

# **City of Colorado Springs**

## **2002 Budget**

**January 1, 2002**



## CITY OF COLORADO SPRINGS

### CITY COUNCIL

**Mary Lou Makepeace, Mayor**

**Lionel Rivera, Vice Mayor**

**Sallie Clark**

**Ted Eastburn**

**Judy Noyes**

**James A. Null**

**Margaret Radford**

**Richard Skorman**

**Charles Wingate**

### Council Appointees

James H. Mullen, City Manager, Retired, January 8, 2002

Lorne C. Kramer, Acting City Manager, January 9, 2002

Robert D. Briggie, Municipal Presiding Judge

Michael D. Hall, City Auditor

Patricia K. Kelly, City Attorney

Kathryn M. Young, City Clerk

### Senior City Management Staff

Paul D. Butcher, Parks, Recreation and Cultural Services Group Support Manager

Ron Cousar, Neighborhood Services Group Support Manager

Carla L. Hartsell, City Management Group Support Manager

J. Patrick McElderry, Acting Chief of Police, January 9, 2002

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, Principal Analyst

Steven E. Reed, Senior Analyst

Melissa E. Rowberg, Public Communications Specialist

Charae T. M. Sachanandani, Senior Analyst

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# Colorado Springs at a Glance

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**Form of Government:**

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

**Population:** 374,300 (2002 est.)

**College Population\*:** 27,002 (Fall 2000)

**Median Age\*:** 33.3

**Median Household Income\*:** \$49,225

**Unemployment Rate (Colo Spgs MSA):** 3.3%

**Ethnicity\*\*:**

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

**Area in Square Miles:** 186

**Street Miles:** 1,468 (Year 2002 est.)

**Parkland Acres:** 10,985 (Year 2002 est.)

**Sales Tax Rate for 2001:**

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

**City Property Tax Rate (2000 for taxes payable in 2001):** 5.323 mills

**Median Sales Price of an Existing House in 2001\*:**  
\$175,998

**Property Taxes Paid on a \$175,998 House in School District 11 for 2000 Taxes Payable in 2001\*\*\*:**  
\$935 total, City share is \$86

**Average Monthly Residential Utilities:** \$152

**Serious Crimes per Thousand:** 51.8 (Year 2000)  
compared to 1999 national average of 74.8 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

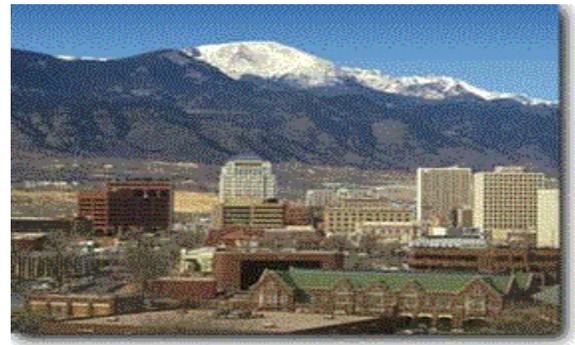
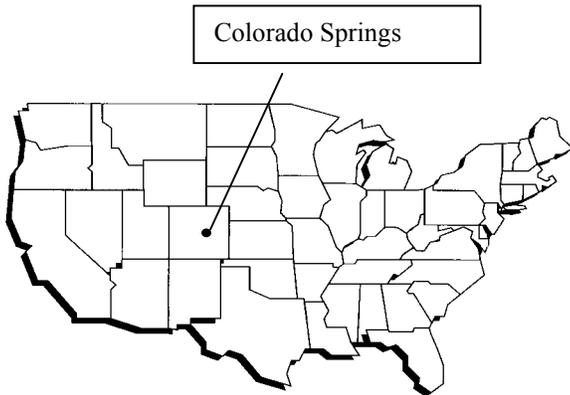
\* Information obtained from the Greater Colorado Springs Economic Development Corporation Fact Sheet.

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

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

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

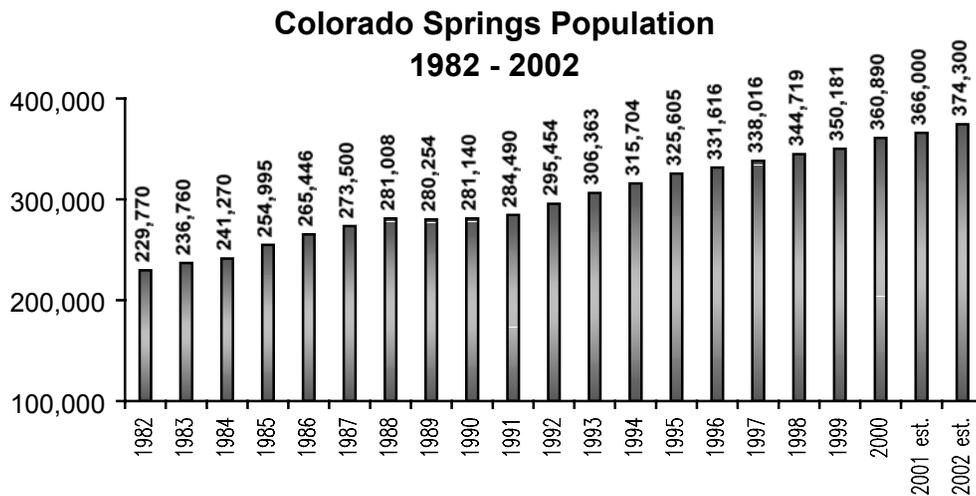
# Community Profile



Colorado Springs is located at the foot of Pikes Peak, 70 miles south of Denver. With a 2002 estimated population of 374,300 and a land area of 185.7 square miles, Colorado Springs is the State's largest city in terms of land and second only to Denver in population.

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

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



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

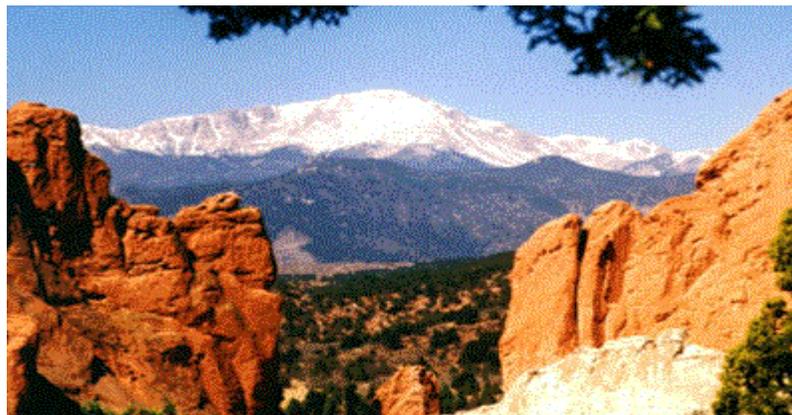
<b>TOP TEN PRIVATE SECTOR EMPLOYERS (September 2001)</b>	
<b>Company</b>	<b># of Employees</b>
Worldcom	3,800
Compaq Computer Corporation	2,773
Penrose-St. Francis Health Services	2,500
Atmel Corporation	2,370
Agilent Corporation	1,800
SCI Systems	1,550
The Broadmoor Hotel	1,500
Electronic Data Systems Corporation (EDS)	1,420
MCI	1,350
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.

<b>TOP TEN POST-SECONDARY SCHOOLS (September 2000)</b>	
<b>School</b>	<b># of Students</b>
Pikes Peak Community College	7,500
University of Colorado at Colo. Springs	6,700
United States Air Force Academy	4,000
The Colorado College	1,900
Regis University	1,650
Colorado Technical University	1,525
University of Phoenix at Colo. Springs.	650
Denver Technical College	550
Colorado Christian University	400
Nazarene Bible College	400



# A Guide to the Colorado Springs City Budget

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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), and Appendices.

- ➔ The **City Manager's Letter** provides an overview of the budget, the major financial and service issues, and strategies for the General Fund.
- ➔ The **Budget Development Process** section describes the annual City Budget development process and its component phases. It also presents the budget process timeline used in the preparation of the budget and includes a summary of the City's Strategic Plan adopted by City Council.
- ➔ The **All Funds Summary** provides an overview of budgets, a revenue overview for all funds, and a brief review of the City's financial and fund structure.
- ➔ The **General Fund Summary** 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 2002 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 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, User Fees and Charges, Appropriations Ordinances, and an index.

## Other Information:

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

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

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Colorado Springs, Colorado, for its annual budget for the fiscal year beginning January 1, 2001. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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January 9, 2002

Dear Madam Mayor and Members of City Council:

This letter accompanies the 2002 City Budget, which was prepared during a period of unprecedented fiscal and economic uncertainty. The local and national economies were already trending downward before the surprise terrorist attack on the United States on September 11. That tragic event has served to push the flagging U.S. economy into an outright recession and to slow local economic activity considerably. Nearly 55 percent of the revenue supporting the General Fund Budget is derived from Sales and Use Tax collections that are dependent upon the level of local economic activity, consumer confidence and sentiment, and tourist activity. Similarly, the fiscal health of many of the enterprises of the City, including the Colorado Springs Airport and Pikes Peak America's Mountain, are directly tied to tourist and business travel. While the terrorism has clearly had a chilling effect on economic activity over the last few months, the full extent of the economic damage will not likely be known for many months as the political and business repercussions unfold.

As Council is aware, a modest fund balance is maintained for the General Fund for cash flow purposes and to serve as a cushion against revenue shortfalls and unforeseen fiscal events. As of year-end 2001, the unappropriated/unrestricted General Fund balance is anticipated to total \$18.6 million, or 8.6 percent of the proposed 2002 Budget. That fund balance stands as an additional line of fiscal protection should City revenues for 2002 fall further below projections in response to any worsening economic conditions. Maintaining a fund balance of at least that amount is necessary given the level of fiscal and economic uncertainty that the City now faces.

### **General Fund Budget Overview**

The 2002 General Fund Budget totals \$217.4 million. This represents a net increase of \$14.9 million, or 7.3 percent over the 2001 Budget. However, a significant portion (\$8.3 million) of this increase is the result of several Council actions to generate additional revenues that are earmarked primarily for pay-as-you-go transportation and drainage capital improvements. Excluding those revenues, the 2002 General Fund Budget reflects an increase of just 3.4 percent.

An increase of nearly \$8.4 million is necessary to continue efforts in bringing employee compensation up to a competitive level. The removal of expenditures designated as onetime in the 2001 Budget and the elimination of all employee performance incentive pay allowed the reallocation of almost \$4.04 million within the Budget. These funds are used to make some limited progress in other strategic priorities and to cover unavoidable increases stemming from such items as increased utilities and vehicle fuel costs, prior-year funding commitments, and legal obligations. This Budget provides funding for 20.25 new employees with 14 of that total added in public safety.

<b>2001 – 2002 CHANGES TO THE GENERAL FUND BUDGET</b>	
<b>2001 Budget</b>	<b>\$202,505,950</b>
plus:	
Removal of 2001 Onetime Expenses	(2,679,274)
Removal of Employee Performance Incentive Payments	(2,257,486)
<u>Strategic Plan Priority</u>	
Public Safety	1,157,621
Operation/Maintenance of SCIP Projects	505,157
Raise Employee Compensation to Competitive Level	8,395,108
SCIP Pay-as-you-go Projects	7,974,397
Unavoidable Increases/Prior Year Commitments	1,216,359
Miscellaneous Increases	557,611
<b>2002 General Fund Budget</b>	<b>\$217,375,443</b>

These expenditures are supported by a projected \$215.3 million in revenues in 2002. Additionally, it is necessary to carry over as rebudgeted funds a total of \$2.1 million of anticipated 2001 budgetary savings to balance the 2002 General Fund Budget. The assumption of some growth, albeit modest, in City Sales and Use Tax collections and additional non-tax revenue resulting from Council's actions to generate resources for pay-as-you-go transportation and drainage capital improvements are the principal reasons for the estimated increase in 2002 General Fund revenues.

Current calculations regarding compliance with the revenue limitation provisions of TABOR and the City Charter project 2002 City revenues to be below the TABOR limit by just \$350,000. For 2001, City revenues are projected to be below the TABOR limit by nearly \$3.5 million.

### **Strategic Priorities and Budget Objectives**

The 2002 General Fund Budget allocates resources in a manner consistent with the goals and objectives of the City Strategic Plan – *Direction 2000* and the specific budgetary objectives that City Council established for 2002. Nevertheless, the scarce resources in this Budget allow only limited progress towards the accomplishment of the goals and objectives of *Direction 2000*:

#### ➤ **Public Safety**

Ten (10) new police officers are added in the 2002 Budget. The officers were authorized by City Council in 2001 to staff three additional Intersection Safety Program units for enhanced red light enforcement intended to reduce traffic accidents and fatalities and add a Commercial Vehicle Enforcement officer. A total of \$759,456 is included in the 2002 General Fund Budget for the salaries, benefits, and operating expenses for these officers. Additional traffic violation ticket revenue included in 2002 budgeted revenues is projected to offset the cost of these officers. Also, one additional prosecution attorney in the City Attorney's Office is included to handle increased adjudication workloads stemming from the enhanced red light enforcement effort along with an additional probation clerk and .5 full-time equivalent (FTE) violations clerk in Municipal Court.

In the Fire Department's Office of Emergency Management (OEM), two positions classified as specials are converted to permanent status. With a total of four FTE and additional support from the Fire Operations section, the OEM is better prepared to address large-scale emergencies and disasters.

A total of \$214,005 is also added to the Animal Control Contract amount in 2002. The increase in the contract with the Humane Society of the Pikes Peak Region is to help accommodate increased salary and health insurance costs and higher utilities costs faced by that agency.

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

A total of \$408,460 is included for the full-year operation and staffing of the new Cottonwood Creek Recreation Center which opened in the fall of 2001 and for the increased operating expenses associated with the Memorial Park Aquatics and Fitness Center which opened in the summer of 2001. The 2001 Budget only contained partial-year funding for the operation of those new facilities. Funds for the construction of these two recreation centers were a part of the \$110 million Phase I SCIP program approved by voters in 1999. Similarly, \$66,000 is included in the Fire Department budget for the utilities and operating expenses of the new Fire Department Complex (FDC) which opened in the fall of 2001. A building maintenance janitor FTE is added in the Fire Department for maintenance of the Fire Department Complex. Additionally, \$30,000 is added in 2002 as a part of the City's share of the operating and administrative expenses of the new 800 MHz trunked radio system that allows enhanced radio communications capability for Police and Fire. The funds are in addition to the in-kind maintenance services being provided by the City's Radio Communications to the Pikes Peak Regional Communications Network (PPRCN) which oversees the new multi-jurisdictional communications system. These recommendations are in accordance with a promise made to local residents to staff and operate all voter-approved SCIP projects once completed.

➤ **Provide funding to raise employee compensation to competitive level**

Complete implementation of the plan for bringing employee compensation up to a competitive level continues to be a strategic priority of *Direction 2000*. The last installment of the three-year plan was implemented with the 2001 Budget. However, despite efforts to estimate prospective wage market movements over the 1999-2001 period, wage increases in comparison cities have exceeded the increases granted by the City of Colorado Springs. Recent market data show that the salaries of civilian City employees are, on average, 5.16 percent below the market median. Similarly, the survey data show the salaries of uniformed Police and Fire employees are an average of 4.9 percent below the market median. Additionally, the City's compensation consultant has recommended a prospective market adjustment of 4.0 percent, which represents the projected movement in wages and salaries for 2002. The combined total of the increases required to move 2001 City salaries up to the current-day market median (commonly referred to as the "catch-up" component) and the prospective movement, allowing for compounding and some minor adjustments in band/zone changes, translates into a 9.75 percent increase in City General Fund salary costs. The market catch-up component has been reduced by 2 percent for senior managers and increased by .5 percent for uniformed Police and Fire employees. A total of \$6,700,670 is included in the 2002 Budget for this adjusted market catch-up component.

Additionally, the prospective component of employee compensation has been removed for 2002 due to budgetary constraints. Also, this puts the City further behind in the goal of bringing all employee salaries up to the market median. However, City Council agreed to reconsider the implementation of the prospective component at mid-year 2002 if City Sales and Use Tax collections were stronger than projected for 2002.

Furthermore, in accordance with Council direction, all lump-sum performance incentive awards for City employees have been eliminated. The resources allocated for that purpose in 2001 totaled \$2.26 million. One-half of those funds (\$1.13 million) are reallocated towards the resources that are earmarked for SCIP pay-as-you-go projects. The other half has effectively been used to help fund the adjustment in base salaries described above.

A 27 percent increase in employee health insurance premium costs is projected for 2002. This increase is necessary based upon recent claims history, high rates of utilization of the plan, and another jump in the cost of prescription drugs. A portion of the increase is also necessary to replenish depleted reserves of the joint Self-Insurance Fund. This increase comes on the heels of a 15 percent increase implemented in 2001. A 5 percent increase in dental insurance premiums is also projected for 2002. This trend is not unique to the City as most major employers in the region are facing soaring health insurance costs for similar reasons. A total

of \$2,100,014 is included in the 2002 General Fund Budget for the share of these premium adjustments customarily paid by the City. Also, the employee's share for dependent coverage increases by 27 percent. Additionally, out-of-pocket health care costs will further increase for employees in 2002 due to necessary changes in the City's health plans to help mitigate the premium increases.

Nevertheless, a portion of the increased employee health benefits costs to the City has been offset slightly by a temporary drop in City costs for the PERA retirement contribution resulting from a 2.55 percent reduction in the required employer contribution rate in 2002. That temporary reduction results in projected savings of \$125,576. Additionally, a slight reduction in necessary Police and Fire pension contributions by the City is estimated for 2002. With the initiation of the Deferred Retirement Option Plan (DROP) for the City's uniformed pension plans, the City will realize estimated savings of \$280,000 from reduced employer pension contributions. This is due to the terms of the DROP contract, in which City contributions to respective pension plans cease when an employee enters the program.

➤ **Financial support for City services and capital projects – SCIP pay-as-you-go projects**

Through the summer of 2001, City Council worked to identify approximately \$8.3 million of additional revenue to support a bond issue for SCIP 01 transportation and drainage capital improvement projects. Council identified the \$8.3 million from increased fees and fines, and then placed two SCIP bond questions on the November 2001 ballot seeking authorization to issue up to \$63.47 million for transportation capital improvement projects and \$37.825 million for stormwater and flood control projects. The proposed bonds had no associated tax increase and were to be paid entirely from a pledge of the City's existing Sales and Use Tax. Voters did not support either bond question at the November 2001 election. Consequently, City Council decided to use the \$8.3 million, previously set aside for the SCIP 01 bond retirement, to accomplish unfunded SCIP projects on a pay-as-you-go basis. However, to balance the 2002 General Fund Budget, Council approved reducing the \$8.3 million allocation by \$354,103 leaving \$7,974,397 in 2002 for capital projects. While this Budget designates the \$7.9 million for SCIP capital improvement projects, City Council deferred until January 2002 the final selection of projects to be funded.

Council has taken formal steps or directed specific fiscal actions, as listed below to generate the \$8.3 million of non-tax revenue enhancements during 2002:

Move One-half of Cost of Streetlights to Colorado Springs Utilities (recover costs through increase in Utilities in-lieu of tax payments)	\$2,270,250
Reallocate One-half of Performance Incentive Pay Monies	1,130,000
New/Increased Development Review and Inspection Fees	1,953,130
Adjustment to Traffic Violation Fine Schedule	750,000
Double Parking Fines	360,000
Increase Existing Street Cut Fees	845,000
Establish Traffic Control Permit Fees	1,020,120
<b>TOTAL</b>	<b>\$8,328,500</b>

➤ **Provide funding for unavoidable budget increments and prior-year commitments**

A number of unavoidable budget increases are included in the 2002 General Fund Budget. These increases result from contractual obligations, increased fuel and utilities costs, federal mandates, and prior-year fiscal commitments made by City Council. These budget increments total \$1.2 million and include an estimated \$365,000 increase in utilities costs resulting from increases in electric and natural gas rates, \$170,000 for higher vehicle fuel costs, a contractual increase in compensation of Municipal Court judges, and additional funding for implementation of the City's federally mandated National

Pollutant Discharge Elimination System (NPDES) Stormwater Drainage control program. Additional resources are included for the utilities, maintenance, and security costs of City Hall; an increase in the City's required contribution to health and life insurance plans for retired employees; and additional rental and maintenance costs of the City Administration Building although this increased rental cost is offset by increased revenue to the General Fund from Internal Support and Colorado Springs Companies occupying space in that building.

➤ **Accomplish a strategically sensitive line-item review and justification of how all City resources are proposed to be spent and complete a thorough examination and review of all permanent, special, and temporary positions in each unit**

Last year, Council endorsed a new budget preparation process that 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 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 again 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 review resulted in some reallocation of resources within unit budgets to better focus efforts on strategic priorities.

The approach was expanded for the 2002 Budget development process with the addition of an examination of staffing levels in each unit to promote an understanding of the role of each position relative to *Direction 2000*. To facilitate this examination, all 2002 Budget submittals included a justification of all positions, including temporary, hourly, and special employees, and the position's link, if any, to *Direction 2000*.

### **Reductions in Service**

Given the level of City Council and citizen support for the current mix of services and programs provided by the City, no major elimination of programs is proposed for 2002. However, the quality and quantity of service delivery to citizens continues to degrade and will worsen in some areas. For example, General Fund resources allocated for the street-resurfacing program were reduced to \$4.5 million for 2002 after the removal of the onetime addition of \$205,088 in 2001. The 2002 level of funding will allow the Streets Unit to resurface only 82 miles, which represent 65 percent of the 127 miles resurfaced in 1990. In accordance with industry standards, all city streets should be resurfaced every eight years at a minimum, which would suggest a 2002 program of 180 miles.

In 2002, the Fire Department, even with the addition of Station 18 in 2000, will not be able to meet the City Council-established 8-minute first-response time 90 percent of the time and the 12-minute response 90 percent of the time response standards of minimum effective fire fighting force in all areas of the city. Police response times will continue to degrade with the average response time for emergency calls increasing by 7.2 percent in 2001. In 1998, the average Police response time to an emergency call was 10 minutes 20 seconds. The average response time is currently estimated to be over 13 minutes and is projected to jump to over 14 minutes in 2002. 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 totaled 1.45 in 2000 and will total 1.55 in 2002, which is far below the average of 2.2 officers per 1,000 population for similarly sized cities in 2000.

Additionally, while this 2002 City Budget includes a total of \$23.3 million of General Fund dollars for 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 in 2000 as a collaborative project with the community to address pressing financial needs of the City. SCIP 01 is a partnership between the successful Springs Community Improvements Program (SCIP) and an initiative to address the community's public safety service deficiencies. The SCIP 01 citizens committees struggled to prioritize a list of capital improvements estimated at over \$1 billion and considered public safety annual operating needs in excess of \$30 million that are presently unfunded.

That effort resulted in an April 2001 ballot measure to raise revenues through a .9 percent increase in sales taxes dedicated to addressing infrastructure needs in streets, drainage, and other areas, as well as service delivery needs in fire, police, and public works. The measure failed to gain voter approval. Citizen feedback received after that election was that the ballot question lacked choice and that the size of the proposed tax increase was too large. In response, City Council reviewed the needs in the community, identified alternative revenue sources, and repackaged SCIP 01 for the November 2001 ballot. The November 2001 ballot contained six distinct questions breaking out transportation, stormwater drainage, public works, parks and recreation facilities, and public safety. The combined tax increases before voters was reduced to a total .6 percent increase in the City Sales and Use Tax rate if all measures passed. Additionally, the two ballot questions calling for the issuance of bonds for transportation and stormwater drainage capital improvement projects had no associated tax increase but would rather be repaid through non-tax revenue enhancements. Voters only approved one of the six questions, which was the question seeking a .4 percent increase in the City Sales and Use Tax earmarked specifically for Public Safety operating and capital improvement needs which allows progress in reducing Police and Fire response times. That .4 percent Sales and Use Tax increase is projected to generate almost \$23.5 million in 2002. City Council has decided to postpone the appropriation of these funds until after the completion of a separate budget process for this new tax revenue. In accordance with the ballot question, the revenue from the .4 percent tax will be accounted for in a separate fund to be known as the Public Safety Sales Tax Fund and will only be used for Police and Fire personnel, operating, and capital improvement costs.

### **Lodgers and Automobile Rental Tax**

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. During 2001, LART revenue collections were already trending downward before the surprise terrorist attack on the U.S. on September 11. The terrorism has already had a chilling effect on local tourist and business visitations in the form of cancelled group meetings and conventions. The impact of those cancellations in combination with the underlying trend in collections are estimated to push LART revenues down to a level 6.5 percent below actual 2000 collections. The 2001 revenue is estimated to fall \$287,000 below the budgeted amount. However, the LART Fund began 2001 with an unappropriated fund balance of \$201,000, which will serve to help soften the shortfall anticipated for 2001.

Barring any further acts of terrorism in coming months which could further damage consumer confidence in air travel, LART collections in 2002 are projected to remain unchanged from the 2001 year-end estimate. The 2002 LART budget is designed to maintain the 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. A total of \$2.19 million of the nearly \$3.28 million of LART revenue projected to be available for appropriation in 2002 is allocated for a visitor promotion contract with the Convention and Visitors Bureau. The 2002 contract amount represents an 8.1 percent reduction from the 2001 contract amount. A total of \$1.03 million is transferred to the General Fund for reimbursement of tourist-related expenses. The \$59,808 balance will provide partial funding of the Fine Arts Center and Colorado Springs Symphony contracts. This funding, in combination with amounts already in the General Fund and an anticipated \$60,000 from Colorado Springs Utilities, will fully fund those contracts in 2002.

### **Trails, Open Space and Parks Fund (TOPS)**

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 just under \$6.1 million in 2002. TOPS funding will be used to make the second of a five-year payment schedule for the purchase of the Big Johnson Reservoir open space and the second of three annual scheduled payments on the previous purchases of the Blodgett Peak and High Chaparral open space parcels. Additionally, the development of the Buckskin Charley park site and a required match for an in-line hockey skating court to be located at the El Pomar Youth Sports Complex are proposed to be funded from the TOPS park development allocation. To complete the 2002 TOPS allocation, \$1.1 million will be used for seven separate trail projects. The combined cost of these projects totals just under \$4.1 million. The balance of the new TOPS revenue (\$2.1 million) remains unappropriated at this time. The City Council-appointed TOPS citizens' board makes recommendations regarding which future projects should be funded in 2002. A supplemental appropriation will be brought forward during 2002 when projects are identified and recommended.

### **Conclusion**

This Budget allocates scarce resources in a manner consistent with the goals and objectives of *Direction 2000*. However, the scarce resources in this Budget allow only limited progress towards the accomplishment of the goals and objectives contained in that strategic plan. A wide disparity still exists between the expectations contained in *Direction 2000* and available resources to meet those expectations. That gap cannot be bridged until additional revenue streams are identified and implemented. Additionally, the continuing trend of degradation in the quantity and quality of municipal services and infrastructure is of paramount concern. The quality of life that the community enjoys is largely dependent upon the quality and sufficiency of the municipal services and infrastructure that the City provides. That quality of life will soon be impacted by the City's inability to maintain the service levels that citizens deserve and expect.

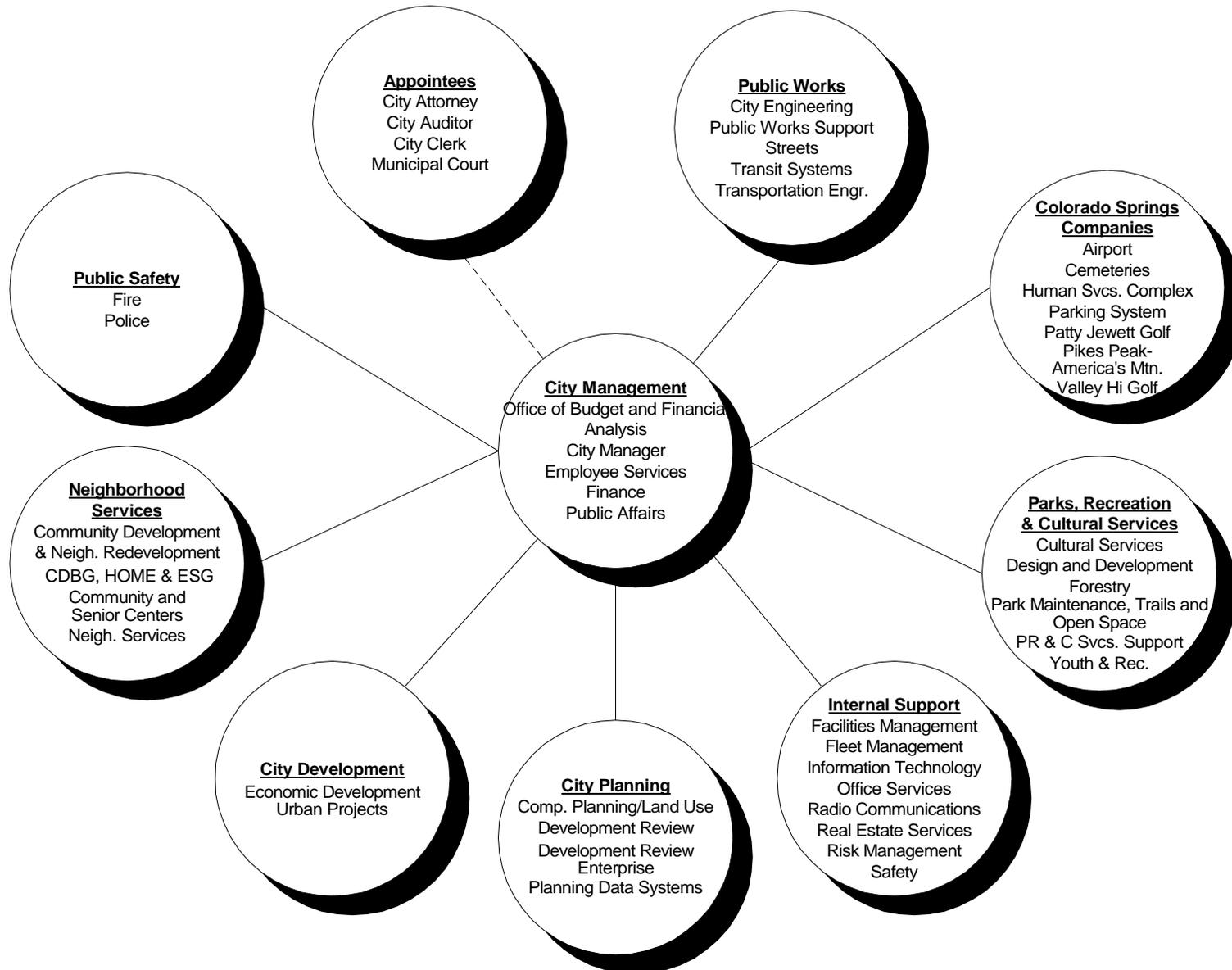
Clearly, trends in the economy and events of September 11 have combined to create an environment of unprecedented economic and fiscal uncertainty. Accordingly, the assumptions and projections used in this Budget have been prepared with an appropriate level of caution. The unappropriated/unrestricted General Fund balance also offers some protection should City revenues fall below projections as a result of worsening economic conditions. Nevertheless, future circumstances and events may prompt City Council to revisit the Budget during 2002 in response to the changing fiscal and economic environment. I am prepared to implement, upon Council direction, the fiscal steps necessary to keep the City Budget in balance in 2002.

Sincerely,

Lorne C. Kramer  
Acting City Manager



# City of Colorado Springs Municipal Government Network



# Budget Development Process

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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 budget document.

**Enhanced Public Input Sessions** - The City Council requested that the development of the 2002 City Budget provide expanded opportunities for public input. Four additional public input sessions were scheduled to give citizens more ways and occasions to participate in the budget process. Of these four, two were E-Town Hall meetings televised on Cable Channel 18 and two were Community Area meetings. Citizens could submit comments and questions by e-mail, fax, or telephone; or, they could attend the session in person. All input was transmitted to City Council as a report item at each informal meeting.

**City Council Review and Approval of Budget** – The City Manager's Budget is transmitted to City Council in early October. A series of City Council budget work sessions open to the citizens are then conducted during the month. At the conclusion of these sessions, a formal public hearing on the entire City budget is held 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

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## **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 2002 budget guidelines



## **PHASE II – ORGANIZATIONAL UNIT BUDGET REQUESTS**

**June - July**

1. Budget manual distributed to organizational units
2. Organizational units prepare 2002 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 prepared by Office of Budget and Financial Analysis
3. City Manager balances budget
4. Office of Budget and Financial Analysis produces 2002 Budget document



## **PHASE IV – ENHANCED PUBLIC INPUT SESSIONS**

**July - October**

1. Council holds four additional public input sessions to receive input on the 2002 budget



## **PHASE V – CITY COUNCIL REVIEW AND APPROVAL OF BUDGET**

**October - November**

1. Council reviews recommended 2002 Budget
2. Council holds budget work sessions
3. Public hearing held on Budget
4. Council makes allocation and policy decisions at final budget markup session



## **PHASE VI – FINAL REVIEW AND ADOPTION**

**November - December**

1. First reading of appropriations ordinance held adopting 2002 Budget
2. Council sets 2001 mill levy for taxes payable in 2002
3. Second reading of appropriations ordinance held adopting 2002 Budget
4. Office of Budget and Financial Analysis produces final 2002 Budget document

## ***PLANNING***

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May 7	<b>City Council Work Session</b> – Review/discussion of financial outlook and funding options for Strategic Plan initiatives
May 18	City Manager establishes 2002 Budget guidelines
May 21	<b>City Council Work Session</b> – Review/discussion of key budgetary objectives and guidelines for development of the 2002 Budget
May 23	City Manager establishes 2002 Budget guidelines

## ***ORGANIZATIONAL UNIT BUDGET REQUESTS***

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May 25	Budget manual with guidelines distributed to departments and organizational units
May 29 – June 7	Office of Budget and Financial Analysis budget review meetings with departments and organizational units
July 2	Departments and units submit budgets to the Office of Budget and Financial Analysis

## ***FORMULATION OF CITY MANAGER'S RECOMMENDED BUDGET***

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July 26 – August 17	Group Support Managers and their respective units meet with City Manager to review budget submittals
August 15	City Council Community Area Meeting to receive input on the City budget
August 31	City Manager finalizes recommended 2002 Budget for submittal to City Council
October 1	2002 Budget transmitted to City Council

## ***ENHANCED PUBLIC INPUT SESSIONS***

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July 25	Community Area Meeting to receive input on the 2002 City budget
July 26	E-Town Hall Meeting to receive input on the 2002 City budget
August 15	Community Area Meeting to receive input on the 2002 City budget
October 2	E-Town Hall Meeting to receive input on the 2002 City budget

***CITY COUNCIL REVIEW AND APPROVAL OF BUDGET***

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October 8	City Council Budget Work Session at Informal Council
October 10	City Council Budget Work Session
October 11	City Council Budget Work Session
October 12	City Council Budget Work Session
October 15	City Council Budget Work Session
October 16	City Council Budget Work Session
October 18	City Council Budget Work Session
October 25	Formal Public Hearing on entire 2002 Budget
November 9	City Council Budget Markup Session

***FINAL REVIEW AND ADOPTION***

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November 13	City Council informal review of final Appropriations Ordinances and 2002 Budget
November 27	First reading of 2002 Appropriations Ordinances and Mill Levy certification
December 11	Second reading of 2002 Appropriation Ordinances. 2002 City Budget officially adopted.

## ***CITY COUNCIL BUDGET WORK SESSIONS***

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Monday, October 8 Informal Council	<b>City Council Budget Work Session</b> Budget Overview City Management
Wednesday, October 10 1:30 p.m. – 4:30 p.m.	<b>City Council Budget Work Session</b> Fire Police
Thursday, October 11 8:30 a.m. – 11:30 a.m.	<b>City Council Budget Work Session</b> City Planning Internal Support
Friday, October 12 8:30 a.m. – 11:30 a.m.	<b>City Council Budget Work Session</b> Public Works City Attorney City Auditor City Clerk Municipal Court
Monday, October 15 1:30 p.m. – 4:30 p.m.	<b>City Council Budget Work Session</b> Parks, Recreation and Cultural Services Neighborhood Services
Tuesday, October 16 1:30 p.m. – 4:30 p.m.	<b>City Council Budget Work Session</b> Colorado Springs Companies
Thursday, October 18 8:30 a.m. – 11:30 a.m.	<b>City Council Budget Work Session</b> General Costs Lodgers and Automobile Rental Tax (LART) SCIP/Capital Improvements
Friday, November 9 1:30 p.m. – 4:30 p.m.	<b>City Council Budget Markup Session</b> Mill levy set

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## ***“Direction 2000” Strategic Plan***

### ***Strategic Goals – Visions for our Future***

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

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

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

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

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

## **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.

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# All Funds Summary

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## **CITY SERVICES OVERVIEW**

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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 2002 population of 374,300 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 2002 budgeted expenditures stated in dollars and percent of total.

## **OVERVIEW OF 2002 BUDGETS FOR ALL FUNDS**

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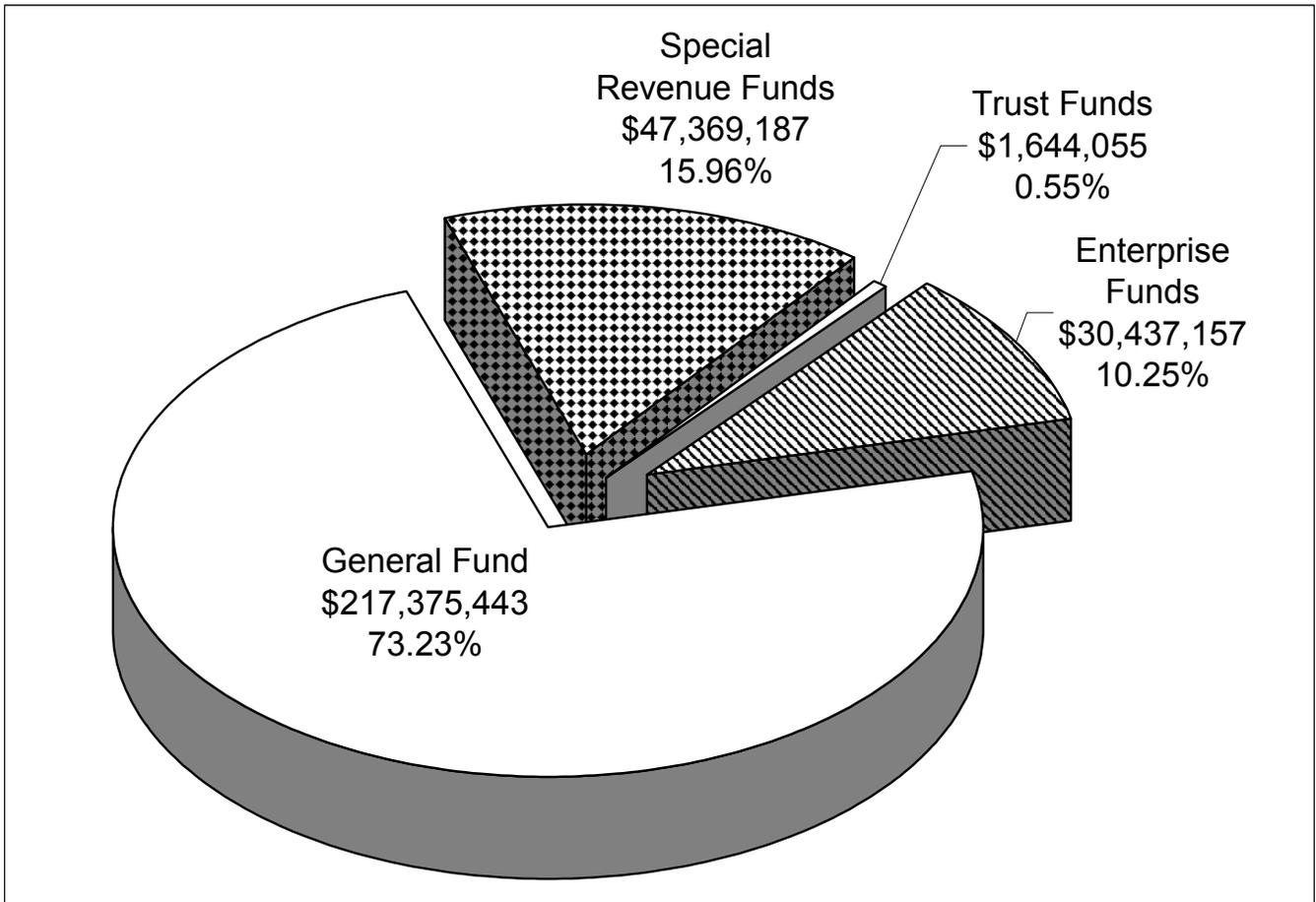
The overview includes a fund balance summary and a description of the City's funds, how funds interact, basis of accounting, and changes to the adopted budget. The fund balance summary indicates the beginning and ending fund balances available for appropriation as well as 2002 budgets by specific fund.

The budget document focuses primarily on the General Fund because it is the largest fund. The General Fund 2002 Budget is \$217,375,443, which is 73.23 percent of the total funds. The second largest type of fund is the Special Revenue Funds. Special Revenue Funds 2002 budgets total \$47,369,187, which is 15.96 percent of the total funds. The Enterprise Funds 2002 budgets total \$30,437,157, which is 10.25 percent of the total funds. The remaining 0.55 percent balance of the total funds is comprised of the Trust Funds 2002 budgets, which total \$1,644,055.

**2002 ALL FUNDS EXPENDITURES**

<b>FUND</b>	<b>AMOUNT</b>
General Fund	\$217,375,443
Special Revenue Funds	\$47,369,187
Enterprise Funds	
Airport	\$19,374,043
Cemetery	\$1,322,109
Development Review	\$574,746
Human Services	\$243,550
Parking System	\$2,731,538
Patty Jewett Golf Course	\$1,820,299
Pikes Peak	\$3,236,750
Valley Hi Golf Course	\$1,134,122
Trust Funds	\$1,644,055
<b>All Funds Total</b>	<b>\$296,825,842</b>

NOTE: The total of the Internal Service Funds is \$59,923,861. A portion of this is allocated in the General and Enterprise Funds



## BUDGET IN BRIEF

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Revenue by Source</b>				
Taxes	\$128,924,079	\$141,215,456	\$146,238,916	\$149,425,748
Licenses and Permits	291,529	323,454	543,822	428,295
Intergovernmental	23,319,818	30,334,052	31,325,207	35,548,518
Charges for Services	62,206,143	57,166,585	71,232,235	78,213,868
Fines and Forfeits	3,198,675	3,444,419	4,262,650	6,060,000
Miscellaneous	103,547,840	11,070,329	9,109,548	9,965,064
Transfers from Other Funds	63,441,628	62,911,371	65,436,063	78,187,969
<b>Total Revenues</b>	<b>\$384,929,712</b>	<b>\$306,465,666</b>	<b>\$328,148,441</b>	<b>\$357,829,462</b>
<b>Expenditures by Category</b>				
Salaries and Benefits	\$123,743,187	\$132,838,831	\$150,593,045	\$158,952,101
Operating	101,132,411	106,755,982	115,729,371	124,257,246
Capital Outlay	8,387,569	8,305,764	7,571,779	7,630,413
Capital Improvement Projects (CIP)	25,728,808	28,717,844	21,544,513	16,015,753
Debt Service	10,081,124	34,709,916	18,243,925	26,122,132
Transfers to CIP Funds	30,233,234	13,651,964	15,127,000	22,415,458
<b>Total Expenditures</b>	<b>\$299,306,333</b>	<b>\$324,980,301</b>	<b>\$328,809,633</b>	<b>\$355,393,103</b>

NOTE: The total of the Internal Service Funds is included in the 2001 and 2002 Budgets.

In 1999 and 2000, taxes accounted for 33.49 and 46.08 percent of the total revenue, respectively. For 2001 and 2002, taxes were projected to account for 44.56 and 41.76 percent of the total revenue, respectively. In 1999, the second largest revenue source was Miscellaneous, which accounted for 26.9 percent of the total revenue. For 2000, Transfers from Other Funds was the second largest revenue source due to the \$88 million sales tax revenue bonds for the Springs Community Improvement Program (SCIP). For 2001, Charges for Services was projected to account for 21.71 percent of revenue. For 2002, Charges for Services and Transfers from Other Funds account for 21.86 and 21.85 percent of the total revenue respectively. Transfers from Other Funds revenue is primarily a payment to the General Fund from Colorado Springs Utilities for property and sales tax revenue and a franchise fee. The increase in 2002 is due to interfund transfers to the Internal Service and the Capital Improvement Project Funds.

In 1999 and 2000, salaries and benefits accounted for 41.34 and 40.88 percent, respectively, of the total expenditures. These were projected to increase to 45.8 percent of the total expenditures in 2001 and 44.73 percent in 2002. The second largest category is operating expenditures, which accounted for 33.79 and 32.85 percent of the total expenditures in 1999 and 2000, respectively. Operating expenditures represent 35.2 percent and 34.96 percent of the total expenditures, respectively, in 2001 and 2002. In 1999 and 2000, the three largest funds, the General Fund; Airport Enterprise Fund; and the Springs Community Improvements Program (SCIP) Special Revenue fund accounted for 71 and 69 percent, respectively, of the total expenditures. In 2001 and 2002, these three funds account for 70 and 71 percent, respectively.

## **2002 ALL FUNDS REVENUE TRENDS**

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The Taxes revenue source is comprised of sales and use taxes, property taxes, and other taxes. The major component is the sales and use tax, which has increased by an average of 5.03 percent since 1999. In fact, 2002 marks the eleventh consecutive year of local economic expansion. Property tax revenue is the second largest component and has increased by an average of 5.26 percent since 1999. The increase is primarily due to the increasing assessed value of property. Other taxes, which include the City's occupational tax and specific ownership taxes, have increased by an average of 6.65 percent since 1999.

Intergovernmental revenue includes federal grants, state-shared revenue and the City's share of the El Paso County's Road and Bridge Tax and shared fines. Federal grant revenues are projected to decrease by 9 percent. The state-shared revenue includes revenue generated by the State Lottery program and Highway Users Tax Fund (HUTF) revenues. The State Lottery Program is distributed from the Conservation Trust fund to the City based on population. The projected revenue is \$2,999,892, which is a \$450 decrease from 2001. The projection is based upon a City population of 368,835 (weighted average) and a \$7.97 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 2.2 percent over 2001. Revenue resulting from the El Paso County Road and Bridge Tax is expected to increase by 7 percent from the 2001 budget.

Revenue from Charges for Services is projected to increase 9.8 percent from the 2001 Budget. The General Fund's Charges for Services category is projected to increase approximately \$4.4 million over the 2001 Budget. This 58.72 percent increase is primarily due to new and increased development review and inspection fees, excavation, pavement degradation and traffic control fees, and revenue from the two new recreation centers. The Special Revenue Funds' Charges for Services category is estimated to decrease 38.8 percent, which is primarily due to a decrease in the Subdivision Drainage Fund. The Enterprise Funds' Charges for Services category is estimated to increase 3.4 percent. The Internal Service Funds' Charges for Services category is expected to increase by almost 10 percent from 2001 to 2002.

The Transfers from Other Funds revenue is projected to increase 19.5 percent from the 2001 Budget due to the increase in the transfer from the General Fund to the Springs Community Improvements Program (SCIP) Fund.

## 2002 SUMMARY OF MAJOR REVENUE AND EXPENDITURES

	Special Funds				
	General Fund	Arterial Roadway	Ballfield Capital Improvements	Bicycle Tax	Briargate SIMD
<b>Beginning Fund Balance</b>	<b>18,631,433</b>	<b>494,478</b>	<b>281,934</b>	<b>215,521</b>	<b>575,027</b>
<b>Revenue by Source</b>					
Taxes	138,833,754	0	0	105,200	684,890
Licenses and Permits	428,295	0	0	0	0
Intergovernmental	23,427,338	0	0	0	0
Charges for Services	12,087,427	120,000	90,000	0	0
Fines and Forfeits	6,060,000	0	0	0	0
Miscellaneous	5,654,441	30,000	26,000	10,000	12,540
Transfers from Other Funds	28,772,511	0	0	0	0
<b>Total Revenue</b>	<b>215,263,766</b>	<b>150,000</b>	<b>116,000</b>	<b>115,200</b>	<b>697,430</b>
<b>Expenditures by Category</b>					
Salaries and Benefits	135,391,583	0	0	0	0
Operating	50,116,088	0	0	0	697,430
Capital Outlay	6,099,499	0	0	0	0
Capital Improvement Proj.	0	150,000	0	76,700	0
Debt Service	3,352,815	0	110,572	0	0
Transfers to CIP Funds	22,415,458	0	0	0	0
<b>Total Expenditures</b>	<b>217,375,443</b>	<b>150,000</b>	<b>110,572</b>	<b>76,700</b>	<b>697,430</b>
<b>Ending Fund Balance</b>	<b>16,519,756</b>	<b>494,478</b>	<b>287,362</b>	<b>254,021</b>	<b>575,027</b>

## 2002 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Special Funds					
	Business Development	CDBG – Neighborhood Services	Conservation Trust	Emergency Shelter Act Grant	Garfield School Maintenance	Gateway SIMD
<b>Beginning Fund Balance</b>	<b>187,241</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,011</b>	<b>8,033</b>
<b>Revenue by Source</b>						
Taxes	0	0	0	0	0	2,992
Licenses and Permits	0	0	0	0	0	0
Intergovernmental	0	6,127,426	2,939,892	111,000	0	0
Charges for Services	319,000	0	0	0	0	0
Fines and Forfeits	0	0	0	0	0	0
Miscellaneous	31,000	0	60,000	0	22,000	209
Transfers from Other Funds	0	0	0	0	0	0
<b>Total Revenue</b>	<b>350,000</b>	<b>6,127,426</b>	<b>2,999,892</b>	<b>111,000</b>	<b>22,000</b>	<b>3,201</b>
<b>Expenditures by Category</b>						
Salaries and Benefits	81,525	1,463,691	500,000	0	0	0
Operating	250,000	4,663,735	0	111,000	22,000	3,201
Capital Outlay	0	0	0	0	0	0
Capital Improvement Proj.	0	0	2,499,892	0	0	0
Debt Service	0	0	0	0	0	0
Transfers to CIP Funds	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>331,525</b>	<b>6,127,426</b>	<b>2,999,892</b>	<b>111,000</b>	<b>22,000</b>	<b>3,201</b>
<b>Ending Fund Balance</b>	<b>205,716</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,011</b>	<b>8,033</b>

## 2002 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Special Funds				
	Home Investment Partnership	HOPE III Reuse	Lodgers & Auto Rental Tax	Norwood SIMD	Old Colorado City SIMD
<b>Beginning Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350,845</b>	<b>143,367</b>
<b>Revenue by Source</b>					
Taxes	0	0	3,269,874	405,643	85,729
Licenses and Permits	0	0	0	0	0
Intergovernmental	2,244,862	668,000	0	0	0
Charges for Services	0	0	0	0	0
Fines and Forfeits	0	0	0	0	0
Miscellaneous	0	0	10,000	5,225	6,270
Transfers from Other Funds	0	0	0	0	0
<b>Total Revenue</b>	<b>2,244,862</b>	<b>668,000</b>	<b>3,279,874</b>	<b>410,868</b>	<b>91,999</b>
<b>Expenditures by Category</b>					
Salaries and Benefits	49,217	0	0	0	45,317
Operating	2,195,645	668,000	3,279,874	410,868	46,682
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
<b>Total Expenditures</b>	<b>2,244,862</b>	<b>668,000</b>	<b>3,279,874</b>	<b>410,868</b>	<b>91,999</b>
<b>Ending Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350,845</b>	<b>143,367</b>

## 2002 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Special Funds					
	Ongoing CIP	Platte Avenue SIMD	Public Space & Development	Sales & Use Tax Capital Improv.	SCIP	Stetson Hills SIMD
<b>Beginning Fund Balance</b>	<b>530,880</b>	<b>33,253</b>	<b>2,473,459</b>	<b>135,836</b>	<b>0</b>	<b>68,203</b>
<b>Revenue by Source</b>						
Taxes	0	8,499	0	0	0	142,714
Licenses and Permits	0	0	0	0	0	0
Intergovernmental	0	0	0	0	0	0
Charges for Services	0	0	800,000	0	0	0
Fines and Forfeits	0	0	0	0	0	0
Miscellaneous	203,659	1,045	60,000	0	0	2,090
Transfers from Other Funds	6,592,402	0	0	0	15,823,056	0
<b>Total Revenue</b>	<b>6,796,061</b>	<b>9,544</b>	<b>860,000</b>	<b>0</b>	<b>15,823,056</b>	<b>144,804</b>
<b>Expenditures by Category</b>						
Salaries and Benefits	0	0	0	0	0	0
Operating	0	9,544	0	0	0	144,804
Capital Outlay	0	0	0	0	0	0
Capital Improvement Proj.	7,324,000	0	300,000	0	0	0
Debt Service	0	0	0	0	15,823,056	0
Transfers to CIP Funds	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>7,324,000</b>	<b>9,544</b>	<b>300,000</b>	<b>0</b>	<b>15,823,056</b>	<b>144,804</b>
<b>Ending Fund Balance</b>	<b>2,941</b>	<b>33,253</b>	<b>3,033,459</b>	<b>135,836</b>	<b>0</b>	<b>68,203</b>

**2002 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)**

	<b>Special Funds</b>				
	Street Tree	Subdivision Drainage	Trails, Open Space and Parks	Tree City USA	Woodstone SIMD
<b>Beginning Fund Balance</b>	<b>387,313</b>	<b>3,512,688</b>	<b>1,734,001</b>	<b>31,167</b>	<b>71,884</b>
<b>Revenue by Source</b>					
Taxes	0	0	5,870,550	0	15,903
Licenses and Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges for Services	100,000	860,000	0	26,000	0
Fines and Forfeits	0	0	0	0	0
Miscellaneous	31,000	90,000	210,000	2,000	1,045
Transfers from Other Funds	0	0	0	0	0
<b>Total Revenue</b>	<b>131,000</b>	<b>950,000</b>	<b>6,080,550</b>	<b>28,000</b>	<b>16,948</b>
<b>Expenditures by Category</b>					
Salaries and Benefits	0	0	0	0	0
Operating	50,000	0	0	40,000	16,948
Capital Outlay	0	0	0	0	0
Capital Improvement Proj.	0	950,000	4,075,086	0	0
Debt Service	0	0	0	0	0
Transfers to CIP Funds	0	0	0	0	0
<b>Total Expenditures</b>	<b>50,000</b>	<b>950,000</b>	<b>4,075,086</b>	<b>40,000</b>	<b>16,948</b>
<b>Ending Fund Balance</b>	<b>468,313</b>	<b>3,512,688</b>	<b>3,739,465</b>	<b>19,167</b>	<b>71,884</b>

## 2002 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Enterprise Funds				
	Airport	Cemeteries	Development Review	Human Services Complex	Parking System
<b>Beginning Fund Balance</b>	<b>22,974,921</b>	<b>87,361</b>	<b>0</b>	<b>307,440</b>	<b>1,859,812</b>
<b>Revenue by Source</b>					
Taxes	0	0	0	0	0
Licenses and Permits	0	0	0	0	0
Intergovernmental	0	0	0	30,000	0
Charges for Services	20,595,483	1,045,220	640,000	236,000	2,610,250
Fines and Forfeits	0	0	0	0	0
Miscellaneous	1,048,987	301,620	0	18,500	125,000
Transfers from Other Funds	0	0	0	0	0
<b>Total Revenue</b>	<b>21,644,470</b>	<b>1,346,840</b>	<b>640,000</b>	<b>284,500</b>	<b>2,735,250</b>
<b>Expenditures by Category</b>					
Salaries and Benefits	5,960,838	712,411	448,354	42,195	549,031
Operating	6,823,464	519,698	122,092	121,355	799,368
Capital Outlay	458,191	90,000	4,300	0	119,000
Capital Improvement Proj.	0	0	0	80,000	560,000
Debt Service	6,131,550	0	0	0	704,139
Transfers to CIP Funds	0	0	0	0	0
<b>Total Expenditures</b>	<b>19,374,043</b>	<b>1,322,109</b>	<b>574,746</b>	<b>243,550</b>	<b>2,731,538</b>
<b>Ending Fund Balance</b>	<b>25,245,348</b>	<b>112,092</b>	<b>65,254</b>	<b>348,390</b>	<b>1,863,524</b>

**2002 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)**

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	<b>Enterprise Funds</b>		
		Pikes Peak -	
	Patty Jewett	America's	Valley Hi Golf
	Golf Course	Mountain	Course
<b>Beginning Fund Balance</b>	<b>1,080,166</b>	<b>390,369</b>	<b>502,081</b>
<b>Revenue by Source</b>			
Taxes	0	0	0
Licenses and Permits	0	0	0
Intergovernmental	0	0	0
Charges for Services	1,768,827	2,961,950	1,029,850
Fines and Forfeits	0	0	0
Miscellaneous	64,168	280,000	60,410
Transfers from Other Funds	0	0	0
<b>Total Revenue</b>	<b>1,832,995</b>	<b>3,241,950</b>	<b>1,090,260</b>
<b>Expenditures by Category</b>			
Salaries and Benefits	645,598	1,535,104	341,775
Operating	842,571	1,684,860	619,550
Capital Outlay	332,130	16,786	172,797
Capital Improvement Proj.	0	0	0
Debt Service	0	0	0
Transfers to CIP Funds	0	0	0
<b>Total Expenditures</b>	<b>1,820,299</b>	<b>3,236,750</b>	<b>1,134,122</b>
<b>Ending Fund Balance</b>	<b>1,092,862</b>	<b>395,569</b>	<b>458,219</b>

## 2002 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	<b>Internal Service Funds</b>			
	Claims Reserve Self-Insurance	Employee Benefits Self- Insurance	Support Services	Workers Comp. Self-Insurance
<b>Beginning Fund Balance</b>	<b>1,433,917</b>	<b>0</b>	<b>0</b>	<b>304,311</b>
<b>Revenue by Source</b>				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	27,323,861	5,600,000
Fines and Forfeits	0	0	0	0
Miscellaneous	0	0	0	0
Transfers from Other Funds	1,000,000	26,000,000	0	0
<b>Total Revenue</b>	<b>1,000,000</b>	<b>26,000,000</b>	<b>27,323,861</b>	<b>5,600,000</b>
<b>Expenditures by Category</b>				
Salaries and Benefits	0	0	11,004,271	181,191
Operating	1,000,000	26,000,000	15,981,880	5,418,809
Capital Outlay	0	0	337,710	0
Capital Improvement Proj.	0	0	0	0
Debt Service	0	0	0	0
Transfers to CIP Funds	0	0	0	0
<b>Total Expenditures</b>	<b>1,000,000</b>	<b>26,000,000</b>	<b>27,323,861</b>	<b>5,600,000</b>
<b>Ending Fund Balance</b>	<b>1,433,917</b>	<b>0</b>	<b>0</b>	<b>304,311</b>

**2002 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)**

	<b>Trust Funds</b>				
	C.D. Smith	Cemetery Endowment	Gift	Krupinski Memorial	Perkins
<b>Beginning Fund Balance</b>	<b>0</b>	<b>0</b>	<b>2,137,446</b>	<b>0</b>	<b>0</b>
<b>Revenue by Source</b>					
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	1,000,000	130	150
Transfers from Other Funds	0	0	0	0	0
<b>Total Revenue</b>	<b>45,000</b>	<b>580,000</b>	<b>1,000,000</b>	<b>130</b>	<b>150</b>
<b>Expenditures by Category</b>					
Salaries and Benefits	0	0	0	0	0
Operating	45,000	580,000	1,000,000	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
<b>Total Expenditures</b>	<b>45,000</b>	<b>580,000</b>	<b>1,000,000</b>	<b>130</b>	<b>150</b>
<b>Ending Fund Balance</b>	<b>0</b>	<b>0</b>	<b>2,137,446</b>	<b>0</b>	<b>0</b>

## 2002 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

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	Trust Funds			
	Sabine	Senior Programs	Therapeutic Recreation	Woods
<b>Beginning Fund Balance</b>	<b>0</b>	<b>435,962</b>	<b>16,615</b>	<b>0</b>
<b>Revenue by Source</b>				
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
<b>Total Revenue</b>	<b>75</b>	<b>17,500</b>	<b>1,000</b>	<b>200</b>
<b>Expenditures by Category</b>				
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
<b>Total Expenditures</b>	<b>75</b>	<b>17,500</b>	<b>1,000</b>	<b>200</b>
<b>Ending Fund Balance</b>	<b>0</b>	<b>435,962</b>	<b>16,615</b>	<b>0</b>

## FUND BALANCE SUMMARY

Fund	Funds Available for Appropriation 1/1/01	Estimated 2001 Revenue	Estimated 2001 Expenditures	Estimated Funds Available for Appropriation 1/1/02	Revenue 2002 Budget	Expenditures 2002 Budget	Estimated Funds Available for Appropriation 1/1/03
<b>GENERAL FUND</b>	18,259,791	202,519,120	202,147,478	18,631,443	215,263,766	217,375,443	16,519,756
Funds Available for Appropriation 1/1/01 excludes TABOR emergency reserve of \$6,044,457							
<b>SPECIAL REVENUE FUNDS</b>							
Arterial Roadway	494,478	195,228	195,228	494,478	150,000	150,000	494,478
Ballfield Capital Improvements	281,934	110,572	110,572	281,934	116,000	110,572	287,362
Bicycle Tax	193,021	119,000	96,500	215,521	115,200	76,700	254,021
Briargate SIMD	575,027	647,131	647,131	575,027	697,430	697,430	575,027
Business Development	975,591	301,860	1,090,210	187,241	350,000	331,525	205,716
Cable Franchise	0	1,488,068	1,488,068	0	1,310,400	1,310,400	0
CDBG	0	5,499,751	5,499,751	0	6,127,426	6,127,426	0
Conservation Trust	0	3,000,342	3,000,342	0	2,999,892	2,999,892	0
Emergency Shelter Act Grant	0	154,617	154,617	0	111,000	111,000	0
Garfield School Maintenance	23,034	22,000	22,000	23,034	22,000	22,000	23,034
Gateway SIMD	8,033	4,350	4,350	8,033	3,201	3,201	8,033
Home Investment Partnership	0	2,434,480	2,434,480	0	2,244,862	2,244,862	0
HOPE III	0	0	0	0	668,000	668,000	0
Lodgers & Auto Rental Tax	201,372	3,279,874	3,481,246	0	3,279,874	3,279,874	0
Norwood SIMD	350,845	346,821	346,821	350,845	410,868	410,868	350,845
Old Colorado City SIMD	143,367	76,188	76,188	143,367	91,999	91,999	143,367
Ongoing CIP	0	7,504,941	6,974,061	530,880	6,796,061	7,324,000	2,941
Platte Avenue SIMD	33,253	9,544	9,544	33,253	9,544	9,544	33,253
Public Space & Development	1,863,459	860,000	250,000	2,473,459	1,125,052	300,000	3,298,511
Sales & Use Tax Capital Improv.	135,836	0	0	135,836	0	0	135,836
SCIP	0	7,847,059	7,847,059	0	15,823,056	15,823,056	0
Stetson Hills SIMD	68,203	123,760	123,760	68,203	144,804	144,804	68,203
Street Tree	387,313	131,000	131,000	387,313	131,000	50,000	468,313
Subdivision Drainage	3,512,688	2,361,427	2,361,427	3,512,688	950,000	950,000	3,512,688
Trails, Open Space and Parks	979,427	5,938,515	5,183,941	1,734,001	6,080,550	4,075,086	3,739,465
Tree City USA	43,167	28,000	40,000	31,167	28,000	40,000	19,167
Woodstone SIMD	71,884	16,161	16,161	71,884	16,948	16,948	71,884
<b>ENTERPRISE FUNDS</b>							
Airport	20,948,175	20,658,535	18,631,789	22,974,921	21,644,470	19,374,043	25,245,348
Cemetery	121,450	1,310,250	1,344,339	87,361	1,346,840	1,322,109	112,092
Development Review	0	630,000	519,890	0	640,000	574,746	65,254
Human Services Complex	337,126	285,300	314,986	307,440	284,500	243,550	348,390
Parking System	4,691,353	2,800,526	5,632,067	1,859,812	2,735,250	2,731,538	1,863,524
Patty Jewett Golf Course	999,387	1,787,828	1,707,049	1,080,166	1,832,995	1,820,299	1,092,862
Pikes Peak - America's Mountain	443,399	2,957,755	3,010,785	390,369	3,241,950	3,236,750	395,569
Valley Hi Golf Course	500,549	1,005,962	1,004,430	502,081	1,090,260	1,134,122	458,219
<b>INTERNAL SERVICE FUNDS</b>							
Claims Reserve Self-Insurance	1,433,917	1,000,000	1,000,000	1,433,917	1,000,000	1,000,000	1,433,917
Employee Benefits Self-Ins.	0	23,000,000	23,000,000	0	26,000,000	26,000,000	0
Support Services	0	25,112,984	25,112,984	0	27,323,861	27,323,861	0
Workers Compensation	304,311	4,847,126	4,847,126	304,311	5,600,000	5,600,000	304,311
<b>TRUST FUNDS</b>							
C. D. Smith Trust	0	45,000	45,000	0	45,000	45,000	0
Cemetery Endowment	0	580,000	580,000	0	580,000	580,000	0
Gift Trust	2,137,446	750,000	750,000	2,137,446	1,000,000	1,000,000	2,137,446
Krupinski Memorial	0	130	130	0	130	130	0
Perkins Trust	0	150	150	0	150	150	0
Sabine Trust	0	75	75	0	75	75	0
Senior Programs	435,962	17,500	17,500	435,962	17,500	17,500	435,962
Therapeutic Recreation	16,615	1,000	1,000	16,615	1,000	1,000	16,615
Woods Trust	0	200	200	0	200	200	0

## THE CITY'S FUND STRUCTURE

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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

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

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

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

*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
- Cemetery
- 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
- Cemetery Endowment
- Gift Trust
- Krupinski Memorial
- Perkins Trust

- Sabine Trust
- Senior Programs
- Therapeutic Recreation
- Woods Trust

## **HOW FUNDS INTERACT**

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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**

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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**

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**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**

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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.

# Economic Overview and Outlook

## CURRENT TRENDS

The local economic expansion that began in 1992 has clearly extended into a tenth year. Economic data through the first eight months of 2001 reflected continued growth in the Colorado Springs economy. Most of the key indicators of local economic activity registered gains or improvement. However, signs that the national economic slowdown is impacting the Colorado Springs economy are becoming evident. Labor market data show a considerable deceleration in local employment growth and the local jobless rate has begun to edge upward in recent months, although it remains low by historical standards. The prospects for further slowing are clearly on the horizon as over 4,600 job layoffs have been announced by a number of advanced technology and manufacturing firms. The full impact of these layoffs has yet to appear in the local economic data as many of the affected individuals were provided severance packages that have yet to expire. Most of these layoffs are in response to lagging corporate profits and a downturn in new capital spending by businesses. Although the national economy appears to be in recession, the diverse nature of the Colorado Springs economy should help it weather any downturn. Nevertheless, the local economy will be affected by the national economic downturn.

↳ Total non-agricultural wage and salary employment through the first seven months of 2001 was up just 2.2 percent over the same period of 2000. That rate of employment growth is down from the 3.1 percent posted in 2000 and appreciably below the 4.7 percent posted in 1999.

LOCAL ECONOMIC SCORECARD				
Colorado Springs Area				
(Percent Change Over Prior Year)				
January - August				
Economic Indicator	2001	2000	Direction	Assessment *
Unemployment Rate ** 1/	4.4	3.7	↑	Worse
Total Nonag Employment 1/	2.2	3.1	↑	Better
Manufacturing Employment 1/	3.5	2.6	↑	Better
City Sales Tax Revenue	6.8	11.6	↑	Better
Total New Const. Spending	4.2	28.0	↑	Better
Residential Building Permits	18.9	14.0	↑	Better

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

Over the last 16 years (and 2 business cycles), annual employment growth in the Pikes Peak region has averaged 4.3 percent. 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, 2001 could post the slowest employment growth rate for the region since 1991.

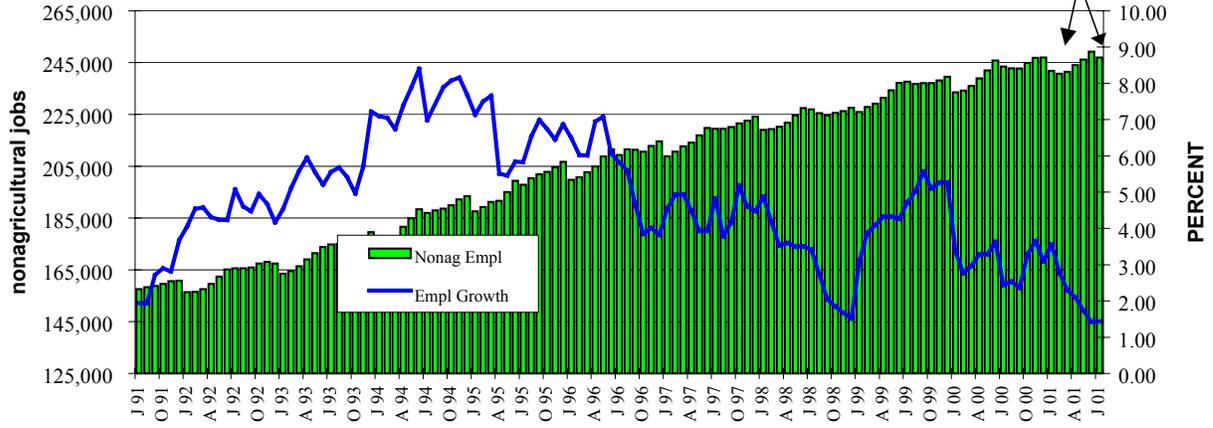
↳ Through the first seven months of 2001, the local unemployment rate averaged just 3.5 percent. Yet, by June the rate had climbed to 4.7 percent which is the highest monthly rate posted since September of 1998. The increases have been quite rapid, as the local unemployment rate had fallen to a new

record-low 2.3 percent by the end of 2000. Nevertheless, the local jobless rate continues to be relatively low by historical standards although the local labor markets appear to have rapidly transitioned away from full-employment.

↳ Remarkably, local homebuilding activity continues at a near-record pace. Over 5,100 new dwelling units were permitted through the first eight months of 2001 with just under 4,000 of that total being for single family units. New homebuilding during 2001 could exceed the 6,300 new units started in 2000, which was the best year for area homebuilders since 1986. The surge in new homebuilding appears to be spurred by lower home mortgage interest rates in combination with a higher rate of new household formation and healthy gains in local incomes due to the strong labor market. Those factors typically drive the entry-level and move-up segments of the housing market, which have experienced the greatest demand. However, it appears that with a lagging stock market, many area residents have been viewing housing as a better investment alternative. The strong surge in demand for new homes does not appear to be unique to Colorado Springs as new home sales nationally are expected to reach a near-record level in 2001.

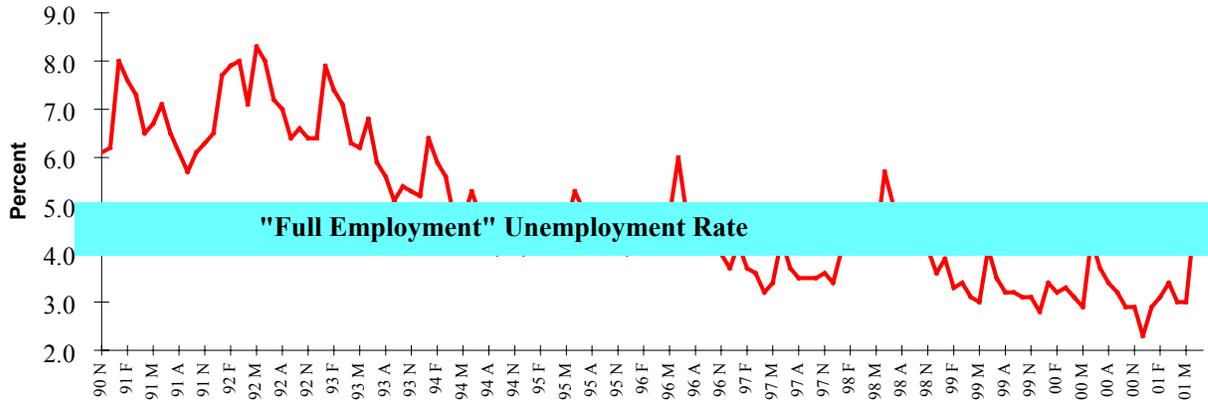
## TOTAL NONAGRICULTURAL WAGE & SALARY EMPLOYMENT

### El Paso County

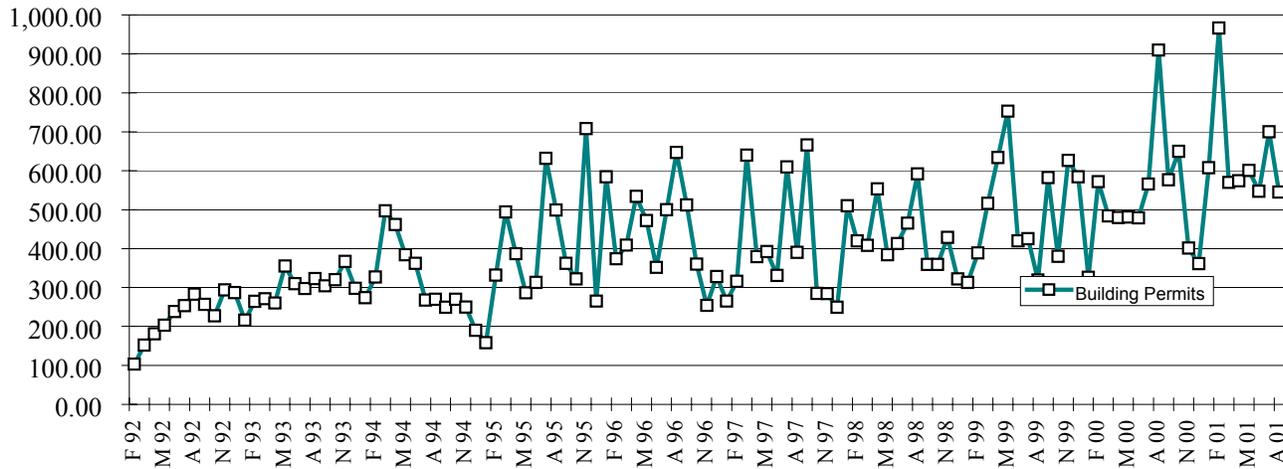


## UNEMPLOYMENT RATE - EL PASO COUNTY

### Non-Seasonally Adjusted



## HOUSING MARKET CONDITIONS - BUILDING PERMITS, BY MONTH



SOURCE: Regional Building Dept.

↳ Prompted by the surge in residential construction spending, total new construction spending through August is up 4.3 percent over the same period last year. Residential spending was up 17.6 percent over the year although nonresidential spending was down almost 27 percent as several large manufacturing and retail projects were completed late last year.

↳ City Sales and Use Tax collections are up 6.8 percent through the first seven months of 2001. However, collections in recent months have moderated considerably in response to a slowing local economy. Total collections over the last

<b>CITY OF COLORADO SPRINGS SALES TAX REVENUE BY INDUSTRY 2001 - 2000 YTD COMPARISON</b>	
CATEGORY	YTD % CHANGE 1/
Utilities	36.03
Auto Dealers	1.04
Building Materials	3.80
Dept./Discount	1.59
Grocery	3.22
Auto Repair and Leases	-1.53
Clothing	6.34
Furniture/Appliances/Electronics	3.24
Restaurants	4.77
Hotel/Motel	-2.50
Misc. Retail	3.10
Sales to Business	-6.21

1/ February - August data.

three months are nearly flat when compared to the same period of 2000, when revenue from audits are excluded. Consumer confidence in the local economy appears to be waning somewhat in response to a number of layoffs of workers at several area advanced technology firms. Purchases of such consumer durable goods as automobiles, appliances and furniture have moderated considerably in recent months despite lower interest rates and incentives being offered by many dealers. Investment in new plant and equipment by area manufacturers also appears to have weakened in recent months as revenues resulting from the Use Tax component have dropped by more than 24 percent over the last three months when audit revenue is excluded. A portion of this drop was expected, however, as large capital investment programs at several area semiconductor-manufacturing facilities were completed earlier this year. Nevertheless, the recent revenue trend is also indicative of a general slowing in new capital investment in reaction to a weakening U.S. economy.

## OUTLOOK FOR 2002

Although the national economy appears to be in recession, the diverse nature of the Colorado Springs economy should help it weather any downturn. Nevertheless, the local economy will not be unaffected by a national recession. National economic trends clearly show a manufacturing sector that already is in recession, having contracted for 13 consecutive months. The advanced technology sector has also been one of the hardest hit by the national slowdown as the demand for new computers and telecommunications equipment dropped by over 21 percent during the first half of 2001. Colorado Springs has not escaped the impact of those trends as most of the 4,600 announced layoffs of workers have been in manufacturing and advanced technology.

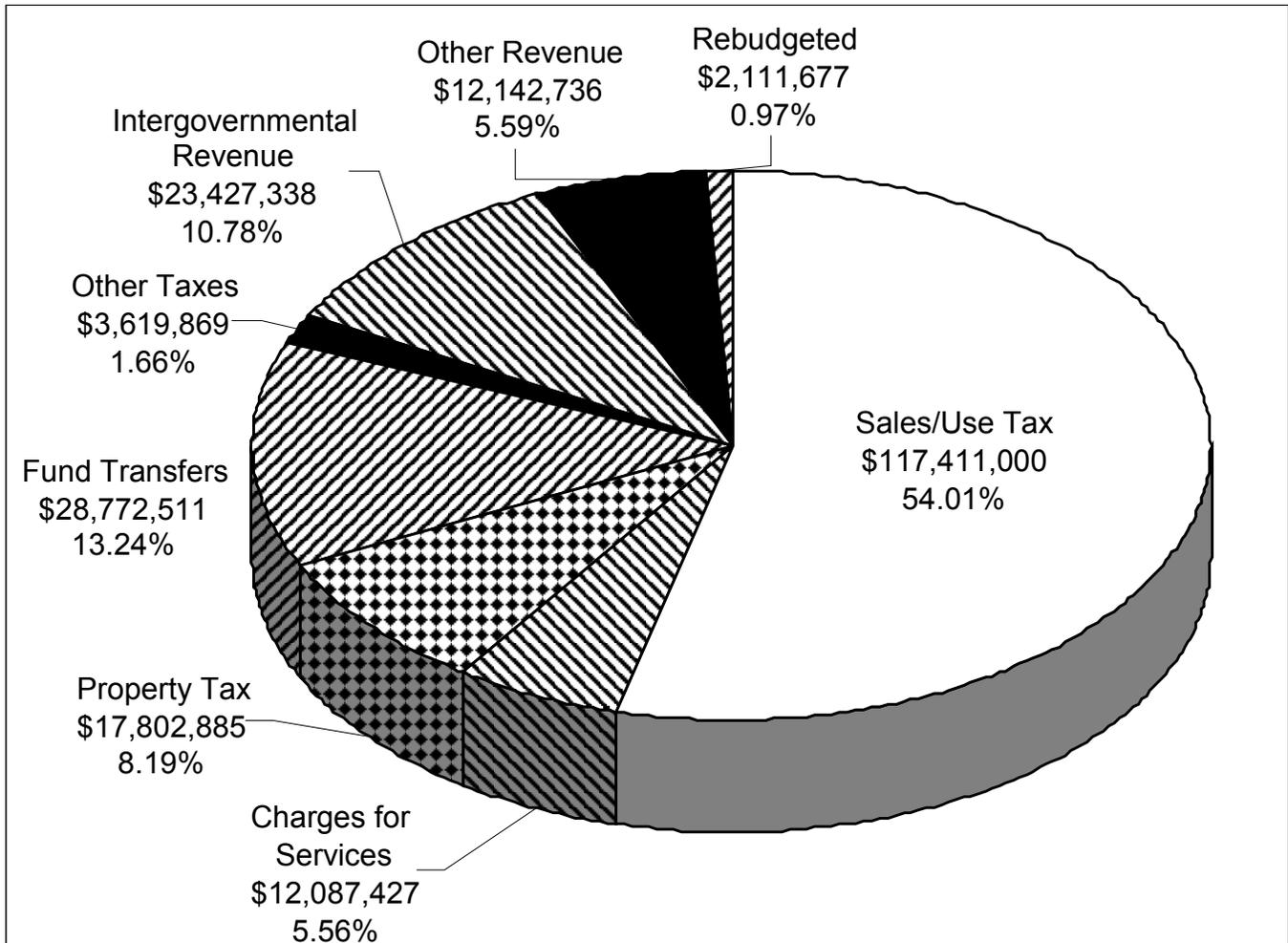
These job losses and an anticipated slowing in local construction activity will likely serve to temper local economic growth considerably in 2002. Employment growth of just 1.5 percent is anticipated for 2002 with the local jobless rate edging up to the 5.5–6.0 percent range as the severance packages for the numerous laid off workers expire. This will serve to moderate local consumer confidence and spending which is reflected in slower City sales and use tax collections, which are projected to increase by just 2.7 percent in 2002. That rate of growth is less than projected inflation of 3.4 percent as measured by the Denver/Boulder Consumer Price Index. The declining stock market will also serve to blunt local consumer confidence as local residents feel less wealthy and are less apt to make major purchases.

Local residential construction activity, a principal buoy of the local economy in recent months, is also expected to slow considerably in 2002. The declining stock market combined with slower employment and income growth will likely trigger a reverse “wealth effect” and serve to discourage potential homebuyers from either purchasing a home or moving up to a larger house. New homebuilding is expected to fall by over one-third in 2002 to approximately 4,000 new units.

KEY ECONOMIC INDICATORS Colorado Springs Area												ESTIMATE 2001	FORECAST 2002
	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000			
<b>EMPLOYMENT</b>													
Unemployment Rate (%)	6.7	7.2	6.2	4.8	4.6	4.6	3.6	4.5	3.3	3.2	4.4	5.5	
Actual Change	(0.3)	0.5	(1.0)	(1.4)	(0.2)	0.0	(1.0)	0.9	(1.2)	(0.1)	1.2	1.1	
Wage & Salary Employment	156,100	163,200	172,200	185,250	197,400	208,200	217,500	224,100	234,400	241,600	244,113	247,775	
Percent Change	1.43%	4.55%	5.51%	7.58%	6.56%	5.47%	4.47%	3.03%	4.60%	3.07%	1.04%	1.50%	
Manufacturing Employment	21,900	21,600	22,900	24,092	24,800	25,100	26,300	27,000	27,700	28,600	28,783	28,495	
Percent Change	-4.78%	-1.37%	6.02%	5.21%	2.94%	1.21%	4.78%	2.66%	2.59%	3.25%	0.64%	-1.00%	
<b>REAL ESTATE MARKET CONDITIONS</b>													
Residential Building Permits	1,232	2,855	3,710	3,803	4,758	5,326	4,807	5,214	5,941	6,286	6,111	4,000	
Percent Change	17.45%	131.74%	29.95%	2.51%	25.11%	11.94%	-9.74%	8.47%	13.94%	5.81%	-2.78%	-34.54%	
Total New Const. Spending (\$ millions)	140.3	300.4	413.3	413.7	490.7	663.9	589.4	702.6	848.8	1,063.2	--	--	
Percent Change	20.12%	114.11%	37.58%	0.10%	18.61%	35.30%	-11.22%	19.21%	20.81%	25.26%	--	--	
<b>SALES TAX COLLECTIONS</b>													
2% City Sales & Use Tax Rev. (\$ millions)	\$49.7	\$56.1	\$62.2	\$69.0	\$75.7	\$85.5	\$88.5	\$94.0	\$100.8	\$111.4	\$114.28	\$117.4	
Percent Change	1.73%	12.88%	10.82%	11.07%	9.59%	13.06%	2.66%	6.05%	7.29%	10.51%	2.59%	2.74%	
<b>POPULATION</b>													
Total Population - City of Colo Sprgs	286.3	297.8	307.4	est. 317.9	325.6	331.6	338.0	344.7	350.2	360.9	366.0	374.3	
Percent Change	2.09%	4.01%	3.22%	3.42%	2.43%	1.85%	1.93%	1.98%	1.58%	3.06%	1.42%	2.27%	
<b>COST OF LIVING</b>													
Denver-Boulder CPI-U (1982-84 = 100)	125.6	130.3	135.8	est. 141.8	148.0	153.1	158.1	161.9	166.7	173.3	181.8	187.9	
Percent Change	3.89%	3.74%	4.22%	4.42%	4.34%	3.48%	3.27%	2.40%	2.96%	3.96%	4.90%	3.36%	

# Revenue Overview

**GENERAL FUND  
RESOURCES AVAILABLE  
FOR APPROPRIATION  
\$217,375,443**



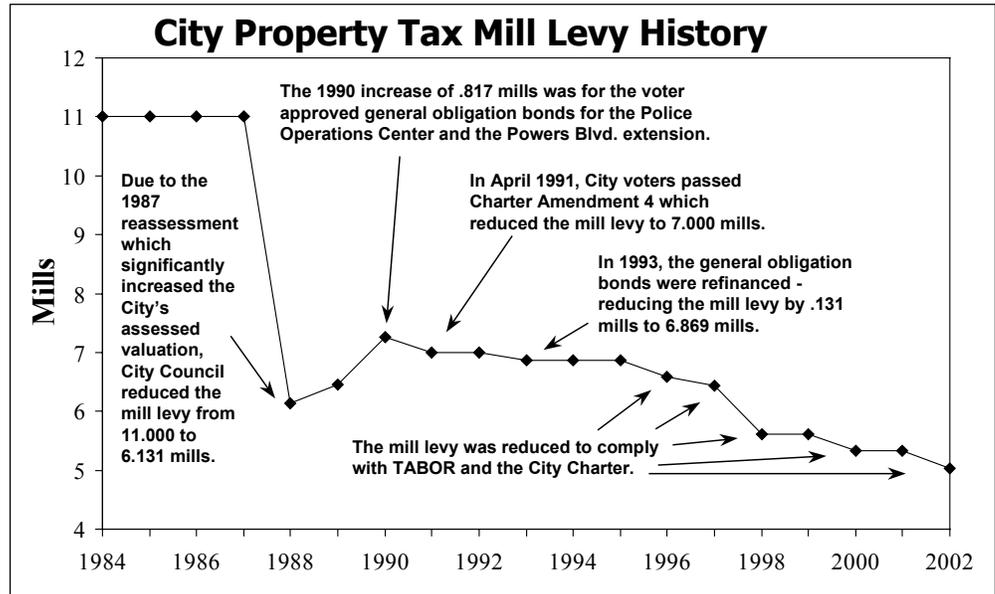
*Other Revenue includes Licenses and Permits, Fines and Forfeits, and Miscellaneous Revenue.  
Other Taxes include Specific Ownership Taxes, Selective Sales and Use Taxes, and Business Taxes.*

General Fund resources available for appropriation in 2002 are estimated to total \$217.4 million, up \$14.9 million (7.3 percent) from the 2001 Budget. The 2002 total is comprised of revenue of \$215.3 million and rebudgeted funds in the amount of \$2.1 million. The assumption of some growth, albeit modest, in City Sales and Use Tax collections and additional non-tax revenue resulting from Council's actions to generate resources to support pay-as-you-go funding for drainage, transportation, and capital projects in 2002 is the principal reason for the estimated increase in 2002 General Fund revenues.

## PROPERTY TAX REVENUE

The 2002 Budget includes a reduction in the City mill levy. Specifically the 2001 City mill levy (with taxes due and payable in 2002) must, in accordance with TABOR, be reduced from 5.323 mills to an estimated 5.032 mills. The reduction is necessary due to a substantial (12.3 percent) increase in the assessed valuation of the City resulting from strong new construction activity over the last year and a general reassessment of property that occurred in 2001. This reduction in the mill levy is the seventh since 1990 with five of those reductions stemming directly from 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 2002, the projected TABOR formula increase is 6.4 percent, with that increase comprised of an estimated 4.9 percent increase in the Denver/Boulder CPI and an anticipated 1.5 percent local growth. Thus, the city mill levy for 2001 must be adjusted to generate property tax revenue within that limit. It should be noted that both of



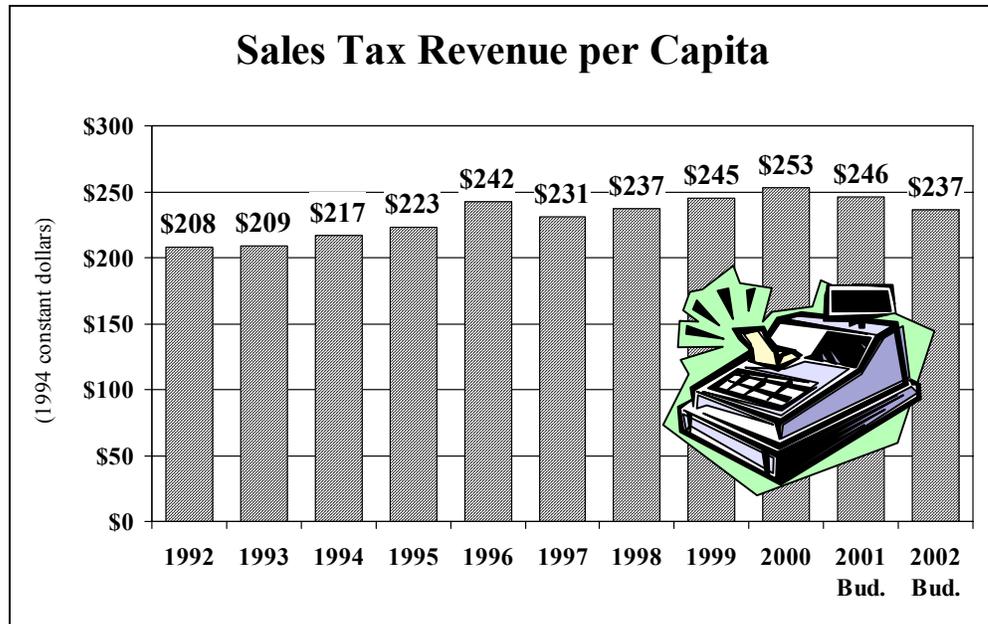
the growth factors used in calculating the revenue limit are forecasted amounts with the actual data for each of the components not available until well after the start of the fiscal year in question. Thus, if the actual combined increase in the factors falls short of the projected amount, property tax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

For budgeting purposes, estimated property tax revenue is reduced by a 1.5 percent Treasurer's fee, a 1 percent provision for uncollectable taxes, and a provision for economic development rebates. The 2002 estimate of \$17,802,885 is based upon an estimated assessed valuation (A.V.) of \$3,730,707,910 and a tax levy of 5.032 mills. Economic development rebates of City property tax revenue are estimated to reach just over \$500,000 in 2002.

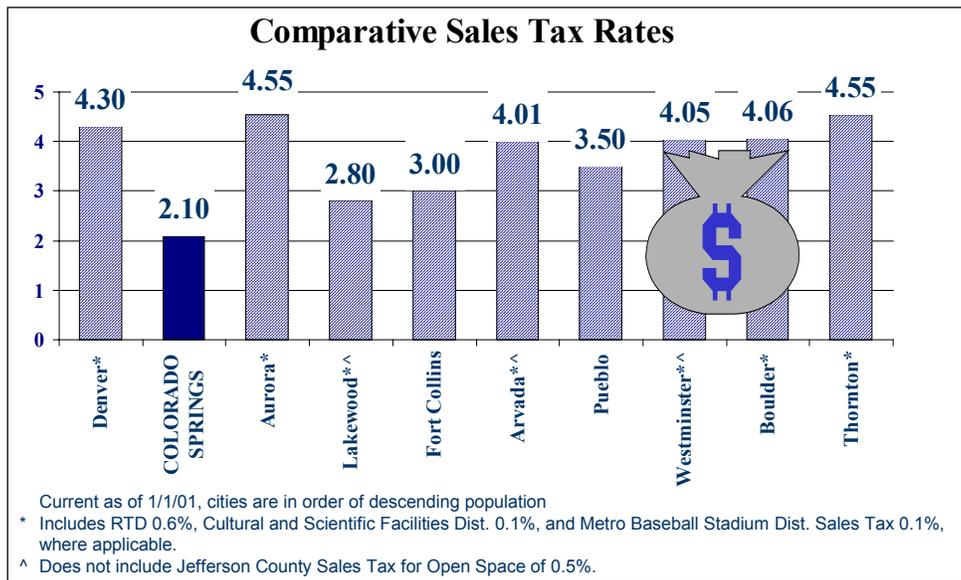
## SALES AND USE TAX REVENUE

City Sales and Use Tax collections for 2001 are expected to post only a modest increase over the 2000 collection level. After a relatively strong first half when collections posted a combined increase of over 8.2 percent, collections over the last five months are down nearly 4.3 percent. Consumer confidence in the local economy appears to be waning somewhat in response to a number of layoffs of workers at several area high technology firms. Purchases of such consumer durable goods as automobiles, appliances and furniture have moderated considerably in recent months despite lower interest rates and incentives being offered by many dealers. Investment in new plant and equipment by area manufacturers also appears to have weakened in recent months as revenues resulting from the Use Tax component have dropped by more than 31 percent over the last five months. A portion of this drop was expected, however, as large capital investment programs at several area semiconductor-manufacturing facilities were completed earlier this year. Nevertheless, the recent revenue trend is also indicative of a general slowing in new capital investment in reaction to a weakening U.S. economy.

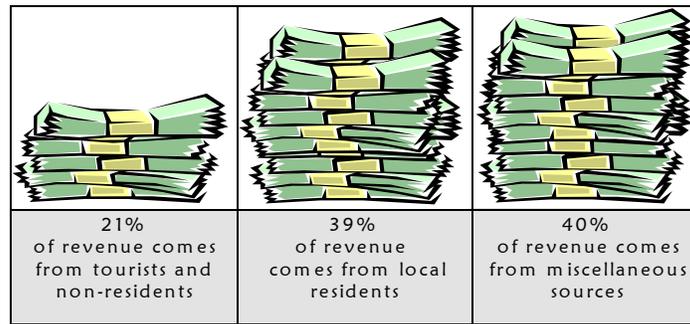
For 2002, Sales and Use Tax revenue accounts for 54 percent of total General Fund revenue.



Assuming a continuation of the current trend and slower employment growth for the balance of the year, total collections for 2001 are estimated to reach \$114.3 million, which is only 2.6 percent over the 2000 revenue total. For 2002, Sales and Use Tax revenue is projected to total \$117.4 million, which is only 2.7 percent higher than the 2001 year-end estimate. Although inflation of 3.4 percent is assumed for 2002, further slowing in employment growth (2 percent), flagging consumer confidence, and a moderation in local construction activity are anticipated.



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



## **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 \$3.62 million, up \$385,120 (11.9 percent) from the 2001 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 2002 is projected to increase \$687,000 (3.0 percent) over the 2001 budget amount, climbing to a total of \$23.4 million. Most of this increase is attributable to an anticipated increase in El Paso County Road and Bridge revenue and a projected gain in the City’s share of Highway Users Tax Fund revenues. Revenue resulting from the El Paso County Road and Bridge mill levy is estimated to total \$4.13 million for 2002 and assumes that the Board of El Paso County Commissioners will maintain the Road and Bridge levy at the 2.25 mills that was certified for 2000. In 2002, an increase of just over \$269,000 from the 2001 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.

A moderate increase in Highway Users Tax Fund (HUTF) revenue is projected for 2002. 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 \$13.72 million is anticipated for 2002, up just 2.6 percent from the 2001 budget amount. However, given the relative size of this revenue source, the assumed growth will generate just over \$342,000 of additional revenue in 2002.

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 has been in a financial position to repay the loans from the City and County. The 2002 City General Fund Budget assumes the receipt of \$503,200, up \$143,000 from the 2001 payment, as the third installment of loan repayments from Metex.

These gains in revenue are blunted somewhat, however, by an estimated \$189,410 reduction in Federal Universal Hiring Grant Funds used to hire additional police officers in previous years. Those grant funds, used to help offset the cost of the 50 new police officers added over the last 3 years are anticipated to total \$1.02 million in 2002 but will phase out over the next 3 years.

Finally, Federal Transit Administration (FTA) grant reimbursements are expected to drop slightly (-\$33,500). 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 would have fallen further, yet the cost of maintaining paratransit vehicles is now being included as a reimbursed capitalized maintenance cost which generated an additional \$267,684. That change was made to offset an increase in the paratransit services contract.

## **CHARGES FOR SERVICES REVENUE**

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Revenue from charges for services to the public in 2002 is projected to increase by approximately \$4.47 million over the 2001 budget amount. The charges for services revenue category includes charges for services provided by the Police and Fire Departments; Parks, Recreation and Cultural Services; City Clerk, Municipal Court; City Planning; and Neighborhood Services Groups. Just under \$1.38 million of the estimated increase in 2002 results from new and increased development review and inspection fees charged by Fire, City Engineering, and Transportation Engineering. The fees are intended to improve cost recovery and allow some bolstering in 2001 of staffing engaged in development review and inspection. A portion of the fee revenue was included in the 2001 Budget with the assumption that there would be a four-year phase in of implementation. However, City Council recently approved an accelerated the implementation schedule with the Fire Department fees being fully implemented in 2001 and the new/increased City Engineering and Transportation Engineering fees being implemented over a two-year period. The accelerated implementation schedule is an integral part of City Council's efforts to generate additional non-tax revenues for pay-as-you-go transportation and drainage capital projects.

Also included for 2002 are additional revenues resulting from a proposed increase in the City's existing street cut permits and the addition of a new fee for traffic control permits issued to contractors, utilities, and other entities for lane closures. These increased and new fees are estimated to generate \$1.87 million in 2002 and also result from City Council's efforts to generate additional non-tax revenues for pay-as-you-go transportation and drainage capital improvements.

Additional revenue from the new Northwest and Cottonwood Creek Recreation Centers, as well as the new Memorial Park Aquatics and Fitness Center, are also anticipated during 2002 as those facilities enter their first full-year operations. Those three SCIP-funded facilities are estimated to generate almost \$264,000 of additional revenue in 2001 over and above the \$406,000 included in 2001 for partial-year operation.

## **FUND TRANSFERS REVENUE**

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Transfers from other funds total \$28.8 million for 2002, up \$2.5 million from the 2001 budget level. Total Payments-in-Lieu of Tax (PILT) revenue is projected to increase by \$2.37 million which represents an increase of 10.9 percent over the 2001 Budget. However, most of this increase is the result of a recent City Council decision to recover one-half of the City's cost of the city streetlighting system from Colorado Springs Utilities through a higher PILT payment to the City General Fund. One-half of the estimated tariff costs to the City for that system in 2002 is \$2.27 million which has been added to the estimate of 2002 PILT revenue. Additionally, base PILT revenue is projected to drop by 3.6 percent in 2002 due to lower industrial electric and gas sales and a reduction in natural gas consumption by Colorado Springs Utilities itself. The total Colorado Springs Utilities payment to the General Fund In-Lieu of Taxes is projected to produce \$24 million in 2002. PILT payments from the Valley Hi Golf Course, Cemeteries, Human Services Complex, and the Parking System enterprises are expected to total just under \$64,000 in 2002.

Transfers to the General Fund in 2002 also reflect a net increase of \$259,443 in payments from City enterprises, Colorado Springs Utilities, and Internal Services funds for their share of common staff and expenses. This increase stems primarily from the recovery of a pro rata share of the rental costs of office space they now occupy in the City Administration Building. The rental and maintenance costs of that building are budgeted in the General Fund.

A reduction of just over \$91,000 is reflected in other fund transfers as a result of a drop in funds transferred from the Lodgers and Automobile Rental Tax Fund (LART) and the removal of funds previously available in the Commercial Development Revolving Loan Fund that were used to support temporary staffing in City Development. The transfer from LART is estimated to total \$1,033,486 which is down 5.1 percent from the 2001 Budget. LART revenue collections in 2001 and 2002 are projected to decline in response to the recent terrorism attack on the U.S. The terrorism has already had a chilling effect on local tourist and business visitations in the form of cancelled group meetings and conventions stemming from suspended or scaled-back air travel.

## **OTHER REVENUE**

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Other Revenue includes Fines and Forfeits, Licenses and Permits, and Miscellaneous Revenue. The total of the Other Revenue category is \$12.1 million, which is up \$2.1 million (20.8 percent) from the 2002 Budget. Fines and Forfeits revenue, which includes fines for traffic and parking meter violations, is projected to increase by \$1.8 million. The estimated net increase in revenue is due partially to an anticipated increase in red-light and traffic enforcement efforts resulting from the addition of nine police officers to the Intersection Safety Program and one officer to Commercial Vehicle enforcement in 2002. However, an adjustment of the payable traffic fine schedule is estimated to result in a \$750,000 increase in traffic violation fines. Additionally, in accordance with City Council direction, parking fines have been doubled which is anticipated to result in a \$360,000 increase in parking fines revenue.

## **REBUDGETED**

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Rebudgeted revenue typically results from the receipt of unbudgeted revenue and or the underexpenditure of operating budgets. 2001 year-end revenues are expected to exceed budget by \$419,000. The underexpenditure of operating budgets during 2001 is expected to yield budget savings of just under \$2.1 million. This budgetary savings is due primarily to the removal of performance pay for all managers (\$169,541), a total of \$684,055 of savings from various capital improvement projects that are completed or are no longer necessary, and \$745,000 of salary and operating savings resulting from holding vacant the 12 new positions added in Fire and Public Works during 2001. Those positions were held vacant until City Council approved the new and increased development review and inspection fees charged by Fire, City Engineering, and Transportation Engineering.

*NOTE: All estimates of 2002 revenue are presented for all funds, by detailed revenue account, in Appendix B.*

## REVENUE SUMMARY – GENERAL FUND

### Statement of Estimated Revenue

	2000 Actual	2001 Budget	2001 Revised Est.	2002 Budget	01 EOY-02 Budget Change	% Change 2001-2002
<b>TAXES</b>						
General Property Taxes (A)	16,624,429	16,831,792	16,743,783	17,802,885	1,059,102	6.33%
Specific Ownership Taxes (B)	2,762,144	2,695,659	2,962,381	3,013,630	51,249	1.73%
General Sales and Use Tax	111,393,526	115,534,000	114,275,525	117,411,000	3,135,475	2.74%
Selective Sales and Use Taxes	285,631	296,562	346,300	352,291	5,991	1.73%
Business Taxes (C)	225,220	242,530	228,420	253,948	25,528	11.18%
<b>Total Taxes</b>	<b>131,290,950</b>	<b>135,600,542</b>	<b>134,556,409</b>	<b>138,833,754</b>	<b>4,277,345</b>	<b>3.18%</b>
<b>LICENSES AND PERMITS</b>						
<b>Total Licenses and Permits</b>	<b>323,454</b>	<b>543,822</b>	<b>321,892</b>	<b>428,295</b>	<b>106,403</b>	<b>33.06%</b>
<b>INTERGOVERNMENTAL REVENUE</b>						
Federal Grants (D)	12,151	2,574,902	2,424,151	2,351,198	(72,953)	-3.01%
State Grants	0	0	0	0	0	0.00%
State Shared Revenue (E)	15,634,537	15,889,535	15,991,156	16,407,995	416,839	2.61%
Other Govt Units (F)	3,779,474	4,275,729	4,434,241	4,668,145	233,904	5.27%
<b>Total Intergovernmental</b>	<b>19,426,162</b>	<b>22,740,166</b>	<b>22,849,548</b>	<b>23,427,338</b>	<b>577,790</b>	<b>2.53%</b>
<b>CHARGES FOR SERVICES</b>						
General Government (G)	2,793,575	3,009,313	2,988,507	4,930,979	1,942,473	65.00%
Public Safety (H)	1,856,430	2,131,367	2,016,681	3,270,723	1,254,042	62.18%
Highways and Streets	228	40,000	40,000	1,060,120	1,020,120	2550.30%
Culture - Recreation (I)	2,316,374	2,435,048	2,549,126	2,825,605	276,479	10.85%
<b>Total Charges for Services</b>	<b>6,966,607</b>	<b>7,615,728</b>	<b>7,594,314</b>	<b>12,087,427</b>	<b>4,493,114</b>	<b>59.16%</b>
<b>FINES AND FORFEITS</b>						
<b>Total Fines and Forfeits</b>	<b>3,444,419</b>	<b>4,262,650</b>	<b>4,120,638</b>	<b>6,060,000</b>	<b>1,939,362</b>	<b>47.06%</b>
<b>MISCELLANEOUS REVENUE</b>						
Earnings on Deposits and Invest.	2,362,915	2,193,000	2,193,000	2,250,000	57,000	2.60%
Rents and Royalties	5,969	35,800	0	0	0	0.00%
Transit	2,307,015	2,553,234	3,193,614	2,918,913	(274,701)	-8.60%
Miscellaneous	647,758	462,391	480,889	485,528	4,639	0.96%
<b>Total Miscellaneous Revenue</b>	<b>5,323,657</b>	<b>5,244,425</b>	<b>5,867,503</b>	<b>5,654,411</b>	<b>(213,062)</b>	<b>-3.63%</b>
<b>TRANSFERS FROM OTHER FUNDS</b>						
Utilities (J)	1,623,924	1,702,975	1,702,975	1,671,109	(31,866)	-1.87%
Other Transfers	1,681,593	1,434,422	1,434,422	1,343,188	(291,234)	-17.82%
Administrative Charges	1,285,788	1,374,972	1,374,972	1,666,280	291,308	21.19%
Utilities-in-Lieu of Tax	21,603,205	21,726,465	22,496,447	25,091,934	1,595,487	7.09%
<b>Total Transfers Fr. Other Funds</b>	<b>26,194,510</b>	<b>26,238,833</b>	<b>27,008,816</b>	<b>28,772,511</b>	<b>1,563,695</b>	<b>5.75%</b>
<b>Subtotal</b>	<b>192,969,759</b>	<b>202,246,166</b>	<b>202,519,120</b>	<b>215,263,766</b>	<b>12,744,646</b>	<b>6.29%</b>
<b>Rebudgeted</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,111,677</b>	<b>2,111,677</b>	<b>0.00%</b>
<b>Total General Fund Revenue</b>	<b>192,969,759</b>	<b>202,246,166</b>	<b>202,519,120</b>	<b>217,375,443</b>	<b>14,856,323</b>	<b>7.34%</b>
<b>Draw From Fund Balance</b>	<b>0</b>	<b>259,784</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total Estimated Revenue</b>	<b>\$192,969,759</b>	<b>\$202,505,950</b>	<b>\$202,519,120</b>	<b>\$217,375,443</b>	<b>\$14,856,323</b>	<b>7.34%</b>

Note: Numbers may not add to totals due to rounding

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

	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>
Sales and Use Taxes	57.73%	57.05%	54.01%
Property Taxes	8.62%	8.31%	8.19%
Other Taxes	1.70%	1.60%	1.66%
Licenses and Permits	0.17%	0.27%	0.20%
Intergovernmental	10.07%	11.23%	10.78%
Charges for Services	3.61%	3.76%	5.56%
Fines and Forfeits	1.78%	2.10%	2.79%
Miscellaneous	2.76%	2.59%	2.60%
Fund Transfers	13.57%	12.96%	13.24%
Rebudgeted	0.00%	0.00%	0.97%
Draw from Fund Balance	0.00%	0.13%	0.00%
<b>TOTAL</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

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

**COMPOSITION OF USES OF PROPERTY TAX MILL LEVY**

	<b>Mills</b>
Interest Paid on General Obligation Bonds	0.281
Redemption of General Obligation Bonds	0.667
General Purpose	4.084
<b>Total</b>	<b>5.032</b>

*NOTE: A one mill net revenue equivalent is:* \$3,537,934

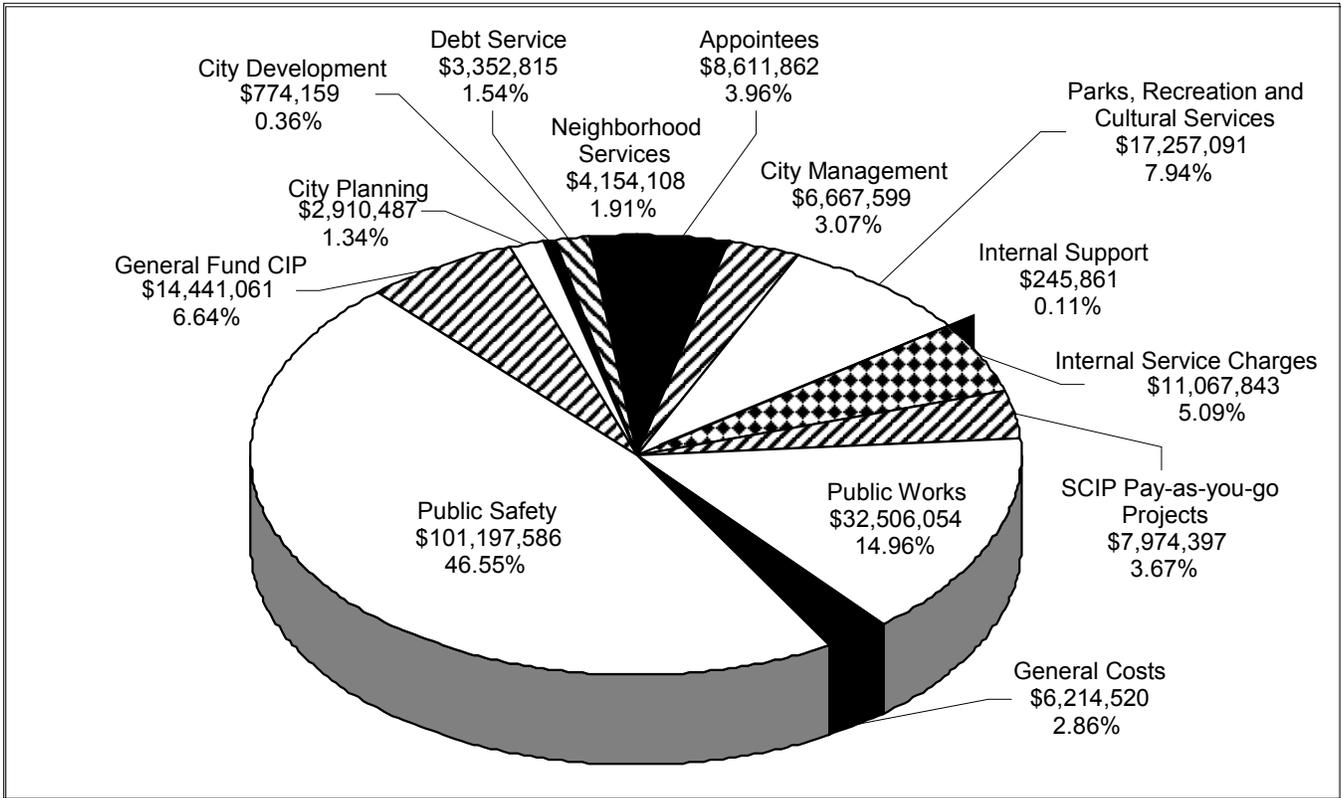
## ***NOTES TO GENERAL FUND REVENUE ESTIMATES***

- A. Property Tax: Includes current-year revenue, delinquent taxes, and interest on taxes. The 2002 estimate is based on the application of 5.032 mills on an estimated assessed valuation of \$3,730,707,910 less 2.5 percent for collection costs and uncollectable accounts. The estimate was further adjusted for economic development personal property tax rebates.
- B. Specific Ownership Tax: A tax imposed by the State of Colorado for the ownership of a licensed motor vehicle registered.
- C. Business Taxes: Comprised solely of the City Occupational Liquor Tax.
- D. Federal Grants: Includes Department of Transportation-Federal Transit Administration operating and capital assistance, U.S. Department of Justice Universal Hiring Grant, and Housing Authority payment-in-lieu-of property tax.
- E. State-Shared Revenue: Includes Cigarette Tax revenue (State collected), State Severance Tax distribution, Highway Users Tax, and additional fees under Highway Users Tax.
- F. Other Governmental Units: City share of County Road and Bridge Tax, shared fines (County), and loan repayment from the Metex metropolitan district.
- G. General Government: Includes charges for services provided by the Municipal Court, Planning, City Engineering, and Transportation Engineering.
- H. Public Safety: Police Department and Fire Department charges for services.
- I. Culture-Recreation: Charges for services provided by Parks, Recreation and Cultural Services - includes revenue from sports activities, community resources, aquatic activities, the Ice Center, and Neighborhood Services.
- J. Utilities Staff Share: Includes payment from Colorado Springs Utilities for its proportionate share of Pikes Peak Area Council of Governments (PPACG), City Attorney, City Auditor, Police Building Security, General Administration, Economic Development, City Clerk, and City Council.

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# Expenditure Overview

**GENERAL FUND  
EXPENDITURES  
\$217,375,443**



## GENERAL FUND SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget	Difference 2002 v. 2001
Salaries/Benefits	\$106,843,167	\$113,646,096	\$128,179,388	\$135,391,583	\$7,212,195
Operating	44,442,770	45,558,509	49,706,878	50,116,088	409,210
Capital Outlay	5,314,454	5,421,963	5,809,561	6,099,499	289,938
Debt Service	3,356,436	3,354,460	3,352,665	3,352,815	150
CIP	27,976,627	13,651,964	15,332,088	14,441,061	(891,027)
TABOR Refund	0	0	125,370	0	(125,370)
SCIP Pay-as-you-go Projects	0	0	0	7,974,397	7,974,397
<b>Total</b>	<b>\$187,933,454</b>	<b>\$181,632,992</b>	<b>\$202,505,950</b>	<b>\$217,375,443</b>	<b>\$14,869,493</b>

## OVERVIEW AND BUDGET STRATEGIES

The 2002 General Fund Budget totals \$217.4 million. This represents a net increase of \$14.9 million, or 7.3 percent over the 2001 Budget. However, a significant portion (\$8 million) of this increase is the result of several City Council actions to generate additional revenues that are earmarked for pay-as-you-go transportation and drainage capital projects. Excluding those revenues, the 2002 General Fund Budget reflects an increase of 3.4 percent. An increase of nearly \$8.4 million is necessary to continue efforts in bringing employee compensation up to a competitive level. The removal of expenditures designated as onetime in the 2001 Budget and the elimination of all employee performance incentive pay allowed the reallocation of almost \$4.04 million within the Budget. These funds are used to make some limited progress in other strategic priorities and to cover unavoidable increases stemming from such items as increased utilities and vehicle fuel costs, prior-year funding commitments, and legal obligations. This Budget provides funding for 20.25 additional employees with 14 of that total added in Public Safety.

### Strategic Priorities and Budget Objectives

The 2002 General Fund Budget allocates resources in a manner consistent with the goals and objectives of the City Strategic Plan – *Direction 2000* and the specific budgetary objectives that were established by City Council at the beginning of the 2002 Budget preparation cycle. Nevertheless, the scarce resources in this Budget allow only limited progress towards the accomplishment of the goals and objectives of *Direction 2000*. The 2002 General Fund Budget is designed to achieve the following strategic priorities and budgetary objectives:

- ➔ *Public Safety*
- ➔ *Provide the resources necessary to operate and maintain SCIP capital improvements*
- ➔ *Provide funding to raise employee compensation to competitive level*
- ➔ *Financial support for City services and capital projects – SCIP pay-as-you-go projects*
- ➔ *Provide funding for unavoidable budget increments and prior year commitments*
- ➔ *Accomplish a strategically sensitive line-item review and justification of how all City resources are proposed to be spent and complete a thorough examination and review of all permanent, special, and temporary positions in each unit*

<b>Uses Of General Fund Resources By Strategic Plan Priority</b>	
<b>2001 Budget</b>	<b>\$202,505,950</b>
<i>Plus:</i>	
Removal of 2001 onetime expenses	(2,679,274)
Removal of Employee Performance Incentive Payments	(2,257,486)
<b><u>STRATEGIC PLAN PRIORITY</u></b>	
Public Safety	1,157,621
Operation/Maintenance of SCIP Projects	505,157
Raise Employee Compensation to Competitive Level	8,395,108
SCIP Pay-as-you-go Projects	7,974,397
Unavoidable Increases/Prior-Year Commitments	1,216,359
Miscellaneous Increases	557,611
<b>2002 General Fund Budget</b>	<b>\$217,375,443</b>

*NOTE: A detailed summary presentation of all changes in General Fund expenditures between the 2001 Budget and 2002 Budget can be found in Appendix E.*

➤ **Public Safety**

A total of 10 new police officers are added in the 2002 Budget. The officers were authorized by City Council in 2001 to staff three additional Intersection Safety Program units for enhanced red light enforcement intended to reduce traffic accidents and fatalities and add a Commercial Vehicle Enforcement officer. A total of \$759,456 is included in the 2002 General Fund Budget for the salaries, benefits, and operating expenses of these officers. Additional traffic violation ticket revenue included in 2002 budgeted revenues is projected to offset the cost of these additional officers. Also, one additional prosecution attorney in the City Attorney’s Office is included to handle increased adjudication workloads stemming from the enhanced red-light enforcement effort along with one additional probation clerk and 0.5 full-time equivalent (FTE) violations clerk in Municipal Court.

In the Fire Department’s Office of Emergency Management (OEM) 2 positions classified as specials are converted to permanent status. With a total of 4 FTE and additional support from the Fire Operations section, the OEM is better prepared to address large-scale emergencies and disasters.

	<b>2002 Additional Resources</b>
<b>Public Safety</b>	
Police - Intersection Safety Program - Patrol Officers (9 FTE)	\$657,426
Attorney - Intersection Safety Program - salary, operating, and capital (1 FTE)	75,575
Municipal Court - Intersection Safety Program - salary, operating, and capital (1.5FTE)	73,585
Police – Commercial Vehicle Enforcement Officer salary, operating, and capital (1 FTE)	102,030
Police – Humane Society Contract - Increase in employee salaries and utilities costs	214,005
Police Athletic League – contract for service	35,000
<b>TOTAL</b>	<b>\$1,157,621</b>

Also, \$214,005 is added to the Animal Control Contract amount and \$35,000 is added for the Police Athletic League in 2002. The increase in the contract with the Humane Society of the Pikes Peak Region is to help accommodate increased salary and health insurance costs and higher utility and fuel costs faced by that agency.

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

A total of \$408,460 is included for the full-year operation and staffing of the new Cottonwood Creek Recreation Center which opened in the fall of 2001 and for increased operating expenses associated with the Memorial Park Aquatics and Fitness Center which opened late summer of this year. The 2001 Budget only contained partial-year funding for the operation of those new facilities. Funds for the construction of these two recreation centers was a part of the \$110 million Phase I SCIP program approved by voters in 1999. Similarly, \$66,697 is included in the Fire budget for the utilities and operating expenses of the new Fire Department Complex (FDC) which opened in the fall of 2001. A building maintenance janitor FTE is added in the Fire Department for maintenance of the FDC. Additionally, \$30,000 is added in 2002 as a part of the City’s share of the operating and administrative expenses of the new 800 MHz trunked radio system that allows enhanced radio communications capability for Police and Fire. The funds are in addition to the \$50,000 that is already in the City Budget for that purpose as well as the in-kind maintenance services being provided by the City’s Radio Communications to the Pikes Peak Radio Communications Network (PPRCN) which oversees the new multi-jurisdictional communications system. These additions are in accordance with a promise made to local residents to staff and operate all voter-approved SCIP projects once completed.

	<b>2002 Additional Resources</b>
<b>Provide the resources necessary to operate/maintain SCIP capital improvements</b>	
Cottonwood Creek Recreation Center operating expenses	\$303,591
Memorial Park Recreation Center operating expenses	104,869
Fire Department Complex operating expenses (utilities, janitorial services (1FTE)	66,697
Pikes Peak Regional Communications Network (PPRCN) 800 MHZ Trunked Radio System	30,000
<b>TOTAL</b>	<b>\$505,157</b>

➤ **Provide funding to raise employee compensation to competitive level**

Complete implementation of the plan for bringing employee compensation up to a competitive level continues to be a strategic priority of *Direction 2000*. The last installment of the three-year plan was implemented with the 2001 Budget. However, despite efforts to estimate prospective wage market movements over the 1999-2001 period, wage increases in comparison cities have exceeded the increases granted by the City of Colorado Springs. Recent market data show that the salaries of civilian City employees are, on average, 5.16 percent below the market median. Similarly, the survey data show the salaries of uniformed Police and Fire employees to be an average of 4.9 percent below the market median. Additionally, the City's compensation consultant has recommended a prospective market adjustment of 4.0 percent, which represents the projected movement in wages and salaries for 2002. The combined total of the increases required to move 2001 City salaries up to the current-day market median (commonly referred to as the "catch-up" component) and the prospective movement, allowing for compounding and some minor adjustments in band/zone changes, translates into a 9.75 percent increase in City General Fund salary costs. The market catch-up component has been reduced by 2 percent for senior managers and increased by 0.5 percent for uniformed fire and police employees. A total of \$6,700,670 is included in the 2002 Budget for this adjusted market catch-up component.

Additionally, the prospective component of employee compensation has been removed for 2002 due to budgetary constraints. It should be noted that this will put the City further behind in the goal of bringing all employee salaries up to the market median. However, City Council indicated that they would consider implementing the prospective component at mid-year 2002 if City Sales and Use Tax collections are stronger than projected for 2002.

Furthermore, in accordance with Council direction, all lump-sum performance incentive awards for City employees have been eliminated. The resources allocated for that purpose in 2001 totaled \$2.26 million. One-half of those funds (\$1.13 million) have been reallocated towards the resources that are earmarked for pay-as-you-go transportation and drainage capital projects. The other half has effectively been used to help fund the adjustment in base salaries described above.

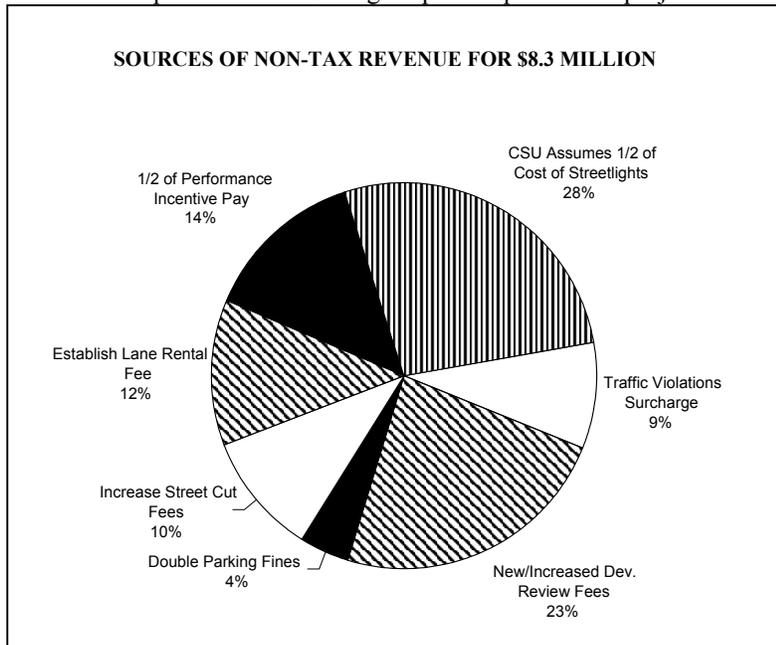
A 27 percent increase in employee health insurance premium costs is projected for 2002. This increase is necessary based upon recent claims history, high rates of utilization of the plan, and another jump in the cost of prescription drugs. A portion of the increase is also necessary to replenish depleted reserves of the joint Self-Insurance Fund. This increase comes on the heels of a 15 percent increase implemented in 2001. A 5 percent increase in dental insurance premiums is also projected for 2002. 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 \$2,100,014 has been included in the 2002 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 dependent coverage would also increase by 27 percent. Additionally, out-of-pocket health care costs will further increase for employees in 2002 due to necessary changes in the City's health plans to help mitigate the premium increases.

<b>Provide Funding to Raise Employee Compensation to Competitive Level</b>	<b>2002 Additional Resources</b>
Market "catch-up" adjustment in employee base salaries & benefits	
Uniformed Police and Fire Employees	\$3,441,941
Civilian Employees	3,258,729
3.5% prospective market adjustment in employee base salaries and benefits	
Uniformed Police and Fire Employees	0
Civilian Employees	0
<b>Subtotal</b>	<b>\$6,700,670</b>
Increased employee health insurance costs (Medical 27%; Dental 5%; Vision 0%)	2,100,014
2.55% reduction in PERA contribution rate	(125,576)
Reduced Police/Fire pension contribution (DROP Plan)	(280,000)
<b>TOTAL</b>	<b>\$8,395,108</b>

Nevertheless, a portion of the increased employee health benefits costs to the City has been offset slightly by a temporary drop in City costs for PERA retirement contribution resulting from a 2.55 percent reduction in the required employer contribution rate in 2002. That temporary reduction results in projected savings of \$125,576. Additionally, a slight reduction in necessary Police/Fire pension contributions by the City is estimated for 2002. With the initiation of the Deferred Retirement Option Plan (DROP) for uniformed pension plans, the City will realize estimated savings of \$280,000 from reduced employer pension contributions. This is due to the terms of the DROP contract, in which City contributions to respective pension plans cease when an employee enters the program.

➤ **Financial support for City services and capital projects – SCIP pay-as-you-go projects**

Through the summer of 2001, City Council worked to identify approximately \$8.3 million in additional revenue to bond SCIP 01 transportation and drainage capital improvement projects. Having identified the \$8.3 million from increased



fees and fines, City Council placed two SCIP questions on the November 2001 ballot seeking authorization to issue up to \$63.47 million for transportation and drainage capital improvement projects and \$37.825 million for stormwater and flood control projects. The proposed bonds had no associated tax increase and would have been paid entirely from a pledge of the City's existing Sales and Use Tax.

Voters did not support either bond question at the November 2001 election. Consequently, City Council decided to use the \$8.3 million, previously set aside for the SCIP 01 bond debt retirement, to accomplish unfunded SCIP projects on a pay-as-you-go basis. However, to balance the 2002 General Fund budget, Council approved reducing the \$8.3 million allocation by \$354,103 leaving \$7,974,397 in 2002 for capital projects. While this Budget designates the \$7.9

million for SCIP capital improvement projects, City Council deferred until January 2002 the final selection of projects to be funded.

<b>Financial Support for City Services and Capital Projects – SCIP Pay-as-you-go Projects</b>	<b>2002 Additional Resources</b>
Capital Improvement Projects to be Determined	\$7,974,397
<b>TOTAL</b>	<b>\$7,974,397</b>

➤ **Provide funding for unavoidable budget increments and prior year commitments**

A number of unavoidable budget increases are also included in the 2002 General Fund budget. These increases result from contractual obligations, increased fuel and utilities costs, federal mandates, and prior-year fiscal commitments made by City Council. These budget increments total \$1.2 million and include an estimated \$365,000 increase in utilities costs resulting from increases in electric and natural gas rates, \$170,000 for higher vehicle fuel costs, a

<b>Provide funding for unavoidable budget increments and prior year commitments</b>	<b>2002 Additional Resources</b>	
Utilities electric and natural gas rate increases	\$ 365,009	contractual increase in compensation of Municipal Court judges, and additional funding for implementation of the City's federally mandated NPDES stormwater drainage control program. Additional resources are also included for: the utilities, maintenance, and security costs of Old City Hall; an increase in the City's required contribution to health and life
CAB rent and maintenance for increased occupancy	261,096	
New parking garage at Police Operations Center	37,366	
NPDES stormwater control best management practices	65,103	
Municipal Court judges' contractual Increase	52,500	
Old City Hall operating expenses (utilities, security, janitorial services)	288,825	
Fleet vehicle fuel cost increase	(256,000)	
Transit increased fuel costs	170,000	
Fleet satellite maintenance facility operating expenses	25,000	
Regional Water Infrastructure Authority legal expenses	20,000	
Regional Building rent for Development Review One-Stop-Shop	87,460	
Retiree health insurance costs	100,000	
<b>TOTAL</b>	<b>\$1,216,359</b>	

insurance plans for retired employees; and additional rental and maintenance costs of the City Administration Building although this increased rental cost is offset by increased revenue to the General Fund from Internal Support and Colorado Springs Companies' occupying space in that building.

➤ **Accomplish a strategically sensitive line-item review and justification of how all City resources are proposed to be spent and complete a thorough examination and review of all permanent, special, temporary, and contract positions in each unit**

Last year, City Council endorsed a new budget preparation process that 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 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 again 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 re-allocation of resources within unit budgets to better focus efforts on strategic priorities.

The approach was expanded for the 2002 Budget development process with the addition of an examination of staffing levels in each unit to promote an understanding of the role of each position relative to *Direction 2000*. To facilitate this examination, all 2002 Budget submittals included a justification of all positions, including temporary, hourly, and special employees, and the position's link, if any, to *Direction 2000*.

**Miscellaneous Budget Increases**

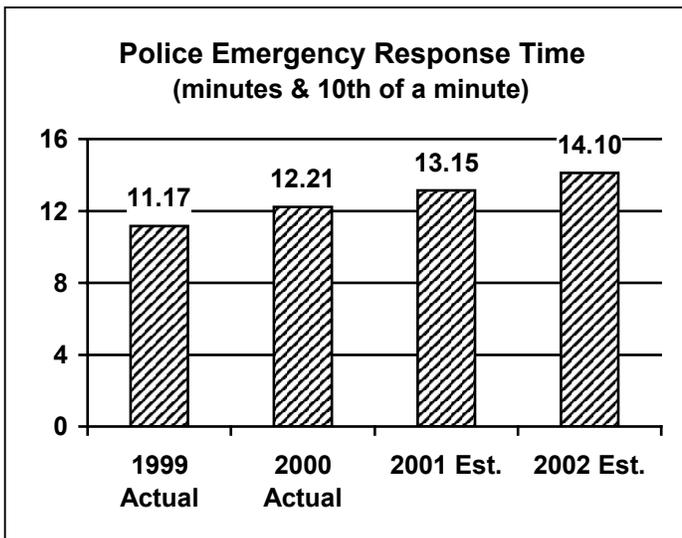
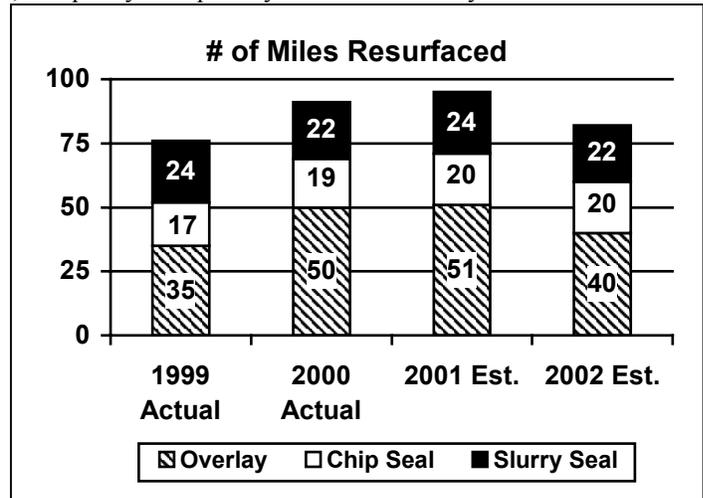
Other miscellaneous budget increases included in the 2002 General Fund Budget total \$557,611. Among these budget increments is \$49,460 for training materials, educational programs, and other operating expenses associated with the City employee diversity training effort that is being sponsored through the Workforce Management Council. That program began in 2001 with a very positive response from employees. Funding of a special position in the Employee Services Unit added in late 2000 to coordinate the training efforts will be continued through 2002. However, to minimize funding requirements, the training curriculum and conduct of most of the training is being performed by existing City employees. The diversity training effort is in support of the *Direction 2000* objective of developing a high performance organization through diversity and inclusiveness in the workforce. A total of \$54,000 is also included in 2002 to continue the funding of a special position added in 2001 for the development and coordinate of the Automated External Defibrillator (AED) program. In addition, restoration of the proposed Transit route reductions totals \$518,101.

Other increases include the operating expenses of maintaining the hours of operation at the City Hall in the Mall, one analyst FTE position is added to the Office of Budget and Financial Analysis to help address increased workload stemming from the assumption of City strategic planning responsibilities, the expanded budget review process, and a substantial jump in the number of fiscal impact analyses required for land development review items. City Council directed that Information Technology needs of \$100,000 be funded from the Cable Franchise Grant Fund, which resulted in an equal reduction in General Fund expenses. Also included are City Council directed reductions in the funding of the *InnerCity* employee newsletter, travel and in-town meeting expenses, and cell phone usage. Finally, a 5 percent increase in the City’s membership dues to the Pikes Peak Area Council of Governments (PPACG) is included.

<b>Miscellaneous Budget Increases</b>	<b>2002 Additional Resources</b>
Employee Services - Employee Diversity Training Program - operating expenses	\$ 49,460
Safety - Continued funding of AED Coordinator (special position)	54,000
Transit - Restore proposed route reductions	518,101
Finance - Purchasing - Analyst II Buyer (.25 FTE)	15,680
City Auditor - Replace 5 laptop computers for auditors	12,500
Neighborhood Services - City Hall at the Mall - maintain hours of operation	30,000
Neighborhood Services - Housing Authority Staff - wage package increase	17,708
Budget Office - Principal Analyst - Strategic Planning (1FTE)	81,006
Move a portion of Information Technology expenditures to the Cable Franchise Grant Fund	(100,000)
Reduce funding for <i>InnerCity</i> newsletter	(3,500)
Reduce Travel and In-Town Meeting Expenses by 10%	(49,871)
Reduce Cell Phone usage	(75,000)
General Costs - 5% increase in PPACG Contract	7,527
<b>TOTAL</b>	<b>\$ 557,611</b>

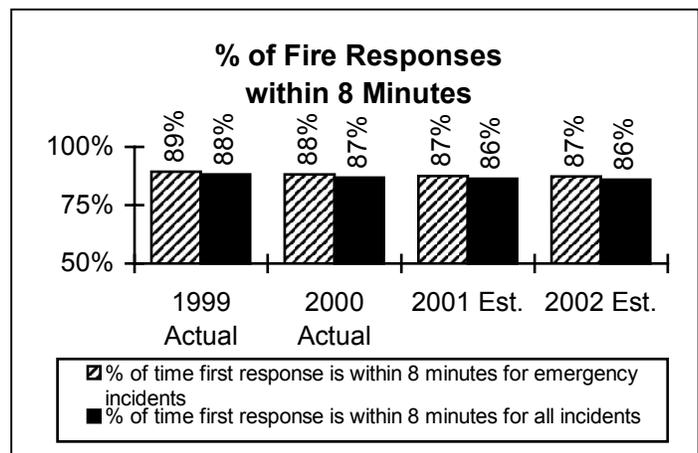
**Reductions in Service**

Given the level of City Council and citizen support for the current mix of services and programs provided by the City, no major elimination of programs is proposed for 2002. However, the quality and quantity of service delivery to citizens continues to degrade and will worsen in some areas. For example, General Fund resources allocated for the street resurfacing program were reduced back to \$4.5 million for 2002 after the removal of the onetime addition of \$205,088 in 2001. The 2002 level of funding will allow the Streets Unit to resurface only 82 miles which represent a fraction of the 127 miles resurfaced in 1990. In accordance with industry standards, all city streets should be resurfaced every eight years at a minimum, which would suggest a 2002 program of 180 miles.



In 2002, the Fire Department, even with the addition of Station 18 in 2000, will not be able to meet the City Council-established 8-minute first-response time 90 percent of the time and the 12-minute response 90 percent of the time response standards of minimum effective fire fighting force. Police response times will continue to degrade with the average response time for emergency calls increasing by 7.2 percent in 2001. In 1998, the average Police response time to an emergency call was 10 minutes 20 seconds. The average response time is currently estimated to be over 13 minutes and is projected to jump to over 14 minutes in 2002. 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 totaled 1.45 in 2000 and will total 1.55 in 2002 which are both far below the average of 2.2 officers per 1,000 population for similarly sized cities in 2000. Additionally, while this 2002 City Budget includes

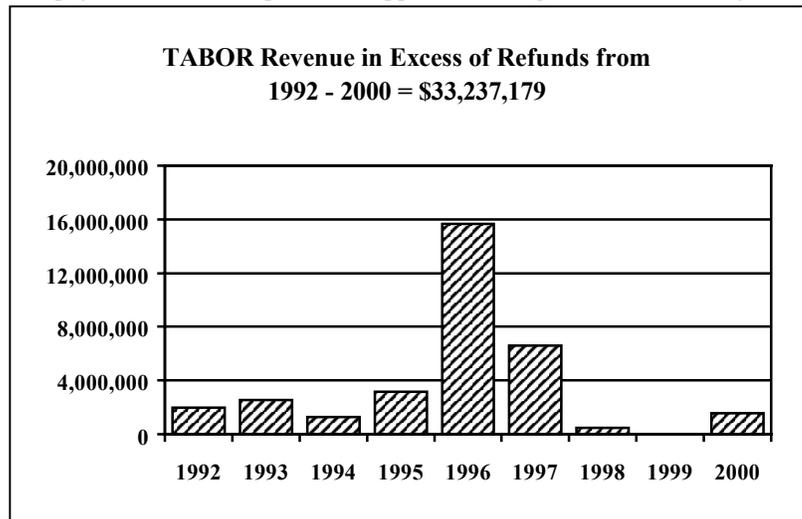
a total of over \$26.3 million of funding for capital improvements, the unfunded backlog of necessary infrastructure projects remains at several hundred million dollars. It is impossible to foresee any abatement or reversal in these trends without either the wholesale elimination of lower priority municipal services or until additional revenue streams are identified and implemented.



## TABOR CALCULATION

The revenue limitation provisions of TABOR and the City Charter continue to impact the City's fiscal condition. TABOR essentially establishes an annual City revenue "cap." Any City revenue (subject to the cap) received above and beyond the annual revenue cap must either be refunded to local taxpayers or retained upon voter approval. In eight of the last 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 \$33.2 million over the 1992-2000 period.

City revenues are projected to be below the TABOR limit by over \$3.2 million in 2001 due to an anticipated slowing in City Sales and Use Tax collections and a precipitous drop in Lodgers and Auto Rental Tax revenues in response to a slowing local economy. Additionally, the allowable increase in City revenues, in accordance with the TABOR formula, jumped to just over 7 percent due primarily to higher inflation, as measured by the Denver/Boulder Consumer Price Index.



City of Colorado Springs 1999 - 2002 Projected TABOR & City Charter Revenue Limits					
Revenues					
Fiscal Year	Total Eligible Revenue	TABOR Limit	Over (Under) Limit		
1999	\$190,697,485	\$196,532,379	(\$5,834,894)		
2000	\$182,134,775	\$180,577,144	\$1,557,631		
2001	\$190,471,337	\$193,711,590	(\$3,240,253)		
2002	\$202,313,620	\$202,661,503	(\$347,883)		
Revenue Limitation Estimates					
Fiscal Year	Inflation	Plus	Local Growth	equals	Limit
1999	2.403542%	+	3.663830%	=	6.067372%
2000	2.933910%	+	2.172138%	=	5.106047%
2001	3.960396%	+	3.131968%	=	7.092364%
2002	4.900000%	+	1.500000%	=	6.400000%

Current calculations for 2002 project City revenues to be below the TABOR limit by almost \$350,000. 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 2001, the TABOR formula increase is 7.09 percent with that increase comprised of a 3.96 percent increase in the Denver/Boulder CPI for 2000 and 3.13 percent local growth. Local growth is defined by TABOR as the market value of taxable new construction plus annexations and inclusions less destruction / total market value of all real property.

The formula increase for 2001 is up considerably from the 5.11 percent allowed for 2000. For 2002, the Denver/Boulder CPI component of the formula is projected to reach 4.9 percent and the 2002 local growth component is expected to moderate, edging down to 1.5 percent. Thus, the combined formula increase for 2002 is projected to total 6.4 percent.

## EMPLOYEE AND EXPENDITURE DISTRIBUTION

The following chart combines the number of employees and associated costs by major categories of service. It provides a summary view of the percent of total General Fund employees and the percent of expenditures allocated to each of the major categories of service delivered to the citizens of Colorado Springs. More than three-fourths of all General Fund employees are in Public Safety and Public Works. Almost 72 percent 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 Total</u>	<u>% of Total</u>	<u>Cum.*</u>
<b>PUBLIC SAFETY</b>	1,255.50	65.79	65.79	\$101,197,586	46.55	46.55
<b>PUBLIC WORKS</b>	230.25	12.07	77.86	\$32,506,054	14.95	61.51
^ <b>CAPITAL IMPROVEMENTS</b>				\$22,415,458	10.31	71.82
<b>PARKS, REC &amp; CULTURAL SERVICES</b>	163.75	8.58	86.44	\$17,257,091	7.94	79.76
** <b>OTHER</b>	258.75	13.56	100.00	\$43,999,254	20.24	100.00
<b>Total</b>	<b>1,908.25</b>	<b>100.00</b>	<b>100.00</b>	<b>\$217,375,443</b>	<b>100.00</b>	<b>100.00</b>

### TABOR REFUND

\$0

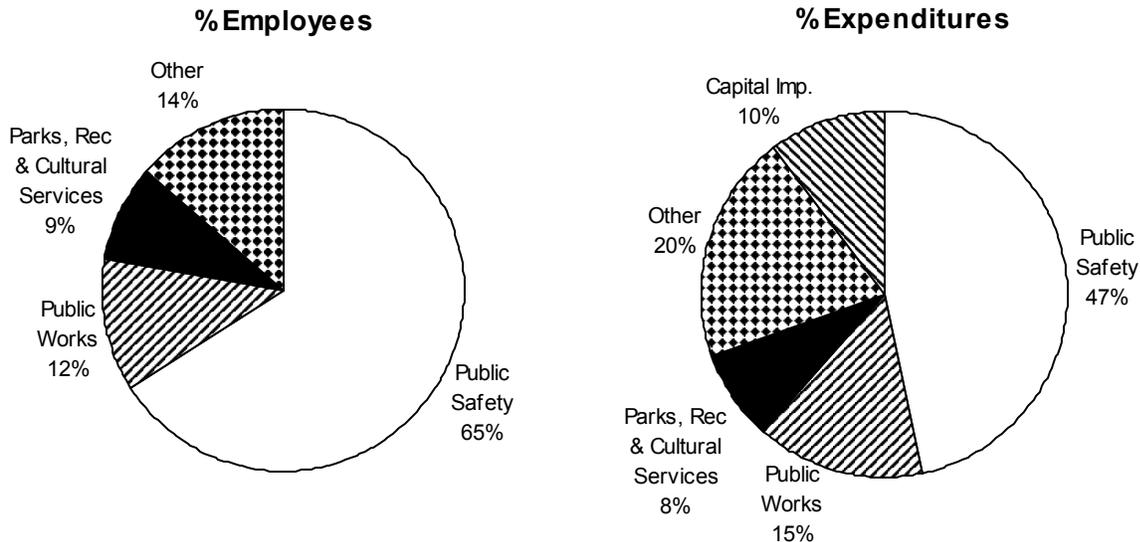
### TOTAL GENERAL FUND BUDGET

\$217,375,443

\*Cumulative Percentage

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

^ Includes \$14,441,061 designated for CIP and \$7,974,397 for SCIP proposed bonds.



**2002 BUDGET**  
**Expenditure Summary Table**  
**General Fund and Internal Service Funds**

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>GENERAL FUND</b>				
<b>APPOINTEES</b>				
<b>City Attorney</b>				
Salaries/Benefits	\$2,503,807	\$2,597,206	\$3,008,718	\$3,161,007
Operating	\$84,642	\$125,748	\$242,062	\$245,956
Capital	\$48,768	\$29,701	\$25,995	\$39,995
<b>Total</b>	<b>\$2,637,217</b>	<b>\$2,752,655</b>	<b>\$3,276,775</b>	<b>\$3,446,958</b>
<i>FTE</i>	<i>40.0</i>	<i>40.0</i>	<i>42.0</i>	<i>43.0</i>
<b>City Auditor</b>				
Salaries/Benefits	\$423,833	\$501,390	\$596,719	\$624,072
Operating	\$50,876	\$78,860	\$58,199	\$40,492
Capital	\$0	\$8,423	\$32,225	\$16,125
<b>Total</b>	<b>\$474,709</b>	<b>\$588,673</b>	<b>\$687,143</b>	<b>\$680,689</b>
<i>FTE</i>	<i>7.0</i>	<i>8.0</i>	<i>8.0</i>	<i>8.0</i>
<b>City Clerk</b>				
Salaries/Benefits	\$432,005	\$440,343	\$540,557	\$564,294
Operating	\$283,731	\$253,993	\$416,021	\$188,051
Capital	\$599	\$1,963	\$45,726	\$43,515
<b>Total</b>	<b>\$716,335</b>	<b>\$696,299</b>	<b>\$1,002,304</b>	<b>\$795,860</b>
<i>FTE</i>	<i>9.0</i>	<i>9.0</i>	<i>10.0</i>	<i>10.0</i>
<b>City Council</b>				
Salaries/Benefits	\$67,026	\$66,527	\$66,842	\$66,707
Operating	\$67,268	\$61,747	\$88,780	\$82,812
Capital	\$7,134	\$5,216	\$14,000	\$14,000
<b>Total</b>	<b>\$141,428</b>	<b>\$133,490</b>	<b>\$169,622</b>	<b>\$163,519</b>
<i>FTE</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>
<b>Municipal Court</b>				
Salaries/Benefits	\$1,440,146	\$1,460,676	\$1,671,875	\$1,826,983
Operating	\$1,356,732	\$1,384,906	\$1,598,003	\$1,682,003
Capital	\$9,430	\$6,597	\$24,000	\$15,850
<b>Total</b>	<b>\$2,806,308</b>	<b>\$2,852,179</b>	<b>\$3,293,878</b>	<b>\$3,524,836</b>
<i>FTE</i>	<i>35.0</i>	<i>35.0</i>	<i>35.0</i>	<i>36.5</i>
<b>PUBLIC SAFETY</b>				
<b>Fire</b>				
Salaries/Benefits	\$26,594,969	\$28,545,942	\$31,725,782	\$33,080,969
Operating	\$2,255,159	\$2,757,968	\$3,064,778	\$2,704,345
Capital	\$483,598	\$939,383	\$565,499	\$903,140
<b>Total</b>	<b>\$29,333,726</b>	<b>\$32,243,293</b>	<b>\$35,356,059</b>	<b>\$36,688,454</b>
<i>FTE</i>	<i>398.0</i>	<i>415.5</i>	<i>421.5</i>	<i>425.5</i>
<b>Police</b>				
Salaries/Benefits	\$44,692,319	\$47,792,705	\$53,508,165	\$56,393,440
Operating	\$4,616,853	\$4,835,564	\$5,775,878	\$6,204,273
Capital	\$1,527,855	\$1,850,297	\$1,952,890	\$1,911,419
<b>Total</b>	<b>\$50,837,027</b>	<b>\$54,478,566</b>	<b>\$61,236,933</b>	<b>\$64,509,132</b>
<i>FTE</i>	<i>759.0</i>	<i>807.0</i>	<i>820.0</i>	<i>830.0</i>

**2002 BUDGET**  
**Expenditure Summary Table**  
**General Fund and Internal Service Funds**

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>CITY MANAGEMENT</b>				
<b>Budget and Financial Analysis</b>				
Salaries/Benefits	\$470,469	\$479,299	\$512,472	\$629,452
Operating	\$52,928	\$67,208	\$69,307	\$47,454
Capital	\$4,825	\$0	\$3,500	\$16,000
<b>Total</b>	<b>\$528,222</b>	<b>\$546,507</b>	<b>\$585,279</b>	<b>\$692,906</b>
<i>FTE</i>	7.0	7.0	7.0	8.0
<b>Business Planning</b>				
Salaries/Benefits	\$300,088	\$0	\$0	\$0
Operating	\$14,320	\$0	\$0	\$0
Capital	\$7,000	\$0	\$0	\$0
<b>Total</b>	<b>\$321,408</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>FTE</i>	5.0	0.0	0.0	0.0
<b>City Manager</b>				
Salaries/Benefits	\$813,668	\$808,357	\$715,370	\$715,136
Operating	\$110,622	\$96,970	\$119,090	\$110,672
Capital	\$4,414	\$5,605	\$5,396	\$5,396
<b>Total</b>	<b>\$928,704</b>	<b>\$910,932</b>	<b>\$839,856</b>	<b>\$831,204</b>
<i>FTE</i>	11.0	11.0	9.0	8.0
<b>Employee Services</b>				
Salaries/Benefits	\$697,785	\$825,158	\$1,077,728	\$1,180,345
Operating	\$207,619	\$123,734	\$217,135	\$228,923
Capital	\$6,172	\$3,233	\$9,050	\$6,350
<b>Total</b>	<b>\$911,576</b>	<b>\$952,125</b>	<b>\$1,303,913</b>	<b>\$1,415,618</b>
<i>FTE</i>	13.0	13.0	15.0	15.0
<b>Finance</b>				
Salaries/Benefits	\$2,120,267	\$2,235,709	\$2,518,538	\$2,684,822
Operating	\$266,539	\$215,652	\$314,558	\$311,634
Capital	\$24,088	\$15,141	\$23,619	\$24,400
<b>Total</b>	<b>\$2,410,894</b>	<b>\$2,466,502</b>	<b>\$2,856,715</b>	<b>\$3,020,856</b>
<i>FTE</i>	40.5	40.5	43.5	43.75
<b>Public Communications</b>				
Salaries/Benefits	\$429,848	\$342,357	\$486,017	\$577,681
Operating	\$134,577	\$101,561	\$139,310	\$123,334
Capital	\$3,122	\$879	\$41,000	\$6,000
<b>Total</b>	<b>\$567,547</b>	<b>\$444,797</b>	<b>\$666,327</b>	<b>\$707,015</b>
<i>FTE</i>	6.0	6.0	7.0	8.0
<b>PARKS, RECREATION AND CULTURAL SERVICES</b>				
<b>Cultural Services</b>				
Salaries/Benefits	\$1,056,729	\$1,113,310	\$1,193,693	\$1,250,553
Operating	\$224,831	\$246,181	\$259,805	\$263,468
Capital	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,281,560</b>	<b>\$1,359,491</b>	<b>\$1,453,498</b>	<b>\$1,514,021</b>
<i>FTE</i>	17.5	17.5	18.0	18.0

**2002 BUDGET**  
**Expenditure Summary Table**  
**General Fund and Internal Service Funds**

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Design &amp; Development</b>				
Salaries/Benefits	\$348,612	\$349,228	\$342,162	\$359,296
Operating	\$19,170	\$26,884	\$34,882	\$34,809
Capital	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$367,782</b>	<b>\$376,112</b>	<b>\$377,044</b>	<b>\$394,105</b>
<i>FTE</i>	5.0	5.0	5.0	5.0
<b>Forestry</b>				
Salaries/Benefits	\$741,352	\$803,295	\$866,804	\$920,875
Operating	\$301,222	\$293,280	\$308,594	\$307,281
Capital	\$3,000	\$2,497	\$3,000	\$3,000
<b>Total</b>	<b>\$1,045,574</b>	<b>\$1,099,072</b>	<b>\$1,178,398</b>	<b>\$1,231,156</b>
<i>FTE</i>	15.0	15.0	15.0	15.0
<b>Park Maintenance, Trails and Open Space</b>				
Salaries/Benefits	\$4,282,259	\$4,522,735	\$4,865,156	\$5,160,683
Operating	\$1,956,806	\$2,370,877	\$2,410,712	\$2,424,837
Capital	\$60,733	\$70,374	\$81,294	\$78,360
<b>Total</b>	<b>\$6,299,798</b>	<b>\$6,963,986</b>	<b>\$7,357,162</b>	<b>\$7,663,880</b>
<i>FTE</i>	82.0	85.0	85.0	85.0
<b>Parks, Recreation and Cultural Services Support</b>				
Salaries/Benefits	\$872,935	\$891,804	\$944,185	\$991,376
Operating	\$390,033	\$526,111	\$666,099	\$671,669
Capital	\$290,924	\$527,732	\$501,691	\$462,010
<b>Total</b>	<b>\$1,553,892</b>	<b>\$1,945,647</b>	<b>\$2,111,975</b>	<b>\$2,125,055</b>
<i>FTE</i>	14.5	15.75	15.75	15.75
<b>Youth and Recreation</b>				
Salaries/Benefits	\$1,833,205	\$1,859,982	\$2,366,795	\$2,672,318
Operating	\$1,166,536	\$1,170,158	\$1,461,710	\$1,656,556
Capital	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$2,999,741</b>	<b>\$3,030,140</b>	<b>\$3,828,505</b>	<b>\$4,328,874</b>
<i>FTE</i>	21.0	21.0	24.0	25.0
<b>NEIGHBORHOOD SERVICES</b>				
<b>Community and Senior Centers</b>				
Salaries/Benefits	\$1,900,298	\$1,982,881	\$2,258,224	\$2,320,573
Operating	\$584,337	\$632,134	\$741,340	\$767,389
Capital	\$24,108	\$0	\$3,075	\$3,075
<b>Total</b>	<b>\$2,508,743</b>	<b>\$2,615,015</b>	<b>\$3,002,639</b>	<b>\$3,091,037</b>
<i>FTE</i>	27.25	27.25	28.50	29.0
<b>Neighborhood Services</b>				
Salaries/Benefits	\$178,213	\$215,466	\$229,384	\$264,469
Operating	\$841,831	\$815,246	\$777,501	\$798,002
Capital	\$0	\$4,222	\$750	\$600
<b>Total</b>	<b>\$1,020,044</b>	<b>\$1,034,934</b>	<b>\$1,007,635</b>	<b>\$1,063,071</b>
<i>FTE</i>	3.0	3.0	3.0	3.0

**2002 BUDGET**  
**Expenditure Summary Table**  
**General Fund and Internal Service Funds**

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>CITY PLANNING</b>				
<b>Comprehensive Planning/Land Use</b>				
Salaries/Benefits	\$522,661	\$530,115	\$603,705	\$629,014
Operating	\$255,229	\$245,052	\$333,667	\$37,067
Capital	\$10,463	\$0	\$1,922	\$1,922
<b>Total</b>	<b>\$788,353</b>	<b>\$775,167</b>	<b>\$939,294</b>	<b>\$668,003</b>
<i>FTE</i>	8.0	7.0	8.0	8.0
<b>Development Review</b>				
Salaries/Benefits	\$1,469,034	\$1,476,285	\$1,560,238	\$1,635,859
Operating	\$151,763	\$154,972	\$167,881	\$162,318
Capital	\$38,579	\$17,353	\$21,500	\$27,500
<b>Total</b>	<b>\$1,659,376</b>	<b>\$1,648,610</b>	<b>\$1,749,619</b>	<b>\$1,825,677</b>
<i>FTE</i>	29.0	29.0	25.5	25.5
<b>Planning Data Systems</b>				
Salaries/Benefits	\$244,762	\$318,746	\$274,005	\$369,691
Operating	\$45,503	\$37,759	\$51,783	\$42,120
Capital	\$12,897	\$7,248	\$4,996	\$4,996
<b>Total</b>	<b>\$303,162</b>	<b>\$363,753</b>	<b>\$330,784</b>	<b>\$416,807</b>
<i>FTE</i>	4.0	4.0	4.0	5.0
<b>CITY DEVELOPMENT</b>				
<b>Economic Development</b>				
Salaries/Benefits	\$244,486	\$241,585	\$315,247	\$325,932
Operating	\$82,903	\$69,446	\$88,940	\$56,796
Capital	\$1,295	\$1,739	\$2,937	\$1,700
<b>Total</b>	<b>\$328,684</b>	<b>\$312,770</b>	<b>\$407,124</b>	<b>\$384,428</b>
<i>FTE</i>	3.0	3.0	3.0	3.0
<b>Urban Projects</b>				
Salaries/Benefits	\$228,972	\$241,237	\$436,316	\$358,003
Operating	\$37,082	\$25,251	\$38,631	\$29,828
Capital	\$500	\$7,415	\$1,900	\$1,900
<b>Total</b>	<b>\$266,554</b>	<b>\$273,903</b>	<b>\$476,847</b>	<b>\$389,731</b>
<i>FTE</i>	3.0	3.0	3.0	3.0
<b>PUBLIC WORKS</b>				
<b>City Engineering</b>				
Salaries/Benefits	\$2,331,727	\$2,502,205	\$3,272,558	\$3,516,301
Operating	(\$15,950)	\$146,970	\$385,910	\$391,225
Capital	\$100,473	\$161,439	\$124,350	\$91,100
<b>Total</b>	<b>\$2,416,250</b>	<b>\$2,810,614</b>	<b>\$3,782,818</b>	<b>\$3,998,626</b>
<i>FTE</i>	39.0	39.0	50.0	50.0
<b>Public Works Support</b>				
Salaries/Benefits	\$0	\$0	\$382,190	\$392,081
Operating	\$0	\$0	\$106,347	\$52,582
Capital	\$0	\$0	\$0	\$13,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$488,537</b>	<b>\$457,663</b>
<i>FTE</i>	0.0	0.0	4.0	4.0

**2002 BUDGET**  
**Expenditure Summary Table**  
**General Fund and Internal Service Funds**

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Streets</b>				
Salaries/Benefits	\$5,713,504	\$6,110,817	\$6,251,294	\$6,716,108
Operating	\$795,114	\$810,367	\$818,345	\$847,753
Capital	\$1,387,529	\$1,079,676	\$1,719,412	\$1,827,732
<b>Total</b>	<b>\$7,896,147</b>	<b>\$8,000,860</b>	<b>\$8,789,051</b>	<b>\$9,391,593</b>
<i>FTE</i>	<i>125.0</i>	<i>125.0</i>	<i>121.0</i>	<i>120.0</i>
<b>Transit System</b>				
Salaries/Benefits	\$101,407	\$108,467	\$113,550	\$120,934
Operating	\$8,070,631	\$8,185,289	\$8,478,011	\$9,017,733
Capital	\$1,059,497	\$474,334	\$230,900	\$230,900
<b>Total</b>	<b>\$9,231,535</b>	<b>\$8,768,090</b>	<b>\$8,822,461</b>	<b>\$9,369,567</b>
<i>FTE</i>	<i>1.0</i>	<i>1.0</i>	<i>1.0</i>	<i>1.0</i>
<b>Transportation Engineering</b>				
Salaries/Benefits	\$2,841,528	\$2,918,759	\$3,475,326	\$3,715,808
Operating	\$843,538	\$853,287	\$5,043,839	\$5,216,783
Capital	\$179,531	\$201,268	\$368,934	\$356,014
<b>Total</b>	<b>\$3,864,597</b>	<b>\$3,973,314</b>	<b>\$8,888,099</b>	<b>\$9,288,605</b>
<i>FTE</i>	<i>45.5</i>	<i>47.5</i>	<i>54.25</i>	<i>55.25</i>
<b>INTERNAL SUPPORT</b>				
<b>Safety Services</b>				
Salaries/Benefits	\$95,853	\$107,894	\$116,531	\$177,059
Operating	\$48,585	\$62,261	\$69,017	\$68,802
Capital	\$17,920	\$228	\$0	\$0
<b>Total</b>	<b>\$162,358</b>	<b>\$170,383</b>	<b>\$185,548</b>	<b>\$245,861</b>
<i>FTE</i>	<i>2.0</i>	<i>2.0</i>	<i>2.0</i>	<i>2.0</i>
<b>GENERAL COSTS</b>				
<b>General Costs</b>				
Salaries/Benefits	\$849,400	\$1,255,616	\$1,883,242	\$1,983,242
Operating	\$8,728,650	\$7,734,789	\$4,755,108	\$4,231,278
Capital	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$9,578,050</b>	<b>\$8,990,405</b>	<b>\$6,638,350</b>	<b>\$6,214,520</b>
<b>Debt Service</b>	\$3,356,436	\$3,354,460	\$3,352,665	\$3,352,815
<b>Internal Service Charges</b>	\$10,413,090	\$11,048,284	\$10,605,635	\$11,067,843
<b>TABOR Refund</b>	\$0	\$0	\$125,370	\$0
<b>General Fund C.I.P.</b>	\$27,976,627	\$13,651,964	\$15,332,088	\$14,441,061
<b>SCIP Pay-as-you-go Projects</b>	\$0	\$0	\$0	\$7,974,397
<b>GENERAL FUND TOTAL</b>	<b>\$187,933,454</b>	<b>\$181,632,992</b>	<b>\$202,505,950</b>	<b>\$217,375,443</b>
<i>F.T.E.</i>	<i>1,775.25</i>	<i>1,842.00</i>	<i>1,888.00</i>	<i>1,908.25</i>

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

**2002 BUDGET**  
**Expenditure Summary Table**  
**General Fund and Internal Service Funds**

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>INTERNAL SERVICE FUNDS</b>				
<b>Facilities Management</b>				
Salaries/Benefits	\$946,594	\$1,061,930	\$1,203,141	\$1,288,817
Operating	\$3,054,528	\$3,169,039	\$3,716,943	\$4,751,755
Capital	\$132,309	\$853,971	\$7,890	\$7,890
<b>Total</b>	<b>\$4,133,431</b>	<b>\$5,084,940</b>	<b>\$4,927,974</b>	<b>\$6,048,462</b>
<i>FTE</i>	20.0	20.0	20.0	20.0
<b>Fleet Management</b>				
Salaries/Benefits	\$3,715,542	\$3,989,689	\$4,139,531	\$4,310,021
Operating	\$5,876,085	\$6,893,942	\$6,520,735	\$6,986,137
Capital	\$208,462	\$47,972	\$140,840	\$121,208
<b>Total</b>	<b>\$9,800,089</b>	<b>\$10,931,603</b>	<b>\$10,801,106</b>	<b>\$11,417,366</b>
<i>FTE</i>	74.0	74.0	74.0	74.0
<b>Information Technology</b>				
Salaries/Benefits	\$2,025,391	\$2,352,280	\$2,773,105	\$2,899,650
Operating	\$1,888,597	\$1,824,683	\$2,041,035	\$2,185,178
Capital	(\$4,037)	\$88,864	\$194,545	\$163,612
<b>Total</b>	<b>\$3,909,951</b>	<b>\$4,265,827</b>	<b>\$5,008,685</b>	<b>\$5,248,440</b>
<i>FTE</i>	29.0	30.0	34.0	35.0
<b>Office Services</b>				
Salaries/Benefits	\$661,238	\$693,948	\$777,536	\$822,569
Operating	\$1,238,044	\$1,292,027	\$1,332,794	\$1,334,189
Capital	\$27,789	\$21,397	\$0	\$25,500
<b>Total</b>	<b>\$1,927,071</b>	<b>\$2,007,372</b>	<b>\$2,110,330</b>	<b>\$2,182,258</b>
<i>FTE</i>	16.0	16.0	16.0	16.0
<b>Radio Communications</b>				
Salaries/Benefits	\$416,346	\$458,102	\$656,093	\$675,141
Operating	\$422,280	\$314,032	\$282,584	\$375,085
Capital	\$47,286	\$74,311	\$19,500	\$19,500
<b>Total</b>	<b>\$885,912</b>	<b>\$846,445</b>	<b>\$958,177</b>	<b>\$1,069,726</b>
<i>FTE</i>	8.0	8.0	8.0	8.0
<b>Real Estate Services</b>				
Salaries/Benefits	\$295,774	\$280,973	\$307,381	\$318,393
Operating	\$81,504	\$71,767	\$75,870	\$72,010
Capital	\$234	\$0	\$0	\$0
<b>Total</b>	<b>\$377,512</b>	<b>\$352,740</b>	<b>\$383,251</b>	<b>\$390,403</b>
<i>FTE</i>	5.0	5.0	5.0	5.0
<b>Risk Management</b>				
Salaries/Benefits	\$589,589	\$610,249	\$656,442	\$689,680
Operating	\$207,055	\$232,608	\$267,019	\$277,526
Capital	\$15,021	\$8,130	\$0	\$0
<b>Total</b>	<b>\$811,665</b>	<b>\$850,987</b>	<b>\$923,461</b>	<b>\$967,206</b>
<i>FTE</i>	11.0	11.0	11.0	11.0
<b>FUND TOTAL</b>	<b>\$21,845,631</b>	<b>\$24,339,914</b>	<b>\$25,112,984</b>	<b>\$27,323,861</b>
<i>FTE</i>	<b>163.00</b>	<b>164.00</b>	<b>168.00</b>	<b>169.00</b>

**2002 BUDGET**  
**Expenditure Summary Table**  
**Colorado Springs Companies**

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>COLORADO SPRINGS COMPANIES</b>				
<b>Airport</b>				
Salaries/Benefits	\$4,789,092	\$5,150,090	\$5,567,962	\$5,960,838
Operating	\$5,704,718	\$5,853,300	\$6,769,604	\$6,823,464
Capital	\$490,184	\$231,016	\$356,085	\$458,191
Debt Service	\$6,126,267	\$6,132,798	\$6,132,998	\$6,131,550
<b>Total</b>	<b>\$17,110,261</b>	<b>\$17,367,204</b>	<b>\$18,826,649</b>	<b>\$19,374,043</b>
<i>FTE</i>	<i>107.0</i>	<i>107.0</i>	<i>107.0</i>	<i>107.0</i>
<b>Cemeteries</b>				
Salaries/Benefits	\$605,903	\$626,106	\$751,482	\$712,411
Operating	\$428,143	\$428,831	\$487,839	\$519,698
Capital	\$898,739	\$917,035	\$80,400	\$90,000
CIP Projects	\$0	\$0	\$95,605	\$0
<b>Total</b>	<b>\$1,932,785</b>	<b>\$1,971,972</b>	<b>\$1,415,326</b>	<b>\$1,322,109</b>
<i>FTE</i>	<i>13.0</i>	<i>13.0</i>	<i>13.0</i>	<i>12.0</i>
<b>Human Services Complex</b>				
Salaries/Benefits	\$37,481	\$35,888	\$40,573	\$42,195
Operating	\$112,316	\$116,089	\$119,413	\$121,355
Capital	\$0	\$0	\$0	\$0
CIP Projects	\$33,969	\$24,970	\$155,000	\$80,000
<b>Total</b>	<b>\$183,766</b>	<b>\$176,947</b>	<b>\$314,986</b>	<b>\$243,550</b>
<i>FTE</i>	<i>1.0</i>	<i>1.0</i>	<i>1.0</i>	<i>1.0</i>
<b>Parking System</b>				
Salaries/Benefits	\$283,903	\$276,511	\$431,521	\$549,031
Operating	\$555,066	\$577,656	\$790,520	\$799,368
Capital	\$354,548	\$365,929	\$3,530,000	\$119,000
CIP Projects	\$598,420	\$704,926	\$705,026	\$1,264,139
<b>Total</b>	<b>\$1,791,937</b>	<b>\$1,925,022</b>	<b>\$5,457,067</b>	<b>\$2,731,538</b>
<i>FTE</i>	<i>9.0</i>	<i>9.0</i>	<i>9.0</i>	<i>9.0</i>
<b>Patty Jewett Golf Course</b>				
Salaries/Benefits	\$521,581	\$538,057	\$615,051	\$645,598
Operating	\$736,590	\$783,642	\$784,998	\$842,571
Capital	\$205,925	\$360,923	\$382,587	\$332,130
<b>Total</b>	<b>\$1,464,096</b>	<b>\$1,682,622</b>	<b>\$1,782,636</b>	<b>\$1,820,299</b>
<i>FTE</i>	<i>9.5</i>	<i>9.5</i>	<i>9.5</i>	<i>9.5</i>
<b>Pikes Peak – America's Mountain</b>				
Salaries/Benefits	\$1,287,436	\$1,278,938	\$1,462,851	\$1,535,104
Operating	\$1,183,506	\$1,325,567	\$1,672,312	\$1,684,860
Capital	\$58,320	\$89,135	\$181,000	\$16,786
<b>Total</b>	<b>\$2,529,262</b>	<b>\$2,693,640</b>	<b>\$3,316,163</b>	<b>\$3,236,750</b>
<i>FTE</i>	<i>23.0</i>	<i>23.0</i>	<i>24.0</i>	<i>24.0</i>
<b>Valley Hi Golf Course</b>				
Salaries/Benefits	\$252,439	\$272,560	\$317,849	\$341,775
Operating	\$544,365	\$583,005	\$608,684	\$619,550
Capital	\$129,417	\$170,466	\$161,451	\$172,797
<b>Total</b>	<b>\$926,221</b>	<b>\$1,026,031</b>	<b>\$1,087,984</b>	<b>\$1,134,122</b>
<i>FTE</i>	<i>5.0</i>	<i>5.0</i>	<i>5.0</i>	<i>5.0</i>

**2002 BUDGET**  
**Expenditure Summary Table**  
**Grant Funds**

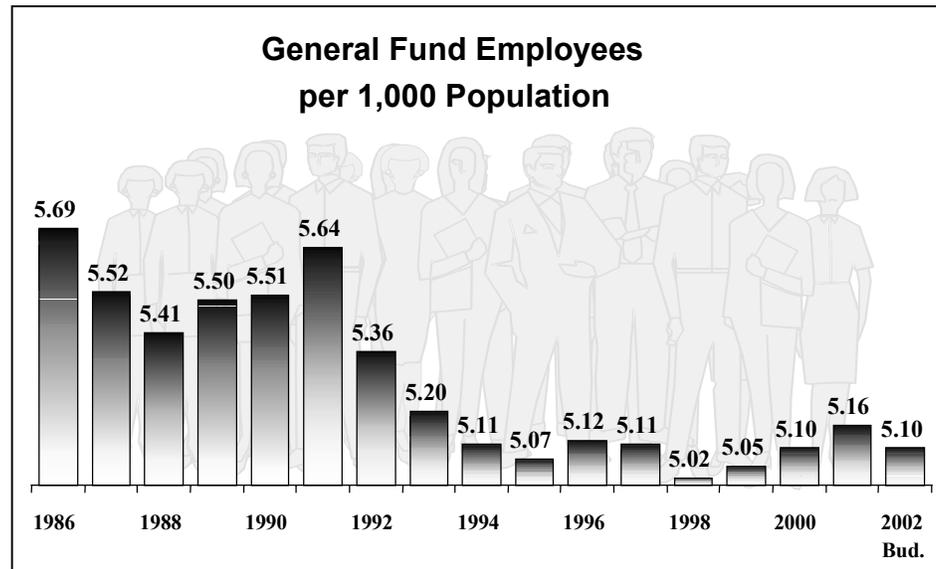
	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>COMMUNITY DEVELOPMENT GRANTS</b>				
<b>C.D.B.G., H.O.M.E., HOPE III, and Emergency Shelter Grant (E.S.G.)</b>				
Salaries/Benefits	\$1,342,619	\$1,367,980	\$1,393,083	\$1,512,908
Operating	\$4,784,886	\$9,288,367	\$4,241,917	\$7,638,200
Capital	\$300	\$0	\$0	\$0
<b>Total</b>	<b>\$6,127,805</b>	<b>\$10,656,347</b>	<b>\$5,635,000</b>	<b>\$9,151,108</b>
<i>FTE</i>	<i>21.0</i>	<i>21.0</i>	<i>22.0</i>	<i>22.0</i>
<b>DEVELOPMENT REVIEW ENTERPRISE</b>				
<b>Development Review Enterprise</b>				
Salaries/Benefits	\$0	\$0	\$414,908	\$448,354
Operating	\$0	\$0	\$106,322	\$122,092
Capital	\$0	\$0	\$17,300	\$4,300
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$538,530</b>	<b>\$574,746</b>
<i>FTE</i>	<i>0.0</i>	<i>0.0</i>	<i>7.5</i>	<i>7.5</i>

# Position Summary

## GENERAL FUND

The 2002 Budget provides for a total of 1,908.25 full-time equivalent (FTE) permanent positions in the General Fund, which reflects a net addition of 20.25 new positions (1.07 percent) from the 2001 Budget. Approximately 69 percent (14) of these new positions are in Police and Fire.

*Over the past ten years, the General Fund employees per 1,000 population has decreased almost 5 percent.*

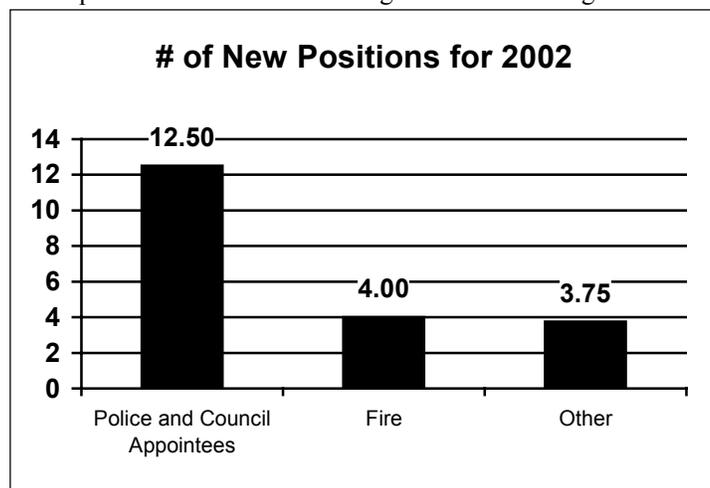


### **12.5 New Positions are Added for the Intersection Safety Program**

Nine new police officers are reflected in the 2002 Budget. These officers will be dedicated to the Intersection Safety Program which was created as the Red Light Enforcement Program in 2001 to reduce traffic accidents and fatalities. One attorney is added to the City Attorney's Office and 1.5 clerks are added to Municipal Court to handle the increased workload from the Intersection Safety Program. In addition, a commercial vehicle enforcement officer is added to Police to inspect commercial vehicles for compliance with vehicle regulations.

### **4 New Positions are Added in Fire**

Four FTE positions are added to the Fire Department in the 2002 Budget. Two positions are in the Office of Emergency Management (OEM). These positions, an OEM manager and a secretary, were grant funded and are being made permanent. These positions are converted to regular status to recognize the necessary staffing level given the disaster risks of the



community and the need for ongoing training. A fire code inspector is added in Prevention to address the rapidly growing inspection workload, and a maintenance service worker is added as a result of the new Fire Department Complex opening.

### **1.25 New Positions are Added in City Management**

A total of 1.25 new positions are added in the City Management Group. One of these positions is a principal analyst in the Office of Budget and Financial Analysis to assist with the enhancement of the Strategic Plan, financial analysis, and to assist in the labor-intensive budget process. The Purchasing and Contracts section of Finance will increase a buyer position from half-time to three-quarters time (0.25 FTE) to maintain current service level.

### **Other General Fund Position Changes**

One position is transferred from the Streets Unit to the Transportation Engineering Unit in the Public Works Group. One position is added in the Youth and Recreation Unit of the Parks, Recreation and Cultural Services Group as a result of a split of a recreation program coordinator position into two recreation assistant positions during 2001. One Senior GIS Analyst is added in the Planning Data Systems Unit of the City Planning Group to provide GIS data and to support the implementation of the new comprehensive plan. Also, one half-time office specialist position (0.5 FTE) is added by reallocating existing resources, in the Community and Senior Centers Unit of the Neighborhood Services Group to increase customer service at Otis Community Center.

<b>Number of Employees – General Fund by Department</b>						
<b><u>Year</u></b>	<b><u>Police</u></b>	<b><u>Fire</u></b>	<b><u>Public Works</u></b>	<b><u>All Other</u></b>	<b><u>Total</u></b>	<b><u>Population</u></b>
1992	624	377.0	161.50	430.50	1,593.00	295,454
2002	<u>830</u>	<u>425.5</u>	<u>230.25</u>	<u>422.50</u>	<u>1,908.25</u>	<u>374,300</u>
<b>Change</b>	<b>206</b>	<b>48.5</b>	<b>68.75</b>	<b>(8.00)</b>	<b>315.25</b>	<b>78,846</b>
<b>% Change</b>	<b>33.01</b>	<b>12.86</b>	<b>42.57</b>	<b>(1.86)</b>	<b>19.79</b>	<b>26.69</b>

The Police change from 1992 to 2002 of 206 positions includes:

- ⇒ 135 uniformed (144 officers added, plus 7 Park Police reclassified from civilian to uniformed, minus 13 officers transferred to the Airport Enterprise Fund, and minus 2 Park Police reclassified from uniformed to civilian)
- ⇒ 70 civilian (78 civilians added of which 24 positions were transferred in, 17 from Fire Communications Center and 7 Code Enforcement positions from the All Other category, minus 7 Park Police reclassified from civilian to uniformed, minus 3 Parking Enforcement positions transferred to the Parking Enterprise Fund, plus 2 positions reclassified from uniformed to civilian, plus 1 mechanic and 1 evidence technician)

### **INTERNAL SERVICES AND SPECIAL REVENUE FUNDS**

One new position is authorized in the Department of Information Technology in the Internal Support Group. During 2001, the information system supervisor (special position) for the Criminal Justice Information System (CJIS) was transferred from the Police Department to Information Technology. For 2002, the position is converted to a permanent employee.

### **ENTERPRISE FUNDS**

No additional positions have been authorized for the Enterprise Funds. However, an office specialist in Cemeteries is removed in 2002 and the current staff will absorb that position's duties.

*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.*

## 2002 POSITION SUMMARY TABLE

	1999 Actual	2000 Actual	2001 Budget	2002 Budget	Difference: 2002 Budget - 2001 Budget
<b>General Fund</b>					
<b>Council Appointees</b>					
City Attorney	40.00	40.00	42.00	43.00	1.00
City Auditor	7.00	8.00	8.00	8.00	0.00
City Clerk	9.00	9.00	10.00	10.00	0.00
Municipal Court	35.00	35.00	35.00	36.50	1.50
<b>City Management</b>					
Office of Budget and Financial Analysis	7.00	7.00	7.00	8.00	1.00
Business Planning (now in Information Tech)	5.00	3.00	0.00	0.00	0.00
Office of the City Manager	11.00	11.00	9.00	8.00	-1.00
Employee Services	13.00	13.00	15.00	15.00	0.00
Finance	40.50	40.50	43.50	43.75	0.25
Public Communications	6.00	6.00	7.00	8.00	1.00
<b>Public Safety</b>					
Fire	398.00	415.50	421.50	425.50	4.00
Police	759.00	807.00	820.00	830.00	10.00
<b>Public Works</b>					
City Engineering	39.00	39.00	50.00	50.00	0.00
Public Works Support	0.00	0.00	4.00	4.00	0.00
Streets	125.00	125.00	121.00	120.00	-1.00
Transit Services	1.00	1.00	1.00	1.00	0.00
Transportation Engineering	45.50	47.50	54.25	55.25	1.00
<b>Parks, Recreation &amp; Cultural Services</b>					
Cultural Services	17.50	17.50	18.00	18.00	0.00
Design and Development	5.00	5.00	5.00	5.00	0.00
Forestry	15.00	15.00	15.00	15.00	0.00
Park Maintenance, Trails & Open Space	82.00	85.00	85.00	85.00	0.00
Parks, Recreation & Cultural Services Support	14.50	15.75	15.75	15.75	0.00
Youth and Recreation	21.00	21.00	24.00	25.00	1.00
<b>Neighborhood Services</b>					
Community and Senior Centers	27.25	27.25	28.50	29.00	0.50
Neighborhood Services	3.00	3.00	3.00	3.00	0.00
<b>City Planning</b>					
Comprehensive Planning/Land Use	8.00	7.00	8.00	8.00	0.00
Development Review	29.00	29.00	25.50	25.50	0.00
Planning Data Systems	4.00	4.00	4.00	5.00	1.00
<b>City Development</b>					
Economic Development	3.00	3.00	3.00	3.00	0.00
Urban Projects	3.00	3.00	3.00	3.00	0.00
<b>Internal Support</b>					
Safety Office	2.00	2.00	2.00	2.00	0.00
<b>General Fund Total</b>	<b>1,775.25</b>	<b>1,845.00</b>	<b>1,888.00</b>	<b>1,908.25</b>	<b>20.25</b>

**2002 POSITION SUMMARY TABLE (continued)**

	<b>1999 Actual</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>	<b>Difference: 2001 Budget - 2001 Budget</b>
<b><i>Internal Services Fund</i></b>					
Facilities Management	20.00	20.00	20.00	20.00	0.00
Fleet Management	74.00	74.00	74.00	74.00	0.00
Information Technology	29.00	30.00	34.00	35.00	1.00
Office Services	16.00	16.00	16.00	16.00	0.00
Radio Communications	8.00	8.00	8.00	8.00	0.00
Real Estate Services	5.00	5.00	5.00	5.00	0.00
Risk Management	11.00	11.00	11.00	11.00	0.00
<b><i>Internal Services Fund Total</i></b>	<b>163.00</b>	<b>164.00</b>	<b>168.00</b>	<b>169.00</b>	<b>1.00</b>
<b><i>Enterprise Funds</i></b>					
Airport	107.00	107.00	107.00	107.00	0.00
Cemeteries	13.00	13.00	13.00	12.00	-1.00
Human Services Complex	1.00	1.00	1.00	1.00	0.00
Parking System	9.00	9.00	9.00	9.00	0.00
Patty Jewett Golf	9.50	9.50	9.50	9.50	0.00
Pikes Peak – America’s Mountain	23.00	24.00	24.00	24.00	0.00
Valley Hi Golf	5.00	5.00	5.00	5.00	0.00
<b><i>Enterprise Funds Total</i></b>	<b>167.50</b>	<b>168.50</b>	<b>168.50</b>	<b>167.50</b>	<b>-1.00</b>
<b><i>Special Revenue Funds</i></b>					
Conservation Trust (Lottery)	6.00	6.00	6.00	6.00	0.00
Briargate SIMD	4.75	4.75	4.75	4.75	0.00
Nor’wood SIMD	1.25	1.25	1.25	1.25	0.00
<b><i>Special Revenue Funds Total</i></b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>0.00</b>
<b><i>Community Development Block Grant Fund</i></b>					
CDBG, HOME, and ESG	21.00	21.00	22.00	22.00	0.00
<b><i>CDBG Fund Total</i></b>	<b>21.00</b>	<b>21.00</b>	<b>22.00</b>	<b>22.00</b>	<b>0.00</b>
<b><i>Development Review Enterprise Fund</i></b>					
Development Review Enterprise	0.00	0.00	7.50	7.50	0.00
<b><i>Development Review Enterprise Fund Total</i></b>	<b>0.00</b>	<b>0.00</b>	<b>7.50</b>	<b>7.50</b>	<b>0.00</b>



# City Attorney

Patricia Kelly, City Attorney • 30 South Nevada Avenue, Colorado Springs, CO 80903 • (719) 385-5909 • pkelly@ci.colospgs.co.us

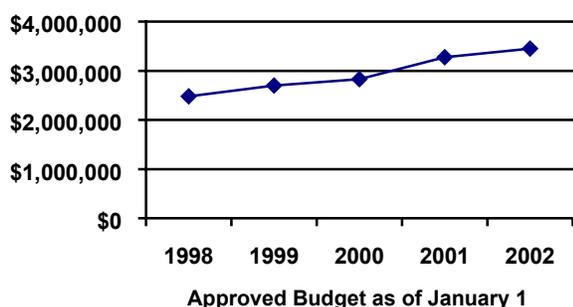
## MISSION

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

## SERVICES

- Advise City Council/Utilities Board
- Prepare reports for City Council
- Advise City Manager
- Advise Chief Executive Officer of Colorado Springs Utilities
- Advise Memorial Hospital Board of Trustees
- Advise Executive Director of Memorial Hospital
- Advise All Boards, Commissions and Committees
- Advise Staff Members of the City and its Enterprises
- Provide litigation services to the City and its Enterprises and Staff
- Represent the City in administrative hearings
- Prosecute City Code violations
- Maintain City Code
- Review and draft legal documents

## BUDGET HISTORY



## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$2,503,807	\$2,597,206	\$3,008,718	\$3,161,007
Operating	84,643	125,748	242,062	245,956
Capital Outlay	48,768	29,701	25,995	39,995
<b>Total</b>	<b>\$2,637,218</b>	<b>\$2,752,655</b>	<b>\$3,276,775</b>	<b>\$3,446,958</b>

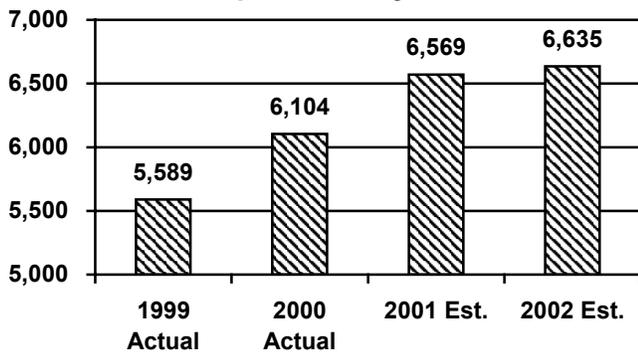
## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Senior Manager	1	1	1	1
Manager	1	1	1	1
Professional	23	23	24	21
Paraprofessional	0	0	0	5
General	15	15	16	15
<b>FTE Total</b>	<b>40</b>	<b>40</b>	<b>42</b>	<b>43</b>

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

**PERFORMANCE INDICATORS**

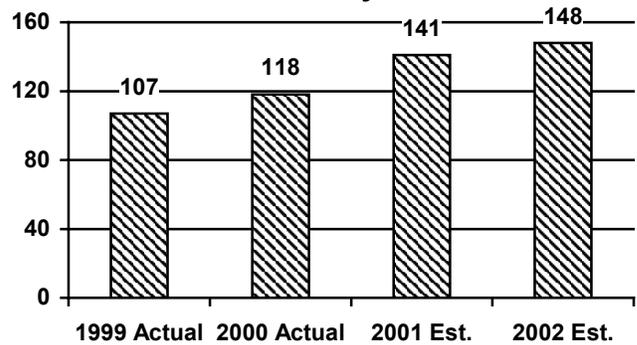
**Prosecution Division Case Totals per Attorney**



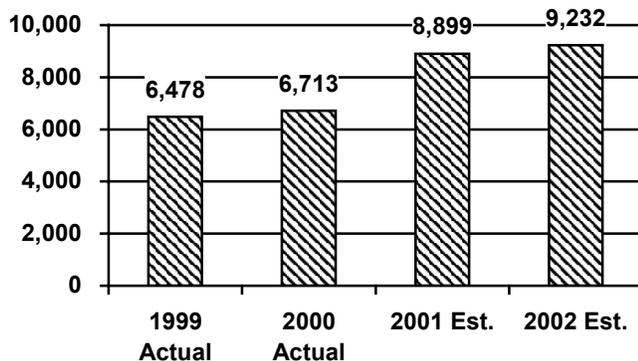
The number of cases concluded by the Prosecution Division increased 1 percent from 1999 to 2000 and is anticipated to increase an additional 2 percent from 2000 through 2001. There are ten full-time attorney positions resulting in the number of cases handled per attorney in 1999 being 5,589. The caseload per attorney position for 2000 was 6,104. A continuation of the developing trend will result in 6,569 cases per position in 2001 and an estimated number of 6,635 for 2002. The total number of FTE positions in the Prosecution Division is 20, which translates to 1 position for every 18,045 citizens in 2000 and every 18,300 citizens in 2001.

The Litigation caseload increased from 1999 to 2000 by two cases per month. From 2000-2001, it is anticipated that increase will rise to four cases per month and to five per month in 2002. Cases are also drastically increasing in complexity. While there are 8 FTE positions in the Litigation Division, an average of 1 position for every 45,111 citizens, there are only 4 attorneys, 1 for every 90,223 citizens in 2000 and every 91,500 citizens in 2001.

**Litigation Division Case Totals per Attorney**



**Corporate/Administration Contacts/Opinions per Attorney**



The number of formal/informal contacts with clients and opinions rendered is projected to increase an average of 11 percent from 1999 through 2001. There are 12 FTE positions in the Corporate/Administration Divisions representing 1 position for every 32,808 citizens in 2000 and 33,272 in 2001.

## **CHANGES TO THE BUDGET**

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- An increase of \$150,642 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$54,428 for 2001 performance pay is removed.
- Onetime 2001 capital funding of \$3,000 for the Intersection Safety Program is removed.
- As a result of the Intersection Safety Program, a total of \$75,575 is included to cover a new attorney position, operating and capital.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$1,250.
- Funding of \$2,644 is included for telecommunication charges.

## **MAJOR OBJECTIVES**

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### **OBJECTIVE – Maintain service excellence.**

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

### **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. Continued education

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

### **OBJECTIVE – Maintain financial health.**

Legal services are provided to enhance financial support for City services. Monthly analysis of expended/remaining funds will allow this office to maintain prudent financial management and set forth the opportunity to utilize profitable resources whenever possible.

### **OBJECTIVE – Increase the availability of legal services.**

Continued availability to explain the law regarding legal issues to allow Council, appointees, organizational units, and enterprises to make knowledgeable decisions is the constant responsibility of this office.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

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

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
51205 CIVILIAN SALARIES	1,986,328	2,055,688	2,424,170	2,570,008
51206 WAGE PKG-SALARIES	(6,853)	0	0	0
51207 WAGE PKG-PERFORMANCE	83,511	56,450	54,428	0
51210 OVERTIME	0	3,786	1,000	1,000
51220 SEASONAL/TEMPORARY	70,308	93,744	64,480	64,480
51240 RETIREMENT/TERMINATION SICK	68	0	0	0
51245 RETIREMENT/TERM VACATION	7,185	4,471	0	0
51260 VACATION BUY	1,509	2,048	0	0
51265 GRIP PROGRAM	6,012	(495)	0	0
51299 SALARIES REIMBURSEMENTS	(6,012)	0	0	0
51610 PERA	209,481	218,540	238,690	246,417
51615 WORKER'S COMPENSATION	6,641	6,939	5,649	7,746
51620 EQUITABLE LIFE INSURANCE	8,153	8,369	9,991	10,574
51625 VISION CARE	2,213	1,914	2,705	2,768
51635 CITY MAJOR MEDICAL PLAN	40	1,899	1,968	1,968
51640 DENTAL INSURANCE	10,188	9,818	13,751	14,775
51665 CASH BACK	8,167	8,533	0	0
51670 PARKING FOR EMPLOYEES	8,922	8,550	10,080	10,080
51690 MEDICARE	24,059	24,962	29,282	31,948
51695 CITY EPO MEDICAL PLAN	83,887	91,990	152,524	199,243
<b>TOTAL SALARY &amp; BENEFITS</b>	<b>2,503,807</b>	<b>2,597,206</b>	<b>3,008,718</b>	<b>3,161,007</b>
52105 MISCELLANEOUS SUPPLIES	590	1,562	0	0
52110 OFFICE SUPPLIES	26,432	24,157	35,610	30,653
52111 PAPER SUPPLIES	0	0	0	4,200
52120 SOFTWARE-MICRO/WORD PROCESS	0	0	6,100	14,400
52122 CELL PHONE EQUIP/SUPPLIES	0	0	675	1,000
52125 GENERAL SUPPLIES	174	12	1,500	500
52135 POSTAGE	5,566	5,552	6,650	7,000
52165 LICENSES & TAGS	(236)	(2,009)	500	200
52220 MAINT-OFFICE MACHINES	5,178	9,935	8,050	8,150
52405 ADVERTISING SERVICES	746	1,608	1,000	2,200
52575 SERVICES	543	493	3,380	3,000
52605 CAR MILEAGE	5,696	5,904	7,000	6,200
52615 DUES & MEMBERSHIP	7,264	8,139	10,890	12,050
52625 MEETING EXPENSES IN TOWN	2,032	1,573	2,893	2,250
52630 TRAINING	0	0	12,600	12,900
52635 SCHOOLING	5,784	8,403	0	0
52645 SUBSCRIPTIONS	11,289	8,450	15,980	10,000
52655 TRAVEL OUT OF TOWN	6,296	7,248	10,000	9,000
52705 COMMUNICATIONS	577	577	102,759	105,903
52735 TELEPHONE-LONG DIST CALLS	2,291	2,908	2,800	2,850
52765 EQUIPMENT LEASE/PURCHASE	0	33,447	0	0
52775 MINOR EQUIPMENT	933	605	2,675	2,500
52874 OFFICE SERVICES PRINTING	3,488	3,382	7,000	7,000
52875 OFFICE SERVICES RECORDS	0	3,802	4,000	4,000
<b>TOTAL OPERATING EXPENSES</b>	<b>84,643</b>	<b>125,748</b>	<b>242,062</b>	<b>245,956</b>

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

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

	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
<b>ACCOUNT</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
53020 MICROS/WORD PROCESSORS	24,975	27,260	22,100	21,295
53030 FURNITURE & FIXTURES	0	2,441	3,895	6,500
53070 VEHICLES - REPLACEMENT	23,793	0	0	0
53090 BUILDINGS & STRUCTURES	0	0	0	12,200
<b>TOTAL CAPITAL OUTLAY</b>	<b>48,768</b>	<b>29,701</b>	<b>25,995</b>	<b>39,995</b>
 <b>ORGANIZATION TOTAL</b>	 <b>2,637,218</b>	 <b>2,752,655</b>	 <b>3,276,775</b>	 <b>3,446,958</b>

# City Auditor



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

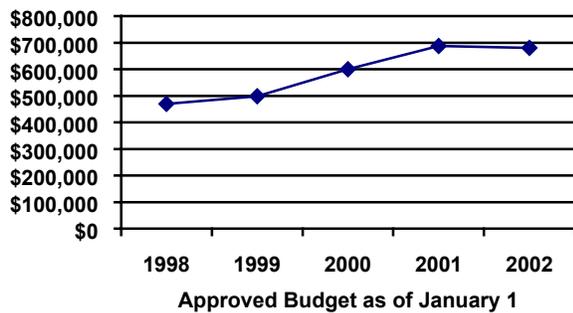
## MISSION

To evaluate the adequacy of financial controls, records and operations and evaluate the effectiveness and efficiency of organizational 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 Financial Audits
- Conduct Regulatory Audits
- Conduct Performance Measurement Audits
- Conduct Information Technology Audits
- Conduct Compliance Audits
- Conduct Special Projects

## BUDGET HISTORY



## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$423,833	\$501,390	\$596,719	\$624,072
Operating	50,876	78,860	58,199	40,492
Capital Outlay	0	8,423	32,225	16,125
<b>Total</b>	<b>\$474,709</b>	<b>\$588,673</b>	<b>\$687,143</b>	<b>\$680,689</b>

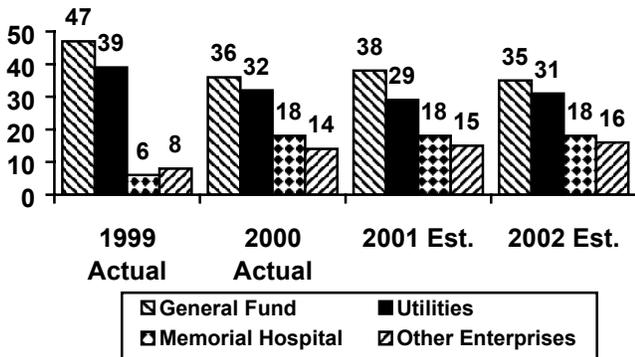
## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Appointee	1	1	1	1
Manager	1	1	1	1
Professional	4	5	5	5
Paraprofessional	1	1	1	1
<b>FTE Total</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>8</b>

During 2000, an additional auditor position was authorized.

**PERFORMANCE INDICATORS**

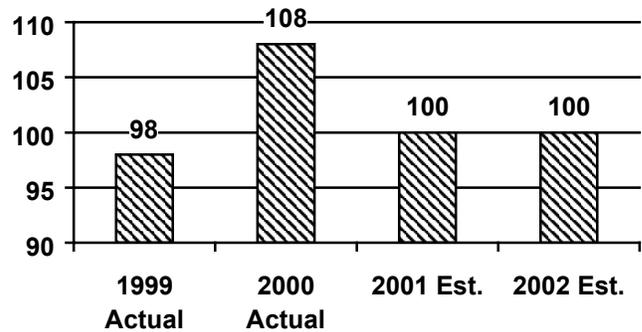
**# of Hours Applied**



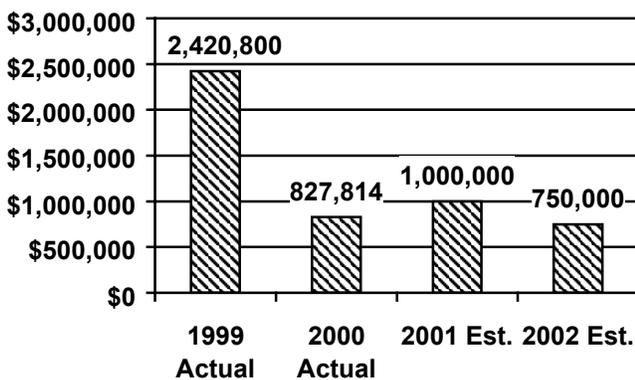
The mix of time spent will fluctuate yearly based on the audit plan of projects adopted by City Council for the year. System projects are on a rotating basis designed to cover all major systems every four years. Other projects are selected based on a risk assessment analysis provided to Council.

The Office always strives for 100 percent completion of the audit plan. In 1999, 1 of 65 projects was delayed. In 2000, 5 more projects were completed than were on the original schedule adopted by Council. The Auditor's Office expects to complete all 80 projects on the 2001 schedule. The 2002 schedule, while not yet adopted by Council, should contain a similar number of assignments.

**% of Audit Plan Completed**



**Economic Impact of Audits**



The graph shows only direct dollar savings opportunities 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 is to have \$0 in savings, which would mean that all projects and contracts audited were being correctly administered, and vendors were all paying the appropriate amounts. The primary function of the office is to assure that proper management controls are in place.

## CHANGES TO THE BUDGET

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- An increase of \$37,848 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$10,495 for 2001 performance pay is removed.
- Rent of \$16,530 is removed due to relocation to the City Administration Building.
- Communication charges of \$214 are removed due to decreased costs associated with relocation.
- Onetime vehicle replacement funding of \$28,600 is removed for 2002.
- Funding of \$12,500 is included for the purchase of five laptop computers.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$963.

## MAJOR OBJECTIVES

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

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

**OBJECTIVE – Enhance efforts related to performance measurement and management.**

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

management and pay for performance systems as well as 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	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	331,275	403,393	498,611	525,682
51206 WAGE PKG-SALARIES	(549)	0	0	0
51207 WAGE PKG-PERFORMANCE	9,654	9,542	10,495	0
51240 RETIREMENT/TERMINATION SICK	11,014	7,264	0	0
51245 RETIREMENT/TERM VACATION	12,890	7,071	0	0
51260 VACATION BUY	863	452	0	0
51610 PERA	34,306	39,271	44,790	46,382
51615 WORKER'S COMPENSATION	1,171	1,237	1,021	1,562
51620 EQUITABLE LIFE INSURANCE	1,256	1,562	2,082	2,190
51625 VISION CARE	368	395	500	500
51640 DENTAL INSURANCE	1,696	1,995	2,577	2,706
51655 RETIRED EMP MEDICAL INS	91	0	0	0
51665 CASH BACK	1,211	1,383	0	0
51670 PARKING FOR EMPLOYEES	1,540	1,600	1,834	1,834
51690 MEDICARE	3,551	5,269	5,176	5,582
51695 CITY EPO MEDICAL PLAN	13,496	20,956	29,633	37,634
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>423,833</b>	<b>501,390</b>	<b>596,719</b>	<b>624,072</b>
52110 OFFICE SUPPLIES	545	1,802	650	650
52111 PAPER SUPPLIES	0	0	400	400
52122 CELL PHONE EQUIP/SUP	0	0	240	240
52125 GENERAL SUPPLIES	671	496	400	400
52135 POSTAGE	66	112	40	40
52220 MAINT-OFFICE MACHINES	505	505	535	535
52305 MAINT-SOFTWARE	0	300	600	600
52405 ADVERTISING SERVICES	3,844	4,432	0	0
52575 SERVICES	150	80	100	100
52605 CAR MILEAGE	1,283	457	2,100	2,100
52615 DUES & MEMBERSHIP	1,023	1,593	2,000	2,000
52625 MEETING EXPENSES IN TOWN	69	256	250	225
52630 TRAINING	3,044	10,348	9,000	9,000
52645 SUBSCRIPTIONS	1,798	1,042	1,200	1,200
52655 TRAVEL OUT OF TOWN	4,785	7,337	9,375	8,437
52705 COMMUNICATIONS	151	488	14,269	14,055
52725 RENTAL OF PROPERTY	32,368	33,208	16,530	0
52735 TELEPHONE-LONG DIST CALLS	175	723	100	100
52755 COMMUNICATIONS-EQUIPMENT	0	220	0	0
52775 MINOR EQUIPMENT	399	1,736	200	200
52874 OFFICE SERVICES PRINTING	0	11	10	10
52875 OFFICE SERVICES RECORDS	0	260	200	200
65160 RECRUITMENT	0	13,454	0	0
<b>TOTAL OPERATING EXPENSES</b>	<b>50,876</b>	<b>78,860</b>	<b>58,199</b>	<b>40,492</b>
53010 OFFICE MACHINES	0	0	1,600	3,625
53020 MICROS/WORD PROCESSORS	0	800	2,025	12,500
53030 FURNITURE & FIXTURES	0	7,623	0	0
53070 VEHICLES-REPLACEMENT	0	0	28,600	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>8,423</b>	<b>32,225</b>	<b>16,125</b>
<b>ORGANIZATION TOTAL</b>	<b>474,709</b>	<b>588,673</b>	<b>687,143</b>	<b>680,689</b>

# City Clerk



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

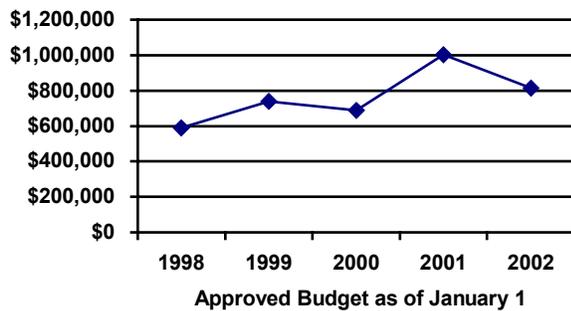
## MISSION

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

## SERVICES

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

## BUDGET HISTORY



## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$432,005	\$440,343	\$540,557	\$564,294
Operating	283,731	253,993	416,021	188,051
Capital Outlay	599	1,963	45,726	43,515
<b>Total</b>	<b>\$716,335</b>	<b>\$696,299</b>	<b>\$1,002,304</b>	<b>\$795,860</b>

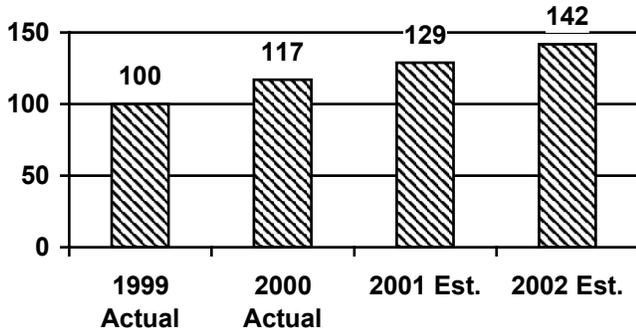
## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Appointee	1	1	1	1
Supervisor	1	1	1	1
Professional	0	0	1	1
Paraprofessional	3	3	3	3
General	4	4	4	4
<b>FTE Total</b>	<b>9</b>	<b>9</b>	<b>10</b>	<b>10</b>

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

**PERFORMANCE INDICATORS**

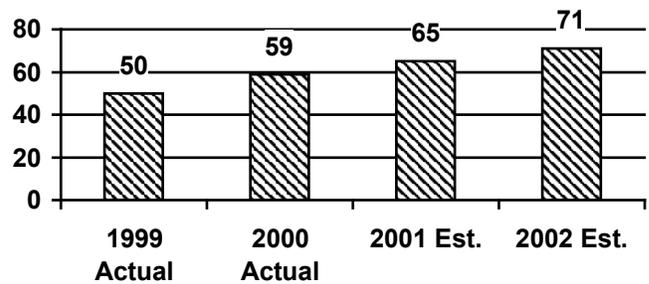
**# of Field Investigations/Inspections Conducted for Licenses**



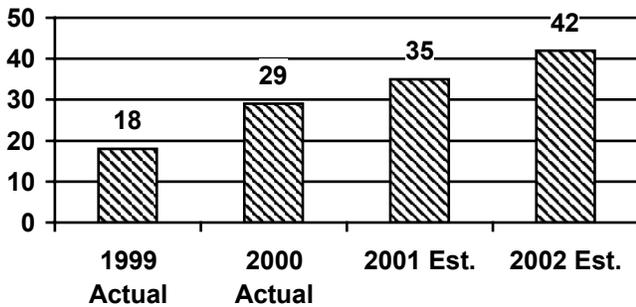
The number of field investigations and inspections conducted for licenses is projected to increase by 10 percent annually.

There are currently 4,468 business and liquor licenses within the City. In addition to conducting field inspections and investigations of licenses, the enforcement officers are required to issue licenses and provide administrative support for licensing efforts.

**# of Field Investigations/Inspections Conducted per Enforcement Officer**



**Hours Spent Conducting Field Investigations/Inspections for Licenses**



A 20 percent increase of amount of hours spent conducting field investigations and inspections is anticipated yearly. The figures include field time only and do not account for preparatory, in-house and follow-up time spent on each license investigation.

## CHANGES TO THE BUDGET

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- An increase of \$33,571 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$9,835 for 2001 performance pay is removed.
- Onetime funding of \$230,000 is removed from election expenses as a result of no anticipated ballot issues in 2002.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$755.
- Funding of \$575 is included for telecommunication charges.

## MAJOR OBJECTIVES

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**OBJECTIVE – To provide information about City Council meetings and legislative actions in an easily accessible manner to the Council, City groups and units, 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 maximize the efficiency, effectiveness, and value of business licensing and records management.**

Maximize the potential of an intra/internet system currently established to electronically transmit licensing

information, applications, and documents to the public and City groups and units. Conduct survey on customer satisfaction, tabulate results, and analyze and implement measures which improve the quality of service provided. Analyze and implement fee schedule to appropriately recover cost to provide licensing services.

**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.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

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

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	337,103	358,092	439,032	460,984
51206 WAGE PKG-SALARIES	(313)	0	0	0
51207 WAGE PKG-PERFORMANCE	13,936	6,734	9,835	0
51210 OVERTIME	12,339	2,810	3,250	3,250
51245 RETIREMENT/TERM VACATION	0	733	0	0
51260 VACATION BUY	499	0	0	0
51610 PERA	34,445	36,720	40,632	41,802
51615 WORKER'S COMPENSATION	1,502	1,461	1,303	1,742
51620 EQUITABLE LIFE INSURANCE	1,355	1,431	1,772	1,860
51625 VISION CARE	492	408	632	632
51640 DENTAL INSURANCE	2,387	2,376	3,199	3,359
51665 CASH BACK	1,225	1,514	0	0
51670 PARKING FOR EMPLOYEES	2,180	2,360	1,259	1,259
51690 MEDICARE	2,714	2,808	4,742	5,082
51695 CITY EPO MEDICAL PLAN	22,141	22,896	34,901	44,324
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>432,005</b>	<b>440,343</b>	<b>540,557</b>	<b>564,294</b>
52105 MISCELLANEOUS OPERATING	294	987	0	0
52110 OFFICE SUPPLIES	3,046	3,369	4,500	4,500
52111 PAPER SUPPLIES	0	0	2,000	2,000
52120 SOFTWARE-MICRO/WORD PROCESS	0	33	750	750
52122 CELL PHONE EQUIP/SUPPLIES	0	0	100	100
52125 GENERAL SUPPLIES	2,721	4,641	2,500	2,500
52135 POSTAGE	14,000	7,141	8,500	8,500
52165 LICENSES & TAGS	20	1,476	200	200
52220 MAINT-OFFICE MACHINES	814	1,317	1,000	1,000
52225 MAINT-MICROS/WORD PROCESSOR	0	366	7,500	7,500
52230 MAINT-FURNITURE & FIXTURES	249	0	100	100
52265 MAINT-BUILDINGS & STRUCTURE	0	24	0	0
52305 MAINT-SOFTWARE	1,296	60	0	0
52405 ADVERTISING SERVICES	55,596	45,178	90,000	90,000
52575 SERVICES	(23,939)	(26,850)	11,550	14,200
52605 CAR MILEAGE	0	0	100	100
52615 DUES & MEMBERSHIP	1,150	1,165	1,200	1,200
52625 MEETING EXPENSES IN TOWN	1,330	2,400	1,400	945
52630 TRAINING	0	0	3,000	3,000
52635 EMPLOYEE EDUCATIONAL ASSIST	5,590	3,129	5,000	5,000
52645 SUBSCRIPTIONS	671	472	500	500
52655 TRAVEL OUT OF TOWN	6,063	7,376	6,500	5,850
52705 COMMUNICATIONS	631	477	18,001	18,575
52735 TELEPHONE-LONG DIST CALLS	539	695	500	500
52765 EQUIPMENT LEASE/PURCHASE	4,749	2,263	5,000	5,000
52775 MINOR EQUIPMENT	0	2,225	300	300
52795 RENTAL OF EQUIPMENT	(886)	1,533	0	0
52874 OFFICE SERVICES PRINTING	33,758	26,542	14,000	14,000
52875 OFFICE SERVICES RECORDS	0	1,505	1,220	1,031
52880 PURCHASES FOR RESALE	1,204	0	600	700
65105 ELECTION EXPENSES	174,835	166,469	230,000	0
<b>TOTAL OPERATING EXPENSES</b>	<b>283,731</b>	<b>253,993</b>	<b>416,021</b>	<b>188,051</b>

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

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

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
53020 MICROS/WORD PROCESSORS	0	0	42,211	40,000
53030 FURNITURE & FIXTURES	599	1,963	3,515	3,515
<b>TOTAL CAPITAL OUTLAY</b>	<b>599</b>	<b>1,963</b>	<b>45,726</b>	<b>43,515</b>
 <b>ORGANIZATION TOTAL</b>	 <b>716,335</b>	 <b>696,299</b>	 <b>1,002,304</b>	 <b>795,860</b>

# City Council



Mary Lou Makepeace, Mayor • 107 North Nevada Ave., Colorado Springs, CO 80903 • (719) 385-5450 •  
 mmakepeace@ci.colospgs.co.us

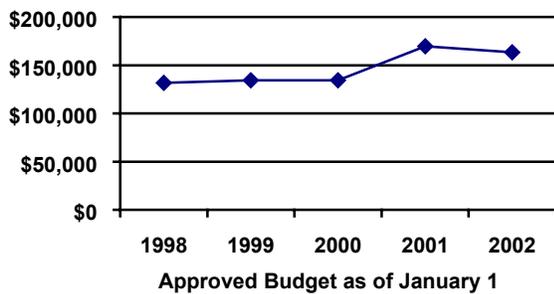
## MISSION

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

## SERVICES

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

## BUDGET HISTORY



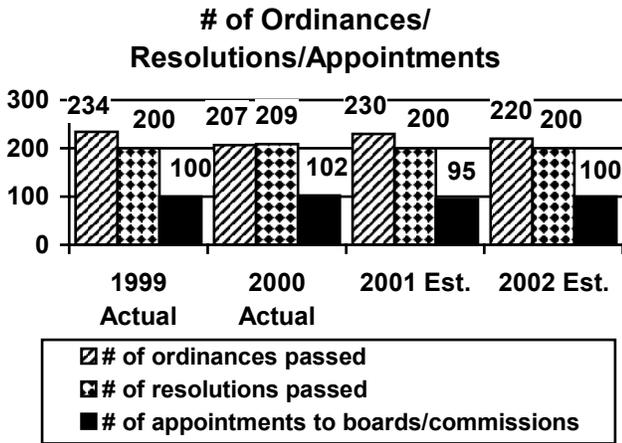
## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$ 67,026	\$ 66,527	\$ 66,842	\$ 66,707
Operating	67,268	61,747	88,780	82,812
Capital Outlay	7,134	5,216	14,000	14,000
<b>Total</b>	<b>\$141,428</b>	<b>\$133,490</b>	<b>\$169,622</b>	<b>\$163,519</b>

## PERSONNEL

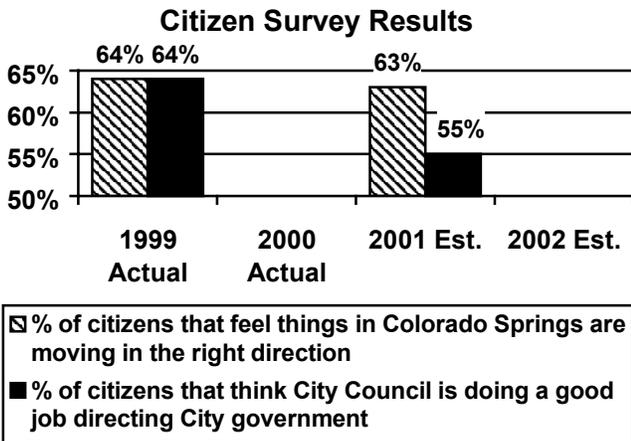
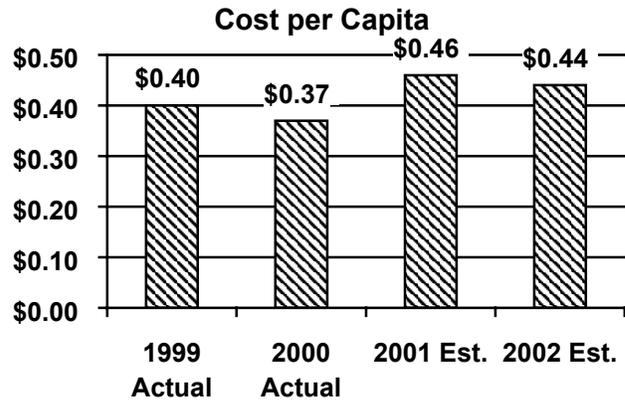
	1999 Actual	2000 Actual	2001 Budget	2002 Budget
Number of City Council Members	9	9	9	9

**PERFORMANCE INDICATORS**



In 2002, 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. It is estimated for 2002, the cost per capita will decrease to \$0.44.



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

## **CHANGES TO THE BUDGET**

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- A decrease of \$135 is included in benefits due to reductions in the civilian pension plan.
- Onetime funding of \$3,063 for the 2001 swearing in ceremony is removed.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$3,505.
- Funding of \$600 is included for telecommunication charges.

## **MAJOR OBJECTIVES**

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### **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**

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
51205 CIVILIAN SALARIES	56,542	55,773	56,250	56,250
51610 PERA	5,654	5,571	5,303	5,168
51615 WORKER'S COMPENSATION	171	161	123	123
51670 PARKING FOR EMPLOYEES	3,960	4,320	4,350	4,350
51690 MEDICARE	699	702	816	816
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>67,026</b>	<b>66,527</b>	<b>66,842</b>	<b>66,707</b>
52111 PAPER SUPPLIES	0	0	1,740	1,740
52125 GENERAL SUPPLIES	669	492	3,500	5,500
52575 SERVICES	10,592	2,330	10,000	10,000
52605 CAR MILEAGE	622	0	1,500	1,880
52625 MEETING EXPENSES IN TOWN	23,485	31,671	20,463	11,745
52630 TRAINING	6,737	7,057	5,100	5,100
52645 SUBSCRIPTIONS	99	100	0	0
52655 TRAVEL OUT OF TOWN	22,766	19,838	20,000	19,800
52705 COMMUNICATIONS	(13)	163	26,477	27,047
52735 TELEPHONE-LONG DIST CALLS	0	97	0	0
52755 COMMUNICATIONS-EQUIPMENT	310	0	0	0
52874 OFFICE SERVICES PRINTING	2,001	0	0	0
<b>TOTAL OPERATING EXPENSES</b>	<b>67,268</b>	<b>61,747</b>	<b>88,780</b>	<b>82,812</b>
53010 OFFICE MACHINES	5,945	0	2,500	2,500
53020 MICROS/WORD PROCESSORS	0	3,799	8,000	8,000
53030 FURNITURE	1,189	1,417	3,500	3,500
<b>TOTAL CAPITAL OUTLAY</b>	<b>7,134</b>	<b>5,216</b>	<b>14,000</b>	<b>14,000</b>
<b>ORGANIZATION TOTAL</b>	<b>141,428</b>	<b>133,490</b>	<b>169,622</b>	<b>163,519</b>

# Municipal Court



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

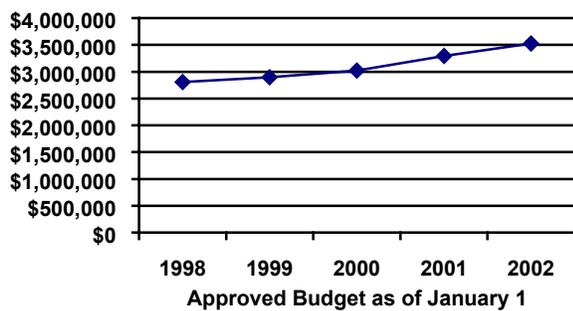
## MISSION

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 HISTORY



## BUDGET SUMMARY

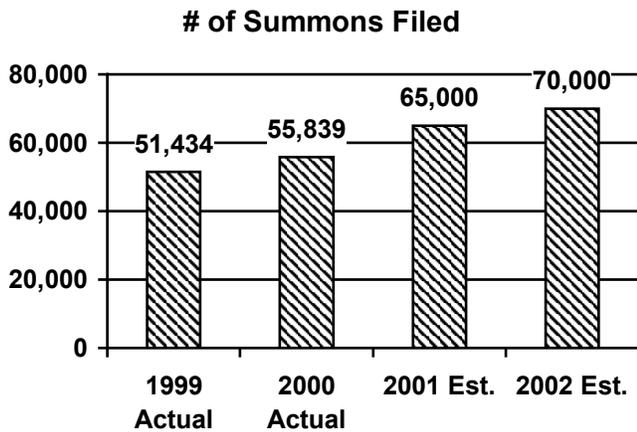
	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$1,440,146	\$1,460,676	\$1,671,875	\$1,826,983
Operating	1,356,732	1,384,906	1,598,003	1,682,003
Capital Outlay	9,430	6,597	24,000	15,850
<b>Total</b>	<b>\$2,806,308</b>	<b>\$2,852,179</b>	<b>\$3,293,878</b>	<b>\$3,524,836</b>

## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Manager	2	2	1	1.0
Supervisor	3	3	3	3.0
Paraprofessional	14	14	14	14.0
General	16	16	17	18.5
<b>FTE Total</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>36.5</b>

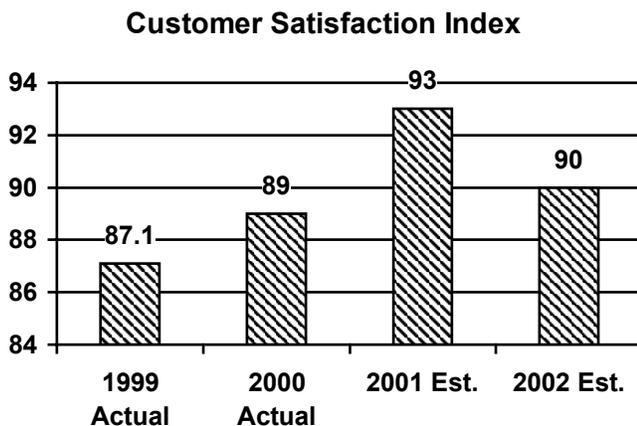
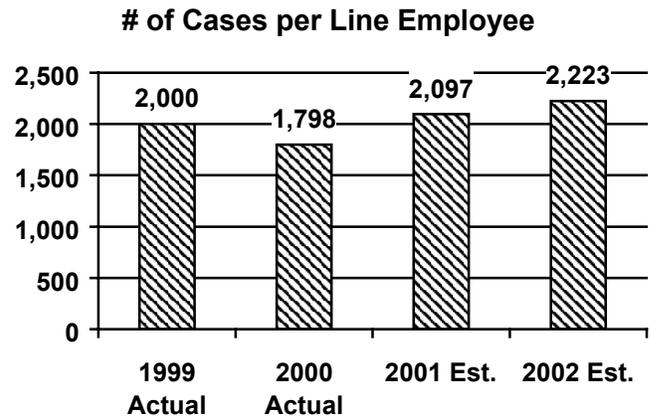
The hearing officer position was transferred to Development Review in 2000 and one court clerk was added in 2001. For 2002, one probation clerk and a part-time violations clerk are added for the Intersection Safety Program.

## PERFORMANCE INDICATORS



Due to additional police officers being assigned to patrol units (including those assigned to the special red light patrols), the number of summonses received by the court has increased and will continue to increase as the personnel assigned to these special units become more proficient in their duties. Increases will be greater if additional officers are added to the force. The number of summons filed is projected to increase by 36 percent from 1999 to 2002.

As the number of summonses received increases, so does the number of court cases processed. One additional line employee was added in 2001 to help support the processing of court cases. The number of court cases will continue to increase. For 2002, one and one-half clerk positions are added to address the continuing increase in court cases.



An emphasis on customer service in the court (providing various payment options, information via Internet web pages, and Interactive Voice Response (IVR) telephone system, and the courthouse greeter), as well as operational efficiencies inherent in the design of the *Robert M. Isaac Municipal Court* building, make for a generally satisfactory court experience for most customers. More often than not, customer feedback indicates that the court appears to exceed their expectations.

## CHANGES TO THE BUDGET

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- An increase of \$117,289 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$30,217 for 2001 performance pay is removed.
- Funding of \$52,500 is included due to an increase in the judges' salary per the 1984 contract.
- Funding of \$19,535 is included to cover increased utility costs.
- Onetime 2001 capital funding of \$4,000 for the Intersection Safety Program is removed.
- As a result of the Intersection Safety Program, a total of \$73,585 is included to cover one probation clerk and one-half violations clerk position, operating and capital.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$231.
- Funding of \$2,497 is included for telecommunication charges.

## MAJOR OBJECTIVES

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

Enforce programs and ordinances regulating driving behavior, including the nine-officer red light patrols and ordinance changes involving following too closely, position and method of turning, and signing registration card (NPOI – No Proof of Insurance). Implement enforcement of the City's *PhotoRed* program 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 public safety by focusing attention on juvenile offenders and those petty offenses which, left unaddressed, can lead to more significant misbehavior and ruin the quality of life in the community.**

Grant match money has been designated to assist the Colorado Springs Police Department (CSPD) and other community agencies in funding an Intake Assessment Center for juveniles. This center, to be located in a School District 11 facility, will house representatives of all local agencies. Rather than being detained in custody, juveniles will be taken to the assessment center where their intake will be performed by a variety of agencies, including the court's probation department. The development of realistic needs assessments will enhance public safety and court effectiveness by enabling

juveniles to be written to the proper court and for the courts to achieve a proper disposition of their cases.

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

Assess 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 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 Municipal Court building.**

Assist the City Department of Information Technology, CSPD, and City Attorney in acquiring necessary funding for redeveloping the integrated case management computer system (JIS). Upgrading JIS 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. 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	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	1,110,867	1,147,194	1,312,152	1,429,480
51206 WAGE PKG-SALARIES	(4,831)	0	0	0
51207 WAGE PKG-PERFORMANCE	48,974	20,200	30,217	0
51210 OVERTIME	7,662	4,836	5,000	9,000
51215 ACHIEVEMENT AWARD	0	0	0	0
51220 SEASONAL/TEMPORARY	25,950	34,901	28,400	39,411
51230 SHIFT DIFFERENTIAL	1	0	0	0
51240 RETIREMENT/TERM SICK	399	0	0	0
51245 RETIREMENT/TERM VACATION	16,107	7,809	0	0
51260 VACATION BUY	2,108	1,391	0	0
51280 NEW EMPL SALARY & BENEFITS	0	0	0	0
51606 WAGE PKG-BENEFITS	0	0	0	0
51610 PERA	118,564	120,417	124,525	132,820
51615 WORKER'S COMPENSATION	4,532	4,567	3,124	4,719
51620 EQUITABLE LIFE INSURANCE	4,133	4,458	5,368	5,837
51625 VISION CARE	1,880	1,788	2,268	2,363
51640 DENTAL INSURANCE	8,880	8,649	11,806	12,900
51665 CASH BACK	7,065	6,054	0	0
51670 PARKING FOR EMPLOYEES	6,000	4,160	7,345	7,345
51690 MEDICARE	11,710	13,046	16,858	18,597
51695 CITY EPO MEDICAL PLAN	70,145	81,206	124,812	164,511
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>1,440,146</b>	<b>1,460,676</b>	<b>1,671,875</b>	<b>1,826,983</b>
52105 MISCELLANEOUS OPERATING	2,320	6,691	0	0
52110 OFFICE SUPPLIES	43,176	39,948	51,500	52,000
52111 PAPER SUPPLIES	0	0	8,000	15,210
52120 SOFTWARE-MICRO/WORD PROCESS	9,450	1,939	2,500	2,500
52125 GENERAL SUPPLIES	1,456	1,540	1,245	1,500
52135 POSTAGE	28,588	24,319	22,000	30,000
52140 WEARING APPAREL	250	0	0	0
52155 AUTOMOTIVE	0	(8)	0	0
52165 LICENSES & TAGS	0	0	0	0
52190 JANITORIAL SUPPLIES	2,966	1,063	0	5,000
52220 MAINT-OFFICE MACHINES	98	280	250	0
52225 MAINT-MICROS	0	0	2,100	2,500
52230 MAINT-FURNITURE & FIXTURES	63	914	37,915	0
52265 MAINT-BUILDINGS & STRUCTURE	30,725	29,345	0	40,000
52305 MAINT-MICROS	1,575	0	0	0
52405 ADVERTISING SERVICES	550	0	0	1,400
52410 BUILDING SECURITY SERVICES	0	0	87,650	91,500
52440 HUMAN SERVICES	54,122	66,232	51,275	51,500
52445 JANITORIAL SERVICES	0	0	108,251	100,000
52450 LAUNDRY & CLEANING SERVICES	252	1,106	5,000	1,635
52565 PEST CONTROL	0	0	0	700
52575 SERVICES	950,773	953,922	863,993	896,763
52605 CAR MILEAGE	1,172	1,716	1,870	1,870
52615 DUES & MEMBERSHIP	1,000	715	930	945
52625 MEETING EXPENSES IN TOWN	3,222	2,986	3,300	2,079

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

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

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
52630 TRAINING	10,398	0	10,000	12,050
52635 SCHOOLING	0	11,332	0	0
52645 SUBSCRIPTIONS	330	73	1,050	1,525
52655 TRAVEL OUT OF TOWN	7,152	5,841	4,550	0
52705 COMMUNICATIONS	1,416	36	95,384	97,881
52725 RENTAL OF PROPERTY	0	0	0	1,700
52735 TELEPHONE-LONG DIST CALLS	1,651	3,620	1,700	0
52745 UTILITIES	179,690	200,597	209,500	244,035
52775 MINOR EQUIPMENT	1,628	5,496	3,000	3,000
52795 RENTAL OF EQUIPMENT	10,215	10,971	11,160	11,160
52874 OFFICE SERVICES PRINTING	5,658	3,215	1,550	1,550
52875 OFFICE SERVICES RECORDS	0	5,275	4,330	4,000
52876 PASSTHROUGH EXPENSES	0	0	0	0
52893 RENTAL OF FLEET VEHICLES	0	0	0	0
65165 JURY FEES & EXPENSES	6,836	5,742	8,000	8,000
<b>TOTAL OPERATING EXPENSES</b>	<b>1,356,732</b>	<b>1,384,906</b>	<b>1,598,003</b>	<b>1,682,003</b>
53010 OFFICE MACHINES	0	0	0	0
53020 MICROS/WORD PROCESSORS	7,127	5,502	2,500	10,100
53030 FURNITURE & FIXTURES	2,303	1,095	2,000	5,750
53050 MACHINERY & APPARATUS	0	0	19,500	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>9,430</b>	<b>6,597</b>	<b>24,000</b>	<b>15,850</b>
<b>ORGANIZATION TOTAL</b>	<b>2,806,308</b>	<b>2,852,179</b>	<b>3,293,878</b>	<b>3,524,836</b>

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# Office of Budget and Financial Analysis



Michael Anderson, Unit Manager • 107 North Nevada Ave., Colorado Springs, CO 80903 • (719) 385-5851 • manderson@ci.colospgs.co.us

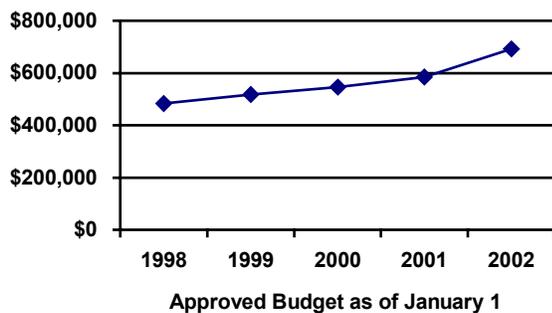
## MISSION

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

## SERVICES

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

## BUDGET HISTORY



## BUDGET SUMMARY

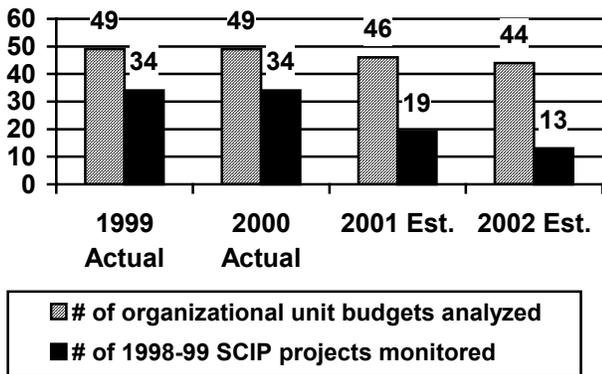
	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$470,469	\$479,299	\$512,472	\$635,952
Operating	52,928	67,208	69,307	47,454
Capital Outlay	4,825	0	3,500	9,500
<b>Total</b>	<b>\$528,222</b>	<b>\$546,507</b>	<b>\$585,279</b>	<b>\$692,906</b>

## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Manager	1	1	1	1
Professional	5	5	5	6
Paraprofessional	1	1	1	1
<b>FTE Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>8</b>
Special Positions	1	1	1	1

The special position is funded by the Springs Community Improvements Program (SCIP). For 2002, a principal analyst is added.

## PERFORMANCE INDICATORS



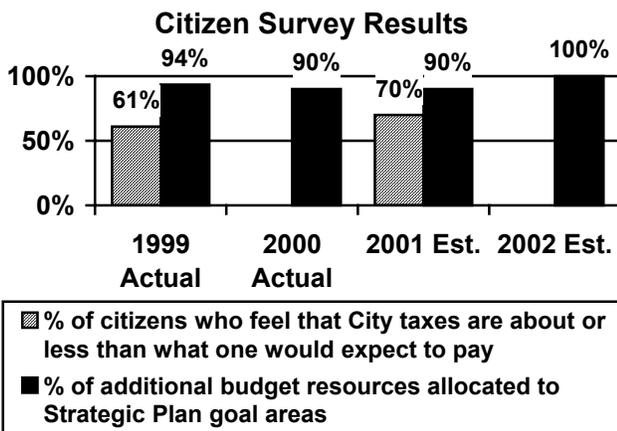
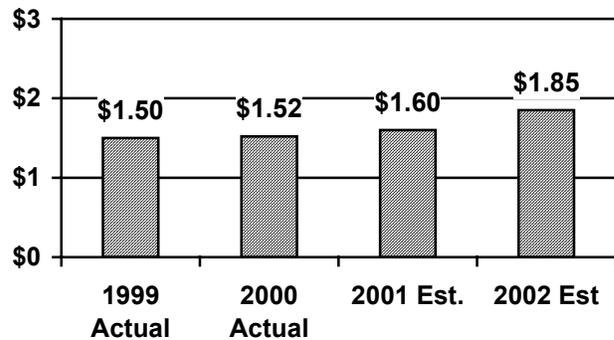
The number of organizational unit budgets analyzed has remained relatively constant. The only changes to the number analyzed result from minor reorganizations in the City's organizational structure.

The number of SCIP 1998-99 projects monitored will fluctuate as these projects are completed and as new capital projects are funded pending City Council and/or voter approval. In 2002, staff will monitor 13 SCIP 1998-99 projects, and 44 unit-specific projects, for a total of 57 capital projects.

Pending City Council's direction in January 2002, additional SCIP 01 pay-as-you-go-funded and Public Safety Sales Tax-funded projects will increase the number of projects monitored.

The cost of the Office of Budget and Financial Analysis per citizen per year has remained relatively constant. However, the addition of one FTE will increase the cost to \$1.85 in 2002.

**Cost of Budget Office per Citizen per year**



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

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

## CHANGES TO THE BUDGET

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- An increase of \$49,926 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$9,425 for 2001 performance pay is removed.
- As a result of the Office of Budget and Financial Analysis' move to the renovated City Hall, rent in the amount of \$20,320 is removed.
- Funding of \$6,473 is included to reclassify the Senior Analyst responsible for the Capital Improvements Program and SCIP to a Principal Analyst.
- A principal analyst position and \$81,006 are added to address increased workload stemming from the expanded budget review process and a substantial jump in the number of fiscal impact analyses required for land development review items.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$432.
- Funding of \$399 is included for telecommunication charges.

## MAJOR OBJECTIVES

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### **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 budget preparation process will be expanded and 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 continue to 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. All SCIP projects will be monitored and coordinated to ensure that projects are accomplished reasonably within established schedules and within budgeted resources. Administrative

and technical support to the SCIP Citizens Financial Oversight Committee will also be provided as necessary. SCIP project progress communications and functions will be coordinated with City management, staff, and project managers. Coordination and oversight of the SCIP Support Team and Resource Allocation Team will also continue.

With the defeat of SCIP 01 at the 2001 municipal elections in April and November, City Council approved the 2002 City budget, which includes the appropriation of \$7,974,397 in the SCIP Fund to accomplish SCIP projects on a pay-as-you-go basis. The November 6, 2001 El Paso County coordinated election resulted in passage of the 0.4% increase in the City Sales and Use Tax for Police and Fire capital improvement projects and operations needs. The other five ballot issues failed.

### **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. Results of the 2001 citizen survey will be incorporated into the budget process to continue to provide improved customer service delivery. Financial Management Team recommendations regarding the integration and use of performance measurement will be incorporated and implemented.

**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 and to the creation of new 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 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.

**OBJECTIVE – Support the City’s strategic planning process and ensure implementation of the goals and objectives of the Strategic Plan.**

Coordinate four quarterly Strategic Plan progress reports to Council and support 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.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

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

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	376,299	428,466	420,773	530,459
51206 WAGE PKG-SALARIES	(1,455)	0	0	0
51207 WAGE PKG-PERFORMANCE	14,179	13,345	9,425	0
51210 OVERTIME	1,067	10	500	500
51220 SEASONAL/TEMPORARY	7,238	600	0	0
51240 RETIREMENT/TERMINATION SICK	0	182	0	0
51299 SALARIES REIMBURSEMENTS	0	(46,611)	0	0
51610 PERA	38,016	41,818	39,162	46,756
51615 WORKER'S COMPENSATION	1,240	1,254	899	1,467
51620 EQUITABLE LIFE INSURANCE	1,269	1,515	1,687	2,056
51625 VISION CARE	407	417	441	504
51640 DENTAL INSURANCE	1,996	2,414	2,242	2,690
51665 CASH BACK	267	495	0	0
51670 PARKING FOR EMPLOYEES	1,320	1,580	1,680	1,920
51690 MEDICARE	3,573	4,106	4,404	5,897
51695 CITY EPO MEDICAL PLAN	25,053	29,710	31,259	43,703
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>470,469</b>	<b>479,299</b>	<b>512,472</b>	<b>635,952</b>
52105 MISCELLANEOUS OPERATING	0	577	0	0
52110 OFFICE SUPPLIES	4,572	4,142	3,300	3,619
52111 PAPER	0	0	1,066	705
52120 SOFTWARE-MICRO/WORD PROCESS	424	61	1,000	1,000
52122 CELL PHONE EQUIPMENT SUPPLIES	0	0	100	156
52125 GENERAL SUPPLIES	90	155	50	50
52135 POSTAGE	3,466	1,464	1,400	1,400
52220 MAINT-OFFICE MACHINES	910	1,235	1,235	1,255
52225 MAINT-MICROS/WORD PROCESSOR	78	0	0	0
52230 MAINT-FURNITURE & FIXTURES	21	0	0	0
52405 ADVERTISING SERVICES	1,027	825	0	0
52431 CONSULTING SERVICES	0	0	40	0
52575 SERVICES	463	3,056	500	450
52590 TEMPORARY EMPLOYMENT	0	0	2,000	2,500
52605 CAR MILEAGE	47	0	0	180
52615 DUES & MEMBERSHIP	288	338	350	350
52625 MEETING EXPENSES IN TOWN	808	324	150	99
52630 TRAINING	15	1,415	5,430	6,230
52635 EMPLOYEE EDUCATIONAL ASSIST	0	0	1,200	1,200
52645 SUBSCRIPTIONS	110	196	125	125
52655 TRAVEL OUT OF TOWN	798	2,159	3,600	3,793
52705 COMMUNICATIONS	572	476	14,901	15,302
52725 RENTAL OF PROPERTY	38,240	39,102	20,320	0
52735 TELEPHONE-LONG DIST CALLS	788	808	500	500
52775 MINOR EQUIPMENT	353	415	0	0
52874 OFFICE SERVICES PRINTING	(142)	10,425	12,000	8,500
52875 OFFICE SERVICES RECORDS	0	36	40	40
<b>TOTAL OPERATING EXPENSES</b>	<b>52,928</b>	<b>67,208</b>	<b>69,307</b>	<b>47,454</b>

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

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

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
53010 OFFICE MACHINES	2,395	0	0	2,500
53020 MICROS/WORD PROCESSORS	2,430	0	3,500	7,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>4,825</b>	<b>0</b>	<b>3,500</b>	<b>9,500</b>
 <b>ORGANIZATION TOTAL</b>	 <b>528,222</b>	 <b>546,507</b>	 <b>585,279</b>	 <b>692,906</b>

# Office of the City Manager



Carla Hartsell, Group Support Manager • 107 North Nevada Ave., Colorado Springs, CO 80903 • (719) 385-5331 • chartsell@ci.colospgs.co.us

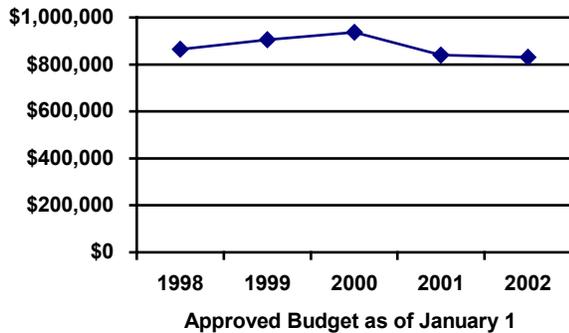
## MISSION

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

## BUDGET HISTORY



## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$813,667	\$808,357	\$715,370	\$715,136
Operating	110,622	96,970	119,090	110,672
Capital Outlay	4,414	5,605	5,396	5,396
<b>Total</b>	<b>\$928,703</b>	<b>\$910,932</b>	<b>\$839,856</b>	<b>\$831,204</b>

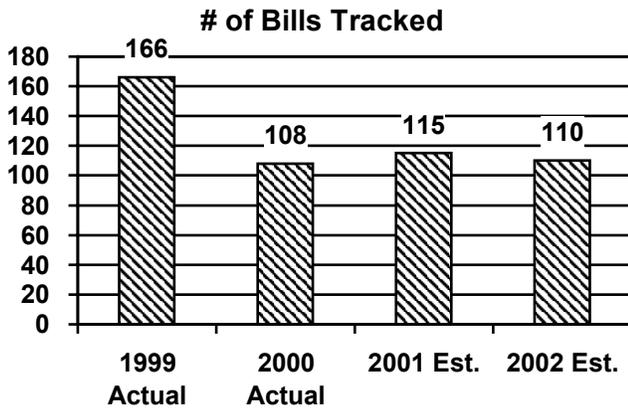
## PERSONNEL

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	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Senior Manager	3	3	2	2
Professional	5	5	3	3
Paraprofessional	2	2	2	3
General	1	1	2	0
<b>FTE Total</b>	<b>11</b>	<b>11</b>	<b>9</b>	<b>8</b>

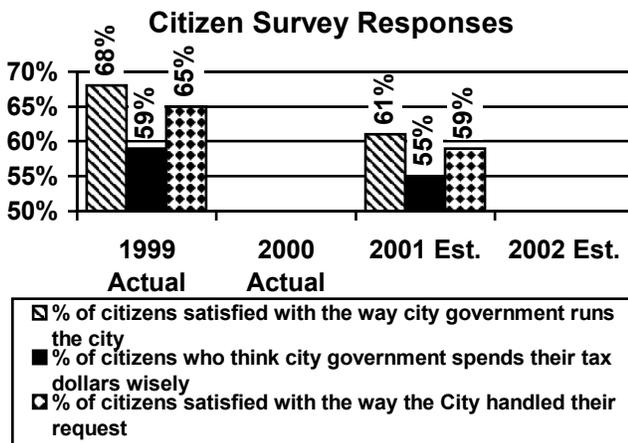
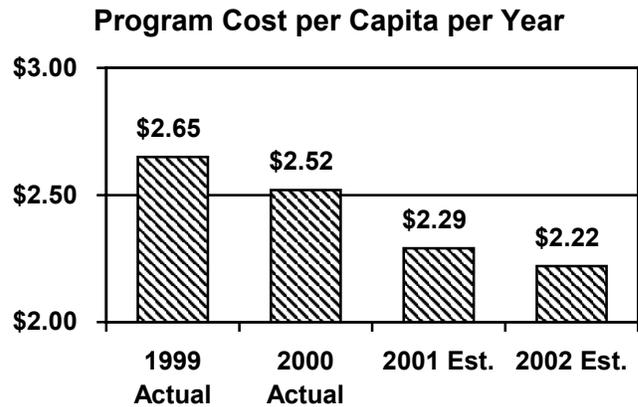
For 2001, the intergovernmental affairs liaison position was transferred out to Public Communications, an analyst for special events and revocable permits was transferred out to the Development Review Unit, the chief of staff position was eliminated, and a senior office specialist was hired for a net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

**PERFORMANCE INDICATORS**



The Intergovernmental Affairs liaison reviews all legislation introduced in the Colorado General Assembly. The number reflects the bills actively followed and potentially lobbied for or against. The 2001 figure includes bills expected in September 2001 special session.

From 1999 to 2002, the Program Cost per Capita shows a declining trend due to the population increasing and the budget decreasing. The population increased by 6.9 percent, while the 2002 budget decreased from the 1999 Actual by 10.5 percent. The decrease in budget is mainly due to internal reorganizations.



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

## CHANGES TO THE BUDGET

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- An increase of \$39,257 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$13,175 for 2001 performance pay is removed.
- The Intergovernmental Affairs position, along with salary and benefits of \$69,000 and operating of \$5,586 is transferred from Public Communications to the Office of the City Manager.
- A Principal Analyst and an Administrative Technician and \$103,506 in salary/benefits and \$13,757 in operating are transferred to Public Communications.
- Funding of \$6,000 is added for the Intergovernmental Affairs Liaison travel expenses to expand lobbying activity for transportation, drainage and related projects.
- Funding of \$4,390 is included for training of replacement employee due to a retirement.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$3,224.
- Funding of \$777 is included for Telecommunication charges.

## MAJOR OBJECTIVES

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### **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 – Support Intergovernmental activities between the City and other Governmental entities.**

This will be accomplished by coordinating meetings and contacts between City Council and City staff, by providing the necessary communication and exchange of information between the City and other local governments as well as state and federal government, and by analyzing and tracking legislation which may impact City government.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

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

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	660,004	654,380	588,164	588,471
51206 WAGE PKG-SALARIES	(1,967)	0	0	0
51207 WAGE PKG-PERFOMANCE	24,815	10,108	13,175	0
51210 OVERTIME	165	2	200	200
51220 SEASONAL/TEMPORARY	3,644	0	0	0
51260 VACATION BUY	617	0	0	0
51265 GRIP PROGRAM	1,264	0	0	0
51299 SALARIES REIMBURSEMENTS	(1,264)	29,625	0	0
51610 PERA	76,688	68,714	65,922	68,625
51615 WORKER'S COMPENSATION	2,337	1,611	1,346	1,878
51620 EQUITABLE LIFE INSURANCE	3,323	3,003	2,687	2,793
51625 VISION CARE	617	525	573	573
51640 DENTAL INSURANCE	3,084	3,029	2,890	3,035
51655 RETIRED EMP MEDICAL INS	457	0	0	0
51665 CASH BACK	1,001	248	0	0
51670 PARKING FOR EMPLOYEES	3,020	2,600	3,414	3,414
51690 MEDICARE	5,807	4,340	4,546	4,932
51695 CITY EPO MEDICAL PLAN	30,056	30,171	32,453	41,215
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>813,667</b>	<b>808,357</b>	<b>715,370</b>	<b>715,136</b>
52110 OFFICE SUPPLIES	11,146	7,834	8,175	7,375
52111 PAPER SUPPLIES	0	0	4,140	3,240
52120 SOFTWARE-MICRO/WORD PROCESS	890	0	150	1,050
52125 GENERAL SUPPLIES	11,404	10,603	7,536	5,736
52135 POSTAGE	3,677	4,475	3,700	3,700
52220 MAINT-OFFICE MACHINES	120	120	120	0
52225 MAINT-MICROS/WORD PROCESSOR	3,600	4,500	3,600	120
52230 MAINT-FURNITURE & FIXTURES	0	0	100	0
52265 MAINT-BUILDING & STRUCTURE	174	0	0	100
52405 ADVERTISING SERVICES	320	891	0	0
52431 CONSULTING SERVICES	0	0	8,821	6,621
52575 SERVICES	14,961	12,465	6,486	6,476
52605 CAR MILEAGE	2,316	2,192	2,144	3,824
52615 DUES & MEMBERSHIP	245	3,025	3,140	3,940
52625 MEETING EXPENSES IN TOWN	10,381	9,093	9,725	9,364
52630 TRAINING	6,607	5,604	1,750	1,750
52645 SUBSCRIPTIONS	588	1,944	80	124
52655 TRAVEL OUT OF TOWN	17,197	13,600	17,037	19,653
52705 COMMUNICATIONS	3,627	3,603	27,707	23,920
52735 TELEPHONE-LONG DIST CALLS	1,611	1,203	1,320	1,220
52775 MINOR EQUIPMENT	846	874	725	725
52795 RENTAL OF EQUIPMENT	6,128	6,296	6,950	6,950
52872 MAINT-FLEET VEHICLES/EQP	56	31	132	132
52874 OFFICE SERVICES PRINTING	14,698	7,448	4,292	3,392
52875 OFFICE SERVICES RECORDS	30	1,169	1,260	1,260
<b>TOTAL OPERATING EXPENSES</b>	<b>110,622</b>	<b>96,970</b>	<b>119,090</b>	<b>110,672</b>
53020 MICROS/WORD PROCESSORS	3,109	2,863	4,996	4,996
53030 FURNITURE & FIXTURES	1,306	2,742	400	400
<b>TOTAL CAPITAL OUTLAY</b>	<b>4,414</b>	<b>5,605</b>	<b>5,396</b>	<b>5,396</b>
<b>ORGANIZATION TOTAL</b>	<b>928,703</b>	<b>910,932</b>	<b>839,856</b>	<b>831,204</b>

# Employee Services

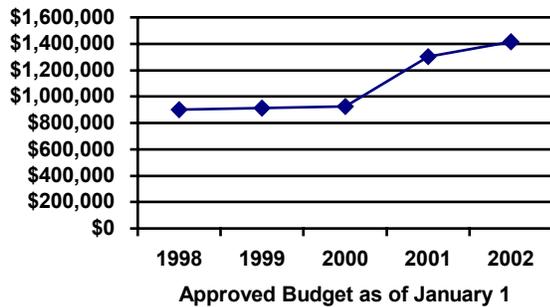


Ann Crossey, Unit Manager • 30 South Nevada Avenue, Colorado Springs, CO 80903 • (719) 385-5117 • [acrossey@ci.colospgs.co.us](mailto:acrossey@ci.colospgs.co.us)

## MISSION

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

## BUDGET HISTORY



## SERVICES

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

## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$697,785	\$825,158	\$1,077,728	\$1,180,345
Operating	207,619	123,734	217,135	228,923
Capital Outlay	6,172	3,233	9,050	6,350
<b>Total</b>	<b>\$911,576</b>	<b>\$952,126</b>	<b>\$1,303,913</b>	<b>\$1,415,618</b>

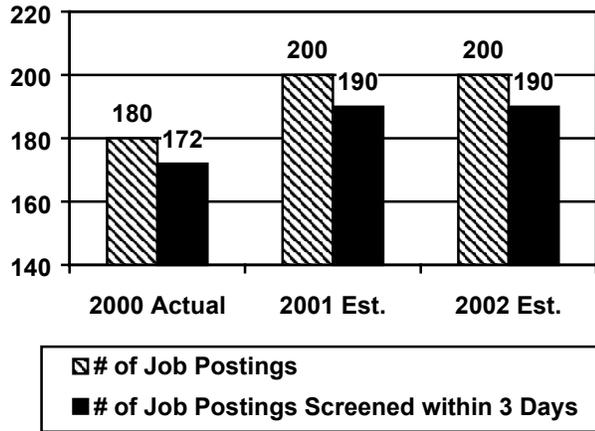
## PERSONNEL

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	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Senior Manager	1	1	1	1
Manager	3	3	3	3
Professional	5	5	6	6
Paraprofessional	2	2	2	4
General	2	2	3	1
<b>FTE Total</b>	<b>13</b>	<b>13</b>	<b>15</b>	<b>15</b>
Special Positions	0	1	1	1

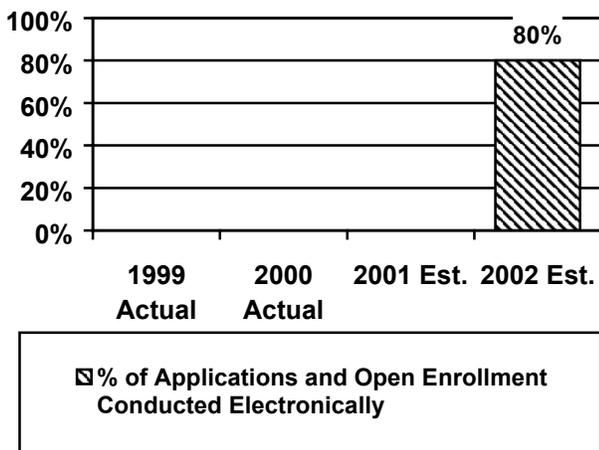
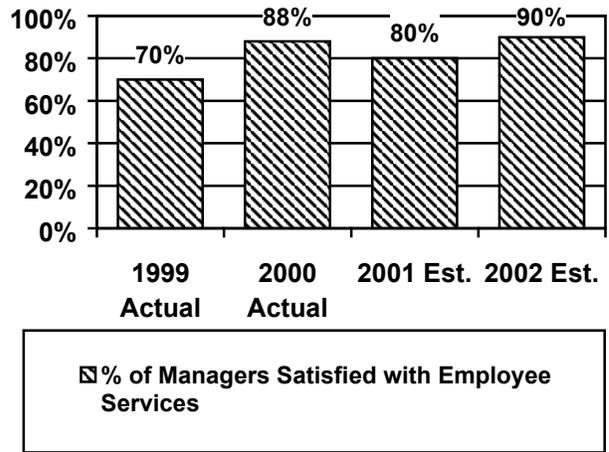
All years include the three positions in the Equal Employment Opportunity Program (EOP). For 2001, an office specialist position and a principal analyst position were added. During 2001, two senior office specialists in the General category were reclassified to administrative technicians in the Paraprofessional category.

**PERFORMANCE INDICATORS – EMPLOYEE SERVICES PROGRAM**



The number of posted job openings for 2002 remain at 200 and the number of job postings screened for recruitment within 3 days of closing remains at 190.

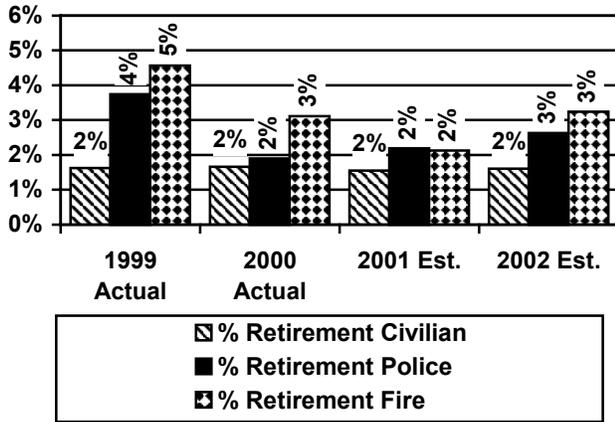
It is estimated that 90 percent of customers will be satisfied with Employee Services in 2002.



In 2002, 80 percent of applications and open enrollment for benefit changes will be conducted electronically.

**PERFORMANCE INDICATORS – EMPLOYEE SERVICES PROGRAM**

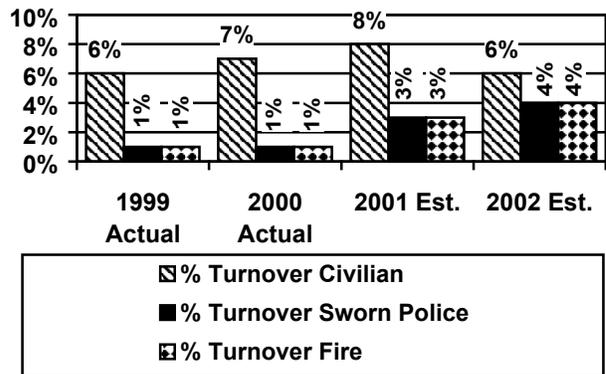
**Retirement Rates**



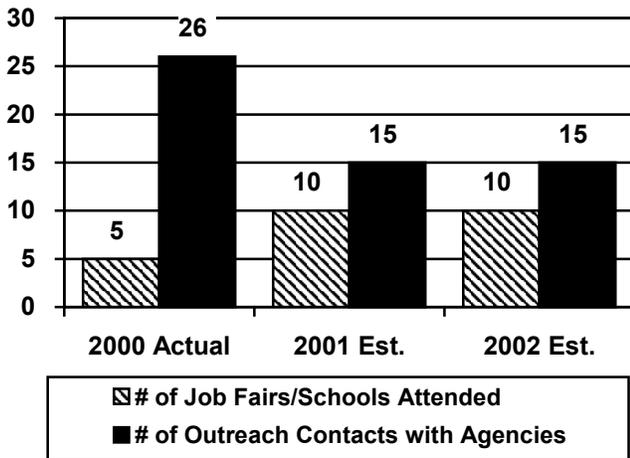
The target for retirement rates is to maintain less than 10 percent retirement turnover in both sworn and civilian regular positions.

The target for turnover rates is to maintain less than 10 percent voluntary turnover (does not include discharged or retired employees) in both sworn and civilian regular positions.

**Turnover Rates**

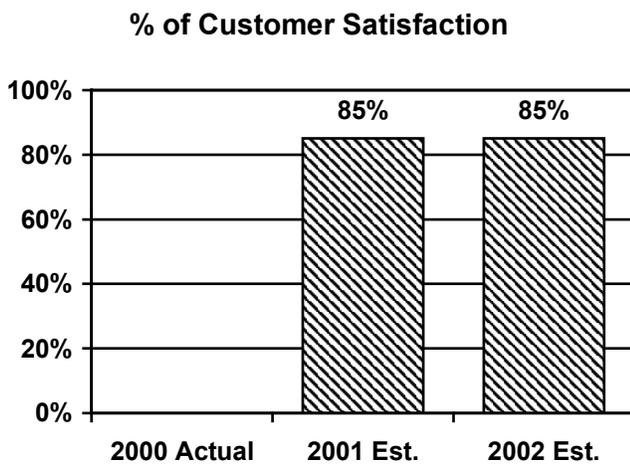
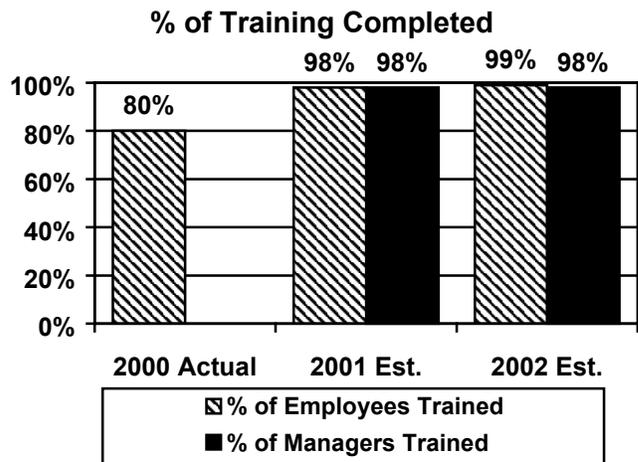


**PERFORMANCE INDICATORS – EQUAL OPPORTUNITY PROGRAM (EOP)**



Develop public and private community partnerships by meeting with 10 community agencies. This includes Diversity Recruitment meetings hosted by the EOP office, attending Job Fairs, and Workforce Management Council Community Briefings. Open competitive job announcements for hard-to-fill positions will be sent to a minimum of 15 community agencies as an outreach effort.

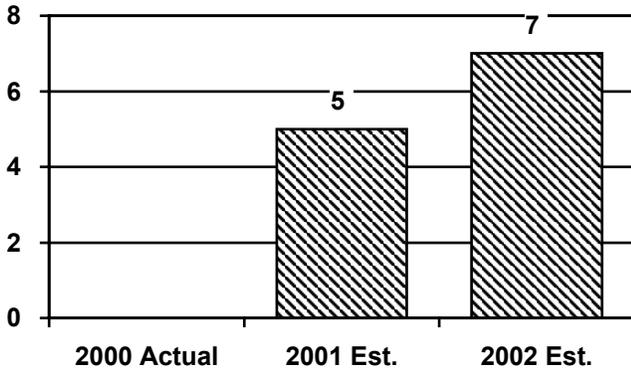
Conduct sexual harassment training at new employee orientation and install training software on-line to continue education efforts.



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 Opportunity Program.

**PERFORMANCE INDICATORS – DIVERSITY PROGRAM**

**# of Diversity Programs Developed & Implemented**

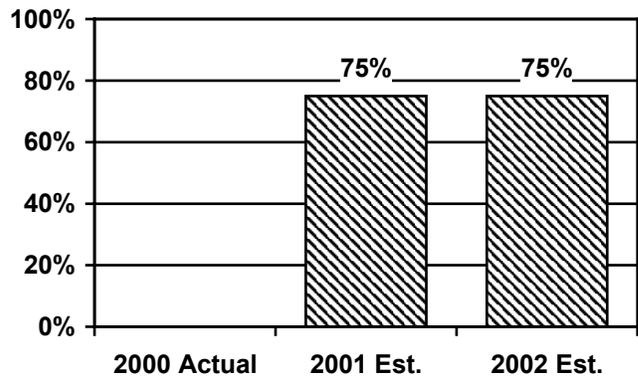


Adding two diversity programs to the five developed and implemented in 2001: 1) Leveraging Diversity and 2) Intergenerational Diversity.

In 2001, there were 65 diversity-related presentations. For 2002, it is anticipated there will be 120 diversity-related presentations.

The goal is to have 75 percent of City employees participating in the Diversity Initiative programs.

**% of Employees Participating in the Diversity Initiative Programs**



## CHANGES TO THE BUDGET

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- An increase of \$83,580 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$18,220 for 2001 performance pay is removed.
- Funding of \$49,460 is added in support of the Diversity program.
- Onetime capital outlay funding of \$6,500 associated with the addition of the Performance Effectiveness program is removed.
- Funding of \$3,744 is added in Communications to adjust for a misallocation in 2001.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$1,248.
- Funding of \$889 is included for Telecommunication charges.

## MAJOR OBJECTIVES

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### **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, 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.

### **OBJECTIVE – Promote a learning organization, with enhanced organizational and employee performance programs and tools.**

Implement City strategic performance initiatives for organizational learning, workforce empowerment, performance excellence and change management. Provide "on-call" support to Group/Unit Managers and supervisors to diagnose individual and organizational performance problems, develop intervention strategies, coordinate implementation resources and assess impact. Provide performance intervention and assessment support to City work group, team and special initiatives related to organizational development and workforce productivity. Establish Employee Learning Center with information and assessment tools to enhance employee and manager knowledge/skills in performance improvement.

### **OBJECTIVE – Support Diversity and Inclusion initiatives in the City organization.**

The Diversity and Inclusion initiatives will be accomplished by continued support of diversity curriculum, community partnerships as well as the provision of programmatic and administrative support to the Workforce Management Council. The continued development, enhancement and implementation of customized diversity education programs such as, core diversity awareness, communication and conflict learning modules, study circles, topic speakers, film series and other community collaborations will continue in 2002. Ongoing evaluation and revision of recruitment and selection strategies and City policies and practices will be performed to continue to enhance our ability to recruit and retain a high performing diverse workforce.

### **OBJECTIVE – Implement e-Government web-based programs.**

Implement e-Government web-based programs such as e-Benefits, e-Recruit, and employee self-service to allow easier access to Employee Services programs for both internal employees and citizens.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
CITY MANAGEMENT  
EMPLOYEE SERVICES**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	545,171	680,997	910,393	990,409
51207 WAGE PKG-PERFORMANCE	17,871	20,968	18,220	0
51210 OVERTIME	13,335	2,628	1,699	1,699
51220 SEASONAL/TEMPORARY	18,183	0	0	20,000
51245 RETIREMENT/TERM VACATION	2,262	2,126	0	0
51260 VACATION BUY	827	1,149	0	0
51610 PERA	59,302	72,338	74,184	78,662
51615 WORKER'S COMPENSATION	2,746	2,228	1,958	3,213
51620 EQUITABLE LIFE INSURANCE	2,514	3,068	3,176	3,427
51625 VISION CARE	583	589	869	869
51640 DENTAL INSURANCE	2,803	2,690	4,475	4,699
51665 CASH BACK	4,580	5,826	0	0
51670 PARKING FOR EMPLOYEES	2,280	2,595	2,400	2,400
51690 MEDICARE	7,964	9,735	9,602	10,512
51695 CITY EPO MEDICAL PLAN	17,365	23,043	50,752	64,455
51699 BENEFITS REIMBURSEMENT	0	(4,821)	0	0
<b>TOTAL SALARY &amp; BENEFITS</b>	<b>697,785</b>	<b>825,158</b>	<b>1,077,728</b>	<b>1,180,345</b>
52105 MISCELLANEOUS OPERATING	4,366	2,056	0	0
52110 OFFICE SUPPLIES	7,007	6,046	9,015	5,922
52111 PAPER SUPPLIES	0	1,172	2,300	2,000
52115 MEDICAL SUPPLIES	26	0	0	0
52120 SOFTWARE-MICRO/WORD PROCESS	3,477	3,531	2,500	2,500
52125 GENERAL SUPPLIES	75,776	8,581	51,700	31,700
52135 POSTAGE	4,627	7,500	5,000	2,914
52220 MAINT-OFFICE MACHINES	563	65	300	300
52225 MAINT-MICROS/WORD PROCESSOR	105	0	0	0
52230 MAINT-FURNITURE & FIXTURES	0	0	100	100
52405 ADVERTISING SERVICES	50	25	0	0
52431 CONSULTING SERVICES	0	0	2,800	2,500
52575 SERVICES	42,232	32,361	4,700	3,000
52590 TEMPORARY EMPLOYMENT	0	0	31,985	31,650
52605 CAR MILEAGE	11	75	1,050	500
52615 DUES & MEMBERSHIP	350	1,110	1,120	1,000
52625 MEETING EXPENSES IN TOWN	10,492	1,659	3,720	2,678
52630 TRAINING	0	0	24,825	24,825
52635 EMPLOYEE EDUCATIONAL ASSIST	4,459	10,227	1,200	1,600
52645 SUBSCRIPTIONS	2,879	3,876	2,955	2,955
52655 TRAVEL OUT OF TOWN	8,718	9,104	10,975	8,550
52705 COMMUNICATIONS	523	(646)	25,658	35,573
52735 TELEPHONE-LONG DIST CALLS	723	808	3,000	900
52765 EQUIPMENT LEASE	0	0	300	0
52775 MINOR EQUIPMENT	175	660	500	500
52795 RENTAL OF EQUIPMENT	7,108	6,329	5,762	6,792
52874 OFFICE SERVICES PRINTING	10,769	17,125	17,114	12,000
52875 OFFICE SERVICES RECORDS	0	990	500	515
65150 LEGAL DEFENSE FUND	64	0	0	0
65160 RECRUITMENT	23,120	1,264	7,000	7,000
65352 EMPLOYEE AWARDS PROGRAM	0	13,843	0	0

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
CITY MANAGEMENT  
EMPLOYEE SERVICES**

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
65353 DIVERSITY TRAINING	0	(4,061)	1,056	40,950
65365 HEALTH PROGRAMS	0	34	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>207,619</b>	<b>123,734</b>	<b>217,135</b>	<b>228,923</b>
53010 OFFICE MACHINES	4,638	3,098	350	350
53020 MICROS/WORD PROCESSORS	284	1,335	5,000	3,500
53030 FURNITURE & FIXTURES	1,250	(1,200)	3,700	2,500
<b>TOTAL CAPITAL OUTLAY</b>	<b>6,172</b>	<b>3,233</b>	<b>9,050</b>	<b>6,350</b>
<b>ORGANIZATION TOTAL</b>	<b>911,576</b>	<b>952,126</b>	<b>1,303,913</b>	<b>1,415,618</b>

# Finance

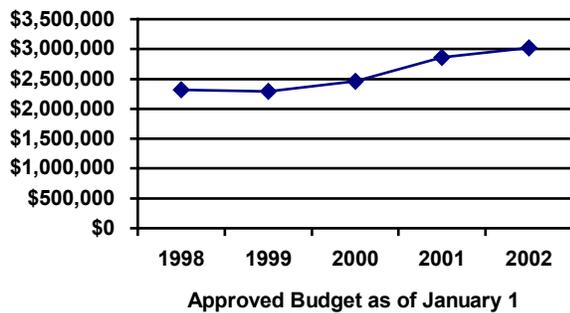


Steve Hilfers, Unit Manager • 30 South Nevada Avenue, Colorado Springs, CO 80903 • (719) 385-5919 • shilfers@ci.colospgs.co.us

## 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.

## BUDGET HISTORY



## SERVICES

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

## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$2,120,267	\$2,235,709	\$2,518,538	\$2,684,822
Operating	266,539	215,652	314,558	311,634
Capital Outlay	24,088	15,141	23,619	24,400
<b>Total</b>	<b>\$2,410,894</b>	<b>\$2,466,502</b>	<b>\$2,856,715</b>	<b>\$3,020,856</b>

## PERSONNEL

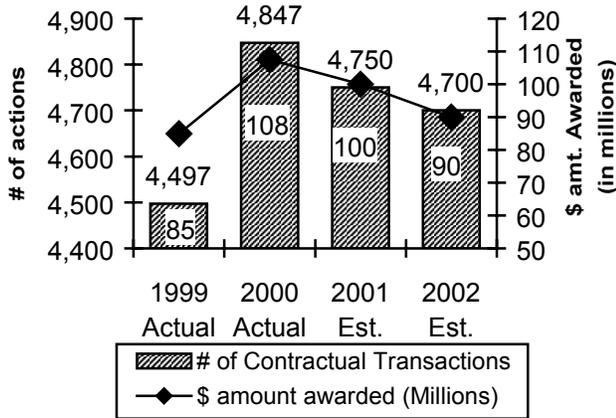
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	<b>1999 Actual</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>
<b>Classification</b>				
Senior Manager	1.0	1.0	1.0	1.00
Manager	3.0	3.0	3.0	3.00
Supervisor	4.0	4.0	4.0	4.00
Professional	12.5	12.5	12.5	12.75
Paraprofessional	19.0	19.0	22.0	22.00
General	1.0	1.0	1.0	1.00
<b>FTE Total</b>	<b>40.5</b>	<b>40.5</b>	<b>43.5</b>	<b>43.75</b>
Special Positions	3.0	3.0	1.0	0.0

For 2001, an accounting clerk and a payroll clerk were converted to permanent employees and a receptionist position was moved from Colorado Springs Utilities into the General Fund for Purchasing. For 2002, 0.25 FTE is added in Purchasing to move an Analyst II Buyer from 0.5 FTE to 0.75 FTE.

**PERFORMANCE INDICATORS**

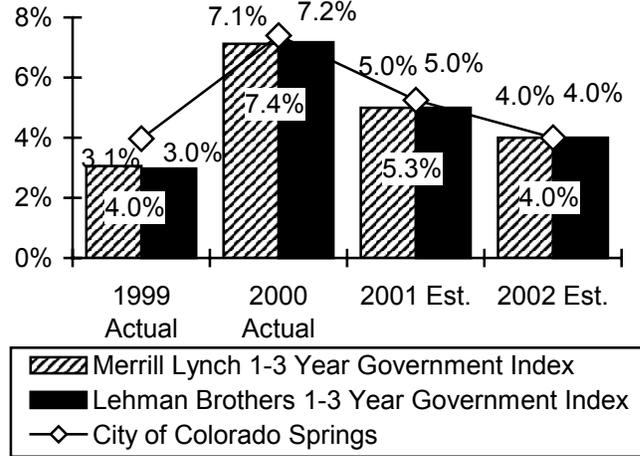
**Contractual Transactions**



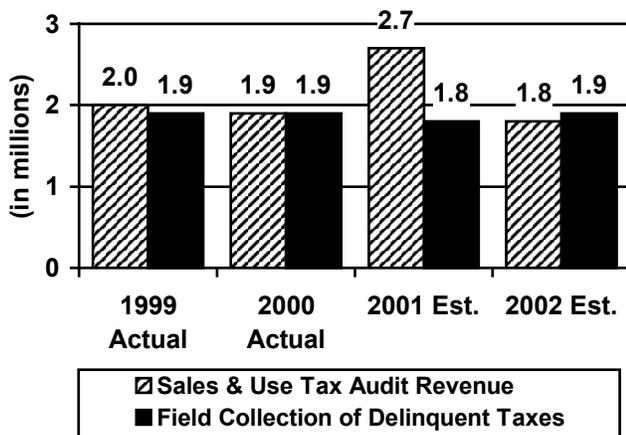
Since 1999 the number of transactions awarded by Purchasing and Contracts has remained 4,500 or higher, even though the Purchasing regulations were changed in 1999 to further decentralize purchasing authority. The value of the total contractual awards has significantly increased from 1999 to 2000 (\$85 million to \$107 million) largely due to SCIP and is projected to be similar in 2001 with a slight decline in year 2002 as SCIP winds down. The total number of contractual transactions have increased significantly over the last two to three years and this increase cannot be attributed solely to SCIP.

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 outperformed these indices for 1999 and 2000.

**Cash Management Performance**



**Field Collection & Audit Revenue**



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 \$4.49 million sales and use tax revenue for the City in 2001. Revenues are higher for 2001 due to unanticipated audit revenues.

## CHANGES TO THE BUDGET

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- An increase of \$192,074 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$43,240 for 2001 performance pay is removed.
- Funding of 15,680 is added to increase a half-time Analyst II Buyer to three-quarters time.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$2,733.
- Funding of \$2,360 is included for Telecommunication charges.

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

### **OBJECTIVE – Enforce sales tax ordinance fairly and consistently.**

Sales Tax will continue to enforce the Sales and Use Tax ordinance of the City of Colorado Springs in a fair and consistent manner and continue to treat taxpayers with respect concurrent with maximizing sales and use tax revenue collections.

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

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

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

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

Finance and Information Technology plan to upgrade the financial system to PeopleSoft Web Version. The financial system will be upgraded in the summer of 2002. By implementing the PeopleSoft web version, Finance will promote customer service and cost savings through self-service systems.

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

Finance reviews all new GASB pronouncements and plans for all upcoming changes when pronouncements are issued. GASB 34 "Basic Financial Statements- and Management's Discussion and Analysis- for State and Local Governments" is a new pronouncement that requires the City's financial statements to be presented on an accrual accounting basis in addition to modified accrual accounting and includes the capitalization and depreciation of infrastructure assets. Finance plans to prepare draft financial statements in 2001 and 2002 under the new GASB financial statement model. Implementation will be in 2003 for the 2002 financial statements and 2006 for the retroactive capitalization of infrastructure.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
CITY MANAGEMENT  
FINANCE**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	1,655,915	1,782,189	2,027,767	2,190,132
51206 WAGE PKG-SALARIES	(5,920)	0	0	0
51207 WAGE PKG-PERFORMANCE	65,146	51,590	43,240	0
51210 OVERTIME	29,690	23,317	21,416	9,500
51220 SEASONAL/TEMPORARY	10,266	14,380	8,000	8,000
51230 SHIFT DIFFERENTIAL	161	135	150	150
51240 RETIREMENT/TERMINATION SICK	7,288	4,617	0	0
51245 RETIREMENT/TERM VACATION	21,913	7,753	0	0
51260 VACATION BUY	2,007	450	0	0
51265 GRIP PROGRAM	677	0	0	0
51299 SALARIES REIMBURSEMENTS	(1,207)	(14,509)	0	0
51610 PERA	172,127	182,122	189,126	197,618
51615 WORKER'S COMPENSATION	5,514	5,283	5,107	7,766
51620 EQUITABLE LIFE INSURANCE	6,402	7,255	8,187	8,719
51625 VISION CARE	2,303	2,223	2,874	2,874
51635 CITY MAJOR MEDICAL PLAN	1,732	1,899	2,162	2,162
51640 DENTAL INSURANCE	10,978	12,234	13,914	14,610
51665 CASH BACK	2,938	2,677	0	0
51670 PARKING FOR EMPLOYEES	9,235	9,490	11,959	11,959
51690 MEDICARE	13,825	15,279	21,678	23,791
51695 CITY EPO MEDICAL PLAN	109,279	127,326	162,958	207,541
<b>TOTAL SALARY &amp; BENEFITS</b>	<b>2,120,267</b>	<b>2,235,709</b>	<b>2,518,538</b>	<b>2,684,822</b>
52105 MISCELLANEOUS OPERATING	95	3,122	200	0
52110 OFFICE SUPPLIES	31,679	29,984	31,820	32,650
52120 SOFTWARE-MICRO/WORD PROCESS	1,816	538	1,950	1,947
52125 GENERAL SUPPLIES	(1,570)	903	4,300	4,300
52135 POSTAGE	53,647	77,138	58,300	58,000
52140 WEARING APPAREL	0	59	0	0
52165 LICENSES & TAGS	0	10	131	0
52220 MAINT-OFFICE MACHINES	3,961	1,844	4,300	3,650
52225 MAINT-MICROS/WORD PROCESSOR	107	285	3,620	3,800
52230 MAINT-FURNITURE & FIXTURES	0	0	100	100
52405 ADVERTISING SERVICES	1,721	273	2,600	500
52418 COMPUTER SERVICES	0	0	7,119	9,000
52575 SERVICES	110,900	19,725	9,610	10,010
52605 CAR MILEAGE	2,669	3,156	3,670	3,850
52615 DUES & MEMBERSHIP	2,228	2,206	2,876	3,130
52625 MEETING EXPENSES IN TOWN	1,775	1,560	1,400	1,350
52630 TRAINING	0	2,400	15,650	15,525
52635 EMPLOYEE EDUCATIONAL ASSIST	12,734	10,433	3,400	900
52645 SUBSCRIPTIONS	1,132	1,438	1,925	1,575
52655 TRAVEL OUT OF TOWN	17,444	25,553	26,125	23,248
52705 COMMUNICATIONS	1,748	773	89,087	89,439
52735 TELEPHONE-LONG DIST CALLS	2,749	3,277	3,560	3,360
52775 MINOR EQUIPMENT	3,600	2,987	7,500	7,000
52795 RENTAL OF EQUIPMENT	4,970	5,365	6,700	11,700
52874 OFFICE SERVICES PRINTING	13,132	13,018	26,300	17,300

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
CITY MANAGEMENT  
FINANCE**

	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
<b>ACCOUNT</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
52875 OFFICE SERVICES RECORDS	0	9,605	2,315	9,300
<b>TOTAL OPERATING EXPENSE</b>	<b>266,539</b>	<b>215,652</b>	<b>314,558</b>	<b>311,634</b>
53020 MICROS/WORD PROCESSORS	18,429	9,869	12,300	12,300
53030 FURNITURE & FIXTURES	4,284	5,272	11,319	12,100
53050 MACHINERY & APPARATUS	1,375	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>24,088</b>	<b>15,141</b>	<b>23,619</b>	<b>24,400</b>
 <b>ORGANIZATION TOTAL</b>	 <b>2,410,894</b>	 <b>2,466,502</b>	 <b>2,856,715</b>	 <b>3,020,856</b>

# Public Communications



Sue Skiffington-Blumberg, Unit Manager • 107 North Nevada Ave., Colorado Springs, CO 80903 • (719) 385-5254 •  
 ssblumberg@ci.colospgs.co.us

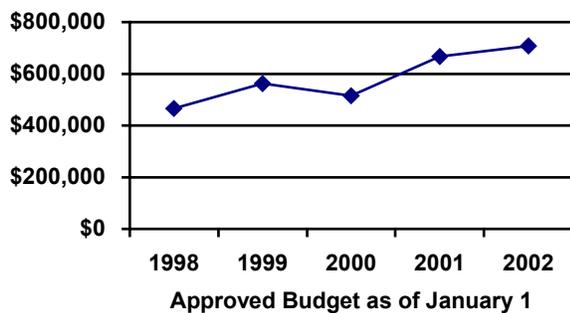
## MISSION

Public Communications provides public information, SpringsTV programming development, and community relations; encourages citizen involvement and access; promotes employee communications, fosters trust; and creates a positive image of the City organization.

## SERVICES

- Provide public relations
- Coordinate production of publications
- Manage crisis communications
- Provide media relations
- Provide marketing and program promotion
- Coordinate public involvement
- Provide employee communications
- Manage communication channel
- Administration of a citizen inquiries and complaint system
- Oversight and administrative support of customer service programs

## BUDGET HISTORY



## BUDGET SUMMARY

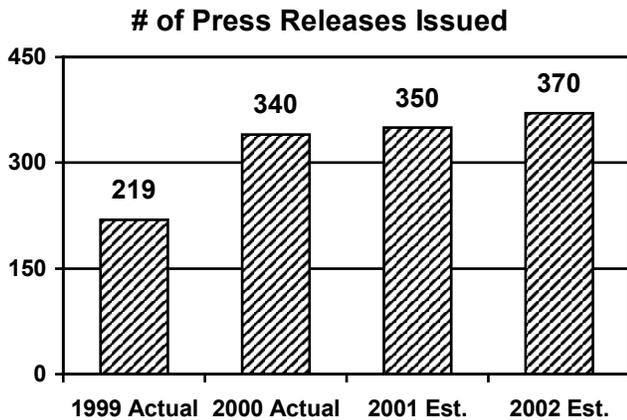
	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$429,848	\$342,357	\$486,017	\$577,681
Operating	134,577	101,561	139,310	123,334
Capital Outlay	3,122	879	41,000	6,000
<b>Total</b>	<b>\$567,547</b>	<b>\$444,797</b>	<b>\$666,327</b>	<b>\$707,015</b>

## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Senior Manager	1	1	1	1
Professional	4	4	5	5
Paraprofessional	1	1	1	2
<b>FTE Total</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>8</b>
Special Positions	0	0	0	0.75

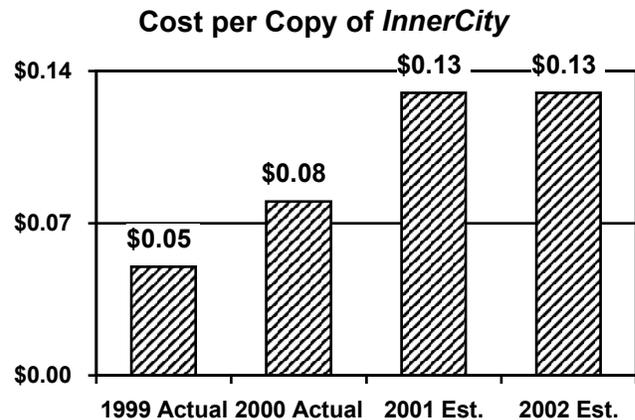
During 2000, the intergovernmental affairs liaison position was transferred from the Office of the City Manager to Public Communications. For 2002, the intergovernmental affairs liaison position was transferred back to the Office of the City Manager. Also for 2002, two positions responsible for the customer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

**PERFORMANCE INDICATORS**



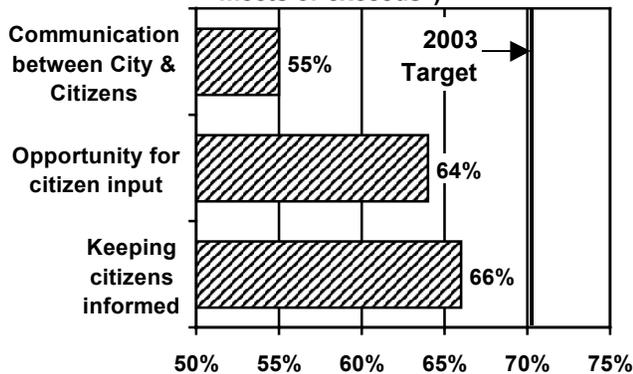
Press release publications in 2001 have remained fairly constant compared to 2000. It is expected that the number of press releases will remain at current levels or there will be a small increase in 2002 due to expanded communications efforts and other key Citywide projects.

In 2001, the cost of producing *InnerCity* increased by \$0.05 per copy. This increase is the result of higher costs for paper and other materials used to produce *InnerCity*. The \$0.13 per copy cost is expected to remain stable in 2002.



**Which specific areas meet your expectations**

(% of respondents answering "meets or exceeds")



The 2001 citizen survey points to a continued opportunity to improve communications with the public. As cable TV programming, web site access, community relations programs and overall communications tools are expanded, it is expected percentages will increase by the 2003 survey.

## CHANGES TO THE BUDGET

---

- An increase of \$42,053 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$8,895 for 2001 performance pay is removed.
- Onetime 2001 funding of \$35,000 for a camera is removed.
- The Intergovernmental Affairs position, along with salary and benefits of \$69,000 and operating of \$5,586 is transferred to the Office of the City Manager.
- The complaint tracking process and customer service initiatives, along with a Principal Analyst and an Administrative Technician and \$103,506 in salary/benefits and \$13,757 in operating, are transferred to Public Communications from the Office of the City Manager.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$621.
- Funding of \$474 is included for Telecommunication charges.

## MAJOR OBJECTIVES

---

### **OBJECTIVE – Enhance public communications and community relations.**

Public Communications will maintain and manage media coverage, pitch to media and SpringsGov.com story lines and follow up. Respond to open records requests in a timely manner. Provide content and support for events, public speeches, City Page. Support Groups and Unit projects and programs.

### **OBJECTIVE – Develop and expand City cable programming.**

Begin original product on key topics such as growth, public works, and public safety. Work cooperatively with Colorado Springs Fire Department to utilize studio facilities and resources. Increase viewership through content and channel awareness programs.

### **OBJECTIVE – Maintain and enhance employee communications.**

Continue production of InnerCity and enhance intranet communications and content. Support communication plans for Workforce Management Council, Leadership Development, Diversity and Change Management strategies.

### **OBJECTIVE – Improve media relations.**

Meet quarterly with media partners, facilitate Mayor's press briefings, and communicate city information

accurately and in a timely manner through press releases and alternate channel sources.

### **OBJECTIVE – Develop / manage web content that is service and information focused for SpringsGov.com.**

Complete training on software components for rapid content change. Refresh content weekly to keep the site interesting and topic timely. Develop a promotional plan to increase unique visitors. Partner with appropriate sites to increase service and information focus. Develop city-related ads on the site containing key message.

### **OBJECTIVE – Provide administrative support to the City's citizen inquiries and complaints program.**

Receive and enter requests and concerns into the complaints tracking system. Maintain an automated tracking system for requests and concerns. Ensure that responses are timely, complete and are courteous.

### **OBJECTIVE – Improve the organization norms surrounding customer service to citizens.**

Oversee and implement the Customer Service Quality Council work plan and activities. Develop and implement employee learning programs that develop customer service skills and techniques. Participate in the coordination of surveys (citizens/employees).

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
CITY MANAGEMENT  
PUBLIC COMMUNICATIONS**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	323,381	304,153	403,376	471,737
51206 WAGE PKG-SALARIES	(800)	0	0	0
51207 WAGE PKG-PERFORMANCE	9,507	3,755	8,895	0
51210 OVERTIME	826	61	1,000	1,000
51220 SEASONAL/TEMPORARY	6,964	226	0	24,000
51235 STANDBY	16,858	271	0	0
51245 RETIREMENT/TERM VACATION	3,763	2,378	0	0
51260 VACATION BUY	879	3,659	0	0
51299 SALARIES REIMBURSEMENTS	3,593	(29,625)	0	0
51610 PERA	35,832	30,841	39,495	40,778
51615 WORKER'S COMPENSATION	1,187	903	865	1,342
51620 EQUITABLE LIFE INSURANCE	1,059	958	1,647	1,742
51625 VISION CARE	386	356	441	441
51640 DENTAL INSURANCE	1,846	1,798	2,240	2,352
51665 CASH BACK	319	279	0	0
51670 PARKING FOR EMPLOYEES	1,560	1,180	1,640	1,640
51690 MEDICARE	4,603	3,902	5,109	5,586
51695 CITY EPO MEDICAL PLAN	18,085	17,262	21,309	27,063
<b>TOTAL SALARY &amp; BENEFITS</b>	<b>429,848</b>	<b>342,357</b>	<b>486,017</b>	<b>577,681</b>
52105 MISCELLANEOUS OPERATING	1,246	2,425	0	0
52110 OFFICE SUPPLIES	5,142	3,232	3,600	4,400
52111 PAPER SUPPLIES	0	0	1,200	1,200
52120 SOFTWARE-MICRO/WORD PROCESS	253	631	1,000	2,000
52122 CELL PHONE EQUIP / SUPPLIES	0	0	0	325
52125 GENERAL SUPPLIES	3,032	2,748	500	4,300
52135 POSTAGE	3,082	2,783	3,183	3,183
52165 LICENSES & TAGS	830	0	0	0
52170 SPECIAL, PHOTOGRAPHY	0	0	500	500
52220 MAINT-OFFICE MACHINES	668	486	325	0
52230 MAINT-FURNITURE & FIXTURES	0	103	0	0
52235 MAINT-MACHINERY & APPARATUS	45	35	1,000	1,000
52265 MAINT-BUILDINGS & STRUCTURE	21	0	0	0
52405 ADVERTISING SERVICES	25,911	16,762	16,450	11,994
52406 ADVERTISING REFUND PROJECTS	75	0	0	0
52575 SERVICES	62,964	39,163	42,611	23,470
52590 TEMPORARY EMPLOYMENT	0	0	14,000	10,000
52605 CAR MILEAGE	127	333	2,180	500
52615 DUES & MEMBERSHIP	1,310	844	1,390	1,460
52625 MEETING EXPENSES IN TOWN	1,909	3,255	1,710	1,359
52630 TRAINING	4,136	4,929	2,280	4,680
52645 SUBSCRIPTIONS	307	272	320	285
52655 TRAVEL OUT OF TOWN	6,276	3,846	3,500	4,230
52705 COMMUNICATIONS	880	1,689	21,626	25,148
52735 TELEPHONE-LONG DIST CALLS	769	625	775	875
52775 MINOR EQUIPMENT	0	192	900	900
52795 RENTAL OF EQUIPMENT	5,173	4,936	4,600	4,950
52874 OFFICE SERVICES PRINTING	10,275	12,101	15,500	16,400

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
CITY MANAGEMENT  
PUBLIC COMMUNICATIONS**

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
52875 OFFICE SERVICES RECORDS	0	169	160	175
65326 ECAP	145	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>134,577</b>	<b>101,561</b>	<b>139,310</b>	<b>123,334</b>
53010 OFFICE MACHINES	888	879	2,000	2,000
53020 MICROS/WORD PROCESSORS	2,234	0	3,500	3,500
53030 FURNITURE & FIXTURES	0	0	500	500
53050 MACHINERY & APPARATUS	0	0	35,000	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>3,122</b>	<b>879</b>	<b>41,000</b>	<b>6,000</b>
<b>ORGANIZATION TOTAL</b>	<b>567,547</b>	<b>444,797</b>	<b>666,327</b>	<b>707,015</b>

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# Fire



Manuel Navarro, Fire Chief • 375 Printers Parkway, Colorado Springs, CO 80910 • (719) 385-7201 • mnavarro@ci.colospgs.co.us

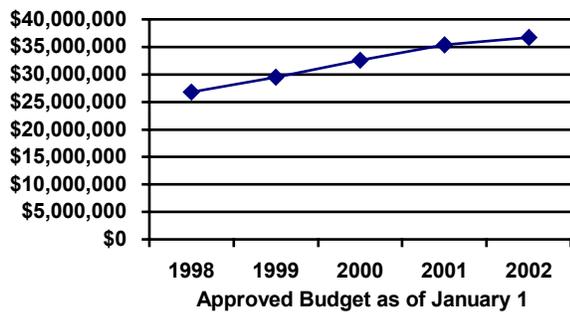
## MISSION

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

## SERVICES

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

## BUDGET HISTORY



## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$26,594,970	\$28,545,942	\$31,725,782	\$33,080,969
Operating	2,255,159	2,757,968	3,064,778	2,704,345
Capital Outlay	483,597	939,383	565,499	903,140
<b>Total</b>	<b>\$29,333,726</b>	<b>\$32,243,293</b>	<b>\$35,356,059</b>	<b>\$36,688,454</b>

## PERSONNEL

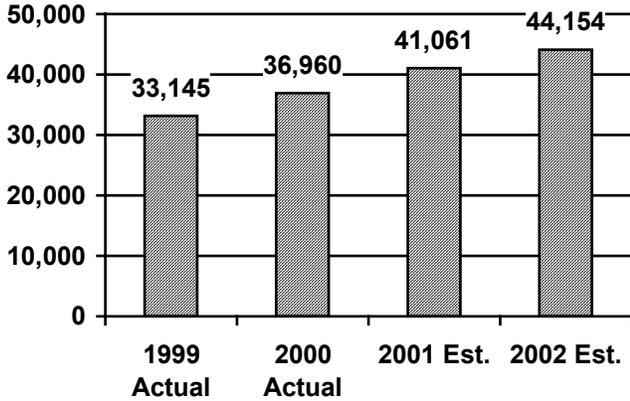
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	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
<b>Classification</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
Manager	2.0	4.0	4.0	5.0
Supervisor	4.0	2.0	3.0	2.0
Professional	11.0	12.5	13.5	15.5
Paraprofessional	12.0	12.0	16.0	17.0
General	10.0	11.0	11.0	12.0
<b>Civilian FTE Total</b>	<b>39.0</b>	<b>41.5</b>	<b>47.5</b>	<b>51.5</b>
Chief	1.0	1.0	1.0	1.0
Deputy Chief	2.0	2.0	2.0	2.0
Assistant Chief	1.0	1.0	1.0	1.0
Battalion Chief	9.0	9.0	9.0	9.0
Fire Captain	22.0	23.0	23.0	23.0
Fire Lieutenant	60.0	62.0	62.0	62.0
Paramedic	56.0	60.0	60.0	60.0
Paramedic Trainee	4.0	4.0	4.0	4.0
Investigator	4.0	4.0	4.0	4.0
Driver/Engineer	69.0	72.0	72.0	72.0
Firefighter	131.0	136.0	136.0	136.0
<b>Uniform FTE Total</b>	<b>359.0</b>	<b>374.0</b>	<b>374.0</b>	<b>374.0</b>
<b>FTE Total</b>	<b>398.0</b>	<b>415.5</b>	<b>421.5</b>	<b>425.5</b>
Special Positions	1	0	2	1

For 2002, the following positions are added: a fire code inspector in Fire Prevention; a maintenance services worker in Support Services; and a manager and an office specialist in the Office of Emergency Management.

**PERFORMANCE INDICATORS**

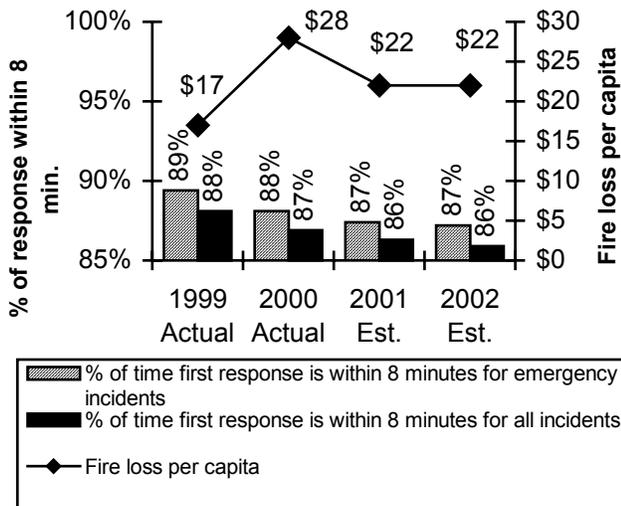
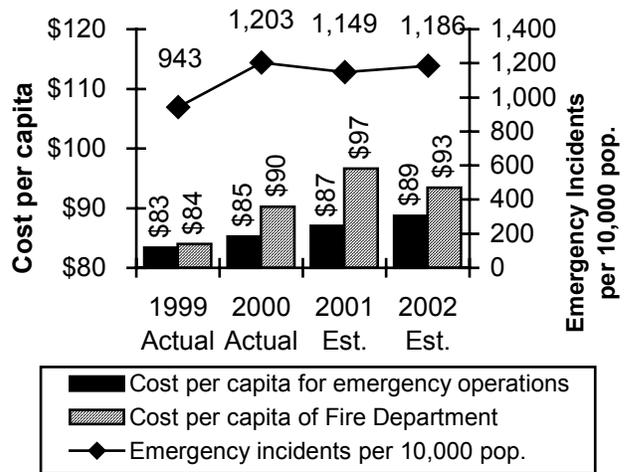
**Total Emergency Incidents**



Incidents continue to rise, driven in large part by an increase in medical incidents. Medical incidents increased by 11 percent in 2000 and are projected to increase by another 11 percent by the end of 2001. The increase from 2001 to 2002 is currently projected to be approximately 7 percent. The incident rate continues to rise faster than population.

The per capita cost of Fire Department service changes from year to year based on population growth and the total department budget. These figures are not adjusted for inflation.

The ICMA computed cost per capita for emergency operations excludes some costs in order to ensure comparability. The median cost for cities 200,000 to 500,000 for 2000 was \$116.78. This figure does not represent the full cost of providing service.

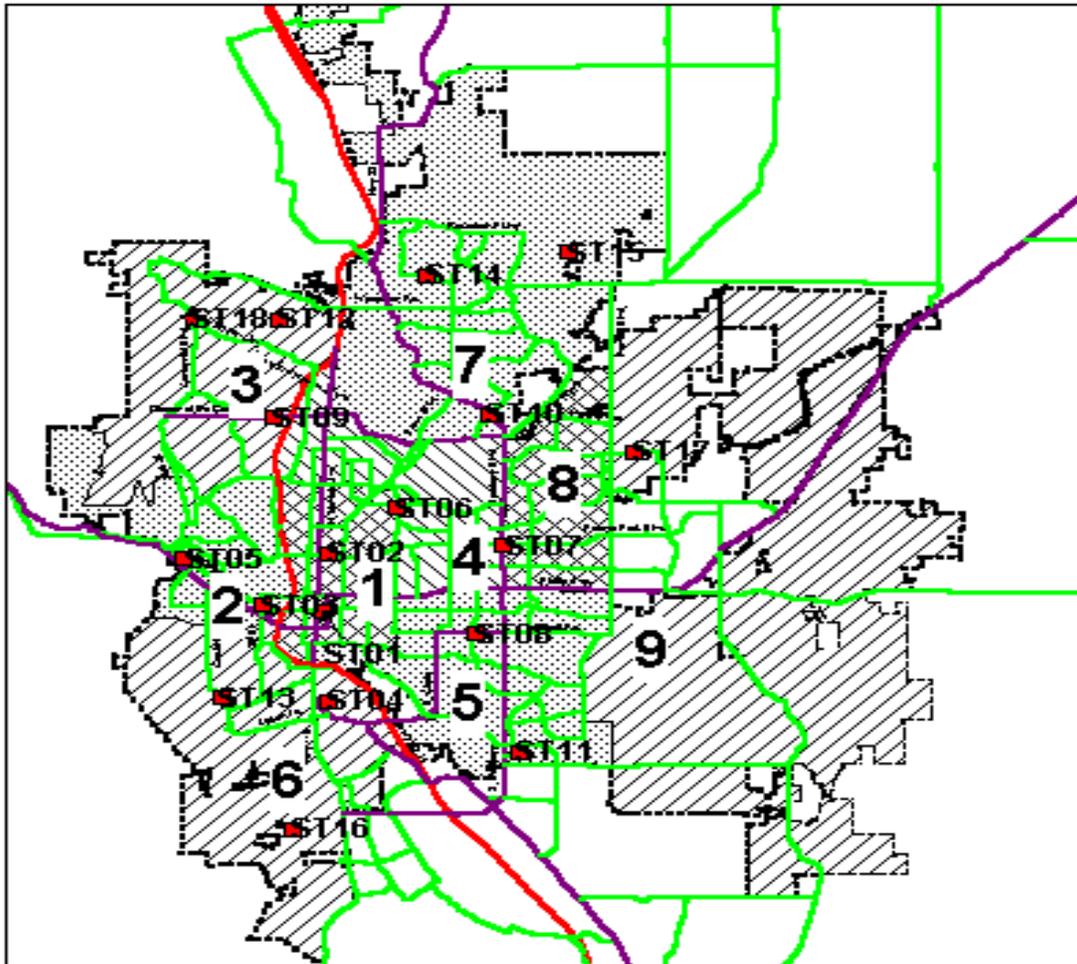


The per capita fire loss continues to remain low in Colorado Springs. These figures are not adjusted for inflation.

The percentage of incidents in which response time—the time from when an emergency call is received by 911 until when the first unit arrives on the scene—is eight minutes or less continues to decline due to the growth of the community and increasing workload.

ICMA requests that cities report response data for all incidents, not just emergencies. For cities 200,000 to 500,000 reporting data for 2000 on eight-minute response, the median was 86.9 percent. Colorado Springs was at the median.

## Planning Evaluation Zones



First Company Response 8-Minute Coverage					
PEZ	1999	2000	2001	2002	Target
	Actual	Actual	Est.	Est.	
1	95.89	95.79	94.7	94.1	90
2	91.84	91.34	90.9	90.4	90
3	78.79	82.74	83.4	85.7	90
4	92.82	90.89	90.6	90.0	90
5	90.67	88.60	87.9	88.0	90
6	89.56	87.31	85.8	83.9	90
7	81.44	79.79	77.7	75.8	90
8	92.61	90.09	89.8	88.3	90
3	58.35	56.12	63.4	65.9	90
City	89.36	88.08	87.3	86.5	90

Structure Fire Response 12-Minute Coverage					
PEZ	1999	2000	2001	2002	Target
	Actual	Actual	Est.	Est.	
1	87.40	93.00	90	90	90
2	81.85	73.20	78	78	90
3	70.60	90.35	85	85	90
4	85.20	89.75	87	87	90
5	88.15	94.10	90	90	90
6	86.33	89.38	88	88	90
7	83.68	91.43	85	85	90
8	87.13	56.68	85	85	90
9	96.17	33.00	50	50	90
City	85.90	86.60	86	86	90

## CHANGES TO THE BUDGET

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- An increase of \$1,825,237 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$540,200 for 2001 performance pay is removed.
- Onetime 2001 capital funding of \$27,800 is removed from the Office of Emergency Management.
- During 2001, Fire Prevention was restored to its former status as a separate unit reporting to the Fire Chief. It had been part of Support Services. Funding of \$2,072,229 and 27.5 FTEs were transferred from Support Services to the new Fire Prevention Unit.
- One Fire Code Inspector position is added by reallocating \$60,000 from capital to salaries and operating. This position will provide additional gains in service to Fire Prevention's customers.
- Prior to 2001, the Office of Emergency Management budget was in a grant account. In 2001, part of the budget was in a general fund account and part was in a grant account. For 2002, the budget for the OEM has been consolidated in a general fund account. The manager position and the special clerical position that had been assigned to the grant account in previous years have been moved to the regular budget and the special position has been changed to a permanent position in the OEM baseline budget.
- Funding of \$66,000 is added to the Support Services budget for operating expenses and a maintenance services worker position for the new Fire Department Complex. This is necessary for operating the new facility, a completed SCIP project.
- Funding of \$11,568 is included to address increased electric and gas rate increases.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$12,142.
- Funding of \$9,742 is included for Telecommunication charges.

## MAJOR OBJECTIVES

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### **OBJECTIVE – Maintain the Standards of Coverage mandated by City Council to the extent possible with budgeted resources.**

The Fire Department will strive to meet the following standards for emergency response time within the city: eight minutes for the first response to 90 percent of all calls and twelve minutes for the response of two engines and an aerial ladder truck to 90 percent of all structure fires. In the face of continued population and workload growth and the development of areas that are considerable distances from existing stations, the department will continue to reevaluate resource utilization in an effort to improve performance with budgeted resources.

### **OBJECTIVE - Implement elements of Fire Department long-range plan.**

In 2002, the Fire Department will implement elements of the long-range plan to the extent possible within budgeted resources by seeking innovative partnerships and other avenues of implementation.

### **OBJECTIVE –Complete implementation of 800 MHz trunked radio system.**

In 2002, remaining tasks related to the development and construction of the 800 MHz trunked radio system will be completed and the system will be fully operational. The development of this system was supported by \$16 million in SCIP funds and will have taken more than four years to plan, build, and make functional.

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

The additional staff provided for Fire Prevention in the 2001 budget should be able to have a significant impact on backlog and turnaround time in new construction plan reviews and inspections in 2002. In addition, one more inspector position is included in the 2002 budget, utilizing funds that were allocated in 2001 for capital items associated with the new positions. This will enable Fire Prevention to have an even greater impact on the inspection backlog.

### **OBJECTIVE – Coordination of Metro Medical Response System Program to address shortfalls in planning for biological, chemical and nuclear terrorist incidents.**

The City will coordinate a \$400,000 contract to assist in the coordination and implementation of a medical response system for major medical incidents. This system would involve medical, health, fire, and law enforcement agencies in preparation for biological, chemical and nuclear terrorist events. The focus of the grant is primarily planning for an all-inclusive medical system, though funds may also be utilized to assist with the purchase of medical equipment and pharmaceuticals that would be required for response to a terrorist event.

# Fire – Support Services

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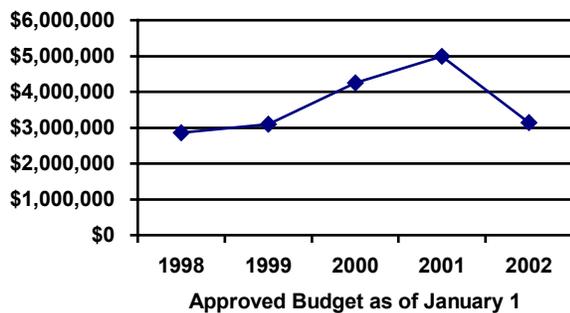
## MISSION

To create a safer community by ensuring the operational readiness of emergency personnel and equipment.

## SERVICES

- Develop, deliver and evaluate professional training and education programs for fire personnel
- Train new employees to meet NFPA 1001 and 1035, Firefighter I and Firefighter II certifications
- Maintain and improve Fire Department facilities
- Maintain apparatus, vehicles, tools and equipment
- Manage design and construction of all new facilities
- Manage Fire Department's communications systems
- Manage mutual aid and intergovernmental agreements

## BUDGET HISTORY



## BUDGET SUMMARY

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	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<u>Uses of Funds</u>				
Salary/Benefits	\$ 2,286,304	\$2,567,874	\$2,923,935	\$1,147,804
Operating	644,533	1,335,619	1,690,815	1,272,538
Capital Outlay	163,287	374,691	378,984	714,014
<b>Total</b>	<b>\$ 3,094,124</b>	<b>\$4,278,184</b>	<b>\$4,993,734</b>	<b>\$3,134,356</b>

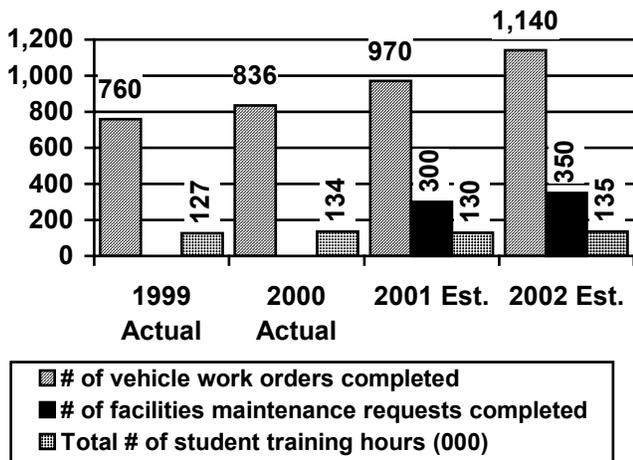
## PERSONNEL

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	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Manager	1.0	1.0	1.0	0.0
Supervisor	2.0	2.0	2.0	1.0
Professional	5.0	6.5	7.5	2.0
Paraprofessional	12.0	11.0	13.0	4.0
General	6.0	7.0	8.0	4.0
<b>Civilian FTE Total</b>	<b>26.0</b>	<b>27.5</b>	<b>31.5</b>	<b>11.0</b>
Deputy Chief	1.0	1.0	1.0	1.0
Assistant Chief	1.0	1.0	1.0	1.0
Battalion Chief	1.0	1.0	1.0	1.0
Fire Captain	2.0	3.0	3.0	1.0
Fire Lieutenant	2.0	1.0	1.0	1.0
Investigator	4.0	4.0	4.0	0.0
<b>Uniform FTE Total</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	<b>5.0</b>
<b>FTE Total</b>	<b>37.0</b>	<b>38.5</b>	<b>42.5</b>	<b>16.0</b>
Special Positions	1	0	1	0

\* Fire Prevention was made a separate unit during 2001. For 2002, \$2,072,229 and 27.5 FTE were moved from the Support Services budget. Also for 2002, a maintenance services worker was added for the new Fire Department Complex.

## PERFORMANCE INDICATORS



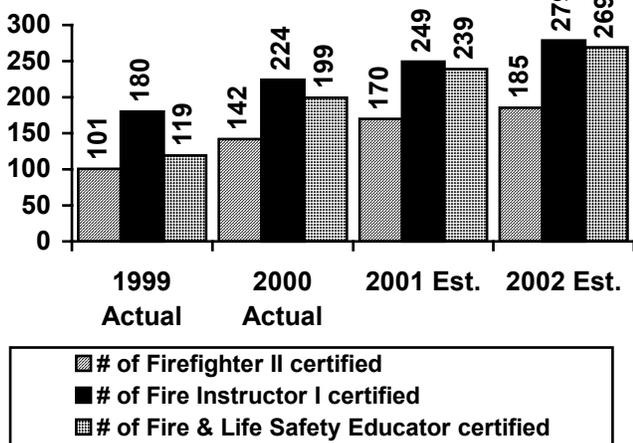
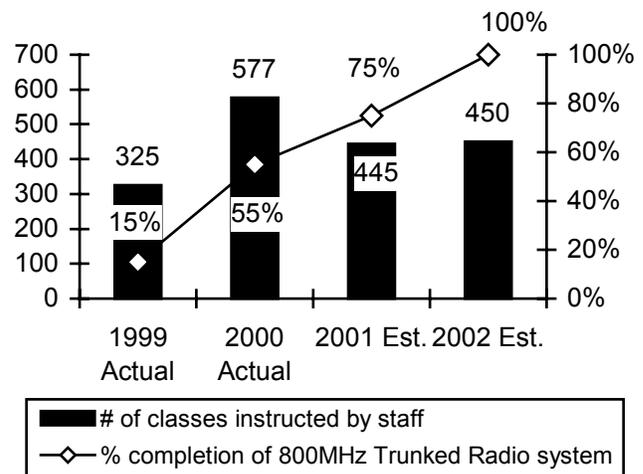
The Fire Department Maintenance Shop maintains 30 front-line apparatus, 8 reserve apparatus, 22 medium duty emergency vehicles such as brush trucks, 16 light emergency vehicles, and 37 staff vehicles. Work orders have increased as the fleet has grown and the equipment has aged.

The Fire Department maintains 18 fire stations and 4 support buildings. A system was implemented on 2001 to track all facilities-related requests and repairs, ranging from minor to major. Data from previous years is not included due to unreliability. Annual costs for maintenance and capital averages \$220,000 per year.

Generally, the number of student training hours has been increasing due to the increase in the number of firefighters and the requirement that all companies perform 18 hours of company training each month. However, the number of recruit academies held in a year affects the number of student training hours.

The number of classes decreased from 2000 to 2001 because only one recruit academy was held in 2001. Only one recruit class is planned for 2002.

The development and implementation of the 800MHz Trunked Radio System was supported with SCIP funds.



All new firefighters are required to be nationally certified as Firefighter II, Fire Instructor I, and Fire and Life Safety Educator (FLSE); and existing firefighters must obtain several national certifications to be promoted within the fire department. As new personnel are added and existing personnel obtain certifications, the total number of certified personnel rises.

## CHANGES TO THE BUDGET

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- An increase of \$65,499 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$18,369 for 2001 performance pay is removed.
- During 2001, Fire Prevention was made a separate unit. \$2,072,229 in 2002 is transferred to Prevention.
- Funding of \$13,588 from Operations and \$5,000 from Fiscal, Information Systems, Planning is transferred to consolidate facility maintenance expenses in the Physical Resources section of Support Services.
- \$58,078 is transferred from Operations to fund shortfalls in communications costs, long distance, postage, and increased costs for utilities and janitorial service in the new Fire Department Complex.
- Funding of \$66,000 is added to the Support Services budget for utilities and janitorial services for the new Fire Department Complex. This is necessary for operating the new facility, a completed SCIP project.
- Funding of \$3,500 is transferred from the Office of Emergency Management (OEM) to cover the maintenance cost of the OEM assistant manager's vehicle.
- Onetime funding of \$10,050 is transferred from the Operations budget for a reengineering study of Fire Department operations.
- Funding of \$1,630 is included to address increased electric and gas rate increases.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$1,859.
- Funding of \$9,742 is included for Telecommunication charges.

## MAJOR OBJECTIVES

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### **OBJECTIVE – Train new employees to meet requirements of National Fire Protection Association (NFPA) standards 1001 and 1035 and certification at Firefighter I and Firefighter II levels.**

Curriculum will be developed and maintained to meet or exceed current national standard requirements for Firefighter I and Firefighter II levels. The recruit academy will be maintained and evaluated and necessary changes will be made to ensure the highest quality of instruction and supervision. Operations personnel will be temporarily assigned to the Training Division to provide an adequate number of instructors for the recruit academy. If there is only one recruit academy in 2002, the overtime needed to cover the temporary vacancies in the fire stations can be covered within the baseline budget.

### **OBJECTIVE – Conduct professional development programs including NFPA classes, driver programs, officer programs, certification programs, Fire and Life Safety Education Program, Public Information Officer Program, performance evolutions, Basic Life Support/Advanced Life Support (BLS/ALS) Programs, and State of Colorado Fire Instructor Program.**

Curriculum programs will be developed to meet or exceed NFPA, ISO, ICMA, and CCMB standard requirements. Classes and certifications will be provided to support these programs. Providing curriculum that reflects our

most current body of knowledge and developing evaluation mechanisms and timed evolutions will ensure the highest quality of performance. To the extent possible within the current budget, distance learning alternatives will be explored to enable the department to provide more training and to keep fire companies in their districts for classroom training.

### **OBJECTIVE – Maintain operational readiness through proper management and maintenance of fire department apparatus, tools and equipment. Maintain and improve operational efficiency and effectiveness by researching new designs, specifications and maintaining equipment. Complete all ISO, and Underwriters safety, compliance and performance testing of apparatus and equipment.**

These objectives will be achieved by providing timely routine maintenance and unscheduled repairs of fire apparatus, overseeing ISO and Underwriters apparatus performance certifications on pumpers, ladders and aerial ladders. Providing accurate management of facilities maintenance and CIP programs and budgets, developing specifications for new and replacement tools and equipment, researching new equipment, and completing purchase in concert with City Purchasing.

**OBJECTIVE – Ensure facilities are properly maintained and the necessary improvements completed within budgeted guidelines. Administer the Five-Year Facilities Maintenance and Improvement Plan and complete all capital improvements. Assess request for repairs and arrange for necessary repair work.**

Facilities will be maintained to the extent possible within the established budget by utilizing the services of Facilities Maintenance and private contractors. Because of budget restrictions, it will be necessary to continue to reprioritize the Five-Year Facilities Maintenance and Improvement Plan as the list of maintenance needs grows.

**OBJECTIVE – Complete the 800MHz Trunked Radio System Project for the City and El Paso County.**

In 2002, construction on the remaining site will be completed. Other tasks will include overseeing system optimization for coverage and loading, troubleshooting critical dead spots through optimization and documentation, completing system inventory and documentation, and demobilizing existing systems and selling equipment.

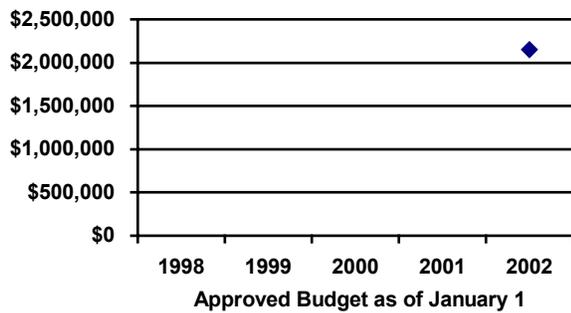
# Fire – Prevention

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## MISSION

To promote a safer community through hazard mitigation, fire prevention, fire code development and enforcement, fire investigation, public education and injury prevention, hazardous materials regulation, and wildland fire risk management.

## BUDGET HISTORY



## SERVICES

- Fire code compliance inspections
- Fire safety trailer
- Plan review of new construction, development, and fire protection system plans
- Information for environmental assessments
- Fire and arson investigations
- Hazardous materials code enforcement
- NFPA's Learn Not To Burn Program
- Clown and Puppet Life and Safety Program
- Home Fire and Safety Inspection Program
- Senior Citizens Fire Safety Program
- Juvenile Firesetter Program
- Urban/wildland risk management

## BUDGET SUMMARY

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	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<u>Uses of Funds</u>				
Salary/Benefits	\$0	\$0	\$0	\$1,995,194
Operating	0	0	0	133,015
Capital Outlay	0	0	0	24,907
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,153,116</b>

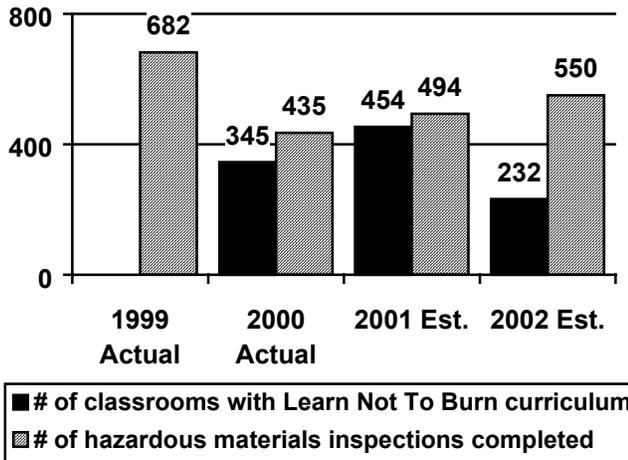
## PERSONNEL

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	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Manager	0	0	0	1.0
Supervisor	0	0	0	1.0
Professional	0	0	0	6.5
Paraprofessional	0	0	0	9.0
General	0	0	0	5.0
<b>Civilian FTE Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22.5</b>
Fire Captain	0	0	0	2.0
Fire Investigator	0	0	0	4.0
<b>Sworn FTE Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6.0</b>
<b>FTE Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28.5</b>
Special Positions	0	0	0	1

\*Fire Prevention was made a separate unit during 2001. For 2002, \$2,072,229 and 27.5 FTE were moved from the Support Services budget.

## PERFORMANCE INDICATORS

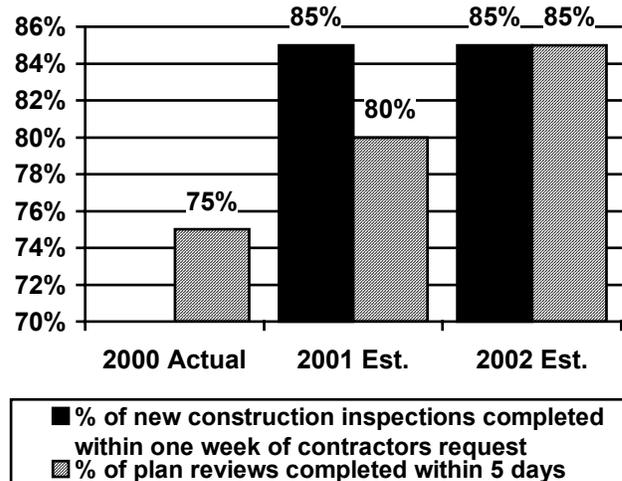


The Learn Not To Burn curriculum is not required; therefore, teachers and principals have the option of participating in this program. Because of an emphasis on state requirements, teachers and principals find it difficult to add optional curriculum. In response to this, the CSFD has shifted the focus from K through 3<sup>rd</sup> grade to pre-school children, an identified high risk group.

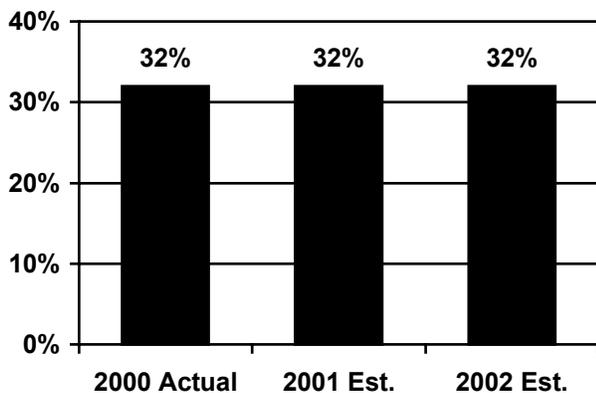
Current staffing is not sufficient to adequately inspect all required hazardous materials occupancies. Fire Prevention has focused on those that pose the most significant risk.

With demand for services continuing to grow, Fire Prevention anticipates that service delivery will remain consistent due to the addition of staff in 2001 and 2002.

As a result of organizational reengineering and an increase in staffing, a slight improvement in overall plan review service is expected for 2002.



### % of Arson Cases Closed by Arrest



As reported to ICMA, the percentage of arson cases closed by arrest in 2000 was 32. The median among cities 200,000 to 400,000 reporting to ICMA was 31.3 percent.

## CHANGES TO THE BUDGET

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- An increase of \$115,546 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$32,830 for 2001 performance pay is removed.
- During 2001, Fire Prevention was restored to its former status as a separate unit reporting to the fire chief. It had been part of Support Services. Funding of \$2,072,229 and 27.5 FTEs and 1 special position were transferred from Support Services to the new Fire Prevention Unit. The special position was not continued in 2002.
- One Fire Code Inspector position is added by reallocating \$60,000 from capital to salaries and operating. This position will provide additional gains in service to Fire Prevention's customers.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$1,829.

## MAJOR OBJECTIVES

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### **OBJECTIVE – Maintain the Learn Not To Burn Program in 232 classrooms (3,138 students); the Safety Trailer, Home Inspection/ Smoke Detector, and Neighborhood Fire Letter Notification programs.**

Due to the loss of onetime funds, new programs will not be initiated and several will need to be cut. Our efforts will focus on maintaining the following downsized programs: Learn Not To Burn, Safety Trailer, Home Inspection/Smoke Detector, and Neighborhood Fire Letter Notification. It will not be possible to continue Learn Not to Burn for pre-school children with special needs, the Senior Citizen Fire Safety, the pilot for the Risk Watch Injury Prevention, or the pilot for the Juvenile Firesetter Program, nor will it be possible to continue to assist with the performance based code approach to the Lowell School Redevelopment Project.

### **OBJECTIVE – Implement National Fire Protection Association Standard 1031, Professional Qualification for Fire Inspector and Plan Examiner.**

This program is essential due to major code changes nationwide. The Uniform Fire Code as we know it today will be phased out within the next two years or so. In order to maintain professional services and legal obligations and requirements, we must obtain and sustain this professional certification.

### **OBJECTIVE – Continue to make application for grants for Wildland Fire Risk Management and implement those educational programs for which funding is available. If possible, implement FIREWISE Public Education Program to assist homeowners to protect their homes from Wildfires.**

Without permanent funding for the Wildland Risk Management Program, grants will be the primary funding source for the effort to manage our city's wildland fire risk potential. If grant monies are not available, the Wildland Risk Management Program will be unable to implement the recommendations or objectives of the Wildland Risk Management Plan.

### **OBJECTIVE – Develop a computer-based plan review methodology and process for fire protection systems.**

In an effort to improve customer service through better management, Fire Prevention will study available equipment and systems and develop a workplan and possible funding sources for moving to computer-based plans review.

### **OBJECTIVE – Augment and improve the technical capabilities of the Fire Investigation Section.**

Within the funds allocated for 2002, the Fire Investigations Section will provide enhanced training for its fire investigators. They will be sent to specialized schools resulting in an increase in their technical capabilities and opportunities to become Certified Fire Investigators. The schools offering these credentials are the National Fire Academy, Federal Bureau of Investigations (FBI) Academy, and Alcoholic, Tobacco, and Firearms (ATF) Academy. Enhanced knowledge is necessary to increase witness stand credibility and garner respect within the judicial and crime prevention community.

# Fire – Operations

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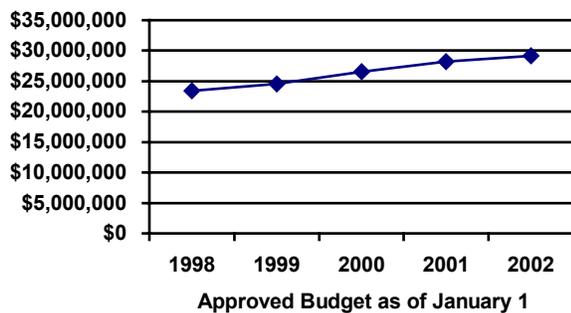
## MISSION

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

## SERVICES

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

## BUDGET HISTORY



## BUDGET SUMMARY

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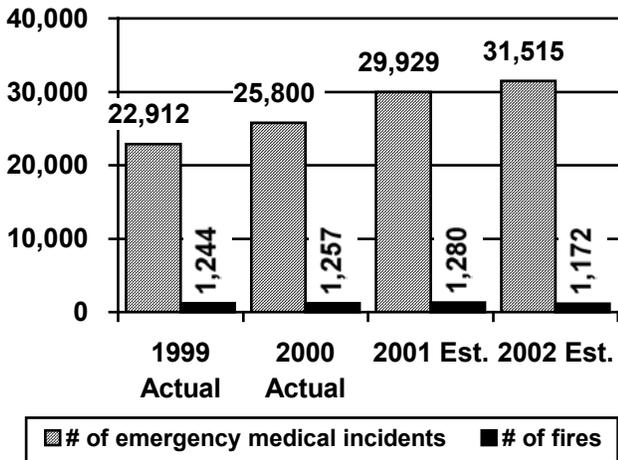
	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$23,210,611	\$24,749,412	\$27,229,575	\$28,277,698
Operating	1,203,124	1,055,721	925,286	836,293
Capital Outlay	131,672	469,881	46,272	42,049
<b>Total</b>	<b>\$24,545,407</b>	<b>\$26,275,014</b>	<b>\$28,201,133</b>	<b>\$29,156,040</b>

## PERSONNEL

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	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Deputy Chief	1	1	1	1
Battalion Chief	8	8	8	8
Fire Captain	19	19	19	19
Fire Lieutenant	55	58	58	58
Paramedic	56	60	60	60
Paramedic Trainee	4	4	4	4
Driver/Engineer	69	72	72	72
Firefighter	131	136	136	136
<b>Uniform FTE total</b>	<b>343</b>	<b>358</b>	<b>358</b>	<b>358</b>
General	1	1	1	1
<b>Civilian FTE total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>FTE Total</b>	<b>344</b>	<b>359</b>	<b>359</b>	<b>359</b>

**PERFORMANCE INDICATORS**

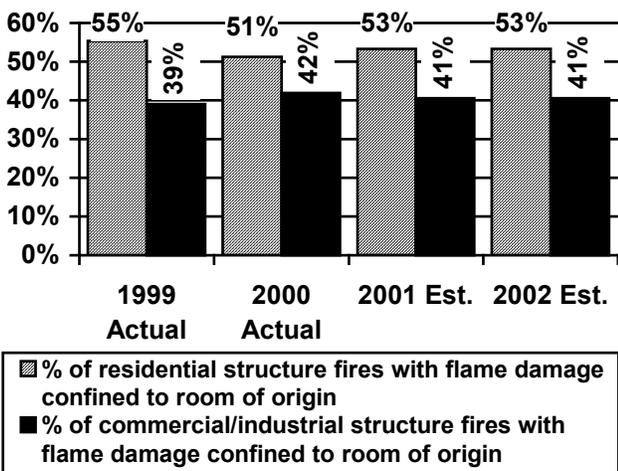
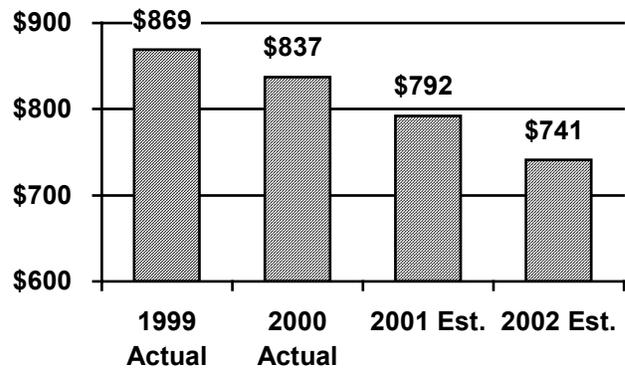


Emergency medical incidents continue to rise at a faster rate than population.

Although the community continues to grow, the number of fires is remaining steady due to such factors as public education efforts and more stringent fire codes.

Costs per emergency incident have been declining because the number of incidents is growing faster than the Fire Department's cost of providing service.

**Average Cost per Emergency Incident**



The median for ICMA cities 200,000 to 500,000 for 2000 was 59.9 percent. This measure excludes fires extinguished prior to arrival of the first unit, including those suppressed by automatic sprinkler systems.

The median for ICMA cities 200,000 to 500,000 for 2000 was 54.2 percent. This measure excludes fires extinguished prior to arrival of the first unit, including those suppressed by automatic sprinkler systems.

## CHANGES TO THE BUDGET

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- An increase of \$1,543,247 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$459,909 for 2001 performance pay is removed.
- Funding of \$2,000 was transferred to the Office of the Chief to cover the cost of equipment for the Tactical Emergency Medical Support team.
- \$58,078 is transferred to Support Services to fund shortfalls in communications costs, long distance, postage, and increased costs for utilities and janitorial service in the new Fire Department Complex.
- Funding of \$13,588 is transferred to the Physical Resources section of Support Services to consolidate facility maintenance expenses.
- Funding of \$50,221 is transferred to the Office of Emergency Management budget.
- \$10,050 is transferred to Support Services Training section on a onetime basis for a reengineering study of Fire Department operations.
- Funding of \$9,938 is included to address increased electric and gas rate increases.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$4,431.

## MAJOR OBJECTIVES

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### **OBJECTIVE – Maintain Council mandated Standards of Coverage with budgeted resources.**

The Fire Department has been directed to attempt to meet the following standards for emergency response time within the city: 8 minutes for 90 percent of all calls for first response and 12 minutes for 90 percent of structure fire incidents with effective force response. This will be accomplished through constant reevaluation of resource utilization. Increased call volumes experienced in 2001 and anticipated for 2002 will provide a challenge to accomplishment.

### **OBJECTIVE – Provide enhanced Advanced Life Support delivery with current budgeted resources.**

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

time. Challenges to the department's ability to accomplish this objective include the lack of a sufficient number of authorized paramedic positions and recently mandated state educational requirements which increase the length of time and costs for training replacement paramedics.

### **OBJECTIVE – Engage in pre-incident planning for target hazard locations.**

The Operations Division will utilize the updated commercial and large residential target hazard occupancies list developed in 2001 as a basis for developing a survey mechanism. Upon completion, this survey will provide critical information to company and command officers about specific hazards, life safety issues, and fire protection systems availability in identified buildings. The department will target approximately 25 percent of all such occupancies for a comprehensive survey in 2002.

# Fire – Fiscal, Information Systems, Planning

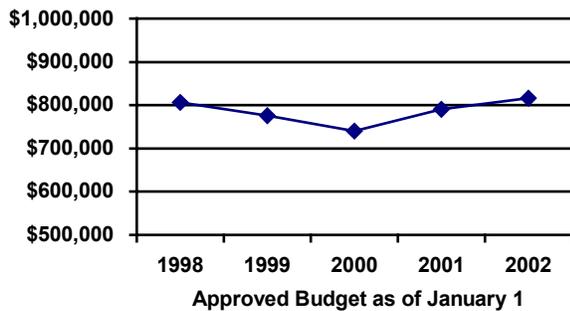
## MISSION

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 GIS

## BUDGET HISTORY



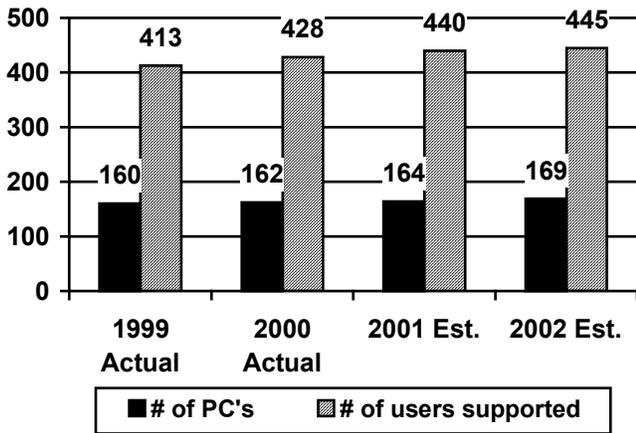
## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$469,436	\$575,088	\$626,176	\$657,673
Operating	128,767	134,156	108,806	94,390
Capital Outlay	178,037	53,541	55,700	64,700
<b>Total</b>	<b>\$776,240</b>	<b>\$762,785</b>	<b>\$790,682</b>	<b>\$816,763</b>

## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Manager	2	2	2	2
Professional	5	5	5	5
Paraprofessional	0	1	1	1
General	1	1	1	1
<b>FTE Total</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>9</b>

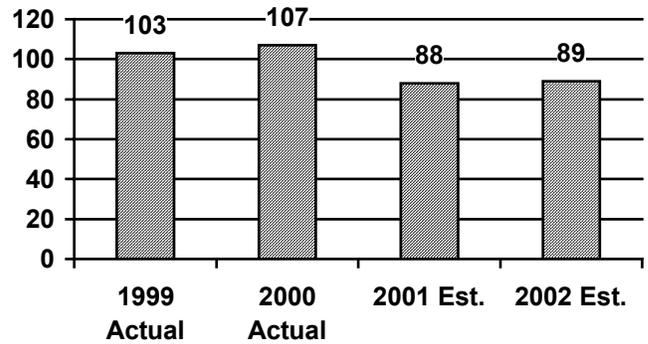
**PERFORMANCE INDICATORS**



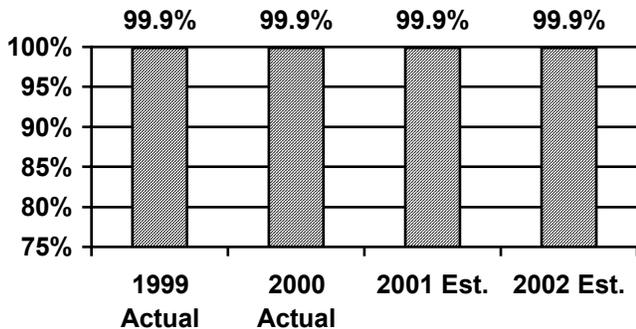
CSFD is able to perform at a high level with its limited staff due to its use of technology. There are more users than FTEs in the Department due to temporary, part-time, and special employees. Office positions usually have a dedicated personal computer (PC) while line positions on shift share PCs at their stations.

In 2001, the addition of an IS Technician improved the ratio of users to IS staff. Based on industry standards, the target support ratio is 37 users per IS staff position. (If additional equipment were added, such as mobile PCs in apparatus, a separate support formula would be needed to determine a field equipment support ratio.) To achieve the target ratio of users/IS staff, the current number of CSFD IS personnel would need to be more than doubled.

**Fire Department PC Users per Fire Department IS Staff Position**



**Fire Information System Availability**



CSFD systems must operate 24 hours a day, 7 days a week. Systems must occasionally be shutdown for maintenance or upgrades (performed during off-peak hours). Virus threats or hardware/software failures sometimes cause temporary downtime.

## CHANGES TO THE BUDGET

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- An increase of \$43,521 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$12,024 for 2001 performance pay is removed.
- Funding of \$5,000 is transferred to Support Services for facility maintenance.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$416.

## MAJOR OBJECTIVES

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### **OBJECTIVE –Support implementation of the Fire Department's long-range plan.**

This will be accomplished by building on the work that has already been completed, developing and analyzing alternatives to meet specific goals, and assisting Department programs with developing management information systems and data to support specific goals and track progress in accomplishing them.

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

Fiscal, Information Systems, and Planning (FISP) will continue to perform regular and ad hoc analyses of Fire Department data to provide the Department's program

managers, unit managers, and Chief 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 – Office of Emergency Management

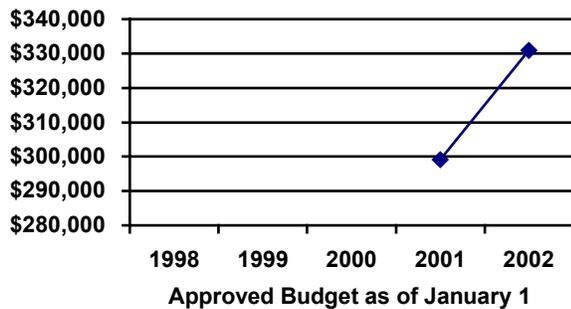
## MISSION

To protect life and property citywide through mitigation, preparedness, response and recovery from large-scale emergencies and disasters for the purpose of saving lives and preventing or minimizing property damage.

## SERVICES

- Mitigation for large-scale emergencies and disasters, including coordination of Disaster Declaration & Recovery Efforts
- Coordination of large-scale exercises and training with all departments, agencies and military installations
- Liaison to local, county, state and federal agencies and departments
- Development of emergency operations plan for the City
- Response to multifamily structure fires
- Management of Federal grant programs

## BUDGET HISTORY



## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Budget by Account Category</b>				
Salary/Benefits	\$0	\$0	\$224,503	\$254,135
Operating	0	0	39,505	50,636
Capital Outlay	0	0	35,149	26,070
<b>Unit Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$299,157</b>	<b>\$330,841</b>

\*In 1999 & 2000, this budget was shown as a grant account. A budget in the General Fund was established for this function in 2001.

## PERSONNEL

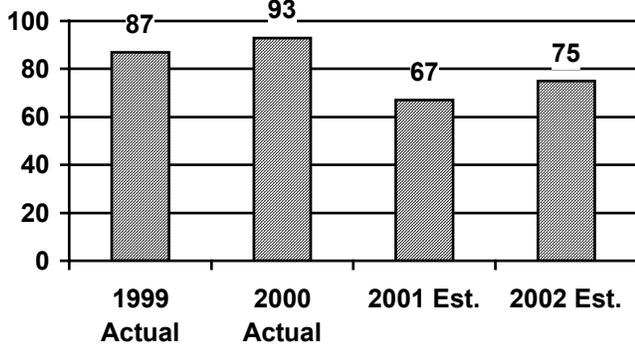
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	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Manager	0	0	*1	1
Professional	0	0	1	1
Paraprofessional	0	0	0	1
General	0	0	1	1
<b>FTE Total</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>4</b>
Special Positions	0	0	*1	0

\* These positions were in the grant account in 2001 and were not included in the Fire Department's total number of positions. For 2002 the positions are converted to permanent status in the Fire Department.

**PERFORMANCE INDICATORS**

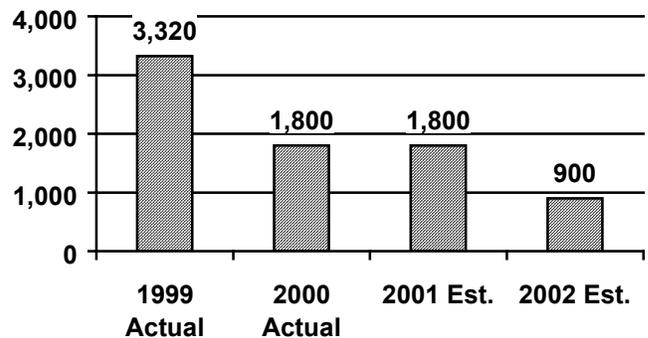
**Disaster Exercises & Emergency Preparednes Presentations**



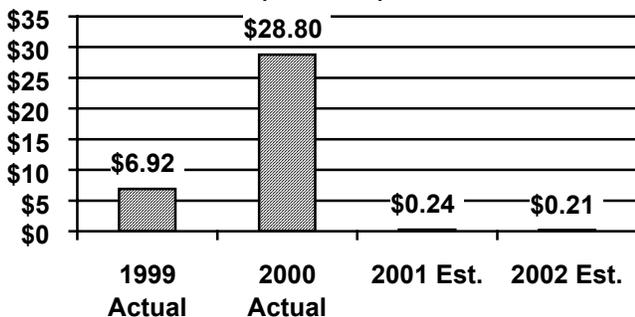
The Office of Emergency Management (OEM) provides emergency preparedness presentations for various civic groups, industries, hospitals, schools, nursing homes, etc., throughout the community to help the public mitigate damages and loss of lives from emergencies and disasters. The number of disaster exercises presentations as well as community fairs and public information campaigns that disseminate emergency preparedness information vary from year to year.

OEM staff hours dedicated to disaster exercises peaked in 1999 due to Y2K preparation and have been declining as the special support offered through the terrorists grants winds down.

**Staff Hours Devoted to Disaster Exercises**



**Aid to the Public & Private Sectors Received by or Facilitated by OEM (millions)**



OEM obtains grants of money and equipment for OEM programs and for direct aid to victims. In addition, it assists citizens in applying directly for disaster aid such as Small Business Association loans. Need for and availability of grants and other assistance depends upon occurrence of disasters and availability of federal funding. In 1999, flood disaster aid was received; and in 2000, flood disaster and landslide aid was received.

## CHANGES TO THE BUDGET

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- An increase of \$17,510 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$4,027 for 2001 performance pay is removed.
- Onetime 2001 capital funding of \$27,800 is removed.
- Prior to 2001, the Office of Emergency Management budget was in a grant account. In 2001, part of the budget was in a general fund account and part was in a grant account. For 2002, the budget for the OEM has been consolidated in a general fund account. The

manager position and the special clerical position that had been assigned to the grant account in previous years have been moved to the regular budget and the special position has been changed to a permanent position in the OEM baseline budget.

- Funding of \$50,221 is transferred from Operations to provide for the City's share of the program.
- Funding of \$3,500 is transferred to Support Services to cover the maintenance cost of the assistant OEM manager's vehicle.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$720.

## MAJOR OBJECTIVES

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**OBJECTIVE – Coordinate and participate in a minimum of four emergency/disaster exercises and training with City, County, military, State and federal departments and agencies to provide for more effective public safety.**

The Office of Emergency Management works continually to improve response efforts between the City, County, adjacent jurisdictions, military installations and State and federal agencies. These efforts include planning, training, exercising and coordination of mutual aid for emergencies and disasters.

**OBJECTIVE – Coordination of Metro Medical Response System Program to address shortfalls in planning for biological, chemical and nuclear terrorist incidents.**

The City will coordinate a \$400,000 contract to assist in the coordination and implementation of a medical response system for major medical incidents. This system would involve medical, health, fire, and law enforcement agencies engaged in preparations for biological, chemical and nuclear terrorist events. The focus of the grant is primarily planning for an all-inclusive medical system, though funds may also be utilized to assist with the purchase of medical equipment and pharmaceuticals that would be required for response to a terrorist event.

**OBJECTIVE – Coordinate and write City Emergency Operations Plan to provide for more effective and efficient emergency planning, preparedness, response and recovery.**

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, is promulgated, printed and disseminated. During 2002, the Basic Plan, Summary Plan, Mass Casualty Plan, and Tornado Annex will be reviewed, revised and distributed.

**OBJECTIVE – Develop and coordinate Community Emergency Response Training (CERT) Program for City to provide neighborhood preservation and enhanced public safety during and after large-scale emergencies or disasters.**

The focus of Federal Emergency Management Agency (FEMA) is to promote self-help programs within communities, providing citizens with the skills, knowledge and ability to be able to provide care for their families and neighbors in a large-scale event. The first step in creating an effective CERT program is to conduct a current hazard analysis of the jurisdiction. That information will provide us with the knowledge to be able to identify those hazards that pose the greatest risk and highest vulnerability to the City. An educational program will be developed with appropriate agencies and departments who will then coordinate neighborhood programs to educate citizens in self-help practices.

**OBJECTIVE – Equip the “limited emergency operations center” at the Fire Department Complex.**

A small amount of basic equipment will be purchased and installed at the new Fire Department Complex, including computers linked with a software program for managing the emergency operations center, capturing financial data necessary to track expenditures for the incident, and actual management of the incident. The installation of a radar weather system and a new flood warning system to provide weather-related information required for various types of incidents will be researched and a proposal developed that deals with technical issues, issues relating to interagency coordination, and possible funding.

# Fire – Office of the Chief

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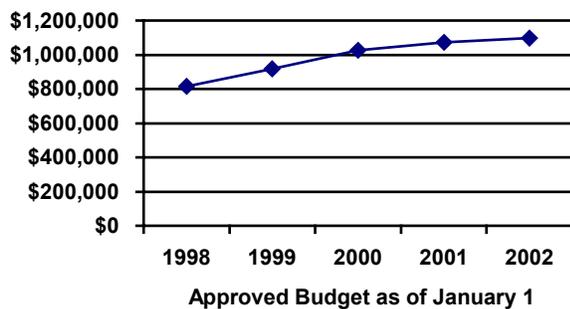
## MISSION

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

## BUDGET HISTORY



## BUDGET SUMMARY

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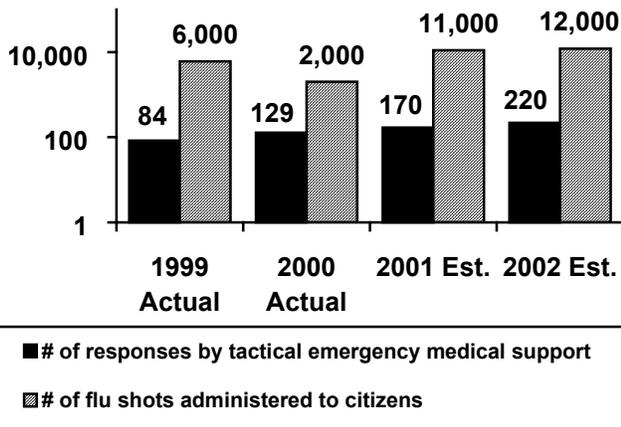
	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<u>Uses of Funds</u>				
Salary/Benefits	\$628,618	\$653,569	\$ 721,593	\$ 748,465
Operating	278,738	232,471	300,366	317,473
Capital Outlay	10,602	41,271	49,394	31,400
<b>Total</b>	<b>\$917,958</b>	<b>\$927,311</b>	<b>\$1,071,353</b>	<b>\$1,097,338</b>

## PERSONNEL

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	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Fire Chief	1	1	1	1
Fire Captain	1	1	1	1
Fire Lieutenant	3	3	3	3
<b>Sworn FTE Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
Manager	0	1	1	1
Supervisor	1	0	0	0
Professional	1	1	1	1
Paraprofessional	0	0	2	2
General	2	2	0	0
<b>Civilian FTE Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>FTE Total</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

## PERFORMANCE INDICATORS

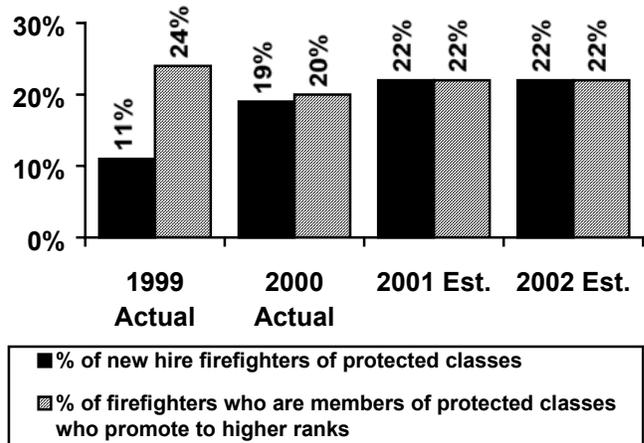


The number of incidents that the Tactical Emergency Medical Support responds to at the request of law enforcement authorities has been increasing due to a greater number of incidents involving clandestine drug labs.

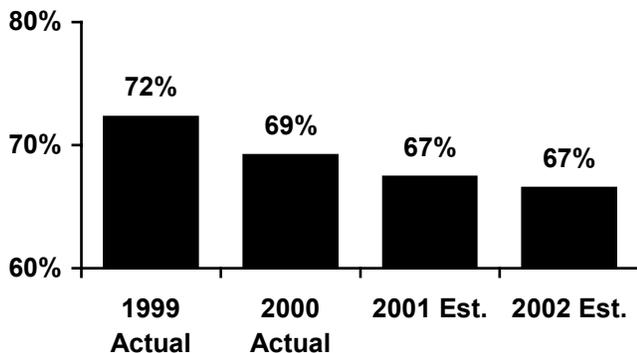
The number of citizens receiving flu shots through the collaborative effort between the CSFD and Memorial Hospital has been increasing and is expected to continue to increase. A component of this effort involves administering flu shots to the homebound. In 2000, 129 homebound citizens received flu shots.

The Fire Department has been engaged in collaborative efforts with community organizations to increase the number of qualified individuals in protected classes who compete in the candidate testing process.

Although the Fire Department has seen increases in the number of protected class members promoting to higher ranks, the number is not expected to increase for 2002 and may decrease. Due to lower than usual retirements because of the Deferred Retirement Option Plan (DROP), there may be fewer opportunities for promotion in 2002.



### % of Medical Responses Less Than or Equal to Six Minutes



The CSFD monitors response time in relation to the goal set by City Council of achieving 6-minute response, 90 percent of the time, in 2004. At present, response times continue to get longer due to the city's growth and the increase in medical incidents.

## CHANGES TO THE BUDGET

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- An increase of \$39,913 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$13,041 for 2001 performance pay is removed.
- Funding of \$2,000 was transferred from Operations to cover the cost of equipment for the Tactical Emergency Medical Support team.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$2,887.

## MAJOR OBJECTIVES

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### **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 – Support fire operations by administering the EMS program, including the purchase of supplies and equipment, and managing repair and maintenance contracts.**

The Medical Office will administer the Infectious Disease Control Program to ensure the most up-to-date and effective information is disseminated and guidelines are followed to protect all employees. The Medical Office will also purchase needed supplies and equipment for the EMS program, arrange for maintenance and repair of equipment, and manage the medical supply inventory. In 2002, it will expand and enhance the ALS resources and delivery both internally and externally, including the flu shot program.

### **OBJECTIVE – Coordinate development of emergency medical service (EMS) goals and objectives in the Fire Department's strategic plan.**

The Medical Office will continue to lead in achieving and maintaining strategic goals and objectives for EMS, including specific strategies for reaching a target of six minutes, 90 percent of the time for response to medical incidents within five years. It will coordinate division level goals and objectives relating to EMS to ensure that they support the overall goals for EMS.

### **OBJECTIVE – Coordinate management of tactical emergency medical support (TEMS).**

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

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
PUBLIC SAFETY  
FIRE**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	1,744,215	1,931,441	2,463,949	2,696,798
51206 WAGE PKG-CIVILIAN SALARIES	(83,585)	0	0	0
51207 WAGE PKG-PERFORMANCE	454,152	411,691	540,200	0
51210 OVERTIME	6,413	31,377	25,041	25,041
51220 SEASONAL/TEMPORARY	39,201	87,479	26,230	31,072
51235 STANDBY	18,869	17,715	17,000	23,540
51245 RETIREMENT/TERM VACATION	1,124	12,516	0	0
51250 SPECIAL ASSIGNMENT PAY	0	744	0	0
51260 VACATION BUY	5,920	9,672	0	0
51290 BUDGET TRANSFERS IN ORGN	(24,214)	(1,026)	0	0
51299 SALARIES REIMBURSEMENTS	0	(8,972)	0	0
51405 UNIFORM SALARIES	17,352,272	18,809,009	20,600,374	21,683,003
51410 UNIFORM OVERTIME	1,319,021	917,656	1,310,380	1,329,610
51420 UNIFORM SCHEDULED OVERTIME	104,624	519,543	590,884	623,484
51430 UNIFORM SPECIAL ASSIGNMENT	40,859	45,102	56,297	56,297
51435 UNIFORM PUBLIC ASSEMBLY	8,970	12,664	10,900	5,500
51440 LEAVE PAY OFF	364,862	408,573	378,313	378,313
51445 LONGEVITY	216,639	212,680	207,602	207,602
51455 THIRD WEEK	230,668	238,237	236,682	249,682
51460 UNIFORM HAZARD DUTY	76,010	37,360	45,440	45,440
51470 UNIFORM RETIREMENT COST	327,685	284,909	167,000	140,628
51490 PARAMEDIC PRO PAY	10,991	47,059	58,500	58,500
51610 PERA	188,358	213,316	244,639	268,639
51615 WORKER'S COMPENSATION	892,252	853,916	678,635	715,202
51620 EQUITABLE LIFE INSURANCE	76,596	81,995	92,551	97,775
51625 VISION CARE	22,026	20,113	26,555	26,555
51635 CITY MAJOR MEDICAL PLAN	1,549	597	3,840	3,840
51640 DENTAL INSURANCE	108,299	117,358	134,775	141,514
51645 FIRE PENSION PLAN	1,734,630	1,696,636	1,981,013	1,976,325
51655 RETIRED EMP MEDICAL INS	731	1,645	0	0
51665 CASH BACK	43,071	43,007	0	0
51690 MEDICARE	136,114	164,642	171,014	189,955
51695 CITY EPO MEDICAL PLAN	1,176,648	1,327,288	1,657,968	2,106,654
<b>TOTAL SALARY &amp; BENEFITS</b>	<b>26,594,970</b>	<b>28,545,942</b>	<b>31,725,782</b>	<b>33,080,969</b>
52105 MISCELLANEOUS SUPPLIES	75,049	97,438	0	0
52110 OFFICE SUPPLIES	26,542	23,876	40,399	42,610
52111 PAPER SUPPLIES	0	0	6,141	6,171
52115 MEDICAL SUPPLIES	57,763	47,638	58,349	58,349
52120 SOFTWARE-MICRO/WORD PROCESS	18,218	23,018	58,265	52,310
52122 CELL PHONE EQUIPMENT/SUPPLIES	0	0	1,800	7,070
52125 GENERAL SUPPLIES	86,582	140,573	124,692	128,904
52135 POSTAGE	9,428	9,898	6,300	13,888
52140 WEARING APPAREL	254,744	364,929	355,849	349,425
52145 PAINT & CHEMICAL	688	2,008	10,726	4,178
52155 AUTOMOTIVE	3,044	9,516	8,200	8,200
52160 FUEL	0	532	0	0
52165 LICENSES & TAGS	1,651	6,751	11,239	18,449
52190 JANITORIAL SUPPLIES	0	1,459	29,295	42,600

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
PUBLIC SAFETY  
FIRE**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
52220 MAINT-OFFICE MACHINES	860	872	1,910	1,590
52225 MAINT-MICROS/WORD PROCESSOR	8,484	12,227	15,495	15,495
52230 MAINT-FURNITURE & FIXTURES	20	28	0	0
52235 MAINT-MACHINERY & APPARATUS	6,536	7,851	16,180	15,470
52240 MAINT-NONFLEET VEHICLES/EQP	178,033	215,195	195,693	198,793
52265 MAINT-BUILDINGS & STRUCTURE	44,853	39,990	49,961	54,961
52405 ADVERTISING SERVICES	738	5,576	2,000	1,500
52421 CIVIL SERVICE TESTING	0	0	101,100	90,000
52431 CONSULTING SERVICES	0	0	11,400	11,500
52435 GARBAGE REMOVAL SERVICES	0	0	6,288	7,240
52440 HUMAN SERVICES	2,308	46	0	0
52445 JANITORIAL SERVICES	12,231	12,503	20,035	9,000
52450 LAUNDRY & CLEANING SERVICES	29,558	28,949	2,387	3,890
52455 LAWN MAINTENANCE SERVICE	0	0	3,686	5,000
52565 PEST CONTROL	0	0	5,895	4,943
52575 SERVICES	182,772	115,928	71,226	115,875
52605 CAR MILEAGE	692	2,318	2,199	2,828
52615 DUES & MEMBERSHIP	6,362	7,393	8,537	9,635
52625 MEETING EXPENSES IN TOWN	13,536	16,256	12,230	9,564
52630 TRAINING	0	0	105,580	123,008
52635 EMPLOYEE EDUCATIONALL ASSIST	111,677	98,701	9,550	3,050
52645 SUBSCRIPTIONS	5,035	6,408	8,313	9,040
52655 TRAVEL OUT OF TOWN	92,688	106,104	101,984	99,713
52705 COMMUNICATIONS	48,638	70,745	381,960	437,686
52725 RENTAL OF PROPERTY	31,258	35,129	17,640	0
52735 TELEPHONE-LONG DIST CALLS	8,912	11,628	9,150	11,648
52740 GENERAL INSURANCE-CITY	97,144	99,300	110,110	110,110
52745 UTILITIES	140,234	170,521	206,811	238,360
52765 EQUIPMENT LEASE	455,642	626,660	638,690	221,660
52775 MINOR EQUIPMENT	121,784	203,673	107,444	97,925
52795 RENTAL OF EQUIPMENT	23,869	23,379	28,936	33,536
52874 OFFICE SERVICES PRINTING	12,380	14,540	18,000	29,171
52875 OFFICE SERVICES RECORDS	0	319	200	0
65160 RECRUITMENT	0	3,808	0	0
65170 TRANSFER TO OTHER FUNDS	68,433	72,933	82,933	0
65315 FIRE ASSESSMENT/LONG-TERM	16,773	21,352	0	0
<b>TOTAL OPERATING EXPENSES</b>	<b>2,255,159</b>	<b>2,757,968</b>	<b>3,064,778</b>	<b>2,704,345</b>
53010 OFFICE MACHINES	0	0	15,000	19,000
53020 MICROS/WORD PROCESSORS	206,351	93,843	98,699	102,150
53030 FURNITURE & FIXTURES	40,617	66,390	37,345	47,089
53050 MACHINERY & APPARATUS	190,809	219,861	149,854	133,270
53070 VEHICLES - REPLACEMENT	41,820	438,914	183,541	600,571
53080 VEHICLES - ADDITIONS	0	120,375	80,000	0
53090 BUILDINGS & STRUCTURES	4,000	0	1,060	1,060
<b>TOTAL CAPITAL OUTLAY</b>	<b>483,597</b>	<b>939,383</b>	<b>565,499</b>	<b>903,140</b>
<b>ORGANIZATION TOTAL</b>	<b>29,333,726</b>	<b>32,243,293</b>	<b>35,356,059</b>	<b>36,688,454</b>

# Police

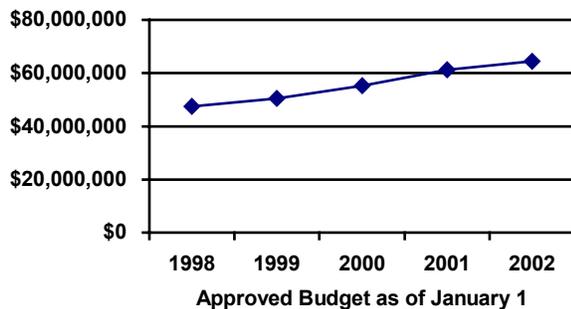


J. Patrick McElderry, Acting Police Chief • 705 S. Nevada Avenue, Colorado Springs, CO 80903 • (719) 444 -7401 •  
mceldeja-dl@ci.colospgs.co.us

## MISSION

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

## BUDGET HISTORY



## SERVICES

### **Office of the Chief**

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

### **Management Services Division**

- Provide fiscal and support services
- Maintain internal information technology systems
- Provide research and development 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

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$44,692,321	\$47,792,705	\$53,508,165	\$56,393,440
Operating	4,616,852	4,835,564	5,775,878	6,204,273
Capital Outlay	1,527,854	1,850,297	1,952,890	1,911,419
<b>Total</b>	<b>\$50,837,027</b>	<b>\$54,478,566</b>	<b>\$61,236,933</b>	<b>\$64,509,132</b>

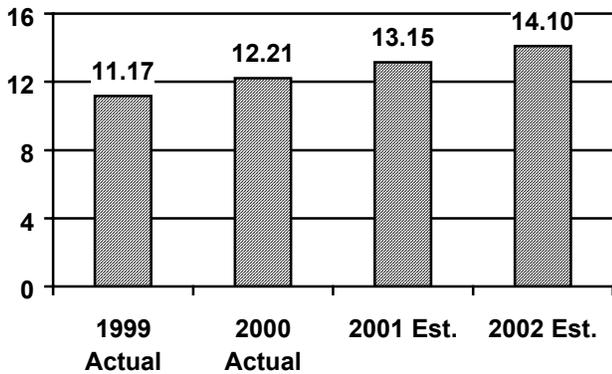
## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Senior Manager	1.0	1.0	1.0	1.0
Manager	6.0	6.0	6.0	6.0
Supervisor	9.0	9.0	9.0	9.0
Professional	28.0	28.0	28.0	28.0
Paraprofessional	124.0	133.0	136.0	138.0
General	67.0	70.0	69.0	69.0
<b>Civilian FTE Total</b>	<b>235.0</b>	<b>247.0</b>	<b>249.0</b>	<b>251.0</b>
Deputy Chief	2.0	2.0	2.0	2.0
Commander	7.0	7.0	7.0	7.0
Lieutenant	17.0	17.0	17.0	18.0
Sergeant	59.0	60.0	63.0	64.0
Officer	439.0	474.0	482.0	488.0
<b>Uniformed FTE Total</b>	<b>524.0</b>	<b>560.0</b>	<b>571.0</b>	<b>579.0</b>
<b>FTE Total</b>	<b>759.0</b>	<b>807.0</b>	<b>820.0</b>	<b>830.0</b>
Other:				
Special – Grant Fund – Professional	2.0	3.0	6.0	6.0
Special – Grant Fund – Paraprofessional	4.0	4.0	6.0	6.0
Special – Grant Fund – General	4.0	6.0	6.0	6.0
Temp – Grant Fund – General	1.0	0.0	0.0	0.0
Special – Grant Fund – Officer	1.0	1.0	1.0	1.0
Special – Manager	0.0	1.0	1.0	1.0
Special – Paraprofessional	0.0	0.0	1.0	1.0
Special – General	0.0	0.0	1.0	1.0
Temp – General	9.5	9.5	9.5	9.5
<b>Other FTE Total</b>	<b>21.5</b>	<b>24.5</b>	<b>31.5</b>	<b>30.5</b>
<b>FTE Total</b>	<b>780.5</b>	<b>831.5</b>	<b>851.5</b>	<b>860.5</b>

For 2000, 12 emergency response technicians were added. Also, for 2000, 6 school resource officers, 12 divisional detectives and 18 patrol officers who were grant-funded positions were included. For 2001, one alarms ordinance clerk and one code enforcement officer were added. Also, in 2001, 9 patrol officers were added for the Intersection Safety Program and 2 school resource officers were added. For 2002, one evidence clerk and one air support mechanic are added. Also, 2 park police officers are eliminated, one commercial enforcement officer is added and 9 additional patrol officers are added for the Intersection Safety Program for a net increase of 8 uniformed positions.

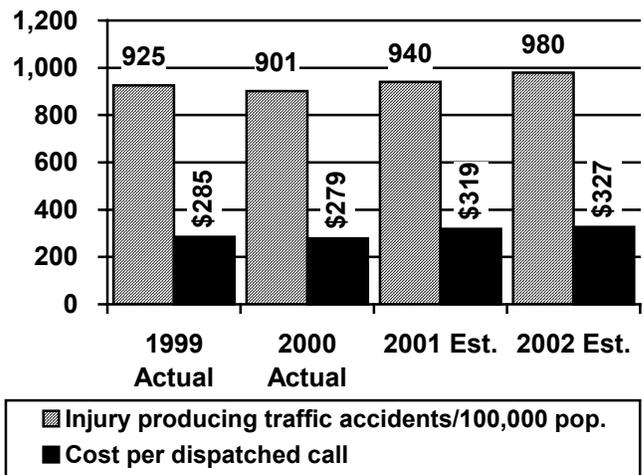
**PERFORMANCE INDICATORS**

**Emergency Response Time (minutes & 10th of a minute)**



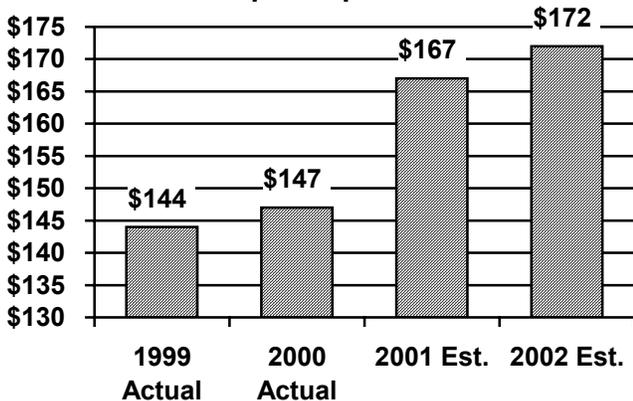
The total number of Calls For Service nearly reached 189,000 in 2000. That is a dramatic increase compared to 1999. Correspondingly, the response time for emergency calls increased as well. The response time to emergency calls is projected to increase by an average of nearly 7% a year. The primary reason for increased response time is the lack of availability of officers to handle calls. Based on a preliminary model and current assumptions and calls for service projections, a net increase of 171 patrol officers is needed by 2005 to reach the target of an 8.0-minute response time. A net gain of 210 patrol officers is needed to reach the target by 2010.

The number of injury producing accidents per 100,000 population dropped by more than 2.5% in 2000. However, the 2001 mid-year figures reflect a slight increase in the rate of crashes. The number of registered vehicles in El Paso County increased by nearly 77,500 from 1998-2000, and this figure is projected to grow by another 30,000 in 2001. Obviously, this increase impacts the City's accident rates. However, additional officers dedicated to Intersection Safety Program in 2001 and beyond should provide some positive impacts.



As the number of dispatch augmented considerably in 2000, this trend is expected to continue in 2001 and 2002. An increase of 15% from 2000 to 2001 is due to calculating the numbers on actual expenditures versus budgeted expenditures. However, a greater demand for police services with a constant number of officers to respond to those calls, the overtime expenditure will rise accordingly. This will increase the cost per dispatch in 2001 and 2002.

**Total Police Operating Expenditure per Capita**



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, but also to determine if the cost is growing faster than the existing rate of inflation. With inflation projections of 3-4 percent for the next few years, the increase in operating expenditure per capita should remain within that parameter. A jump of 13.6% between 2000 and 2001 is the result of 2000 being based on actual police expenditures and 2001 being calculated based on the budget. The goal is to provide the most cost-effective services possible without jeopardizing the effectiveness of services provided or quality of life for the citizens of Colorado Springs. In fact, according to the 2000 ICMA report, the cost of police operating expenditure per capita in Colorado Springs remained next to the lowest among comparable cities with 200,000-500,000 population.

## CHANGES TO THE BUDGET

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- An increase of \$3,168,346 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$893,113 for 2001 performance pay is removed.
- Funding of \$37,366 is included in 2002 to reflect occupation of the new parking structure for approximately nine months. This is in addition to \$82,440 that was included in the 2001 Budget.
- Funding of \$657,426 is included to add nine officers and operating expenditures for the Intersection Safety Program.
- The Humane Society contract was increased by \$214,005 for wage package, utilities and fuel increases.
- Federally mandated Clean Water Act Runoff fees of \$34,700 are included to cover costs for this program associated with the Impound Lot.
- Funding of \$21,890 is included to address increased electric and gas rate increases.
- Funding of \$109,100 is included for the Training Academy and Impound Lot Certificates of Participation (COP) payment. This is in addition to \$28,453 that was included in the 2001 Budget.
- Two uniform Park Police positions are eliminated and funding of \$134,108 is reallocated to upgrade two uniform positions, convert an Air Support mechanic from temporary to permanent, create an additional evidence technician position, and subcontract with an armorer to maintain department weapons.
- Funding of \$102,030 is included to add one Commercial Vehicle Enforcement Officer and operating expenditures.
- Funding of \$35,000 is included for the Police Athletic League contract for service.
- During 2001, the redevelopment of the Criminal Justice System (CJIS) and \$205,322 was transferred to the City's Office of Information Technology.
- Funding of \$29,931 is included for telecommunication charges.
- Onetime equipment costs of \$13,500 for School Resource Officers hired in 2001 were removed.
- Onetime capital costs of \$14,162 associated with the hiring of Emergency Response Technicians in the Communications Center were removed.
- Onetime capital costs of \$3,000 associated with the hiring of the Alarm Ordinance Clerk in Fiscal Services were removed.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$8,498.

## MAJOR OBJECTIVES

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

Foster an environment of open communication and cooperation with the community through the 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. The community volunteer programs such as the Citizen Advisory Community, Neighborhood Watch program and Citizen Observation program will assist the organization in developing trust with the community.

### **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 2001. This will be accomplished by emphasizing prevention and education efforts, community problem solving strategies, and effective follow-up investigation

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

To accomplish the mission-critical objectives of receiving, processing, and dispatching police, fire and medical calls for service, the Communications Section uses its approved funding to acquire and retain sufficient emergency response technicians (ERTs) and public safety dispatchers (PSDs) 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 – 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 Metro VNI will develop a crime analysis mapping system to identify drug “Hotspot” target locations. The Department will continue to participate in community awareness, education and partnerships with the community in reference to narcotics, vice, and liquor enforcement.

**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.**

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. CSPD will work with the City Department of Information Technology, the Colorado Springs Fire Department, other law enforcement agencies and the 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.**

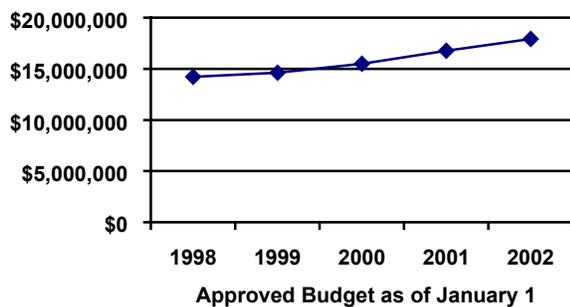
The primary mission of the Department’s Training Section is to train new recruits in two 17-week academies. To accomplish this, the academy instructors must stay updated on all current curriculum and skills to ensure quality instruction is maintained at or above Peace Officer Standards and Training (POST) levels. The Academy is also responsible for developing and overseeing the administration of in-service testing 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.

## BUDGET HISTORY



## SERVICES

- Maintain public safety telecommunications
- Provide fugitive services
- Investigate violent crimes
- Investigate fatality and major injury accidents
- Provide specialized responses to life threatening situations (T.E.U)
- Provide explosive Ordinance support
- Maintain records and identification services
- Provide Canine support
- Provide victim services
- Investigate property crimes
- Provide electronic expertise
- Identify, investigate, arrest, track and support the prosecution of violent juvenile offenders
- Provide management, staff assistance, and clerical support
- Perform undercover investigations
- Provide Department-wide data entry
- Provide aerial platform support
- Provide polygraph services
- Provide forensic lab services

## BUDGET SUMMARY

	<b>1999 Actual</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>
<b><u>Uses of Funds</u></b>				
Salary/Benefits	\$13,651,288	\$14,524,385	\$15,827,830	\$16,609,933
Operating	848,474	824,566	887,048	909,586
Capital Outlay	107,391	4,050	65,263	50,545
<b>Total</b>	<b>\$14,607,153</b>	<b>\$15,353,001</b>	<b>\$16,780,141</b>	<b>\$17,570,064</b>

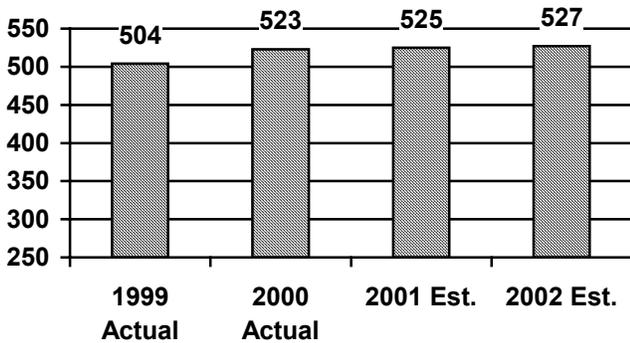
## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Civilian:				
Manager	0.0	0.0	0.0	1.0
Supervisor	7.0	7.0	7.0	6.0
Professional	8.0	8.0	8.0	10.0
Paraprofessional	77.0	87.0	90.0	91.0
General	53.0	55.0	53.0	55.0
<b>Civilian FTE Total</b>	<b>145.0</b>	<b>157.0</b>	<b>158.0</b>	<b>163.0</b>
Uniformed:				
Commander	3.0	3.0	3.0	3.0
Lieutenant	5.0	5.0	5.0	6.0
Sergeant	12.0	12.0	12.0	13.0
Officers	84.0	84.0	84.0	81.0
<b>Uniformed FTE Total</b>	<b>104.0</b>	<b>104.0</b>	<b>104.0</b>	<b>103.0</b>
<b>Total General Fund FTE</b>	<b>249.0</b>	<b>261.0</b>	<b>262.0</b>	<b>266.0</b>
Other:				
Special – Grant - Professional	1.0	1.0	4.0	4.0
Special – Grant - Paraprofessional	4.0	4.0	4.0	4.0
Special – Grant - Officer	1.0	1.0	1.0	1.0
Temp - General	5.5	5.5	5.5	5.5
<b>Other FTE Total</b>	<b>11.5</b>	<b>11.5</b>	<b>14.5</b>	<b>14.5</b>
<b>FTE Total</b>	<b>260.5</b>	<b>272.5</b>	<b>276.5</b>	<b>280.5</b>

For 2000, 12 emergency response technicians were added. For 2001, one code enforcement officer was added. For 2002, two professional and two general positions associated with the Crime Analysis Unit were transferred in from Management Services; one air support mechanic is added; and two park officers are eliminated for a net gain of 3 FTE. Also, the communications center manager position was upgraded from a supervisory to manager classification, one commercial enforcement officer is added and two officer positions are upgraded to one lieutenant and one sergeant position, respectively.

**PERFORMANCE INDICATORS**

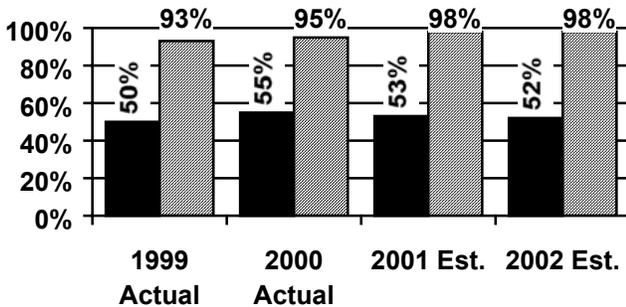
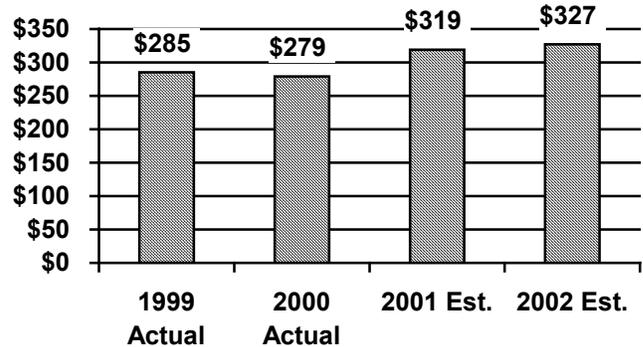
**Number of Police Calls Resulting in Dispatch per 1,000 population**



The number of calls for service to the Police Department's dispatch center is on a rise. According to the mid-year data from the Communication Center, the figure may jump by another 3-5 percent in 2001. This increase is associated with the growth in population and corresponding demand for police services in addition to expanded numbers and usage of cellular phones.

As the number of dispatch augmented considerably in 2000, the cost of the dispatch has dropped slightly. However, a greater demand for police services with a constant number of officers to respond to those calls, the overtime expenditure will rise accordingly. This will increase the cost per dispatch in 2001 and 2002.

**Police Department Cost per Dispatched Call**



Housing Code is the most critical enforcement ordinance in providing for the safety and health, while enhancing quality of life, through ensuring habitable dwellings. In 2001, one code enforcement officer was added so the Department is expecting to boost both monitoring and voluntary compliance.

The number of Part I violent crimes reported per 1,000 population declined slightly in 2000. The Department assigns 100% of violent crimes cases. Although all cases are assigned, investigators must prioritize each one to work those cases with highest solvability factors associated with them.

% Part I Violent Crimes Cleared  
 % of Housing Code Violations Brought into Voluntary Compliance

## CHANGES TO THE BUDGET

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- An increase of \$930,376 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$265,285 for 2001 performance pay is removed.
- Funding of \$41,760 for the employee and department vehicles parking is transferred out to Management Services.
- Funding of \$35,581 is transferred in from Management Services to implement the new VISA purchasing system.
- Funding of \$179,189, two crime analysts and two clerks are transferred in from Management Services to improve service delivery of the Crime Analysis unit.
- Funding of \$134,108 from the elimination of two park officers is utilized to upgrade a lieutenant position in the central division (\$21,933), upgrade a detective position in Special Services (\$11,161), convert an air support mechanic from temporary to permanent (\$19,131), create an additional evidence technician position in the Management Services Evidence unit (\$51,515), and fund a subcontracted armorer in the Office of the Chief division's training academy (\$30,368) to maintain department weapons.
- Funding of \$1,895 is transferred in from Management Services to accommodate a change in uniform allowance that was not accomplished in 2001.
- Onetime capital costs of \$14,162 associated with the hiring of Emergency Response Technicians in the communications center were removed.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$4,776.
- Funding of \$50,634 is included for salaries and benefits for one new Commercial Vehicle Enforcement Officer.

## MAJOR OBJECTIVES

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

To accomplish the mission-critical objectives of receiving, processing, and dispatching police, fire and medical calls for service, the Communications Section uses its approved funding to acquire and retain sufficient emergency response technicians (ERTs) and public safety dispatchers (PSDs) 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 professional and efficient investigative services regarding the commission of violent crimes against children and adults.**

The Department has organized to provide for the investigation of major incidents, 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 the Police 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, Narcotics, 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, and 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. Metro VNI will develop a crime analysis mapping system to identify drug “Hotspot” target locations. Metro VNI will replace an outdated in-house Intelligence System with a new system that will greatly enhance the database search capabilities. The Department will continue to participate in community awareness, education and partnerships with the community in reference to narcotics, vice, and liquor enforcement.

**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 days 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 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.**

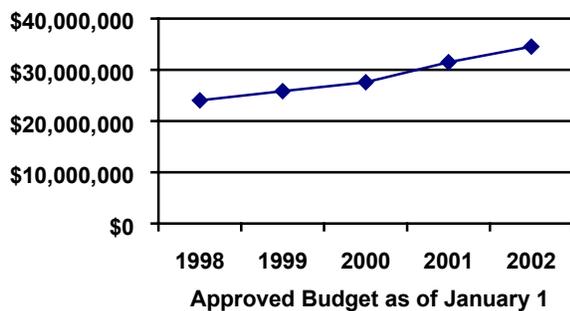
The Department is responsible for providing a centralized conduit for the collection and maintenance of criminal history and criminal justice information for the Police Department. Additionally, the Department provides up-to-date statistical data on criminal events. This is accomplished by entering information on criminal incidents and arrests into various computer databases. A system called the Criminal Justice Information System (CJIS) is then used to provide information to internal and external customers. The Record & ID Section is looking at several new methods to digitize records in order to provide more timely information to department members as well as the public.

# Police – Patrol Bureau

## MISSION

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

## BUDGET HISTORY



## SERVICES

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

## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<u>Uses of Funds</u>				
Salary/Benefits	\$25,471,617	\$27,096,585	\$31,082,645	\$33,331,163
Operating	351,205	358,663	389,258	439,422
Capital Outlay	19,747	3,902	6,299	6,299
<b>Total</b>	<b>\$25,842,569</b>	<b>\$27,459,150</b>	<b>\$31,478,202</b>	<b>\$33,776,884</b>

## PERSONNEL

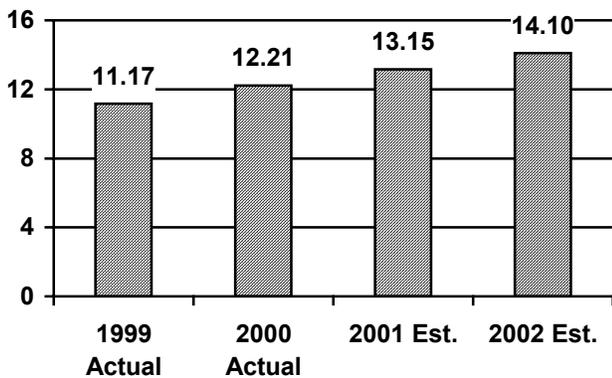
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	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Civilian				
Professional	0.0	0.0	0.0	4.0
Paraprofessional	30.0	30.0	30.0	30.0
General	3.0	3.0	3.0	3.0
<b>Civilian FTE Total</b>	<b>33.0</b>	<b>33.0</b>	<b>33.0</b>	<b>37.0</b>
Uniformed				
Commander	3.0	3.0	3.0	3.0
Lieutenant	9.0	9.0	9.0	9.0
Sergeant	43.0	43.0	46.0	46.0
Officer	344.0	378.0	386.0	395.0
<b>Uniformed FTE Total</b>	<b>399.0</b>	<b>433.0</b>	<b>444.0</b>	<b>453.0</b>
<b>Total General Fund FTE</b>	<b>432.0</b>	<b>466.0</b>	<b>477.0</b>	<b>490.0</b>
Other				
Special – Grant Funded - Professional	1.0	1.0	1.0	1.0
Special - Grant - General	4.0	4.0	4.0	4.0
Temp - General	0.5	0.5	0.5	0.5
<b>Other FTE Total</b>	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>
<b>FTE Total</b>	<b>437.5</b>	<b>471.5</b>	<b>482.5</b>	<b>495.5</b>

For 2000, 6 school resource officers, 12 divisional detectives and 18 patrol officers who were grant-funded positions were included. Also in 2000, 2 officers were transferred out to Office of the Chief for the Training Academy, which resulted in a net gain of 34 FTE in 2000. In 2001, 9 patrol officers were added for the Intersection Safety Program and 2 school resource officers were added for a total increase of 11 FTE. For 2002, four crime analysts are transferred in from Management Services and nine additional patrol officers are added for the Intersection Safety Program for a total increase of 13 FTE.

## PERFORMANCE INDICATORS

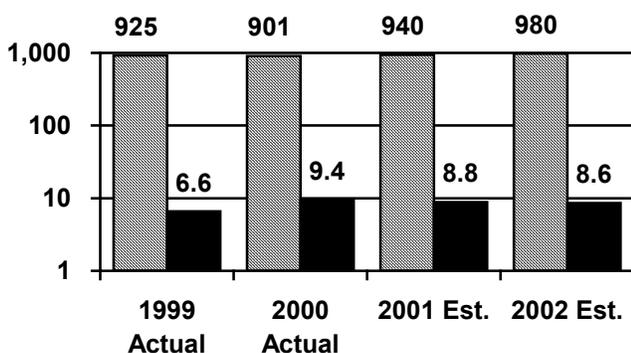
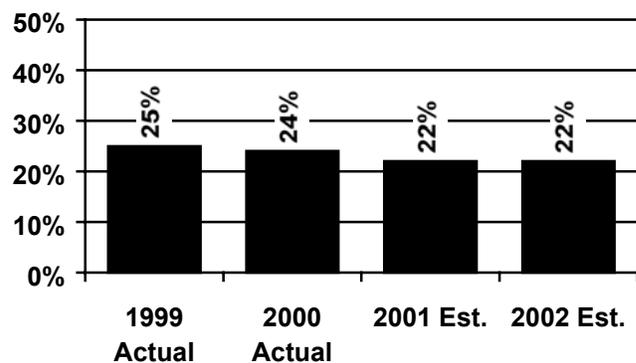
**Emergency Response Time  
(minutes & 10th of a minute)**



The total number of Calls For Service nearly reached 189,000 in 2000. That is a dramatic increase compared to 1999. Correspondingly, the response time for emergency calls increased as well. The response time to emergency calls is projected to increase by an average of nearly 7% a year. The primary reason for increased response time is the lack of availability of officers to handle calls. Based on a preliminary model and current assumptions and calls for service projections, a net increase of 171 patrol officers is needed by 2005 to reach the target of an 8.0-minute response time. A net gain of 210 patrol officers is needed to reach the target by 2010.

Part I property crimes are classified as crimes of burglary, larceny, and motor vehicle theft. The number of Part I property crimes per 1,000 population, declined slightly from 1999 to 2000. However, the mid-year data for 2001 indicate a significant jump in this category. Specifically, in motor vehicle theft. Part I property crimes clearance rates are projected to remain constant through 2002, facilitated by addition of 12 grant-funded investigators.

**% of Part I Property Crimes Cleared**



■ Injury producing traffic accidents per 100,000 pop.  
■ Traffic fatalities per 100,000 pop.

The number of injury producing accidents per 100,000 population dropped by more than 2.5% in 2000. However, the 2001 mid-year figures reflect a slight increase in the rate of crashes. The number of registered vehicles in El Paso County increased by nearly 77,500 from 1998-2000, and this figure is projected to grow by another 30,000 in 2001. Obviously, this increase impacts the City's accident rates. However, additional officers dedicated to Intersection Safety Program in 2001 and 2002 should provide some positive impacts.

Traffic fatalities per 100,000 population jumped significantly in 2000. Continued enforcement aimed at the most serious accident locations is intended to positively impact these numbers.

## CHANGES TO THE BUDGET

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- An increase of \$1,918,804 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$532,037 for 2001 performance pay is removed.
- Funding of \$657,426 is included to add nine Officers and operating expenditures for the Intersection Safety Program.
- Funding of \$27,240 for the employee and department vehicles parking is transferred out to Management Services.
- Funding of \$38,986 is transferred in from Management Services to implement the new VISA purchasing system.
- Funding of \$263,731 and four crime analysts are transferred in from Management Services to improve service delivery of the Crime Analysis unit.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$1,285.

## MAJOR OBJECTIVES

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**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 2001. This will be accomplished by emphasizing prevention and education efforts, community problem solving strategies, and effective follow-up investigation.

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

Foster an environment of open communication and cooperation with the community through the 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. The community volunteer programs, such as the Citizen Advisory Community, Neighborhood Watch program and Citizen Observation program, will assist the organization 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 the Patrol deployment methodologies (temporal and geographic) to assure that Patrol staffing is being most productively utilized.**

Anticipate staffing needs in relation to deployment and special projects.

**OBJECTIVE – Continue to develop the Departments' partnership and collaboration with other law enforcement, social services, non-profit and private organizations to achieve a systematic approach for handling domestic violence crime.**

Track the Level III DVERT cases in an effort to gage 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 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

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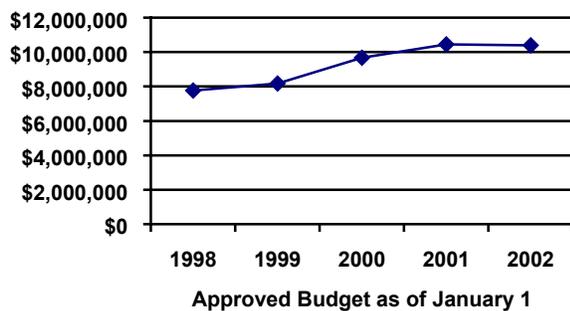
## MISSION

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

## SERVICES

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

## BUDGET HISTORY



## BUDGET SUMMARY

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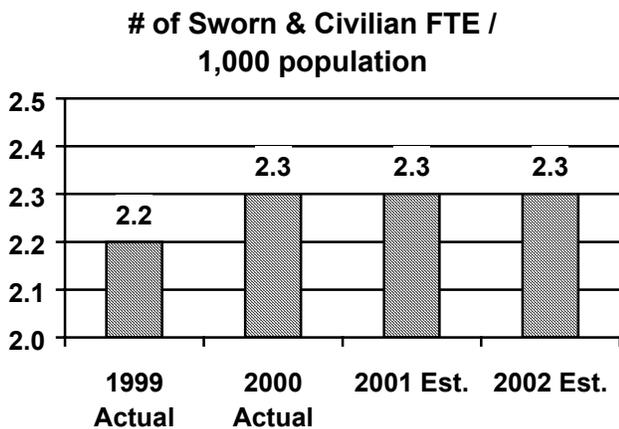
	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<u>Uses of Funds</u>				
Salary/Benefits	\$3,613,377	\$3,870,112	\$ 4,290,921	\$ 4,029,361
Operating	3,179,619	3,430,783	4,283,953	4,543,715
Capital Outlay	1,381,382	1,831,344	1,863,363	1,880,470
<b>Total</b>	<b>\$8,174,378</b>	<b>\$9,132,239</b>	<b>\$10,438,237</b>	<b>\$10,453,546</b>

## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Civilian				
Manager	6.0	6.0	6.0	5.0
Supervisor	2.0	2.0	2.0	3.0
Professional	19.0	19.0	19.0	13.0
Paraprofessional	12.0	11.0	11.0	12.0
General	9.0	9.0	10.0	8.0
<b>Civilian FTE Total</b>	<b>48.0</b>	<b>47.0</b>	<b>48.0</b>	<b>41.0</b>
Uniformed:				
Officer	4.0	2.0	2.0	2.0
<b>Uniformed FTE Total</b>	<b>4.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>
<b>Total General Fund FTE</b>	<b>52.0</b>	<b>49.0</b>	<b>50.0</b>	<b>43.0</b>
Other:				
Special- Grant Fund-Profess.	0.0	1.0	1.0	1.0
Special- Grant Fund-Paraprofessional	0.0	0.0	2.0	2.0
Special- Grant Fund-General	0.0	2.0	1.0	1.0
Temp - Grant Fund - General	1.0	0.0	0.0	0.0
Special - Manager	0.0	1.0	1.0	0.0
Special - Paraprofessional	0.0	0.0	1.0	1.0
Temp - General	3.5	3.5	3.5	3.5
<b>Other FTE Total</b>	<b>4.5</b>	<b>6.5</b>	<b>9.5</b>	<b>8.5</b>
<b>FTE Total</b>	<b>56.5</b>	<b>55.5</b>	<b>59.5</b>	<b>51.5</b>

For 2000, one civilian and two uniformed positions, one to the Training Academy and one to Internal Services were transferred to the Office of the Chief for a decrease of 3 FTE. For 2001, one alarms ordinance clerk was added. For 2002, 6 crime analysts are transferred out with 4 to Operations Support and 2 to Patrol; 2 general positions associated with the Crime Analysis Unit are transferred out to Operations Support and one evidence technician position is added for a net decrease of 7 FTE. Also, an information system supervisor position is downgraded to a principal network engineer, which results in a reclassification from a manager to a supervisor position.

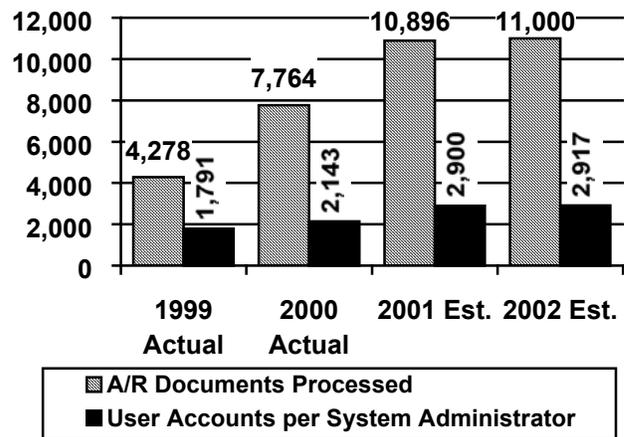
## PERFORMANCE INDICATORS



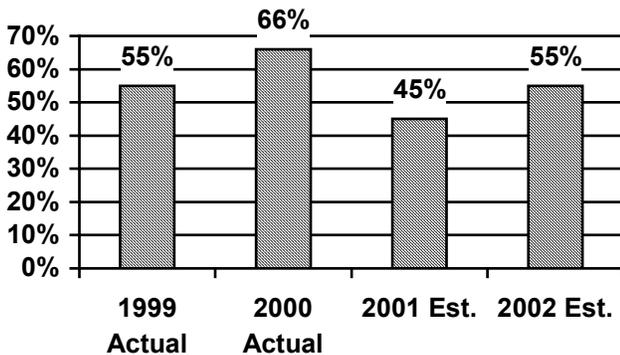
Both sworn and civilian staffing rates are lower in Colorado Springs than in comparable size cities such as Pittsburgh, St. Louis and Cincinnati. CSPD has recognized for some time that the employees are competent, capable, innovative and productive, and they are aided by good technology. These traits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

During 2001, the Department initiated the VISA purchasing system throughout the Department. While this reduces the amount of transactions processed for purchases and issues, it increases the effort required to audit visa statements and cost transfers resulting from VISA transfers.

The number of user accounts per system administrator is an aggregate score for each year. For example, in year 1999 there were 5,373 accounts and three administrators. System administrators perform three important functions: Server Management (there are 33 servers and two WinNT Network Engineer whereas the standard for private industry is 2-3 servers per administrator), System Performance, and User Account Management. The private industry standard is nearly 500 to 1. Three system administrators at CSPD cannot provide required support in a timely manner for enterprise system and software support for administrative and critical public safety information systems. At times system performance has been very poor and security systems compromised. The impact of insufficient staffing has also greatly impacted schedules and integration of strategic client/server software applications. This will eventually result in non-compliance with Federal, State, and City mandates. Efficiency can be improved by adding more staff and/or providing funds to build core competencies in strategically important advanced technology areas.



**Percent of Evidence Dispositions/Intakes**



The Evidence Unit has been experiencing a tremendous increase in the amount of evidence processed each year. At the same time as more resources are being expended to process new items into evidence, less time is available to support dispositions. Subsequently, over the past few years the 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. For 2002, an additional evidence technician is added which will aid in the processing and disposition of evidence.

## CHANGES TO THE BUDGET

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- An increase of \$179,355 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$55,661 for 2001 performance pay is removed.
- Funding of \$37,366 is included in 2002 to reflect occupation of the new parking structure for approximately nine months. This is in addition to \$82,440 that was included in the 2001 Budget, of which, \$72,480 is transferred in from the other divisions for 2002.
- Funding of \$81,700 is transferred out to Office of the Chief, Operations Support, and Patrol to implement the new VISA purchasing system.
- Funding of \$442,920, six crime analysts, and two clerical staff are transferred out to other divisions to improve service delivery of the Crime Analysis unit.
- Funding of \$19,692 is included for operating expenses associated the 9 patrol officers for the Intersection Safety Program.
- Funding of \$51,515, as a result of the elimination of two Park Police Officers, is transferred in from Operations Support for an additional evidence technician position.
- Funding of \$2,710 is transferred out from Management Services; \$1,895 to Operations Support and \$815 to the Office of the Chief to accommodate a change in uniform allowance that was not accomplished in 2001.
- An Information System (IS) Supervisor position was downgraded to a Principal Network Engineer, this was a reclassification from a manager to a supervisor. In addition, two IS analyst III positions have been upgraded to Senior IS Analysts and the IS Manager position was upgraded to a Senior IS Manager with an overall reallocation of \$19,000 in resources.
- During 2001, the redevelopment of the Criminal Justice System (CJIS) and \$205,322 was transferred out to the City's Office of Information Technology.
- Funding of \$29,931 is included for telecommunication charges.
- Federally mandated Clean Water Act Runoff fees of \$34,700 are included to cover cost for this program associated with the Impound Lot.
- Funding of \$21,890 is included to address increased electric and gas rate increases.
- Funding of \$109,100 is added for the Training Academy and Impound Lot Certificates of Participation (COP) payment. This is in addition to \$28,453 that was included in the 2001 Budget.
- Onetime equipment costs of \$13,500 for School Resource Officers hired in 2001 were removed.
- Onetime capital costs of \$3,000 associated with the hiring of the Alarm Ordinance Clerk in Fiscal Services were removed.
- The Humane Society contract was increased by \$214,005 for wage package, utilities and fuel increases.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$1,308.
- Funding of \$51,396 is included for operating and capital outlay for a new Commercial Vehicle Enforcement Officer.

## MAJOR OBJECTIVES

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**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. The Management Services Division manages and coordinates all CIP-funded activities and represents the Department on various

boards, committees, and 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.**

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. CSPD will work with the City Department of Information Technology, the Colorado Springs Fire Department, other law enforcement agencies and the 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-process, 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, coordinates civilian hiring, administers internal transfer processes, recruits and selects volunteers, coordinates the Extra Duty Program, performs data entry for payroll, and oversees all personnel-related functions. Although each position in the Section has a separate function, all positions are cross-trained and can provide support for each other.

**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 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 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. 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.

# Police - Office of the Chief

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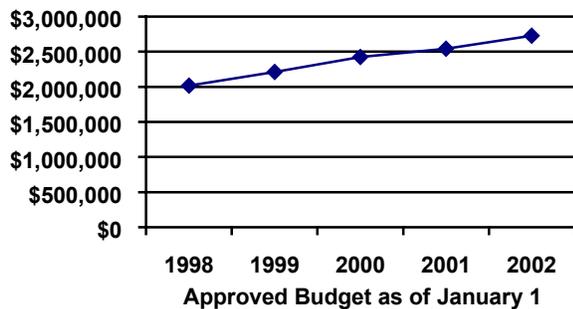
## MISSION

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

## BUDGET HISTORY



## BUDGET SUMMARY

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	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$1,956,039	\$2,301,623	\$2,306,769	\$2,402,862
Operating	237,554	221,551	215,619	285,076
Capital Outlay	19,334	11,002	17,965	20,700
<b>Total</b>	<b>\$2,212,927</b>	<b>\$2,534,176</b>	<b>\$2,540,353</b>	<b>\$2,708,638</b>

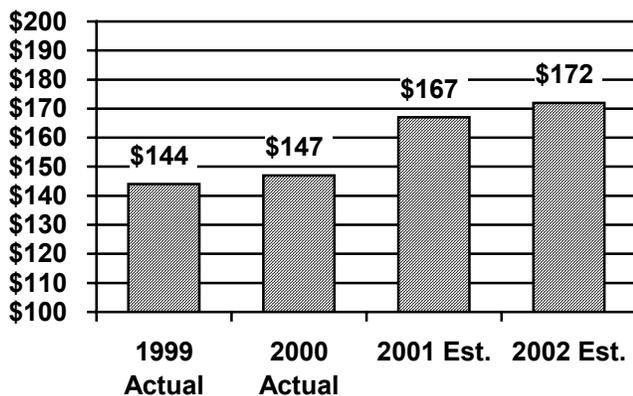
## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Executive	1.0	1.0	1.0	1.0
Professional	1.0	1.0	1.0	1.0
Paraprofessional	5.0	5.0	5.0	5.0
General	2.0	3.0	3.0	3.0
<b>Civilian FTE Total</b>	<b>9.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>
Deputy Chief	2.0	2.0	2.0	2.0
Commander	1.0	1.0	1.0	1.0
Lieutenant	3.0	3.0	3.0	3.0
Sergeant	4.0	5.0	5.0	5.0
Officer	7.0	10.0	10.0	10.0
<b>Uniformed FTE Total</b>	<b>17.0</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>
<b>Total General Fund FTE</b>	<b>26.0</b>	<b>31.0</b>	<b>31.0</b>	<b>31.0</b>
Other				
Special – Grant Funded - General	0.0	0.0	1.0	1.0
Special - General	0.0	0.0	1.0	1.0
<b>Other FTE Total</b>	<b>0.0</b>	<b>0.0</b>	<b>2.0</b>	<b>2.0</b>
<b>FTE Total</b>	<b>26.0</b>	<b>31.0</b>	<b>33.0</b>	<b>33.0</b>

For 2000, one civilian position and two uniformed positions, one for the Training Academy and one for Internal Services were transferred from Management Services. Also for 2000, two officer positions were transferred from Patrol, which resulted in an increase of 5 FTE.

## PERFORMANCE INDICATORS

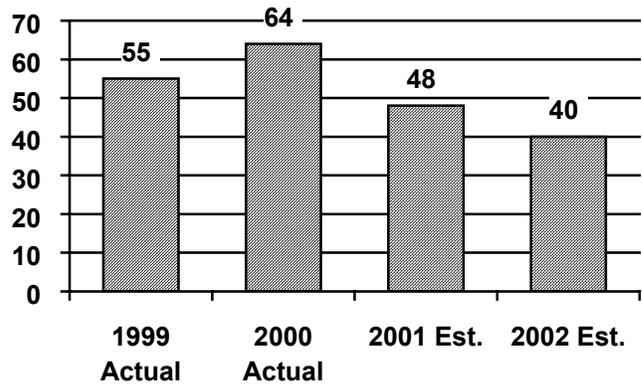
**Total Police Operating Expenditure  
per Capita**



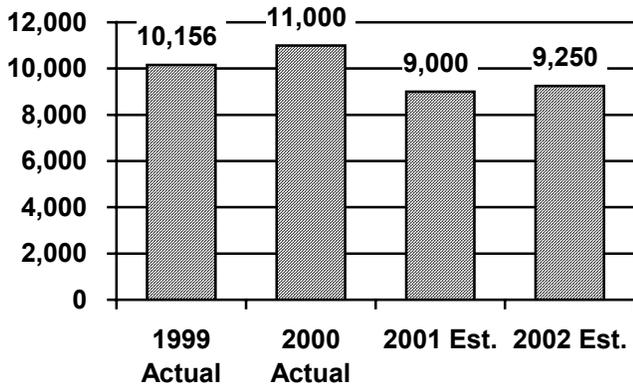
As a measure of efficiency the Department tracks the cost of Police Services per capita. The reason for tracking this cost is to compare this cost with other municipalities, but also to determine if the cost is growing faster than the existing rate of inflation. With inflation projections of 3-4 percent for the next few years, the increase in operating expenditure per capita should remain within that parameter. The goal is to provide the most cost effective services possible without jeopardizing the effectiveness of services provided or quality of life for the Citizens of Colorado Springs. In fact, according to the 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 police department has pursued additional sworn positions through Federal Grants in recent years. New grants' funded positions, with an annual attrition rate of 25 officers, has driven the need to conduct two recruit academies each year starting in 1999 and continuing into 2002. The Department expects additional attrition beginning in 2002 as veteran officers retire.

**# of Recruits who Enter Basic Academies**



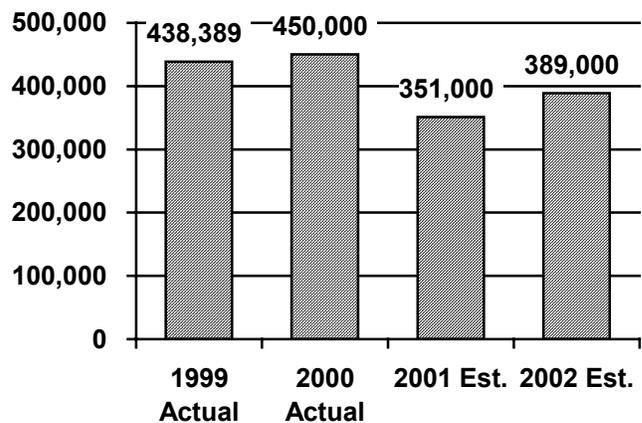
**# of On-Duty Officers Called Off Court**



The Court Liaison Office calls 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. The reduced numbers for 2001 and 2002 from the 2000 actual is a direct result of being moved from the courthouse and not having office space in close proximity to the courthouse which allows direct interaction between Court Liaison personnel and prosecutors.

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

**Court-Liaison Call-Off Savings**



## CHANGES TO THE BUDGET

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- An increase of \$139,812 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$40,130 for 2001 performance pay is removed.
- Funding of \$3,480 for the employee and department vehicles parking is transferred out to Management Services.
- Funding of \$7,133 is transferred in from Management Services to implement the new VISA purchasing system.
- Funding of \$30,368, as a result of the elimination of two Park Police Officers, is transferred from Operations Support for a subcontracted armorer in the Training Academy to maintain Department weapons.
- Funding of \$815 is transferred in from Management Services to accommodate a change in uniform allowance that was not accomplished in 2001.
- Funding of \$35,000 is included for the Police Athletic League contract for service.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$1,130.

## MAJOR OBJECTIVES

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

The primary function of Internal Affairs is to investigate any and all formal level two employee misconduct complaints, whether generated internally or externally, that would constitute, if proven true, a violation of policy and procedure. At the discretion of the Chief of Police, the Internal Affairs unit will also investigate other City Departments for violations of City policy. Internal Affairs Personnel respond to field situations to insure that existing policy and procedures have been followed. Generally, the response is restricted to extremely high risk, high liability circumstances. This process is necessary to insure the credibility of the Department while protecting the constitutional rights of all individuals.

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

The Public Information Office is the primary contact point by 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 general public and the media. This function will continue to be provided in 2002.

### **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 the improvement of the organizational capacity and efficiency. The Department will perform audits, inspections and staff reviews as directed by the Chief of Police and report the findings along with appropriate recommendations for improvement.

### **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 Department's Training Section is to train new recruits in two 17-week academies. To accomplish this, the academy instructors must stay updated on all current curriculum and skills to ensure quality instruction is maintained at or above Peace Officer Standards and Training (POST) levels. The Academy is also responsible for developing and overseeing the administration of in-service testing and recertification programs for all uniformed personnel and marshals.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
PUBLIC SAFETY  
POLICE**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	8,229,091	9,058,999	9,963,880	10,547,305
51206 WAGE PKG-CIVILIAN SALARIES	(173,978)	0	0	0
51207 WAGE PKG-PERFORMANCE	877,363	776,294	893,113	0
51210 OVERTIME	245,099	178,555	161,898	143,641
51220 SEASONAL/TEMPORARY	245,558	202,809	256,185	210,831
51225 SHIFT WORKER HOLIDAY	134,005	148,347	145,358	146,058
51230 SHIFT DIFFERENTIAL	73,620	75,011	93,790	93,790
51235 STANDBY	38,290	51,416	49,800	57,217
51240 RETIREMENT/TERMINATION SICK	5,510	4,632	0	0
51245 RETIREMENT/TERM VACATION	28,151	23,750	0	0
51250 SPECIAL ASSIGNMENT PAY	5,459	1,623	0	0
51260 VACATION BUY	53,753	64,229	0	0
51280 NEW EMPL SALARY & BENEFITS	(210,958)	0	0	0
51299 SALARIES REIMBURSEMENTS	(188,707)	(150,486)	0	0
51405 UNIFORM SALARIES	24,275,423	25,967,728	30,089,396	32,226,230
51410 UNIFORM OVERTIME	1,236,695	1,112,596	846,381	856,509
51415 UNIFORM SPECIAL OVERTIME	57,614	67,967	149,085	146,449
51425 UNIFORM SHIFT DIFFERENTIAL	209,119	220,226	229,750	232,155
51430 UNIFORM SPECIAL ASSIGNMENT	10,884	8,950	6,016	5,416
51435 UNIFORM PUBLIC ASSEMBLY	845,523	767,064	878,100	878,100
51445 LONGEVITY	248,436	251,137	256,316	256,316
51455 THIRD WEEK	130,506	150,493	254,416	254,416
51460 UNIFORM HAZARD DUTY	29,185	29,953	38,399	72,650
51465 UNIFORM COURT OVERTIME	91,793	97,364	97,299	97,499
51470 UNIFORM RETIREMENT COST	423,134	228,096	135,000	135,000
51475 UNIFORM MASTER PATROLMAN	62,537	67,007	89,531	67,872
51480 FIELD TRAINING OFFICER PAY	5,772	11,811	7,825	10,475
51610 PERA	907,874	990,269	946,930	936,231
51615 WORKER'S COMPENSATION	1,306,005	1,378,342	949,604	1,035,041
51620 EQUITABLE LIFE INSURANCE	131,367	145,624	162,558	171,773
51625 VISION CARE	43,003	42,691	51,720	51,756
51635 CITY MAJOR MEDICAL PLAN	6,743	5,696	13,446	13,446
51640 DENTAL INSURANCE	203,073	225,083	263,922	277,034
51645 FIRE PENSION PLAN	78	78	0	0
51650 POLICE PENSION PLAN	2,673,070	2,779,478	2,924,318	2,957,173
51655 RETIRED EMP MEDICAL INS	91	274	0	0
51665 CASH BACK	78,558	83,739	0	0
51670 PARKING FOR EMPLOYEES	680	720	82,200	119,566
51690 MEDICARE	322,028	373,084	363,316	396,452
51695 CITY EPO MEDICAL PLAN	2,030,874	2,352,055	3,108,613	3,976,918
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>44,692,321</b>	<b>47,792,705</b>	<b>53,508,165</b>	<b>56,373,319</b>
52105 MISCELLANEOUS OPERATING	19,111	27,948	0	0
52110 OFFICE SUPPLIES	121,841	107,002	111,913	112,252
52111 PAPER SUPPLIES	0	0	13,000	12,000
52112 AMMUNITION	0	0	91,930	0
52120 SOFTWARE-MICRO/WORD PROCESS	49,022	95,726	27,955	29,277
52125 GENERAL SUPPLIES	424,781	345,306	371,070	395,286
52135 POSTAGE	49,838	46,438	48,594	47,823

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
PUBLIC SAFETY  
POLICE**

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
52140 WEARING APPAREL	334,719	399,733	362,218	352,423
52145 PAINT & CHEMICAL	13,790	18,505	18,700	18,568
52155 AUTOMOTIVE	59,839	67,231	71,937	83,177
52160 FUEL	17,742	28,667	34,335	40,890
52165 LICENSES & TAGS	4,478	1,305	1,075	1,229
52175 SIGNS	525	676	800	860
52190 JANITORIAL SUPPLIES	10,073	12,893	28,825	13,000
52220 MAINT-OFFICE MACHINES	9,072	3,404	10,956	10,443
52225 MAINT-MICROS/WORD PROCESSOR	0	573	0	0
52230 MAINT-FURNITURE & FIXTURES	0	1,250	1,650	2,050
52235 MAINT-MACHINERY & APPARATUS	161,787	175,742	286,073	285,244
52240 MAINT-NONFLEET VEHICLES/EQP	64	0	0	0
52265 MAINT-BUILDINGS & STRUCTURE	153,496	90,334	147,741	145,140
52280 MAINT-ROADS & BRIDGES	0	0	1,680	1,680
52341 CONSULTING SERVICES	0	0	1,500	0
52405 ADVERTISING SERVICES	13,321	12,089	8,290	8,290
52410 BUILDING SECURITY	0	0	0	84,146
52419 CRIMINAL JUSTICE INFO SYSTEM	0	1,505	118,985	0
52421 CIVIL SERVICE TESTING	0	0	115,199	115,199
52422 INCARCERATION SERVICES	0	0	388,954	393,870
52431 CONSULTING SERVICES	0	0	3,500	5,000
52434 TOWING SERVICES	0	0	200,700	231,513
52435 TRASH REMOVAL	0	0	11,172	8,000
52440 HUMAN SERVICES	131,088	143,038	0	0
52445 JANITORIAL SERVICES	0	0	213,564	215,332
52450 LAUNDRY & CLEANING SERVICES	7,400	6,782	2,262	6,987
52455 LAWN MAINTENANCE	0	0	10,722	15,533
52465 MISCELLANEOUS SERVICES	0	0	0	50,000
52565 PEST CONTROL	0	0	0	2,721
52570 REIMBURSABLE SERVICES	483	30,000	30,000	30,000
52575 SERVICES	1,227,494	1,308,122	305,343	490,126
52605 CAR MILEAGE	0	186	0	0
52615 DUES & MEMBERSHIP	15,677	18,803	19,624	19,229
52625 MEETING EXPENSES IN TOWN	9,850	14,108	16,105	8,987
52630 TRAINING	0	0	56,672	75,074
52635 EMPLOYEE EDUCATIONAL ASSIST	77,212	89,240	73,405	48,000
52645 SUBSCRIPTIONS	7,504	6,549	8,729	10,625
52655 TRAVEL OUT OF TOWN	79,609	77,858	76,416	67,497
52705 COMMUNICATIONS	206,229	201,981	461,524	497,245
52725 RENTAL OF PROPERTY	205,063	205,243	100,079	27,150
52735 TELEPHONE-LONG DIST CALLS	170,792	174,809	160,673	165,845
52740 GENERAL INSURANCE-CITY	18,473	18,813	30,174	29,864
52745 UTILITIES	250,789	292,981	330,254	398,218
52755 COMMUNICATIONS - EQUIPMENT	0	(187)	0	0
52765 EQUIPMENT LEASE/PURCHASE	2,506	137,136	0	0
52775 MINOR EQUIPMENT	549,561	454,566	246,188	259,299
52795 RENTAL OF EQUIPMENT	140,553	133,834	154,019	154,829
52874 OFFICE SERVICES PRINTING	49,814	60,730	0	2,500
52875 OFFICE SERVICES RECORDS	0	8,031	0	0

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
PUBLIC SAFETY  
POLICE**

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
52908 REPROGRAPHICS	457	0	42,190	42,190
52951 SCHOOL CROSSING GUARDS	0	0	212,000	212,000
65160 RECRUITMENT	14,622	9,578	10,000	10,000
65345 ANIMAL CONTROL CONTRACT	0	0	727,683	941,688
65357 VOLUNTEER RESOURCES	7,073	6,837	7,000	7,000
65361 RELOCATION ASSISTANCE	1,104	200	2,500	2,500
<b>TOTAL OPERATING EXPENSE</b>	<b>4,616,852</b>	<b>4,835,564</b>	<b>5,775,878</b>	<b>6,187,799</b>
53010 OFFICE MACHINES	3,615	2,376	3,600	3,600
53020 MICROS/WORD PROCESSORS	219,536	120,145	260,638	250,000
53030 FURNITURE & FIXTURES	37,403	26,429	40,531	25,470
53040 MACHINERY & APPARATUS	0	(840)	0	0
53050 MACHINERY & APPARATUS	253,462	143,921	110,381	109,199
53060 WEAPONS	19,232	29,655	15,240	9,245
53070 VEHICLES-REPLACEMENT	850,722	1,165,125	1,492,500	1,492,500
53080 VEHICLES-ADDITIONS	127,385	351,284	0	28,000
53090 BUILDINGS & STRUCTURES	16,499	12,203	30,000	30,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>1,527,854</b>	<b>1,850,297</b>	<b>1,952,890</b>	<b>1,948,014</b>
<b>ORGANIZATION TOTAL</b>	<b>50,837,027</b>	<b>54,478,566</b>	<b>61,236,933</b>	<b>64,509,132</b>

# City Engineering



Gary Haynes, Unit Manager • 30 South Nevada Avenue, Colorado Springs, CO 80903 • (719) 385-5918 • ghaynes@ci.colospgs.co.us

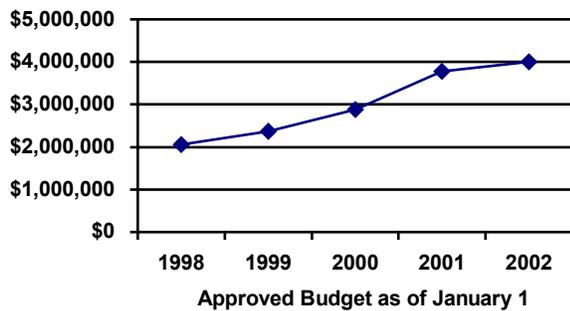
## MISSION

To provide engineering services that ensure quality public works infrastructure and stormwater management programs to our community in order to protect the environment and to provide our citizens with a safe, efficient transportation system.

## SERVICES

- Stormwater Management
- Surveying and Drafting
- Engineering Review
- Project Management
- City Inspections
- Engineering Design

## BUDGET HISTORY



## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$2,331,727	\$2,502,205	\$3,272,558	\$3,516,301
Operating	(15,950)	146,970	385,910	391,225
Capital Outlay	100,473	161,439	124,350	91,100
<b>Total</b>	<b>\$2,416,250</b>	<b>\$2,810,614</b>	<b>\$3,782,818</b>	<b>\$3,998,626</b>

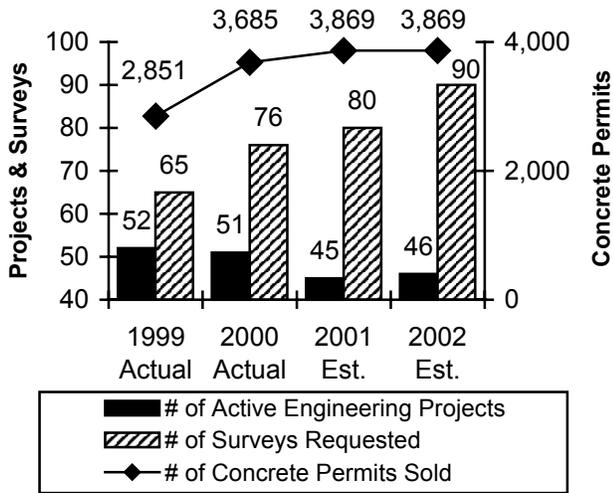
## PERSONNEL

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	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Senior Manager	1	1	1	1
Manager	3	3	3	3
Supervisor	1	1	1	1
Professional	11	11	14	14
Paraprofessional	19	19	26	27
General	4	4	6	5
<b>FTE Total</b>	<b>39</b>	<b>39</b>	<b>50</b>	<b>50</b>
Special Positions	6	5	2	2

For 2001, two clerical positions and one civil engineer position were converted from special to permanent positions for the stormwater program. Also, in 2001 one FIMS/GIS analyst was added and seven positions were added for a new stormsewer program and enhanced development review based on the implementation of new fees.

# PERFORMANCE INDICATORS



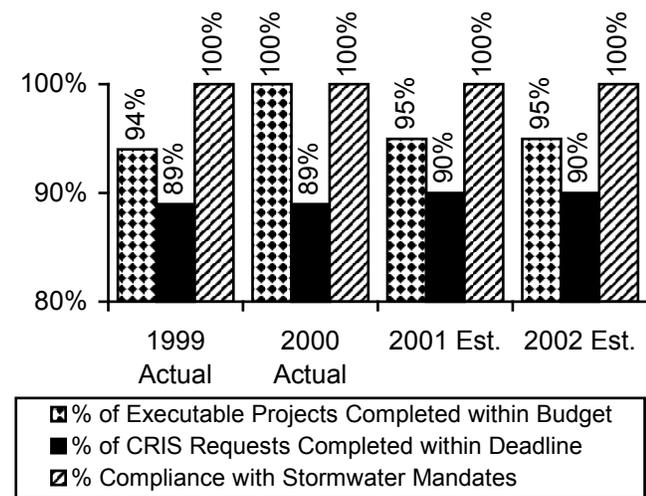
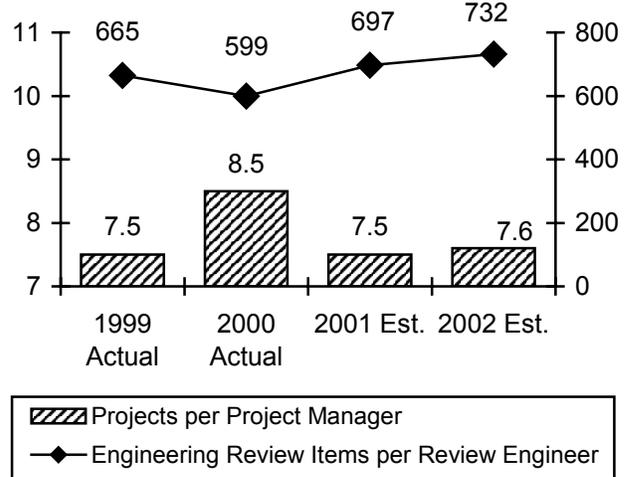
The number of active engineering projects includes projects designed in-house as well as projects contracted to consulting firms. This measure assumes a combination of SCIP and/or new maintenance/rehabilitation projects.

Survey output has remained steady with only minor increases since 1999 due to a constant crew size. With that, and a growing number of requests, an increasing percentage of requests will go unfulfilled in the necessary timeframe.

As the city has grown, the number of concrete permits sold has increased, increasing the workload for City Engineering inspectors.

Projects per project manager include projects remaining from SCIP and General Fund CIP projects. Project managers counted include engineering managers who occasionally manage projects.

The number of engineering review items per review engineer submitted continues to climb as the city grows. With the successful implementation of the new engineering review fees and additional staff, it is projected there will be an improvement for reviews completed on time of approximately 5 percent to 13 percent depending on the item.



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 will be completed within deadline (as tracked in the Customer Request Information System - CRIS).

With the 2002 budget allocation, the Engineering Unit will be able to continue to meet the target of 100 percent compliance with federal stormwater mandates.

## CHANGES TO THE BUDGET

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- An increase of \$292,977 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$58,298 for 2001 performance pay is removed.
- Onetime vehicle replacement funding of \$20,650 is removed for 2002.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$370.
- Funding of \$2,149 is included for telecommunication charges.

## MAJOR OBJECTIVES

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### **OBJECTIVE – Support the SCIP Program and other City capital projects with engineering, technical, and project management services.**

City Engineering will ensure that all Public Works infrastructure capital projects are constructed in accordance with City specifications, on time, and within budget.

### **OBJECTIVE – Ensure that the City of Colorado Springs is compliant with the federally mandated National Pollutant Discharge Elimination System (NPDES) stormwater permit program and with mandated stormwater/environmental protection regulations.**

City Engineering will continue to provide services mandated in the NPDES stormwater permit and other stormwater/environmental regulations through activities of the stormwater management team. These services include water quality monitoring, reporting, public education, inventory of stormwater discharge points, mapping of drainage basins, industries, etc., and development and implementation of Best Management Practices.

### **OBJECTIVE – Provide the high level of customer service demanded by the City customer service guidelines.**

By continuing to emphasize the importance of customer satisfaction in all interactions with citizens, increasing the

collection of customer satisfaction data, and continuing collection of public input on major projects, City Engineering will strive to ensure that the citizens of Colorado Springs feel that they have received quality service.

### **OBJECTIVE – Provide the citizens of Colorado Springs with quality infrastructure in new subdivisions while serving the development community with timely, complete 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, this will also serve the development community.

### **OBJECTIVE – Implement technology to provide service in the most efficient manner.**

By continuing to pursue technological advances in the Civil Engineering field as they become available and affordable, City Engineering will utilize technology to maintain existing service levels in the face of city growth, infrastructure aging, tax limitation, and conflicting citizen demands.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
PUBLIC WORKS  
CITY ENGINEERING**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	1,900,604	2,117,536	2,698,368	2,918,638
51206 WAGE PKG-SALARIES	(6,615)	0	0	0
51207 WAGE PKG-PERFORMANCE	77,973	57,694	58,298	0
51210 OVERTIME	13,950	15,355	8,000	17,264
51220 SEASONAL/TEMPORARY	0	19,012	0	0
51235 STANDBY	0	17	0	0
51245 RETIREMENT/TERM VACATION	3,585	803	0	0
51250 SPECIAL ASSIGNMENT PAY	138	0	200	0
51260 VACATION BUY	4,389	3,256	0	0
51299 SALARIES REIMBURSEMENTS	(28,580)	(125,257)	0	0
51610 PERA	191,601	216,580	237,712	250,766
51615 WORKER'S COMPENSATION	11,684	11,136	19,168	22,953
51620 EQUITABLE LIFE INSURANCE	7,606	8,166	10,195	10,952
51625 VISION CARE	2,269	2,082	2,972	2,972
51640 DENTAL INSURANCE	10,930	11,612	15,021	15,772
51665 CASH BACK	5,123	5,769	0	0
51670 PARKING FOR EMPLOYEES	5,940	6,680	5,968	5,968
51690 MEDICARE	15,313	18,255	25,836	28,675
51695 CITY EPO MEDICAL PLAN	115,817	133,509	190,820	242,341
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>2,331,727</b>	<b>2,502,205</b>	<b>3,272,558</b>	<b>3,516,301</b>
52001 BUDGET TRANSFERS WITHIN ORG	14	0	0	0
52110 OFFICE SUPPLIES	14,316	13,510	18,263	12,188
52111 PAPER SUPPLIES	0	0	4,060	4,500
52120 SOFTWARE-MICRO/WORD PROCESS	3,565	18,176	5,805	9,000
52125 GENERAL SUPPLIES	(21,108)	5,497	2,375	6,000
52135 POSTAGE	2,808	2,609	3,390	3,000
52140 WEARING APPAREL	1,452	2,276	2,495	3,480
52145 PAINT & CHEMICAL	0	0	385	350
52165 LICENSES & TAGS	0	0	11,500	11,000
52220 MAINT-OFFICE MACHINES	2,630	3,132	3,490	3,490
52225 MAINT-MICROS/WORD PROCESSOR	0	2,995	0	0
52235 MAINT-MACHINERY & APPARATUS	843	(1,518)	1,745	3,745
52265 MAINT-BUILDINGS & STRUCTURE	15	4,220	0	0
52305 MAINT-SOFTWARE	0	70	0	0
52405 ADVERTISING SERVICES	1,683	180	2,315	2,200
52431 CONSULTING SERVICES	0	0	153,262	164,380
52575 SERVICES	(51,047)	54,674	15,210	1,750
52590 TEMPORARY EMPLOYMENT	0	0	1,745	2,400
52605 CAR MILEAGE	43	23	62	50
52615 DUES & MEMBERSHIP	1,618	823	1,529	1,195
52625 MEETING EXPENSES IN TOWN	1,308	2,863	1,745	1,080
52630 TRAINING	5,471	5,450	10,600	12,200
52635 EMPL EDUCATIONAL ASSISTANCE	0	40	1,715	0
52645 SUBSCRIPTIONS	200	1,943	235	200
52655 TRAVEL OUT OF TOWN	582	4,406	2,315	2,250
52705 COMMUNICATIONS	693	0	92,519	97,137
52735 TELEPHONE-LONG DIST CALLS	8,183	8,461	10,435	3,600
52755 COMMUNICATIONS-EQUIPMENT	0	204	0	0

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
PUBLIC WORKS  
CITY ENGINEERING**

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
52765 EQUIPMENT LEASE/PURCHASE	0	0	27,000	30,000
52775 MINOR EQUIPMENT	5,251	12,262	5,445	7,500
52874 OFFICE SERVICES PRINTING	5,530	1,899	3,025	5,740
52875 OFFICE SERVICES RECORDS	0	2,774	3,245	2,790
<b>TOTAL OPERATING EXPENSES</b>	<b>(15,950)</b>	<b>146,970</b>	<b>385,910</b>	<b>391,225</b>
53010 OFFICE MACHINES	0	7,168	0	16,000
53020 MICROS/WORD PROCESSORS	82,464	40,012	32,700	46,700
53030 FURNITURE / FIXTURES	0	1,830	32,000	1,500
53070 VEHICLES-REPLACEMENT	18,009	104,452	43,050	22,400
53080 VEHICLES-ADDITIONS	0	7,976	15,600	0
53090 BUILDINGS & STRUCTURES	0	0	1,000	4,500
<b>TOTAL CAPITAL OUTLAY</b>	<b>100,473</b>	<b>161,439</b>	<b>124,350</b>	<b>91,100</b>
<b>ORGANIZATION TOTAL</b>	<b>2,416,250</b>	<b>2,810,614</b>	<b>3,782,818</b>	<b>3,998,626</b>

# Public Works Support



Dave Zelenok, Group Support Manager • 30 South Nevada Avenue, Colorado Springs, CO 80903 • (719) 385-5426 • dzelenok@ci.colospgs.co.us

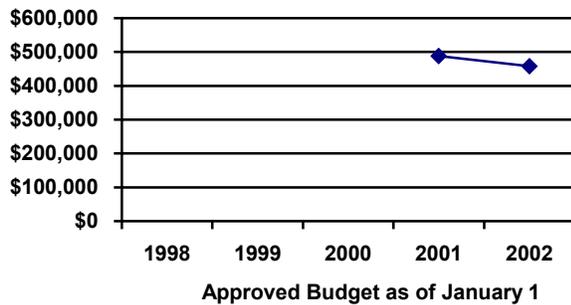
## MISSION

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

## SERVICES

- Provide customer service support
- Secure federal grant funds
- Coordinate Public Works services with Colorado Springs Utilities and other agencies
- Provide support to staff projects
- Provide information technology support
- Provide analytical support
- Provide strategic planning support
- Provide administrative support
- Provide intradepartmental coordination

## BUDGET HISTORY



## BUDGET SUMMARY

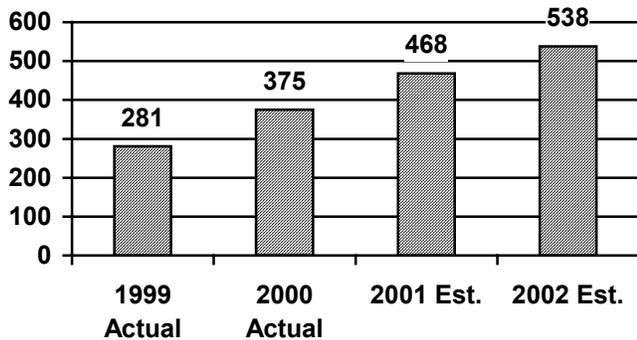
	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	N/A	N/A	\$382,190	\$392,081
Operating	N/A	N/A	106,347	52,582
Capital Outlay	N/A	N/A	0	13,000
<b>Total</b>	<b>N/A</b>	<b>N/A</b>	<b>\$488,537</b>	<b>\$457,663</b>

## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Senior Manager	N/A	N/A	1	1
Manager	N/A	N/A	1	1
Professional	N/A	N/A	0	1
Paraprofessional	N/A	N/A	2	1
<b>FTE Total</b>	<b>N/A</b>	<b>N/A</b>	<b>4</b>	<b>4</b>
Special Positions	N/A	N/A	1	1

**PERFORMANCE INDICATORS**

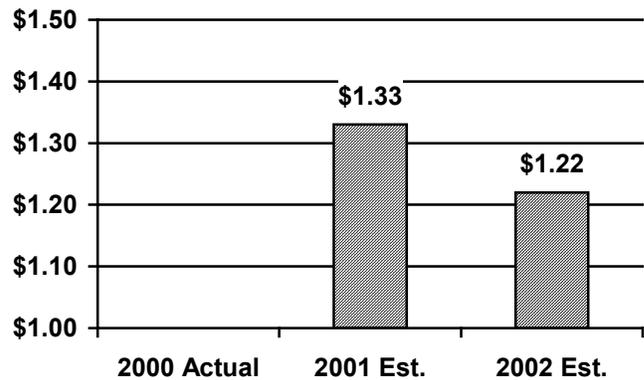
**# of Clarify Requests**



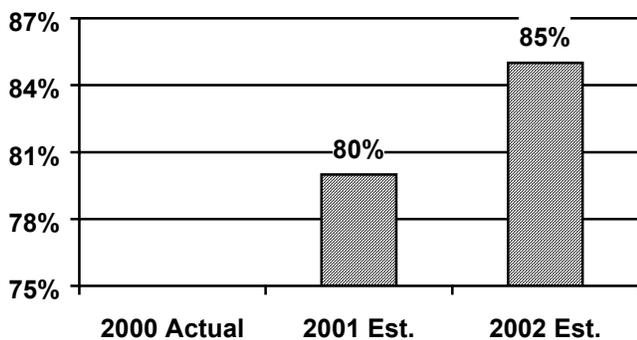
For 2002, it is estimated that Public Works Group Clarify requests will increase by 15 percent. Clarify is the citizen inquiries and complaint system.

For 2002, it is estimated the Public Works Support Unit will cost each citizen \$1.22 per year. This is a decrease from the 2001 estimate due to removing the \$40,000 for lobbying efforts.

**Cost of Unit per Citizen per year**



**Grant Application Success Rate**



Annual grant application requests are estimated to total \$16,800,000 in 2002. It is estimated that a total of \$14,280,000 or 85 percent of the grants will be received. The grants include Congestion Mitigation and Air Quality (CMAQ) grants and State and other federal grants.

## **CHANGES TO THE BUDGET**

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- An increase of \$17,039 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$7,148 for 2001 performance pay is removed.
- Onetime funding of \$40,000 in General Services for a lobbying consultant is removed. The consultant was

to have maintained lobbying efforts for federal transportation funding for Powers Boulevard. Those lobbying responsibilities will be assumed by the City Intergovernmental Affairs Liaison.

- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$1,050.
- Funding of \$285 is included for telecommunication charges.

## **MAJOR OBJECTIVES**

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### **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.**

Continue 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 funds.**

Coordinate the efforts of all Public Works staff seeking grant funds. Utilize the services of contract organizations to provide access to additional funding sources. Promote partnering with other governmental agencies to provide maximum leveraging of funds to implement the construction of needed infrastructure.

### **OBJECTIVE – Coordinate the Information Technology needs for Public Works.**

Coordinate information technology-related projects for the Public Works Group. Coordinate through the Information Technology Unit to ensure all projects meet City standards and are implemented. Projects will include the implementation of the 800-megahertz radio system, Global Positioning System, and Weather Systems.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
PUBLIC WORKS  
PUBLIC WORKS SUPPORT**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	0	0	319,122	330,179
51207 WAGE PKG-PERFORMANCE	0	0	7,148	0
51610 PERA	0	0	29,552	29,916
51615 WORKER'S COMPENSATION	0	0	669	890
51620 EQUITABLE LIFE INSURANCE	0	0	1,276	1,320
51625 VISION CARE	0	0	315	315
51640 DENTAL INSURANCE	0	0	1,600	1,680
51690 MEDICARE	0	0	3,592	3,758
51695 CITY EPO MEDICAL PLAN	0	0	18,916	24,023
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>0</b>	<b>0</b>	<b>382,190</b>	<b>392,081</b>
52110 OFFICE SUPPLIES	0	0	5,000	5,000
52125 GENERAL SUPPLIES	0	0	3,250	1,250
52135 POSTAGE	0	0	2,000	2,000
52220 MAINT-OFFICE MACHINES	0	0	2,000	1,500
52235 MAINT-MACHINERY & APPARATUS	0	0	500	0
52405 ADVERTISING SERVICES	0	0	750	500
52575 SERVICES	0	0	44,000	4,000
52590 TEMPORARY EMPLOYMENT	0	0	2,000	1,000
52605 CAR MILEAGE	0	0	0	1,750
52615 DUES & MEMBERSHIP	0	0	600	600
52625 MEETING EXPENSES IN TOWN	0	0	4,000	2,700
52630 TRAINING	0	0	0	500
52635 EMPLOYEE EDUCATIONAL ASSISTANCE	0	0	3,500	500
52645 SUBSCRIPTIONS	0	0	750	250
52655 TRAVEL OUT OF TOWN	0	0	7,500	6,750
52705 COMMUNICATIONS	0	0	17,847	16,132
52735 TELEPHONE-LONG DIST CALLS	0	0	3,000	3,000
52755 COMMUNICATIONS-EQUIPMENT	0	0	2,000	1,000
52775 MINOR EQUIPMENT	0	0	2,000	1,000
52841 DP HARDWARE & OTHER	0	0	3,500	1,000
52874 OFFICE SERVICES PRINTING	0	0	1,400	1,400
52875 OFFICE SERVICES RECORDS	0	0	750	750
<b>TOTAL OPERATING EXPENSES</b>	<b>0</b>	<b>0</b>	<b>106,347</b>	<b>52,582</b>
53020 MICROS/WORD PROCESSORS	0	0	0	6,500
53030 FURNITURE/FIXTURES	0	0	0	6,500
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,000</b>
<b>ORGANIZATION TOTAL</b>	<b>0</b>	<b>0</b>	<b>488,537</b>	<b>457,663</b>

# Streets



Saleem Khattak, Unit Manager • 688 Geiger Court, Colorado Springs, CO 80915 • (719) 385-5934 • skhattak@ci.colospgs.co.us

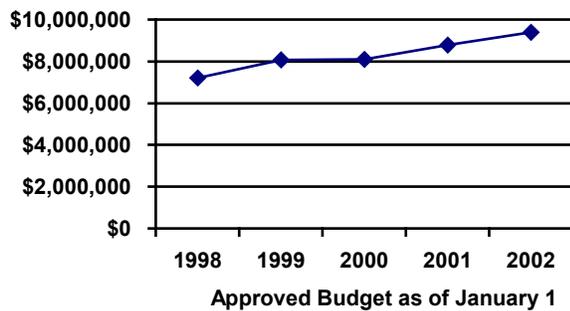
## MISSION

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

- Pavement rehabilitation
- Street sweeping/air quality control
- Snow and ice control
- Drainage maintenance
- Alley maintenance and dust abatement
- Storm mitigation

## BUDGET HISTORY



## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$5,713,504	\$6,110,817	\$6,251,294	\$6,716,108
Operating	795,114	810,367	818,345	847,753
Capital Outlay	1,387,529	1,079,675	1,719,412	1,827,732
<b>Total</b>	<b>\$7,896,147</b>	<b>\$8,000,859</b>	<b>\$8,789,051</b>	<b>\$9,391,593</b>

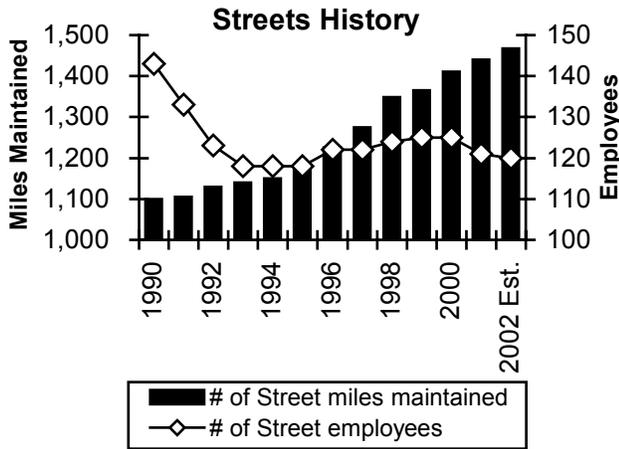
## PERSONNEL

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	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Senior Manager	1	1	0	0
Manager	3	3	2	3
Supervisor	11	11	11	10
Professional	1	1	1	1
Paraprofessional	7	7	5	15
General	102	102	102	91
<b>FTE Total</b>	<b>125</b>	<b>125</b>	<b>121</b>	<b>120</b>
Special Positions	1	1	1	1

For 2001, four positions were transferred to form the Public Works Support Unit. During 2001, one staff assistant position was transferred to Transportation Engineering. For 2002, ten general positions classifications were moved to paraprofessional to accurately reflect their classification.

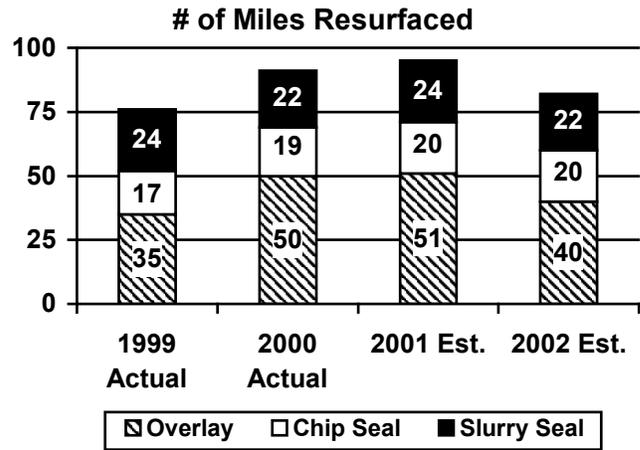
**PERFORMANCE INDICATORS**



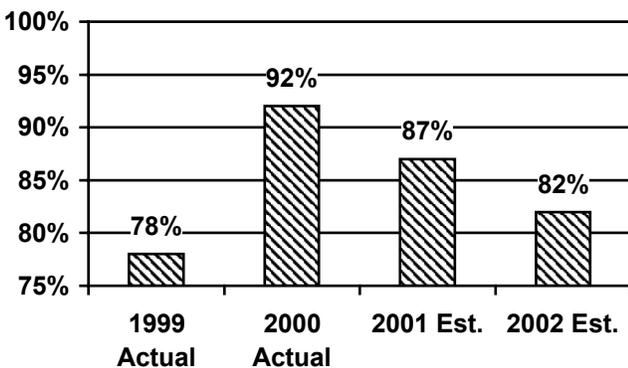
Since 1990, the number of street miles maintained is estimated to have increased by 33 percent while the number of Streets employees will have dropped by 16 percent.

The resurfacing mileage identified includes all overlay, chip seal and slurry seal activities that have been or will be completed by in-house and contractor resources. Resurfacing efforts are augmented by the Capital Improvements Program budget of approximately \$4.5 million.

During 2000, the Unit was able to accomplish additional miles through budget reallocation and added emphasis on the in-house resurfacing program. Accomplishments for 2001 will be maintained at the same level as in 2000 despite a 26 percent increase in materials cost. This is obtainable due to the availability of \$900,000 in additional funds through a 2000 supplemental appropriation. Funding limitations and contract cost escalation will most likely result in a decline in the resurfacing accomplishments during 2002.



**% of Service Requests Completed**



The number of service requests received has gradually increased over the years. An 82 percent completion rate is anticipated for 2002.

## CHANGES TO THE BUDGET

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- An increase of \$567,642 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$102,828 for 2001 performance pay is removed.
- Federally mandated Clean Water Act Runoff fees of \$26,925 are included to cover cost for this program.
- Funding of \$2,124 is included to address increased electric and gas rate increases.
- Onetime vehicle replacement funding of \$108,320 is added for 2002.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$1,800.
- Funding of \$2,159 is included for telecommunication charges.

## MAJOR OBJECTIVES

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

With reallocation of resources, the Unit will continue to enhance its key maintenance operations including pavement rehabilitation; district maintenance; street sweeping; and snow and ice control. Added emphasis will be placed on developing a more focused and proactive district maintenance program that matches resources.

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

A concerted effort will be made to improve asphalt paving quality as well as enhance production. This will be accomplished through effective utilization of both in-house staff and private contractors. Additionally, development and maintenance of a Citywide Pavement Management Program will receive higher priority to help coordinate and prioritize the street resurfacing program list. The Unit will also actively pursue its milling bartering program with the private industry and other governmental entities to enhance revenue.

### **OBJECTIVE – Improve public awareness and education of services provided.**

Channel 18 will be utilized to keep the public apprised of current and scheduled roadway improvement and

rehabilitation projects. Construction projects of significant impact will be well publicized through the media including radio, newspaper, and other local area journals. To increase public awareness, Channel 18 will air several educational videos on drainage maintenance and street rehabilitation programs.

### **OBJECTIVE – Maintain and improve customer service.**

The Unit will continue to conduct neighborhood involvement and awareness surveys and citizen surveys to evaluate the quality and type of services provided. Services and operations will be revised based on feedback from the surveys and interaction with citizens.

### **OBJECTIVE – Improve public safety through effective maintenance of stormwater (drainage) system infrastructure.**

More frequent inspections will be conducted for open and closed drainage systems. Collaborative efforts with both City Engineering and the private development community will continue in order to expand the resource base for completing additional drainage improvement projects. The Unit will also coordinate with citizen groups to assist with clean-ups in open channels.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
PUBLIC WORKS  
STREETS**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	4,068,077	4,309,352	4,591,665	4,989,253
51206 WAGE PKG-SALARIES	(17,455)	0	0	0
51207 WAGE PKG-PERFORMANCE	178,115	122,091	102,828	0
51210 OVERTIME	184,792	545,075	169,100	169,100
51220 SEASONAL/TEMPORARY	67,953	139,181	100,000	100,000
51230 SHIFT DIFFERENTIAL	0	77	1,456	1,456
51235 STANDBY	0	0	16,810	16,810
51240 RETIREMENT/TERMINATION SICK	7,988	5,443	0	0
51245 RETIREMENT/TERM VACATION	17,504	16,129	0	0
51250 SPECIAL ASSIGNMENT PAY	3,990	1,751	3,000	3,000
51260 VACATION BUY	7,808	11,354	0	0
51299 SALARIES REIMBURSEMENTS	(16,702)	(337,071)	0	0
51610 PERA	432,133	499,862	444,249	464,423
51615 WORKER'S COMPENSATION	316,620	289,349	230,088	242,415
51620 EQUITABLE LIFE INSURANCE	15,728	16,865	18,362	19,732
51625 VISION CARE	7,094	6,771	7,592	7,592
51635 CITY MAJOR MEDICAL PLAN	3,114	0	3,520	3,520
51640 DENTAL INSURANCE	33,645	35,456	38,650	40,583
51665 CASH BACK	3,845	5,021	0	0
51670 PARKING FOR EMPLOYEES	1,820	2,340	1,579	1,579
51690 MEDICARE	28,458	36,656	38,839	41,578
51695 CITY EPO MEDICAL PLAN	368,977	405,117	483,556	615,067
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>5,713,504</b>	<b>6,110,817</b>	<b>6,251,294</b>	<b>6,716,108</b>
52105 MISCELLANEOUS OPERATING	19,394	20,990	0	0
52110 OFFICE SUPPLIES	22,375	6,715	15,300	15,300
52111 PAPER SUPPLIES	0	0	2,312	2,312
52115 MEDICAL SUPPLIES	171	0	170	170
52120 SOFTWARE-MICRO/WORD PROCESS	232	2,796	90	90
52122 CELL PHONE SUPPLIES	0	0	2,200	2,200
52125 GENERAL SUPPLIES	215,599	234,472	24,452	24,452
52131 CONCRETE SUPPLIES	0	0	130,230	130,230
52135 POSTAGE	3,280	234	840	840
52140 WEARING APPAREL	23,229	27,217	23,229	23,229
52145 PAINT & CHEMICAL	4,524	13,123	4,524	4,524
52160 FUEL	78	0	0	0
52165 LICENSES & TAGS	75	0	0	0
52185 AGGREGATE MATERIAL	112,088	119,400	171,647	171,647
52220 MAINT-OFFICE MACHINES	3,929	4,095	2,820	2,820
52235 MAINT-MACHINERY & APPARATUS	2,921	6,530	10,516	10,516
52265 MAINT-BUILDINGS & STRUCTURE	38,648	21,517	38,647	38,647
52405 ADVERTISING SERVICES	0	2,351	0	0
52410 BUILDING SECURITY	0	0	737	737
52431 CONSULTING SERVICES	0	0	68,725	68,725
52435 GARBAGE REMOVAL	0	0	11,115	11,115
52445 JANITORIAL SERVICES	0	0	25,675	25,675
52450 LAUNDRY & CLEANING SERVICES	9,856	531	9,856	9,856
52560 PARKING SERVICES	0	0	569	569
52575 SERVICES	118,431	161,620	43,377	72,802

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
PUBLIC WORKS  
STREETS**

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
52590 TEMPORARY EMPLOYMENT	459	0	4,149	4,149
52605 CAR MILEAGE	1,166	2,106	0	0
52615 DUES & MEMBERSHIP	1,047	659	150	150
52625 MEETING EXPENSES IN TOWN	21,298	22,434	10,000	6,750
52630 TRAINING	7,689	9,926	4,512	6,109
52635 EMPLOYEE EDUCATIONAL ASSIST	0	0	1,597	0
52645 SUBSCRIPTIONS	2,048	1,369	1,172	1,172
52655 TRAVEL OUT OF TOWN	16,415	6,184	10,499	9,449
52705 COMMUNICATIONS	49,222	60,641	107,645	109,804
52735 TELEPHONE-LONG DIST CALLS	3,268	1,060	776	776
52745 UTILITIES	40,884	36,139	45,383	47,507
52775 MINOR EQUIPMENT	36,867	18,312	21,867	21,867
52795 RENTAL OF EQUIPMENT	5,460	14,257	5,460	5,460
52841 DP HARDWARE & OTHER	3,399	0	0	0
52874 OFFICE SERVICES PRINTING	1,618	1,761	954	954
52893 RENTAL OF FLEET VEHICLES	2,150	5,900	2,150	2,150
65020 ARIES PROPERTY-SERVICE COST	27,294	6,184	15,000	15,000
65160 RECRUITMENT	0	1,845	0	0
<b>TOTAL OPERATING EXPENSES</b>	<b>795,114</b>	<b>810,367</b>	<b>818,345</b>	<b>847,753</b>
53020 MICROS/WORD PROCESSORS	35,251	32,967	47,657	47,657
53030 FURNITURE & FIXTURES	0	12,501	0	0
53050 MACHINERY & APPARATUS	13,941	25,843	15,000	15,000
53070 VEHICLES-REPLACEMENT	1,332,695	1,008,366	1,656,755	1,765,075
53080 VEHICLES-ADDITIONS	5,642	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>1,387,529</b>	<b>1,079,676</b>	<b>1,719,412</b>	<b>1,827,732</b>
<b>ORGANIZATION TOTAL</b>	<b>7,896,147</b>	<b>8,000,859</b>	<b>8,789,051</b>	<b>9,391,593</b>

# Transit Services



Sherre Ritenour, Unit Manager • 30 South Nevada Ave., Colorado Springs, CO 80903 • (719) 385-5429 • sritenour@ci.colospgs.co.us

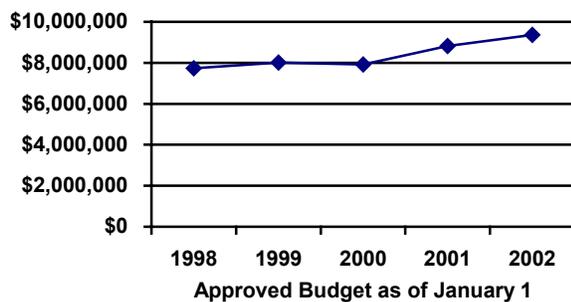
## MISSION

To meet the public transportation needs of the Colorado Springs region by providing the highest quality public transportation services possible. These services shall be provided in a safe, reliable, cost-effective, and customer-oriented manner in an effort to meet the personal mobility needs of transit customers and the community.

## SERVICES

- Fixed-route transit service
- Transit services planning
- Americans with Disabilities Act (ADA) complementary paratransit services
- Rideshare services (carpools/vanpools)
- Support human services paratransit operations

## BUDGET HISTORY



## BUDGET SUMMARY

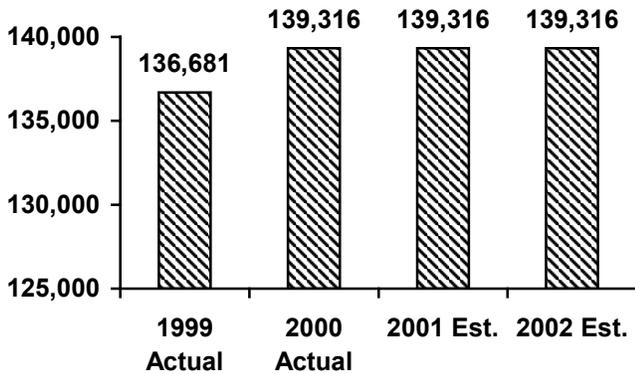
	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$ 101,407	\$ 108,467	\$ 113,550	\$ 120,934
Operating	8,070,631	8,185,289	8,478,011	9,017,733
Capital Outlay	1,059,497	474,334	230,900	230,900
<b>Total</b>	<b>\$9,231,535</b>	<b>\$8,768,090</b>	<b>\$8,822,461</b>	<b>\$9,369,567</b>

## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Manager	1	1	1	1
<b>FTE Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Special Positions	5	5.5	6.5	7.75

## PERFORMANCE INDICATORS

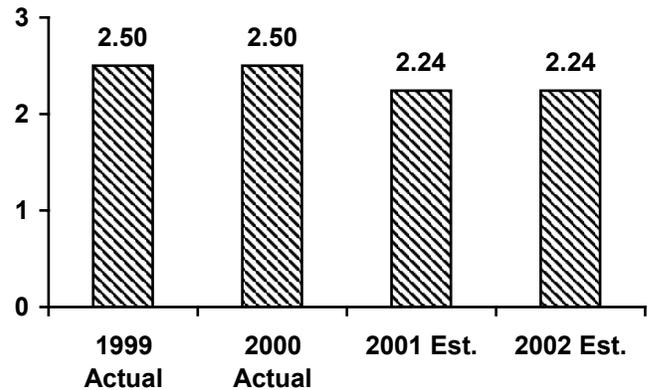
### Revenue Hours of Service



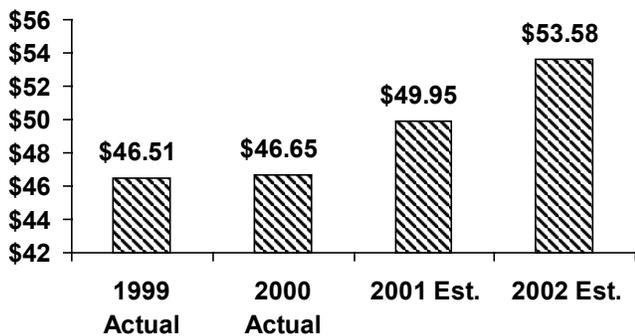
To fund the transit management contract for increases in salaries and medical insurance premiums of \$259,783 and additional operating expenses in the new transit facility the budget was increase so fixed-route revenue hours have remained the same.

An aggressive safety program was initiated in 2000 and accidents were reduced. Transit's goal is to maintain the number of accidents (at 2001 levels) per 100,000 miles in 2002.

### Accidents per 100,000 miles



### Cost per Fixed-Route-Revenue Hour



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

## CHANGES TO THE BUDGET

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- An increase of \$9,578 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$2,194 for 2001 performance pay is removed.
- Funding of \$20,000 is included to address increased fuel rates.
- Funding of \$119,206 in the fixed-route management contract is included to provide Pikes Peak Community College service extension and for other Congestion Mitigation and Air Quality (CMAQ) projects. This increase in funding is fully offset by increases in revenue by the sale of student passes and 80 percent matches for capitalized maintenance.
- To accommodate a paratransit contract increase, actual maintenance costs of \$215,400 of the Springs Mobility vans were transferred to the fixed-route management contract to take advantage of the capitalized maintenance revenue. This resulted in reducing the paratransit contract by \$105,746 and increasing the fixed-route contract by \$215,400. Capitalized maintenance revenue of \$172,320 (80 percent of the \$215,400) will be gained.
- Funding of \$259,783 is added for a 3.2 percent salary increase and a 22 percent medical insurance increase for the bus drivers. Funding of \$29,458 is added to increase operating expenses for the new transit facility. These increases are included in the fixed-route management contract.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$100.
- Funding of \$1,721 is included for telecommunication charges.

## MAJOR OBJECTIVES

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### **OBJECTIVE – Improve delivery of fixed-route services.**

Transit Services 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.**

Transit Services 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 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 paratransit eligibility certification applications. Approximately 2 percent of those applicants are ineligible for certification. It is anticipated that the number of passengers carried will increase from 2001 to 2002.

### **OBJECTIVE – Continue to promote and offer alternatives to the single occupant vehicle in this region.**

Ridefinders will continue to promote carpools, school pools and commuter vanpools through public awareness campaigns and outreach programs. Federal grants will be pursued as funding sources.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
PUBLIC WORKS  
TRANSIT**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	81,969	86,992	98,846	105,780
51207 WAGE PKG-PERFORMANCE	3,204	3,219	2,194	0
51610 PERA	8,541	8,874	6,993	7,640
51615 WORKER'S COMPENSATION	269	251	203	217
51620 EQUITABLE LIFE INSURANCE	335	338	370	398
51625 VISION CARE	94	87	64	64
51640 DENTAL INSURANCE	436	444	320	336
51665 CASH BACK	30	27	0	0
51670 PARKING FOR EMPLOYEES	1,300	1,580	0	0
51690 MEDICARE	1,240	1,289	890	994
51695 CITY EPO MEDICAL PLAN	3,989	5,366	3,670	5,505
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>101,407</b>	<b>108,467</b>	<b>113,550</b>	<b>120,934</b>
52110 OFFICE SUPPLIES	891	2,120	2,000	2,000
52120 SOFTWARE-MICROS/WORD PRO	0	38	0	0
52125 GENERAL SUPPLIES	393	243	0	0
52135 POSTAGE	145	304	500	500
52160 FUEL	366,257	539,904	540,000	560,000
52405 ADVERTISING SERVICES	0	85	0	0
52440 HUMAN SERVICES	415,947	427,566	443,589	443,589
52445 JANITORIAL SERVICES	0	0	0	11,458
52575 SERVICES	343	174	0	0
52625 MEETING EXPENSES IN TOWN	324	1,684	0	0
52635 SCHOOLING	0	2,691	0	0
52645 SUBSCRIPTIONS	0	429	0	0
52655 TRAVEL OUT OF TOWN	1,053	3,962	1,000	900
52705 COMMUNICATIONS	4,466	4,711	51,102	52,823
52735 TELEPHONE-LONG DIST CALLS	880	1,525	500	500
52745 UTILITIES	0	0	0	18,000
52775 MINOR EQUIPMENT	156	0	0	0
52874 OFFICE SERVICES PRINTING	13,905	1,544	1,000	1,000
65025 ADA PARATRANSIT CONTRACT	909,183	970,119	1,009,657	903,911
65027 SUPPLEMENTAL ADA PARATRANSIT	0	0	50,000	0
65030 TRANSIT MANAGEMENT CONTRACT	6,356,688	6,226,190	6,378,663	7,023,052
65160 RECRUITMENT	0	2,000	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>8,070,631</b>	<b>8,185,289</b>	<b>8,478,011</b>	<b>9,017,733</b>
65403 FEDERAL FUNDS LOCAL SHARE	1,059,497	474,334	230,900	230,900
<b>TOTAL CAPITAL OUTLAY</b>	<b>1,059,497</b>	<b>474,334</b>	<b>230,900</b>	<b>230,900</b>
<b>ORGANIZATION TOTAL</b>	<b>9,231,535</b>	<b>8,768,090</b>	<b>8,822,461</b>	<b>9,369,567</b>

# Transportation Engineering



James Hauck, Unit Manager • 30 South Nevada Avenue, Colorado Springs, CO 80903 • (719) 385-5908 • jhauck@ci.colospgs.co.us

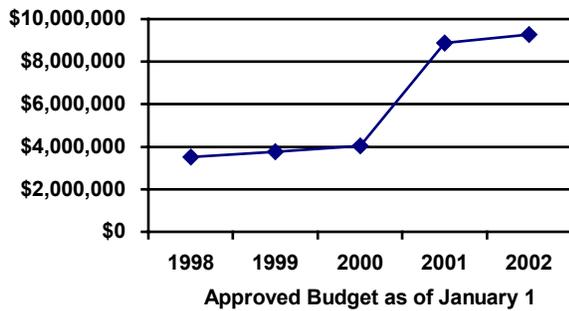
## MISSION

To plan, provide and manage a multi-modal transportation system for the movement of people and goods through long-range planning, development review, infrastructure design and maintenance, capital improvements programming and traffic control systems.

## SERVICES

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

## BUDGET HISTORY



## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$2,841,528	\$2,918,759	\$3,475,326	\$3,715,808
Operating	843,539	853,287	5,043,839	5,216,783
Capital Outlay	179,531	201,268	368,934	356,014
<b>Total</b>	<b>\$3,864,598</b>	<b>\$3,973,314</b>	<b>\$8,888,099</b>	<b>\$9,288,605</b>

For 2001, \$4,050,000 was transferred from General Costs to this Unit for the Streetlight Program.

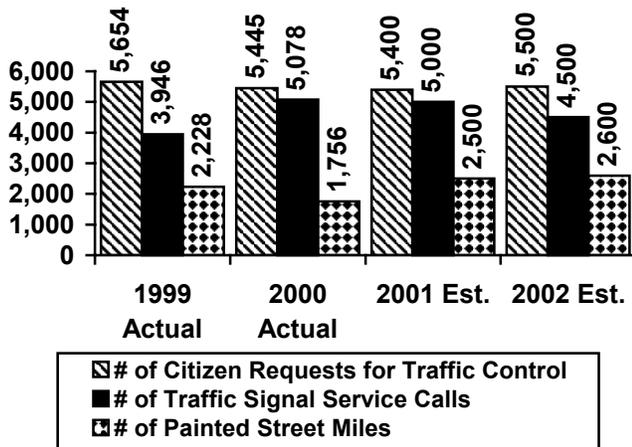
## PERSONNEL

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	<b>1999 Actual</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>
<b>Classification</b>				
Manager	3.0	4.0	4.00	4.00
Supervisor	2.0	1.0	1.00	1.00
Professional	5.0	5.0	6.75	6.75
Paraprofessional	28.0	28.0	33.00	34.00
General	7.5	9.5	9.50	9.50
<b>FTE Total</b>	<b>45.5</b>	<b>47.5</b>	<b>54.25</b>	<b>55.25</b>
Special Positions	4.5	3.5	3.50	9.75

For 2000, one temporary position was converted to permanent and one position previously funded by CDBG was transferred to the General Fund. For 2001, 4.75 positions were added for the Traffic Congestion Plan and one temporary position was converted to permanent. Also, for 2001, one planning assistant position for transportation review of developments was added based on the implementation of a new transportation engineering review fee. During 2001, a paraprofessional position was transferred from the Streets Unit. The 9.75 special positions include General Fund and federally funded special employees.

## PERFORMANCE INDICATORS



Total service calls have stabilized; however, citizen group involvement and the complexities of problem solving have increased. Traffic Control Plan reviews are projected to increase from 4,565 in 2001 to 4,600 in 2002.

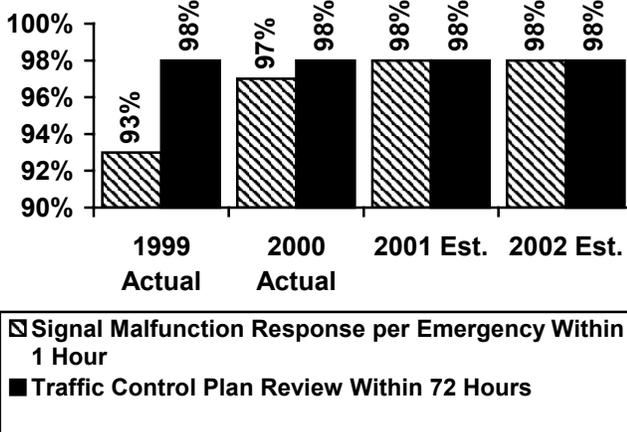
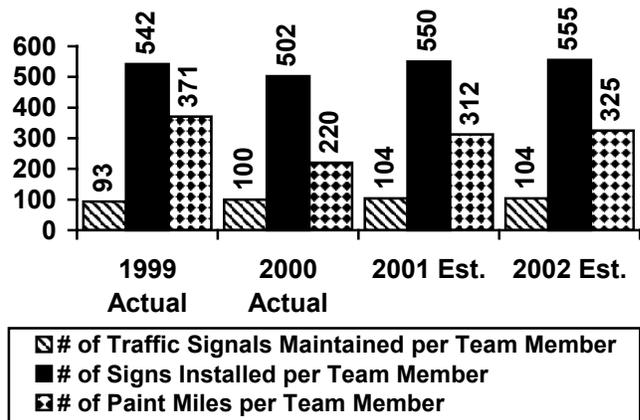
Several new signals have been added. Also, an increase in service calls from 1999 to 2000 can be attributed to poor quality light bulbs, which are being phased out of operation as burnouts occur. The number of traffic signals in service is projected to increase from 495 in 2001 to 510 in 2002.

In 2000, 8.08 miles of new arterial streets and 20.37 miles of new local streets were added to infrastructure.

The number of signals has increased substantially while the number of team members has remained the same. The number of signals connected to the master system is projected to increase from 375 in 2001 to 400 in 2002.

With the City's increase in geographical area, the number of signs installed per team member's workload has increased.

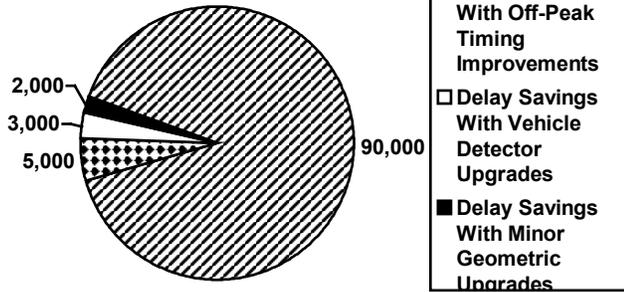
The number of paint miles per team member was lower for 2000 due to a more severe winter and unavoidable delays in following Streets overlay crews.



Team members have improved efficiency for signal malfunction response per emergency within 1 hour.

Due to the exceptionally high level of activity for existing personnel, traffic control plan review within 72 hours will be difficult to improve upon.

### Traffic Delays at Signalized Intersections (hours of delay per day)

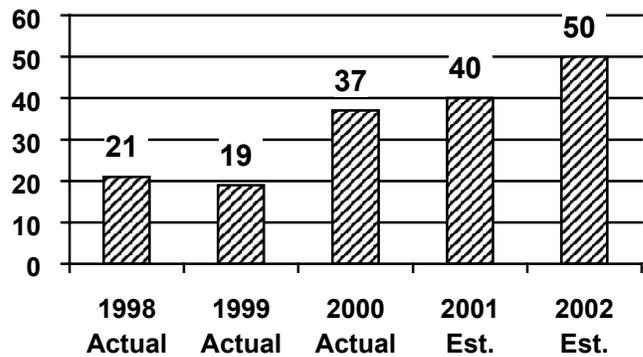


In 2001, there were 90,000 hours of traffic delay per day at signalized intersections. In 2002, it is anticipated there will be 5,000 hours of delay savings per day with off-peak timing improvements. Also, with the proposed vehicle detector upgrades, there will be an additional 3,000 hours of delay savings per day.

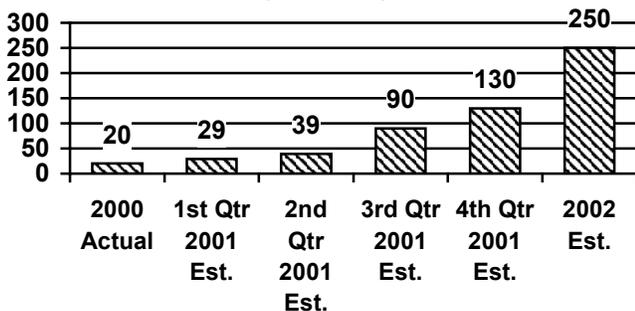
Downtown grid added in 2000, which is equivalent to 11 arterials, so accounts for the increase in 2000 actuals from 1999.

Two technicians perform peak timing plans. Five technicians perform off-peak timings (i.e, nighttime arterial timing plans, nighttime non-progressed individual intersection optimizations, snow arterial timing plans using slower progression speeds, and snow isolated intersections using longer initial green times, longer all-red intervals).

### # of Timing Plans Upgraded



### # of Intersections with Video Detection (cumulative)



In 2000 the video detector installations were done by the Colorado Department of Transportation and maintained by the City of Colorado Springs. The first quarter of 2001 is considered the start-up phase where detectors were only installed on newly installed intersections, not as replacements for in-pavement loops. During the second quarter, a supplier was chosen and two local contractors were trained for the actual installations. At the present time, in addition to new intersection installations, failed in-pavement loops are included. The next phase into 2002 will be to continue new intersection installations, replace failed loops, and also replace principal arterial loops not yet failed. In 2002, video configurations can be used according to time-of-day to better time the signals.

## CHANGES TO THE BUDGET

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- An increase of \$297,335 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$56,853 for 2001 performance pay is removed.
- Funding of \$171,675 is included to address increased electric rates for streetlights.
- Onetime Vehicle Replacement funding of \$12,920 is removed for 2002.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$1,554.
- Funding of \$2,823 is included for Telecommunication charges.

## MAJOR OBJECTIVES

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### **OBJECTIVE – Participate in developing long-range and short-range transportation plans that will form the basis for the transportation and traffic infrastructure program and project needs list.**

Implement the 2001 recommendations of the City's Intermodal Transportation Plan and East-West Mobility Study; participate in major transportation corridor studies and environmental assessments for I-25, Powers Boulevard, Woodmen Road and Drennan Road; participate in alternative modes planning programs such as transit, bicycle, pedestrian, park and ride, historic trolley, and carpooling; develop neighborhood and school traffic calming plans; review all development proposals for traffic mitigation and improvements to the citywide transportation system; and participate in the formation of transportation-related design standards for the citywide mixed-use development initiative.

### **OBJECTIVE – Continue development of an Intelligent Transportation System with innovative and advanced technology approaches.**

Continue to implement the I-25 Incident Management System, including the installation of video cameras, incident detection stations, and variable message signs; initiate implementation of incident management technology on other major transportation corridors such as Academy Boulevard; participate in the statewide Intelligent Transportation System (data communication line); continue to support communications needs of other 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	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	2,011,086	2,089,727	2,627,020	2,852,825
51206 WAGE PKG-SALARIES	(8,038)	0	0	0
51207 WAGE PKG-PERFORMANCE	80,110	61,573	56,853	0
51210 OVERTIME	91,311	64,983	75,048	75,048
51215 ACHIEVEMENT AWARD	0	1,000	0	0
51220 SEASONAL/TEMPORARY	135,768	148,153	142,687	142,687
51235 STANDBY	53,466	54,581	20,300	20,300
51245 RETIREMENT/TERM VACATION	12,631	1,904	0	0
51250 SPECIAL ASSIGNMENT PAY	4,886	462	0	0
51260 VACATION BUY	2,281	2,779	0	0
51299 SALARIES REIMBURSEMENTS	(14,148)	0	0	0
51610 PERA	229,834	237,047	248,725	259,728
51615 WORKER'S COMPENSATION	44,516	45,586	46,645	50,182
51620 EQUITABLE LIFE INSURANCE	8,159	8,480	10,174	10,848
51625 VISION CARE	2,754	2,568	3,238	3,238
51640 DENTAL INSURANCE	13,333	13,707	16,406	17,226
51665 CASH BACK	6,166	4,217	0	0
51670 PARKING FOR EMPLOYEES	9,200	9,920	1,664	1,664
51690 MEDICARE	21,750	22,963	28,512	30,533
51695 CITY EPO MEDICAL PLAN	136,463	149,109	198,054	251,529
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>2,841,528</b>	<b>2,918,759</b>	<b>3,475,326</b>	<b>3,715,808</b>
52105 MISCELLANEOUS OPERATING	47,449	76,969	0	0
52110 OFFICE SUPPLIES	148	96	15,000	15,000
52111 PAPER SUPPLIES	0	0	1,700	1,700
52115 MEDICAL SUPPLIES	453	0	500	500
52120 SOFTWARE-MICRO/WORD PROCESS	12,188	9,538	10,000	10,000
52122 CELL PHONE SUPPLIES	0	0	1,000	1,000
52125 GENERAL SUPPLIES	69,258	76,279	500	500
52126 ELECTRICAL SUPPLIES	0	0	26,200	26,200
52127 CONSTRUCTION SUPPLIES	0	0	5,000	5,000
52131 CONCRETE SUPPLIES	0	0	3,026	3,026
52135 POSTAGE	3,624	3,344	1,500	1,500
52140 WEARING APPAREL	6,798	7,124	4,250	4,250
52145 PAINT & CHEMICAL	80,301	53,355	225,000	225,000
52160 FUEL	25	0	0	0
52165 LICENSES & TAGS	432	0	0	0
52170 SPECIAL, PHOTOGRAPHY, ETC	0	0	2,400	2,400
52175 SIGNS	0	0	75,000	75,000
52190 JANITORIAL SUPPLIES	0	189	0	0
52220 MAINT-OFFICE MACHINES	0	0	4,400	4,400
52225 MAINT-MICROS/WORD PROCESSOR	0	0	4,000	4,000
52230 MAINT-FURNITURE & FIXTURES	0	0	320	320
52235 MAINT-MACHINERY & APPARATUS	68,007	51,917	4,000	4,000
52245 MAINT-SIGNALS	103,366	80,584	125,000	125,112
52255 MAINT-SIGNS	53,119	95,215	75,000	75,000
52265 MAINT-BUILDINGS & STRUCTURE	39,658	9,012	15,000	15,000

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
PUBLIC WORKS  
TRANSPORTATION ENGINEERING**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
52405 ADVERTISING SERVICES	3,418	6,742	1,000	1,000
52410 BUILDING SECURITY SERVICES	0	0	480	480
52431 CONSULTING SERVICES	0	0	5,000	5,000
52435 GARBAGE REMOVAL SERVICES	0	0	1,740	1,740
52445 JANITORIAL SUPPLIES	0	0	0	20,000
52450 LAUNDRY & CLEANING SERVICES	0	0	1,000	1,000
52570 REIMBURSABLE SERVICES	(21)	0	87,500	87,500
52575 SERVICES	141,873	161,067	4,460	4,460
52590 TEMPORARY EMPLOYMENT	0	0	40,000	20,000
52605 CAR MILEAGE	0	0	1,000	1,000
52615 DUES & MEMBERSHIP	3,608	3,329	2,060	2,060
52625 MEETING EXPENSES IN TOWN	1,773	2,896	450	304
52630 TRAINING	11,445	0	13,300	13,300
52635 EMPLOYEE EDUCATIONAL ASSIST	0	8,875	3,000	0
52645 SUBSCRIPTIONS	2,499	1,214	550	550
52655 TRAVEL OUT OF TOWN	18,549	18,663	15,200	13,680
52705 COMMUNICATIONS	95,491	109,277	185,057	187,880
52725 RENTAL OF PROPERTY	21,939	22,755	10,100	10,100
52735 TELEPHONE-LONG DIST CALLS	2,859	4,147	1,600	1,600
52745 UTILITIES	0	0	4,050,000	4,221,675
52775 MINOR EQUIPMENT	15,307	28,633	15,000	15,000
52785 RADIO REPLACEMENT	0	0	2,000	2,000
52795 RENTAL OF EQUIPMENT	26,795	3,415	3,000	3,000
52874 OFFICE SERVICES PRINTING	9,877	8,507	1,076	1,076
52875 OFFICE SERVICES RECORDS	0	1,189	470	470
52893 RENTAL OF FLEET VEHICLES	3,300	3,200	0	3,000
65160 RECRUITMENT	0	5,757	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>843,538</b>	<b>853,287</b>	<b>5,043,839</b>	<b>5,216,783</b>
53010 OFFICE MACHINES	6,025	0	10,000	10,000
53020 MICROS/WORD PROCESSORS	27,485	18,472	39,685	39,685
53030 FURNITURE & FIXTURES	0	2,966	9,384	9,384
53050 MACHINERY & APPARATUS	50,853	28,393	34,845	34,845
53070 VEHICLES-REPLACEMENT	93,103	151,438	245,020	232,100
53080 VEHICLES-ADDITIONS	2,065	0	30,000	30,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>179,531</b>	<b>201,268</b>	<b>368,934</b>	<b>356,014</b>
<b>ORGANIZATION TOTAL</b>	<b>3,864,597</b>	<b>3,973,314</b>	<b>8,888,099</b>	<b>9,288,605</b>

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# Cultural Services

Matthew Mayberry • 215 South Tejon Street, Colorado Springs, CO 80903 • (719) 385-5990 • mmayberry@ci.colospgs.co.us

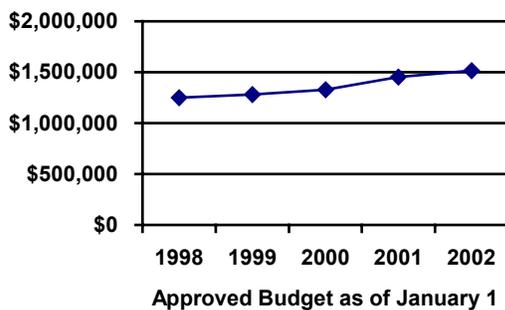
## MISSION

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
- Restore historical buildings and sites
- Provide educational programs
- Provide information to park visitors and promote visitor safety
- Interpret natural, cultural and environmental resources
- Raise funds to operate special programs
- Provide meeting facilities for nonprofit, community and service organizations

## BUDGET HISTORY



## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$1,056,729	\$1,113,310	\$1,193,693	\$1,250,553
Operating	224,831	246,181	259,805	263,468
Capital Outlay	0	0	0	0
<b>Total</b>	<b>\$1,281,560</b>	<b>\$1,359,491</b>	<b>\$1,453,498</b>	<b>\$1,514,021</b>

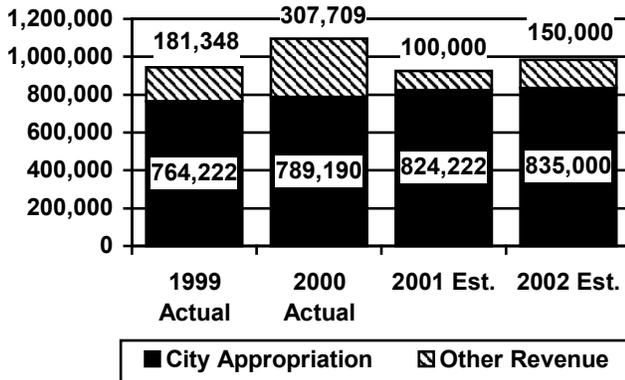
## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Manager	1.0	1.0	1.0	1.0
Supervisor	1.0	1.0	1.0	1.0
Professional	8.5	8.5	8.5	8.5
Paraprofessional	2.0	2.0	2.0	2.0
General	5.0	5.0	5.5	5.5
<b>FTE Total</b>	<b>17.5</b>	<b>17.5</b>	<b>18.0</b>	<b>18.0</b>
Special Positions	0	0	1	1

For 2001, a 0.5 Office Specialist was added to assist with clerical duties.

## PERFORMANCE INDICATORS

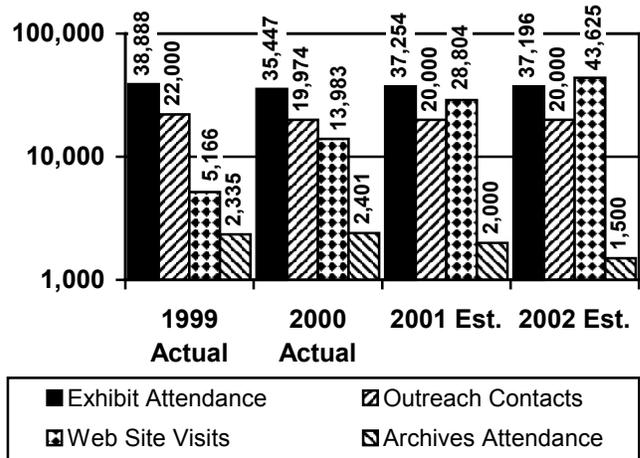
### Museum Financial Support



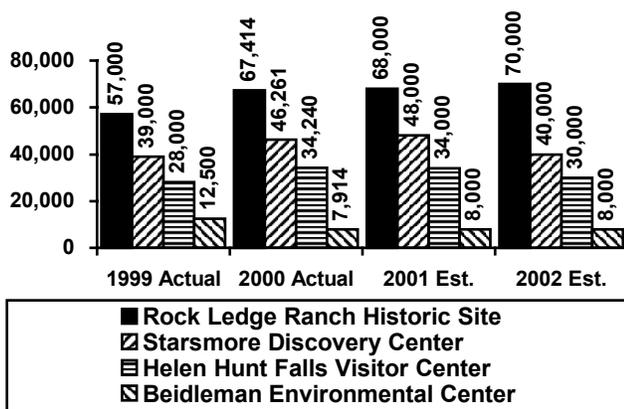
The Museum regularly supplements its annual City appropriation with grants, private contributions, and interest income from gift trust accounts. Virtually all exhibits, programs, and artifact purchases are funded in this manner. Some direct purchases by Museum support groups are not included in these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

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.

### Museum/Archives Attendance



### Visitor Services Attendance



Garden of the Gods was designated a National Natural Landmark by the U. S. Department of the Interior in 1973. The Garden of the Gods Park receives 1,700,000 visitors annually.

The Colorado Springs Museum was placed on the National Register of Historic Places in 1972.

Rock Ledge Ranch Historic Site was placed on the National Register of Historic Places in 1979.

## CHANGES TO THE BUDGET

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- An increase of \$74,381 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$18,383 for 2001 performance pay is removed.
- Funding of \$3,935 is included to address increased electric and gas rate increases for the Pioneers Museum.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$372.
- Funding of \$962 is included for Telecommunication charges.

## MAJOR OBJECTIVES

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

A full exhibit schedule for the Museum is in place through the year 2002. Virtually all temporary exhibitions are paid for with non-municipal 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.). An upgrade of the exhibitions at the Starsmore Discovery Center is planned for 2002. This will be accomplished with private funds.

### **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.**

Cultural Services staff members work cooperatively to develop and implement a comprehensive range of programs, events, exhibits and publications. These foster respect and appreciation by program participants and park visitors for the region's significant natural and cultural resources. Through cooperation, the programs at various sites complement one another.

### **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.**

This is a long-term, continuing project with two or three units being added annually. Most of the costs of these installations will be paid with grant funds or will be 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, and is in the process of renovating at additional expense. These buildings will eventually be turned over to the City.

### **OBJECTIVE – Continue to maintain, restore and renovate all of the historic buildings that fall under the Cultural Services Unit, including the 1903 El Paso County Courthouse, the Rock Ledge House (ca. 1875) and the Orchard House (ca. 1907). 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 (critical because they include heating and air conditioning) have been submitted through the SCIP process. Routine repairs and maintenance are accomplished within the regular operating budget. The Rock Ledge Ranch Master Plan has a systematic program of implementation (including restorations). Restorations to the Rock Ledge House were completed in 2001, and it was open to the public as of June 29, 2001. However, as with the Courthouse, both the Rock Ledge House and the Orchard House, as very old historic structures, will require significant periodic repairs.

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

Staff has worked proactively and cooperatively with representatives of the American Indian community to plan, develop and implement an American Indian interpretive area at Rock Ledge Ranch. This interpretive component represents the successive stages of American Indian settlement in this region. Additional efforts will be made to develop and implement culturally diverse interpretive exhibits, programs and events at other visitor services locations. The Museum schedules exhibits, publications, and programs aimed at increasing general public awareness of the contributions of racial/ethnic minorities in Colorado Springs and the surrounding area.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

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

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	707,617	735,504	820,560	848,761
51207 WAGE PKG-PERFORMANCE	22,217	21,503	18,383	0
51210 OVERTIME	1,102	2,816	975	975
51220 SEASONAL/TEMPORARY	210,989	237,179	162,967	162,967
51230 SHIFT DIFFERENTIAL	0	20	0	0
51245 RETIREMENT/TERM VACATION	0	1,265	0	0
51260 VACATION BUY	253	0	0	0
51299 SALARIES REIMBURSEMENTS	(67,962)	(74,269)	0	31,200
51610 PERA	92,983	97,528	93,641	93,630
51615 WORKER'S COMPENSATION	17,895	18,396	11,993	12,957
51620 EQUITABLE LIFE INSURANCE	2,948	3,051	3,289	3,384
51625 VISION CARE	1,248	850	1,136	1,093
51640 DENTAL INSURANCE	5,993	4,879	5,758	5,819
51665 CASH BACK	1,150	1,409	0	0
51670 PARKING FOR EMPLOYEES	3,000	2,740	1,879	2,640
51690 MEDICARE	10,655	11,079	12,172	12,734
51695 CITY EPO MEDICAL PLAN	46,641	49,364	60,940	74,393
<b>TOTAL SALARY AND BENEFITS</b>	<b>1,056,729</b>	<b>1,113,310</b>	<b>1,193,693</b>	<b>1,250,553</b>
52105 MISCELLANEOUS SUPPLIES	5,530	6,370	1,500	4,530
52110 OFFICE SUPPLIES	1,793	1,114	3,230	3,743
52115 MEDICAL SUPPLIES	0	250	0	0
52120 SOFTWARE-MICRO/WORD PROCESS	201	1,518	0	0
52125 GENERAL SUPPLIES	19,610	25,887	25,606	26,065
52135 POSTAGE	2,065	1,890	3,500	2,200
52140 WEARING APPAREL	1,201	2,217	2,670	2,670
52145 PAINT & CHEMICAL	1,225	1,281	1,775	1,775
52150 SEED & FERTILIZER	280	80	500	500
52165 LICENSES & TAGS	0	0	150	150
52175 SIGNS	120	96	600	600
52190 JANITORIAL SUPPLIES	1,288	2,142	0	3,400
52215 MAINT-GROUNDS	647	558	100	100
52220 MAINT-OFFICE MACHINES	130	130	300	175
52225 MAINT-MICROS/WORD PROCESSORS	0	110	0	0
52230 MAINT-FURNITURE & FIXTURES	0	0	100	100
52235 MAINT-MACHINERY & APPARATUS	1,321	4,800	3,150	3,150
52265 MAINT-BUILDINGS & STRUCTURE	10,438	16,107	10,875	10,875
52405 ADVERTISING SERVICES	4,559	2,255	1,250	1,250
52410 BLDG SEC	0	0	0	4,000
52435 GARBG SVC	0	0	0	360
52450 LAUNDRY & CLEANING SERVICES	1,374	1,518	4,700	2,500
52575 SERVICES	64,743	59,396	49,610	39,617
52605 CAR MILEAGE	3,103	3,012	3,260	2,860
52615 DUES & MEMBERSHIP	2,103	2,303	1,925	1,925
52625 MEETING EXPENSES IN TOWN	2,242	2,175	1,232	830
52635 EDUCATIONAL ASSISTANCE	2,965	4,642	2,000	2,000
52645 SUBSCRIPTIONS	200	243	536	311
52655 TRAVEL OUT OF TOWN	3,368	8,126	2,800	2,520
52705 COMMUNICATIONS	4,055	3,793	30,721	37,880

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

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

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
52735 TELEPHONE-LONG DIST CALLS	1,575	742	1,400	1,150
52745 UTILITIES	59,936	58,966	73,000	78,166
52775 MINOR EQUIPMENT	8,169	19,752	12,360	12,560
52795 RENTAL OF EQUIPMENT	13,481	8,865	11,600	9,881
52872 MAINT-FLEET VEHICLES/EQP	72	45	0	200
52874 OFFICE SERVICES PRINTING	1,537	4,298	5,125	5,425
52875 OFFICE SERVICES - RECORDS	0	0	1,730	0
52893 RENTAL OF FLEET VEHICLES	0	0	2,500	0
65341 ARTS/CULTURAL	5,500	1,500	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>224,831</b>	<b>246,181</b>	<b>259,805</b>	<b>263,468</b>
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL ORGANIZATION</b>	<b>1,281,560</b>	<b>1,359,491</b>	<b>1,453,498</b>	<b>1,514,021</b>

# Design and Development



Fred Mais, Unit Manager • 1401 Recreation Way, Colorado Springs, CO 80905 • (719) 385-6522 • fmais@ci.colospgs.co.us

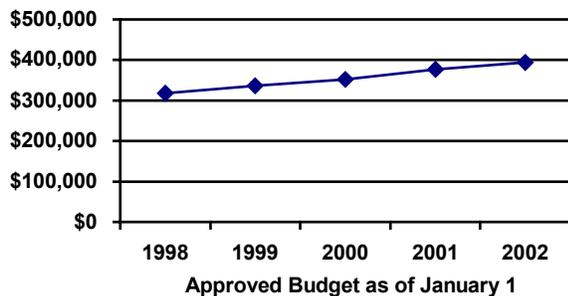
## MISSION

To provide recreational and educational opportunities by designing, renovating and constructing new parks, park facilities and trails for the citizens and visitors of Colorado Springs.

## SERVICES

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

## BUDGET HISTORY



## BUDGET SUMMARY

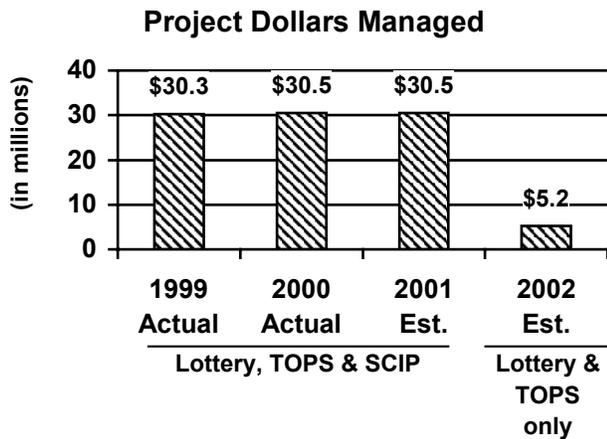
	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$348,612	\$349,228	\$342,162	\$359,296
Operating	19,170	26,884	34,882	34,809
Capital Outlay	0	0	0	0
<b>Total</b>	<b>\$367,782</b>	<b>\$376,111</b>	<b>\$377,044</b>	<b>\$394,105</b>

## PERSONNEL

	1999 Actual	2000 Actual	2001 Actual	2002 Budget
<b>Classification</b>				
Manager	1	1	1	1
Professional	4	4	4	4
<b>FTE Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

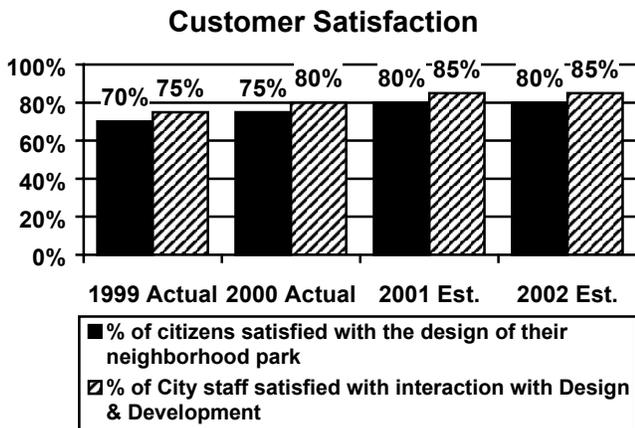
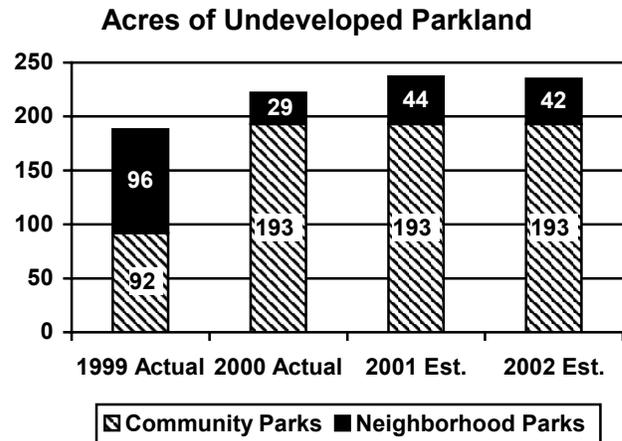
In addition to the personnel listed above, two regular positions are included in this Unit and are funded from Lottery.

## PERFORMANCE INDICATORS



Capital improvements funding has increased tenfold during the past three years from an average of \$3.2M from only Conservation Trust Funds (Lottery) to over \$30M with the inclusion of SCIP funds (\$16.4M) and TOPS (\$2M - Trails and Parks). Depending upon the passage of another SCIP initiative, the projected dollars managed could again increase by \$42.4M if phase two of the recreation centers and other parks projects such as a second sheet of ice at Sertich Ice Center pass a ballot initiative.

Generally, the undeveloped park acres represent the land that becomes neighborhood and community parks. Neighborhood parks are typically 5 acres in size and community parks at least 25 acres but generally much larger, such as Memorial Park which is 196 acres.



Two survey instruments are utilized to collect data for this indicator. First is an external citizen questionnaire directed to the citizens of the immediate park neighborhood affected. Second is an internal City questionnaire distributed to over ten divisions and departments ranging from other Parks and Recreation divisions, such as Youth and Recreation and Field Construction, to City Engineering, Purchasing, Colorado Springs Utilities and the Colorado Springs Companies. The target for both of these indicators is 85 percent.

## CHANGES TO THE BUDGET

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- An increase of \$23,472 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$6,338 for 2001 performance pay is removed.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$73.

## MAJOR OBJECTIVES

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### **OBJECTIVE – Complete an update of a Parks System Capital Master Plan and to continue to design and construct neighborhood and community parks as outlined in the Parks Capital Master Plan.**

Toward that goal, the Design and Development Unit will develop master plans in 2002 for all neighborhood, community and regional parks that are scheduled for development in 2003 so that construction budgets can be established in the 2002 budget.

A series of public input meetings will be scheduled for each neighborhood, community or regional park that is scheduled for development. The meetings will afford the citizens an opportunity to provide input on the elements they would like included in their park. From these park master plans which receive final approval by the Parks and Recreation Advisory Board, a preliminary construction cost estimate is developed so that capital funding can be provided during the capital budgeting process. Park sites to be scheduled for development are determined in accordance with the guidelines provided in the Parks, Recreation and Cultural Services Department Master Plan.

### **OBJECTIVE –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).**

When the next phase of SCIP is approved, the nine projects that are the responsibility of the Parks,

Recreation and Cultural Services Department are Phase Two for the three recreation centers at Wilson Ranch Park, Cottonwood Creek Park and the Aquatics and Fitness Center in Memorial Park. Other projects include renovation of the Pioneers Museum, a second sheet of ice at the Sertich Ice Center, lighting of the El Pomar Youth Sports Complex, the Academy Sports Complex, improvements to the Pikes Peak Greenway and two new outdoor pools.

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

Fifty to sixty low-profile projects represent the bulk of the workload for this Unit every year and run the gamut from the mere renovation of a playground or sidewalk to complete new neighborhood parks. Although they do not receive the same degree of public attention as a new recreation center or sports complex, these new or renovated neighborhood park projects are certainly the most important projects to the various local neighborhoods that are 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	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	287,933	306,330	282,936	299,121
51206 WAGE PKG-SALARIES	(4,777)	0	0	0
51207 WAGE PKG-PERFORMANCE	10,629	7,348	6,338	0
51245 RETIREMENT/TERM VACATION	360	639	0	0
51299 SALARIES REIMBURSEMENTS	0	(24,243)	0	0
51610 PERA	28,602	30,804	25,953	26,845
51615 WORKER'S COMPENSATION	3,232	2,226	2,057	2,381
51620 EQUITABLE LIFE INSURANCE	1,190	1,340	1,131	1,196
51625 VISION CARE	356	362	315	315
51640 DENTAL INSURANCE	1,641	1,779	1,601	1,681
51665 CASH BACK	46	52	0	0
51690 MEDICARE	1,905	2,089	1,078	1,402
51695 CITY EPO MEDICAL PLAN	17,493	20,502	20,753	26,355
<b>TOTAL SALARY AND BENEFITS</b>	<b>348,612</b>	<b>349,228</b>	<b>342,162</b>	<b>359,296</b>
52105 MISCELLANEOUS SUPPLIES	654	548	0	0
52110 OFFICE SUPPLIES	2,359	2,501	1,000	2,500
52111 PAPER SUPPLIES	0	0	3,200	2,000
52115 MEDICAL SUPPLIES	0	0	50	0
52122 CELL PHONE EQUIPMENT	0	0	225	0
52125 GENERAL SUPPLIES	2,586	2,792	600	1,500
52127 CONSTRUCTION SUPPLIES	0	0	335	1,477
52135 POSTAGE	0	43	100	100
52140 WEARING APPAREL	0	0	245	0
52145 PAINT & CHEMICALS	0	0	50	100
52165 LICENSES & TAGS	350	175	350	350
52190 JANITORIAL SUPPLIES	0	0	50	0
52220 MAINT-OFFICE MACHINES	291	1,080	0	0
52225 MAINT-MICROS/WORD PROCESSOR	360	120	1,000	2,000
52305 MAINT-SOFTWARE	0	0	1,280	1,280
52575 SERVICES	5,911	6,108	19,797	17,800
52605 CAR MILEAGE	2,191	1,246	2,200	2,200
52615 DUES & MEMBERSHIP	525	575	750	750
52625 MEETING EXPENSES IN TOWN	299	240	300	202
52630 TRAINING	1,481	0	0	0
52645 SUBSCRIPTIONS	0	28	50	100
52655 TRAVEL OUT OF TOWN	120	1,146	1,500	450
52705 COMMUNICATIONS	1,276	1,112	1,300	0
52735 TELEPHONE-LONG DIST CALLS	32	21	0	1,500
52775 MINOR EQUIPMENT	609	9,148	0	0
52874 OFFICE SERVICES PRINTING	125	0	500	500
<b>TOTAL OPERATING EXPENSE</b>	<b>19,170</b>	<b>26,884</b>	<b>34,882</b>	<b>34,809</b>
53010 OFFICE MACHINES	0	0	0	0
53030 FURNITURE & FIXTURES	0	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL ORGANIZATION</b>	<b>367,782</b>	<b>376,111</b>	<b>377,044</b>	<b>394,105</b>

# Forestry



James McGannon, Unit Manager • 1401 Recreation Way, Colorado Springs, CO 80905 • (719) 385-6548 • jmcgannon@ci.colospgs.co.us

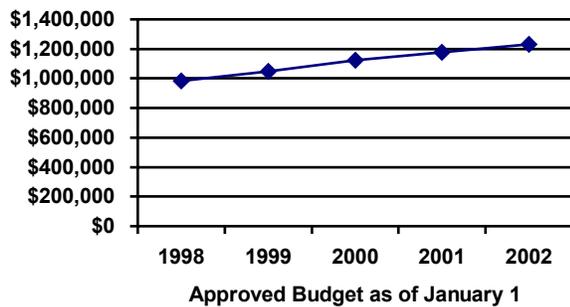
## MISSION

To manage our urban forest in a healthy, safe, and sustainable state which maintains our original forest legacy, manages risk, and increases the canopy coverage for shade, stormwater retention, and property value.

## SERVICES

- Maintenance of public trees
- Planting on public rights-of-way and parkland
- Technical assistance and consultation relating to management of the urban forest
- Clear traffic signs and visibility obstructions
- Manage insect and disease problems
- Tree-related emergencies
- Tree service licensing and certifications

## BUDGET HISTORY



## BUDGET SUMMARY

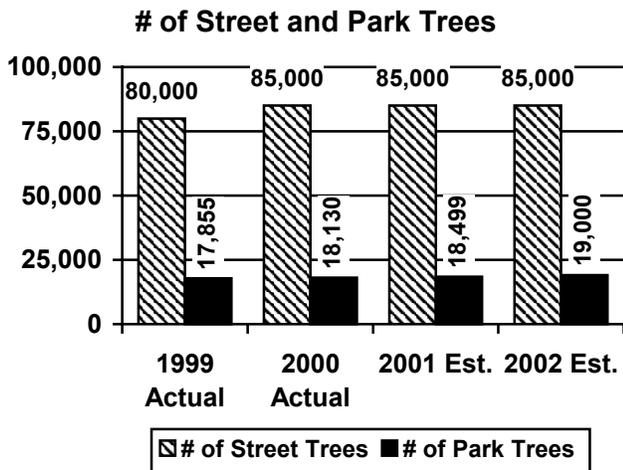
	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$ 741,352	\$ 803,295	\$ 866,804	\$ 920,875
Operating	301,222	293,280	308,594	307,281
Capital Outlay	3,000	2,497	3,000	3,000
<b>Total</b>	<b>\$1,045,574</b>	<b>\$1,099,073</b>	<b>\$1,178,398</b>	<b>\$1,231,156</b>

## PERSONNEL

	1998 Actual	1999 Actual	2000 Budget	2001 Budget
<b>Classification</b>				
Senior Manager	1	1	1	1
Supervisor	2	2	2	2
Professional	3	3	3	3
Paraprofessional	9	9	9	9
<b>FTE Total</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>

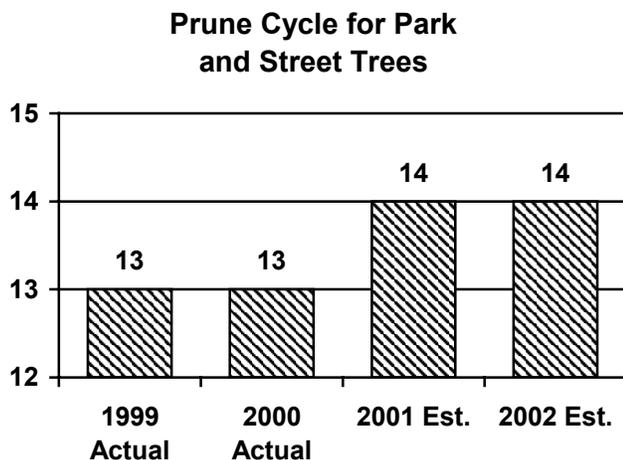
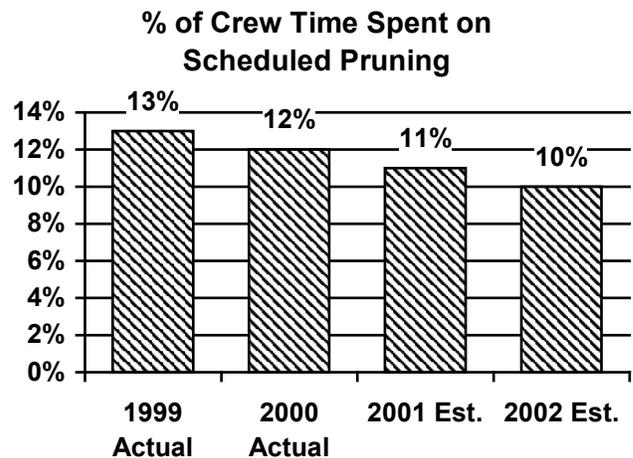
In addition to the personnel listed above, one regular position is included in this Unit and is funded from Lottery.

## PERFORMANCE INDICATORS



The total number of street and park trees has increased 6.3 percent from 1999 to 2002.

As the city's tree population is increasing, the percentage of time spent on scheduled maintenance is declining. Crisis pruning (i.e., storm cleanup), prune requests, and excessive removals affect the scheduled maintenance of park and street trees.



City Forestry has each area of the city scheduled for street and park tree pruning. Currently, the national target for prune cycle is 8 years, while the average prune cycle in Colorado Springs is 14 years. This means that trees in any particular neighborhood are scheduled to be pruned once every 14 years. However, hundreds of separate prunes are conducted throughout the year for immediate needs requests.

## **CHANGES TO THE BUDGET**

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- An increase of \$68,311 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$14,240 for 2001 performance pay is removed.
- Federally mandated Clean Water Act Runoff fees of \$1,050 are transferred to the Park Maintenance, Trails and Open Space unit.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$263.

## **MAJOR OBJECTIVES**

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### **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 – Manage Insect and Disease problems.**

Manage major insect and disease problems to sustain the health and vigor of our public trees. Major diseases include Dutch Elm Disease. Major insect problems include Mountain Pine Beetle.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

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

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	523,913	582,738	635,723	680,221
51206 WAGE PKG-SALARIES	(1,995)	0	0	0
51207 WAGE PKG-PERFORMANCE	21,809	15,325	14,240	0
51210 OVERTIME	1,777	3,062	3,100	3,100
51220 SEASONAL/TEMPORARY	13,017	21,164	19,966	19,966
51235 STANDBY	849	0	0	0
51250 SPECIAL ASSIGNMENT PAY	525	137	0	0
51260 VACATION BUY	1,670	1,523	0	0
51299 SALARIES REIMBURSEMENTS	0	(4,038)	0	0
51610 PERA	53,010	59,299	60,513	63,059
51615 WORKER'S COMPENSATION	66,715	56,005	59,071	63,258
51620 EQUITABLE LIFE INSURANCE	1,985	2,213	2,542	2,720
51625 VISION CARE	856	844	945	945
51640 DENTAL INSURANCE	4,065	4,565	4,800	5,040
51665 CASH BACK	975	999	0	0
51690 MEDICARE	4,134	4,690	5,844	6,289
51695 CITY EPO MEDICAL PLAN	48,048	54,770	60,060	76,277
<b>TOTAL SALARY AND BENEFITS</b>	<b>741,352</b>	<b>803,295</b>	<b>866,804</b>	<b>920,875</b>
52105 MISCELLANEOUS SUPPLIES	418	582	1,410	1,410
52110 OFFICE SUPPLIES	1,318	1,350	900	900
52115 MEDICAL SUPPLIES	0	1,624	1,600	1,600
52125 GENERAL SUPPLIES	2,762	4,356	4,766	3,641
52135 POSTAGE	0	20	50	70
52140 WEARING APPAREL	3,101	2,659	1,500	1,700
52145 PAINT & CHEMICAL	256	776	190	800
52150 SEED & FERTILIZER	24	116	0	0
52175 SIGNS	156	301	200	400
52205 MAINT-LANDSCAPING	54,961	60,149	59,600	59,600
52210 MAINT-TREES	216,340	200,299	217,000	217,000
52220 MAINT-OFFICE MACHINES	215	525	1,850	1,850
52230 MAINT-FURNITURE & FIXTURES	0	0	400	280
52235 MAINT-MACHINERY & APPARATUS	2,119	2,107	2,800	2,815
52240 MAINT-NONFLEET VEHICLES/EQP	0	0	0	0
52265 MAINT-BUILDINGS & STRUCTURE	59	1,970	500	500
52270 MAINT-WELLS & RESERVOIRS	412	217	200	200
52450 LAUNDRY & CLEANING SERVICES	13	0	0	0
52575 SERVICES	5,273	367	3,800	2,182
52605 CAR MILEAGE	0	0	150	148
52615 DUES & MEMBERSHIP	522	397	400	477
52625 MEETING EXPENSES IN TOWN	302	65	300	202
52630 TRAINING	0	0	0	0
52635 SCHOOLING	2,006	1,660	1,850	1,850
52645 SUBSCRIPTIONS	(55)	25	100	25
52655 TRAVEL OUT OF TOWN	1,327	1,575	2,400	2,160
52705 COMMUNICATIONS	490	362	0	0
52735 TELEPHONE-LONG DIST CALLS	35	(36)	0	0
52745 UTILITIES	186	0	257	300
52775 MINOR EQUIPMENT	6,277	10,145	3,371	4,171

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

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

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
52874 OFFICE SERVICES PRINTING	2,706	1,669	3,000	3,000
<b>TOTAL OPERATING EXPENSE</b>	<b>301,222</b>	<b>293,280</b>	<b>308,594</b>	<b>307,281</b>
53050 MACHINERY & APPARATUS	3,000	2,497	3,000	3,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>3,000</b>	<b>2,497</b>	<b>3,000</b>	<b>3,000</b>
<b>TOTAL ORGANIZATION</b>	<b>1,045,574</b>	<b>1,099,073</b>	<b>1,178,398</b>	<b>1,231,156</b>

# Park Maintenance, Trails and Open Space

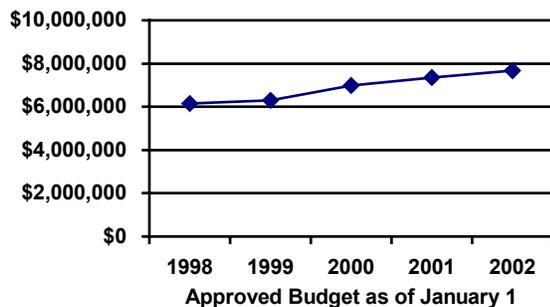


Kurt Schroeder, Unit Manager • 1401 Recreation Way, Colorado Springs, CO 80905 • (719) 385-6555 • kschroeder@ci.colospgs.co.us

## MISSION

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

## BUDGET HISTORY



## SERVICES

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

## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$4,282,259	\$4,522,735	\$4,865,156	\$5,160,683
Operating	1,956,806	2,370,877	2,410,712	2,424,837
Capital Outlay	60,733	70,374	81,294	78,360
<b>Total</b>	<b>\$6,299,798</b>	<b>\$6,963,986</b>	<b>\$7,357,162</b>	<b>\$7,663,880</b>

## PERSONNEL

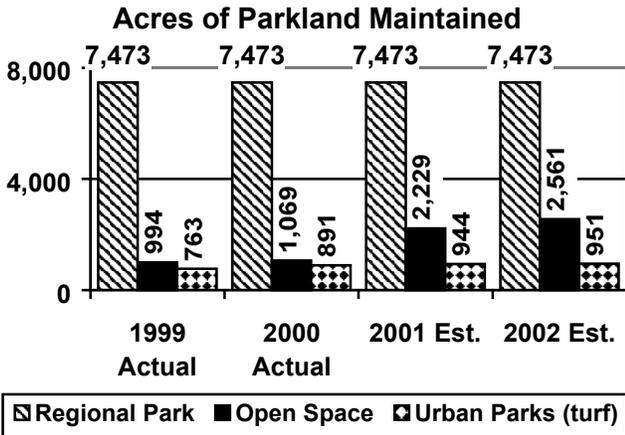
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	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Manager	2	1	1	1
Supervisor	11	11	11	11
Professional	1	1	1	1
Paraprofessional	14	14	14	14
General	54	58	58	58
<b>FTE Total</b>	<b>82</b>	<b>85</b>	<b>85</b>	<b>85</b>

For 2000, a senior analyst position was transferred in from the Support Unit and two maintenance positions were included and assigned to the El Pomar Youth Sports Park. During 2000 a vacant management position was made into two park maintenance technician positions to dedicate more employees to the field. As a result, in the 2000 actual, there is a decrease of one manager and an increase of two general positions.

In addition to the personnel listed above, there are ten additional full-time positions; four positions are paid from lottery and six from Special Improvement Maintenance Districts.

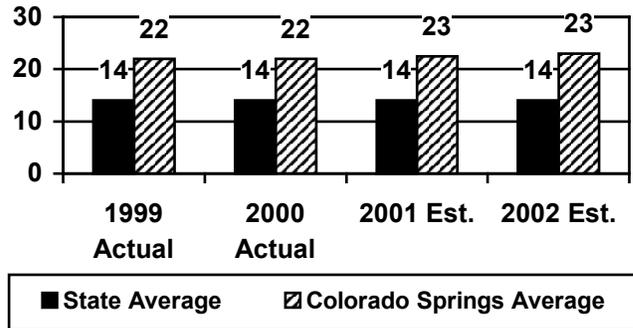
**PERFORMANCE INDICATORS**



Open space and urban park acreage has been growing at a consistent rate for the last 10+ years. Although the number of parks has continued to rise, maintenance funding and staffing has remained relatively constant. The use of latest technologies and a reorganization of the Unit have helped in retaining a consistent level of service although the expanding system and rising costs have made attaining the same maintenance level increasingly difficult.

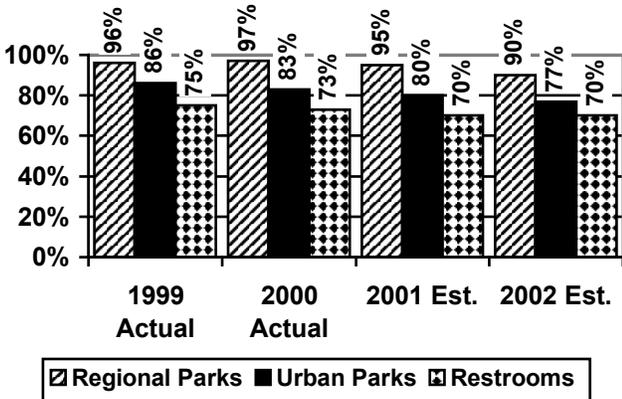
According to research performed for the 2000 Master Plan, the maintenance staff currently maintains an average of 22 park acres per individual. Staff at like-sized front-range communities maintain 14 park acres per individual. This aptly points out the efficiency by which services are provided. However, with system growth, certain tasks have been receiving a lessened degree of attention ultimately impacting user satisfaction.

### Park Turf Acres Maintained per Employee



The regional park system (Garden of the Gods, Palmer Park, Cheyenne Canon, Ute Valley, Bear Creek Canon) is very popular and consistently receives high marks for the level of user satisfaction. The level of user satisfaction with the overall maintenance of the urban park system is good but is declining. Staff schedules allow only one visit per day per site and do not allow much discretionary maintenance time. This makes it difficult for staff to address emergencies when they arise and still keep current with daily necessary tasks. This, among other reasons, may be partially responsible for the decline in user satisfaction.

### User Satisfaction



## CHANGES TO THE BUDGET

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- An increase of \$365,227 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$72,635 for 2001 performance pay is removed.
- Funding of \$10,448 is included to address increased electric and gas rate increases.
- Federally mandated Clean Water Act Runoff fees of \$3,700 are included to cover cost for this program. A portion of the \$3,700, in the amount of \$1,050, is transferred in from the Forestry unit.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$22.

## MAJOR OBJECTIVES

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### **OBJECTIVE – Continue implementation of the Garden of the Gods Restoration Report.**

Excellent progress was made in 2001 toward the implementation of the report. Great public interest and the great amount of work to be done will keep this a priority for the Unit for years to come. Specifically in 2002, work will continue on restoring the selected watershed, view corridors will be selected and restored, additional maintenance grants will be pursued, and efforts to eradicate invasive plant species will be continued.

### **OBJECTIVE – Continue the recruitment of youth for seasonal employment with efforts toward hiring and retaining minority youth.**

Staff did an excellent job in 2001 reaching youth, and especially minority youth, for seasonal employment. Staff will again attend job fairs and make individual trips to schools and recruit student employees.

### **OBJECTIVE – Expand the evaluation of irrigation systems to assure efficient use and effect cost savings.**

A pilot program of irrigation system audits has proven valuable this year in fine-tuning systems thus improving

system efficiency and affording cost savings. Staff will strive to expand this program in 2002 to include more parks and increase the number of individuals involved.

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

Plans are for one additional neighborhood park and the landscaping and grounds for two recreation centers to be added for maintenance in 2002. Steps must be taken to assimilate these sites into the appropriate maintenance district and provide a level of maintenance that will assure safe use of the facilities by the public.

### **OBJECTIVE – Continue maintenance of the Greenway Trail in accordance with the evaluations performed during 2000-2001.**

This programmatic approach to the maintenance of the Greenway Trail will help establish priorities and maximize the effective use of the dollars that have been budgeted.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

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

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	2,679,312	2,879,079	3,206,709	3,457,190
51207 WAGE PKG-PERFORMANCE	125,386	87,490	72,635	0
51210 OVERTIME	67,558	111,970	53,865	53,865
51220 SEASONAL/TEMPORARY	622,000	609,840	633,996	636,930
51235 STANDBY	112	0	0	0
51240 RETIREMENT/TERMINATION SICK	13,638	17,786	0	0
51245 RETIREMENT/TERM VACATION	18,344	10,979	0	0
51250 SPECIAL ASSIGNMENT PAY	2,732	806	0	0
51260 VACATION BUY	4,677	5,529	0	0
51299 SALARIES REIMBURSEMENTS	(67,838)	(59,084)	0	0
51610 PERA	338,581	360,562	353,778	366,809
51615 WORKER'S COMPENSATION	188,569	177,613	134,531	143,551
51620 EQUITABLE LIFE INSURANCE	10,102	10,973	12,827	13,815
51625 VISION CARE	4,776	4,424	5,470	5,470
51635 CITY MAJOR MEDICAL PLAN	0	0	4,289	4,289
51640 DENTAL INSURANCE	22,596	23,435	27,741	29,129
51665 CASH BACK	7,521	9,222	0	0
51690 MEDICARE	30,231	34,049	38,163	40,613
51695 CITY EPO MEDICAL PLAN	213,962	238,064	321,152	409,022
<b>TOTAL SALARY AND BENEFITS</b>	<b>4,282,259</b>	<b>4,522,735</b>	<b>4,865,156</b>	<b>5,160,683</b>
52105 MISCELLANEOUS SUPPLIES	32,050	41,853	0	0
52110 OFFICE SUPPLIES	1,264	1,316	3,214	3,014
52115 MEDICAL SUPPLIES	8,685	6,103	13,890	14,090
52125 GENERAL SUPPLIES	75,661	79,885	87,049	89,644
52135 POSTAGE	8	99	2,500	2,500
52140 WEARING APPAREL	12,011	12,782	11,130	11,130
52145 PAINT & CHEMICAL	17,540	21,483	27,920	27,920
52150 SEED & FERTILIZER	91,854	88,168	115,445	118,101
52155 AUTOMOTIVE	715	251	0	0
52160 FUEL	221	0	0	0
52165 LICENSES & TAGS	257	208	30	300
52170 SPECIAL, PHOTOGRAPHY, ETC	169	191	0	0
52175 SIGNS	6,655	10,514	9,000	9,000
52185 AGGREGATE MATERIAL	2,749	3,616	3,300	3,300
52190 JANITORIAL SUPPLIES	2,439	5,049	13,655	18,134
52215 MAINT-GROUNDS	30,911	22,062	50,133	40,133
52220 MAINT-OFFICE MACHINES	0	360	560	560
52235 MAINT-MACHINERY & APPARATUS	13,080	12,128	15,378	15,378
52240 MAINT-NONFLEET VEHICLES/EQP	57,809	64,394	41,504	41,504
52265 MAINT-BUILDINGS & STRUCTURE	31,637	31,026	40,589	40,589
52270 MAINT-WELLS & RESERVOIRS	42,897	52,882	44,170	44,170
52280 MAINT-ROADS & BRIDGES	592	2,862	5,700	5,700
52405 ADVERTISING SERVICES	800	0	0	0
52435 GARBAGE REMOVAL SERVICE	0	0	61,000	61,000
52445 JANITORIAL SERVICES	0	0	28,000	28,000
52450 LAUNDRY & CLEANING SERVICES	12,705	15,071	3,000	3,000
52455 LAWN MAINTENANCE SERVICES	0	0	40,002	37,446
52540 MISCELLANEOUS SERVICES	0	0	0	2,556

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

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

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
52575 SERVICES	170,216	165,162	71,995	75,695
52605 CAR MILEAGE	436	825	400	400
52615 DUES & MEMBERSHIP	534	254	145	145
52625 MEETING EXPENSES IN TOWN	2,594	2,329	220	198
52635 SCHOOLING	6,030	4,050	2,812	2,812
52645 SUBSCRIPTIONS	15	0	25	25
52655 TRAVEL OUT OF TOWN	353	0	0	0
52705 COMMUNICATIONS	5,459	4,188	1,574	1,574
52725 RENTAL OF PROPERTY	0	276	0	0
52735 TELEPHONE-LONG DIST CALLS	148	83	0	0
52745 UTILITIES	1,262,223	1,648,059	1,626,079	1,636,526
52775 MINOR EQUIPMENT	39,844	39,004	32,861	32,861
52795 RENTAL OF EQUIPMENT	4,927	4,589	9,934	9,934
52872 MAINT-FLEET VEHICLES/EQP	53	0	0	0
52874 OFFICE SERVICES PRINTING	4,364	152	250	250
52880 PURCHASES FOR RESALE	0	203	0	0
52893 RENTAL OF FLEET VEHICLES	9,100	15,930	18,750	18,750
65339 NORTH SLOPE RECREATION	1,674	5,001	10,780	10,780
65381 FIELD RESERVATION & TOURN	6,127	8,468	17,718	17,718
<b>TOTAL OPERATING EXPENSE</b>	<b>1,956,806</b>	<b>2,370,877</b>	<b>2,410,712</b>	<b>2,424,837</b>
53010 OFFICE MACHINES	0	35	0	0
53050 MACHINERY & APPARATUS	60,187	70,339	81,294	78,360
53070 VEHICLES-REPLACEMENT	546	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>60,733</b>	<b>70,374</b>	<b>81,294</b>	<b>78,360</b>
<b>TOTAL ORGANIZATION</b>	<b>6,299,798</b>	<b>6,963,986</b>	<b>7,357,162</b>	<b>7,663,880</b>

# Parks, Recreation and Cultural Services Support



Paul Butcher, Group Support Manager • 1401 Recreation Way, Colorado Springs, CO 80905 • (719) 385-6501 • pbutcher@ci.colospgs.co.us

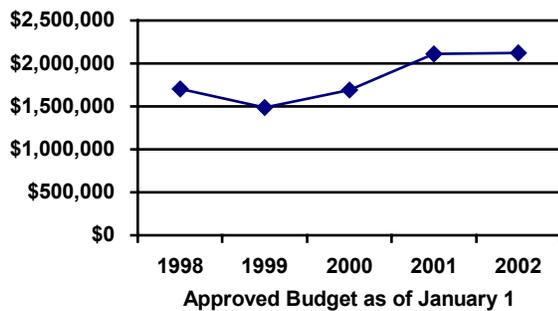
## MISSION

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 HISTORY



## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b><u>Uses of Funds</u></b>				
Salary/Benefits	\$ 872,935	\$ 891,804	\$ 944,185	\$ 991,376
Operating	390,033	526,111	666,099	671,669
Capital Outlay	290,924	527,732	501,691	462,010
<b>Total</b>	<b>\$1,553,892</b>	<b>\$1,945,647</b>	<b>\$2,111,975</b>	<b>\$2,125,055</b>

## PERSONNEL

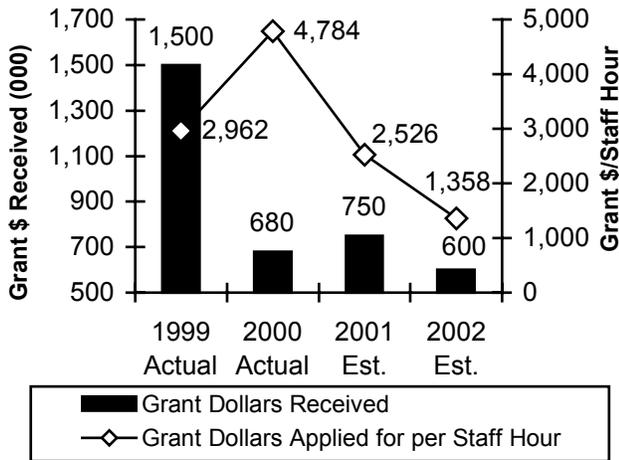
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	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
<b>Classification</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
Senior Manager	1.0	1.00	1.00	1.00
Manager	1.0	1.00	1.00	1.00
Professional	6.0	6.75	6.75	6.75
Paraprofessional	3.0	3.50	3.50	3.50
General	3.5	3.50	3.50	3.50
<b>FTE Total</b>	<b>14.5</b>	<b>15.75</b>	<b>15.75</b>	<b>15.75</b>

During 2000, two regular part-time positions totaling 1.25 FTE were added to the Community Relations section. These positions are a 0.75 FTE grant writer (analyst I) and a 0.5 FTE volunteer coordinator (staff assistant).

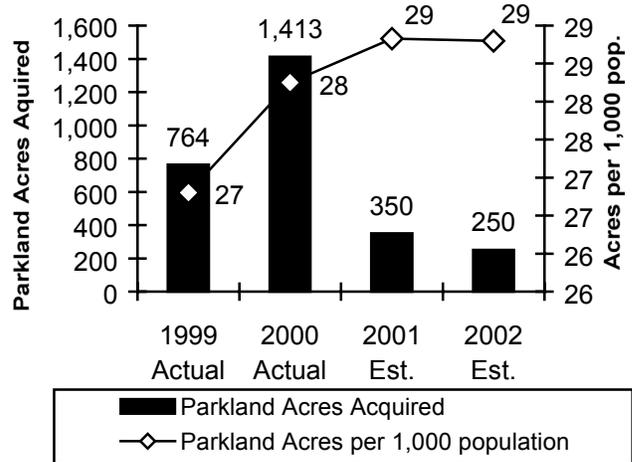
In addition to the personnel listed above, one permanent position is included in this Unit and is funded from Trails and Open Space (TOPS).

**PERFORMANCE INDICATORS**

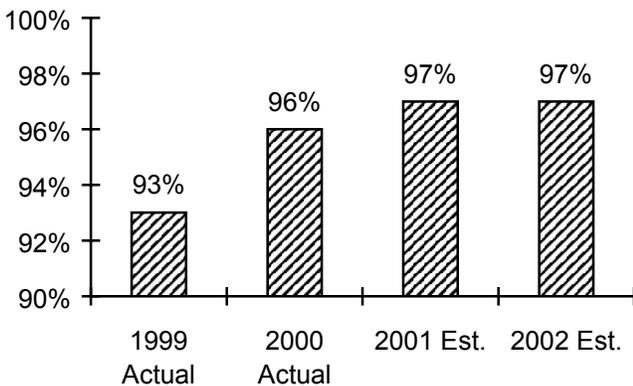


Due to a decrease in available funding from Great Outdoors Colorado (GOCO) and a reduction in the amount of construction and development efforts within Parks, Recreation and Cultural Services, the average grant dollar applied for is trending downward. This effect is further emphasized by the fact that the actual number of grants being applied for is substantially increasing, but the dollar amounts requested are smaller. Such grants are submitted to benefit departments within the cultural services area. While not as lucrative to the bottom line, these grant awards provide a great deal of community goodwill through the programs receiving these funds.

With Conservation Trust Fund dollars, development and renovation of parks were 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 were estimated for acquisition in 2001 due to TOPS fund future commitments for land already acquired.



**% of Customers Satisfied with Reservation Service**



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 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.

## CHANGES TO THE BUDGET

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- An increase of \$62,762 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$15,571 for 2001 performance pay is removed.
- Onetime Vehicle Replacement funding of \$39,681 is removed for 2002.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$1,253.
- Funding of \$6,823 is included for Telecommunication charges.

## MAJOR OBJECTIVES

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### **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, 2002 will be the second full year of the plan's implementation.

### **OBJECTIVE – Gain additional funding for projects and programs through grant submittals.**

Enhance parks, trails, open spaces, facilities and programs with funds obtained through grant awards. With the reallocation of Group funds in 2002, this will be the second 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 2002.

### **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	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	645,256	690,879	756,845	800,793
51207 WAGE PKG-PERFORMANCE	24,864	25,895	15,571	0
51210 OVERTIME	1,444	2,432	1,602	1,602
51220 SEASONAL/TEMPORARY	67,299	32,253	17,960	17,960
51240 RETIREMENT/TERMINATION SICK	0	2,710	0	0
51245 RETIREMENT/TERM VACATION	908	1,890	0	0
51260 VACATION BUY	1,092	2,465	0	0
51610 PERA	73,261	72,417	74,758	77,070
51615 WORKER'S COMPENSATION	6,918	5,299	7,499	8,378
51620 EQUITABLE LIFE INSURANCE	2,774	2,849	3,042	3,218
51625 VISION CARE	811	723	975	975
51640 DENTAL INSURANCE	3,859	3,897	4,578	4,807
51665 CASH BACK	319	1,803	0	0
51670 PARKING FOR EMPLOYEES	1,320	1,440	1,440	1,440
51690 MEDICARE	2,823	2,943	6,806	7,685
51695 CITY EPO MEDICAL PLAN	39,989	41,909	53,109	67,449
<b>TOTAL SALARY AND BENEFITS</b>	<b>872,935</b>	<b>891,804</b>	<b>944,185</b>	<b>991,377</b>
52105 MISCELLANEOUS SUPPLIES	3,614	8,065	0	0
52110 OFFICE SUPPLIES	10,112	12,842	6,212	6,212
52111 PAPER	0	0	2,000	2,000
52120 SOFTWARE-MICRO/WORD PROCESS	12,163	1,325	3,600	3,600
52122 CELL PHONE EQUIPMENT/SUPPLIES	0	0	2,000	2,000
52125 GENERAL SUPPLIES	11,577	6,890	7,418	8,428
52135 POSTAGE	33,064	40,117	16,154	16,154
52140 WEARING APPAREL	1,064	0	0	0
52220 MAINT-OFFICE MACHINES	164	164	200	200
52225 MAINT-MICROS/WORD PROCESSOR	0	0	5,181	5,181
52230 MAINT-FURNITURE & FIXTURES	0	338	0	0
52240 MAINT-NONFLEET VEHICLES/EQP	0	79,320	0	0
52265 MAINT-BUILDINGS & STRUCTURE	114	0	0	0
52404 APPRAISALS	0	0	4,700	4,700
52405 ADVERTISING SERVICES	1,474	3,348	3,543	3,543
52410 BUILDING SECURITY	0	0	2,000	2,000
52440 HUMAN SERVICES CONTRACTS	0	0	125,236	125,236
52465 MISCELLANEOUS SERVICES	0	0	14,250	14,250
52560 PARKING SERVICES	0	0	700	700
52575 SERVICES	213,786	258,948	144,183	144,183
52605 CAR MILEAGE	5,203	5,346	3,982	3,982
52615 DUES & MEMBERSHIP	1,515	1,745	1,395	1,395
52625 MEETING EXPENSES IN TOWN	8,423	6,794	4,039	2,726
52635 SCHOOLING	2,199	4,052	3,840	3,840
52645 SUBSCRIPTIONS	1,972	468	975	975
52655 TRAVEL OUT OF TOWN	8,604	8,437	9,500	8,550
52705 COMMUNICATIONS	33,384	1,222	266,145	272,967
52735 TELEPHONE-LONG DIST CALLS	5,816	8,512	3,025	3,025
52740 GENERAL INSURANCE-CITY	8,065	7,693	13,500	13,500
52775 MINOR EQUIPMENT	6,591	1,575	400	400
52795 RENTAL OF EQUIPMENT	15,048	12,976	16,300	16,300

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

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

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
52874 OFFICE SERVICES PRINTING	5,527	5,866	5,571	5,571
52875 OFFICE SERVICES RECORDS	0	68	50	50
65040 MISCELLANEOUS	0	50,000	0	0
65160 RECRUITMENT	120	0	0	0
65339 NORTH SLOPE	434	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>390,033</b>	<b>526,111</b>	<b>666,099</b>	<b>671,668</b>
53020 MICROS/WORD PROCESSORS	42,629	39,715	43,635	43,635
53030 FURNITURE & FIXTURES	2,601	3,445	4,875	4,875
53070 VEHICLES - REPLACEMENT	245,694	484,571	453,181	413,500
<b>TOTAL CAPITAL OUTLAY</b>	<b>290,924</b>	<b>527,732</b>	<b>501,691</b>	<b>462,010</b>
<b>TOTAL ORGANIZATION</b>	<b>1,553,892</b>	<b>1,945,647</b>	<b>2,111,975</b>	<b>2,125,055</b>

# Youth and Recreation



J. J. Klikus, Unit Manager • 1401 Recreation Way, Colorado Springs, CO 80905 • (719) 385-6528 • jklikus@ci.colospgs.co.us

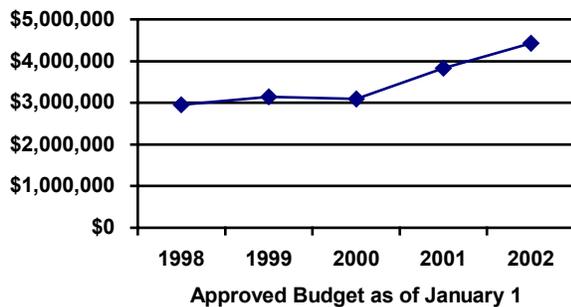
## MISSION

To promote and provide 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
- Rental facilities for community events and activities
- Sports leagues, lessons and activities for adults and seniors
- Concerts and other nontraditional recreational events and activities
- Public swim, ice skating and hockey sessions
- Marketing and promotions of Unit services

## BUDGET HISTORY



## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$1,833,205	\$1,859,982	\$2,366,795	\$2,672,318
Operating	1,166,536	1,170,158	1,461,710	1,656,556
Capital Outlay	0	0	0	0
<b>Unit Total</b>	<b>\$2,999,741</b>	<b>\$3,030,140</b>	<b>\$3,828,505</b>	<b>\$4,328,874</b>

## PERSONNEL

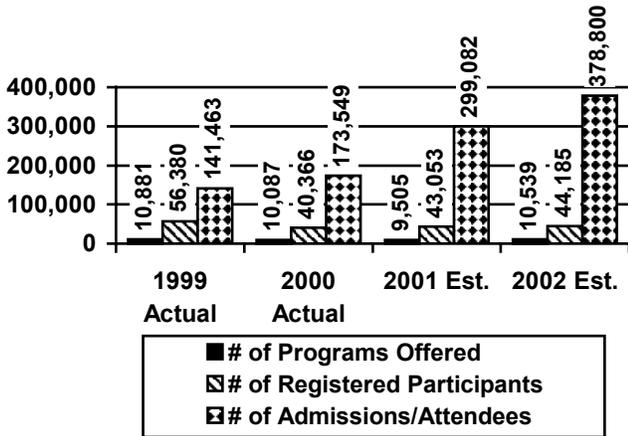
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	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Manager	1	1	1	1
Supervisor	3	3	3	3
Professional	7	7	8	7
Paraprofessional	6	6	7	9
General	4	4	5	5
<b>FTE Total</b>	<b>21</b>	<b>21</b>	<b>24</b>	<b>25</b>

For 2001, one information systems analyst was added to maintain the servers, workstations, and databases; and one office specialist and one skilled maintenance technician were added in association with the opening of the Springs Community Improvements Program-funded recreation centers

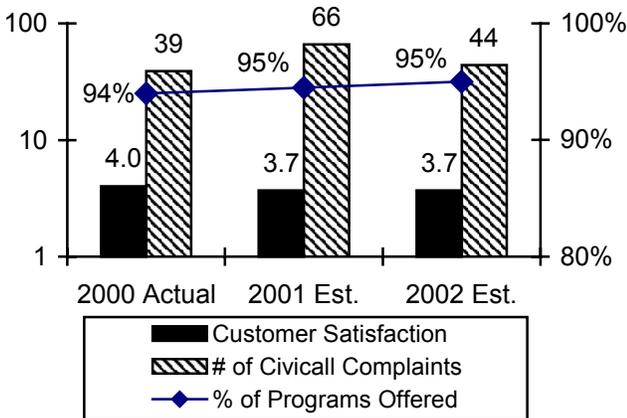
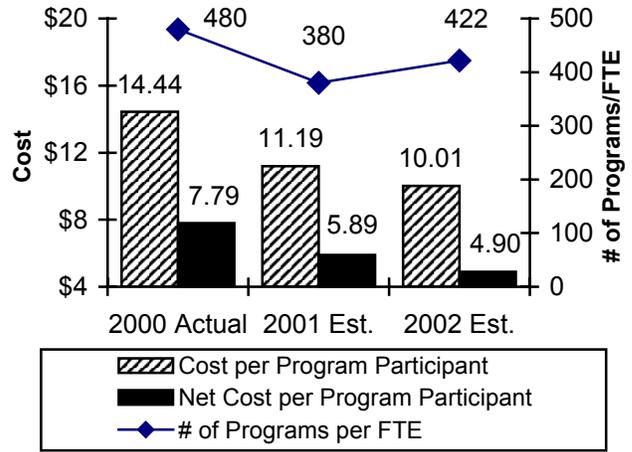
During 2001, a recreation program coordinator position was split into two recreation assistant positions.

# PERFORMANCE INDICATORS



Youth and Recreation has the ability to keep output consistent yearly. It is anticipated there will be significant increase in programs, participants and admissions with the completion of the new aquatic facilities.

By charging fees, this Unit was able to reduce its tax subsidy. Because the numbers are averaged, the difference in subsidy between youth and adults are not shown. The adult programs, by definition, are not subsidized.



Customer satisfaction is one of the most important values of Youth and Recreation. Customer satisfaction is measured on a scale of 1 to 5, with 1 being "needs improvement" and 5 rated as "outstanding."

Through feedback received via customer comments through an extensive evaluation process and Civical, it is deduced that customer satisfaction is inversely related to the fees charged.

## CHANGES TO THE BUDGET

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- An increase of \$99,350 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$19,959 for 2001 performance pay is removed.
- Increases of \$104,869 and \$303,591 are included to fully fund the Aquatics and Fitness Center and the Cottonwood Creek Recreation Center facility, respectively, as these were only partially funded in 2001.
- As a result of organizational adjustments within the Youth and Recreation Unit, a recreation program coordinator position was dissolved to create two entry-level recreation assistant positions.
- Funding of \$12,950 is included to address increased electric and gas rate increases.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$433.

## MAJOR OBJECTIVES

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### **OBJECTIVE – Implement E-Government initiative.**

Continue to operate and manage a computer system in accordance with the e-Government initiative. This objective works toward creating greater efficiencies in the area of computerized registration, web site registration, touch tone registration, and other service deliveries.

### **OBJECTIVE – SCIP Projects – Cottonwood Creek Recreation Center and Aquatic and Fitness Center (AFC).**

As a result of the defeat of SCIP 01, the proposed Cottonwood Creek Recreation Center will be operated as an aquatic facility until further funding becomes available. Since the facility opened to the public in the fall of 2001, the first full year of operation is 2002. In addition, the new AFC began operation in the fall of 2001. The existing facility will be renovated when funding becomes available to retrofit the existing swimming area into a gymnasium.

### **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. Objectives shall focus on the implementation of the strategic plan with emphasis on leveraging information technology, empowerment, diversity and inclusion, and enhance customer service.

### **OBJECTIVE – Continue to market and promote programs with efficiency.**

This will be accomplished by maintaining a major media sponsor, securing partnerships for specific programs, researching target marketing media, and evaluating service delivery. The continuation of an internal marketing committee will also enhance efficiency and effectiveness in this area. Related to the Implementation Initiative Objective to Improve Operational Efficiencies and Communication, the unit will strive to make internal staff more aware of unit programs, services and activities.

### **OBJECTIVE – Provide programs for a diverse demographic mix.**

The Unit's programs serve a wide variety of demographics. By using the Special Programs section to continue to carry out smaller, more targeted programs, the unit can serve more areas of the community. This will affect a more positive perception of customer service, and further enhance all program areas.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

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

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	821,832	879,614	1,049,770	1,174,834
51207 WAGE PKG-PERFORMANCE	28,072	18,601	19,959	0
51210 OVERTIME	26,002	18,227	24,001	24,565
51220 SEASONAL/TEMPORARY	673,974	656,515	959,119	1,046,173
51225 SHIFT WORKER HOLIDAY	0	0	650	0
51245 RETIREMENT/TERM VACATION	1,030	4,355	0	0
51260 VACATION BUY	0	773	0	0
51299 SALARIES REIMBURSEMENTS	0	(129)	0	0
51610 PERA	151,327	154,155	173,020	175,679
51615 WORKER'S COMPENSATION	42,625	36,811	38,717	40,292
51620 EQUITABLE LIFE INSURANCE	2,963	3,216	4,199	4,497
51625 VISION CARE	1,718	1,151	1,299	1,299
51635 CITY MAJOR MEDICAL PLAN	3,014	3,167	0	0
51640 DENTAL INSURANCE	8,032	6,117	6,632	6,964
51655 RETIRED EMP MEDICAL INS	91	0	0	0
51665 CASH BACK	3,123	3,106	0	7,005
51690 MEDICARE	17,687	17,954	20,321	36,100
51695 CITY EPO MEDICAL PLAN	51,715	56,348	69,108	154,910
<b>TOTAL SALARY AND BENEFITS</b>	<b>1,833,205</b>	<b>1,859,982</b>	<b>2,366,795</b>	<b>2,672,318</b>
52105 MISCELLANEOUS OPERATING	49,002	55,339	0	0
52110 OFFICE SUPPLIES	7,092	8,815	6,979	6,979
52115 MEDICAL SUPPLIES	0	0	470	444
52120 SOFTWARE-MICRO/WORD PROCESS	0	4,302	1,500	1,500
52125 GENERAL SUPPLIES	146,415	210,127	198,437	203,314
52135 POSTAGE	62	71	577	577
52140 WEARING APPAREL	454	1,931	9,210	13,210
52145 PAINT & CHEMICAL	37,764	22,708	52,714	65,940
52155 AUTOMOTIVE	0	0	150	150
52165 LICENSES & TAGS	1,305	1,615	2,132	2,132
52175 SIGNS	0	0	292	292
52190 JANITORIAL SUPPLIES	82	764	0	2,400
52220 MAINT-OFFICE MACHINES	2,727	1,793	3,760	3,760
52230 MAINT-FURNITURE & FIXTURES	122	0	100	100
52235 MAINT-MACHINERY & APPARATUS	2,747	1,297	15,899	20,899
52240 MAINT-NONFLEET VEHICLES/EQP	0	0	1,250	1,250
52265 MAINT-BUILDINGS & STRUCTURE	23,477	33,923	75,768	93,770
52405 ADVERTISING SERVICES	25,151	25,976	34,900	39,840
52450 LAUNDRY & CLEANING SERVICES	10,999	8,407	26,593	31,219
52575 SERVICES	344,703	318,851	344,004	342,779
52605 CAR MILEAGE	3,945	3,273	6,471	6,069
52615 DUES & MEMBERSHIP	1,615	1,205	1,205	1,236
52625 MEETING EXPENSES IN TOWN	1,038	1,563	650	439
52635 EMPLOYEE EDUCATIONAL ASSIST	2,222	2,490	3,900	3,900
52645 SUBSCRIPTIONS	171	403	215	215
52655 TRAVEL OUT OF TOWN	6,517	4,512	3,840	3,456
52705 COMMUNICATIONS	4,117	4,877	3,000	5,000
52725 RENTAL OF PROPERTY	26,160	5,470	0	1,200
52735 TELEPHONE-LONG DIST CALLS	392	284	0	100

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

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

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
52745 UTILITIES	217,354	191,744	381,768	506,678
52765 EQUIPMENT LEASE	59	0	0	0
52775 MINOR EQUIPMENT	17,622	23,371	22,689	30,065
52795 RENTAL OF EQUIPMENT	6,055	5,100	7,674	7,674
52874 OFFICE SERVICES PRINTING	18,967	7,807	18,252	21,158
52880 PURCHASES FOR RESALE	20,531	22,498	27,200	28,700
52893 RENTAL OF FLEET VEHICLES	0	1,150	700	700
65369 ADULT SPORTS SOFTBALL	129,290	142,118	132,473	132,473
65371 ADULT SPORTS BASKETBALL	16,715	17,171	20,545	20,545
65373 ADULT SPORTS FOOTBALL	6,689	9,917	7,909	7,909
65375 ADULT SPORTS VOLLEYBALL	26,774	20,197	34,984	34,984
65377 TENNIS CLASSES & CENTER	4,047	574	0	0
65379 HIGH SCHOOL HOCKEY	4,154	8,517	8,500	8,500
65381 FIELD RESERVATION & TOURN	0	0	5,000	5,000
<b>TOTAL OPERATING EXPENSE</b>	<b>1,166,536</b>	<b>1,170,158</b>	<b>1,461,710</b>	<b>1,656,556</b>
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL ORGANIZATION</b>	<b>2,999,741</b>	<b>3,030,140</b>	<b>3,828,505</b>	<b>4,328,874</b>

# Community Development and Neighborhood Redevelopment



Valorie Jordan, Community Development Unit Manager • 30 S. Nevada Ave., Colo. Spgs., CO 80903 • (719) 385-5336 • [vjordan@ci.colospgs.co.us](mailto:vjordan@ci.colospgs.co.us)  
Jim Higgins, Neighborhood Redevelopment Unit Manager • 704 E. Boulder St., Colo. Spgs., CO 80903 • (719) 578-6328 • [jhiggins@ci.colospgs.co.us](mailto:jhiggins@ci.colospgs.co.us)

## MISSION

To administer federal programs for low and moderate income persons and neighborhoods through two separate units:

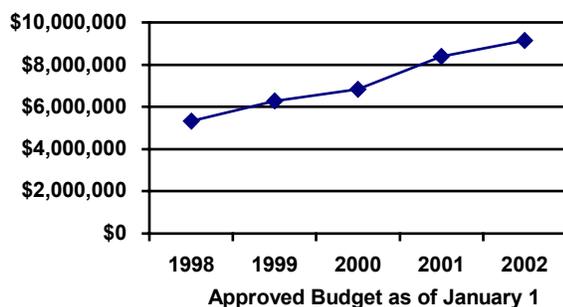
**Community Development:** To administer federal and local programs through the development of partnerships and funding of services (public services, affordable housing, etc.) that lead to self-sufficiency for low and moderate-income customers and neighborhoods.

**Neighborhood Redevelopment:** Enable the community to preserve and enhance neighborhood environments. Accomplished through neighborhood capital improvements programs (CIP), housing rehabilitation and affordable housing programs.

## SERVICES

- Affordable Housing Development/Preservation
- Affordable Housing Homeownership
- Neighborhood Capital Improvements Homeless Services
- Human Services
- Overall Compliance and Administration of Federal Grant Programs, City-Funded and Privately Leveraged Dollars for Affordable Housing

## BUDGET HISTORY



## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b><u>Sources of Funds</u></b>				
<b><u>CDBG Revenue</u></b>				
CDBG Entitlement	\$3,171,000	\$3,144,000	\$3,260,000	\$3,257,000
CDBG Program Income	1,013,071	1,058,193	600,000	600,000
CDBG Reprogram Funds	350,000	350,000	350,000	350,000
CDBG Carryover	2,361,720	2,950,589	1,289,751	1,920,426
<b>TOTAL CDBG</b>	<b>\$6,895,791</b>	<b>\$7,502,782</b>	<b>\$5,499,751</b>	<b>\$6,127,426</b>
<b><u>HOME Revenue</u></b>				
HOME Entitlement	\$1,380,000	\$1,384,000	\$1,542,000	\$1,542,000
HOME Program Income	195,385	230,160	45,000	360,570
HOME Carryover	1,164,792	1,598,645	847,480	342,292
<b>TOTAL HOME</b>	<b>\$2,740,177</b>	<b>\$3,212,805</b>	<b>\$2,434,480</b>	<b>\$2,244,862</b>
<b><u>HOPE III REUSE Revenue</u></b>				
HOPE III REUSE REVENUE	\$668,000	\$428,149	\$301,152	\$668,000
<b>TOTAL HOPE III REUSE</b>	<b>\$668,000</b>	<b>\$428,149</b>	<b>\$301,152</b>	<b>\$668,000</b>
<b><u>ESG Revenue</u></b>				
ESG Entitlement	\$112,000	\$112,000	\$111,000	\$111,000
Carryover ESG Funds	0	29,497	43,617	0
<b>TOTAL ESG</b>	<b>\$112,000</b>	<b>\$141,497</b>	<b>\$154,617</b>	<b>\$111,000</b>
<b>Total</b>	<b>\$10,415,968</b>	<b>\$11,285,233</b>	<b>\$8,390,000</b>	<b>\$9,151,108</b>
<b><u>Uses of Funds</u></b>				
<b><u>CDBG Expenditures</u></b>				
Administration & Salary/Benefits	\$1,430,569	\$1,327,837	\$1,591,146	\$1,688,342
Planning Activities	77,826	67,461	55,815	49,886
Capital Improvements	994,206	565,026	1,054,851	1,331,485
Housing Rehab/Affordable Housing	1,640,532	1,560,852	1,683,428	2,022,346
Human Service Contracts	466,657	557,998	658,523	627,116
Contingency	0	0	105,988	158,251
Public Facilities	225,061	843,839	350,000	250,000
<b>TOTAL CDBG</b>	<b>\$4,834,851</b>	<b>\$4,923,013</b>	<b>\$5,499,751</b>	<b>\$6,127,426</b>
<b><u>HOME Expenditures</u></b>				
Administration & Salary/Benefits	\$ 89,352	\$ 89,947	\$ 119,572	\$ 122,904
Housing Rehab/Affordable Housing	723,084	843,477	1,301,791	1,459,961
Tenant-Based Rental Assistance	123,986	59,121	154,005	100,000
New Construction	94,000	250,000	130,191	269,809
PHA Second Deed of Trust	25,000	0	0	0
CHDO Administration	52,912	81,366	60,022	49,000
CHDO Housing Development	19,775	353,361	668,899	243,188
<b>TOTAL HOME</b>	<b>\$1,128,109</b>	<b>\$1,677,272</b>	<b>\$2,434,480</b>	<b>\$2,244,862</b>
<b><u>HOPE III REUSE Expenditure</u></b>				
Acquisition/Rehab/Resale	\$239,851	\$126,997	\$301,152	\$668,000
<b>TOTAL HOPE III REUSE</b>	<b>\$239,851</b>	<b>\$126,997</b>	<b>\$301,152</b>	<b>\$668,000</b>

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>ESG Expenditures</b>				
American Red Cross	\$69,502	\$ 57,511	\$ 99,000	\$ 99,000
Ecumenical Social Ministries	6,500	6,500	6,000	6,000
Salvation Army	6,500	6,500	6,000	6,000
99 Carryover	0	29,497	43,617	0
<b>TOTAL ESG</b>	<b>\$82,502</b>	<b>\$100,008</b>	<b>\$154,617</b>	<b>\$111,000</b>
<b>Total</b>	<b>\$6,285,313</b>	<b>\$6,827,290</b>	<b>\$8,390,000</b>	<b>\$9,151,108</b>

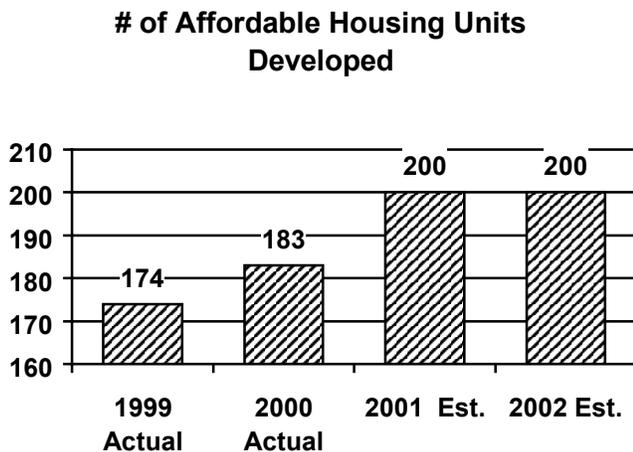
1999 and 2000 actuals are federal audit numbers and based on the federal fiscal year, which is April to March. The 2002 Budget includes projected federal grant revenue and carryover.

## PERSONNEL

Classification	1999 Actual	2000 Actual	2001 Budget	2002 Budget
Manager	2	2	2	2
Professional	11	12	13	13
Paraprofessional	3	2	2	2
General	5	5	5	5
<b>FTE Total</b>	<b>21</b>	<b>21</b>	<b>22</b>	<b>22</b>
Special positions	1	1	0	0

For 2001, the special position was converted to permanent.

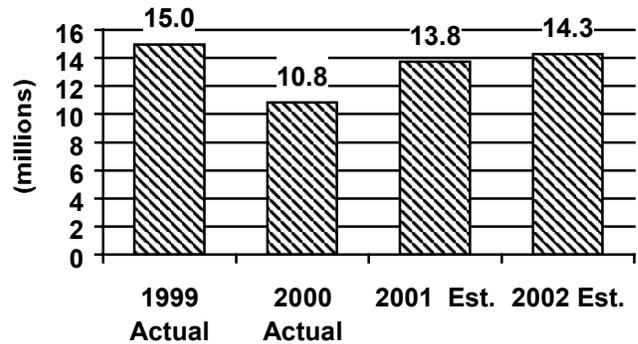
## PERFORMANCE INDICATORS



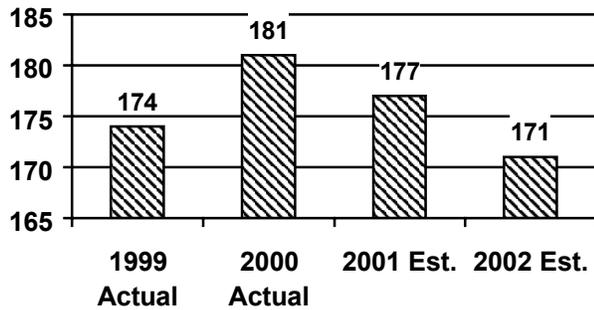
The number of affordable housing units developed in the community has increased in the last three years; and due to the innovative approaches and the implementation of the investment fund, it is anticipated that this trend will continue.

The City utilizes federal and non-federal dollars for affordable housing development and preservation. The goal is to increase the amount of funding for affordable housing by approximately \$500,000 each year.

**Housing Funds for Affordable Housing Units**

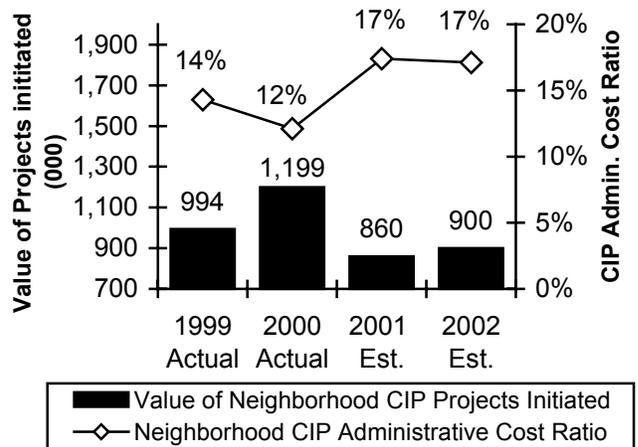


**# of Housing Units Rehabilitated**



In the past three years the number of units rehabbed has fluctuated slightly depending on the number of multi-unit properties in the program. With no increase in funding anticipated, the number of units will trend down due to increasing construction costs and lead-based paint requirements.

Administrative costs for developing and implementing capital improvement program (CIP) projects is consistently in the mid to low teens and is anticipated to remain there. This is the ratio of CIP contract amounts versus administrative costs.



## CHANGES TO THE BUDGET

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- An increase of \$118,392 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$24,583 for 2001 performance pay is removed.
- The 2002 Budget is the first year in which the City will budget reprogrammed funds so that CDBG does not have to do a mid-year adjusted budget.

## MAJOR OBJECTIVES

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

The internal affordable housing team will continue to build upon and refine the recommendations of a citizen-manned affordable housing committee. The action plan areas include use of private activity bonds for affordable housing, development standards, affordable housing investment fund, housing resource guide, affordable housing database, and affordable housing review standards. In addition, the use of city-owned land for affordable housing development will be explored when appropriate and working with Utilities for affordable housing development when appropriate. In 2002, the Unit expects to capitalize the investment fund and to reconvene the affordable housing subcommittee for input into the process. Also, the Unit will solidify the City's relationship with the County regarding the use of private activity bonds for affordable housing development. In addition, the Unit will continue to provide technical assistance to community housing development organizations and other affordable housing developers in the community, continue to support tenant-based rental assistance to approximately 60 households in the community, and continue the scattered site philosophy so as not to concentrate affordable housing in one specific sector of the community. Finally a five-year strategy and priorities for affordable housing in the community will be developed.

### **OBJECTIVE – Improve infrastructure and public amenities in low and moderate income neighborhoods.**

This objective will be targeted primarily to designated neighborhood strategy areas and will include such activity as curb and gutter construction, sidewalk and pedestrian ramp construction, lighting installation, drainage control, park development and other eligible infrastructure improvements which may be identified in the future.

### **OBJECTIVE – Provide funding for human services in the community which enhance or promote self-sufficiency.**

The primary activity that supports this objective is the combined human service process, which provides a single process for nonprofits to access City and federal funding. The activities funded will continue to be those that benefit low and moderate-income persons/families in the community by meeting basic emergency needs, 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 Taskforce, which is a network of homeless service providers in the community. In addition, the Community Development Unit Manager will continue to facilitate the Comprehensive Homeless Assistance Providers Taskforce and work with the community to set priorities and goals for homeless issues in the community. Community Development 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, rehab, 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**

	1999	2000	2001	2002
ACCOUNT	ACTUAL	ACTUAL	BUDGET	BUDGET
51205 CIVILIAN SALARIES	1,041,345	872,452	1,082,826	1,051,602
51206 WAGE PKG-SALARIES	0	0	0	88,450
51207 WAGE PKG. PERFORMANCE	35,697	13,427	24,583	0
51210 OVERTIME	4,717	3,858	4,500	4,500
51240 RETIREMENT TERM SICK	9,332	0	0	0
51245 RETIREMENT TERM VACATION	11,747	1,363	0	0
51255 CONVERSION SICK	3,545	3,440	0	0
51260 VACATION BUY	178	291	0	0
51299 SALARIES REIMBURSEMENT	(3,293)	158,880	66,304	80,000
51606 WAGE PKG-BENEFITS	0	0	0	29,942
51610 PERA	105,758	84,512	111,898	95,833
51615 STATE COMPENSATION	6,573	5,097	12,792	12,792
51620 EQUITABLE LIFE INSURANCE	4,374	2,489	4,492	4,492
51625 VISION CARE	1,353	1,123	1,517	1,517
51635 HEALTH INSURANCE	0	0	63,349	0
51640 DENTAL INSURANCE	6,626	5,927	7,064	7,064
51655 RETIRED EMPL MEDICAL INS	183	457	0	0
51665 CASH BACK	2,781	1,017	0	0
51670 EMPLOYEE PARKING PLAN	1,780	1,260	1,920	1,920
51690 MEDICARE	6,753	5,826	6,165	6,165
51695 CITY EPO MEDICAL PLAN	66,254	63,904	53,819	79,414
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>1,305,703</b>	<b>1,225,323</b>	<b>1,440,959</b>	<b>1,463,691</b>
52105 VISA CARD PURCHASES	0	926	0	0
52110 OFFICE SUPPLIES	2,164	1,999	3,000	3,000
52115 MEDICAL SUPPLIES	0	0	100	100
52120 MICROS- SOFTWARE	1,191	505	1,000	1,500
52125 GENERAL SUPPLIES	5,485	4,474	6,000	6,750
52135 POSTAGE	3,540	2,255	3,708	3,708
52140 WEARING APPAREL	37	120	100	0
52145 PAINT AND CHEMICAL	8	0	50	0
52150 SEED & FERTILIZER	16	0	50	0
52170 SPECIAL / PHOTOGRAPHY	0	0	0	3,000
52220 MAINT-OFFICE MACHINES	387	287	400	400
52225 MAINT-MICROS	2,501	2,306	3,075	(3,075)
52235 MAINT-MACHINERY & APP.	0	0	100	100
52265 MAINT- BLDG. & STRUCTURES	556	1,297	1,000	14,253
52405 ADVERTISING	1,299	2,257	2,000	2,000
52435 GARBAGE SERVICES	0	0	0	300
52450 LAUNDRY & CLEANING	600	724	600	700
52455 LAWN SERVICES	0	0	0	1,300
52575 SERVICES	8,584	6,488	7,840	7,540
52590 TEMPORARY EMPLOYMENT	0	0	11,730	2,626
52605 CAR MILEAGE	841	59	200	300
52615 DUES & MEMBERSHIP	3,540	3,466	3,340	3,466
52625 IN TOWN MTG. EXPENSES	513	652	500	500
52630 TRAINING	5,110	4,977	0	0

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GRANT FUND  
NEIGHBORHOOD SERVICES  
CDBG**

	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
<b>ACCOUNT</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
52645 SUBSCRIPTIONS	3,271	3,436	3,400	4,218
52705 TELEPHONE-BASIC CHARGES	28,655	29,406	40,931	40,931
52735 TELEPHONE-LONG DISTANCE	952	1,525	1,000	1,500
52740 GENERAL INSURANCE	5,653	5,653	6,500	0
52765 EQUIPMENT LEASE/PURCHASE	9,755	10,188	11,095	11,995
52775 MINOR EQUIPMENT	3,356	2,183	1,500	1,500
52795 RENTAL OF EQUIPMENT	2,806	1,725	4,619	4,320
52859 INSURANCE OTHER	0	0	0	6,500
52872 FLEET SERVICE	2,968	1,803	3,000	3,000
52874 OFFICE SERVICES-PRINTING	4,025	1,499	3,000	3,000
52875 OFFICE SERVICES-RECORDS	0	838	1,350	1,350
53030 FURNITURE & FIXTURES	0	0	0	4,559
65010 COMMUNITY SERVICE ALLOCATION	26,253	9,906	29,000	98,310
65160 RELOCATION COSTS	0	1,560	0	0
71960 HILLSIDE RESID. SIDEWALKS	46,857	19,538	0	10,511
71980 MESA SPRINGS RESID. SIDEWALKS	3,917	32,419	115,452	20,360
71985 IVYWILD PUBLIC IMPROVEMENTS	40,667	162,943	267,222	242,828
72060 ADA CURB RAMPS	113,708	137,823	211,055	162,251
72065 RESIDENTIAL REHABILITATION	1,270,823	1,025,219	1,187,194	1,143,053
72068 HOUSING SERVICES-GRECCIO HSG.	18,764	39,516	62,750	40,000
72140 AFFORDABLE HOUSING ASSISTANCE	350,945	496,117	433,484	839,2931
72184 NEIGHBORHOOD RESOURCES	10,141	10,839	0	0
72191 COMMUNITY PARTNERSHIP	0	30,600	0	0
72195 PUBLIC FACILITIES	0	0	0	250,000
72200 BOULDER STREET REHAB	24,530	0	0	0
72206 BOYS AND GIRLS CLUBS	0	5,000	3,500	0
72207 HOUSING AUTH YOUTH SPORTS	0	2,800	0	0
72208 PIKES PEAK PARTNERSHIP	0	8,568	3,932	0
72209 SALVATION ARMY	0	5,341	22,855	24,696
72210 CHILDREN'S ADVOCACY	21,656	21,797	26,257	22,267
72211 SPECIAL KIDS/SPECIAL FAMILIES	0	10,000	10,000	11,000
72212 WOMEN'S RESOURCE AGENCY	0	26,962	43,038	36,000
72213 YOUTH OUTREACH CENTER	0	7,500	0	0
72214 WAYS OUT ACADEMY	0	4,000	8,000	9,000
72215 VILLAS AT SOUTHGATE	0	0	3,000	4,000
72216 EASTER SEALS	0	0	3,500	0
72220 FRANCISCAN FAMILY WELLNESS	22,566	0	0	0
72220 CATHOLIC CHARITIES	0	0	58,145	52,690
72225 COLO SPRINGS CHILD NURSERY	86,296	99,418	89,800	87,300
72230 AMERICAN RED CROSS	17,333	5,333	0	0
72235 CHILDCARE CONTRACT-ULDC	0	0	47,184	47,596
72240 CTR. PREV OF DOMESTIC VIOLENCE	19,463	27,881	70,000	76,600
72250 HOUSING AUTHORITY - NUTRITION	9,878	0	8,000	9,000
72255 WORKOUT LTD.	2,104	0	0	0
72257 HOUSING AUTHORITY- TEEN PRO.	0	0	2,000	0
72265 NEIGHBORHOOD INI. PROGRAM	0	3,000	0	0
72275 CASA	19,125	20,500	25,625	21,500

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GRANT FUND  
NEIGHBORHOOD SERVICES  
CDBG**

	1999	2000	2001	2002
ACCOUNT	ACTUAL	ACTUAL	BUDGET	BUDGET
72280 NEIGHBORHOOD RESOURCES	134,500	134,500	134,500	134,500
72285 PARTNERS IN HOUSING	8,833	9,208	9,208	0
72295 PIKES PEAK COMMUNITY ACTION	38,599	36,543	39,479	37,237
72300 FORESTRY- TREE REMOVAL PROG	750	3,350	0	0
72305 CARE AND SHARE OF COLORADO	26,240	32,760	29,000	35,600
72310 ECUMENICAL SOCIAL MINISTRIES	953	0	0	0
72325 S CENTRAL - LOWELL ACQUISITION	0	833,000	350,000	0
72340 SOUTH CENTRAL DOWNTOWN	1,600	0	0	0
72425 CITIZEN PARTICIPATION	1,771	1,668	5,000	5,000
72430 DROP IN CENTER DEVELOPMENT	29,980	2,967	0	0
72431 FAIR HOUSING	0	0	0	24,871
72432 HOUSING STUDY	24,990	0	0	0
72433 2000 CONSOLIDATED PLAN DEV	1,125	0	0	1,600
72434 SUPPORT OF ADAMS NEIGHBRHD	0	2,257	3,343	2,800
72435 SUPPORT OF MESA SPRINGS	2,954	2,943	3,057	3,000
72436 YOUTH NEEDS ASSESSMENT	0	15,000	0	0
72437 SUPPORT OF MILL STREET			2,000	0
72438 MILL STREET PRESERVATION PLAN	0	0	25,000	0
72440 SUPPORT OF OWN	10,858	8,565	8,565	8,565
72455 SUPPORT OF HILLSIDE	3,664	3,250	3,250	3,250
72460 SUPPORT OF IVYWILD	1,384	211	5,600	2,800
73015 WESTSIDE RESID. SIDEWALKS	333,005	161,333	146,472	445,535
73020 KNOB HILL RESID. SIDEWALKS	140,000	0	0	0
73030 ADAMS NEIGHBORHOOD	316,052	50,970	314,650	200,000
73050 CONTINGENCY	0	0	105,988	156,251
73095 OPEN COMPETITIVE PROCESS	190,390	0	0	0
73105 CHINS UP	4,490	0	0	0
73110 COMMUNITY HEALTH CENTERS	1,966	55,000	0	0
73115 I.N.R.O.A.D.S. DBA TUTMOSE	1,658	0	0	0
73120 TEEN COURT	298	0	0	0
73121 INTERFAITH HOSPITALITY NETWRK	0	7,857	0	0
73122 SOUTHERN COLORADO AIDS PROJ	6,004	0	2,500	0
73123 PIKES PEAK FAMILY CONNECTIONS	20,909	10,448	0	0
73124 S.E.T. INC. OF COLO. SPGS.	23,036	20,232	19,000	16,130
CIP MILL STREET NEIGHBORHOOD	0	0	0	250,000
HS LEAD BASED PAINT TESTING	0	0	0	2,000
<b>TOTAL OPERATING</b>	<b>3,528,848</b>	<b>3,697,690</b>	<b>4,058,792</b>	<b>4,663,735</b>
53030 FURNITURE & FIXTURES	300	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CDBG TOTAL</b>	<b>4,834,851</b>	<b>4,923,013</b>	<b>5,499,751</b>	<b>6,127,426</b>

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GRANT FUND  
NEIGHBORHOOD SERVICES  
HOME INVESTMENT PARTNERSHIP ACT**

	1999	2000	2001	2002
ACCOUNT	ACTUAL	ACTUAL	BUDGET	BUDGET
51220 SEASONAL/TEMPORARY	0	0	0	0
51299 TBRA STAFF SUPPORT	36,916	49,217	49,217	49,217
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>36,916</b>	<b>49,217</b>	<b>49,217</b>	<b>49,217</b>
52110 OFFICE SUPPLIES	2,935	2,903	3,100	3,100
52120 MICROS- SOFTWARE	0	0	1,000	1,100
52140 WEARING APPAREL	0	0	150	150
52175 SIGNS	1,722	120	500	500
52220 MAINT-OFFICE MACHINES	0	100	0	0
52405 ADVERTISING	530	0	2500	1,000
52445 JANITORIAL SERVICES	0	0	8,796	8,796
52450 LAUNDRY AND CLEANING SERVICES	0	0	100	0
52575 SERVICES	17,046	9,411	0	0
52590 TEMPORARY EMPLOYMENT	0	0	0	9,104
52605 CAR MILEAGE	5,365	5,616	4,600	6,800
52625 IN TOWN MTG. EXPENSES	346	122	600	600
52630 TRAINING	0	0	5,400	5,400
52635 SCHOOLING	312	468	0	0
52645 SUBSCRIPTIONS	107	214	315	965
52655 TRAVEL OUT OF TOWN	8,417	6,368	13,500	13,500
52725 RENTAL OF PROPERTY	1,140	1,045	1,200	1,200
52745 UTILITIES	5,525	7,096	6,500	10,807
52775 MINOR EQUIPMENT	3,008	1,392	2,500	2,875
52795 RENTAL OF EQUIPMENT	4,970	4,790	4,790	4,790
52874 OFFICE SERVICES- PRINTING	1,013	1,085	2,500	3,000
72095 RESIDENTIAL REHABILITATION	323,084	337,083	499,859	489,021
72115 TENANT BASED RENTAL ASSIST	123,986	59,121	154,005	100,000
72120 PHA SECOND DEED OF TRUST	25,000	0	0	0
72125 CHDO	19,775	353,361	668,899	243,188
72130 CHDO ADMINISTRATION	52,912	81,366	60,022	49,000
72135 AFFORDABLE HOUSING ASSISTANCE	400,000	506,394	801,932	970,940
72315 NEW CONSTRUCTION	94,000	250,000	130,191	269,809
<b>TOTAL OPERATING EXPENSES</b>	<b>1,091,193</b>	<b>1,628,055</b>	<b>2,372,959</b>	<b>2,195,645</b>
53010 OFFICE MACHINES	0	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>HOME INVESTMENT PARTNERSHIP ACT TOTAL</b>	<b>1,128,109</b>	<b>1,677,272</b>	<b>2,434,480</b>	<b>2,244,862</b>

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GRANT FUND  
NEIGHBORHOOD SERVICES  
HOPE III REUSE**

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
ACQUISITION/REHAB/RESALE	239,851	126,997	301,152	668,000
<b>TOTAL OPERATING EXPENSES</b>	<b>239,851</b>	<b>126,997</b>	<b>301,152</b>	<b>668,000</b>
 <b>HOPE III REUSE TOTAL</b>	 <b>239,851</b>	 <b>126,997</b>	 <b>301,152</b>	 <b>668,000</b>

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GRANT FUND  
NEIGHBORHOOD SERVICES  
EMERGENCY SHELTER ACT**

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
AMERICAN RED CROSS SHELTER	69,502	57,511	99,000	99,000
ECUMENICAL SOCIAL MINISTRIES	6,500	6,500	6,000	6,000
SALVATION ARMY	6,500	6,500	6,000	6,000
99 CARRYOVER	0	29,497	43,617	0
<b>TOTAL OPERATING EXPENSES</b>	<b>82,502</b>	<b>100,008</b>	<b>154,617</b>	<b>111,000</b>
<b>EMERGENCY SHELTER ACT TOTAL</b>	<b>82,502</b>	<b>100,008</b>	<b>154,617</b>	<b>111,000</b>

**GRANT FUNDS  
NEIGHBORHOOD SERVICES**

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
<b>ORGANIZATION TOTAL</b>	<b>\$6,285,313</b>	<b>\$6,827,290</b>	<b>\$8,390,000</b>	<b>\$9,151,108</b>



# Community and Senior Centers

Lamont Gizzi, Unit Manager • 1434 North Hancock Avenue, Colorado Springs, CO 80903 • (719) 385-6952 • lgizzi@ci.colospgs.co.us

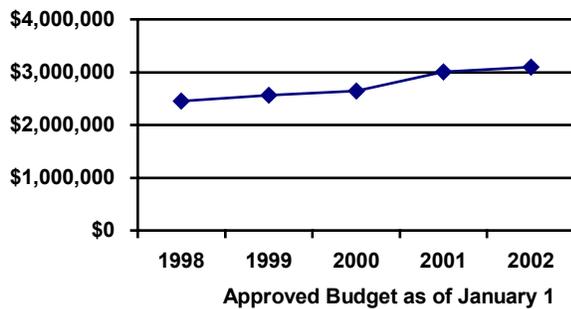
## MISSION

To support neighborhoods through the operation of community and senior centers and provide programs to targeted populations through partnerships with the community.

## SERVICES

- Provide programs to targeted populations
- Leverage resources through partnerships to provide programs
- Operate and maintain community and senior centers

## BUDGET HISTORY



## BUDGET SUMMARY

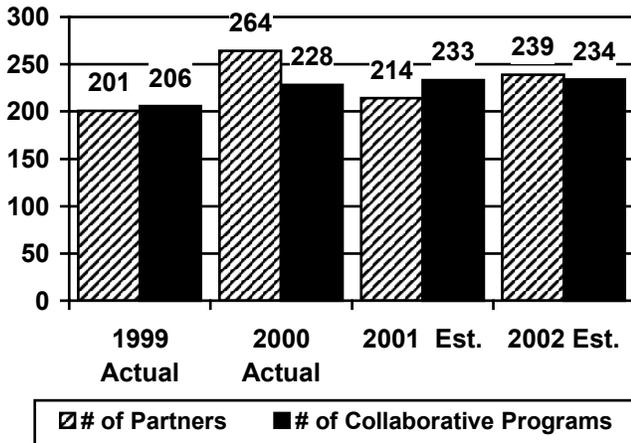
	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$1,900,298	\$1,982,881	\$2,258,224	\$2,320,573
Operating	584,337	632,134	741,340	767,389
Capital Outlay	24,108	0	3,075	3,075
<b>Total</b>	<b>\$2,508,743</b>	<b>\$2,615,015</b>	<b>\$3,002,639</b>	<b>\$3,091,037</b>

## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Manager	1.00	1.00	1.00	1.00
Supervisor	1.00	1.00	1.00	1.00
Professional	12.00	12.00	13.75	13.75
Paraprofessional	6.75	6.75	5.75	5.75
General	6.50	6.50	7.00	7.50
<b>FTE Total</b>	<b>27.25</b>	<b>27.25</b>	<b>28.50</b>	<b>29.00</b>

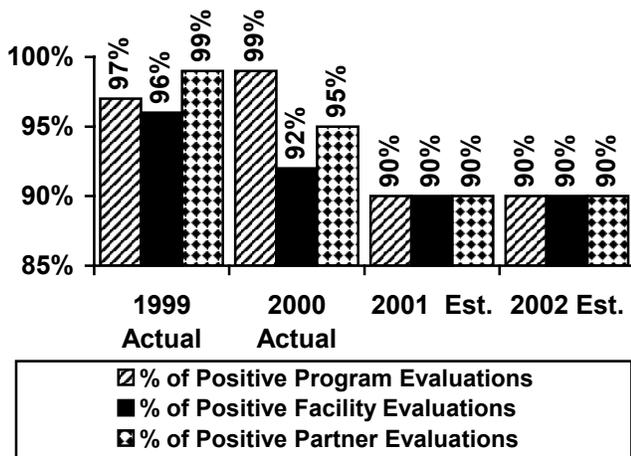
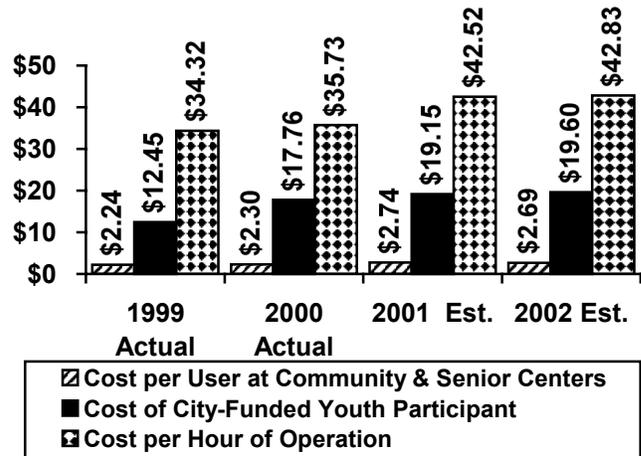
For 2001, three 0.75 FTE part-time program coordinator positions and one 0.5 FTE part-time support position were converted to full-time positions, for a total of 1.25 FTE added. During 2001, a 0.5 office specialist was converted to full time.

**PERFORMANCE INDICATORS**



To maximize the City's existing resources, the Community and Senior Centers Unit has, for the past four years, maintained partnerships with community nonprofit organizations. The result of the partnerships has been a slight increase in collaborative programs without a proportional increase in the costs. A modest increase in partners and collaborative programs is expected to continue.

As a result of the 1999 Citywide audit, a number of adjustments occurred in data collection. This adjustment resulted in a more accurate data collection process and the 1999-2002 measures have been adjusted accordingly. Along with inflationary costs, the cost per user, cost of City-funded youth participant and cost per hour of operation have increased. Also, the Unit's communication charges were included in the 2001 budget for the first time.



The Community and Senior Centers 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 or greater satisfaction goal in all areas. The target is a 95 percent satisfaction rating for all three areas.

## CHANGES TO THE BUDGET

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- An increase of \$107,793 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$26,712 for 2001 performance pay is removed.
- Funding of \$4,680 is included to address increased electric and gas rate increases.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$590.
- Funding of \$3,226 is included for Telecommunication charges.

## MAJOR OBJECTIVES

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### **OBJECTIVE – Respond to the community's needs by providing vital programs in low to moderate-income neighborhoods, 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. This results in higher quality services for 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	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	995,489	1,095,209	1,265,920	1,349,662
51207 WAGE PKG-PERFORMANCE	32,445	27,269	26,712	0
51210 OVERTIME	1,769	1,265	0	0
51220 SEASONAL/TEMPORARY	589,183	558,646	634,430	607,898
51230 SHIFT DIFFERENTIAL	543	740	0	0
51240 RETIREMENT/SICK	0	54	0	0
51245 RETIREMENT/TERM VACATION	1,167	631	0	0
51260 VACATION BUY	1,448	305	0	0
51299 SALARIES REIMBURSEMENTS	(7,911)	(254)	0	0
51610 PERA	155,498	163,897	176,706	180,199
51615 WORKER'S COMPENSATION	39,208	35,761	24,154	25,672
51620 EQUITABLE LIFE INSURANCE	3,539	3,881	5,012	5,315
51625 VISION CARE	1,746	1,153	1,754	1,754
51640 DENTAL INSURANCE	8,501	6,973	8,994	9,444
51655 CONVERSION OF SICK LEAVE	32	0	0	0
51665 CASH BACK	5,810	6,202	0	0
51690 MEDICARE	15,792	16,451	20,926	21,735
51695 CITY EPO MEDICAL PLAN	56,039	64,699	93,616	118,894
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>1,900,298</b>	<b>1,982,881</b>	<b>2,258,224</b>	<b>2,320,573</b>
52105 MISCELLANEOUS OPERATING	6,243	3,865	0	0
52110 OFFICE SUPPLIES	6,761	5,177	5,679	5,535
52111 PAPER SUPPLIES	0	0	2,435	2,435
52115 MEDICAL SUPPLIES	117	0	402	352
52120 SOFTWARE-MICRO/WORD PROCESS	252	693	6,030	7,042
52122 CELL PHONE EQUIPMENT/SUPPLIES	0	0	336	190
52125 GENERAL SUPPLIES	9,994	15,922	13,325	13,246
52129 HVAC	0	0	150	150
52135 POSTAGE	6,477	7,978	6,700	8,000
52140 WEARING APPAREL	1,630	2,970	1,800	1,850
52145 PAINT & CHEMICAL	305	67	853	830
52146 DEICING CHEMICALS/MATERIALS	0	0	150	150
52155 AUTOMOTIVE	53	68	400	400
52160 FUEL	0	0	100	150
52165 LICENSES & TAGS	0	68	150	100
52175 SIGNS	75	0	145	45
52190 JANITORIAL SUPPLIES	28	1,749	5,731	6,485
52220 MAINT-OFFICE MACHINES	1,145	940	1,425	1,675
52225 MAINT-MICROS/WORD PROCESSOR	370	820	1,677	3,925
52230 MAINT-FURNITURE & FIXTURES	466	263	1,023	1,025
52235 MAINT-MACHINERY & APPARATUS	397	5,933	4,478	4,429
52265 MAINT-BUILDINGS & STRUCTURE	5,005	3,355	16,468	15,976
52405 ADVERTISING SERVICES	1,842	964	1,000	1,000
52410 BUILDING SECURITY SERVICES	0	0	8,326	8,326
52445 JANITORIAL SERVICES	0	0	13,195	29,095
52450 LAUNDRY & CLEANING SERVICES	16,036	14,085	10,786	9,438
52560 PARKING SERVICES	0	0	725	725
52565 PEST CONTROL	0	0	1,352	1,502
52575 SERVICES	126,325	149,291	119,621	114,475

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
NEIGHBORHOOD SERVICES  
COMMUNITY AND SENIOR CENTERS**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
52590 TEMPORARY SERVICES	0	0	2,809	1,000
52605 CAR MILEAGE	6,747	6,502	8,218	8,298
52615 DUES & MEMBERSHIP	847	810	980	1,175
52625 MEETING EXPENSES IN TOWN	1,079	1,126	400	270
52630 TRAINING	3,290	5,353	5,640	2,640
52655 TRAVEL OUT OF TOWN	5,289	6,185	6,300	5,040
52705 COMMUNICATIONS	9,234	1,233	120,149	128,626
52725 RENTAL OF PROPERTY	176,800	170,904	180,775	186,365
52735 TELEPHONE-LONG DIST CALLS	1,926	2,756	2,000	3,000
52745 UTILITIES	69,101	77,570	87,970	93,726
52765 EQUIPMENT LEASE/PURCHASE	0	0	1,435	1,435
52775 MINOR EQUIPMENT	12,317	10,303	1,838	1,961
52795 RENTAL OF EQUIPMENT	169	206	100	100
52874 OFFICE SERVICES PRINTING	9,417	8,803	11,413	11,774
52875 OFFICE SERVICES RECORDS	0	179	80	200
52880 PURCHASES FOR RESALE	6,255	5,387	6,414	6,214
60038 SENIOR CTR-GENERAL	(520)	0	0	0
60055 OTIS PARK	41	0	0	0
65383 EARLY CHILDHOOD	4,312	2,802	3,500	3,500
65385 TEENS PROGRAM	17,887	11,946	13,596	13,359
65389 COMMUNITY SENIOR PROGRAM	10,808	13,114	8,997	8,827
65391 YOUTH SERVICES PROGRAMS	9,740	12,720	12,500	12,400
65393 SENIOR SERVICES PROGRAMS	15,510	15,996	16,309	13,440
65395 THERAPEUTIC RECREATION PGMS	15,459	16,666	7,900	7,996
65397 WHITE HSE RANCH/EARLY CHILD	7,165	7,403	3,500	3,600
70295 SPECIAL PROJECTS PROGRAMS	17,943	39,961	14,055	13,892
<b>TOTAL OPERATING EXPENSES</b>	<b>584,337</b>	<b>632,134</b>	<b>741,340</b>	<b>767,389</b>
53020 MICROS/WORD PROCESSORS	3,563	0	3,075	3,075
53070 VEHICLES-REPLACEMENT	20,545	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>24,108</b>	<b>0</b>	<b>3,075</b>	<b>3,075</b>
<b>ORGANIZATION TOTAL</b>	<b>2,508,743</b>	<b>2,615,016</b>	<b>3,002,639</b>	<b>3,091,037</b>

# Neighborhood Services



Ron Cousar, Group Support Manager • 30 S. Nevada Ave., Colorado Springs, CO 80903 • (719) 385-5329 • rcousar@ci.colospgs.co.us

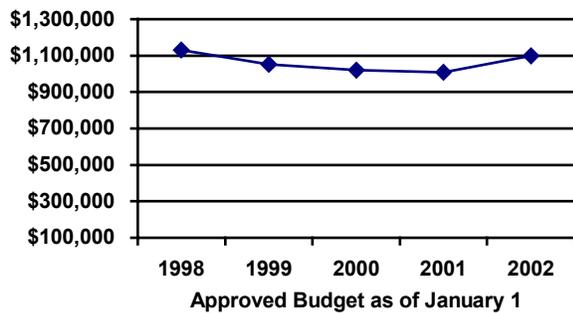
## MISSION

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
- Coordinate community projects and special events
- Provide funding and coordinate programs with Housing Authority
- Administer the Neighborhood Networking Forum and Citizens' Academy
- Coordinate group-wide budgetary, safety, and employee services operations
- Provide group management and leadership for assigned units
- Manage City STOP (Services to our People) Program – City Hall at the Mall and Neighborhood Service Centers
- Assist in grant research and preparation

## BUDGET HISTORY



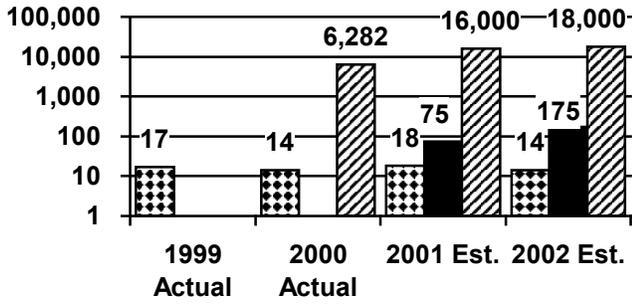
## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$ 178,213	\$ 215,466	\$ 229,384	\$ 264,469
Operating	841,831	815,247	777,501	798,002
Capital Outlay	0	4,222	750	600
<b>Total</b>	<b>\$1,020,044</b>	<b>\$1,034,935</b>	<b>\$1,007,635</b>	<b>\$1,063,071</b>

## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Senior Manager	1	1	1	1
Professional	1	1	1	1
Paraprofessional	0	0	1	1
General	1	1	0	0
<b>FTE Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

## PERFORMANCE INDICATORS



The number of City-funded human service programs is projected to decrease to 14 for 2002.

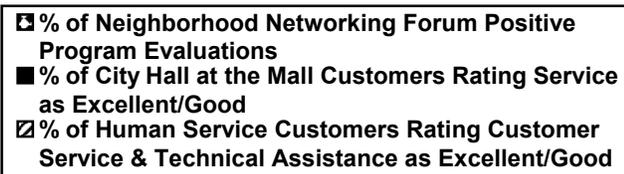
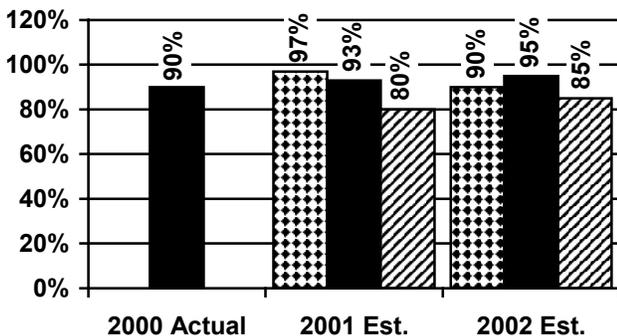
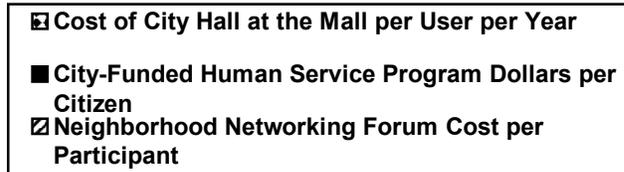
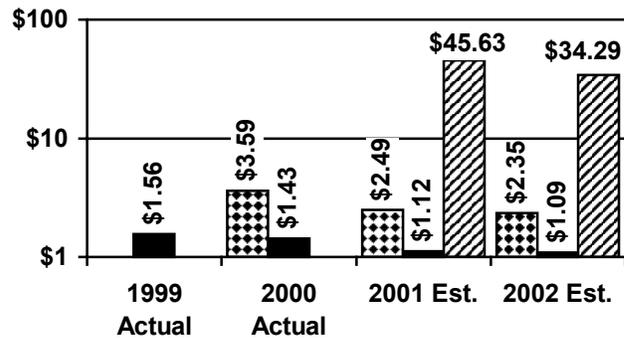
On June 30, 2001, 75 participants attended the first Neighborhood Networking Forum. It is projected that 175 people will participate in the Forum in 2002. The target number of participants is 250.

Since the opening of City Hall at the Mall in April 2000, the number of customer contacts has been greatly increasing. In 2002, the number of customer contacts is expected to increase to 18,000. The target number of customer contacts per year is 25,000 based on the goal of expanding hours of operation and services.

The cost per user for City Hall at the Mall decreased from 2000 to 2001 due to an increase in the number of customer contacts. This trend is expected to continue in 2002 and the projected cost per user is \$2.35. With the goal of expanding hours of operation and services at the site, the target cost per user is \$2.48.

From 1999 to 2001, the City-funded human service dollars has decreased due to a reduction in City funds available for these activities. The cost per citizen is expected to decrease again in 2002 due to population growth.

In 2001, the total cost for the implementation of the Neighborhood Networking Forum was \$3,422. Approximately \$455 in costs was offset by other City units and private sector contributions, as well as registration fees. It is anticipated the number of participants will increase in 2002. The target cost per participant is \$29.



Program evaluations were conducted during the Neighborhood Networking Forum to measure the success of the program. Ninety seven percent of the evaluations rated the program as excellent/good. With the anticipated increase in participants in 2002, it is estimated the number of positive evaluations may decrease slightly. The target is 93 percent.

The Neighborhood Services Group has placed emphasis on the quality of customer service at City Hall at the Mall. The percentage of customer surveys rating customer service as excellent/good has increased from 2000 to 2001.

The Human Services City Contract Administrator conducted customer surveys in late 2001 to measure the customer service and technical assistance provided to the nonprofit agencies throughout the human services contract period. The target is 90 percent.

## CHANGES TO THE BUDGET

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- An increase of \$12,423 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$4,312 for 2001 performance pay is removed.
- Funding of \$30,000 is included for the operation of City Hall at the Mall.
- An increase of \$17,708 is included for the Housing Authority staff wage package.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$873.
- Funding of \$490 is included for Telecommunication charges.

## MAJOR OBJECTIVES

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### **OBJECTIVE – Maintain hours of operation and services at City Hall at the Mall.**

Continue to make City government accessible by maintaining the hours of operation at City Hall at the Mall. This will provide accessibility to City services and provide the opportunity to educate the public on City government. The sale of City merchandise will assist in generating revenue for the operating costs of this program.

### **OBJECTIVE – Continue coordination of the Neighborhood Networking Forum.**

The Neighborhood Networking Forum provides the opportunity for neighborhood associations, citizens, and the City to come together to create a learning and networking process. The presentations provided at the forum will continue to expand to include national

speakers on topics of interest to the citizens. The forum allows City representatives the opportunity to educate the citizens on the City government process and provides the opportunity for neighborhood associations and citizens to network and learn from one another.

### **OBJECTIVE – Establish a Citizens' Academy in order to educate the citizens and assist individuals in becoming more involved in City government.**

Citizens' Academy is a series of professionally led sessions to familiarize citizens with the City of Colorado Springs municipal government and the services it provides. It is an educational experience that will give participants insight into the City's governmental process. Recruitment for the first session of the program will come from existing City boards and commissions and local Chambers of Commerce. In the future, recruitment will be open to the general public.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
NEIGHBORHOOD SERVICES  
NEIGHBORHOOD SERVICES**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	146,858	165,368	192,476	201,510
51207 WAGE PKG-PERFORMANCE	5,972	3,951	4,312	0
51220 SEASONAL/TEMPORARY	0	0	0	26,975
51299 SALARIES REIMBURSEMENTS	0	15,361	0	0
51610 PERA	14,847	18,552	17,913	18,413
51615 WORKER'S COMPENSATION	507	543	387	568
51620 EQUITABLE LIFE INSURANCE	488	573	770	806
51625 VISION CARE	140	121	189	189
51640 DENTAL INSURANCE	645	610	960	1,008
51665 CASH BACK	938	1,249	0	0
51670 PARKING FOR EMPLOYEES	540	720	720	720
51690 MEDICARE	1,475	2,134	2,275	2,365
51695 CITY EPO MEDICAL PLAN	5,803	6,285	9,382	11,915
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>178,213</b>	<b>215,466</b>	<b>229,384</b>	<b>264,469</b>
52105 MISCELLANEOUS OPERATING	580	1,308	0	0
52110 OFFICE SUPPLIES	1,069	693	2,680	2,255
52111 PAPER SUPPLIES	0	0	520	500
52120 SOFTWARE-MICRO/WORD PROCESS	0	51	600	830
52122 CELL PHONE EQUIP/SUPPLIES	0	0	600	0
52125 GENERAL SUPPLIES	1,919	4,550	850	1,041
52135 POSTAGE	367	128	500	500
52140 WEARING APPAREL	430	1,124	250	250
52220 MAINT-OFFICE MACHINES	0	0	350	300
52405 ADVERTISING SERVICES	890	0	300	1,300
52431 CONSULTING SERVICES	0	0	6,000	2,388
52575 SERVICES	5,435	(26,266)	180	1,615
52605 CAR MILEAGE	248	838	1,000	1,359
52615 DUES & MEMBERSHIP	15	65	165	165
52625 MEETING EXPENSES IN TOWN	2,731	1,779	3,935	2,545
52630 TRAINING	0	0	1,650	3,930
52635 EMPLOYEE EDUCATIONAL ASSIST	1,940	6,334	3,700	0
52645 SUBSCRIPTIONS	79	0	358	358
52655 TRAVEL OUT OF TOWN	3,499	4,143	4,175	5,107
52705 COMMUNICATIONS	1,349	2,772	19,278	21,778
52735 TELEPHONE-LONG DIST CALLS	51	161	70	165
52765 EQUIPMENT LEASE/PURCHASE	0	1,731	1,732	2,932
52775 MINOR EQUIPMENT	0	1,773	583	2,116
52795 RENTAL OF EQUIPMENT	518	608	540	1,200
52874 OFFICE SERVICES PRINTING	1,551	573	800	975
52875 OFFICE SERVICES RECORDS	0	0	100	100
65326 E-CAP PROGRAM	0	0	4,000	4,000
<b>TOTAL OPERATING EXPENSES</b>	<b>22,671</b>	<b>2,363</b>	<b>54,916</b>	<b>57,709</b>
53010 OFFICE MACHINES	0	0	750	600
53030 FURNITURE & FIXTURES	0	4,222	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>4,222</b>	<b>750</b>	<b>600</b>
<b>ORGANIZATION TOTAL</b>	<b>200,884</b>	<b>222,051</b>	<b>285,050</b>	<b>322,778</b>

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
NEIGHBORHOOD SERVICES  
SPECIAL PROGRAMS**

		<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
<b>ACCOUNT</b>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
65343 HOUSING AUTHORITY STAFF		156,185	193,909	205,909	223,617
65349 GOLDEN CIRCLE NUTRITION		36,000	36,000	36,000	36,000
65351 HOUSING ALLOWANCE		72,500	72,500	72,500	72,500
<b>TOTAL OPERATING EXPENSES</b>		<b>264,685</b>	<b>302,409</b>	<b>314,409</b>	<b>332,117</b>
<b>ORGANIZATION TOTAL</b>		<b>264,685</b>	<b>302,409</b>	<b>314,409</b>	<b>332,117</b>

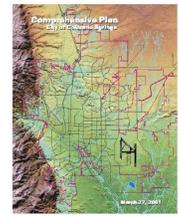
**GENERAL FUND  
NEIGHBORHOOD SERVICES  
HUMAN SERVICES**

		<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
<b>ACCOUNT</b>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
52440 HUMAN SERVICES		554,475	510,475	408,176	408,176
<b>TOTAL OPERATING EXPENSES</b>		<b>554,475</b>	<b>510,475</b>	<b>408,176</b>	<b>408,176</b>
<b>ORGANIZATION TOTAL</b>		<b>554,475</b>	<b>510,475</b>	<b>408,176</b>	<b>408,176</b>

**GENERAL FUND  
NEIGHBORHOOD SERVICES**

		<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>ORGANIZATION TOTAL</b>		<b>\$1,020,044</b>	<b>\$1,034,935</b>	<b>\$1,007,635</b>	<b>\$1,063,071</b>

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# Comprehensive Planning/Land Use

Ira Joseph, Unit Manager • 30 South Nevada Avenue • Colorado Springs, CO 80903 • (719) 385-5557 • ijoseph@ci.colospgs.co.us

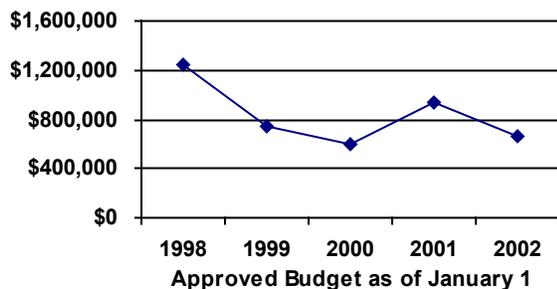
## MISSION

To work with citizens and elected officials to develop and provide long-range land use planning objectives, information, implementation tools, and analysis in order to positively guide long-range growth and physical development of the city while preserving and enhancing the quality of life for citizens.

## SERVICES

- Develop and implement 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 HISTORY



## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$522,661	\$530,115	\$603,705	\$629,014
Operating	255,228	245,052	333,667	37,067
Capital Outlay	10,463	0	1,922	1,922
<b>Total</b>	<b>\$788,352</b>	<b>\$775,167</b>	<b>\$939,294</b>	<b>\$668,003</b>

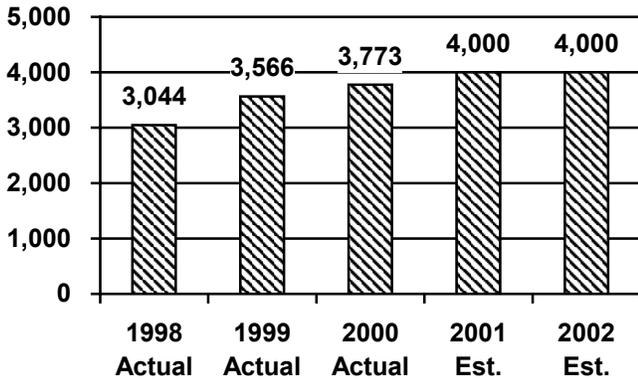
## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Senior Manager	1	1	1	1
Manager	1	0	1	1
Professional	5	5	5	5
Paraprofessional	1	1	1	1
<b>FTE Total</b>	<b>8</b>	<b>7</b>	<b>8</b>	<b>8</b>

In 2000, the manager's position was moved to CDBG and returned in 2001 to the General Fund.

**PERFORMANCE INDICATORS**

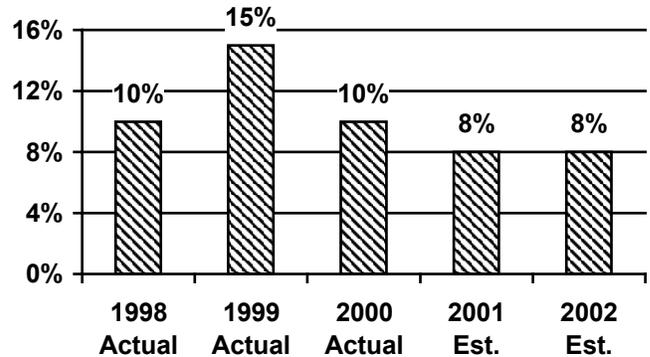
**# of City RBD Permits Digitized**



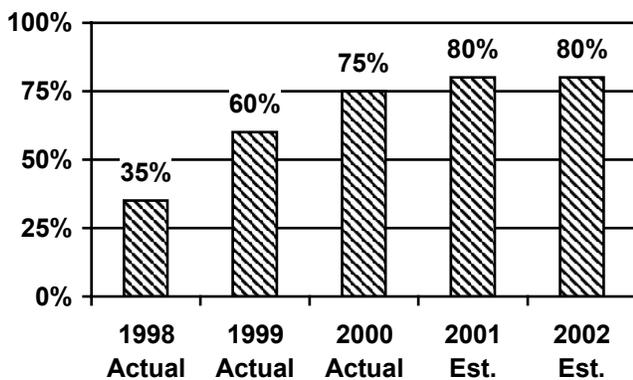
It is expected the digitizing of land use information will continue to increase and additional categories will be added. The number of City Regional Building Department (RBD) Permits Digitized is projected to remain constant for 2002. With the 2020 land use map added to the Comprehensive Plan, digitizing map amendments will be a new and important category.

The long-term objective is to optimize staff time by keeping project management and administration levels below 10 percent. This high level of staff efficiency will continue in 2002. Using 2000 census figures for comparison, Colorado Springs has one long-range planning professional staff person for every 60,000 citizens. Comparable staff ratios (per thousand) for other cities are 1:14 for Ft. Collins, 1:23 for Aurora, 1:28 for Denver, and 1:37 for Albuquerque.

**Staff Time (%) Project Management & Administration**



**% Tech Studies Milestones Met**



Timely completion of projects according to work plan schedules is problematic because of the unpredictability of public process and the contentiousness of many planning efforts. The target for meeting tech study milestones has been estimated at 80 percent to account for this eventuality.

## CHANGES TO THE BUDGET

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- An increase of \$35,502 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$10,193 for 2001 performance pay is removed.
- Onetime funding of \$104,828 for the Comprehensive Plan implementation is removed for 2002.
- Funding of \$75,000 is transferred to the Urban Projects unit to fund a special position and \$70,172 is transferred to the Planning Data System unit to fund a Senior GIS Analyst.
- Rent is reduced by \$46,785 due to the move from rented space to the City Administration Building.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$148.
- Funding of \$333 is included for telecommunication charges.

## MAJOR OBJECTIVES

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### **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 contains two of the major implementation tasks identified in the approved Comprehensive Plan. A combination of staff and private consultant assistance will be necessary, using funds appropriated in 2001. Coordination between the Development Review Unit and other City units will be required to address some of the amendments.

### **OBJECTIVE – Develop spatial framework for growth planning to assist in implementing and monitoring of the Comprehensive Plan.**

This effort is a major implementation task identified in the approved Comprehensive Plan. Information from the Strategic Network of Long-range Plans, developed through the Strategic Plan, will be converted to

Geographic Information System (GIS) format and catalogued geographically by Planning Evaluation Zone. Land use trends data will be developed through programs developed by Planning GIS/IT staff to facilitate data management for community indicators. This information will help to quantitatively measure annual progress in implementation. This will involve staff from this Unit and Planning Data Systems.

### **OBJECTIVE – Provide an annual report on Comprehensive Plan implementation, including annual revisions to mapped elements of the Plan.**

Annual updates of the maps included in the Comprehensive Plan will be provided in conjunction with an annual report on implementation. This report will be provided by the end of the third quarter of the calendar year. The report will discuss amendments to the Plan, issues related to implementation, and any problems that have surfaced. All map updates will be prepared using mid-year data to maintain consistency of data in analyzing change.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
CITY PLANNING  
COMPREHENSIVE PLANNING/LAND USE**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	427,478	431,814	505,044	530,541
51206 WAGE PKG-SALARIES	(1,525)	0	0	0
51207 WAGE PKG-PERFORMANCE	19,098	8,704	10,193	0
51220 SEASONAL/TEMPORARY	0	0	2,253	2,253
51260 VACATION BUY	332	2,111	0	0
51610 PERA	42,927	47,347	46,672	48,057
51615 WORKER'S COMPENSATION	1,374	1,377	978	1,488
51620 EQUITABLE LIFE INSURANCE	1,782	2,002	2,030	2,132
51625 VISION CARE	466	482	504	504
51640 DENTAL INSURANCE	2,149	2,439	2,560	2,688
51665 CASH BACK	98	59	0	0
51670 PARKING FOR EMPLOYEES	1,100	960	1,680	1,680
51690 MEDICARE	3,171	3,658	4,021	4,403
51695 CITY EPO MEDICAL PLAN	24,211	29,162	27,770	35,268
<b>SALARIES AND BENEFITS TOTAL</b>	<b>522,661</b>	<b>530,115</b>	<b>603,705</b>	<b>629,014</b>
52105 MISCELLANEOUS OPERATING	308	592	0	0
52110 OFFICE SUPPLIES	3,289	3,689	3,500	3,300
52111 PAPER SUPPLIES	0	0	1,500	1,500
52120 SOFTWARE-MICRO/WORD PROCESS	3,224	1,400	0	0
52122 CELL PHONES EQUIP & SUPPLIES	0	0	360	0
52125 GENERAL SUPPLIES	53	63	1,000	950
52135 POSTAGE	1,563	4,564	1,798	1,798
52145 PAINT & CHEMICAL	0	42	0	0
52165 LICENSES & TAGS	0	10	0	0
52220 MAINT-OFFICE MACHINES	3,373	1,782	2,405	3,420
52405 ADVERTISING SERVICES	1,109	0	0	0
52575 SERVICES	183	(11,428)	0	0
52615 DUES & MEMBERSHIP	1,021	1,647	1,207	1,407
52625 MEETING EXPENSES IN TOWN	541	657	1,080	729
52630 TRAINING	0	0	1,536	1,536
52635 SCHOOLING	1,587	510	0	0
52645 SUBSCRIPTIONS	136	591	335	400
52655 TRAVEL OUT OF TOWN	541	1,600	672	605
52705 COMMUNICATIONS	0	6,953	15,785	16,118
52725 RENTAL OF PROPERTY	70,520	68,547	46,785	0
52735 TELEPHONE-LONG DIST CALLS	524	977	720	720
52775 MINOR EQUIPMENT	1,657	1,299	0	0
52874 OFFICE SERVICES PRINTING	543	2,253	4,644	4,244
52875 OFFICE SERVICES RECORDS	0	588	340	340
70295 SPECIAL PROJECTS PROGRAMS	165,056	158,716	250,000	0
<b>OPERATING TOTAL</b>	<b>255,228</b>	<b>245,052</b>	<b>333,667</b>	<b>37,067</b>
53010 OFFICE MACHINES	5,608	0	0	0
53020 MICROS/WORD PROCESSORS	4,855	0	1,922	1,922
<b>CAPITAL OUTLAY TOTAL</b>	<b>10,463</b>	<b>0</b>	<b>1,922</b>	<b>1,922</b>
<b>ORGANIZATIONAL TOTAL</b>	<b>788,352</b>	<b>775,167</b>	<b>939,294</b>	<b>668,003</b>

# Development Review



Paul Tice, Unit Manager • 30 South Nevada Avenue, Colorado Springs, CO 80903 • (719) 385-5347 • ptice@ci.colospgs.co.us

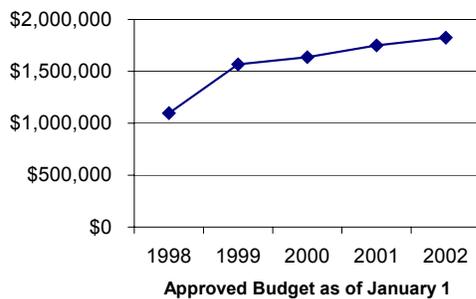
## MISSION

To ensure that the land use pattern created by new development meets the standards of the Zoning Code and Subdivision Regulations and is consistent with the Comprehensive Plan.

## SERVICES

- Professional planning review of development applications
- Provision of professional planning recommendations to the 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

## BUDGET HISTORY



## BUDGET SUMMARY

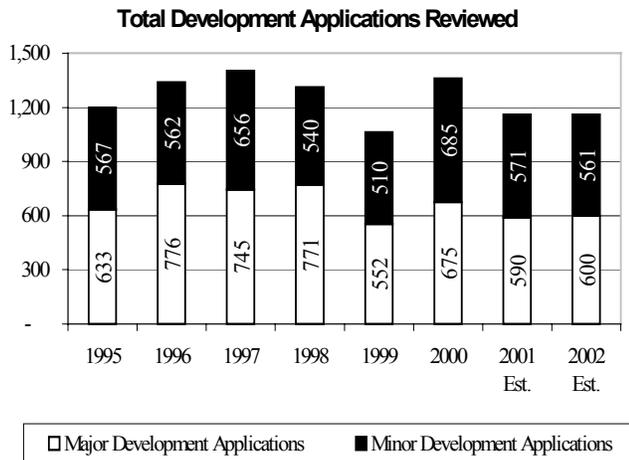
	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$1,469,033	\$1,476,285	\$1,560,238	\$1,635,859
Operating	151,763	154,972	167,881	162,318
Capital Outlay	38,579	17,353	21,500	27,500
<b>Total</b>	<b>\$1,659,375</b>	<b>\$1,648,610</b>	<b>\$1,749,619</b>	<b>\$1,825,677</b>

## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Manager	1.0	1.0	1.0	1.0
Professional	7.0	14.0	12.0	13.0
Paraprofessional	8.5	8.5	8.0	7.0
General	5.5	5.5	4.5	4.5
<b>FTE Total</b>	<b>29.0</b>	<b>29.0</b>	<b>25.5</b>	<b>25.5</b>
Special Positions	1.0	1.0	1.0	1.0

In 2001, 6.5 FTE were transferred to the newly formed Development Review Enterprise Unit, while a land use inspector analyst and hearing officer were transferred into this Unit.

## PERFORMANCE INDICATORS

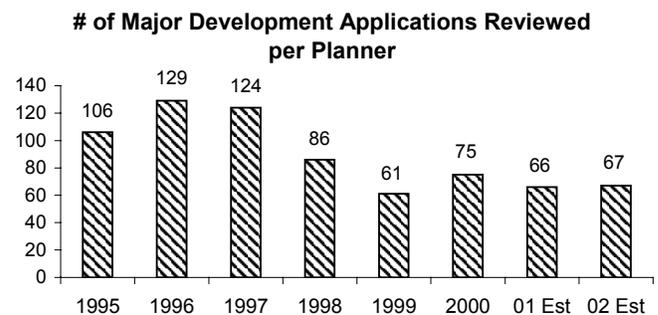


A large variety of major and minor development applications are reviewed annually for compliance with the City's zoning and subdivision regulations. The review of development applications is the primary method by which the Unit improves the City's ability to manage growth and ensures the implementation of the Comprehensive Plan. The development market and the economy within the City as a whole determine the number of applications. Over the past few years, the submittal of these application types has remained fairly constant, with the exception of 2000 in which a higher number of submittals were made in reaction to the proposed statewide growth initiative. Applications for 2002 are anticipated to be consistent with those submitted during 2001. There is no defined target for this particular performance indicator as market forces and the community's growth rate determines the number of submittals. The review of development applications, however, requires the resources of everyone in the Development Review Unit; nonetheless, since there is no perceived change in the current application trend, there should not be a change in workload for 2002.

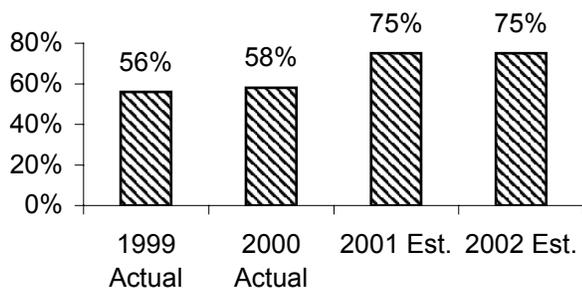
The number of major development applications reviewed per planner fluctuates with the number of submittals and number of planners assigned to development review.

The increase in the number of applications reviewed per planner in 1996 was due to three special positions that were included in the Unit. These three new planners allowed the Development Review Unit to provide reviews of better quality and timeliness to the development community.

The Unit target is to have each planner review a maximum of 75 major development applications each year. Experience has proven that this is the level at which reviews can be effectively managed and adequate public participation opportunities provided.



### % of Application Review Letters Completed Within 6 Weeks of Submittal



The amount of time it takes to process a development application in the City Planning review process is one of the biggest concerns expressed by development applicants. The time it takes from application submittal to completion of the initial public and agency review and critique of the proposal is the only phase of project review completely controlled by Development Review staff. The target is to complete the initial project review letter, including input by other City units, outside agencies and the general public within six weeks of formal application submittal. Given the current resources, it is anticipated that this objective can be achieved for 75 percent of major development applications.

## CHANGES TO THE BUDGET

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- An increase of \$105,680 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$30,059 for 2001 performance pay is removed.
- Onetime funding of \$375 is transferred out to Urban Projects to help fund a project coordinator special position.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$558.
- Funding of \$1,370 is included for telecommunication charges.

## MAJOR OBJECTIVES

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### **OBJECTIVE – To revise the development standards, zone districts and review processes set forth within the Zoning Code to allow for the effective implementation of the new Comprehensive Plan.**

In order to implement the new Comprehensive Plan and to improve our ability to manage growth through the review of development applications, it will be necessary to modify many of the existing zoning regulations, development standards and review processes currently set forth within the Zoning Code. Development Review staff will be providing collaborative and directed support to the Comprehensive Unit to accomplish this work program objective.

### **OBJECTIVE – To ensure all development applications are reviewed in a manner providing for adequate public participation and a timely response to applicants.**

The primary work of the Development Review Unit is the review development applications submitted by the private sector. In achieving this mission, the Unit staff will have focused on the dual, and sometimes conflicting, objectives of providing adequate opportunity for public participation and completing each review in a timely manner. Citizens interacting with the development

review process will be surveyed throughout the year to gauge the effectiveness of our public participation processes and opportunities. Additionally, the review of each individual development application will be internally tracked to determine the timeliness of the review, with emphasis on completion of the initial review letter within six weeks of application submittal.

### **OBJECTIVE – To improve the pattern and design of new development.**

Citizen surveys have indicated that this is an area in which there is a significant level of dissatisfaction. The fundamental purpose and outcome of a City Planning program should be to improve the quality of the land use development pattern within a community. 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. Each review will strive to implement the recommendations of the Comprehensive Plan in an effort to improve the appearance of the built environment and the quality of life for the City's residents.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
CITY PLANNING  
DEVELOPMENT REVIEW**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	1,147,729	1,231,460	1,265,097	1,336,141
51206 WAGE PKG-SALARIES	(824)	0	0	0
51207 WAGE PKG-PERFORMANCE	48,798	36,473	30,059	0
51210 OVERTIME	26,500	8,285	3,000	3,000
51215 ACHIEVEMENT AWARD	0	1,000	0	0
51220 SEASONAL/TEMPORARY	11,799	629	4,000	4,000
51240 RETIREMENT/TERMINATION SICK	218	0	0	0
51245 RETIREMENT/TERM VACATION	6,231	2,501	0	0
51255 CONVERSION OF SICK LEAVE	0	0	0	0
51260 VACATION BUY	4,273	7,202	0	0
51299 SALARIES REIMBURSEMENTS	0	(51,533)	0	0
51610 PERA	121,046	130,161	117,041	121,232
51615 WORKER'S COMPENSATION	6,068	7,144	4,479	5,900
51620 EQUITABLE LIFE INSURANCE	4,328	4,892	5,106	5,390
51625 VISION CARE	1,482	1,451	1,671	1,671
51640 DENTAL INSURANCE	7,428	7,680	8,480	8,904
51665 CASH BACK	8,048	6,568	0	0
51670 PARKING FOR EMPLOYEES	4,380	5,120	6,120	6,120
51690 MEDICARE	12,988	14,345	14,258	15,324
51695 CITY EPO MEDICAL PLAN	58,541	62,907	100,927	128,177
<b>SALARIES AND BENEFITS TOTAL</b>	<b>1,469,033</b>	<b>1,476,285</b>	<b>1,560,238</b>	<b>1,635,859</b>
52105 MISCELLANEOUS OPERATING	3,662	6,789	0	0
52110 OFFICE SUPPLIES	13,609	13,453	9,810	9,200
52111 PAPER SUPPLIES	0	0	3,500	2,799
52120 SOFTWARE-MICRO/WORD PROCESS	657	2,122	2,775	2,650
52122 CELL PHONES EQUIP & SUPPLIES	0	0	2,100	100
52125 GENERAL SUPPLIES	2,835	1,618	1,500	2,250
52135 POSTAGE	12,175	14,058	10,500	11,000
52165 LICENSES & TAGS	0	60	90	0
52170 SPECIAL, PHOTOGRAPHY, ETC	0	0	120	75
52220 MAINT-OFFICE MACHINES	3,336	2,908	3,000	4,000
52405 ADVERTISING SERVICES	2,718	1,582	2,400	1,800
52431 CONSULTING SERVICES	0	0	24,700	21,625
52575 SERVICES	64,445	72,515	24,000	27,800
52615 DUES & MEMBERSHIP	3,697	4,437	4,750	4,000
52625 MEETING EXPENSES IN TOWN	6,717	5,694	4,500	3,038
52630 TRAINING	0	0	8,645	8,000
52635 SCHOOLING	8,085	8,621	0	0
52645 SUBSCRIPTIONS	524	1,376	909	1,000
52655 TRAVEL OUT OF TOWN	3,115	2,764	3,000	1,980
52705 COMMUNICATIONS	2,711	1,650	44,832	46,202
52725 RENTAL OF PROPERTY	4,995	0	600	0
52735 TELEPHONE-LONG DIST CALLS	2,612	2,831	1,800	1,800
52765 EQUIPMENT LEASE/PURCHASE	0	0	3,600	2,000
52775 MINOR EQUIPMENT	3,782	3,091	1,250	500

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
CITY PLANNING  
DEVELOPMENT REVIEW**

<b>ACCOUNT</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
52874 OFFICE SERVICES PRINTING	12,088	9,135	9,500	10,000
52875 OFFICE SERVICES RECORDS	0	268	0	500
<b>OPERATING TOTAL</b>	<b>151,763</b>	<b>154,972</b>	<b>167,881</b>	<b>162,318</b>
53010 OFFICE MACHINES	0	800	0	0
53020 MICROS/WORD PROCESSORS	11,905	3,963	6,500	6,500
53030 FURNITURE & FIXTURES	3,213	619	3,000	9,000
53070 VEHICLES-REPLACEMENT	0	321	12,000	12,000
53080 VEHICLES-ADDITIONS	0	11,650	0	0
63010 OFFICE MACHINES	23,461	0	0	0
<b>CAPITAL OUTLAY TOTAL</b>	<b>38,579</b>	<b>17,353</b>	<b>21,500</b>	<b>27,500</b>
<b>ORGANIZATIONAL TOTAL</b>	<b>1,659,375</b>	<b>1,648,610</b>	<b>1,749,619</b>	<b>1,825,677</b>

# Development Review Enterprise

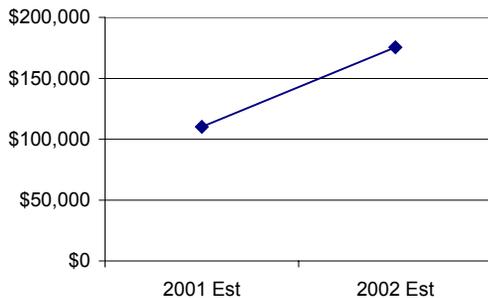


Brett Veltman, Unit Manager • 101 West Costilla Street, Colorado Springs, CO 80903 • (719) 385-5088 • bveltman@ci.colospgs.co.us

## 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.

## ESTIMATED FUND BALANCE



## SERVICES

- Review residential, multi-family and commercial building permits to ensure compliance with the zoning and subdivision regulations
- Conduct review and inspection of hillside site plans to ensure compliance with the Hillside ordinance and with the Hillside Design Manual
- Review sign permits to ensure compliance with the zoning codes
- Provide inspections for 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

	1999 Actual	2000 Actual	2001 Budget	2001 Est. Year End	2002 Budget
<b>Sources of Funds</b>					
Administration Review Fees	N/A	N/A	\$578,808	\$630,000	\$640,000
<b>Total</b>	<b>N/A</b>	<b>N/A</b>	<b>\$578,808</b>	<b>\$630,000</b>	<b>\$640,000</b>
<b>Uses of Funds</b>					
Salary/Benefits	N/A	N/A	\$414,908	\$400,590	\$448,354
Operating	N/A	N/A	106,322	103,000	122,092
Capital Outlay	N/A	N/A	17,300	16,300	4,300
<b>Unit Total</b>	<b>N/A</b>	<b>N/A</b>	<b>\$538,530</b>	<b>\$519,890</b>	<b>\$574,746</b>

The estimated ending fund balance is not the same amount as the fund balance as stated on the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Unit.

## PERSONNEL

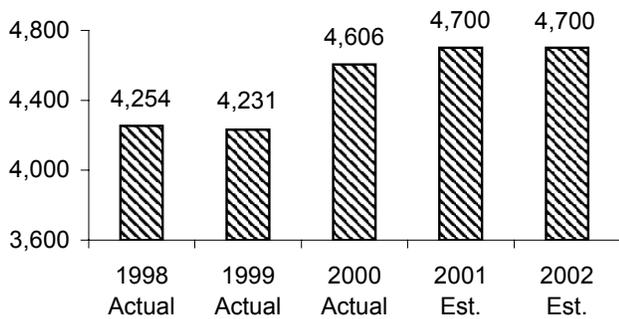
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	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2001 Est.</b>	<b>2002</b>
<b>Classification</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End</b>	<b>Budget</b>
Manager	N/A	N/A	1.0	1.0	1.0
Professional	N/A	N/A	3.0	3.0	3.0
Paraprofessional	N/A	N/A	2.5	2.5	2.5
General	N/A	N/A	1.0	1.0	1.0
<b>FTE Total</b>	N/A	N/A	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>

In 2001, 6.5 FTE were transferred to this Unit from the General Fund Development Review Unit. Also, one planner position was added.

**PERFORMANCE INDICATORS**

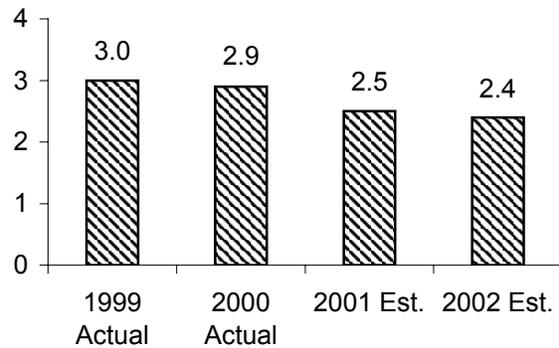
**# of Approved Building Permits**



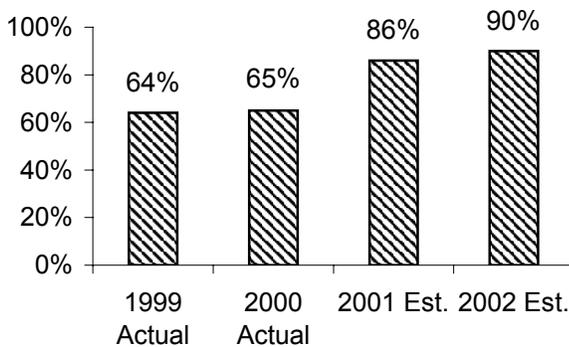
Since 1999, the number of approved building permits has reflected the City's continuing trend toward growth. However, given the uncertainties of predicting rates of new construction, a conservative estimate is utilized for developing the 2002 budget.

For 2002, an increasing number of plans will be reviewed at the front counter, effectively reducing the number of days it takes for the average plan review.

**Average # of Review Days per Plan**



**% of Plans Reviewed within 4 Review Days**



The Development Review Enterprise strives to maintain customer satisfaction by reviewing a large majority of plans within four working days. The number of plans reviewed within four days in 2001 exceeds the goal established with the creation of the Enterprise by 14 percent.

## CHANGES TO THE BUDGET

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- An increase of \$23,886 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$6,932 for 2001 performance pay is removed.
- Funding of \$16,562 is added to reflect a full year budget in 2002, since the 2001 budget only reflected 11 months.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$178.

## MAJOR OBJECTIVES

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**OBJECTIVE – Provide a building and sign permit review program, which has a strong customer service orientation and ensures that all projects are permitted and constructed in compliance with all applicable zoning code and subdivision regulations.**

This will be accomplished by ensuring that all plan reviewers have a thorough knowledge of City plan requirements and processes and have the necessary tools and resources to manage a heavy load of reviews in a timely and efficient manner.

**OBJECTIVE – Improve the efficiency and speed of the plan review process.**

Since fast review times is one of the most important factors in maintaining customer satisfaction, this Unit will increase the number of plans reviewed at the front counter to speed up the plan review process. The goal is to reduce the number of days it takes to conduct plan reviews.

**OBJECTIVE – Improve public and customer access to information.**

This will be accomplished through the continued development and fine-tuning of outreach programs such as increased automation of the review process. Plan review records including status, comments, turnaround

times, and location will be available through the City and Regional Building Department internet sites. Development plan requirements and bulk and setback information will also be available through these resources.

**OBJECTIVE – Manage a certificate of occupancy and financial assurance inspection program to ensure developments comply with City zoning and landscape ordinances.**

This will be accomplished by providing a timely program for inspections and financial assurances to ensure that the requirements of the approved development plans have been satisfied prior to building occupancy. To enhance the efficiency of this program, financial assurances currently managed by Enterprise staff will be transferred to the appropriate City agencies.

**OBJECTIVE – To perform hillside site reviews and follow-up inspections to obtain compliance with the Hillside ordinance.**

A program will be staffed to ensure hillside sites are in compliance with the City Hillside ordinance which involves conducting follow-up inspections and necessary enforcement actions ensuring builders adherence to approved hillside site plans.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**DEVELOPMENT REVIEW ENTERPRISE FUND  
CITY PLANNING  
DEVELOPMENT REVIEW ENTERPRISE**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	0	0	342,784	361,784
51207 WAGE PKG-PERFORMANCE	0	0	6,932	0
51610 PERA	0	0	32,203	39,306
51615 WORKER'S COMPENSATION	0	0	782	1,422
51620 EQUITABLE LIFE INSURANCE	0	0	1,371	1,709
51625 VISION CARE	0	0	473	568
51640 DENTAL INSURANCE	0	0	2,400	3,000
51670 PARKING FOR EMPLOYEES	0	0	0	576
51690 MEDICARE	0	0	4,971	6,191
51695 CITY EPO MEDICAL PLAN	0	0	22,992	33,798
<b>SALARIES AND BENEFITS TOTAL</b>	<b>0</b>	<b>0</b>	<b>414,908</b>	<b>448,354</b>
52105 MISCELLANEOUS OPERATING	0	0	250	100
52110 OFFICE SUPPLIES	0	0	3,500	3,500
52120 SOFTWARE-MICRO/WORD PROCESS	0	0	625	625
52122 CELL PHONES EQUIP & SUPPLIES	0	0	600	600
52125 GENERAL SUPPLIES	0	0	1,500	1,500
52135 POSTAGE	0	0	500	500
52165 LICENSES & TAGS	0	0	30	30
52220 MAINT-OFFICE MACHINES	0	0	1,000	1,800
52405 ADVERTISING SERVICES	0	0	300	300
52575 SERVICES	0	0	2,255	4,160
52615 DUES & MEMBERSHIP	0	0	1,200	750
52625 MEETING EXPENSES IN TOWN	0	0	700	630
52635 SCHOOLING	0	0	4,000	4,000
52655 TRAVEL OUT OF TOWN	0	0	1,080	972
52705 COMMUNICATIONS	0	0	10,808	12,260
52725 RENTAL OF PROPERTY	0	0	20,700	26,632
52735 TELEPHONE-LONG DIST CALLS	0	0	300	300
52740 GENERAL INSURANCE-CITY	0	0	5,034	5,000
52775 MINOR EQUIPMENT	0	0	250	250
52805 ADMIN PRORATED CHARGES	0	0	25,181	26,440
52872 MAINT-FLEET VEHICLES/EQP	0	0	1,925	1,925
52874 OFFICE SERVICES PRINTING	0	0	500	520
52875 OFFICE SERVICES RECORDS	0	0	45	46
65170 TRANSFER TO OTHER FUNDS	0	0	24,039	13,252
65275 COST OF COLLECTION	0	0	0	16,000
<b>OPERATIONS TOTAL</b>	<b>0</b>	<b>0</b>	<b>106,322</b>	<b>122,092</b>
53010 OFFICE MACHINES	0	0	1,000	1,000
53020 MICROS/WORD PROCESSORS	0	0	2,500	2,500
53030 FURNITURE & FIXTURES	0	0	800	800
53080 VEHICLES-ADDITIONS	0	0	13,000	0
<b>CAPITAL OUTLAY TOTAL</b>	<b>0</b>	<b>0</b>	<b>17,300</b>	<b>4,300</b>
<b>ORGANIZATIONAL TOTAL</b>	<b>0</b>	<b>0</b>	<b>538,530</b>	<b>574,746</b>

# Planning Data Systems



William Hulse, Unit Manager • 30 South Nevada Avenue • Colorado Springs, CO 80903 • (719) 385-5364 • whulse@ci.colospgs.co.us

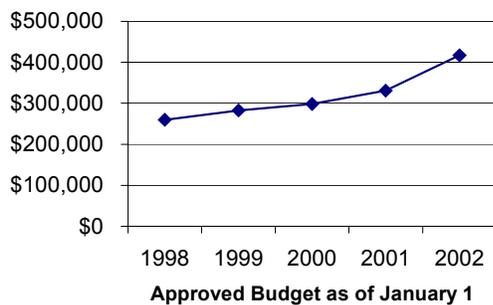
## MISSION

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, zoning, and development review spatial datasets
- Develop and maintain City Planning Group internet web sites
- Develop and maintain City Planning's web-based land use information system applications

## BUDGET HISTORY



## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$244,762	\$318,746	\$274,005	\$369,691
Operating	45,504	37,759	51,783	42,120
Capital Outlay	12,897	7,248	4,996	4,996
<b>Total</b>	<b>\$303,163</b>	<b>\$363,753</b>	<b>\$330,784</b>	<b>\$416,807</b>

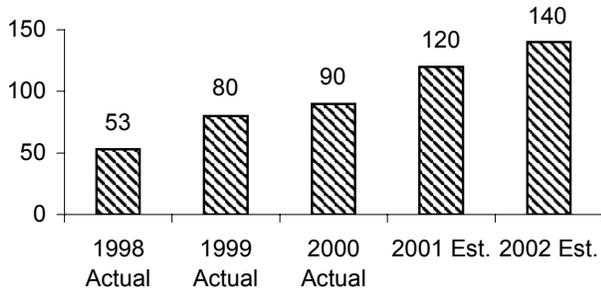
## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Senior Manager	1	1	1	1
Professional	2	3	3	4
Paraprofessional	1	0	0	0
<b>FTE Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>
Special Positions	0	0	0	1

For 2002, one Senior GIS Analyst is added through a transfer of funds from the Comprehensive Planning Unit, and one special position is added with Cable Grant funding.

**PERFORMANCE INDICATORS**

**# of Annual Map Requests**

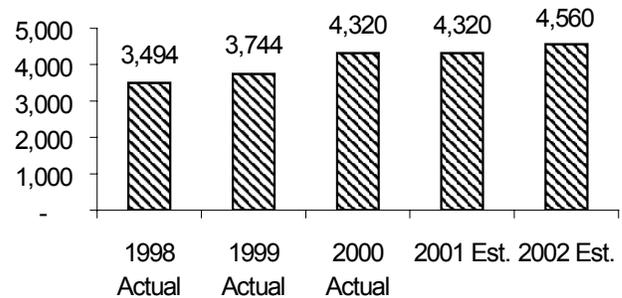


The Unit has experienced an increased usage of maps in both the development review and comprehensive planning processes. Growth is expected to increase while the costs to produce maps also increases due to consumables and plotter maintenance cost increases. These factors are not programmed into the budget. Estimated map requests should increase by 17 percent in 2002.

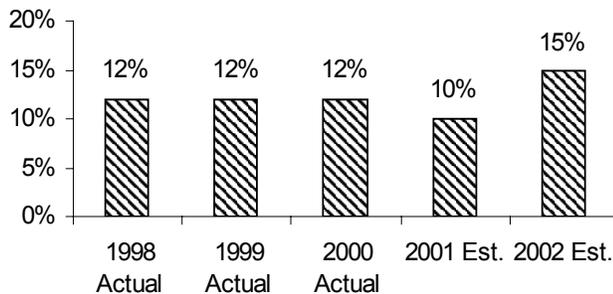
Additional resources in the 2002 budget will be used to support the Comprehensive Planning work plan and implementation of the new Comprehensive Plan. One additional FTE approved for 2002 will increase the number of hours in direct support of development review by 10 percent.

With the additional special position funded by the Cable Grant, the Comprehensive Plan implementation is targeted for completion in four years.

**# of Hours in Direct Support of Development Review**



**% of Hours Spent on Map Requests**



Increased usage of maps in the revised Development Review process has increased the amount of time spent on individual maps. Percentages have 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

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- An increase of \$20,715 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$4,995 for 2001 performance pay is removed.
- Funding of \$70,172 is transferred from the Comprehensive Planning / Land Use unit to fund a Senior GIS Analyst.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$260.
- Funding of \$391 is included for telecommunication charges.

## MAJOR OBJECTIVES

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### **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.**

The Unit shall extend the Land Development Review System (LDRS) application and database to support a planner desktop for case tracking and research. Additionally, development and maintenance of software tools and applications will continue to enable planners to access information provided in electronic form through Colorado Springs Utilities' 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.**

Development and maintenance of additional land use coverages necessary for the implementation of the City's new Comprehensive Plan will continue in 2002. The Unit will also create automated interfaces with El Paso County's Assessor Database and Regional Building's building permit database in order to provide staff with more current and more accurate data in suitable form for statistical analysis.

### **OBJECTIVE – Enhance public communications and community relations' efforts using state-of-the-art technology and pools of information developed for the land use information system (LUIS).**

The Unit shall put planning information directly into the hands of citizens and enhance relations by opening direct channels of communication about the planning process between citizens, developers, and planning staff. The Unit will 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.**

In 2002, the Unit will enhance the data-warehousing site for the electronic archive, distribution and access to historical Land Development Review case file information (LUIS) using electronic document imaging technology. Also, enhancement of the current spatial datasets will take place 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	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	195,803	258,005	222,979	304,788
51206 WAGE PKG-SALARIES	(1,060)	0	0	0
51207 WAGE PKG-PERFORMANCE	10,247	6,585	4,995	0
51210 OVERTIME	0	0	800	0
51610 PERA	19,835	20,985	20,233	27,365
51615 WORKER'S COMPENSATION	635	604	518	939
51620 EQUITABLE LIFE INSURANCE	855	912	890	1,217
51625 VISION CARE	242	241	252	315
51640 DENTAL INSURANCE	1,115	1,219	1,280	1,680
51670 PARKING FOR EMPLOYEES	480	480	960	960
51690 MEDICARE	2,880	3,053	3,116	4,310
51695 CITY EPO MEDICAL PLAN	13,730	26,662	17,982	28,117
<b>SALARIES AND BENEFITS TOTAL</b>	<b>244,762</b>	<b>318,746</b>	<b>274,005</b>	<b>369,691</b>
52105 MISCELLANEOUS OPERATING	18,446	9,973	0	0
52110 OFFICE SUPPLIES	3,417	1,134	850	850
52111 PAPER SUPPLIES	0	0	2,000	2,000
52120 SOFTWARE-MICRO/WORD PROCESS	15,276	17,422	10,600	11,400
52125 GENERAL SUPPLIES	1,837	3,391	4,000	4,000
52135 POSTAGE	0	0	100	100
52225 MAINT-MICROS/WORD PROCESSOR	0	0	3,400	3,400
52305 MAINT-SOFTWARE	0	0	13,190	2,596
52575 SERVICES	2,154	2,227	0	0
52605 CAR MILEAGE	0	0	220	220
52615 DUES & MEMBERSHIP	0	0	250	250
52625 MEETING EXPENSES IN TOWN	0	577	200	180
52630 TRAINING	0	0	2,900	2,900
52635 SCHOOLING	75	0	0	0
52645 SUBSCRIPTIONS	129	70	300	300
52655 TRAVEL OUT OF TOWN	1,693	1,760	2,400	2,160
52705 COMMUNICATIONS	258	481	7,313	7,704
52735 TELEPHONE-LONG DIST CALLS	41	113	0	0
52775 MINOR EQUIPMENT	2,153	535	3,960	3,960
52874 OFFICE SERVICES PRINTING	25	76	100	100
<b>OPERATING TOTAL</b>	<b>45,504</b>	<b>37,759</b>	<b>51,783</b>	<b>42,120</b>
53010 OFFICE MACHINES	7,200	0	0	0
53020 MICROS/WORD PROCESSORS	5,697	7,248	4,996	4,996
<b>CAPITAL OUTLAY TOTAL</b>	<b>12,897</b>	<b>7,248</b>	<b>4,996</b>	<b>4,996</b>
<b>ORGANIZATIONAL TOTAL</b>	<b>303,163</b>	<b>363,753</b>	<b>330,784</b>	<b>416,807</b>



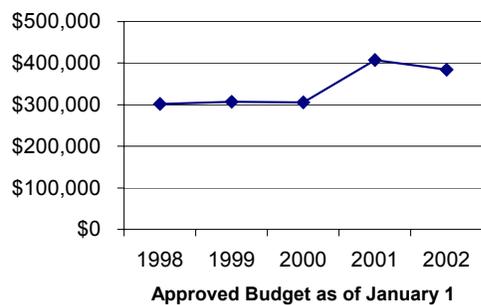
# Economic Development

Gary Cuddeback, Unit Mgr. • 30 South Nevada Avenue • Colorado Springs, CO 80903 • (719) 385-5553 • gcuddeback@ci.colospgs.co.us

## MISSION

To provide the City government's business and economic development services including local business assistance, expansion, retention, industry attraction, incentive programs and downtown development; to meet the needs of local and relocating businesses and community residents; and to create, grow and retain high quality jobs, enhance the community tax base; and to build wealth for local citizens.

## BUDGET HISTORY



## SERVICES

- Develop and implement economic development programs and services
- Provide assistance for local business development, retention and expansion, and new entrepreneurial ventures
- Implement business and economic development activities of the Downtown Action Plan and Downtown Development Strategy
- Support business attraction efforts of the Economic Development Corporation (EDC)
- Carry out the Strategic Economic Development Plan for economic diversification, business assistance and business retention
- Coordinate business development activities with economic development partners including El Paso County, local chambers of commerce, and business and economic development organizations

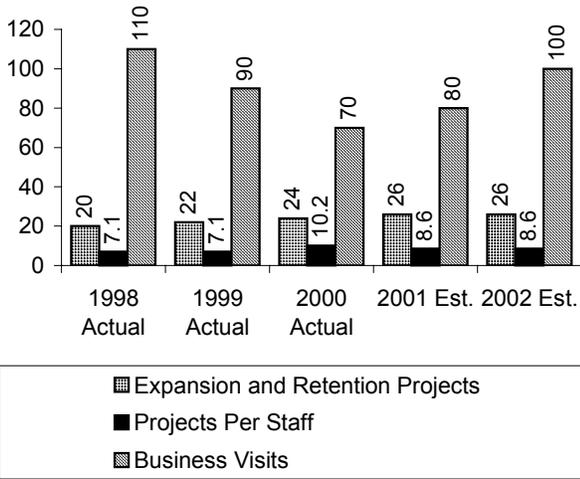
## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$244,486	\$241,585	\$315,247	\$325,932
Operating	82,902	69,446	88,940	56,796
Capital Outlay	1,295	1,739	2,937	1,700
<b>Total</b>	<b>\$328,683</b>	<b>\$312,770</b>	<b>\$407,124</b>	<b>\$384,428</b>

## PERSONNEL

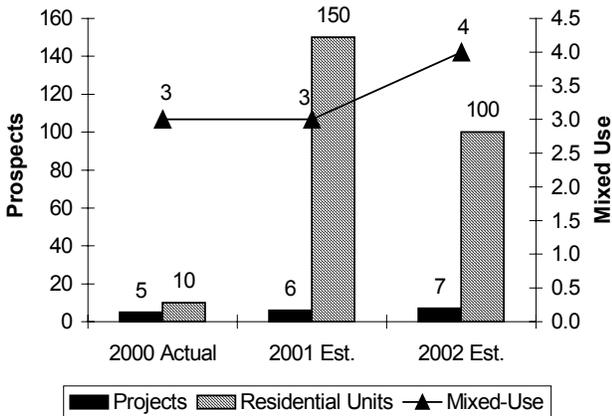
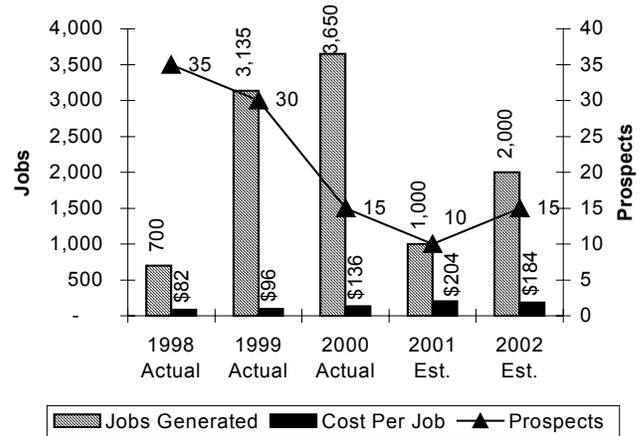
	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Manager	1	1	1	1
Professional	2	2	2	2
<b>FTE Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
Special Positions	2	2	2	2

## PERFORMANCE INDICATORS



In the next year, it is anticipated that the number of local businesses assisted with expansion or retention activities will remain stable due to the slowing of the economy. An economic recovery could have staff assisting projects above the 2001 level. The number of visits to local firms will increase when a cooperative business retention program with other economic development partner organizations is implemented.

The number of new industry prospects handled by OED staff is down significantly because 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 may increase if the economy recovers somewhat. Increased OED staff project management in larger, high-quality economic development projects such as Intel and Atmel has more than made up for decreases in activity.



In 2001, six downtown projects will be assisted. Three of the projects will be mixed-use resulting in a total of 150 residential units and 8,000 square feet of retail office space. If some public policy initiatives are approved this year such as the Southwest Urban Renewal District, it is expected that these numbers will increase. In 2002, it is projected that seven projects will be assisted, four of which will be mixed-use resulting in another 100 residential units.

## CHANGES TO THE BUDGET

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- An increase of \$16,265 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$5,758 for 2001 performance pay is removed.
- Rent of \$32,558 is removed due to relocation to the City Administration Building.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$654.
- Funding of \$256 is included for Telecommunication charges.

## MAJOR OBJECTIVES

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### **OBJECTIVE – Support retention and expansion of existing businesses and assure a community environment conducive to business growth.**

Implement a Business Retention Plan consisting of a collaborative effort with the Chamber of Commerce, Colorado Springs Utilities, and El Paso County to include sharing of information, resources and coordinated assistance through a web-based software program. This will assure that 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 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 firms transitioning into the community when a Colorado Springs location is chosen. OED will also coordinate the planning and play a role in the implementation of the Airport Business Park Master Plan to help create an important economic center in this area of the community.

### **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 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, assisting the development of other downtown planning efforts, and implementing a business façade loan program.

### **OBJECTIVE – Support the development of new business ventures and the growth of small and disadvantaged firms.**

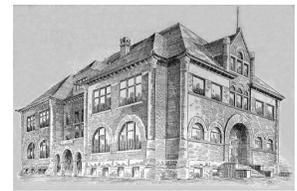
This will be accomplished through continued support of the Colorado Springs Technology Incubator Project, the use of Business Development Loans for small and medium-sized primary employers, disadvantaged firms and businesses starting or improving facilities in a downtown location, as well as through active participation in, and coordination with, all chambers of commerce and business organizations such as the Small Business Development Center. The Small Business Development Center will become the marketer and counselor for City business development loans.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
CITY PLANNING  
ECONOMIC DEVELOPMENT**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	177,480	211,239	256,755	266,624
51206 WAGE PKG-SALARIES	(402)	0	0	0
51207 WAGE PKG-PERFORMANCE	8,289	6,092	5,758	0
51220 SEASONAL/TEMPORARY	3,762	4,000	0	0
51240 RETIREMENT/TERMINATION SICK	7,118	0	0	0
51245 RETIREMENT/TERM VACATION	7,046	0	0	0
51260 VACATION BUY	66	587	0	0
51299 SALARIES REIMBURSEMENT	0	(29,000)	0	0
51610 PERA	21,065	23,541	24,765	25,130
51615 WORKER'S COMPENSATION	647	678	559	756
51620 EQUITABLE LIFE INSURANCE	898	937	1,027	1,066
51625 VISION CARE	241	288	315	315
51640 DENTAL INSURANCE	1,108	1,396	1,600	1,680
51665 CASH BACK	89	187	0	178
51670 PARKING FOR EMPLOYEES	1,460	1,460	1,440	1,440
51690 MEDICARE	2,779	3,405	2,414	2,562
51695 CITY EPO MEDICAL PLAN	12,840	16,775	20,614	26,180
<b>SALARIES AND BENEFITS TOTAL</b>	<b>244,486</b>	<b>241,585</b>	<b>315,247</b>	<b>325,932</b>
52110 OFFICE SUPPLIES	1,311	1,511	2,068	1,865
52120 SOFTWARE-MICRO/WORD PROCESS	0	53	214	850
52122 CELL PHONES EQUIP & SUPPLIES	0	0	175	50
52125 GENERAL SUPPLIES	740	234	600	525
52135 POSTAGE	828	486	1,375	1,400
52165 LICENSES & TAGS	10	0	0	0
52220 MAINT-OFFICE MACHINES	560	885	666	1,111
52265 MAINT-BUILDINGS & STRUCTURE	0	150	0	0
52431 CONSULTING SERVICES	0	0	8,000	5,000
52575 SERVICES	34,620	5,405	14,510	17,330
52605 CAR MILEAGE	2,042	2,105	2,050	2,195
52615 DUES & MEMBERSHIP	285	1,020	1,150	1,105
52625 MEETING EXPENSES IN TOWN	2,304	2,809	2,658	1,804
52630 TRAINING	0	0	0	2,275
52635 SCHOOLING	1,752	3,545	2,425	2,000
52645 SUBSCRIPTIONS	224	173	292	292
52655 TRAVEL OUT OF TOWN	3,627	8,581	4,535	4,082
52705 COMMUNICATIONS	540	955	9,687	10,656
52725 RENTAL OF PROPERTY	31,909	38,479	32,558	0
52735 TELEPHONE-LONG DIST CALLS	1,621	2,780	1,200	1,050
52874 OFFICE SERVICES PRINTING	0	275	4,777	3,207
65160 RECRUITMENT	529	0	0	0
<b>OPERATING TOTAL</b>	<b>82,902</b>	<b>69,446</b>	<b>88,940</b>	<b>56,796</b>
53010 OFFICE MACHINES	0	1,724	1,000	300
53020 MICROS/WORD PROCESSORS	1,295	15	1,537	1,000
53030 FURNITURE & FIXTURES	0	0	400	400
<b>CAPITAL OUTLAY TOTAL</b>	<b>1,295</b>	<b>1,739</b>	<b>2,937</b>	<b>1,700</b>
<b>ORGANIZATIONAL TOTAL</b>	<b>328,683</b>	<b>312,770</b>	<b>407,124</b>	<b>384,428</b>

# Urban Projects



Jim Rees, Acting Unit Manager • 30 South Nevada Avenue • Colorado Springs, CO 80903 • (719) 385-5556 • jrees@ci.colospgs.co.us

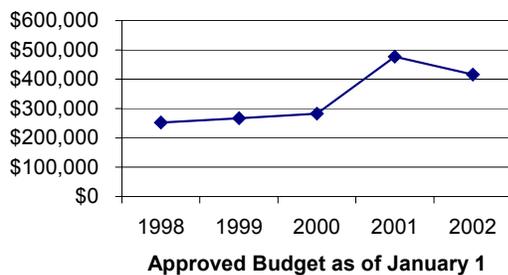
## MISSION

To develop, coordinate, and implement projects that are consistent with the Comprehensive and Strategic Plans; have community-wide impact; and encompass public and private interests for positive economic growth and community value.

## SERVICES

- Identify and develop projects that implement approved master plans
- Obtain project funding from public and private sources
- Form public/private partnerships for project implementation, where applicable
- Manage multi-jurisdictional projects where appropriate for the City to be in the lead
- Coordinate projects that have multi-group interest and participation
- Provide support to organizations that preserve and enhance urban environmental quality

## BUDGET HISTORY



## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$228,973	\$241,237	\$436,316	\$358,003
Operating	37,083	25,251	38,631	29,828
Capital Outlay	500	7,415	1,900	1,900
<b>Total</b>	<b>\$266,556</b>	<b>\$273,903</b>	<b>\$476,847</b>	<b>\$389,731</b>

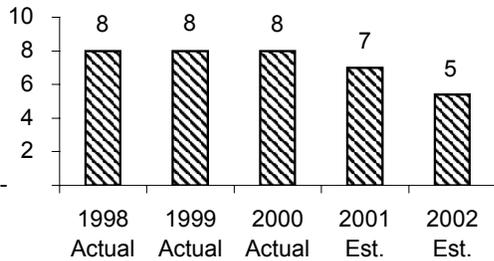
## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Senior Manager	1	1	1	1
Manager	1	1	1	1
Paraprofessional	1	1	1	1
<b>FTE Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
Special Positions	1	2	2	1

In 2001, the manager position acted as Unit Manager. One special position has been removed in 2002 because the funds previously used to fund two special positions (Urban Renewal Authority and the Business Development Revolving Loan Fund) are no longer available. The funding for one project manager position was transferred from the Comprehensive Planning Unit.

**PERFORMANCE INDICATORS**

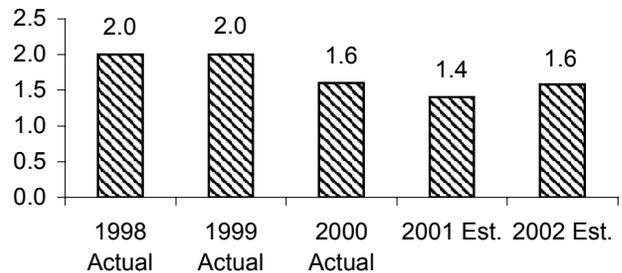
**# of Projects Managed**



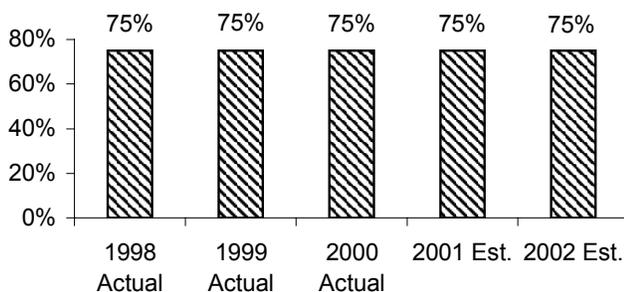
Five projects are projected to be managed in 2002. These include the Downtown Action Plan, Confluence Park, South Central Downtown Urban Renewal Project (Lowell), Southwest Downtown Redevelopment Project, and Pikes Peak Greenway. The reduction of anticipated projects is reflected in the removal of one special position.

Projects per FTE increase as a result of having one less special position. The work has been redistributed and assumed by the current staff.

**# of Projects Per FTE**



**Citizen Satisfaction ('99 & '00 - Downtown Projects Only)**



A survey was conducted in 1998 by the Urban Projects Unit and is the source of information for that year. Surveys were commissioned in 1999 and 2001 by the Office of Budget and Financial Analysis and conducted by Talmey-Drake Research and Strategy, Inc. The degree of satisfaction for the Years 2000 and 2002 are estimated based on these prior surveys.

## CHANGES TO THE BUDGET

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- An increase of \$15,152 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$7,943 for 2001 performance pay is removed.
- Onetime 2001 funding of \$158,830 for two special positions is removed and funding of \$75,000 for one of the positions is transferred in from the Comprehensive Planning / Land Use unit and \$375 from the Development Review unit. Of the \$75,000, \$9,715 is already in the wage package line item.
- Rent of \$1,000 is removed due to relocation to the City Administration Building.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$400.
- Funding of \$245 is included for Telecommunication charges.

## MAJOR OBJECTIVES

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### **OBJECTIVE – Issue Management.**

The City Manager assigns certain projects/issues, generally multi-jurisdictional in nature, to the Group Support Manager for coordination/management. Projects are anticipated to continue in 2002.

### **OBJECTIVE – Project Funding.**

Continuing to obtain project funding and partnerships from outside sources remains a priority. Staff expects to submit seven major grant proposals in 2002 to fund the continued implementation of existing projects.

### **OBJECTIVE – Confluence Park.**

Phased construction of the park and infrastructure for the redevelopment area will continue in 2002. Proposals will be solicited for the redevelopment of housing and office and retail sites adjacent to the park in accordance with the master plan. Negotiations regarding the redevelopment agreements and property sales will continue. The Unit will also coordinate park development with southwest downtown area development along with pursuing additional outside funding for phase one and phase two site elements.

### **OBJECTIVE – Southwest Downtown Redevelopment Project.**

Implementation of development plans for selected projects within the redevelopment area will continue in 2002. Staff will also provide project management services for publicly financed infrastructure improvements; analyze financing options and ownership

structures for a potential convention center; and coordinate with private developers, governmental agencies and special districts on the planning, design and maintenance of the area.

### **OBJECTIVE – Pikes Peak Greenway.**

2002 will see the continued implementation of the Pikes Peak Greenway Master Plan including the projects which were identified in the Great Outdoors Colorado (GOCO) Legacy Project grant. These projects consist of bridges, underpasses, habitat restoration and trail projects. Staff will also report grant expenditures for reimbursement requirements and develop grant requests to foundations, corporations and governmental agencies to implement future phases.

### **OBJECTIVE – Downtown Action Plan Business Improvement District (BID).**

The Unit will complete the streetscape at Platte Avenue and Tejon including four bump outs and related sidewalk treatment while continuing the implementation of the Downtown Action Plan (DAP).

### **OBJECTIVE – South Central Downtown Redevelopment Project.**

Staff will continue the contract administration for Lowell Development Partners and Housing Authority and work toward affordable housing in the area and monitor the completion of the Police Parking Facility.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
CITY PLANNING  
URBAN PROJECTS**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	252,112	327,713	354,640	290,623
51206 WAGE PKG-SALARIES	(608)	0	0	0
51207 WAGE PKG-PERFORMANCE	12,293	10,441	7,943	0
51220 SEASONAL/TEMPORARY	0	5,042	9,625	9,625
51230 SHIFT DIFFERENTIAL	1	0	0	0
51255 CONVERSION OF SICK LEAVE	0	0	3,300	3,300
51299 SALARIES REIMBURSEMENTS	(78,000)	(158,109)	0	0
51610 PERA	25,708	34,634	33,384	25,774
51615 WORKER'S COMPENSATION	647	969	816	850
51620 EQUITABLE LIFE INSURANCE	1,498	1,784	1,419	1,163
51625 VISION CARE	242	275	315	251
51640 DENTAL INSURANCE	836	1,086	1,600	1,360
51665 CASH BACK	645	1,218	0	0
51670 PARKING FOR EMPLOYEES	960	1,200	1,200	1,200
51690 MEDICARE	534	639	1,131	1,266
51695 CITY EPO MEDICAL PLAN	12,105	14,345	20,943	22,591
<b>SALARIES AND BENEFITS TOTALS</b>	<b>228,973</b>	<b>241,237</b>	<b>436,316</b>	<b>358,003</b>
52105 MISCELLANEOUS OPERATING	435	198	0	0
52110 OFFICE SUPPLIES	1,592	1,427	1,400	1,400
52120 SOFTWARE-MICRO/WORD PROCESS	197	158	300	1,560
52122 CELL PHONES EQUIP & SUPPLIES	0	0	1,450	250
52125 GENERAL SUPPLIES	221	208	290	640
52135 POSTAGE	133	80	440	440
52220 MAINT-OFFICE MACHINES	560	984	660	920
52265 MAINT-BUILDINGS & STRUCTURE	0	175	0	0
52405 ADVERTISING SERVICES	0	45	0	500
52431 CONSULTING SERVICES	0	0	6,589	0
52575 SERVICES	20,605	8,141	6,035	2,535
52605 CAR MILEAGE	1,212	2,150	2,350	2,325
52615 DUES & MEMBERSHIP	550	550	560	555
52625 MEETING EXPENSES IN TOWN	1,764	1,937	3,960	2,673
52630 TRAINING	0	0	800	0
52635 SCHOOLING	830	404	0	800
52645 SUBSCRIPTIONS	314	129	140	140
52655 TRAVEL OUT OF TOWN	1,305	2,633	1,825	923
52705 COMMUNICATIONS	694	1,266	8,187	10,858
52725 RENTAL OF PROPERTY	0	0	1,000	0
52735 TELEPHONE-LONG DIST CALLS	828	1,113	900	900
52775 MINOR EQUIPMENT	4,096	261	500	500
52874 OFFICE SERVICES PRINTING	1,747	3,392	1,245	1,910
<b>OPERATING TOTAL</b>	<b>37,083</b>	<b>25,251</b>	<b>38,631</b>	<b>29,828</b>
53010 OFFICE MACHINES	0	5,995	0	0
53020 MICROS/WORD PROCESSORS	500	1,420	1,900	1,900
<b>CAPITAL OUTLAY TOTAL</b>	<b>500</b>	<b>7,415</b>	<b>1,900</b>	<b>1,900</b>
<b>ORGANIZATIONAL TOTAL</b>	<b>266,556</b>	<b>273,903</b>	<b>476,847</b>	<b>389,731</b>

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# Facilities Management

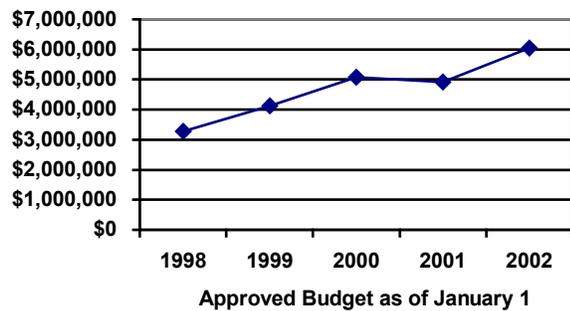


Thomas Monarco, Unit Manager • 404 W. Fontanero St., Colorado Springs, CO 80907 • (719) 385-6602 • tmonarco@ci.colospgrs.co.us

## 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).

## BUDGET HISTORY



## SERVICES

- Maintain records for all City-issued permits, keys, authorized entry lists, guard logs, and alarm records
- Oversee custodial and building services contracting and quality control
- Assist with hazardous materials identification
- 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
- 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

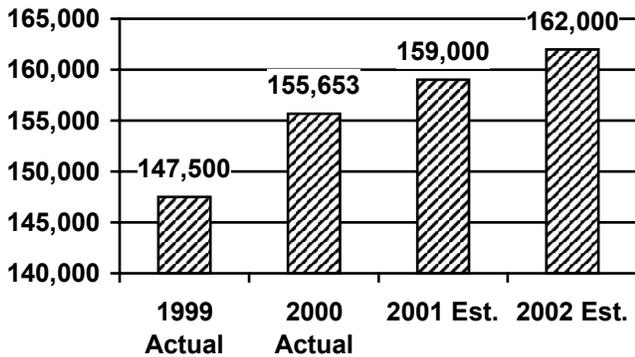
	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$ 946,594	\$1,061,930	\$1,203,141	\$1,288,817
Operating	390,091	323,305	378,487	1,251,701
Capital Outlay	132,309	853,971	7,890	7,890
<b>Sub Total</b>	<b>\$1,468,923</b>	<b>\$1,521,988</b>	<b>\$1,589,518</b>	<b>\$2,548,408</b>
Reimbursable Expenses	2,664,437	2,845,734	3,338,456	3,500,054
<b>Grand Total</b>	<b>\$4,133,431</b>	<b>\$5,084,940</b>	<b>\$4,927,974</b>	<b>\$6,048,462</b>

## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Manager	1	1	1	1
Supervisor	1	1	1	1
Professional	4	4	4	4
Paraprofessional	12	12	12	12
General	2	2	2	2
<b>FTE Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>

## PERFORMANCE INDICATORS

**# of Security Guard Hours**



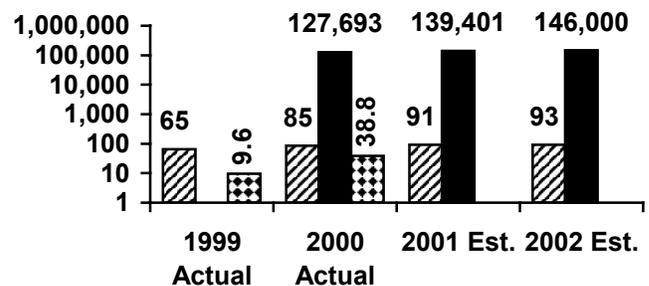
The number of security guard hours provided to City/CSU shows that each year there are more City/CSU sites that are taking responsible steps to provide a safe, secure workplace.

The International Facilities Management Association (IFMA) standards indicate large facility management departments outsource approximately 74 percent of their janitorial services. The City has made a concerted effort to outsource more than 90 percent of all janitorial services used at the various City/Utility facilities. This has had a very positive effect on the local economy. It has provided a significant boost to the success of small disadvantaged and minority businesses operating within the city. It has also saved the City large dollar investments in the purchase and maintenance of expensive, specialized cleaning equipment and the purchase and warehousing of janitorial supplies.

Employee efficiency by square foot IFMA reports that Facilities Management operations nationwide that are responsible for more than 1 million square feet employ an average of 1 FTE for each 35,000 square feet of facilities management responsibility. Colorado Springs Facilities Management employs 1 FTE for each 139,401 square foot of FM responsibility. Colorado Springs Facility Management is responsible for approximately 2,788,025 square feet, with a total staff of 20 FTE in 2001.

These amounts show the total dollar value of projects managed by Facilities Engineering. The dates apply to the actual start times of the projects. These projects are not "one-year" so, although not counted in the amounts shown, the project completion times are carried over. For 2001, major projects have not been finalized.

**Employee Efficiency/Productivity**



▨ % Janitorial Services Contracted Out  
 ■ Square Feet per Facilities FTE  
 ▩ \$ Value of Projects Managed (millions)

## CHANGES TO THE BUDGET

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- An increase of \$67,192 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$20,396 for 2001 performance pay is removed.
- Appropriation authority in the Passthrough Expenditures account has been increased by \$161,598 for projected increases in Citywide contracts for janitorial services, security and construction.
- An adjustment of \$13,842 in worker's compensation and in rent is added for 2002.
- The Old City Hall is a new building operations and maintenance area of responsibility for Facilities Management and funding of \$288,825 has been added in 2002. The expenditure is shown in the General Costs section.
- The City Administration Building (CAB) is now occupied 100 percent by City organizations. (Colorado Springs Utilities relocated during 2001). \$609,645 has been included in 2002 for CAB operations and maintenance.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$217.

## MAJOR OBJECTIVES

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

Completion of the Adaptive Re-Use of Old City Hall is scheduled for fourth quarter 2001 with occupancy early to mid November. Funds from the 2001 State Historical Fund Grant Award will be utilized for additional historic renovation through 2002.

### **OBJECTIVE – Reduce and prevent crime and 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 – Project management for the City of Colorado Springs and Utilities.**

Through project planning, architectural/engineering design, project design coordination, project management and other services, Facilities will assist other City/Utilities departments and units in budgeting for and implementing future improvements and projects. Final aspects of the CAB Backfill Project will be coordinated for 2002 so that the City can realize the savings generated from the vacated leased spaces.

### **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 – 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.

### **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 – Conduct Investment Grade Audit (IGA).**

The Investment Grade Audit (IGA) will identify specific energy and/or water projects, quantify related utility savings and operating cost savings and propose a detailed implementation plan. The implementation plan will analyze all City and CSU buildings for potential energy savings and to explore all avenues in reducing costs during times of rising energy costs and budget constraints.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**INTERNAL SERVICES FUND  
INTERNAL SUPPORT GROUP  
FACILITIES MANAGEMENT**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	676,268	734,237	902,395	949,519
51207 WAGE PKG-PERFORMANCE	31,437	22,800	20,396	0
51210 OVERTIME	21,621	9,697	11,470	12,437
51220 SEASONAL/TEMPORARY	3,474	63,806	35,464	56,311
51230 SHIFT DIFFERENTIAL	0	26	0	0
51235 STANDBY	25,132	28,066	32,680	34,828
51240 RETIREMENT/TERMINATION SICK	(7,139)	(5,236)	0	0
51245 RETIREMENT/TERM VACATION	10,841	5,907	0	0
51255 CONVERSION OF SICK LEAVE	0	0	1,010	1,010
51260 VACATION BUY	3,174	1,420	0	0
51299 SALARIES REIMBURSEMENTS	(1,055)	(2,904)	0	0
51610 PERA	74,835	83,815	83,871	87,753
51615 WORKER'S COMPENSATION	30,448	34,706	18,872	32,260
51620 EQUITABLE LIFE INSURANCE	2,893	3,060	3,664	3,853
51625 VISION CARE	963	866	1,298	1,298
51640 DENTAL INSURANCE	4,557	4,692	5,958	6,256
51655 RETIRED EMPLOYEE INS	5,975	7,873	17,118	17,548
51665 CASH BACK	13,708	12,743	0	0
51670 PARKING FOR EMPLOYEES	2,000	1,820	2,400	2,880
51690 MEDICARE	8,524	10,373	9,831	10,838
51695 CITY EPO MEDICAL PLAN	38,938	44,163	56,714	72,026
<b>TOTAL SALARY &amp; BENEFITS</b>	<b>946,594</b>	<b>1,061,930</b>	<b>1,203,141</b>	<b>1,288,817</b>
52105 MISCELLANEOUS OPERATING	372	1,275	0	0
52110 OFFICE SUPPLIES	7,403	7,823	5,238	6,661
52111 PAPER SUPPLIES	0	0	1,450	1,450
52115 MEDICAL SUPPLIES	167	210	320	320
52120 SOFTWARE-MICRO/WORD PROCESS	1,530	3,249	5,800	5,250
52122 CELL PHONE EQUIP/SUPPLIES	0	0	2,550	1,950
52125 GENERAL SUPPLIES	8,247	1,414	5,850	5,850
52135 POSTAGE	115	140	326	335
52140 WEARING APPAREL	837	1,553	2,330	2,280
52155 AUTOMOTIVE	0	24	50	50
52165 LICENSES & TAGS	200	10	2,350	2,350
52175 SIGNS	210	1,060	50	0
52190 JANITORIAL SUPPLIES	923	617	2,169	38,205
52210 MAINT-TREES	82	0	0	0
52215 MAINT-GROUNDS	0	0	2,000	5,200
52220 MAINT-OFFICE MACHINES	1,718	3,156	2,125	2,125
52225 MAINT-MICROS/WORD PROCESSOR	2,587	0	1,750	1,750
52230 MAINT-FURNITURE & FIXTURES	0	131	550	550
52250 MAINT-RADIOS	0	0	822	822
52255 MAINT-SIGNS	0	30	0	0
52265 MAINT-BUILDINGS & STRUCTURES	26,054	334	6,177	23,608
52305 MAINT-SOFTWARE	1,620	0	0	1,600
52405 ADVERTISING SERVICES	596	2,077	0	0
52410 BUILDING SECURITY	0	0	740	254,754
52435 GARBAGE REMOVAL SERVICES	0	0	0	5,403
52445 JANITORIAL SERVICES	0	0	7,224	176,824

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**INTERNAL SERVICES FUND  
INTERNAL SUPPORT GROUP  
FACILITIES MANAGEMENT**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
52450 LAUNDRY & CLEANING SERVICES	2,129	2,499	3,645	3,645
52565 PEST CONTROL	0	0	0	1,000
52575 SERVICES	104,250	48,606	8,985	137,632
52590 TEMPORARY EMPLOYMENT SERV	0	0	18,671	22,776
52605 CAR MILEAGE	2,471	1,816	1,200	1,338
52615 DUES & MEMBERSHIP	2,030	1,586	1,995	1,980
52625 MEETING EXPENSES IN TOWN	906	453	1,440	936
52630 TRAINING	0	0	13,535	12,700
52635 SCHOOLING	5,874	4,040	4,528	0
52645 SUBSCRIPTIONS	1,154	747	550	1,250
52655 TRAVEL OUT OF TOWN	422	19,226	4,300	1,017
52705 COMMUNICATIONS	36,885	24,357	37,920	49,191
52725 RENTAL OF PROPERTY	28,782	86,182	91,351	97,278
52735 TELEPHONE-LONG DIST CALLS	4,236	1,506	3,650	3,650
52745 UTILITIES	43,750	3,390	19,500	258,537
52755 COMMUNICATIONS-EQUIPMENT	16	0	0	0
52775 MINOR EQUIPMENT	6,853	8,993	7,935	7,935
52795 RENTAL OF EQUIPMENT	101	0	900	900
52805 ADMIN PRORATED CHARGES	71,568	70,848	75,077	78,831
52872 MAINT-FLEET VEHICLES/EQP	13,335	13,635	20,096	20,430
52874 OFFICE SERVICES PRINTING	2,256	1,318	2,469	2,469
52875 OFFICE SERVICES RECORDS	0	356	225	225
52876 PASSTHROUGH EXPENDITURES	2,603,370	2,797,193	3,231,956	3,393,554
52880 PURCHASES FOR RESALE	61,067	48,541	106,500	106,500
52970 ENVIRONMENTAL PROTECTION PGM	10,412	10,644	10,644	10,644
<b>TOTAL OPERATING EXPENSE</b>	<b>3,054,528</b>	<b>3,169,039</b>	<b>3,716,943</b>	<b>4,751,755</b>
53005 CAPITAL EXPEND FIXED ASSETS	0	717,218	0	0
53020 MICROS/WORD PROCESSORS	50,447	33,245	2,300	7,890
53030 FURNITURE & FIXTURES	0	2,815	1,000	0
53050 MACHINERY & APPARATUS	0	9,483	3,590	0
53070 VEHICLES-REPLACEMENT	2,185	0	0	0
53080 VEHICLES - ADDITIONS	79,677	91,210	0	0
53090 BUILDINGS & STRUCTURES	0	0	1,000	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>132,309</b>	<b>853,971</b>	<b>7,890</b>	<b>7,890</b>
<b>ORGANIZATION TOTAL</b>	<b>4,133,431</b>	<b>5,084,940</b>	<b>4,927,974</b>	<b>6,048,462</b>

# Fleet Management



Thomas Monarco, Unit Manager • 404 W. Fontanero St., Colorado Springs, CO 80907 • (719) 385-6602 • tmonarco@ci.colospgs.co.us

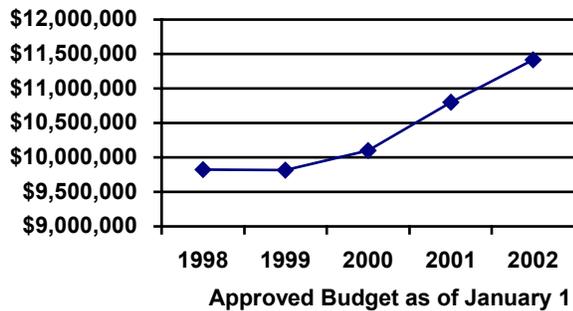
## MISSION

To deliver responsive support to meet the administrative, operating and maintenance requirements for the fleet of vehicles and equipment used by the City of Colorado Springs and Colorado Springs Utilities (CSU).

## SERVICES

- Comprehensive fleet administration
- Contracting and sublet work
- Fleet maintenance and repair
- Emergency response support
- Vehicle acquisition and disposal
- Alternative fuel vehicle programs
- Parts and supplies management
- Automotive engineering
- Fuel purchase, storage, and distribution
- Industrial waste recycling
- Regulatory compliance and reporting
- Service agreements and cost studies

## BUDGET HISTORY



## BUDGET SUMMARY

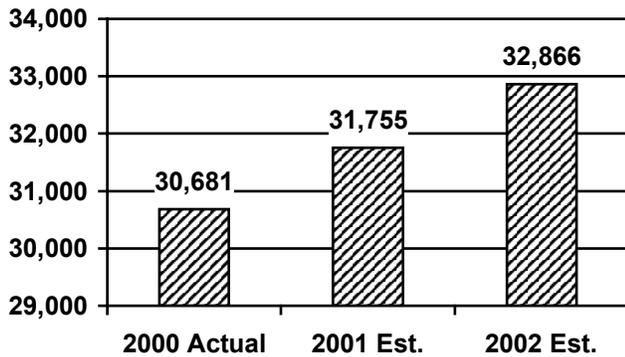
	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$3,715,542	\$ 3,989,689	\$ 4,139,531	\$ 4,310,021
Operating	5,876,085	6,893,942	6,520,735	6,986,137
Capital Outlay	208,462	47,972	140,840	121,208
<b>Total</b>	<b>\$9,800,089</b>	<b>\$10,931,603</b>	<b>\$10,801,106</b>	<b>\$11,417,366</b>

## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Manager	2	2	2	2
Supervisor	5	5	5	5
Professional	5	3	3	4
Paraprofessional	54	56	56	55
General	8	8	8	8
<b>FTE Total</b>	<b>74</b>	<b>74</b>	<b>74</b>	<b>74</b>
Special Positions	0	0	0	1

## PERFORMANCE INDICATORS

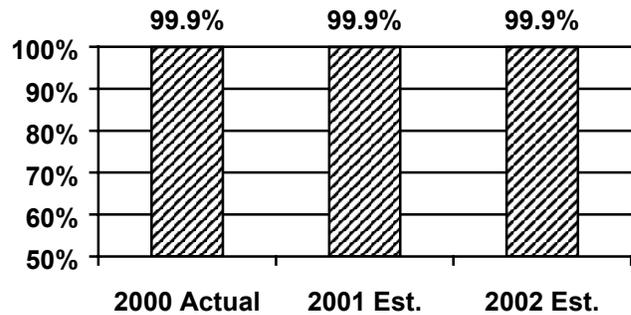
**# of Work Orders Completed**



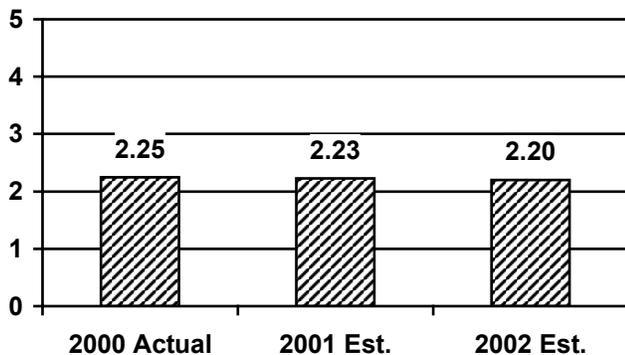
Presently, the City and CSU fleet consists of 3,825 pieces of motorized and non-motorized equipment. Over the past ten years, mechanic staffing has lagged the industry, and the ratio of units to mechanics has increased to 98:1 versus the national average of 55:1. In the timeframe 2001-2002, total fleet size is projected to grow to 3,978 units. Within this grouping, the City fleet is expected to increase by 78 to 2,040 equipment pieces. The overall net growth of 153 units will result in additional unscheduled and routine maintenance and work outputs. This metric is evaluated in the ICMA survey.

In 2000, Fleet performed 7,460 preventive maintenance evaluations and repairs, covering an average of 622 pieces of equipment each month. Scheduling to accommodate changes due to the customers' work requirement is effectively used to assure the equipment is evaluated within the time and mileage limits recommended by manufacturers. In addition to component routine maintenance, minor and major repairs are completed when found to maintain integrity of the fleet through early detection and corrections, and subsequent cost savings for the customer. Analysis of program efficiency is a part of the annual ICMA survey.

**% of Preventive Maintenance Completed on Schedule**



**Customer Satisfaction**



City and CSU customers annually evaluate Fleet's service delivery through a formal survey. Results are scored from Excellent (1) to No response (5). This local metric is used to set internal goals for enhancing performance levels and is reported to the ICMA as a statistical measurement used by national members in assessing unit service outcomes.

## CHANGES TO THE BUDGET

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- An increase of \$238,574 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$70,260 for 2001 performance pay is removed.
- Fuel costs for the vehicle fleet is increased in purchases for resale by \$200,000 for the City, and a matching \$200,000 is added for Colorado Springs Utilities.
- Funding of \$25,000 is included to cover increased utility costs.
- Fleet satellite facility machinery and apparatus is increased \$25,000.
- Federally mandated clean water act runoff fees are reduced by \$222.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$1,832.

## MAJOR OBJECTIVES

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### **OBJECTIVE – Deliver the full range of essential services to ensure a safe, reliable fleet.**

Fleet's output and efficiency are based on a direct partnership with City/CSU department end-user customers. We will continue to strengthen those interdependent relationships in the coming year by continual reviews of how our facilities are utilized and make improvements that enhance the operations, maintenance and inventory systems that create the ability to maximize service delivery. This budget will provide the shop equipment, supplies and safety management to meet this objective.

### **OBJECTIVE – Support the organization's workforce enabling process.**

Attaining high levels of employee production is an empowerment process supported by education and special training. Our hiring practice consists of a team interview and selection process followed by the preparation of technicians to achieve their best output. The focus is to provide clear opportunities for personal and professional development in the fleet operations industry. This results-oriented approach emphasizes performance and skills-based evaluation processes that include instruction, formal testing, manufacturer in-service training and applications to advance the certification levels of our technicians. The budget will support a continuous learning environment with direct accountability as a key element in organizational development. Funding permits meeting the objective of enhanced customer benefit.

### **OBJECTIVE – Fully utilize information technology to help maintain a competitive cost of service.**

The Fleet Management Information System tracks all maintenance actions and costs for City and CSU. As a

means to improve our repair turnaround times and efficiencies, updating our electronic diagnostic equipment and maintenance accessories will assist in reducing downtime; improving internal controls; faster repairs and return of units to service, and enhanced cost-managed savings. We intend to extend access to the information system to those departmental groups served to provide them with direct user communications, the ability to review all maintenance details, and to provide full cost-based histories pertinent to their equipment. The budget provides the resources necessary to achieve this objective.

### **OBJECTIVE – Fully comply with local, State, and federal regulatory requirements.**

Fleet management is an operation heavily regulated by federal and State oversight agencies. As such, their mandates require that Fleet personnel be resident experts in all areas of regulatory issues specific to vehicle operations, equipment maintenance and hazardous materials handling. Equipment, supplies, contracts, services and local training necessary to meet these requirements are included in the budget. Compliance with the statutes is a process demanding precise and continual management of equipment assets, employee training, documentation of unit actions and extensive reporting to local, State and federal agencies. The monitoring of regulatory specifics and application of their requirements in our local maintenance will assure Department of Transportation directives are met for every City and CSU vehicle. We will also participate in the allowed comments period for reviewing proposed legislation that might affect Fleet operations. This budget provides the funding needed to meet these directives.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**INTERNAL SERVICES FUND  
INTERNAL SUPPORT GROUP  
FLEET MANAGEMENT**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	2,584,477	2,736,199	3,136,629	3,302,300
51207 WAGE PKG-PERFORMANCE	110,534	87,351	70,260	0
51210 OVERTIME	84,043	135,835	75,200	76,650
51220 SEASONAL/TEMPORARY	37,470	55,057	15,000	0
51230 SHIFT DIFFERENTIAL	15,119	14,157	17,000	17,000
51235 STANDBY	36,234	37,271	33,574	35,100
51240 RETIREMENT/TERMINATION SICK	8,935	39,447	0	0
51245 RETIREMENT/TERM VACATION	45,565	21,295	0	0
51250 SPECIAL ASSIGNMENT PAY	3,374	836	2,816	816
51255 CONVERSION OF SICK LEAVE	15,523	14,804	0	0
51260 VACATION BUY	2,618	2,738	0	0
51299 SALARIES REIMBURSEMENTS	(1,409)	(4,546)	0	0
51610 PERA	282,401	300,020	304,984	311,418
51615 WORKER'S COMPENSATION	192,149	216,072	118,216	122,554
51620 EQUITABLE LIFE INSURANCE	10,548	11,136	12,641	13,238
51625 VISION CARE	3,921	3,689	4,801	4,801
51635 CITY MAJOR MEDICAL PLAN	0	549	1,968	1,968
51640 DENTAL INSURANCE	18,931	20,796	24,340	25,558
51655 RETIRED EMP MEDICAL INS	30,935	16,221	16,370	16,370
51665 CASH BACK	7,640	24,532	0	0
51670 PARKING FOR EMPLOYEES	880	960	960	960
51690 MEDICARE	23,682	27,067	29,949	31,732
51695 CITY EPO MEDICAL PLAN	201,972	228,203	274,823	349,556
<b>TOTAL SALARY &amp; BENEFITS</b>	<b>3,715,542</b>	<b>3,989,689</b>	<b>4,139,531</b>	<b>4,310,021</b>
52110 OFFICE SUPPLIES	10,664	9,019	12,750	14,590
52115 MEDICAL SUPPLIES	21	405	850	750
52120 SOFTWARE-MICRO/WORD PROCESS	7,185	5,856	1,550	1,590
52125 GENERAL SUPPLIES	687	4,555	6,670	5,965
52135 POSTAGE	310	255	250	250
52140 WEARING APPAREL	7,759	9,668	9,990	9,110
52145 PAINT & CHEMICAL	(3)	0	0	0
52155 AUTOMOTIVE	5,168	2,353	5,620	4,270
52165 LICENSES & TAGS	1,527	615	2,700	1,800
52175 SIGNS	329	1,148	200	200
52190 JANITORIAL SUPPLIES	8,872	11,272	0	960
52195 ENVIRONMENTAL SUPPLIES	1,996	2,853	4,250	4,770
52220 MAINT-OFFICE MACHINES	293	556	1,800	900
52225 MAINT-MICROS/WORD PROCESSOR	16,830	126	0	0
52235 MAINT-MACHINERY & APPARATUS	30,752	34,720	23,400	23,625
52250 MAINT-RADIO ALLOCATION	16,716	13,104	11,505	12,445
52265 MAINT-BUILDINGS & STRUCTURE	957	209	1,800	3,140
52305 MAINT-SOFTWARE	8,788	6,450	0	0
52405 ADVERTISING SERVICES	3,262	6,113	0	0
52450 LAUNDRY & CLEANING SERVICES	0	0	7,730	0
52575 SERVICES	193,897	135,348	156,956	162,533
52605 CAR MILEAGE	13	0	0	0
52615 DUES & MEMBERSHIP	823	1,733	2,760	1,785
52625 MEETING EXPENSES IN TOWN	4,559	4,340	3,840	1,615

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**INTERNAL SERVICES FUND  
INTERNAL SUPPORT GROUP  
FLEET MANAGEMENT**

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
52630 TRAINING	0	0	0	35,875
52635 SCHOOLING	31,924	32,339	35,729	3,000
52645 SUBSCRIPTIONS	1,077	750	1,750	1,672
52655 TRAVEL OUT OF TOWN	11,494	9,997	17,730	14,868
52705 COMMUNICATIONS	60,004	71,633	72,770	87,351
52725 RENTAL OF PROPERTY	211,970	233,167	247,158	247,158
52735 TELEPHONE-LONG DIST CALLS	3,108	1,896	2,600	2,245
52740 GENERAL INSURANCE-CITY	0	0	4,190	4,240
52745 UTILITIES	34,173	37,707	53,405	81,674
52775 MINOR EQUIPMENT	56,474	56,698	60,705	59,820
52795 RENTAL OF EQUIPMENT	18,986	30,991	17,835	18,435
52805 ADMIN PRORATED CHARGES	183,792	183,396	192,572	202,201
52872 MAINT-FLEET VEHICLES/EQP	148,637	187,014	127,700	145,800
52874 OFFICE SERVICES PRINTING	2,118	2,289	2,055	1,935
52876 PASS THROUGH EXPENDITURES	30,955	35,513	39,000	36,000
52880 PURCHASES FOR RESALE	4,695,204	5,693,650	0	0
52881 PURCHASES FOR RESALE-FUEL	0	0	1,937,310	2,267,310
52882 PURCHASES FOR RESALE-COMM	0	0	680,000	680,000
52883 PURCH FOR RESALE-NONSTOCK	0	0	1,690,850	1,740,850
52884 PURCHASES FOR RESALE-STOCK	0	0	1,016,550	1,039,200
52970 ENVIRONMENTAL PROTECTION PGM	64,764	66,204	66,205	66,205
<b>TOTAL OPERATING EXPENSE</b>	<b>5,876,085</b>	<b>6,893,942</b>	<b>6,520,735</b>	<b>6,986,137</b>
53020 MICROS/WORD PROCESSORS	88,088	7,110	24,960	26,900
53030 FURNITURE & FIXTURES	13,893	546	5,500	1,550
53050 MACHINERY & APPARATUS	52,465	40,316	81,359	85,758
53070 VEHICLES-REPLACEMENT	4,016	0	19,685	0
53090 BUILDINGS & STRUCTURES	50,000	0	9,336	7,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>208,462</b>	<b>47,972</b>	<b>140,840</b>	<b>121,208</b>
<b>ORGANIZATION TOTAL</b>	<b>9,800,089</b>	<b>10,931,603</b>	<b>10,801,106</b>	<b>11,417,366</b>

# Office of Information Technology

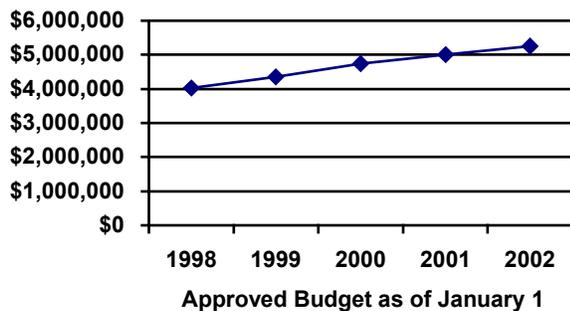


Charles Doolittle, Chief Information Officer • 30 S. Nevada Ave., Colorado Springs, CO 80903 • (719) 385-5459 • cdoolittle@ci.colospgs.co.us

## 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 innovations program support.

## BUDGET HISTORY



## SERVICES

- Develop and maintain Internet/Intranet systems including the City's new eGovernment web site on the Internet.
- Develop and maintain City's ERP system (financial, human resources, payroll) and other enterprise computing systems.
- Administration of the City's IT strategic plan and coordination of Citywide IT issues.
- Management and administration of the Internal Support Services Group and administration of the City's cable franchise agreements.
- Support and maintain virus protection products.
- Support and design of telephone system, telecommunications network, and long distance services.
- 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.
- Business systems and eGovernment program analysis.
- Coordination of innovative City programs and interaction with the Innovation Groups.

## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$2,025,391	\$2,352,280	\$2,773,105	\$2,899,650
Operating	516,629	469,054	1,464,726	1,608,869
Capital Outlay	(4,037)	88,864	194,545	163,612
<b>Net Total</b>	<b>\$2,537,983</b>	<b>\$2,910,198</b>	<b>\$4,432,376</b>	<b>\$4,672,131</b>
Reimbursable Expenses	1,371,968	1,355,629	576,309	576,309
<b>Grand Total</b>	<b>\$3,909,951</b>	<b>\$4,265,827</b>	<b>\$5,008,685</b>	<b>\$5,248,440</b>

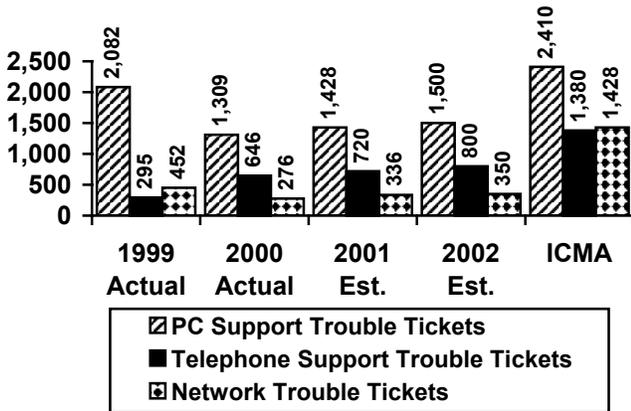
## PERSONNEL

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	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
<b>Classification</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
Senior Manager	2	2	2	2
Manager	4	2	2	1
Supervisor	1	3	3	5
Professional	23	22	25	24
Paraprofessional	1	3	2	3
General	2	0	0	0
<b>FTE Total</b>	<b>33</b>	<b>32</b>	<b>34</b>	<b>35</b>
Special Positions	8	4	0	1

**PERFORMANCE INDICATORS**

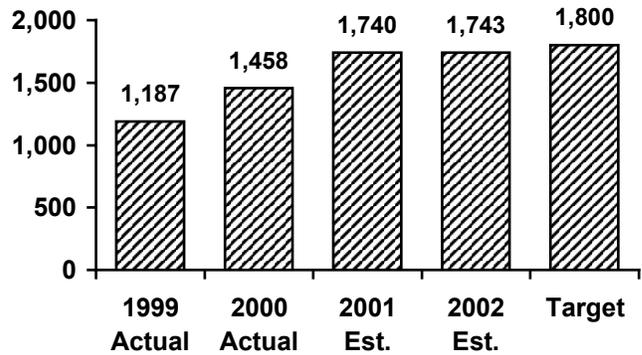
**Resolved Service Tickets**



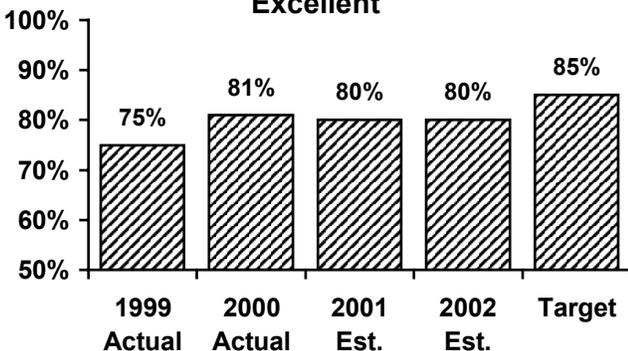
Trouble tickets for PC support, telephones, and network problems are a common measure of workload for IT departments. While the workload shown in this graph keeps our help desk and support staff busy, the ICMA benchmark survey indicates that comparably sized jurisdictions have far more trouble tickets in all three categories than does Colorado Springs. This suggests that the City organization operates with fewer problems than the average ICMA jurisdiction.

One measure that gauges the efficiency with which information technology resources are applied is a ratio of central IT budget dollars to full-time equivalent employee. Generally speaking, the lower the amount of dollars per FTE, the more efficient the operation. Colorado Springs is considerably lower than the ICMA survey benchmark of \$2,928.

**Central IT Expenditures per IT Employee**



**% of Survey Respondents Ranking Overall IT Services as "Good" or "Excellent"**



Customer service rating is one of the more meaningful outcome indicators for IT effectiveness. From the results of an annual customer service survey conducted for all internal services, Information Technology compares very favorably to survey results reported by other jurisdictions in the ICMA benchmark project (72 percent).

## CHANGES TO THE BUDGET

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- An increase of \$188,024 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- One time funding of \$49,076 for 2001 performance pay is removed.
- The IS Supervisor position for CJIS (Criminal Justice Information System) has been transferred from CSPD to IT as a regular FTE for 2002. Funds to support this FTE are provided by a reallocation from other IT unit accounts.
- Due to relocation to the City Administration Building (CAB), funds were moved from the Rental of Property account into the Admin Prorated Charges account. A slight increase in the charges and restoring the charges for rent to the 2000 level, results in an increase of \$59,128 in the account.
- IT's telecommunications and computer support operation has shifted to a system in which expenses are charged out to groups and units on a "per port" basis. Budget funds for these expenses now appear within group and unit program budgets. This business-like approach allows units throughout the City to better manage their telecommunications costs. For 2002, revenue and expenses for telecommunications have increased by \$42,997 due to increases in the number of data and telephone port connections required by the groups and units.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$1,318.

## MAJOR OBJECTIVES

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### **OBJECTIVE – Deploy and maintain the City's eGovernment service solutions.**

The Office of Information Technology will continue to develop its recently deployed eGovernment web site supporting improved access to information, interactive communications, and business transactions. IT will also undertake a project to improve the City's Intranet to expand its use as an employee portal.

### **OBJECTIVE – Maintain the City's ERP computing systems to support financial, human resources, and payroll operations.**

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 2002, Information Technology will complete an upgrade to a fully browser-based system, implement self-service applications, and implement the PeopleSoft budget module. IT staff will also maintain software tax updates and other ongoing maintenance requirements.

### **OBJECTIVE – Provide telecommunications, network and Internet services to City employees and facilitate communications with citizens.**

The Office of Information Technology (IT) manages the City's network, Internet access and its primary telephone services. IT provides design, implementation and maintenance of local area network, metropolitan area network, Internet access and e-mail services for all City

groups and units as well as secure connections to State and County agencies. IT also provides design, implementation and maintenance of telephone services and voice mail for users of the City's primary PBX system. IT designs, implements and manages leased telecommunication services for City units and provides 7 x 24 monitoring and trouble resolution for network and PBX services. Finally, IT supports the City's Constituent Relationship Management (CRM) system and the Citywire e-mail listserver.

### **OBJECTIVE – Provide computer support services to City employees and support initiatives that facilitate communications with citizens.**

The Office of Information Technology serves as the primary technical support for most City computer users. Technical assistance and a single contact point are provided through the Help Desk. Phone calls from citizens are handled and forwarded to the proper department by the 385-City switchboard. The City's Help Desk is also responsible for IVR system updates for projects such as the East/West Mobility Study project.

### **OBJECTIVE – Support and evaluate innovative products and programs.**

Serve as the City's primary contact with the Innovation Groups (IG) to promote innovative product and service opportunities. Support the activities of the Citizens Committee on Competitiveness in City Government.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**INTERNAL SERVICES FUND  
INTERNAL SUPPORT GROUP  
OFFICE OF INFORMATION TECHNOLOGY**

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
51205 CIVILIAN SALARIES	1,610,412	1,891,220	2,190,863	2,327,057
51207 WAGE PKG-PERFORMANCE	57,961	55,524	49,076	0
51210 OVERTIME	11,648	3,090	1,482	0
51215 ACHIEVEMENT AWARD	4,000	0	0	0
51220 SEASONAL/TEMPORARY	27,484	42,233	74,760	72,630
51235 STANDBY	41,298	10,890	19,049	10,698
51240 RETIREMENT/TERMINATION SICK	12,316	24,055	0	0
51245 RETIREMENT/TERM VACATION	36,469	26,540	0	500
51255 CONVERSION OF SICK LEAVE	9,745	13,453	14,500	12,600
51260 VACATION BUY	4,310	3,101	0	0
51299 SALARIES REIMBURSEMENTS	(93,641)	(71,927)	0	0
51610 PERA	173,697	202,803	225,514	233,566
51615 WORKER'S COMPENSATION	6,410	7,436	6,763	9,486
51620 EQUITABLE LIFE INSURANCE	6,722	8,275	8,226	8,770
51625 VISION CARE	1,823	1,754	2,111	2,111
51640 DENTAL INSURANCE	8,546	9,532	10,695	11,230
51655 RETIRED EMP MEDICAL INS	0	503	3,269	3,269
51665 CASH BACK	8,213	7,964	0	0
51670 PARKING FOR EMPLOYEES	3,136	3,360	5,040	6,000
51690 MEDICARE	14,841	19,107	21,097	23,094
51695 CITY EPO MEDICAL PLAN	80,001	93,367	140,660	178,639
<b>TOTAL SALARY &amp; BENEFITS</b>	<b>2,025,391</b>	<b>2,352,280</b>	<b>2,773,105</b>	<b>2,899,650</b>
52105 MISCELLANEOUS OPERATING	4,606	4,310	0	0
52110 OFFICE SUPPLIES	7,187	7,259	4,950	7,150
52111 PAPER SUPPLIES	0	0	750	600
52120 SOFTWARE-MICRO/WORD PROCESS	2,048	6,492	12,740	11,220
52125 GENERAL SUPPLIES	8,207	6,404	5,925	5,825
52135 POSTAGE	346	489	759	683
52140 WEARING APPAREL	77	0	0	0
52220 MAINT-OFFICE MACHINES	4,321	4,253	3,015	3,015
52225 MAINT-MICROS/WORD PROCESSOR	2,200	145	53,633	18,722
52235 MAINT-MACHINERY & APPARATUS	0	40	3,000	0
52250 MAINT-RADIOS-ALLOCATION	167	0	166	100
52265 MAINT-BUILDINGS & STRUCTURE	1,290	1,045	1,300	1,300
52282 MAINT-DATA COMMUNICATION	0	0	180,542	197,542
52305 MAINT-SOFTWARE	0	4,956	3,300	0
52405 ADVERTISING SERVICES	4,239	799	23,182	20,432
52418 COMPUTER SERVICES	0	105	0	0
52423 TELECOMM SERVICES	0	0	535,400	591,900
52431 CONSULTING SERVICES	0	0	36,600	21,600
52575 SERVICES	54,018	51,235	37,000	47,341
52605 CAR MILEAGE	329	264	1,750	1,650
52615 DUES & MEMBERSHIP	1,179	946	4,625	4,900
52625 MEETING EXPENSES IN TOWN	3,437	3,134	2,000	1,282
52630 TRAINING	0	0	13,600	22,700
52635 SCHOOLING	14,069	19,086	32,200	7,500
52645 SUBSCRIPTIONS	2,823	2,544	1,250	1,050
52655 TRAVEL OUT OF TOWN	10,992	20,550	13,750	10,575

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**INTERNAL SERVICES FUND  
INTERNAL SUPPORT GROUP  
OFFICE OF INFORMATION TECHNOLOGY**

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
52705 COMMUNICATIONS	93,338	40,159	109,541	96,318
52725 RENTAL OF PROPERTY	175,060	178,573	123,863	72,000
52735 TELEPHONE-LONG DIST CALLS	3,905	2,591	2,625	1,625
52745 UTILITIES	22,395	24,141	22,639	22,600
52765 EQUIP LEASE/PURCHASE	0	0	139,610	160,000
52775 MINOR EQUIPMENT	3,852	3,067	1,194	0
52795 RENTAL OF EQUIPMENT	1,094	1,193	0	0
52805 ADMIN PRORATED CHARGES	84,996	80,952	84,998	195,989
52840 TELECOMM PASSTHRU PROJECTS	0	0	0	483,309
52841 DP HARDWARE & OTHER	1,797	0	0	0
52872 MAINT-FLEET VEHICLES/EQP	2,045	2,267	1,819	1,500
52874 OFFICE SERVICES PRINTING	3,987	1,653	7,000	1,000
52875 OFFICE SERVICES RECORDS	0	402	0	500
52893 RENTAL OF FLEET VEHICLES	0	0	0	250
52917 TELECOMM PASSTHROUGH	0	789,000	0	0
52921 TELECOMM PASSTHROUGH	0	385,927	0	80,000
52923 TELECOMM PASSTHROUGH	0	88,672	0	0
52925 TELECOMM PASSTHROUGH	1,371,968	0	576,309	0
52927 TEL/COM PASSTHRU-LONG DIST	0	92,030	0	93,000
65160 RECRUITMENT	2,625	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>1,888,597</b>	<b>1,824,683</b>	<b>2,041,035</b>	<b>2,185,178</b>
53020 MICROS/WORD PROCESSORS	(3,010)	88,334	73,334	67,800
53030 FURNITURE & FIXTURES	0	0	2,812	3,312
53050 MACHINERY & APPARATUS	(1,027)	530	94,899	92,500
53070 VEHICLES-REPLACEMENT	0	0	23,500	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>(4,037)</b>	<b>88,864</b>	<b>194,545</b>	<b>163,612</b>
<b>ORGANIZATION TOTAL</b>	<b>3,909,951</b>	<b>4,265,827</b>	<b>5,008,685</b>	<b>5,248,440</b>

# Office Services

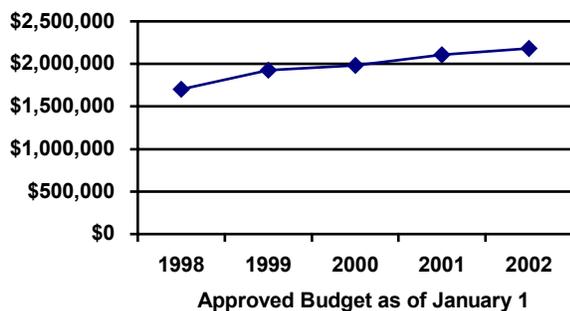


Ken Baker, Unit Manager • 30 South Nevada Avenue, Colorado Springs, CO 80903 • (719) 385-5011 • kbaker@ci.colospgs.co.us

## MISSION

To support and enhance the City organization through the timely and cost-effective delivery of quality printing, mail processing, and records management services.

## MISSION



## SERVICES

- Offset printing and on-demand quick copy reproduction
- Processing and dispatch of outgoing City and Utilities business mail
- Desktop publishing, typesetting, and design services
- Inactive and semi-active records storage and retrieval services
- Maintain City's library of web-based forms and documents
- Management of out-source printing, records, and mail contracts
- Delivery of incoming postal and interoffice mail to City and Utilities departments
- Home Delivery of City Council agendas and Friday reports

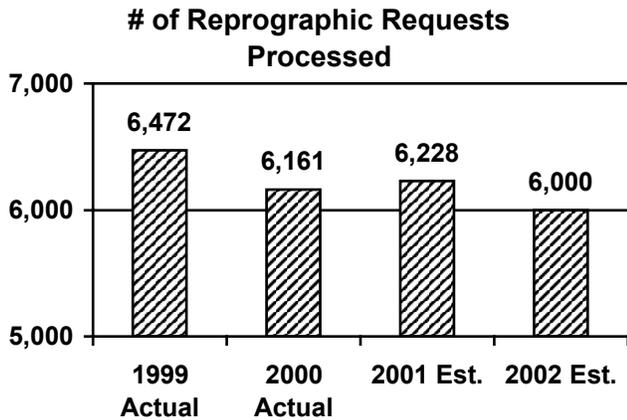
## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$ 661,238	\$ 693,948	\$ 777,536	\$ 822,569
Operating	223,877	307,963	314,794	341,189
Capital Outlay	27,789	0	0	25,500
<b>Sub Total</b>	<b>\$ 912,904</b>	<b>\$1,023,308</b>	<b>\$1,092,330</b>	<b>\$1,189,258</b>
Reimbursable Expenses	1,014,167	984,064	1,018,000	993,000
<b>Grand Total</b>	<b>\$1,927,071</b>	<b>\$2,007,372</b>	<b>\$2,110,330</b>	<b>\$2,182,258</b>

## PERSONNEL

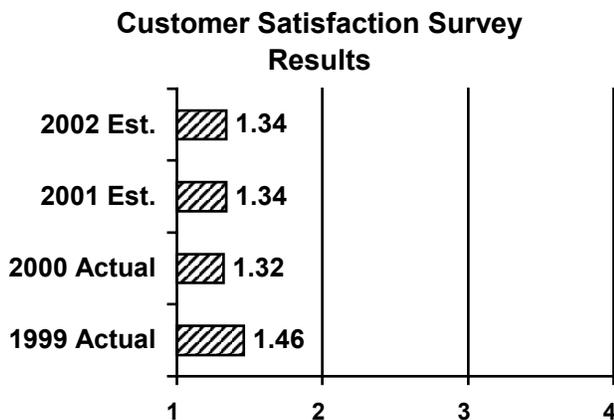
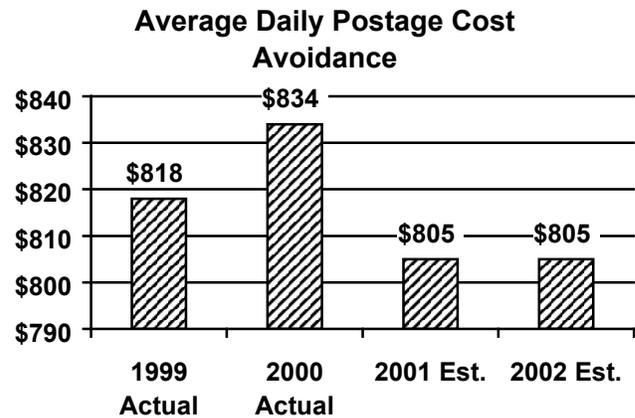
	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Senior Manager	1	1	1	1
Supervisor	2	1	1	2
General	13	14	14	13
<b>FTE Total</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>

**PERFORMANCE INDICATORS**



Office Services will continue to service approximately 6,000 reprographic tickets. A slight decrease in tickets processed continues to be offset by the growth of “Print-on-Demand,” the Office Services Bookstore, and the Forms and Document Center.

Postage cost avoidance is measured by comparing actual postage spent on discount pieces with full-rate postage for the same number of pieces. An average day’s output is approximately 10,000 pieces. This measure indicates the daily amount of postage avoided by qualifying mail for US Postal Service discount programs.



Office Services participates in the Internal Support Group’s annual customer satisfaction survey, which is distributed to more than 600 City and Utilities customers. The survey measures the quality, timeliness, and customer satisfaction with a unit’s work and customer service, on a 4-to-1 scale (1 being the highest possible score). With its emphasis on customer satisfaction, Office Services will strive to continue its record of high scores on this survey.

## CHANGES TO THE BUDGET

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- An increase of \$60,405 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$13,371 for 2001 performance pay is removed.
- Onetime vehicle replacement funding of \$25,500 is added.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$605.

## MAJOR OBJECTIVES

---

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

- Office Services has accepted the responsibility for maintaining the library for the City's newly implemented Forms and Document Center, which enables citizens and employees to view or download a wide variety of City forms and documents by accessing the City's Internet and Intranet websites.
- The Office Services Bookstore electronically stores widely used City documents to be printed as needed and sold to the public, eliminating the cost of storing hard-copy documents subject to revision. Direct sale of documents and publications by Office Services releases organizational units from accounting and money-handling responsibilities, and enables citizens and contractors to purchase various City publications from only one source.

### **OBJECTIVE – Enhance the public's perception of the City organization through the production of professional printed materials.**

Services provided to fulfill this objective include: job consultation, design, and set-up; offset press and quick-copy reproduction; and bindery and finishing work. Office Services' goal is to provide a one-stop experience

for its internal customers. Most work is completed in-house; however, jobs which exceed Office Services' time or equipment limitations may be outsourced to private printing companies.

### **OBJECTIVE – Ensure the timely distribution of written communication between City government and its citizens, and among the 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 U. S. Postal Service at the end of each day.

### **OBJECTIVE – Manage an inactive records control service to ensure the proper retention and disposition of City records.**

This objective will be achieved in 2002 with a staff of 1.5 FTE, administering a records storage and service contract negotiated with a private storage vendor. In 2002, Office Services will be in the third year of a five-year contract with DocuVault, LLC, for storage, reference, and destruction services. City organizational units will be charged back for services received.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**INTERNAL SERVICES FUND  
INTERNAL SUPPORT GROUP  
OFFICE SERVICES**

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
51205 CIVILIAN SALARIES	482,474	523,828	596,937	644,892
51207 WAGE PKG-PERFORMANCE	19,506	15,882	13,371	0
51210 OVERTIME	24,707	22,023	21,000	10,000
51215 ACHIEVEMENT AWARD	1,000	0	0	0
51240 RETIREMENT/TERMINATION SICK	6,655	5,371	0	0
51245 RETIREMENT/TERM VACATION	4,734	4,326	0	0
51250 SPECIAL ASSIGNMENT PAY	656	223	0	0
51255 CONVERSION OF SICK LEAVE	2,899	1,821	0	0
51260 VACATION BUY	1,264	924	0	0
51265 GRIP PROGRAM	4,777	0	0	0
51299 SALARIES REIMBURSEMENTS	(6,420)	(2,610)	0	0
51610 PERA	51,161	53,541	56,609	59,100
51615 WORKER'S COMPENSATION	8,233	6,958	6,953	7,732
51620 EQUITABLE LIFE INSURANCE	1,824	2,012	2,378	2,534
51625 VISION CARE	880	819	1,008	1,008
51640 DENTAL INSURANCE	4,056	4,346	5,121	5,377
51665 CASH BACK	1,704	1,455	0	0
51670 PARKING FOR EMPLOYEES	3,140	3,380	4,080	4,080
51690 MEDICARE	4,642	5,273	6,438	7,022
51695 CITY EPO MEDICAL PLAN	43,346	44,376	63,641	80,824
<b>TOTAL SALARY &amp; BENEFITS</b>	<b>661,238</b>	<b>693,948</b>	<b>777,536</b>	<b>822,569</b>
52110 OFFICE SUPPLIES	4,519	2,824	4,000	3,500
52115 MEDICAL SUPPLIES	44	72	200	200
52120 SOFTWARE-MICRO/WORD PROCESS	55	9,861	4,100	4,000
52125 GENERAL SUPPLIES	2,861	3,484	3,860	3,500
52135 POSTAGE	(206)	0	100	99
52160 FUEL	763	1,415	0	0
52220 MAINT-OFFICE MACHINES	16,639	49,464	12,000	10,000
52225 MAINT-MICROS/WORD PROCESSOR	2,256	350	1,500	1,000
52235 MAINT-MACHINERY & APPARATUS	0	1,658	0	0
52265 MAINT-BUILDINGS & STRUCTURE	2,797	0	0	0
52575 SERVICES	74,501	49,027	43,000	44,000
52605 CAR MILEAGE	0	60	600	500
52615 DUES & MEMBERSHIP	1,890	2,430	2,125	1,850
52625 MEETING EXPENSES IN TOWN	1,861	1,539	1,000	675
52635 SCHOOLING	5,288	7,494	4,000	5,000
52645 SUBSCRIPTIONS	1,158	974	1,050	1,000
52655 TRAVEL OUT OF TOWN	5,836	3,910	6,000	4,770
52705 COMMUNICATIONS	15,524	16,948	26,211	26,500
52735 TELEPHONE-LONG DIST CALLS	144	251	150	150
52765 EQUIPMENT LEASE	(6,139)	42,995	100,000	125,000
52775 MINOR EQUIPMENT	490	7,834	2,000	2,000
52795 RENTAL OF EQUIPMENT	19,257	22,506	24,200	24,000
52805 ADMIN PRORATED CHARGES	64,307	67,524	70,898	74,445
52872 MAINT-FLEET VEHICLES/EQP	8,361	15,133	7,800	9,000
52874 OFFICE SERVICES PRINTING	1,471	110	0	0
52876 PASSTHROUGH EXPENDITURES	440,001	355,609	423,000	423,000

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**INTERNAL SERVICES FUND  
INTERNAL SUPPORT GROUP  
OFFICE SERVICES**

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
52880 PURCHASES FOR RESALE	574,166	628,455	595,000	570,000
65352 EMPLOYEE AWARDS PROGRAM	200	100	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>1,238,044</b>	<b>1,292,027</b>	<b>1,332,794</b>	<b>1,334,189</b>
53005 CAPITAL EXPEND FIXED ASSET	0	1,698	0	0
53010 OFFICE MACHINES	21,745	790	0	0
53020 MICROS/WORD PROCESSORS	2,714	16,426	0	0
53030 FURNITURE & FIXTURES	3,330	2,483	0	0
53070 VEHICLES-REPLACEMENT	0	0	0	25,500
<b>TOTAL CAPITAL OUTLAY</b>	<b>27,789</b>	<b>21,397</b>	<b>0</b>	<b>25,500</b>
<b>TOTAL ORGANIZATION</b>	<b>1,927,071</b>	<b>2,007,372</b>	<b>2,110,330</b>	<b>2,182,258</b>

# Radio Communications



Randy Bell, Unit Manager • 404 West Fontanero Street, Colorado Springs, CO 80907 • (719) 636-5347 • rbell@ci.colospgs.co.us

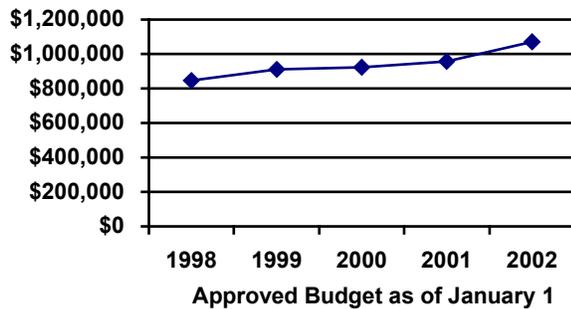
## MISSION

To provide the best possible technical and engineering support for wireless data and voice communication networks for public safety and public service agencies.

## SERVICES

- Design wireless networks/equipment
- Purchase wireless networks/equipment
- Interface between cellular providers and City customers
- Install wireless networks/equipment
- Provide critical paging services
- Maintain wireless networks/equipment
- Repair wireless network/equipment
- Ensure compliance with FCC rules and regulations

## BUDGET HISTORY



## BUDGET SUMMARY

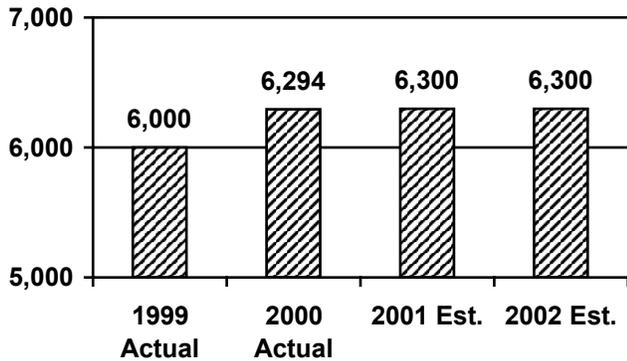
	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$416,346	\$458,102	\$656,093	\$ 675,141
Operating	422,280	314,032	282,584	375,086
Capital Outlay	47,286	74,311	19,500	19,500
<b>Total</b>	<b>\$885,912</b>	<b>\$846,445</b>	<b>\$958,177</b>	<b>\$1,069,726</b>

## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Manager	1	1	1	1
Professional	1	1	1	1
Paraprofessional	6	6	6	6
<b>FTE Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**PERFORMANCE INDICATORS**

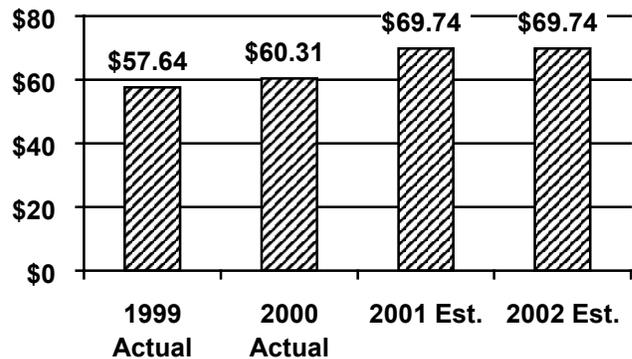
**# of Service Requests Processed**



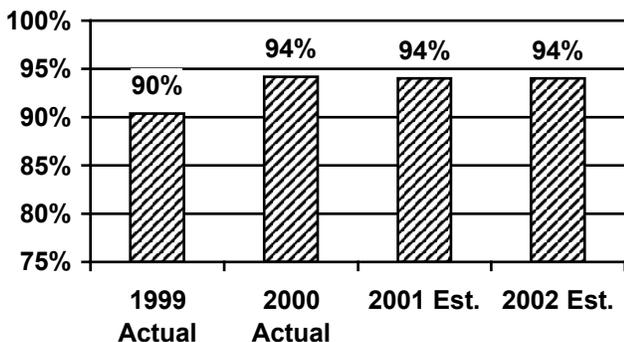
In the past two years, the number of *Completed Service Requests* has decreased primarily because of a resolute employee effort to ensure equipment repair was thoroughly and professionally completed. This effort equates to more equipment being “up” more of the time. Therefore, less work orders have been 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.

In 2000, the Radio Shop’s *Average Cost Per Staff-hour* was maintained at the reduced level of \$60.31 by reducing the number of non-chargeable hours and by augmenting the City workforce with temporary workers. The actual average cost per man-hour should have been \$86.90. These costs are projected to increase gradually as wages increase and as temporary workers are gradually phased out. All efforts will be made to maintain a reduced average cost.

**Average Cost per Staff-Hour**



**% of Customers Satisfied with Service Level**



The results of the 2000 customer satisfaction level increased to 94.2 percent. Customer satisfaction responses from the informal service cards indicated a higher overall satisfaction level for this time frame. Our target for percentage of customers satisfied with service level is 94.0 percent.

## CHANGES TO THE BUDGET

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- An increase of \$27,693 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- One time funding of \$8,645 for 2001 performance pay is removed.
- User fees paid to the Pikes Peak Regional Communications Network (PPRCN) for City 800

MHz trunked radios will pass through the Radio Communications Unit budget in 2002. This fee is \$200 per radio and will total \$384,200. Maintenance of the PPRCN infrastructure performed by the City will offset \$292,024 of the fee amount. The difference (\$92,176) is added to this budget.

- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$281.

## MAJOR OBJECTIVES

---

### **OBJECTIVE – Provide maximum support for the 800 MHz Public Safety Trunked Radio Project.**

Implementation of the SCIP 800 MHz Public Safety Trunked Radio project was completed in 2001. The primary effort of the Radio Communications Unit in 2002 will be to provide a smooth transition from vendor warranty maintenance to self-maintenance for the system equipment and to implement a program of controlled system expansion.

### **OBJECTIVE – Maintain the present Public Safety and Public Service non-trunked radio communications systems.**

Existing public safety and public service non-trunked wireless voice and data communications networks will continue to be maintained with 24-hour-per-day and 7-day-per-week emergency technical support and repair service. 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 2002 Police Car Installation Project.**

A large percentage of the fleet of police cars is changed out on an annual basis. The affected equipment is

evaluated, purchased, reconditioned, and installed on a scheduled rotating basis. The Radio Communications 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 GROUP  
RADIO COMMUNICATIONS**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	266,367	293,992	385,933	402,996
51207 WAGE PKG-PERFORMANCE	13,433	6,406	8,645	0
51210 OVERTIME	15,766	19,149	27,750	22,961
51220 SEASONAL/TEMPORARY	0	10,225	90,053	90,053
51235 STANDBY	37,324	37,690	36,000	40,789
51240 RETIREMENT/TERMINATION SICK	2,093	4,745	0	0
51245 RETIREMENT/TERM VACATION	6,862	1,253	0	0
51255 CONVERSION OF SICK LEAVE	1,733	2,341	2,010	2,010
51610 PERA	32,394	36,873	47,465	47,910
51615 WORKER'S COMPENSATION	13,739	16,143	12,761	13,188
51620 EQUITABLE LIFE INSURANCE	1,086	1,212	1,558	1,626
51625 VISION CARE	398	404	505	505
51640 DENTAL INSURANCE	1,832	1,931	2,560	2,688
51655 RETIRED EMPLOYEE INS	1,143	466	320	320
51665 CASH BACK	979	1,592	0	0
51690 MEDICARE	3,229	3,690	6,002	6,241
51695 CITY EPO MEDICAL PLAN	17,968	19,990	34,531	43,854
<b>TOTAL SALARY &amp; BENEFITS</b>	<b>416,346</b>	<b>458,102</b>	<b>656,093</b>	<b>675,141</b>
52105 MISCELLANEOUS OPERATING	3,801	1,962	0	0
52110 OFFICE SUPPLIES	1,777	2,070	1,500	1,500
52111 PAPER SUPPLIES	0	0	620	620
52115 MEDICAL SUPPLIES	0	0	50	50
52120 SOFTWARE-MICRO/WORD PROCESS	6,330	2,081	4,400	3,500
52125 GENERAL SUPPLIES	2,194	2,299	2,200	2,200
52135 POSTAGE	2,256	1,884	500	500
52140 WEARING APPAREL	7	926	500	500
52145 PAINT & CHEMICAL	971	485	400	400
52155 AUTOMOTIVE	0	207	200	200
52165 LICENSES & TAGS	0	0	4,500	4,500
52190 JANITORIAL SUPPLIES	0	0	0	400
52220 MAINT-OFFICE MACHINES	0	0	200	200
52225 MAINT-MICROS/WORD PROCESSOR	1,550	138	1,475	1,475
52235 MAINT-MACHINERY & APPARATUS	4,377	6,295	2,500	2,500
52265 MAINT-BUILDINGS & STRUCTURES	1,931	16,115	20,547	20,547
52405 ADVERTISING SERVICES	2,413	1,370	0	0
52445 JANITORIAL SERVICES	0	0	5,376	5,376
52450 LAUNDRY & CLEANING SERVICES	1,009	825	628	628
52575 SERVICES	95,987	70,171	2,315	1,815
52615 DUES & MEMBERSHIP	180	180	160	160
52625 MEETING EXPENSES IN TOWN	345	403	750	506
52630 TRAINING	0	0	0	8,298
52635 SCHOOLING	8,369	9,613	8,239	0
52655 TRAVEL OUT OF TOWN	1,101	6,421	2,250	2,025
52705 COMMUNICATIONS	7,763	10,774	9,910	9,910
52725 RENTAL OF PROPERTY	28,561	30,546	38,126	38,126
52735 TELEPHONE-LONG DIST CALLS	739	1,010	760	760
52745 UTILITIES	13,640	16,716	14,650	14,650
52775 MINOR EQUIPMENT	18,626	8,593	5,567	5,567

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**INTERNAL SERVICES FUND  
INTERNAL SUPPORT GROUP  
RADIO COMMUNICATIONS**

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
52795 RENTAL OF EQUIPMENT	2,174	2,259	2,320	1,308
52805 ADMIN PRORATED CHARGES	38,904	38,904	38,906	41,988
52872 MAINT-FLEET VEHICLES/EQP	16,984	12,817	15,929	15,929
52874 OFFICE SERVICES PRINTING	94	50	100	100
52876 COMMUNICATIONS PASS-THRU	0	0	0	92,176
52880 PURCHASES FOR RESALE	160,197	68,918	97,006	96,671
<b>TOTAL OPERATING EXPENSE</b>	<b>422,280</b>	<b>314,032</b>	<b>282,584</b>	<b>375,085</b>
53050 MACHINERY & APPARATUS	47,038	39,178	19,500	19,500
53070 VEHICLES - REPLACEMENT	248	35,133	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>47,286</b>	<b>74,311</b>	<b>19,500</b>	<b>19,500</b>
<b>ORGANIZATION TOTAL</b>	<b>885,912</b>	<b>846,445</b>	<b>958,177</b>	<b>1,069,726</b>

# Real Estate Services



Richard Reich, Unit Manager • 30 South Nevada Avenue, Colorado Springs, CO 80903 • (719) 385-5602 • reich@ci.colospgs.co.us

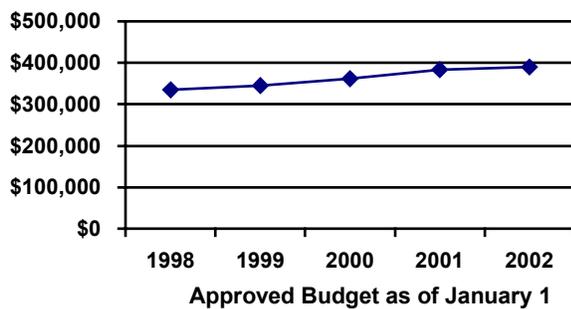
## MISSION

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 (CSU) real property and capital project interests.

## SERVICES

- Acquire land, easements, rights-of-way, (appraisal, just compensation, negotiations, closings) in support of General City and CSU 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 ensure 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 HISTORY



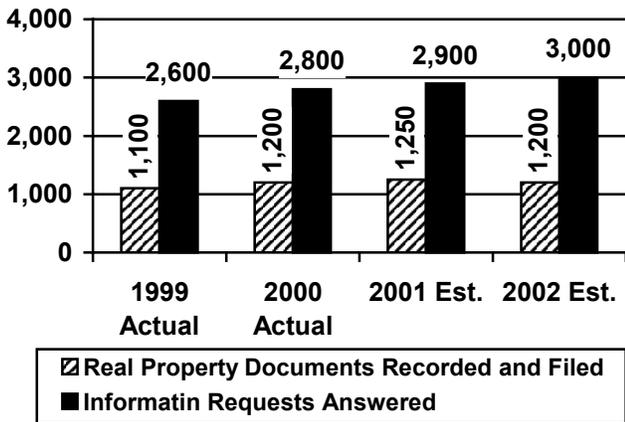
## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$295,774	\$280,973	\$307,381	\$318,393
Operating	81,504	71,767	75,870	72,010
Capital Outlay	234	0	0	0
<b>Total</b>	<b>\$377,512</b>	<b>\$352,740</b>	<b>\$383,251</b>	<b>\$390,403</b>

## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Manager	1	1	1	1
Professional	2	2	2	2
Paraprofessional	0	0	1	1
General	2	2	1	1
<b>FTE Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

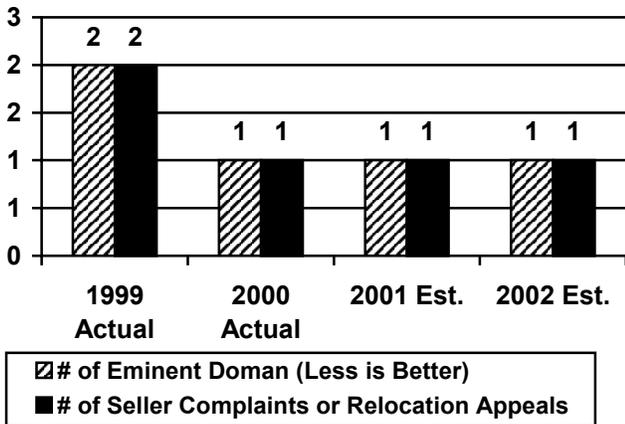
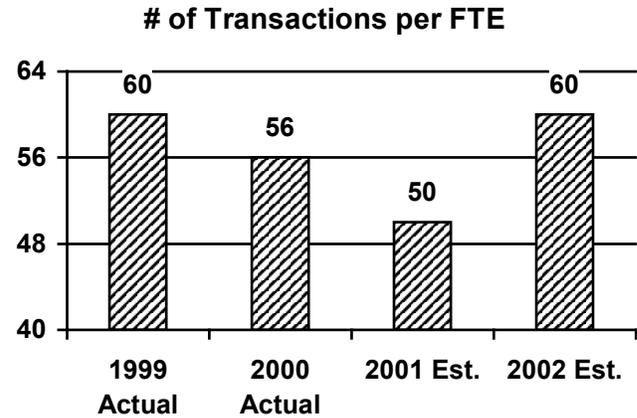
**PERFORMANCE INDICATORS**



As a measure of general activity, the real property documents recorded and filed indicator has been constantly rising in proportion to the growth of general economic and housing stock growth.

Both internal City and CSU and public information requests have been increasing as a function of economic activity.

Increasing acquisition and disposition, relocation and leasing activities have been absorbed by a constant number of FTEs over the past 10 years.



Seller complaints and eminent domain cases indicate effectiveness of negotiation outcomes. The fewer cases of each indicate that the people affected by real property taking and relocation feel that they are being treated fairly by the City representatives. These numbers have been consistently low over the years.

## CHANGES TO THE BUDGET

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- An increase of \$19,222 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- One time funding of \$5,394 for 2001 performance pay is removed.
- Rent of \$6,268 is removed due to relocation to the City Administration Building. The rent has been moved into the admin prorated charges account.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$410.

## MAJOR OBJECTIVES

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### **OBJECTIVE – Continue to develop and implement automated land record information system.**

Records will continue to be prepared for scanning and automation. Unit staff will continue to be active in the Standard Procedures for Easement Acquisition and Reference (SPEAR) team.

### **OBJECTIVE – Accommodate real estate needs of the City more efficiently through improved communications and processes.**

The continued use of customer service level agreements with the City and Utilities departments and participation on cross-organizational teams will continue to build upon processes and structures to improve the delivery of real estate services to our customers.

### **OBJECTIVE – Provide Information and Acquisition support for Transportation Improvement Projects utilizing Colorado Department of Transportation funding mechanisms.**

These are projects such as the Woodmen Corridor, Garden of the Gods Road, and the Rock Island Trail.

### **OBJECTIVE – Participate in the City's E-Government Initiative.**

The Unit will provide the public with another direct means of communication and information related to the City's real property interests.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**INTERNAL SERVICES FUND  
INTERNAL SUPPORT GROUP  
REAL ESTATE SERVICES**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	194,443	208,804	240,800	253,434
51207 WAGE PKG-PERFORMANCE	8,511	5,281	5,394	0
51210 OVERTIME	22,210	91	0	0
51220 SEASONAL/TEMPORARY	9,693	12,008	9,250	6,434
51240 RETIREMENT/TERMINATION SICK	2,148	1,512	0	0
51245 RETIREMENT/TERM VACATION	12,358	6,751	0	0
51255 CONVERSION OF SICK LEAVE	915	1,112	0	0
51260 VACATION BUY	606	648	0	0
51299 SALARIES REIMBURSEMENTS	0	(1,534)	0	0
51610 PERA	22,802	22,091	23,206	24,016
51615 WORKER'S COMPENSATION	1,076	1,119	555	681
51620 EQUITABLE LIFE INSURANCE	931	951	963	1,014
51625 VISION CARE	285	283	315	315
51640 DENTAL INSURANCE	1,311	1,429	1,600	1,680
51655 RETIRED EMPLOYEE INS	1,919	1,142	2,305	2,305
51665 CASH BACK	1,106	2,331	0	0
51670 PARKING FOR EMPLOYEES	1,540	1,440	1,680	1,680
51690 MEDICARE	713	916	1,569	1,759
51695 CITY EPO MEDICAL PLAN	13,207	14,598	19,744	25,075
<b>TOTAL SALARY &amp; BENEFITS</b>	<b>295,774</b>	<b>280,973</b>	<b>307,381</b>	<b>318,393</b>
52110 OFFICE SUPPLIES	1,599	2,665	1,050	1,050
52120 SOFTWARE-MICRO/WORD PROCESS	0	2,436	1,000	1,000
52125 GENERAL SUPPLIES	369	3	350	350
52135 POSTAGE	234	329	400	400
52220 MAINT-OFFICE MACHINES	0	184	1,200	1,200
52225 MAINT-MICROS/WORD PROCESSOR	625	0	625	625
52230 MAINT-FURNITURE & FIXTURES	0	0	100	100
52575 SERVICES	21,616	4,611	7,064	7,064
52615 DUES & MEMBERSHIP	10	620	490	490
52625 MEETING EXPENSES IN TOWN	96	92	100	91
52635 SCHOOLING	1,049	1,616	2,200	2,200
52645 SUBSCRIPTIONS	100	0	0	0
52655 TRAVEL OUT OF TOWN	2,361	5,023	4,000	3,600
52705 COMMUNICATIONS	7,883	9,101	12,573	12,573
52725 RENTAL OF PROPERTY	28,320	28,320	28,320	22,052
52735 TELEPHONE-LONG DIST CALLS	399	505	350	350
52755 COMMUNICATIONS-EQUIPMENT	142	0	0	0
52775 MINOR EQUIPMENT	441	463	0	0
52805 ADMIN PRORATED CHARGES	15,756	15,060	15,063	17,880
52872 MAINT-FLEET VEHICLES/EQP	157	251	675	675
52874 OFFICE SERVICES PRINTING	272	288	310	310
65352 EMPLOYEE AWARDS PGM	0	200	0	0
65354 EMPLOYEE TRAINING PROGRAM	75	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>81,504</b>	<b>71,767</b>	<b>75,870</b>	<b>72,010</b>
53020 MICROS/WORD PROCESSORS	234	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>234</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ORGANIZATION TOTAL</b>	<b>377,512</b>	<b>352,740</b>	<b>383,251</b>	<b>390,403</b>

# Risk Management



Mark Anderson, Unit Manager • 30 S. Nevada Avenue, Colorado Springs, CO 80903 • (719) 385-5661 • mkanderson@ci.colospgs.co.us

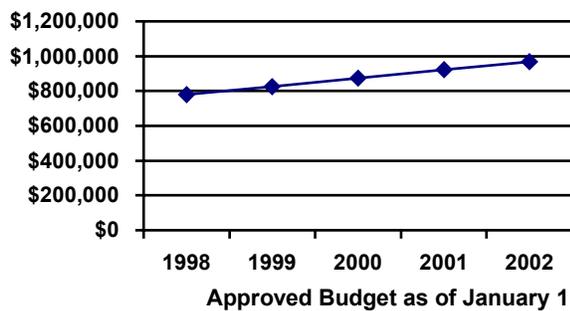
## MISSION

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
- Maintain and monitor risk management programs for effectiveness
- Manage and control Workers' Compensation claims according to statute
- Administer cost-effective self-insurance programs and insurance protection
- Manage an employee physical therapy clinic promoting wellness and recovery from an individual's on-the-job injury

## BUDGET HISTORY



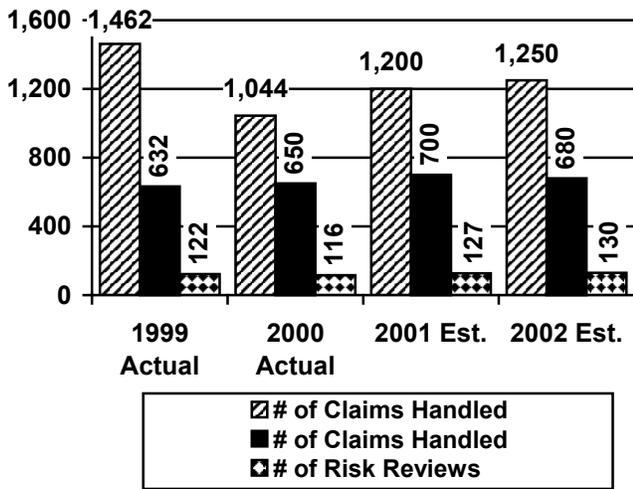
## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Budget by Account Category</b>				
Salary/Benefits	\$589,589	\$610,249	\$656,442	\$689,680
Operating	207,055	232,608	267,019	277,526
Capital Outlay	15,021	8,130	0	0
<b>Unit Total</b>	<b>\$811,665</b>	<b>\$850,987</b>	<b>\$923,461</b>	<b>\$967,206</b>

## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Manager	1	1	1	1
Professional	6	6	6	6
Paraprofessional	0	1	1	1
General	4	3	3	3
<b>FTE Total</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

**PERFORMANCE INDICATORS**



The Unit investigates the legal liability associated with claims filed against the City and CSU, negotiates settlements and defends claims that lack merit. The current staff can handle increases in claim volume.

City claims handled in 2000 – 478  
 CSU claims handled in 2000 – 566

The Unit manages and controls Workers' Compensation claims brought under statute. The Unit strives to help employees recover from on-the-job injuries and return to work as soon as practical. Staffing is adequate to handle the claim volume.

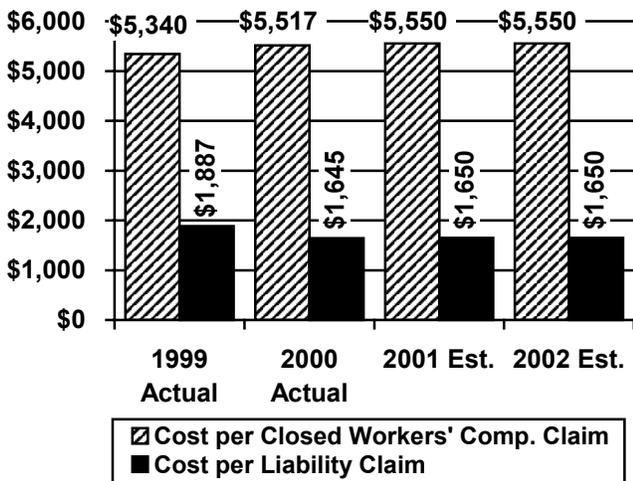
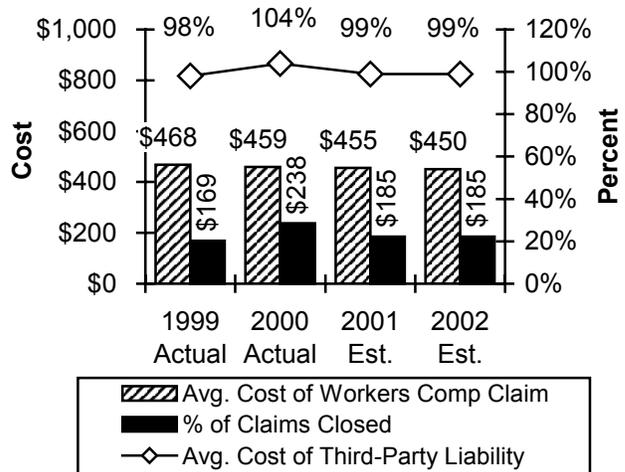
City claims handled in 2000 – 427  
 CSU claims handled in 2000 – 223

Risk Management has the responsibility to handle matters that present a risk of economic loss to the City and CSU. The staff handles risk reviews of operational activities and contractual insurance requirements. No increase in staff is required to handle this important function.

The Unit places a high priority on handling claims efficiently and to provide competitively priced services. The cost to handle Workers' Compensation claims is less than third-party administrator pricing by at least \$98 per claim (statistics from the 1998 competitiveness study).

The administrative cost to investigate and seek disposition of third-party liability is less than third-party administrator pricing by at least \$98 per claim (statistics from the 1998 competitiveness study).

The Unit provides prompt and fair resolution of claims. Typically there are a number of claims outstanding against the City and CSU. The Unit measures the number of claims received compared to the number of claims closed as a form of effectiveness to control internal workloads and to contain liabilities.



The Unit evaluates the cost of closed Workers' Compensation claims to ensure appropriate management of medical and indemnity costs. This benchmark is internally measured.

The Unit reviews the cost of liability claims to control the claims, review the risks and establish appropriate funding for the payment of claims. The benchmark is measured internally against prior year experience.

## CHANGES TO THE BUDGET

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- An increase of \$45,199 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$11,962 for 2001 performance pay is removed.
- Due to relocation to the City Administration Building, rent has been moved to the admin prorated charges account and increased by \$11,317.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$810.

## MAJOR OBJECTIVES

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### **OBJECTIVE – The 2002 budget will provide funding for Risk Management services to continue on behalf of the City, CSU and for the general public and employees injured on the job.**

One of our goals is to provide prompt, fair and courteous claim service on behalf of the City and CSU. Another goal is to make sure we do not incur any unintended, uninsured loss. We will perform risk evaluations, inspections and operational reviews to ensure we properly identify our risks. Our claim information system tracks our claim history and assists us in the identification of the root cause of accidents. This enables us to employ methods of loss control and prevention. Another way to make sure we meet our customer's expectation is to conduct internal quality control checks of our 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.**

We will provide claim service that is competitively priced and exceeds industry standards for quality. A comparative cost analysis will be completed each year evaluating our program and more traditional methods of insurance and claim adjusting. We review employee

satisfaction surveys and solicit comments from our claimants to examine our adjustment practices. We will continue to maintain and evaluate existing programs for medical bill and utilization audits, use of the City physical therapy clinic and case management and return to work mandates, all of which save claim costs. The work of our adjusters is reviewed to assure our 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 our assets. We are involved with our community in resolving issues concerning insurance mandates, public protection and claims practices.**

Our approach to risk management is holistic in nature. Each program is reviewed to determine if the services provided to our citizens will have an impact on our potential liability and reputation. We consider our decisions important and weigh the influence our decisions have on each customer group. We study insurance markets for cost, coverage and industry trends. We minimize our risks and benefit from traditional and creative risk transfer and risk retention. Our knowledge of the insurance industry allows us to be innovative. We encourage community and business interactions in establishing insurance requirements.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**INTERNAL SERVICES FUND  
INTERNAL SUPPORT GROUP  
RISK MANAGEMENT**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	459,268	478,434	533,997	564,223
51207 WAGE PKG-PERFORMANCE	17,491	10,280	11,962	0
51210 OVERTIME	0	0	3,186	3,186
51240 RETIREMENT/TERMINATION SICK	3,355	4,925	0	0
51245 RETIREMENT/TERM VACATION	6,808	8,215	0	0
51255 CONVERSION OF SICK LEAVE	3,859	4,083	0	0
51299 SALARIES REIMBURSEMENTS	(603)	(313)	0	0
51610 PERA	46,140	47,915	49,220	51,168
51615 WORKER'S COMPENSATION	2,544	2,340	2,197	2,499
51620 EQUITABLE LIFE INSURANCE	2,035	2,094	2,155	2,276
51625 VISION CARE	653	641	697	697
51640 DENTAL INSURANCE	3,007	3,230	3,521	3,697
51655 RETIRED EMP MEDICAL INS	4,446	2,070	0	0
51665 CASH BACK	1,407	3,064	0	0
51690 MEDICARE	4,191	4,349	5,717	6,321
51695 CITY EPO MEDICAL PLAN	34,988	38,922	43,790	55,613
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>589,589</b>	<b>610,249</b>	<b>656,442</b>	<b>689,680</b>
52105 MISCELLANEOUS SUPPLIES	2,562	1,851	3,000	5,670
52110 OFFICE SUPPLIES	3,645	3,540	4,670	2,500
52120 SOFTWARE-MICRO/WORD PROCESS	0	3,365	11,843	14,500
52125 GENERAL SUPPLIES	4,355	4,096	5,050	3,500
52135 POSTAGE	6,906	5,527	6,956	8,500
52140 WEARING APPAREL	0	0	250	250
52155 AUTOMOTIVE	0	0	150	150
52165 LICENSES & TAGS	20	12	50	0
52220 MAINT-OFFICE MACHINES	415	415	610	750
52225 MAINT-MICROS/WORD PROCESSOR	2,100	0	8,145	11,237
52240 MAINT-NONFLEET VEHICLES/EQP	60	110	100	250
52405 ADVERTISING SERVICES	775	1,468	0	0
52450 LAUNDRY & CLEANING SERVICES	0	0	340	0
52575 SERVICES	10,487	1,615	17,449	15,698
52615 DUES & MEMBERSHIP	810	1,991	1,905	2,240
52625 MEETING EXPENSES IN TOWN	641	411	1,308	880
52630 TRAINING	8,127	6,037	11,395	11,665
52635 EMPLOYEE EDUCATION ASSIST	0	0	975	0
52645 SUBSCRIPTIONS	1,570	1,332	3,187	3,165
52655 TRAVEL OUT OF TOWN	5,103	3,941	7,025	6,413
52705 COMMUNICATIONS	32,263	36,819	43,313	46,713
52725 RENTAL OF PROPERTY	65,871	105,508	65,844	0
52735 TELEPHONE-LONG DIST CALLS	2,225	2,610	2,750	3,250
52775 MINOR EQUIPMENT	0	634	3,200	3,200
52795 RENTAL OF EQUIPMENT	18,771	13,889	22,920	13,750
52805 ADMIN PRORATED CHARGES	33,828	29,784	31,269	108,430
52872 MAINT-FLEET VEHICLES/EQP	3,168	3,757	7,855	7,855
52874 OFFICE SERVICES PRINTING	3,153	2,153	4,000	5,500
52875 OFFICE SERVICES RECORDS	0	1,743	1,460	1,460
65352 EMPLOYEE AWARDS PROGRAM	200	0	0	0
<b>TOTAL OPERATING EXPENSES</b>	<b>207,055</b>	<b>232,608</b>	<b>267,019</b>	<b>277,526</b>

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**INTERNAL SERVICES FUND  
INTERNAL SUPPORT GROUP  
RISK MANAGEMENT**

<b>ACCOUNT</b>	<b>1999 ACTUAL</b>	<b>2000 ACTUAL</b>	<b>2001 BUDGET</b>	<b>2002 BUDGET</b>
53020 MICROS/WORD PROCESSORS	15,021	8,130	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>15,021</b>	<b>8,130</b>	<b>0</b>	<b>0</b>
 <b>ORGANIZATION TOTAL</b>	 <b>811,665</b>	 <b>850,987</b>	 <b>923,461</b>	 <b>967,206</b>

# Safety Services

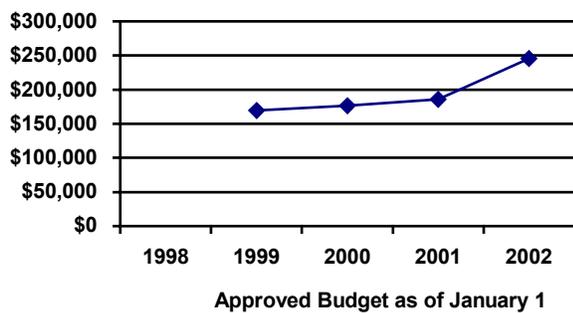


Mark Anderson, Unit Manager • 30 S. Nevada Avenue, Colorado Springs, CO 80903 • (719) 385-5661 • mkanderson@ci.colospgs.co.us

## MISSION

To ensure that City employees have the knowledge and skills to safely perform job duties and administer a cost-effective program designed for safety awareness, employee feedback, guidance in training, and the prevention of employee injuries. The highest practical degree of care will be used in complying with safety and health standards.

## BUDGET HISTORY



## SERVICES

- Maintain safety policies and practices in compliance with State and federal requirements
- Provide safety consulting for hazardous material training, biohazard management and confined space exposures
- Respond to employee safety concerns to include issues of air quality and chemical exposure
- Provide an occupational health program for assessment and training of infectious diseases, immunization needs and ergonomics
- Conduct training for the Violence in the Workplace Prevention Program
- Assure compliance for employee support programs for pre-employment physical examinations, fitness-for-duty evaluations, Americans with Disability Act considerations, respiratory testing, and hearing conservation
- Provide training on all safety-related subjects to include ergonomics and back injury prevention
- Support Commercial Driver's License training requirements and maintain records for Department of Transportation (DOT) compliance
- Develop and implement an Automated External Defibrillator (AED) program

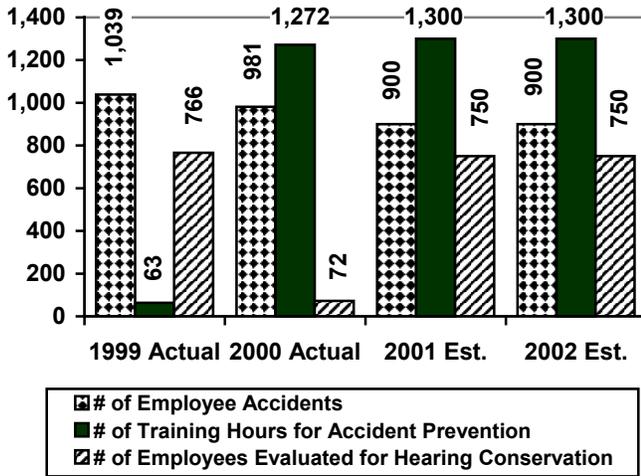
## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Uses of Funds</b>				
Salary/Benefits	\$ 95,853	\$107,894	\$116,531	\$177,059
Operating	48,585	62,261	69,017	68,802
Capital Outlay	17,920	228	0	0
<b>Total</b>	<b>\$162,358</b>	<b>\$170,383</b>	<b>\$185,548</b>	<b>\$245,861</b>

## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2002 Budget
<b>Classification</b>				
Professional	1	1.00	1	1
Paraprofessional	0	0.25	1	1
General	1	0.75	0	0
<b>FTE Total</b>	<b>2</b>	<b>2.00</b>	<b>2</b>	<b>2</b>
Special Positions	0	0	0	1

## PERFORMANCE INDICATORS



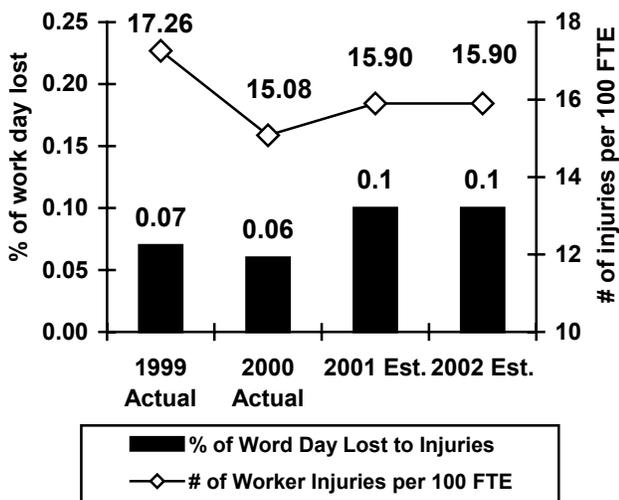
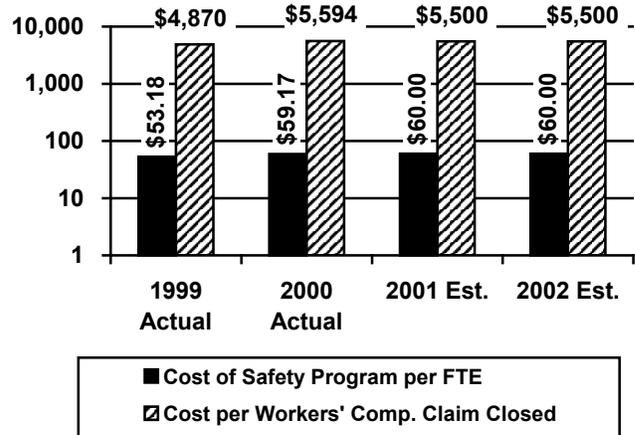
The number of employee accidents should level out in 2001 and 2002. In 1999, near misses were counted in the accident reviews. (Near misses are reviewed but not counted statistically.)

The aggressiveness of the education programs undertaken by Safety Services pushed the hours up in 2000, and these hours should remain level for 2001 and 2002.

The number of employees evaluated for hearing conservation should remain constant as that is the number of employees exposed to high levels of occupational noise.

The cost of the Safety Program should remain fairly constant as the Safety Services budget and the number of employees should remain stable.

The evaluated cost of workers' compensation is to identify trends in closed claim costs. The Unit uses the information to identify needs in education and early reporting of accidents. Early intervention in the handling of claims reduces costs. The Unit benchmarks against itself.



The lost time due to injuries as a percentage of workdays is estimated to remain on a stable trend as a result of aggressive claims administration by the Workers' Compensation Section. The ICMA mean is 0.7.

The workers injuries per 100 full-time employees are estimated to remain on the slight downward trend with the aggressive safety training program implementation.

## CHANGES TO THE BUDGET

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- An increase of \$8,643 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$2,115 for 2001 performance pay is removed.
- Funding of \$54,000 is included for an AED Coordinator special position.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$215.

## MAJOR OBJECTIVES

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### **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 Unit will perform these duties but on occasion may use the expertise of outside consultants such as industrial hygienists.

### **OBJECTIVE – The Unit will support all work groups within the City to make sure employees have the knowledge and skills to safely perform their work.**

This object will encompass a wide variety of safety-related subjects. All work groups will conduct safety training on a scheduled basis. The Safety Section 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 Driver's License (CDL), and Material Safety Data Sheet management programs.**

The management of the programs will be accomplished directly by the Safety staff. The Safety staff will serve as the focal point to ensure standardization of these programs throughout the City organizations. Hearing tests are conducted at the Safety Office in our 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. 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 Section 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. The Unit will review employee accidents to identify the root cause of our risks. Employees and supervisors will be trained on accident investigation and prevention. The Unit will give employees information about how accidents occur within their work environment along with guidance about how to prevent injuries.

### **OBJECTIVE – Implement and maintain a comprehensive Automated External Defibrillator (AED) program within the City of Colorado Springs.**

The Safety Office will operate a quality AED program in full compliance with State of Colorado Department of Public Health and Environment Regulations. The Unit will conduct CPR training, Initial and First Responder training, AED training, and quarterly AED recertifications. The Unit will ensure that all equipment is ready for use at all times. This program will increase the chance of survival in case of sudden cardiac arrest at any of the identified high-risk facilities. The program is designed for City use but is available for modeling within the community.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GENERAL FUND  
INTERNAL SUPPORT  
SAFETY SERVICES**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	78,303	87,405	94,402	144,721
51207 WAGE PKG-PERFORMANCE	1,403	2,703	2,115	0
51245 RETIREMENT/TERM VACATION	412	0	0	0
51610 PERA	7,577	8,722	8,907	13,362
51615 WORKER'S COMPENSATION	156	254	240	445
51620 EQUITABLE LIFE INSURANCE	219	232	383	584
51625 VISION CARE	116	121	126	173
51640 DENTAL INSURANCE	534	610	640	874
51665 CASH BACK	101	115	0	0
51690 MEDICARE	1,099	1,266	1,387	2,120
51695 CITY EPO MEDICAL PLAN	5,933	6,466	8,331	14,780
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>95,853</b>	<b>107,894</b>	<b>116,531</b>	<b>177,059</b>
52105 MISCELLANEOUS OPERATING	262	1,859	1,000	1,000
52110 OFFICE SUPPLIES	1,463	986	1,605	1,655
52120 SOFTWARE-MICRO/WORD PROCESS	50	362	1,000	1,000
52125 GENERAL SUPPLIES	3,502	6,861	5,000	5,000
52135 POSTAGE	90	66	500	500
52140 WEAR	215	0	0	0
52165 LICENSES & TAGS	100	100	100	100
52225 MAINT-MICROS/WORD PROCESSOR	0	0	250	250
52575 SERVICES	38,574	32,711	48,800	48,800
52615 DUES & MEMBERSHIP	1,056	861	1,100	1,100
52625 MEETING EXPENSES IN TOWN	208	281	200	135
52630 TRAINING	1,779	5,457	3,937	3,937
52645 SUBSCRIPTIONS	0	79	225	500
52655 TRAVEL OUT OF TOWN	790	4,734	2,000	1,800
52705 COMMUNICATIONS	171	271	2,300	2,025
52775 MINOR EQUIPMENT	0	6,748	0	0
52874 OFFICE SERVICES PRINTING	325	885	1,000	1,000
<b>TOTAL OPERATING EXPENSES</b>	<b>48,585</b>	<b>62,261</b>	<b>69,017</b>	<b>68,802</b>
53030 FURNITURE & FIXTURES	17,920	228	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>17,920</b>	<b>228</b>	<b>0</b>	<b>0</b>
<b>ORGANIZATION TOTAL</b>	<b>162,358</b>	<b>170,383</b>	<b>185,548</b>	<b>245,861</b>

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# Airport



Gary Green, Director of Aviation • 7770 Drennan Road, Colorado Springs, CO 80916 • (719) 550-1900 • ggreen@ci.colospgs.co.us

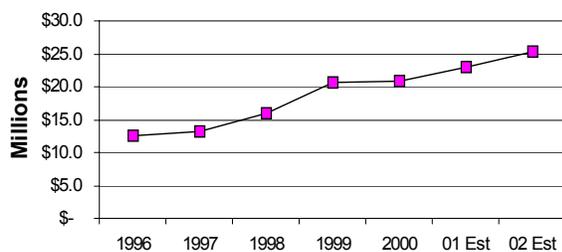
## MISSION

To enhance our role as a national transportation gateway to the Pikes Peak Region and the State of Colorado by providing convenient, friendly, and readily accessible air and passenger support services in a safe and efficient manner.

## SERVICES

- Maintenance of buildings, structures, and associated systems
- Maintenance of runways, taxiways, and associated lighting systems
- Management of terminal areas and airfield operations
- Compliance with all FAA requirements including security and flight operations
- Concession development and parking management
- Airport property development
- Air service marketing and community relations
- Environmental compliance
- Construction of new facilities and airfield improvements
- Federal Grant and Passenger Facility Charge (PFC) Administration
- Enterprise management and administration
- Cultural Gateway to the Rockies Art Program

## ESTIMATED FUND BALANCE



## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2001 Est. Year End	2002 Budget
<b>Sources of Funds</b>					
Airline Revenues	\$ 6,643,601	\$ 6,283,048	\$ 8,261,873	\$ 7,673,849	\$ 8,495,863
Non-Airline Revenues					
Public Parking	6,011,228	6,131,834	6,072,000	5,966,000	6,052,000
Rental Car	3,537,338	3,914,362	3,328,700	3,498,200	3,806,120
Terminal Concessions and Other	1,985,975	2,231,654	2,225,500	2,491,850	2,241,500
Interest Income	915,726	897,409	893,160	892,336	908,387
Other Sources of Funds	480,505	147,967	136,174	136,300	140,600
<b>Total</b>	<b>\$19,574,373</b>	<b>\$19,606,274</b>	<b>\$20,917,407</b>	<b>\$20,658,535</b>	<b>\$21,644,470</b>
<b>Uses of Funds</b>					
Salary/Benefits	\$ 4,789,092	\$ 5,150,090	\$ 5,567,962	\$ 5,372,847	\$ 5,960,838
Operating	5,704,718	5,853,300	6,728,984	6,670,948	6,823,464
Capital Outlay	490,184	231,016	396,705	454,996	458,191
Debt Service	6,126,267	6,132,798	6,132,998	6,132,998	6,131,550
<b>Total</b>	<b>\$17,110,261</b>	<b>\$17,367,204</b>	<b>\$18,826,649</b>	<b>\$18,631,789</b>	<b>\$19,374,043</b>

The estimated ending fund balance is not the same amount as the fund balance as stated on the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Unit.

## PERSONNEL

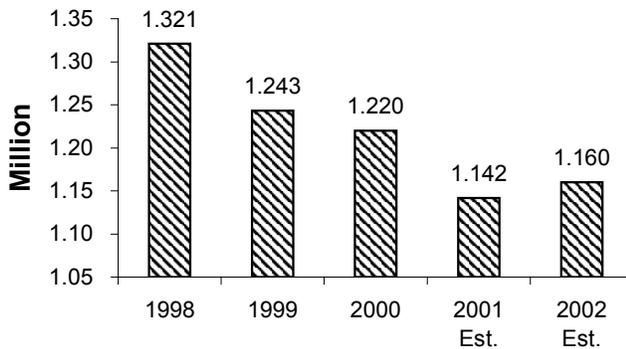
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	<b>1999 Actual</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2001 Est. Year End</b>	<b>2002 Budget</b>
<b>Classification</b>					
Senior Manager	2	2	2	2	2
Manager	4	4	4	4	4
Supervisor	12	12	12	12	13
Professional	3	3	3	3	3
Paraprofessional	18	18	20	20	21
General	54	54	52	52	50
Uniform	14	14	14	14	14
<b>FTE Total</b>	<b>107</b>	<b>107</b>	<b>107</b>	<b>107</b>	<b>107</b>
Special Positions	0	1	1	1	1

One FTE was reclassified in 2001 from a Senior Office Specialist to an Administrative Technician and will support the Community Relations functions.

## PERFORMANCE INDICATORS

### # of Passenger Boardings



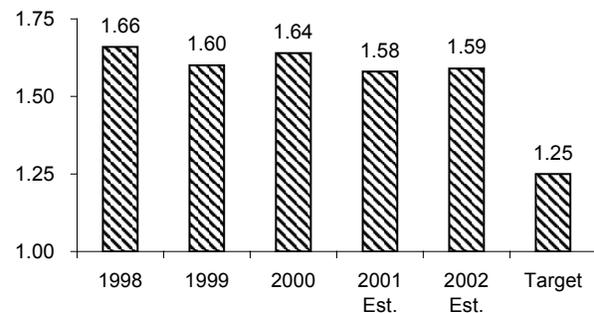
Passenger boardings for 2001 have been revised downward to 1.14 million from the original 2001 estimate of 1.24 million. The primary cause is a slowdown in the economy and its impact on business and leisure travel. In 2002, the Airport is projecting 1.16 million enplaned passengers, an increase of 1.5 percent.

This ratio depicted is the Airport's net revenues divided by principal and interest requirements for the year. This ratio measures annual funding available to make debt service payments and is an industry standard.

Moody's Investor Services June 2001 report states the average debt service coverage is 2.06x for airports nationwide. The Airport is required to maintain at least a 1.25x coverage ratio. The Airport is below the industry average in all years due primarily to the revenue sharing formula in the Airline Use and Lease Agreement.

The slightly lower ratio in 2001 and 2002 reflects the higher personnel, building maintenance, utility, and parking management costs without a proportional offset in revenues.

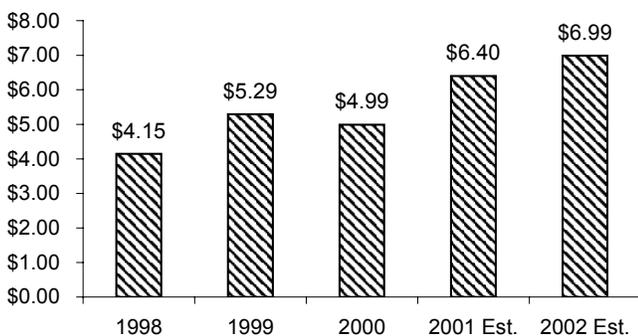
### Debt Service Coverage on Bond Ordinance Basis



This cost ratio measures the revenue derived from the airlines on an enplaned passenger basis. In June 2001, Moody's Investor Services reported the nationwide average cost per enplaned passenger is \$5.50.

In 2000, the Airport was below the national average at \$4.99. While remaining very competitive, the recent upward trend since 2000 is a reflection of higher costs in airline cost centers. Additionally, with a decline in airline traffic during 2001 and only a modest increase in 2002 projections, staff anticipates this trend to continue next year.

### Airline Cost per Enplaned Passenger



## CHANGES TO THE BUDGET

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- An increase of \$320,178 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$69,227 for 2001 performance pay is removed.
- Funding of \$151,000 is removed in utility and maintenance expenses as a result of site improvements and demolition of the old terminal building
- Funding of \$231,000 is added with \$65,000 for replacement seating, \$110,000 for carpet in the ticketing level, \$20,000 to repair tile in the main level, and \$36,000 for custodian equipment and battery charging room.
- Funding of \$248,010 is included to address increased electric and gas rates.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$7,239.

## MAJOR OBJECTIVES

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### **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, maintaining facilities that reflect a positive image of the community, and managing a comprehensive passenger services program.

### **OBJECTIVE – Enhance airline service and educate the community and airlines about the Airport facility and the local economy.**

In 2002, the Airport will have an aggressive marketing strategy for pursuing additional air service. Funding is provided for travel to airline headquarters, to update air service studies, and hire appropriate consulting services. In addition, an advertising budget of \$450,000 is included to market the Airport and its advantages to the market area. This marketing is vital to improving utilization, supporting the case for increased air service, and increasing revenues by attracting inbound and outbound travelers. Staff will continue its public relations and community outreach programs to communicate airport information in an effort to retain local travelers who may opt to use another airport.

### **OBJECTIVE – Design and construct infrastructure through implementation of the Five-Year Capital Improvement Plan**

Planning, funding, and implementation of the five-year capital improvement plan is ongoing. Projects planned for 2002 include the rehabilitation of Runway 17R/35L, construction of Taxiways C and H, and the construction

of a ground service equipment facility for the maintenance and storage of ramp equipment. Since Federal Aviation Administration (FAA) grants and Passenger Facility Charges (PFC) are a major source of funding for many of the projects in the improvement plan, the Airport follows all federal requirements closely to coordinate, report, and manage all aspects of these programs.

### **OBJECTIVE – Provide public safety procedures as established per FAA guidelines to secure the air operations area.**

The Airport will monitor the Air Operations Area and public areas with staff via patrol and camera surveillance 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.

### **OBJECTIVE – Ensure environmental compliance and monitor aircraft noise impacts.**

The Airport manages the glycol treatment and storm water system in compliance with all local, State, and federal regulations. In addition, the Airport hires outside consultants, as needed, to monitor and review airport operations and construction projects for impact on wildlife, air quality, and erosion control.

Seasonal noise monitoring, with an estimated cost of \$100,000, has been implemented to monitor and track noise levels and its impacts on the local community. The Airport also reviews and makes zoning recommendations to City and County Planning on all land use items that may encroach on aircraft approach zones or be located within established noise contour areas.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**AIRPORT FUND  
COLORADO SPRINGS COMPANIES  
AIRPORT**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	2,573,515	3,138,054	3,461,387	3,814,223
51206 WAGE PKG-SALARIES	(17,778)	0	0	0
51207 WAGE PKG-PERFORMANCE	148,019	104,029	69,227	0
51210 OVERTIME	116,687	124,710	132,348	155,481
51220 SEASONAL/TEMPORARY	953	91	0	0
51225 SHIFT WORKER HOLIDAY	41,975	42,756	45,500	50,689
51230 SHIFT DIFFERENTIAL	20,478	27,444	24,500	25,716
51235 STANDBY	0	1,149	0	20,278
51240 RETIREMENT/TERMINATION SICK	129,460	(46,061)	0	0
51245 RETIREMENT/TERM VACATION	117,316	(5,356)	0	0
51250 SPECIAL ASSIGNMENT PAY	3,868	1,229	0	0
51255 CONVERSION OF SICK LEAVE	12,236	15,316	0	0
51260 VACATION BUY	4,233	7,786	0	0
51299 SALARIES REIMBURSEMENTS	(8,519)	(33,602)	0	0
51405 UNIFORM SALARIES	695,582	740,624	739,691	780,187
51410 UNIFORM OVERTIME	16,242	15,674	22,000	25,000
51415 UNIFORM SPECIAL OVERTIME	0	518	0	0
51425 UNIFORM SHIFT DIFFERENTIAL	7,547	8,436	7,696	0
51445 LONGEVITY	12,326	12,931	16,799	0
51455 THIRD WEEK	5,360	3,324	14,687	0
51465 UNIFORM COURT OVERTIME	460	216	1,000	0
51470 UNIFORM RETIREMENT COST	21,134	26,491	0	0
51610 PERA	302,636	336,450	345,950	350,463
51615 WORKER'S COMPENSATION	125,188	122,201	131,611	88,483
51620 EQUITABLE LIFE INSURANCE	14,419	13,668	23,245	18,374
51625 VISION CARE	5,598	5,346	5,624	6,624
51635 CITY MAJOR MEDICAL PLAN	39	1,144	946	0
51640 DENTAL INSURANCE	25,614	26,702	28,428	35,327
51645 FIRE PENSION PLAN	0	0	0	0
51650 POLICE PENSION PLAN	98,169	105,434	96,283	70,217
51655 RETIRED EMP MEDICAL INS	14,275	8,470	15,400	13,500
51665 CASH BACK	16,561	25,124	0	0
51670 PARKING FOR EMPLOYEES	920	960	1,080	1,080
51675 UNEMPLOYMENT INSURANCE	0	3,707	0	0
51690 MEDICARE	34,376	39,513	41,054	48,649
51695 CITY EPO MEDICAL PLAN	250,203	275,612	343,506	456,547
<b>TOTAL SALARIES AND BENEFITS</b>	<b>4,789,092</b>	<b>5,150,090</b>	<b>5,567,962</b>	<b>\$ 5,960,838</b>
52105 MISCELLANEOUS OPERATING	6,159	0	0	0
52110 OFFICE SUPPLIES	26,993	24,970	41,308	34,525
52115 MEDICAL SUPPLIES	1,486	1,755	2,000	3,300
52120 SOFTWARE-MICRO/WORD	35,337	14,118	30,000	11,500
52125 GENERAL SUPPLIES	104,813	59,240	42,400	34,550
52126 ELECTRICAL SUPPLIES	25,990	47,197	39,000	37,000
52127 CONSTRUCTION SUPPLIES	5,059	22,023	30,200	25,300
52128 PLUMBING SUPPLIES	14,770	5,648	5,000	7,040
52129 HVAC-HEAT, VENTILATN, AIR SUPPLI	7,994	53,522	44,000	30,000

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**AIRPORT FUND  
COLORADO SPRINGS COMPANIES  
AIRPORT**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
52135 POSTAGE	10,586	19,479	24,730	22,800
52140 WEARING APPAREL	9,789	14,195	13,800	15,150
52145 PAINT & CHEMICAL	79,708	93,330	67,200	59,000
52146 DEICING CHEMICALS & MATERIALS	23,368	99,563	106,500	114,980
52150 SEED & FERTILIZER	31,130	16,591	55,000	40,000
52155 AUTOMOTIVE	287	497	0	0
52160 FUEL	83,999	87,620	105,380	114,521
52165 LICENSES & TAGS	529	165	3,100	5,700
52170 SPECIAL, PHOTOGRAPHY, ETC	2,916	984	12,400	2,500
52175 SIGNS	12,886	6,397	8,000	14,800
52180 ASPHALTIC MATERIAL	1,482	2,347	7,500	7,000
52185 AGGREGATE MATERIAL	7,791	6,801	10,000	7,000
52190 JANITORIAL SUPPLIES	72,835	84,481	90,000	90,000
52195 ENVIRONMENTAL SUPPLIES ETC	0	476	0	0
52205 MAINT-LANDSCAPING	0	2,145	13,500	11,640
52215 MAINT-GROUNDS	15,106	21,766	12,000	12,000
52220 MAINT-OFFICE MACHINES	8,741	9,466	9,900	11,739
52225 MAINT-MICROS/WORD PROCESSOR	15,544	12,171	33,700	31,700
52230 MAINT-FURNITURE & FIXTURES	603	40	2,500	5,600
52235 MAINT-MACHINERY & APPARATUS	14,414	18,543	12,160	8,660
52236 MAINT-LOADING BRIDGES	18,009	70,651	24,000	30,000
52237 MAINT-BAGGAGE	0	0	0	12,060
52240 MAINT-NONFLEET VEHICLES/EQP	150	238	0	0
52250 MAINT-RADIOS-ALLOCATION	40,904	24,052	43,949	0
52255 MAINT-SIGNS	82	30	0	0
52265 MAINT-BUILDINGS & STRUCTURE	281,959	180,129	397,200	394,575
52275 MAINT-RUNWAYS	111,519	45,220	165,000	175,000
52278 MAINT-RNWX LIGHTING	52,349	55,272	67,500	60,000
52280 MAINT-ROADS & BRIDGES	8,460	7,985	32,500	0
52305 MT-SOFTW	0	0	0	4,250
52405 ADVERTISING SERVICES	259,370	510,396	464,000	467,800
52410 BUILDING SECURITY SERVICES	29,617	15,845	51,000	36,000
52420 EMPLOYEE SERVICES	0	0	5,000	5,000
52423 TELECOM SV	0	0	0	70,000
52425 ENVIRONMENTAL SERVICES	62,062	37,712	66,500	72,900
52430 FINANCIAL SERVICES	309,030	146,902	105,000	60,000
52435 GARBAGE REMOVAL SERVICES	48,290	44,141	56,000	50,400
52440 HUMAN SERVICES	34	0	0	0
52445 JANITORIAL SERVICES	0	225	0	0
52450 LAUNDRY & CLEANING SERVICES	10,520	9,690	9,300	12,200
52565 PEST CONTROL	1,193	1,481	1,200	1,200
52575 SERVICES	183,473	264,139	396,600	373,650
52590 TEMPORARY EMPLOYMENT	87,476	109,336	63,500	56,000
52605 CAR MILEAGE	2,722	2,459	4,300	3,370
52615 DUES & MEMBERSHIP	25,115	23,658	32,975	31,750
52625 MEETING EXPENSES IN TOWN	16,667	21,937	19,250	12,510
52630 TRAINING	0	0	0	68,799
52635 SCHOOLING	30,102	24,248	38,360	14,408

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**AIRPORT FUND  
COLORADO SPRINGS COMPANIES  
AIRPORT**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
52645 SUBSCRIPTIONS	10,314	9,475	14,899	19,925
52655 TRAVEL OUT OF TOWN	24,381	37,873	71,750	52,637
52705 COMMUNICATIONS	132,615	87,142	185,350	52,300
52725 RENTAL OF PROPERTY	14,480	15,626	16,600	9,420
52735 TELEPHONE-LONG DIST CALLS	17,351	18,427	31,100	28,950
52740 GENERAL INSURANCE-CITY	169,811	150,351	209,400	209,900
52745 UTILITIES	977,238	996,493	1,039,883	1,154,660
52755 COMMUNICATIONS-EQUIPMENT	0	4,462	0	10,000
52775 MINOR EQUIPMENT	38,598	29,003	28,600	17,760
52795 RENTAL OF EQUIPMENT	8,959	9,533	16,460	20,751
52805 ADMIN PRORATED CHARGES	314,784	327,360	344,000	362,000
52859 INSURANCE-OTHER	0	75,000	0	50,000
52872 MAINT-FLEET VEHICLES/EQP	456,948	448,643	460,000	498,755
52874 OFFICE SERVICES PRINTING	13,370	6,275	10,730	10,630
52875 OFFICE SERVICES RECORDS	0	497	0	700
52970 ENVIRON PROTECTION PROGRAM	51,647	51,936	60,000	60,000
65070 ADM FEE-AIRPORT REV BONDS	6,495	5,542	7,800	7,200
65160 RECRUITMENT	8,228	0	5,000	0
65175 TRANSFER TO GENERAL FUND	0	0	30,000	32,000
65352 EMPLOYEE AWARDS PROGRAM	1,800	400	0	0
65359 PARKING MGMT	1,258,281	1,257,986	1,333,000	1,456,000
<b>TOTAL OPERATING</b>	<b>5,704,718</b>	<b>5,853,300</b>	<b>6,728,984</b>	<b>6,823,464</b>
53005 CAPITAL EXPEND FIXED ASSETS	0	0	0	0
53010 OFFICE MACHINES	27,623	6,825	5,000	0
53020 COMP/NTWRK	76,449	42,762	74,000	45,500
53030 FURNITURE & FIXTURES	18,859	37,457	22,900	105,141
53050 MACHINERY & APPARATUS	68,740	57,257	82,805	56,500
53070 VEHICLES-REPLACEMENT	255,893	0	30,000	0
53080 VEHICLES-ADDITIONS	18,725	25,575	26,000	61,000
53090 BUILDINGS & STRUCTURES	14,476	56,322	138,500	136,250
65401 RADIO FUND PURCHASES	9,419	4,818	17,500	53,800
<b>TOTAL CAPITAL OUTLAY</b>	<b>490,184</b>	<b>231,016</b>	<b>396,705</b>	<b>458,191</b>
65075 INTEREST	3,956,267	3,827,798	4,457,501	4,482,585
65207 PRIN-AIRPORT BONDS	2,170,000	2,305,000	1,675,497	1,648,965
<b>TOTAL DEBT SERVICE</b>	<b>6,126,267</b>	<b>6,132,798</b>	<b>6,132,998</b>	<b>6,131,550</b>
<b>ORGANIZATION TOTAL</b>	<b>17,110,261</b>	<b>17,367,204</b>	<b>18,826,649</b>	<b>19,374,043</b>

NOTES:

The 1999 and 2000 actual results used for comparison purposes are different from the Airport's financial statement results. The differences are due to entries required under Generally Accepted Accounting Principles (GAAP). The adjusting entries include the accrual of expenses for Sick and Vacation Pay and Interest Accretion on the 1992 C Airport Revenue Bonds. In addition, the financial statements included the capitalization of fixed assets and a reduction of Revenue Bonds Payable due to principal payments. These adjustments do not have an impact on cash and are outside of the controls established by the budget.

# Cemeteries



William Deboer, Unit Manager • 1005 South Hancock, Colorado Springs, CO 80916 • (719) 578-6646 • wdeboer@ci.colospgs.co.us

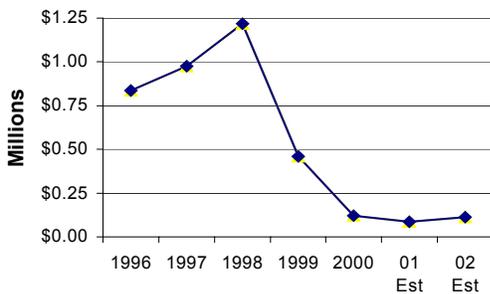
## MISSION

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 memorializations
- Sales of cemetery spaces and niches
- Sales of burial vaults and memorials
- Pre-need sales of cemetery services and burial vaults
- Maintain cemeteries' grounds and keep perpetual care responsibilities
- Maintain burial records and historical data and provide cemetery information
- Install memorial foundations and set VA markers

## ESTIMATED FUND BALANCE



## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2001 Est. Year End	2002 Budget
<b>Sources of Funds</b>					
Interments and Removals	\$ 428,920	\$ 418,155	\$ 487,225	\$ 423,621	\$ 483,750
Sales of Lots	366,502	401,697	435,575	351,844	418,575
Interest – Endowment & Other	212,951	239,383	224,000	215,000	265,000
Sales – Burial Vaults & Bronze Markers	127,836	113,247	139,045	137,651	142,895
Miscellaneous	31,214	37,402	37,763	182,134	36,620
<b>Total</b>	<b>\$1,167,423</b>	<b>\$1,209,884</b>	<b>\$1,323,608</b>	<b>\$1,310,250</b>	<b>\$1,346,840</b>
<b>Uses of Funds</b>					
Salary & Benefits	\$ 605,903	\$ 626,106	\$ 751,482	\$ 711,772	\$ 712,411
Operating	428,143	428,831	487,839	460,078	519,698
Capital Outlay	898,739	917,035	80,400	172,489	90,000
Irrigation Loan Payment – Principal	0	0	70,605	0	0
Irrigation Loan Payment – Interest	0	0	25,000	0	0
<b>Total</b>	<b>\$1,932,785</b>	<b>\$1,971,972</b>	<b>\$1,415,326</b>	<b>\$1,344,339</b>	<b>\$1,322,109</b>

The estimated ending fund balance is not the same amount as the fund balance as stated on the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Unit.

## PERSONNEL

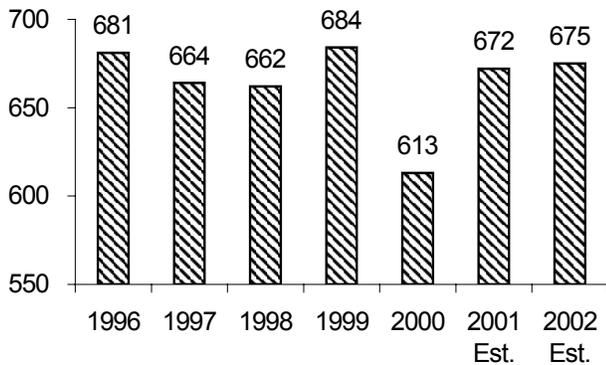
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	1999 Actual	2000 Actual	2001 Budget	2001 Est. Year End	2002 Budget
<b>Classification</b>					
Manager	1	1	1	1	1
Supervisor	3	3	3	3	3
General	9	9	9	8	8
<b>FTE Total</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>12</b>	<b>12</b>

One Office Specialist (1.0 FTE) was removed in 2002. The duties will be absorbed by the current staff.

**PERFORMANCE INDICATORS**

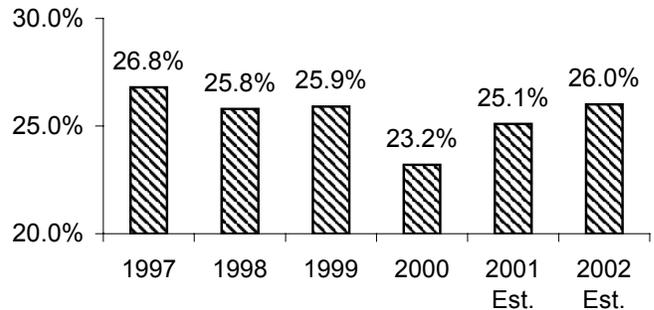
**# of Burial Services**



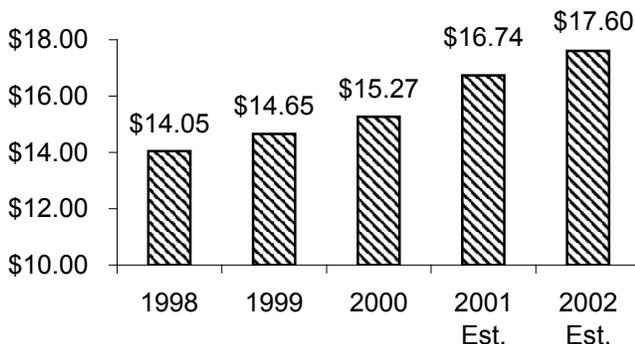
After a 10 percent drop in burial services in 2000, the cemeteries are rebounding well in 2001. Although the cremation rate still continues to rise annually, the City cemeteries continue to be the choice for a large portion of casket burials for local residents. The City cemeteries will continue to create more options for cremation customers to increase the share of that market thereby increasing total burial services.

Market share for the City cemeteries is calculated by the number of burial services performed annually versus the number of deaths in El Paso County minus the deceased that are donated to the anatomical board or shipped out of state. Factors influencing the market share include cremations without memorialization, interments at national cemeteries where there are no burial costs for veterans and spouses, and local competition with cemeteries and mausoleums.

**% of Market Share**



**Cost Of Grave Site Maintained**



The cost per grave site maintained is formulated by dividing 70,000 graves into annual salaries and operating expenses. In 1999 and 2000, the fund balance draws for the automated irrigation system were removed from the calculation as it was a onetime expenditure and would distort the dollar cost for grave maintenance. Although the cost of doing business has consistently increased over time, prices will not increase in 2002 and the staff will continue to maximize efficiencies and seek out new revenue sources to control expenses.

## CHANGES TO THE BUDGET

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- An increase of \$42,238 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$11,365 for 2001 performance pay is removed.
- Funding of \$16,000 is included to address increased electric and gas rates.
- Seasonal salaries are reduced by \$12,480 because more labor is being contracted out for maintenance responsibilities.
- Funding of \$68,398 in salaries/benefits is reduced due to elimination of an office specialist position and other benefit reductions.
- Funding of \$12,000 is added to accommodate the need for pesticide and fertilizer applications.
- A onetime draw from the Fund Balance of \$95,605 is removed for the financing of the automated irrigation system installed at Evergreen. This will negate the need for annual principal and interest payments over the next five years.
- Funding of \$4,000 is added to the advertising account to market cemetery products, services and increase public awareness.
- Funding of \$12,000 is added to the vehicles – replacement capital account to purchase two Toro trucksters specifically designed to haul soil for burial purposes.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$180.

## MAJOR OBJECTIVES

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### **OBJECTIVE – Work to ensure the cemeteries' revenues meets or exceeds expenditures.**

In 2001, the cemeteries lost the person responsible for a large portion of record keeping functions. The position will remain vacant and existing staff will absorb those assigned duties. This is possible through efficiencies made possible by the new computer system and having staff rising to meet the challenge. As burial trends continue to evolve and change, the Unit is under increasing pressure to carefully monitor expenses and develop new additions and features that attract new customers. This tenuous position is expected to continue for many years.

### **OBJECTIVE – Continue to maintain and try to improve cemeteries' grounds appearance and honor perpetual care responsibilities.**

2001 was the first full year Evergreen utilized the automated irrigation system. Some problems have been experienced which are associated with the new technology. While learning the sophisticated software and experiencing faster turf growth, the staff continues to research more efficient ways to maintain, mow and trim. Annual water usage has decreased, but labor costs have not as the turf grows more quickly with the increased irrigation. Crews continue to look for a balance between the steadily improving conditions and the perpetual care responsibilities.

### **OBJECTIVE – Attempt to increase cemetery utilization and attract more cremation customers.**

Generally, society does not value cemeteries as in previous decades and this change in perception is radically altering traditional burial rituals. The challenge is to reaffirm the importance of cemeteries as a physical and a spiritual place to reconnect with the dead. The Unit will continue to market the facilities as places for memories and the living. In 2000, in El Paso County 53.4 percent of all deaths resulted in cremation. With well over half of the potential market opting for cremation, the Unit will continue to build more features geared towards attracting those clients as finances allow.

### **OBJECTIVE – Increase public awareness about City cemeteries and work toward funding for restoration projects.**

Cemetery staff will continue to offer speaking engagements, tours and presentations to school groups and other parties interested in local history at no charge. By sharing the City cemeteries for reasons other than funeral services, the Cemeteries become a place for both the dead and living. The 1909 stone chapel is about two-thirds completed and is the primary focus of restoration efforts. By increasing public awareness and sharing the facilities with the public for various reasons, the Unit can bolster book sales and increase donation opportunities. The goal of our historical restorations remains to fund them without using operating dollars.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**CEMETERY FUND  
COLORADO SPRINGS COMPANIES  
CEMETERIES**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	413,125	456,232	507,380	507,922
51206 WAGE PKG-SALARIES	(1,427)	0	0	0
51207 WAGE PKG-PERFORMANCE	16,782	(1,767)	11,365	0
51210 OVERTIME	17,413	9,875	16,500	16,500
51215 ACHIEVEMENT AWARD	0	0	2,400	2,400
51220 SEASONAL/TEMPORARY	31,055	29,420	49,920	37,440
51250 SPECIAL ASSIGNMENT PAY	1,046	344	0	0
51255 CONVERSION OF SICK LEAVE	2,098	2,248	0	0
51610 PERA	46,043	49,542	56,200	43,760
51615 WORKER'S COMPENSATION	26,856	24,154	25,435	17,191
51620 EQUITABLE LIFE INSURANCE	1,795	1,861	2,064	1,996
51625 VISION CARE	826	724	822	756
51640 DENTAL INSURANCE	3,682	3,354	4,160	4,048
51655 RETIRED EMP MEDICAL INS	12,371	8,759	18,972	18,972
51665 CASH BACK	2,280	5,388	0	6,000
51690 MEDICARE	3,741	4,063	7,411	3,899
51695 CITY EPO MEDICAL PLAN	28,217	31,909	48,853	51,527
<b>TOTAL SALARIES AND BENEFITS</b>	<b>605,903</b>	<b>626,106</b>	<b>751,482</b>	<b>712,411</b>
52110 OFFICE SUPPLIES	1,909	2,832	2,500	2,500
52115 MEDICAL SUPPLIES	226	379	1,000	1,000
52120 SOFTWARE-MICRO/WORD PROCESS	622	200	250	250
52125 GENERAL SUPPLIES	3,188	2,290	3,500	3,500
52135 POSTAGE	1,027	514	1,000	1,000
52140 WEARING APPAREL	387	454	1,200	1,000
52145 PAINT & CHEMICAL	18	0	1,000	1,000
52150 SEED & FERTILIZER	2,351	6,897	3,000	15,000
52165 LICENSES & TAGS	166	10	100	100
52175 SIGNS	195	319	250	250
52190 JANITORIAL SUPPLIES	766	597	850	850
52205 MAINT-LANDSCAPING	3,181	4,508	3,500	3,500
52210 MAINT-TREES	1,592	3,023	10,000	12,000
52215 MAINT-GROUNDS	4,440	5,118	5,000	5,000
52220 MAINT-OFFICE MACHINES	0	55	50	50
52225 MAINT-MICROS/WORD PROCESSOR	450	140	1,000	1,000
52230 MAINT-FURNITURE & FIXTURES	291	0	0	0
52235 MAINT-MACHINERY & APPARATUS	21,158	17,029	16,000	17,500
52240 MAINT-NONFLEET VEHICLES/EQP	2,431	2,092	3,000	3,500
52265 MAINT-BUILDINGS & STRUCTURE	4,160	2,378	2,500	2,500
52270 MAINT-WELLS & RESERVOIRS	1,685	1,270	5,000	5,000
52405 ADVERTISING SERVICES	19,694	10,946	20,000	24,000
52415 CONTRACTS & SPEC PROJECTS	0	0	0	0
52450 LAUNDRY & CLEANING SERVICES	522	226	1,500	1,000
52575 SERVICES	120,436	117,223	125,000	112,075
52605 CAR MILEAGE	0	0	150	150
52615 DUES & MEMBERSHIP	1,010	1,175	1,200	1,200
52625 MEETING EXPENSES IN TOWN	353	117	300	270

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**CEMETERY FUND  
COLORADO SPRINGS COMPANIES  
CEMETERIES**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
52635 SCHOOLING	1,770	818	3,000	2,000
52645 SUBSCRIPTIONS	107	127	150	150
52655 TRAVEL OUT OF TOWN	1,719	27	2,000	1,350
52705 COMMUNICATIONS	11,934	7,210	15,000	16,750
52735 TELEPHONE-LONG DIST CALLS	715	1,352	600	600
52740 GENERAL INSURANCE-CITY	296	0	2,200	2,200
52745 UTILITIES	89,945	96,527	104,000	120,000
52775 MINOR EQUIPMENT	1,840	316	5,000	5,000
52795 RENTAL OF EQUIPMENT	444	15	800	750
52805 ADMIN PRORATED CHARGES	61,524	63,984	71,569	74,600
52806 LIEU OF TAXES	0	3,089	7,000	11,453
52872 MAINT-FLEET VEHICLES/EQP	11,074	12,912	8,500	10,000
52874 OFFICE SERVICES PRINTING	2,459	471	1,500	1,000
52875 OFFICE SERVICES RECORDS	0	74	50	50
52880 PURCHASES FOR RESALE	40,200	43,009	45,000	45,000
52921 TEL/COM PASSTHRU	0	6,025	0	0
52923 TEL/COM PASSTHRU	0	975	0	0
52970 ENVIRON PROTECTION PROGRAM	1,862	2,076	2,100	2,100
65170 TRANSFER TO OTHER FUNDS	9,996	10,032	10,520	11,500
<b>TOTAL OPERATING</b>	<b>428,143</b>	<b>428,831</b>	<b>487,839</b>	<b>519,698</b>
53020 MICROS/WORD PROCESSORS	20,006	2,595	2,400	0
53050 MACHINERY & APPARATUS	19,571	0	20,000	20,000
53070 VEHICLES-REPLACEMENT	0	0	18,000	30,000
53090 BUILDINGS & STRUCTURES	859,162	914,440	40,000	40,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>898,739</b>	<b>917,035</b>	<b>80,400</b>	<b>90,000</b>
65075 INTEREST	0	0	25,000	0
65185 PRINCIPAL	0	0	70,605	0
<b>TOTAL DEBT SERVICE</b>	<b>0</b>	<b>0</b>	<b>95,605</b>	<b>0</b>
<b>ORGANIZATIONAL TOTAL</b>	<b>1,932,785</b>	<b>1,971,972</b>	<b>1,415,326</b>	<b>1,322,109</b>

1999 actual amounts are not audited amounts and are taken from financial report GFSY0810 2/10/2000

2000 actual amounts are not audited amounts and are taken from financial report GFSY0810 1/23/2001



# Human Service Complex

Lamont Gizzi, Unit Manager • 1434 North Hancock Avenue, Colorado Springs, CO 80903 • (719) 385-6952 • lgizzi@ci.colospgs.co.us

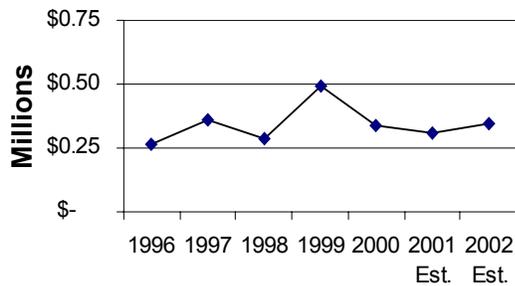
## MISSION

To create an appropriate mix of commercial businesses and non profit services effectively networking to serve the needs of the elderly and the surrounding neighborhood.

## SERVICES

- Manage property
- Continue the implementation of the Use Plan

## ESTIMATED FUND BALANCE



## BUDGET SUMMARY

	<b>1999 Actual</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2001 Est. Year End</b>	<b>2002 Budget</b>
<b><u>Sources of Funds</u></b>					
Rental Income	\$227,938	\$232,120	\$232,000	\$232,000	\$232,000
Interest	21,734	35,054	15,000	15,000	15,000
Environmental Reimbursement	176,704	29,947	30,000	30,000	30,000
Senior Classes	7,759	6,985	4,300	4,300	4,000
Miscellaneous	3,578	3,845	4,000	4,000	3,500
<b>Total</b>	<b>\$437,713</b>	<b>\$307,951</b>	<b>\$285,300</b>	<b>\$285,300</b>	<b>\$284,500</b>
<b><u>Uses of Funds</u></b>					
Salary/Benefits	\$ 37,481	\$ 35,888	\$ 40,573	\$ 40,573	\$ 42,195
Operating	112,316	116,089	119,413	119,413	121,355
Capital Outlay	0	0	0	0	0
Capital Improvement Projects	33,969	24,970	155,000	155,000	80,000
<b>Total</b>	<b>\$183,766</b>	<b>\$176,947</b>	<b>\$314,986</b>	<b>\$314,986</b>	<b>\$243,550</b>

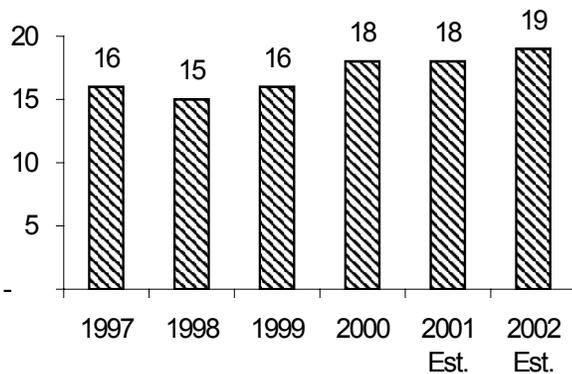
The estimated ending fund balance is not the same amount as the fund balance as stated on the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Unit.

## PERSONNEL

	1999 Actual	2000 Actual	2001 Budget	2001 Est. Year End	2002 Budget
<b>Classification</b>					
General	1	1	1	1	1
<b>FTE Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## PERFORMANCE INDICATORS

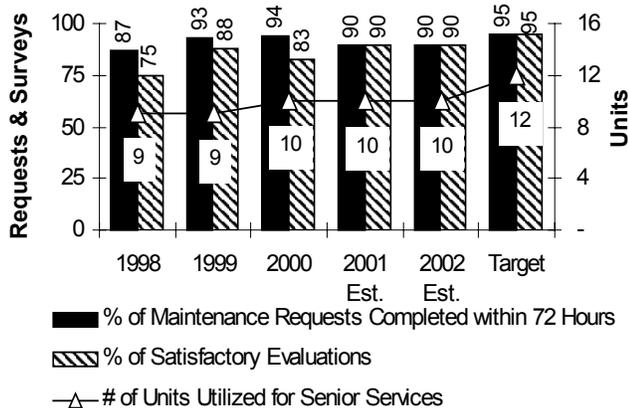
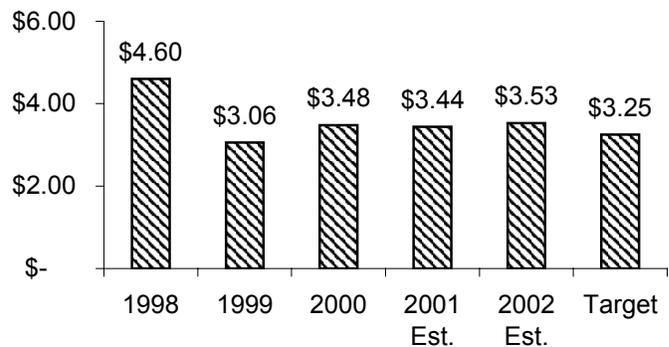
### # of Rental Spaces Occupied



Since 2000, the number of occupied spaces within the complex has stabilized at 18. This is an occupancy rate of 90 percent. Eight leases expire in 2002 and all current tenants are expected to renew their leases. Nineteen units are targeted for occupancy in 2002.

The operational costs per square foot for the Complex has remained fairly consistent (\$3.00-\$3.55) as the number of occupied spaces has stabilized. Occupancy rates are expected to remain constant. However, as additional funds are provided to the operation of the Senior Center, operational costs are anticipated to increase slightly. The target cost per square foot is \$3.25.

### Cost per Square Foot



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 rating of approximately 90 percent. Although occupancy rates are important to the Complex, in terms of efficiencies and revenues, the number of tenants providing services to the seniors is key to the mission. It is expected that in 2002, the number of tenants providing these services will remain consistent from 2000 to 2002. The target for the completion of maintenance requests within 72 hours is 95 percent. A 95 percent rating is the target for positive facility evaluations and the target of businesses that provide services to seniors is 12.

## **CHANGES TO THE BUDGET**

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- An increase of \$2,123 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$616 for 2001 performance pay is removed.
- Funding of \$1,942 is added for increases in operating and small adjustments to several line items such as administrative pro rate, payment in lieu of taxes, general insurance and transfer to other funds.
- Funding of \$75,000 is removed from the capital building and structure line item due to the completion of the parking lot.

## **MAJOR OBJECTIVES**

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### **OBJECTIVE – Implement the Use Plan.**

Provide, through rental leases, the delivery of services to the elderly and the surrounding neighborhood in accordance with the Use Plan.

### **OBJECTIVE – Coordinate the Petroleum Remediation and Perchloroethylene cleanup projects.**

Meet the guideline of the State's Oil Inspection Section and work with the Environmental Services staff to address the environmental projects at the Complex.

### **OBJECTIVE – Fund the Colorado Springs Senior Center Activities.**

Provide funding and resources to the Senior Center to avoid additional costs to the City's General Fund budget.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**HUMAN SERVICES COMPLEX FUND  
COLORADO SPRINGS COMPANIES  
HUMAN SERVICES COMPLEX**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	23,815	25,493	27,478	28,586
51206 WAGE PKG-SALARIES	(95)	0	0	0
51207 WAGE PKG-PERFORMANCE	4,338	(124)	616	0
51210 OVERTIME	212	228	0	0
51220 SEASONAL/TEMPORARY	114	0	2,304	2,304
51230 SHIFT DIFFERENTIAL	1,146	1,300	1,400	1,400
51610 PERA	2,412	2,605	2,917	2,934
51615 WORKER'S COMPENSATION	1,582	2,048	1,010	1,040
51620 EQUITABLE LIFE INSURANCE	95	100	110	114
51625 VISION CARE	61	60	63	63
51640 DENTAL INSURANCE	279	305	320	336
51690 MEDICARE	335	378	469	483
51695 CITY EPO MEDICAL PLAN	3,187	3,495	3,886	4,935
<b>SALARIES AND BENEFITS TOTAL</b>	<b>37,481</b>	<b>35,888</b>	<b>40,573</b>	<b>42,195</b>
52125 GENERAL SUPPLIES	556	1,413	650	650
52145 PAINT & CHEMICAL	176	83	100	100
52190 JANITORIAL SUPPLIES	0	56	0	0
52407 TRAVEL PROGRAMS	7,635	6,754	5,000	5,000
52455 LAWN MAINTENANCE SERVICE	0	0	500	500
52475 MISCELLANEOUS SERVICES	0	0	32,500	32,500
52575 SERVICES	44,413	40,817	58,000	57,000
52590 TEMPORARY EMPLOYMENT	0	0	500	500
52725 RENTAL OF PROPERTY	44,561	40,799	0	0
52740 GENERAL INSURANCE-CITY	1,369	0	1,370	2,488
52775 MINOR EQUIPMENT	0	6,207	450	450
52805 ADMIN PRORATED CHARGES	6,156	6,396	6,300	6,615
52806 IN LIEU OF TAXES	0	3,798	3,988	4,644
52876 PASSTHROUGH EXPENSES	6,454	8,758	9,000	9,800
65170 TRANSFER TO OTHER FUNDS	996	1,008	1,055	1,108
<b>OPERATING TOTAL</b>	<b>112,316</b>	<b>116,089</b>	<b>119,413</b>	<b>121,355</b>
53090 BUILDINGS & STRUCTURES	33,969	24,970	155,000	80,000
<b>CAPITAL OUTLAY TOTAL</b>	<b>33,969</b>	<b>24,970</b>	<b>155,000</b>	<b>80,000</b>
<b>ORGANIZATIONAL TOTAL</b>	<b>183,766</b>	<b>176,947</b>	<b>314,986</b>	<b>243,550</b>

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# Parking System

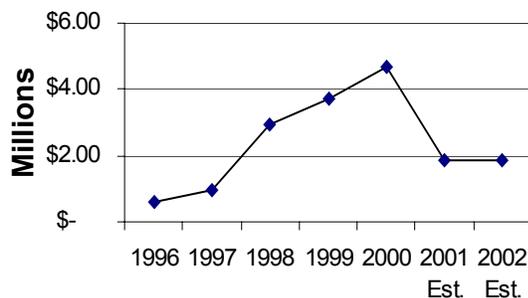


Greg Warnke, Unit Manager • 30 South Nevada Avenue, Colorado Springs, CO 80903 • (719) 385-5682 • gwarnke@ci.colospgs.co.us

## MISSION

To provide safe and convenient public parking in the Central Business District and major activity centers throughout the City of Colorado Springs in a cost-effective manner.

## ESTIMATED FUND BALANCE



## SERVICES

- Provide monthly public off-street parking
- Provide hourly public off-street parking
- Collect revenues and maintain and install short-term public on-street parking
- Investigate public parking concerns in commercial and residential areas
- Maintain structural integrity, appearance, and 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 funding to CSPD for parking enforcement personnel
- Administer the collection and maintenance of on-street trash receptacles downtown and Old Colorado City areas
- Evaluate existing and future public parking needs and plan for additional system capacity

## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2001 Est. Year End	2002 Budget
<b>Sources of Funds</b>					
Monthly Parking	\$ 992,455	\$ 967,779	\$1,040,700	\$1,040,700	\$1,032,480
Transient Parking	152,490	153,102	140,256	140,256	137,300
Parking Meters and Hoods	1,279,022	1,297,630	1,352,000	1,355,000	1,323,200
Misc./Transit Lease	30,475	47,670	39,570	39,570	39,570
Interest Earned Fund Balance	187,939	259,415	275,000	225,000	125,000
POC Garage Loan Payment	0	0	0	0	77,700
<b>Total</b>	<b>\$2,642,381</b>	<b>\$2,725,596</b>	<b>\$2,847,526</b>	<b>\$2,800,526</b>	<b>\$2,735,250</b>
<b>Uses of Funds</b>					
Salary/Benefits	\$ 283,903	\$ 276,511	\$ 431,521	\$ 431,521	\$ 549,031
Operating	555,066	577,656	790,520	790,520	799,368
Capital Outlay	354,548	365,929	530,000	530,000	119,000
Bond Payment – Principal	315,000	325,000	335,000	335,000	345,000
Bond Payment – Interest	283,420	379,926	370,026	370,026	359,139
Cap Improvement – Ele. Meters	0	0	75,000	75,000	210,000
Cap Improvement – POC Garage	0	0	2,325,000	2,325,000	0
Cap Improvement – OCH Lot	0	0	600,000	600,000	0
BID Pedestrian Improvements	0	0	0	175,000	350,000
<b>Total</b>	<b>\$1,791,937</b>	<b>\$1,925,022</b>	<b>\$5,457,067</b>	<b>\$5,632,067</b>	<b>\$2,731,538</b>

The estimated ending fund balance is not the same amount as the fund balance as stated on the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Unit.

**PERSONNEL**

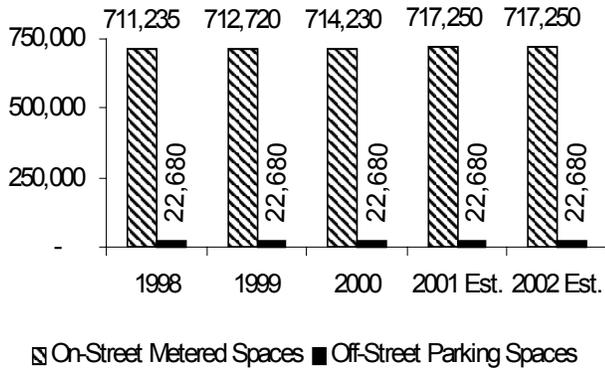
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	<b>1999 Actual</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2001 Est. Year End</b>	<b>2002 Budget</b>
<b>Classification</b>					
Manager	1	1	1	1	1
Professional	1	1	1	1	1
Paraprofessional	1	1	1	1	1
General	6	6	6	6	6
<b>FTE Total</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

Two positions will remain vacant in 2002 until the workload demands that they be hired. These FTEs are an Administrative Clerk IV and an Analyst position.

**PERFORMANCE INDICATORS**

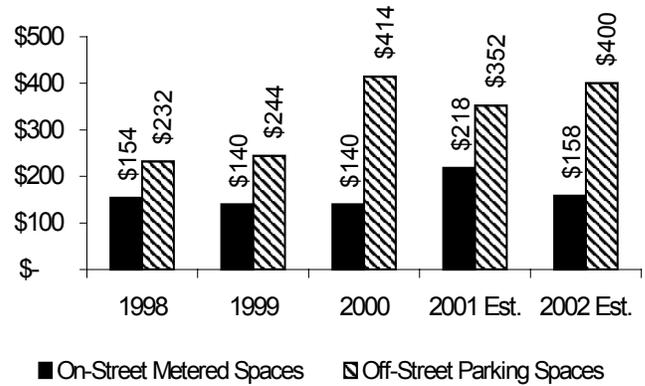
**Parking Spaces Supplied**



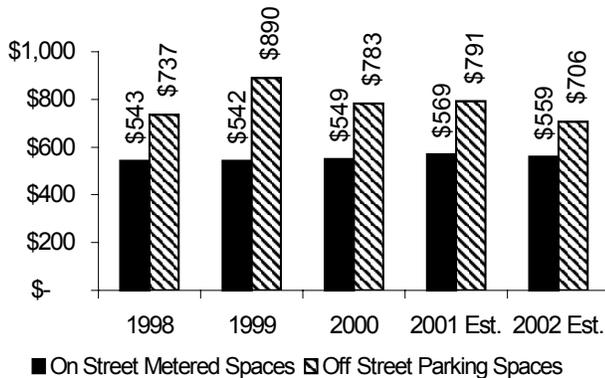
In the accompanying graph, total spaces are forecasted to remain the same in 2002 until the completion of the Bijou/Cascade and Old City Hall facilities. The off-street spaces should surpass 25,600 by fiscal year 2003.

Operational costs for on-street meters are once again estimated to decline with the completion of the case refurbishment project. Off-street costs are forecasted to rise within typical industry trends.

**Operating Cost per Space**



**Revenue Collected Per Space**



On-street revenues should stabilize now as the majority of the anticipated downtown construction is completed. Revenues from off-street spaces are projected to decline slightly while the Bijou/Cascade facility is being constructed.

## CHANGES TO THE BUDGET

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- An increase of \$26,324 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$7,522 for 2001 performance pay is removed.
- Funding of \$6,259 is added in total operating expenses for increases in utility costs and the new surface parking lot at City Hall.
- Funding of \$560,000 in capital funds is added to purchase the remaining mechanisms to complete the parking meter conversion to electronic (\$210,000) and additional funds for on-going construction of Downtown Action Plan (DAP) improvements (\$350,000).
- Onetime capital funding of \$600,000 is removed that was budgeted in 2001 for the surface lot at City Hall.
- Onetime capital funding of \$2,325,000 is removed which was budgeted in 2001 for the Police Operations Center garage.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$200.

## MAJOR OBJECTIVES

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### **OBJECTIVE – Complete conversion to electronic parking meters.**

Capital funds are budgeted to purchase 1,400 new parking meters mechanisms to complete the full conversion from mechanical meters to electronic meters.

### **OBJECTIVE – Complete construction phase of Bijou/Cascade Parking Garage.**

Construction should begin early in 2002 and be completed within 8 – 10 month.

### **OBJECTIVE – Continue funding for the Downtown Action Plan (DAP).**

Capital funds are budgeted to complete additional construction within the BID project area.

### **OBJECTIVE – Complete construction phase of Police Operation Center Parking Garage.**

Construction should begin in late 2001 and be completed within 8 – 10 months.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**PARKING FUND  
COLORADO SPRINGS COMPANIES  
PARKING SYSTEM**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	217,326	223,676	337,173	439,412
51206 WAGE PKG-SALARIES	(753)	0	0	0
51207 WAGE PKG-PERFORMANCE	6,844	(714)	7,522	0
51210 OVERTIME	5,054	2,225	4,100	2,000
51245 RETIREMENT/TERM VACATION	0	116	0	0
51260 VACATION BUY	188	414	0	0
51299 SALARIES REIMBURSEMENTS	(293)	0	0	0
51610 PERA	22,230	22,918	32,182	39,213
51615 WORKER'S COMPENSATION	4,974	4,699	4,287	5,605
51620 EQUITABLE LIFE INSURANCE	816	824	1,349	1,680
51625 VISION CARE	370	276	567	681
51640 DENTAL INSURANCE	1,816	1,410	2,880	3,600
51665 CASH BACK	855	1,974	0	0
51670 PARKING FOR EMPLOYEES	880	160	2,160	0
51690 MEDICARE	1,942	2,012	4,247	5,311
51695 CITY EPO MEDICAL PLAN	21,654	16,521	35,054	51,529
<b>SALARIES AND BENEFITS TOTAL</b>	<b>283,903</b>	<b>276,511</b>	<b>431,521</b>	<b>549,031</b>
52110 OFFICE SUPPLIES	0	31	500	400
52111 PAPER SUPPLIES	0	0	500	400
52125 GENERAL SUPPLIES	1,179	971	300	600
52135 POSTAGE	53	110	100	100
52140 WEARING APPAREL	472	293	1,000	1,000
52145 PAINT & CHEMICAL	2,662	938	2,800	2,800
52190 JANITORIAL SUPPLIES	0	0	100	100
52225 MAINT-MICROS/WORD PROCESSOR	475	0	500	500
52235 MAINT-MACHINERY & APPARATUS	69	70	2,500	2,500
52260 MAINT-METERS	29,561	27,408	32,000	16,000
52265 MAINT-BUILDINGS & STRUCTURE	19,880	9,402	29,000	29,000
52405 ADVERTISING SERVICES	1,148	0	0	0
52410 BUILDING SECURITY SERVICES	0	0	15,600	27,400
52415 CONTRACTS & SPEC PROJECTS	0	0	324,080	334,759
52435 GARBAGE REMOVAL SERVICES	0	0	22,300	21,600
52575 SERVICES	301,092	313,955	40,500	38,250
52576 AUDIT SERVICES	0	6,900	0	6,500
52615 DUES & MEMBERSHIP	710	725	900	900
52625 MEETING EXPENSES IN TOWN	0	159	0	0
52635 SCHOOLING	715	360	800	500
52655 TRAVEL OUT OF TOWN	903	0	2,000	1,800
52705 COMMUNICATIONS	8,168	5,037	10,812	9,770
52725 RENTAL OF PROPERTY	14,546	15,367	15,300	9,500
52735 TELEPHONE-LONG DIST CALLS	622	389	800	300
52740 GENERAL INSURANCE-CITY	9,512	0	33,710	12,185
52745 UTILITIES	59,623	67,962	85,600	102,800
52775 MINOR EQUIPMENT	1,037	560	3,000	3,000
52805 ADMIN PRORATED CHARGES	70,068	66,336	93,110	97,765
52806 IN LIEU OF TAXES	0	22,337	37,246	41,897

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**PARKING FUND  
COLORADO SPRINGS COMPANIES  
PARKING SYSTEM**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
52872 MAINT-FLEET VEHICLES/EQP	2,152	2,070	2,000	2,000
52874 OFFICE SERVICES PRINTING	419	237	1,750	1,750
52875 OFFICE SERVICES RECORDS	0	25	100	100
52921 TEL/COM PASSTHRU	0	5,306	0	0
52923 TEL/COM PASSTHRU	0	600	0	0
65170 TRANSFER TO OTHER FUNDS	30,000	30,108	31,612	33,192
<b>OPERATING TOTAL</b>	<b>555,066</b>	<b>577,656</b>	<b>790,520</b>	<b>799,368</b>
53030 FURNITURE & FIXTURES	0	0	1,500	1,000
53050 MACHINERY & APPARATUS	2,486	50,000	98,500	226,000
53090 BUILDINGS & STRUCTURES	352,062	314,059	505,000	452,000
65051 ADMIN FEE	0	1,870	0	0
65000 OLD CITY HALL LOT	0	0	600,000	0
65000 POC GARAGE	0	0	2,325,000	0
<b>CAPITAL OUTLAY TOTAL</b>	<b>354,548</b>	<b>365,929</b>	<b>3,530,000</b>	<b>679,000</b>
65075 INTEREST	283,420	379,926	370,026	359,139
65185 PRINCIPAL	315,000	325,000	335,000	345,000
<b>DEBT TOTAL</b>	<b>598,420</b>	<b>704,926</b>	<b>705,026</b>	<b>704,139</b>
<b>ORGANIZATION TOTAL</b>	<b>1,791,937</b>	<b>1,925,022</b>	<b>5,457,067</b>	<b>2,731,538</b>

1999 actual amounts are not audited amounts and are taken from financial report GFSY0810 2/10/2000

2000 actual amounts are not audited amounts and are taken from financial report GFSY0810 1/23/2001

# Patty Jewett Golf Course



Dal Lockwood, Unit Manager • 900 East Espanola, Colorado Springs, CO 80907 • (719) 385-6931 • dlockwood@ci.colospgs.co.us

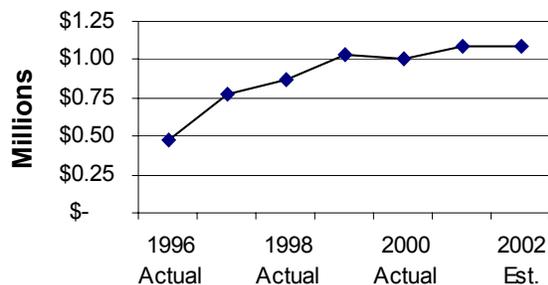
## MISSION

To provide a high quality golf experience at the lowest possible cost while being a financially responsible and self supporting golf course.

## SERVICES

- 27-hole golf course
- Driving range
- Group and individual lesson programs for children and adults
- Putting green
- Full-service clubhouse and banquet facility
- Golf cart and club rentals
- Tournament and group outings
- Junior golf programs
- High school and middle school golf programs
- Corporate/industrial leagues
- Men's and women's associations

## ESTIMATED FUND BALANCE



## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2001 Est. Year End	2002 Budget
<b>Sources of Funds</b>					
Annual Permit Fees	\$ 105,950	\$ 101,336	\$ 101,375	\$ 99,827	\$ 97,325
Daily 9 & 18 Hole Green Fees	1,038,594	970,015	1,057,851	1,079,373	1,121,585
Cart Fees	236,170	229,810	206,299	246,339	218,726
Concessions	99,791	97,688	76,736	88,469	85,362
Operating Fee Daily	208,962	184,290	209,242	214,978	235,515
Miscellaneous	7,146	10,194	6,993	10,044	10,314
Gain Loss on Sales of Assets	(120)	0	0	0	0
Interest	53,687	64,168	53,687	48,798	64,168
<b>Total</b>	<b>\$1,750,180</b>	<b>\$1,657,501</b>	<b>\$1,712,183</b>	<b>\$1,787,828</b>	<b>\$1,832,995</b>
<b>Uses of Funds</b>					
Salary & Benefits	\$ 521,581	\$ 538,057	\$ 615,051	\$ 552,625	\$ 645,598
Operating	736,590	783,642	784,998	771,837	842,571
Capital Outlay	205,925	360,923	382,587	382,587	332,130
<b>Total</b>	<b>\$1,464,096</b>	<b>\$1,682,622</b>	<b>\$1,782,636</b>	<b>\$1,707,049</b>	<b>\$1,820,299</b>

The estimated ending fund balance is not the same amount as the fund balance as stated on the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Unit.

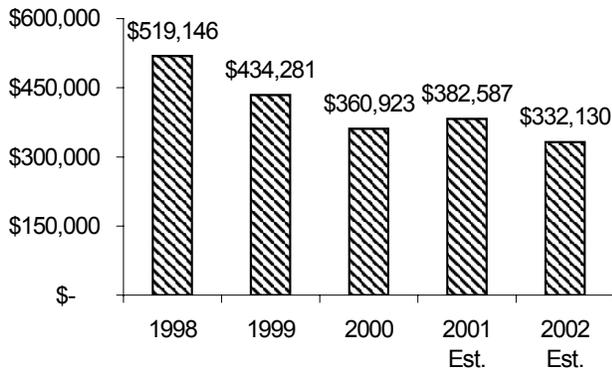
## PERSONNEL

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	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2001 Est.</b>	<b>2002</b>
<b>Classification</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End</b>	<b>Budget</b>
Manager	1.0	1.0	1.0	1.0	1.0
Supervisor	1.0	1.0	1.0	1.0	1.0
Paraprofessional	1.5	1.5	1.5	1.5	1.5
General	6.0	6.0	6.0	6.0	6.0
<b>FTE Total</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>

## PERFORMANCE INDICATORS

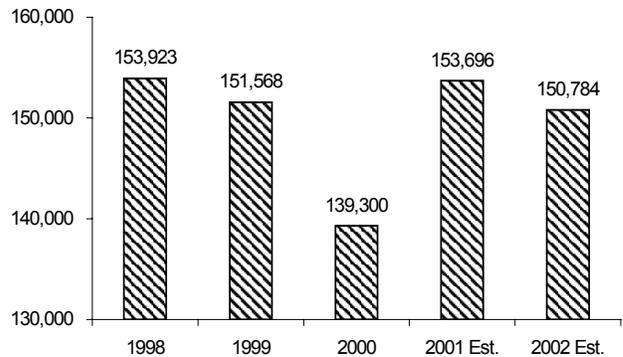
### \$ Spent on Capital



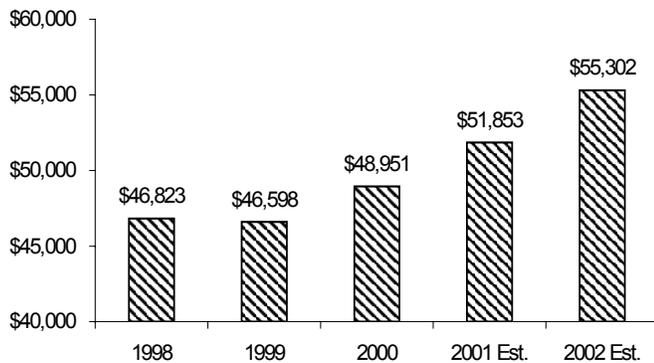
Dollars spent on capital indicate the commitment to maintaining and improving the facilities for our customers. This is a crucial aspect of maintaining the value of assets and the primary function of our fee maintenance program.

Number of rounds played indicates a broad range of the golf market being served. Rounds also reflect an increase in local competition.

### # of Rounds Played



### Maintenance Cost per Hole



Maintenance cost per hole is indicative of the commitment to provide a high quality golf experience at the lowest possible cost. The cost per hole reflects a strong commitment to quality while continuing to provide a reasonably priced golf experience. These costs do not include capital expenditures as they are not considered part of an annual maintenance cost of a golf course and therefore are measured in separate capital categories.

The variance in maintenance cost per hole when comparing Patty Jewett versus Valley Hi is comprised of the Golf manager's and senior office specialist's salaries and benefits, which is a cost component in Patty Jewett but not in Valley Hi.

## CHANGES TO THE BUDGET

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- An increase of \$34,073 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$8,891 for 2001 performance pay is removed.
- Funding of \$5,000 is added for seasonal/temporary salaries.
- Funding of \$38,000 is added for operating costs which represents a 4.8% increase.
- Funding of \$20,000 is added for services to more accurately reflect the historical spending patterns.
- Funding of \$50,457 is removed in capital outlay to offset unavoidable operating increases.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$575.

## MAJOR OBJECTIVES

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### **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. Replacement of all existing golf course bunkers will be accomplished as per golf course master plan.

### **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. As is directed by the fee maintenance policy fees will remain the same in 2002. In the fall of 2002, discussions will begin for increasing fees in 2003. At this point, it would appear that a more aggressive increase will be necessary in 2003 than was used in 2001.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GOLF FUND  
COLORADO SPRINGS COMPANIES  
PATTY JEWETT GOLF COURSE**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	322,243	340,760	396,935	418,741
51206 WAGE PKG-SALARIES	(1,501)	0	0	0
51207 WAGE PKG-PERFORMANCE	12,815	(1,410)	8,891	0
51210 OVERTIME	15,286	17,161	12,000	12,000
51215 ACHIEVEMENT AWARD	0	0	900	900
51220 SEASONAL/TEMPORARY	72,493	77,555	83,865	88,865
51235 STANDBY	2,836	1,558	1,000	1,000
51245 RETIREMENT/TERM VACATION	0	19	0	0
51250 SPECIAL ASSIGNMENT PAY	353	213	3,771	3,771
51299 SALARIES REIMBURSEMENTS	(953)	0	0	0
51610 PERA	40,464	42,832	44,305	45,148
51615 WORKER'S COMPENSATION	13,567	15,821	10,713	11,356
51620 EQUITABLE LIFE INSURANCE	1,377	1,400	1,618	1,704
51625 VISION CARE	579	541	599	599
51640 DENTAL INSURANCE	2,662	2,575	3,040	3,192
51655 RETIRED EMP MEDICAL INS	3,382	1,096	2,148	2,148
51665 CASH BACK	209	1,516	0	0
51675 UNEMPLOYMENT INSURANCE	1,783	0	0	0
51690 MEDICARE	4,848	5,075	5,978	6,278
51695 CITY EPO MEDICAL PLAN	29,138	31,345	39,288	49,896
<b>SALARIES AND BENEFITS TOTAL</b>	<b>521,581</b>	<b>538,057</b>	<b>615,051</b>	<b>645,598</b>
52105 MISCELLANEOUS OPERATING	28,419	28,050	0	0
52110 OFFICE SUPPLIES	1,235	1,014	2,500	2,500
52115 MEDICAL SUPPLIES	0	0	525	525
52120 SOFTWARE-MICRO/WORD PROCESS	0	370	0	0
52125 GENERAL SUPPLIES	16,914	12,443	12,000	12,000
52135 POSTAGE	313	194	0	0
52140 WEARING APPAREL	2,037	1,762	3,000	3,000
52145 PAINT & CHEMICAL	183	224	3,000	3,000
52150 SEED & FERTILIZER	50,778	53,233	50,000	50,000
52155 AUTOMOTIVE	659	273	2,500	2,500
52175 SIGNS	0	517	2,500	2,500
52190 JANITORIAL SUPPLIES	0	1,242	0	1,000
52205 MAINT-LANDSCAPING	0	0	4,500	4,500
52210 MAINT-TREES	0	15,375	10,000	12,000
52215 MAINT-GROUNDS	25,093	18,202	24,000	26,000
52220 MAINT-OFFICE MACHINES	275	849	700	700
52225 MAINT-MICROS/WORD PROCESSOR	425	140	1,000	1,000
52230 MAINT-FURNITURE & FIXTURES	0	1,610	1,250	1,250
52235 MAINT-MACHINERY & APPARATUS	32,523	29,375	33,600	33,600
52240 MAINT-NONFLEET VEHICLES/EQP	3,391	1,875	6,000	9,000
52250 MAINT-RADIOS-ALLOCATION	6,036	0	6,360	6,360
52265 MAINT-BUILDINGS & STRUCTURE	25,153	9,608	10,000	15,000
52270 MAINT-WELLS & RESERVOIRS	8,220	13,571	14,000	19,000
52280 MAINT-ROADS & BRIDGES	33	36	4,000	9,000
52405 ADVERTISING SERVICES	4,785	11,843	13,000	13,000
52450 LAUNDRY & CLEANING SERVICES	3,609	3,406	6,000	6,000

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GOLF FUND  
COLORADO SPRINGS COMPANIES  
PATTY JEWETT GOLF COURSE**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
52565 PEST CONTROL	0	0	0	600
52575 SERVICES	257,322	273,769	235,000	255,000
52605 CAR MILEAGE	325	366	1,400	1,400
52615 DUES & MEMBERSHIP	2,345	2,465	2,300	2,300
52625 MEETING EXPENSES IN TOWN	760	337	250	225
52630 TRAINING	0	0	0	1,200
52635 SCHOOLING	3,788	3,747	4,000	4,000
52645 SUBSCRIPTIONS	0	15	300	300
52655 TRAVEL OUT OF TOWN	4,490	3,151	5,500	4,950
52705 COMMUNICATIONS	29,962	19,958	36,839	36,839
52735 TELEPHONE-LONG DIST CALLS	719	522	600	600
52740 GENERAL INSURANCE-CITY	2,565	0	2,564	4,662
52745 UTILITIES	110,425	132,278	140,868	145,868
52765 EQUIPMENT LEASE/PURCHASE	(22,905)	0	0	0
52775 MINOR EQUIPMENT	3,282	2,699	10,000	8,000
52795 RENTAL OF EQUIPMENT	3,268	2,010	3,000	3,000
52805 ADMIN PRORATED CHARGES	90,120	93,720	99,357	104,324
52872 MAINT-FLEET VEHICLES/EQP	9,324	11,879	12,000	14,000
52874 OFFICE SERVICES PRINTING	698	301	1,500	1,500
52921 TEL/COM PASSTHRU	0	12,435	0	0
52923 TEL/COM PASSTHRU	276	550	0	0
52970 ENVIRON PROTECTION PROGRAM	753	768	750	750
65170 TRANSFER TO OTHER FUNDS	28,992	17,460	18,335	19,618
<b>OPERATING TOTAL</b>	<b>736,590</b>	<b>783,642</b>	<b>784,998</b>	<b>842,571</b>
53020 MICROS/WORD PROCESSORS	2,177	0	0	0
53050 MACHINERY & APPARATUS	70,307	118,459	161,087	136,230
53090 BUILDINGS & STRUCTURES	133,441	242,464	221,500	195,900
<b>CAPITAL OUTLAY TOTAL</b>	<b>205,925</b>	<b>360,923</b>	<b>382,587</b>	<b>332,130</b>
<b>ORGANIZATIONAL TOTAL</b>	<b>1,464,096</b>	<b>1,682,622</b>	<b>1,782,636</b>	<b>1,820,299</b>

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2000 actual amounts are not audited amounts and are taken from financial report GFSY0810 1/23/2001

# Pikes Peak America's Mountain



David Nickerson, Colorado Springs Companies Group Support Manager • 30 South Nevada Avenue, Colorado Springs, CO 80903 • (719) 385-5457 • [dnickerson@ci.colospgs.co.us](mailto:dnickerson@ci.colospgs.co.us)

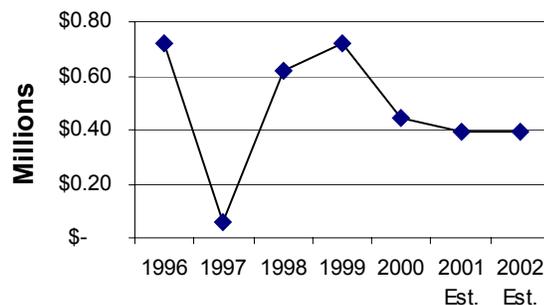
## MISSION

To create an unforgettable “Peak” experience by developing and enhancing first-class interpretive programs; world-class facilities; and safe, environmentally sensitive access to “America’s Mountain” for the educational and recreational enjoyment of the visitors.

## SERVICES

- Business development and administration
- Visitor and Ranger Services
- Interpretive and education services
- Special event coordination
- Erosion and sedimentation management
- Highway maintenance and construction
- Facilities maintenance and construction
- Capital projects planning and implementation
- Capital campaign management
- Intergovernmental relations

## ESTIMATED FUND BALANCE



## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2001 Est. Year End	2002 Budget
<b>Sources of Funds</b>					
Tollgate Entry Fees	\$1,875,205	\$1,946,555	\$2,310,000	\$2,127,706	\$2,355,000
ARAMARK Concession Fee	370,397	459,625	571,000	575,000	599,550
Crystal Reservoir Center	173,473	16,817	0	0	0
Tower Optical Viewers	2,286	1,349	2,400	2,049	2,400
Miscellaneous	134,368	31,878	220,230	220,000	250,000
Admin. Revenue	4,124	5,392	0	3,000	5,000
Cash Over/Short Tollgate	1,752	925	0	0	0
Cash Over/Short Crystal	118	1	0	0	0
Sale of Property	377	10	0	0	0
Gain/Loss On Sale of Assets	0	0	0	0	0
Interest	26,586	28,786	30,000	30,000	30,000
Transfer From Other Funds	30,000	30,000	0	0	0
<b>Total</b>	<b>\$2,618,686</b>	<b>\$2,521,338</b>	<b>\$3,133,630</b>	<b>\$2,957,755</b>	<b>\$3,241,950</b>

**Uses of Funds**

Salary/Benefits	\$1,287,436	\$1,278,938	\$1,462,851	\$1,305,562	\$1,535,104
Operating	1,183,506	1,325,567	1,672,312	1,554,862	1,684,860
Capital Outlay	58,320	89,135	181,000	150,361	16,786
<b>Total</b>	<b>\$2,529,262</b>	<b>\$2,693,640</b>	<b>\$3,316,163</b>	<b>\$3,010,785</b>	<b>\$3,236,750</b>

The estimated ending fund balance is not the same amount as the fund balance as stated on the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Unit.

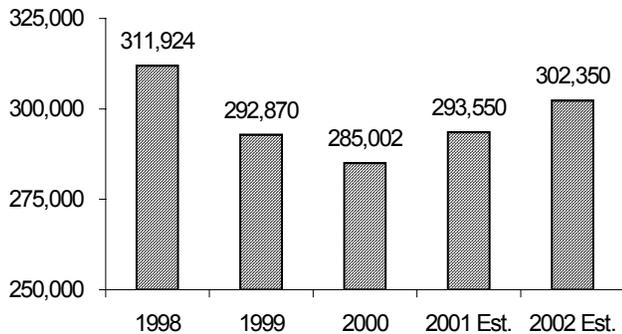
**PERSONNEL**

<b>Classification</b>	<b>1999 Actual</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2001 Est. Year End</b>	<b>2002 Budget</b>
Manager	1	1	1	1	1
Supervisor	2	2	2	2	2
Professional	4	4	3	3	3
Paraprofessional	7	7	7	7	7
General	9	9	11	11	11
<b>FTE Total</b>	<b>23</b>	<b>23</b>	<b>24</b>	<b>24</b>	<b>24</b>

In March 2000, one professional position was dissolved to fund two general positions.

## PERFORMANCE INDICATORS

### # of Visitors

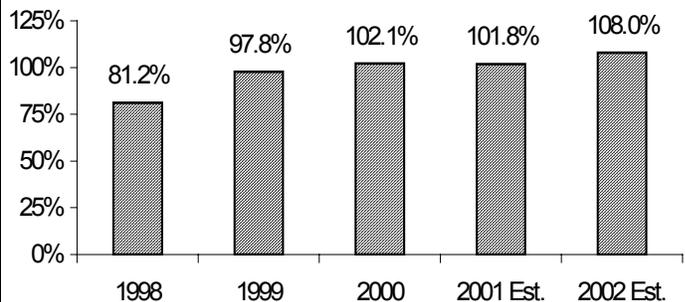


The visitation count in 1998 of 311,924 has been difficult to duplicate. These numbers are extremely hard to predict and are of primary concern while consuming the strategic planning agendas. A modest three percent increase in the estimated year-end for 2001 is used for predicting 2002 visitors.

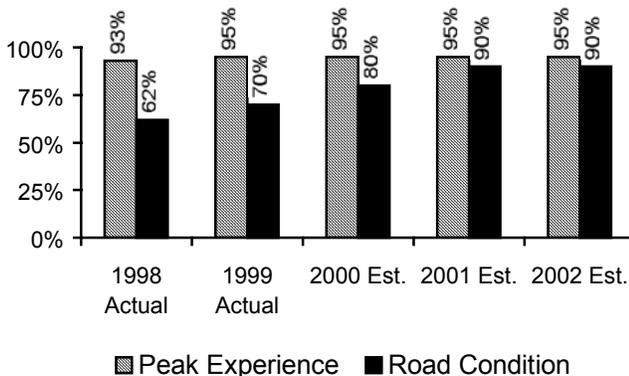
Staff believes fuel prices and conservative vacation plans have kept visitations from increasing at a greater pace. Emphasis on the marketing efforts will continue to increase local visitation. Additionally, continuing efforts to produce special events for outside travel will be maintained in 2002.

A near 100 percent operating ratio indicates all revenues received by Pikes Peak are used for the expenses of running Pikes Peak – America’s Mountain. Operating ratios are calculated by dividing expenses by revenues. A 100 percent plus operating ratio indicates expenses outweigh the revenues and money is being expended from the fund balance. This graph is indicative of the court-dictated expenses taking place. Although fund balance money is covering the costs, additional funds will become necessary in the near future. Continued efforts for federal funds will be energetically campaigned for in 2002.

### % of Operating Ratio



### % of Visitors Rating the Road and the "Peak" Experience Good/Excellent



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 staff anticipates this trend to continue and is administering a survey which is expected to be complete in the fall of 2001.

## CHANGES TO THE BUDGET

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- An increase of \$77,461 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$22,546 for 2001 performance pay is removed.
- Funding of \$4,710 is included to address increased electric and gas rates.
- Funding of \$5,135 is added for increases in the administrative pro rate charges.
- Funding of \$15,000 is included for increases in the general insurance for self-insurance costs as required by the Insurance and Claims office.
- Funding of \$200,000 is added for increased anticipated legal services expenditures.
- To accomplish all of the necessary increased expenditures, a complete review of the annual budget was completed by the staff. Virtually every account was scrutinized and reallocated, allowing for uncontrollable cost increases and higher priority expenditures, which are listed individually.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$1,590.

## MAJOR OBJECTIVES

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### **OBJECTIVE – Develop and enhance first-class interpretive programs.**

Interpretive programs have been designed to enhance the average visitor's experience on Pikes Peak. While interpretation has been planned to appeal to and be used by all of the many interest groups enjoying the mountain, touring families and local repeat-visit families and individuals has been a primary concern. An ongoing implementation of Master Plan projects for signage and interpretive turnouts and programs will take place in 2002. Turnouts and interpretive programs for 2002 total \$27,500.

### **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 Unit strives to enhance, upgrade, replace, and remove existing facilities in the Pikes Peak corridor, and add new facilities as they are deemed necessary. In 2002, the Unit will resume fund-raising efforts for a new Summit House and continue the existing facility maintenance program. The in-house program for maintenance, repair, and upgrading of existing facilities will cost approximately \$30,000. Fundraising costs for travel, material and consultants are \$114,000.

### **OBJECTIVE – Provide safe, environmentally sensitive access to "America's Mountain."**

Additional efforts to protect and enhance the natural environment will be addressed during the 2002 budget year. \$438,300 is budgeted for ongoing maintenance activities, to include elements of the erosion sedimentation project plan. Erosion redesign and construction are inevitable and costs cannot be covered by the existing revenue avenues. Research and participation into Federal funds, foundation development and activities, and grants are being investigated.

### **OBJECTIVE – Provide educational and recreational opportunities.**

Additional investigation and curriculum material development is necessary to provide personal service interpretation and answer visitor questions. Curriculum materials will guide the experience by educating the visitors in issues such as the environment, climate, weather, water, geology, geography, wildlife, life zones, trees, wildflowers, people of Pikes Peak, and history. Additional events and activities are planned to enhance the recreational opportunities and entice local and out-of-state visitors to Pikes Peak.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**PIKES PEAK FUND  
COLORADO SPRINGS COMPANIES  
PIKES PEAK – AMERICA’S MOUNTAIN**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	793,526	840,329	1,006,503	1,074,094
51206 WAGE PKG-SALARIES	(3,213)	0	0	0
51207 WAGE PKG-PERFORMANCE	24,393	(2,643)	22,546	0
51210 OVERTIME	55,966	51,166	43,000	42,350
51220 SEASONAL/TEMPORARY	172,707	150,415	119,600	119,600
51245 RETIREMENT/TERM VACATION	2,643	1,494	2,000	2,000
51250 SPECIAL ASSIGNMENT PAY	0	0	0	0
51255 CONVERSION OF SICK LEAVE	171	204	1,500	1,500
51260 VACATION BUY	573	631	0	0
51265 GRIP PROGRAM	274	0	0	0
51299 SALARIES REIMBURSEMENTS	6,847	0	0	0
51610 PERA	94,596	93,845	107,845	109,686
51615 WORKER'S COMPENSATION	52,905	49,577	43,567	45,064
51620 EQUITABLE LIFE INSURANCE	3,391	3,332	4,091	4,291
51625 VISION CARE	1,634	1,293	1,512	1,815
51640 DENTAL INSURANCE	7,526	6,479	7,680	8,064
51655 RETIRED EMP MEDICAL INS	5,438	2,367	4,088	4,090
51665 CASH BACK	3,074	6,605	0	0
51670 PARKING FOR EMPLOYEES	1,760	1,920	1,500	1,500
51690 MEDICARE	9,701	9,790	12,483	13,182
51695 CITY EPO MEDICAL PLAN	53,524	62,134	84,936	107,868
<b>SALARIES AND BENEFITS TOTAL</b>	<b>1,287,436</b>	<b>1,278,938</b>	<b>1,462,851</b>	<b>1,535,104</b>
52105 MISCELLANEOUS OPERATING	34,659	0	0	0
52110 OFFICE SUPPLIES	1,154	3,830	2,500	3,000
52115 MEDICAL SUPPLIES	516	1,090	850	1,000
52120 SOFTWARE-MICRO/WORD PROCESS	473	6,509	10,500	12,000
52122 CELL PHONES EQUIP & SUPPLIES	0	0	4,200	0
52125 GENERAL SUPPLIES	22,553	14,855	14,500	17,000
52126 ELECTRICAL SUPPLIES	0	0	2,000	0
52127 CONSTRUCTION SUPPLIES	0	0	2,000	0
52128 PLUMBING SUPPLIES	0	0	2,000	0
52129 HVAC-HEAT, VENTILATN, AIR SUPPLI	0	0	2,000	0
52131 CONCRETE SUPPLIES	0	0	2,000	0
52135 POSTAGE	1,173	1,358	1,550	1,600
52140 WEARING APPAREL	764	5,418	4,500	8,000
52145 PAINT AND CHEMICALS	0	0	0	1,000
52155 AUTOMOTIVE	20	1,891	3,000	4,000
52160 FUEL	71,906	67,798	35,000	0
52165 LICENSES & TAGS	26	306	1,000	1,000
52170 SPECIAL, PHOTOGRAPHY, ETC	0	0	200	500
52175 SIGNS	126	375	500	500
52190 JANITORIAL SUPPLIES	169	2,542	3,000	3,500
52195 ENVIRONMENTAL SUPPLIES	0	0	0	500
52215 MAINT-GROUNDS	0	0	0	15,000
52220 MAINT-OFFICE MACHINES	0	0	3,000	3,000
52225 MAINT-MICROS/WORD PROCESSOR	700	140	0	0
52235 MAINT-MACHINERY & APPARATUS	77,867	8,419	1,500	6,000

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**PIKES PEAK FUND  
COLORADO SPRINGS COMPANIES  
PIKES PEAK – AMERICA’S MOUNTAIN**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
52240 MAINT-NONFLEET VEHICLES/EQP	20,983	134,589	160,000	4,000
52250 MAINT-RADIOS-ALLOCATION	13,680	10,008	10,000	10,000
52265 MAINT-BUILDINGS & STRUCTURE	27,552	91,608	46,000	32,200
52280 MAINT-ROADS & BRIDGES	74,868	127,430	375,000	182,500
52405 ADVERTISING SERVICES	175,003	188,639	200,000	200,000
52410 BUILDING SECURITY SERVICES	0	0	0	2,000
52440 HUMAN SERVICES	0	59	0	0
52445 JANITORIAL SERVICES	0	0	0	12,960
52450 LAUNDRY & CLEANING SERVICES	0	10,206	11,450	7,800
52570 REIMBURSABLE SERVICES	0	(89,650)	50,000	50,000
52574 LEGAL SERVICES	0	0	0	200,000
52575 SERVICES	277,534	240,374	272,520	242,200
52605 CAR MILEAGE	423	147	200	200
52615 DUES & MEMBERSHIP	1,251	950	1,620	2,300
52625 MEETING EXPENSES IN TOWN	2,071	1,815	2,000	1,710
52630 TRAINING	0	0	0	5,100
52635 SCHOOLING	8,922	6,987	6,000	0
52645 SUBSCRIPTIONS	299	366	400	400
52655 TRAVEL OUT OF TOWN	8,804	13,078	14,000	12,600
52705 COMMUNICATIONS	47,772	31,318	53,545	49,510
52735 TELEPHONE-LONG DIST CALLS	2,413	1,636	1,100	1,050
52740 GENERAL INSURANCE-CITY	2,724	14,189	10,000	27,690
52745 UTILITIES	68,099	36,671	44,000	48,710
52765 EQUIPMENT LEASE/PURCHASE	-	84,938	44,000	135,000
52775 MINOR EQUIPMENT	10,658	12,335	10,500	16,000
52795 RENTAL OF EQUIPMENT	158	11,301	73,400	10,000
52805 ADMIN PRORATED CHARGES	93,912	97,668	102,585	107,720
52872 MAINT-FLEET VEHICLES/EQP	4,975	2,498	0	0
52874 OFFICE SERVICES PRINTING	823	718	2,500	3,000
52875 OFFICE SERVICES RECORDS	0	34	0	50
52880 PURCHASES FOR RESALE	81,001	15,602	20,000	20,000
52881 FUEL FOR VEHICLES	0	0	0	46,500
52882 COMMERCIAL FOR VEHICLES	0	0	0	15,000
52883 NON STOCK PARTS FOR VEHICLES	0	0	0	94,400
52884 STOCKED PARTS FOR VEHICLES	0	0	0	12,000
52893 RENTAL OF FLEET VEHICLES	0	0	0	3,600
52921 TEL/COM PASSTHRU	0	16,965	15,000	0
52923 TEL/COM PASSTHRU	0	1,625	1,750	0
52970 ENVIRON PROTECTION PROGRAM	6,814	6,792	6,793	6,800
65030 TRANSIT MANAGEMENT CONTRACT	665	0	0	0
65150 LEGAL DEFENSE FUND	0	100,000	0	0
65170 TRANSFER TO OTHER FUNDS	39,996	40,140	42,149	44,260
<b>OPERATING TOTAL</b>	<b>1,183,506</b>	<b>1,325,567</b>	<b>1,672,312</b>	<b>1,684,860</b>
53020 MICROS/WORD PROCESSORS	2,596	4,829	4,000	0
53040 MACHINERY & APPARATUS	0	0	0	0
53050 MACHINERY & APPARATUS	26,759	4,768	42,000	16,786
53070 VEHICLES-REPLACEMENT	28,965	79,538	135,000	0
<b>CAPITAL OUTLAY TOTAL</b>	<b>58,320</b>	<b>89,135</b>	<b>181,000</b>	<b>16,786</b>
<b>ORGANIZATIONAL TOTAL</b>	<b>2,529,262</b>	<b>2,693,640</b>	<b>3,316,163</b>	<b>3,236,750</b>

1999 actual amounts are not audited amounts and are taken from financial report GFSY0810 2/10/2000

2000 actual amounts are not audited amounts and are taken from financial report GFSY0810 1/23/2001



# Valley Hi Golf Course

Dal Lockwood, Unit Manager • 900 East Espanola, Colorado Springs, CO 80907 • (719) 385-6931 • dlockwood@ci.colospgs.co.us

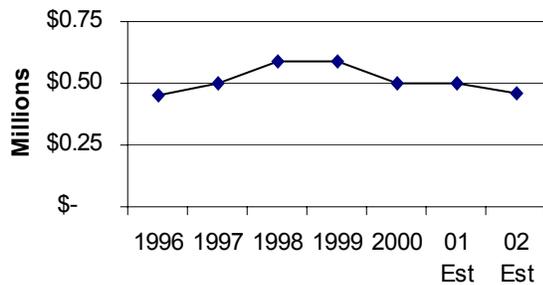
## MISSION

To provide a high quality golf experience at the lowest possible cost while being a financially responsible and self supporting golf course.

## SERVICES

- 18-hole golf course
- Driving range
- Group and individual lesson programs for children and adults
- Putting green
- Full-service clubhouse and banquet facility
- Golf cart and club rentals
- Tournament and group outings
- Junior golf programs
- High school and middle school golf programs
- Corporate/industrial leagues
- Men's and women's associations

## ESTIMATED FUND BALANCE



## BUDGET SUMMARY

	1999 Actual	2000 Actual	2001 Budget	2001 Est. Year End	2002 Budget
<b>Sources of Funds</b>					
Annual Permit Fees	\$ 70,335	\$ 59,275	\$ 61,600	\$ 59,362	\$ 57,550
Daily 9 & 18 Hole Green Fees	542,201	499,289	565,303	544,870	601,147
Cart Fees	177,870	175,440	182,065	189,057	199,386
Concessions	37,125	36,944	24,645	28,467	27,832
Operating Fee Daily	118,770	118,279	125,865	138,644	142,048
Lessons	1,030	1,181	2,021	1,051	1,887
Miscellaneous	6,896	12,767	9,261	13,050	12,783
Interest	35,783	37,866	35,783	31,461	47,627
<b>Total</b>	<b>\$990,010</b>	<b>\$ 941,041</b>	<b>\$1,006,543</b>	<b>\$1,005,962</b>	<b>\$1,090,260</b>
<b>Uses of Funds</b>					
Salary/Benefits	\$252,439	\$ 272,560	\$ 317,849	\$ 275,939	\$ 341,775
Operating	544,365	583,005	608,684	572,471	619,550
Capital Outlay	129,417	170,466	161,451	156,020	172,797
<b>Total</b>	<b>\$926,221</b>	<b>\$1,026,031</b>	<b>\$1,087,984</b>	<b>\$1,004,430</b>	<b>\$1,134,122</b>

The estimated ending fund balance is not the same amount as the fund balance as stated on the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Unit.

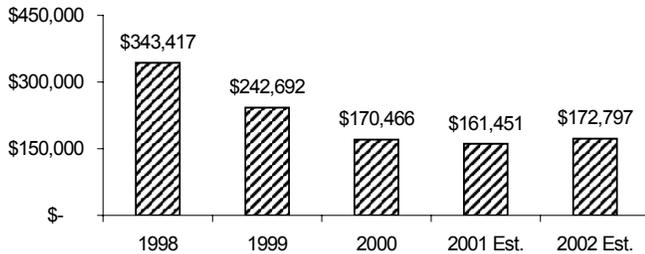
## PERSONNEL

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<b>Classification</b>	<b>1999 Actual</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2001 Est. Year End</b>	<b>2002 Budget</b>
Supervisor	1	1	1	1	1
Paraprofessional	1	1	1	1	1
General	3	3	3	3	3
<b>FTE Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

## PERFORMANCE INDICATORS

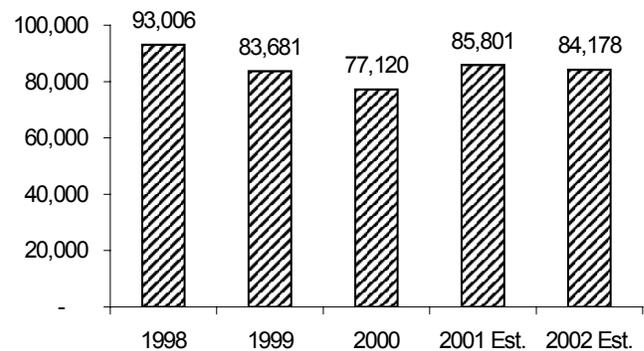
### \$ Spent on Capital



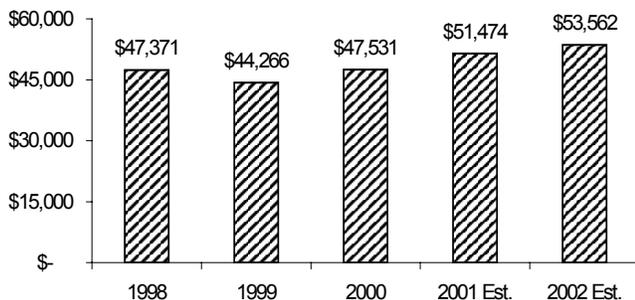
Dollars spent on capital indicate the commitment to maintaining and improving the facilities for customers. This is a crucial aspect of maintaining the value of the assets and the primary function of the fee maintenance program.

Number of rounds played indicates a broad range of the golf market being served. Rounds also reflect an increase in local competition.

### # of Rounds Played



### Maintenance Cost per Hole



Maintenance cost per hole is indicative of the commitment to provide a high quality golf experience at the lowest possible cost. The cost per hole reflects a strong commitment to quality while continuing to provide a reasonably priced golf experience. These costs do not include capital expenditures as they are not considered part of an annual maintenance cost of a golf course and, therefore, are measured in separate capital categories.

## **CHANGES TO THE BUDGET**

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- An increase of \$18,410 is included in salaries and benefits to cover the projected market movement and salary range progression. Benefits include increases in health insurance and reductions in both worker's compensation insurance and the civilian pension plan.
- Onetime funding of \$4,317 for 2001 performance pay is removed.
- Funding of \$10,000 is added in seasonal temporary wages.
- Funding of \$11,346 is added to purchase of a computerized irrigation central control system.
- Funding of \$11,086 is added in operating expenses, which represents a 1.8% increase. These funds will cover unavoidable cost increases.
- Council directed a 10 percent reduction of In-Town Meeting and Travel Out-of-Town expenses for a total of \$220.

## **MAJOR OBJECTIVES**

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### **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. A computerized irrigation central control system will be purchased and installed in 2002.

### **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 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. As is directed by the fee maintenance policy, fees will remain the same in 2002. In the fall of 2002, discussions will begin for increasing fees in 2003. At this point it would appear that a more aggressive increase will be necessary in 2003 than was used in 2001.

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GOLF FUND  
COLORADO SPRINGS COMPANIES  
VALLEY HI GOLF COURSE**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
51205 CIVILIAN SALARIES	113,838	123,053	192,738	204,433
51206 WAGE PKG-SALARIES	(482)	0	0	0
51207 WAGE PKG-PERFORMANCE	4,435	(471)	4,317	0
51210 OVERTIME	10,214	9,105	1,000	1,000
51215 ACHIEVEMENT AWARD	0	0	500	500
51220 SEASONAL/TEMPORARY	81,557	93,594	61,590	71,590
51235 STANDBY	0	0	1,000	1,000
51260 VACATION BUY	630	692	0	0
51299 SALARIES REIMBURSEMENTS	0	(16)	0	0
51610 PERA	20,574	22,528	24,144	24,619
51615 WORKER'S COMPENSATION	8,829	10,033	5,892	6,248
51620 EQUITABLE LIFE INSURANCE	464	472	783	830
51625 VISION CARE	181	181	311	311
51640 DENTAL INSURANCE	836	915	1,599	1,679
51690 MEDICARE	2,445	2,695	3,885	4,051
51695 CITY EPO MEDICAL PLAN	8,918	9,779	20,090	25,514
<b>SALARIES AND BENEFITS TOTAL</b>	<b>252,439</b>	<b>272,560</b>	<b>317,849</b>	<b>341,775</b>
52105 MISCELLANEOUS OPERATING	22,419	16,577	0	0
52110 OFFICE SUPPLIES	273	23	630	630
52115 MEDICAL SUPPLIES	0	35	500	500
52120 SOFTWARE-MICRO/WORD PROCESS	287	338	0	0
52125 GENERAL SUPPLIES	6,895	6,152	8,000	8,000
52135 POSTAGE	72	0	0	0
52140 WEARING APPAREL	1,645	288	2,000	2,000
52145 PAINT & CHEMICAL	572	95	3,000	3,000
52150 SEED & FERTILIZER	34,892	35,302	46,200	46,200
52155 AUTOMOTIVE	205	135	1,575	1,575
52165 LICENSES & TAGS	0	0	200	200
52175 SIGNS	12	45	1,500	1,500
52190 JANITORIAL SUPPLIES	0	1,028	0	0
52205 MAINT-LANDSCAPING	0	0	3,000	3,000
52210 MAINT-TREES	3,113	3,230	6,750	6,750
52215 MAINT-GROUNDS	15,752	33,282	22,000	22,000
52220 MAINT-OFFICE MACHINES	69	289	500	500
52225 MAINT-MICROS/WORD PROCESSOR	375	0	175	175
52230 MAINT-FURNITURE & FIXTURES	333	0	1,000	1,000
52235 MAINT-MACHINERY & APPARATUS	26,602	26,681	27,500	27,500
52240 MAINT-NONFLEET VEHICLES/EQP	501	0	1,000	1,000
52250 MAINT-RADIOS-ALLOCATION	0	900	900	900
52265 MAINT-BUILDINGS & STRUCTURE	6,735	4,838	15,000	15,000
52270 MAINT-WELLS & RESERVOIRS	11,597	17,045	15,500	15,500
52280 MAINT-ROADS & BRIDGES	0	4,634	5,000	5,000
52405 ADVERTISING SERVICES	6,657	9,372	10,000	10,000
52450 LAUNDRY & CLEANING SERVICES	2,384	881	2,500	2,500
52565 PEST CONTROL	0	0	0	0
52575 SERVICES	182,017	185,154	160,000	160,000
52605 CAR MILEAGE	0	0	300	300

**CITY OF COLORADO SPRINGS  
BUDGET DETAIL**

**GOLF FUND  
COLORADO SPRINGS COMPANIES  
VALLEY HI GOLF COURSE**

ACCOUNT	1999 ACTUAL	2000 ACTUAL	2001 BUDGET	2002 BUDGET
52615 DUES & MEMBERSHIP	1,365	1,485	1,500	1,500
52625 MEETING EXPENSES IN TOWN	201	170	200	180
52635 SCHOOLING	860	420	2,000	2,000
52645 SUBSCRIPTIONS	0	18	200	200
52655 TRAVEL OUT OF TOWN	2,278	52	2,000	1,800
52705 COMMUNICATIONS	8,427	9,228	19,902	19,902
52735 TELEPHONE-LONG DIST CALLS	104	65	300	300
52740 GENERAL INSURANCE-CITY	4,274	0	4,274	7,771
52745 UTILITIES	98,103	98,695	107,000	109,000
52765 EQUIPMENT LEASE/PURCHASE	15,192	0	0	0
52775 MINOR EQUIPMENT	2,026	2,067	7,000	7,000
52795 RENTAL OF EQUIPMENT	1,807	65	5,700	5,700
52805 ADMIN PRORATED CHARGES	70,815	79,008	83,760	87,948
52806 LIEU OF TAXES	0	10,389	10,908	11,453
52872 MAINT-FLEET VEHICLES/EQP	10,900	13,322	12,000	12,000
52874 OFFICE SERVICES PRINTING	432	451	500	500
52921 TEL/COM PASSTHRU	0	5,171	0	0
52923 TEL/COM PASSTHRU	0	175	0	0
52970 ENVIRON PROTECTION PROGRAM	4,174	4,260	4,487	4,487
65170 TRANSFER TO OTHER FUNDS	0	11,640	12,223	13,079
<b>OPERATING TOTAL</b>	<b>544,365</b>	<b>583,005</b>	<b>608,684</b>	<b>619,550</b>
53020 MICROS/WORD PROCESSORS	1,476	0	0	0
53050 MACHINERY & APPARATUS	91,318	51,231	112,251	161,797
53090 BUILDINGS & STRUCTURES	36,623	119,235	49,200	11,000
<b>CAPITAL OUTLAY TOTAL</b>	<b>129,417</b>	<b>170,466</b>	<b>161,451</b>	<b>172,797</b>
<b>ORGANIZATIONAL TOTAL</b>	<b>926,221</b>	<b>1,026,031</b>	<b>1,087,984</b>	<b>1,134,122</b>

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# 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

	<b>1999 Actual</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>
Bus Passes - City Share	\$ 2,138	\$ 1,972	\$ 2,200	\$ 2,200
Retired Employees Insurance	809,742	1,211,829	1,831,042	1,931,042
Unemployment Insurance	37,520	41,815	50,000	50,000
<b>Total Salaries and Benefits</b>	<b>\$ 849,400</b>	<b>\$ 1,255,616</b>	<b>\$ 1,883,242</b>	<b>\$ 1,983,242</b>
Airport Land Payment - Annual	24,000	0	0	0
Animal Control Contract	660,369	693,031	0	0
Automated Payroll/Financial System	703,947	586,762	716,938	616,938
Automatic External Defibrillators	0	0	100,000	0
City Hall COP Payment	0	0	56,741	216,127
City Hall Furniture	0	0	78,195	0
City Hall Operating Expenses	0	0	0	288,825
City Health - Miscellaneous Medical	14,584	18,591	0	0
Communications Reduction	0	0	0	(75,000)
Dangerous Building Inspection	8,347	9,057	0	0
Dues and Memberships	137,446	139,945	273,305	277,332
Educational Assistance	0	419	10,000	10,000
Employee Awards	43,599	73,659	108,000	108,000
Environmental Protection Program	346,238	343,140	342,639	342,639
General Insurance	107,450	165,724	200,000	200,000
Grievance Investigations	26,634	0	12,000	12,000
Health Programs	117,266	77,876	96,980	96,980
Legal Defense Reserve	49,659	122,838	150,000	170,000
Machine/Weld Shop	140,612	79,686	84,390	84,390
Maint Costs – City Admin Building (CAB)	383,558	538,183	451,716	585,010
Metex	232,575	0	0	0
Monopole Relocation	1,150	0	0	0
Move to City Admin Building	0	0	1,035,100	0
Pay and Classification	40,301	0	0	0
Prebles Mouse and Migratory Bird	0	0	134,000	134,000
Purchasing - Utilities Share	30,990	40,380	20,937	44,244
Rental Costs – City Admin Building	444,500	444,504	592,667	740,833
Rental Costs – Regional Building	0	0	0	87,460
SCIP Pay-as-you-go Projects	0	0	0	7,974,397
Services	296,579	446,652	270,000	270,000
Strategic Plan Update	15,938	0	0	0
Streetlights – Utilities	3,803,071	3,844,463	0	0
TABOR Refund	478,067	0	125,370	0
Transfer to Other Funds	19,796	72,933	21,500	21,500
Workforce Management Council	105,896	51,544	0	0
Year 2000 Program	496,078	3,993	0	0
<b>Total Operating Expenses</b>	<b>\$ 8,728,650</b>	<b>\$ 7,753,380</b>	<b>\$ 4,880,478</b>	<b>\$12,205,675</b>

	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
CIP - Street Overlay	0	0	205,088	0
Transfer to CIP and SCIP	27,976,627	14,495,017	15,127,000	14,441,061
<b>Total Capital Outlay</b>	<b>\$27,976,627</b>	<b>\$14,495,017</b>	<b>\$15,332,088</b>	<b>\$14,441,061</b>
<b>Organization Total</b>	<b>\$37,554,677</b>	<b>\$23,504,013</b>	<b>\$22,095,808</b>	<b>\$28,629,978</b>

## **DEFINITIONS OF EACH EXPENDITURE**

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### **SALARIES AND BENEFITS**

**Bus Passes - City Share** – The City pays 50 percent of the cost for employees who ride the bus regularly, and the employee pays 50 percent.

**Retired Employees Insurance** – City's contribution to health and life insurance plans for retired employees. Funding of \$100,000 is included 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 starting in 2000.

**Animal Control Contract** – City cost for annual contract with the Humane Society for animal control services within the Colorado Springs city limits. Funding for this contract was moved to the Police Department budget in 2001.

**Automated Payroll/Financial System** – Payments for the new automated payroll/financial remain the same for 2002. However, the General Cost share of the payment is reduced by \$100,000 for 2002 due to a City Council mandate that the Cable Franchise Grant would contribute \$100,000 toward City information technology expenses.

**Automatic External Defibrillators (AED)** – The \$100,000 was onetime funding in 2001 for the purchase of AED units. A study is being conducted to analyze the feasibility of providing AEDs in public buildings.

**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 and Training Academy is budgeted in the Police Department (\$137,553).

**City Hall Furniture** – New furniture for the common use areas. Onetime funding in 2001.

**City Hall Operating Expenses** – The costs for security, utilities, and maintenance have been added in 2002.

**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.

**Communications Reduction** – City Council mandated a \$75,000 reduction in cellular phone expenditures. The \$75,000 will be taken from the appropriate units during 2002.

**Dangerous Building Inspections** – Costs for services provided by the Regional Building Department (RBD) for investigations related to complaints of dangerous buildings within the city. Complaints can result in the boarding and placarding of dangerous buildings for the protection of citizens. The RBD began including this service in their charges in 2000.

**Dues and Memberships** – City share of membership costs for Council-approved organizations deemed beneficial to the interests of the City. These costs are shared on a 50 percent basis with the Colorado Springs Utilities. Examples include the Pikes Peak Area Council of Governments (PPACG) and the Colorado Municipal League (CML). A 5 percent increase for PPACG is included in 2002.

**Educational Assistance** – Tuition assistance and educational expenses for smaller programs which are unable to budget for this item.

**Employee Awards** – As part of the new employee salary system, funds are provided for individuals who perform in an exemplary manner over and above the normal performance pay criteria.

**Environmental Protection Program** – The City's share of the Environmental Protection Program which is included in the Colorado Springs Utilities (CSU) budget.

**General Insurance** – Liability insurance costs for General Fund for the contribution to the Self-Insurance Fund.

**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. An increase of \$20,000 has been included in 2002 for Regional Water Infrastructure Authority legal expenses.

**Machine/Weld Shop** – Payment from the City to the Colorado Springs Utilities for its share of Machine/Weld services. No change in funding for 2002 is necessary.

**Maintenance Costs - CAB** – Payments made to the Colorado Springs Utilities for the maintenance and janitorial services for the City Administration Building which are prorated on the basis of space occupied by City offices. 2001 funding provided for the City to occupy the entire building for the last six months of the year and 2002 funds full occupancy by the City.

**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 was not necessary starting in 2001.

**Move to City Administration Building (CAB)** – During 2001, City organizations leasing office space moved into space in the CAB that CSU 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). This was onetime funding and is not necessary in 2002.

**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 with some expenses carried over into 1999.

**Prebles Mouse and Migratory Bird** – There is \$4,000 for migratory bird surveys for the 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** – This is the City's payment to CSU for the portion of the property disposal function that CSU provides. The 2002 increase is due to a more accurate costing of the function and the City's actual usage of it.

**Rental Costs - CAB** – Rental payments to CSU for office space used by City operations housed in the City Administration Building. 2001 funding was provided for the City to occupy the entire building for the last six months of the year and 2002 funds are for a full year of occupancy.

**Rental Costs – Regional Building** – Rental payments to Regional Building for office space used by City operations.

**SCIP Pay-as-you-go Projects** – Funds earmarked for transportation and drainage capital improvement projects with the specific project to be determined in 2002. The funds are generated by moving one-half of the cost of streetlights to CSU; reallocating one-half of the Performance Incentive Pay monies; and the new and increased development review and inspection fees.

**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.

**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 Refund** – 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. For 2002, it is projected that a refund will not be necessary.

**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. In 2001, the funds were 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** – In 2001, a onetime General Fund contribution of \$205,088 was added to the street overlay program to restore the program funding beyond its 1999 level. For 2002, this funding is not available.

**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

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## MISSION

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To monitor and account for all charges and allocations which come from the various Internal Service programs to the General Fund.

## BUDGET SUMMARY

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	<b>1999 Budget</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>
Fleet Management	\$ 4,504,822	\$ 4,468,008	\$ 5,020,813	\$ 5,178,827
Facilities Management	728,350	812,674	623,825	646,483
Information Technology	2,798,979	3,337,028	2,273,632	2,376,743
Office Services	393,262	386,148	422,048	476,249
Radio Communications	767,883	774,420	902,370	1,020,480
Real Estate Services	172,395	180,960	191,626	195,202
Risk Management	448,633	471,900	498,669	501,207
Barricading	98,766	114,070	172,652	172,652
General Insurance	500,000	503,076	500,000	500,000
<b>Total Program Resources</b>	<b>\$10,413,090</b>	<b>\$11,048,284</b>	<b>\$10,605,635</b>	<b>\$11,067,843</b>

## OVERVIEW

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These charges support general municipal operations. In addition to the salary and medical insurance increases, the following explanations are provided. For more detail, see the Internal Support section of this budget document.

Fleet Management includes \$150,000 of additional funding for increased fuel, parts, and oil costs.

Radio Communication includes funding for the City's 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).

# Debt Management

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## MISSION

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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

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	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
Various Purpose – 1979	615,346	0	0	0
Police/Powers Bonds-1989 & Refunding-1993	2,741,090	3,354,460	3,352,665	3,352,815
	<b>\$3,356,436</b>	<b>\$3,354,460</b>	<b>\$3,352,665</b>	<b>\$3,352,815</b>

## OVERVIEW

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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 was made in late 1999.

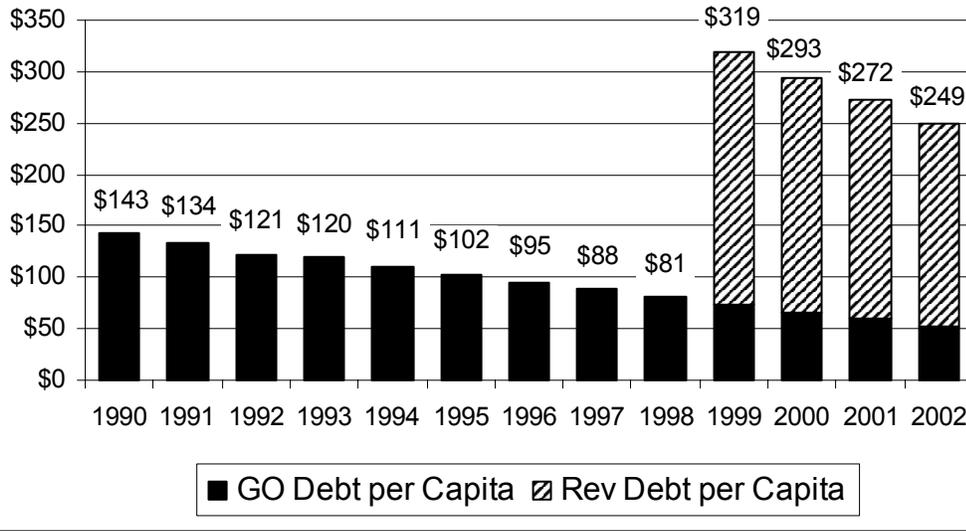
In April of 1989, voters approved two bond issues. One for the extension of Powers Boulevard (\$17,500,000) and the other for the construction of a new Police Operations Center (\$10,000,000). In 1993, these bonds were refinanced to provide taxpayers with a savings of \$234,446. This reduced the property 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 \$373,070,791. The total bonded indebtedness for the City in 2002 will be \$21,714,000. This leaves a debt margin of \$351,356,791 which is 94 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 2002, there will be \$77,805,000 outstanding debt 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.

## Outstanding Debt per Capita



*This calculation includes the SCIP Sales Tax Bonds which account for the 1999 increase. For 2002, G.O. Debt per Capita is \$53, Sales Tax Debt per Capita is \$196. The City's total outstanding debt per person is \$249.*

The following table reflects the future debt service requirements for all general obligation bonds to maturity.

### Total Outstanding Principal and Interest Payments for General Obligation Bonds to Maturity

#### Police/Powers Bonds – 1989 & Refunding - 1993

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Accretion of B Coupons</u>	<u>Total</u>
2002	\$ 520,000	\$ 993,815	\$1,839,000	\$ 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
<b>Total</b>	<b>\$19,875,000</b>	<b>\$5,133,410</b>	<b>\$1,839,000</b>	<b>\$26,847,410</b>

The following table reflects the future debt service requirements for all sales tax revenue bonds to maturity.

**Total Outstanding Principal and Interest  
Payments for Sales Tax Revenue Bonds  
to Maturity**

**Springs Capital Improvements Program (SCIP) – Series 1999**

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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
<b>Total</b>	<b>\$77,805,000</b>	<b>\$29,909,862</b>	<b>\$107,714,862</b>

**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 Outstanding 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>
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
<b>Total</b>	<b>\$7,265,000</b>	<b>\$4,448,935</b>	<b>\$11,713,935</b>

**Note:** The payments on the lease-purchase agreement for the Old City Hall project are paid from General Costs and Police Department accounts.

# Other Funds and Agencies

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This section provides a description of all other funds and agencies that have appropriations in 2002 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.

# Cable Franchise

## MISSION

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

## OVERVIEW

In July of 2000, City Council approved Ordinances 00-118 and 00-119 establishing the terms, fees, compensation, conditions, and other matters of franchise between the City and Adelphia Communications and WideOpen West. On November 7, 2000, Colorado Springs voters approved Measures 2A and 2B to grant nonexclusive franchise agreements to Adelphia Communications and WideOpen West. In accordance with the agreement, the SCETC will receive 20 percent of the funds; and the City will apply its share towards information technology and communication needs.

<b>2002 Cable Franchise Grant</b>	
<b>Revenue</b>	
1 percent increase in number of subscribers, no change in rate (91,000 subscribers at \$1.20 per month)	\$1,310,400
<b>Total Revenue</b>	<b>\$1,310,400</b>
<b>Expenditures</b>	
City Information Technology strategic needs	\$ 899,207
Southern Colorado Educational Television Consortium (SCETC) 20 percent share	262,080
SpringsTV implementation equipment and staffing	149,113
<b>Total Expenditures</b>	<b>\$1,310,400</b>

**City Information Technology strategic needs:** **\$899,207**

**Automated Payroll/Financial System Upgrades and Maintenance** – A total of \$100,000 is budgeted for server upgrades and increased maintenance costs for the City’s Payroll/Financial System.

**City Manager’s Office/Office of Information Technology: CRM System (Clarify) Annual Maintenance** – A total of \$45,500 is budgeted for maintenance of the City’s new Constituent Relationship Management (CRM) system (Clarify), including software licensing, vendor maintenance charge, and programming support.

**City Manager’s Office/Office of Information Technology: IVR Text to Voice System** – A total of \$65,500 is budgeted for the adjunct to the City’s existing Interactive Voice Response (IVR) software system. This adjunct will provide the capability to translate database content into computer voice, thereby making the use and maintenance of the IVR system much simpler.

**Fire Department: Continued Funding for GIS Analyst** – A total of \$74,009 is budgeted to pay salary and benefits for the GIS analyst position initially funded in 2001. This would be the second and final year of cable grant support for this position.

**Fire Department: Firestation T-1 Line Support Costs** – A total of \$19,500 is budgeted to pay the expanded rates and charges structure for T-1 telecommunications lines. The Fire Department recently expanded its use of T-1 telecommunications lines to improve network access and performance. The support costs for a T-1 line are substantial (approximately \$500 per month). These funds will be used for costs in 2002 to ease the transition in the expanded rates and charges structure.

**Fire Department: City Weather/Flood Monitoring System** – A total of \$54,500 is budgeted to upgrade and maintain the City’s weather/flood system to bring it into full working condition.

**Neighborhood Services: Community Centers T-1 Lines and Telephone System Upgrades** – A total of \$67,500 is budgeted to provide the Deerfield Hills, Otis Park, and Sand Creek Family Center with T-1 line connections and to upgrade the telephone system at up to five community centers.

**Parks, Recreation and Cultural Services: City Auditorium Telecommunications Upgrade** – A total of \$54,500 is budgeted to upgrade network and telephone connections to the City Auditorium resulting in greatly improved telecommunications services at the facility. These improved services will enhance revenue generation prospects at the City Auditorium.

**Parks, Recreation and Cultural Services: Urban Forestry Management Information System** – A total of \$54,500 is budgeted to complete the urban forestry management information system and, specifically, to develop a work-order management module.

**City Planning: Color Orthophotography Coverage of El Paso County** – A total of \$62,500 is budgeted to acquire one-meter or less-color orthophotography produced either by aircraft or satellite fly overs.

**City Planning: GIS Senior Analyst** – A total of \$55,000 is budgeted to pay salary and benefits for a GIS analyst to address increasing GIS and spatial data demands as well as the Comprehensive Plan implementation. Another \$25,000 will be added to this fund from the 2001 Cable Franchise Grant project for the Enterprise Backup System.

**Police: Continued Funding for Network Engineer** – A total of \$74,358 is budgeted to pay salary and benefits for a network engineer initially funded in 2001. This would be the second and final year of cable grant support for this position.

**Police: Case Management System Documentation** – A total of \$24,000 is budgeted to complete the Case Management System Documentation system. This system will provide for the collection and distribution of case reports from patrol officers.

**Police: Police Training Academy In-Services Training Lab** – A total of \$33,440 is budgeted to purchase 20 laptop computers and 20 copies of Office XP Professional software for use in training new recruits and incumbent employees.

**Public Works: Surface System Weather Stations Video Cameras** – A total of \$34,500 is budgeted to acquire color video capability for the Streets Unit weather stations.

**Public Works: Pavement Management System** – A total of \$29,500 is budgeted to provide the Streets Unit with the remaining funds needed to acquire the software for a pavement management system. In 2001, a total of \$75,000 of cable grant funds was provided. The software system has now been identified at a cost of approximately \$105,000. This funding is the balance needed to purchase this system.

**Public Works: Bus Stop Inventory** – A total of \$25,500 is budgeted to allow Transit Services to geo-code all bus stops and assign attributes to each stop. The inventory will provide baseline information to identify route improvements.

**Public Works: City Engineering Upgraded Local Area Network** – A total of \$24,900 is budgeted to allow for upgraded network capabilities in the City Administration Building to support FIMS, AutoCAD, and digital file transfers.

**Southern Colorado Educational Television Consortium share:** **\$262,080**

**Southern Colorado Educational Television Consortium (SCETC)** – A total of \$262,080 is provided for the SCETC to continue implementing a connector loop network to cable cast from remote sites for increased learning opportunities. Partial funding for a mobile studio van is included for the 2002 budget.

**SpringsTV:** **\$149,113**

**SpringsTV** – A total of \$149,113 is budgeted for coordination with the Fire Department to begin assembling a City studio where programs can be produced rapidly and more efficiently. This funding also provides for a maintenance technician/photographer to maintain and troubleshoot the equipment as well as shoot stock footage of City activities and events. Included in the \$149,113 are funds for channel promotion and operating expenses.

# Conservation Trust

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## MISSION

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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

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	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>
Lottery-Funded Projects	\$3,108,978	\$3,000,342	\$2,999,892
<b>Total</b>	<b>\$3,108,978</b>	<b>\$3,000,342</b>	<b>\$2,999,892</b>

## OVERVIEW

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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 \$2,939,892 is the allocation of the Lottery funds expected to be received during 2002. This estimate is based upon a weighted city population of 368,835 and a \$7.97 per capita distribution. Interest earnings bring the total available for appropriation in 2002 to \$2,999,892.

# 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	2002 Request	2002 Budget
Fine Arts Center – Free Admission Days and SpringSpree	\$ 80,731	\$ 30,121	\$ 0	*\$ 54,879	*\$ 19,879
Transfer to General Fund for Tourist-Related Expenses	877,668	1,138,593	1,089,050	1,163,111	1,033,486
Summer Symphony Contract	108,666	20,115	0	** 64,929	** 39,929
Pikes Peak-America's Mountain Hill Climb	30,000	30,000	0	0	0
Global Advisory Council – Office of International Affairs Staffing	0	0	50,000	0	0
Pikes Peak Recreation Corridor	0	0	0	500,000	0
Urban Renewal Authority – Downtown Convention Center Project	0	0	50,000	0	0
Subtotal – City Share	\$1,097,065	\$1,218,829	\$1,189,050	\$1,782,919	\$1,093,294
Convention and Visitors Bureau Promotion Contract	\$2,285,476	\$2,437,650	\$2,378,093	2,626,072	2,186,580
<b>TOTAL</b>	<b>\$3,482,541</b>	<b>\$3,656,479</b>	<b>\$3,567,143</b>	<b>\$4,408,991</b>	<b>\$3,279,874</b>

\* A total of \$85,000 was requested from the City. The 2002 request is net of the \$30,121 that is included in the General Fund. The 2002 budget is the 2002 request less the \$35,000 anticipated from Colorado Springs Utilities.

\*\* A total of \$160,044 was requested from the City. The 2002 request is net of the \$95,115 that is included in the General Fund. The 2002 budget is the 2002 request less the \$25,000 anticipated from Colorado Springs Utilities.

## Overview

Revenue resulting from the City's 2 percent lodging and 1 percent auto rental tax are deposited into the Lodgers and Automobile Rental Tax Fund (LART). Uses of LART revenues are limited to tourist promotion and visitor attraction as well as for economic development activities. During 2001, LART revenue collections were already trending downward before the surprise terrorist attack on the U.S. on September 11. The terrorism has already had a chilling effect on local tourist and business visitations in the form of cancelled group meetings and conventions stemming from suspended or scaled-back air travel. The impact of those cancellations in combination with the underlying trend in collections are estimated to push LART revenues down to a level 6.5 percent below actual 2000 collections. The 2001 revenue is estimated to fall \$287,000 below the budgeted amount. However, the LART fund began 2001 with an unappropriated fund balance of \$201,000, which will serve to help soften the shortfall anticipated for 2001.

Barring any further acts of terrorism in coming months which could further damage consumer confidence in air travel, LART collections in 2002 are projected to remain unchanged from the 2001 year-end estimate. The 2002 LART budget has been designed to maintain past policy regarding the allocation of a two-thirds share of revenue to the Convention and Visitors Bureau while maximizing the General Fund cost recovery for tourist-related expenses.

**Fine Arts Center** – A total of \$85,000 was requested to allow free public access on selected Saturdays, Family Days at the Center programs, free admission to annual “Holiday Lights,” and visual arts activities for SpringSpree, and the Indian~Spanish Market. A total of \$30,121 is included in the General Fund for this proposal and it is anticipated that Colorado Springs Utilities will provide funding of \$35,000. The required balance, \$19,879 is funded in 2002 through the Lodgers and Automobile Rental Tax Fund.

**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 \$160,044 was requested by the Colorado Springs Symphony to provide a series of four summer concerts including the “Fabulous Fourth” concert in Memorial Park on the Fourth of July. A total of \$95,115 is included in the General Fund as partial funding of this request. It is anticipated that Colorado Springs Utilities will provide funding of \$25,000, leaving a balance of \$39,929 which is funded in 2002 through the Lodgers and Automobile Rental Tax Fund.

**Pikes Peak – America’s Mountain** – A \$500,000 contribution is requested to assist with the implementation of the erosion and sedimentation project on Pikes Peak. The project is the result of a consent decree stemming from litigation with the Sierra Club. Funding for this project is not included for 2002.

**Convention and Visitors Bureau (CVB) Promotion Contract** – A total of \$2,186,580 is included to fund a visitor promotion contract in accordance with City Code. The contract calls for the promotion of tourism, recreational visitors, business meetings, conventions, and other special events which attract visitors to the city and the greater Pikes Peak Region. The amount of the contract is in accordance with the past policy of allocating two-thirds of Lodgers and Automobile Rental Tax revenues to the visitor promotion contract. The 2002 contract amount represents an 8.1 percent reduction from the 2001 contract amount.

# Ongoing CIP

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## MISSION

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

## BUDGET SUMMARY

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	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>
Ongoing CIP Maintenance	\$7,394,403	\$7,502,000	\$7,324,000
<b>Total</b>	<b>\$7,394,403</b>	<b>\$7,502,000</b>	<b>\$7,324,000</b>

## OVERVIEW

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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 16, "Capital Improvements and SCIP."

# Springs Community Improvements Program (SCIP)

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## MISSION

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To provide a dedicated source of revenue to fund city capital improvements.

## BUDGET SUMMARY

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	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>
SCIP Projects	\$7,848,447	\$7,847,059	\$15,823,056
<b>Total</b>	<b>\$7,848,447</b>	<b>\$7,847,059</b>	<b>\$15,823,056</b>

## OVERVIEW

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Per the recommendations of the SCIP Committee, a new Capital Improvements Fund was established in 1999. This ensures interest earnings on this fund remain for funding future capital projects.

**SCIP Projects - Debt Service** – 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. For 2000 and 2001, the amounts reflect debt service on the bond issue.

For 2002, the amount reflects the \$7,848,659 debt service payment on the 1999 bond issue and the City Council approved appropriation of \$7,974,397 (previously set aside for debt retirement of the two voter-denied bond issues) to accomplish SCIP projects on a pay-as-you go basis. City Council deferred the approval of the specific projects to fund until January 2002.

# Trails, Open Space and Parks

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## MISSION

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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

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	2000 Actual	2001 Budget	2002 Budget
Funded Projects	\$4,085,292	\$5,183,941	\$4,075,086
<b>Total</b>	<b>\$4,085,292</b>	<b>\$5,183,941</b>	<b>\$4,075,086</b>

## OVERVIEW

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This revenue is generated from a 0.01 percent sales tax adopted by voters in April 1997. The Trails, Open Space and Parks (TOPS) fund is projected to generate \$6,080,550 in 2002. The majority of funds are designated to purchase open space and fund associated maintenance, fund the development and maintenance of trails, and acquire and develop new parks. Two percent of collections will fund program administrative expenses, and salary and benefits for a landscape architect for the TOPS program. The TOPS open space/land acquisition funding has been used to purchase the Big Johnson Reservoir, Blodgett Peak and High Chaparral open spaces. Funds have been earmarked for these multi-year payments. The development of the Buckskin Charley Park site and the El Pomar In-Line Hockey court will be funded from the TOPS park development allocation. Additionally, seven trails throughout the city will be funded from the TOPS trails development allocation. The 2002 budget appropriates \$4,075,086 of the estimated \$6,208,300 revenue for these projects. The City Council-appointed citizens board administers the remaining TOPS revenues; this board will determine which future projects will be funded in 2002 from the \$2,005,464 projected balance. Upon City Council approval, a supplemental appropriation will be made when 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.







## INTERNAL SERVICES

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### Claims Reserve Self-Insurance Fund

**2001 Budget:** \$1,000,000                      **2002 Budget:** \$1,000,000

**Purpose:** Provide the City with a self-insurance fund for liabilities.

**Source of Revenue:** City organizational units.

**Designated Expenditure:** Payment of liability claim settlements against the City.

### Employee Benefits Self-Insurance Fund

**2001 Budget:** \$23,000,000                      **2002 Budget:** \$26,000,000

**Purpose:** Collect insurance premiums from the City and its employees to be used for payment of claims.

**Source of Revenue:** City and employee health insurance premiums.

**Designated Expenditure:** Current year premium and increases.

### Workers' Compensation Self-Insurance Fund

**2001 Budget:** \$4,847,126                      **2002 Budget:** \$5,600,000

**Purpose:** Provide a source of funding for worker claims due to injury or other debilitating events.

**Source of Revenue:** City operating organizational unit budgets.

**Designated Expenditure:** Payments of Workers' Compensation claims.

## TRUST FUNDS

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### C. D. Smith Trust Fund

**2001 Budget** \$45,000                      **2002 Budget:** \$45,000

**Purpose:** Provide funding for senior programs.

**Source of Revenue:** Income from investments on the C. D. Smith Trust.

**Designated Expenditure:** Senior programs.

### Cemetery Endowment Fund

**2001 Budget:** \$580,000                      **2002 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

**2001 Budget:** \$750,000                      **2002 Budget:** \$1,000,000

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

**Source of Revenue:** Donations from private individuals or businesses.

**Designated Expenditure:** As designated by donor.

### **Krupinski Memorial Trust Fund**

**2001 Budget:**                      **\$130**                                      **2002 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**

**2001 Budget:**                      **\$150**                                      **2002 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**

**2001 Budget:**                      **\$75**                                      **2002 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**

**2001 Budget**                      **\$17,500**                                      **2002 Budget:**                      **\$17,500**

**Purpose:** Provide funding source for senior programs.

**Source of Revenue:** Gifts and donation.

**Designated Expenditure:** Senior program activities.

### **Therapeutic Recreation Fund**

**2001 Budget:**                      **\$1,000**                                      **2002 Budget:**                      **\$1,000**

**Purpose:** Provide a funding source for special recreation programs.

**Source of Revenue:** Gifts and donations.

**Designated Expenditure:** Parks, Recreation and Cultural Services activities.

### **Woods Trust Fund**

**2001 Budget:**                      **\$200**                                      **2002 Budget:**                      **\$200**

**Purpose:** Account for the Margaret P. Woods Trust.

**Source of Revenue:** Income from investments from the Woods Trust.

**Designated Expenditure:** Pikes Peak Library District for distribution to employees.

# Capital Improvements Program and SCIP

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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. Collectively, 2002 capital improvements funding is approximately \$34.3 million. Of this \$34.3 million, approximately \$11.0 million carries use restrictions and funds projects that meet the designated criteria respective to the fund. The remaining \$23.3 million is from 2002 General Fund revenue which includes \$178,000 carry over from the 2001 CIP Emergency Repairs account.

Of the \$23.3 million, \$7.32 million from the General Fund is appropriated for ongoing capital improvements. In addition, the \$178,000 carry over will be used to accomplish the City's TEA-21 match, for a total of \$7.50 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. Approximately \$7.85 million is pledged annually from the General Fund to retire the SCIP \$88 million bond debt; thus, ensuring no tax increase was associated with the bond issuance. In 2002, a total of \$7.85 million is allocated from the General Fund to the SCIP fund to accomplish the 2002 debt payment. In addition to the bond proceeds, interest earnings and CIP unexpended funds combine to 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.

Addressing the growing backlog of capital projects continues to engage City Council's attention. In 2000, City Council initiated another SCIP process, SCIP 01. In April 2001, City Council placed a .9% sales and use tax increase on the ballot to fund over 100 capital projects and public safety operational needs. The ballot issue failed.

As a result, throughout June and July, City Council worked with staff to identify additional revenue to bond SCIP 01 transportation and drainage capital projects. Having identified this revenue, City Council could ask voters to approve bonds that would not require a tax increase to retire the bond debt. City Council then repackaged the SCIP 01 items and presented voters with six separate questions on the November 2001 coordinated election ballot. Two bond issue questions were presented to voters, one for 20 transportation projects and one for 27 stormwater drainage projects. Neither of these bond questions required a tax increase since City Council had previously identified and set aside revenues to retire these bond debts. Neither of these bond questions passed.

Consequently, City Council approved the 2002 City budget, which included the appropriation of \$7.97 million in the SCIP Fund (previously set aside for debt retirement of the two failed bond issues) to accomplish SCIP projects on a pay-as-you go basis. City Council deferred the approval of the specific projects to fund until January 2002.

The final portion of the \$34.3 million includes approximately \$11.0 million from restricted-use sources designated to fund specific types of projects. In 2002, 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 \$3.4 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 2002 capital improvements budget totals \$34,304,405.

## 2002 CAPITAL IMPROVEMENTS BUDGET

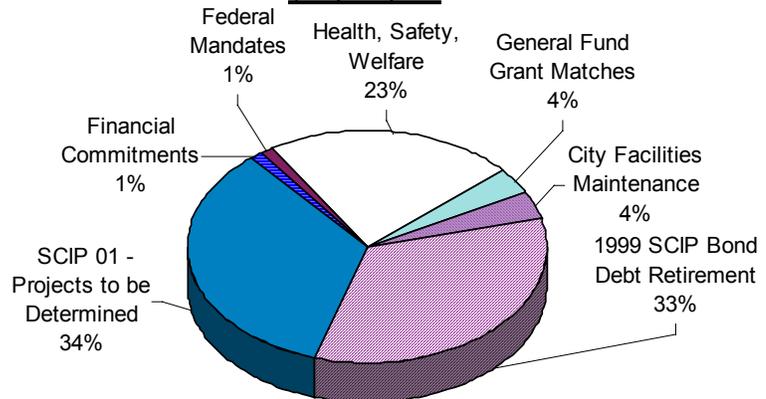
Collectively, 2002 capital improvements funding is approximately \$34.3 million which is derived from several sources.

Approximately \$11.0 million carries use restrictions and funds projects that meet the designated criteria respective to the fund. The remaining \$23.3 million is from 2002 General Fund revenues.

The \$23.3 million CIP allocation from the General Fund funds three components of the City's capital improvements program: the City's Ongoing CIP, the 1999 SCIP bond debt retirement, and the SCIP 01 pay-as-you-go projects.

### 2002 Proposed CIP Expenditures

**\$23,325,056**



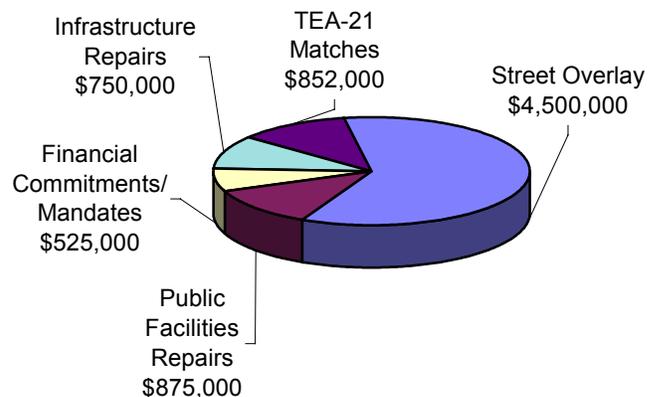
### ONGOING CIP - \$7,502,000

The City's Ongoing CIP commitment includes funding immediate financial obligations, federal mandates, transportation grant matches, street overlay program, emergency stormwater drainage repairs, and police, fire, and city facility repairs. The City will provide \$7,502,000 for ongoing CIP, of which \$7,324,000 is appropriated in the 2002 budget. The \$7.3 million includes \$222,059 estimated interest earnings from unexpended capital accounts. Retention of any interest earnings within the capital fund was a SCIP leadership recommendation. The \$222,059 interest earnings will be combined with an additional \$178,000 carry over from the 2001 CIP Emergency Repairs account and funds from the 2002 \$7.3 million appropriation to meet the total required \$852,000 local TEA-21 match.

- ◇ 60 percent paves city streets
- ◇ 11 percent provides the local match required to obtain about \$3.4 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
- ◇ 12 percent funds public facilities repairs

### Ongoing CIP

**\$7,502,000**



### 1999 SCIP BOND DEBT RETIREMENT - \$7,848,659

The second component of the \$23.3 million General Fund contribution, approximately \$7.85 million, has been allocated to fund the bond debt retirement for the 1999 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 2002 debt payment of \$7,848,659 is set aside in a special fund for this purpose. For more detail, specific SCIP information is presented beginning on page 4 in this section.

### SCIP 01 PAY-AS-YOU-GO PROJECTS TO BE DETERMINED - \$7,974,397

The third and final component of the \$23.3 million General Fund contribution, is the appropriation of \$7.97 million into the SCIP Fund. This \$7.97 was previously set aside for debt retirement of two new two bond issues which voters rejected at the polls in November 2001. Thus, City Council appropriated these funds to accomplish SCIP projects on a pay-as-you go basis for 2002 only.

City Council deferred the selection of the specific projects to be funded until January 2002.

**RESTRICTED-USE SOURCES - \$10,979,349**

The final portion of the \$34.3 million includes approximately \$11.0 million from restricted-use sources. These restricted use sources are designated to fund specific types of projects and may not be used for any other purpose.

In 2002, Lottery revenues are anticipated to provide \$2,999,892 allowing continued maintenance of the existing parks and trails systems. Also included in this allocation is funding for the annual financial commitments for the new adult softball complex in the amount of \$225,000 and the \$170,000 for the Hillside Community Center. Other partnership commitments consist of \$50,000 for the YMCA parking lot payback and \$25,000 for a sculpture base for the Colorado Springs Pioneers Museum.

TEA-21 federal transportation grants will provide another \$3.4 million to construct specific transportation projects as approved by the regional Transportation Advisory Committee. These grants usually award 80 percent of the total project cost, provided the City funds the local 20 percent share. The 2002 TEA-21 local match of \$852,000 will be accomplished through the General Fund dedication of the \$451,941, \$222,059 anticipated interest earnings, and \$178,000 from the 2001 CIP Emergency Repairs account carryover.

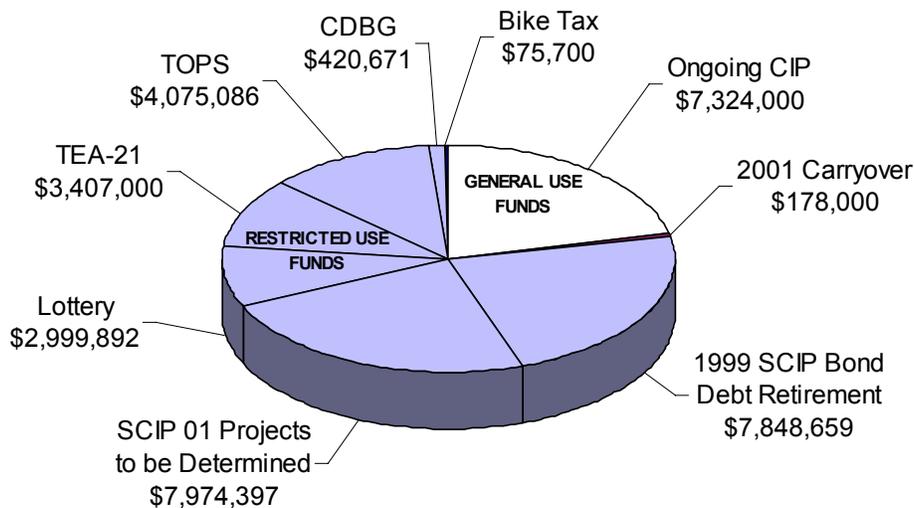
The TOPS fund is projected to provide \$6,208,300 in 2002. TOPS revenue is generated from a .01 percent sales tax adopted by voters in April 1997. The majority of funds are designated to purchase open space and fund associated maintenance, fund the development and maintenance of trails, and development 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 has been used to purchase the Big Johnson Reservoir, Blodgett Peak and High Chaparral open spaces. Funds have been earmarked for these multi-year payments. The development of the Buckskin Charley Park site and the El Pomar In-Line Hockey court will be funded from the TOPS park development allocation. Additionally, 7 trails throughout the city will be funded from the TOPS trails development allocation. The 2002 budget appropriates \$4,075,086 of the estimated \$6,208,300 revenue for these projects. The City Council-appointed citizens board administers the remaining TOPS revenues; this board will determine which future projects will be funded in 2002 from the \$2,133,214 projected balance. Upon City Council approval, a supplemental appropriation will be made when projects are identified.

A projected \$420,671 from the Community Development Block Grant program (CDBG) will fund community improvements in designated neighborhoods.

The City's Bicycle Tax revenues complete the restricted-use funding. This revenue is generated from a \$4 fee assessed on bicycles at the time of purchase. While it is anticipated that 2002 revenue collections will be \$115,200, the 2002 budget recommends appropriation of \$76,700 for the development of bicycle trails as per the City's Bicycle Plan and to match TEA-21 Enhancement grants for trail development. When additional projects are identified, supplemental appropriations will be made pending City Council approval.

**2002 Funding by Revenue Source**  
**\$34,304,405**



## 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 of the 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 1999, \$87.975 million of Series 1999 bonds were sold at an average interest rate of 4.72%; the bonds closed on June 9, 1999. The bond proceeds will be combined with interest earnings on unexpended balances along with funds already on hand to finance the \$103 million of 1998 SCIP projects. Moodys Investor's Service assigned a rating of A1 to the Series 1999 bonds while Standard & Poor's issued a AA rating to the proposed bonds. The financing achieved all of the objectives recommended by the SCIP Citizens Coordination Committee and established by City Council: 1. Minimizing the principal repayment period (16 years vs. the 20 years approved by voters) with a total repayment cost of \$127.8 million vs. the \$157 million approved by voters, a savings of \$29.2 million; 2. The size of the issue was kept below the \$88 million approved by voters; and, 3. The annual debt service on the bonds has been maintained as close as possible to \$7.85 million.

### 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
<b>Totals</b>	<b>\$105,597,960</b>	<b>\$2,439,193</b>	<b>\$2,439,193</b>	<b>\$110,476,346</b>

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	<b>Project Complete</b>	\$506,000
Arrawanna/Platte Storm Sewer	<b>Project Complete</b>	\$897,000
Garden of the Gods Road at Mark Dabling Intersection Imp.	<b>Project Complete</b>	\$565,000
Colorado Springs Youth Sports Complex	<b>Project Complete</b>	\$1,640,101
Animal Shelter	<b>Project Complete</b>	<u>\$3,000,000</u>
<b>Total Refund – Recommended Project Costs</b>		<b><u>\$6,608,101</u></b>

**PROJECTS FUNDED THROUGH SCIP BOND - PLAN OF FINANCE**

**Public Safety**

Emergency Communications Network	<b>Project Complete</b>	\$16,000,000
Fire Department Operations and Training Center	<b>Project Complete</b>	\$8,600,000
Police Evidence Building		\$1,250,000
Police Helicopter Hangar	<b>Project Complete</b>	\$250,000
Fire Station #18	<b>Project Complete</b>	<u>\$2,600,000</u>
		<b>\$28,700,000</b>

**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	<b>Project Complete</b>	\$1,843,200
Academy Boulevard Reconstruction - Maizeland to Galley		\$7,167,000
Neighborhood Pedestrian Improvements	<b>Project Complete</b>	\$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	<b>Project Complete</b>	\$865,400
Union Boulevard- Research to Powers - Construct Six Lanes		\$600,000
Roswell Neighborhood Truck Route Improvements		<u>\$1,909,200</u>
		<b>\$27,589,946</b>

**Drainage -- Flood Control**

Fountain Creek Improvements - Monument Creek Confluence to 21st Street		\$11,500,000
Shooks Run Downtown Interceptor	<b>Project Complete</b>	\$400,000
Shooks Run Culverts		\$5,024,000
Sand Creek Channel Improvements - Main Stem	<b>Project Complete</b>	\$2,345,000
Academy and Dublin Storm Sewer	<b>Project Complete</b>	\$30,000
Alta Loma Road/Cambria Drive Drainage	<b>Project Complete</b>	\$66,000
Valley Hi Avenue Drainage	<b>Project Complete</b>	<u>\$44,000</u>
		<b>\$19,409,000</b>

**Parks and Public Facilities**

Community Recreation Centers	<b>2 of 3 Facilities Complete</b>	\$12,069,299
Aquatics and Fitness Center	<b>Project Complete</b>	\$4,000,000
Sertich Ice Center – Memorial Park	<b>Project Complete</b>	<u>\$1,000,000</u>
		<b>\$17,069,299</b>

**Community Enhancements**

Confluence Park Redevelopment Area		<u>\$11,100,000</u>
		<b>\$11,100,000</b>

**Total Bond - Plan of Finance Recommended Project Cost** **\$103,868,245**

**Total SCIP Phase I Project Funding** **\$110,476,346**

## **RELATIONSHIP OF SCIP BUDGET TO ANNUAL OPERATING BUDGET**

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The SCIP Citizens Coordination Committee’s recommendations are coordinated with the City Budget to ensure the General Fund can support the financial requirements of the proposal. Although bringing some facilities on-line will increase the demand on the City budget, the City is committed to supporting and implementing the recommendations presented by the SCIP Citizens Coordination Committee. In 2002, a total of \$408,460 is budgeted from the General Fund for staffing and annual maintenance costs of the Cottonwood Creek Recreation Center and the Aquatics and Fitness Center opened in 2001. Similarly, \$66,000 in supplemental operating funds is recommended for the Fire Operations and Training Center and \$30,000 is added for the City’s share of operating costs of the Emergency Communications Network/800MHz trunked radio system. The anticipated operating impacts of the SCIP projects are as follows:

### **ESTIMATED ONGOING GENERAL FUND COSTS FOR SCIP PROJECTS**

<b><u>Project Title</u></b>	<b><u>2000</u></b>	<b><u>2001</u></b>	<b><u>2002</u></b>
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	\$144,757
Emergency Communications Network	\$0	\$50,000	\$30,000
Fire Operations and Training Center	\$0	\$0	\$66,000
Police Evidence Building	\$0	\$0	\$0
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 <sup>st</sup> 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
Cottonwood Creek Recreation Center	\$0	\$0	\$303,591
Aquatics and Fitness Recreation Center at Memorial Park	\$0	\$0	\$104,869
Northwest Recreation Center	\$0	\$194,863	\$292,295
Sertich Ice Center – Memorial Park	\$0	\$0	\$0
Confluence Park Redevelopment Area	\$0	\$0	\$0
<b>TOTAL</b>	<b><u>\$1,414,202</u></b>	<b><u>\$1,830,592</u></b>	<b><u>\$2,501,206</u></b>

## **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**

<b>SCIP Subcommittee Projects</b>	<b>SCIP 1998 Recommended</b>	<b>Funded SCIP Phase I</b>	<b>1998 Unfunded Projects</b>	<b>Potential Other Revenue</b>	<b>Recommended Fiscal Action</b>
Transportation Projects	\$151,000,000	\$28,154,946	\$122,845,054	2000 Estimate \$3,123,488	<b>Vehicle Registration Fee</b>
Drainage Projects	\$160,000,000	\$20,812,000	\$139,188,000	Unknown	<b>Stormwater District</b>
Community Enhancements Projects	\$35,000,000	\$11,100,000	\$23,900,000	-	<b>None identified at this time</b>
Parks and Public Facilities Projects	\$30,000,000	\$18,709,400	\$11,290,600	-	<b>None identified at this time</b>
Public Safety and Special Projects	\$49,000,000	\$31,700,000	\$17,300,000	-	<b>None identified at this time</b>
<b>Totals</b>	<b>\$425,000,000</b>	<b>\$110,476,346</b>	<b>\$314,523,654</b>		

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. While these efforts were pursued, additional revenue from these sources has not yet materialized.



In April 2000, City Council initiated its next SCIP phase – SCIP 01. Once again, the subcommittees reviewed and prioritized the city’s list of capital projects which was a compilation of:

- ▶ Unfunded projects from SCIP 1998
- ▶ SCIP proposed Phase II projects
- ▶ Unfunded portions of 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 are contributing to this difference in cost:

1. In 1998, the SCIP subcommittees “dropped” a number of projects identified as lower priority as they narrowed their respective list of projects from \$627 million to \$425 million. SCIP-Phase I funds approximately \$110 million of this list, leaving a backlog of about \$315 million in unfunded projects with projects cost estimates in 1998 dollars; It is the responsibility of staff to submit all unfunded projects for SCIP funding consideration if the need for the improvement remains; hence, the SCIP 01 list includes projects dropped from the 1998 SCIP list;
2. The size and scope of repairs may have changed as a result of delaying repairs for existing projects;
3. New projects 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
<b>Totals</b>	<b>\$314,523,654</b>	<b>\$1,032,904,341</b>

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. On December 12, 2000, the SCIP CCC presented to City Council a recommendation to ask voters for a 1-cent sales and use tax increase to fund a list of 114 capital projects and public safety personnel, equipment and operating needs.

In January 2001, City Council reviewed the SCIP 01 recommendations, made minor adjustments and agreed to present one question to voters in April 2001. The April municipal ballot asked voters to approve a .9% increase in the City’s Sales and Use Tax to fund a list of 107 capital projects and public safety operating, personnel and equipment needs.

Once again, SCIP received strong support from the Colorado Springs Chamber of Commerce, Greater Colorado Springs Economic Development Corporation, Pikes Peak Association of Realtors, and the Colorado Springs Housing and Builders Association. Additionally, the print media, both the police and fire employee organizations and the vast majority of City Council candidates running for office, publicly endorsed the ballot issue.

Despite the overwhelming support, the ballot issue failed at the polls. Citizen feedback received after the election identified some issues of concern:

- ▶ Voter-choice was restricted since all needs were combined into a single ballot question
- ▶ Not only was a tax increase required, but it was also the largest increase ever
- ▶ The tax did not end, even when the capital projects were completed
- ▶ The ballot issue mixed capital projects and city operating needs which resulted in perceptions of “too much” and too complex
- ▶ City Council finalized the ballot decisions leaving only 6 weeks to educate the public on the ballot issue
- ▶ The national economic slow-down began to surface
- ▶ Since SCIP 01 required a tax increase, SCIP was added to the political platforms of the City Council candidates creating significant controversy.

Following the April election, City Council again revisited the identified needs. Throughout June and July, City Council worked with staff to identify approximately \$8 million in additional revenue to bond SCIP 01 transportation and drainage capital projects. Having identified the \$8 million from increased fees and fines and other fiscal actions, City Council could ask voters to approve bonds that would not require a tax increase to retire the bond debt.

In August and after significant discussion, City Council unanimously agreed to repackage the SCIP 01 projects and services and resubmit the requests to the voters. City Council also approved a resolution supporting the El Paso County Board of County Commissioners placing a mill levy increase on the November 2001 ballot to supplement County Road and Bridge revenues. The City's share of the increased funding was estimated to be approximately \$64 million over 10 years and would have funded 29 SCIP 01 road and bridge projects. On September 6, 2001, the County Commissioners voted not to place the mill levy question on the November ballot. Consequently, funding for those 29 SCIP 01 road and bridge projects was not presented to voters for consideration.

The November 2001 coordinated election ballot presented SCIP 01 to voters as 6 separate questions. This provided the voters broader opportunity to support the components that are most important to the community.

- ▶ A \$63.47 million bond issue to construct a list of transportation projects citywide. These bonds would not require any increase in taxes. The bond debt would be paid from pledging a portion of the existing city sales and use tax.
- ▶ A \$37.825 million bond issue to construct stormwater drainage projects citywide. These bonds would not require any increase in taxes. The bond debt would be paid from pledging a portion of the existing city sales and use tax.
- ▶ Retention of the \$1,557,808 of the 2000 TABOR refund for an intersection improvement in the city.
- ▶ A .4% increase in the city sales and use tax for Police and Fire capital improvements projects and operations needs. This tax would not sunset since police and fire personnel and operations funding requirements will continue after projects are completed.
- ▶ A .1% increase in the city sales and use tax for Public Works personnel, operations and equipment needs. This tax would not sunset since public works personnel and operations funding requirements continue.
- ▶ A .1% increase in the city sales and use tax for Parks and Recreation projects. This tax will fund 11 parks and recreation capital projects and sunset in 6 years/end of 2007.

The November 6, 2001 El Paso County coordinated election resulted in passage the .4% increase in the city sales and use tax for Police and Fire capital improvements projects and operations needs. The other 5 ballot issues failed.

Consequently, City Council approved the 2002 City budget, which included the appropriation of \$7,974,397 in the SCIP Fund (previously set aside for debt retirement of the two bond issues) to accomplish SCIP projects on a pay-as-you go basis. City Council deferred the approval of the specific projects to fund until January 2002.

# **2001 SPRINGS COMMUNITY IMPROVEMENTS PROGRAM PROCESS AND STRUCTURE (SCIP 01)**

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## **OVERVIEW**

The initial Springs Community Improvements Program (SCIP) process was adopted by City Council in May 1997. SCIP is a process where citizens have the opportunity to select and prioritize which capital improvement projects are to be constructed in Colorado Springs. These projects will address traffic congestion relief, bridge construction, flood control, bicycle and pedestrian safety measures, additional police and fire stations, construction of parks and recreation centers and other community enhancement projects that protect our community and quality of life in Colorado Springs. In addition to prioritizing projects, the SCIP participants recommend the method and amount of funding for capital maintenance and growth.

In early 2000, City Council expanded the scope of SCIP to include funding for public safety personnel, operations, and equipment.

## **PROCESS STRUCTURE AND RESPONSIBILITIES**

SCIP consists of two components. The internal component focuses on the internal City process of project requests collection and analysis of project and service prioritization. The external component uses citizen subcommittees to select projects for construction and determine the method and amount of funding for capital maintenance and growth.

### **Internal Component Summary**

#### **Capital Improvements**

The SCIP internal component process starts with the ongoing effort of collecting, recording and responding to requests for capital projects received from the public, City Council and staff. City staff inspects each project request to establish the scope, design and project cost.

If the request is a legitimate City responsibility, staff identifies the most appropriate funding source. As part of the SCIP process, the General Fund has committed \$15 million annually for capital improvements. About one half of this allocation funds ongoing capital maintenance needs managed by the Unit. The specific projects funded from this allocation are detailed on pages 12-15 of this section.

If the project cannot be funded from the ongoing maintenance allocation, it is then evaluated for funding eligibility through a dedicated funding source, i.e., Lottery, TOPS, Bicycle Tax, etc. If the project qualifies under the designated funding source, the project proceeds through the respective process for funding consideration. If the benefit of a project targets an individual or single neighborhood, the project will be recommended for funding through an improvement district ensuring that those who benefit most from the project pay for the project. 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.

#### **Public Safety**

The public safety component initiated as a community-based endeavor to identify and fund unmet public safety operating and service delivery needs. The City Police Chief was charged with organizing the structure and process. As this process evolved, a citizens committee was formed to help assess the community's public safety needs in parallel with the capital project committees of SCIP.

### **External Component Summary**

The Springs Community Improvements Program (SCIP) is led by 16 citizens (the Citizens Coordination Committee - CCC) appointed by City Council. The program is comprised of self-directed subcommittees with the following responsibilities:

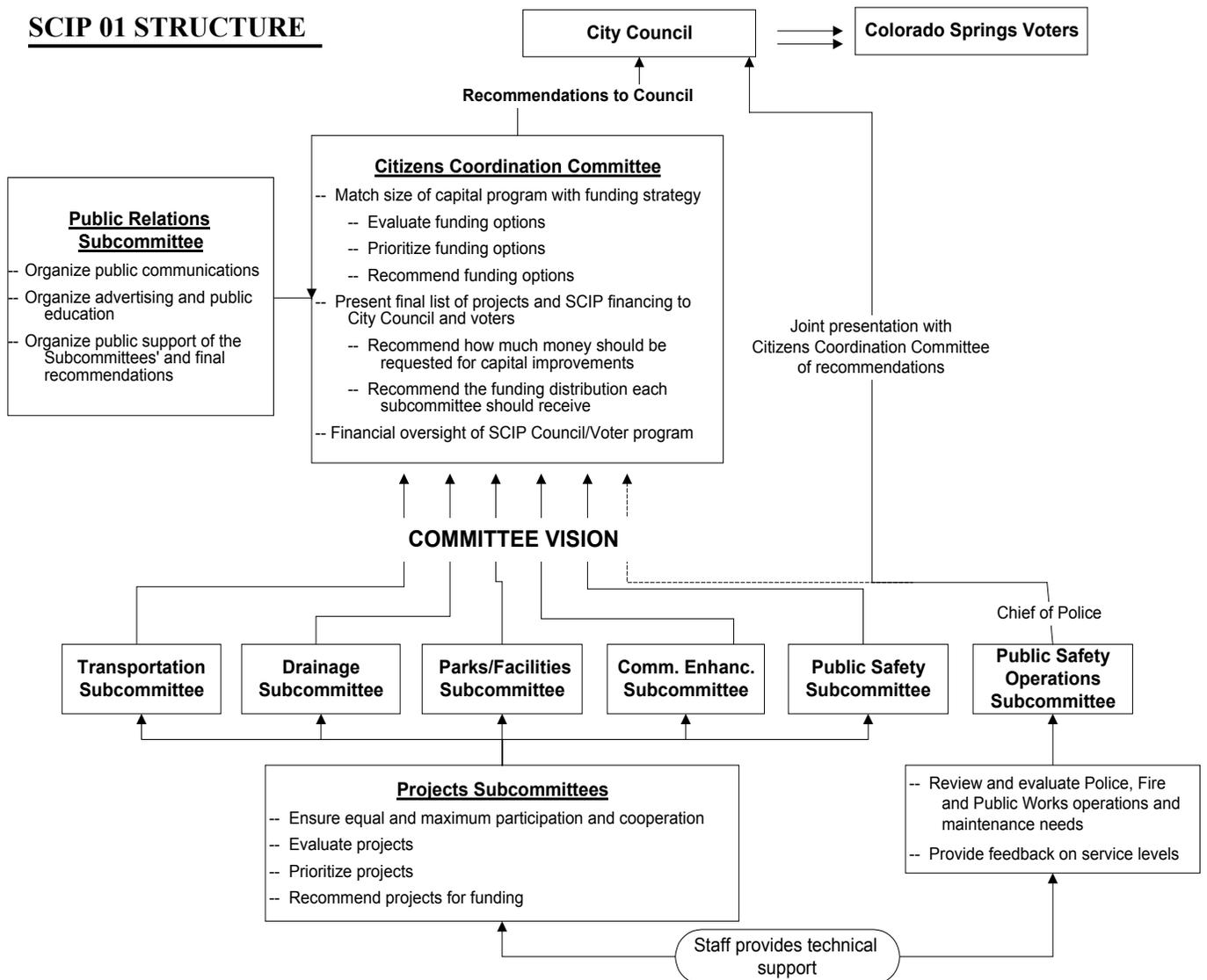
The **Citizens Coordination Committee (CCC)** consists of the Chair, Vice Chair, and a Chair and Vice Chair of each of the seven Subcommittees. This 16 member executive body matches the size of the capital program with the funding strategy and presents the final project lists and financing recommendations to Council and voters for final approval. In the original SCIP process, a Finance Subcommittee evaluated, prioritized, and recommended financing options to fund the recommended projects. However, for SCIP 01, the CCC functions as the Budget/Finance Committee since funding the projects is closely tied to the project recommendations. Additionally, this committee provides financial oversight of the Council/voter-approved capital program projects.

The **5 Project Subcommittees** Chair and Vice Chair facilitate their respective subcommittee meetings to effectively control group dynamics to ensure equal and maximum participation and cooperation. The Project Subcommittees evaluate, prioritize, and recommend projects for funding relative to their project category. The five subcommittees are Community Enhancements, Drainage, Parks and Public Facilities, Public Safety and Transportation.

The **Public Safety Operations Subcommittee** reviews and evaluates police, fire and public works operations and maintenance needs. The committee provides feedback on service levels.

The **Public Relations Subcommittee** is responsible for organizing public communications, advertising, public education and public support of the citizen subcommittees' progress and final recommendations.

## SCIP 01 STRUCTURE



## **2002 CIP FUNDED PROJECT DETAIL**

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The following section contains the 2002 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

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## GENERAL FUND

\$23,325,056

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CITY MANAGEMENT ..... \$16,925,056

➤ **1999 SCIP Projects – Debt Retirement -- \$7,848,659**

**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 2002 bond payment is \$7,848,659.

**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 1999 SCIP Phase I projects. The financing achieved all of the objectives recommended by the SCIP Citizens Coordination Committee and established by City Council: 1. Minimizing the principal repayment period (16 years vs. the 20 years approved by voters) with a total repayment cost of \$127.8 million vs. the \$157 million approved by voters; 2. The size of the issue was kept below the \$88 million approved by voters; and, 3. The annual debt service on the bonds has been maintained as close as possible to \$7.85 million.

➤ **2002 SCIP 01 Projects -- \$7,974,397**

**Problem Identification:** Since the April 2001 sales and use tax increase ballot issue failed, City Council worked with staff to identify additional revenue to bond SCIP 01 transportation and drainage capital projects. Two bond issue questions were presented to voters, one for 20 transportation projects and one for 27 stormwater drainage projects. Neither of these bond questions required a tax increase since City Council had previously identified and set aside revenues to retire these bond debts. Neither of these bond questions passed. Thus City Council appropriated these funds to accomplish SCIP projects on a pay-as-you go basis for 2002 only.

**Recommended Solution:** These funds will be held until City Council selects the specific projects to be funded in January 2002.

➤ **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 -- \$629,941**

**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 \$3,407,000 in TEA-21 funds for 2002 by providing a total local match of \$852,000. This will be accomplished through the 2002 General Fund appropriation of \$451,941 and from \$178,000 the 2001 CIP Emergency Repairs account carryover. The remaining \$222,059 will be generated from anticipated interest earnings (see next).

➤ **CIP Interest Earnings from Ongoing CIP Projects -- \$222,059**

**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 \$222,059 amount will supplement the TEA-21 Matches funding to secure funds from the Transportation Equity Act for the 21<sup>st</sup> 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, RECREATION AND CULTURAL SERVICES..... \$50,000**

➤ **New Home Street Tree Planting -- \$50,000**

**Problem Identification:** The City's subdivision ordinances provide for the planting of street trees on new home sites in an effort to enhance both residential properties and the urban streetscape. Developers share in this program by providing for a portion of the tree's cost.

**Recommended Solution:** Fund the City's portion of the tree planting program.

**PUBLIC SAFETY ..... \$325,000**

➤ **Fire Facilities Repairs -- \$175,000**

**Problem Identification:** Fire stations are a visible symbol of City government in Colorado Springs' neighborhoods. The 17 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..... \$5,725,000**

➤ **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 -- \$4,500,000**

**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 Upgrades -- \$300,000**

**Problem Identification:** Traffic signal deficiencies occur at approximately 40 percent of the City's 400 locations and require redesign and reconstruction. Deficiencies involve substandard, inefficient, non-uniform or poorly positioned pedestrian signals, traffic control signals and signal supports. In addition, the City will need funding 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 CIP -- \$23,325,056**

➤ **Hillside Community Center Payback -- \$170,000**

**Problem Identification:** Repayment of Certificates of Participation were used to finance the construction of the Hillside Community Center.

**Recommended Solution:** Continuation of funding for annual repayment of \$170,000.

➤ **Building Repairs -- \$100,000**

**Problem Identification:** Repairs are periodically needed in existing park buildings to keep them in good operating condition. This is a continuing program essential to maintaining service level to the public.

**Recommended Solution:** Provide funding pool for building repairs.

➤ **Park Maintenance Equipment -- \$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 -- \$80,000**

**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 -- \$50,000**

**Problem Identification:** Renovation and repair of existing irrigation systems and the continuation of irrigation system central control and automation is essential to efficient use of landscaping water. Replacement of old piping and sprinkler heads allow water to be conserved.

**Recommended Solution:** Conversion from manual and semi-automatic systems to computerized systems should realize irrigation water and dollar savings.

➤ **Playground Renovation -- \$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, ADA and CPSC guidelines.

**Recommended Solution:** Continuation of funding for playground renovation.

➤ **Facilities Lighting -- \$30,000**

**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 -- \$62,892**

**Problem Identification:** Repair of existing courts throughout the park system is needed on an annual basis.

**Recommended Solution:** Continuation of funding for tennis court repair.

➤ **Fencing Repair/Replacement -- \$20,000**

**Problem Identification:** Repair or replacement of ballfield fences and backstops is essential to maintain safety on playing fields.

**Recommended Solution:** Provide funding pool for fencing repair or replacement.

➤ **Trails Maintenance -- \$60,000**

**Problem Identification:** The multi-use trails system is a combination of concrete, gravel and asphaltic surfaces. Due to weather, use and soil conditions, surface repairs are needed to maintain safety and service levels.

**Recommended Solution:** Continuation of funding for trails maintenance including surface treatments, fencing and erosion control devices.

➤ **Maintenance of Parks -- \$500,000**

**Problem Identification:** The inventory of newly completed parks has grown more rapidly than the operating funds for park maintenance. In order to accommodate requests for new parks during a decline in general fund operating revenues, maintenance dollars for parks constructed with lottery funds are proposed to be allocated out of lottery funds.

**Recommended Solution:** Operating funds are being requested for the new park acreage developed through lottery funds.

➤ **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 -- \$72,000**

**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 which are to be paid off using Lottery funds, players fees and concession revenue.

**Recommended Solution:** Fund the Lottery portion of the annual payment.
- **Park Development -- \$50,000**

**Problem Identification:** Various park projects need funding that does not warrant a separate account.

**Recommended Solution:** Establish a contingency fund to complete several of these park projects.
- **Cottonwood Creek Park Renovation -- \$150,000**

**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.
- **Pioneer Park Basketball Court -- \$20,000**

**Problem Identification:** Pioneer Park does not currently have a basketball court. There have been neighborhood requests to add a court to the park.

**Recommended Solution:** Through a public process, amend the master plan for Pioneer Park to include a basketball court. Fund and construct a basketball court at Pioneer Park.
- **Museum Sculpture Base Payback -- \$25,000**

**Problem Identification:** A new sculpture piece was donated to the Pioneer Museum and a base to accommodate the sculpture was necessary. Construction of the base was accomplished through a loan. Payback of the loan is necessary in the 2002 budget.

**Recommended Solution:** Payment of the sculpture base loan as per agreement.
- **East Maintenance District Headquarters -- \$20,000**

**Problem Identification:** Due to the tremendous growth the city has experienced to the east, a new maintenance complex is needed to reduce travel time and increase efficiency. The location of the headquarters complex will be Tutt Community Park.

**Recommended Solution:** Begin the process of developing the complex by funding the design of the building and complex. Funding for subsequent development of the complex will be requested in future budgets.
- **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.

**TOTAL LOTTERY -- \$2,999,892**

➤ **TOPS – 2% Administrative Costs -- \$123,728**

**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.

➤ **Blodgett Peak Open Space -- \$300,000**

**Problem Identification:** The City of Colorado Springs through the TOPS Program has purchased 167 acres in northwest Colorado Springs. The TOPS Program purchase is \$2,000,000 to be paid over three years beginning in 2001. The second payment of \$300,000 is due in 2002.

**Recommended Solution:** Fund the second payment of \$300,000 in 2002 for the purchase of the Blodgett Peak Open Space.

➤ **Buckskin Charley Park Site -- \$480,000**

**Problem Identification:** There is an undeveloped neighborhood park site in the Fairfax Station subdivision area which is a rapidly growing area of the city.

**Recommended Solution:** Develop the Buckskin Charley park site as per master plan.

➤ **El Pomar Youth Sports Complex In-line Hockey Court -- \$100,000**

**Problem Identification:** The El Pomar Youth Sports Complex was developed in 1999 in the southeast section of the city. The master plan for the park includes an in-line hockey court which needs to be constructed. The City has received a grant from Great Outdoors Colorado for \$100,000 and other fund raising has occurred. This funding is needed to match the grant from GOCO.

**Recommended Solution:** Fund the matching portion required by the GOCO grant to complete the in-line hockey court.

➤ **Big Johnson Open Space -- \$1,396,358**

**Problem Identification:** The City of Colorado Springs through the TOPS Program and a partnership with the Trust for Public Land has purchased 650 acres of open space adjacent to Big Johnson Reservoir in southeast Colorado Springs. The total purchase price is \$8,125,000 to be paid over five years beginning in 2001. The second payment of \$1,396,358 is due in 2002.

**Recommended Solution:** Fund the second payment of \$1,396,358 in 2002 for the purchase of the Big Johnson Open Space.

➤ **High Chaparral Open Space -- \$575,000**

**Problem Identification:** The City of Colorado Springs through the TOPS Program has purchased 54 acres in northeast Colorado Springs. The TOPS Program purchase is \$1,200,000 to be paid over three years beginning in 2001. The second payment of \$575,000 is due in 2002.

**Recommended Solution:** Fund the second payment of \$575,000 in 2002 for the purchase of the Blodgett Peak Open Space.

➤ **2002 Trail Projects -- \$1,100,000**

**Problem Identification:** There are 165 miles of multi-use trails planned throughout the city. About 63 miles have been completed. There are several trail projects underway and funding is needed to complete the construction of several projects.

**Recommended Solution:** Fund the following list of trail projects:

Cottonwood Trail (Rangewood to Woodmen Road)	\$200,000
Homestead Trail	\$75,000
Chamberlain Trail (Stratton Open Space to Constellation)	\$20,000
Sand Creek Trail (Additional funding Greenway to Chelton)	\$200,000
Skyline Trail (Union to Briargate Boulevard.)	\$90,000
TOPS Maintenance endowment ( 4.9 miles of trails)	\$415,000
Trail crossings at streets / safety improvements	\$100,000

**TOTAL TOPS -- \$4,075,086**

➤ **Traffic Signal Upgrades -- \$200,000**

**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.

➤ **Woodmen Road Safety Improvements and Widening -- \$1,447,000**

**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. A local match of \$362,000 from the City's General Fund secured this \$1,447,000 allocation from the TEA-21 federal transportation grant program.

➤ **Garden of the Gods Road Improvements-Centennial to 30th Street -- \$1,760,000**

**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 30<sup>th</sup> Street. A local match of \$440,000 from the City's General Fund secured this \$1,760,000 allocation from the TEA-21 federal transportation grant program.

**TOTAL TEA-21 -- \$3,407,000**

➤ **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. 2002 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 -- \$120,671**

**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. 2002 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. 2002 funds will construct sidewalks, curb and gutter and pedestrian ramps for Phase III (Erie Rd. / between Eastlake Ave. and Manitoba St.).

**TOTAL CDBG -- \$420,671**

➤ **Rock Island Trail -- \$50,000**

**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.

➤ **Nor'wood Reimbursement -- \$26,700**

**Problem Identification:** This is the second 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 -- \$76,700**

**TOTAL 2002 CAPITAL IMPROVEMENTS PROGRAM -- \$34,304,405**

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# Glossary of Terms

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**Accrual Basis of Accounting** – A type of accounting which records revenue at the time earned, and expenses when incurred.

**Amendment 21** – Proposed amendment to the Colorado constitution that would require the phased elimination of all City revenues derived from property taxes, specific ownership taxes, sales and use taxes on motor vehicles, sales taxes on food and drink, and sales taxes on utilities.

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

**Appropriation** - The legal authorization given by the City Council to spend funds which have been designated for a specific purpose.

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

**Budget Calendar** - The schedule of major events in the budget process.

**Capital Improvement** - An expenditure for a physical asset, constructed or purchased, that has a minimum useful life of ten years and a minimum cost of \$10,000, or a minimum useful life of three years and a minimum cost of \$25,000.

**Capital Improvements Program (CIP)** - A component of the Office of Budget and Financial Analysis which oversees planning and budgeting of capital improvements.

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

**Certificates of Participation (COPs)** - A financing mechanism used to lease purchase property/facilities which are evidence assignments of proportionate undivided interests in certain payments pursuant to an annually renewable lease purchase agreement between an Authority and the City of Colorado Springs.

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

**Contingency** - An account established for the purpose of meeting unanticipated requirements. Formal City Council action is required for transfers from Contingency.

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

**Direction 2000** – Strategic plan goals and objectives established by City Council which serve as a guiding document for budget decisions for the next three years.

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

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

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

**Expenditure** - The actual outlay of or obligation to pay cash.

**Facilities Information Management System (FIMS)** – Colorado Springs Utilities title for Geographic Information System (GIS).

**FDC** – Fire Department Complex.

**Financial Forecast** - Estimates resources available and forecasts the financial condition of the General Fund for a five-year period and is based upon a set of assumptions regarding revenue and expenditure trends.

**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.

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

**Intermodal Surface Transportation Efficiency Act (ISTEA)** - This program was reauthorized as the Transportation Equity Act for the 21st Century (TEA-21) in 1998.

**Internal Service** - Internal Service Funds sell central services such as fleet, facilities, printing, and information services to other City departments and units. They operate solely on revenues received from the departments and units using their services.

**International City/County Management Association (ICMA)** – Professional organization of which the City of Colorado Springs is a member. Within ICMA is the Center for Performance Management and it is from the Center for Performance Management that the City obtains benchmark data enabling the City to make comparisons to other cities.

**Key Measures** - An indicator which measures the degree of accomplishment of a department or unit's mission. The major types are:

Output Measure - A quantity of work performed.

Efficiency Measure - A ratio of the amount of input (or cost) to the amount of output (or outcome).

Outcome Measure - Events, occurrences, or conditions that indicate progress towards achievement of the mission and objectives of a program.

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

**Mill** - A mill is equal to one one-thousandth (1/1000) of a dollar of assessed valuation of property.

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

**NPOI** – No proof of insurance.

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

**Office of Budget and Financial Analysis (OBFA)** - The 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 late in Year 2001 by City Council and some City Management units.

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

**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** – see TABOR

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

**Trails, Open Space, Parks Initiative (TOPS)** - Local sales tax dedicated for purchase of open space and development of parks and trails.

**Transportation Equity Act for the 21st Century (TEA-21)** - The federal government established the Intermodal Surface Transportation Act (ISTEA) program in 1996 and reauthorized it as the Transportation Equity Act for the 21st Century (TEA-21) in 1998. The federal and state governments provide grants to local governments for approved regional transportation-related projects such as bridge replacement, installation of additional traffic signals, road widening, etc. These grants usually award 80 percent of the total project cost - provided the City can fund the local 20 percent share.

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

**Utilities Staff Share** - The portion of a General Fund function, department, or unit cost chargeable to Utilities.

<b>GENERAL FUND REVENUE</b>								
<b>2002 BUDGET</b>								
<b>Fund</b>	<b>Org</b>	<b>Source</b>	<b>Account Description</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>	<b>2001-2002 Change</b>	<b>% Change 2001-2002</b>
<b>Taxes</b>								
<i>General Property Taxes</i>								
001	1330	45025	TAXES - CURRENT YEAR	16,657,336	16,831,792	17,802,885	971,093	5.77%
001	1330	45050	TAXES - DELINQUENT	(32,907)	0	0	0	0.00%
<b>Total</b>				<b>16,624,429</b>	<b>16,831,792</b>	<b>17,802,885</b>	<b>971,093</b>	<b>5.77%</b>
<i>Specific Ownership Taxes</i>								
001	1330	45126	STATE AUTOMOBILE TAX	2,762,144	2,695,659	3,013,630	317,972	11.80%
<b>Total</b>				<b>2,762,144</b>	<b>2,695,659</b>	<b>3,013,630</b>	<b>317,972</b>	<b>11.80%</b>
<i>General Sales and Use Tax</i>								
001	1330	45100	SALES AND USE TAX	111,393,526	115,534,000	117,411,000	1,877,000	1.62%
<b>Total</b>				<b>111,393,526</b>	<b>115,534,000</b>	<b>117,411,000</b>	<b>1,877,000</b>	<b>1.62%</b>
<i>Selective Sales and Use Taxes</i>								
001	1330	45175	ADMISSIONS TAX	285,631	296,562	352,291	55,729	18.79%
<b>Total</b>				<b>285,631</b>	<b>296,562</b>	<b>352,291</b>	<b>55,729</b>	<b>18.79%</b>
<i>Business Taxes</i>								
001	1510	45151	3.2 BEER	48,270	49,628	51,900	2,272	4.58%
001	1510	45152	A HOTEL OR RESTAURANT	102,513	111,600	117,200	5,600	5.02%
001	1510	45153	ARTS	530	200	200	(0)	-0.14%
001	1510	45154	BEER OR WINE	5,988	6,600	6,900	300	4.55%
001	1510	45155	CLUBS	3,900	4,200	4,200	0	0.00%
001	1510	45156	DRUG STORE	300	300	300	(0)	-0.14%
001	1510	45157	PACKAGE STORE	25,980	28,500	29,750	1,250	4.39%
001	1510	45158	PENALTY ON OCC LIQUOR TAX	514	0	0	0	0.00%
001	1510	45159	RACE TRACK	300	300	300	(0)	-0.14%
001	1510	45160	TAVERN	36,925	41,200	43,200	2,000	4.85%
<b>Total</b>				<b>225,220</b>	<b>242,528</b>	<b>253,948</b>	<b>11,420</b>	<b>4.71%</b>
<b>Total Taxes</b>				<b>131,290,950</b>	<b>135,600,540</b>	<b>138,833,754</b>	<b>3,233,214</b>	<b>2.38%</b>
<b>Licenses and Permits</b>								
001	1330	45271	STATE LIQUOR LICENSES	33,124	37,646	45,238	7,593	20.17%
001	1510	45226	AMUSEMENT AND THEATRE	9,035	2,700	2,400	(300)	-11.12%
001	1510	45228	BILLIARDS POOL AND BOWLING	525	375	720	345	92.12%
001	1510	45229	CONTRACTR EXCAVATION CEMENT	16,330	35,682	13,870	(21,812)	-61.13%
001	1510	45230	COIN OPERATED GAMES	49,220	49,375	49,360	(15)	-0.03%
001	1510	45231	FOOD PEDDLER	2,255	5,940	5,010	(930)	-15.66%
001	1510	45233	GARBAGE AND TRASH	13,770	14,546	16,075	1,529	10.51%
001	1510	45236	MASSAGE PARLORS	6,335	9,525	(0)	(9,525)	-100.01%
001	1510	45237	MASSAGE THERAPIST	25,118	62,529	42,200	(20,329)	-32.51%
001	1510	45238	MASSAGE APPRENTICE	1,040	825	800	(25)	-2.97%
001	1510	45239	MERCHANT PATROL	58,210	201,374	138,131	(63,243)	-31.41%
001	1510	45240	PAWN BROKER	2,030	2,916	3,576	660	22.64%
001	1510	45243	SEXUALLY ORIENTED BUSINESS	4,375	4,375	4,375	0	0.00%
001	1510	45245	TAXICAB	8,630	19,615	14,345	(5,270)	-26.87%
001	1510	45246	TREE SERVICE	1,345	2,821	1,880	(941)	-33.35%
001	5110	45247	PARK AND REC PERMITS/LICENSES	33,048	27,000	27,613	613	2.27%
001	1510	45249	ESCORT SERVICES BUSINESS	6,865	6,625	5,345	(1,280)	-19.31%
001	1510	45250	BED AND BREAKFAST PERMITS	175	75	125	50	66.78%
001	1510	45277	GOING OUT OF BUSINESS	1,150	1,068	2,450	1,382	129.40%

<b>GENERAL FUND REVENUE</b>								
<b>2002 BUDGET</b>								
<b>Fund</b>	<b>Org</b>	<b>Source</b>	<b>Account Description</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>	<b>2001-2002 Change</b>	<b>% Change 2001-2002</b>
001	1510	45278	SALES TAX LICENSES	27,194	33,000	28,500	(4,500)	-13.64%
001	1510	45279	ALARM LICENSES	23,680	25,810	26,280	470	1.82%
<b>Total Licenses and Permits</b>				<b>323,454</b>	<b>543,822</b>	<b>428,295</b>	<b>(115,527)</b>	<b>-21.24%</b>
<b>Intergovernmental Revenue</b>								
<i>Federal Grants</i>								
001	1330	46056	HOUSING AUTHORITY	12,151	12,151	11,400	(751)	-6.18%
001	2133	45762	UNIVERSAL HIRING GRANT	0	1,207,088	1,017,678	(189,410)	-15.69%
001	3505	45426	DEPT OF TRANS-BUS SUBSIDY	0	0	0	0	0.00%
001	3505	45427	TRANSIT RTD SWAP (FED)	0	0	0	0	0.00%
001	3505	45428	TRANSIT PREVENTIVE MAINT	0	933,706	922,120	(11,586)	-1.24%
001	3505	45429	PARATRANSIT PREV MAINT	0	421,957	400,000	(21,957)	-5.20%
<b>Total</b>				<b>12,151</b>	<b>2,574,902</b>	<b>2,351,198</b>	<b>(223,704)</b>	<b>-8.69%</b>
<i>State Grants</i>								
				0	0	0	0	0.00%
<i>State Shared Revenue</i>								
001	1330	45451	STATE CIGARETTE TAX	1,461,667	1,297,000	1,488,112	191,112	14.73%
001	1330	45526	SEVERANCE TAX	811	550	811	261	47.45%
001	1330	45476	HIGHWAY USERS TAX - REGULAR	13,013,057	13,375,862	13,718,048	342,186	2.56%
001	1330	45501	HIGHWAY USERS TAX - ADD FEES	1,159,002	1,216,123	1,201,024	(15,098)	-1.24%
<b>Total</b>				<b>15,634,537</b>	<b>15,889,535</b>	<b>16,407,995</b>	<b>518,460</b>	<b>3.26%</b>
<i>Other Govt Units</i>								
001	1330	45551	ROAD AND BRIDGE	3,584,426	3,864,862	4,134,091	269,229	6.97%
001	1330	NEW	METEX LOAN REPAYMENT	195,048	360,617	503,200	142,583	39.54%
001	1330	45631	SHARED FINES	0	50,250	30,854	(19,396)	-38.60%
<b>Total</b>				<b>3,779,474</b>	<b>4,275,729</b>	<b>4,668,145</b>	<b>392,416</b>	<b>9.18%</b>
<b>Total Intergovernmental</b>				<b>19,426,162</b>	<b>22,740,166</b>	<b>23,427,338</b>	<b>687,172</b>	<b>3.02%</b>
<b>Charges for Services</b>								
<i>General Government</i>								
001	1200	44020	MISCELLANEOUS - GENERAL	354	1,000	5,000	4,000	400.00%
001	1600	44020	MISCELLANEOUS - GENERAL	24	0	0	0	0.00%
001	1510	42730	RESALES	525	0	0	0	0.00%
001	1330	NEW	URBAN RENEWAL AUTHORITY	0	77,934	0	(77,934)	-100.00%
001	1531	45653	CASH BONDS	45,061	40,000	40,000	0	0.00%
001	1531	45652	BONDSMEN JUDGEMENTS	5,605	12,500	12,500	0	0.00%
001	1531	45655	JURY FEES	7,735	8,750	9,500	750	8.57%
001	1531	45658	TRANSCRIPT FEE	1,523	2,500	3,000	500	20.00%
001	1531	45651	TRANSCRIPT DEPOSIT-HEARING	(893)	0	0	0	0.00%
001	1531	45654	COURT COSTS	356,464	340,000	400,000	60,000	17.65%
001	1531	45659	WARRANT COSTS	167,422	165,000	230,000	65,000	39.39%
001	1531	45657	OJW - CITY	78,729	75,000	90,000	15,000	20.00%
001	1531	45656	MISC - MUNICIPAL COURT	3,103	6,750	5,750	(1,000)	-14.81%
001	1531	44020	MISCELLANEOUS - GENERAL	2	2	2	0	2.27%
001	1200	45631	LEGAL FEES	23,457	5,000	15,000	10,000	200.00%
001	4840	45671	ADMINISTRATIVE FILING FEES	873,106	747,600	804,373	56,773	7.59%
001	3040	45698	CITY ENG DEV REVIEW FEES	0	169,785	470,362	300,577	177.03%
001	3040	45694	REVOCABLE PERMITS	0	0	0	0	0.00%
001	3050	45694	REVOCABLE PERMITS	5,571	0	0	0	0.00%
001	4840	45694	REVOCABLE PERMITS	3	80,000	80,000	0	0.00%

GENERAL FUND REVENUE								
2002 BUDGET								
Fund	Org	Source	Account Description	2000 Actual	2001 Budget	2002 Budget	2001-2002 Change	% Change 2001-2002
001	3040	45697	CITY ENG NEW DEV INSPECT FEES	0	41,250	486,903	445,653	1,080.37%
001	3040	45693	MAPS, BOOKS, CODES, MANUALS	535	2,500	2,500	0	0.00%
001	3040	45692	CONCRETE PERMITS	266,031	264,765	272,880	8,115	3.06%
001	3040	45695	EXCAVATION PERMITS	552,089	594,500	1,465,000	870,500	1,46.43%
001	1510	45712	MAPS, BOOKS, CODES, ETC	5,867	5,000	5,000	0	0.00%
001	3030	45712	MAPS, BOOKS, CODES, ETC	500	500	500	0	0.00%
001	3030	45711	COPIES OF DOCUMENTS	70	100	100	0	0.00%
001	4840	45712	MAPS, BOOKS, CODES, ETC	2,073	0	0	0	0.00%
001	4840	45711	COPIES OF DOCUMENTS	1,300	1,200	1,200	0	0.00%
001	6110	45691	BID DEPOSITS	12,545	10,000	11,000	1,000	10.00%
001	6110	44020	MISCELLANEOUS - GENERAL	3,108	2,500	2,500	0	0.00%
001	3030	45698	TRAFFIC ENG DEV REVIEW FEES	0	30,179	192,909	162,730	539.22%
001	3030	45811	STATE SAFETY - TRAF DEV	289,281	275,000	275,000	0	0.00%
001	3030	45812	TRAFFIC-REIMB FROM OTHERS	91,785	50,000	50,000	0	0.00%
001	1330	46057	CABLE FRANCHISE FEE	0	0	0	0	0.00%
001	1330	46058	CITY USER FEE POLICY	0	0	0	0	0.00%
001	1330	46059	DEV REVIEW ENTERPRISE	0	0	0	0	0.00%
<b>Total</b>				<b>2,793,575</b>	<b>3,009,315</b>	<b>4,930,979</b>	<b>1,921,664</b>	<b>63.86%</b>
<i>Public Safety</i>								
001	2112	45758	SPECIAL DUTY REIMB - POLICE	0	0	0	0	0.00%
001	2102	45758	SPECIAL DUTY REIMB - POLICE	834,187	974,547	974,547	0	0.00%
001	2133	45753	EXCESS POLICE ALARMS	83,041	52,000	66,876	14,876	28.61%
001	2114	45756	PHOTOSTATS	0	0	0	0	0.00%
001	2114	45759	TOW AND STORAGE CHARGES	271,332	282,995	328,311	45,316	16.01%
001	2114	45751	AUTO INSPECTION FEES	120	0	0	0	0.00%
001	2114	45758	SPECIAL DUTY REIMB - POLICE	0	0	0	0	0.00%
001	2174	45752	COMM CTR TAPES	5,497	4,912	5,500	588	11.97%
001	2134	45763	ADMINISTRATIVE SERVICES	0	7,500	0	(7,500)	-100.00%
001	2155	45756	PHOTOSTATS AND PICTURES	141,428	239,561	141,500	(98,061)	-40.93%
001	2155	45901	MISCELLANEOUS	0	0	0	0	0.00%
001	2155	45755	LAB TESTING	0	0	0	0	0.00%
001	2115	45901	MISCELLANEOUS	0	0	0	0	0.00%
001	2115	45756	PHOTOSTATS	0	0	0	0	0.00%
001	2117	45759	TOW AND STORAGE CHARGES	0	0	0	0	0.00%
001	2118	45756	PHOTOSTATS	144	0	0	0	0.00%
001	2151	45757	POLYGRAPH TESTS-POLICE	2,400	1,440	2,400	960	66.67%
001	2151	45754	LAB FEES-POLICE	0	0	0	0	0.00%
001	2154	45754	LAB FEES-POLICE	27,886	36,000	28,000	(8,000)	-22.22%
001	2154	45756	PHOTOSTATS	21	0	0	0	0.00%
001	2171	45760	WITNESS FEES	12,870	10,250	0	(10,250)	-100.00%
001	2171	45907	SPECIAL EVENTS	0	80,264	82,086	1,822	2.27%
001	2171	45752	COMM CTR TAPES	0	0	0	0	0.00%
001	2193	45901	MISCELLANEOUS	0	0	0	0	0.00%
001	2194	45901	MISCELLANEOUS	0	0	0	0	0.00%
001	2220	44040	SALE OF PROPERTY	0	0	0	0	0.00%
001	2230	45760	WITNESS FEES	0	0	0	0	0.00%
001	2171	45758	SPECIAL DUTY REIMB - POLICE	629	0	0	0	0.00%
001	2230	45782	TANK INSPECTION & PERMIT FEE	4,165	6,687	20,665	13,978	209.03%
001	2230	43330	JUVENILE FIRE SETTER FEES	1,085	200	1,000	800	400.00%
001	2241	45772	FIRE PROTECTION CONTRACTS	1,000	1,000	1,000	0	0.00%
001	2241	45779	SPECIAL DUTY REIMB-FIRE	3,344	10,000	5,533	(4,467)	-44.67%
001	2241	45777	MISCELLANEOUS - FIRE	732	0	2,100	2,100	0.00%
001	2241	45901	MISCELLANEOUS	0	0	50,962	50,962	0.00%
001	2230	45777	MISCELLANEOUS - FIRE	3,122	5,000	5,000	0	0.00%
001	2230	45778	REVOCABLE FIRE PERMITS	7,370	22,003	27,409	5,406	24.57%
001	2230	45775	HAZARDOUS MATERIAL - FIRE	0	0	0	0	0.00%
001	2242	45775	HAZARDOUS MATERIAL - FIRE	18,159	25,000	29,500	4,500	18.00%
001	2230	45776	HAZARDOUS MATERIAL SEARCH	4,069	3,000	5,000	2,000	66.67%

<b>GENERAL FUND REVENUE</b>								
<b>2002 BUDGET</b>								
<b>Fund</b>	<b>Org</b>	<b>Source</b>	<b>Account Description</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>	<b>2001-2002 Change</b>	<b>% Change 2001-2002</b>
001	2230	45780	SPECIAL FP INSPECTIONS	4,200	7,789	0	(7,789)	-100.00%
001	2230	45781	SPRINKLER PERMIT FEES	47,667	59,366	156,500	97,134	163.62%
001	2230	45771	ALARM SYS PLAN REVIEW/INSPEC	27,991	35,369	302,632	267,263	755.65%
001	2230	45774	FIXED FIRE PROTECTION	5,506	8,920	16,168	7,248	81.26%
001	2230	45779	SPECIAL DUTY REIMB-FIRE	38,271	1,248	2,766	1,518	121.59%
001	2210	44040	SALE OF PROPERTY	0	0	0	0	0.00%
001	2230	45773	FIRE-RESTITUTION	4,058	8,500	3,500	(5,000)	-58.82%
001	2230	45786	FIRE DEVELOPMENT REVIEW	0	6,250	39,960	33,710	539.36%
001	2230	43358	FINAL CONST INSPECTIONS	0	664	0	(664)	-100.00%
001	2230	45957	FINES - NO PERMIT	0	961	0	(961)	-100.00%
001	2230	45785	OFF DUTY INSPECTIONS	0	1,440	15,492	14,052	975.83%
001	2230	43357	CONSTRUCTION PLAN REVIEW	0	28,258	358,753	330,495	1169.56%
001	2230	45784	HAZMAT PLAN REVIEW	0	1,293	19,722	18,430	1425.88%
001	2230	45956	FINES - NO PLAN REVIEW	0	470	0	(470)	-100.00%
001	2230	45955	FINES - NO HAZMAT PLAN REV	0	35	0	(35)	-100.00%
001	2230	43356	DEVELOPMENT REVIEW FEES	0	6,250	0	(6,250)	-100.00%
001	2230	NEW	WATER MAIN/HYDRANT PLAN REV	0	0	12,787	12,787	0.00%
001	2230	NEW	WALK-IN REVIEWS	0	0	29,970	29,970	0.00%
001	2230	NEW	PRE-PLAN CONSTRUCTION CONSULT	0	0	3,200	3,200	0.00%
001	2230	NEW	OVERTIME PLAN REVIEW	0	0	16,783	16,783	0.00%
001	2230	NEW	STATE LICENSE INSPECTION	0	0	29,508	29,508	0.00%
001	2230	NEW	HAZ ACTIVITY PERMIT/INSPECTIONS	0	0	130,150	130,150	0.00%
001	2230	NEW	FINES - SUBSEQUENT PLAN SUBMITS	0	0	0	0	0.00%
001	2173	43140	APPLIED TO EXPENDITURES	11,297	35,000	11,700	(23,300)	-66.57%
001	2114	43140	APPLIED TO EXPENDITURES	0	0	0	0	0.00%
001	2114	45079	AUCTION PROCEEDS	0	28,453	181,000	152,547	536.14%
001	2114	45901	MISCELLANEOUS - POLICE	294,839	138,743	162,743	24,000	17.30%
<b>Total</b>				<b>1,856,430</b>	<b>2,131,367</b>	<b>3,270,723</b>	<b>1,139,356</b>	<b>53.46%</b>
<b>Highways and Streets</b>								
001	3020	45791	MILLINGS SALES	0	40,000	40,000	0	0.00%
001	3020	44045	SALE OF SCRAP	228	0	0	0	0.00%
001	3020	new	LANE RENTAL FEE	0	0	1,020,120	1,020,120	0.00%
<b>Total</b>				<b>228</b>	<b>40,000</b>	<b>1,060,120</b>	<b>1,020,120</b>	<b>2,550.30%</b>
<b>Culture - Recreation</b>								
001	5110	45901	MISCELLANEOUS	1,016	1,500	88,534	87,034	5,802.27%
001	5110	45905	RENTAL INCOME	0	0	0	0	0.00%
001	5110	45832	FIELD RESERVATIONS	20	0	0	0	0.00%
001	5131	45913	SIMD FLOWERBEDS	0	15,000	15,435	435	2.90%
001	5112	45901	MISCELLANEOUS	0	0	0	0	0.00%
001	5212	45899	CONCESSIONS - AUDITORIUM	9,000	14,000	14,000	0	0.00%
001	5212	43045	SPECIAL DUTY	15,424	18,000	18,000	0	0.00%
001	5212	45891	AUDITORIUM RENT	103,780	130,000	130,000	0	0.00%
001	5212	45909	EQUIPMENT USE	0	0	0	0	0.00%
001	5221	45897	CLASSES	11,270	7,000	7,159	159	2.27%
001	5221	45837	TENNIS	26	0	0	0	0.00%
001	5241	45907	SPECIAL EVENT	1,600	0	1,500	1,500	0.00%
001	5243	45907	SPECIAL EVENT	0	0	0	0	0.00%
001	5243	45909	EQUIPMENT USE	0	0	0	0	0.00%
001	5245	45894	CAMPS	11,263	0	11,550	11,550	0.00%
001	5245	45892	COMM PROG-SONDERMANN PARK	2,530	0	2,640	2,640	0.00%
001	5245	45907	SPECIAL EVENT	0	0	0	0	0.00%
001	5311	45835	PROGRAM REVENUE	450,202	375,000	383,513	8,513	2.27%
001	5311	45900	EARLY CHILDHOOD	18,789	12,000	12,272	272	2.27%
001	5131	45837	TENNIS	0	0	0	0	0.00%
001	5313	45834	MEMORIAL PARK CONCESSIONS	0	0	0	0	0.00%
001	5313	45836	SOFTBALL	281,357	275,000	275,000	0	0.00%
001	5313	45831	BASKETBALL	23,268	28,475	29,121	646	2.27%

GENERAL FUND REVENUE								
2002 BUDGET								
Fund	Org	Source	Account Description	2000 Actual	2001 Budget	2002 Budget	2001-2002 Change	% Change 2001-2002
001	5313	45833	FOOTBALL	16,825	10,000	10,227	227	2.27%
001	5313	45838	VOLLEYBALL	50,957	45,000	46,022	1,022	2.27%
001	5313	45837	TENNIS	0	0	0	0	0.00%
001	5313	45832	FIELD RESERVATIONS	1,644	0	0	0	0.00%
001	5131	46053	CARE CASTLE LOAN-REPYMT	0	0	0	0	0.00%
001	5131	45832	FIELD RESERVATIONS	80,909	72,000	73,634	1,634	2.27%
001	5131	43032	RT PRT POT	37,798	40,000	40,000	0	0.00%
001	5110	45904	RENTAL - WENGER	2,655	1,000	1,000	0	0.00%
001	5314	44020	MISCELLANEOUS - GENERAL	0	0	0	0	0.00%
001	5315	45901	MISCELLANEOUS	0	0	0	0	0.00%
001	5331	43042	WATER WORLD TICKETS	0	0	0	0	0.00%
001	5331	45853	MUNICIPOOL	281,897	340,000	365,000	25,000	7.35%
001	5331	45851	DEERFIELD	0	0	0	0	0.00%
001	5331	45901	MISCELLANEOUS	0	0	0	0	0.00%
001	5332	45855	PROSPECT LAKE	32,866	31,500	31,500	0	0.00%
001	5333	45853	MUNICIPOOL	1,850	0	0	0	0.00%
001	5333	45852	MONUMENT VLY	34,528	34,198	34,198	0	0.00%
001	5333	45854	PORTAL	73,187	43,000	43,000	0	0.00%
001	5333	45857	VALLEY HI	31,396	15,000	15,000	0	0.00%
001	5333	45851	DEERFIELD	4,287	5,500	5,500	0	0.00%
001	5334	45856	RAMPART	86,770	0	0	0	0.00%
001	5331	45858	NORTHWEST POOL	0	117,150	174,350	57,200	48.83%
001	5331	45914	NORTHEAST REC CTR	0	200,000	381,700	181,700	90.85%
001	5341	45879	SUMMER HIGH SCHOOL HOCKEY	17,150	15,000	15,000	0	0.00%
001	5341	45871	ADMISSIONS - ICE CENTER	50,139	79,000	79,000	0	0.00%
001	5341	45874	LESSONS	29,251	53,500	53,500	0	0.00%
001	5341	45876	PATCH SKATING	27,470	55,000	55,000	0	0.00%
001	5341	45872	ARENA/ICE RENTAL	99,269	185,000	185,000	0	0.00%
001	5341	45877	SKATE RENTAL	4,607	12,000	12,000	0	0.00%
001	5341	45878	SKATE SHARPENING	278	1,500	1,500	0	0.00%
001	5341	45873	CONCESSIONS - ICE CENTER	7,834	11,500	11,500	0	0.00%
001	5341	45875	MISCELLANEOUS - ICE CENTER	2,193	2,400	2,400	0	0.00%
001	5131	45906	RENTALS	3,575	0	0	0	0.00%
001	5510	45903	NORTH SLOPE ADMISSIONS	28,922	33,000	30,000	(3,000)	-9.09%
001	5222	45908	WHR-EARLY CHILDHOOD	0	0	0	0	0.00%
001	5605	44020	MISCELLANEOUS - GENERAL	3	0	0	0	0.00%
001	4050	45895	THERAPEUTIC PROGRAMS	8,120	8,120	12,000	3,880	47.78%
001	5222	45898	CLASSES - SENIORS	0	0	0	0	0.00%
001	4045	42645	CITY CHRGS - PROGRAMMING	0	0	0	0	0.00%
001	4050	45896	CHILD SUMMER PROGRAM	138,535	0	0	0	0.00%
001	4055	45906	SENIOR CENTER RENTAL	4,060	3,750	3,750	0	0.00%
001	4055	45898	CLASSES - SENIORS	54,313	35,000	42,000	7,000	20.00%
001	4050	45898	CLASSES - SENIORS	9	0	0	0	0.00%
001	4060	45896	CHILD SUMMER PROGRAM	6,434	9,056	6,500	(2,556)	-28.22%
001	4060	45906	OTIS PARK RENTAL	2,688	2,325	2,500	175	7.53%
001	5232	45896	OTIS PROGRAMS	10,103	0	0	0	0.00%
001	4070	45896	CHILD SUMMER PROGRAM	0	0	0	0	0.00%
001	4070	45906	WEST SIDE RENTAL	4,000	2,000	2,000	0	0.00%
001	4050	45908	RLR-EARLY CHILDHOOD PROGRAM	0	0	0	0	0.00%
001	4070	45893	COMMUNITY PROGRAMS-WESTSIDE	16,804	14,663	15,000	337	2.30%
001	4070	45908	WHR-EARLY CHILDHOOD	32,898	37,800	32,800	(5,000)	-13.23%
001	4075	45906	DEERFIELD RENTALS	2,880	2,880	3,000	120	4.17%
001	4075	45896	CHILD SUMMER PROGRAM	17,700	7,418	12,500	5,082	68.51%
001	4075	45898	CLASSES-SENIOR	0	0	0	0	0.00%
001	5235	45896	DEERFIELD PROGRAMS	8,730	0	0	0	0.00%
001	4080	45906	MEADOWS RENTAL	1,915	4,750	2,900	(1,850)	-38.95%
001	4080	45896	CHILD SUMMER PROGRAM	8,068	4,369	6,000	1,631	37.33%
001	4080	45897	CLASSES	0	0	0	0	0.00%
001	4080	45898	CLASSES-SENIOR	0	0	0	0	0.00%

<b>GENERAL FUND REVENUE</b>								
<b>2002 BUDGET</b>								
<b>Fund</b>	<b>Org</b>	<b>Source</b>	<b>Account Description</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>	<b>2001-2002 Change</b>	<b>% Change 2001-2002</b>
001	5236	45896	MEADOWS PROGRAMS	4,943	0	0	0	0.00%
001	4085	45906	HILLSIDE RENTAL	11,388	3,750	9,000	5,250	140.00%
001	4085	45896	CHILD SUMMER PROGRAM	301	0	0	0	0.00%
001	4085	45900	EARLY CHILDHOOD	0	0	0	0	0.00%
001	4085	45911	HILLSIDE PROGRAMS	21,355	20,944	20,900	(44)	-0.21%
001	5237	45911	HILLSIDE PROGRAMS	23,325	0	0	0	0.00%
001	5238	45898	CLASSES-SENIOR	0	0	0	0	0.00%
001	4090	45906	ACACIA RENTAL	0	0	0	0	0.00%
<b>Total</b>				<b>2,316,374</b>	<b>2,435,048</b>	<b>2,825,605</b>	<b>390,557</b>	<b>16.04%</b>
<b>Total Charges for Services</b>				<b>6,966,607</b>	<b>7,615,730</b>	<b>12,087,427</b>	<b>4,471,697</b>	<b>58.72%</b>
<b>Fines and Forfeits</b>								
001	1531	45951	GENERAL VIOLATIONS	208,373	255,000	210,000	(45,000)	-17.65%
001	1531	45954	TRAFFIC VIOLATIONS	2,309,302	3,042,190	3,630,000	587,810	19.32%
001	1531	45953	VIOLATION-SURCHARGE	432,701	460,460	1,320,000	859,540	186.67%
001	1531	45952	PARKING METERS	494,043	505,000	900,000	395,000	78.22%
<b>Total Fines and Forfeits</b>				<b>3,444,419</b>	<b>4,262,650</b>	<b>6,060,000</b>	<b>1,797,350</b>	<b>42.17%</b>
<b>Miscellaneous Revenue</b>								
<b>Earnings on Deposits and Invest.</b>								
001	1330	46025	INTEREST	2,362,915	2,193,000	2,250,000	57,000	2.60%
<b>Total</b>				<b>2,362,915</b>	<b>2,193,000</b>	<b>2,250,000</b>	<b>57,000</b>	<b>2.60%</b>
<b>Rents and Royalties</b>								
001	1330	46051	3901 PALMER PK-PARKING	0	0	0	0	0.00%
001	1330	45905	RENTAL INCOME	5,969	35,800	0	(35,800)	-100.00%
<b>Total</b>				<b>5,969</b>	<b>35,800</b>	<b>0</b>	<b>(35,800)</b>	<b>-100.00%</b>
<b>Transit</b>								
001	3505	45731	BUS BENCH ADVERTISING	0	0	0	0	0.00%
001	3505	45733	FARES	1,475,180	1,590,903	1,863,067	272,164	17.11%
001	3505	45737	PARATRANSIT-FARES	87,768	64,390	99,726	35,336	54.88%
001	3505	45736	MEMORIAL HOSPITAL	200,000	240,000	240,000	0	0.00%
001	3505	45734	FOUNTAIN	55,054	55,000	55,054	54	0.10%
001	3505	45732	EL PASO COUNTY	406,648	491,282	491,282	0	0.00%
001	3505	45735	MANITOU SPRINGS	14,678	21,678	21,678	0	0.00%
001	3505	45738	AMBLICAB FARES	6,763	6,159	6,159	0	0.00%
001	3505	44085	ADVERTISING	50,004	50,000	50,000	0	0.00%
001	3505	46060	PROJECT ADMINISTRATION	0	0	0	0	0.00%
001	3505	45739	PARA TRANSIT MEDICAID	2,808	6,378	6,378	0	0.00%
001	3505	45740	AMBLICAB MEDICAID	8,112	8,244	8,244	0	0.00%
001	3505	45742	LATTICE TOWER COMMUNICATION	0	19,200	19,200	0	0.00%
001	3505	46061	MEDICAID REIMBURSEMENT	0	0	0	0	0.00%
001	3505	New	PIKES PEAK COMM COL - STUD PASS	0	0	58,125	58,125	0.00%
<b>Total</b>				<b>2,307,015</b>	<b>2,553,234</b>	<b>2,918,913</b>	<b>365,679</b>	<b>14.32%</b>
<b>Miscellaneous</b>								
001	1510	44025	CASH OVER/SHORT	0	0	0	0	0.00%
001	1110	46000	MISCELLANEOUS	(630)	0	19,152	19,152	0.00%
001	1531	44025	CASH OVER/SHORT	(170)	0	0	0	0.00%
001	2155	44025	CASH OVER/SHORT	4	0	0	0	0.00%
001	2140	44025	CASH OVER/SHORT	0	0	0	0	0.00%

<b>GENERAL FUND REVENUE</b>								
<b>2002 BUDGET</b>								
<b>Fund</b>	<b>Org</b>	<b>Source</b>	<b>Account Description</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>	<b>2001-2002 Change</b>	<b>% Change 2001-2002</b>
001	2330	44025	CASH OVER/SHORT	0	0	0	0	0.00%
001	5112	44040	SALE OF PROPERTY	7,571	0	0	0	0.00%
001	3505	44040	SALE OF PROPERTY	8,469	0	0	0	0.00%
001	3020	43140	APPLIED TO EXPENDITURES	1,363	0	0	0	0.00%
001	3020	44040	SALE OF PROPERTY	37,490	0	0	0	0.00%
001	3020	44025	CASH OVER/SHORT	0	0	0	0	0.00%
001	2114	44025	CASH OVER/SHORT	4	0	0	0	0.00%
001	2114	44040	SALE OF PROPERTY	20	0	0	0	0.00%
001	3300	43140	APPLIED TO EXPENDITURES	0	0	0	0	0.00%
001	3030	44040	SALE OF PROPERTY	7,256	0	0	0	0.00%
001	4840	44025	CASH OVER/SHORT	(17)	0	0	0	0.00%
001	4400	43140	APPLIED TO EXPENDITURES	0	0	0	0	0.00%
001	5211	44025	CASH OVER/SHORT	0	0	0	0	0.00%
001	3505	44040	SALE OF PROPERTY	8,469	0	0	0	0.00%
001	5222	44025	CASH OVER/SH	0	0	0	0	0.00%
001	1320	46055	COLLECT FEE-EPC USE TAX	18,000	18,000	18,000	0	0.00%
001	1330	46054	EMPLOYEE JURY SERVICE	8	500	500	0	0.00%
001	2123	46054	EMPLOYEE JURY SERVICE	0	0	0	0	0.00%
001	1330	44015	DAMAGE TO PROPERTY	0	0	0	0	0.00%
001	1330	45235	LIQUOR APPLICATION AND FEES	111,873	103,141	104,926	1,784	1.73%
001	1330	44020	MISCELLANEOUS – GENERAL	97,135	0	0	0	0.00%
001	1330	44025	CASH OVER/SHORT	3	0	0	0	0.00%
001	1330	44030	ACCT REC COLLECTION	455	0	0	0	0.00%
001	1330	44030	ACCT REC COLLECTION	455	0	0	0	0.00%
001	1350	44020	MISCELLANEOUS – GENERAL	9,198	0	0	0	0.00%
001	1350	44025	CASH OVER/SHORT	10	0	0	0	0.00%
001	1330	44040	SALE OF PROPERTY	0	0	0	0	0.00%
001	1330	44070	COLLECTION SERVICE FEE	0	0	0	0	0.00%
001	4300	44025	CASH OVER/SHORT	0	0	0	0	0.00%
001	5110	44025	CASH OVER/SHORT	(91)	0	0	0	0.00%
001	4050	44025	CASH OVER/SHORT	0	0	0	0	0.00%
001	4055	44025	CASH OVER/SHORT	(14)	0	0	0	0.00%
001	4065	44040	SALE OF PROPERTY	0	0	0	0	0.00%
001	4070	44025	CASH OVER/SHORT	27	0	0	0	0.00%
001	4080	44025	CASH OVER/SHORT	32	0	0	0	0.00%
001	4085	44025	CASH OVER/SHORT	1	0	0	0	0.00%
001	5133	44040	SALE OF PROPERTY	0	0	0	0	0.00%
001	5134	44040	SALE OF PROPERTY	0	0	0	0	0.00%
001	5330	44040	SALE OF PROPERTY	0	0	0	0	0.00%
001	5341	44025	CASH OVER/SHORT	0	0	0	0	0.00%
001	1350	44025	CASH OVER/SHORT	10	0	0	0	0.00%
001	3400	44025	CASH OVER/SHORT	0	0	0	0	0.00%
001	3040	44040	SALE OF PROPERTY	0	0	0	0	0.00%
001	3040	44025	CASH OVER/SHORT	69	0	0	0	0.00%
001	6110	44025	CASH OVER/SHORT	0	0	0	0	0.00%
001	6110	45902	MISC – LEISURE SERVICES	0	0	0	0	0.00%
001	6110	43145	STREET-BANNING/LEWIS SERVICES	10,000	10,000	10,000	0	0.00%
001	6110	43150	GEN-BANNING/LEWIS SERVICES	330,750	330,750	330,750	0	0.00%
001	6110	43155	TRAVEL REBATES	0	0	0	0	0.00%
001	6110	44040	SALE OF PROPERTY	0	0	0	0	0.00%
001	6110	43320	CAPITAL LEASE PROCEEDS	0	0	0	0	0.00%
001	6110	44040	SALE OF PROPERTY	0	0	0	0	0.00%
001	4015	43140	APPLIED TO EXPENDITURES	0	0	0	0	0.00%
001	4045	44025	CASH OVER/SHORT	8	0	0	0	0.00%
001	4015	44020	MISCELLANEOUS – GENERAL	0	0	2,000	2,000	0.00%
001	4010	44020	MISCELLANEOUS – GENERAL	0	0	200	200	0.00%
<b>Total</b>				<b>647,758</b>	<b>462,391</b>	<b>485,528</b>	<b>23,136</b>	<b>5.00%</b>
<b>Total Miscellaneous Revenue</b>				<b>5,323,657</b>	<b>5,244,425</b>	<b>5,654,441</b>	<b>410,015</b>	<b>7.82%</b>

<b>GENERAL FUND REVENUE 2002 BUDGET</b>								
<b>Fund</b>	<b>Org</b>	<b>Source</b>	<b>Account Description</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>	<b>2001-2002 Change</b>	<b>% Change 2001-2002</b>
<b>Transfers From Other Funds</b>								
<i>Utilities</i>								
001	1330	46130	SHARE OF PPACG	71,016	74,778	74,772	(6)	-0.01%
001	1330	46129	SHARE OF PERSONNEL	0	0	0	0	0.00%
001	1330	46131	SHARE OF PUBLIC AFFAIRS	0	0	0	0	0.00%
001	1330	46126	SHARE OF CITY ATTORNEY	632,592	657,896	657,900	4	0.00%
001	1330	46127	SHARE OF CITY AUDITOR	238,620	263,165	263,160	(5)	0.00%
001	1330	43190	SHARE OF POLICE PROTECTION	98,196	102,124	70,273	(31,851)	-31.19%
001	1330	46128	SHARE OF GENERAL ADMIN	126,264	131,315	131,316	1	0.00%
001	1330	46133	SHARE OF ECON DEV COORD	146,472	152,331	152,328	(3)	0.00%
001	1330	46134	SHARE OF PURCHASING	0	0	0	0	0.00%
001	1330	46136	SHARE OF CITY CLERK	219,336	228,109	228,108	(1)	0.00%
001	1330	46132	SHARE OF CITY COUNCIL	91,428	93,257	93,252	(5)	-0.01%
<b>Total</b>				<b>1,623,924</b>	<b>1,702,975</b>	<b>1,671,109</b>	<b>(31,866)</b>	<b>-1.87%</b>
<i>Other Transfers</i>								
001	1330	46152	TRANSFER FM LODGERS/AUTO REN	1,138,593	1,089,050	1,033,486	(55,564)	-5.10%
001	1330	46153	TRANSFER FROM OTHER FUNDS	543,000	345,372	309,702	(35,670)	-10.33%
001	6141	46153	TRANSFER FROM OTHER FUNDS	0	0	0	0	0.00%
<b>Total</b>				<b>1,681,593</b>	<b>1,434,422</b>	<b>1,343,188</b>	<b>(91,234)</b>	<b>-6.36%</b>
<i>Administrative Charges</i>								
001	1330	46052	ADMIN CHARGES - NON TAX	1,285,788	1,374,972	1,666,280	291,308	21.19%
<b>Total</b>				<b>1,285,788</b>	<b>1,374,972</b>	<b>1,666,280</b>	<b>291,308</b>	<b>21.19%</b>
<i>Utilities-in-Lieu of Tax</i>								
001	1330	45611	UTILITIES IN LIEU OF TAX	21,563,592	21,671,587	24,027,961	2,356,374	10.87%
001	1330	45614	MEMORIAL HOSP IN LIEU OF TAX	0	0	0	0	0.00%
001	1330	45616	PATTY JEWETT IN LIEU OF TAX	0	0	0	0	0.00%
001	1330	45617	VALLEY HI IN LIEU OF TAX	10,389	6,691	6,234	(457)	-6.83%
001	1330	45612	CEMETERY IN LIEU OF TAX	3,089	7,000	11,198	4,198	59.97%
001	1330	45613	HUMAN SRVCS COMP IN LIEU OF TAX	3,798	3,941	4,644	703	17.84%
001	1330	45615	PARKING SYSTEM IN LIEU OF TAX	22,337	37,246	41,897	4,651	12.49%
<b>Total</b>				<b>21,603,205</b>	<b>21,726,465</b>	<b>24,091,934</b>	<b>2,365,469</b>	<b>10.89%</b>
<b>Total Transfers From Other Funds</b>				<b>26,194,510</b>	<b>26,238,833</b>	<b>28,772,511</b>	<b>2,533,678</b>	<b>9.66%</b>
Subtotal				192,969,759	202,246,166	215,263,766	13,017,600	6.44%
Rebudgeted				0	0	2,111,677	2,111,677	0.00%
Total General Fund Revenues				192,969,759	202,246,166	217,375,443	15,129,277	7.48%
Draw Fr Fund Balance				0	259,784	0	(259,784)	0.00%
<b>Total Estimated Revenues</b>				<b>192,969,759</b>	<b>202,505,950</b>	<b>217,375,443</b>	<b>14,869,493</b>	<b>7.34%</b>

<b>SPECIAL FUNDS REVENUE</b>								
<b>2002 BUDGET</b>								
<b>Fund</b>	<b>Org</b>	<b>Source</b>	<b>Account Description</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>	<b>2001-2002 Change</b>	<b>% Change 2000-2001</b>
<b>Ballfield CIP</b>								
115	5000	45836	SOFTBALL	94,319	80,000	90,000	10,000	12.50%
115	5000	46025	INTEREST	26,326	4,000	26,000	22,000	550.00%
115	5000	41150	CONCESSION	0	26,572	0	(26,572)	-100.00%
<b>115</b>	<b>Total</b>			<b>120,645</b>	<b>110,572</b>	<b>116,000</b>	<b>5,428</b>	<b>4.91%</b>
<b>Sales &amp; Use Tax CIP</b>								
116	1300	45100	SALES AND USE TAX	9	0	0	0	0.00%
116	1300	46025	INTEREST	100,575	0	0	0	0.00%
116	3100	43140	APPLIED TO EXPENDITURES	0	0	0	0	0.00%
116	5000	44030	ACCT REC COLLECTION	0	0	0	0	0.00%
<b>116</b>	<b>Total</b>			<b>100,584</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Bicycle Tax</b>								
117	5000	43325	BICYCLE EXCISE TAX	146,044	109,000	105,200	(3,800)	-3.49%
117	5000	46025	INTEREST	31,531	10,000	10,000	0	0.00%
<b>117</b>	<b>Total</b>			<b>177,575</b>	<b>119,000</b>	<b>115,200</b>	<b>(3,800)</b>	<b>-3.19%</b>
<b>TOPS</b>								
118	5901	45100	SALES AND USE TAX	5,569,609	5,776,700	5,870,550	93,850	1.62%
118	5901	46025	INTEREST	163,065	20,490	40,950	20,460	99.85%
118	5902	46025	INTEREST	0	61,996	123,900	61,904	99.85%
118	5903	46025	INTEREST	0	20,490	40,950	20,460	99.85%
118	5904	43320	CAPITAL LEASE PROCEEDS	0	0	0	0	0.00%
118	5904	45100	SALES AND USE TAX	0	0	0	0	0.00%
118	5904	46025	INTEREST	2,539	2,102	4,200	2,098	99.85%
<b>118</b>	<b>Total</b>			<b>5,735,213</b>	<b>5,881,778</b>	<b>6,080,550</b>	<b>198,772</b>	<b>3.38%</b>
<b>Conservation Trust</b>								
119	5000	43020	STATE LOTTERY FUNDS	3,001,395	2,920,041	2,939,892	19,851	0.68%
119	5000	46025	INTEREST	98,482	80,301	60,000	(20,301)	-25.28%
<b>119</b>	<b>Total</b>			<b>3,099,877</b>	<b>3,000,342</b>	<b>2,999,892</b>	<b>(450)</b>	<b>-0.01%</b>
<b>Old Colo City Maint</b>								
131	5410	45025	TAXES - CURRENT YEAR	62,132	63,263	77,569	14,306	22.61%
131	5410	45050	TAXES - DELIQUENT	255	0	0	0	0.00%
131	5410	45126	STATE AUTOMOBILE TAX	10,065	6,655	8,160	1,505	22.61%
131	5410	46025	INTEREST	8,084	6,270	6,270	0	0.00%
<b>131</b>	<b>Total</b>			<b>80,536</b>	<b>76,188</b>	<b>91,999</b>	<b>15,811</b>	<b>20.75%</b>
<b>Norwood SIMD</b>								
132	5411	45025	TAXES - CURRENT YEAR	258,664	309,081	364,470	55,389	17.92%
132	5411	45050	TAXES - DELIQUENT	232	0	0	0	0.00%
132	5411	45126	STATE AUTOMOBILE TAX	46,382	32,515	41,173	8,658	26.63%
132	5411	46025	INTEREST	24,226	5,225	5,225	0	0.00%
<b>132</b>	<b>Total</b>			<b>329,503</b>	<b>346,821</b>	<b>410,868</b>	<b>64,047</b>	<b>18.47%</b>
<b>Briargate SIMD</b>								
133	5412	45025	TAXES - CURRENT YEAR	523,986	574,187	619,698	45,511	7.93%
133	5412	45050	TAXES - DELIQUENT	558	0	0	0	0.00%
133	5412	45126	STATE AUTOMOBILE TAX	85,089	60,404	65,192	4,788	7.93%
133	5412	46025	INTEREST	36,309	12,540	12,540	0	0.00%
<b>133</b>	<b>Total</b>			<b>645,941</b>	<b>647,131</b>	<b>697,430</b>	<b>50,299</b>	<b>7.77%</b>
<b>Stetson Hill SIMD</b>								
134	5405	45025	TAXES - CURRENT YEAR	101,917	110,089	127,647	17,558	15.95%
134	5405	45050	TAXES - DELIQUENT	153	0	0	0	0.00%
134	5405	45126	STATE AUTOMOBILE TAX	16,494	11,581	15,067	3,486	30.10%
134	5405	46025	INTEREST	5,620	2,090	2,090	0	0.00%
<b>134</b>	<b>Total</b>			<b>124,185</b>	<b>123,760</b>	<b>144,804</b>	<b>21,044</b>	<b>17.00%</b>

<b>SPECIAL FUNDS REVENUE 2002 BUDGET (CONT.)</b>								
<b>Fund</b>	<b>Org</b>	<b>Source</b>	<b>Account Description</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>	<b>2001-2002 Change</b>	<b>% Change 2000-2001</b>
<b>Woodstone SIMD</b>								
135	5406	45025	TAXES - CURRENT YEAR	13,745	13,677	14,389	712	5.21%
135	5406	45050	TAXES - DELIQUENT	10	0	0	0	0.00%
135	5406	45126	STATE AUTOMOBILE TAX	2,226	1,439	1,514	75	5.21%
135	5406	46025	INTEREST	3,777	1,045	1,045	0	0.00%
<b>135</b>	<b>Total</b>			<b>19,758</b>	<b>16,161</b>	<b>16,948</b>	<b>787</b>	<b>4.87%</b>
<b>Gateway SIMD</b>								
136	5407	45025	TAXES - CURRENT YEAR	3,723	3,747	2,526	(1,221)	-32.59%
136	5407	45050	TAXES - DELIQUENT	35	0	0	0	0.00%
136	5407	45126	STATE AUTOMOBILE TAX	603	394	466	72	18.27%
136	5407	46025	INTEREST	466	209	209	0	0.00%
<b>136</b>	<b>Total</b>			<b>4,827</b>	<b>4,350</b>	<b>3,201</b>	<b>(1,149)</b>	<b>-26.41%</b>
<b>Platte Ave SIMD</b>								
137	5408	45025	TAXES - CURRENT YEAR	8,578	8,499	8,499	0	0.00%
137	5408	46025	INTEREST	1,883	1,045	1,045	0	0.00%
<b>137</b>	<b>Total</b>			<b>10,460</b>	<b>9,544</b>	<b>9,544</b>	<b>0</b>	<b>0.00%</b>
<b>Public Space &amp; Dev</b>								
151	5000	40001	ROY PRING AGREEMENT	321,281	0	0	0	0.00%
151	5000	40101	GATEWAY MASTERPLAN	0	0	0	0	0.00%
151	5000	40102	HOUCK ESTATE	0	0	0	0	0.00%
151	5000	43065	PARK FEES NEW ORDINANCE	581,017	800,000	800,000	0	0.00%
151	5000	46025	INTEREST	104,716	60,000	60,000	0	0.00%
<b>151</b>	<b>Total</b>			<b>1,007,014</b>	<b>860,000</b>	<b>860,000</b>	<b>0</b>	<b>0.00%</b>
<b>Subdivision Drainage</b>								
152	4880	40080	C S RANCH	2,139	4,277	0	(4,277)	-100.00%
152	4880	40081	PEREGRINE SUBDIV DRAINAGE	2,657	5,315	0	(5,315)	-100.00%
152	4880	40087	SAND CREEK BASIN	314,087	255,622	200,000	(55,622)	-21.76%
152	4880	40088	SPRING CREEK BASIN	17,602	35,204	0	(35,204)	-100.00%
152	4880	40089	TEMPLETON GAP BASIN	113,740	74,362	0	(74,362)	-100.00%
152	4880	40090	DOUGLAS CREEK BASIN	20,496	40,992	0	(40,992)	-100.00%
152	4880	40091	POPE'S BLUFF	7,624	0	0	0	0.00%
152	4880	40092	PETERSON FIELD BASIN	15,313	0	0	0	0.00%
152	4880	40093	S ROCKRIMMON	46,546	0	0	0	0.00%
152	4880	40094	COTTONWOOD CREEK BASIN	31,232	6,468	0	(6,468)	-100.00%
152	4880	40095	MISCELLANEOUS BASINS	119,774	112,122	0	(112,122)	-100.00%
152	4880	40096	MESA BASIN	0	0	0	0	0.00%
152	4880	40097	BEAR CREEK BASIN	38,488	75,872	0	(75,872)	-100.00%
152	4880	40098	SOUTHWEST BASIN	94,772	32,597	0	(32,597)	-100.00%
152	4880	40099	BLACKSQUIRREL CREEK	13,951	27,901	0	(27,901)	-100.00%
152	4880	40100	MIDDLE TRIBUTARY	15,401	30,803	0	(30,803)	-100.00%
152	4880	40128	COTTONWOOD CREEK POND	32,895	65,791	0	(65,791)	-100.00%
152	4880	40129	SAND CREEK POND	401,955	536,333	360,000	(176,333)	-32.88%
152	4880	40160	SAND CRK SURCHARGE	109,735	153,758	0	(153,758)	-100.00%
152	4880	40161	MIDDLE TRIBUTARY POND	5,353	4,145	0	(4,145)	-100.00%
152	4880	40249	MONUMENT BRANCH POND	42,457	1,314	0	(1,314)	-100.00%
152	4880	40261	CAMP CREEK BASIN	7,187	14,373	0	(14,373)	-100.00%
152	4880	40262	PULPIT ROCK BASIN	0	0	0	0	0.00%
152	4880	40263	DRY CREEK BASIN	0	0	0	0	0.00%
152	4880	40264	NORTH ROCKRIMMON BASIN	0	0	0	0	0.00%
152	4880	40265	21ST STREET BASIN	3,333	0	0	0	0.00%
152	4880	40266	MONUMENT BRANCH	0	0	0	0	0.00%
152	4880	40267	STETSON HILLS	0	0	0	0	0.00%
152	4880	40268	LITTLE JOHNSON RESERVOIR	0	0	0	0	0.00%
152	4880	40281	19TH STREET	0	0	0	0	0.00%
152	4880	40330	SMITH CREEK DRAINAGE	386,583	773,166	300,000	(473,166)	-61.20%

<b>SPECIAL FUNDS REVENUE</b>								
<b>2002 BUDGET (CONT.)</b>								
<b>Fund</b>	<b>Org</b>	<b>Source</b>	<b>Account Description</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>	<b>2001-2002 Change</b>	<b>% Change 2000-2001</b>
152	4880	40331	SMITH CREEK POND (LAND)	32,006	64,012	0	(64,012)	-100.00%
152	4880	40333	COTTONWOD SURCHARGE	0	0	0	0	0.00%
152	4880	46025	INTEREST	177,632	47,000	90,000	43,000	91.49%
<b>152</b>	<b>Total</b>			<b>2,052,957</b>	<b>2,361,427</b>	<b>950,000</b>	<b>(1,411,427)</b>	<b>-59.77%</b>
<b>Arterial Roadway</b>								
153	4870	40087	SAND CREEK BASIN	107,424	143,356	100,000	(43,356)	-30.24%
153	4870	40089	TEMPLETON GAP BASIN	2,830	4,368	5,000	632	14.47%
153	4870	40090	DOUGLAS CREEK BASIN	1,911	2,602	0	(2,602)	-100.00%
153	4870	40091	POPE'S BLUFF	1,301	0	0	0	0.00%
153	4870	40092	PETERSON FIELD BASIN	4,418	7,418	2,000	(5,418)	-73.04%
153	4870	40094	COTTONWOOD CREEK BASIN	162	324	0	(324)	-100.00%
153	4870	40097	BEAR CREEK BASIN	9,609	10,352	5,000	(5,352)	-51.70%
153	4870	40099	BLACKSQUIRREL CREEK	1,593	3,186	4,000	814	25.55%
153	4870	40332	SMITH CREEK BRIDGE	7,461	14,922	4,000	(10,922)	-73.19%
153	4870	46025	INTEREST	30,062	8,700	30,000	21,300	244.83%
<b>153</b>	<b>Total</b>			<b>166,772</b>	<b>195,228</b>	<b>150,000</b>	<b>(45,228)</b>	<b>-23.17%</b>
<b>Bus Dev Rev Loan</b>								
165	9861	40006	PRINCIPAL CD REVOLVING	6,028	0	5,880	5,880	0.00%
165	9861	40007	PRINCIPAL - PPRDC - COMM	85,991	30,000	72,260	42,260	140.87%
165	9861	40008	PRINCIPAL SPRINKLER	0	0	0	0	0.00%
165	9861	43110	INTEREST PPRDC - COMM	3,894	5,960	5,960	0	0.00%
165	9861	43115	INTEREST CD REVOLVING PYMT	997	0	0	0	0.00%
165	9861	43120	INTEREST SPRINKLER	0	0	0	0	0.00%
165	9861	43125	PRINCIPAL PAYMENTS - ED	82,273	216,200	216,200	0	0.00%
165	9861	43130	INTEREST ON LOANS -ED	22,004	18,700	18,700	0	0.00%
165	9861	44070	COLLECTION SERVICE FEE	50,466	0	0	0	0.00%
165	9861	44075	PROCESSING FEE	16,250	0	0	0	0.00%
165	9861	46025	INTEREST	0	31,000	31,000	0	0.00%
165	9861	46153	TRANSFER FROM OTHER FUNDS	116,794	0	0	0	0.00%
<b>165</b>	<b>Total</b>			<b>384,697</b>	<b>301,860</b>	<b>350,000</b>	<b>48,140</b>	<b>15.95%</b>
<b>LART</b>								
166	1300	40017	SAND CREEK YOUTH SOCCER	0	0	0	0	0.00%
166	1300	45100	SALES AND USE TAX	3,566,066	3,557,143	3,269,874	(287,269)	-8.08%
166	1300	46025	INTEREST	1,870	10,000	10,000	0	0.00%
<b>166</b>	<b>Total</b>			<b>3,567,936</b>	<b>3,567,143</b>	<b>3,279,874</b>	<b>(287,269)</b>	<b>-8.05%</b>
<b>Street Tree Fee</b>								
167	5000	43060	TREE FEES	122,265	100,000	100,000	0	0.00%
167	5000	46025	INTEREST	28,113	31,000	31,000	0	0.00%
167	5720	43060	TREE FEES	0	0	0	0	0.00%
167	5720	46025	INTEREST	0	0	0	0	0.00%
<b>167</b>	<b>Total</b>			<b>150,378</b>	<b>131,000</b>	<b>131,000</b>	<b>0</b>	<b>0.00%</b>
<b>Tree City - USA</b>								
168	5000	43050	DAMAGED TREES AND SHRUBS	0	0	0	0	0.00%
168	5740	43050	DAMAGED TREES AND SHRUBS	29,926	26,000	26,000	0	0.00%
168	5740	43055	MISC DAMAGED TREE & SHRUBS	261	0	0	0	0.00%
168	5740	44030	ACCT REC COLLECTION	0	0	0	0	0.00%
168	5740	46025	INTEREST	1,500	2,000	2,000	0	0.00%
<b>168</b>	<b>Total</b>			<b>31,687</b>	<b>28,000</b>	<b>28,000</b>	<b>0</b>	<b>0.00%</b>
<b>Garfield School</b>								
169	4200	43030	RENTS MULTI PURPOSE CENTER	0	0	22,000	22,000	0.00%
169	4200	43035	RENTS OTHER IBT	14,644	0	0	0	0.00%
169	4200	46025	INTEREST	571	0	0	0	0.00%
<b>169</b>	<b>Total</b>			<b>15,215</b>	<b>0</b>	<b>22,000</b>	<b>22,000</b>	<b>0.00%</b>

<b>SPECIAL FUNDS REVENUE</b>								
<b>2002 BUDGET (CONT.)</b>								
<b>Fund</b>	<b>Org</b>	<b>Source</b>	<b>Account Description</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>	<b>2001-2002 Change</b>	<b>% Change 2000-2001</b>
<b>Cable Franchise</b>								
170	1300	46025	INTEREST	0	0	0	0	0.00%
170	1300	46057	CABLE FEE	0	1,488,068	1,310,400	(177,668)	-11.94%
<b>170</b>	<b>Total</b>			<b>0</b>	<b>1,488,068</b>	<b>1,310,400</b>	<b>(177,668)</b>	<b>-11.94%</b>
<b>Surplus Deficiency</b>								
180	7920	43015	ASSESS REC ID80 WINEWOOD	272	0	0	0	0.00%
180	7920	43130	INTEREST ON LOANS	18	0	0	0	0.00%
180	7920	43200	ASSESSMENTS RECEIVABLE	44	0	0	0	0.00%
180	7920	46025	INTEREST	3,133	0	0	0	0.00%
180	7920	46153	TRANSFER FROM OTHER FUNDS	0	0	0	0	0.00%
<b>180</b>	<b>Total</b>			<b>3,468</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Woodmen Vly Water</b>								
181	7921	43200	ASSESSMENTS RECEIVABLE	107,889	0	0	0	0.00%
181	7921	43201	PEN ASMTS	426	0	0	0	0.00%
181	7921	46025	INTEREST	75,472	0	0	0	0.00%
<b>181</b>	<b>Total</b>			<b>183,787</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Mesa Springs ID – V</b>								
182	7922	43200	ASSESSMENTS RECEIVABLE	0	0	0	0	0.00%
182	7922	46025	INTEREST	457	0	0	0	0.00%
<b>182</b>	<b>Total</b>			<b>457</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Carmel Drive LID</b>								
183	7914	43016	LOAN PROCEEDS	0	0	0	0	0.00%
183	7914	43075	CITY SHARE	0	0	0	0	0.00%
183	7914	43200	ASSESSMENTS RECEIVABLE	19,408	0	0	0	0.00%
183	7914	46025	INTEREST	8,799	0	0	0	0.00%
<b>183</b>	<b>Total</b>			<b>19,408</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>SCIP</b>								
201	1300	43104	BOND PROCEEDS	0	0	0	0	0.00%
201	1300	43105	BOND INTEREST	0	0	0	0	0.00%
201	1300	46025	INTEREST	684,295	0	0	0	0.00%
201	1300	46153	TRANSFER FROM OTHER FUNDS	7,848,447	7,847,059	15,823,056	7,975,997	101.64%
<b>201</b>	<b>Total</b>			<b>8,532,742</b>	<b>7,847,059</b>	<b>15,823,056</b>	<b>7,975,997</b>	<b>101.64%</b>
<b>Ongoing CIP</b>								
202	1300	45791	MILLINGS SALES	0	0	0	0	0.00%
202	1300	46025	INTEREST	389,533	222,059	203,659	(18,400)	-8.29%
202	1300	46153	TRANSFER FROM OTHER FUNDS	6,848,731	7,279,941	6,592,402	(687,539)	-9.44%
202	1300		REBUDGETED	0	0	527,939	527,939	0.00%
<b>202</b>	<b>Total</b>			<b>7,238,264</b>	<b>7,502,000</b>	<b>7,324,000</b>	<b>(178,000)</b>	<b>-2.37%</b>
<b>Airport Gross Rev</b>								
401	7200	44050	GAIN/LOSS ON SALE OF ASSETS	0	0	0	0	0.00%
401	7201	41000	LANDING	2,049,836	2,649,136	2,966,018	316,882	11.96%
401	7201	41020	LANDING FEES	0	0	0	0	0.00%
401	7201	41030	LOADING BRIDGES	436,235	426,774	424,240	(2,534)	-0.59%
401	7201	41050	TERMINAL RENT	3,527,402	5,095,240	4,981,190	(114,050)	-2.24%
401	7201	41070	DIVERSION LANDING FEES	28,448	45,000	31,100	(13,900)	-30.89%
401	7201	41080	GATE USAGE	269,057	0	0	0	0.00%
401	7201	41100	FOOD,BEVERAGES,GIFTS,SPEC	274,570	0	0	0	0.00%
401	7201	41101	FOOD,BEVERAGES,GIFTS,SPEC	0	278,100	267,300	(10,800)	-3.88%
401	7201	41102	FOOD,BEVERAGES,GIFTS,SPEC	0	0	0	0	0.00%
401	7201	41103	FOOD,BEVERAGES,GIFTS,SPEC	14,400	14,400	14,400	0	0.00%
401	7201	41104	FOOD,BEVERAGES,GIFTS,SPEC	361,580	337,000	344,300	7,300	2.17%

**SPECIAL FUNDS REVENUE  
2002 BUDGET (CONT.)**

<b>Fund</b>	<b>Org</b>	<b>Source</b>	<b>Account Description</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>	<b>2001-2002 Change</b>	<b>% Change 2000-2001</b>
401	7201	41105	FOOD,BEVERAGES,GIFTS,SPEC	0	0	0	0	0.00%
401	7201	41106	FOOD,BEVERAGES,GIFTS,SPEC	2,001	2,700	2,400	(300)	-11.11%
401	7201	41110	ADVERTISING, OTHER	167,650	180,700	238,700	58,000	32.10%
401	7201	41112	MISCELLANEOUS ADMIN REVENUE	42,656	37,000	45,000	8,000	21.62%
401	7201	41113	MISCELLANEOUS ADMIN REVENUE	2,416	2,400	2,400	0	0.00%
401	7201	41114	MISCELLANEOUS ADMIN REVENUE	49,060	31,000	35,000	4,000	12.90%
401	7201	41115	MISCELLANEOUS ADMIN REVENUE	3,654	4,000	4,000	0	0.00%
401	7201	41116	MISCELLANEOUS ADMIN REVENUE	0	0	0	0	0.00%
401	7201	41120	BUILDING RENTAL	59,481	31,700	41,100	9,400	29.65%
401	7201	41140	RENT CAR COUNTERS	116,865	116,900	116,900	0	0.00%
401	7201	41150	VENDING	3,300	3,200	3,200	0	0.00%
401	7201	41151	VENDING	0	0	0	0	0.00%
401	7201	41152	VENDING	0	0	0	0	0.00%
401	7201	41153	VENDING	0	0	0	0	0.00%
401	7201	41200	RENT CAR PRIVILEGES	3,683,696	3,214,700	3,575,220	360,520	11.21%
401	7201	41220	RAC RETURN SPACES	57,840	58,000	58,000	0	0.00%
401	7201	41230	RAC SERVICE AREAS	55,961	56,000	56,000	0	0.00%
401	7201	41250	PUBLIC PARKING & FINES	6,131,834	6,072,000	6,052,000	(20,000)	-0.33%
401	7201	41260	GROUND TRANSPORTATION	135,165	136,400	127,600	(8,800)	-6.45%
401	7201	41261	GROUND TRANSPORTATION	0	0	0	0	0.00%
401	7201	41300	FUEL SALES	137,103	120,000	134,500	14,500	12.08%
401	7201	41310	FUEL TAX	292,664	0	0	0	0.00%
401	7201	41311	FUEL SALES	0	228,000	228,000	0	0.00%
401	7201	41320	GROUND, BUILDING RENTS	327,463	344,400	478,400	134,000	38.91%
401	7201	41340	SUPPORT BUILDING RENTS	116,222	121,600	121,600	0	0.00%
401	7201	41365	GROUND,BUILDING RENTS	23,611	24,000	24,000	0	0.00%
401	7201	41370	RAMP OVERNIGHT	6,100	0	0	0	0.00%
401	7201	41400	MISCELLANEOUS ADMIN REVENUE	6,148	25,000	8,200	(16,800)	-67.20%
401	7201	41416	MISCELLANEOUS ADMIN REVENUE	3,175	0	0	0	0.00%
401	7201	41420	LATE FEES	58,360	20,000	58,400	38,400	192.00%
401	7201	41450	PHONE SERVICES	62,890	56,000	63,000	7,000	12.50%
401	7201	44025	CASH O/SH	(16)	0	0	0	0.00%
401	7201	44030	ACCT REC COLLECTION	0	0	0	0	0.00%
401	7201	44040	SALE OF PROPERTY	(13,474)	0	0	0	0.00%
401	7201	44045	SALE OF SCRAP	30	0	0	0	0.00%
401	7201	44050	GAIN/LOSS	(153)	893,160	0	(893,160)	-100.00%
401	7201	46025	INTEREST	1,533,000	893,160	908,387	15,227	1.70%
401	7206	41120	BUILDING RENTAL	0	0	0	0	0.00%
401	7206	41319	MISCELLANEOUS ADMIN REVENUE	0	0	0	0	0.00%
401	7206	41320	GROUND, BUILDING RENTS	70,957	0	0	0	0.00%
401	7206	41326	GROUND, BUILDING RENTS	0	0	0	0	0.00%
401	7206	41332	GROUND, BUILDING RENTS	0	0	0	0	0.00%
401	7206	41334	GROUND, BUILDING RENTS	0	0	0	0	0.00%
401	7206	41335	GROUND, BUILDING RENTS	0	0	0	0	0.00%
401	7206	41338	GROUND, BUILDING RENTS	0	0	0	0	0.00%
401	7206	41360	OLD TERMINAL REVENUE	5,250	66,000	0	(66,000)	-100.00%
401	7206	41370	RON	1,170	0	0	0	0.00%
401	7206	41400	MISCELLANEOUS ADMIN REVENUE	24,353	0	0	0	0.00%
401	7206	41419	MAINTENANCE	0	0	0	0	0.00%
401	7206	41420	LATE FEES	7	0	0	0	0.00%
401	7207	46153	TRANSFER FROM OTHER FUNDS	128,200	0	0	0	0.00%
401	7298	46151	TRANSFER TO OTHER FUNDS	(3,261,949)	0	0	0	0.00%
401	7298	46153	TRANSFER FROM OTHER FUNDS	(2,870,848)	0	0	0	0.00%
401	7299	46151	TRANSFER TO OTHER FUNDS	(2,825,761)	0	0	0	0.00%
401	7299	46153	TRANSFER FROM OTHER FUNDS	591,351	0	0	0	0.00%
<b>401</b>	<b>Total</b>			<b>11,861,030</b>	<b>21,810,567</b>	<b>21,644,470</b>	<b>(166,097)</b>	<b>-0.76%</b>

<b>SPECIAL FUNDS REVENUE</b>								
<b>2002 BUDGET (CONT.)</b>								
<b>Fund</b>	<b>Org</b>	<b>Source</b>	<b>Account Description</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>	<b>2001-2002 Change</b>	<b>% Change 2000-2001</b>
<b>Airport Bond</b>								
404	7219	43105	AIRPORT BOND INTEREST	369,478	0	0	0	0.00%
404	7298	46151	TRANSFER TO OTHER FUNDS	0	0	0	0	0.00%
404	7298	46153	TRANSFER FROM OTHER FUNDS	6,132,798	0	0	0	0.00%
404	7299	46151	TRANSFER TO OTHER FUNDS	(371,351)	0	0	0	0.00%
404	7299	46153	TRANSFER FROM OTHER FUNDS	0	0	0	0	0.00%
<b>404</b>	<b>Total</b>			<b>6,130,925</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Airport Equity</b>								
406	7206	41419	MAINTENANCE	0	0	0	0	0.00%
406	7206	41481	LATE FEES	0	0	0	0	0.00%
406	7250	41082	GATE USAGE	0	0	0	0	0.00%
406	7250	41320	GROUND, BUILDING RENTS	144,000	144,000	144,000	0	0.00%
406	7250	41335	GROUND, BUILDING RENTS	0	0	0	0	0.00%
406	7250	41419	MAINTENANCE	0	0	0	0	0.00%
406	7250	41481	LATE FEES	0	0	0	0	0.00%
406	7250	46153	TRANSFER FROM OTHER FUNDS	19,767	0	0	0	0.00%
406	7299	46153	TRANSFER FROM OTHER FUNDS	139,709	0	0	0	0.00%
<b>406</b>	<b>Total</b>			<b>303,476</b>	<b>144,000</b>	<b>144,000</b>	<b>0</b>	<b>0.00%</b>
<b>Patty Jewett Golf Crs</b>								
451	7111	41705	NONRES GREEN FEES 9 HOLE	7,076	11,870	7,493	(4,378)	-36.88%
451	7111	41710	NONRES GREEN FEES 18 HOLE	26,954	28,917	28,539	(378)	-1.31%
451	7111	41720	ANNUAL ADULT	55,025	53,925	53,925	0	0.00%
451	7111	41725	ANNUAL SENIOR	37,611	36,700	36,700	0	0.00%
451	7111	41730	ANNUAL JUNIOR	8,700	6,700	6,700	0	0.00%
451	7111	41735	DAILY 18 HOLE	330,872	384,523	400,660	16,137	4.20%
451	7111	41740	DAILY 9 HOLE	605,114	632,541	684,894	52,353	8.28%
451	7111	41745	HIGH SCHOOLS	3,300	4,050	3,600	(450)	-11.11%
451	7111	41750	CITY CART FEES DAILY	229,811	206,299	218,726	12,427	6.02%
451	7111	41753	ANNUAL CART FEES-PRIVATE	0	0	0	0	0.00%
451	7111	41755	CONCESSIONS GRILL	95,288	74,336	82,962	8,626	11.60%
451	7111	41760	CONCESSIONS PRO SHOP	2,400	2,400	2,400	0	0.00%
451	7111	41765	LOCKER RENTAL	3,405	3,453	3,459	6	0.17%
451	7111	41770	VENDING MACHINES	0	0	0	0	0.00%
451	7111	41775	MISCELLANEOUS GOLF	3,449	3,540	3,255	(285)	-8.04%
451	7111	41780	OPERATING FEE-DAILY	184,291	209,242	235,516	26,274	12.56%
451	7111	44025	CASH OVER/SHORT	0	0	0	0	0.00%
452	7111	44045	SALE SCRAP	36	0	0	0	0.00%
451	7111	44050	GAIN/LOSS ON SALE OF ASSETS	0	0	0	0	0.00%
452	7111	45901	MISCELLANEOUS	4	0	0	0	0.00%
451	7111	46025	INTEREST	64,168	53,687	64,167	10,480	19.52%
<b>451</b>	<b>Total</b>			<b>1,657,503</b>	<b>1,712,183</b>	<b>1,832,995</b>	<b>120,812</b>	<b>7.06%</b>
<b>Valley Hi Golf Course</b>								
455	7121	41705	NONRES GREEN FEES 9 HOLE	8,275	5,419	4,955	(464)	-8.56%
455	7121	41710	NONRES GREEN FEES 18 HOLE	17,442	11,882	14,067	2,185	18.39%
455	7121	41720	ANNUAL ADULT	26,950	27,175	27,175	0	0.00%
455	7121	41725	ANNUAL SENIOR	33,950	29,175	29,175	0	0.00%
455	7121	41730	ANNUAL JUNIOR	1,750	1,200	1,200	0	0.00%
455	7121	41735	DAILY 18 HOLE	287,194	296,130	315,300	19,170	6.47%
455	7121	41740	DAILY 9 HOLE	257,439	251,872	266,826	14,954	5.94%
455	7121	41745	HIGH SCHOOLS	4,200	4,050	3,600	(450)	-11.11%
455	7121	41750	CITY CART FEES DAILY	168,790	182,065	199,386	17,321	9.51%
455	7121	41755	CONCESSIONS GRILL	15,246	19,245	22,432	3,187	16.56%
455	7121	41760	CONCESSIONS PRO SHOP	2,400	5,400	5,400	0	0.00%
455	7121	41765	LOCKER RENTAL	594	561	483	(78)	-13.90%
455	7121	41775	MISCELLANEOUS GOLF	15,000	8,700	8,700	0	0.00%
455	7121	41780	OPERATING FEE-DAILY	125,077	125,866	142,049	16,183	12.86%

SPECIAL FUNDS REVENUE								
2002 BUDGET (CONT.)								
Fund	Org	Source	Account Description	2000 Actual	2001 Budget	2002 Budget	2001-2002 Change	% Change 2000-2001
455	7121	44025	CASH OVER/SHORT	0	0	0	0	0.00%
455	7121	44050	GAIN/LOSS ON SALE OF ASSETS	0	0	0	0	0.00%
455	7121	45874	LESSONS	2,519	2,021	1,887	(134)	-6.63%
455	7121	46025	INTEREST	33,488	35,782	47,625	11,843	33.10%
<b>455</b>	<b>Total</b>			<b>1,000,314</b>	<b>1,006,543</b>	<b>1,090,260</b>	<b>83,717</b>	<b>8.32%</b>
<b>Pikes Peak</b>								
460	7300	41805	SUMMER	1,946,555	2,310,000	2,355,000	45,000	1.95%
460	7300	41810	CONCESSIONS PIKES PEAK HWY	459,625	571,000	599,550	28,550	5.00%
460	7300	41815	CRYSTAL VISITORS CENTER	16,817	0	0	0	0.00%
460	7300	41820	TOWER OPTICAL	1,349	2,400	2,400	0	0.00%
460	7300	41825	FUEL OIL	0	0	0	0	0.00%
460	7300	41830	ELECTRICITY	0	0	0	0	0.00%
460	7300	41835	MISC PIKES PEAK HWY	31,878	150,000	250,000	100,000	66.67%
460	7300	41840	ADMIN REVENUE	5,392	0	5,000	5,000	0.00%
460	7300	44025	CASH OVER/SHORT	925	0	0	0	0.00%
460	7300	44035	CASH OVER/SHORT CRYSTL CNTR	1	0	0	0	0.00%
460	7300	44040	SALE OF PROPERTY	0	0	0	0	0.00%
460	7300	44045	SALE SCRAP	10	0	0	0	0.00%
460	7300	44050	GAIN/LOSS ON SALE OF ASSETS	0	0	0	0	0.00%
460	7300	46025	INTEREST	28,786	30,000	30,000	0	0.00%
460	7300	46153	TRANSFER FROM OTHER FUNDS	30,000	70,230	0	(70,230)	-100.00%
<b>460</b>	<b>Total</b>			<b>2,521,337</b>	<b>3,133,630</b>	<b>3,241,950</b>	<b>108,320</b>	<b>3.46%</b>
<b>Human Serv Complex</b>								
465	7600	44005	SECURITY DEPOSITS	0	0	0	0	0.00%
465	7600	44006	TRAVEL PROGRAM DEPOSITS	0	0	0	0	0.00%
465	7600	44010	INSURANCE	4,300	4,000	3,500	(500)	-12.50%
465	7600	45898	CLASSES SENIORS	5,000	4,300	4,000	(300)	-6.98%
465	7600	45905	RENTAL INCOME	225,700	232,000	232,000	0	0.00%
465	7600	46025	INTEREST	15,000	15,000	15,000	0	0.00%
465	7600	46055	ENVIRONMENTAL REIMB	0	30,000	30,000	0	0.00%
<b>465</b>	<b>Total</b>			<b>250,000</b>	<b>285,300</b>	<b>284,500</b>	<b>(800)</b>	<b>-0.28%</b>
<b>Parking System</b>								
470	1300	43104	AIRPORT BOND PROCEEDS	0	0	0	0	0.00%
470	7500	43104	AIRPORT BOND PROCEEDS	0	0	0	0	0.00%
470	7510	42005	BUS TERMINAL-GARAGE 1	47,670	49,098	39,570	(9,528)	-19.41%
470	7510	42025	MONTHLY PARKING GARAGE 1	318,070	364,800	364,800	0	0.00%
470	7510	42055	TRANSIENT PARKING GARAGE 1	49,014	39,570	55,100	15,530	39.25%
470	7510	42060	TRANSIENT PARKING GARAGE 2	2,345	0	0	0	0.00%
470	7520	42025	MONTHLY PARKING GARAGE 1	0	0	0	0	0.00%
470	7520	42030	MONTHLY PARKING GARAGE 2	610,069	636,600	636,600	0	0.00%
470	7520	42055	TRANSIENT PARKING GARAGE 1	0	0	0	0	0.00%
470	7520	42060	TRANSIENT PARKING GARAGE 2	74,937	72,408	74,500	2,092	2.89%
470	7520	42760	UTILITIES CHRGS PROGRAMMING	0	0	0	0	0.00%
470	7530	42010	METER HOODS	34,255	32,000	32,000	0	0.00%
470	7530	42040	PARKING METERS	1,263,334	1,320,000	1,320,000	0	0.00%
470	7530	42760	UTILITIES CHRGS PROGRAMMING	0	0	0	0	0.00%
470	7530	44030	ACCT REC COLLECTION	0	0	0	0	0.00%
470	7530	44045	SALE SCRAP	42	0	0	0	0.00%
470	7540	43105	BOND INTEREST	342,514	0	0	0	0.00%
470	7540	43095	REV ACCRUAL	24,724	0	48,900	48,900	0.00%
470	7540	44020	MISCELLANEOUS GENERAL	503	0	0	0	0.00%
470	7540	44050	GAIN/LOSS ON SALE OF ASSETS	0	0	0	0	0.00%
470	7540	46025	INTEREST	259,415	275,000	125,000	(150,000)	-54.55%
470	7550	42020	MONTHLY PARKING LOT 3	37,300	37,500	9,600	(27,900)	-74.40%
470	7550	42045	TRANSIENT PARKING LOT 3	25,632	15,150	6,500	(8,650)	-57.10%
470	7550	42060	TRANSIENT PARKING GARAGE 2	0	0	0	0	0.00%

<b>SPECIAL FUNDS REVENUE</b>								
<b>2002 BUDGET (CONT.)</b>								
<b>Fund</b>	<b>Org</b>	<b>Source</b>	<b>Account Description</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>	<b>2001-2002 Change</b>	<b>% Change 2000-2001</b>
470	7560	42030	MONTHLY PARKING GARAGE 2	0	0	0	0	0.00%
470	7560	42035	MONTHLY PARKING LOT 4	2,340	1,800	1,800	0	0.00%
470	7560	42050	TRANSIENT PARKING LOT 4	1,172	3,600	1,200	(2,400)	-66.67%
470	7580	42035	MONTHLY PARKING LOT 5	0	0	19,680	19,680	0.00%
<b>470</b>	<b>Total</b>			<b>3,093,335</b>	<b>2,847,526</b>	<b>2,735,250</b>	<b>(112,276)</b>	<b>-3.94%</b>
<b>Cemetery</b>								
475	7400	41904	CARE OF LOTS	0	525	525	0	0.00%
475	7400	41905	INTERMENTS & REMOVALS	418,155	487,225	483,750	(3,475)	-0.71%
475	7400	41910	SALES OF LOTS	401,697	435,575	418,575	(17,000)	-3.90%
475	7400	41915	MEMORIAL OR FOUNDATIONS	30,090	29,738	28,595	(1,143)	-3.84%
475	7400	41920	MISCELLANEOUS CEMETERY	1,549	2,500	2,500	0	0.00%
475	7400	41925	SALE OF BURIAL VAULTS	59,200	79,945	83,395	3,450	4.32%
475	7400	41930	SALE OF BRONZE MEMORIALS	3,792	3,000	3,000	0	0.00%
475	7400	41935	VAULT SUPERVISION FEE	50,256	56,100	56,500	400	0.71%
475	7400	41940	ENDOWMENTS	0	0	0	0	0.00%
475	7400	41945	CONTRACT ADMIN CHARGE	5,764	5,000	5,000	0	0.00%
475	7400	42640	CITY CHRGS-LONG DIST	0	0	0	0	0.00%
475	7400	43135	INTEREST ON ENDOWMENT	200,000	200,000	250,000	50,000	25.00%
475	7400	44030	ACCT REC COLLECTION	0	0	0	0	0.00%
475	7400	44040	SALE OF PROPERTY	0	0	0	0	0.00%
475	7400	44050	GAIN/LOSS ON SALE OF ASSETS	0	0	0	0	0.00%
475	7400	46025	INTEREST	20,473	24,000	15,000	(9,000)	-37.50%
<b>475</b>	<b>Total</b>			<b>1,190,976</b>	<b>1,323,608</b>	<b>1,346,840</b>	<b>23,232</b>	<b>1.76%</b>
<b>Dev Review Ent</b>								
480	4810	45763	ADMINISTRATIVE SERVICES FEES	0	578,808	640,000	61,192	10.57%
<b>480</b>	<b>Total</b>			<b>0</b>	<b>578,808</b>	<b>640,000</b>	<b>61,192</b>	<b>10.57%</b>
<b>Support Services</b>								
501	8110	44020	MISCELLANEOUS GENERAL	0	0	0	0	0.00%
501	8121	42620	ENT UTIL	4,518,730	4,927,026	5,112,112	185,086	3.76%
501	8121	42665	C OTH DEP	3,207,689	3,432,661	3,516,017	83,356	2.43%
501	8121	42680	C POLICE	1,313,661	1,510,044	1,612,839	102,795	6.81%
501	8121	42705	OTHER	161,911	117,161	125,136	7,975	6.81%
501	8121	42710	OTHER REV	5,826	0	0	0	0.00%
501	8121	42735	SF-MISC	857,947	814,214	869,642	55,428	6.81%
501	8121	44040	SALE PROP	3,078	0	0	0	0.00%
501	8121	45906	RENTALS	21,710	0	0	0	0.00%
501	8122	44040	SALE OF PROPERTY	0	0	0	0	0.00%
501	8122	44050	GAIN/LOSS ON SALE OF ASSETS	(173)	0	0	0	0.00%
501	8123	44050	GAIN/LOSS ON SALE OF ASSETS	0	0	0	0	0.00%
501	8126	44040	SALE OF PROPERTY	0	0	0	0	0.00%
501	8126	44050	GAIN/LOSS ON SALE OF ASSETS	(287)	0	0	0	0.00%
501	8138	42625	ENT UTILW	10,947	0	0	0	0.00%
501	8138	42650	C WORKORD	33,050	0	0	0	0.00%
501	8138	42720	OTH BILLD	3,210	0	0	0	0.00%
501	8138	42725	OTH WO	0	0	0	0	0.00%
501	8139	42605	ENT FUND UTIL/ALLOCATION	499,968	542,395	631,386	88,991	16.41%
501	8139	42625	ENTERPRISE FUND UTIL WORDER	186,167	385,000	226,959	(158,041)	-41.05%
501	8139	42630	GENERAL FUND POSTAGE	290,116	247,000	290,000	43,000	17.41%
501	8139	42650	CITY WORKORDERS	295,766	372,010	400,000	27,990	7.52%
501	8139	42660	CITY ALLOCATION	386,148	418,925	486,281	67,356	16.08%
501	8139	42715	OTHER ALLOCATION	0	9,000	15,000	6,000	66.67%
501	8139	42720	OTHER BILLED INVOICES	83,825	70,000	80,000	10,000	14.29%
501	8139	42725	OTHER WORKORDERS	57,180	50,000	60,000	10,000	20.00%
501	8139	42766	UTILITIES CONTRACTS	20,292	16,000	16,000	0	0.00%
501	8141	40113	MISCELLANEOUS	3	0	0	0	0.00%
501	8141	42605	ENT FUND UTIL/ALLOCATION	111,576	134,828	156,297	21,469	15.92%

<b>SPECIAL FUNDS REVENUE 2002 BUDGET (CONT.)</b>								
<b>Fund</b>	<b>Org</b>	<b>Source</b>	<b>Account Description</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>	<b>2001-2002 Change</b>	<b>% Change 2000-2001</b>
501	8141	42660	CITY ALLOCATION	23,604	23,794	25,677	1,883	7.91%
501	8141	42715	OTHER ALLOCATION	0	0	0	0	0.00%
501	8141	42720	OTHER BILLED INVOICES	0	0	0	0	0.00%
501	8141	42725	OTHER WORKORDERS	0	0	0	0	0.00%
501	8142	42605	ENT FUND UTIL/ALLOCATION	300,000	586,340	561,474	(24,866)	-4.24%
501	8142	42660	CITY ALLOCATION	594,564	390,893	501,320	110,427	28.25%
501	8142	42725	OTHER WORKORDERS	0	0	0	0	0.00%
501	8142	44040	SALE OF PROPERTY	0	0	0	0	0.00%
501	8143	42625	ENTERPRISE FUND UTIL WORDER	1,796,874	1,873,589	1,987,611	114,022	6.09%
501	8143	42650	CITY WORKORDERS	295,156	330,633	326,497	(4,136)	-1.25%
501	8143	42720	OTH BILLD	20,807	0	0	0	0.00%
501	8143	42725	OTH WO	37,901	0	0	0	0.00%
501	8144	42625	ENTERPRISE FUND UTIL WORDER	156,987	440,540	404,649	(35,891)	-8.15%
501	8144	42650	CITY WORKORDERS	140,155	293,694	361,297	67,603	23.02%
501	8144	42720	OTH BILLD	10,662	0	0	0	0.00%
501	8144	42725	OTH WO	27,652	0	0	0	0.00%
501	8145	42605	ENT ALLOC	9,996	10,000	10,000	0	0.00%
501	8145	42660	C ALLOCAT	774,420	819,538	1,034,883	215,345	26.28%
501	8145	42715	OTH ALLOC	47,112	89,886	0	(89,886)	-100.00%
501	8145	42720	OTH BILLD	38,903	38,753	39,246	493	1.27%
501	8145	44040	SALE PROP	3,496	0	0	0	0.00%
501	8146	42625	ENTERPRISE FUND UTIL WORDER	109,324	142,400	154,980	12,580	8.83%
501	8146	42650	CITY WORKORDERS	47,292	77,600	66,780	(10,820)	-13.94%
501	8146	42720	OTH BILLD	15,237	0	0	0	0.00%
501	8146	42725	OTHER WORKORDERS	124,900	180,000	198,240	18,240	10.13%
501	8147	42660	C ALLOCAT	0	0	288,825	288,825	0.00%
501	8148	42660	C ALLOCAT	0	0	609,645	609,645	0.00%
501	8149	42605	ENT ALLOC	227,652	244,524	305,420	60,896	24.90%
501	8149	42660	C ALLOCAT	194,412	209,139	132,144	(76,995)	-36.82%
501	8149	45905	RT INCOME	6,575	0	0	0	0.00%
501	8163	42605	ENT ALLOC	401,988	424,792	475,675	50,883	11.98%
501	8163	42660	C ALLOCAT	471,900	498,669	511,613	12,944	2.60%
501	8163	44050	GAIN/LOSS ON SALE OF ASSETS	0	0	0	0	0.00%
501	8170	42605	ENT ALLOC	180,960	191,625	199,743	8,118	4.24%
501	8170	42660	C ALLOCAT	180,960	191,626	199,743	8,117	4.24%
501	8170	42710	OTHER REVENUE	885	0	0	0	0.00%
501	8730	42635	CITY ALLOC-IRC	1,497,696	0	0	0	0.00%
501	8730	42645	CITY CHRGS-PROGRAMMING	0	2,041,833	2,170,193	128,360	6.29%
501	8730	42760	UTILITIES CHRGS PROGRAMMING	249,996	0	0	0	0.00%
501	8740	42610	ENT CHRGS LONG DIST	0	0	0	0	0.00%
501	8740	42615	ENT CHRGS NEW EQ/MAINT	0	0	0	0	0.00%
501	8740	42640	CITY CHRGS-LONG DIST	0	0	0	0	0.00%
501	8740	42645	CITY CHRGS-PROGRAMMING	372,999	0	0	0	0.00%
501	8740	42650	CITY WORKORDERS	0	0	0	0	0.00%
501	8740	42655	CITY CHRGS-NEW EQ/MAINT	0	0	0	0	0.00%
501	8740	42670	CITY CHRGS-OVERHEAD	578,509	1,799,798	2,050,378	250,580	13.92%
501	8740	42675	CITY ALLOC-PC MAINTENANCE	0	0	0	0	0.00%
501	8740	42685	CITY VOICE/DATA	0	0	0	0	0.00%
501	8740	42690	OTHER CHRGS OVERHEAD	172,443	590,745	533,851	(56,894)	-9.63%
501	8740	42695	OTHER ALLOC PC MAINT	0	0	0	0	0.00%
501	8740	42700	OTHER VOICE/DATA	0	0	0	0	0.00%
501	8740	42740	UTILITIES CHRGS LONG DIST	0	0	0	0	0.00%
501	8740	42750	UTILITIES CHRGS OVERHEAD	0	0	0	0	0.00%
501	8740	42765	UTILITIES VOICE/DATA	0	0	0	0	0.00%
501	8740	44040	SALE OF PROPERTY	25	0	0	0	0.00%
501	8745	42610	ENT CHRGS LONG DIST	49,026	0	0	0	0.00%
501	8745	42615	ENT CHRGS NEW EQ/MAINT	65,079	0	0	0	0.00%
501	8745	42640	CITY CHRGS-LONG DIST	61,517	0	0	0	0.00%
501	8745	42645	C PROGRAM	371,988	0	0	0	0.00%

<b>SPECIAL FUNDS REVENUE 2002 BUDGET (CONT.)</b>								
<b>Fund</b>	<b>Org</b>	<b>Source</b>	<b>Account Description</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>	<b>2001-2002 Change</b>	<b>% Change 2000-2001</b>
501	8745	42650	CITY WORKORDERS	0	576,309	576,309	0	0.00%
501	8745	42655	CITY CHRGS-NEW EQ/MAINT	258,000	0	0	0	0.00%
501	8745	42670	CITY CHRGS-OVERHEAD	579,457	0	0	0	0.00%
501	8745	42675	CITY ALLOC-PC MAINTENANCE	103,100	0	0	0	0.00%
501	8745	42685	CITY VOICE/DATA	665,747	0	0	0	0.00%
501	8745	42690	OTHER CHRGS OVERHEAD	173,298	0	0	0	0.00%
501	8745	42695	OTHER ALLOC PC MAINT	22,444	0	0	0	0.00%
501	8745	42700	OTHER VOICE/DATA	279,888	0	0	0	0.00%
501	8745	42740	UTILITIES CHRGS LONG DIST	0	0	0	0	0.00%
501	8745	42750	UTILITIES CHRGS OVERHEAD	0	0	0	0	0.00%
501	8745	42765	UTILITIES VOICE/DATA	0	0	0	0	0.00%
501	8745	44020	MISCELLANEOUS GENERAL	0	0	0	0	0.00%
<b>501</b>	<b>Total</b>			<b>23,809,923</b>	<b>25,112,984</b>	<b>27,323,861</b>	<b>2,210,877</b>	<b>8.80%</b>
<b>Claims Reserve</b>								
502	7750	40076	CONTRIBUTION FROM POLICE	0	0	0	0	0.00%
502	7750	40077	CONTRIBUTION FROM SPRT SVC	0	0	0	0	0.00%
502	7750	40078	CONTRIBUTION FROM PARK&REC	0	0	0	0	0.00%
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	44030	ACCT REC COLLECTION	0	0	0	0	0.00%
502	7750	46025	INTEREST	142,168	0	0	0	0.00%
502	7750	46062	CLMREV-AIR	75,000	0	0	0	0.00%
<b>502</b>	<b>Total</b>			<b>727,172</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>0</b>	<b>0.00%</b>
<b>Self Insurance</b>								
503	7730	42770	CITY WORKERS COMP	2,470,668	2,423,563	2,800,000	376,437	15.53%
503	7730	42775	UTILITIES WORKERS COMP	1,358,251	2,423,563	2,800,000	376,437	15.53%
503	7730	44050	GAIN/LOSS ON SALE OF ASSETS	0	0	0	0	0.00%
503	7730	46025	INTEREST	412,589	0	0	0	0.00%
<b>503</b>	<b>Total</b>			<b>4,241,508</b>	<b>4,847,126</b>	<b>5,600,000</b>	<b>752,874</b>	<b>15.53%</b>
<b>Health Insurance</b>								
504	9881	40140	EPO HEALTH INSURANCE	0	0	0	0	0.00%
504	9895	40073	MEDICAL NON PERA	540,166	0	0	0	0.00%
504	9895	40074	EQUITABLE LIFE INSURANCE	0	0	0	0	0.00%
504	9895	40075	RETIREEES INSURANCE	434,700	0	0	0	0.00%
504	9895	40113	MISCELLANEOUS	0	0	0	0	0.00%
504	9895	40130	CHIROPRACTIC PLAN	0	0	0	0	0.00%
504	9895	40131	DENTAL GUARD	2,390	0	0	0	0.00%
504	9895	40132	CORE DENTAL PLAN	9,353	0	0	0	0.00%
504	9895	40133	EPO SWING OPTION	69,795	0	0	0	0.00%
504	9895	40134	EQUITABLE LIFE-ACTIVE EMPL	0	0	0	0	0.00%
504	9895	40138	EQUITABLE DENTAL ACTIVE EMP	2,482,172	0	0	0	0.00%
504	9895	40139	VISION ACTIVE	583,689	0	0	0	0.00%
504	9895	40140	EPO HEALTH INSURANCE	16,134,528	0	0	0	0.00%
504	9895	40164	SHORT TERM DISABILITY	0	0	0	0	0.00%
504	9895	40165	LONG TERM DISABILITY	0	0	0	0	0.00%
504	9895	40166	LONG TERM CARE	0	0	0	0	0.00%
504	9895	40168	VACATION BUY	13,562	0	0	0	0.00%
504	9895	40169	EMPLOYEE ASSIST PROG	49	0	0	0	0.00%
504	9895	40170	HEALTH IMPROVEMENT PROGRAM	0	0	0	0	0.00%
504	9895	40171	DRUG TESTNG PROGRAM	0	0	0	0	0.00%
504	9895	40178	CITY DPO DENTAL	7,318	0	0	0	0.00%
504	9895	40233	EQUITABLE DENTAL ACTIVE EMP	0	0	0	0	0.00%
504	9895	44012	UTILITIES-EAP	73	0	0	0	0.00%
504	9895	46025	INTEREST	276,570	0	0	0	0.00%
504	9895	46153	TRANSFER FROM OTHER FUNDS	0	23,000,000	26,000,000	3,000,000	13.04%
<b>504</b>	<b>Total</b>			<b>20,554,366</b>	<b>23,000,000</b>	<b>26,000,000</b>	<b>3,000,000</b>	<b>13.04%</b>

SPECIAL FUNDS REVENUE 2002 BUDGET (CONT.)								
Fund	Org	Source	Account Description	2000 Actual	2001 Budget	2002 Budget	2001-2002 Change	% Change 2000-2001
<b>CD Smith</b>								
601	9706	43180	GAIN/LOSS INV MKT VALUE	51,783	0	0	0	0.00%
601	9706	44060	GAIN/LOSS ON SALE	20,970	0	0	0	0.00%
601	9706	46025	INTEREST	57,811	45,000	45,000	0	0.00%
<b>601</b>	<b>Total</b>			<b>130,564</b>	<b>45,000</b>	<b>45,000</b>	<b>0</b>	<b>0.00%</b>
<b>Perkins Trust</b>								
602	9703	46025	INTEREST	166	150	150	0	0.00%
<b>602</b>	<b>Total</b>			<b>166</b>	<b>150</b>	<b>150</b>	<b>0</b>	<b>0.00%</b>
<b>Woods Trust</b>								
603	9705	43125	PRINCIPAL PAYMENTS	0	0	0	0	0.00%
603	9705	46025	INTEREST	194	200	200	0	0.00%
<b>603</b>	<b>Total</b>			<b>194</b>	<b>200</b>	<b>200</b>	<b>0</b>	<b>0.00%</b>
<b>Sabine Trust</b>								
604	9704	46025	INTEREST	80	75	75	0	0.00%
<b>604</b>	<b>Total</b>			<b>80</b>	<b>75</b>	<b>75</b>	<b>0</b>	<b>0.00%</b>
<b>Cemetery Endowment</b>								
605	9709	41910	SALES OF LOTS	0	0	0	0	0.00%
605	9709	41940	ENDOWMENTS	79,745	80,000	80,000	0	0.00%
605	9709	43180	GAIN/LOSS INV MKT VALUE	498,917	0	0	0	0.00%
605	9709	44050	GAIN/LOSS ON SALE OF ASSETS	(75,289)	500,000	500,000	0	0.00%
605	9709	46025	INTEREST	0	0	0	0	0.00%
<b>605</b>	<b>Total</b>			<b>503,373</b>	<b>580,000</b>	<b>580,000</b>	<b>0</b>	<b>0.00%</b>
<b>Krupinski Memorial</b>								
606	9709	44050	GAIN/LOSS ON SALE OF ASSETS	0	0	0	0	0.00%
606	9710	46025	INTEREST	0	130	130	0	0.00%
<b>606</b>	<b>Total</b>			<b>0</b>	<b>130</b>	<b>130</b>	<b>0</b>	<b>0.00%</b>
<b>TOPS Maintenance</b>								
607	9711	41940	ENDOWMENTS	50,000	80,000	80,000	0	0.00%
607	9711	46025	INTEREST	12,570	10,000	10,000	0	0.00%
607	9711	46153	TRANSFER FROM OTHER FUNDS	0	0	0	0	0.00%
<b>607</b>	<b>Total</b>			<b>62,570</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>	<b>0.00%</b>
<b>Gift Trust</b>								
651	1199	40003	CANNON	0	0	0	0	0.00%
651	1199	40021	CITY MGR-ECONOMIC DEV	1,922	0	0	0	0.00%
651	1199	40323	GAC-GIFT	31,056	0	0	0	0.00%
651	1199	40335	ACACIA ENT	48,701	0	0	0	0.00%
651	1399	40002	EMPLOYEE CHRISTMAS PARTY	4,045	0	0	0	0.00%
651	1399	40020	EMPLOYEE ACTIVITIES	5,736	0	0	0	0.00%
651	1399	40203	SPRINGS COMM ACTION PLAN	0	0	0	0	0.00%
651	1399	40220	TAX CREDIT/HISTORICAL REHAB	2,025	0	0	0	0.00%
651	2199	40009	CTY/CNTY ALCOHOL TASK FORCE	0	0	0	0	0.00%
651	2199	40010	POLICE EMPLOY BENEFIT FUND	11,994	0	0	0	0.00%
651	2199	40011	POLICE FLOWER FUND	2,938	0	0	0	0.00%
651	2199	40012	POLICE VALE LIBRARY	0	0	0	0	0.00%
651	2199	40013	POLICE SVAT VFP	0	0	0	0	0.00%
651	2199	40014	TEDDY BEAR PROGRAM	1,126	0	0	0	0.00%
651	2199	40016	POLICE COMM REL	2,204	0	0	0	0.00%
651	2199	40023	POLICE COMM RELATIONS	1,296	0	0	0	0.00%
651	2199	40024	POLICE SAFETY PROGRAMS	5,658	0	0	0	0.00%
651	2199	40025	POLICE VICTIM TRAINING	0	0	0	0	0.00%
651	2199	40026	SCS FORCE	0	0	0	0	0.00%
651	2199	40015	POLICE DRUG EDUCATION	126	0	0	0	0.00%

SPECIAL FUNDS REVENUE 2002 BUDGET (CONT.)								
Fund	Org	Source	Account Description	2000 Actual	2001 Budget	2002 Budget	2001-2002 Change	% Change 2000-2001
651	2199	40027	TRAFFIC COMMISSION	0	0	0	0	0.00%
651	2199	40072	POLICE AUTO THEFT	9,197	0	0	0	0.00%
651	2199	40084	POLICE TRAINING ACADEMY	(20)	0	0	0	0.00%
651	2199	40182	POLICE K-9	850	0	0	0	0.00%
651	2199	40185	DARE – EL POMAR	2,741	0	0	0	0.00%
651	2199	40189	POLICE HORSE PATROL	364	0	0	0	0.00%
651	2199	40251	HELICOPTER-POLICE	10,174	0	0	0	0.00%
651	2299	40019	FIRE MEDIC EQUIP/TRNG TRUST	1,133	0	0	0	0.00%
651	2299	40033	FIRE DEPT	(62)	0	0	0	0.00%
651	2299	40034	FIRE DEPT SCHOOLING	54	0	0	0	0.00%
651	2299	40190	WILD LAND SAFETY	24	0	0	0	0.00%
651	2299	40191	HOME INSPECTION PROG	83	0	0	0	0.00%
651	2299	40192	911 EDUCATION PROGRAM	(55)	0	0	0	0.00%
651	2299	40193	HAZARDOUS MAT EQUIPMENT	11	0	0	0	0.00%
651	2299	40195	FIRE TEDDY BEAR PROGRAM	7	0	0	0	0.00%
651	2299	40196	FIRE DEPT CONFERENCES	211	0	0	0	0.00%
651	2299	40197	FIRE PUPPETS AND CLOWNS	21,460	0	0	0	0.00%
651	2299	40200	CSFD HOSE/WAGON RESTORATION	(0)	0	0	0	0.00%
651	2299	40201	FIRE LNTB	531	0	0	0	0.00%
651	2299	40205	FIRE GIFTS FOR STATIONS	763	0	0	0	0.00%
651	2299	40208	FIRE SAFETY TRAILER	671	0	0	0	0.00%
651	2299	40209	FIRE FIGHTER AWARDS	0	0	0	0	0.00%
651	2299	40212	CMCB	(2,279)	0	0	0	0.00%
651	2299	40257	JUVENILE FIRE SETTER PROG	470	0	0	0	0.00%
651	2299	40260	PULL TO THE RIGHT	38	0	0	0	0.00%
651	2299	40291	DO THE RIGHT THING	252	0	0	0	0.00%
651	3099	40018	LAKE AVE/CHEYENNE PW	2,093	0	0	0	0.00%
651	3099	40214	PIKES PEAK PRESERVATION	41,102	0	0	0	0.00%
651	3099	40215	PP HWY-ENVIRONMENTAL	0	0	0	0	0.00%
651	3099	40280	PIKES PEAK PRESERVATION	0	0	0	0	0.00%
651	4099	40037	OLD COLO CITY CLOCK TOWER	192	0	0	0	0.00%
651	4099	40038	SENIOR CENTER-GENERAL	17,917	0	0	0	0.00%
651	4099	40040	COMMUNITY CENTERS	5,362	0	0	0	0.00%
651	4099	40052	PARK&REC PRINCE HALL	0	0	0	0	0.00%
651	4099	40055	OTIS PARK	7,590	0	0	0	0.00%
651	4099	40063	SENIOR CIT GIFT SHOP	10,775	0	0	0	0.00%
651	4099	40068	SENIOR CENTER-1 <sup>ST</sup> FEDERAL	0	0	0	0	0.00%
651	4099	40188	INTERVIEW ATTIRE F/HISPANIC	0	0	0	0	0.00%
651	4099	40315	GIFT SCHLR	30	0	0	0	0.00%
651	4099	40316	GIFT-WEST	837	0	0	0	0.00%
651	4099	40317	GIFT-DEER	2,135	0	0	0	0.00%
651	4099	40318	GIFT-MDWS	12	0	0	0	0.00%
651	4099	40319	GIFT-HILL	13,777	0	0	0	0.00%
651	4099	40320	GIFT-OTIS	1,733	0	0	0	0.00%
651	4099	40321	BLOCK PRTY	758	0	0	0	0.00%
651	4099	40328	CITY MALL	1,327	0	0	0	0.00%
651	4099	43010	CURTIS ET	0	0	0	0	0.00%
651	5199	40004	OLYMPIC PROMANADE	0	0	0	0	0.00%
651	5199	40005	PARK&REC VOLUNTEER	2,341	0	0	0	0.00%
651	5199	40017	SAND CREEK YOUTH SOCCER	8	0	0	0	0.00%
651	5199	40022	CEMETERY RESTORATION	0	0	0	0	0.00%
651	5199	40028	CEMETERY RESTORATION	1,105	0	0	0	0.00%
651	5199	40029	SOUNDERMAN PARK SCHOLARSHIP	56	0	0	0	0.00%
651	5199	40031	BEIDLEMAN	676	0	0	0	0.00%
651	5199	40032	NATURAL RESOURCES	287	0	0	0	0.00%
651	5199	40035	GARDEN OF THE GODS FNDTN	84,876	0	0	0	0.00%
651	5199	40036	WHITE HOUSE RANCH GENERAL	44,910	0	0	0	0.00%
651	5199	40039	VISITOR CENTERS	8,042	0	0	0	0.00%
651	5199	40041	CHILDREN'S ACTIVITIES	105	0	0	0	0.00%

SPECIAL FUNDS REVENUE 2002 BUDGET (CONT.)								
Fund	Org	Source	Account Description	2000 Actual	2001 Budget	2002 Budget	2001-2002 Change	% Change 2000-2001
651	5199	40030	SONDERMAN PARK IMPROV	16	0	0	0	0.00%
651	5199	40053	TREE MEMORIALS	2,263	0	0	0	0.00%
651	5199	40054	ANTLERS PARK LOCOMOTIVE	131	0	0	0	0.00%
651	5199	40056	PARK&REC SCHOLARSHIPS	410	0	0	0	0.00%
651	5199	40057	PARK&REC MAINTENANCE	5,197	0	0	0	0.00%
651	5199	40058	LEISURE SERVICES	48	0	0	0	0.00%
651	5199	40059	SPORTS & FACILITIES	2,886	0	0	0	0.00%
651	5199	40060	DESIGN & DEVELOP	1,461	0	0	0	0.00%
651	5199	40061	PARKS & GOLF	0	0	0	0	0.00%
651	5199	40062	PARK&REC MATCH	27	0	0	0	0.00%
651	5199	40064	WHITE HOUSE RANCH STOCK	451	0	0	0	0.00%
651	5199	40065	WHITE HOUSE RANCH RESTORAT	3,765	0	0	0	0.00%
651	5199	40066	CRESTA MEDIAN	29	0	0	0	0.00%
651	5199	40067	SERTICH MEMORIAL FUND	282	0	0	0	0.00%
651	5199	40069	AQUATICS	55	0	0	0	0.00%
651	5199	40070	CHEYENNE MEADOWS PARK	245	0	0	0	0.00%
651	5199	40071	FIREFIGHTERS MEMORIAL	2	0	0	0	0.00%
651	5199	40072	POLICE AUTO THEFT	0	0	0	0	0.00%
651	5199	40082	ADOPT-A-PARK	753	0	0	0	0.00%
651	5199	40083	LAND ACQUISITION	6,038	0	0	0	0.00%
651	5199	40085	JOHN P WEED MEMORIAL	0	0	0	0	0.00%
651	5199	40181	CHEYENNE CANON	937	0	0	0	0.00%
651	5199	40183	N CHEY CANON VISITORS CTR	1,361	0	0	0	0.00%
651	5199	40184	ICE CENTER	141	0	0	0	0.00%
651	5199	40186	NORTH SLOPE	75	0	0	0	0.00%
651	5199	40187	EL PASO GREENWAY	0	0	0	0	0.00%
651	5199	40194	PARK&REC GREENWAY	0	0	0	0	0.00%
651	5199	40199	TAT/GOG MAINTENANCE	12,647	0	0	0	0.00%
651	5199	40203	SPRINGS COMM ACTION PLAN	0	0	0	0	0.00%
651	5199	40204	SPECIAL OLYMPIC PROGRAM	55	0	0	0	0.00%
651	5199	40206	SANTA FE TRAIL SHEPARD	639	0	0	0	0.00%
651	5199	40207	NANCY LEWIS HOSPICE	17	0	0	0	0.00%
651	5199	40208	FIRE SAFETY TRAILER	0	0	0	0	0.00%
651	5199	40210	N LEWIS PARK MAINTENANCE	(50)	0	0	0	0.00%
651	5199	40211	GENERAL FORESTRY	64	0	0	0	0.00%
651	5199	40213	GREENHOUSE	19,650	0	0	0	0.00%
651	5199	40216	ACQUATIC FRIENDS	2,610	0	0	0	0.00%
651	5199	40217	PALMER PARK PLAYGROUND	11	0	0	0	0.00%
651	5199	40219	KRAUPHEIM GARDEN	156	0	0	0	0.00%
651	5199	40247	89TH MEMORIAL MAINTENANCE	62	0	0	0	0.00%
651	5199	40248	ZAMBONI PROCEEDS	979	0	0	0	0.00%
651	5199	40250	FIRST NIGHT	2	0	0	0	0.00%
651	5199	40252	GOG/NAVIGATORS	388	0	0	0	0.00%
651	5199	40253	TENNIS CLASSIC	1,002	0	0	0	0.00%
651	5199	40254	F MARCONI YOUTH SCHOLARSHP	427	0	0	0	0.00%
651	5199	40255	ROCKLEDGE PHASE I	25,368	0	0	0	0.00%
651	5199	40256	PROSPECT LAKE BOAT PATROL	1	0	0	0	0.00%
651	5199	40259	SCHOLARSHIP LEONS KIDS	5,793	0	0	0	0.00%
651	5199	40272	OPEN SPACE	5,151	0	0	0	0.00%
651	5199	40273	BOXING PROGRAM	544	0	0	0	0.00%
651	5199	40285	MYRON STRATTON PROP ENHANC	9,436	0	0	0	0.00%
651	5199	40292	KATHLEEN MARRIAGE GARDEN	1,533	0	0	0	0.00%
651	5199	40293	REGIONAL PARKS	882	0	0	0	0.00%
651	5199	40295	TENNIS-DISADVANTAGE YOUTH	0	0	0	0	0.00%
651	5199	40296	TENNIS-HEARING IMPAIRED	0	0	0	0	0.00%
651	5199	40297	TENNIS-YOUNG ADULT PROGRAM	18	0	0	0	0.00%
651	5199	40298	TENNIS-SENIOR LESSONS	0	0	0	0	0.00%
651	5199	40299	TENNIS-WHEELCHAIR	0	0	0	0	0.00%
651	5199	40305	BRONCO'S/MCCORMICK FOUNDATIO	516	0	0	0	0.00%

**SPECIAL FUNDS REVENUE  
2002 BUDGET (CONT.)**

<b>Fund</b>	<b>Org</b>	<b>Source</b>	<b>Account Description</b>	<b>2000 Actual</b>	<b>2001 Budget</b>	<b>2002 Budget</b>	<b>2001-2002 Change</b>	<b>% Change 2000-2001</b>
651	5199	40294	TENNIS-SPECIAL OLYMPIC PROG	0	0	0	0	0.00%
651	5199	40306	MARY STARSMORE - SDC	5,367	0	0	0	0.00%
651	5199	40308	JL RANCH	3,196	0	0	0	0.00%
651	5199	40310	L STAR SDC	227	0	0	0	0.00%
651	5199	40326	DOG PARK	134	0	0	0	0.00%
651	5199	40329	CSAY	88,242	0	0	0	0.00%
651	5199	40336	TAYLOR PRK	25,086	0	0	0	0.00%
651	5199	40337	COLO TRUST	40,793	0	0	0	0.00%
651	5199	40339	RLR-CHMBRS	2,535	0	0	0	0.00%
651	5199	44020	MISC GEN	0	750,000	750,000	0	0.00%
651	5699	40042	MUSEUM	29,123	0	0	0	0.00%
651	5699	40043	MUSEUM LANDSCAPE-CHRYSTAL	53	0	0	0	0.00%
651	5699	40044	MUSEUM U ARCHIVES	7,351	0	0	0	0.00%
651	5699	40045	MUSEUM RP WOODS TRUST	6,110	0	0	0	0.00%
651	5699	40046	MUSEUM EB&WS JACKSON TRUST	13,211	0	0	0	0.00%
651	5699	40047	MUSEUM STARSMORE RESTRICTED	179	0	0	0	0.00%
651	5699	40048	MUSEUM DENTAL ASSOC	615	0	0	0	0.00%
651	5699	40049	MUSEUM SMITH TRUST	3	0	0	0	0.00%
651	5699	40050	MUSEUM R ARCHIVES	390	0	0	0	0.00%
651	5699	40051	MUSEUM COURTROOM RENOVATE	392	0	0	0	0.00%
651	5699	40086	MEDICAL SOCIETY AUXILIARY	595	0	0	0	0.00%
651	5699	40198	MUSEUM U EDISON	757	0	0	0	0.00%
651	5699	40202	MUSEUM UNHACS	5,880	0	0	0	0.00%
651	5699	40218	MUSEUM R-SNOW	15	0	0	0	0.00%
651	5699	40246	MUSEUM-R-FOSTER	67,248	0	0	0	0.00%
651	5699	40307	MUSEUM U-HERZBERGER	376	0	0	0	0.00%
651	5699	40308	JL RANCH	0	0	0	0	0.00%
651	5699	40311	MUSEUM R-BERGEN	51,984	0	0	0	0.00%
651	5699	40312	MUSEUM U-LOO	2,597	0	0	0	0.00%
651	5699	40322	MUS-KRUPIN	2,716	0	0	0	0.00%
651	5699	40325	R-CRAGIN	10,341	0	0	0	0.00%
<b>651</b>	<b>Total</b>			<b>893,480</b>	<b>750,000</b>	<b>750,000</b>	<b>0</b>	<b>0.00%</b>
<b>Senior Programs</b>								
653	9707	43005	G KOCH TRUST FUND	14,946	0	0	0	0.00%
653	9707	43010	CURTIS ESTATE	40,744	0	0	0	0.00%
653	9707	43180	INV MKT	8,416	0	0	0	0.00%
653	9707	46025	INTEREST	21,987	17,500	17,500	0	0.00%
<b>653</b>	<b>Total</b>			<b>86,093</b>	<b>17,500</b>	<b>17,500</b>	<b>0</b>	<b>0.00%</b>
<b>Therapeutic Rec</b>								
654	9708	46025	INTEREST	886	1,000	1,000	0	0.00%
<b>654</b>	<b>Total</b>			<b>886</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>	<b>0.00%</b>
<b>Cultural Affairs</b>								
655	9712	46025	INTEREST	5	25	25	0	0.00%
<b>655</b>	<b>Total</b>			<b>5</b>	<b>25</b>	<b>25</b>	<b>0</b>	<b>0.00%</b>

# 2002 Human Services Contracts

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## INTRODUCTION

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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 two City staff, one United Way representative, three 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 total combined City discretionary and CDBG funds allocated for human services in 2002 is \$1,035,292.

Agency	2001 Funded Amount	2002 Recommended Amount *	Funding Source
<b>Priority 1 – Emergency Care and Shelter</b>			
American Red Cross	\$127,235	\$133,835	City
Catholic Charities of Colorado Springs	42,000	54,055	City
Catholic Charities of Colorado Springs	58,145	52,690	CDBG
Trust, Education, Safety, Support, Action (TESSA) formerly Center for the Prevention of Domestic Violence	70,000	76,600	CDBG
Interfaith Hospitality Network	0	6,445	City
Salvation Army – Emergency Food	13,196	16,196	CDBG
<b>Subtotal</b>	<b>\$310,576</b>	<b>\$339,821</b>	
<b>Priority 2 - Youth Services</b>			
Boy and Girls Club - Meadows Park Teen Center	\$5,000	0	City
Boys and Girls Club – Teen Night	4,000	0	City
Boy and Girls Club – Summer Youth Program	3,500	0	CDBG
Children’s Advocacy Center	21,267	22,267	CDBG
Court-Appointed Special Advocates (CASA)	20,500	21,500	CDBG
Colorado Springs Child Nursery Centers	86,300	87,300	CDBG
Colorado Springs Child Nursery Centers–Summer Arts	3,500	0	CDBG
Colorado Springs Teen Court	12,500	13,500	City
Community and Senior Centers	134,500	134,500	CDBG
Easter Seals – Summer Youth Program	3,500	0	CDBG
Hillside Neighborhood Association	11,219	0	City
Housing Authority – Teen Self-Sufficiency Program	2,000	0	CDBG
Southern Colorado AIDS Project – Summer Program	2,500	0	CDBG
Tutmose Academy – Enrichment Program	38,000	39,000	City
Urban League - Child Development Center	22,928	23,516	City
Urban League - Child Development Center	47,184	47,596	CDBG
Ways Out Academy	8,000	9,000	CDBG
Women’s Resource Agency	35,000	36,000	CDBG
Workout Ltd.	12,644	0	City
<b>Subtotal</b>	<b>\$474,042</b>	<b>\$434,179</b>	
<b>Priority 3 – Self-Sufficiency</b>			
Care and Share	\$29,000	35,600	CDBG
Easter Seals – Information and Referral	900	0	City
Easter Seals – Rehabilitation Classes	8,000	0	City
Ecumenical Social Ministries (ESM)	0	7,500	City
Full Circle Alternatives	8,000	9,000	City
Housing Authority - Golden Circle Nutrition Program	8,000	9,000	CDBG
Neighborhood Redevelopment Lead-Based Paint	0	2,000	CDBG
Partners in Housing	8,500	9,500	City
Pikes Peak Community Action Agency	36,237	37,237	CDBG
Salvation Army – FreshStart Transitional Services	7,500	8,500	CDBG
Service, Empowerment, Transformation (SET)	19,000	16,130	CDBG
Silver Key Senior Services	87,750	86,825	City
Southern Colorado AIDS Project (S-CAP)	8,000	9,000	City
Special Kids/Special Families (Zach’s Place)	10,000	11,000	CDBG
<b>Agency</b>	<b>2001</b>	<b>2002</b>	<b>Funding</b>

	Funded Amount	Recommended Amount *	Source
<b>Priority 3 – Self-Sufficiency</b>			
The Villas at Southgate	3,000	4,000	CDBG
Urban League – Computer Literacy Program	5,000	0	City
Urban Peak	15,000	16,000	City
<b>Subtotal</b>	\$253,887	\$261,292	
<b>TOTAL</b>	\$1,038,505	\$1,035,292	

City Funds \$ 408,176  
CDBG Funds \$ 627,116

TOTAL HUMAN SERVICE FUNDS AVAILABLE \$1,035,292

\*Budgeted figures could vary within individual agencies' finalized contracts as funding may change during the federal government's consolidated budgeting process.

## CONTRACT DESCRIPTION

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**American Red Cross (Emergency Shelter)** - This agency provides the majority of emergency shelter needs for homeless families and individuals in Colorado Springs. Client services include a place to sleep, two meals daily, personal hygiene and personal care including laundry facilities and a Child Enrichment Center. Individual counseling assistance and information and referral is provided through Red Cross case workers and a host of on-site agencies to help alleviate human suffering and to help resolve the homeless issue in Colorado Springs. Funds will be used to cover administrative costs associated with the daily operations of the shelter and onsite security services.

**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. No funding is provided in 2002.

**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. No funding is provided in 2002.

**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. No funding is provided in 2002.

**Care and Share** - This agency provides bulk food items to local nonprofit agencies that either operate food pantries or provide assistance to low and very low-income families and individuals at no charge. Funds will be used for the food drive program, which provides approximately 495,000 pounds of nonperishable staple food to local human service agencies.

**Catholic Charities of Colorado Springs** - This agency operates the Marian House Soup Kitchen, Medical Clinic, and Drop-In Center. They provide services to the homeless, poor, working poor, and low-income persons. Funds will be used to cover administrative costs associated with the provision of a hot noon meal.

**Center for the Prevention of Domestic Violence** – The name of this organization has been changed. See Trust, Education, Safety, Support, Action (TESSA).

**Children's Advocacy Center** - This agency provides a comfortable, private, child-friendly environment for children involved in the investigation of child abuse. The Advocacy Center also provides support and system education to child victims and their non-offending parents in order to strengthen the families' ability to begin the healing process. Funds will be used to cover salaries associated with the provision of medical exams, court preparatory program, investigative team coordination, and interviews of alleged victims of abuse.

**Colorado Springs Child Nursery Centers, Inc.** - This agency provides quality, affordable child care for low and very low-income families and single parents. Funds will be used for infant, toddler, preschool and school-age child care services for limited income families and single parents, drop-in child care services for families who are homeless, and/or victims of family violence. These services will include education, recreation, nutrition, and medical and family support.

**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. No funding is provided in 2002.

**Colorado Springs Teen Court** - This agency provides an alternative to the traditional sentencing for juvenile offenders (ages 11- 18) who are charged as first-time offenders in Municipal Court. Teens who are eligible participate in a jury trial conducted by their peers. Teen jurors and lawyers try the case and the teen jury imposes the sentence. Sentences include mandatory community service and participation in the future as a juror. Funds will be used to cover administrative costs of the program.

**Community and Senior Centers** – This agency provides services for recreation, social issues, health, nutrition, ethnic celebrations, education and socialization for children, teens, adults, seniors and persons with disabilities. These services are provided at Otis Park, Meadows Park, Hillside, and West Center for Intergenerational Learning.

**Court-Appointed Special Advocates (CASA)** - This agency provides and manages CASA volunteer advocates for children who are in out-of-home placements through the courts. Funds will be used to cover salaries associated with the provision of trained community volunteers who monitor child abuse cases in which domestic violence is also present. The volunteer advocates will represent the child’s best interest assuring intervention and prevention throughout the case. The goal is a safe and permanent home for each child.

**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. No funding is provided in 2002.

**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. No funding is provided in 2002.

**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.

**Ecumenical Social Ministries (ESM)** – This agency assists unsheltered homeless individuals and their families in our community. This program reaches out to those who are sometimes difficult to approach, working actively to move them from the streets, bridges, campgrounds, and other uninhabitable places into more stable and permanent housing. The primary source of clients is the Marian House Soup Kitchen. ESM maintains an onsite office, staffed approximately 20 hours per week. Services provided are case management, counseling, referrals, rental assistance, transportation, prescription assistance, job services, housing location, food, furniture, and household goods.

**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. No funding is provided in 2002.

**Interfaith Hospitality** – This agency provides temporary housing to homeless families with children who are referred by local agencies such as the Red Cross Shelter, Department of Human Services, and other local referral agencies. Strength-based case management is the primary tool to help guest families return to independent living. Funds will be used to cover administrative costs associated with assisting families toward self-sufficiency.

**Neighborhood Redevelopment Lead Based Paint Testing** – This agency provides funding to low and moderate income homeowners and landlords for rehabilitation of their properties. New federally mandated lead based paint testing requirements have been issued and in order to ensure that contractors are equipped to deal with these regulations, funds will be used for classes in lead based paint testing this program year.

**Partners in Housing** – This agency assists homeless families with children to attain self-sufficiency over a two-year period. Partners in Housing provides housing, housing support, case management, family therapy, budget counseling, life skills seminars/workshops, emergency assistance, support groups, permanent housing counseling, and formal education guidance. Funds will be used to cover administrative costs associated with assisting families toward self-sufficiency.

**Pikes Peak Community Action Agency** – This agency moves homeless persons, victims of family violence, low-income families and individuals to an independent lifestyle. Services include case management, support services, education, child care, transportation, budget counseling, self-development workshops, job training, employment services, and other assistance to overcome obstacles to success. Funds will be used to cover a portion of case management salaries and self-sufficiency support services.

**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 (Emergency Food)** – This agency provides, through its mobile canteen at a meeting point on Spruce Street, a warm meal five evenings a week to the homeless and to other people in need. The emergency food pantry provides boxes to walk-in clients. The commodity distribution helps senior citizens, the disabled, and low-income families by augmenting their food purchases with additional groceries. Funds will be used to cover administrative costs associated with the provision of a hot evening meal, commodity distribution, and equipment maintenance.

**Salvation Army (FreshStart 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.

**Southern Colorado Aids Program (S-CAP)** – This agency operates a food bank to low-income clients. Funds will provide supplementary food to clients, helping to meet nutritional needs and stretch clients’ personal budgets that are frequently limited due to high medical and pharmaceutical costs associated with managing their HIV care.

**Special Kids/Special Families** – This agency provides respite and independent life skills training for children between the ages of 5 and 21 with cognitive, physical, neurological, and medical disabilities. The program’s focus is directed at preserving the family unit. Funds will be used for program support.

**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. No funding is provided in 2002.

**Trust, Education, Safety, Support, Action (TESSA) formerly 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 and group psychotherapy, 24-hour telephone crisis intervention, and information and referral services.

**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 children ages 2 ½ to 12 who are in low and very low-income families. Funds will be used to cover costs associated with the provision of child care for toddlers through kindergarten-aged children.

**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. No funding is provided in 2002.

**Urban Peak** – This is the only agency providing services exclusively to homeless and runaway youth of Colorado Springs. Street outreach and case management programs serve to link the youth to the full continuum of services. These programs offer the youth assistance with obtaining emergency shelter, counseling services, General Education Diploma (GED), medical care legal identification, job placement, food, and transportation. They assist youth in developing 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 confused seniors. Club Villa is an affordable, therapeutic environment developed to meet the needs of confused seniors. The secondary service is to provide relief (respite) care and informational and referral services to caregivers of persons 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

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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.

<b>Description</b>	<b>1-1-02 Balance*</b>	<b>2002 Payment</b>	<b>12-31-02 Remaining</b>
Lease-Purchase Obligations	\$15,127,847	\$3,917,083	\$11,210,764

\*Balance is defined as all remaining financial obligations for principal and interest from January 1, 2002, through the retirement of all lease-purchase agreement obligations represented in the figures shown above.

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# Uses of General Fund Resources

<b>2001 Budget</b>	<b>\$202,505,950</b>
<i>less:</i>	
2001 onetime expenses	(1,788,247)
Employee Performance Incentive Payments	(2,257,486)
2001 General Fund contribution to CIP	(15,332,088)
<i>plus:</i>	
<b>CAPITAL IMPROVEMENTS</b>	
Allocation for (SCIP) and Ongoing Capital Maintenance	14,441,061
Set Aside for Debt Service on Questions 1a & 1b bonds	7,974,397
<b>EMPLOYEE COMPENSATION</b>	
Market "catch-up" adjustment in employee base salaries and benefits	
Civilian Employees	3,441,941
Uniformed Police and Fire Employees	3,258,729
3.5% Prospective market adjustment in employee base salaries and benefits	
Civilian Employees	0
Uniformed Police and Fire Employees	0
Increased Employee Health insurance costs (Medical 27%; Dental 5%; Vision 0%)	2,100,014
2.55% Reduction in PERA Contribution rate	(125,576)
Reduced Police/Fire Pension Contribution (DROP Plan)	(280,000)
<b>PUBLIC SAFETY</b>	
Police - Intersection Safety Program - Patrol Officers (9 FTE)	657,426
Attorney - Intersection Safety Program - salary, operating & capital (1 FTE)	75,575
Municipal Court - Intersection Safety Program - salary, operating & capital (1.5 FTE)	73,585
Police - Commercial Vehicle Enforcement Officer (1 FTE) & operating	102,030
Police - Humane Society Contract - Increase in employee salaries and utilities costs	214,005
Police Athletic League - contract for services	35,000
<b>OPERATION/MAINTENANCE OF SCIP CAPITAL IMPROVEMENT PROJECTS</b>	
Parks & Rec. Cottonwood Recreation Center operating expenses	303,591
Parks & Rec. Memorial Park Recreation Center operating expenses	104,869
Fire FOC operating expenses (utilities, janitorial services) (1FTE)	66,697
PPRCN 800 MHZ Trunked Radio System	30,000
<b>UNAVOIDABLE INCREASE / PRIOR YEAR COMMITMENTS</b>	
Utilities - electric and natural gas rate increases	365,009
CAB Rent and Maintenance for increased occupancy	261,096
Police Parking at POC	37,366
NPDES Stormwater control	65,103
Municipal Court Judges contractual Increase	52,500
Old City Hall operating expenses (utilities, security, janitorial services)	288,825
Reduce City Hall/Impound Lot/Police Training Academy COP Payment	(256,000)
Vehicle Fuel Cost increase	170,000
Fleet satellite facility operating expenses	25,000
Regional Water Infrastructure Authority legal expenses	20,000
Regional Building - Rent for Deve. Review One-Stop-Shop	87,460
Retiree Health insurance costs	100,000

# Uses of General Fund Resources

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## MISCELLANEOUS

Employee Services - Employee Diversity Training Program - operating expenses	49,460
Safety - Continued funding of AED Coordinator (special position)	54,000
Transit - Restore proposed route reductions	518,101
Finance - Purchasing - Analyst II Buyer (.25 FTE)	15,680
City Auditor - Replace 5 laptop computers for auditors	12,500
Neighborhood Services - City Hall at the Mall - maintain hours of operation	30,000
Neighborhood Services - Housing Authority Staff - wage package increase	17,708
Budget Office - Principal Analyst - Strategic Planning (1FTE)	81,006
Move a portion of Information Technology expenditures to the Cable Franchise Grant Fund	(100,000)
Reduce funding for Inner City newsletter	(3,500)
Reduce Travel and In-Town Meeting Expenses by 10%	(49,871)
Reduce Cell Phone usage	(75,000)
General Costs - 5% increase in PPACG Contract	7,527

## 2002 ESTIMATED EXPENDITURES

**\$217,375,443**

# City Clerk

CITY ATTY'S OFFICE  
COUNCIL REVIEW  
ATTY INIT \_\_\_\_\_  
DATE \_\_\_\_/\_\_\_\_/\_\_\_\_  
COORD INIT \_\_\_\_\_  
DATE \_\_\_\_/\_\_\_\_/\_\_\_\_

ORDINANCE NO. 01-130

AN ORDINANCE AMENDING SECTION 507 (LICENSE FEES ENUMERATED) OF PART 5 (LICENSE FEES) OF ARTICLE 1 (GENERAL BUSINESS LICENSE PROVISIONS) OF CHAPTER 2 (BUSINESS LICENSING, LIQUOR REGULATION AND TAXATION) OF THE CODE OF THE CITY OF COLORADO SPRINGS 2001, AS AMENDED, PERTAINING TO GENERAL BUSINESS LICENSING FEES

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

Section 1. That Section 507 (License Fees Enumerated) of Part 5 (License Fees) of Article 1 (General Business License Provisions) of Chapter 2 (Business Licensing, Liquor Regulation And Taxation) of the Code of the City of Colorado Springs 2001, as amended, is hereby amended as follows:

## 2.1.507: LICENSE FEES ENUMERATED:

The following enumerated fees set out the various fees for general business licenses. All fees are annual fees unless otherwise indicated:

### ALARMS (§§ 2.3.403)

Annual alarm company license, per year	\$250.00
One-time alarm registration	\$ 12.00
Alarm re-registration	\$ 12.00

BILLIARD AND POOL TABLES, per table (§ 2.2.402)	\$ 15.00
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CARNIVAL, per week (§ 2.2.101)	\$ 300.00
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CIRCUS, per week (§ 2.2.101)	\$ 300.00
COIN-OPERATED MACHINES (§ 2.2.302)	
Non-operator's license	\$ 30.00
Operator's license	\$ 500.00
Per device (§ 2.2.304)	\$ 15.00
CONTRACT SECURITY AGENCY (§ 2.3.203)	
<del>10 or fewer employees</del>	<del>\$ 25.00</del>
<del>11 or more employees</del>	<del>\$ 50.00</del>
<b>1 - 25 employees</b>	<b>\$ 350.00</b>
<b>26 - 50 employees</b>	<b>\$ 500.00</b>
<b>51 - 75 employees</b>	<b>\$ 750.00</b>
<b>76 or more employees</b>	<b>\$1000.00</b>
Instructor Certification	
Basic	\$ 100.00
Firearms	\$ 100.00
Combined	\$ 175.00
Additional Instructor/Same Agency	\$ 25.00
Certification Renewal	
Basic or Firearms	\$ 25.00
Combined	\$ 50.00
Curriculum Amendment	50% of Initial Certification Fee
ESCORT BUREAU (§ 2.3.602)	
Initial License	\$ 750.00
Renewal	\$ 500.00
ESCORT SERVICE RUNNER/ESCORT (§ 2.3.602)	
Initial License	\$100.00
Renewal	\$100.00
GAME ROOMS, per game room (§ 2.2.402)	\$ 250.00
GOING-OUT-OF-BUSINESS SALES (§ 2.3.901)	
30 day license	\$100.00
30 day extension (maximum of 2 extensions; or 90 days total)	\$100.00
HAULING ASHES, GARBAGE, REFUSE, TRASH AND RUBBISH (§§ 2.3.502)	
Each truck or vehicle used for collection	\$ 50.00

MASSAGE THERAPIST (§ 2.3.102)	
<del>Message business/establishment</del>	
Initial license	\$ <del>100.00</del>
Renewal	\$ <del>50.00</del>
Message Therapist Initial license	\$ 100.00
Renewal	\$ <del>25.00</del> 100.00
Message-Temporary permittee	\$ 50.00
MENAGERIE, per week (§ 2.2.101)	
	\$ 300.00
PAWNBROKERS, for each location (§ 2.4.203)	
	\$ 95.00
PEDDLERS OF FOODSTUFFS (§ 2.3.702)	
Initial license and first unit	\$ <del>30.00</del> 60.00
Each additional unit	\$ 30.00
PRIVATE SECURITY OFFICER (§2.3.211)	
	\$ <del>25.00</del> 55.00
Background check	\$ 40.00
Additional license fee	\$ 15.00
Transfer fee	
First	\$ 25.00
Second	\$ 50.00
License Replacement fee	\$ 5.00
Firearms Endorsement	\$ 25.00
SEXUALLY ORIENTED BUSINESSES (§ 2.4.104)	
Annual business license fee	\$ 500.00
Annual business manager's registration fee	\$ 75.00
TAXICAB DRIVER (§ 2.3.1001)	
	\$ <del>20.00</del> 50.00
Background check	\$ 40.00
Additional license fee	\$ 15.00
Transfer fee	
First	\$ 25.00
Second	\$ 50.00
License Replacement fee	\$ 5.00
TREE SERVICE (§ 2.3.302)	
	\$ 50.00
Exam fee	\$ 120.00
Exam packet fee	\$ 5.00

Section 2. This ordinance shall be in full force and effect from and after its passage and publication as provided by the Charter.

Section 3. Council deems it appropriate that this ordinance be published by title and summary prepared by the City Clerk and that this ordinance shall be available for inspection and acquisition in the Office of the City Clerk.

Introduced, read, passed on first reading and ordered published this 11th day of September, 2001.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

# Community and Senior Centers

## 2000 Proposed Fees and Charges Neighborhood Resources

<b>Program</b>	<b>Current</b>	<b>Proposed</b>
Youth Programs*	Hourly fee based on instructor cost per hour - 30% direct cost	45% direct cost recovered
Senior/Adult Programs*	Hourly fee based on instructor cost per hour - 100% direct cost	No change
Adults w/disabilities Programs*	Hourly fee based on instructor cost per hour - 15% direct cost	20% direct cost recovered
Experiential Programs for persons with disabilities*	Hourly fee based on instructor cost per hour - 100% direct cost	No change
Rock Ledge Ranch EC Program	100% direct and indirect cost	No change

\* Individuals requesting reduced fees due to financial circumstances may receive a reduced fee at the discretion of the unit manager at a rate based on 1999 fees.

<b>Facility Rentals</b>	<b>Current per hour</b>	<b>Proposed per hour</b>
Meadows/Otis, For Profit total facility	20.00	35.00
Meadows/Otis, Not For Profit total facility	20.00	30.00
Meadows/Otis, For Profit per room	N/A	25.00
Meadows/Otis, Not For Profit per room	N/A	20.00
Hillside/Senior Center, For Profit total facility	50.00	100.00
Hillside/Senior Center, Not For Profit total facility	50.00	50.00
Hillside/Senior Center, For Profit per room	N/A	25.00
Hillside/Senior Center, Not For Profit per room	N/A	20.00
Deerfield, For Profit total facility	35.00	35.00
Deerfield, Not For Profit total facility	35.00	30.00
Deerfield, For Profit per room	N/A	25.00
Deerfield, Not For Profit per room	N/A	20.00
Gymnasium, Meadows	N/A	25.00
Gymnasium, Hillside	N/A	30.00
Kitchen rental	50.00	50.00

A RESOLUTION REPEALING  
RESOLUTION NO. 125-96 AND  
ESTABLISHING FEES AND  
CHARGES FOR NEIGHBORHOOD  
RESOURCES

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

Section 1. That Resolution No. 125-96 and any amendments thereto are hereby repealed as of the close of the 31<sup>st</sup> day of December, 1999.

Section 2. That the charges for programs and facilities for the Neighborhood Resources Unit of the City of Colorado Springs as set forth in Exhibit A, attached hereto and made a part hereof by reference, are hereby established, and shall be effective as of the 1<sup>st</sup> day of January 2000 and beyond unless amended or repealed by resolution of the City Council of City of Colorado Springs.

Dated at Colorado Springs, Colorado this \_\_\_\_\_ day of \_\_\_\_\_, 1999.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

# City Engr./Streets/Transportation Engr.

## RESOLUTION No. 215-98

### A RESOLUTION ESTABLISHING CONCRETE PERMIT FEES AND EXCAVATION PERMIT FEES

**WHEREAS**, at the November 24, 1998 City Council meeting the City Council adopted on first reading Ordinance No.98-242 (Concrete) and Ordinance No. 98-228 (Excavation) allowing the City Engineer to collect fees for concrete permits and excavation permits.

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

Section 1. The fee schedule for obtaining a concrete permit from the City Engineer shall be as follows:

<u>Type of Permit</u>	<u>Units</u>	<u>Fee</u>
Curb and Gutter	Lineal foot	\$0.35/foot
Sidewalk	Lineal foot	\$0.35/foot
Residential Driveway	Each	\$20.00
Commercial Driveway	Each	\$20.00
Pedestrian Ramp	Each	\$20.00
Cross Pan	Each	\$20.00
Square Return	Each	\$20.00
Joint Radii/Crosspan	Each	\$20.00
Median Concrete Cover	Lineal foot	\$0.35/foot
Storm Sewer Inlet	Each	\$30.00
Structure Concrete Items	Each	\$50.00
Others	Each	\$25.00
Minimum Base Charge	Each	\$20.00
Reinspection (Re-Do)	Per Trip	\$30.00
No Permit for the Job	Each	2X the permit cost
Second no Permit for Job	Each	3X the permit cost

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Section 2. The fee schedule for obtaining an excavation permit from the City Engineer shall be as follows:

<u>Type of Permit</u>	<u>Unit</u>	<u>Fee</u>
Excavations less than 100 ft. long (No Intersection)	Each	\$75.00
Excavations 100ft. to 500 ft. long (No Intersections)	Each	\$100.00
Excavation over 500 ft.	Block	\$200.00
Excavations involving intersection	Block	\$200.00
No permit for job	Each	2X permit cost
Second no permit for job	Each	3X permit cost

Section 3: The fees above are deemed effective as of the 1st day of January 1999, and all prior conflicting resolutions are hereby superseded.

Dated at Colorado Springs, Colorado this 8<sup>th</sup> day of December, 1998.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

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**RESOLUTION NO. 128-01**

**A RESOLUTION ESTABLISHING 2001 PUBLIC WORKS DEVELOPMENT REVIEW AND INSPECTION FEES AND FIRE DEPARTMENT FEES.**

**BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF COLORADO SPRINGS:**

Section 1: That Resolution No. 123-01, is hereby rescinded.

Section 2: The City Council finds that the Public Works Support Group provides development review and inspection services for new subdivisions and other land development activities, the cost of which is substantial. The City Council has adopted and endorsed a policy of cost recovery through the collection of Public Works development review and inspection fees. Public Works and Fire Department development review and inspection fees will be in the best interests of the City's inhabitants and will promote their health, safety, prosperity, security, and general welfare.

Section 3: The Public Works Support Group will establish development review and inspection fees for the review and inspection of new subdivisions and other land development activities annually. The City Council determined that these fees should be phased in over a two-year period. The Public Works Fees hereinbelow shall become effective on the 1st day of September 2001, and shall remain in effect until changed or amended by subsequent Resolution or Ordinance of the City Council.

Section 4: The following fee schedule for 2001 for Public Works Department Review is adopted:

**Public Works Development Review and Inspection Fee Schedule**

Type of Application	Engineering Review	Traffic Engineering
	<i>2 year phase in</i>	<i>2 year phase in</i>
Annexations	\$282.44	\$77 plus \$2 / acre for the first 100 ac. \$.75 / ac. thereafter
Master Plans	\$283.70	\$155 plus \$2 per acre
Minor Adjustment to Master Plans	\$0.00	\$79.50
Zone Change, less than < 5 acres	\$132.76	\$95.00
Zone Change, 5 - 10 acres	\$156.91	\$133.00
Zone Change, over 10 acres	\$165.53	\$156 plus \$4 / acre
Conditional Use	\$29.02	\$47.50 plus \$2.15 / acre
Geological Hazard Reports	\$120.41	\$0.00
Development/Concept Plans reviewed by Planning Commission - Commercial	\$170.54	\$249 plus \$9 / acre
Development/Concept Plans reviewed by Planning Commission - Residential	\$171.73	\$250 plus \$1.70 / unit
Development/Concept Plans reviewed Administratively - Commercial	\$176.76	\$249 plus \$9 / acre
Development/Concept Plans reviewed Administratively - Residential	\$156.98	\$240 plus \$1.90 / unit
Hillside Development/Concept Plans reviewed by Planning Commission - Commercial	\$148.82	\$226 plus \$15.20 / acre
Hillside Development/Concept Plans reviewed by Planning Commission - Residential	\$161.23	\$207 plus \$2.90 / unit
Hillside Development/Concept Plans reviewed administratively - Commercial	\$172.38	\$226 plus \$15.20 / acre
Hillside Development/Concept Plans reviewed administratively - Residential	\$183.16	\$207 plus \$2.90 / unit
Minor Amendment	\$15.07	\$31.00
Subdivision Plat reviewed by Planning Commission - Commercial	\$140.08	\$28 plus \$1.15 / acre

Subdivision Plat reviewed by Planning Commission - Residential	\$141.39	\$27.50 plus \$.25 / lot
Subdivision Plat reviewed Administratively - Commercial	\$171.44	\$21.00 plus \$1.00 / acre
Subdivision Plat reviewed Administratively - Residential	\$171.44	\$24.50 plus \$.25 / lot
Hillside Subdivision plat reviewed by Planning Commission - Commercial	\$0.00	\$28.00 plus \$1.15 / acre
Hillside Subdivision plat reviewed by Planning Commission - Residential	\$138.43	\$27.50 plus \$.25 / lot
Hillside Subdivision plat reviewed administratively - Commercial	\$193.80	\$21.00 plus \$1 / acre
Hillside Subdivision plat reviewed administratively - Residential	\$178.78	\$24.50 plus \$.25 / lot
Amendment to Plat Restriction	\$0.00	\$18.50
Final Landscape Plan	\$0.00	\$0.00
Solid Waste Disposal Site	\$0.00	\$0.00
CMRS Conditional Use	\$0.00	\$0.00
CMRS Development Plan	\$0.00	\$0.00
CMRS Minor Amendment	\$0.00	\$0.00
Non-Use Variance reviewed by Planning Commission	\$0.00	\$25.00 / property
Non-Use Variance reviewed by Hearing Officer	\$1.31	\$25.00 / property
Use Variance reviewed by Planning Commission	\$97.91	\$104.00
Use Variance reviewed by Hearing Officer	\$0.00	\$97.50
Variance Time Extension	\$0.00	\$0.00
Appeal: Admin Decision to Hearing Officer	\$0.00	\$0.00
Appeal: Hearing Officer Decision to City Council	\$0.00	\$0.00
Appeal: Admin Decision to Planning Commission	\$0.00	\$0.00
Appeal: Planning Commission Decision to City Council	\$0.00	\$0.00
Property Boundary Adjustment	\$0.00	\$13.50
Waiver of Replat	\$7.26	\$13.50
Building Permit to Unplatted Land	\$161.28	\$13.50
Preservation Easement Adjustment	\$0.00	\$0.00
Building Permit prior to Platting	\$0.00	\$13.50
Sub. Waiver to Procedural Req	\$0.00	\$0.00
Sub. Waiver to Design Stds	\$97.91	\$187.50 max (determined at app)
Street Name Change	\$0.00	\$0.00
Street or Plat Vacation	\$124.62	\$39.00
Temporary Use Permit	\$0.00	\$0.00
Day Care Home Permit	\$0.00	\$0.00
Home Occupation Permit	\$0.00	\$0.00
Compliance Letter	\$0.00	\$17.50
Sexually Oriented Business Permit	\$0.00	\$0.00
Human Service Establishment Permit	\$0.00	\$10.50
Administrative Relief	\$0.00	\$0.00
Non-Conforming Use	\$0.00	\$0.00
Planning Research with Letter	\$0.00	\$0.00

**Engineering Review Items**

**Type of Plat**

Single Fam w public streets	\$45.00
Single Fam w private streets	\$32.50
Minor Plats -residential only	\$22.50
Commercial	\$112.50
Multi Family	\$112.50
Annexations	\$125.00
New ROW	\$112.50
ROW Vacation	\$47.50

**City Inspections Items**

**Final Inspection of:**

Single Family (private streets)	\$45.00
Single Family (public streets)	\$142.50
Multiple Family, <5 acres	\$165.00

Multiple Family, >= 5 acres	\$187.50
Commercial, < 10 acres	\$235.00
Commercial, >= 10 acres	\$285.00

Section 5: The City Council finds that the cost entailed in providing Fire Department new construction plan review and inspection and designated fire code permitting services is substantial and the services provide a private benefit. The Colorado Springs Fire Department is the designated Emergency Response Agency (DERA) for hazardous materials incidents for the City of Colorado Springs and is authorized under state statute and City Code to recover costs of mitigating hazardous materials incidents. The Colorado Springs Fire Department on occasion provides emergency services, including standby, to private entities on a contractual basis, the cost of which should be reimbursed to the City. The searching, retrieving, and copying of public records by the Fire Department incurs costs by the City which should be reimbursed. The above referenced costs change yearly, based upon annual adjustments in operating budgets and salaries.

Section 6: The Colorado Springs Fire Department shall establish fees annually for fire prevention services, mitigating incidents involving hazardous materials, emergency services, and searching, retrieving and copying of public records to recover the costs of providing these services.

Section 7: The Fire Department fees for 2001 shall be as follows:

### Fire Department Fee Schedule

LEGEND/UNIT (with 2001 EQUIVALENTS)

Plan Review (p).....	\$79.92
Inspection (i).....	\$73.77
Hazardous Materials (h).....	\$72.51
Engine or Truck Company (e)	
First Hour (On-Duty).....	\$292.30
Subsequent Hour (On Duty).....	\$99.13
First Hour (Overtime).....	\$341.86
Subsequent Hour (Overtime).....	\$148.70
Trauma Squad (Three Person) (t)	
First Hour (On-Duty).....	\$267.24
Subsequent Hour (On Duty).....	\$74.07
First Hour (Overtime).....	\$304.28
Subsequent Hour (Overtime).....	\$111.11
Brush Truck (Two Person - Without Engine) (b)	
First Hour (On-Duty).....	\$236.50
Subsequent Hour (On Duty).....	\$43.33
First Hour (Overtime).....	\$258.16
Subsequent Hour (Overtime).....	\$84.99

Example: The fee for a construction plan review and inspection as shown below for an A-1 occupancy (i.e., church) up to 50,000 square feet is 3p + 3i. This would be calculated as follows: (3 x \$79.92) + (3 x \$73.77) = \$461.07

If the size of this A-1 occupancy were increased to 225,000 square feet, the fee would be calculated as follows:

A-1 Occupancy - 50,000 to 150,000 square feet: 6p + 6i  
A-1 Occupancy - Over 150,000 square feet, each additional 50,000 square feet or fraction thereof: + (1p + 1i)  
225,000 sq ft - 150,000 sq ft = 75,000 sq ft or 50,000 sq ft + 25,000 sq ft (fraction thereof) = + (2p + 2i)  
(6p + 6i) + (2p + 2i) = Fee Assessed  
(6 x \$79.92) + (6 x \$73.77) + (2 x \$79.92) + (2 x \$73.77) = \$1,229.52

PLAN REVIEWS

Development	
Per plan.....	2p
Pre-Plan Submittal Consultations	
Per hour (assessed in 1/2 hour increments).....	2p
Construction	
A-1 - Up to 50,000 square feet.....	3p + 3i

A-1 - 50,000 to 150,000 square feet.....	6p + 6i
A-1 - Over 150,000 square feet, each additional 50,000 square feet or fraction thereof.....	+1p + 1i
A-2.....	2p + 2i
A-2.1.....	2p + 2i
A-3.....	2p + 2i
A-4.....	2p + 2i
B - Up to 100,000 square feet.....	8p + 8i
B - Over 100,000 square feet.....	3p + 3i
E-1.....	2p + 2i
E-2.....	2p + 2i
E-3.....	3p + 3i
F-1.....	2p + 2i
F-2.....	2p + 2i
H-1.....	4p + 4i
H-2.....	3p + 3i
H-3.....	2p + 2i
H-4.....	2p + 2i
H-5.....	2p + 2i
H-6 - Up to 100,000 square feet.....	8p + 8i
H-6 - 100,000 to 200,000 square feet.....	8p + 8i
H-6 - Over 200,000 square feet, each additional 50,000 square feet or fraction thereof.....	+2p + 2i
H-7.....	2p + 2i
I - Up to 50 beds.....	3p + 3i
I - 51 to 100 beds.....	5p + 5i
I - Over 100 beds, each additional 50 beds or fraction thereof.....	+1p + 1i
M - Up to 100,000 square feet.....	3p + 3i
M - Each additional 100,000 square feet or fraction thereof.....	+1p + 1i
R.....	2p + 2i
R-1 - Up to 30 units/rooms.....	2p + 2i
R-1 - 30 to 100 units/rooms.....	4p + 4i
R-1 - Over 100 units/rooms, each additional 50 units/rooms or fraction thereof.....	+1p + 1i
S-1.....	3p + 3i
S-2.....	2p + 2i
S-3.....	2p + 2i
S-4.....	2p + 2i
S-5.....	2p + 2i
High-Rise - Under 100,000 square feet.....	4p + 4i
High-Rise - 100,000 square feet or greater, regardless of occupancy classification.....	12p + 12i
High-Piled Stock Area - Up to 100,000 square feet.....	+2p + 3i
High-Piled Stock Area - Over 100,000 square feet.....	+6p + 6i
<b>Hazardous Materials</b>	
A-1 - Up to 50,000 square feet.....	+2p + 2h
A-1 - Over 50,000 square feet.....	+3p + 3h
A-2.....	+2p + 2h
A-2.1.....	+2p + 2h
A-3.....	+2p + 2h
A-4.....	+2p + 2h
B - Up to 100,000 square feet.....	+2p + 2h
B - Over 100,000 square feet.....	+3p + 3h
E-1.....	+3p + 2h
E-2.....	+2p + 2h
E-3.....	+2p + 2h
F-1.....	+3p + 3h
F-2.....	+3p + 2h
H-1.....	+4p + 4h
H-2.....	+3p + 3h
H-3.....	+2p + 2h
H-4.....	+2p + 2h
H-5.....	+2p + 2h
H-6 - Up to 100,000 square feet.....	+6p + 6h
H-6 - 100,000 to 200,000 square feet.....	+8p + 8h
H-6 - Over 200,000 square feet, each additional 50,000 square feet or fraction thereof.....	+3p + 3h
H-7.....	+2p + 2h
I - Up to 50 beds.....	+2p + 2h
I - 51 to 100 beds.....	+3p + 2h
I - Above 100 beds, each additional 50 beds or fraction thereof.....	+4p + 3h
M.....	+4p + 4h
R.....	+2p + 2h
R-1 - Up to 30 units/rooms.....	+2p + 2h
R-1 - 30 to 100 units/rooms.....	+2p + 2h
R-1 - Over 100 units/rooms, each additional 50 units/rooms or fraction thereof.....	+5p + .5h
S-1.....	+3p + 3h
S-2.....	+2p + 2h
S-3.....	+2p + 2h
S-4.....	+2p + 2h
S-5.....	+2p + 2h

High-Rise - Under 100,000 square feet.....	+3p + 3h
High-Rise - 100,000 square feet or greater, regardless of occupancy classification.....	+8p + 8h
<b>Alarm Systems</b>	
0 - 100 devices (smoke detector, horn/strobe, etc.) .....	2p
Each additional 50 devices or fraction thereof.....	+1p
<b>Sprinkler Systems</b>	
0 - 100 devices (sprinkler head, flow switch, retard chamber, etc.).....	1.5p
Each additional 100 devices or fraction thereof .....	+1p
<b>Fixed Fire Systems</b>	
Per plan.....	1p
<b>Water Mains/Hydrants</b>	
Per plan.....	1p
<b>Fuel Storage Tank Installation</b>	
Per plan.....	1p
<b>Walk-in</b>	
Per Plan .....	0.25p

**SUBSEQUENT PLAN SUBMITTALS**  
 Third and subsequent submittals ..... 1.5 x original plan review fee

**OVERTIME PLAN REVIEWS**  
 First two hours or portion thereof ..... 3p  
 Subsequent hours (per hour)..... 1.5p

**PERMIT/INSPECTION**

<b>Alarm Systems</b>	
0-20 devices (sprinkler head, smoke detector, horn/strobe, etc.).....	4l
Each additional 20 devices or fraction thereof.....	+1l
<b>Sprinkler Systems</b>	
One riser, two floors .....	4l
Each additional riser .....	+1.5l
Each additional floor .....	+1.5l
Dry system per riser/dry valve.....	+1.5l
Pre-action system, per valve .....	+1.5l
Deluge system, per valve .....	+1.5l
Fire pump, per pump .....	+4l
Standpipe, per riser .....	+1.5l
Foam, per system .....	+4l
<b>Fixed Fire Systems</b>	
First system.....	3l
Each additional system.....	+1l
State License Inspections, per location.....	2l
Investigation (work without a permit), per incident.....	2 x permit fee
<b>Hazardous Activity Permits</b>	
Bonfire, open burning, burning in public places .....	2h
Liquefied petroleum gas cylinders .....	2h
Mall, covered.....	2h
Carnivals and fairs .....	4h
Use and handling of explosives or blasting agents .....	4h
Fireworks displays/pyrotechnics .....	3h
<b>Hazardous materials</b>	
A-1 - Up to 50,000 square feet.....	2h
A-1 - Over 50,000 square feet.....	3h
A-2.....	2h
A-2.1.....	2h
A-3.....	2h
A-4.....	2h
B - Up to 100,000 square feet.....	2h
B - Over 100,000 square feet.....	3h
E-1.....	2h
E-2.....	2h
E-3.....	2h
F-1.....	3h
F-2.....	2h
H-1.....	4h
H-2.....	3h
H-3.....	2h
H-4.....	2h
H-5.....	2h
H-6 - Up to 100,000 square feet.....	12h
H-6 - 100,000 to 200,000 square feet.....	16h
H-6 - Over 200,000 square feet, each additional 50,000 square feet or fraction thereof .....	+6h
H-7.....	2h
I - Up to 50 beds .....	2h
I - 51 to 100 beds.....	3h
I - Above 100 beds, each additional 50 beds or fraction thereof .....	+1h

M.....	4h
R.....	2h
R-1 - Up to 30 units/rooms.....	2h
R-1 - 30 to 100 units/rooms.....	3h
R-1 - Over 100 units/rooms, each additional 50 units/rooms or fraction thereof.....	+1h
S-1.....	3h
S-2.....	2h
S-3.....	2h
S-4.....	2h
S-5.....	2h
High-Rise - Under 100,000 square feet.....	3h
High-Rise - 100,000 square feet or greater, regardless of occupancy classification.....	8h
High piled combustible storage.....	4h
Occupant load increase.....	3h
Tire storage.....	2h
Tents or air-supported structures.....	3h
Other.....	2h
Fuel Storage Tanks.....	
First tank.....	2h
Each additional tank.....	+1h

**REINSPECTIONS**

First and each subsequent incident..... 1.5 x inspection fee

**OVERTIME INSPECTIONS**

Non-hazardous activities

  First two hours or portion thereof..... 3l  
  Subsequent hours (per hour)..... +1.5

Hazardous activities

  First two hours or portion thereof..... 3h  
  Subsequent hours (per hour)..... +1.5h

**SEARCH, RETRIEVAL, AND COPYING OF DOCUMENTS AND RECORDS**

Document search and retrieval, per hour (assessed in 1/4 hour increments).....	\$20.00
Document search and retrieval from archives, per hour (assessed in 1/4 hour increments).....	\$20.00
Document copies, per page.....	\$1.00
Inspection of documents, per hour or portion thereof.....	\$5.00
Photographs (prints), full and/or partial roll (+ costs of photo processing).....	\$20.00
Inspection, listening of recording or any audio/visual tape, per hour (assessed in 1/4 hour increments).....	\$20.00
Holding of tape for any criminal or civil matter, per tape.....	\$8.00
Environmental and hazardous materials incident research, per hour or portion thereof.....	\$50.00

**STANDBY FIRE WATCH**

Per hour..... 1.5l

**EMERGENCY SERVICES**

Engine or Truck

  Standard rate (on duty) - First hour, per vehicle..... 1e  
  Subsequent hours - Per hour, per vehicle (rounded to nearest quarter hour)..... 1e  
  Overtime rate (off duty) - First hour, per vehicle..... 1.5e  
  Subsequent overtime hours - Per hour, per vehicle (rounded to nearest quarter hour)..... 1.5e

Trauma Squad

  Standard rate (on duty) - First hour, per vehicle..... 1t  
  Subsequent hours - Per hour, per vehicle (rounded to nearest quarter hour)..... 1t  
  Overtime rate (off duty) - First hour, per vehicle..... 1.5t  
  Subsequent overtime hours - Per hour, per vehicle (rounded to nearest quarter hour)..... 1.5t

Brush Truck

  Standard rate (on duty) - First hour, per vehicle..... 1b  
  Subsequent hours - Per hour, per vehicle (rounded to nearest quarter hour)..... 1b  
  Overtime rate (off duty) - First hour, per vehicle..... 1.5b  
  Subsequent overtime hours - Per hour, per vehicle (rounded to nearest quarter hour)..... 1.5b

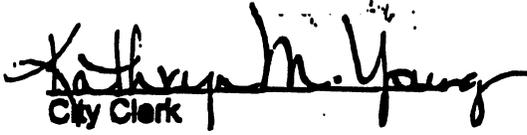
**HAZARDOUS MATERIALS INCIDENTS**

Same as Emergency Service Labor rates PLUS the cost of replacement of any damaged equipment and/or consumed materials due to the incident.

Section 8: The Fire Department fees hereinabove shall become effective on the 1<sup>st</sup> day of September 2001, and shall remain in effect until changed or amended by subsequent Resolution or Ordinance of the City Council.

Dated at COLORADO SPRINGS, COLORADO, this 14th day of August, 2001.

ATTEST:

  
Kathryn M. Young  
City Clerk

  
Nancy R. Keene  
Mayor

**Current Fees**

**Excavation Permit Fees (as of 1/1/99)**

<u>Type of Permit</u>	<u>Unit</u>	<u>Fee</u>
Excavations less than 100 ft. long (no intersection)	Each	\$75.00
Excavations 100 ft. to 500 ft. long (no intersection)	Each	\$100.00
Excavations over 500 ft.	Block	\$200.00
Excavations involving intersection	Block	\$200.00
No permit for the job	Each	2 X permit cost
Second no permit for the job	Each	3 X permit cost

**Concrete Permit Fees (as of 1/1/99)**

<u>Type of Permit</u>	<u>Unit</u>	<u>Fee</u>
<u>Minimum Base Charge for 1st 100 LF of</u>		
SIDEWALK	Lineal ft.	\$20.00
CURB/GUTTER	Lineal ft.	\$20.00
<i>PLUS</i> for each additional lineal foot for sidewalk/curb/gutter		\$0.35/ft.
Residential Driveway/curb cut	Each	\$20.00
Commercial Driveway/curb cut	Each	\$20.00
Pedestrian Ramp	Each	\$20.00
Cross Pan	Each	\$20.00
Square Return	Each	\$20.00
Joint Radii/Cross Pan	Each	\$20.00
Median Concrete Cover	Lineal ft.	\$0.35/ft.
Storm Sewer Inlet	Each	\$30.00
Structure Concrete Items	Each	\$50.00
Others	Each	\$20.00
Re-inspection (re-do)	Per trip	\$20.00
No permit for the job	Each	2 X the permit cost
Second no permit for the job	Each	3 X the permit cost



## Development Review and Inspection Fees

Starting September 1, 2001, Development Review and Inspections fees will be implemented in City Engineering. These fees will be collected at three points in the development process.

1. Fees will be collected by the Planning Department for engineering review of planning submittals. [Click here for the planning department fee schedule.](#)
2. Fees will be required upon subdivision plat mylar submittal for recordation. These fees will be collected by the Land Development Office at the Regional Building Department, 101 W. Costilla - Suite 113, Colorado Springs, CO 80901. The following schedule will be used:

### **New Development Engineering Review Fees**

Type of Plat	Fee
Single Family w public streets (lot)	45.00
Single Family w private streets (lot)	32.50
Minor Plats residential only (lot)	22.50
Commercial (acre)	112.50
Multi Family (acre)	112.50
Annexations (acre)	125.00
New ROW (acre)	112.50
ROW Vacation (acre)	47.50

3. Subdivision Inspection Fees will be required for:
  - o The issuance of a Probationary Inspection Letter for residential projects.
  - o Signing off on a building permit or the issuance of a Certificate of Occupancy for commercial projects.

These fees will be collected by City Inspections at the time of inspection request at the Regional Building Department, 101 W. Costilla - Suite 106, Colorado Springs, CO 80901. The following schedule will be used:

### **New Development Inspection Fees**

Probationary Inspection of:	
Single Family w/ private streets(lot)	45.00
Single Family w/public streets(lot)	142.50
Multiple Family, <5 acres (lot)	165.00
Multiple Family, >= 5 acres(lot)	187.50
Commercial, <10 acres(lot)	235.00
Commercial >= 10 acres(lot)	285.00

If you have any questions about New Development Inspections fees, [Click Here to e-mail us!](#)

[Click here for information about the development of these fees](#)



## Major Application Fees

Effective September 1, 2001

<b>TYPE OF APPLICATION</b>	<b>CITY PLANNING FEE</b>	<b>CITY ENGINEERING REVIEW FEE</b>	<b>TRAFFIC ENGINEERING REVIEW FEE</b>	<b>COLORADO SPRINGS FIRE REVIEW FEE</b>	<b>TOTAL REVIEW FEE</b>
<b>Annexations</b>	\$ 1,050 plus \$26 per acre for the first 100 acres;  \$11 per acre thereafter <sup>1</sup>	\$ 282.44	\$ 77 plus \$2 per acre for the first 100 acres; 75¢ per acre thereafter	\$ 0.00	To Be Determined at time of application
<b>Master Plans (New or Major Amendments)</b>	\$1,050 plus \$11 per acre <sup>1, 2, 3</sup>	\$ 283.70	\$ 155 plus \$2 per acre	\$ 0.00	To Be Determined at time of application
<b>Minor Adjustment to Master Plan</b>	No Fee	\$ 0.00	\$ 79.50	\$ 0.00	\$ 79.50
<b>Zone Change</b>	\$ 620 less than 5 acres	\$ 138.76 less than 5 acres	\$ 95 less than 5 acres	\$ 0.00	\$ 853.76
<b>Zone Change</b>	\$ 870 5 to 10 acres	\$ 156.91 5 to 10 acres	\$ 133 5 to 10 acres	\$ 0.00	\$ 1,159.91
<b>Zone Change</b>	\$ 1,020 plus \$26 per acre over 10 acres	\$ 165.53 over 10 acres	\$ 156 plus \$4 per acre over 10 acres	\$ 0.00	To Be Determined at time of application
<b>Conditional Uses (New or Major Amendments)</b>	\$580 plus \$26 per acre	\$ 29.02	\$ 47.50 plus \$2.15 per acre	\$ 159.84	To Be Determined at time of application
<b>Review of Geologic Hazard Reports</b>	\$ 260	\$ 120.41	\$ 0.00	\$ 0.00	\$ 380.41
<b>Development Plans/Concept Plans (New or Major Amendments) Planning Commission Review, Commercial Development</b>	\$740 plus \$26 per acre for commercial	\$ 170.54	\$ 249 plus \$9 per acre	\$ 159.84	To Be Determined at time of application
<b>Development Plans/Concept</b>					

<b>Plans (New or Major Amendments) Planning Commission Review, Residential Development</b>	\$740 plus \$5 per unit for residential	\$ 171.73	\$ 250 plus \$1.70 per unit	\$ 159.84	To Be Determined at time of application
<b>Development Plans/Concept Plans (New or Major Amendments) Administrative Review, Commercial Development</b>	\$630 plus \$26 per acre for commercial	\$ 176.76	\$ 249 plus \$9 per acre	\$ 159.84	To Be Determined at time of application
<b>Development Plans/Concept Plans (New or Major Amendments) Administrative Review, Residential Development</b>	\$630 plus \$5 per unit for residential	\$ 156.98	\$ 240 plus \$1.90 per unit	\$ 159.84	To Be Determined at time of application
<b>Development Plans/Concept Plans; Hillside Overlay Zone (New or Major Amendments) Planning Commission Review, Commercial Development</b>	\$790 plus \$53 per acre for commercial	\$ 148.82	\$ 226 plus \$15.20 per acre	\$ 159.84	To Be Determined at time of application
<b>Development Plans/Concept Plans; Hillside Overlay Zone (New or Major Amendments) Planning Commission Review, Residential Development</b>	\$790 plus \$11 per unit for residential	\$ 161.23	\$ 207 plus \$2.90 per unit	\$ 159.84	To Be Determined at time of application
<b>Development Plans/Concept Plans; Hillside Overlay Zone</b>					

<b>(New or Major Amendments) Administrative Review, Commercial Development</b>	\$680 plus \$53 per acre for commercial	\$ 172.38	\$ 226 plus \$15.20 per acre	\$ 159.84	To Be Determined at time of application
<b>Development Plans/Concept Plans; Hillside Overlay Zone</b>  <b>(New or Major Amendments) Administrative Review, Residential Development</b>	\$680 plus \$11 per unit for residential	\$ 183.15	\$ 207 plus \$2.90 per unit	\$ 159.84	To Be Determined at time of application
<b>TYPE OF APPLICATION</b>	<b>CITY PLANNING FEE</b>	<b>CITY ENGINEERING REVIEW FEE</b>	<b>TRAFFIC ENGINEERING REVIEW FEE</b>	<b>COLORADO SPRINGS FIRE REVIEW FEE</b>	<b>TOTAL REVIEW FEE</b>
<b>Minor Amendment to approved Development Plan, Concept Plan or Conditional Use</b>	\$160	\$ 15.07	\$ 31	\$ 0.00	\$ 206.07
<b>Subdivision Plats</b>  <b>(Preliminary or Final)</b>  <b>Planning Commission Review, Commercial Development</b>	\$630 plus \$26 per acre for commercial plus \$40 recordation fee per page	\$ 140.08	\$ 28 plus \$1.15 per acre	\$ 0.00	To Be Determined at time of application
<b>Subdivision Plats</b>  <b>(Preliminary or Final)</b>  <b>Planning Commission Review, Residential Development</b>  <b>Subdivision</b>	\$630 plus \$5 per lot for residential plus \$40 recordation fee per page	\$ 141.39	\$ 27.50 plus 25¢ per lot	\$ 0.00	To Be Determined at time of application

<p><b>Plats</b> <b>(Preliminary or Final)</b> <b>Administrative Review, Commercial Development</b></p>	<p>\$530 plus \$26 per acre for commercial plus \$40 recordation fee per page</p>	<p>\$ 171.44</p>	<p>\$ 21 plus \$1.00 per acre</p>	<p>\$ 0.00</p>	<p>To Be Determined at time of application</p>
<p><b>Subdivision Plats</b> <b>(Preliminary or Final)</b> <b>Administrative Review, Residential Development</b></p>	<p>\$530 plus \$5 per lot for residential plus \$40 recordation fee per page</p>	<p>\$ 171.44</p>	<p>\$ 24.50 plus 25¢ per lot</p>	<p>\$ 0.00</p>	<p>To Be Determined at time of application</p>
<p><b>Subdivision Plats;</b> <b>Hillside Overlay Zone</b> <b>(Preliminary or Final)</b> <b>Planning Commission Review, Commercial Development</b></p>	<p>\$790 plus \$26 per acre for commercial plus \$40 recordation fee per page</p>	<p>\$ 0.00</p>	<p>\$ 28 plus \$1.15 per acre</p>	<p>\$ 0.00</p>	<p>To Be Determined at time of application</p>
<p><b>Subdivision Plats;</b> <b>Hillside Overlay Zone</b> <b>(Preliminary or Final)</b> <b>Planning Commission Review, Residential Development</b></p>	<p>\$790 plus \$11 per lot for residential plus \$40 recordation fee per page</p>	<p>\$ 136.43</p>	<p>\$ 27.50 plus 25¢ per lot</p>	<p>\$ 0.00</p>	<p>To Be Determined at time of application</p>
<p><b>Subdivision Plats;</b> <b>Hillside Overlay Zone</b></p>	<p>\$740 plus \$26 per acre for commercial</p>		<p>\$ 21 plus \$1 per</p>		<p>To Be Determined</p>

<b>(Preliminary or Final) Administrative Review, Commercial Development</b>	plus \$40 recordation fee per page	\$ 193.60	acre	\$ 0.00	at time of application
<b>Subdivision Plats; Hillside Overlay Zone (Preliminary or Final) Administrative Review, Residential Development</b>	\$740 plus \$11 per lot for residential plus \$40 recordation fee per page	\$ 176.76	\$ 24.50 plus 25¢ per lot	\$ 0.00	To Be Determined at time of application
<b>Amendment to Plat Restriction</b>	\$ 260	\$ 0.00	\$ 16.50	\$ 0.00	\$ 276.50
<b>Final Landscape Plan (New or Major Amendment)</b>	\$ 160	\$ 0.00	\$ 0.00	\$ 0.00	\$ 160.00
<b>Solid Waste Disposal Site and/or Facility</b>	Fee determined at time of application	\$ 0.00	\$ 0.00	\$ 0.00	To Be Determined at time of application
<b>TYPE OF APPLICATION</b>	<b>CITY PLANNING FEE</b>	<b>CITY ENGINEERING REVIEW FEE</b>	<b>TRAFFIC ENGINEERING REVIEW FEE</b>	<b>COLORADO SPRINGS FIRE REVIEW FEE</b>	<b>TOTAL REVIEW FEE</b>



### Variations & Appeals

<b>TYPE OF APPLICATION</b>	<b>CITY PLANNING FEE</b>	<b>CITY ENGINEERING REVIEW FEE</b>	<b>TRAFFIC ENGINEERING REVIEW FEE</b>	<b>COLORADO SPRINGS FIRE REVIEW FEE</b>	<b>TOTAL REVIEW FEE</b>
<b>Variations:</b>					
<b>Non-Use Variance</b> <b>Planning Commission Review</b>	\$ 320 per variance for the first two variations,  \$160 per variance thereafter <sup>4</sup>	\$ 0.00	\$ 25.00 per property	\$ 0.00	To Be Determined at time of application
<b>Non-Use Variance</b> <b>Hearing Officer Review</b>	\$ 160 per variance for the first two variations,  \$80 per variance thereafter <sup>5</sup>	\$ 1.31	\$ 25.00 per property	\$ 0.00	To Be Determined at time of application
<b>Use Variance</b> <b>Planning Commission Review</b>	\$530	\$ 97.91	\$ 104.00	\$ 159.84	\$ 891.75
<b>Use Variance</b> <b>Hearing Officer Review</b>	\$470	\$ 0.00	\$ 87.50	\$ 159.84	\$ 717.34
<b>Variance Time Extension</b>	\$160	\$ 0.00	\$ 0.00	\$ 0.00	\$ 160.00
<b>Appeals:</b>					
<b>Appeal of Administrative Decision</b> <b>to Hearing Officer</b>	\$110	\$ 0.00	\$ 0.00	\$ 0.00	\$ 110.00
<b>Appeal of Hearing Officer Decision</b> <b>To City Council</b>	\$70 plus cost of public hearing transcript	\$ 0.00	\$ 0.00	\$ 0.00	To Be Determined at time of application
<b>Appeal of Administrative Decision</b>	\$150	\$ 0.00	\$ 0.00	\$ 0.00	\$ 150.00

<b>to Planning Commission</b>					
<b>Appeal of Planning Commission</b>	\$150	\$ 0.00	\$ 0.00	\$ 0.00	\$ 150.00
<b>Decision to City Council</b>					



**CMRS & Minor Subdivision Fees**

<b>TYPE OF APPLICATION</b>	<b>CITY PLANNING FEE</b>	<b>CITY ENGINEERING REVIEW FEE</b>	<b>TRAFFIC ENGINEERING REVIEW FEE</b>	<b>COLORADO SPRINGS FIRE REVIEW FEE</b>	<b>TOTAL REVIEW FEE</b>
<b>CMRS (Commercial Mobile Radio Systems):</b>					
<b>CMRS Conditional Use</b>	\$2,100	\$ 0.00	\$ 0.00	\$ 0.00	\$ 2,100.00
<b>CMRS Development Plan</b>	\$1,050	\$ 0.00	\$ 0.00	\$ 0.00	\$ 1,050.00
<b>CMRS Minor Amendment</b>	\$210	\$ 0.00	\$ 0.00	\$ 0.00	\$ 210.00
<b>Minor Subdivision Actions:</b>					
<b>Property Boundary Adjustment</b>	\$160	\$ 0.00	\$ 13.50	\$ 0.00	\$ 173.50
<b>Waiver of Replat</b>	\$160	\$ 7.26	\$ 13.50	\$ 0.00	\$ 180.76
<b>Issuance of Building Permit to Unplatted Land</b>	\$160	\$ 161.28	\$ 13.50	\$ 0.00	\$ 334.78
<b>Preservation Easement Adjustment</b>	\$210	\$ 0.00	\$ 0.00	\$ 0.00	\$ 210.00
<b>Issuance of Building Permit prior to Platting</b>	\$160	\$ 0.00	\$ 13.50	\$ 0.00	\$ 173.50
<b>Waiver from Subdivision Code Procedural Requirements</b>	\$210	\$ 0.00	\$ 0.00	\$ 0.00	\$ 210.00
<b>Waiver from Subdivision Code Design Standards</b>	\$260	\$ 97.91	\$ 187.50 maximum (To be determined at time of application)	\$ 0.00	To Be Determined at time of application
<b>Street Name Change</b>	\$260	\$ 0.00	\$ 0.00	\$ 0.00	\$ 260.00
<b>Street or Plat Vacations</b>	\$530	\$ 124.62	\$ 39.00	\$ 0.00	\$ 723.62

**CMRS & Minor Subdivision Fees**

<b>TYPE OF APPLICATION</b>	<b>CITY PLANNING FEE</b>	<b>CITY ENGINEERING REVIEW FEE</b>	<b>TRAFFIC ENGINEERING REVIEW FEE</b>	<b>COLORADO SPRINGS FIRE REVIEW FEE</b>	<b>TOTAL REVIEW FEE</b>
<b>CMRS (Commercial Mobile Radio Systems):</b>					
<b>CMRS Conditional Use</b>	\$2,100	\$ 0.00	\$ 0.00	\$ 0.00	\$ 2,100.00
<b>CMRS Development Plan</b>	\$1,050	\$ 0.00	\$ 0.00	\$ 0.00	\$ 1,050.00
<b>CMRS Minor Amendment</b>	\$210	\$ 0.00	\$ 0.00	\$ 0.00	\$ 210.00
<b>Minor Subdivision Actions:</b>					
<b>Property Boundary Adjustment</b>	\$160	\$ 0.00	\$ 13.50	\$ 0.00	\$ 173.50
<b>Waiver of Replat</b>	\$160	\$ 7.26	\$ 13.50	\$ 0.00	\$ 180.76
<b>Issuance of Building Permit to Unplatted Land</b>	\$160	\$ 161.28	\$ 13.50	\$ 0.00	\$ 334.78
<b>Preservation Easement Adjustment</b>	\$210	\$ 0.00	\$ 0.00	\$ 0.00	\$ 210.00
<b>Issuance of Building Permit prior to Platting</b>	\$160	\$ 0.00	\$ 13.50	\$ 0.00	\$ 173.50
<b>Waiver from Subdivision Code Procedural Requirements</b>	\$210	\$ 0.00	\$ 0.00	\$ 0.00	\$ 210.00
<b>Waiver from Subdivision Code Design Standards</b>	\$260	\$ 97.91	\$ 187.50 maximum (To be determined at time of application)	\$ 0.00	To Be Determined at time of application
<b>Street Name Change</b>	\$260	\$ 0.00	\$ 0.00	\$ 0.00	\$ 260.00
<b>Street or Plat Vacations</b>	\$530	\$ 124.62	\$ 39.00	\$ 0.00	\$ 723.62

### Administrative Permits & Plat Recordation Fees

<b>TYPE OF APPLICATION</b>	<b>CITY PLANNING FEE</b>	<b>CITY ENGINEERING REVIEW FEE</b>	<b>TRAFFIC ENGINEERING REVIEW FEE</b>	<b>COLORADO SPRINGS FIRE REVIEW FEE</b>	<b>TOTAL REVIEW FEE</b>
<b>Administrative Permits:</b>					
<b>Temporary Use Permit</b>	\$53	\$ 0.00	\$ 0.00	\$ 0.00	\$ 53.00
<b>Day Care Home Permit</b>	\$11	\$ 0.00	\$ 0.00	\$ 0.00	\$ 11.00
<b>Home Occupation Permit</b>	\$26	\$ 0.00	\$ 0.00	\$ 0.00	\$ 26.00
<b>Compliance Letter and Inspection</b>	\$160	\$ 0.00	\$ 17.50	\$ 0.00	\$ 177.50
<b>Sexually Oriented Business Permit</b>	\$210	\$ 0.00	\$ 0.00	\$ 0.00	\$ 210.00
<b>Human Service Establishment Permit</b>	\$160	\$ 0.00	\$ 10.50	\$ 0.00	\$ 170.50
<b>Administrative Relief</b>	\$32	\$ 0.00	\$ 0.00	\$ 0.00	\$ 32.00
<b>Zoning Verification Letter</b>	\$53	\$ 0.00	\$ 0.00	\$ 0.00	\$ 53.00
<b>Non-Conforming Use Letter</b>	\$53	\$ 0.00	\$ 0.00	\$ 0.00	\$ 53.00
<b>Planning Research Request with a written response</b>	\$53 per hour	\$ 0.00	\$ 0.00	\$ 0.00	\$ 53.00 per hour
<b>Plat Recordation:</b>					
<b>Plat Recordation Fee:</b>	\$40 per page	\$ 0.00	\$ 0.00	\$ 0.00	\$ 40.00 per page



# Development Review

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Service Description	2001 (as of 6/1/01)
1. Annexations	\$1,050 plus \$26 per acre for the first 100 acres; \$11 per acre thereafter
2. Master Plans (New or Major Amendments)	\$1,050 plus \$11 per acre
3. Minor Adjustment to Master Plan	No Fee
4. Zone Change	\$620 less than 5 acres; \$870 5 to 10 acres; \$1,020 + \$26 per acre over 10 acres
5. Conditional Uses (New or Major Amendments)	\$580 plus \$26 per acre
6. Review of Geologic Hazard Reports	\$260
7. Development Plans/Concept Plans (New or Major Amendments) Administrative Review  Hillside Zone; Planning Commission Review  Hillside Zone; Administrative Review	\$740 plus \$5 per unit for residential  \$630 plus \$26 per acre for commercial; \$630 plus \$5 per unit for residential \$790 plus \$53 per acre for commercial; \$790 plus \$11 per unit for residential \$680 plus \$53 per acre for commercial; \$680 plus \$11 per unit for residential
8. Minor Amendment to Development Plan, Concept Plan or Conditional Use	\$160
9. Subdivision Plats (Preliminary or Final) Planning Commission Review  Subdivision Plats (Preliminary or Final) Administrative Review  Hillside Zone; Planning Commission Review  Administrative Review	\$630 plus \$26 per acre for commercial; \$630 plus \$5 per lot for residential plus \$40 recordation fee per page \$530 plus \$26 per acre for commercial; \$530 plus \$5 per lot for residential plus \$40 recordation fee per page \$790 plus \$26 per acre for commercial; \$790 plus \$11 per lot for residential plus \$40 recordation fee per page \$740 plus \$26 per acre for commercial; \$740 plus \$11 per lot for residential plus \$40 recordation fee per page
10. Amendment to Plat Restriction	\$260
11. Final Landscape Plan (New or Major Amendment)	\$160
12. Solid Waste Disposal Site and/or Facility	Fee determined at time of application
13. CMRS Conditional Use	\$2,100
14. CMRS Development Plan	\$1,050

	<b>Service Description</b>	<b>2001 (as of 6/1/01)</b>
15.	CMRS Minor Amendment	\$210
16.	Non-Use Variance Planning Commission Review	\$ 320 per variance for the first two variances, \$160 per variance thereafter
	Hearing Officer Review	\$ 160 per variance for the first two variances, \$80 per variance thereafter
17.	Use Variance Planning Commission Review	\$530
	Hearing Officer Review	\$470
18.	Variance Time Extension	\$160
19.	Appeal of Administrative Decision to Hearing Officer	\$110
20.	Appeal of Hearing Officer Decision to City Council	\$70 plus cost of public hearing transcript
21.	Appeal of Administrative Decision to Planning Commission	\$150
22.	Appeal of Planning Commission Decision to City Council	\$150
23.	Property Boundary Adjustment	\$160
24.	Waiver of Replat	\$160
25.	Issuance of Building Permit to Unplatted Land	\$160
26.	Preservation Easement Adjustment	\$210
27.	Issuance of Building Permit prior to Platting	\$160
28.	Waiver from Subdivision Code Procedural Requirements	\$210
29.	Waiver from Subdivision Code Design Standards	\$260
30.	Street Name Change	\$260
31.	Street or Plat Vacations	\$530
32.	Temporary Use Permit	\$53
33.	Day Care Home Permit	\$11
34.	Home Occupation Permit	\$26
35.	Compliance Letter and Inspection	\$160
36.	Sexually Oriented Business Permit	\$210

	<b>Service Description</b>	<b>2001 (as of 6/1/01)</b>
37.	Human Service Establishment Permit	\$160
38.	Administrative Relief	\$32
39.	Zoning Verification Letter	\$53
40.	Non-Conforming Use Letter	\$53
41.	Planning Research Request with a written response	\$53 per hour
42.	Plat Recordation Fees	\$40 per page

# Fire

## FEE SCHEDULE (Ordinance 128-01)

### LEGEND/UNIT (with 2001 EQUIVALENTS)

Plan Review (p).....	\$79.92
Inspection (i).....	\$73.77
Hazardous Materials (h).....	\$72.51
Engine or Truck Company (e)	
First Hour (On-Duty).....	\$292.30
Subsequent Hour (On Duty).....	\$99.13
First Hour (Overtime).....	\$341.86
Subsequent Hour (Overtime).....	\$148.70
Trauma Squad (Three Person) (t)	
First Hour (On-Duty).....	\$267.24
Subsequent Hour (On Duty).....	\$74.07
First Hour (Overtime).....	\$304.28
Subsequent Hour (Overtime).....	\$111.11
Brush Truck (Two Person - Without Engine) (b)	
First Hour (On-Duty).....	\$236.50
Subsequent Hour (On Duty).....	\$43.33
First Hour (Overtime).....	\$258.16
Subsequent Hour (Overtime).....	\$64.99

Example: The fee for a construction plan review and inspection as shown below for an A-1 occupancy (i.e., church) up to 50,000 square feet is 3p + 3i. This would be calculated as follows: (3 x \$79.92) + (3 x \$73.77) = \$461.07

If the size of this A-1 occupancy were increased to 225,000 square feet, the fee would be calculated as follows:

A-1 Occupancy - 50,000 to 150,000 square feet: 6p + 6i  
 A-1 Occupancy - Over 150,000 square feet, each additional 50,000 square fee or fraction thereof: + (1p + 1i)  
 225,000 sq ft - 150,000 sq ft = 75,000 sq ft or 50,000 sq ft + 25,000 sq ft (fraction thereof) = + (2p + 2i)  
 (6p + 6i) + (2p + 2i) = Fee Assessed  
 (6 x \$79.92) + (6 x \$73.77) + (2 x \$79.92) + (2 x \$73.77) = \$1,229.52

### PLAN REVIEWS

Development	
Per plan.....	2p
Pre-Plan Submittal Consultations	
Per hour (assessed in 1/2 hour increments).....	2p
Construction	
A-1 - Up to 50,000 square feet.....	3p + 3i
A-1 - 50,000 to 150,000 square feet.....	6p + 6i
A-1 - Over 150,000 square feet, each additional 50,000 square feet or fraction thereof.....	+1p + 1i
A-2.....	2p + 2i
A-2.1.....	2p + 2i
A-3.....	2p + 2i
A-4.....	2p + 2i
B - Up to 100,000 square feet.....	2p + 2i
B - Over 100,000 square feet.....	6p + 6i
E-1.....	3p + 3i
E-2.....	2p + 2i
E-3.....	2p + 2i
F-1.....	3p + 3i
F-2.....	2p + 2i
H-1.....	4p + 4i
H-2.....	3p + 3i
H-3.....	2p + 2i
H-4.....	2p + 2i
H-5.....	2p + 2i

H-6 - Up to 100,000 square feet.....	6p + 6i
H-6 - 100,000 to 200,000 square feet.....	8p + 8i
H-6 - Over 200,000 square feet, each additional 50,000 square feet or fraction thereof.....	+2p + 2i
H-7.....	2p + 2i
I - Up to 50 beds.....	3p + 3i
I - 51 to 100 beds.....	5p + 5i
I - Over 100 beds, each additional 50 beds or fraction thereof.....	+1p + 1i
M - Up to 100,000 square feet.....	3p + 3i
M - Each additional 100,000 square feet or fraction thereof.....	+1p + 1i
R.....	2p + 2i
R-1 - Up to 30 units/rooms.....	2p + 2i
R-1 - 30 to 100 units/rooms.....	4p + 4i
R-1 - Over 100 units/rooms, each additional 50 units/rooms or fraction thereof.....	+1p + 1i
S-1.....	3p + 3i
S-2.....	2p + 2i
S-3.....	2p + 2i
S-4.....	2p + 2i
S-5.....	2p + 2i
High-Rise - Under 100,000 square feet.....	4p + 4i
High-Rise - 100,000 square feet or greater, regardless of occupancy classification.....	12p + 12i
High-Piled Stock Area - Up to 100,000 square feet.....	+2p + 3i
High-Piled Stock Area - Over 100,000 square feet).....	+6p + 6i
<b>Hazardous Materials</b>	
A-1 - Up to 50,000 square feet.....	+2p + 2h
A-1 - Over 50,000 square feet.....	+3p + 3h
A-2.....	+2p + 2h
A-2.1.....	+2p + 2h
A-3.....	+2p + 2h
A-4.....	+2p + 2h
B - Up to 100,000 square feet.....	+2p + 2h
B - Over 100,000 square feet.....	+3p + 3h
E-1.....	+3p + 2h
E-2.....	+2p + 2h
E-3.....	+2p + 2h
F-1.....	+3p + 3h
F-2.....	+3p + 2h
H-1.....	+4p + 4h
H-2.....	+3p + 3h
H-3.....	+2p + 2h
H-4.....	+2p + 2h
H-5.....	+2p + 2h
H-6 - Up to 100,000 square feet.....	+6p + 6h
H-6 - 100,000 to 200,000 square feet.....	+8p + 8h
H-6 - Over 200,000 square feet, each additional 50,000 square feet or fraction thereof.....	+3p + 3h
H-7.....	+2p + 2h
I - Up to 50 beds.....	+2p + 2h
I - 51 to 100 beds.....	+3p + 2h
I - Above 100 beds, each additional 50 beds or fraction thereof.....	+4p + 3h
M.....	+4p + 4h
R.....	+2p + 2h
R-1 - Up to 30 units/rooms.....	+2p + 2h
R-1 - 30 to 100 units/rooms.....	+2p + 2h
R-1 - Over 100 units/rooms, each additional 50 units/rooms or fraction thereof.....	+5p + .5h
S-1.....	+3p + 3h
S-2.....	+2p + 2h
S-3.....	+2p + 2h
S-4.....	+2p + 2h
S-5.....	+2p + 2h
High-Rise - Under 100,000 square feet.....	+3p + 3h
High-Rise - 100,000 square feet or greater, regardless of occupancy classification.....	+8p + 8h
<b>Alarm Systems</b>	
0 - 100 devices (smoke detector, horn/strobe, etc.).....	2p
Each additional 50 devices or fraction thereof.....	+1p
<b>Sprinkler Systems</b>	
0 - 100 devices (sprinkler head, flow switch, retard chamber, etc.).....	1.5p
Each additional 100 devices or fraction thereof.....	+1p
<b>Fixed Fire Systems</b>	
Per plan.....	1p
<b>Water Mains/Hydrants</b>	
Per plan.....	1p
<b>Fuel Storage Tank Installation</b>	
Per plan.....	1p
<b>Walk-in</b>	
Per Plan.....	0.25p

**SUBSEQUENT PLAN SUBMITTALS**

Third and subsequent submittals ..... 1.5 x original plan review fee

**OVERTIME PLAN REVIEWS**

First two hours or portion of thereof ..... 3p  
 Subsequent hours (per hour) ..... 1.5p

**PERMIT/INSPECTION**

**Alarm Systems**

0-20 devices (sprinkler head, smoke detector, horn/strobe, etc.) ..... 4i  
 Each additional 20 devices or fraction thereof ..... +1i

**Sprinkler Systems**

One riser, two floors ..... 4i  
 Each additional riser ..... +1.5i  
 Each additional floor ..... +1.5i  
 Dry system per riser/dry valve ..... +1.5i  
 Pre-action system, per valve ..... +1.5i  
 Deluge system, per valve ..... +1.5i  
 Fire pump, per pump ..... +4i  
 Standpipe, per riser ..... +1.5i  
 Foam, per system ..... +4i

**Fixed Fire Systems**

First system ..... 3i  
 Each additional system ..... +1i

State License Inspections, per location ..... 2i

Investigation (work without a permit), per incident ..... 2 x permit fee

**Hazardous Activity Permits**

Bonfire, open burning, burning in public places ..... 2h  
 Liquefied petroleum gas cylinders ..... 2h  
 Mall, covered ..... 2h  
 Carnivals and fairs ..... 4h  
 Use and handling of explosives or blasting agents ..... 4h  
 Fireworks displays/pyrotechnics ..... 3h  
 Hazardous materials  
 A-1 - Up to 50,000 square feet ..... 2h  
 A-1 - Over 50,000 square feet ..... 3h  
 A-2 ..... 2h  
 A-2.1 ..... 2h  
 A-3 ..... 2h  
 A-4 ..... 2h  
 B - Up to 100,000 square feet ..... 2h  
 B - Over 100,000 square feet ..... 3h  
 E-1 ..... 2h  
 E-2 ..... 2h  
 E-3 ..... 2h  
 F-1 ..... 3h  
 F-2 ..... 2h  
 H-1 ..... 4h  
 H-2 ..... 3h  
 H-3 ..... 2h  
 H-4 ..... 2h  
 H-5 ..... 2h  
 H-6 - Up to 100,000 square feet ..... 12h  
 H-6 - 100,000 to 200,000 square feet ..... 16h  
 H-6 - Over 200,000 square feet, each additional 50,000 square feet or fraction thereof ..... +6h  
 H-7 ..... 2h  
 I - Up to 50 beds ..... 2h  
 I - 51 to 100 beds ..... 3h  
 I - Above 100 beds, each additional 50 beds or fraction thereof ..... +1h  
 M ..... 4h  
 R ..... 2h  
 R-1 - Up to 30 units/rooms ..... 2h  
 R-1 - 30 to 100 units/rooms ..... 3h  
 R-1 - Over 100 units/rooms, each additional 50 units/rooms or fraction thereof ..... +1h  
 S-1 ..... 3h  
 S-2 ..... 2h  
 S-3 ..... 2h  
 S-4 ..... 2h  
 S-5 ..... 2h  
 High-Rise - Under 100,000 square feet ..... 3h  
 High-Rise - 100,000 square feet or greater, regardless of occupancy classification ..... 8h  
 High piled combustible storage ..... 4h  
 Occupant load increase ..... 3h

Tire storage .....	2h
Tents or air-supported structures .....	3h
Other .....	2h
Fuel Storage Tanks	
First tank .....	2h
Each additional tank .....	+1h

**REINSPECTIONS**

First and each subsequent incident .....	1.5 x inspection fee
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**OVERTIME INSPECTIONS**

Non-hazardous activities	
First two hours or portion thereof .....	3i
Subsequent hours (per hour) .....	+1.5i
Hazardous activities	
First two hours of portion thereof .....	3h
Subsequent hours (per hour) .....	+1.5h

**SEARCH, RETRIEVAL, AND COPYING OF DOCUMENTS AND RECORDS**

Document search and retrieval, per hour (assessed in 1/4 hour increments) .....	\$20.00
Document search and retrieval from archives, per hour (assessed in 1/4 hour increments) .....	\$20.00
Document copies, per page .....	\$1.00
Inspection of documents, per hour or portion thereof .....	\$5.00
Photographs (prints), full and/or partial roll (+ costs of photo processing) .....	\$20.00
Inspection, listening of recording or any audio/visual tape, per hour (assessed in 1/4 hour increments) .....	\$20.00
Holding of tape for any criminal or civil matter, per tape .....	\$8.00
Environmental and hazardous materials incident research, per hour or portion thereof .....	\$50.00

**STANDBY FIRE WATCH**

Per hour .....	1.5i
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**EMERGENCY SERVICES**

Engine or Truck	
Standard rate (on duty) - First hour, per vehicle .....	1e
Subsequent hours - Per hour, per vehicle (rounded to nearest quarter hour) .....	1e
Overtime rate (off duty) - First hour, per vehicle .....	1.5e
Subsequent overtime hours - Per hour, per vehicle (rounded to nearest quarter hour) .....	1.5e
Trauma Squad	
Standard rate (on duty) - First hour, per vehicle .....	1t
Subsequent hours - Per hour, per vehicle (rounded to nearest quarter hour) .....	1t
Overtime rate (off duty) - First hour, per vehicle .....	1.5t
Subsequent overtime hours - Per hour, per vehicle (rounded to nearest quarter hour) .....	1.5t
Brush Truck	
Standard rate (on duty) - First hour, per vehicle .....	1b
Subsequent hours - Per hour, per vehicle (rounded to nearest quarter hour) .....	1b
Overtime rate (off duty) - First hour, per vehicle .....	1.5b
Subsequent overtime hours - Per hour, per vehicle (rounded to nearest quarter hour) .....	1.5b

**HAZARDOUS MATERIALS INCIDENTS**

Same as Emergency Service Labor rates PLUS the cost of replacement of any damaged equipment and/or consumed materials due to the incident.

# Municipal Court

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**Court Costs** - standard \$10 when cases disposed on or after date of arraignment. Can be imposed up to \$100 at discretion of judge. Generally imposed at \$50 level on cases disposed by deferred sentence. (*CITY ORDINANCE - 11.3.103A*)

**Warrant Costs** - \$20 per warrant, or per case, at discretion of judge. Paid upon warrant service. (*COURT ORDER*)

**OJ/W Fee**- \$30 (\$15 to state, \$15 to city) when traffic warrant, or juvenile criminal or traffic warrant is issued. Paid upon warrant service. (*STATE STATUTE. CRS CH 42*)

**Stay Fee** - \$25; discretionary with probation, imposed on those with means who request time extensions to pay fines. (*COURT ORDER*)

**PSI Fee** - \$20; imposed by court, but paid to contractor, for contractor based PSI investigation reports. (*COURT ORDER*)

**Convenience Fee** - \$3; imposed on IVR transactions to pay contractor. (*COURT ORDER*)

**Bad Check Fee** - \$10; imposed on returned checks, now automatically deducted electronically from bank accounts that remain open. (*COURT ORDER*)

**Transcript Fee** - \$2 per page of transcript for proceedings requested to be typed by a party. Can add up to \$500 to \$750 if trial by jury. (*STATE COURT ADMINISTRATOR'S DIRECTIVE*)

**Attorney Repay Fee** - discretionary amount assessed by probation to reimburse city for costs of appointed counsel by those who are borderline indigent. (*COURT ORDER*)

**Jury Deposit** - \$25 imposed by Supreme Court on all jury demands filed. (*SUPREME COURT ORDER; MUNICIPAL COURT RULE (MCRP)*)

**Surcharge** - \$10 on all moving traffic convictions to fund school zone safety improvement program; imposed by City Council. (*CITY ORDINANCE - 10.24.101C*)

# Parks, Recreation and Cultural Svcs.

## 2001 Proposed General Fund Fees and Charges (Ordinance 199-00)

	<u>DESCRIPTION</u>	<u>2000</u>	<u>2001</u>
I.	<b><u>RESERVATION AREAS</u></b>		
A	<b>RESERVATIONS</b>		
1.	ACACIA AND BANCROFT PARKS	\$10.00/HOUR TO A \$50.00 MAXIMUM	NO CHANGE
2.	PICNIC (RESERVED AREAS ONLY)	\$30.00/EVENT	NO CHANGE
3.	MAJOR COMMERCIAL USE PERMIT (NATIONAL ADVERTISING AGENCY, COMMERCIAL VENTURES)	\$100.00/EVENT + DIRECT COSTS	NO CHANGE
4.	MAJOR PARK USE (SPECIAL EVENTS, FESTIVALS, ETC. REQUIRING USE AGREEMENT)	\$100.00/EVENT + MINIMUM \$150.00 REFUNDABLE DAMAGE DEPOSIT	NO CHANGE
5.	MINOR PARK USE (OVER 100 PEOPLE, TEMPORARY PARK PERMIT ISSUED)	\$30.00 PER DAY	NO CHANGE
6.	VENDING PERMIT (FOOD, NONALCOHOLIC BEVERAGES, SOUVENIRS)	\$30.00/UNIT/DAY	NO CHANGE
II.	<b><u>NATURAL RESOURCES</u></b>		
A	<b>ROCK LEDGE RANCH</b>		
1.	ANIMAL ROCK DAY CAMP	\$70.00	NO CHANGE
2.	RENTAL		
a)	CHAPEL	\$20.00 / FOUR HOURS	NO CHANGE
b)	*EAST & WEST LAWN (WEDDINGS, PICNICS, PARTIES) *DENOTES 2/3, 1/3 SPLIT BETWEEN GENERAL REVENUE AND RESTORATION	\$150.00 PLUS	NO CHANGE
3.	SITE USAGE		
a)	USE OF SITE FOR COMMERCIALS	\$100.00	NO CHANGE
b)	USE OF GROUNDS AND FACILITIES INCLUDING INTERPRETIVE SERVICES FOR SPECIAL EVENTS	NEGOTIABLE	NO CHANGE
B	<b>BEIDLEMAN ENVIRONMENTAL CENTER</b>		
1.	ECOTEK ENVIRONMENTAL CAMP	\$55.00	NO CHANGE

	<u>DESCRIPTION</u>	<u>2000</u>	<u>2001</u>
C	<b>GARDEN OF THE GODS AND NORTH CHEYENNE CANYON</b>		
1.	SCHOOL PROGRAMS	\$1.50/CHILD (LEADER FREE)	NO CHANGE
III	<b><u>YOUTH AND RECREATION</u></b>		
A	<b>FIELD RENTALS AND RESERVATIONS</b>		
1.	SOFTBALL/BASEBALL		
a)	PERMIT TO RESERVE ONE FIELD; NO MAINTENANCE, LIGHTS OR BASES	\$10.00/HR/FIELD	NO CHANGE
b)	FIELD DRAG AND LINE	\$15.00/FIELD	NO CHANGE
c)	FIELD LIGHTS	\$10.00/HR/FIELD	NO CHANGE
2.	SOCCER/FOOTBALL		
a)	PERMIT TO RESERVE ONE FIELD		
1)	PRACTICE	\$10.00/HR/FIELD	NO CHANGE
2)	GAME	\$15.00/HR/FIELD	NO CHANGE
b)	PERMIT TO RESERVE ONE FIELD WITH FIELD LINING	\$25.00/HR/FIELD	NO CHANGE
c)	INSTALLATION OF SOCCER GOALS IF NOT INSTALLED ALREADY	\$85.00	NO CHANGE
3)	TENNIS COURTS		NO CHANGE
	INDIVIDUAL PLAYER OR NON-PROFIT AGENCY USE	\$4.00/COURT/HOUR	DELETE
	FOR-PROFIT OR FOR-PROFIT TOURNAMENT USE	\$6.00/COURT/HOUR	DELETE
B	<b>TOURNAMENT CHARGES</b>		
1.	WHEN GATE ADMISSION IS CHARGED BY A FOR-PROFIT USER	\$100.00/DAY	NO CHANGE
2.	SUPERVISION		
a)	SLOWPITCH SCOREKEEPERS	\$5.00/GAME	NO CHANGE
b)	FASTPITCH SCOREKEEPERS	\$6.50/GAME	NO CHANGE
c)	HIGH SCHOOL FASTPITCH SCOREKEEPERS	\$12.00/GAME	NO CHANGE
d)	FIELD SUPERVISOR	\$7.00-\$12.00/GAME	NO CHANGE
e)	TOURNAMENT CAPITAL IMPROVEMENT FEE (PER TEAM)	\$10.00	NO CHANGE
3.	CLEANUP/DAMAGE DEPOSIT		
a)	NON-REFUNDABLE IF CANCELED OR IS APPLIED TO MAINTENANCE.	\$150.00	NO CHANGE

	<u>DESCRIPTION</u>	<u>2000</u>	<u>2001</u>
C	<b>SPORTS ACTIVITIES</b>		
1.	ADULT LEAGUES (18 YRS & OVER)		
a)	SPRING SOFTBALL SLOWPITCH	\$240.00	\$260.00
b)	SUMMER SOFTBALL		
1)	COMPETITIVE	\$400.00	\$420.00
2)	RECREATIONAL	\$315.00	\$335.00
3)	LEISURE	\$235.00	DELETE
4)	FASTPITCH	\$235.00	\$240.00
c)	SAND VOLLEYBALL		
1)	DOUBLES	\$55.00	\$30.00
2)	FOUR PERSON	\$80.00	\$65.00
3)	SIX PERSON	\$145.00	\$125.00
d)	FALL VOLLEYBALL	\$235.00	\$230.00
e)	FALL SOFTBALL	\$240.00	\$260.00
f)	FLAG FOOTBALL	\$250.00	\$260.00
g)	WINTER VOLLEYBALL	\$270.00	\$265.00
h)	WINTER BASKETBALL	\$335.00	NO CHANGE
I)	SPRING VOLLEYBALL	\$235.00	\$230.00
j)	CAPITAL IMPROVEMENT PLAYER FEE (PER PLAYER)	\$7.50	NO CHANGE
2.	YOUTH SPORTS PROGRAMS		
a)	SOCCER (5-17 YRS)	\$35.00	\$37.50
b)	BASEBALL, SOFTBALL & T-BALL (5-17 YRS)	\$35.00	\$37.50
c)	FOOTBALL (5-17 YRS) (TACKLE)	\$45.00	\$50.00
d)	FOOTBALL (5-17 YRS) (FLAG)	\$35.00	\$37.50
e)	SMALL WONDERS 21 SESSIONS (5-17 YRS)	\$150.00	NO CHANGE
f)	SMALL WONDERS 14 SESSIONS (5-17 YRS)	\$98.00	NO CHANGE
g)	CAMPS (5-17 YRS)	\$65.00	\$70.00
3.	TENNIS LESSONS (6 ONE-HOUR SESSIONS)		
a)	YOUTH (9 - 17 YEARS)	\$40.00	DELETE
b)	ADULT (18 & OLDER)	\$51.00	DELETE
D	<b>AQUATICS ACTIVITIES</b>		

<u>DESCRIPTION</u>	<u>2000</u>	<u>2001</u>
1. POOL RENTAL		
a) EXCLUSIVE USE HOURLY AFC RENTAL	\$66.50	\$75.00
b) EXCLUSIVE USE HOURLY OUTDOOR POOL	\$66.50	\$75.00
c) MULTI-PURPOSE ROOM RENTAL	\$15.00	NEGOTIABLE
d) COMMERCIAL MULTI-PURPOSE ROOM RENTAL	\$30.00	NEGOTIABLE
2. SWIM ADMISSIONS POOLS - AFC & OUTDOOR POOLS		
a) ADULT (18 AND OVER)	\$5.25	NO CHANGE
b) CHILD (17 & UNDER)	\$3.75	NO CHANGE
3. SWIM ADMISSIONS PROSPECT LAKE		
a) ADULT (18 AND OVER) ALL DAY	\$3.50	\$3.75
b) CHILD (17 AND UNDER) ALL DAY	\$2.75	\$3.00
4. SWIM LESSONS		
a) GROUP (10 CLASSES)		
1) YOUTH (15 & UNDER)	\$25.00	\$27.50
2) ADULT (16 & OVER)	\$45.00	NO CHANGE
b) SEMIPRIVATE (2-4 PEOPLE)		
1) YOUTH (15 & UNDER)	\$90.00	NO CHANGE
2) ADULT (16 & OVER)	\$95.00	NO CHANGE
5. PROSPECT LAKE PRIVATE BOAT PERMITS (ANNUAL, EXPIRES 12/31)		
a) MOTORBOAT	\$5 (ID), \$60 (USE), TOTAL \$65	\$5 (ID), \$105 (USE), = \$110
b) SAIL BOAT	\$5 (ID), \$35 (USE), TOTAL \$40	NO CHANGE
c) HAND-PROPELLED	\$5 (ID), \$35 (USE), TOTAL \$40	NO CHANGE
d) DEALER (ANY TYPE VESSEL)	*\$5 (ID), \$185 (USE), *PER PLATE-PLATE INTERCHANGEABLE MAXIMUM OF THREE PLATES PER DEALER	NO CHANGE
6. PROSPECT LAKE COMMERCIAL USE PER HOUR	\$125.00	NO CHANGE
7. CONCESSIONS	NEGOTIABLE	NO CHANGE
8. RACQUETBALL		
a) COURT TIME (45 MINUTES)	\$6.00	DELETE
1) RACQUETS	\$2.00	DELETE
2) BALL	\$1.00	DELETE
3) WALLEYBALL EQUIPMENT	\$5.00	DELETE

	<u>DESCRIPTION</u>	<u>2000</u>	<u>2001</u>
E	<b>MARK "PA" SERTICH ICE CENTER</b>		
1.	ARENA RENTAL		
	a) COMMERCIAL - FILMING, PHOTO SESSIONS (PER HOUR)	\$135.00	<b>\$140.00</b>
	b) CONTRACTED - 2 OR MORE HOURS (PER HOUR)	NEGOTIABLE	<b>NO CHANGE</b>
	c) DAILY RENTAL - FIRST DAY (EXCLUSIVE USE FOR 16 HOURS)	\$2,160.00	<b>DELETE</b>
	d) DAILY RENTAL - 2ND DAY OR MORE (EXCLUSIVE USE FOR 16 HOURS)	NEGOTIABLE	<b>DELETE</b>
	e) BROOMBALL EQUIPMENT (PER HOUR)	\$15.00	<b>NO CHANGE</b>
	f) HOURLY RENTAL	\$120.00	<b>\$125.00</b>
2.	ICE ADMISSIONS (90 MINUTES)		
	a) PUBLIC SESSIONS (90 MINUTES)		
	1) YOUTH (17 & UNDER)	\$2.50	<b>\$2.75</b>
	2) ADULT (18 & OVER)	\$4.50	<b>NO CHANGE</b>
	3) GROUP RATE, 10 OR MORE PARTICIPANTS	\$3.50	<b>NO CHANGE</b>
	b) HOCKEY ADMISSION - PUBLIC (90 MINUTES)	\$6.00	<b>\$6.25</b>
3.	SUMMER HIGH SCHOOL HOCKEY LEAGUE (ESTIMATED AT 20 HOURS TOTAL PROGRAM)	\$100.00	<b>NO CHANGE</b>
4.	ICE SKATING - EIGHT 30 MINUTES CLASSES UNLESS INDICATED		
	a) TOTS	\$35.00	<b>\$37.50</b>
	b) YOUTH BASIC 1-6	\$35.00	<b>\$37.50</b>
	c) ADULT BASIC 1-6	\$45.00	<b>\$47.50</b>
	d) DANCE	\$50.00	<b>\$52.50</b>
	e) FREESTYLE (45 MINUTES)	\$50.00	<b>\$52.50</b>
	f) HOCKEY FUNDAMENTALS (1 HOUR)	NEGOTIABLE	<b>NO CHANGE</b>
	g) COFFEE CLUB	\$60.00	<b>\$62.50</b>
	1) SINGLE DAY INSTRUCTOR FEE (UNLIMITED W/ POLICY RESTRICTIONS)	\$4.00	<b>NO CHANGE</b>
	2) WEEKLY INSTRUCTOR FEE (UNLIMITED W/ POLICY RESTRICTIONS)	\$20.00	<b>NO CHANGE</b>
	3) MONTHLY INSTRUCTOR FEE (UNLIMITED W/ POLICY RESTRICTIONS)	\$60.00	<b>NO CHANGE</b>
5.	SKATE RENTAL		
	a) REGULAR	\$2.00	<b>NO CHANGE</b>
	b) HOCKEY	N/A	<b>\$2.50</b>
6.	SKATE SHARPENING		
	a) REGULAR GRIND	\$4.00	<b>NO CHANGE</b>
	b) COMPETITIVE GRIND (PATCH)	\$4.00	<b>NO CHANGE</b>
	c) COMPETITIVE GRIND (FREESTYLE)	\$4.00	<b>NO CHANGE</b>

	<u>DESCRIPTION</u>	<u>2000</u>	<u>2001</u>
7.	FIGURE SKATING SESSIONS		
a)	ADULT WALK-IN PATCH AND FREESTYLE (40 MINUTES)	\$6.00	NO CHANGE
b)	ADULT SCHEDULED PATCH AND FREESTYLE (40 MINUTES)	\$5.00	NO CHANGE
c)	YOUTH WALK-IN PATCH AND FREESTYLE (40 MINUTES)	\$5.00	NO CHANGE
d)	YOUTH SCHEDULED PATCH AND FREESTYLE (40 MINUTES)	\$4.00	NO CHANGE
e)	WALK-IN ICE DANCE SESSION (1 HOUR)	\$8.00	NO CHANGE
f)	SCHEDULED ICE DANCE SESSION (1 HOUR)	\$7.00	NO CHANGE
8.	ADVERTISING		
a)	ZAMBONI	NEGOTIABLE	NO CHANGE
b)	BANNERS	NEGOTIABLE	NO CHANGE
c)	SCOREBOARD	NEGOTIABLE	NO CHANGE
9.	BIRTHDAY PARTY (FOR 15 PERSONS)	\$70.00	NO CHANGE
10	CONCESSIONS	NEGOTIABLE	NO CHANGE
F	<b>CITY AUDITORIUM</b>		
1.	ARENA-MAIN STAGE		
a)	COMMERCIAL (FOR 12 HOURS)	\$1,125.00	<b>\$1,200.00</b>
b)	NON-PROFIT (FOR 12 HOURS)	\$1,000.00	NO CHANGE
c)	NON-PROFIT: TAX EXEMPT ORGANIZATIONS CHARTERED IN THE STATE OF COLORADO WITH PRINCIPAL OFFICES IN EL PASO COUNTY FOR THE EXPRESS PURPOSE OF PRESENTING PUBLIC PERFORMANCES OF ENTERTAINMENT FOR A SPECIFIC TICKET ADMISSION CHARGE.	NEGOTIABLE	NO CHANGE
d)	NON-PROFIT WITH NO MERCHANDISE SOLD OR ADMISSIONS CHARGED	\$700.00	NO CHANGE
2.	TRADE SHOW		
a)	COMMERCIAL (FOR 12 HOURS)	\$1,125.00	<b>\$1,200.00</b>
b)	NON-PROFIT (FOR 12 HOURS)	\$1,000.00	NO CHANGE
3.	LON CHANEY THEATER		
a)	USE IN CONJUNCTION WITH ARENA EVENT	NEGOTIABLE	NO CHANGE
b)	EVENTS		
1)	COMMERCIAL (FOR 12 HOURS)	\$225.00	NO CHANGE
2)	NON-PROFIT (FOR 12 HOURS)	\$175.00	NO CHANGE
4.	PERSONNEL		
a)	AUDITORIUM STAFF PERSON	\$12.50	<b>\$15.00</b>
b)	SECURITY	AT COST	NO CHANGE
c)	STAGE HANDS	AT COST	NO CHANGE
d)	CUSTODIAN	\$10.00	NO CHANGE

	<u>DESCRIPTION</u>	<u>2000</u>	<u>2001</u>
IV	<u>FORESTRY</u>		
A	SUBDIVISION / NEW HOME STREET TREE FEES		
1.	THE CHARGE SHALL BE \$50/LOT IN ZONES R THROUGH R-2. IN R-4 AND R-5 ZONES THE CHARGE SHALL BE \$1.25 / LINEAR FOOT OF FRONTAGE WHICH FRONTS, AND/OR SIDES, BUT DOES NOT BACK UPON THE ARTERIAL ROADWAY. THIS FEE IS TO PERMIT SPACING OF ONE TREE APPROXIMATELY EVERY 40' OF FRONTAGE.	\$50.00/LOT	NO CHANGE
		\$1.25 / LINEAR FOOT IN R4 & R5 FOR TREE EVERY 40 FEET	NO CHANGE
2.	NEW HOME STREET TREES - IF CERTIFICATE TREES ARE PLANTED INCORRECTLY OR NOT IN ACCORDANCE WITH SPECIFICATIONS.	\$100.00	NO CHANGE
3.	DECADE OF TREES - IF CERTIFICATE TREES ARE PLANTED INCORRECTLY OR NOT IN ACCORDANCE WITH SPECIFICATIONS.	N/A	NO CHANGE
4.	STREET TREE PLANTING CERTIFICATE ADMINISTRATION CHARGE.	\$5.00 PER CERTIFICATE	NO CHANGE
5.	DAMAGED PUBLIC TREES - INDIVIDUAL WILL BE ASSESSED A BASIC CLEANUP, INSPECTION AND APPRAISAL FEE.	DIRECT COST	NO CHANGE
6.	STREET TREE REMOVAL PERMIT.	APPRAISAL VALUE OF TREE PLUS COST OF REMOVAL AND STUMPING	NO CHANGE
7.	HOUSEMOVING SERVICES FOR TIME AND MATERIALS	DIRECT COSTS	NO CHANGE
8.	TREE SERVICE LICENSING - BUSINESS FEE AND LICENSING PACKET	\$10.00	NO CHANGE
IV	<u>MISCELLANEOUS</u>		
A	<u>DISADVANTAGED PARTICIPANTS</u>		
1.	REQUESTS WILL BE REVIEWED BY A STAFF COMMITTEE AND HANDLED THROUGH A SCHOLARSHIP FUND OR VOLUNTEER SERVICE EXCHANGE. EXCEPT IN CASES OF EXTREME HARDSHIP, SCHOLARSHIP PARTICIPANTS WILL BE ASSESSED A NOMINAL \$5 CO-PAYMENT		NO CHANGE
	FEE PRIOR TO ENROLLMENT INTO THE ACTIVITY. THIS CO-PAYMENT DOES NOT APPLY WHEN VOLUNTEER SERVICES ARE EXCHANGED.		

<u>DESCRIPTION</u>	<u>2000</u>	<u>2001</u>
<p>B     <b>SPECIAL CHARGES</b></p>		
<p>THE DEPARTMENT PERIODICALLY SETS FEES FOR EVENTS OR DISCOUNT PROMOTIONS NOT DEFINED IN THIS RESOLUTION. THESE ITEMS INCLUDE SPECIAL RENTALS, PROMOTIONS, FOR-PROFIT TOURNAMENT, FESTIVALS, CLINICS, COMMERCIAL USES, ETC. WHEN SUCH AN ACTIVITY TAKES</p>		<b>NO CHANGE</b>
<p>PLACE, THE DIRECTOR WILL DETERMINE AN APPROPRIATE FEE. MINIMALLY, AN ATTEMPT TO RECOVER DIRECT COSTS IS NECESSARY, INCLUDING ALL MATERIALS, SERVICES AND STAFF TIME INCURRED BY THE CITY TO PREPARE OR FACILITATE THE EVENT.</p>		
<p>C     <b>CO-SPONSORSHIP</b></p>		
<p>IF THE DEPARTMENT DEEMS IT APPROPRIATE TO SPONSOR A COMMUNITY ACTIVITY AS IT PERTAINS TO CITY AND/OR DEPARTMENTAL GOALS, THE DIRECTOR MAY REDUCE OR WAIVE THE ESTABLISHED CHARGES TO THE MUTUAL BENEFIT OF THE PARTICIPANTS.</p>		<b>NO CHANGE</b>

# Police

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## RESOLUTION NO. 2-99

### A RESOLUTION REPEALING RESOLUTION NO. 120-90 AND ESTABLISHING FEES AND CHARGES FOR POLICE DEPARTMENT GENERAL FUND SERVICES

**Whereas**, C.R.S., §§ 24-72-205 and 24-72-306 (1) allow fees to be charged for search, retrieval, and copying of criminal justice records; and

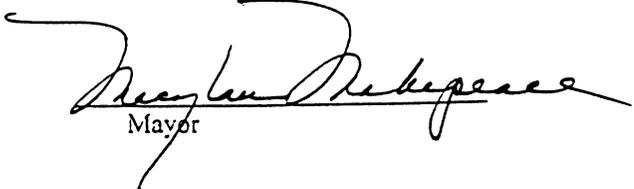
**Whereas**, the fee schedule for laboratory services has never been established by resolution; and

**Whereas**, the cost of Records and Identification services, as well as, Laboratory services are substantial, and should be reimbursed to the City.

**Now, therefore be it resolved by the City Council of the City of Colorado Springs:**

- Section 1. That Resolution Number 120-90 (Concerning Fees For Search, Retrieval, And Copying Of Public And Criminal Justice Records For The Colorado Springs Police Department), and any amendments thereto are hereby repealed as of the close of the 31<sup>st</sup> day of January, 1999.
- Section 2. That the fees charged for the Records and Identification Section of the Colorado Springs Police Department for services related to search, retrieval, and copying of public and criminal justice records be amended as set forth in Exhibit A, attached hereto and made part hereof by reference, are hereby established, and shall be effective as of the 1<sup>st</sup> day of February, 1999 and beyond unless amended or repealed by resolution of the City Council of the City of Colorado Springs.
- Section 3. That the fees charged for the Laboratory Section of the Colorado Springs Police Department for laboratory services be established as set forth in Exhibit B, attached hereto and made part hereof by reference, are hereby established, and shall be effective as of the 1<sup>st</sup> day of February, 1999 and beyond unless amended or repealed by resolution of the City Council of the City of Colorado Springs.

Dated at Colorado Springs, Colorado, this 12th day of January, 1999.

  
Mayor

Attest:

  
City Clerk

I, Kathryn M. Young, City Clerk of the City of Colorado Springs, Colorado, do hereby certify the foregoing to be a true and correct copy of Resolution No. 2-99, adopted by the City Council of the City of Colorado Springs on the 12<sup>th</sup> day of January 1999, the original of which is on file in the City Clerk's Office.

Dated at Colorado Springs, Colorado, this 11<sup>th</sup> day of June 1999.

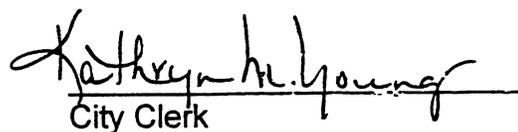
  
City Clerk

Exhibit "A"  
1999 Proposed General Fund Fees and Charges

RECORDS AND IDENTIFICATION  
SCHEDULE OF FEES

Service /Item	Current 1998 Cost	Proposed 1999 Cost
Individual Record Check (traffic & criminal in Colorado Springs)	\$8.00	\$10.00
Call-For- Service check of an address (up to one year time period)	\$8.00	\$10.00
Inspection, listening to, or recording of tape record of calls to Communication Section and radio transmission	\$15.00/hour	\$30.00/hour
Traffic Accident reports (up to 30 days old)	\$4.00	\$5.00
Traffic Accident reports (31 - 120 days old)	\$7.00	\$10.00
Case Reports (incident or criminal) up to 15 pages (plus \$1.00 per page over 15)	\$8.00	\$10.00
Laboratory Reports (not included in a case report) up to 5 pages long (plus \$1.00 per page over 5 pages)	Not Listed	\$5.00
Color photographs, all	\$0.39/photo	Not Applicable
Color photographs (3.5x5) bulk processed on major crimes, per photo for entire set (see footnote #1)	\$0.39/photo	\$0.39/photo
Color Photographs (3.5x5), special ordered, per photo for entire set (see footnote #1)	Not Applicable	\$0.56/photo
Black and white photographs (8x10), each	\$5.00/photo	No Longer Available
Fingerprinting, per card (applicant must furnish card)	\$8.00	\$15.00
Inspection of documents per hour (currently 1 <sup>st</sup> hour is free, change to 1 <sup>st</sup> ½ hour free)	\$10.00	\$30.00
Reports of blood alcohol (not done prior to POC opening)	New Service Since Last Resolution	\$5.00
Retaining tape beyond 90 days for criminal or civil matter	\$25.00	No Cost

Footnote: 1 Because of handling costs, photos are only developed as whole sets. Individual photographs will not be selectively printed.

Exhibit "B"  
1999 Proposed General Fund Fees and Charges

LABORATORY SERVICES  
(ONLY PERFORMED FOR CRIMINAL JUSTICE AGENCIES)  
SCHEDULE OF FEES

Service /Item	Current 1998 Cost	Proposed 1999 Cost
Blood Alcohol Analysis	\$20.00	\$45.00
Blood Splatter interpretation	\$60.00/hour	\$60.00/hour
Serial Number Restoration	\$60.00/hour	\$60.00/hour
Latent print processing (powder in lab)	\$50.00/hour	\$50.00/hour
Latent print processing (chemical in the lab)	\$60.00/hour	\$60.00/hour
Latent print processing (LASER recovery, in the lab)	\$50.00/hour	\$50.00/hour
Latent print processing to know inked prints	\$60.00/hour	\$60.00/hour
Cocaine Analysis	\$150.00/ item	\$150.00/ item
Heroin Analysis	\$150.00/ item	\$150.00/ item
Marijuana Analysis	\$25.00/item	\$25.00/item
Pharmaceutical drugs analysis	\$40.00/item	\$40.00/item
Other Illicit drugs (LSD, "speed", etc.) analysis	\$200.00/ item	\$200.00/ item
Crime scene processing (portal to portal)	\$30.00 per hour plus mileage and expenses	\$50.00 per hour per employee plus mileage and expenses
Courtroom appearance and testimony on work for outside agencies (portal to portal) (cost to original agency requesting work)	Not Applicable	\$30.00 per hour plus mileage

LIST OF CSPD IMPOUND LOT PRICES FOR 2000			
TYPE OF SERVICE RENDERED APPLIES TO CSPD TOWS ONLY	8:00 A.M.- 5:00 P.M.	SUN/HOL. 5:00 P.M.- 8:00 A.M.	OTHER
TOWING OF ALL VEHICLES (INCL MOTORCYCLES) UNDER 10,000# OR UNDER 133" WHEELBASE... IN CITY LIMITS..... ADD'L FOR MILEAGE OUTSIDE CITY LIMITS.....	\$ 45.00 \$ 45.00 \$ 2.00	\$ 45.00 \$ 45.00 \$ 2.00	
EXTRA CHARGE: DOLLIES, FLATBED, WL, OR 4X4-	\$ 25.00	\$ 25.00	
EXTRA CHARGE: WINCHING (MINIMUM: 1 HOUR).....	\$ 45/HR	\$ 45/HR	
EXTRA CHARGE: HYDRAULIC (MINIMUM: 1 HOUR).....	\$ 45/HR	\$ 45/HR	
EXTRA CHARGE: STANDBY, CLEAN-UP 1/2 HR. INCREMENTS...	\$ 20/ 1/2HR	\$ 20/ 1/2HR	
EXTRA MAN REQUIRED: (MINIMUM 1 HR).....	\$ 30/HR	\$ 30/HR	
CHANGE OF TIRE TO FACILITATE TOWING.....	\$ 20.00	\$ 20.00	
TOWING OF VEHICLES WITHIN IMPOUND (MOVING).....	\$ 7/per car	\$ 7/per car	
MORE THAN ONE UNIT TOWED (TRAILER, ETC) ADD.....	\$ 15.00	\$ 15.00	
DRY RUN: (OFFICER SIGNS OR IBM ON INVOICE).....	\$ 20.00	\$ 20.00	
DRY RUN HOOKED, BUT NOT TOWED.....	\$ 20.00	\$ 20.00	
IMPOUND FEE.....			\$ 30.00
STORAGE FEES (1ST DAY OR PART OF IMPOUND) - M-F.....			\$ 15.00

Note: 1) Over 10,000# or 133 wheelbase and use of landfill reverts to the standard price list for big trucks  
2) Cruisers are under a City Fleet contract and yellow invoice copies go to City main.

**ALARMS PRICING - 2000**

<b>JEW ALARM SITE REGISTRATION</b>	<b>\$ 12.00</b>
<b>ALARM SITE RE-REGISTRATION AFTER AFTER MONITORING COMPANY CHANGE</b>	<b>\$ 12.00</b>
<b>ALARM RESPONSE FEE 1ST FALSE ALARM IN A 12 MONTH PERIOD</b>	<b>\$ -</b>
<b>ALARM RESPONSE FEE 2ND FALSE ALARM IN A 12 MONTH PERIOD</b>	<b>\$ -</b>
<b>ALARM RESPONSE FEE 3RD FALSE ALARM IN A 12 MONTH PERIOD</b>	<b>\$ 25.00</b>
<b>ALARM RESPONSE FEE 4TH FALSE ALARM IN A 12 MONTH PERIOD</b>	<b>\$ 25.00</b>
<b>ALARM RESPONSE FEE 5TH FALSE ALARM IN A 12 MONTH PERIOD</b>	<b>NO REPSONSE BY CSPD</b>
<b>ALARM RESPONSE FEE FOR VALID ALARM</b>	<b>NO CHARGE</b>

**Note; Alarm must be registered to receive cspd response service.**

**Summary Of Grants**

	2000	2001	2002	Total
<b>Universal Hiring -SRO FTE</b>	6	6	6	
Total Salary	\$ 228,406.63	\$ 266,465.04	\$ 315,292.95	\$ 810,164.62
Fed Money	\$ <del>228,406.63</del>	\$ <del>253,141.79</del>	\$ <del>268,451.58</del>	\$ <del>750,000.00</del>
City Salary	\$ -	\$ 13,323.25	\$ 46,841.37	\$ 60,164.62
<b>1X Cost</b>	<b>1 X Cost</b>	<b>Recurring</b>	<b>Recurring</b>	<b>Total</b>
Uniforms	\$ 12,781.44	\$ 2,100.00	\$ 2,100.00	\$ 16,981.44
Weapons	\$ 2,550.00			\$ 2,550.00
General Supplies		\$ 3,000.00	\$ 3,000.00	\$ 6,000.00
MDC	\$ 19,200.00			\$ 19,200.00
Vehicle Eq	\$ 21,973.80			\$ 21,973.80
Mach&Appar	\$ 4,446.00			\$ 4,446.00
Services	\$ 3,750.00			\$ 3,750.00
Vehicles*		\$ 27,000.00	\$ 27,000.00	\$ 54,000.00
Total Oper/CAP	\$ 64,701.24	\$ 32,100.00	\$ 32,100.00	\$ 128,901.24
<b>Total City Expense</b>	\$ 64,701.24	\$ 45,423.25	\$ 78,941.37	\$ 189,065.86

\* Note: Proposed is that 10 vehicles be held back from sale to meet this low mileage/ low usage requirement. Recurring cost are Fleet operation costs

	2000	2001	2002	Total
<b>Universal Hiring -Patrol</b>	18	18	18	
Total Salary	\$ 685,219.90	\$ 799,395.12	\$ 945,878.84	\$ 2,430,493.85
Fed Money	\$ <del>685,219.90</del>	\$ <del>399,697.56</del>	\$ <del>265,082.54</del>	\$ 1,350,000.00
City Salary	\$ -	\$ 399,697.56	\$ 680,796.29	\$ 1,080,493.85
<b>1X Cost</b>	<b>1 X Cost</b>	<b>Recurring</b>	<b>Recurring</b>	<b>Total</b>
Uniforms	\$ 38,344.32	\$ 6,300.00	\$ 6,300.00	\$ 50,944.32
Weapons	\$ 7,650.00			\$ 7,650.00
General Supplies		\$ 9,000.00	\$ 9,000.00	\$ 18,000.00
MDC	\$ 57,600.00			\$ 57,600.00
Vehicle Eq	\$ 65,921.40			\$ 65,921.40
Mach&Appar	\$ 13,338.00			\$ 13,338.00
Services	\$ 11,250.00			\$ 11,250.00
Vehicles*	180000	\$ 81,000.00	\$ 81,000.00	\$ 342,000.00
Total Oper/CAP	\$ 374,103.72	\$ 96,300.00	\$ 96,300.00	\$ 566,703.72
<b>Total City Expense</b>	\$ 374,103.72	\$ 495,997.56	\$ 777,096.29	\$ 1,647,197.57

\* Note: recurring costs are Fleet operations costs

**Summary Of Grants**

	2000	2001	2002	Total
<b>Universal Hiring -Detectives</b>	12	12	12	
Total Salary	\$ <del>456,813.26</del>	\$ <del>532,930.08</del>	\$ <del>630,585.89</del>	\$ <del>1,620,329.24</del>
Fed Money	\$ 456,813.26	\$ 266,465.04	\$ 176,721.70	\$ 900,000.00
City Salary	\$ -	\$ 266,465.04	\$ 453,864.19	\$ 720,329.23
<b>1X Cost</b>	<b>1 X Cost</b>	<b>Recurring</b>	<b>Recurring</b>	<b>Total</b>
Uniforms	\$ 25,562.88	\$ 4,200.00	\$ 4,200.00	\$ 33,962.88
Weapons	\$ 5,100.00			\$ 5,100.00
General Supplies		\$ 6,000.00	\$ 6,000.00	\$ 12,000.00
MDC	\$ 38,400.00			\$ 38,400.00
Vehicle Eq	\$ 43,947.60			\$ 43,947.60
Mach&Appar	\$ 8,892.00			\$ 8,892.00
Services	\$ 7,500.00			\$ 7,500.00
Vehicles*	120000	\$ 54,000.00	\$ 54,000.00	\$ 228,000.00
Total Oper/CAP	\$ 249,402.48	\$ 64,200.00	\$ 64,200.00	\$ 377,802.48
Total City Expense	\$ 249,402.48	\$ 330,665.04	\$ 518,064.19	\$ 1,098,131.71

\* Note: recurring costs are Fleet operations costs

	2000	2001	2002	Total
<b>Universal Hiring -Total</b>				
Total Salary	\$ 1,370,439.79	\$ 1,598,790.24	\$ 1,891,757.68	\$ 4,860,987.71
Fed Money	\$ <del>1,370,439.79</del>	\$ <u>919,304.39</u>	\$ <del>710,255.82</del>	\$ 3,000,000.01
City Salary	\$ -	\$ 679,485.85	\$ 1,181,501.85	\$ 1,860,987.70
<b>1X Cost</b>	<b>1 X Cost</b>	<b>Recurring</b>	<b>Recurring</b>	<b>Total</b>
Uniforms	\$ 76,688.64	\$ 12,600.00	\$ 12,600.00	\$ 101,888.64
Weapons	\$ 15,300.00	\$ -	\$ -	\$ 15,300.00
General Supplies	\$ -	\$ 18,000.00	\$ 18,000.00	\$ 36,000.00
MDC	\$ 115,200.00	\$ -	\$ -	\$ 115,200.00
Vehicle Eq	\$ 131,842.80	\$ -	\$ -	\$ 131,842.80
Mach&Appar	\$ 26,676.00	\$ -	\$ -	\$ 26,676.00
Services	\$ 22,500.00	\$ -	\$ -	\$ 22,500.00
Vehicles*	\$ 300,000.00	\$ 162,000.00	\$ 162,000.00	\$ 624,000.00
Total Oper/CAP	\$ 688,207.44	\$ 192,600.00	\$ 192,600.00	\$ 1,073,407.44
Total City Expense	\$ 688,207.44	\$ 872,085.85	\$ 1,374,101.85	\$ 2,934,395.14

\* Note: recurring costs are Fleet operations costs

**ESTIMATED REVENUES FOR 45901-001-2114 FOR 2001**

District	DARE	PRO	SRO	Total
2		0 \$ 32,406.44	\$ 19,966.33	\$ 52,374.77
11		0 \$ 109,559.92	\$ 49,915.83	\$ 159,486.75
12	\$ 16,821.68		0 \$ 9,983.17	\$ 26,816.85
20		0 \$ 10,494.45		0 \$ 10,514.45
49	\$ 5,607.23		0 \$ 9,983.17	\$ 15,639.40
D&B	\$ 2,765.18		0 \$ 9,983.17	\$ 12,748.35
	\$ 25,194.09	\$ 152,460.81	\$ 99,831.67	\$ 277,486.57

1/2 of cost  
to Districts \$ 138,743.28

Estimate from  
6 annual  
Property Auct. \$ 24,000.00

Total \$ 162,743.28

**ADMINISTRATIVE SECTION RECORDS**

Employment records or reports:	1-15 pages.....	\$10.00
	Each additional page .....	\$ 1.25
Training records:	1-15 pages .....	\$10.00
	Each additional page .....	\$ 1.25
Internal Affairs records: (Court Ordered)	1-15 pages .....	\$10.00
	Each additional page .....	\$ 1.25
Policies and Procedures:	1-15 pages .....	\$10.00
	Each additional page .....	\$ 1.25
Miscellaneous records:	1-15 pages .....	\$10.00
	Each additional page .....	\$ 1.25

Search/Retrieval/Review time: Per hour or any portion thereof ..... \$30.00  
("in-house" activity not specifically listed above)

Search/Retrieval/Review/Reproduction of special reports ..... Actual Cost  
(reports that require special consideration to find retrieve  
review or reproduce, e.g. computer generated inquires  
and/or reports)

# DRAFT

## PUBLIC AND CRIMINAL JUSTICE RELATED RECORDS FEE SCHEDULE FEES ARE APPLICABLE FOR EACH RECORD REQUESTED<sup>1</sup>

### RECORDS AND IDENTIFICATION SECTION

Individual Records Checks.....	\$10.00
Calls for Service Checks (per address per calendar year).....	\$10.00
Traffic Accident Reports, 1-30 days .....	\$ 5.00
Traffic Accident Reports, 31-120 days.....	\$10.00 <sup>2</sup>
Incident Reports: 1 through 15 pages .....	\$10.00
Each additional page .....	\$ 1.25
Color Photographs (Actual cost as determined by contract photo lab)	
Fingerprinting - Per Card (Applicant must furnish the card).....	\$15.00 <sup>3</sup>
Inspection of Documents – Per hour or portion there of .....	\$30.00 <sup>4</sup>
(one hour minimum)	

### COMMUNICATIONS SECTION RECORDS

Inspection, listening or recording of any audio/video tape Per hour or any portion thereof .....	\$30.00 <sup>5</sup>
Holding of a recording tape for any criminal or civil matter Per tape .....	No Charge

<sup>1</sup> Certain records may be considered confidential or not releasable. Release of these records may be governed by State statute, federal regulations, Department Policy, or as otherwise provided by law.

<sup>2</sup> After 120 days all traffic accident reports are mailed to the State of Colorado, Department of Revenue, Motor Vehicle Division, Traffic Records Section, Denver, CO 80261-0061.

<sup>3</sup> Fingerprint cards will be furnished when fingerprinting is a required part of a City of Colorado Springs licensing requirement.

<sup>4</sup> An appointment must be set with the Commander or the Records & Identification Section, or one of his designees.

<sup>5</sup> An appointment must be set with the Commander of the Communications Section.

# Transit Services

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Description	Fare	Springs Mobility
Basic Fare (ages 12 through 59)	\$1.25	\$2.00
Student Fare (ages 12 through high school, school days only)	\$ .95	
Child Fare (ages 6 – 11)	\$ .60	
<i>Ages 5 and younger ride free with parent</i>		
Senior Citizens and Disabled Fare (senior citizens and individuals with disabilities must be prepared to show proof of age or handicapped identification card to bus driver on request)	\$ .60	
Zone Fare (all passengers pay zone fare to ride across zone lines, except senior citizens, disabled, and monthly pass holder)	\$ .35	\$.60 or \$2.60 total
Transfer	Free	
Monthly Pass (unlimited one-way trips in a month)	\$31.25	
Summer Youth Pass (unlimited one-way trips from June 1 to August 31 for ages 6 – 18)	\$15.00	
<u>22-Ride Punch Cards:</u>		
Adult	\$25.00	<u>10-Ride Punch Cards:</u>
Student	\$18.75	\$16.60 in city limits
Child/Senior/Disabled	\$12.00	
Zone Fare	\$6.25	\$26.60 outside city limits
<u>1-Ride Tickets:</u>		
Adult	\$1.25	
Student	\$ .95	

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**AN ORDINANCE APPROVING THE ANNUAL BUDGET  
AND APPROPRIATING MONIES FOR THE SEVERAL  
PURPOSES NAMED IN SAID BUDGET FOR THE YEAR  
ENDING DECEMBER 31, 2002**

**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, 2002, 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 2002 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 2002.

**General Fund:** **\$217,375,443**

**Other Funds:**

**Special Revenue Funds:**

Arterial Roadway	\$ 150,000
Ballfield Capital Improvements	110,572
Bicycle Tax	76,700
Briargate Special Improvement Maintenance District	697,430
Business Development Revolving Loan Program	331,525
Cable Franchise Fund	1,310,400
CDBG – Neighborhood Services	6,127,426
Conservation Trust (State Lottery Program)	2,999,892
Emergency Shelter Act Grant	111,000
Garfield School Maintenance	22,000
Gateway Special Improvement Maintenance District	3,201
Home Investment Partnership	2,244,862
HOPE III	668,000
Lodgers and Automobile Rental Tax (Bed and Car)	3,279,874
Norwood Special Improvement Maintenance District	410,868

Special Revenue Funds (continued):

Old Colorado City Maintenance and Security District	91,999
Ongoing CIP	7,324,000
Platte Avenue Special Improvement Maintenance District	9,544
Public Space and Development	300,000
Springs Community Improvements Program (SCIP)	15,823,056
Stetson Hills Special Improvement Maintenance District	144,804
Street Tree	50,000
Subdivision Drainage	950,000
Trails, Open Space and Parks (TOPS)	4,075,086
Tree City USA	40,000
Woodstone Special Improvement Maintenance District	16,948

Enterprise Funds:

Airport Gross Income	\$19,374,043
Cemetery	1,322,109
Development Review	574,746
Human Services Complex	243,550
Parking System Gross Income	2,731,538
Patty Jewett Golf Course	1,820,299
Pikes Peak – America’s Mountain	3,236,750
Valley Hi Golf Course	1,134,122

Internal Services Funds:

Claims Reserve Self-Insurance	\$ 1,000,000
Employee Benefits Self-Insurance	26,000,000
Support Services	27,323,861
Workers Compensation Self-Insurance	5,600,000

Trust Funds:

C. D. Smith	\$ 45,000
Cemetery Endowment	580,000
Gift	1,000,000
Krupinski Memorial	130
Perkins	150
Sabine	75
Senior Programs	17,500
Therapeutic Recreation	1,000
Woods	200

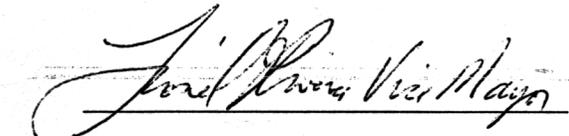
**Section 3.** Based on the Budget so adopted, this Council by separate ordinance, has estimated and declared the amount of money necessary to be raised by tax levy, taking into account the amounts available from other sources to meet the expenses of the City for the Year 2002.

**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.

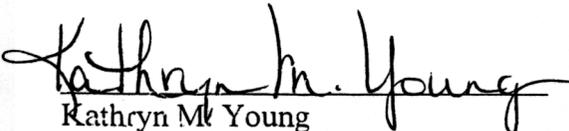
**Section 5.** All ordinances or parts of ordinances in conflict herewith are hereby repealed and all statutes of the State of Colorado or parts thereof in conflict herewith are hereby superseded.

**Section 6.** This ordinance approving the annual Budget and appropriating monies shall be in full force and effect on January 1, 2002.

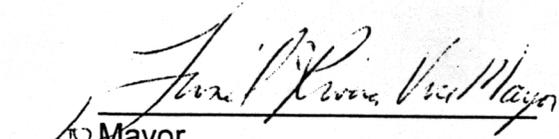
Introduced, read, and passed on first reading and ordered published this 27 th day of November 2001.

  
\_\_\_\_\_  
Mayor

ATTEST:

  
Kathryn M. Young  
City Clerk

Finally passed, adopted and approved this 11<sup>th</sup> day of December, 2001.

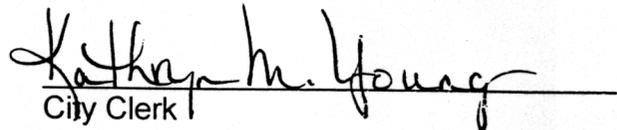
  
Mayor

ATTEST:

  
City Clerk

I HEREBY CERTIFY, that the foregoing ordinance entitled "AN ORDINANCE APPROVING THE ANNUAL BUDGET AND APPROPRIATING MONIES FOR THE SEVERAL PURPOSES NAMED IN SAID BUDGET FOR THE YEAR ENDING DECEMBER 31, 2002" was introduced and read at a regular meeting of the City Council of the City of Colorado Springs, held on November 27, 2001; that said ordinance was passed at a regular meeting of the City Council of said City, held on the 11<sup>th</sup> day of December, 2001, and that the same was published in full, in accordance with Section 3-80 of Article III of the Charter, in the Daily Transcript, a newspaper published and in general circulation in said City, at least ten days before its passage.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the City, this 11<sup>th</sup> day of December, 2001.

  
City Clerk

**AN ORDINANCE MAKING THE ANNUAL TAX LEVY  
FOR THE CITY OF COLORADO SPRINGS FOR  
THE YEAR ENDING DECEMBER 31, 2002**

**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 2002 to be:

**General Fund:**

<b>General Property Taxes -</b>		
5.032 mills on estimated		
valuation of \$3,730,707,910	18,772,922	
		\$ 18,772,922
 Less -		
County Treasurer's Collection		
fee of 1.5%	(281,594)	
Provision for uncollectable		
taxes at 1%	(187,729)	
Economic Development Rebates	<u>(500,714)</u>	
		\$ (970,037)
 <b>Total Property Taxes</b>		 <b>\$ 17,802,885</b>
 Other Taxes		 \$120,675,308
Licenses and Permits		431,856
Intergovernmental Revenue		23,427,338
Charges for Services		12,106,580
Fines and Forfeits		6,060,000
Miscellaneous Revenues		5,635,288
Transfers from Other Funds		<u>28,772,511</u>
 <b>Total Revenues</b>		 <b>\$214,911,766</b>
 Rebudgeted		 2,463,677
 <b>Total General Fund</b>		 <b>\$217,375,443</b>

**Other Funds:**

**Special Revenue Funds:**

Arterial Roadway	\$ 150,000
Ballfield Capital Improvements	110,572
Bicycle Tax	76,700
Briargate Special Improvement Maintenance District	697,430
Business Development Revolving Loan Program	331,525
Cable Franchise Fund	1,310,400
CDBG – Neighborhood Services	6,127,426
Conservation Trust (State Lottery Program)	2,999,892
Emergency Shelter Act Grant	111,000
Garfield School Maintenance	22,000
Gateway Special Improvement Maintenance District	3,201
Home Investment Partnership	2,244,862
HOPE III	668,000
Lodgers and Automobile Rental Tax (Bed and Car)	3,279,874
Norwood Special Improvement Maintenance District	410,868
Old Colorado City Maintenance and Security District	91,999
Ongoing CIP	7,324,000
Platte Avenue Special Improvement Maintenance District	9,544
Public Space and Development	300,000
Springs Community Improvements Program (SCIP)	15,823,056
Stetson Hills Special Improvement Maintenance District	144,804
Street Tree	50,000
Subdivision Drainage	950,000
Trails, Open Space and Parks (TOPS)	4,075,086
Tree City USA	40,000
Woodstone Special Improvement Maintenance District	16,948

**Enterprise Funds:**

Airport Gross Income	\$19,374,043
Cemetery	1,322,109
Development Review	574,746
Human Services Complex	243,550
Parking System Gross Income	2,731,538
Patty Jewett Golf Course	1,820,299
Pikes Peak – America's Mountain	3,236,750
Valley Hi Golf Course	1,134,122

**Internal Services Funds:**

Claims Reserve Self-Insurance	\$ 1,000,000
Employee Benefits Self-Insurance	26,000,000
Support Services	27,323,861
Workers Compensation Self-Insurance	5,600,000

Trust Funds:

C. D. Smith	\$ 45,000
Cemetery Endowment	580,000
Gift	1,000,000
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 \$17,802,885.

**Section 3.** That the property levy in mills necessary to raise said amount of money after due allowance is made for statutory collection fees, uncollectable taxes, and economic development rebates is 5.032 mills and that accordingly there is hereby levied upon each dollar of assessed valuation of all taxable property within the City of Colorado Springs assessed and returned upon the assessment rolls for the Year 2001 of 5.032 mills as a tax levy for City purposes to be due and payable in and during the Year 2002.

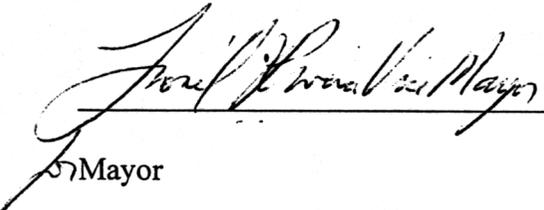
	<u>Mills</u>
For interest on General Obligation Bonds	0.281
For redemption of General Obligation Bonds	0.667
For General Purpose	4.084
<b>Total</b>	<b>5.032</b>

**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 2002 and shall include said City taxes in the general warrant to the County Treasurer for collection.

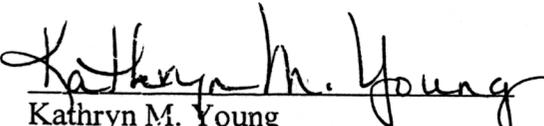
**Section 5.** All ordinances or parts of ordinances in conflict herewith are hereby repealed and all statutes of the State of Colorado or parts thereof in conflict herewith are hereby superseded.

**Section 6.** This ordinance making the annual tax levy shall be in full force and effect on January 1, 2002.

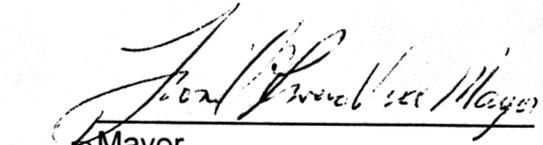
Introduced, read, and passed on first reading and ordered published this 27 th day of November 2001.

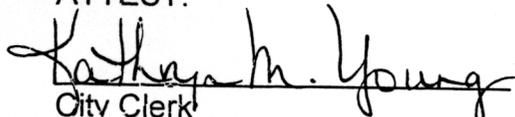
  
\_\_\_\_\_  
Mayor

ATTEST:

  
\_\_\_\_\_  
Kathryn M. Young  
City Clerk

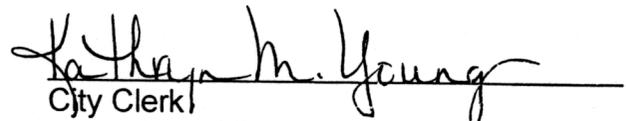
Finally passed, adopted and approved this 11<sup>th</sup> day of December, 2001.

  
Mayor

ATTEST:  
  
City Clerk

I HEREBY CERTIFY, that the foregoing ordinance entitled **"AN ORDINANCE MAKING THE ANNUAL TAX LEVY FOR THE CITY OF COLORADO SPRINGS FOR THE YEAR ENDING DECEMBER 31, 2002"** was introduced and read at a regular meeting of the City Council of the City of Colorado Springs, held on November 27, 2001; that said ordinance was passed at a regular meeting of the City Council of said City, held on the 11<sup>th</sup> day of December, 2001, and that the same was published in full, in accordance with Section 3-80 of Article III of the Charter, in the Daily Transcript, a newspaper published and in general circulation in said City, at least ten days before its passage.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the City, this 11<sup>th</sup> day of December, 2001.

  
City Clerk

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