shelter	\$0	\$0	\$0
Garden of the Gods Road at Mark Dabling Intersection Improvement	\$0	\$0	\$0
Colorado Springs Youth Sports Complex	\$138,000	\$144,757	\$149,389
Emergency Communications Network	\$0	\$50,000	\$0
Fire Operations and Training Center	\$0	\$0	\$182,367
Police Evidence Building	\$0	\$63,500	\$63,500
Police Helicopter Hangar	\$5,000	\$39,700	\$39,700
Fire Station #18	\$1,271,202	\$1,401,272	\$1,519,994
Academy Blvd. Reconstruction - Union to Montebello South	\$0	\$0	\$0
Fillmore Street Safety Projects - I-25 to Union	\$0	\$0	\$0
Neighborhood Intersection Safety Improvements	\$0	\$0	\$0
Academy Blvd. Reconstruction – Maizeland to Galley	\$0	\$0	\$0
Neighborhood Pedestrian Improvements	\$0	\$0	\$0
Citywide Neighborhood and School Traffic Calming	\$0	\$0	\$0
Woodmen Road Widening- Buckhorn Circle to Peregrine	\$0	\$0	\$0
Rusina Road Improvements	\$0	\$0	\$0
Tejon Street at Brookside Street Intersection Improvements	\$0	\$0	\$0
Union Boulevard- Research to Powers – Construct Six Lanes	\$0	\$0	\$0
Roswell Neighborhood Truck Route Improvements	\$0	\$0	\$0
Fountain Creek Improvements - Monument Creek Confluence to 21 st St.	\$0	\$0	\$0
Shooks Run Culverts and Downtown Interceptor	\$0	\$0	\$0
Sand Creek Channel Improvements – Main Stem	\$0	\$0	\$0
Academy and Dublin Storm Sewer	\$0	\$0	\$0
Alta Loma Road/Cambria Drive Drainage	\$0	\$0	\$0
Valley Hi Avenue Drainage	\$0	\$0	\$0
Community Recreation Centers	\$0	\$508,831	\$849,848
Aquatics and Fitness Center Code Compliance and Improvements	\$0	\$0	\$0
Sertich Ice Center – Memorial Park	\$0	\$0	\$0
Confluence Park Redevelopment Area	\$0	\$382,210	\$394,823
TOTAL	<u>\$1,414,202</u>	<u>\$2,590,270</u>	<u>\$3,199,621</u>

SPRINGS COMMUNITY IMPROVEMENTS PROGRAM (SCIP)

OVERVIEW

The 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.

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 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

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. If the project has greater community benefit, the project continues through the project value analysis.

The project value analysis was developed and adopted to improve objectivity and consistency of project prioritization. First, projects are sorted into five broad categories: Community Enhancements, Drainage, Parks and Public Facilities, Public Safety and Transportation. Within each category, the benefits of each project are then compared and measured against other projects with similar benefits. This analysis provides the organization with a prioritized list of projects.

With project priorities established, a Core Project Coordination Team reviews the proposed list ensuring project requests are coordinated. The final program is forwarded to the City Manager who then presents his recommendations to City Council for final comments.

Upon Council approval, the City Manager presents the prioritized 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.

External Component Summary

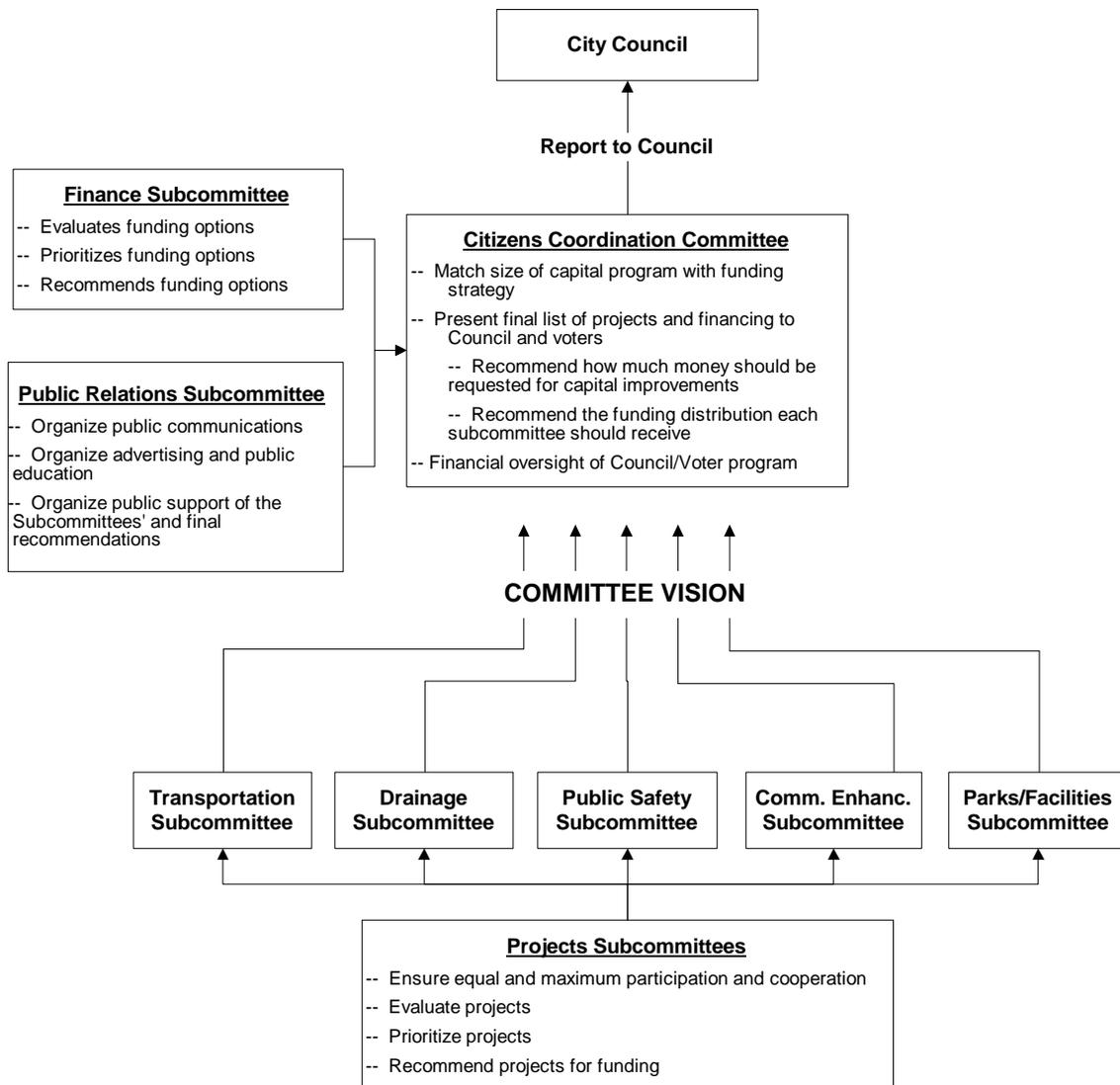
The Springs Community Improvements Program (SCIP) is led by 16 citizens appointed by City Council. The program is comprised of eight self-directed subcommittees with the following responsibilities:

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. Additionally, they provide financial oversight of the Council/voter-approved capital program 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 **Finance Subcommittee** will evaluate, prioritize, and recommend financing options to fund the recommended projects. The CCC will function as the Budget/Finance Committee for SCIP 01.

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 HISTORY AND 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 and concluded with the April 6, 1999 municipal election.

The number of citizens involved and their dedication to the success of the SCIP process is 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 has 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 July 27, 1998 Informal Council session.

In support of the SCIP list of projects and financing recommendations, City Council agreed to present the 1997 and 1998 TABOR refunds retention and the \$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. At the April 1999 municipal election, voters rejected retaining the \$790,600 1998 TABOR refund for the northeast and southeast recreation centers but approved the sale of \$88 million in bonds to fund the following list of SCIP recommended projects.

In May, \$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.

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

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	Complete	\$506,000
Arrawanna/Platte Storm Sewer	Complete	\$897,000
Garden of the Gods Road at Mark Dabling Intersection Imp.	Complete	\$565,000
Colorado Springs Youth Sports Complex	Complete	\$1,640,101
Animal Shelter	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		\$16,000,000
Fire Department Training Center		\$4,100,000
Police Evidence Building		\$1,250,000
Police Helicopter Hangar		\$250,000
Fire Station #18	Complete	\$2,600,000
Fire Operations Center		<u>\$4,500,000</u>
		\$28,700,000

Transportation – Congestion Relief

Academy Boulevard Reconstruction - Union to Montebello South		\$9,370,000
Fillmore Street Safety Projects - I-25 to Union		\$3,200,000
Neighborhood Intersection Safety Improvements		\$1,843,200
Academy Boulevard Reconstruction - Maizeland to Galley		\$7,167,000
Neighborhood Pedestrian Improvements		\$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		\$865,400
Union Boulevard- Research to Powers - Construct Six Lanes		\$600,000
Roswell Neighborhood Truck Route Improvements		<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	Complete	\$400,000
Shooks Run Culverts		\$5,024,000
Sand Creek Channel Improvements - Main Stem		\$2,345,000
Academy and Dublin Storm Sewer	Complete	\$30,000
Alta Loma Road/Cambria Drive Drainage	Complete	\$66,000
Valley Hi Avenue Drainage	Complete	<u>\$44,000</u>
		\$19,409,000

Parks and Public Facilities

Community Recreation Centers	\$12,069,299
Aquatics and Fitness Center Code Compliance and Improvements	\$4,000,000
Sertich Ice Center – Memorial Park	<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**

2001 CIP FUNDED PROJECT DETAIL

The following section contains the 2001 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. This section does not include SCIP 01 projects.

CIP REVENUE SOURCES

GENERAL FUND

\$15,554,147

CITY MANAGEMENT \$8,949,059

➤ **SCIP Projects – Debt Retirement -- \$7,847,059**

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 (the balance of the \$15 million General Fund commitment for capital improvements) 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 2001 bond payment is \$7,847,059.

Recommended Solution: The bonds were sold at an average interest rate of 4.72%. 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 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.

➤ **CIP Emergency Projects -- \$250,000**

Problem Identification: During the year, unanticipated projects will develop that require immediate attention and funding. These will typically be projects that are emergency in nature and will protect the health, safety and welfare of Colorado Springs residents.

Recommended Solution: Maintain a funding pool out of which unexpected projects can be funded.

➤ **TEA-21 Matches -- \$627,000**

Problem Identification: The federal government established the Intermodal Surface Transportation Act (ISTEA) program in 1996 and reauthorized it as the Transportation Equity Act for the 21st Century (TEA-21) in 1998. The federal and state governments provide grants to local governments for approved regional transportation-related projects such as bridge replacement, installation of additional traffic signals, road widening, etc. These grants usually award 80 percent of the total project cost - provided the City can fund the local 20 percent share.

Recommended Solution: Ensure local match money is available to secure this external funding. The City anticipates receiving approximately \$4,541,000 in TEA-21 funds for 2001 by providing a local match of \$852,000. This will be accomplished through this allocation and the estimated CIP interest earnings from ongoing CIP projects (see next).

➤ **CIP Interest Earnings from Ongoing CIP Projects -- \$225,000**

Problem Identification: Per the Spring Community Improvements Program (SCIP) recommendations, interest earnings from capital accounts are to remain within the capital fund.

Recommended Solution: This \$225,000 amount will supplement the TEA-21 Matches funding to secure funds from the Transportation Equity Act for the 21st Century (TEA-21) federal transportation grants.

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 centers to keep them in proper operating condition. These facilities require on going 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 AND RECREATION..... \$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 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..... \$5,930,088

➤ **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 that 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 -- \$4,705,088**

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 our roadways for the next five years is recommended.

➤ **Traffic Safety Improvements -- \$150,000**

Problem Identification: There are significant low-cost traffic safety and traffic needs that are not being addressed. These needs, if not addressed, will cause injury to the motoring public. Examples of projects previously funded include guardrail upgrades, impact attenuators for bridge abutments, bike and pedestrian safety improvements, and minor geometric modifications.

Recommended Solution: These funds would be used to install and upgrade guardrail installation, construct minor geometric modifications to improve capacity and safety, and improve pedestrian and bike safety.

➤ **Traffic Signal Acquisition -- \$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 for new signals not covered by federal funds and funds to replace defective vehicle detection loops.

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.

TOTAL GENERAL FUND FOR ONGOING MAINTENANCE -- \$15,554,147

➤ **Hillside Community Center Payback -- \$170,000**

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 -- \$50,000**

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 -- \$100,000**

Problem Identification: New parkland is added annually to the City's parks and recreation system. Funds for new equipment to maintain the infrastructure expansion have not been available through the City's operational budget for capital equipment replacement.

Recommended Solution: Purchase of new equipment to maintain existing infrastructure and new parks.

➤ **Trails Development -- \$100,000**

Problem Identification: The multi-use trails system is a combination of concrete, gravel and asphaltic surfaces. There are several projects that need to be constructed on existing trail corridors.

Recommended Solution: Funding for trail development including surface treatments, bridges, fencing and erosion control devices.

➤ **Emergency Repairs -- \$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 and Recreation Department.

Recommended Solution: Provide funding pool for emergency repairs.

➤ **Vandalism Repairs -- \$60,000**

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 semiautomatic systems to computerized systems should realize irrigation water and dollar savings.

➤ **Playground Renovation -- \$150,000**

Problem Identification: There is an ongoing program of providing renovation of existing playgrounds within the Parks and Recreation system to assure safety of structures. Equipment with catch points, sharp edges or worn parts are replaced with new items. Renovations will comply with ASTM and CPSC guidelines.

Recommended Solution: Continuation of funding for playground renovation.

➤ **Facilities Lighting -- \$50,000**

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 differentlyabled citizens is essential to maintaining service level to the public.

Recommended Solution: Continuation of funding for sidewalk installation and repair.

➤ **Tennis Court Repair -- \$125,000**

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 -- \$480,000**

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.

➤ **Cottonwood Creek (Northeast) Recreation Center -- \$500,000**

Problem Identification: Phase I of the Cottonwood Creek Recreation Center was funded by the SCIP program in 1999. Due to increased construction costs in the local market, additional funding is needed to complete phase I of the center.

Recommended Solution: Additional funding for phase I of the Cottonwood Recreation Center.

➤ **Park Design -- \$70,000**

Problem Identification: As the park system expands, there is a need for additional design staff to keep up with the volume of projects that need design.

Recommended Solution: Fund an additional landscape architect position to assist with the added workload.

➤ **YMCA Parking Lot Payback -- \$50,000**

Problem Identification: When the new Briargate YMCA was constructed, the parking was designed to be a shared use by Parks and Recreation for park users and in-line hockey.

Recommended Solution: Continue payback for construction of parking lot.

➤ **Adult Softball Complex -- \$225,000**

Problem Identification: The Parks and Recreation Department has completed a new adult softball complex using certificates of participation to be retired from \$225,000 in Lottery funds and \$110,572 in 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.

➤ **Cottonwood Creek Park Renovation -- \$15,342**

Problem Identification: Cottonwood Creek Park was completed in 1984. Renovation of several facilities is needed. Renovation would coincide with the opening of the new recreation center.

Recommended Solution: Funding to renovate Cottonwood Creek Park.

➤ **Glen Oaks Park Phase I Development -- \$30,000**

Problem Identification: The Glen Oaks park site is in a rapidly growing area of the city. The park site is incomplete until the JL Ranch development is platted. Therefore, full planning and development of the site cannot be completed until that time. A playground is being recommended on existing parkland.

Recommended Solution: Fund a playground at Glen Oaks park site until full development can occur.

➤ **Promontory Point Open Space Development -- \$10,000**

Problem Identification: There is a parcel of land on the west side of the city that was purchased with CDBG funds for open space. The neighborhood desires some minimal development of the site. The Neighborhood Services Group has agreed to put a partnership together with the neighborhood. Parks and Recreation will provide funding for the design of the site.

Recommended Solution: Funding for the design of the Promontory Point open space area.

➤ **Memorial Park Aquatics and Fitness Center-- \$400,000**

Problem Identification: Phase I of the Memorial Park Aquatics and Fitness Center was funded by the SCIP program in 1999. Due to increased construction costs in the local market, additional funding is needed to complete phase I of the center.

Recommended Solution: Additional funding for phase I of the Memorial Park Aquatics and Fitness Center.

➤ **Briargate Charter Greens Site -- \$100,000**

Problem Identification: There is an undeveloped park site in Briargate which is one of the fastest growing areas of the city. This site is a prototype park using a detention pond for recreational purposes. Development of this site will be a partnership between Parks and Recreation, School District 20 and La Plata Investments.

Recommended Solution: Fund the City portion of the development of the prototype park site.

TOTAL LOTTERY -- \$3,000,342

➤ **TOPS -- 2 percent Administrative Costs -- \$108,941**

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.

➤ **JL Ranch State Park/Open Space -- \$2,185,000**

Problem Identification: The City of Colorado Springs through the TOPS Program and a partnership with the Colorado Division of State Parks has purchased 1,680 acres of the JL Ranch in southwest Colorado Springs. The Ranch will become the first state park in El Paso County. The TOPS Program contribution to the purchase is \$6,200,000 to be paid over three years beginning in 1999. The third payment of \$2,185,000 is due in 2001.

Recommended Solution: Fund the third payment of \$2,185,000 in 2001 for the purchase of the City of Colorado Springs portion of the JL Ranch in a partnership with the Colorado Division of State Parks.

➤ **Springs Ranch Park Site -- \$350,000**

Problem Identification: There is an undeveloped neighborhood park site in the Springs Ranch subdivision area which is a rapidly growing area of the city.

Recommended Solution: Develop the Springs Ranch park site as per master plan.

➤ **Stetson Hills Park Site -- \$350,000**

Problem Identification: There is an undeveloped neighborhood park site in the Stetson Hills subdivision area which is a rapidly growing area of the city.

Recommended Solution: Develop the Stetson Hills park site as per master plan.

➤ **Big Johnson Reservoir Open Space -- \$2,190,000**

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 three years beginning in 2001. The first payment of \$2,190,000 is due in 2001.

Recommended Solution: Fund the first payment of \$2,190,000 in 2001 for the purchase of the Big Johnson Open Space.

TOTAL TOPS -- \$5,183,941

➤ **Traffic Signal Acquisition -- \$250,000**

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 for new signals not covered by federal funds and funds to replace defective vehicle detection loops.

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 \$50,000 from the City's General Fund secured this \$200,000 allocation from the TEA-21 federal transportation grant program.

➤ **Drennan Road - Academy to Powers -- \$1,300,000**

Problem Identification: With traffic volumes increasing dramatically in Colorado Springs citywide, east-west mobility improvements are required to improve multimodal operations and safety, and to improve access to the Colorado Springs Municipal Airport to the rest of the region.

Recommended Solution: An Environmental Assessment is being conducted to determine the preferred alignment for Drennan Road which will include the necessary environmental clearances needed to receive federal funding. The planned facility is being considered as a limited access, high speed freeway from Powers Boulevard to I-25. Funding for this project may also begin right-of-way acquisition and some geometric improvements. A local match of \$196,000 from the City's General Fund secures this \$1,300,000 allocation from the TEA-21 federal transportation grant program.

➤ **Woodmen Road Safety Improvements and Widening -- \$1,791,000**

Problem Identification: Woodmen Road is a major east-west arterial operating at an inadequate level of service for peak hour traffic and warrants additional capacity.

Recommended Solution: Woodmen Road requires widening from I-25 to Lexington. Phase I of this project includes design, environmental analysis, and right-of-way acquisition improvements from I-25 to Lexington. A local match of \$351,000 from the City's General Fund secured this \$1,791,000 allocation from the TEA-21 federal transportation grant program.

➤ **Garden of the Gods Road Improvements-Centennial to 30th Street -- \$1,000,000**

Problem Identification: Garden of the Gods Road is currently a 6-lane arterial east of Centennial Boulevard and a 5-lane arterial west of Centennial Boulevard (3 eastbound lanes/2 westbound lanes). The developing corridor is also experiencing heavy peak traffic which exasperates this current bottleneck.

Recommended Solution: Garden of the Gods Road requires widening from 4-lanes to 6-lanes from Centennial to 30th Street. Phase I of this project includes design, environmental analysis, and right-of-way acquisition from Centennial to 30th Street. A local match of \$196,000 from the City's General Fund secured this \$1,000,000 allocation from the TEA-21 federal transportation grant program.

TEA-21 ENHANCEMENTS FUND

➤ **Rock Island Trail -- \$200,000**

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 in this area. Extension of the trail to the east to Murray Boulevard is currently underway; however, the trail terminates before it reaches Powers Boulevard.

Recommended Solution: Purchase right-of-way for the Rock Island Trail from Murray Boulevard east to Payton Circle. Acquisition of this private property will preserve the corridor for transportation use and will allow the construction of a trail to Powers Boulevard. The local match of \$70,000 from the City's Bicycle tax fund secured this \$200,000 allocation from the TEA-21 federal transportation enhancements grant program.

TOTAL TEA-21 -- \$4,541,000

➤ **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 -- \$100,000**

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 to acquire and develop a city park.

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. 2001 funds will construct Phase VI (Cheyenne Boulevard / south side between S. Cascade Ave. and Lorraine St.) sidewalks, curb and gutter, and pedestrian ramps, intersection improvements and landscape restoration.

➤ **Westside Neighborhood Public Improvements -- \$119,671**

Problem Identification: Westside is an identified Neighborhood Strategy Area. Streets improvements are needed to meet City standards and install sidewalks, curb and gutter, pedestrian ramps per the adopted Westside Redevelopment Plan

Recommended Solution: Provide funding for sidewalks, curb and gutter, pedestrian ramps, etc., through a public request process throughout the Neighborhood Strategy Area as identified in the area's master plan. 2001 funds will construct additional requests on Uintah Street (Mesa Street to Cooper Street) and other previous requests for sidewalks, curb and gutter, pedestrian ramps and possibly a City's open space natural park.

➤ **Adams Neighborhood Public Improvements -- \$100,000**

Problem Identification: Adams is a newly identified Neighborhood Strategy Area. Street improvements are needed to meet City standards, as well as installation of streetlights, sidewalks, curb and gutter, pedestrian ramps, etc.

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. 2001 funds will construct sidewalks, curb and gutter and pedestrian ramps for Phase II (Manitoba / between Eastlake Ave. and Tahoe St.).

TOTAL CDBG -- \$419,671

➤ **Rock Island Trail -- \$70,000**

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 in this area. Extension of the trail to the east to Murray Boulevard is currently underway; however, the trail terminates before it reaches Powers Boulevard.

Recommended Solution: Purchase right-of-way for the Rock Island Trail from Murray Boulevard east to Payton Circle. Acquisition of this private property will preserve the corridor for transportation use and will allow the construction of a trail to Powers Boulevard. This local match of \$70,000 from the City's Bicycle tax fund secured an additional \$200,000 allocation from the TEA-21 federal transportation enhancements grant program.

➤ **Nor'wood Reimbursement -- \$26,500**

Problem Identification: This is the first 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 -- \$96,500

TOTAL 2001 CAPITAL IMPROVEMENTS PROGRAM -- \$28,795,601

This page left blank intentionally.

Five-Year Financial Projections

INTRODUCTION

As an integral part of the City's ongoing financial planning program, a five-year projection of City General Fund revenues and expenditures is maintained. The purpose of these projections is to promote an understanding of the multi-year implications of current City fiscal policies, services provided, and economic trends on the City General Fund. The planning exercise also helps provide a clear picture of future fiscal issues and problems that may face the City. The five-year projections were updated to reflect the final modifications made to the 2001 City Budget as adopted by City Council. The updated projections further assume a continuation of current revenue and expenditure trends and policies.

The baseline projections that follow point to the fact that the current tax and revenue structure supporting the General Fund is not sufficient to simultaneously keep up with the growth in demand for municipal services, adequately address the growing backlog of necessary capital improvement projects, and reverse a general trend of degradation in City public safety services that has emerged in recent years.

KEY ASSUMPTIONS

General/Economic

Moderate growth of the local economy is assumed, resulting in slower, but sustainable, employment and population growth. The following specific assumptions regarding local population growth and inflation were utilized:

	Inflation (Denver-Boulder CPI-U)	City Population
2000	3.20%	2.35%
2001	3.20%	2.12%
2002	3.30%	2.30%
2003	3.40%	1.80%
2004	3.50%	1.70%
2005	3.50%	1.60%

Revenue Assumptions

- ↪ No tax increases are assumed.
- ↪ Property Tax and Sales and Use Tax revenues assumed to increase at rates just slightly in excess of projected inflation. Annual average increase in revenue over 2001 – 2005 period: Property Tax: 5.23 percent, Sales & Use Tax: 4.75 percent.
- ↪ Revenue resulting from the four-year phase-in of new and increased development review user fees is included in the five-year projections. The new development review and inspection fees will generate over \$2.5 million when fully implemented in 2004.

NEW/INCREASED DEVELOPMENT REVIEW AND INSPECTION FEES		
	Estimated 2001 Revenue	Revenue at Full Implementation in 2004
Fire Dev. Review and Inspection Fee	67,135 1/	537,079
City Engineering		
Development Review Fees	83,557 1/	668,455
Development Inspection Fees	86,228 1/	689,820
Stormsewer Inspection Fee	41,250 1/	330,000
Transportation Engineering		
Development Review Fees	30,179 1/	241,433
Development Review		
Revocable Permit Fee increase	80,000	80,000
TOTAL	\$ 388,349	\$ 2,546,787

1/ Assumes 1/4 of full fee increase and only 6 months of revenue collections.

Expenditure Assumptions

- ☑ With the phased implementation of the new performance-based employee compensation system expected to be fully integrated by the end of 2001, only adjustments for projected market movement have been included over the 2002-2005 period. It has been assumed that those increases will match projected inflation.

PHASED IMPLEMENTATION OF NEW COMPENSATION SYSTEM			
	Year 1 1999	Year 2 2000	Year 3 2001
Uniformed Employees			
New Classification Plan	2.69%	2.69%	--
Market Movement	3.00%	3.00%	3.70%
Performance Incentive Pay	2.00%	2.00%	2.00%
Civilian Employees			
New Classification Plan	3.03%	3.03%	3.03%
Market Movement	3.00%	3.00%	3.70%
Performance Incentive Pay	4.00%	3.00%	2.00%

Note: Percentages are averages for all employees.

Resources are also set aside in each year over the 2002-2005 period for performance incentive payments to high-performing employees. The amount set aside for both civilian and uniformed employees equals 2 percent of base salaries and benefits.

- ☑ Operating Expenditures: All estimates were adjusted for projected inflation. Onetime operating increases for 2001 were also removed from subsequent year estimates.

- ☑ Capital Outlay: All estimates were adjusted for projected inflation. Onetime capital outlays for 2001 were also removed from subsequent year estimates. Projected annual changes in vehicle replacement costs, as estimated by Fleet, were added to the totals.
- ☑ General Fund Contribution to Capital Improvements: The \$15 million annual contribution was increased for projected inflation. This is in response to rapid increases in construction costs that have surfaced over the last year.

SUMMARY OF FIVE-YEAR PROJECTIONS

CITY OF COLORADO SPRINGS GENERAL FUND 2000 - 2005 BASELINE						
	2000 ESTIMATE	2001 BUDGET	2002 FORECAST	2003 FORECAST	2004 FORECAST	2005 FORECAST
POPULATION	358,400	366,000	374,300	381,000	387,300	393,500
EMPLOYEES PER CAPITA	0.0051	0.0052	0.0051	0.0050	0.0049	0.0048
EXISTING FTE EMPLOYEES	1,774	1,845	1,888	1,898	1,898	1,898
New Public Safety/Public Works Position:	68	37	10	0	0	0
All Other Positions	3	6	0	0	0	0
TOTAL FTE EMPLOYEES	1,845	1,888	1,898	1,898	1,898	1,898
BEGINNING FUND BALANCE 1/	\$12,289,400	\$12,880,972	\$12,621,188	\$13,463,380	\$13,860,987	\$14,326,187
REVENUE						
PROPERTY TAX	16,319,000	16,831,792	17,691,518	18,613,157	19,601,749	20,642,847
SALES & USE TAX	110,071,189	115,534,000	121,021,865	126,770,404	132,791,998	139,099,618
OTHER TAXES	3,154,821	3,234,751	3,308,107	3,367,323	3,423,003	3,477,799
INTERGOVERNMENTAL	21,042,903	22,740,166	22,946,615	22,846,648	23,147,009	23,253,899
CHARGES FOR SERVICES	6,465,675	7,615,728	8,429,099	9,238,780	10,064,277	10,578,411
OTHER REVENUE	9,185,049	10,050,896	10,228,283	10,371,475	10,506,117	10,638,623
FUND TRANSFERS	25,609,924	26,238,833	26,710,764	27,223,495	27,719,890	28,214,633
REBUDGETED	1,496,592	0	0	0	0	0
DRAW FROM FUND BALANCE	0	259,784	0	0	0	0
TOTAL REVENUE	193,345,153	202,505,950	210,336,252	218,431,282	227,254,042	235,905,830
EXPENDITURES						
BASE SALARIES & BENEFITS	105,711,550	116,522,044	127,154,200	133,403,608	139,095,401	145,188,298
NEW EMPLOYEES SAL & BEN WAGE PACKAGE	1,746,615	3,746,541	585,763	0	0	0
New Classification Plan	2,996,424	1,607,357	0	0	0	0
Market Movement	2,922,103	4,036,232	4,042,395	4,364,478	4,702,346	4,913,384
Performance Incentive Payments	2,475,905	2,257,486	2,542,500	2,654,630	2,781,102	2,905,916
Employee Benefits	773,381	6,428	0	0	0	0
OPERATING EXPENSES	45,909,519	49,710,178	49,749,131	51,440,602	53,241,023	55,104,459
CAPITAL OUTLAY	5,242,377	5,809,561	6,572,256	6,795,712	7,033,562	7,279,737
DEBT SERVICE	3,354,460	3,352,665	3,352,815	3,352,815	3,352,815	3,352,815
GENERAL FUND C.I.P.	21,621,247	15,332,088	15,495,000	16,021,830	16,582,594	17,162,985
TABOR REFUND	0	125,370	0	0	0	0
TOTAL EXPENDITURES	192,753,581	202,505,950	209,494,059	218,033,675	226,788,842	235,907,592
ANNUAL SURPLUS/DEFICIT	591,572	0	842,192	397,607	465,200	(1,763)
ENDING FUND BALANCE	\$12,880,972	\$12,621,188	\$13,463,380	\$13,860,987	\$14,326,187	\$14,324,424
FUND BALANCE %	6.68%	6.23%	6.43%	6.36%	6.32%	6.07%

A total of only 10 additional employees can be added between 2002 and 2005

4.75% annual Sales and Use Tax revenue growth assumed

annual growth in employee salaries equal to inflation

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

Maintenance of unappropriated fund balance in 6.0 - 6.5% range

1/ Excludes TABOR "emergency reserve" of \$5,750,000

Glossary of Terms

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).

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.

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.

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.

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.

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.

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 unit within the City Management Group 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 by City Council and some City Management units. Renovations will be completed in mid-2001 for occupancy in July 2001.

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.

POC – Police Operations Center.

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.

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 (TABOR) - 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
2001 BUDGET**

Fund	Org	Source	Account Description	1999 Actual	2000 Budget	2001 Budget	2000-2001 Change	% Change 2000-2001
Taxes								
<i>General Property Taxes</i>								
001	1330	45025	TAXES - CURRENT YEAR	15,285,626	16,487,463	16,831,792	344,329	2.09%
001	1330	45050	TAXES - DELINQUENT	124,361	0	0	0	0.00%
Total				15,409,987	16,487,463	16,831,792	344,329	2.09%
<i>Specific Ownership Taxes</i>								
001	1330	45126	STATE AUTOMOBILE TAX	2,470,627	2,338,803	2,695,659	356,855	15.26%
Total				2,470,627	2,338,803	2,695,659	356,855	15.26%
<i>General Sales and Use Tax</i>								
001	1330	45100	SALES AND USE TAX	100,971,343	101,935,000	115,534,000	13,599,000	13.34%
Total				100,971,343	101,935,000	115,534,000	13,599,000	13.34%
<i>Selective Sales and Use Taxes</i>								
001	1330	45175	ADMISSIONS TAX	290,917	286,242	296,562	10,320	3.61%
Total				290,917	286,242	296,562	10,320	3.61%
<i>Business Taxes</i>								
001	1510	45152	A HOTEL OR RESTAURANT	102,833	109,600	111,600	2,000	1.82%
001	1510	45154	BEER OR WINE	4,650	6,000	6,600	600	10.00%
001	1510	45157	PACKAGE STORE	25,211	25,500	28,500	3,000	11.76%
001	1510	45156	DRUG STORE	300	300	300	0	0.00%
001	1510	45155	CLUBS	3,900	3,900	4,200	300	7.69%
001	1510	45151	3.2 BEER	46,266	48,600	49,630	1,030	2.12%
001	1510	45160	TAVERN	34,826	36,000	41,200	5,200	14.44%
001	1510	45153	ARTS	200	200	200	0	0.00%
001	1510	45159	RACE TRACK	300	300	300	0	0.00%
001	1510	45158	PENALTY ON OCC LIQUOR TAX	435	500	0	-500	-100.00%
Total				218,921	230,900	242,530	11,630	5.04%
Total Taxes				119,361,795	121,278,408	135,600,542	14,322,134	11.81%
Licenses and Permits								
001	1330	45271	STATE LIQUOR LICENSES	31,480	36,628	37,646	1,018	2.78%
001	1510	45250	BED AND BREAKFAST PERMITS	25	0	75	75	0.00%
001	1510	45279	ALARM LICENSES	24,500	16,555	25,810	9,255	55.91%
001	1510	45226	AMUSEMENT AND THEATRE	7,135	2,173	2,700	527	24.26%
001	1510	45228	BILLIARDS POOL AND BOWLING	815	823	375	-448	-54.41%
001	1510	45229	CONTRACTOR EXCAVATION CEMENT	13,545	11,640	35,682	24,042	206.54%
001	1510	45230	COIN OPERATED GAMES	53,108	46,830	49,375	2,545	5.44%
001	1510	45231	FOOD PEDDLER	2,125	3,414	5,940	2,526	73.97%
001	1510	45232	FOOD SERVICE	30	0	0	0	0.00%
001	1510	45233	GARBAGE AND TRASH	11,970	12,447	14,546	2,099	16.86%
001	1510	45236	MASSAGE PARLORS	6,330	6,001	9,525	3,524	58.72%
001	1510	45237	MASSAGE THERAPIST	24,943	25,867	62,529	36,662	141.73%
001	1510	45238	MASSAGE APPRENTICE	2,100	854	825	-29	-3.35%
001	1510	45239	MERCHANT PATROL	36,470	58,584	201,374	142,790	243.74%
001	1510	45240	PAWN BROKER	1,600	1,914	2,916	1,002	52.34%
001	1510	45243	SEXUALLY ORIENTED BUSINESS	4,875	5,354	4,375	-979	-18.29%
001	1510	45245	TAXICAB	5,205	5,794	19,615	13,821	238.53%
001	1510	45246	TREE SERVICE	755	931	2,821	1,890	202.94%

**GENERAL FUND REVENUE
2001 BUDGET (CONT.)**

Fund	Org	Source	Account Description	1999 Actual	2000 Budget	2001 Budget	2000-2001 Change	% Change 2000-2001
001	1510	45249	ESCORT SERVICES BUSINESS	5,435	4,656	6,625	1,969	42.29%
001	1510	45276	MISCELLANEOUS LICENSES/PERMITS	0	207	0	-207	-100.00%
001	1510	45277	GOING OUT OF BUSINESS	1,300	1,035	1,068	33	3.22%
001	1510	45278	SALES TAX LICENSES	31,653	33,368	33,000	-368	-1.10%
001	5110	45247	PARK AND REC PERMITS/LICENSES	26,130	23,280	27,000	3,720	15.98%
Total Licenses and Permits				291,529	298,355	543,822	245,467	82.27%
Intergovernmental Revenue								
<i>Federal Grants</i>								
001	1330	46056	HOUSING AUTHORITY	11,128	11,128	12,151	1,023	9.19%
001	2133	45762	UNIVERSAL HIRING GRANT	0	579,783	1,207,088	627,305	108.20%
001	3500	45428	TRANSIT PREVENTIVE MAINT	971,714	903,047	933,706	30,659	3.40%
001	3500	45429	PARATRANSIT PREV MAINT	348,121	40,000	421,957	381,957	954.89%
001	3505	45426	DEPT OF TRANS-BUS SUBSIDY	67,089	0	0	0	0.00%
Total				1,398,052	1,533,958	2,574,902	1,040,944	67.86%
<i>State Grants</i>								
				0	0	0	0	0.00%
<i>State Shared Revenue</i>								
001	1330	45451	STATE CIGARETTE TAX	1,498,605	1,253,000	1,297,000	44,000	3.51%
001	1330	45476	HIGHWAY USERS TAX - REGULAR	12,632,349	13,035,089	13,375,862	340,773	2.61%
001	1330	45501	HIGHWAY USERS TAX - ADD FEES	1,153,374	1,209,175	1,216,123	6,948	0.57%
001	1330	45526	SEVERANCE TAX	546	1,000	550	-450	-45.00%
Total				15,284,874	15,498,264	15,889,535	391,271	2.52%
<i>Other Govt Units</i>								
001	1330	45551	ROAD AND BRIDGE	3,851,800	3,584,426	3,864,862	280,436	7.82%
001	1330	NEW	METEX LOAN REPAYMENT	0	195,048	360,617	165,569	84.89%
001	1330	45631	SHARED FINES	43,657	43,400	50,250	6,850	15.78%
Total				3,895,457	3,822,874	4,275,729	452,855	11.85%
Total Intergovernmental				20,578,383	20,855,096	22,740,166	1,885,070	9.04%
Charges for Services								
<i>General Government</i>								
001	1330	NEW	URBAN RENEWAL AUTHORITY	0	0	77,934	77,934	0.00%
001	1510	42730	RESALES	525	0	0	0	0.00%
001	3030	45711	COPIES OF DOCUMENTS	182	50	100	50	100.00%
001	3030	45712	MAPS, BOOKS, CODES, ETC	307	500	500	0	0.00%
001	3040	45692	CONCRETE PERMITS	240,419	328,945	264,765	-64,180	-19.51%
001	3040	45693	MAPS, BOOKS, CODES, MANUALS	3,848	13,000	2,500	-10,500	-80.77%
001	3040	45695	EXCAVATION PERMITS	494,624	450,000	594,500	144,500	32.11%
001	3040	NEW	ENGINEERING REVIEW FEE	0	0	169,785	169,785	0.00%
001	3040	NEW	STORMSEWER INSPECTION FEE	0	0	41,250	41,250	0.00%
001	6110	42730	PURCHASE FOR RESALE	0	600	0	-600	-100.00%
001	1200	44020	MISCELLANEOUS - GENERAL	0	1,000	1,000	0	0.00%
001	1200	45631	LEGAL FEES	16,413	5,000	5,000	0	0.00%
001	1330	46058	CITY USER FEE POLICY	0	444,226	0	-444,226	-100.00%
001	1330	46059	DEV REVIEW ENTERPRISE	0	125,000	0	-125,000	-100.00%
001	1510	44020	MISCELLANEOUS - GENERAL	117	0	0	0	0.00%
001	1510	45712	MAPS, BOOKS, CODES, ETC	5,400	3,000	5,000	2,000	66.67%
001	1531	44020	MISCELLANEOUS - GENERAL	73	0	0	0	0.00%
001	1531	45652	BONDSMEN JUDGEMENTS	15,129	11,000	12,500	1,500	13.64%

**GENERAL FUND REVENUE
2001 BUDGET (CONT.)**

Fund	Org	Source	Account Description	1999 Actual	2000 Budget	2001 Budget	2000-2001 Change	% Change 2000-2001
001	1531	45653	CASH BONDS	39,100	50,000	40,000	-10,000	-20.00%
001	1531	45654	COURT COSTS	333,537	330,000	340,000	10,000	3.03%
001	1531	45655	JURY FEES	7,375	8,000	8,750	750	9.38%
001	1531	45656	MISC - MUNICIPAL COURT	7,663	8,000	6,750	-1,250	-15.63%
001	1531	45657	OJW - CITY	70,849	72,000	75,000	3,000	4.17%
001	1531	45658	TRANSCRIPT FEE	3,115	4,000	2,500	-1,500	-37.50%
001	1531	45659	WARRANT COSTS	158,882	165,000	165,000	0	0.00%
001	1600	44020	MISCELLANEOUS - GENERAL	115	0	0	0	0.00%
001	3030	45811	STATE SAFETY - TRAF DEV	251,883	275,000	275,000	0	0.00%
001	3030	45812	TRAFFIC-REIMB FROM OTHERS	12,057	100,000	50,000	-50,000	-50.00%
001	3030	NEW	TRANS ENG REVIEW FEE	0	0	30,179	30,179	0.00%
001	3040	45694	REVOCABLE PERMITS	877	500	0	-500	-100.00%
001	3050	45694	REVOCABLE PERMITS	1,898	0	0	0	0.00%
001	4840	45671	ADMINISTRATIVE FILING FEES	512,178	832,000	747,600	-84,400	-10.14%
001	4840	45694	REVOCABLE PERMITS	0	0	80,000	80,000	0.00%
001	4840	45711	COPIES OF DOCUMENTS	-7	3,000	1,200	-1,800	-60.00%
001	4840	45712	MAPS, BOOKS, CODES, ETC	9,665	5,000	0	-5,000	-100.00%
001	6110	44020	MISCELLANEOUS - GENERAL	8,369	1,000	2,500	1,500	150.00%
001	6110	45691	BID DEPOSITS	7,695	6,000	10,000	4,000	66.67%
Total				2,202,288	3,241,821	3,009,313	-232,508	-7.17%
<i>Public Safety</i>								
001	2112	45758	SPECIAL DUTY REIMB - POLICE	-11,674	0	0	0	0.00%
001	2134	45763	ADMINISTRATIVE SERVICES	0	0	7,500	7,500	0.00%
001	2173	43140	APPLIED TO EXPENDITURES	46,268	35,000	35,000	0	0.00%
001	2241	45779	SPECIAL DUTY REIMB-FIRE	5,392	20,000	10,000	-10,000	-50.00%
001	2242	45775	HAZARDOUS MATERIAL - FIRE	17,583	30,000	25,000	-5,000	-16.67%
001	2102	45758	SPECIAL DUTY REIMB - POLICE	929,348	974,547	974,547	0	0.00%
001	2114	43140	APPLIED TO EXPENDITURES	350	0	0	0	0.00%
001	2114	45751	AUTO INSPECTION FEES	220	200	0	-200	-100.00%
001	2114	45756	PHOTOSTATS	5,158	0	0	0	0.00%
001	2114	45758	SPECIAL DUTY REIMB - POLICE	-90	0	0	0	0.00%
001	2114	45759	TOW AND STORAGE CHARGES	222,084	301,285	282,995	-18,290	-6.07%
001	2114	45901	MISCELLANEOUS - POLICE	92,870	24,000	138,743	114,743	478.10%
001	2114	NEW	AUCTION PROCEEDS	0	0	28,453	28,453	0.00%
001	2115	45756	PHOTOSTATS	-5	0	0	0	0.00%
001	2117	45759	TOW AND STORAGE CHARGES	-655	0	0	0	0.00%
001	2118	45756	PHOTOSTATS	461	0	0	0	0.00%
001	2133	45753	EXCESS POLICE ALARMS	195,155	27,500	52,000	24,500	89.09%
001	2151	45754	LAB FEES-POLICE	14	0	0	0	0.00%
001	2151	45757	POLYGRAPH TESTS-POLICE	3,120	3,720	1,440	-2,280	-61.29%
001	2154	45754	LAB FEES-POLICE	36,839	68,107	36,000	-32,107	-47.14%
001	2154	45756	PHOTOSTATS	24	0	0	0	0.00%
001	2155	45755	LAB TESTING	90	0	0	0	0.00%
001	2155	45756	PHOTOSTATS AND PICTURES	274,066	166,050	239,561	73,511	44.27%
001	2155	45901	MISCELLANEOUS	1	0	0	0	0.00%
001	2171	45752	COMM CTR TAPES	80	0	0	0	0.00%
001	2171	45760	WITNESS FEES	12,331	12,744	10,250	-2,494	-19.57%
001	2171	45907	SPECIAL EVENTS	44,440	80,264	80,264	0	0.00%
001	2174	45752	COMM CTR TAPES	3,907	2,520	4,912	2,392	94.92%
001	2193	45901	MISCELLANEOUS	1	0	0	0	0.00%
001	2194	45901	MISCELLANEOUS	1	0	0	0	0.00%
001	2230	43330	JUVENILE FIRE SETTER FEES	140	0	200	200	0.00%
001	2230	45771	ALARM SYSTEM PERMIT	18,689	21,000	35,369	14,369	68.42%
001	2230	45773	FIRE-RESTITUTION	11,119	8,500	8,500	0	0.00%
001	2230	45774	FIXED FIRE PROTECTION	5,434	7,000	8,920	1,920	27.43%
001	2230	45776	HAZARDOUS MATERIAL SEARCH	2,800	3,000	3,000	0	0.00%
001	2230	45777	MISCELLANEOUS - FIRE	4,216	5,000	5,000	0	0.00%
001	2230	45778	REVOCABLE FIRE PERMITS	15,250	11,000	22,003	11,003	100.03%

**GENERAL FUND REVENUE
2001 BUDGET (CONT.)**

Fund	Org	Source	Account Description	1999 Actual	2000 Budget	2001 Budget	2000-2001 Change	% Change 2000-2001
001	2230	45779	SPECIAL DUTY REIMB-FIRE	9,744	10,000	1,248	-8,752	-87.52%
001	2230	45780	SPECIAL FP INSPECTIONS	3,430	2,600	7,789	5,189	199.57%
001	2230	45781	SPRINKLER PERMIT FEES	34,989	40,000	59,366	19,366	48.42%
001	2230	45782	TANK INSPECTION & PERMIT FEE	5,040	8,000	6,687	-1,313	-16.41%
001	2230	NEW	FIRE DEVELOPMENT REVIEW	0	0	6,250	6,250	0.00%
001	2230	NEW	FINAL CONST INSPECTIONS	0	0	664	664	0.00%
001	2230	NEW	FINES – NO PERMIT	0	0	961	961	0.00%
001	2230	NEW	OFF DUTY INSPECTIONS	0	0	1,440	1,440	0.00%
001	2230	NEW	CONSTRUCTION PLAN REVIEW	0	0	28,258	28,258	0.00%
001	2230	NEW	HAZMAT PLAN REVIEW	0	0	1,293	1,293	0.00%
001	2230	NEW	FINES – NO PLAN REVIEW	0	0	470	470	0.00%
001	2230	NEW	FINES – NO HAZMAT PLAN REV	0	0	35	35	0.00%
001	2230	NEW	DEVELOPMENT REVIEW FEES	0	0	6,250	6,250	0.00%
001	2241	45772	FIRE PROTECTION CONTRACTS	0	2,000	1,000	-1,000	-50.00%
001	2241	45777	MISCELLANEOUS – FIRE	244	0	0	0	0.00%
001	2241	45901	MISCELLANEOUS	8	0	0	0	0.00%
Total				1,988,482	1,864,037	2,131,367	267,330	14.34%
<i>Highways and Streets</i>								
001	3020	44045	SALE OF SCRAP	1,130	0	0	0	0.00%
001	3020	45791	MILLINGS SALES	0	250,000	40,000	-210,000	-84.00%
Total				1,130	250,000	40,000	-210,000	-84.00%
<i>Culture – Recreation</i>								
001	4055	45898	CLASSES – SENIORS	50,475	0	35,000	35,000	0.00%
001	4060	45896	CHILD SUMMER PROGRAM	6,666	0	9,056	9,056	0.00%
001	4070	45908	WHR-EARLY CHILDHOOD	33,555	0	37,800	37,800	0.00%
001	4075	45896	CHILD SUMMER PROGRAM	18,054	0	7,418	7,418	0.00%
001	4075	45898	CLASSES-SENIOR	136	0	0	0	0.00%
001	4080	45896	CHILD SUMMER PROGRAM	3,532	0	4,369	4,369	0.00%
001	4080	45897	CLASSES	167	0	0	0	0.00%
001	4080	45898	CLASSES-SENIOR	466	0	0	0	0.00%
001	4085	45911	HILLSIDE PROGRAMS	10,622	0	20,944	20,944	0.00%
001	5112	45901	MISCELLANEOUS	4	0	0	0	0.00%
001	5243	45907	SPECIAL EVENT	54	0	0	0	0.00%
001	5243	45909	EQUIPMENT USE	24	0	0	0	0.00%
001	5315	45901	MISCELLANEOUS	2	0	0	0	0.00%
001	5605	44020	MISCELLANEOUS - GENERAL	3	0	0	0	0.00%
001	4045	42645	CITY CHRGS - PROGRAMMING	210	0	0	0	0.00%
001	4050	45895	THERAPEUTIC PROGRAMS	10,785	8,120	8,120	0	0.00%
001	4050	45896	CHILD SUMMER PROGRAM	136,750	0	0	0	0.00%
001	4050	45898	CLASSES - SENIORS	0	35,000	0	-35,000	-100.00%
001	4050	45908	RLR-EARLY CHILDHOOD PROGRAM	0	37,800	0	-37,800	-100.00%
001	4055	45906	SENIOR CENTER RENTAL	3,000	3,750	3,750	0	0.00%
001	4060	45906	OTIS PARK RENTAL	1,655	2,325	2,325	0	0.00%
001	4070	45893	COMMUNITY PROGRAMS-WESTSIDE	13,784	16,335	14,663	-1,672	-10.24%
001	4070	45896	CHILD SUMMER PROGRAM	6,264	0	0	0	0.00%
001	4070	45906	WEST SIDE RENTAL	4,000	2,000	2,000	0	0.00%
001	4075	45906	DEERFIELD RENTALS	2,967	2,880	2,880	0	0.00%
001	4080	45906	MEADOWS RENTAL	2,962	4,750	4,750	0	0.00%
001	4085	45896	CHILD SUMMER PROGRAM	2,044	0	0	0	0.00%
001	4085	45900	EARLY CHILDHOOD	-6	0	0	0	0.00%
001	4085	45906	HILLSIDE RENTAL	3,345	3,750	3,750	0	0.00%
001	5110	45901	MISCELLANEOUS	1,171	1,500	1,500	0	0.00%
001	5110	45904	RENTAL - WENGER	1,738	1,000	1,000	0	0.00%
001	5131	43032	RT PRT POT	36,278	40,000	40,000	0	0.00%
001	5131	45832	FIELD RESERVATIONS	84,029	72,000	72,000	0	0.00%
001	5131	NEW	SIMD FLOWERBEDS	0	0	15,000	15,000	0.00%
001	5212	43045	SPECIAL DUTY	11,278	12,000	18,000	6,000	50.00%
001	5212	45891	AUDITORIUM RENT	101,397	80,000	130,000	50,000	62.50%

GENERAL FUND REVENUE								
2001 BUDGET (CONT.)								
Fund	Org	Source	Account Description	1999 Actual	2000 Budget	2001 Budget	2000-2001 Change	% Change 2000-2001
001	5212	45899	CONCESSIONS - AUDITORIUM	7,500	9,000	14,000	5,000	55.56%
001	5212	45909	EQUIPMENT USE	1,500	0	0	0	0.00%
001	5221	45897	CLASSES	16,881	6,800	7,000	200	2.94%
001	5232	45896	OTIS PROGRAMS	0	10,103	0	-10,103	-100.00%
001	5235	45896	DEERFIELD PROGRAMS	0	8,730	0	-8,730	-100.00%
001	5236	45896	MEADOWS PROGRAMS	0	4,943	0	-4,943	-100.00%
001	5237	45911	HILLSIDE PROGRAMS	0	23,325	0	-23,325	-100.00%
001	5241	45907	SPECIAL EVENT	1,260	1,500	0	-1,500	-100.00%
001	5245	45892	COMM PROG-SONDERMANN PARK	1,820	1,350	0	-1,350	-100.00%
001	5245	45894	CAMPS	12,810	13,440	0	-13,440	-100.00%
001	5245	45907	SPEICAL EVENT	100	0	0	0	0.00%
001	5311	45835	PROGRAM REVENUE	395,988	375,000	375,000	0	0.00%
001	5311	45900	EARLY CHILDHOOD	16,154	12,000	12,000	0	0.00%
001	5313	45831	BASKETBALL	27,841	10,000	28,475	18,475	184.75%
001	5313	45832	FIELD RESERVATIONS	10	0	0	0	0.00%
001	5313	45833	FOOTBALL	14,920	10,000	10,000	0	0.00%
001	5313	45836	SOFTBALL	256,505	260,000	275,000	15,000	5.77%
001	5313	45837	TENNIS	26,577	27,000	0	-27,000	-100.00%
001	5313	45838	VOLLEYBALL	45,050	62,000	45,000	-17,000	-27.42%
001	5331	45851	DEERFIELD	42	0	0	0	0.00%
001	5331	45853	MUNICIPOOL	256,788	250,550	340,000	89,450	35.70%
001	5331	45901	MISCELLANEOUS	5	0	0	0	0.00%
001	5331	NEW	NORTHWEST POOL	0	0	117,150	117,150	0.00%
001	5331	NEW	NORTHEAST REC CTR	0	0	200,000	200,000	0.00%
001	5332	45855	PROSPECT LAKE	31,267	43,700	31,500	-12,200	-27.92%
001	5333	45851	DEERFIELD	5,889	7,000	5,500	-1,500	-21.43%
001	5333	45852	MONUMENT VLY	31,412	43,757	34,198	-9,559	-21.85%
001	5333	45853	MUNICIPOOL	-78	0	0	0	0.00%
001	5333	45854	PORTAL	53,383	46,813	43,000	-3,813	-8.15%
001	5333	45857	VALLEY HI	15,112	26,000	15,000	-11,000	-42.31%
001	5334	45856	RAMPART	109,655	120,250	0	-120,250	-100.00%
001	5341	45871	ADMISSIONS – ICE CENTER	73,709	36,106	79,000	42,894	118.80%
001	5341	45872	ARENA/ICE RENTAL	170,535	74,948	185,000	110,052	146.84%
001	5341	45873	CONCESSIONS – ICE CENTER	9,252	3,994	11,500	7,506	187.93%
001	5341	45874	LESSONS	47,135	24,099	53,500	29,401	122.00%
001	5341	45875	MISCELLANEOUS – ICE CENTER	3,044	2,225	2,400	175	7.87%
001	5341	45876	PATCH SKATING	59,428	33,045	55,000	21,955	66.44%
001	5341	45877	SKATE RENTAL	7,800	5,103	12,000	6,897	135.16%
001	5341	45878	SKATE SHARPENING	663	480	1,500	1,020	212.50%
001	5341	45879	SUMMER HIGH SCHOOL HOCKEY	10,404	10,000	15,000	5,000	50.00%
001	5510	45903	NORTH SLOPE ADMISSIONS	29,257	32,250	33,000	750	2.33%
001	5510	45906	RENTALS	3,575	3,300	0	-3,300	-100.00%
Total				2,290,604	1,922,021	2,435,048	513,027	26.69%
Total Charges for Services				6,482,504	7,277,879	7,615,728	337,849	4.64%
Fines and Forfeits								
001	1531	45951	GENERAL VIOLATIONS	210,303	280,000	255,000	-25,000	-8.93%
001	1531	45952	PARKING METERS	602,124	625,000	505,000	-120,000	-19.20%
001	1531	45953	VIOLATION-SURCHARGE	387,849	380,000	460,460	80,460	21.17%
001	1531	45954	TRAFFIC VIOLATIONS	1,998,399	2,000,000	3,042,190	1,042,190	52.11%
Total Fines and Forfeits				3,198,675	3,285,000	4,262,650	977,650	29.76%

**GENERAL FUND REVENUE
2001 BUDGET (CONT.)**

Fund	Org	Source	Account Description	1999 Actual	2000 Budget	2001 Budget	2000-2001 Change	% Change 2000-2001
Miscellaneous Revenue								
<i>Earnings on Deposits and Invest.</i>								
001	1350	46025	INTEREST	2,005,057	1,818,004	2,193,000	374,996	20.63%
Total				2,005,057	1,818,004	2,193,000	374,996	20.63%
<i>Rents and Royalties</i>								
001	1330	45905	RENTAL INCOME	164,825	80,000	35,800	-44,200	-55.25%
001	1330	46051	3901 PALMER PK-PARKING	0	4,500	0	-4,500	-100.00%
Total				164,825	84,500	35,800	-48,700	-57.63%
<i>Transit</i>								
001	3505	45738	AMBLICAB FARES	6,127	0	6,159	6,159	0.00%
001	3505	45739	PARA TRANSIT MEDICAID	5,762	0	6,378	6,378	0.00%
001	3505	45740	AMBLICAB MEDICAID	2,324	0	8,244	8,244	0.00%
001	3505	44085	ADVERTISING	0	50,000	50,000	0	0.00%
001	3505	45731	BUS BENCH ADVERTISING	62,343	0	0	0	0.00%
001	3505	45732	EL PASO COUNTY	407,000	407,000	491,282	84,282	20.71%
001	3505	45733	FARES	1,651,546	1,475,180	1,590,903	115,723	7.84%
001	3505	45734	FOUNTAIN	55,054	55,000	55,000	0	0.00%
001	3505	45735	MANITOU SPRINGS	15,329	14,678	21,678	7,000	47.69%
001	3505	45736	MEMORIAL HOSPITAL	247,153	240,000	240,000	0	0.00%
001	3505	45737	PARATRANSIT-FARES	74,242	64,390	64,390	0	0.00%
001	3505	46060	PROJECT ADMINISTRATION	0	40,000	0	-40,000	-100.00%
001	3505	46061	MEDICAID REIMBURSEMENT	0	14,000	0	-14,000	-100.00%
001	3505	NEW	LATTICE TOWER COMMUNICATION	0	0	19,200	19,200	0.00%
Total				2,526,880	2,360,248	2,553,234	192,986	8.18%
<i>Miscellaneous</i>								
001	2140	44025	CASH OVER/SHORT	1	0	0	0	0.00%
001	2155	44025	CASH OVER/SHORT	52	0	0	0	0.00%
001	2330	44025	CASH OVER/SHORT	1	0	0	0	0.00%
001	3505	44040	SALE OF PROPERTY	9,926	0	0	0	0.00%
001	4015	43140	APPLIED TO EXPENDITURES	33	0	0	0	0.00%
001	4045	44025	CASH OVER/SHORT	1	0	0	0	0.00%
001	4055	44025	CASH OVER/SHORT	5	0	0	0	0.00%
001	4065	44040	SALE OF PROPERTY	2,050	0	0	0	0.00%
001	4070	44025	CASH OVER/SHORT	40	0	0	0	0.00%
001	4080	44025	CASH OVER/SHORT	50	0	0	0	0.00%
001	4085	44025	CASH OVER/SHORT	62	0	0	0	0.00%
001	4840	44025	CASH OVER/SHORT	37	0	0	0	0.00%
001	5112	44040	SALE OF PROPERTY	6,300	0	0	0	0.00%
001	5330	44040	SALE OF PROPERTY	680	0	0	0	0.00%
001	5341	44025	CASH OVER/SHORT	1	0	0	0	0.00%
001	1110	46000	MISCELLANEOUS	-35	0	0	0	0.00%
001	1320	46055	ADMISSIONS TAX	16,500	18,000	18,000	0	0.00%
001	1330	44015	DAMAGE TO PROPERTY	700	1,000	0	-1,000	-100.00%
001	1330	44020	MISCELLANEOUS - GENERAL	11,160	4,000	0	-4,000	-100.00%
001	1330	44025	CASH OVER/SHORT	-5	0	0	0	0.00%
001	1330	44030	ACCT REC COLLECTION	9,356	0	0	0	0.00%
001	1330	45235	LIQUOR APPLICATION AND FEES	114,376	130,000	103,141	-26,859	-20.66%
001	1330	46054	EMPLOYEE JURY SERVICE	295	1,000	500	-500	-50.00%
001	1350	44020	MISCELLANEOUS - GENERAL	1,026	0	0	0	0.00%
001	1350	44025	CASH OVER/SHORT	-15	0	0	0	0.00%
001	1531	44025	CASH OVER/SHORT	-39	0	0	0	0.00%
001	2114	44025	CASH OVER/SHORT	20	0	0	0	0.00%
001	2114	44040	SALE OF PROPERTY	3,608	0	0	0	0.00%

GENERAL FUND REVENUE 2001 BUDGET (CONT.)								
Fund	Org	Source	Account Description	1999 Actual	2000 Budget	2001 Budget	2000-2001 Change	% Change 2000-2001
001	3020	43140	APPLIED TO EXPENDITURES	3,000	0	0	0	0.00%
001	3020	44040	SALE OF PROPERTY	16,784	0	0	0	0.00%
001	3030	44040	SALE OF PROPERTY	9,725	0	0	0	0.00%
001	3040	44025	CASH OVER/SHORT	61	0	0	0	0.00%
001	3040	44040	SALE OF PROPERTY	5,059	0	0	0	0.00%
001	5110	44025	CASH OVER/SHORT	213	0	0	0	0.00%
001	6110	43145	STREET-BANNING/LEWIS SERVICES	12,402	10,000	10,000	0	0.00%
001	6110	43150	GEN-BANNING/LEWIS SERVICES	350,001	330,750	330,750	0	0.00%
001	6110	43320	CAPITAL LEASE PROCEEDS	193,023	0	0	0	0.00%
001	6110	44040	SALE OF PROPERTY	1,498,849	0	0	0	0.00%
Total				2,265,303	494,750	462,391	-32,359	-6.54%
Total Miscellaneous Revenue				6,962,065	4,757,502	5,244,425	486,923	10.23%
Transfers From Other Funds								
<i>Utilities</i>								
001	1330	43190	SHARE OF POLICE PROTECTION	92,724	97,468	102,124	4,656	4.78%
001	1330	46126	SHARE OF CITY ATTORNEY	608,256	632,586	657,896	25,310	4.00%
001	1330	46127	SHARE OF CITY AUDITOR	211,176	238,623	263,165	24,542	10.28%
001	1330	46128	SHARE OF GENERAL ADMIN	121,404	126,260	131,315	5,055	4.00%
001	1330	46130	SHARE OF PPACG	61,668	73,349	74,778	1,429	1.95%
001	1330	46132	SHARE OF CITY COUNCIL	87,912	91,428	93,257	1,829	2.00%
001	1330	46133	SHARE OF ECON DEV COORD.	140,844	146,478	152,331	5,853	4.00%
001	1330	46136	SHARE OF CITY CLERK	210,900	219,336	228,109	8,773	4.00%
Total				1,534,884	1,625,528	1,702,975	77,447	4.76%
<i>Other Transfers</i>								
001	6141	46153	TRANSFER FROM OTHER FUNDS	31,950	0	0	0	0.00%
001	1330	46152	TRANSFER FR. LODGERS/AUTO REN	877,668	1,138,593	1,089,050	-49,543	-4.35%
001	1330	46153	TRANSFER FROM OTHER FUNDS	218,615	904,706	345,372	-559,334	-61.82%
Total				1,128,233	2,043,299	1,434,422	-608,877	-29.80%
<i>Administrative Charges</i>								
001	1330	46052	ADMIN CHARGES - NON TAX	1,262,882	1,422,752	1,374,972	-47,780	-3.36%
Total				1,262,882	1,422,752	1,374,972	-47,780	-3.36%
<i>Utilities-in-Lieu of Tax</i>								
001	1330	45611	UTILITIES IN LIEU OF TAX	19,798,029	21,037,000	21,671,587	634,587	3.02%
001	1330	45612	CEMETERY IN LIEU OF TAX	0	3,089	7,000	3,911	126.61%
001	1330	45613	HUMAN SRVCS COMP IN LIEU OF TAX	0	3,798	3,941	143	3.77%
001	1330	45615	PARKING SYSTEM IN LIEU OF TAX	0	22,337	37,246	14,909	66.75%
001	1330	45617	VALLEY HI IN LIEU OF TAX	0	10,389	6,691	-3,698	-35.60%
Total				19,798,029	21,076,613	21,726,465	649,852	3.08%
Total Transfers From Other Funds				23,724,028	26,168,192	26,238,833	70,641	0.27%
Subtotal				180,598,979	183,920,432	202,246,166	18,325,734	9.96%
Rebudgeted				2,276,219	1,496,592	0	-1,496,592	-100.00%
Total General Fund Revenues				182,875,198	185,417,024	202,246,166	16,829,142	9.08%
Draw Fr Fund Balance				0	389,460	259,784	-129,676	-33.30%
Total Estimated Revenues				182,875,198	185,806,484	202,505,950	16,699,466	8.99%

**SPECIAL FUNDS REVENUE
2001 BUDGET**

Fund	Org	Source	Account Description	1999 Actual	2000 Budget	2001 Budget	2000-2001 Change	% Change 2000-2001
Ballfield CIP								
115	5000	45836	SOFTBALL	99,246	0	0	0	0.00%
115	5000	46025	INTEREST	30,592	0	0	0	0.00%
115	6305	45836	SOFTBALL	0	90,000	80,000	-10,000	-11.11%
115	6305	46025	INTEREST	0	9,000	4,000	-5,000	-55.56%
115	6305	NEW	CONCESSION	0	0	26,572	26,572	0.00%
Total				129,838	99,000	110,572	11,572	11.69%
Sales & Use Tax CIP								
116	1300	45100	SALES AND USE TAX	-1,225	0	0	0	0.00%
116	1300	46025	INTEREST	190,570	0	0	0	0.00%
Total				189,345	0	0	0	0.00%
Bicycle Tax								
117	5000	43325	BICYCLE EXCISE TAX	106,967	97,400	109,000	11,600	11.91%
117	5000	46025	INTEREST	22,141	8,500	10,000	1,500	17.65%
Total				129,108	105,900	119,000	13,100	12.37%
TOPS								
118	5901	45100	SALES AND USE TAX	4,958,107	5,077,550	5,776,700	699,150	13.77%
118	5901	46025	INTEREST	190,622	24,753	20,490	-4,263	-17.22%
118	5902	46025	INTEREST	0	74,894	61,996	-12,898	-17.22%
118	5903	46025	INTEREST	0	24,753	20,490	-4,263	-17.22%
118	5904	46025	INTEREST	0	2,539	2,102	-437	-17.22%
Total				5,148,729	5,204,489	5,881,778	677,289	13.01%
Conservation Trust								
119	5000	43020	STATE LOTTERY FUNDS	2,741,435	3,173,197	2,920,041	-253,156	-7.98%
119	5000	46025	INTEREST	84,906	120,000	80,301	-39,699	-33.08%
Total				2,826,341	3,293,197	3,000,342	-292,855	-8.89%
Motor Vehicle Fee								
120	1300	NEW	MOTOR VEHICLE REG FEES	0	3,047,288	0	-3,047,288	-100.00%
120	1300	46025	INTEREST	0	76,200	0	-76,200	-100.00%
Total				0	3,123,488	0	-3,123,488	-100.00%
Old Colo City Maint.								
131	5410	45025	TAXES - CURRENT YEAR	57,324	61,777	63,263	1,486	2.41%
131	5410	45050	TAXES - DELIQUENT	130	0	0	0	0.00%
131	5410	45126	STATE AUTOMOBILE TAX	9,170	6,607	6,655	48	0.73%
131	5410	46025	INTEREST	7,024	6,270	6,270	0	0.00%
Total				73,648	74,654	76,188	1,534	2.05%
Norwood SIMD								
132	5411	45025	TAXES - CURRENT YEAR	249,596	282,119	309,081	26,962	9.56%
132	5411	45050	TAXES - DELIQUENT	187	0	0	0	0.00%
132	5411	45126	STATE AUTOMOBILE TAX	40,080	33,013	32,515	-498	-1.51%
132	5411	46025	INTEREST	16,810	5,225	5,225	0	0.00%
Total				306,673	320,357	346,821	26,464	8.26%
Briargate SIMD								
133	5412	45025	TAXES - CURRENT YEAR	471,850	517,932	574,187	56,255	10.86%
133	5412	45050	TAXES - DELIQUENT	302	0	0	0	0.00%
133	5412	45126	STATE AUTOMOBILE TAX	73,082	60,114	60,404	290	0.48%
133	5412	46025	INTEREST	28,151	12,540	12,540	0	0.00%
Total				573,385	590,586	647,131	56,545	9.57%

**SPECIAL FUNDS REVENUE
2001 BUDGET (CONT.)**

Fund	Org	Source	Account Description	1999 Actual	2000 Budget	2001 Budget	2000-2001 Change	% Change 2000-2001
Stetson Hill SIMD								
134	5405	45025	TAXES – CURRENT YEAR	83,983	100,912	110,089	9,177	9.09%
134	5405	45050	TAXES – DELIQUENT	413	0	0	0	0.00%
134	5405	45126	STATE AUTOMOBILE TAX	13,006	11,247	11,581	334	2.97%
134	5405	46025	INTEREST	4,537	2,090	2,090	0	0.00%
Total				101,939	114,249	123,760	9,511	8.32%
Woodstone SIMD								
135	5406	45025	TAXES – CURRENT YEAR	13,204	13,647	13,677	30	0.22%
135	5406	45050	TAXES – DELIQUENT	8	0	0	0	0.00%
135	5406	45126	STATE AUTOMOBILE TAX	2,044	1,477	1,439	-38	-2.57%
135	5406	46025	INTEREST	2,785	1,045	1,045	0	0.00%
Total				18,041	16,169	16,161	-8	-0.05%
Gateway SIMD								
136	5407	45025	TAXES – CURRENT YEAR	3,427	3,839	3,747	-92	-2.40%
136	5407	45050	TAXES – DELIQUENT	26	0	0	0	0.00%
136	5407	45126	STATE AUTOMOBILE TAX	530	411	394	-17	-4.14%
136	5407	46025	INTEREST	369	209	209	0	0.00%
Total				4,352	4,459	4,350	-109	-2.44%
Platte Ave. SIMD								
137	5408	45025	TAXES – CURRENT YEAR	8,569	8,499	8,499	0	0.00%
137	5408	46025	INTEREST	1,461	1,045	1,045	0	0.00%
Total				10,030	9,544	9,544	0	0.00%
Park Dev. Easement								
150	5400	43355	DEVELOPER FEES	4,267	0	0	0	0.00%
150	5400	46025	INTEREST	815	683	1,000	317	46.41%
Total				5,082	683	1,000	317	46.41%
Pub Space & Dev.								
151	5000	40001	ROY PRING AGREEMENT	192,130	0	0	0	0.00%
151	5000	40101	GATEWAY MASTERPLAN	7,029	0	0	0	0.00%
151	5000	43065	PARK FEES NEW ORDINANCE	583,841	600,000	800,000	200,000	33.33%
151	5000	46025	INTEREST	84,923	60,000	60,000	0	0.00%
Total				867,923	660,000	860,000	200,000	30.30%
Subdiv. Storm Drain								
152	4880	40080	C S RANCH	28,444	37,000	4,277	-32,723	-88.44%
152	4880	40081	PEREGRINE SUBDIV DRAINAGE	10,315	13,000	5,315	-7,685	-59.12%
152	4880	40087	SAND CREEK BASIN	133,799	143,000	255,622	112,622	78.76%
152	4880	40088	SPRING CREEK BASIN	54,678	42,000	35,204	-6,796	-16.18%
152	4880	40089	TEMPLETON GAP BASIN	43,202	30,000	74,362	44,362	147.87%
152	4880	40090	DOUGLAS CREEK BASIN	153,934	231,000	40,992	-190,008	-82.25%
152	4880	40091	POPE'S BLUFF	5,702	9,000	0	-9,000	-100.00%
152	4880	40094	COTTONWOOD CREEK BASIN	25,723	11,000	6,468	-4,532	-41.20%
152	4880	40095	MISCELLANEOUS BASINS	153,041	166,000	112,122	-53,878	-32.46%
152	4880	40097	BEAR CREEK BASIN	6,739	10,000	75,872	65,872	658.72%
152	4880	40098	SOUTHWEST BASIN	13,318	20,000	32,597	12,597	62.99%
152	4880	40099	BLACKSQUIRREL CREEK	99,810	150,000	27,901	-122,099	-81.40%
152	4880	40100	MIDDLE TRIBUTARY	272,694	150,000	30,803	-119,197	-79.46%
152	4880	40128	COTTONWOOD CREEK POND	85,698	90,000	65,791	-24,209	-26.90%
152	4880	40129	SAND CREEK POND	363,390	321,000	536,333	215,333	67.08%
152	4880	40160	SAND CRK SURCHARGE	128,836	132,000	153,758	21,758	16.48%
152	4880	40161	MIDDLE TRIBUTARY POND	29,565	11,000	4,145	-6,855	-62.32%
152	4880	40249	MONUMENT BRANCH POND	2,652	2,500	1,314	-1,186	-47.44%

**SPECIAL FUNDS REVENUE
2001 BUDGET (CONT.)**

Fund	Org	Source	Account Description	1999 Actual	2000 Budget	2001 Budget	2000-2001 Change	% Change 2000-2001
152	4880	40261	CAMP CREEK BASIN	2,520	4,000	14,373	10,373	259.33%
152	4880	40262	PULPIT ROCK BASIN	18,028	27,000	0	-27,000	-100.00%
152	4880	40266	MONUMENT BRANCH	12,593	0	0	0	0.00%
152	4880	40330	SMITH CREEK DRAINAGE	0	0	773,166	773,166	0.00%
152	4880	40331	SMITH CREEK POND (LAND)	0	0	64,012	64,012	0.00%
152	4880	46025	INTEREST	112,455	67,000	47,000	-20,000	-29.85%
Total				1,757,136	1,666,500	2,361,427	694,927	41.70%
Arterial Roadway								
153	4870	40087	SAND CREEK BASIN	89,469	74,000	143,356	69,356	93.72%
153	4870	40089	TEMPLETON GAP BASIN	15,074	1,800	4,368	2,568	142.67%
153	4870	40090	DOUGLAS CREEK BASIN	-69,528	0	2,602	2,602	0.00%
153	4870	40092	PETERSON FIELD BASIN	1,183	1,800	7,418	5,618	312.11%
153	4870	40094	COTTONWOOD CREEK BASIN	36,200	53,000	324	-52,676	-99.39%
153	4870	40097	BEAR CREEK BASIN	1,351	1,300	10,352	9,052	696.31%
153	4870	40099	BLACKSQUIRREL CREEK	11,397	17,000	3,186	-13,814	-81.26%
153	4870	40332	SMITH CREEK BRIDGE	0	0	14,922	14,922	0.00%
153	4870	46025	INTEREST	32,405	28,000	8,700	-19,300	-68.93%
Total				117,551	176,900	195,228	18,328	10.36%
Bus. Dev. Rev. Loan								
165	9861	40006	PRINCIPAL CD REVOLVING	5,731	26,893	0	-26,893	-100.00%
165	9861	40007	PRINCIPAL - PPRDC - COMM	104,341	382,000	30,000	-352,000	-92.15%
165	9861	40008	PRINCIPAL SPRINKLER	0	500	0	-500	-100.00%
165	9861	43110	INTEREST PPRDC - COMM	8,416	19,751	5,960	-13,791	-69.82%
165	9861	43115	INTEREST CD REVOLVING PYMT	1,307	507	0	-507	-100.00%
165	9861	43120	INTEREST SPRINKLER	0	133	0	-133	-100.00%
165	9861	43125	PRINCIPAL PAYMENTS - ED	405,243	216,200	216,200	0	0.00%
165	9861	43130	INTEREST ON LOANS -ED	21,908	18,700	18,700	0	0.00%
165	9861	44070	COLLECTION SERVICE FEE	29,135	3,000	0	-3,000	-100.00%
165	9861	44075	PROCESSING FEE	0	9,000	0	-9,000	-100.00%
165	9861	46025	INTEREST	123,459	112,692	31,000	-81,692	-72.49%
Total				699,541	789,376	301,860	-487,516	-61.76%
LART								
166	1300	45100	SALES AND USE TAX	3,470,279	3,520,167	3,557,143	36,976	1.05%
166	1300	46025	INTEREST	1,259	32,000	10,000	-22,000	-68.75%
Total				3,471,538	3,552,167	3,567,143	14,976	0.42%
Street Tree								
167	5000	43060	TREE FEES	110,710	100,000	100,000	0	0.00%
167	5000	46025	INTEREST	22,114	25,000	31,000	6,000	24.00%
Total				132,824	125,000	131,000	6,000	4.80%
Tree City-USA								
168	5740	43050	DAMAGED TREES AND SHRUBS	9,189	10,000	26,000	16,000	160.00%
168	5740	43055	MISC DAMAGED TREE & SHRUBS	12,033	400	0	-400	-100.00%
168	5740	44030	ACCT REC COLLECTION	560	0	0	0	0.00%
168	5740	46025	INTEREST	1,707	2,000	2,000	0	0.00%
Total				23,489	12,400	28,000	15,600	125.81%
Garfield School								
169	4200	46025	INTEREST	739	1,000	0	-1,000	-100.00%
Total				739	1,000	0	-1,000	-100.00%
Surplus Deficiency								
180	7920	43015	ASSESS REC ID80 WINEWOOD	272	0	0	0	0.00%
180	7920	43130	INTEREST ON LOANS	21	0	0	0	0.00%

**SPECIAL FUNDS REVENUE
2001 BUDGET (CONT.)**

Fund	Org	Source	Account Description	1999 Actual	2000 Budget	2001 Budget	2000-2001 Change	% Change 2000-2001
180	7920	43200	ASSESSMENTS RECEIVABLE	47	0	0	0	0.00%
180	7920	46153	TRANSFER FROM OTHER FUNDS	9,641	0	0	0	0.00%
Total				9,981	0	0	0	0.00%
Woodmen Vly Water								
181	7921	43200	ASSESSMENTS RECEIVABLE	60,513	0	0	0	0.00%
181	7921	46025	INTEREST	76,935	0	0	0	0.00%
Total				137,448	0	0	0	0.00%
Mesa Springs ID								
182	7922	46025	INTEREST	578	0	0	0	0.00%
Total				578	0	0	0	0.00%
Carmel Drive LID								
183	7914	43016	LOAN PROCEEDS	191,214	0	0	0	0.00%
183	7914	43075	CITY SHARE	76,395	0	0	0	0.00%
Total				267,609	0	0	0	0.00%
ID								
184	7911	43200	ASSESSMENTS RECEIVABLE	171,896	0	0	0	0.00%
184	7912	43075	CITY SHARE	219,067	0	0	0	0.00%
184	7912	43200	ASSESSMENTS RECEIVABLE	9,616	0	0	0	0.00%
184	7912	43016	LOAN PROCEEDS	14,416	0	0	0	0.00%
184	7913	43075	CITY SHARE	115,545	0	0	0	0.00%
184	7913	43200	ASSESSMENTS RECEIVABLE	25,303	0	0	0	0.00%
184	7913	46025	INTEREST	280	0	0	0	0.00%
184	7915	43200	ASSESSMENTS RECEIVABLE	9,345	0	0	0	0.00%
184	7915	46025	INTEREST	4,766	0	0	0	0.00%
184	7916	43016	LOAN PROCEEDS	3,580	0	0	0	0.00%
184	7916	43075	CITY SHARE	5,476	0	0	0	0.00%
184	7917	43075	CITY SHARE	69,743	0	0	0	0.00%
184	7916	43200	ASSESSMENTS RECEIVABLE	363	0	0	0	0.00%
184	7917	43200	ASSESSMENTS RECEIVABLE	12,339	0	0	0	0.00%
Total				661,735	0	0	0	0.00%
ID 88								
186	7924	43245	ASSESS REC ID88 REGULAR	3,134	0	0	0	0.00%
186	7924	46025	INTEREST	235	0	0	0	0.00%
Total				3,369	0	0	0	0.00%
ID 89								
187	7925	43260	ASSESS REC ID89 CONSTELL	378	0	0	0	0.00%
187	7925	43270	ASSESS REC ID89 REGULAR	504	0	0	0	0.00%
187	7925	43275	ASSESS REC ID89 CDID	1,417	0	0	0	0.00%
187	7925	43280	ASSESS REC ID89 MESA SPRING	1,351	0	0	0	0.00%
187	7925	43285	ASSESS REC ID89 BIJOU	232	0	0	0	0.00%
187	7925	46025	INTEREST	361	0	0	0	0.00%
Total				4,243	0	0	0	0.00%
ID 90								
188	7926	43240	ASSESS REC ID90 REGULAR	3,163	0	0	0	0.00%
188	7926	43290	ASSESS REC ID90 MESA SPRING	202	0	0	0	0.00%
188	7926	46025	INTEREST	526	0	0	0	0.00%
Total				3,891	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%

**SPECIAL FUNDS REVENUE
2001 BUDGET (CONT.)**

Fund	Org	Source	Account Description	1999 Actual	2000 Budget	2001 Budget	2000-2001 Change	% Change 2000-2001
189	7927	46025	INTEREST	2,695	0	0	0	0.00%
Total				11,135	0	0	0	0.00%
ID 92								
190	7928	43315	ASSESS REC ID92 MESA SPGS	2,044	0	0	0	0.00%
190	7928	46025	INTEREST	505	0	0	0	0.00%
Total				2,549	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	833	0	0	0	0.00%
Total				2,465	0	0	0	0.00%
Ongoing CIP								
202	1300	45791	MILLINGS SALES	62,500	0	0	0	0.00%
202	1300	46025	INTEREST	363,288	180,350	225,000	41,709	23.13%
202	1300	46153	TRANSFER FROM OTHER FUNDS	7,150,000	7,214,053	7,279,941	65,888	0.91%
Total				7,575,788	7,394,403	7,504,941	107,597	1.46%
SCIP								
201	1300	43104	SCIP BOND PROCEEDS	87,975,000	0	0	0	0.00%
201	1300	46025	INTEREST	2,060,335	684,295	0	-684,295	-100.00%
201	1300	46153	TRANSFER FROM OTHER FUNDS	13,860,152	7,848,447	7,847,059	-1,388	-0.02%
Total				103,895,487	8,532,742	7,847,059	-685,683	-8.04%
Airport								
401	7200	44050	GAIN/LOSS ON SALE OF ASSETS	-2,478	0	0	0	0.00%
401	7201	41000	LANDING	16,424	2,842,084	2,649,136	-192,948	-6.79%
401	7201	41002	LANDING	46,734	0	0	0	0.00%
401	7201	41003	LANDING	248,547	0	0	0	0.00%
401	7201	41004	LANDING	177,667	0	0	0	0.00%
401	7201	41006	LANDING	89,534	0	0	0	0.00%
401	7201	41007	LANDING	291,215	0	0	0	0.00%
401	7201	41008	LANDING	116,335	0	0	0	0.00%
401	7201	41009	LANDING	24,879	0	0	0	0.00%
401	7201	41011	LANDING	4,758	0	0	0	0.00%
401	7201	41012	LANDING	108,501	0	0	0	0.00%
401	7201	41013	LANDING	191,296	0	0	0	0.00%
401	7201	41014	LANDING	10,494	0	0	0	0.00%
401	7201	41015	LANDING	111,777	0	0	0	0.00%
401	7201	41016	LANDING	455,444	0	0	0	0.00%
401	7201	41018	LANDING	127,412	0	0	0	0.00%
401	7201	41020	LANDING FEES	33,778	0	0	0	0.00%
401	7201	41021	LANDING	22,309	0	0	0	0.00%
401	7201	41022	LANDING	4,495	0	0	0	0.00%
401	7201	41023	LANDING	2,041	0	0	0	0.00%
401	7201	41030	LOADING BRIDGES	0	376,356	426,774	50,418	13.40%
401	7201	41032	LOADING BRIDGES	48,931	0	0	0	0.00%
401	7201	41033	LOADING BRIDGES	36,696	0	0	0	0.00%
401	7201	41035	LOADING BRIDGES	36,695	0	0	0	0.00%
401	7201	41036	LOADING BRIDGES	73,403	0	0	0	0.00%
401	7201	41039	LOADING BRIDGES	36,696	0	0	0	0.00%
401	7201	41040	LOADING BRIDGES	24,464	0	0	0	0.00%
401	7201	41041	LOADING BRIDGES	36,696	0	0	0	0.00%
401	7201	41042	LOADING BRIDGES	73,404	0	0	0	0.00%
401	7201	41044	LOADING BRIDGES	12,232	0	0	0	0.00%
401	7201	41050	TERMINAL RENT	-9,454	4,423,507	5,095,240	671,733	15.19%
401	7201	41051	TERMINAL RENT	554,510	0	0	0	0.00%

**SPECIAL FUNDS REVENUE
2001 BUDGET (CONT.)**

Fund	Org	Source	Account Description	1999 Actual	2000 Budget	2001 Budget	2000-2001 Change	% Change 2000-2001
401	7201	41052	TERMINAL RENT	414,254	0	0	0	0.00%
401	7201	41054	TERMINAL RENT	234,220	0	0	0	0.00%
401	7201	41055	TERMINAL RENT	737,045	0	0	0	0.00%
401	7201	41056	TERMINAL RENT	43,885	0	0	0	0.00%
401	7201	41059	TERMINAL RENT	297,021	0	0	0	0.00%
401	7201	41060	TERMINAL RENT	243,095	0	0	0	0.00%
401	7201	41061	TERMINAL RENT	354,559	0	0	0	0.00%
401	7201	41062	TERMINAL RENT	987,451	0	0	0	0.00%
401	7201	41065	TERMINAL RENT	15,779	0	0	0	0.00%
401	7201	41066	TERMINAL RENT	7,352	0	0	0	0.00%
401	7201	41067	TERMINAL RENT	106,421	0	0	0	0.00%
401	7201	41068	TERMINAL RENT	3,374	0	0	0	0.00%
401	7201	41069	TERMINAL RENT	2,205	0	0	0	0.00%
401	7201	41070	DIVERSION LANDING FEES	0	248,827	45,000	-203,827	-81.92%
401	7201	41071	DIVERSION LANDING FEES	6,823	0	0	0	0.00%
401	7201	41072	DIVERSION LANDING FEES	5,902	0	0	0	0.00%
401	7201	41074	DIVERSION LANDING FEES	39	0	0	0	0.00%
401	7201	41075	DIVERSION LANDING FEES	126	0	0	0	0.00%
401	7201	41076	DIVERSION LANDING FEES	3,716	0	0	0	0.00%
401	7201	41077	DIVERSION LANDING FEES	155	0	0	0	0.00%
401	7201	41078	DIVERSION LANDING FEES	221	0	0	0	0.00%
401	7201	41079	DIVERSION LANDING FEES	29	0	0	0	0.00%
401	7201	41081	GATE USAGE	101,595	165,190	90,724	-74,466	-45.08%
401	7201	41082	GATE USAGE	5,287	0	0	0	0.00%
401	7201	41083	GATE USAGE	9,913	0	0	0	0.00%
401	7201	41085	GATE USAGE	348	0	0	0	0.00%
401	7201	41087	GATE USAGE	827	0	0	0	0.00%
401	7201	41088	GATE USAGE	3,803	0	0	0	0.00%
401	7201	41089	GATE USAGE	47,090	0	0	0	0.00%
401	7201	41091	GATE USAGE	50	0	0	0	0.00%
401	7201	41092	GATE USAGE	1,399	0	0	0	0.00%
401	7201	41093	GATE USAGE	1,278	0	0	0	0.00%
401	7201	41094	GATE USAGE	170	0	0	0	0.00%
401	7201	41095	GATE USAGE	259	0	0	0	0.00%
401	7201	41101	FOOD,BEVERAGES,GIFTS,SPEC	261,653	279,800	278,100	-1,700	-0.61%
401	7201	41103	FOOD,BEVERAGES,GIFTS,SPEC	14,400	14,000	14,400	400	2.86%
401	7201	41104	FOOD,BEVERAGES,GIFTS,SPEC	348,015	381,800	337,000	-44,800	-11.73%
401	7201	41106	FOOD,BEVERAGES,GIFTS,SPEC	2,569	2,700	2,700	0	0.00%
401	7201	41110	ADVERTISING, OTHER	148,654	163,000	180,700	17,700	10.86%
401	7201	41112	MISCELLANEOUS ADMIN REVENUE	21,698	22,000	37,000	15,000	68.18%
401	7201	41113	MISCELLANEOUS ADMIN REVENUE	2,371	2,100	2,400	300	14.29%
401	7201	41114	MISCELLANEOUS ADMIN REVENUE	49,838	46,000	31,000	-15,000	-32.61%
401	7201	41115	MISCELLANEOUS ADMIN REVENUE	5,060	5,200	4,000	-1,200	-23.08%
401	7201	41116	MISCELLANEOUS ADMIN REVENUE	41	0	0	0	0.00%
401	7201	41120	BUILDING RENTAL	0	0	31,700	31,700	0.00%
401	7201	41122	BUILDING RENTAL	33,645	31,000	0	-31,000	-100.00%
401	7201	41123	BUILDING RENTAL	5,292	5,200	0	-5,200	-100.00%
401	7201	41124	BUILDING RENTAL	2,350	2,300	0	-2,300	-100.00%
401	7201	41128	BUILDING RENTAL	24,473	24,400	0	-24,400	-100.00%
401	7201	41132	BUILDING RENTAL	2,205	0	0	0	0.00%
401	7201	41133	BUILDING RENTAL	600	500	0	-500	-100.00%
401	7201	41134	BUILDING RENTAL	4,600	4,600	0	-4,600	-100.00%
401	7201	41135	BUILDING RENTAL	2,146	0	0	0	0.00%
401	7201	41140	RENT CAR COUNTERS	0	117,000	116,900	-100	-0.09%
401	7201	41141	RENT CAR COUNTERS	19,190	0	0	0	0.00%
401	7201	41142	RENT CAR COUNTERS	23,028	0	0	0	0.00%
401	7201	41143	RENT CAR COUNTERS	19,190	0	0	0	0.00%
401	7201	41145	RENT CAR COUNTERS	23,807	0	0	0	0.00%

**SPECIAL FUNDS REVENUE
2001 BUDGET (CONT.)**

Fund	Org	Source	Account Description	1999 Actual	2000 Budget	2001 Budget	2000-2001 Change	% Change 2000-2001
401	7201	41146	RENT CAR COUNTERS	13,433	0	0	0	0.00%
401	7201	41150	VENDING	900	3,200	3,200	0	0.00%
401	7201	41151	VENDING	1,800	56,000	0	-56,000	-100.00%
401	7201	41152	VENDING	500	0	0	0	0.00%
401	7201	41200	RENT CAR PRIVILEGES	0	3,291,900	3,214,700	-77,200	-2.35%
401	7201	41201	RENT CAR PRIVILEGES	28,183	0	0	0	0.00%
401	7201	41202	RENT CAR PRIVILEGES	553,667	0	0	0	0.00%
401	7201	41203	RENT CAR PRIVILEGES	802,734	0	0	0	0.00%
401	7201	41204	RENT CAR PRIVILEGES	375,359	0	0	0	0.00%
401	7201	41207	RENT CAR PRIVILEGES	70,918	0	0	0	0.00%
401	7201	41209	RENT CAR PRIVILEGES	78	0	0	0	0.00%
401	7201	41210	RENT CAR PRIVILEGES	931,386	0	0	0	0.00%
401	7201	41211	RENT CAR PRIVILEGES	558,626	0	0	0	0.00%
401	7201	41214	RENT CAR PRIVILEGES	4,060	0	0	0	0.00%
401	7201	41220	RAC RETURN SPACES	0	58,000	58,000	0	0.00%
401	7201	41221	RAC RETURN SPACES	10,440	0	0	0	0.00%
401	7201	41222	RAC RETURN SPACES	13,800	0	0	0	0.00%
401	7201	41223	RAC RETURN SPACES	7,440	0	0	0	0.00%
401	7201	41225	RAC RETURN SPACES	16,680	0	0	0	0.00%
401	7201	41226	RAC RETURN SPACES	9,360	0	0	0	0.00%
401	7201	41230	RAC SERVICE AREAS	0	56,000	56,000	0	0.00%
401	7201	41231	RAC SERVICE AREAS	8,712	0	0	0	0.00%
401	7201	41232	RAC SERVICE AREAS	16,757	0	0	0	0.00%
401	7201	41233	RAC SERVICE AREAS	8,712	0	0	0	0.00%
401	7201	41235	RAC SERVICE AREAS	13,068	0	0	0	0.00%
401	7201	41236	RAC SERVICE AREAS	8,712	0	0	0	0.00%
401	7201	41250	PUBLIC PARKING & FINES	6,011,228	6,657,000	6,072,000	-585,000	-8.79%
401	7201	41260	GROUND TRANSPORTATION	120,772	133,000	136,400	3,400	2.56%
401	7201	41300	FUEL SALES	0	0	120,000	120,000	0.00%
401	7201	41301	FUEL SALES	7	500	0	-500	-100.00%
401	7201	41303	FUEL SALES	1,248	500	0	-500	-100.00%
401	7201	41304	FUEL SALES	126,184	87,000	0	-87,000	-100.00%
401	7201	41307	FUEL SALES	5,171	4,500	0	-4,500	-100.00%
401	7201	41311	FUEL SALES	242,013	195,500	228,000	32,500	16.62%
401	7201	41320	GROUND, BUILDING RENTS	0	0	344,400	344,400	0.00%
401	7201	41321	GROUND, BUILDING RENTS	64,601	64,600	0	-64,600	-100.00%
401	7201	41322	GROUND, BUILDING RENTS	7,700	64,300	0	-64,300	-100.00%
401	7201	41323	GROUND, BUILDING RENTS	5,699	0	0	0	0.00%
401	7201	41324	GROUND, BUILDING RENTS	44,772	65,500	0	-65,500	-100.00%
401	7201	41325	GROUND, BUILDING RENTS	49,742	49,700	0	-49,700	-100.00%
401	7201	41326	GROUND, BUILDING RENTS	16,988	13,700	0	-13,700	-100.00%
401	7201	41327	GROUND, BUILDING RENTS	1,625	0	0	0	0.00%
401	7201	41328	GROUND, BUILDING RENTS	3,705	0	0	0	0.00%
401	7201	41329	GROUND, BUILDING RENTS	6,850	6,800	0	-6,800	-100.00%
401	7201	41336	GROUND, BUILDING RENTS	7,200	7,200	0	-7,200	-100.00%
401	7201	41337	GROUND, BUILDING RENTS	25,200	25,200	0	-25,200	-100.00%
401	7201	41339	GROUND,BUILDING RENTS	24,013	24,000	0	-24,000	-100.00%
401	7201	41340	SUPPORT BUILDING RENTS	0	90,000	121,600	31,600	35.11%
401	7201	41341	SUPPORT BUILDING RENTS	15,000	0	0	0	0.00%
401	7201	41342	SUPPORT BUILDING RENTS	15,000	0	0	0	0.00%
401	7201	41344	SUPPORT BUILDING RENTS	30,000	0	0	0	0.00%
401	7201	41345	SUPPORT BUILDING RENTS	30,000	0	0	0	0.00%
401	7201	41365	GROUND,BUILDING RENTS	0	0	24,000	24,000	0.00%
401	7201	41366	GROUND,BUILDING RENTS	14,544	14,500	0	-14,500	-100.00%
401	7201	41367	GROUND,BUILDING RENTS	8,996	0	0	0	0.00%
401	7201	41368	GROUND,BUILDING RENTS	15,682	0	0	0	0.00%
401	7201	41369	GROUND,BUILDING RENTS	4,614	0	0	0	0.00%
401	7201	41372	RAMP OVERNIGHT	125	0	0	0	0.00%

**SPECIAL FUNDS REVENUE
2001 BUDGET (CONT.)**

Fund	Org	Source	Account Description	1999 Actual	2000 Budget	2001 Budget	2000-2001 Change	% Change 2000-2001
401	7201	41395	LATE FEES	7	0	0	0	0.00%
401	7201	41396	LATE FEES	3	0	0	0	0.00%
401	7201	41397	LATE FEES	841	0	0	0	0.00%
401	7201	41399	LATE FEES	18	0	0	0	0.00%
401	7201	41400	MISCELLANEOUS ADMIN REVENUE	1	0	25,000	25,000	0.00%
401	7201	41403	MISCELLANEOUS ADMIN REVENUE	0	4,000	0	-4,000	-100.00%
401	7201	41408	MISCELLANEOUS ADMIN REVENUE	25	0	0	0	0.00%
401	7201	41411	MISCELLANEOUS ADMIN REVENUE	0	300	0	-300	-100.00%
401	7201	41412	MISCELLANEOUS ADMIN REVENUE	49	0	0	0	0.00%
401	7201	41413	MISCELLANEOUS ADMIN REVENUE	2,502	1,500	0	-1,500	-100.00%
401	7201	41414	LATE FEES	86	0	0	0	0.00%
401	7201	41415	LATE FEES	558	500	0	-500	-100.00%
401	7201	41416	MISCELLANEOUS ADMIN REVENUE	19,732	8,000	0	-8,000	-100.00%
401	7201	41417	MAINTENANCE	7	700	0	-700	-100.00%
401	7201	41420	LATE FEES	802	18,000	20,000	2,000	11.11%
401	7201	41422	LATE FEES	1,259	0	0	0	0.00%
401	7201	41423	LATE FEES	105	0	0	0	0.00%
401	7201	41424	LATE FEES	41	0	0	0	0.00%
401	7201	41426	LATE FEES	662	0	0	0	0.00%
401	7201	41427	LATE FEES	324	0	0	0	0.00%
401	7201	41431	LATE FEES	999	0	0	0	0.00%
401	7201	41434	LATE FEES	147	0	0	0	0.00%
401	7201	41436	LATE FEES	73	0	0	0	0.00%
401	7201	41437	LATE FEES	9,096	0	0	0	0.00%
401	7201	41438	LATE FEES	5,305	0	0	0	0.00%
401	7201	41442	LATE FEES	-96	0	0	0	0.00%
401	7201	41445	LATE FEES	9	0	0	0	0.00%
401	7201	41447	LATE FEES	3	0	0	0	0.00%
401	7201	41450	PHONE SERVICES	0	0	56,000	56,000	0.00%
401	7201	41451	PHONE SERVICES	2,778	0	0	0	0.00%
401	7201	41452	PHONE SERVICES	3,254	0	0	0	0.00%
401	7201	41453	PHONE SERVICES	5,342	0	0	0	0.00%
401	7201	41454	PHONE SERVICES	5,582	0	0	0	0.00%
401	7201	41455	PHONE SERVICES	1,050	0	0	0	0.00%
401	7201	41456	PHONE SERVICES	2,109	0	0	0	0.00%
401	7201	41457	PHONE SERVICES	2,255	0	0	0	0.00%
401	7201	41458	PHONE SERVICES	246	0	0	0	0.00%
401	7201	41459	PHONE SERVICES	156	0	0	0	0.00%
401	7201	41460	PHONE SERVICES	168	0	0	0	0.00%
401	7201	41461	PHONE SERVICES	624	0	0	0	0.00%
401	7201	41462	PHONE SERVICES	7,074	0	0	0	0.00%
401	7201	41463	PHONE SERVICES	156	0	0	0	0.00%
401	7201	41464	PHONE SERVICES	5,418	0	0	0	0.00%
401	7201	41465	PHONE SERVICES	522	0	0	0	0.00%
401	7201	41466	PHONE SERVICES	366	0	0	0	0.00%
401	7201	41467	PHONE SERVICES	2,323	0	0	0	0.00%
401	7201	41468	PHONE SERVICES	3,063	0	0	0	0.00%
401	7201	41469	PHONE SERVICES	5	0	0	0	0.00%
401	7201	41470	PHONE SERVICES	1,507	0	0	0	0.00%
401	7201	41471	PHONE SERVICES	1,755	0	0	0	0.00%
401	7201	41472	PHONE SERVICES	3,390	0	0	0	0.00%
401	7201	41473	PHONE SERVICES	3,180	0	0	0	0.00%
401	7201	41474	PHONE SERVICES	228	0	0	0	0.00%
401	7201	41477	PHONE SERVICES	1,682	0	0	0	0.00%
401	7201	41479	LATE FEES	9	0	0	0	0.00%
401	7201	41490	GATE USAGE	1,319	0	0	0	0.00%
401	7201	41491	GATE USAGE	466	0	0	0	0.00%
401	7201	41492	GATE USAGE	277	0	0	0	0.00%

**SPECIAL FUNDS REVENUE
2001 BUDGET (CONT.)**

Fund	Org	Source	Account Description	1999 Actual	2000 Budget	2001 Budget	2000-2001 Change	% Change 2000-2001
401	7201	41493	GATE USAGE	730	0	0	0	0.00%
401	7201	41494	GATE USAGE	1,259	0	0	0	0.00%
401	7201	41495	GATE USAGE	900	0	0	0	0.00%
401	7201	41496	GATE USAGE	176	0	0	0	0.00%
401	7201	44020	MISCELLANEOUS GENERAL	194	0	0	0	0.00%
401	7201	44040	SALE OF PROPERTY	4,695	0	0	0	0.00%
401	7201	44045	SALE OF SCRAP	376	0	0	0	0.00%
401	7201	46025	INTEREST	1,297,975	882,250	893,160	10,910	1.24%
401	7201	46151	TRANSFER TO OTHER FUNDS	-26,926	0	0	0	0.00%
401	7201	46153	TRANSFER FROM OTHER FUNDS	0	0	136,173	136,173	0.00%
401	7202	44050	GAIN/LOSS ON SALE OF ASSETS	-5,723	0	0	0	0.00%
401	7206	41319	MISCELLANEOUS ADMIN REVENUE	4,351	0	0	0	0.00%
401	7206	41320	GROUND, BUILDING RENTS	5,000	0	0	0	0.00%
401	7206	41326	GROUND, BUILDING RENTS	2,500	5,000	0	-5,000	-100.00%
401	7206	41335	GROUND, BUILDING RENTS	40,382	40,000	0	-40,000	-100.00%
401	7206	41360	OLD TERMINAL REVENUE	0	0	66,000	66,000	0.00%
401	7206	41411	MISCELLANEOUS ADMIN REVENUE	9,223	0	0	0	0.00%
401	7206	41413	MISCELLANEOUS ADMIN REVENUE	500	0	0	0	0.00%
401	7206	41419	MAINTENANCE	0	144,000	0	-144,000	-100.00%
401	7206	41495	GATE USAGE	1,629	0	0	0	0.00%
401	7207	46153	TRANSFER FROM OTHER FUNDS	128,473	0	0	0	0.00%
401	7298	46151	TRANSFER TO OTHER FUNDS	-6,126,268	0	0	0	0.00%
401	7298	46153	TRANSFER FROM OTHER FUNDS	306,166	0	0	0	0.00%
401	7299	46151	TRANSFER TO OTHER FUNDS	-3,024,841	0	0	0	0.00%
401	7299	46153	TRANSFER FROM OTHER FUNDS	383,485	0	0	0	0.00%
Total				11,113,066	21,230,414	20,917,407	-313,007	-1.47%
Airport Bond Fund								
404	7219	43105	AIRPORT BOND INTEREST	371,351	0	0	0	0.00%
404	7298	46153	TRANSFER FROM OTHER FUNDS	6,126,268	0	0	0	0.00%
404	7299	46151	TRANSFER TO OTHER FUNDS	-383,485	0	0	0	0.00%
Total				6,114,134	0	0	0	0.00%
Airport Equity Fund								
406	7250	41320	GROUND, BUILDING RENTS	0	0	144,000	144,000	0.00%
406	7250	41335	GROUND, BUILDING RENTS	144,000	0	0	0	0.00%
406	7250	46153	TRANSFER FROM OTHER FUNDS	24,000	0	0	0	0.00%
406	7299	46153	TRANSFER FROM OTHER FUNDS	160,755	42,460,828	0	-42,460,828	-100.00%
Total				328,755	42,460,828	144,000	-42,316,828	-99.66%
Golf-Patty Jewett								
451	7111	41705	NONRES GREEN FEES 9 HOLE	11,858	24,047	11,870	-12,177	-50.64%
451	7111	41710	NONRES GREEN FEES 18 HOLE	28,930	46,385	28,917	-17,468	-37.66%
451	7111	41720	ANNUAL ADULT	55,000	54,175	53,925	-250	-0.46%
451	7111	41725	ANNUAL SENIOR	36,750	36,900	36,700	-200	-0.54%
451	7111	41730	ANNUAL JUNIOR	9,700	6,550	6,700	150	2.29%
451	7111	41735	DAILY 18 HOLE	367,510	387,335	384,523	-2,812	-0.73%
451	7111	41740	DAILY 9 HOLE	630,296	623,201	632,541	9,340	1.50%
451	7111	41745	HIGH SCHOOLS	4,500	4,200	4,050	-150	-3.57%
451	7111	41750	CITY CART FEES DAILY	236,170	188,862	206,299	17,437	9.23%
451	7111	41755	CONCESSIONS GRILL	91,991	70,807	74,336	3,529	4.98%
451	7111	41760	CONCESSIONS PRO SHOP	7,800	2,400	2,400	0	0.00%
451	7111	41765	LOCKER RENTAL	3,650	3,438	3,453	15	0.44%
451	7111	41770	VENDING MACHINES	79	0	0	0	0.00%
451	7111	41775	MISCELLANEOUS GOLF	3,417	3,609	3,540	-69	-1.91%
451	7111	41780	OPERATING FEE-DAILY	208,962	204,236	209,242	5,006	2.45%
451	7111	44050	GAIN/LOSS ON SALE OF ASSETS	-120	0	0	0	0.00%
451	7111	46025	INTEREST	53,687	45,648	53,687	8,039	17.61%
Total				1,750,180	1,701,793	1,712,183	10,390	0.61%

**SPECIAL FUNDS REVENUE
2001 BUDGET (CONT.)**

Fund	Org	Source	Account Description	1999 Actual	2000 Budget	2001 Budget	2000-2001 Change	% Change 2000-2001
Golf-Valley Hi								
455	7121	41705	NONRES GREEN FEES 9 HOLE	5,418	8,275	5,419	-2,856	-34.51%
455	7121	41710	NONRES GREEN FEES 18 HOLE	12,341	17,442	11,882	-5,560	-31.88%
455	7121	41720	ANNUAL ADULT	27,500	26,950	27,175	225	0.83%
455	7121	41725	ANNUAL SENIOR	33,925	33,950	29,175	-4,775	-14.06%
455	7121	41730	ANNUAL JUNIOR	3,800	1,750	1,200	-550	-31.43%
455	7121	41735	DAILY 18 HOLE	288,714	287,194	296,130	8,936	3.11%
455	7121	41740	DAILY 9 HOLE	235,729	257,439	251,872	-5,567	-2.16%
455	7121	41745	HIGH SCHOOLS	5,111	4,200	4,050	-150	-3.57%
455	7121	41750	CITY CART FEES DAILY	177,870	168,790	182,065	13,275	7.86%
455	7121	41755	CONCESSIONS GRILL	23,302	15,246	19,245	3,999	26.23%
455	7121	41760	CONCESSIONS PRO SHOP	13,825	2,400	5,400	3,000	125.00%
455	7121	41765	LOCKER RENTAL	390	594	561	-33	-5.56%
455	7121	41775	MISCELLANEOUS GOLF	6,506	15,000	8,700	-6,300	-42.00%
455	7121	41780	OPERATING FEE-DAILY	127,770	125,077	125,866	789	0.63%
455	7121	44025	CASH OVER/SHORT	-2	0	0	0	0.00%
455	7121	45874	LESSONS	1,030	2,519	2,021	-498	-19.77%
455	7121	46025	INTEREST	35,783	33,488	35,782	2,294	6.85%
Total				999,012	1,000,314	1,006,543	6,229	0.62%
Pikes Peak Highway								
460	7300	41805	SUMMER	1,875,205	2,200,000	2,310,000	110,000	5.00%
460	7300	41810	CONCESSIONS PIKES PEAK HWY	370,397	400,000	571,000	171,000	42.75%
460	7300	41815	CRYSTAL VISITORS CENTER	173,473	200,000	0	-200,000	-100.00%
460	7300	41820	TOWER OPTICAL	2,286	1,000	2,400	1,400	140.00%
460	7300	41835	MISC PIKES PEAK HWY	134,368	100,000	150,000	50,000	50.00%
460	7300	41840	ADMIN REVENUE	4,124	0	0	0	0.00%
460	7300	44025	CASH OVER/SHORT	1,752	0	0	0	0.00%
460	7300	44035	CASH OVER/SHORT CRYSTL CNTR	118	0	0	0	0.00%
460	7300	44040	SALE OF PROPERTY	377	0	0	0	0.00%
460	7300	46025	INTEREST	26,586	30,000	30,000	0	0.00%
460	7300	46153	TRANSFER FROM OTHER FUNDS	30,000	70,230	70,230	0	0.00%
Total				2,618,686	3,001,230	3,133,630	132,400	4.41%
Human Serv Complex								
465	7600	44006	TRAVEL PROGRAM DEPOSITS	7,759	0	0	0	0.00%
465	7600	44010	INSURANCE	3,578	4,300	4,000	-300	-6.98%
465	7600	45898	CLASSES SENIORS	0	5,000	4,300	-700	-14.00%
465	7600	45905	RENTAL INCOME	404,642	225,700	232,000	6,300	2.79%
465	7600	46025	INTEREST	21,734	15,000	15,000	0	0.00%
465	7600	46055	ENVIRONMENTAL REIMB	0	0	30,000	30,000	0.00%
Total				437,713	250,000	285,300	35,300	14.12%
Parking System								
470	7510	42005	BUS TERMINAL-GARAGE 1	29,817	47,670	49,098	1,428	3.00%
470	7510	42025	MONTHLY PARKING GARAGE 1	341,839	354,960	364,800	9,840	2.77%
470	7510	42055	TRANSIENT PARKING GARAGE 1	54,331	39,570	39,570	0	0.00%
470	7520	42025	MONTHLY PARKING GARAGE 1	220	0	0	0	0.00%
470	7520	42030	MONTHLY PARKING GARAGE 2	610,457	612,000	636,600	24,600	4.02%
470	7520	42055	TRANSIENT PARKING GARAGE 1	756	0	0	0	0.00%
470	7520	42060	TRANSIENT PARKING GARAGE 2	69,446	70,300	72,408	2,108	3.00%
470	7520	42760	UTILITIES CHRGS PROGRAMMING	42	0	0	0	0.00%
470	7530	42010	METER HOODS	28,912	32,000	32,000	0	0.00%
470	7530	42040	PARKING METERS	1,249,564	1,250,000	1,320,000	70,000	5.60%
470	7530	42760	UTILITIES CHRGS PROGRAMMING	546	0	0	0	0.00%
470	7540	42015	AIRPORT BOND INTEREST	1,162	3,300	0	-3,300	-100.00%
470	7540	43105	MISCELLANEOUS GARAGE	318,440	0	0	0	0.00%
470	7540	44020	MISCELLANEOUS GENERAL	84	0	0	0	0.00%

**SPECIAL FUNDS REVENUE
2001 BUDGET (CONT.)**

Fund	Org	Source	Account Description	1999 Actual	2000 Budget	2001 Budget	2000-2001 Change	% Change 2000-2001
470	7540	46025	INTEREST	187,938	275,000	275,000	0	0.00%
470	7550	42020	MONTHLY PARKING LOT 3	36,827	38,400	37,500	-900	-2.34%
470	7550	42045	TRANSIENT PARKING LOT 3	26,458	25,050	15,150	-9,900	-39.52%
470	7560	42035	MONTHLY PARKING LOT 4	3,113	3,600	1,800	-1,800	-50.00%
470	7560	42050	TRANSIENT PARKING LOT 4	1,457	1,100	3,600	2,500	227.27%
Total				2,961,409	2,752,950	2,847,526	94,576	3.44%
Cemeteries								
475	7400	41904	CARE OF LOTS	0	525	525	0	0.00%
475	7400	41905	INTERMENTS & REMOVALS	428,920	487,975	487,225	-750	-0.15%
475	7400	41910	SALES OF LOTS	366,502	445,075	435,575	-9,500	-2.13%
475	7400	41915	MEMORIAL OR FOUNDATIONS	24,991	28,595	29,738	1,143	4.00%
475	7400	41920	MISCELLANEOUS CEMETERY	2,437	2,500	2,500	0	0.00%
475	7400	41925	SALE OF BURIAL VAULTS	75,180	81,190	79,945	-1,245	-1.53%
475	7400	41930	SALE OF BRONZE MEMORIALS	2,056	3,000	3,000	0	0.00%
475	7400	41935	VAULT SUPERVISION FEE	50,600	55,000	56,100	1,100	2.00%
475	7400	41940	ENDOWMENTS	-105	0	0	0	0.00%
475	7400	41945	CONTRACT ADMIN CHARGE	4,646	5,000	5,000	0	0.00%
475	7400	43135	INTEREST ON ENDOWMENT	150,000	200,000	200,000	0	0.00%
475	7400	44040	SALE OF PROPERTY	391	0	0	0	0.00%
475	7400	44050	GAIN/LOSS ON SALE OF ASSETS	-1,251	0	0	0	0.00%
475	7400	46025	INTEREST	63,056	24,000	24,000	0	0.00%
Total				1,167,423	1,332,860	1,323,608	-9,252	-0.69%
Support Services								
501	8110	44020	MISCELLANEOUS GENERAL	-3,652	0	0	0	0.00%
501	8121	42620	ENTERPRISE FUND UTILITIES	4,020,028	4,588,000	4,927,026	339,026	7.39%
501	8121	42665	CITY OTHER DEPT	2,828,124	3,209,060	3,432,661	223,601	6.97%
501	8121	42680	CITY POLICE UNIT	1,079,622	1,410,327	1,510,044	99,717	7.07%
501	8121	42705	OTHER	114,571	109,000	117,161	8,161	7.49%
501	8121	42710	OTHER REVENUE	14,678	0	0	0	0.00%
501	8121	42735	SPECIAL FUNDS MISCELLANEOUS	805,748	758,000	814,214	56,214	7.42%
501	8121	44040	SALE OF PROPERTY	7,956	0	0	0	0.00%
501	8121	44050	GAIN/LOSS ON SALE OF ASSETS	-1,469	0	0	0	0.00%
501	8122	44040	SALE OF PROPERTY	-6,178	0	0	0	0.00%
501	8122	44050	GAIN/LOSS ON SALE OF ASSETS	-610	0	0	0	0.00%
501	8126	44040	SALE OF PROPERTY	7,152	0	0	0	0.00%
501	8139	42605	ENT FUND UTIL/ALLOCATION	219,072	499,963	542,395	42,432	8.49%
501	8139	42625	ENTERPRISE FUND UTIL WORDER	290,859	360,000	385,000	25,000	6.94%
501	8139	42650	CITY WORKORDERS	355,326	347,010	372,010	25,000	7.20%
501	8139	42660	CITY ALLOCATION	225,684	386,152	418,925	32,773	8.49%
501	8139	42715	OTHER ALLOCATION	6,000	9,000	9,000	0	0.00%
501	8139	42720	OTHER BILLED INVOICES	26,337	0	0	0	0.00%
501	8139	42725	OTHER WORKORDERS	59,863	50,000	50,000	0	0.00%
501	8139	44050	GAIN/LOSS ON SALE OF ASSETS	-143	0	0	0	0.00%
501	8139	42605	ENT FUND UTIL/ALLOCATION	279,840	0	0	0	0.00%
501	8139	42630	GENERAL FUND POSTAGE	243,324	247,000	247,000	0	0.00%
501	8139	42660	CITY ALLOCATION	167,580	0	0	0	0.00%
501	8139	42720	OTHER BILLED INVOICES	790	70,000	70,000	0	0.00%
501	8139	42766	UTILITIES CONTRACTS	14,667	16,000	16,000	0	0.00%
501	8141	42605	ENT FUND UTIL/ALLOCATION	97,308	108,063	134,828	26,765	24.77%
501	8141	42625	ENTERPRISE FUND UTIL WORDER	1,632,757	1,643,504	1,873,589	230,085	14.00%
501	8141	42650	CITY WORKORDERS	290,678	326,756	330,633	3,877	1.19%
501	8141	42660	CITY ALLOCATION	19,344	21,763	23,794	2,031	9.33%
501	8141	42715	OTHER ALLOCATION	0	4,564	0	-4,564	-100.00%
501	8141	42720	OTHER BILLED INVOICES	6	0	0	0	0.00%
501	8141	42725	OTHER WORKORDERS	21,640	72,095	0	-72,095	-100.00%
501	8142	42605	ENT FUND UTIL/ALLOCATION	166,332	292,498	586,340	293,842	100.46%
501	8142	42625	ENTERPRISE FUND UTIL WORDER	242,816	290,693	440,540	149,847	51.55%

**SPECIAL FUNDS REVENUE
2001 BUDGET (CONT.)**

Fund	Org	Source	Account Description	1999 Actual	2000 Budget	2001 Budget	2000-2001 Change	% Change 2000-2001
501	8142	42650	CITY WORKORDERS	156,396	436,041	293,694	-142,347	-32.65%
501	8142	42660	CITY ALLOCATION	499,692	585,072	390,893	-194,179	-33.19%
501	8142	42725	OTHER WORKORDERS	7,593	7,500	0	-7,500	-100.00%
501	8142	44040	SALE OF PROPERTY	1,289	0	0	0	0.00%
501	8145	42605	ENT FUND UTIL/ALLOCATION	50,004	10,000	10,000	0	0.00%
501	8145	42660	CITY ALLOCATION	767,880	764,417	819,538	55,121	7.21%
501	8145	42715	OTHER ALLOCATION	71,052	79,130	89,886	10,756	13.59%
501	8145	42720	OTHER BILLED INVOICES	14,933	60,753	38,753	-22,000	-36.21%
501	8149	42605	ENT FUND UTIL/ALLOCATION	205,884	220,500	244,524	24,024	10.90%
501	8149	42625	ENTERPRISE FUND UTIL WORDER	106,860	67,500	142,400	74,900	110.96%
501	8149	42650	CITY WORKORDERS	58,433	45,000	77,600	32,600	72.44%
501	8149	42660	CITY ALLOCATION	177,480	187,914	209,139	21,225	11.30%
501	8149	42725	OTHER WORKORDERS	135,242	37,500	180,000	142,500	380.00%
501	8149	45905	RENTAL INCOME	1,105	0	0	0	0.00%
501	8163	42605	ENT FUND UTIL/ALLOCATION	377,076	401,988	424,792	22,804	5.67%
501	8163	42660	CITY ALLOCATION	448,632	471,898	498,669	26,771	5.67%
501	8163	44050	GAIN/LOSS ON SALE OF ASSETS	-5,004	0	0	0	0.00%
501	8170	42605	ENT FUND UTIL/ALLOCATION	172,392	180,956	191,625	10,669	5.90%
501	8170	42660	CITY ALLOCATION	172,404	182,499	191,626	9,127	5.00%
501	8170	42705	OTHER	2,240	0	0	0	0.00%
501	8170	42710	OTHER REVENUE	255	0	0	0	0.00%
501	8170	44050	GAIN/LOSS ON SALE OF ASSETS	-5,502	0	0	0	0.00%
501	8730	42635	CITY ALLOC-IRC	956,496	0	0	0	0.00%
501	8730	42645	CITY CHRGS-PROGRAMMING	319,812	1,588,388	2,041,833	453,445	28.55%
501	8730	42760	UTILITIES CHRGS PROGRAMMING	428,484	250,000	0	-250,000	-100.00%
501	8730	44040	SALE OF PROPERTY	-50	0	0	0	0.00%
501	8730	44050	GAIN/LOSS ON SALE OF ASSETS	-3,416	0	0	0	0.00%
501	8740	42645	CITY CHRGS-PROGRAMMING	0	372,999	0	-372,999	-100.00%
501	8740	42670	CITY CHRGS-OVERHEAD	0	578,509	1,799,798	1,221,289	211.11%
501	8740	42690	OTHER CHRGS OVERHEAD	0	172,443	590,745	418,302	242.57%
501	8745	42610	ENT CHRGS LONG DIST	13,343	0	0	0	0.00%
501	8745	42615	ENT CHRGS NEW EQ/MAINT	61,478	0	0	0	0.00%
501	8745	42640	CITY CHRGS-LONG DIST	47,494	0	0	0	0.00%
501	8745	42650	CITY WORKORDERS	0	600,000	576,309	-23,691	-3.95%
501	8745	42655	CITY CHRGS-NEW EQ/MAINT	234,420	0	0	0	0.00%
501	8745	42670	CITY CHRGS-OVERHEAD	566,597	0	0	0	0.00%
501	8745	42675	CITY ALLOC-PC MAINTENANCE	86,484	103,100	0	-103,100	-100.00%
501	8745	42685	CITY VOICE/DATA	645,656	782,496	0	-782,496	-100.00%
501	8745	42690	OTHER CHRGS OVERHEAD	181,006	0	0	0	0.00%
501	8745	42695	OTHER ALLOC PC MAINT	22,450	22,410	0	-22,410	-100.00%
501	8745	42700	OTHER VOICE/DATA	318,859	266,002	0	-266,002	-100.00%
501	8745	42740	UTILITIES CHRGS LONG DIST	2,041	0	0	0	0.00%
501	8745	42750	UTILITIES CHRGS OVERHEAD	46,576	0	0	0	0.00%
501	8745	42765	UTILITIES VOICE/DATA	1,649	0	0	0	0.00%
501	8745	44020	MISCELLANEOUS GENERAL	791	0	0	0	0.00%
Total				20,572,556	23,294,463	25,112,984	1,818,521	7.81%
Claims Reserve								
502	7750	40079	CONTRIBUTION FROM HOUSING	10,000	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	132,975	0	0	0	0.00%
Total				642,979	1,000,000	1,000,000	0	0.00%
Self Insurance								
503	7730	42770	CITY WORKERS COMP	2,540,899	2,423,563	2,423,563	0	0.00%
503	7730	42775	UTILITIES WORKERS COMP	1,402,798	2,423,563	2,423,563	0	0.00%
503	7730	44050	GAIN/LOSS ON SALE OF ASSETS	-2,846	0	0	0	0.00%
503	7730	46025	INTEREST	387,358	0	0	0	0.00%
Total				4,328,209	4,847,126	4,847,126	0	0.00%

**SPECIAL FUNDS REVENUE
2001 BUDGET (CONT.)**

Fund	Org	Source	Account Description	1999 Actual	2000 Budget	2001 Budget	2000-2001 Change	% Change 2000-2001
Health Insurance								
504	9895	40073	MEDICAL NON PERA	457,953	0	0	0	0.00%
504	9895	40075	RETIREEES INSURANCE	940	0	0	0	0.00%
504	9895	40113	MISCELLANEOUS	86	0	0	0	0.00%
504	9895	40131	DENTAL GUARD	4,589	0	0	0	0.00%
504	9895	40132	CORE DENTAL PLAN	4,583	0	0	0	0.00%
504	9895	40133	EPO SWING OPTION	86,163	0	0	0	0.00%
504	9895	40138	EQUITABLE DENTAL ACTIVE EMP	2,280,533	0	0	0	0.00%
504	9895	40139	VISION ACTIVE	534,142	0	0	0	0.00%
504	9895	40140	EPO HEALTH INSURANCE	14,405,261	0	0	0	0.00%
504	9895	40168	VACATION BUY	17,035	0	0	0	0.00%
504	9895	40169	EMPLOYEE ASSIST PROG	8	0	0	0	0.00%
504	9895	40178	CITY DPO DENTAL	2,933	0	0	0	0.00%
504	9895	40233	EQUITABLE DENTAL ACTIVE EMP	24	0	0	0	0.00%
504	9895	44012	UTILITIES-EAP	148	0	0	0	0.00%
504	9895	46025	INTEREST	373,046	0	0	0	0.00%
504	9895	46153	TRANSFER FROM OTHER FUNDS	0	20,000,000	23,000,000	3,000,000	15.00%
Total				18,167,444	20,000,000	23,000,000	3,000,000	15.00%
CD Smith								
601	9706	44060	GAIN/LOSS ON SALE	7,929	0	0	0	0.00%
601	9706	46025	INTEREST	41,795	40,000	45,000	5,000	12.50%
Total				49,724	40,000	45,000	5,000	12.50%
Perkins Trust								
602	9703	46025	INTEREST	152	150	150	0	0.00%
Total				152	150	150	0	0.00%
Woods Trust								
603	9705	46025	INTEREST	173	200	200	0	0.00%
Total				173	200	200	0	0.00%
Sabine Trust								
604	9704	46025	INTEREST	71	75	75	0	0.00%
Total				71	75	75	0	0.00%
Cemetery Endowment								
605	9709	41940	ENDOWMENTS	77,600	93,000	80,000	-13,000	-13.98%
605	9709	44050	GAIN/LOSS ON SALE OF ASSETS	837,527	500,000	500,000	0	0.00%
Total				915,127	593,000	580,000	-13,000	-2.19%
Krupinski Memorial								
606	9710	46025	INTEREST	125	125	130	5	4.00%
Total				125	125	130	5	4.00%
TOPS Maint.								
607	9711	46025	INTEREST	9,861	0	10,000	10,000	0.00%
Total				9,861	0	10,000	10,000	0.00%
Gift Trust								
651	1199	40003	CANNON	-67	0	0	0	0.00%
651	1199	40021	CITY MGR-ECONOMIC DEV	1,666	0	0	0	0.00%
651	1399	40002	EMPLOYEE CHRISTMAS PARTY	3,938	0	0	0	0.00%
651	1399	40020	EMPLOYEE ACTIVITIES	5,520	0	0	0	0.00%
651	1399	40220	TAX CREDIT/HISTORICAL REHAB	427	0	0	0	0.00%
651	2199	40009	CTY/CNTY ALCOHOL TASK FORCE	-606	0	0	0	0.00%
651	2199	40010	POLICE EMPLOY BENEFIT FUND	6,465	0	0	0	0.00%

**SPECIAL FUNDS REVENUE
2001 BUDGET (CONT.)**

Fund	Org	Source	Account Description	1999 Actual	2000 Budget	2001 Budget	2000-2001 Change	% Change 2000-2001
651	2199	40011	POLICE FLOWER FUND	2,931	0	0	0	0.00%
651	2199	40012	POLICE VALE LIBRARY	-22	0	0	0	0.00%
651	2199	40013	POLICE SVAT VFP	-334	0	0	0	0.00%
651	2199	40014	TEDDY BEAR PROGRAM	2,739	0	0	0	0.00%
651	2199	40015	POLICE DRUG EDUCATION	3,083	0	0	0	0.00%
651	2199	40016	POLICE COMM REL	1,621	0	0	0	0.00%
651	2199	40023	POLICE COMM RELATIONS	1,756	0	0	0	0.00%
651	2199	40024	POLICE SAFETY PROGRAMS	3,589	0	0	0	0.00%
651	2199	40025	POLICE VICTIM TRAINING	-1,465	0	0	0	0.00%
651	2199	40026	SCS FORCE	-591	0	0	0	0.00%
651	2199	40027	TRAFFIC COMMISSION	-231	0	0	0	0.00%
651	2199	40072	POLICE AUTO THEFT	3,745	0	0	0	0.00%
651	2199	40084	POLICE TRAINING ACADEMY	12	0	0	0	0.00%
651	2199	40182	POLICE K-9	42	0	0	0	0.00%
651	2199	40185	DARE – EL POMAR	8,220	0	0	0	0.00%
651	2199	40189	POLICE HORSE PATROL	2,373	0	0	0	0.00%
651	2199	40251	HELICOPTER-POLICE	10,796	0	0	0	0.00%
651	2299	40019	FIRE MEDIC EQUIP/TRNG TRUST	2,687	0	0	0	0.00%
651	2299	40033	FIRE DEPT	3	0	0	0	0.00%
651	2299	40034	FIRE DEPT SCHOOLING	45	0	0	0	0.00%
651	2299	40190	WILD LAND SAFETY	20	0	0	0	0.00%
651	2299	40191	HOME INSPECTION PROG	694	0	0	0	0.00%
651	2299	40192	911 EDUCATION PROGRAM	3	0	0	0	0.00%
651	2299	40193	HAZARDOUS MAT EQUIPMENT	24	0	0	0	0.00%
651	2299	40195	FIRE TEDDY BEAR PROGRAM	102	0	0	0	0.00%
651	2299	40196	FIRE DEPT CONFERENCES	178	0	0	0	0.00%
651	2299	40197	FIRE PUPPETS AND CLOWNS	8,286	0	0	0	0.00%
651	2299	40200	CSFD HOSE/WAGON RESTORATION	-81	0	0	0	0.00%
651	2299	40201	FIRE LNTB	2,975	0	0	0	0.00%
651	2299	40205	FIRE GIFTS FOR STATIONS	174	0	0	0	0.00%
651	2299	40208	FIRE SAFETY TRAILER	613	0	0	0	0.00%
651	2299	40209	FIRE FIGHTER AWARDS	-1	0	0	0	0.00%
651	2299	40212	CMCB	1,577	0	0	0	0.00%
651	2299	40257	JUVENILE FIRE SETTER PROG	815	0	0	0	0.00%
651	2299	40260	PULL TO THE RIGHT	44	0	0	0	0.00%
651	2299	40291	DO THE RIGHT THING	707	0	0	0	0.00%
651	3099	40018	LAKE AVE/CHEYENNE PW	1,766	0	0	0	0.00%
651	3099	40214	PIKES PEAK PRESERVATION	1,028,444	0	0	0	0.00%
651	4099	40037	OLD COLO CITY CLOCK TOWER	162	0	0	0	0.00%
651	4099	40038	SENIOR CENTER-GENERAL	16,187	0	0	0	0.00%
651	4099	40040	COMMUNITY CENTERS	10,181	0	0	0	0.00%
651	4099	40052	PARK&REC PRINCE HALL	11	0	0	0	0.00%
651	4099	40055	OTIS PARK	7,102	0	0	0	0.00%
651	4099	40063	SENIOR CIT GIFT SHOP	10,439	0	0	0	0.00%
651	4099	40068	SENIOR CENTER-1 ST FEDERAL	2	0	0	0	0.00%
651	5199	40004	OLYMPIC PROMANADE	-58	0	0	0	0.00%
651	5199	40005	PARK&REC VOLUNTEER	254	0	0	0	0.00%
651	5199	40017	SAND CREEK YOUTH SOCCER	7	0	0	0	0.00%
651	5199	40022	CEMETERY RESTORATION	-590	0	0	0	0.00%
651	5199	40028	CEMETERY RESTORATION	6,234	0	0	0	0.00%
651	5199	40029	SUNDERMAN PARK SCHOLARSHIP	47	0	0	0	0.00%
651	5199	40030	SONDERMAN PARK IMPROV	14	0	0	0	0.00%
651	5199	40031	BEIDLEMAN	1,455	0	0	0	0.00%
651	5199	40032	NATURAL RESOURCES	317	0	0	0	0.00%
651	5199	40035	GARDEN OF THE GODS FNDTN	82,906	0	0	0	0.00%
651	5199	40036	WHITE HOUSE RANCH GENERAL	10,656	0	0	0	0.00%
651	5199	40039	VISITOR CENTERS	8,465	0	0	0	0.00%

**SPECIAL FUNDS REVENUE
2001 BUDGET (CONT.)**

Fund	Org	Source	Account Description	1999 Actual	2000 Budget	2001 Budget	2000-2001 Change	% Change 2000-2001
651	5199	40041	CHILDREN'S ACTIVITIES	89	0	0	0	0.00%
651	5199	40053	TREE MEMORIALS	2,498	0	0	0	0.00%
651	5199	40054	ANTLERS PARK LOCOMOTIVE	111	0	0	0	0.00%
651	5199	40056	PARK&REC SCHOLARSHIPS	346	0	0	0	0.00%
651	5199	40057	PARK&REC MAINTENANCE	2,053	0	0	0	0.00%
651	5199	40058	LEISURE SERVICES	40	0	0	0	0.00%
651	5199	40059	SPORTS & FACILITIES	1,537	0	0	0	0.00%
651	5199	40060	DESIGN & DEVELOP	2,008	0	0	0	0.00%
651	5199	40061	PARKS & GOLF	-105	0	0	0	0.00%
651	5199	40062	PARK&REC MATCH	22	0	0	0	0.00%
651	5199	40064	WHITE HOUSE RANCH STOCK	330	0	0	0	0.00%
651	5199	40065	WHITE HOUSE RANCH RESTORAT	60,257	0	0	0	0.00%
651	5199	40066	CRESTA MEDIAN	41	0	0	0	0.00%
651	5199	40067	SERTICH MEMORIAL FUND	238	0	0	0	0.00%
651	5199	40069	AQUATICS	46	0	0	0	0.00%
651	5199	40070	CHEYENNE MEADOWS PARK	207	0	0	0	0.00%
651	5199	40071	FIREFIGHTERS MEMORIAL	2	0	0	0	0.00%
651	5199	40082	ADOPT-A-PARK	640	0	0	0	0.00%
651	5199	40083	LAND ACQUISITION	5,096	0	0	0	0.00%
651	5199	40181	CHEYENNE CANON	924	0	0	0	0.00%
651	5199	40183	N CHEY CANON VISITORS CTR	1,192	0	0	0	0.00%
651	5199	40184	ICE CENTER	119	0	0	0	0.00%
651	5199	40186	NORTH SLOPE	63	0	0	0	0.00%
651	5199	40187	EL PASO GREENWAY	-4,571	0	0	0	0.00%
651	5199	40194	PARK&REC GREENWAY	72	0	0	0	0.00%
651	5199	40199	TAT/GOG MAINTENANCE	11,931	0	0	0	0.00%
651	5199	40204	SPECIAL OLYMPIC PROGRAM	47	0	0	0	0.00%
651	5199	40206	SANTA FE TRAIL SHEPARD	25,529	0	0	0	0.00%
651	5199	40207	NANCY LEWIS HOSPICE	3,798	0	0	0	0.00%
651	5199	40210	N LEWIS PARK MAINTENANCE	1,957	0	0	0	0.00%
651	5199	40211	GENERAL FORESTRY	68	0	0	0	0.00%
651	5199	40213	GREENHOUSE	16,362	0	0	0	0.00%
651	5199	40216	ACQUATIC FRIENDS	689	0	0	0	0.00%
651	5199	40217	PALMER PARK PLAYGROUND	9	0	0	0	0.00%
651	5199	40219	KRAUPHEIM GARDEN	187	0	0	0	0.00%
651	5199	40247	89TH MEMORIAL MAINTENANCE	52	0	0	0	0.00%
651	5199	40248	ZAMBONI PROCEEDS	391	0	0	0	0.00%
651	5199	40250	FIRST NIGHT	12,626	0	0	0	0.00%
651	5199	40252	GOG/NAVIGATORS	483	0	0	0	0.00%
651	5199	40253	TENNIS CLASSIC	6,682	0	0	0	0.00%
651	5199	40254	FRANK MARCONI YOUTH SCHOLARSHP	366	0	0	0	0.00%
651	5199	40255	ROCKLEDGE PHASE I	55,868	0	0	0	0.00%
651	5199	40256	PROSPECT LAKE BOAT PATROL	1,004	0	0	0	0.00%
651	5199	40259	SCHOLARSHIP LEONS KIDS	2,348	0	0	0	0.00%
651	5199	40272	OPEN SPACE	49	0	0	0	0.00%
651	5199	40273	BOXING PROGRAM	459	0	0	0	0.00%
651	5199	40285	MYRON STRATTON PROP ENHANCMENT	18,828	0	0	0	0.00%
651	5199	40292	KATHLEEN MARRIAGE GARDEN	6,343	0	0	0	0.00%
651	5199	40293	REGIONAL PARKS	1,019	0	0	0	0.00%
651	5199	40294	TENNIS-SPECIAL OLYMPIC PROGRAM	594	0	0	0	0.00%
651	5199	40295	TENNIS-DISADVANTAGE YOUTH	823	0	0	0	0.00%
651	5199	40296	TENNIS-HEARING IMPAIRED	460	0	0	0	0.00%
651	5199	40297	TENNIS-YOUNG ADULT PROGRAM	309	0	0	0	0.00%
651	5199	40298	TENNIS-SENIOR LESSONS	427	0	0	0	0.00%

**SPECIAL FUNDS REVENUE
2001 BUDGET (CONT.)**

Fund	Org	Source	Account Description	1999 Actual	2000 Budget	2001 Budget	2000-2001 Change	% Change 2000-2001
651	5199	40299	TENNIS-WHEELCHAIR	594	0	0	0	0.00%
651	5199	40305	BRONCO'S/MCCORMICK FOUNDATION	133,000	0	0	0	0.00%
651	5199	40306	MARY STARSMORE – SDC	102,427	0	0	0	0.00%
651	5199	40308	JL RANCH	152,000	0	0	0	0.00%
651	5199	44020	MISCELLANEOUS GENERAL	0	750,000	750,000	0	0.00%
651	5699	40042	MUSEUM	25,991	0	0	0	0.00%
651	5699	40043	MUSEUM LANDSCAPE-CHRYSTAL	96	0	0	0	0.00%
651	5699	40044	MUSEUM U ARCHIVES	8,307	0	0	0	0.00%
651	5699	40045	MUSEUM RP WOODS TRUST	5,406	0	0	0	0.00%
651	5699	40046	MUSEUM EB&WS JACKSON TRUST	10,690	0	0	0	0.00%
651	5699	40047	MUSEUM STARSMORE RESTRICTED	5,205	0	0	0	0.00%
651	5699	40048	MUSEUM DENTAL ASSOC	519	0	0	0	0.00%
651	5699	40049	MUSEUM SMITH TRUST	18	0	0	0	0.00%
651	5699	40050	MUSEUM R ARCHIVES	429	0	0	0	0.00%
651	5699	40051	MUSEUM COURTROOM RENOVATION	15,341	0	0	0	0.00%
651	5699	40086	MEDICAL SOCIETY AUXILIARY	502	0	0	0	0.00%
651	5699	40198	MUSEUM U EDISON	1,314	0	0	0	0.00%
651	5699	40202	MUSEUM UNHACS	17,297	0	0	0	0.00%
651	5699	40218	MUSEUM R-SNOW	179	0	0	0	0.00%
651	5699	40246	MUSEUM-R-FOSTER	2,479	0	0	0	0.00%
651	5699	40307	MUSEUM U-HERZBERGER	6,611	0	0	0	0.00%
651	5699	40308	JL RANCH	804	0	0	0	0.00%
651	5699	40311	MUSEUM R-BERGEN	50,258	0	0	0	0.00%
651	5699	40312	MUSEUM U-LOO	5,026	0	0	0	0.00%
Total				2,045,930	750,000	750,000	0	0.00%
Seniors Programs								
653	9707	43005	G KOCH TRUST FUND	6,019	0	0	0	0.00%
653	9707	43010	CURTIS ESTATE	7,389	0	0	0	0.00%
653	9707	46025	INTEREST	16,893	16,500	17,500	1,000	6.06%
Total				30,301	16,500	17,500	1,000	6.06%
Therapeutic Rec								
654	9708	46025	INTEREST	758	1,000	1,000	0	0.00%
Total				758	1,000	1,000	0	0.00%
Cultural Affairs								
655	9712	46025	INTEREST	20	25	25	0	0.00%
Total				20	25	25	0	0.00%
Misc. Depository								
702	9881	40103	STATE WITHHOLDING TAX	3,747,843	0	0	0	0.00%
702	9881	40104	FEDERAL WITHHOLDING TAX	13,048,421	0	0	0	0.00%
702	9881	40105	PERA	10,553,311	0	0	0	0.00%
702	9881	40106	US SAVINGS BONDS	112,851	0	0	0	0.00%
702	9881	40107	CREDIT UNION	7,777,287	0	0	0	0.00%
702	9881	40109	ICMA	3,059,878	0	0	0	0.00%
702	9881	40110	P & F INSURANCE	38,189	0	0	0	0.00%
702	9881	40111	EMPLOYEE BUS PASSES	-7	0	0	0	0.00%
702	9881	40112	EMPLOYEE PARKING	200	0	0	0	0.00%
702	9881	40113	MISCELLANEOUS	523,509	0	0	0	0.00%
702	9881	40114	NET PAY	68,175,295	0	0	0	0.00%
702	9881	40115	UNITED WAY	90,758	0	0	0	0.00%
702	9881	40116	CS PUBLIC SAFETY ASSOC	80,361	0	0	0	0.00%
702	9881	40117	CS POLICE PROTECTIVE ASSOC	319,762	0	0	0	0.00%

**SPECIAL FUNDS REVENUE
2001 BUDGET (CONT.)**

Fund	Org	Source	Account Description	1999 Actual	2000 Budget	2001 Budget	2000-2001 Change	% Change 2000-2001
702	9881	40118	CS FIREFIGHTERS ASSOC	149,082	0	0	0	0.00%
702	9881	40119	CS FIREMEN PROTECTIVE ASSOC	44,040	0	0	0	0.00%
702	9881	40120	CS CITY EMPLOYEES ASSOC	19,196	0	0	0	0.00%
702	9881	40121	CS CLERKS ASSOC	2,637	0	0	0	0.00%
702	9881	40122	POL PENSION MEMBER DEPOSITS	1,024,666	0	0	0	0.00%
702	9881	40123	POL PENSION OTHER REVENUE	34,509	0	0	0	0.00%
702	9881	40124	FIRE PENSION MEMBER DEPOSIT	837,619	0	0	0	0.00%
702	9881	40125	78 POL PENSION-MEMBER DEP	3,808,737	0	0	0	0.00%
702	9881	40126	78 POL PENSION-OTHER REV	211,982	0	0	0	0.00%
702	9881	40127	78 FIRE PENSION-MEMBER DEP	2,404,185	0	0	0	0.00%
702	9881	40130	CHIROPRACTIC PLAN	18	0	0	0	0.00%
702	9881	40134	EQUITABLE LIFE-ACTIVE EMPL	384,758	0	0	0	0.00%
702	9881	40135	EQUITABLE LIFE-RETIRED PERA	29	0	0	0	0.00%
702	9881	40136	EQUITABLE LIFE-RETIRED POL	40	0	0	0	0.00%
702	9881	40137	EQUITABLE LIFE-RETIRED FIRE	18	0	0	0	0.00%
702	9881	40141	MEDICARE DEPOSITS (1.45%)	1,806,929	0	0	0	0.00%
702	9881	40142	OPPOSE	460	0	0	0	0.00%
702	9881	40143	CLEANING DEDUCTION	1,713	0	0	0	0.00%
702	9881	40145	SUBDIVISION RECORDING FEES	9,424	0	0	0	0.00%
702	9881	40146	SCHOOL FEES DIST 11	502,351	0	0	0	0.00%
702	9881	40147	SCHOOL FEES DIST 12	22,688	0	0	0	0.00%
702	9881	40148	SCHOOL FEES DIST 2	61,864	0	0	0	0.00%
702	9881	40149	SCHOOL FEES DIST 20	222,370	0	0	0	0.00%
702	9881	40150	RESTITUTION	36,328	0	0	0	0.00%
702	9881	40151	CDBG REHAB ESCROW	226,999	0	0	0	0.00%
702	9881	40153	CT-ST COLLECT WARRANTS	70,639	0	0	0	0.00%
702	9881	40154	PARK ADVANCE RECEIPTS	2,471	0	0	0	0.00%
702	9881	40155	PERA 401K	937,910	0	0	0	0.00%
702	9881	40156	FPPA-457	212,713	0	0	0	0.00%
702	9881	40157	GOLF RECEIPTS	48,300	0	0	0	0.00%
702	9881	40158	WHITE HOUSE RANCH CLASSES	6,465	0	0	0	0.00%
702	9881	40162	97 POLICE PENSION	80,241	0	0	0	0.00%
702	9881	40163	97 FIRE PENSION	38,631	0	0	0	0.00%
702	9881	40164	SHORT TERM DISABILITY	143,653	0	0	0	0.00%
702	9881	40165	LONG TERM DISABILITY	238,329	0	0	0	0.00%
702	9881	40166	LONG TERM CARE	76,592	0	0	0	0.00%
702	9881	40167	VOLUNTARY TERM INSURANCE	410,281	0	0	0	0.00%
702	9881	40168	VACATION BUY	281,271	0	0	0	0.00%
702	9881	40172	INTERACTIVE COMMUN SYSTEM	14,655	0	0	0	0.00%
702	9881	40175	FIRE DAMAGE PROP DISPOSAL	530	0	0	0	0.00%
702	9881	40176	UNALLOCATED INTEREST	216,269	0	0	0	0.00%
702	9881	40177	SCHOOL FEES DIST 49	25,440	0	0	0	0.00%
702	9881	40180	IT SOFTWARE PURCHASES	42,456	0	0	0	0.00%
702	9881	40232	99 FLEX SPENDING	1,123,948	0	0	0	0.00%
702	9881	40258	STOUT-ALLEN INTERCHANGE	76,054	0	0	0	0.00%
702	9881	40270	GEO HAZ STUDY CONSULTANTS	14,409	0	0	0	0.00%
702	9881	40301	THERAPEUTIC	977	0	0	0	0.00%
702	9881	40302	MEADOWS CC	178	0	0	0	0.00%
Total				123,402,711	0	0	0	0.00%

2001 Human Services Contracts

INTRODUCTION

The Neighborhood Services Group 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 General Fund 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 a committee including three City staff, one United Way representative, two representatives from the private sector, and one representative from the community at large. The committee reviewed all submitted proposals, attended agency presentations, and rated the proposals from high to low. These ratings were used to determine the funding recommendations to City Council.

The Community and Senior Centers Unit will receive \$134,500 in CDBG funding to carry out programs at four community centers: Hillside Community Center, Meadows Park Community Center, Otis Park Community Center, and West Center for Intergenerational Learning. These funds are used for senior meals, adult and senior activities, teen activities, early childhood and elementary programs, and therapeutic programs for persons with disabilities.

The amount of General Fund dollars available for 2001 human service activities has been reduced by \$105,329 and replaced with CDBG dollars in the same amount. This will not affect the total dollar amounts provided for these activities. Due to this change, the recommended funding for the American Red Cross will be split into two contracts, one City contract in the amount of \$21,906 and one CDBG contract in the amount of \$105,329 for a total of \$127,235.

The total combined City discretionary and CDBG funds allocated for human services in 2001 is \$1,038,505.

Agency	2000 Funded Amount	2001 Recommended Amount *	Funding Source
Priority 1 – Emergency Care and Shelter			
American Red Cross	\$127,235	\$21,906	City
American Red Cross	0	105,329	CDBG
Catholic Charities of Colorado Springs	85,145	100,145	City
Center for the Prevention of Domestic Violence	70,000	70,000	CDBG
Salvation Army – Meals to the Homeless	0	13,196	CDBG
Subtotal	\$282,380	\$310,576	
Priority 2 - Youth Services			
Boy and Girls Club - Meadows Park Teen Center	\$0	\$5,000	City
Boys and Girls Club – Teen Night	5,000	4,000	City
Boy and Girls Club – Summer Youth Program	0	3,500	CDBG
Children’s Advocacy Center	21,267	21,267	CDBG
Chins Up – Runaway and Homeless Youth	4,000	0	City
Court-Appointed Special Advocates (CASA)	20,500	20,500	CDBG
Colorado Springs Child Nursery Centers	96,300	86,300	CDBG
Colorado Springs Child Nursery Centers–Summer Arts	4,000	3,500	CDBG
Colorado Springs Teen Court	12,500	12,500	City
Easter Seals – Summer Youth Program	0	3,500	CDBG
Hillside Neighborhood Association	0	11,219	City
Hillside Neighborhood Association– Youth Leadership	4,000	0	City
Housing Authority – Teen Self-Sufficiency Program	0	2,000	CDBG
Housing Authority – Summer Youth Sports	2,800	0	CDBG
Community and Senior Centers	134,500	134,500	CDBG
Southern Colorado AIDS Project – Summer Program	0	2,500	CDBG
Tutmose Academy – Enrichment Program	38,000	38,000	City
Tutmose Academy – Tutmose Experience	27,000	0	City
Tutmose Academy – Summer Options	3,000	0	City
Urban League - Child Development Center	70,112	70,112	City
Ways Out Academy	4,000	8,000	CDBG
Women’s Resource Agency	35,000	35,000	CDBG
Workout Ltd.	12,644	12,644	City
Youth Outreach Center	7,500	0	CDBG
Subtotal	\$502,123	\$474,042	

CONTRACT DESCRIPTION

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.

Boys and Girls Club – This agency provides a Teen Night in the Sand Creek Area every Friday evening for teens ages 13-18. The purpose is to provide a safe program under adult supervision, reduce area teen crime, and provide an environment for teens to meet and interact in a positive way. Funds will be used to cover administrative and program costs.

Boys and Girls Club (Meadows Park Teen Center) - This agency serves the needs of teens in the Stratton Meadows Community. The Teen Center provides several different and unique programs for teens: an Explorer's program that helps teens prepare for the task of finding and maintaining rewarding jobs, programs that promote leadership and citizenship with emphasis towards education, community service, cultural enrichment, and health and life skills. Also a national program called Stay Smart which is a prevention program that teaches abstinence from drugs, alcohol and premarital sex. Funds will be used to cover administrative and program costs.

Boys and Girls Club (Summer Enrichment Program) - The Summer Enrichment Program is an opportunity to provide enlightening and life-altering experiences to youth from disadvantaged circumstances. Field trips and enrichment activities are a vital part of a child's summer. For many youth, this will be the first time that they have left the vicinity of Colorado Springs or even had the opportunity to visit local attractions. Funds will cover administrative and program costs.

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 320,000 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 and support a social worker.

Center for the Prevention of Domestic Violence - This agency 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 psychotherapy, 24-hour telephone crisis intervention, and information and referral services.

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 family’s coping abilities and 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 infant, toddler, preschool and school-age child care services for limited income families and single parents and drop-in child care services for families who are homeless or are victims of family violence.

Colorado Springs Child Nursery Centers (Summer Arts) - This agency provides quality, affordable child care for low and very low-income families and single parents. The summer arts program will provide child care services for school-age children six to fourteen years enrolled at the Day Nursery and at the Meadows Park Child Care Center.

Court-Appointed Special Advocates (CASA) - This agency provides 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.

Easter Seals (Information and Referral) – This agency offers information/referral, and social contact to individuals who have survived a stroke and to their families for the purpose of rediscovering abilities, increasing self-esteem, and decreasing social withdrawal. Funds will cover administrative and program costs.

Easter Seals (Rehabilitation Classes) – This agency provides opportunities for stroke survivors and their caregivers to enhance and maintain skills learned in formal therapy. Classes are limited to five individuals. Funds will be used to cover salaries associated with the provision of therapy professionals: speech-language pathology, physical therapy, and occupational therapy staff.

Easter Seals (Summer Camp) – This agency sends approximately 50 children and young adults to Rocky Mountain Village, the Easter Seals camp outside of Empire, Colorado. The camping experience allows people with disabilities the opportunity to experience exciting, safe and educational outdoor recreational activities. It helps clients to experience some independence from family and caregivers, and also gives families and caregivers the opportunity to have a one-week respite from those in their care. In addition to fishing, arts and crafts, and nature hikes, campers experience rafting adventures, college preparedness workshops, wilderness education, and computer training. The facilities and foot trails are all wheelchair accessible and provide an opportunity for maximum independence.

Full Circle Alternatives – This agency offers transitional living for a specialized population. Funds will be used for rents to provide a safe and sober living environment for women in the early stages of recovery from substance abuse. Women dealing with secondary issues such as homelessness, physical and sexual abuse, domestic violence, re-entry to society, employability, vocational rehabilitation, parenting and family reunification receive shelter, guidance and support to achieve their goals.

Hillside Neighborhood Association – This organization is a neighborhood-based group that is a full-service screen printing apprenticeship program. Funds will be used to cover salaries associated with the provision of youth receiving job training and paying court -ordered victims restitution to decrease the economic hardships of their family. The program provides a safe haven where they may learn vocational and entrepreneurial skills as well as develop a positive sense of belonging through intergenerational and interracial interaction.

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 all of its sites and seven days per week at its main site. Funds will be used to purchase food for the program.

Housing Authority (Teen Self-Sufficiency Program) – “Teens Excelling and Mastering Independence Program” provides low-income housing to teenage parents and their child while they are attending school or working at a job promoting self-sufficiency. Funds will provide tenant services and educational materials.

Partners in Housing - This agency provides transitional housing and case management services for homeless families in Colorado Springs. Funds will be used to cover administrative costs associated with assisting families toward self-sufficiency.

Pikes Peak Community Action Agency - This agency provides case management, support services, and education and employment services to homeless families, victims of domestic violence and low-income families seeking self-sufficiency. Funds will be used to cover a portion of case management salaries and self-sufficiency support services.

S.E.T. (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 (Meals to the Homeless) – This agency provides a warm meal five evenings a week to the homeless through its mobile canteen. It also provides people in need with a location to meet. Funds will be used to cover administrative costs associated with the provision of a hot evening meal and equipment maintenance.

Salvation Army (Transitional Services) – This agency provides a temporary housing program called FRESHSTART 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 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.

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 program’s focus is directed at preserving the family unit. Funds will be used for program support.

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.

Southern Colorado Aids Program (S-CAP) Summer Program– The “Journeys and Memories” club is a summer youth program for children under the age of 17 who are either living with HIV or living in families with a parent or sibling who has HIV. Funds will be used to cover costs for summer outings to a variety of locations in and around Colorado Springs. These activities will help children and families deal with the complex feeling they have facing a life-threatening illness for themselves or a family member. In addition, these activities will help break down the isolation that these children and their families regularly experience.

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 community service and participation in the future as a juror. Funds will be used to cover administrative and program costs.

Tutmose Academy – (Tutmose Enrichment Program) - This agency provides culturally relevant professional training, community services, educational opportunities, and community mental health services to citizens of the Pikes Peak region. Funds will be used for a community-based educational program for middle school students who have been or are on the verge of being suspended or expelled. The program provides extensive life skills training in the areas of anger management, alternatives to violence, self-esteem development, critical thinking, cultural competence, study skills, and mentoring services for chronically troubled middle school students.

Urban League (Child Development Center) - This agency provides affordable, quality child care and education for toddlers through kindergarten-aged children who are in low and very low-income families. Funds will be used to cover costs associated with the provision of child care of child care services.

Urban League (Computer Literacy Program) – This agency will provide a 15-position state-of-the-art computer technology laboratory. The purpose is to target low-income and minority populations from ages 12 and up. Funds will be used to cover administrative costs associated with this program which will introduce them to and develop computer technology skills from web usage, computer literacy in various programs, prep courses for ACT/SAT tests, access to distance learning programs at PPCC and an online technology mentoring component. For students, included will be an on-line homework help program where youth will be tutored in areas they have not understood in school. Certification for completion of computer literacy programs will be given. Senior citizens will also be given opportunities to learn computer usage and how to access the web for personal use.

Urban Peak – This agency provides services to homeless and runaway youth. 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, 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 witnesses to or victims of crime. The center will also serve as a day-placement site for seniors with Alzheimer's and related dementias. Club Villa is an affordable, therapeutic environment developed to meet the needs of these individuals. 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.

Ways Out Academy – This agency offers tutorial/mentoring services and provides role models from the community. Their goal is to provide children and families with a sense of success, confidence, and self-esteem by offering life skills instruction to include necessary skills to function in a global multicultural world. Problem solving, critical thinking, anger management, alternatives to violence, study skills and health-related issues will be stressed. Children will be exposed to reading tutorials, experiential community learning through field trips, visitations, and exposure to cultural events. Community guests will be invited to talk on issues of interest and relevancy to children and parents. Funds will be used to cover administrative costs of the program.

Women's Resource Agency – This agency has formed a collaborative effort between 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: Parenting skills education and intensive case management services for pregnant/parenting teens and economically disadvantaged expectant parents; volunteer-based home visitation; education and support for economically disadvantaged new parents; basic needs to help at-risk parents keep their children healthy and safe; preventive interventions which reduce child abuse/neglect, and self-sufficiency education and training for women who are economically disadvantaged.

Workout Ltd. – This agency provides programs specifically designed to assist at-risk-youth involved in the juvenile justice system either as dependent/neglected or delinquent youth. Funds will be used for the Public Works/Graffiti Removal program which provides work and educational training for low to moderate-income, at-risk-youth. The program includes academic tutoring for expelled and suspended youth, anger management classes, and community service.

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	1-1-01 Balance*	2001 Payment	12-31-01 Remaining
Lease-Purchase Obligations	\$3,881,304	\$1,170,973	\$2,710,331

*Balance is defined as all remaining financial obligations for principal and interest from January 1, 2001, through the retirement of all lease-purchase agreement obligations represented in the figures shown above.

This page left blank intentionally.

USES OF GENERAL FUND RESOURCES

2000 Budget	\$185,806,484
<i>Plus:</i>	
Removal of 2000 Onetime Expenses	(1,453,881)
Removal of 2000 General Fund Contribution to CIP	(14,495,017)
ALLOCATION FOR SCIP AND THE ONGOING CAPITAL MAINTENANCE PROGRAM	15,000,000
EMPLOYEE COMPENSATION	
3.7% Market Adjustment in Employee Base Salaries and Benefits	
Uniformed Police and Fire Employees	2,174,816
Civilian Employees	1,861,416
Year 3 of Phased Implementation of New Compensation Plan	
Uniformed Police and Fire Employees	0
Civilian Employees	1,607,357
Performance Incentive Pay (General Fund and Internal Services)	
Uniformed Police and Fire Employees (2%)	1,144,026
Civilian Employees (2%)	1,113,460
Less Performance Incentive Pay Included in 2000 Budget	(2,475,905)
Range Progression	
Uniformed Police and Fire Employees	350,000
Civilian Employees	139,000
Increased Employee Health Insurance Costs (Medical 15%; Dental 5%; Vision 5%)	1,022,955
Retiree Health Insurance Costs	275,222
Reduced PERA	(229,033)
Reduced Workers Compensation Cost	(908,494)
PUBLIC SAFETY	
Police – Red Light Enforcement Unit - Patrol Officers (9 FTE)	480,000
Municipal Court – Red Light Enforcement Program – Salary and Operating (1 FTE)	61,500
City Attorney – Red Light Enforcement Program – Salary and Operating (1 FTE)	45,000
Fire – Full-Year Staffing for Station 18	130,000
Police – Communications Center Staffing - Emergency Response Technicians	272,203
Police – Criminal Justice Information System (CJIS) Redevelopment	205,322
Police – Universal Hiring Grant Matches and Accounting Change	1,537,924
Police – Alarm Ordinance Support Position (1 FTE)	42,962
Police – School Resource Officers for District 20 (2FTE)	111,010
Police – Parking Structure at Police Operations Center - Rent Payment to Parking Enterprise	82,440

PUBLIC SAFETY (continued)	
Police – Training Academy Rent	26,600
Police – Animal Control Contract	34,652
Police – Additional Code Enforcement Officer (1 FTE)	55,068
Fire – Office of Emergency Management (2 FTE)	299,156
Fire – Trauma Unit	417,303
Police/Fire – Increase Clothing Allowance by \$50	28,300
TRANSPORTATION/TRAFFIC CONGESTION MITIGATION	
Transportation Engineering – Traffic Congestion Mitigation (4.75 FTE)	398,250
Streets – Overtime for Street Rehab/Sweeping/Snow Control	32,500
Transportation Engineering – Increased Seasonal Salaries and Overtime	55,000
Transit – Transit Contract – Employee Wages	111,273
Transit – Paratransit: Improve Response to Emergency or Late Notice Requests	50,000
2000 Supplemental Appropriation (Transit)	365,867
Increase TEA 21 Grant Match for Major Transportation Corridor Projects	127,000
CIP – Additional Funding for Street-Resurfacing Program	205,088
GROWTH MANAGEMENT	
Fire – Fire Prevention - 2 Inspectors and 1 Support (3 FTE)	293,540
City Planning – Rewrite of Zoning Ordinance	250,000
City Planning – Revocable Permits – Land Use Inspector (1 FTE) and Equipment	78,881
City Planning – Move Salary and Operating Expenses to Development Review Enterprise	(335,247)
City Engineering – FIMS/GIS Analyst (1 FTE)	91,630
City Engineering – Development Review and Inspections (5 FTE)	397,305
City Engineering – Stormsewer Inspections (2 FTE)	171,394
Transportation Engineering – Development Review Planning Assistant (1 FTE)	57,363
OPERATION/MAINTENANCE OF SCIP CAPITAL IMPROVEMENT PROJECTS	
Police – Hangar, Evidence Building, Impound Lot Operating Expenses	134,200
Parks, Recreation and Cultural Services Northwest – Recreation Center Operating Expenses	229,212
Parks, Recreation and Cultural Services – Cottonwood Recreation Center Operating Expenses (2 FTE)	359,553
Parks, Recreation and Cultural Services – Memorial Park Recreation Center Operating Expenses	109,039
PPRCN 800 MHz Trunked Radio System	50,000

UNAVOIDABLE INCREASE/PRIOR YEAR COMMITMENTS

Fire – Pension Board Includes Mandatory Overtime as Pensionable	94,000
Fleet – Increased Vehicle Replacement Costs	882,536
Parks, Recreation and Cultural Services – Full-Year Operation of Sertich Ice Center	132,000
City Clerk – 2001 Elections Cost (April and November)	145,000
Municipal Court – Judges' Salary Increase	36,114
City Administration Building – Moving and Remodel Costs	1,035,100
NPDES – Stormwater Runoff Control Mitigation	29,217
Compliance with Migratory Bird Act and Prebles Mouse	134,000
Streetlights – Utilities	233,093
Streetlights – 300 New Residential and 300 New Arterial Lights	100,000
Fleet – Increased Fuel Costs	241,500
Transit – Increased Fuel Costs	100,000
Transit – Increased Operating Contract Costs	221,383
Neighborhood Services – District 11 Facility Rental Charges	15,000
Neighborhood Services – Housing Authority Staff Share Salary Increase	12,000
TABOR Refund of 2000 Property Tax Revenue	125,370
Old City Hall – Furniture	78,195
Increased Utilities Costs – Natural Gas Rate Increase	61,000

MISCELLANEOUS

City Clerk – Document Management System and Operating Expenses	41,811
City Clerk – Information Technology Analyst (1 FTE)	69,300
Employee Services – Education and Performance Support Unit (1 FTE)	150,236
Public Affairs – Cable 18 - Digital Camera	35,000
Neighborhood Services – Increase Seasonal Salaries	30,000
Employee Recognition Program	8,000
City Planning – Landscape Architect Special Position	63,806
Parks, Recreation and Cultural Services – Increased Overtime and Seasonal Salaries	27,014
Parks, Recreation and Cultural Services – Greenhouse Contract for Special Improvement Maintenance District (SIMD) Flowerbeds	15,000
Decreased Internal Services Charges	(151,319)
Special Positions in City Development	218,144
City Planning – Move Funding of Planner from CDBG (1 FTE)	60,000
City Auditor – EDP Salary Increase	18,100
City Attorney – Senior Corporate Attorney (1 FTE)	86,304
Finance – Convert Positions to Permanent (2 FTE)	86,355
Finance – Receptionist Position (1 FTE)	19,443
City Council – Swearing-in Ceremony	3,063
City Manager – Restore Operating Budget Cuts	5,000

MISCELLANEOUS (continued)

General Costs – Purchase of Automated Electronic Defibrillators for City Facilities	100,000
Neighborhood Services – Convert Part-Time Employees to Full Time (1 FTE)	56,820
Neighborhood Services – Reduce Human Services Contracts Funding (Shift to CDBG)	(105,329)
2001 BUDGET	\$202,505,950

**AN ORDINANCE MAKING THE ANNUAL TAX LEVY
FOR THE CITY OF COLORADO SPRINGS FOR
THE YEAR ENDING DECEMBER 31, 2001**

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 2001 to be:

General Fund:

General Property Taxes -		
5.323 mills on estimated valuation of \$3,322,469,010	17,685,503	\$ 17,685,503
Less -		
County Treasurer's Collection fee of 1%	(176,855)	
Provision for uncollectable taxes at 1%	(176,854)	
Economic Development Rebates	<u>(500,000)</u>	\$ (853,709)
Total Property Taxes		\$ 16,831,792
Other Taxes		\$118,768,750
Licenses and Permits		543,822
Intergovernmental Revenue		22,740,166
Charges for Services		7,615,728
Fines and Forfeits		4,262,650
Miscellaneous Revenues		5,244,425
Transfers from Other Funds		<u>26,238,833</u>
Total Revenues		\$202,246,166
Draw from Fund Balance		259,784
Total General Fund		\$202,505,950

Other Funds:

Special Revenue Funds:

Arterial Roadway	\$ 195,228
Ballfield Capital Improvements	110,572
Bicycle Tax	96,500
Briargate Special Improvement Maintenance District	647,131
Business Development Revolving Loan Program	1,090,210
CDBG – Neighborhood Services	4,094,000
Emergency Shelter Act Grant	112,000
Gateway Special Improvement Maintenance District	4,350
Home Investment Partnership	1,429,000
Lodgers and Automobile Rental Tax (Bed and Car)	3,567,143
Norwood Special Improvement Maintenance District	346,821
Old Colorado City Maintenance and Security District	76,188
Ongoing CIP	7,502,000
Platte Avenue Special Improvement Maintenance District	9,544
Public Space and Development	250,000
Springs Community Improvements Program (SCIP)	7,847,059
State Lottery Program	3,000,342
Stetson Hills Special Improvement Maintenance District	123,760
Street Tree	131,000
Subdivision Drainage	2,361,427
Trails, Open Space and Parks (TOPS)	5,183,941
Tree City USA	40,000
Woodstone Special Improvement Maintenance District	16,161

Enterprise Funds:

Airport Gross Income	\$18,826,649
Cemetery	1,415,326
Development Review *	538,530
Human Services Complex	314,986
Parking System Gross Income	5,457,067
Patty Jewett Golf Course	1,782,636
Pikes Peak – America’s Mountain	3,316,163
Valley Hi Golf Course	1,087,984

* This appropriation is contingent upon the adoption of an ordinance creating the Enterprise Fund.

Internal Services Funds:

Claims Reserve Self-Insurance	\$ 1,000,000
Employee Benefits Self-Insurance	23,000,000
Support Services	25,112,984
Workers Compensation Self-Insurance	4,847,126

Trust Funds:

C. D. Smith		\$ 45,000
Cemetery Endowment		580,000
Gift		750,000
Krupinski Memorial		130
Perkins	150	
Sabine		75
Senior Programs		17,500
Therapeutic Recreation		1,000
Woods		200

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 \$16,831,792.

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 5.323 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 2000 of 5.323 mills as a tax levy for City purposes to be due and payable in and during the Year 2001.

	<u>Mills</u>
For interest on General Obligation Bonds	0.409
For redemption of General Obligation Bonds	0.673
For General Purpose	4.241
Total	5.323

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 2001 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, 2001.

Introduced, read, and passed on first reading and ordered published this ____th day of _____, 2000.

Mary Lou Makepeace
Mayor

ATTEST:

Kathryn M. Young
City Clerk

**AN ORDINANCE APPROVING THE ANNUAL BUDGET
AND APPROPRIATING MONIES FOR THE SEVERAL
PURPOSES NAMED IN SAID BUDGET FOR THE YEAR
ENDING DECEMBER 31, 2001**

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, 2001, 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 2001 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 2001.

General Fund: **\$202,505,950**

Other Funds:

Special Revenue Funds:

Arterial Roadway	\$ 195,228
Ballfield Capital Improvements	110,572
Bicycle Tax	96,500
Briargate Special Improvement Maintenance District	647,131
Business Development Revolving Loan Program	1,090,210
CDBG – Neighborhood Services	4,094,000
Emergency Shelter Act Grant	112,000
Gateway Special Improvement Maintenance District	4,350
Home Investment Partnership	1,429,000
Lodgers and Automobile Rental Tax (Bed and Car)	3,567,143
Norwood Special Improvement Maintenance District	346,821

Special Revenue Funds (continued):

Old Colorado City Maintenance and Security District	76,188
Ongoing CIP	7,502,000
Platte Avenue Special Improvement Maintenance District	9,544
Public Space and Development	250,000
Springs Community Improvements Program (SCIP)	7,847,059
State Lottery Program	3,000,342
Stetson Hills Special Improvement Maintenance District	123,760
Street Tree	131,000
Subdivision Drainage	2,361,427
Trails, Open Space and Parks (TOPS)	5,183,941
Tree City USA	40,000
Woodstone Special Improvement Maintenance District	16,161

Enterprise Funds:

Airport Gross Income	\$18,826,649
Cemetery	1,415,326
Development Review *	538,530
Human Services Complex	314,986
Parking System Gross Income	5,457,067
Patty Jewett Golf Course	1,782,636
Pikes Peak – America’s Mountain	3,316,163
Valley Hi Golf Course	1,087,984

* This appropriation is contingent upon the adoption of an ordinance creating the Enterprise Fund.

Internal Services Funds:

Claims Reserve Self-Insurance	\$ 1,000,000
Employee Benefits Self-Insurance	23,000,000
Support Services	25,112,984
Workers Compensation Self-Insurance	4,847,126

Trust Funds:

C. D. Smith	\$ 45,000
Cemetery Endowment	580,000
Gift	750,000
Krupinski Memorial	130
Perkins	150
Sabine	75
Senior Programs	17,500
Therapeutic Recreation	1,000
Woods	200

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 2001.

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, 2001.

Introduced, read, and passed on first reading and ordered published this ___th day of _____ 2000.

Mary Lou Makepeace
Mayor

ATTEST:

Kathryn M. Young
City Clerk

**A RESOLUTION CERTIFYING THE 2000 TAX LEVY FOR
BRIARGATE SPECIAL IMPROVEMENT MAINTENANCE
DISTRICT AT 4.409 MILLS UPON EACH DOLLAR
OF ASSESSED VALUATION WITHIN SAID DISTRICT**

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF COLORADO SPRINGS:

That a tax levy for the Year 2000 of 4.409 mills upon each dollar of assessed valuation of property within Briargate Special Improvement Maintenance District is hereby certified to the El Paso County Board of Commissioners in accordance with Section 19-9-108 of the Code of the City of Colorado Springs 1980, as amended.

Dated at Colorado Springs, Colorado, this _____ day of _____, 2000.

Mary Lou Makepeace
Mayor

ATTEST:

Kathryn M. Young
City Clerk

**A RESOLUTION CERTIFYING THE 2000 TAX LEVY FOR
NOR'WOOD SPECIAL IMPROVEMENT MAINTENANCE
DISTRICT AT 4.196 MILLS UPON EACH DOLLAR
OF ASSESSED VALUATION WITHIN SAID DISTRICT**

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF COLORADO SPRINGS:

That a tax levy for the Year 2000 of 4.196 mills upon each dollar of assessed valuation of property within Nor'wood Special Improvement Maintenance District is hereby certified to the El Paso County Board of Commissioners in accordance with Section 19-9-108 of the Code of the City of Colorado Springs 1980, as amended.

Dated at Colorado Springs, Colorado, this _____ day of _____, 2000.

Mary Lou Makepeace
Mayor

ATTEST:

Kathryn M. Young
City Clerk

**A RESOLUTION CERTIFYING THE 2000 TAX LEVY FOR
STETSON HILLS SPECIAL IMPROVEMENT MAINTENANCE
DISTRICT AT 4.279 MILLS UPON EACH DOLLAR
OF ASSESSED VALUATION WITHIN SAID DISTRICT**

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF COLORADO SPRINGS:

That a tax levy for the Year 2000 of 4.279 mills upon each dollar of assessed valuation of property within Stetson Hills Special Improvement Maintenance District is hereby certified to the El Paso County Board of Commissioners in accordance with Section 19-9-108 of the Code of the City of Colorado Springs 1980, as amended.

Dated at Colorado Springs, Colorado, this _____ day of _____, 2000.

Mary Lou Makepeace
Mayor

ATTEST:

Kathryn M. Young
City Clerk

**A RESOLUTION CERTIFYING THE 2000 TAX LEVY FOR
WOODSTONE SPECIAL IMPROVEMENT MAINTENANCE
DISTRICT AT 3.615 MILLS UPON EACH DOLLAR
OF ASSESSED VALUATION WITHIN SAID DISTRICT**

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF COLORADO SPRINGS:

That a tax levy for the Year 2000 of 3.615 mills upon each dollar of assessed valuation of property within Woodstone Special Improvement Maintenance District is hereby certified to the El Paso County Board of Commissioners in accordance with Section 19-9-108 of the Code of the City of Colorado Springs 1980, as amended.

Dated at Colorado Springs, Colorado, this _____ day of _____, 2000.

Mary Lou Makepeace
Mayor

ATTEST:

Kathryn M. Young
City Clerk

**A RESOLUTION CERTIFYING THE 2000 TAX LEVY FOR
COLORADO AVENUE GATEWAY SPECIAL IMPROVEMENT MAINTENANCE
DISTRICT AT 1.653 MILLS UPON EACH DOLLAR
OF ASSESSED VALUATION WITHIN SAID DISTRICT**

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF COLORADO SPRINGS:

That a tax levy for the Year 2000 of 1.653 mills upon each dollar of assessed valuation of property within Colorado Avenue Gateway Special Improvement Maintenance District is hereby certified to the El Paso County Board of Commissioners in accordance with Section 19-9-108 of the Code of the City of Colorado Springs 1980, as amended.

Dated at Colorado Springs, Colorado, this _____ day of _____, 2000.

Mary Lou Makepeace
Mayor

ATTEST:

Kathryn M. Young
City Clerk

**A RESOLUTION CERTIFYING THE 2000 TAX LEVY FOR
PLATTE AVENUE SPECIAL IMPROVEMENT MAINTENANCE
DISTRICT AT \$1.10 PER FRONT FOOTAGE OF REAL
PROPERTY WITHIN SAID DISTRICT**

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF COLORADO SPRINGS:

That a tax levy for the Year 2000 of \$1.10 per front footage of real property within Platte Avenue Special Improvement Maintenance District is hereby certified to the El Paso County Board of Commissioners in accordance with Section 19-9-108 of the Code of the City of Colorado Springs 1980, as amended.

Dated at Colorado Springs, Colorado, this _____ day of _____, 2000.

Mary Lou Makepeace
Mayor

ATTEST:

Kathryn M. Young
City Clerk

**A RESOLUTION CERTIFYING THE 2000 TAX LEVY FOR
OLD COLORADO CITY MAINTENANCE AND SECURITY
DISTRICT AT 13.416 MILLS UPON EACH DOLLAR
OF ASSESSED VALUATION WITHIN SAID DISTRICT**

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF COLORADO SPRINGS:

That a tax levy for the Year 2000 of 13.416 mills upon each dollar of assessed valuation of property within Old Colorado City Maintenance and Security District is hereby certified to the El Paso County Board of Commissioners in accordance with Section 19-9-108 of the Code of the City of Colorado Springs 1980, as amended.

Dated at Colorado Springs, Colorado, this _____ day of _____, 2000.

Mary Lou Makepeace
Mayor

ATTEST:

Kathryn M. Young
City Clerk

**A RESOLUTION SETTING THE TAX LEVY FOR ALL PURPOSES IN
AND DURING THE YEAR 2001 AT 5.323 MILLS UPON EACH DOLLAR
OF ASSESSED VALUATION WITHIN THE CORPORATE LIMITS OF THE
CITY OF COLORADO SPRINGS**

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF COLORADO SPRINGS:

Section 1. The tax levy upon the properties assessed and returned upon the assessment rolls for the Year 2001, be and the same is hereby fixed as follows upon each dollar of assessed valuation for the Year 2000 at a tax levy for all purposes in and during the Year 2001.

	<u>Mills</u>
For interest on General Obligation Bonds	0.409
For redemption of General Obligation Bonds	0.673
For General Purpose	4.241
Total	5.323

Section 2. The proper officers of the City are hereby instructed to take all steps and to perform all acts necessary to effectuate said levy and the City Clerk shall certify this levy to the Board of County Commissioners and County Assessor to extend the same on the tax rolls.

Dated at Colorado Springs, Colorado, this ____ day of _____, 2000.

Mary Lou Makepeace
Mayor

ATTEST:

Kathryn M. Young
City Clerk

INDEX

All Funds Summary	2-1
Appropriations Ordinances	Appendix F
Budget Development Process	1-1
Capital Improvements Program and SCIP	17-1
City Council and Council Appointees	
City Attorney	5-1
City Auditor	5-6
City Clerk	5-11
City Council	5-16
Municipal Court	5-20
City Development	
Economic Development	12-1
Urban Projects	12-7
City Management	
Budget and Financial Analysis, Office of	6-1
City Manager, Office of the	6-7
Employee Services	6-13
Finance	6-21
Public Affairs	6-27
City Manager's Letter	ix
City Organizational Chart	xvi
City Planning	
Comprehensive Planning/Land Use	11-1
Development Review	11-7
Development Review Enterprise	11-13
Planning Data Systems	11-19
Colorado Springs at a Glance	iii
Colorado Springs Companies	
Airport	14-1
Cemeteries	14-10
Human Services Complex	14-16
Parking System	14-20
Patty Jewett Golf Course	14-26
Pikes Peak – America’s Mountain	14-32
Valley Hi Golf Course	14-39
Conservation Trust	16-2
Debt Management	15-8
Detailed Revenue Estimates	Appendix B
Direction 2000 Strategic Goals	1-9
Economic Overview and Outlook	3-1
Expenditure Overview	3-17
Expenditure Summary Table	3-31

Fire	7-1
Office of Emergency Management	7-7
Operations.....	7-11
Fiscal, Information Systems, Planning.....	7-14
Support Services	7-17
Office of the Fire Chief.....	7-23
Five-Year Financial Projections	18-1
General Costs.....	15-1
General Fund Resources, Uses of	Appendix E
Glossary of Terms	Appendix A
Guide to the Colorado Springs City Budget.....	vi
Human Services Contracts	Appendix C
Internal Services Charges/Allocations.....	15-7
Internal Support	
Facilities Management	13-1
Fleet Management	13-8
Information Technology, Office of.....	13-15
Office Services	13-21
Radio Communications.....	13-27
Real Estate Services	13-33
Risk Management.....	13-38
Safety.....	13-43
Key Dates	1-5
Lease-Purchase Obligations.....	Appendix D
Lodgers and Automobile Rental Tax Fund.....	16-3
Motor Vehicle Registration Fee.....	16-5
Neighborhood Services	
Community Development & Neighborhood Redevelopment – CDBG, HOME & ESG	10-1
Community and Senior Centers	10-12
Neighborhood Services.....	10-19
Ongoing CIP	16-6
Other Funds and Agencies.....	16-1
Other Special Funds	16-9
Parks, Recreation and Cultural Services	
Cultural Services	9-1
Design and Development	9-7
Forestry.....	9-12
Park Maintenance, Trails and Open Space	9-17
Parks, Recreation & Cultural Services Support.....	9-24
Youth and Recreation.....	9-30
Police.....	7-29
Operations Support	7-38
Patrol.....	7-44
Management Services.....	7-50
Office of the Chief.....	7-57

Position Summary	4-1
Public Works	
City Engineering.....	8-1
Public Works Support	8-7
Streets.....	8-11
Transit Systems	8-18
Transportation Engineering	8-23
Revenue Overview	3-7
Revenue Summary Table	3-14
Springs Community Improvements Program.....	16-7
Trails, Open Space and Parks (TOPS).....	16-8

This page left blank intentionally.