City of Colorado Springs

2006
Budget

January 1, 2006

CITY OF COLORADO SPRINGS

CITY COUNCIL

Lionel Rivera, Mayor
Larry Small, Vice Mayor
Tom Gallagher
Darryl Glenn
Jerry Heimlicher
Scott Hente
Randy Purvis
Margaret Radford
Richard Skorman

Council Appointees

Lorne C. Kramer, City Manager
Robert D. Briggle, Municipal Presiding Judge
Jeff F. Litchfield, City Auditor
Patricia K. Kelly, City Attorney
Kathryn M. Young, City Clerk

Senior City Management Staff

David D. Nickerson, Deputy City Manager
Michael L. Anderson, Assistant City Manager
Paul D. Butcher, Parks, Recreation and Cultural Services Director
Ron Cousar, Internal Support Director
Ann M. Crossey, Human Resources Director
Mark Earle, Airport Director
William T. Healy, City Planning and Community Development Director
Terri L. Velasquez, Finance Director
Ronald L. Mitchell, Public Works Director
Manuel Navarro, Fire Chief
Luis Velez, Police Chief

Budget Department

Steven E. Reed, Acting Budget Director
Lisa M. Bigelow, Principal Analyst
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Melissa E. Rowberg, Senior Analyst
Charae T. M. Sachanandani, Principal Analyst

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Colorado Springs at a Glance

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

Population: 392,164 (2006 est.)

College Population *: 34,051 (Fall 2004)

Median Age **: 34.1 (2005)

Median Household Income **: $54,681 (2005)

Unemployment Rate *:** 5.7% (2004)

Ethnicity **:**
White (80.7%)
Hispanic American/Latino (12.0%)
Black/African-American (6.6%)
American Indian/Alaska Native (0.9%)
Asian (2.8%)
Native Hawaiian/Pacific Islander (0.2%)
Other (5.0%)
Two or more races (3.9%)

Area in Square Miles: 185.7

Street Miles: 1,542 (2006 est.)

Parkland Acres: 13,590 (2006 est.)

Sales Tax Rate for 2005:
City (2.5%); County (1%); State (2.9%)
Pikes Peak Rural Transportation Authority (1%)

City Property Tax Rate (2004 for taxes payable in 2005): 4.944 mills

Average sales price of an existing house in Colorado Springs in 2004 *: $188,814

Property taxes paid on a $188,814 house in School District 11 for 2004 Taxes payable in 2005:
$874 total, City share is $74

Serious Crimes per Thousand: 57.7 (Year 2004) compared to 2003 national average of 68.5 for cities 250,000-499,999; crimes include murder, rape, robbery, aggravated assault, burglary, larceny, and auto theft)

Major Industries *:
Defense
Manufacturers/Design
Software/Systems/Research Firms
Customer Service Firms
National Nonprofit Organizations

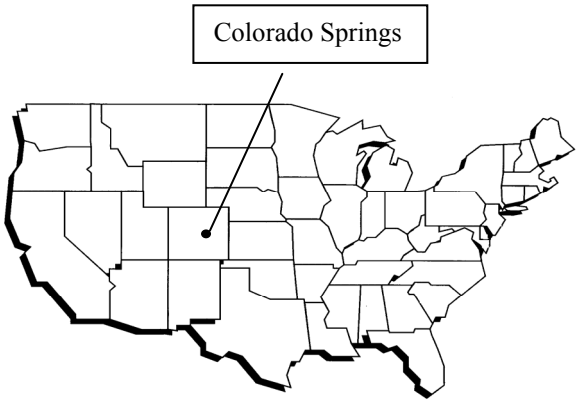
Major Attractions *:
Garden of the Gods
United States Air Force Academy
United States Olympic Headquarters & Training Center
Pikes Peak – America's Mountain
Sky Sox Minor League Baseball

Average # of Days of Sunshine *: 247

Average Annual Precipitation *: 17.4 inches

Sources:
* Colorado Springs Economic Development Corporation Fact Sheet (2005)
** CACI International, Inc. (June 2005)
*** U.S. Department of Labor, Bureau of Labor Statistics
**** American Community Survey

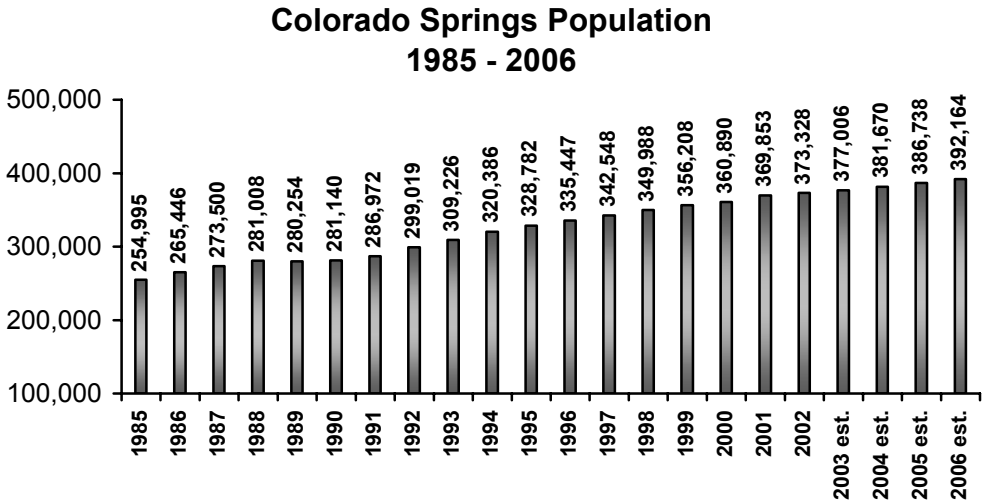
Community Profile



Colorado Springs is located at the foot of Pikes Peak, 70 miles south of Denver. With a 2006 estimated population of 392,164 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 1985. The 1980s saw a 31 percent increase in population; and from 1990 through 2000, the population increased approximately 28 percent. Since 2000, the population growth has slowed down and has shown an increase of approximately 9 percent.



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

TOP TEN PRIVATE SECTOR EMPLOYERS	
Company	**# of Employees**
School District 11	3,793
Penrose-St. Francis Health Services	3,070
School District 20 – Air Academy	2,563
Lockheed Martin Corporation	2,400
Hewlett Packard	2,200
Atmel Corporation	2,150
The Broadmoor Hotel	1,650
Focus on the Family	1,300
United Services Automobile Association (USAA).	1,210
Progressive Insurance Company	1,167

Source: Economic Development Corporation

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

Colorado Springs has 5 school districts with over 145 schools including public elementary, middle, junior, and senior high schools. Of that 145, over 35 are private, parochial, and charter schools. In addition, Colorado Springs has more than 20 colleges and universities and 30 vocational and 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 and Training Center, Cheyenne Mountain Zoo, United States Air Force Academy, and The Broadmoor Hotel.

TOP TEN POST-SECONDARY SCHOOLS (Fall 2004)	
School	**# of Students**
Pikes Peak Community College	10,256
University of Colorado at Colorado Springs	7,629
United States Air Force Academy	4,100
Colorado Christian University	2,082
Regis University	2,000
The Colorado College	1,994
Colorado Technical University	1,700
University of Phoenix	1,250
Blair College	568
Nazarene Bible College	556

Source: Economic Development Corporation

A Guide to the Colorado Springs City Budget

This guide provides a brief overview of the budget document and helps identify the section in which the reader may be most interested. The ***City Budget*** begins with the City Manager's Letter and is followed by the Budget Development Process, All Funds Summary, General Fund Summary, Position Summary, Department Narratives, General Costs, Enterprise Funds, Other Funds and Agencies, Capital Improvements, 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 Action Plan adopted by City Council.
- The **All Funds Summary** section provides an overview of budgets, a revenue overview for all funds, and a brief review of the City's financial and fund structure.
- The **General Fund Summary** section contains the economic, revenue, and expenditure overviews. The General Fund includes basic services such as Police; Municipal Court; Fire; Parks, Recreation and Cultural Services; and Public Works. This section provides tables and graphs of revenue and expenditures.
- The **Position Summary** section provides an overview of the distribution of employees by fund and division. It also presents changes in the number of employees between current year and prior year as well as historical budget information.
- The **Department Narratives** section contains summary information at the division level. This includes a mission statement, a list of services provided, operating budget, personnel summary, performance indicators, major objectives along with references to the 2006-2011 Strategic Action Plan where indicated, and changes to the budget.
- The **General Costs** section contains information on general costs, internal services charges and allocations, and debt management.
- The **Enterprise Funds** section contains summary information at the division level. This includes a mission statement, a list of services provided, sources of funds operating budget, personnel summary, performance indicators, major objectives, and changes to the budget.
- The **Other Funds and Agencies** section contains information on special revenue, internal services, and fiduciary funds.
- The **Capital Improvements** section provides a description of the City's ongoing capital improvements proposed for funding in 2006.
- The **Appendices** section includes a glossary of terms, detailed revenue estimates, a list of human services contracts, a list of the City's lease-purchase obligations, the changes to the General Fund Budget, user fees and charges, appropriation ordinances, and an index.

Other Information:

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

For further information, please contact the Budget Department via e-mail at budget@springsgov.com or call 719-385-5970.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Colorado Springs

Colorado

For the Fiscal Year Beginning

January 1, 2005

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Colorado Springs, Colorado, for its annual budget for the fiscal year beginning January 1, 2005. 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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OFFICE OF THE CITY MANAGER

CITY OF COLORADO SPRINGS

January 1, 2006

Dear Mayor and Members of City Council:

This letter transmits the final 2006 City Budget which allocates resources in a manner consistent with the Strategic Action Plan priorities and City Council's budget objectives. I share with City Council and city residents the core beliefs that good government is possible at a reasonable cost and that we must continue to provide the city services that make Colorado Springs the community of choice for living, working, and leisure. This budget aims to meet these core beliefs.

The 2006 General Fund Budget totals $231,446,038, which is an increase of one percent over the 2005 Budget. The development of a balanced budget for 2006 has certainly been a challenging process. The 2006 General Fund projected budget gap, estimated at $5.5 million earlier in 2005, has grown to over $9 million. This budget gap results primarily from balancing the 2005 budget with onetime revenue and from numerous unavoidable expenditures for 2006.

It is always a challenge to predict changes in the local economy. However, the financial losses from Hurricanes Katrina and Rita and the damage to our national energy infrastructure add to those challenges. For the 2006 Budget, a key assumption is that the City's local economy will grow at a moderate rate through most of 2006. Starting in the fourth quarter, however, the economy is expected to strengthen due to the arrival of approximately 12,000 new soldiers and their families at Fort Carson. These troops are a result of the Base Realignment and Closure (BRAC) Commission's recommendation. In addition, it is projected that the City's emphasis on economic development activities to attract and retain jobs in our community will contribute to strengthening our local economy.

The major 2006 Budget issues include bridging the 2006 budget gap, employee compensation, unavoidable increases, the capital improvements program, the Pikes Peak Rural Transportation Authority (PPRTA), and fiscal sustainability.

Bridging the 2006 budget gap

The main challenge in developing this budget was bridging the 2006 budget gap for one year until the local economy improves enough to support the critical municipal services and to accommodate projected growth. The 2006 budget gap, estimated at $5.5 million earlier in 2005, grew to over $9 million. This resulted primarily from balancing the 2005 budget with onetime revenue and from numerous unavoidable expenditures for 2006. Some of those unavoidable expenditures include fully funding employee compensation to the market median and funding the emergency repairs and maintenance portion of the Capital Improvements Program (CIP). The gap was bridged using several sources including a $1.1 million draw from the undesignated, unreserved fund balance; $0.8 million from the sale of Fire Station 1; $2.0 million of reduction in the contribution to the emergency repair and maintenance portion of the CIP; $1.0 million in onetime funding sources for ongoing CIP; $1.6 million to partially fund employee compensation; $1.5 million reduction in scheduled vehicle replacements; and $0.5 million in other line item reductions.

2005 General Fund Budget	**$228,929,919**
Less:	
2005 Onetime Expenditures	(2,715,747)
2004 and 2005 TABOR Refunds (Budgeted amounts)	(2,311,601)
Plus:	
Sales Tax Vendor Fee (Offsetting Revenue)	2,507,240
Employee Salaries and Benefits	2,094,464
Unavoidable Increases	
Fuel and utilities rate increases	1,120,423
Pension plan increases	1,854,864
Transit Services	1,432,338
Workers Compensation increase	428,162
City Attorney and Auditor new positions	486,294
Radio upgrades	424,337
Stormwater Permit fee	89,970
Animal control	271,000
Other Unavoidable Budget Increments	423,818
Contribution to CIP	(818,603)
Vehicle Replacement funding	(1,951,308)
Other Changes	(819,532)
2006 General Fund Budget	**$231,446,038**

The 2006 Budget includes revenue increases of $1.2 million in property tax; $0.8 million in Transit; $0.5 million in charges for services; $0.8 million in payment-in-lieu-of-taxes (PILT) from Colorado Springs Utilities; $2.5 million of sales tax vendor fee, which has a matching expenditure; and $2.5 million in sales and use tax. The 2006 sales and use tax revenue estimate is 3.5 percent above the 2005 year-end estimate. The 2005 year-end estimate is only 1.4 percent greater than 2004 actual revenue. The 3.5 percent sales and use tax estimate includes the growth expected in the fourth quarter of 2006 as a result of the additional troops expected at Fort Carson. In addition, the 2006 Budget does not include the $6.1 million in rebudgeted funds and uses less fund balance than was needed in 2005.

For 2006, over $3 million in Sales and Use Tax Vendor Fee and Transit expenditures is added to the budget with offsetting revenue. The Sales and Use Tax Vendor Fee is budgeted for the first time in 2006. An accounting change to reflect both the revenue and expenditure for the two percent fee that compensates vendors for collection expenses has been implemented, resulting in the addition of $2.5 million in the revenue budget. Also, $649,000 of Transit expenditures is added to the budget with offsetting revenue. Transit service for University of Colorado at Colorado Springs (UCCS) and the City of Fountain service is budgeted for the first time in 2006 to preclude the need for supplemental appropriations during the year.

The City has struggled for many years to fund the replacement of vehicles at the full scheduled amount. Fleet Management's preventive maintenance program has helped extend the life of City vehicles. However, the 2006 Budget reduces the vehicle replacement funding by $1.95 million in an effort to bridge the budget gap for one year. It should be noted that this reduced level of funding for vehicle replacement cannot be sustained past 2006 without major negative impacts on the City's fleet.

Employee compensation

The Human Resources Department conducts comprehensive salary surveys every three years and less detailed surveys in supporting years. The comprehensive salary survey was completed in 2005. With the help of the Mountain States Employer's Council, the base salary information for 158 civilian classifications and all 13 sworn police and fire ranks were collected from City Council-approved comparison agencies. Based on data received by March 1, 2005, on average, City salaries are below the 2005 market median by 3.5 percent for civilians, and 2.8 percent and 1.8 percent for sworn police and fire, respectively. To bring these employees to the 2005 market median, funding of $3.2 million is included. However, to bridge the budget gap in 2006, $1.14 million of salary saving will be forced

by freezing the hiring of vacant civilian positions for 90 days and budgeting Police and Fire salaries at 99 percent. In the comprehensive salary survey, results are implemented for each classification separately, which is different than the less detailed surveys where across-the-board increases are projected. No increase is recommended for the approximately 20 percent of employees already at their market median.

Trend analysis and limited salary surveys of projected pay increases for 2006 indicate that jurisdictions surveyed anticipate an average of 2 percent wage movement. An additional $2.7 million would be necessary to bring employee salaries up to those projected market medians for 2006. However, sufficient resources do not exist to further adjust City employee salaries in 2006.

Due to positive medical claims experience and the new health programs implemented during 2005 by the Human Resources Department, no health insurance funding increases are necessary for 2006. The joint City/County pharmacy and medical clinic opened in 2005 and resulted in substantial savings. The "Reach Your Peak" wellness program was also implemented as an investment in the future for our employees and helps keep insurance premiums under control. PERA requires the employer share of retirement contributions to increase by 0.5 percent this year. In 2006, the City's rate increases from 10.0 percent to 10.5 percent. The employee's contribution rate remains at 8.0 percent.

The 2006 General Fund Budget includes a total of 1,889 full-time equivalent (FTE) permanent positions, which includes 15.25 new positions over the 2005 Budget. During 2005, City Council added three new positions in the City Attorney's Office; and, a vacant Deputy City Attorney position was converted to two attorney positions. Also in 2005, an IRS ruling required that the Municipal Court convert part-time contract employees to full-time equivalent (FTE) employees. This ruling resulted in 12 part-time judge positions converted to 5 FTE positions.

For 2006, an Economic Development Analyst special position in the Budget Department is converted to regular FTE status. In Human Resources, a Benefits Analyst is transferred to the Health Insurance Fund. In the Park Design and Development Division, 5.5 FTE's are transferred back into the General Fund from the Conservation Trust Fund (CTF) to more fully comply with CTF regulations. At the Hillside Community Center, a 0.75 position is increased to a 1.0 FTE. In the Fire Department, a 0.50 maintenance services position is increased to a 0.75 position. In the City Auditor's Office, 2.0 Capital Project Auditors (funded by Colorado Springs Utilities, Memorial Hospital, and the Colorado Springs Airport) are added. In the Finance Department, 1.75 Pension Plan Analyst positions are no longer funded due to the recent change to State law allowing the Fire and Police Pension Association to administer the City's New Hire pension plans. The net expenditure increase for the 15.25 new positions is $191,310 and is primarily due to the offset of the transfer of additional CTF maintenance funds for the Park Design and Development staff and outside funding sources for the new auditors.

Unavoidable Increases

The 2006 Budget includes $6.5 million in unavoidable expenditure increases. With the cost of unleaded and diesel fuel increasing dramatically and with Hurricane Katrina and Rita's impact on fuel prices, an increase to purchase fuel for our police patrol cruisers, street maintenance machinery, and transit buses is unavoidable. These fuel increases require $911,120 in 2006. To constrain the impact of fuel prices, the City continues to emphasize the fuel conservation program that was established in 2004 and to negotiate bulk rate contracts to ensure the best prices. We are also examining the cost efficiency of agreements with other governmental entities and the usage of biodiesel fuel. Another unavoidable item to address the increasing cost of energy is a projected 9.9

percent utility rate increase for water, 24.9 percent for wastewater, and 1.6 percent for electric, resulting in an additional $209,303 for utilities.

An increase for unfunded liabilities in both the Police and Fire Old Hire Pension Plan ($865,130), the Fire new hire pension Deferred Retirement Option Plan ($182,805), the Springs Transit Retirement Fund ($562,925), as well as a rate increase for PERA ($244,004) totals $1.85 million.

Transit Services' expenditures are projected to increase $783,170 million for drivers' salaries and health benefits, liability insurance, and paratransit services. These increased expenses must be funded unless the City cuts the number of hours in service or reduces the number of routes driven. Rather than submit a request for additional appropriation authority each year, a total of $649,168 in both expenditures and revenue is included in the Transit Services budget for the Front Range Express (FREX), as well as service to the University of Colorado at Colorado Springs (UCCS), Schriever Air Force Base, and the City of Fountain.

The Workers Compensation Self-Insurance Fund has been underfunded for several years. National health costs continue to increase significantly and, even with the programs implemented by the Risk Management Division and the Safety Office to control costs and prevent accidents, an increase of 17 percent in the rates is necessary. The cost of this increase to the General Fund in 2006 is $428,162.

Other unavoidable increases include the three positions added earlier in 2005 in the City Attorney's Office ($321,931) and the two additional auditor positions ($164,363) which will focus on capital projects in Colorado Springs Utilities, Memorial Hospital, and the Colorado Springs Airport. These positions have no impact on the General Fund as they will be funded by those entities.

An upgrade to the Pikes Peak Regional Communications Network's (PPRCN) 800 Megahertz radio system through a federal interoperability grant requires that each of the City's portable radios also be upgraded. This upgrade is needed to bring the current system to today's standards and increase communications capability between City and other regional entities. The grant covers about half of the public safety radios but to upgrade the remainder of the radios, as well as those in the Public Works and Parks, Recreation and Cultural Services departments, will cost $424,337. This onetime funding is only for the necessary hardware as the City's Radio Communications Division will provide the labor for installation and testing.

An increase for the mandated stormwater permit fee program is required in the amount of $89,970. The animal control contract requires an increase from $0.9 million in 2005 to $1.1 million in 2006. This $200,000 increase will be offset by the $100,000 revenue expected as a result of the increase in animal control licensing fees.

Other unavoidable budget increments total $423,818. The major changes include an increase in the cost of general insurance for City facilities; an enhanced sales tax information system; and, a reduction of 1.75 FTE pension analyst positions in the Finance Department which is facilitated by a recent change to the state law allowing the Fire and Police Pension Association (FPPA) to provide the City's New Hire pension plan administration. In addition, a recent ruling by the Internal Revenue Service (IRS) restricts the definition of contract employees. In the Municipal Court's budget, 12 part-time judges have been converted to 5 FTE positions with an increased cost of $30,000. This ruling also requires the Parks, Recreation and Cultural Services Department to convert contract employees to City temporary employees ($44,400). Also during 2005, Prospect Lake was repaired,

filled, and made available for public use. The 2006 Budget includes $42,000 to maintain the water level and provide aquatic activities.

General Fund Contribution to Capital Improvements Program (CIP)
The 2005 Budget included a total of $19.6 million for ongoing CIP projects, debt service on the Springs Community Improvements Program (SCIP) bonds, and funding for emergency repair and maintenance projects. The total General Fund contribution towards the funding of capital improvements in 2005 was $17.5 million with the balance of the $19.6 million derived from onetime revenue sources.

A total of $17.8 million is included in the 2006 Budget for ongoing CIP projects, debt service on the SCIP bonds, and funding for emergency repair and maintenance projects. However, the contribution from the General Fund in 2006 has been reduced to $16.8 million given that a large portion of the onetime revenue outside of the General Fund used to fund the 2005 capital improvements program is no longer available. Nevertheless, onetime funding of approximately $1.0 million is allocated to the 2006 Capital Improvements Program. Of that, $625,000 is comprised of interest earnings on unexpended balances in the City CIP Construction Fund; and $373,532 of the required 2006 debt service payment on the SCIP bonds will be paid directly from the SCIP Fund, which is derived primarily from interest earnings.

A total of $14.6 million of ongoing CIP projects are funded in the City CIP Construction Fund in 2006. These projects include the annual street resurfacing program; City matching funds for SAFETEA-LU (Safe, Accountable, Flexible, Efficient, Transportation Equity Act – Legacy for Users) federal transportation grants; the annual debt service payment on the 1999 SCIP bonds; and, ongoing infrastructure maintenance.

A total of $2.8 million is budgeted in 2006 for emergency repair and maintenance projects. The funding will be used for repair and maintenance of stormwater drainage infrastructure, additional bridge maintenance, and to help offset the cost of City Engineering project management staff dedicated to implementing the projects. The 2006 level of funding is reduced from the 2005 budgeted amount of $4.7 million. In the 2005 Budget's Five-Year Financial Projection, the $4.74 million was eliminated since it was considered one-time funding and could not be sustained. Therefore, the reduction of $1.96 million was carefully considered and is necessary to continue funding essential city services in 2006.

The largest outstanding CIP need that remains unfunded in the City involves improvements and maintenance of drainage infrastructure. For years, the City has grappled with the notion of creating a stormwater enterprise to address these needs. Many cities on the Front Range have embraced this concept, and in November 2005, the City Council voted to approve the creation of such an enterprise. City Council has indicated their interest in maintaining funding for stormwater drainage at the 2005 level and this budget maintains that current ongoing funding level, despite the reduction in the emergency repair and maintenance funds.

Public Safety Sales Tax (PSST) Fund
The budget document focuses primarily on the General Fund, however, the document also includes the Enterprise Funds, Special Funds, Internal Service Funds, and the Permanent Funds. For 2006, the Enterprise Funds total $36,756,228; the Special Revenue Funds total $71,379,453; the Internal Service Funds total $66,412,132; and the Permanent Funds total $97,550. The largest of the Special Revenue Funds is the Public Safety Sales Tax (PSST) Fund, which for 2006, totals $25,669,647.

In accordance with the provisions of the Public Safety Sales Tax (PSST) ballot question approved by city voters in 2001, the share of the 2006 General Fund Budget allocated for public safety purposes should be at least the same percentage as the 2002 General Fund Budget. The public safety share of the 2002 General Fund Budget was 47.65 percent. The 2006 General Fund Budget allocates 50.48 percent of total resources for public safety purposes, which is 2.8 percent greater than the 2002 share and $6.5 million more than the amount required by the PSST election.

For 2006, $24.6 million in PSST revenue is projected. Given the volatility of sales and use tax revenue, City Council directed that an unappropriated fund balance be built up and maintained at 10.0 percent of current PSST revenue to help protect against any revenue shortfalls and unforeseen fiscal events. A total of $1.0 million is included as a draw from the fund balance, which reduces the PSST fund balance to 9.0 percent. This reduction is the result of revenue shortfalls in 2005. Overall, there is $25.7 million available for appropriation in 2006.

A total of $12,022,279 is allocated to the Fire Department in 2006 allowing the design and construction of the new addition to the Fire Department Complex, and the construction of the new Fire Station 1 facility. The construction of these facilities is funded with Certificates of Participation (COPs) over 20 years, and 2006 will be the first year in which payments are made on each facility. The PSST funds in 2006 will also fund the truck companies at Fire Stations 19 and 20 and complete the purchase of Truck 20. During 2005, a half-time maintenance services position was increased to full-time with 0.25 FTE accounted for in the General Fund and 0.25 FTE accounted for in the PSST Fund. A total of 17 uniformed FTE positions are added in 2006. Of that total, 15 will staff the truck company at Fire Station 20, while the remaining two include a lieutenant for the Personnel Office and a paramedic lieutenant (Operations).

PSST funding for the Police Department in 2005 totals $13.2 million. Over 85 percent of these funds cover uniformed and civilian staffing, operating, and equipment expenses. Funding of $915,000 is for the Gold Hill Division substation project. There are no new FTE positions added in 2006.

Support Services expenditures for 2006 total $406,601. This allows the continued funding of 5.5 total FTE, including 1.5 FTE Body Shop Technicians in Fleet; a clerical support position and an Analyst II position in Human Resources; an accounts payable clerk in the City Finance Office; and, an Analyst II position in the Purchasing section of the Finance Department. There are no new FTE positions added in 2006.

Impact of the Pikes Peak Rural Transportation Authority (PPRTA) on the General Fund
Similar to the PSST provision, the Pikes Peak Rural Transportation Authority (PPRTA) Intergovernmental Agreement (IGA) among the City of Colorado Springs, El Paso County, the City of Manitou Springs, and the Town of Green Mountain Falls requires that each entity maintain funding for transportation-related maintenance and transit activities at their current level. The 2006 General Fund Budget meets this requirement, as the net Transit Systems funding has increased $1.6 million and transportation-related funding increased $557,308, excluding vehicle replacement funds.

The formation of the Pikes Peak Rural Transportation Authority (PPRTA) was a collaborative effort of local governments utilizing a regional approach to address transportation issues facing the Pikes Peak region. On November 2, 2004, the PPRTA was approved by the voters of the City of Colorado Springs, El Paso County, the City of Manitou Springs, and the Town of Green Mountain Falls, to collect a 1.0 percent sales tax to fund transportation and transit improvements. The collection of this revenue will partially end after 10 years and will be reduced to 0.45 percent, allowing the street

maintenance and transit programs to continue. Fifty-five percent of the sales tax collected is used for a voter-approved list of capital projects, 35.0 percent for additional maintenance (such as street overlays and pothole patching), and 10.0 percent to expand the Springs Transit bus system.

The City's PPRTA funding for 2006 totals $49.7 million, of which $25.2 million is for capital projects, $17.5 million for maintenance, and $7.0 million for Transit Services. Capital projects include the Austin Bluffs Interchange at Union, I-25 Interchange companion projects, South Metro Accessibility Project, and the Fillmore Street Corridor Improvements. While these expenditures are not appropriated through the City's budget process, they are reflected in the 2006 Budget.

The City administration always assumed there would be some reasonable level of staff support associated with the PPRTA. This is in accordance with the intent of the approved Intergovernmental Agreement (IGA) to use the maximum amount of dollars for capital, transit and maintenance projects rather than administrative costs. However, as presented in the City Council budget work sessions in October 2005, the increased workload in all Public Works divisions has resulted in delayed capital projects, increased unrecoverable costs, substantial growth in administrative and supervisory responsibilities, and increased reporting responsibilities to four elected or appointed boards. The increased need for inspections and coordination of PPRTA projects has escalated expenditures in areas such as fleet costs, overtime, materials, project tracking, equipment repairs, and office supplies. These demands may be more acute because of the substantial start-up needs and may be less demanding as the staff becomes more familiar with the needs of the PPRTA. Nevertheless, the continuing strain on staff resources is anticipated, which may cause increasing delays in many instances. The largest impact of the PPRTA is on the Public Works Department, but many other departments, such as the General Accounting section and Purchasing/Contracts Office in the Finance Department and all of the Internal Support Divisions are affected by the additional workload.

In 2006, opportunities to offset or reduce these operational and financial impacts will be investigated. In addition, the City Auditor is conducting an assessment of the PPRTA impact to identify the specific fiscal and operational impact. While the level of General Fund support for the PPRTA is greater than anticipated, it should be noted that the departments involved with the PPRTA are energized about the additional projects, maintenance funding, and transit services that are now possible for our community.

Fiscal Sustainability

A key objective established by City Council for the 2006 Budget is to ensure that the mix of services and infrastructure are sustainable by current revenue streams over the next three years. The services funded through the General Fund in 2006, along with the level of funding provided for the ongoing CIP projects, can be sustained. However, it is clear that the $2.8 million included in the 2006 Budget for emergency repair and maintenance projects cannot be sustained in 2007 and beyond without additional ongoing revenue.

Multiyear financial projections for the General Fund, under an assumption of moderate economic and revenue growth for the next five years, show sufficient resources for keeping employee compensation at a competitive level, restoring the vehicle replacement funding, and providing a constant level of funding for only Ongoing CIP. However, the projections do not include increases in the number of personnel or operating expenses over the five-year period forecasted.

At this time, the City is projected to be under the TABOR revenue cap until 2010. For 2005, TABOR eligible revenue is estimated at less than $1.0 million under the cap. This estimate is based on the set of assumptions most likely to occur given current revenue sources, inflation, and population growth. Projections under the cap leave fiscal capacity for our municipal services to be enhanced, if revenue realized is greater than projections.

Conclusion

This 2006 Budget allocates scarce resources in a manner consistent with the City's Strategic Action Plan. This budget accommodates significant fuel cost increases, increases in Transit Services requirements, utility rate increases, growing pension plan contributions, and an employee compensation increase. Balancing this budget was accomplished through a series of measures, including the sale of Fire Station 1, a modest draw from the fund balance, fewer scheduled vehicle replacements, and reducing the contribution to the capital improvements program.

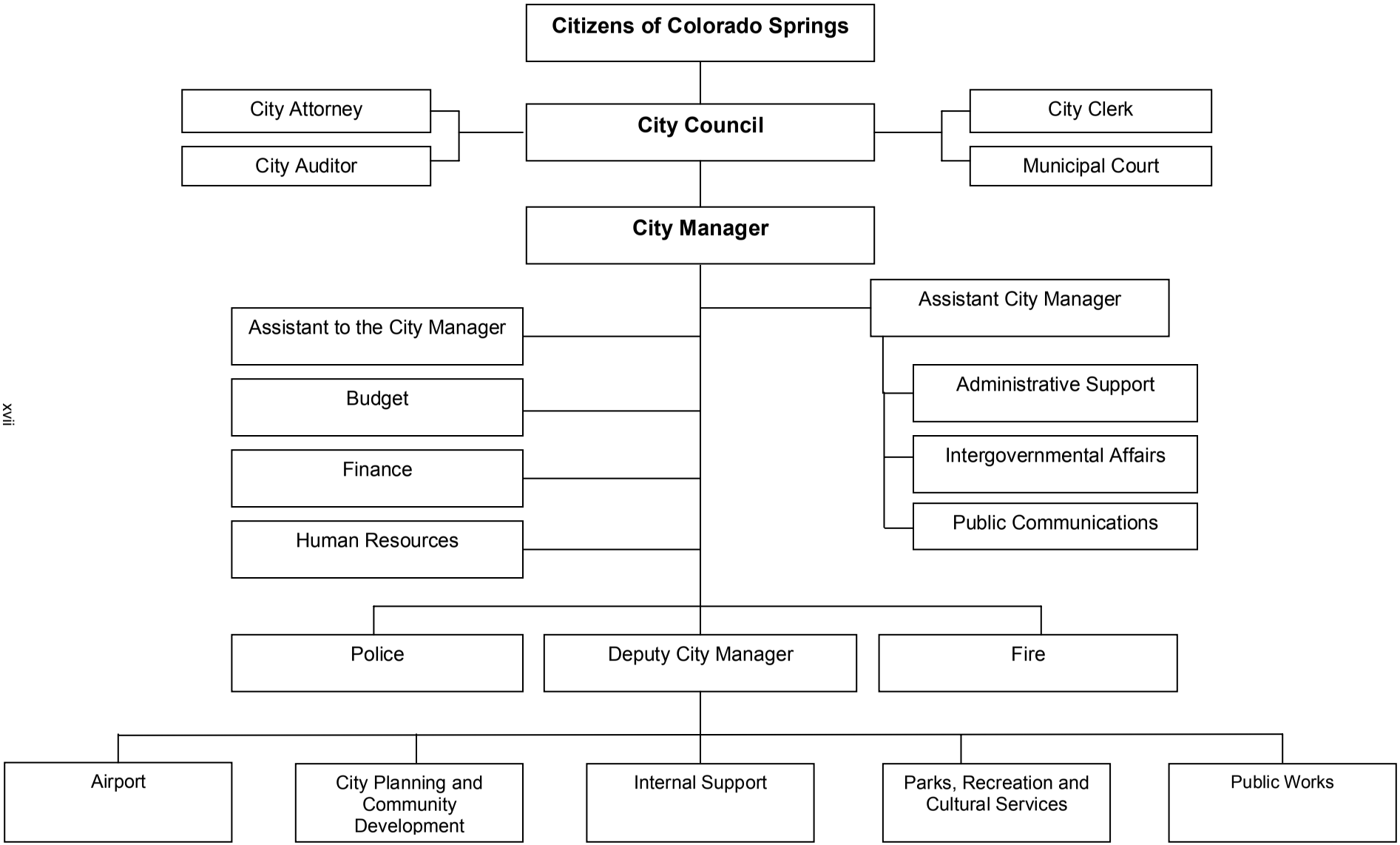
This budget will support the continuity of necessary municipal services for Colorado Springs to be a community of choice for living, working and leisure. However, this budget does not afford any increased services and is not sustainable beyond 2006 unless the performance of the local economy accelerates late in 2006 as anticipated.

I want to express my appreciation for the work of City Council in the development of this budget. As always, I thank our City staff at all levels whose countless hours of effort made the preparation of this document possible. I am confident that we have focused our resources on your priorities.

Respectfully submitted,

Lorne C. Kramer
City Manager

City of Colorado Springs Organizational Chart



2006 Budget Objectives

In consideration of the budget outlook for 2006, the principal challenges facing the City in the 2006 Budget development process will be maintaining the level of core municipal services and current levels of funding for transportation maintenance and construction while providing funding for drainage infrastructure and keeping employee compensation at a competitive level. Given these challenges, the following budgetary objectives are proposed for 2006.

- ► All budget submittals will maximize efficiency in delivering City services to citizens and customers.
- ► Allocate resources in a manner consistent with the vision, focus areas, and objectives outlined in the Strategic Action Plan 2006 – 2011 and direct any additional funding towards the achievement of priorities as identified by City Council in the Plan.
- ► Ensure that the level of effort funding is maintained as defined in the approved Intergovernmental Agreement (IGA) establishing the Pikes Peak Rural Transportation Authority (PPRTA) and be cognizant of the indirect cost demands it will have on City staffing and operating costs. Incorporate the City's portion of PPRTA funding in the City's 2006 Budget process and document.
- ► Compensate employees at the median of respective markets and provide funding for pension plan unfunded liabilities and rate increases.
- ► Address funding for rising fuel and utilities costs for 2006.
- ► Ensure the fiscal sustainability of City services and capital expenditures with current revenue streams over the next three years.
- ► Establish the City's Capital Improvements Program (CIP) Five-Year Plan as directed by voters in the April election with attention to stormwater drainage issues and citywide infrastructure needs.
- ► Subject to the availability of funds, consider the restoration of services cut in 2003 and 2004 due to revenue shortfalls.
- ► To the extent funding is available, address the 2006 requirements identified in the Fire Department's Long-Range Plan and other public safety service needs.
- ► Continue the implementation of the Ten-Year Plan for the Public Safety Sales Tax (PSST) Fund and ensure that the General Fund budget allocation for public safety purposes meets the same level of effort funding percentage (47.65 percent) established in the 2002 General Fund Budget.
- ► Review and evaluate all General Fund rates for fees and charges for services for appropriate cost recovery, while considering the long-term effects on citizens and businesses.
- ► Maintain the unreserved, undesignated General Fund balance at approximately 10 percent of the 2006 expenditure budget.

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Budget Development Process

The annual City Budget development process is ongoing throughout the year. However, the actual formulation of the budget and budget document begins in June and ends in December with the final review and formal adoption of the Budget. Immediately following this section is a table which presents a summary of the different phases of the process and a calendar of specific dates. Following is a brief overview of the major 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 Action Plan goals and objectives. City Council then updates the City's Strategic Action Plan as necessary. The updated Strategic Action Plan serves as the framework for the next year's budget. A review of the financial outlook of the City General Fund, (including a five-year financial forecast), the identification of key fiscal issues, and proposed budgetary objectives and guidelines are prepared in early spring and presented to City Council in May. This financial planning exercise provides Council the opportunity early in the budget process to give direction on the establishment of key budgetary objectives for the annual budget as well as longer-range budget and financial issues. At the conclusion of this phase, the City Manager establishes budget guidelines and instructions for departments and divisions to follow in preparing budget requests.

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

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

Enhanced Public Input Sessions – The enhanced public input sessions began with the 2002 Budget process at City Council's request and provides citizens more opportunities to provide input on the budget development. Citizens can submit comments and questions by e-mail, fax, or telephone; or, they can attend the session in person. All input is transmitted to City Council. For the 2006 Budget, one E-Town Hall meeting is scheduled and will be televised on Cable Channel 18 as well as simulcast on the internet at www.SpringsGov.com.

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

Final Review and Adoption of Budget and Annual Tax Levy – The City Council formally adopts the budget and sets the annual tax levy through the approval of appropriation ordinances. Adoption of these ordinances takes two readings. The Council also sets the mill levy through a resolution that must be approved by December 15. By Colorado Revised Statute and in accordance with the City Charter, the budget must be adopted by December 31.

Major Phases

PHASE I – PLANNING **January – July**

1. City Council reviews progress and accomplishments towards achievement of Strategic Action Plan goals and objectives
2. City Council updates Strategic Action Plan
3. Budget Department presents financial outlook and key fiscal issues for upcoming year
4. City Manager establishes 2006 budget guidelines

PHASE II – DEPARTMENT BUDGET REQUESTS **June – July**

1. Budget manual distributed to departments and divisions
2. Departments prepare 2006 budget requests
3. Budget Department reviews and analyzes budget requests and prepares summaries and recommendations for City Manager budget review sessions with departments

PHASE III – FORMULATION OF CITY MANAGER'S RECOMMENDED BUDGET **August – September**

1. City Manager conducts budget review sessions with each department to review budget submittals of each division within the department
2. Final adjustments in revenue and expenditure estimates prepared by the Budget Department
3. City Manager balances budget
4. Budget Department produces 2006 Budget document

PHASE IV – ENHANCED PUBLIC INPUT SESSION **October**

1. City Council holds public input session to receive input on the 2006 budget

PHASE V – CITY COUNCIL REVIEW AND APPROVAL OF BUDGET **October – November**

1. City Council reviews recommended 2006 Budget
2. City Council holds budget work sessions
3. Public hearing held on Budget
4. City Council makes allocation and policy decisions at final budget markup session

PHASE VI – FINAL REVIEW AND ADOPTION **November - December**

1. First reading of appropriation ordinances held adopting 2006 Budget and setting the annual tax levy
2. City Council sets 2005 mill levy for taxes payable in 2006
3. Second reading of appropriation ordinances held adopting 2006 Budget and setting the annual tax levy
4. Budget Department produces final 2006 Budget document

Key Dates 2006 Budget Development

PLANNING

April 11	City Council review of 2006 Budget Development Calendar
April 25	Strategic Action Plan 2005 – 2010 semiannual report
April 25	City Council Work Session – Review/discussion of 2006 financial outlook and key issues
May 9	Strategic Action Plan 2006 – 2011 review and prioritization
May 23	City Council Work Session – Review/discussion of key budgetary objectives and guidelines for development of the 2006 Budget
June 14	Strategic Action Plan 2006 – 2011 approval and adoption of annual prioritized policy goals for the 2006 Budget

DEPARTMENT BUDGET REQUESTS

May 27	Budget manual with guidelines distributed to departments and divisions
June 1 – June 10	Budget Department holds budget review meetings with departments and divisions
June 29	Departments and divisions submit budgets to the Budget Department

FORMULATION OF CITY MANAGER'S RECOMMENDED BUDGET

August 1 – August 18	Directors and their respective division managers meet with City Manager to review budget submittals
August 24 – August 25	City Manager finalizes recommended 2006 Budget for submittal to City Council
October 3	2006 Budget transmitted to City Council

CITY COUNCIL REVIEW AND APPROVAL OF BUDGET

October 6 7 p.m. – 9 p.m.	E-Town Hall Meeting to receive input on the 2006 City budget
October 13	City Council Budget Work Session
October 14	City Council Budget Work Session
October 24 (After Informal Council meeting)	City Council Budget Work Session
October 27 7 p.m. – 9 p.m.	Formal Public Hearing on entire 2006 Budget
November 3	City Council Budget Markup Session

FINAL REVIEW AND ADOPTION

November 7	City Council informal review of final Appropriation Ordinances and 2006 Budget
November 22	First reading of 2006 Appropriation Ordinances and Mill Levy certification
December 13	Second reading of 2006 Appropriation Ordinances; 2006 City Budget officially adopted

CITY COUNCIL BUDGET WORK SESSIONS

Thursday, October 6 7:00 p.m.	**E-Townhall**
Thursday, October 13 1:00 p.m. – 9:00 p.m.	**City Council Budget Work Session** Budget Overview Police (General Fund and PSST) Fire (General Fund and PSST) Parks, Recreation and Cultural Services
Friday, October 14 8:30 a.m. – 5:00 p.m.	**City Council Budget Work Session** Public Works City Planning and Community Development Airport Internal Support City Management City Attorney City Auditor City Clerk Municipal Court
Monday, October 17 1:00 p.m. – 5:00 p.m.	**City Council Budget Work Session** (No sessions scheduled)
Thursday, October 20 4:00 p.m. –8:30 p.m.	**City Council Budget Work Session** (No sessions scheduled)
Monday, October 24 5:00 p.m. –9:30 p.m. (After Informal Council meeting)	**City Council Budget Work Session** General Costs Lodgers and Automobile Rental Tax (LART) Capital Improvements (Lottery, Trails, Open Space and Parks – TOPS, General Fund) Public Safety Sales Tax Oversight Committee Unfinished Business from Previous Budget Work Sessions
Thursday, October 27 7:00 p.m.	**Public Hearing**
Thursday, November 3 8:30 a.m. – 5:00 p.m.	**City Council Budget Markup Session**

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Strategic Action Plan 2006 - 2011

VISION STATEMENT
Colorado Springs – the community of choice for living, working and leisure

FOCUS AREAS

1. Economic Development

Foster an environment that makes Colorado Springs an attractive location for quality jobs and businesses for generations to come

2. Public Safety

Proactively safeguard our community as our family by providing principled police and fire services

3. Infrastructure

Improve and maintain existing infrastructure and leverage opportunities for new infrastructure

4. Transportation

Provide an effective, efficient, affordable and sustainable transportation network

5. Citizen Services and City Workforce

Provide an environment that supports a diverse, high- performing workforce that delivers superior, cost- effective City services to the public

6. Community Development and Growth

Preserve a sustainable and affordable quality of life while protecting the environment to foster pride in vibrant neighborhoods and promote identification with the larger community

1. ***Economic Development:*** *Foster an environment that makes Colorado Springs an attractive location for quality jobs and businesses for generations to come*

Objectives

1.1.0 Use economic development financing tools to attract and retain businesses

1.1.1 Measure the number of businesses that added employees and expanded in the city
1.1.2 Measure the number of packages created to attract businesses

1.2.0 Promote the creation of quality jobs in the Colorado Springs metropolitan area by assisting private and public organizations

1.2.1 Measure change from previous year in net job growth
1.2.2 Measure changes in city's level of per capita personal income and changes as a percentage of state and U.S. per capita income
1.2.3 Decrease the city's unemployment rate
1.2.4 Measure change from previous year in City sales and use tax revenues
1.2.5 Attract retail establishments to the city to increase new sales tax revenue
1.2.6 Support business development in the downtown core

1.3.0 Expedite the City's development review and other regulatory approval processes

1.3.1 Continue to utilize Rapid Response Team to coordinate and expedite the City's response to prospective major employers
1.3.2 Improve service to the development and construction community

1.4.0 Partner with appropriate agencies to retain and expand existing businesses and industries in Colorado Springs

1.4.1 Actively participate in the operation of the Business Retention and Expansion Visitation (BREV) Program
1.4.2 Measure the number of existing businesses that have added employees and number of employees added
1.4.3 Measure the number of the city's annual layoffs

1.5.0 Emphasize efforts to retain existing military installations and units and attract other U.S. Department of Defense activities and units to relocate here

1.6.0 Maximize use of the Colorado Springs Airport as a catalyst and magnet for economic development

1.6.1 Aggressively pursue the development of new and expanded commercial air service
1.6.2 Promote general aviation and the development of the west side of the Airport for new aviation-related and freight businesses
1.6.3 Develop and implement economic incentive programs for the Airport business park which maximizes its economic development potential
1.6.4 Enable the Airport to establish the rapid response development review and approval process consistent with established City guidelines for facilities located on Airport property
1.6.5 Implement effective marketing, leasing and operational systems for Airport business park development

1.7.0 Encourage business development and expansion in urban redevelopment areas (redevelopment corridors, revitalized strategy areas and urban renewal areas)

1.7.1 Utilize available financing methods in appropriate circumstances to facilitate projects in urban redevelopment areas

1.8.0 Develop a mechanism for assessing the near-term (less than 2 years) and mid-term (2-5 years) availability of commercial office and industrial (COI) land for major employers based on proximity to infrastructure and services of CIP principles

1.9.0 Support the expansion of public art throughout the community in highly visible and accessible spaces and encourage partnerships with the Arts community

1.9.1 Create and maintain an arts commission
1.9.2 Create and maintain an arts calendar on the City's website
1.9.3 Expand cultural activities in parks and community centers

2. **Public Safety:** *Proactively safeguard our community as our family by providing principled police and fire services*

Objectives

2.1.0 Deliver prompt, responsive, quality public safety services

2.1.1 Staff all fire stations with paramedics
2.1.2 First company fire response to emergency calls for services will arrive within 8 minutes or less at least 90% of the time
2.1.3 Effective fire force will arrive to structure fires within 12 minutes or less at least 90% of the time
2.1.4 First police response to emergency calls for service will arrive within 8 minutes 90% of the time
2.1.5 Violent and property crime rates in Colorado Springs will remain below the national average of similarly sized cities
2.1.6 CSPD clearance rates for violent and property crimes shall exceed the national average of similarly sized cities
2.1.7 Identify target areas for drug enforcement strategies and respond and take appropriate action in 24 hours where open-air drug dealing and prostitution are occurring
2.1.8 Maximize current Fire Department resources and future revenues to reduce response times city-wide and modernize existing facilities

2.2.0 Support pro-active programs that reduce threat to life and property

2.2.1 Support all efforts encouraging citizens to participate in Citizen Emergency Response Training (CERT) Programs
2.2.2 Continue to implement elements of the Wildfire Mitigation Plan
2.2.3 Develop capacity of Fire Prevention to conduct routine commercial fire inspections
2.2.4 Improve service to the development and construction community
2.2.5 Reduce motor vehicle crashes at the City's top 25 targeted intersections
2.2.6 Maintain and enhance the Neighborhood Speeding Program
2.2.7 Continue traffic safety presentations by CSPD personnel at public meetings and media outlets
2.2.8 Continue the use of non-lethal alternatives in law enforcement
2.2.9 Create a DNA lab capability within CSPD
2.2.10 Expand the AED program in Colorado Springs through Memorial Hospital
2.2.11 Maintain the level of resources to enforce housing-related codes to provide safe, habitable housing and property

2.3.0 Improve funding for public safety service

2.3.1 Obtain grant funding and partnerships

3. ***Infrastructure:*** *Improve and maintain existing infrastructure and leverage opportunities for new infrastructure*

Objectives

3.1.0 Prepare and maintain a prioritized five-year capital improvements plan as an integral part of the Strategic Action Plan

3.1.1 Five-year capital improvements plan to be completed and prioritized by December 2005 and updated annually thereafter
3.1.2 Five-year capital improvements plan will reflect City needs in transportation, stormwater drainage, parks and recreation, public safety, urban redevelopment and City facilities
3.1.3 All sources of funding and scheduled implementation of projects in the five-year capital improvements plan are coordinated to maximize efficiency

3.2.0 Develop ongoing funding sources to address priority capital improvement projects in five-year capital improvements plan

3.2.1 Measure annual level of funding for infrastructure construction
3.2.2 Measure completion of projects and number of projects underway

3.3.0 Develop ongoing new funding sources for stormwater drainage infrastructure construction and maintenance

3.3.1 Increase annual level of funding for stormwater drainage system maintenance

3.4.0 Maintain existing infrastructure to prevent excessive deterioration or premature replacement

3.4.1 Increase the percentage of stormwater drainage systems that receive regular maintenance
3.4.2 Increase the percentage of streets resurfaced each year
3.4.3 Increase the percentage of facilities and buildings that receive regular maintenance
3.4.4 Maintain the annual level of City funding over the next 5 years for street resurfacing
3.4.5 Sustain annual level of funding dedicated to the maintenance of City facilities and buildings used in the provision of municipal services

3.5.0 Implement capital improvement projects and infrastructure maintenance programs in a fiscally responsible manner.

3.5.1 Measure the number of projects completed within prescribed budgets
3.5.2 Measure the number of projects completed within designated construction schedules
3.5.3 Inform citizens of the City's progress in accomplishing projects and services funded by the PPRTA
3.5.4 Meet or exceed the minimum standards required by the Intergovernmental Agreement, establishing the PPRTA, relative to the City's level of effort funding of transit and roadway maintenance activities

4. ***Transportation:*** *Provide an effective, efficient, affordable and sustainable transportation network*

Objectives

4.1.0 Provide funding to develop, implement, and maintain a transportation and bridge system that meets present and future mobility needs

4.1.1 Ensure sustainable funding for construction and maintenance through a combination of measures, including ballot initiatives, user fees, grants, State and Federal funds and developer contributions
4.1.2 Preserve adequate rights-of-way where required for all major transportation corridors, including interchanges
4.1.3 Sustain a service level of "D" or better for all major thoroughfares
4.1.4 Utilize annually budgeted PPRTA funds for capital projects, maintenance programs and transit activities per annual budgets approved by the PPRTA Board
4.1.5 Meet or exceed the minimum standards required by the Intergovernmental Agreement, establishing the PPRTA, relative to the City's level of effort funding for transportation (including transit)

4.2.0 Develop multiple transportation options that are mutually supportive and function as a single transportation system

4.2.1 Decrease riders' wait time and increase ridership for the City's transit system by expanding, through the PPRTA, transit service hours and routes
4.2.2 Utilize PPRTA funds to implement the South Metro Accessibility Study, which recommends linking the major highway corridors to the Colorado Springs Airport
4.2.3 Expand trail linkages for bicycle, pedestrian and other non-motorized circulation systems

4.3.0 Coordinate the development of transportation systems with land use planning to promote a livable environment

4.3.1 Include a Traffic Impact Analysis (TIA) with all major development plans
4.3.2 Develop zoning ordinances to protect Airport approach and departure corridors

4.4.0 Support efforts to improve transportation access to military installations

4.4.1 Support expansion and improvements of State Highway #16
4.4.2 Improve traffic management on State Highway #16 through the (ITS) Intelligent Transportation System
4.4.3 Enhance transit services to Ft. Carson

5. ***Citizen Services and Workforce:*** *Provide an environment that supports a diverse, high-performing workforce that delivers superior, cost-effective City services to the public*

Objectives

5.1.0 Provide specialized services and facilities for all citizens in the community

5.1.1 Maintain the full range of existing senior, single-parent, early childhood, disabled, teen and minority-outreach programs
5.1.2 Identify other agencies as suitable partners to provide neighborhood and senior services at new locations

5.2.0 Provide incentives and opportunities for residents to enhance the appearance of their neighborhoods

5.3.0 Provide an array of affordable recreational opportunities

5.3.1 Continue to evaluate fees for recreational activities and recover appropriate costs while maintaining affordability
5.3.2 Continue to implement the Open Space Master Plan to acquire parcels that preserve unique vegetation/landforms
5.3.3 Plan and construct neighborhood parks within approximately half-mile radiuses of identified neighborhood areas
5.3.4 Plan and construct trail linkages that are continuous from neighborhood areas to the major spine trails
5.3.5 Concentrate efforts on building youth sports complexes to service fast-growing areas of the city
5.3.6 Determine the potential for consolidating existing City and County park maintenance and recreation services into a single entity

5.4.0 The City will identify, attract and retain high-performing individuals, support a diverse workforce and inclusive environment and compensate competitively

5.4.1 Evaluate the organizational climate for workplace satisfaction. Department managers will develop and implement a plan to address significant issues that emerge
5.4.2 Conduct annual compensation survey to determine appropriate level of compensation for major employee groups to achieve goal of pay equivalent to the median of comparable organizations
5.4.3 Meet or exceed applicable ICMA, EEO and industry benchmarks
5.4.4 Evaluate turnover and recruitment data to improve effectiveness of Human Resource systems and programs
5.4.5 The percentage paid by employer for healthcare plans will remain competitive with Colorado's other comparable front-range organizations
5.4.6 "We '*CREATE'* community" values will be measured throughout the organization, and employees will be held accountable in adhering to these values in the workplace
5.4.7 Continue to develop internal candidates for future leadership roles in City administration

5.5.0 Increase access to City government via e-government initiatives

5.5.1 Increase the number of City business processes available to citizens through the City's website making it easier for citizens to do business with the City

5.6.0 Strive to increase the current level of funding for Human Service programs

5.7.0 Employees will provide citizen services at the highest levels of courtesy, professionalism and accountability

5.7.1 Annually measure internal customer and citizen satisfaction ratings
5.7.2 Meet or exceed applicable ICMA industry benchmarks

5.8.0 Employees will receive sufficient ongoing training and development and will have sufficient technology, tools and resources to perform their jobs

5.8.1 All performance plans will include career development objectives
5.8.2 Ensure the sustainability of the City Disaster Recovery Program (DRP) allowing the City to maintain operational systems during an emergency or catastrophic situation
5.8.3 Maintain a reliable, virus-free, spam-controlled computing network and email environment (hardware and software) that promote effective communication and teamwork

6. ***Community Development and Growth:*** *Preserve a sustainable and affordable quality of life while protecting the environment to foster pride in vibrant neighborhoods and promote identification with the larger community*

Objectives

6.1.0 Preserve neighborhood identity and character

6.1.1 Reduce cut-through traffic in neighborhoods
6.1.2 Measure citizen satisfaction with code enforcement through annual CSPD surveys
6.1.3 Reduce neighborhood traffic speeds by implementing traffic-calming projects
6.1.4 Measure citizen satisfaction through annual CSPD surveys
6.1.5 Continue the implementation of capital improvement plans for neighborhood strategy areas
6.1.6 Identify potential new neighborhood strategy areas

6.2.0 Foster compatibility between existing neighborhoods and new development

6.3.0 Preserve and enhance existing community centers throughout the city

6.4.0 Maintain and enhance neighborhood employment opportunities

6.4.1 Promote mixed-use neighborhoods
6.4.2 Utilize neighborhood strategy areas to encourage business renovation and expansion

6.5.0 Continue to implement the 2000-2010 Parks and Recreation Master Plan

6.5.1 Emphasize completing neighborhood-based recreation centers
6.5.2 Expand community centers throughout the city
6.5.3 Expand community and neighborhood parks throughout the city
6.5.4 Provide ongoing maintenance funding to support park system expansion

6.6.0 Provide a wide variety of housing opportunities in neighborhoods

6.6.1 Provide rehabilitation loans/grants to qualified owner-occupants and investors
6.6.2 Identify potential in-fill sites with neighborhood input
6.6.3 Support a mixture of housing densities to include traditional neighborhood design and other strategies
6.6.4 Develop funding strategies and incentives for affordable housing
6.6.5 Where possible, integrate affordable housing into neighborhoods and urban redevelopment areas

6.7.0 Increase development partnerships with non-profit and private developers

6.8.0 Strive to dedicate 33% of Police patrol officer time to proactive policing to address neighborhood problems such as crime, disorder, traffic problems and delinquency

6.9.0 Support partnerships between CSPD and community organizations

6.9.1 Create and maintain Neighborhood Watch groups

6.10.0 Ensure compliance with federally mandated (NPDES) National Pollutant Discharge Elimination System requirements through the (MSDP) Municipal Stormwater Discharge Permit

Strategic Action Plan Assumptions

Established October 29, 2003; Updated May 10, 2004; Updated May 9, 2005

Planning Assumptions

- City Council's Strategic Plan is for the good of the community
- Challenges for tax revenue, infrastructure and traffic will continue. The PPRTA sales tax will help reduce some of the burden on the transportation system; however, a large backlog remains.
- Growth will continue and increase outside the city's center
- Adequate water and wastewater services will be available
- City Council will take prudent action to develop utility resources
- Population growth will continue, stretching resources in Public Safety and all departments
- Population growth will shift to annexed areas and vacant land to the north and east
- Moderate threat of terrorism continues
- Drought conditions will moderate over the next 2 years
- Our youth will move away if no jobs are available
- Stormwater capital and maintenance backlog continue to increase

Economic Assumptions

- Tourism is important to the Colorado Springs economy
- Slight increase in tourism and air travel
- Military is important to Colorado Springs economy; possible increase in overall impact
- High-tech may no longer be a driver for the Colorado Springs economy
- The aerospace and defense industry will be a major driver of the local economy
- Don't rely on large manufacturing businesses (some businesses moving to India)
- Citizens will continue to expect City Council to address job creation
- Continue to deal with TABOR, Gallagher Amendment and #23
- Economy will continue to improve

Revenue Assumptions

- Combined revenue streams from PSST, PPRTA and the City's general fund are not sufficient to address all city infrastructure funding needs
- Increased funding from the PPRTA for transportation will address the infrastructure backlog
- The funding of stormwater infrastructure backlog will require a new revenue source
- Federal grants for community development, transit, housing and urban renewal will remain stable or decline
- Federal budget (for CDBG, Transit grants, housing, urban renewal, etc.) will remain stable but will not increase
- Federal transportation allocations affect transportation planning and may affect City budget decisions
- Resources available for stormwater drainage infrastructure and maintenance will continue to be scarce and insufficient
- Sales taxes will increase relative to inflation and population growth while TABOR limits will cap the annual growth in City revenue that can be budgeted

All Funds Summary

CITY SERVICES OVERVIEW

The City of Colorado Springs is a home-rule city, organized under provisions of the Colorado constitution, with a council/manager form of government. The City provides a full range of municipal government services to an estimated 2006 population of 392,164 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 enterprise activities that include the Airport, Cemeteries, Development Review Enterprise, Human Services Complex, Patty Jewett Golf Course, Parking, Pikes Peak – America's Mountain, and Valley Hi Golf Course. Other fund types included in the All Funds Summary are Special Revenue Funds, Internal Services Funds, and Permanent Funds. The table and corresponding graph on the following page identify all City funds and the 2006 budgeted expenditures stated in dollars and percent of total.

OVERVIEW OF 2006 BUDGETS FOR ALL FUNDS

The overview includes a fund balance summary and description of the City's funds, how funds interact, basis of accounting, and changes to the adopted budget. The fund balance summary indicates the beginning and ending fund balances available for appropriation as well as 2006 budgets by specific fund.

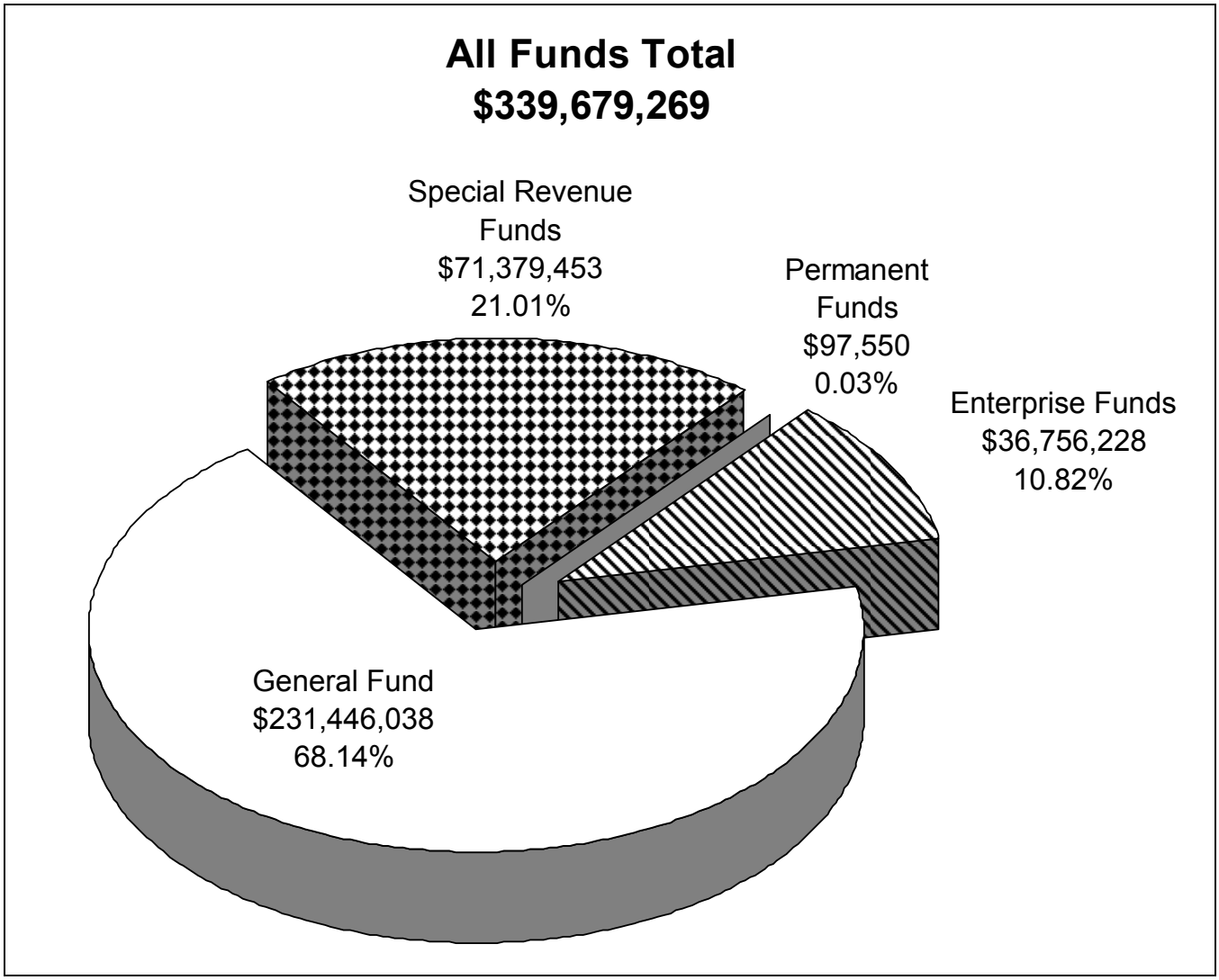
The budget document focuses primarily on the General Fund because it is the largest fund. The General Fund 2006 Budget is $231,446,038, which is 68.14 percent of the total funds. The second largest type of fund is the Special Revenue Funds. The 2006 Special Revenue Funds budgets total $71,379,453, which is 21.01 percent of the total funds. The 2006 Enterprise Funds budgets total $36,756,228, which is 10.82 percent of the total funds. The remaining 0.03 percent balance of the total funds is comprised of the Permanent Funds 2006 budgets, which total $97,550.

2006 ALL FUNDS EXPENDITURES

FUND	AMOUNT
General Fund	$231,446,038
Special Revenue Funds	71,379,453
Enterprise Funds	
Airport **	24,051,521
Cemeteries	1,415,796
Development Review	2,137,741
Human Services Complex	319,098
Parking System	2,187,210
Patty Jewett Golf Course	1,987,118
Pikes Peak - America's Mountain	3,478,210
Valley Hi Golf Course	1,179,534
Permanent Funds	97,550
All Funds Total	**$339,679,269**

NOTE: The total of the Internal Services Funds is $66,412,132. A portion of this is allocated in the General and Enterprise Funds

** In order to accurately reflect the fund balance that would be available for appropriation, $3,552,060 in anticipated CIP expenditures is included, but the capital improvement projects will actually be appropriated as they are identified throughout the year.



BUDGET IN BRIEF

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Revenue by source				
Taxes	$158,962,535	$172,330,604	$176,522,668	$183,866,417
Licenses and Permits	537,903	574,447	949,843	1,010,313
Intergovernmental	30,829,103	28,742,879	30,799,360	30,803,902
Charges for Services	73,466,113	77,243,283	80,600,502	83,251,894
Fines and Forfeits	7,767,606	8,989,075	9,000,000	9,434,411
Miscellaneous	14,902,819	10,724,594	7,201,290	9,196,299
Transfers from Other Funds	67,743,089	77,597,198	85,111,694	83,645,120
Total Revenue	**$354,209,168**	**$376,202,080**	**$390,185,357**	**$401,208,356**
Expenditures by source				
Salaries and Benefits	$164,129,662	$172,393,243	$190,662,040	$199,136,954
Operating	116,433,679	116,165,131	130,384,266	135,225,368
Capital Outlay	6,076,392	10,140,600	9,641,830	6,556,274
Capital Improvement Projects **	44,998,390	40,462,257	52,145,546	38,391,323
Debt Service	14,879,266	13,128,202	10,800,997	10,118,919
TABOR Refund	0	0	2,311,601	0
Transfers to CIP funds	10,794,002	14,701,582	17,481,165	16,662,563
Total Expenditures	**$357,311,391**	**$366,991,015**	**$413,427,445**	**$406,091,401**

NOTE: The Internal Service Funds are included.

** The 2005 Budget includes $12,846,409, and the 2006 Budget includes $3,552,060 in anticipated CIP expenditures in the Airport Enterprise, in order to accurately reflect the fund balance, but the capital improvement projects are actually appropriated as they are identified throughout the year.

In 2003 and 2004, Taxes accounted for 44.88 and 45.81 percent of the total revenue, respectively. For 2005 and 2006, Taxes were projected to account for 45.24 and 45.83 percent of the total revenue, respectively. In 2003, the second largest revenue source was Charges for Services due to increases in a number of non-tax revenue enhancements. For 2004, 2005, and 2006, Transfers from Other Funds is the second largest category, accounting for 20.63, 21.81, and 20.85 percent, 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.

In 2003 and 2004, Salaries and Benefits accounted for 45.93 and 46.97 percent, respectively, of the total expenditures. These were projected to increase to 46.12 percent of the total expenditures in 2005 and 49.04 percent in 2006. The second largest category is Operating expenditures, which accounted for 32.59 and 31.65 percent, respectively, of the total expenditures in 2003 and 2004. Operating expenditures represent 31.54 percent and 33.30 percent, respectively, of the total expenditures in 2005 and 2006. The three largest funds are the General Fund, the Public Safety Sales Tax Special Revenue Fund and the Airport Enterprise Fund. In 2003 and 2004, these three funds accounted for 67.16 and 68.68 percent, respectively, of the total expenditures. For 2005 and 2006, these three are anticipated to account for 69.47 and 69.24 percent, respectively, of the total expenditures.

2006 ALL FUNDS REVENUE TRENDS

The Taxes revenue source is comprised of sales and use taxes, property taxes, and other taxes. The major component is the sales and use tax, which has increased by an annual average of 3.99 percent since 2003. Property tax revenue is the second largest component and has increased by an average of 1.55 percent since 2003. The increase is primarily due to an increase in the assessed value for taxes payable in 2006. Other taxes, which include the City's occupational tax and specific ownership taxes, have decreased by an average of 0.34 percent since 2003.

Intergovernmental revenue includes Federal grants, State-shared revenue, and the City's share of the El Paso County Road and Bridge Tax and shared fines. Federal grant revenue is projected to decrease by 5.08 percent from 2005 to 2006, mainly due to the decrease in Community Development Block Grant (CDBG) funding. The State-shared revenue includes revenue generated by the State Lottery program and Highway Users Tax Fund (HUTF) revenue. The State Lottery Program is distributed from the Conservation Trust Fund to the City based on population. The projected revenue is $3,246,850. This estimate is based upon a weighted city population of 381,670 and an $8.29 per capita distribution which generates $3,245,737, plus interest earnings of $1,113. The 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 HUTF revenue is projected to increase 1.49 percent from the 2005 budget. Revenue resulting from the El Paso County Road and Bridge Tax is estimated to increase by 5.5 percent from the 2005 budget.

Revenue from Charges for Services is projected to increase 3.29 percent from the 2005 Budget. The General Fund Charges for Services category is projected to increase approximately 1.69 percent over the 2005 Budget. The Special Revenue Funds Charges for Services category is estimated to increase 2.55 percent. The Enterprise Funds Charges for Services category is estimated to decrease 1.35 percent. The Internal Services Funds Charges for Services category is expected to increase by 9.25 percent from 2005 to 2006.

The Transfers from Other Funds revenue is projected to decrease 1.72 percent from the 2005 Budget mainly due to a decrease in the transfer from the Colorado Springs Utilities to the General Fund to the Payment in Lieu of Taxes (PILT).

2006 SUMMARY OF MAJOR REVENUE AND EXPENDITURES

		Special Funds			
	* General Fund	Arterial Roadway	Ballfield Capital Improvements	Bicycle Tax	Briargate SIMD
Beginning Fund Balance	**21,643,621**	**493,878**	**315,256**	**195,911**	**140,498**
Revenue by Source					
Taxes	147,742,674	0	0	100,000	774,385
Licenses and Permits	1,010,313	0	0	0	0
Intergovernmental	20,893,157	0	0	0	0
Charges for Services	13,285,065	250,000	80,000	0	0
Fines and Forfeits	9,434,411	0	0	0	0
Miscellaneous	5,579,106	0	22,500	3,000	14,710
Transfers from Other Funds	32,435,185	0	0	0	0
Total Revenue	**230,379,911**	**250,000**	**102,500**	**103,000**	**789,095**
Expenditures by Category					
Salaries and Benefits	153,416,212	0	0	0	386,000
Operating	54,290,948	0	0	0	453,095
Capital Outlay	4,050,290	0	0	0	0
Capital Improvements Projects	0	400,000	0	150,000	0
Debt Service	3,026,025	0	102,500	0	0
Transfers to CIP Funds	0	0	0	0	0
TABOR Refund	16,662,563	0	0	0	0
Total Expenditures	**231,446,038**	**400,000**	**102,500**	**150,000**	**839,095**
Ending Fund Balance	**20,577,494**	**343,878**	**315,256**	**148,911**	**90,498**

* General Fund revenue does not include the draw from the fund balance of $1,066,127.

2006 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Special Funds					
	Cable Franchise	CDBG - Neighborhood Services	City-funded CIP	Conservation Trust	Economic Development	Emergency Shelter Act Grant
Beginning Fund Balance	**0**	**0**	**0**	**0**	**80,658**	**0**
Revenue by Source						
Taxes	0	0	0	0	0	0
Licenses and Permits	0	0	0	0	0	0
Intergovernmental	0	3,269,781	0	3,245,737	0	113,416
Charges for Services	1,260,000	0	0	0	5,300	0
Fines and Forfeits	0	0	0	0	0	0
Miscellaneous	0	0	625,000	1,113	100	0
Transfers from Other Funds	0	0	16,758,921	0	0	0
Total Revenue	**1,260,000**	**3,269,781**	**17,383,921**	**3,246,850**	**5,400**	**113,416**
Expenditures by Category						
Salaries and Benefits	340,000	1,349,006	0	0	0	0
Operating	0	1,388,775	0	0	86,058	113,416
Capital Outlay	0	0	0	0	0	0
Capital Improvements Projects	920,000	532,000	17,383,921	3,246,850	0	0
Debt Service	0	0	0	0	0	0
Transfers to CIP Funds	0	0	0	0	0	0
TABOR Refund	0	0	0	0	0	0
Total Expenditures	**1,260,000**	**3,269,781**	**17,383,921**	**3,246,850**	**86,058**	**113,416**
Ending Fund Balance	**0**	**0**	**0**	**0**	**0**	**0**

2006 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Special Funds				
	Garfield School Maintenance	Gateway SIMD	Gift	Home Investment Partnership	HOPE III Reuse
Beginning Fund Balance	**65,143**	**5,392**	**2,964,045**	**0**	**0**
Revenue by Source					
Taxes	0	3,118	0	0	0
Licenses and Permits	0	0	0	0	0
Intergovernmental	0	0	0	2,683,319	598,492
Charges for Services	0	0	0	0	0
Fines and Forfeits	0	0	0	0	0
Miscellaneous	27,500	408	1,100,000	0	0
Transfers from Other Funds	0	0	0	0	0
Total Revenue	**27,500**	**3,526**	**1,100,000**	**2,683,319**	**598,492**
Expenditures by Category					
Salaries and Benefits	0	0	0	155,000	0
Operating	25,150	3,526	1,100,000	2,528,319	598,492
Capital Outlay	0	0	0	0	0
Capital Improvements Projects	0	0	0	0	0
Debt Service	0	0	0	0	0
Transfers to CIP Funds	0	0	0	0	0
TABOR Refund	0	0	0	0	0
Total Expenditures	**25,150**	**3,526**	**1,100,000**	**2,683,319**	**598,492**
Ending Fund Balance	**67,493**	**5,392**	**2,964,045**	**0**	**0**

2006 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Special Funds				
	Lodgers & Auto Rental Tax	Norwood SIMD	Old Colorado City SIMD	Platte Avenue SIMD	Public Safety Sales Tax
Beginning Fund Balance	**77,824**	**142,067**	**58,026**	**38,089**	**2,355,772**
Revenue by Source					
Taxes	3,589,770	595,696	104,019	8,499	24,570,955
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	5,000	14,048	3,879	2,018	72,942
Transfers from Other Funds	0	0	0	0	0
Total Revenue	**3,594,770**	**609,744**	**107,898**	**10,517**	**24,643,897**
Expenditures by Category					
Salaries and Benefits	0	207,849	54,935	0	18,989,470
Operating	3,672,594	471,895	64,963	10,517	2,996,228
Capital Outlay	0	0	0	0	1,428,628
Capital Improvements Projects	0	0	0	0	2,255,321
Debt Service	0	0	0	0	0
Transfers to CIP Funds	0	0	0	0	0
TABOR Refund	0	0	0	0	0
Total Expenditures	**3,672,594**	**679,744**	**119,898**	**10,517**	**25,669,647**
Ending Fund Balance	**0**	**72,067**	**46,026**	**38,089**	**1,330,022**

2006 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Special Funds				
	Public Space & Development	SCIP	Senior Programs	Stetson Hills SIMD	Street Tree
Beginning Fund Balance	**3,125,616**	**23,532**	**481,663**	**100,752**	**447,296**
Revenue by Source					
Taxes	0	0	0	218,222	0
Licenses and Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges for Services	610,000	0	0	0	0
Fines and Forfeits	0	0	0	0	0
Miscellaneous	60,000	350,000	15,000	10,372	12,000
Transfers from Other Funds	0	0	0	0	0
Total Revenue	**670,000**	**350,000**	**15,000**	**228,594**	**12,000**
Expenditures by Category					
Salaries and Benefits	0	0	0	0	0
Operating	0	0	50,000	228,594	250,000
Capital Outlay	0	0	0	0	0
Capital Improvements Projects.	877,000	0	0	0	0
Debt Service	0	373,532	0	0	0
Transfers to CIP Funds	0	0	0	0	0
TABOR Refund	0	0	0	0	0
Total Expenditures	**877,000**	**373,532**	**50,000**	**228,594**	**250,000**
Ending Fund Balance	**2,918,616**	**0**	**446,663**	**100,752**	**209,296**

2006 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Special Funds				
	Subdivision Drainage	Therapeutic Recreation	Trails, Open Space and Parks	Tree City USA	Woodstone SIMD
Beginning Fund Balance	**1,086,056**	**18,613**	**719,985**	**10,598**	**101,015**
Revenue by Source					
Taxes	0	0	6,142,739	0	16,340
Licenses and Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges for Services	1,750,000	0	0	0	0
Fines and Forfeits	0	0	0	0	0
Miscellaneous	0	500	90,000	0	3,810
Transfers from Other Funds	0	0	0	0	0
Total Revenue	**1,750,000**	**500**	**6,232,739**	**0**	**20,150**
Expenditures by Category					
Salaries and Benefits	0	0	0	0	0
Operating	0	1,000	0	10,598	20,150
Capital Outlay	0	0	0	0	0
Capital Improvements Projects	2,000,000	0	6,154,071	0	0
Debt Service	0	0	0	0	0
Transfers to CIP Funds	0	0	0	0	0
TABOR Refund	0	0	0	0	0
Total Expenditures	**2,000,000**	**1,000**	**6,154,071**	**10,598**	**20,150**
Ending Fund Balance	**836,056**	**18,113**	**798,653**	**0**	**101,015**

2006 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Enterprise Funds				
	Airport	Cemeteries	Development Review	Human Services Complex	Parking System
Beginning Fund Balance	**17,929,842**	**319,337**	**846,920**	**605,174**	**3,067,535**
Revenue by Source					
Taxes	0	0	0	0	0
Licenses and Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges for Services	21,598,659	1,108,485	1,924,644	230,000	2,683,829
Fines and Forfeits	0	0	0	0	0
Miscellaneous	474,187	307,500	16,268	18,000	80,000
Transfers from Other Funds	0	0	0	0	132,000
Total Revenue	**22,072,846**	**1,415,985**	**1,940,912**	**248,000**	**2,895,829**
Expenditures by Category					
Salaries and Benefits	7,743,108	$774,545	$1,491,579	$128,159	$475,013
Operating	6,633,900	557,251	612,412	165,939	887,408
Capital Outlay	287,770	84,000	33,750	25,000	124,250
Capital Improvements Projects	** 3,552,060	0	0	0	0
Debt Service	5,834,683	0	0	0	700,539
Transfers to CIP Funds	0	0	0	0	0
Total Expenditures	**24,051,521**	**1,415,796**	**2,137,741**	**319,098**	**2,187,210**
Ending Fund Balance	**15,951,167**	**319,526**	**650,091**	**534,076**	**3,776,154**

** In order to accurately reflect the fund balance that would be available for appropriation, $3,552,060 in anticipated CIP expenditures is included, but the capital improvement projects will actually be appropriated as they are identified throughout the year.

2006 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Enterprise Funds		
	Patty Jewett Golf Course	Pikes Peak - America's Mountain	Valley Hi Golf Course
Beginning Fund Balance	**673,209**	**595,825**	**175,473**
Revenue by Source			
Taxes	0	0	0
Licenses and Permits	0	0	0
Intergovernmental	0	0	0
Charges for Services	1,954,836	2,507,085	1,110,783
Fines and Forfeits	0	0	0
Miscellaneous	31,546	134,207	24,035
Transfers from Other Funds	0	800,000	0
Total Revenue	**1,986,382**	**3,441,292**	**1,134,818**
Expenditures by Category			
Salaries and Benefits	$717,673	$1,446,399	$390,230
Operating	986,735	1,026,271	789,304
Capital Outlay	282,710	3,900	0
Capital Improvements Projects	0	920,000	0
Debt Service	0	81,640	0
Transfers to CIP Funds	0	0	0
Total Expenditures	**1,987,118**	**3,478,210**	**1,179,534**
Ending Fund Balance	**672,473**	**558,907**	**130,757**

2006 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Internal Service Funds			
	Claims Reserve Self-Insurance	Employee Benefits Self-Insurance	Support Services	Workers Comp. Self-Insurance
Beginning Fund Balance	**0**	**0**	**0**	**0**
Revenue by Source				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	26,335,549	6,557,569
Fines and Forfeits	0	0	0	0
Miscellaneous	0	0	0	0
Transfers from Other Funds	1,000,000	32,519,014	0	0
Total Revenue	**1,000,000**	**32,519,014**	**26,335,549**	**6,557,569**
Expenditures by Category				
Salaries and Benefits	0	0	10,353,576	718,200
Operating	1,000,000	32,519,014	15,745,997	5,839,369
Capital Outlay	0	0	235,976	0
Capital Improvements Projects	0	0	0	0
Debt Service	0	0	0	0
Transfers to CIP Funds	0	0	0	0
Total Expenditures	**1,000,000**	**32,519,014**	**26,335,549**	**6,557,569**
Ending Fund Balance	**0**	**0**	**0**	**0**

2006 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Permanent Funds				
	C.D. Smith	Perkins	Sabine	Trails, Open Space and Parks Maintenance	Woods
Beginning Fund Balance	**0**	**0**	**0**	**0**	**0**
Revenue by Source					
Taxes	0	0	0	0	0
Licenses and Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges for Services	0	0	0	0	0
Fines and Forfeits	0	0	0	0	0
Miscellaneous	85,600	150	100	11,500	200
Transfers from Other Funds	0	0	0	0	0
Total Revenue	**85,600**	**150**	**100**	**11,500**	**200**
Expenditures by Category					
Salaries and Benefits	0	0	0	0	0
Operating	85,600	150	0	11,500	200
Capital Outlay	0	0	0	0	0
Capital Improvements Projects	0	0	100	0	0
Debt Service	0	0	0	0	0
Transfers to CIP Funds	0	0	0	0	0
Total Expenditures	**85,600**	**150**	**100**	**11,500**	**200**
Ending Fund Balance	**0**	**0**	**0**	**0**	**0**

FUND BALANCE SUMMARY

Fund	Funds Available for Appropriation 1/1/05	Estimated 2005 Revenue	Estimated 2005 Expenditures	Estimated Funds Available for Appropriation 1/1/06	Budget 2006 Revenue	Budget 2006 Expenditures	Estimated Funds Available for Appropriation 1/1/07
GENERAL FUND	29,629,676	220,943,864	228,929,919	21,643,621	230,379,911	231,446,038	20,577,494
Funds Available for Appropriation 1/1/05 excludes TABOR emergency reserve of $6,169,737.							
SPECIAL REVENUE FUNDS							
Arterial Roadway	668,878	225,000	400,000	493,878	250,000	400,000	343,878
Ballfield Capital Improvements	315,256	110,000	110,000	315,256	102,500	102,500	315,256
Bicycle Tax	82,911	113,000	0	195,911	103,000	150,000	148,911
Briargate SIMD	357,498	728,896	945,896	140,498	789,095	839,095	90,498
Cable Franchise	0	1,232,640	1,232,640	0	1,260,000	1,260,000	0
CDBG	0	3,801,777	3,801,777	0	3,269,781	3,269,781	0
City-funded CIP	723,969	17,803,002	18,526,971	0	17,383,921	17,383,921	0
Conservation Trust	649,284	4,542,375	5,191,659	0	3,246,850	3,246,850	0
Economic Development	676,996	4,286	600,624	80,658	5,400	86,058	0
Emergency Shelter Act Grant	0	116,030	116,030	0	113,416	113,416	0
Garfield School Maintenance	63,643	26,650	25,150	65,143	27,500	25,150	67,493
Gateway SIMD	10,392	3,340	8,340	5,392	3,526	3,526	5,392
Gift Trust	2,964,045	1,100,000	1,100,000	2,964,045	1,100,000	1,100,000	2,964,045
Home Investment Partnership	0	2,533,342	2,533,342	0	2,683,319	2,683,319	0
HOPE III	0	668,000	668,000	0	598,492	598,492	0
Lodgers & Auto Rental Tax	273,431	3,456,702	3,652,309	77,824	3,594,770	3,672,594	0
Norwood SIMD	267,067	536,523	661,523	142,067	609,744	679,744	72,067
Old Colorado City SIMD	88,026	95,845	125,845	58,026	107,898	119,898	46,026
Platte Avenue SIMD	54,089	9,961	25,961	38,089	10,517	10,517	38,089
Public Safety Sales Tax	3,535,954	24,127,723	25,307,905	2,355,772	24,643,897	25,669,647	1,330,022
Public Space & Development	2,775,616	700,000	350,000	3,125,616	670,000	877,000	2,918,616
SCIP	1,049,547	171,316	1,197,331	23,532	350,000	373,532	0
Senior Programs	516,663	15,000	50,000	481,663	15,000	50,000	446,663
Stetson Hills SIMD	190,752	189,992	279,992	100,752	228,594	228,594	100,752
Street Tree	557,296	140,000	250,000	447,296	12,000	250,000	209,296
Subdivision Drainage	1,516,056	1,570,000	2,000,000	1,086,056	1,750,000	2,000,000	836,056
Therapeutic Recreation	19,113	500	1,000	18,613	500	1,000	18,113
Trails, Open Space and Parks	0	6,055,447	5,335,462	719,985	6,232,739	6,154,071	798,653
Tree City USA	22,598	0	12,000	10,598	0	10,598	0
Woodstone SIMD	101,015	17,406	17,406	101,015	20,150	20,150	101,015
ENTERPRISE FUNDS							
Airport **	17,634,293	21,218,794	20,923,245	17,929,842	22,072,846	24,051,521	15,951,167
Cemeteries	359,272	1,211,655	1,251,590	319,337	1,415,985	1,415,796	319,526
Development Review	1,026,793	1,708,034	1,887,907	846,920	1,940,912	2,137,741	650,091
Human Services Complex	615,172	271,500	281,498	605,174	248,000	319,098	534,076
Parking System	2,863,391	2,850,477	2,646,333	3,067,535	2,895,829	2,187,210	3,776,154
Patty Jewett Golf Course	715,144	1,920,873	1,962,808	673,209	1,986,383	1,987,118	672,474
Pikes Peak - America's Mountain	664,326	3,365,768	3,434,269	595,825	3,441,292	3,478,210	558,907
Valley Hi Golf Course	238,581	1,079,716	1,142,824	175,473	1,134,818	1,179,534	130,757
INTERNAL SVCS. FUNDS							
Claims Reserve Self-Insurance	0	1,000,000	1,000,000	0	1,000,000	1,000,000	0
Employee Benefits Self-Ins.	0	32,415,000	32,415,000	0	32,519,014	32,519,014	0
Support Services	0	24,008,273	24,008,273	0	26,335,549	26,335,549	0
Workers Compensation	0	6,100,000	6,100,000	0	6,557,569	6,557,569	0
PERMANENT FUNDS							
C. D. Smith Trust	0	85,600	85,600	0	85,600	85,600	0
Perkins Trust	0	150	150	0	150	150	0
Sabine Trust	0	100	100	0	100	100	0
Trails, Open Space & Prks Mnt.	0	11,500	11,500	0	11,500	11,500	0
Woods Trust	0	200	200	0	200	200	0

** The 2005 Budget includes $12,846,409, and the 2006 Budget includes $3,552,060 in anticipated CIP expenditures in the Airport Enterprise, in order to accurately reflect the fund balance, but the capital improvement projects are actually appropriated as they are identified throughout the year.

THE CITY'S FUND STRUCTURE

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

TYPES OF FUNDS

General Fund - The General Fund includes all activities of the City supported by City taxes and other non-dedicated revenue. These other revenue includes 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 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
Ballfield Capital Improvements
Bicycle Tax
Briargate SIMD
Cable Franchise
CDBG – Neighborhood Services
City-Funded CIP
Conservation Trust (State Lottery Program)
Economic Development
Emergency Shelter Act Grant
Garfield School Maintenance
Gateway SIMD
Gift Trust
Home Investment Partnership
HOPE III
Lodgers and Automobile Rental Tax
Norwood SIMD
Old Colorado City Maintenance & Security District
Platte Avenue SIMD
Public Safety Sales Tax
Public Space and Development
Springs Community Improvements Program (SCIP)
Senior Programs
Stetson Hills SIMD
Street Tree
Subdivision Drainage
Therapeutic Recreation
Trails, Open Space and Parks (TOPS)
Tree City USA
Woodstone SIMD

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

Enterprise Funds - These funds account for the acquisition, operation, 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 revenue earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. Additional information on these funds can be found where noted.

Enterprise Funds Section

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

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

- 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

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

Other Funds and Agencies Section

- C. D. Smith Trust
- Perkins Trust
- Sabine Trust
- Trails, Open Space and Parks Maintenance
- Woods Trust

HOW FUNDS INTERACT

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

BASIS OF ACCOUNTING AND ACCOUNTING STRUCTURE

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

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

Basis of Budgeting - The budget is prepared in a manner consistent with the Colorado Revised Statutes. All funds are included within the budget along with the programs supported. 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. Funds can be transferred within an organizational unit budget; however, transfers between funds require City Council action. An encumbrance accounting system is used to assist in accomplishing budgetary control.

FINANCIAL POLICIES

General Fund Balance Reserve – In accordance with its Charter, the City is required to maintain an emergency reserve in the amount of 3 percent of fiscal year spending less debt service. This reserve can be used to meet any emergency except those caused by economic conditions, revenue shortfalls, and salary or fringe benefit increases. The other portion of the fund balance is the unreserved. Of the unreserved, the accepted policy for the undesignated fund balance of the General Fund is 10 percent of the following year's budgeted expenditures.

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

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

CHANGES TO THE ADOPTED BUDGET

When necessary, the City Manager may revise or amend the budget to reflect corrections of revenue 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

Recent events such as Hurricanes Katrina and Rita, in addition to events over the past few years including the aftermath of 9/11 and its effect on local tourism and travel, the meltdown in advanced technology, and the deployment of Fort Carson troops to Iraq, have contributed to the challenges facing our local economy. Yet, the local economy has shown remarkable resiliency in that it has largely worked through those economic dislocations and appears to be moving back onto a growth track with growth in jobs so far in 2005. Although most key indicators of local economic activity posted declines through November 2005, some improvement in local labor market conditions has occurred and retail sales are up, which moderates the impact of the declines.

Local Economic Scorecard
Colorado Springs Area
(Percent Change Over Prior Year)
2004 - 2005

Economic Indicator	2005 **	2004	Direction	Assessment *
Unemployment ***	4.90	5.20	↓	Better
Total Nonag Employment	2.00	1.95	↑	Better
Manufacturing Employment	(7.69)	(2.99)	↓	Worse
Total New Construction Spending	12.31	28.49	↓	Worse
Residential Building Permits	11.75	16.02	↓	Worse
City Sales & Use Tax Revenue	1.10	7.94	↓	Worse

* Is Colorado Springs better off or worse off than a year ago?
** Comparison is through November of each year
*** Actual rates for November

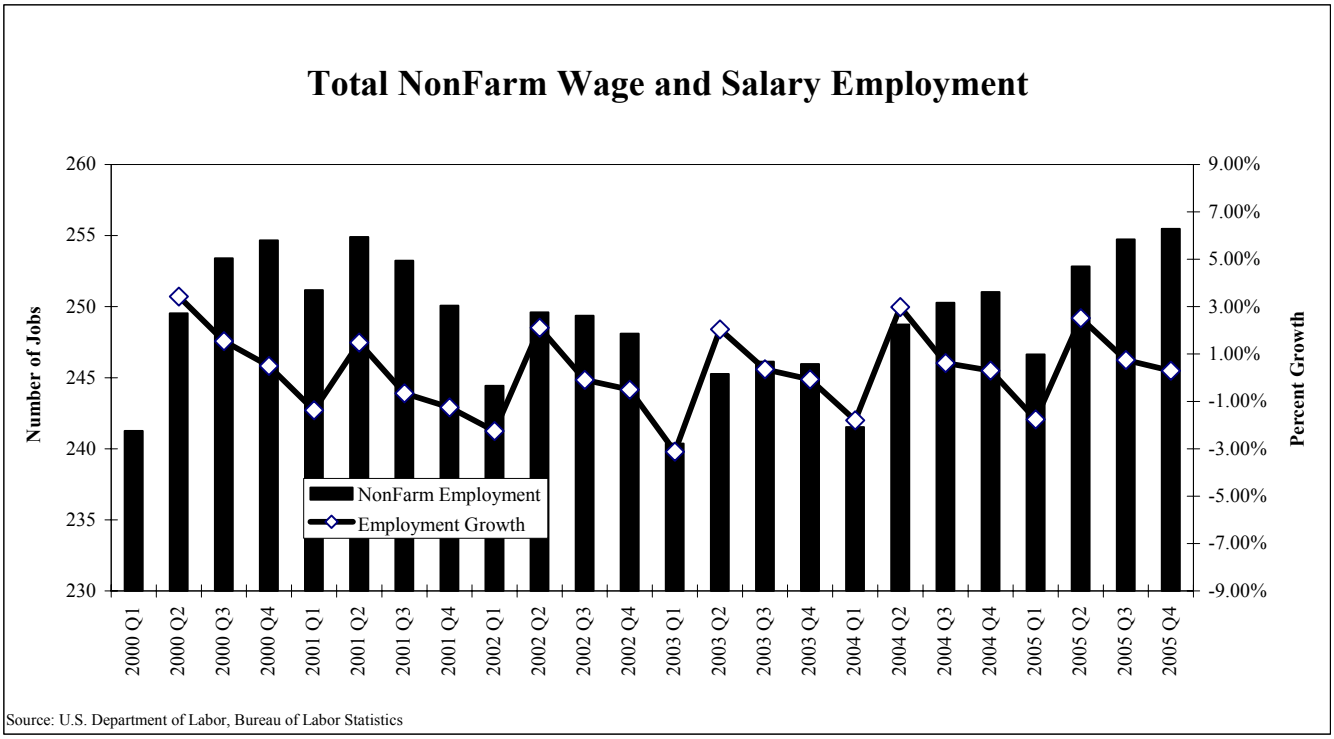
- Through the first eleven months of 2005, the local unemployment rate averaged 5.2 percent. For November, the non-seasonally adjusted rate stood at 4.9 percent which is down from the 5.2 percent posted in November 2005. The average local rate continues to be slightly higher than both the State rate of 4.6 percent and the national rate of 5.0 as of November 2005.

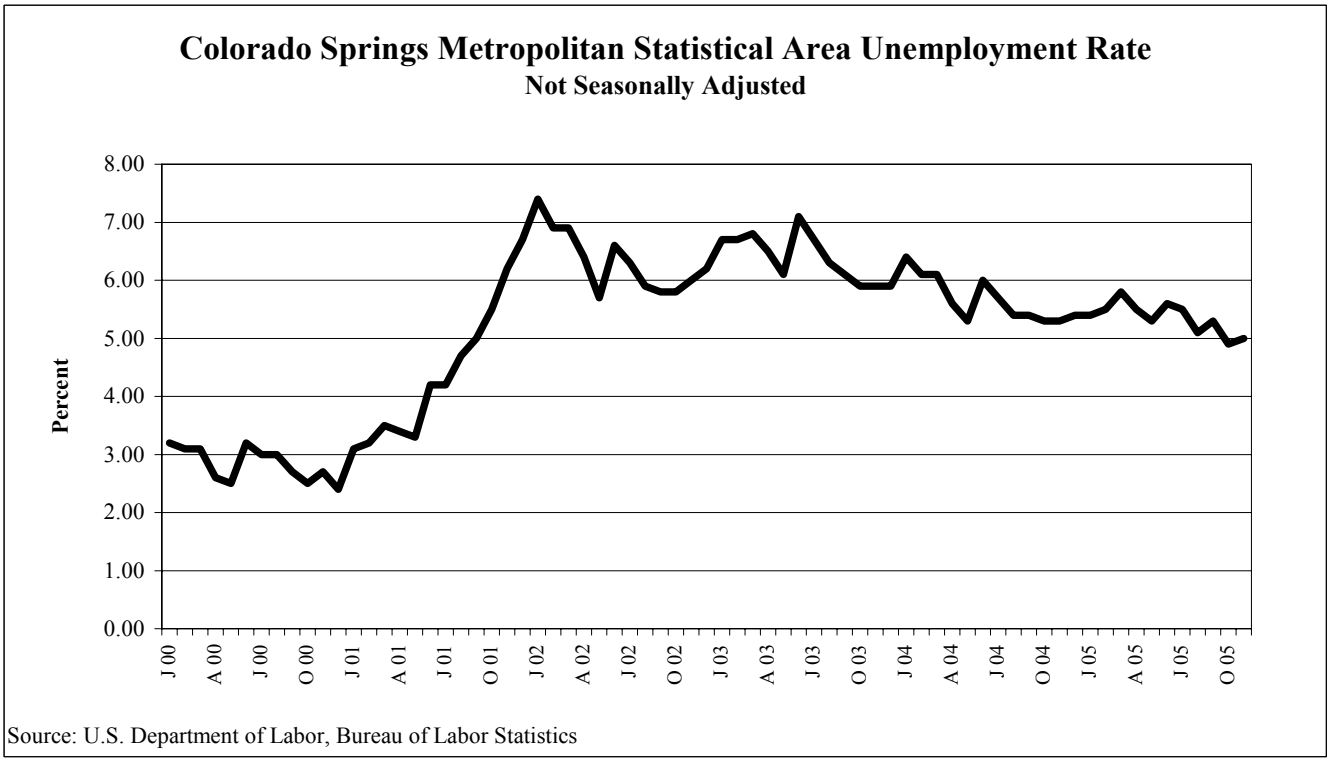
- Total non-agricultural wage and salary employment through the first eleven months of 2005 was down slightly by 1.9 percent from the same period in 2004. The Colorado Springs MSA increased by 10,200 jobs through November, which brings the average quarterly nonfarm employment to 252,400. Gains in local non-agricultural employment have been posted in 9 of the past 12 months. These job gains come from the leisure and hospitality sector and the professional and business services industry.

- The decline in manufacturing industry employment continues with decreases in three of the last four quarters of 2005. Manufacturing employment has decreased markedly in the past year, with the loss of 1,500 jobs from November 2004 to November 2005.

- Local homebuilding continues to be a source of strength in the local economy. The Colorado Springs housing market was strong in 2004, and that trend has continued in 2005. As of November 2005, there were 6,293 new dwelling units permitted in the Pikes Peak Region, with 4,980 for single-family units. This is a 12 percent increase over November 2004; however, it is not as strong as the 16 percent increase in 2004 from the same period in 2003. Through November 2005, 444 new multifamily units were permitted. Sales of existing single-family homes rose 7.9 percent from November 2004, to November 2005.

- For 2006, Sales and Use Tax revenue is projected to total $125.4 million. Of the $5.1 million of growth expected for 2006, over half is attributable to the Vendor's Fee, which is also booked as an expenditure and compensates businesses for collecting the sales tax for the City. If the Vendor's Fee is backed out, the increase in Sales and Use Tax for 2006 is 2.1 percent. City sales and use tax revenue through October, which is collected in November, is up 1.87 percent from the same period in 2004. Over-the-year declines have occurred in five of the past ten months in 2005.


Total NonFarm Wage and Salary Employment
Number of Jobs
Percent Growth
260
255
250
245
240
235
230
9.00%
7.00%
5.00%
3.00%
1.00%
-1.00%
-3.00%
-5.00%
-7.00%
-9.00%
NonFarm Employment
Employment Growth
2000 Q1
2000 Q2
2000 Q3
2000 Q4
2001 Q1
2001 Q2
2001 Q3
2001 Q4
2002 Q1
2002 Q2
2002 Q3
2002 Q4
2003 Q1
2003 Q2
2003 Q3
2003 Q4
2004 Q1
2004 Q2
2004 Q3
2004 Q4
2005 Q1
2005 Q2
2005 Q3
2005 Q4
Source: U.S. Department of Labor, Bureau of Labor Statistics


Colorado Springs Metropolitan Statistical Area Unemployment Rate
Not Seasonally Adjusted
Percent
8.00
7.00
6.00
5.00
4.00
3.00
2.00
1.00
0.00
J 00
A 00
J 00
O 00
J 01
A 01
J 01
O 01
J 02
A 02
J 02
O 02
J 03
A 03
J 03
O 03
J 04
A 04
J 04
O 04
J 05
A 05
J 05
O 05
Source: U.S. Department of Labor, Bureau of Labor Statistics

City of Colorado Springs
Sales Tax Revenue By Retail Industries
2004 – 2005 YTD Comparison

CATEGORY	YTD CHANGE 1/
Utilities	9.56%
Auto Dealers	- 11.37%
Building Materials	9.03%
Department/Discount Stores	- 2.01%
Grocery Stores	1.26%
Auto Repairs and Leases	- 2.63%
Clothing Stores	0.98%
Furniture/Appliances/Electronics	4.99%
Restaurants	2.95%
Hotel/Motel	2.80%
Miscellaneous Retail	1.53%
Sales To Business	5.98%

Source: City of Colorado Springs Sales Tax Report
1/ November collections.

City Sales and Use Tax collections are primarily dependent upon the level of local economic activity, consumer confidence, and tourist activity. Although there have been over-the-year declines in five of the past eleven months of 2005, there have been 19 over-the-year increases during the past 24 months. All but three of the retail industries experienced growth over the past year.

Growth in the Sales and Use Tax collections has slowed over the past year. Declining collections are likely in response to rising consumer debt, surging oil and energy prices in the wake of recent natural disasters, and rising interest rates. The Sales Tax component continues to moderate, and this is expected to continue into 2006. The Use Tax collections through November 2005 decreased 7.47 percent over the same period last year, primarily due to declines in manufacturer purchases. Combined Sales and Use Tax collections for 2005 are projected to total $118.7 million, which is up just 1.4 percent from the 2004 total.

OUTLOOK FOR 2006

Economic growth is expected to slow next year in Colorado and the nation; and while continued economic expansion is likely, recent financial trends have the potential to trigger an economic slowdown. Economists in the region have cited rising consumer debt, skyrocketing housing prices in certain markets, rising interest rates, and increased oil prices as factors that could stress the nation and the State in 2006. The recovery of the Colorado Springs economy is still anticipated to gain momentum in the fourth quarter of 2006 due to defense-related expansion in the region.

Employment growth of approximately 3.0 percent is anticipated in 2006 for the Colorado Springs area with the local jobless rate expected to remain almost unchanged near 5.0 percent. However, an influx of approximately 12,000 military personnel and their families to Fort Carson over the next several years is expected to start showing gains in Sales and Use Tax revenue during the fourth quarter of 2006. The Colorado Springs economy is forecast to become the State's fastest-growing during the next few years based on this increased growth in military personnel. As other expected growth occurs in the defense industry and other sectors, job gains are expected to continue.

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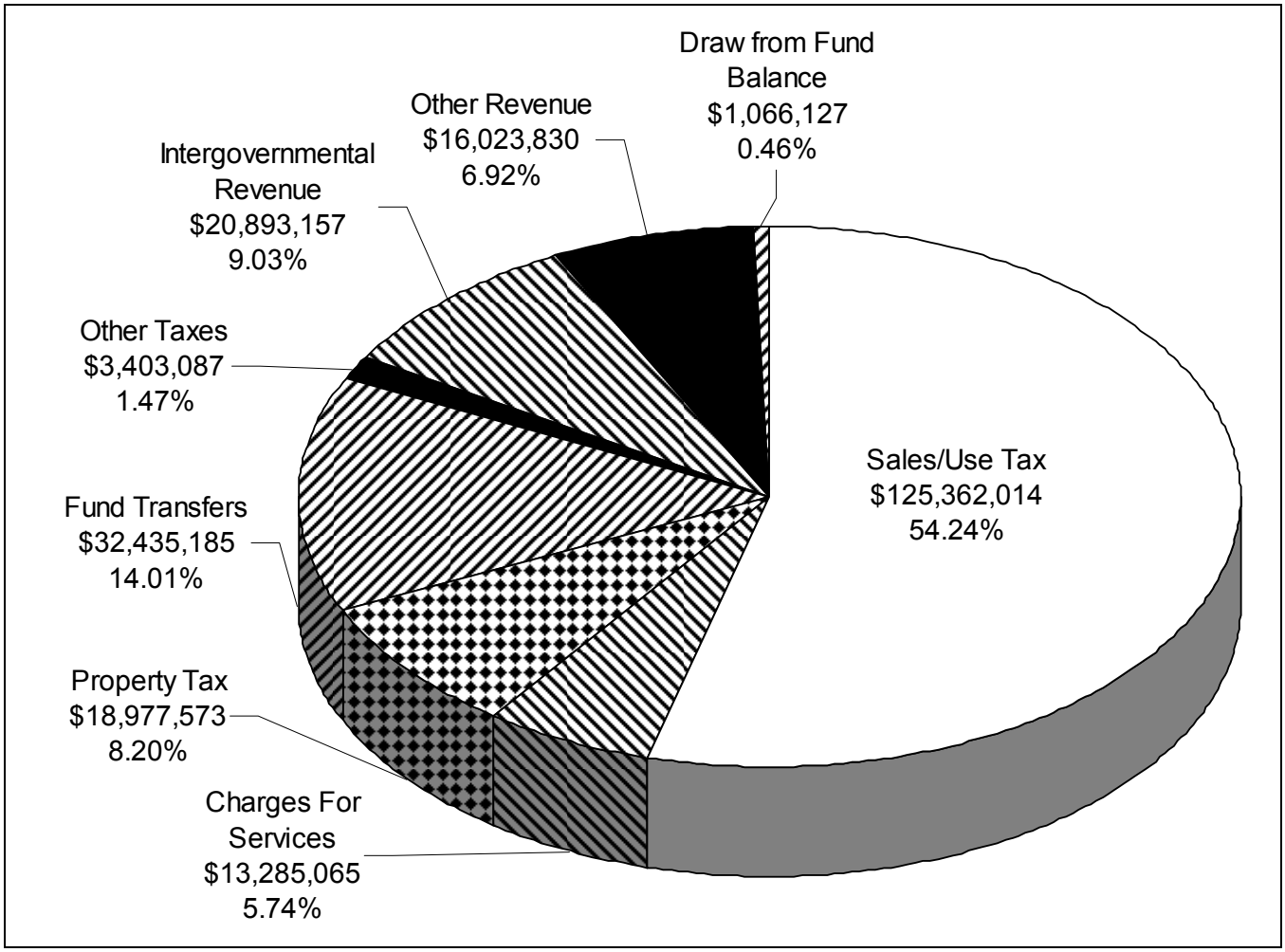
Revenue Overview

GENERAL FUND
RESOURCES AVAILABLE FOR APPROPRIATION
$231,446,038

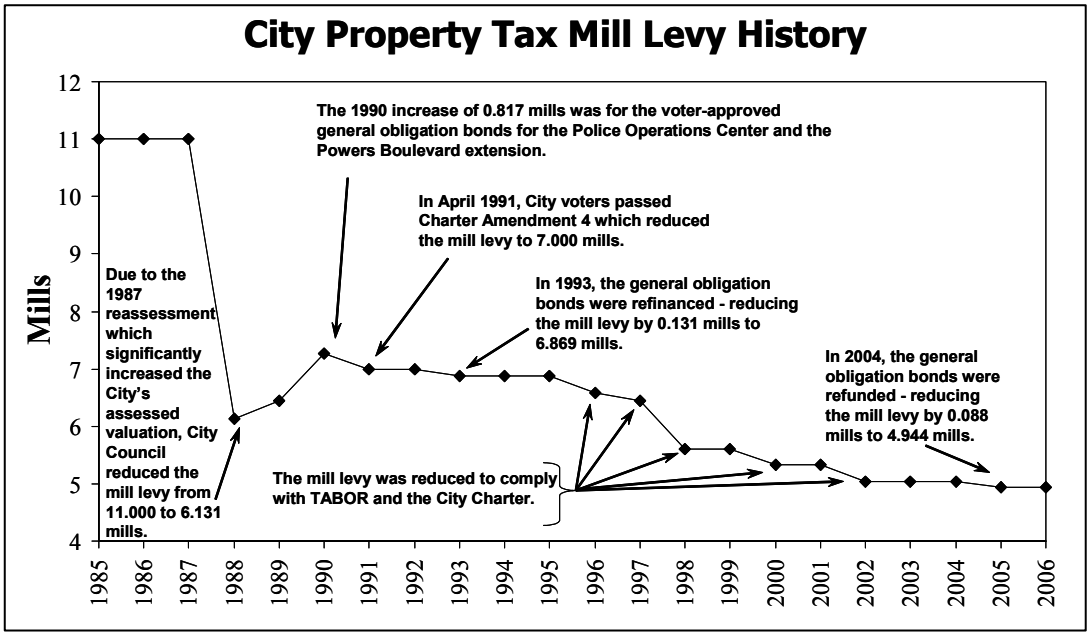


Other Revenue includes Licenses and Permits, Fines and Forfeits, and Miscellaneous Revenue.
Other Taxes include Specific Ownership Taxes, Selective Sales and Use Taxes, and Business Taxes.

General Fund resources available for appropriation in 2006 are estimated to total $231.4 million, an increase of $2.5 million from the 2005 Budget. The 2006 total is comprised of revenue of $230.4 million along with a draw of $1.0 million from the unreserved, undesignated fund balance. City Sales and Use Tax collections are projected to be $5.1 million above the 2005 budgeted amount. Various increases and decreases in all other revenue to the General Fund result in a net increase of $2.5 million in resources available for appropriation in 2006.

PROPERTY TAX REVENUE $18,977,573

Property tax revenue for 2006 is projected to increase by 6.72 percent from the 2005 budgeted level. The 2006 estimate of $18,977,573 is based upon a preliminary assessed valuation of $4,107,451,560 and a tax levy of 4.944 mills. This increase in revenue is the result of the 8.6 percent increase in the assessed value of the city. Since 1990, the levy has been reduced eight times, with six of those reductions the result of the revenue limitation provisions of the Taxpayers Bill of Rights (TABOR). For 2006, there is no change to the mill levy.



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 Consumer Price Index (CPI) plus local growth for the previous calendar year. For 2006, the projected TABOR formula increase is 5.2 percent, which is comprised of a projected 1.7 percent increase in the Denver/Boulder CPI and an anticipated 3.5 percent increase in local growth. The estimated assessed valuation of the city, due to reassessment, grew by 8.6 percent between 2004 and 2005 according to the certified estimate received from the El Paso County Assessor. However, due to the provisions of TABOR, the City cannot increase the mill levy without voter approval. The current mill levy will generate revenue below the TABOR limit by $163,000.

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 is substantially 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 1.0 percent Treasurer's fee, a 1.0 percent provision for uncollectable taxes, and a provision for economic development rebates. Economic development rebates of City property tax revenue are estimated to reach approximately $924,000 in 2006, which is $524,000 more than in 2005.

SALES AND USE TAX REVENUE $125,362,014

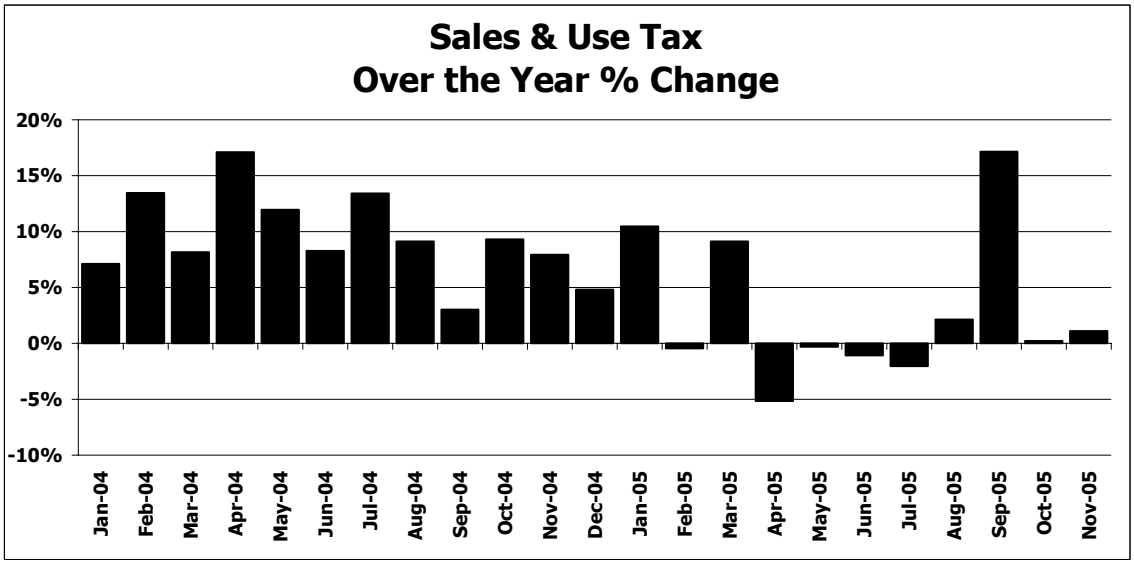
City Sales and Use Tax collections are dependent upon the level of local economic activity, consumer confidence, and tourist activity. Growth in the national economy and the announcement that 12,000 additional Fort Carson troops will be arriving in 2006 and beyond has maintained modest increases in the local economy. The return of 11,000 Fort Carson troops in 2004 contributed to an 11.0 percent growth in City Sales and Use Tax collections; however, collections are less than expected in 2005 and are expected to grow just 4.2 percent in 2006. For 2006, Sales and Use Tax revenue is projected to total $125.4 million. Of the $5.1 million of growth expected for 2006, $2.5 million is attributable to the Vendor's Fee, which is included in the revenue for the first time in 2006. The Vendor's Fee is also booked as an expenditure and compensates businesses for collecting the sales tax for the City. If the Vendor's Fee is backed out, the increase in Sales and Use Tax for 2006 is 2.1 percent. City Sales and Use Tax revenue through October, which is collected in November, was up 1.9 percent from the same period in 2004. Over-the-year declines have occurred in five of the past ten months in 2005. However, there have been 19 over-the-year increases during the past 24 months. This moderate growth in the combined Sales and Use Tax collections

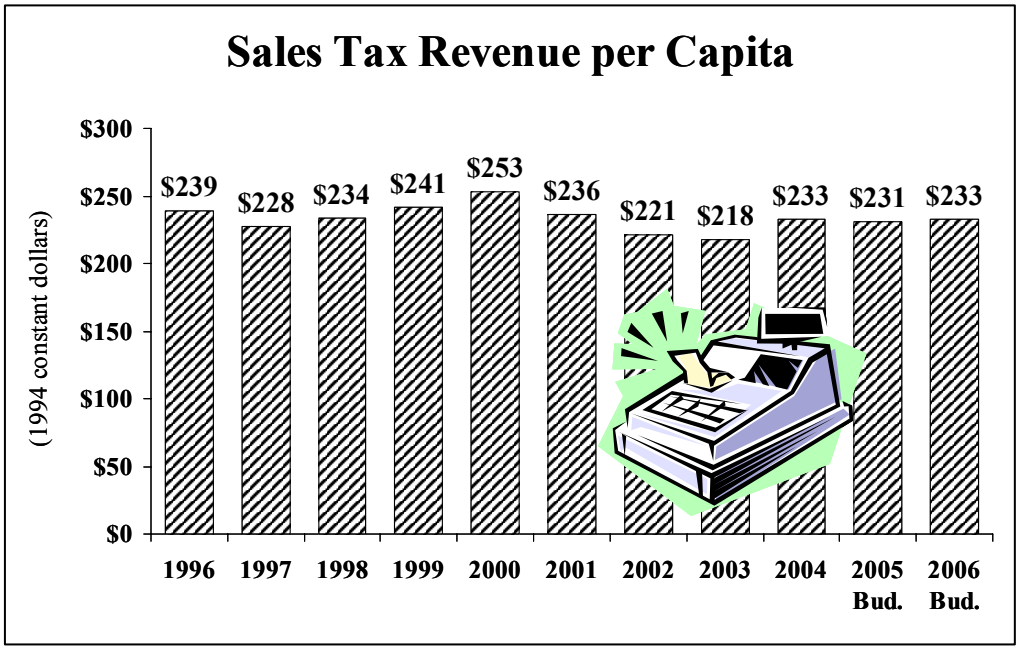
is expected to continue into 2006. Combined Sales and Use Tax collections for 2005 are projected to total $118.7 million, which is up just 1.4 percent from the 2004 total.

Continued moderate growth is assumed for 2006 with total civilian employment in El Paso County anticipated to increase by about 2.1 percent. Inflation of 2.2 percent is anticipated for 2006. This outlook assumes no major terrorist attack, economic dislocation, or natural disaster will impact the national economy in 2006. In 2006, spending increases by consumers will likely remain moderate as wage increases remain flat and interest rates and energy prices continue to rise.

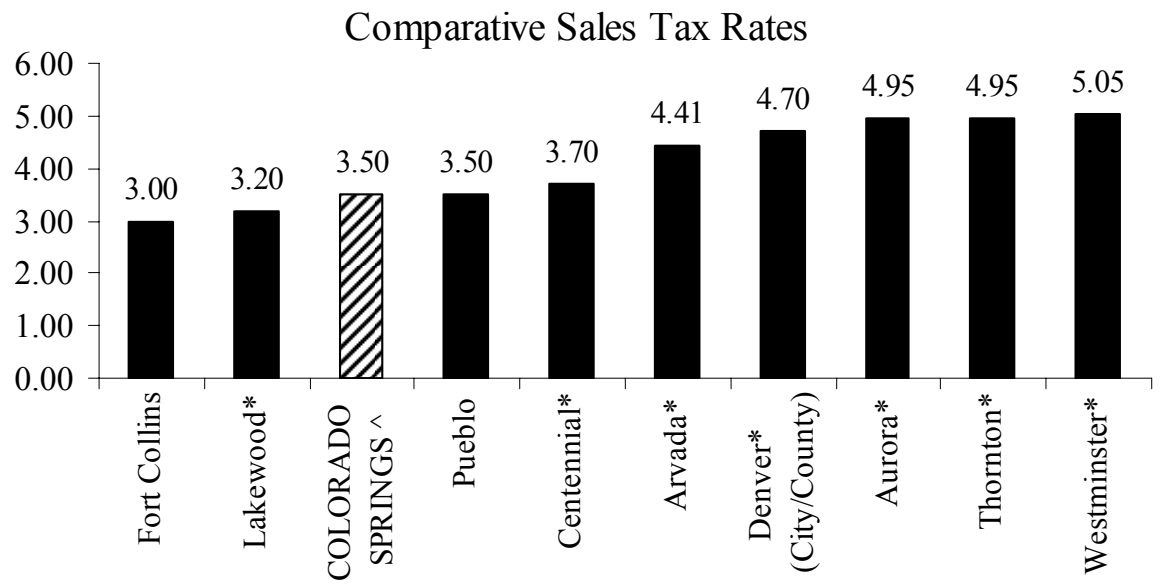
In August 2005, the Base Realignment and Closure Commission (BRAC) announced its decision to support the Secretary of Defense's recommendation to move the 4th Infantry Division from Fort Hood, Texas, to Fort Carson, Colorado. This, plus the addition of a Brigade Combat Team (BCT) and Unit of Employment Headquarters (UEx), will add an additional 12,000 military personnel and their families to Fort Carson in the next five to seven years. This influx of troops is expected to bolster City sales tax collections in the long term. However, those troops are not slated to begin arriving at Fort Carson until sometime in late 2006 and beyond.

City Sales and Use Tax is up 1.9 percent from 2004.





For 2006, Sales and Use Tax revenue will account for 54.2 percent of total General Fund revenue.

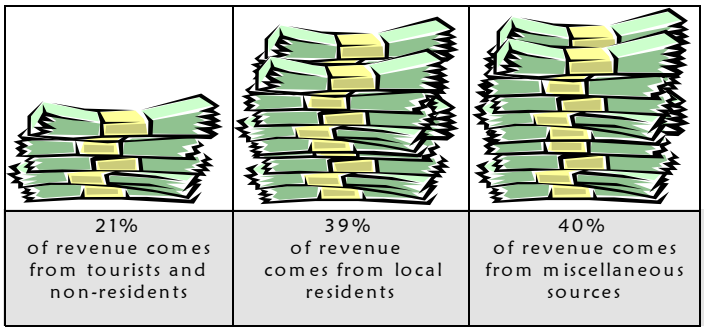


Current as of 1/1/05, cities are in order of descending population.

* Includes the RTD 1.0%, Cultural and Scientific Facilities District 0.1%, and Metro Football Stadium District 0.1% Sales Tax rates.

^ Includes the PPRTA 1.0% Sales Tax rate.

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



OTHER TAXES REVENUE $3,403,087

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 $3.4 million, an increase of $64,332 or 1.9 percent from the 2005 Budget amount.

INTERGOVERNMENTAL REVENUE $20,893,157

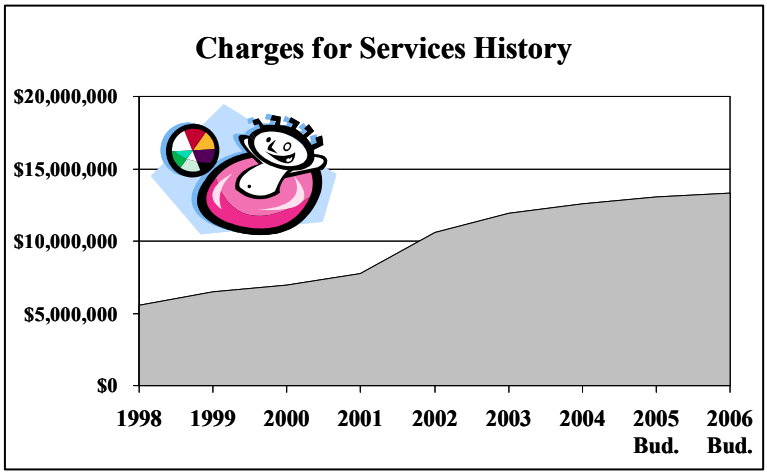
Revenue received from other governments for 2006 totals $20.9 million, which is a projected increase of $377,224 or 1.8 percent above the 2005 Budget amount.

Revenue resulting from the El Paso County Road and Bridge mill levy is estimated to total $3.2 million for 2006 and assumes that the Board of El Paso County Commissioners will not change the Road and Bridge mill levy from the 1.582 mills levied for 2005. Also, it assumes the El Paso County Treasurer continues to collect the City's share of business personal property taxes associated with the Road and Bridge mill levy.

Highway Users Tax Fund (HUTF) revenue in 2006 is projected to increase 1.5 percent from the 2005 Budget amount. HUTF revenue results from State-imposed excise taxes on gasoline and special fuels as well as various motor vehicle registration, title, and license fees and taxes. Total revenue of $14.5 million is anticipated for 2006.

CHARGES FOR SERVICES REVENUE $13,285,065

Revenue from charges for services to the public in 2006 is projected to increase by $220,419 from the 2005 Budget amount. Totaling $13.3 million for 2006, charges for services revenue is anticipated to be up 1.69 percent from the $13,064,646 budgeted in 2005. The charges for services revenue category includes charges for services provided by the Police; Fire; Parks, Recreation and Cultural Services; City Clerk; Municipal Court; and City Planning and Community Development Departments.



For 2006, revenue from charges for services will have increased over 25 percent since 2002 as a result of a concerted effort to increase cost recovery for municipal services that benefit users of those services. This is consistent with the City's user pay philosophy.

Police Department revenue will decrease slightly by 2.5 percent as a result of lower collection for excess police alarms and minor reductions in other revenue accounts.

Fire Department revenue from charges for services will grow by just over $120,000, or 31 percent. This is due to changes in the fee schedule for inspections and the enforcement of high piles stock permit fee. There is also an increase in the revenue from hazardous material inspections.

FUND TRANSFERS REVENUE $32,435,185

Transfers from other funds total $32.4 million for 2006, which is up $309,487 from the 2005 Budget. One component of fund transfers revenue is Payments-in-Lieu of Tax (PILT) revenue which is projected to increase by $822,768 from the 2005 Budget. The total net PILT payments of $41,452 from the Cemeteries, Human Service Complex, Parking System, and Valley Hi Golf Course is a decrease of $2,711 from 2005, which is due to lower estimated assessed valuations and lower sales taxable expenditures of the enterprises. The 2006 total PILT from Colorado Springs Utilities of $25.5 million is an increase of $825,479 due to a projected increase in sales.

Another component of fund transfers revenue is from the allocation of common staff and expenses. The Colorado Springs Utilities share decreases by $257,682 while revenue from City enterprises and Internal Service divisions increases $581,258 from the 2005 Budget. These changes are a result of the new cost allocation study prepared by an outside consultant in 2005.

A third component of the fund transfers revenue includes transfers from other funds and enterprises. For 2006, there is a total net decrease of $836,858. This decrease is the result of the removal of onetime transfers from other funds which were necessary to help balance the 2005 General Fund Budget. The onetime funds included $300,000 of excess funds in the Special Assessment Bond Fund, $200,000 held by the City in the Escrow Fund that were no longer necessary, and a $222,623

transfer from the Gift Trust Fund to help offset increased Old Hire Fire Pension costs borne by the 2005 General Fund Budget. Increases totaling $244,187 are the result of an increase in the estimated amount from Memorial Hospital for the audit services received from the City Auditor's office and a portion of City Council's budget and expenses.

OTHER REVENUE $16,023,830

Other revenue includes fines and forfeits, licenses and permits, and miscellaneous revenue. The total of the Other Revenue category is $16.0 million, which is up $2.2 million or 15.8 percent from the 2005 Budget. Fines and forfeits revenue, which includes fines for traffic and parking meter violations, is projected to increase by $434,411. Approximately half of the increase is due to an increase in the court cost fee from $15 to $20 per ticket. This increase will result in a fee that is closer to the comparable fee in the El Paso County Court.

The Licenses and Permits revenue category totals $1,010,313 in 2006. This is an increase of $60,470, or 6.4 percent from the 2005 Budget. The increase is the net result of fewer massage therapist and alarm licenses, fewer taxicab permits and an increase in the animal control licensing fees.

Miscellaneous revenue is expected to increase by $1,696,457. Included in miscellaneous revenue are interest earnings, Transit Services revenue, and other miscellaneous revenue. Interest earnings on General Fund balances are anticipated to increase by $130,000 in response to recovering interest rates, and Transit revenue is projected to increase by over $700,000. The increased Transit revenue is due primarily to Front Range Commuter bus fares of almost $270,000. Other Transit revenue increases include bus shelter and bench advertising, payments for service from the City of Fountain, and paratransit fares. The most significant increase of $775,000 in miscellaneous revenue is from the anticipated sale of Fire Station 1.

DRAW FROM FUND BALANCE $1,066,127

A $1.07 million draw from the unreserved, undesignated General Fund balance is necessary to balance the 2006 General Fund Budget. As of year-end 2005, the unreserved, undesignated General Fund balance is anticipated to total $21.6 million. That fund balance is maintained for cash flow purposes and to serve as a cushion against revenue shortfalls and unforeseen fiscal events. The proposed onetime draw from the fund balance is specifically allocated to bridge the budget shortfall in 2006. After the proposed 2006 fund balance draw, the General Fund balance will total approximately $20.6 million in 2006, or about 9.0 percent of the 2006 General Fund Budget.

***NOTE**: All estimates of 2006 revenue for all funds are presented in Appendix B with detailed revenue accounts.*

REVENUE SUMMARY – GENERAL FUND

Statement of Estimated Revenue

	2003 Actual	2004 Actual	2005 Budget	2005 Revised Est.	2006 Budget	2005-2006 Budget $ Change	2005-2006 Budget % Change
TAXES							
General Property Taxes (A)	18,518,837	17,877,425	17,782,004	18,194,850	18,977,573	1,195,569	6.72%
Specific Ownership Taxes (B)	2,824,157	2,784,148	2,615,805	2,633,824	2,668,064	52,259	2.00%
General Sales and Use Tax	105,398,025	117,043,184	120,284,336	118,700,265	125,362,014	5,077,678	4.22%
Selective Sales and Use Taxes	303,064	371,828	447,151	448,196	454,023	6,872	1.54%
Business Taxes (C)	242,462	246,664	275,800	256,780	281,000	5,200	1.89%
Total Taxes	**127,286,545**	**138,323,249**	**141,405,095**	**140,233,915**	**147,742,674**	**6,337,578**	**4.48%**
LICENSES AND PERMITS							
Total Licenses and Permits	**537,903**	**574,447**	**949,843**	**549,843**	**1,010,313**	**60,470**	**6.37%**
INTERGOVERNMENTAL REVENUE							
Federal Grants (D)	1,878,904	1,798,868	1,821,026	1,821,026	1,821,026	0	0.00%
State Shared Revenue (E)	15,512,225	16,055,629	15,660,069	14,957,309	15,872,672	212,603	1.36%
Other Govt Units (F)	4,120,868	2,957,048	3,034,838	3,034,838	3,199,459	164,621	5.42%
Total Intergovernmental	**21,511,997**	**20,811,545**	**20,515,933**	**19,813,173**	**20,893,157**	**377,224**	**1.84%**
CHARGES FOR SERVICES							
General Government (G)	6,035,748	5,882,373	6,543,587	6,720,385	6,753,606	210,019	3.21%
Public Safety (H)	3,010,446	3,455,297	3,564,029	2,875,085	3,606,000	41,971	1.18%
Highways and Streets	0	310,225	20,000	20,000	20,000	0	0.00%
Culture - Recreation (I)	2,870,621	2,933,482	2,937,030	2,937,030	2,905,459	(31,571)	-1.07%
Total Charges for Services	**11,916,815**	**12,581,377**	**13,064,646**	**12,552,500**	**13,285,065**	**220,419**	**1.69%**
FINES AND FORFEITS							
Total Fines and Forfeits	**7,767,606**	**8,989,075**	**9,000,000**	**8,800,609**	**9,434,411**	**434,411**	**4.83%**
MISCELLANEOUS REVENUE							
Earnings on Deposits and Invest.	1,095,935	605,171	1,050,000	1,075,000	1,180,000	130,000	12.38%
Transit	3,095,134	2,578,631	2,264,476	2,402,352	2,972,702	708,226	31.28%
Miscellaneous	3,559,372	2,101,042	568,173	568,173	1,426,404	858,231	151.05%
Total Miscellaneous Revenue	**7,750,441**	**5,284,844**	**3,882,649**	**4,045,525**	**5,579,106**	**1,696,457**	**43.69%**
TRANSFERS FROM OTHER FUNDS							
Utilities (J)	1,737,876	1,812,624	2,118,733	2,118,733	1,861,051	(257,682)	-12.16%
Other Transfers	1,516,212	811,636	1,951,625	1,951,625	1,114,767	(836,858)	-42.88%
Administrative Charges	2,997,780	3,224,330	3,331,657	3,331,657	3,912,915	581,258	17.45%
Utilities-in-Lieu of Tax	21,957,572	23,187,454	24,723,683	25,396,163	25,546,451	822,768	3.33%
Total Transfers Fr. Other Funds	**28,209,440**	**29,036,043**	**32,125,698**	**32,798,178**	**32,435,185**	**309,487**	**0.96%**
Subtotal	**204,980,747**	**215,600,580**	**220,943,864**	**218,793,743**	**230,379,911**	**9,436,047**	**4.27%**
Rebudgeted	**0**	**0**	**6,143,390**	**6,143,390**	**0**	**(6,143,390)**	**-100.00%**
Total General Fund Revenue	**204,980,747**	**215,600,580**	**227,087,254**	**224,937,133**	**230,379,911**	**3,292,657**	**1.45%**
Draw From Fund Balance	**0**	**0**	**1,842,665**	**1,842,665**	**1,066,127**	**(776,538)**	**-42.14%**
Total Estimated Revenue	**$204,980,747**	**$215,600,580**	**$228,929,919**	**$226,779,798**	**$231,446,038**	**2,516,119**	**1.10%**

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

COMPARISON OF GENERAL FUND REVENUE BY PERCENTAGE OF TOTAL

	2004 Actual	2005 Budget	2006 Budget
Sales and Use Taxes*	54.29%	52.54%	54.16%
Property Taxes	8.29%	7.77%	8.20%
Other Taxes	1.58%	1.46%	1.47%
Licenses and Permits	0.27%	0.41%	0.44%
Intergovernmental	9.65%	8.96%	9.03%
Charges for Services	5.84%	5.71%	5.74%
Fines and Forfeits	4.17%	3.93%	4.08%
Miscellaneous	2.45%	1.70%	2.41%
Fund Transfers	13.47%	14.03%	14.01%
Rebudgeted	0.00%	2.68%	0.00%
Draw From Fund Balance	0.00%	0.81%	0.46%
Total	100.00%	100.00%	100.00%

NOTE: Percentages may not add to totals due to rounding.
* Sales Tax Vendor's Fee is added in the 2006 Budget

COMPOSITION OF USES OF PROPERTY TAX MILL LEVY

	Mills
Interest Paid on General Obligation Bonds	0.081
Redemption of General Obligation Bonds	0.760
General Purpose	4.103
Total	**4.944**
***NOTE**: A one mill net revenue equivalent is:*	*$3,838,506*

NOTES TO GENERAL FUND REVENUE ESTIMATES

A. Property Tax: Includes current-year revenue, delinquent taxes, and interest on taxes. The 2006 estimate is based on the application of 4.944 mills on an estimated assessed valuation of $4,107,451,560 less 2.0 percent for collection costs and uncollectable accounts. The estimate was further adjusted for economic development personal property tax rebates.

B. Specific Ownership Tax: A tax imposed by the State of Colorado for the ownership of a licensed motor vehicle registered.

C. Business Taxes: Comprised solely of the City Occupational Liquor Tax.

D. Federal Grants: Includes Department of Transportation-Federal Transit Administration operating and capital assistance, U.S. Department of Justice Universal Hiring Grant, and Housing Authority payment-in-lieu-of property tax.

E. State-Shared Revenue: Includes State-collected Cigarette Tax revenue, State Severance Tax distribution, Highway Users Tax, and additional fees under the 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, City 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 Sertich Ice Center, and Community and Senior Centers.

J. Utilities Staff Share: Includes payment from Colorado Springs Utilities for its proportionate share of the Pikes Peak Area Council of Governments (PPACG), City Attorney, City Auditor, Police Building Security, General Administration, Economic Development, City Clerk, and City Council.

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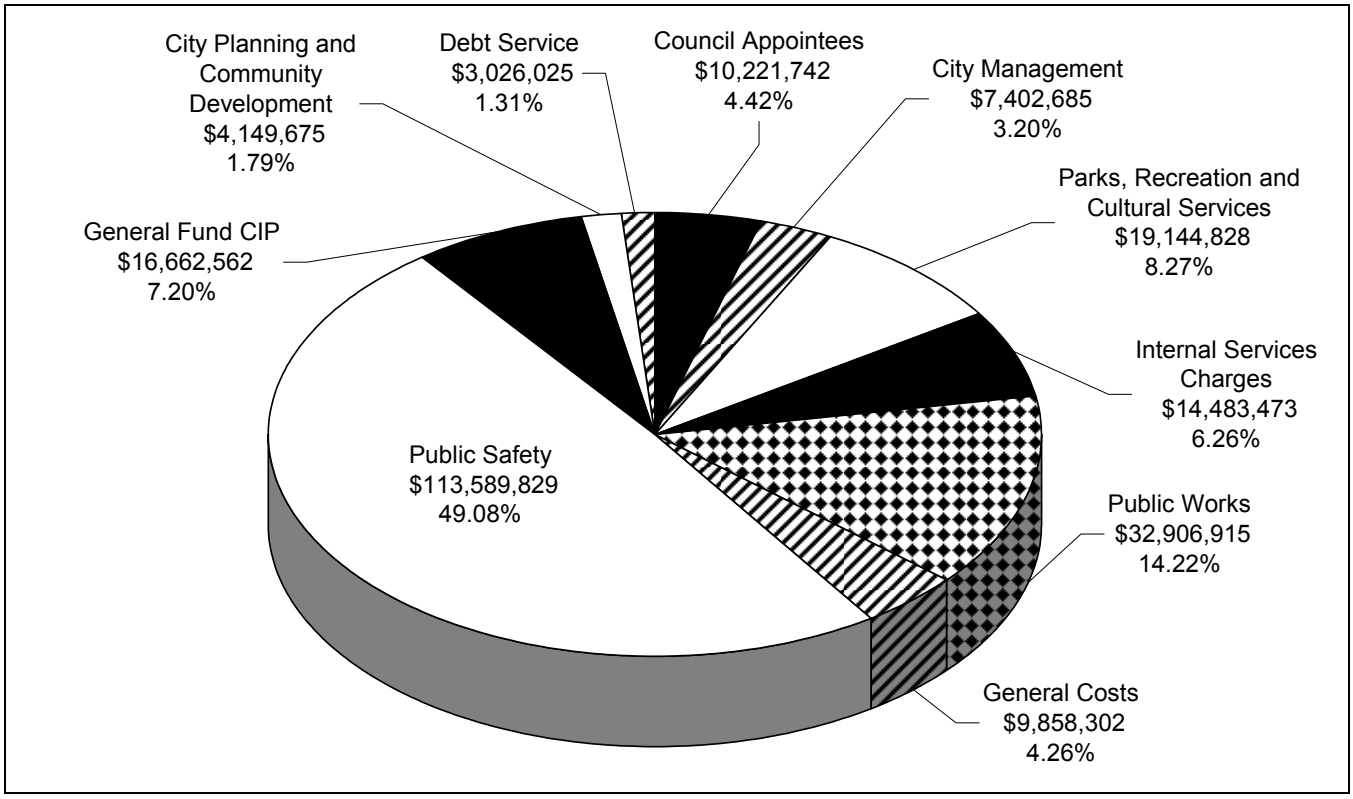
Expenditure Overview

GENERAL FUND
EXPENDITURES
$231,446,038



GENERAL FUND SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget	Difference 2006 v. 2005
Salaries/Benefits	**$135,166,669**	**$136,827,982**	**$148,161,104**	**$153,416,213**	**$ 5,255,109**
Operating	**46,772,023**	**47,220,777**	**50,727,450**	**54,290,948**	**3,563,498**
Capital Outlay	**1,018,792**	**7,104,190**	**7,218,874**	**4,050,290**	**(3,168,584)**
Debt Service	**3,354,895**	**3,361,526**	**3,029,725**	**3,026,025**	**(3,700)**
CIP	**8,720,705**	**13,610,508**	**17,481,165**	**16,662,562**	**(818,603)**
TABOR Refund	**0**	**0**	**2,311,601**	**0**	**(2,311,601)**
SCIP Pay-as-you-go Projects	**1,020,833**	**0**	**0**	**0**	**0**
Total	**$196,053,917**	**$208,124,983**	**$228,929,919**	**$231,446,038**	**$ 2,516,119**

OVERVIEW

The 2006 General Fund Budget totals $231.1 million. This represents a $2.5 million, or 1.1 percent increase, from the 2005 Budget. The majority of this modest increase is to address unavoidable cost increases. These increases in expenditures stem from actions taken to balance the 2005 City Budget, legal mandates, and soaring fuel and utilities costs.

Therefore, the 2006 General Fund Budget contains few enhancements in City services or increased service levels. However, no services have been eliminated in this budget.

2005 – 2006 Changes to General Fund Budget	
2005 Budget	**$228,929,919**
Less:	
2005 Onetime Expenditures	(2,715,747)
2004 and 2005 TABOR Refunds (Budgeted Amounts)	(2,311,601)
Plus:	
Sales Tax Vendor Fee (Offsetting Revenue)	2,507,240
Employee Salaries and Benefits (Wage Package Only)	2,094,464
Unavoidable Increases/Prior-Year Commitments	
Fuel and Utility Rate Increases	1,120,423
Pension Plan Increases	1,854,864
Transit Services	1,432,338
Workers' Compensation Increase	428,162
City Attorney and City Auditor New Positions	486,294
Radio Upgrades	424,337
Stormwater Permit Fee	89,970
Animal Control	271,000
Other Unavoidable Budget Increments	423,818
Contribution to CIP	(818,603)
Vehicle Replacement Funding	(1,951,308)
Other Changes	(819,532)
2006 Budget	**$231,446,038**

NOTE: A detailed summary presentation of all changes in General Fund expenditures between the 2005 Budget and 2006 Budget can be found in Appendix E

The 2006 unavoidable expenditure increases include both fuel and utility rate increases; increased contributions to pension plans for Police and Fire, Springs Transit employees, and PERA; Transit Services' increases in insurance, paratransit, salaries and health insurance, and grant matches; Workers' Compensation increases; new positions in the City Attorney and City Auditor Offices; radio upgrades; increases for the mandated stormwater permit fee program; animal control services; and other unavoidable budget increments.

In accordance with the provisions of the Public Safety Sales Tax (PSST) ballot question approved by City voters in 2001, the share of the 2006 General Fund Budget allocated for public safety purposes should be at least the same percentage as the 2002 General Fund Budget. The public safety share of the 2002 General Fund Budget was 47.65 percent. The 2006 General Fund Budget allocates 50.48 percent of total resources for public safety purposes, which is 2.83 percent greater than the 2002 share and $6.5 million more than the amount required by the PSST election.

Similar to the PSST provision, the Pikes Peak Rural Transportation Authority (PPRTA) states in its Intergovernmental Agreement (IGA) that the four entities in the authority will continue to fund transit services and transportation maintenance activities at their current level. The 2006 General Fund Budget also meets this requirement, as the Public Works Department funding exceeds the 2005 amount by $837,000.

The 2006 General Fund Budget includes a total of 1,889.00 full-time equivalent (FTE) permanent positions, reflecting only 15.25 new positions. During 2005, City Council added three new positions in the City Attorney's Office, a vacant Deputy City Attorney position was converted to two attorney positions, and 0.25 of a maintenance services position was added in the Fire Department. In 2005, a recent IRS ruling required that Municipal Court convert part-time contract employees (12 judges) to 5 FTE positions. For 2006, 5.5 full-time employees in the Park Design and Development Division are transferred

back into the General Fund from the Conservation Trust Fund (CTF) to more fully comply with CTF regulations. A 0.75 position at Hillside Community Center became full-time in 2005, resulting in a 0.25 position increase. Two Capital Project Auditors (funded by Colorado Springs Utilities, Memorial Hospital, and the Colorado Springs Airport) are added, while 1.75 pension plan analyst positions in Finance are removed due to the recent change in State law that allows the Fire and Police Pension Association to administer the City's New Hire pension plans. For 2006, an Economic Development Analyst special position is converted to regular FTE status and a Benefits Analyst in Human Resources is transferred to the Health Insurance Fund. The net increase to the General Fund for these positions is only $191,310, primarily due to the offset of the Park Design and Development staff with a transfer of maintenance funding to the CTF, and the new auditors that are funded by outside sources.

2006 Budget Objectives

The 2006 General Fund Budget allocates resources in a manner consistent with the following budgetary objectives established by City Council at the beginning of the 2006 Budget preparation cycle:

- All budget submittals will maximize efficiency in delivering City services to citizens and customers.
- Allocate resources in a manner consistent with the vision, focus areas, and objectives outlined in the Strategic Action Plan 2006 – 2011 and direct any additional funding towards the achievement of priorities as identified by City Council in the Plan.
- Ensure that the level of effort funding is maintained as defined in the approved Intergovernmental Agreement (IGA) establishing the Pikes Peak Rural Transportation Authority (PPRTA) and be cognizant of the indirect costs demands it will have on City staffing and operating costs. Incorporate the City's portion of PPRTA funding in the City's 2006 Budget process and document.
- Compensate employees at the median of respective markets and provide funding for pension plan unfunded liabilities and rate increases.
- Address funding for rising fuel and utilities costs for 2006.
- Ensure the fiscal sustainability of City services and capital expenditures with current revenue streams over the next three years.
- Establish the City's Capital Improvements Program (CIP) Five-Year Plan as directed by voters in the April election with attention to stormwater drainage issues and citywide infrastructure needs.
- Subject to the availability of funds, consider the restoration of services that were cut in 2003 and 2004 due to revenue shortfalls.
- To the extent funding is available, address the 2006 requirements identified in the Fire Department's Long-Range Plan and other public safety service needs.
- Continue the implementation of the Ten-Year Plan for the Public Safety Sales Tax (PSST) Fund and ensure that the General Fund budget allocation for public safety purposes meets the same level of effort funding percentage (47.65 percent) established in the 2002 General Fund Budget.
- Review and evaluate all General Fund rates for fees and charges for services for appropriate cost recovery, while considering the long-term effects on citizens and businesses.
- Maintain the unreserved, undesignated General Fund balance at approximately 10 percent of the 2006 expenditure budget.

Unavoidable Increases/Prior-Year Commitments

Included in the 2006 Budget is $4.7 million in unavoidable expenditure increases. An increase for unfunded liabilities in both the Police and Fire Old Hire Pension Plan totals $865,130. With the cost of unleaded and diesel fuel increasing dramatically and with Hurricane Katrina and Rita's impact on fuel prices, an increase to purchase fuel for police patrol cruisers, street maintenance machinery, and transit buses is unavoidable. These fuel increases require $911,120 in 2006. To constrain the impact of fuel prices, the City continues to emphasize the fuel conservation program that was established in 2004 and to negotiate bulk rate contracts to ensure the best prices. The City is also examining the cost efficiency of agreements with other governmental entities and the usage of biodiesel fuel.

Included in the unavoidable increases is a projected 9.9 percent utility rate increase for water, 24.9 percent for wastewater, and 1.6 percent for electric, resulting in an additional $209,303 for utilities. A recent ruling by the Internal Revenue Service (IRS) restricts the definition of contract employees. This ruling requires the Parks, Recreation and Cultural Services Department to convert contract employees to City temporary employees which totals $44,400. During 2005, Prospect Lake was repaired, filled, and made available for public use. The 2006 Budget includes $42,000 to maintain the water level and provide aquatic activities

For 2006, over $3 million in Sales and Use Tax Vendor Fee and Transit expenditures is added to the budget with offsetting revenue. The Sales and Use Tax Vendor Fee is budgeted for the first time in 2006. An accounting change to reflect both the revenue and expenditure for the 2 percent fee that compensates vendors for collection expenses has been implemented, resulting in the addition of $2.5 million in the revenue budget.

UNAVOIDABLE INCREASES/PRIOR YEAR-COMMITMENTS	2006 Additional Resources
Fuel increase	911,120
Utility Rate Increases (Electric 1.6 percent; Water 9.9 percent; Wastewater 24.9 percent)	209,303
Police - Increased Old Hire Pension Costs	413,764
Fire - Increased Old Hire Pension Costs	451,366
Parks, Rec. and Cultural Services - Convert Contract Employees to City Temporary Employees	44,400
Parks, Rec. and Cultural Services - Prospect Lake Operations	42,000
Fleet Management - Fuel Monitoring Equipment	20,025
Internal Service Charges - Facilities Management Increase	75,000
Sales Tax Vendor Fee (Offsetting Revenue)	2,507,240
TOTAL	**$4,674,218**

Employee Compensation

The Human Resources Department conducts comprehensive salary surveys every three years and less detailed surveys in supporting years. The comprehensive salary survey was completed in 2005. With the help of the Mountain States Employer's Council, the base salary information for 158 civilian classifications and all 13 sworn police and fire ranks were collected from City Council-approved comparison agencies. Based on data received by March 1, 2005, on average, City salaries are below the 2005 market median by 3.5 percent for civilians and 2.8 percent and 1.8 percent for sworn police and fire, respectively. This would require total funding of $3,575,892 to adjust to the market median. The 2006 Budget includes funding of $3,234,716 to bring the workforce up to the market median. In the comprehensive salary survey, results are implemented for each classification separately, which is different than the less-detailed surveys where across-the-board increases are projected. No increase is recommended for the approximately 20 percent of employees already at market median. To partially fund the increase to the market median, a hiring freeze is included for the first 90 days in 2006 to save approximately $350,000; and the Police and Fire Departments' salary and benefit accounts are budgeted at 99 percent to adjust for naturally occurring vacancies and to save approximately $790,000.

Due to positive medical claims experience and the new health programs implemented during 2005 by the Human Resources Department, no health insurance funding increases are necessary for 2006. The joint City/County pharmacy and medical clinic opened in 2005 have resulted in substantial savings. The "Reach Your Peak" wellness program was also implemented as an investment in the future for City employees and helps keep insurance premiums under control. PERA requires the employer share of retirement contributions to increase by 0.5 percent next year. In 2006, the City's rate will increase from 10.0 percent to 10.5 percent, which totals $244,004. The employee's contribution rate remains at 8 percent.

The Workers' Compensation Self-Insurance Fund has been underfunded for several years. National health costs continue to increase significantly and, even with the programs implemented by the Risk Management Division and the Safety Office to control costs and prevent accidents, an increase of 17 percent in rates is necessary. The cost of this increase to the General Fund in 2006 is $428,162. Finally, $182,508 is included for the New Hire Pension Deferred Retirement Option Plan (DROP).

EMPLOYEE COMPENSATION	2006 Additional Resources
2005 Market Adjustment in Employee Base Salaries and Benefits	
Civilian Employees	1,094,988
Uniformed Police and Fire Employees	927,963
Implement second half of wage package on April 1	1,211,765
Hiring freeze for 90 days on civilian vacant positions	-350,000
Police and Fire - Budget salaries and benefits at 99 percent	-790,252
Workers Compensation increase	428,162
PERA Pension rate increase	244,004
Fire - New Hire Pension Deferred Retirement Option Plan	182,805
TOTAL	**$2,949,435**

Funding of Capital Improvements and Infrastructure Repair and Maintenance

The 2005 Budget included a total of $19.6 million for ongoing CIP projects, debt service on the Springs Community Improvements Program (SCIP) bonds, and funding for emergency repair and maintenance projects. The total General Fund contribution towards the funding of capital improvements in 2005 was $17.5 million with the balance of the $19.6 million derived from onetime revenue sources.

A total of $17.8 million is included in the 2006 Budget for capital improvements projects. However, the contribution from the General Fund in 2006 has been reduced to $16.8 million given that a large portion of the onetime revenue outside of the General Fund used to fund the 2005 capital improvements program is no longer available. Nevertheless, onetime funding of approximately $1.0 million is allocated to the 2006 Capital Improvements Program. Of that, $625,000 is comprised of interest earnings on unexpended balances in the City CIP Construction Fund; and $373,532 of the required 2006 debt service payment on the SCIP bonds will be paid directly from the SCIP Fund, which is derived primarily from interest earnings.

A total of $14.7 million of ongoing CIP projects are funded in the City CIP Construction Fund in 2006. These projects include the annual street resurfacing program, City matching funds for SAFETEA-LU (Safe, Accountable, Flexible, Efficient, Transportation Equity Act – Legacy for Users) federal transportation grants, the annual debt service payment on the 1999 SCIP bonds, and ongoing infrastructure maintenance.

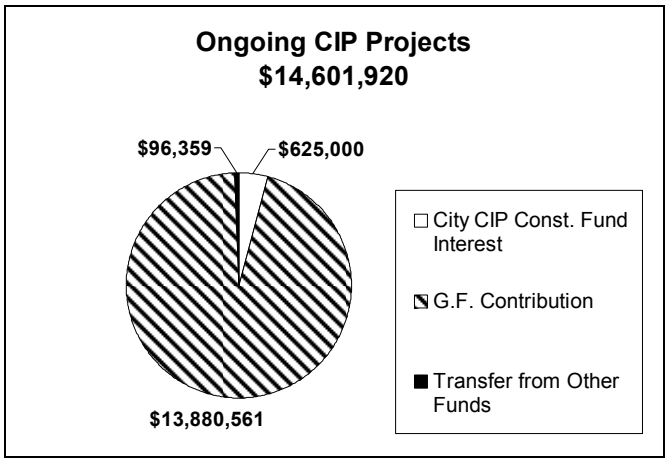
A total of $2.8 million is budgeted in 2006 for emergency repair and maintenance projects. The funding will be used for repair and maintenance of stormwater drainage infrastructure, additional bridge maintenance, and to help offset the cost of City Engineering project management staff dedicated to implementing the projects. The 2006 level of funding is reduced from the 2005 budgeted amount of $4.7 million. In the 2005 Budget's Five-Year Financial Projection the $4.74 million was eliminated since it was considered one-time funding and could not be sustained. Therefore, the reduction of $1.9 million was carefully considered and is necessary to continue funding essential city services in 2006.

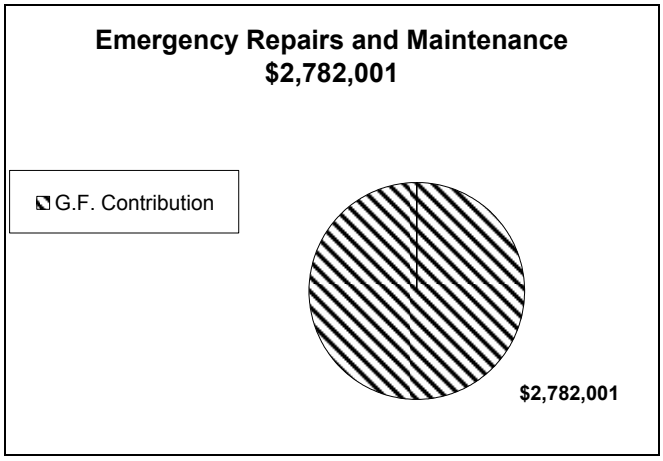
The Pikes Peak Rural Transportation Authority (PPRTA) Intergovernmental Agreement among the City of Colorado Springs, El Paso County, the City of Manitou Springs, and the Town of Green Mountain Falls requires that each entity maintain funding for transportation-related maintenance and transit activities to ensure that PPRTA funds are not used in place of such funding. This requirement has been met, as the 2006 Public Works budget is $1.1 million higher than in 2005.

The largest outstanding CIP need that remains unfunded in the City involves improvements and maintenance of drainage infrastructure. For years, the City has grappled with the notion of creating a stormwater enterprise to address these needs. Many cities on the Front Range have embraced this concept, and in November 2005, the City Council voted to approve the creation of such an enterprise. City Council has indicated their interest in maintaining funding for stormwater drainage at the 2005 level and this budget maintains that current ongoing funding level. However, the emergency repair and maintenance funds have been reduced overall.

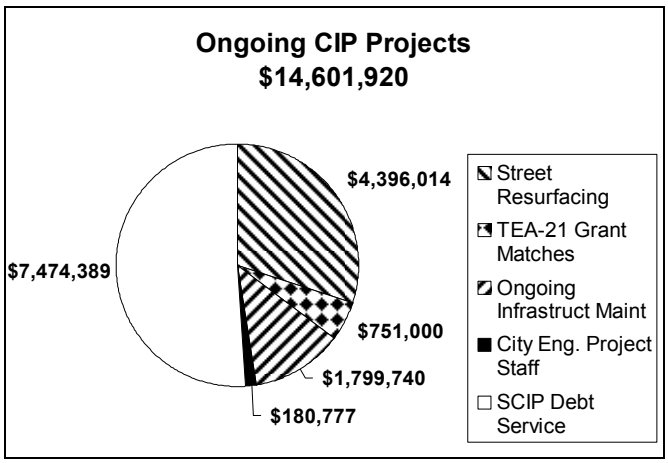
CITY CIP CONSTRUCTION FUND

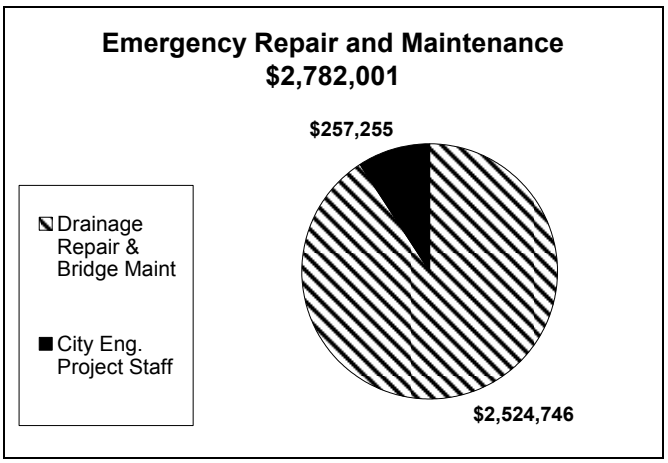
Sources of Funds





Uses of Funds





Strategic Action Plan Implementation

Given that most additional resources in this Budget are dedicated to the maintenance of current City services and service levels, few resources are available to fund progress towards achieving the goals and objectives of the City's Strategic Action Plan.

Focus Area – Economic Development

For 2006, an Economic Development Analyst special position is converted to regular FTE status to assist in promoting the creation of quality jobs in the Colorado Springs metropolitan area by assisting private and public organizations. Specifically, one of the major objectives of the position is to study and analyze various economic development financing tools to attract and retain businesses.

Focus Area – Public Safety

An upgrade to the Pikes Peak Regional Communications Network's (PPRCN) 800 Megahertz radio system through a federal interoperability grant requires that each of the City's portable radios also be upgraded. This upgrade is needed to bring the current system to today's standards and increase communications capability between City and other regional entities. The grant covers about half of the public safety radios but to upgrade the remainder of the radios, as well as those in the Public Works and Parks, Recreation and Cultural Services departments, will cost $424,337. This onetime funding is only for the necessary hardware as the City's Radio Communications Division will provide the labor for installation and testing.

The Criminal Justice Information System (CJIS) requires an additional maintenance contract for a total of $50,000. CJIS is essential to the Municipal Court, City Attorney's Office and the Police Department for tracking court cases and the collections of fines and traffic tickets. In addition, a recent ruling by the Internal Revenue Service (IRS) restricts the definition of contract employees. In the Municipal Court's budget, 12 part-time judges have been converted to 5 full-time equivalent employees with an increased cost of $30,000.

The City contracts with the Humane Society of the Pikes Peak Region to provide animal control services within the city limits. Increased funding of $271,000 is included which results in a contract value of $1.1 million with a portion of the animal license revenue retained by the City.

The Police Department has reallocated $78,000 to hire a technician in April of 2006 to move the DNA Lab towards accreditation. This is accomplished by eliminating a clerical support position and distributing the duties over several other positions. The Police Department has also reallocated $30,000 to fund the Youth Assessment Center (YAC) for 2006. Various operating accounts (computer software, building maintenance, office supplies, paper supplies and general supplies) have been reduced. There is no impact on public safety services from either of these reallocations.

Focus Area – Infrastructure

Federally mandated services for the stormwater permit fee program are funded at $89,970, and the Municipal Facility Runoff Program requires increased funding of $37,335.

In April 2005, voters approved a City charter amendment requiring the City to create a Five-Year Capital Improvements Plan. Those efforts are underway with departments having submitted all capital improvement needs over the next five years. A CIP Staff Committee was created which adopted a set of standard criteria and prioritized the highest priority projects. A separate Five-Year Capital Improvements Plan will be presented to City Council in November 2005.

Focus Area – Transportation

An increase is included for unfunded liabilities in the Springs Transit Retirement Fund in the amount of $562,925. Transit Services' expenditures are projected to increase $783,170 for drivers' salaries and health benefits, liability insurance, and paratransit services. These increased expenses must be funded unless the City cuts the number of hours in service or reduces the number of routes driven.

Rather than submit a request for additional appropriation authority each year, a total of $649,168 in both expenditures and revenue is included in the Transit Services budget for the Front Range Express (FREX), as well as service to the University of Colorado at Colorado Springs (UCCS), Schriever Air Force Base, and the City of Fountain.

STRATEGIC ACTION PLAN IMPLEMENTATION	2006 Additional Resources
Economic Development	
Economic Development - Senior Analyst position converted to regular FTE	$ 22,000
Public Safety	
Internal Service Charges - Radio Upgrades due to PPRCN APCO-25 implementation	424,337
Municipal Court - Criminal Justice Information System (CJIS) maintenance	50,000
Municipal Court - Convert Contract Employees to City Employees (5 FTE)	30,000
General Costs - Animal Control Contract increase	271,000
Police - DNA Lab Technician (1 FTE) - reallocate $78,000	0
Police - Youth Assessment Center - reallocate $30,000	0
Infrastructure	
City Engineering - NPDES Stormwater Permit Fee Program	89,970
City Engineering - Municipal Facility Runoff Program	37,335
Transportation	
Transit - Springs Transit Retirement Fund	562,925
Transit - Salary and Health Insurance increase	383,170
Transit - Auto Liability Self-Insurance	200,000
Transit - Paratransit increase	200,000
Transit - Front Range Express (FREX) service appropriation (Offsetting Revenue)	269,750
Transit - Advertising (Offsetting Revenue)	175,000
Transit - UCCS service appropriation (Offsetting Revenue)	125,000
Transit - City of Fountain service appropriation (Offsetting Revenue)	56,418
Transit - Schriever Air Force Base increased service (Offsetting Revenue)	23,000
TOTAL	**$2,919,905**

Miscellaneous Increases/Decreases

Other unavoidable increases include the three positions added earlier in 2005 in the City Attorney's Office for a total of $321,931. The two additional auditor positions totaling $164,363 will focus on capital projects in Colorado Springs Utilities, Memorial Hospital, and the Colorado Springs Airport and will be funded by these entities.

An increase in the cost of general insurance for City facilities in included in the amount of $100,000, and an enhanced sales tax information system for $100,000 is included.

A total of $17.8 million is included in the 2006 Budget for capital improvements projects. However, the contribution from the General Fund in 2006 has been reduced to $16.8 million given that a large portion of the onetime revenue outside of the General Fund used to fund the 2005 capital improvements program is no longer available.

The City has struggled for many years to fund the replacement of vehicles at the full scheduled amount. Fleet Management's preventive maintenance program has helped extend the life of City vehicles. However, the 2006 Budget reduces the vehicle replacement funding by $1.95 million in an effort to bridge the budget gap for one year. It should be noted that this reduced level of funding for vehicle replacement cannot be sustained past 2006 without major negative impacts on the City's fleet.

A reduction of 1.75 FTE pension plan analyst positions ($109,607) in the Finance Department is facilitated by a recent change to the State law allowing the Fire and Police Pension Association (FPPA) to provide the City's New Hire pension plan administration. The transfer of this plan administration requires approval from both the FPPA Board and City Council.

A few items of note that are not listed in the following table are:

- Park Design and Development Division transfer to the General Fund: In the 2004 Budget process, the Division had been transferred to the Conservation Trust Fund as a measure to help balance the General Fund. However, Design and Development staff does not spend their entire year working solely on Conservation Trust Fund projects; therefore, in order to comply with the State statue as interpreted by the State Auditor, the Division is moved back into the General Fund. To offset the funding increase, an equal amount of park maintenance expenses have been transferred from the General Fund to the Conservation Trust Fund.
- Transportation Planning Division elimination: As a result of a reorganization in 2005, three FTE's from the Transportation Planning Division were transferred into the Office of the Planning Director; and three FTE's were

transferred into Public Works Transportation Engineering Division. These transfers were a result of an internal reorganization to consolidate transportation functions regarding development review.

- In the Police Department's budget, a Special Events Overtime account is added to track expenditures associated with Special Events. There are approximately 60 events in the community that require City support each year, primarily Police services. Under the City's current Special Events Policy the nonprofit organizations will pay one-half the City's costs for Police services and for-profit organizations are required to pay the full City's Police costs to support the event. However, the policy further states that the City will provide services at no charge for seven special events that have been designated as City-sponsored events. Those events include: Bicycle Week-Starlight Spectacular; Folk Art Festival-County Christmas; Fallen Firefighter Memorial event; Forth of July; State Games of America; the Veterans Day Parade; and the Pikes Peak or Bust Rodeo Parade.

MISCELLANEOUS INCREASES/DECREASES	**2006 Additional/ Reduced Resources**
City Attorney - New positions (3 FTE)	$ 321,931
City Auditor - New Capital Project Auditor Positions (2 FTE)	164,363
City Engineering - Operating expenses	8,000
Finance - Sales Tax Information System replacement	100,000
General Costs - General Insurance increase	100,000
General Costs - Homeward Pikes Peak funding	20,000
General Costs - Global Advisory Commission increase	5,000
Land Use Review - Correction for Communications	22,000
Parks, Recreation and Cultural Services - Correction of Salaries & Benefits	22,000
Capital Improvements - Contribution to CIP Emergencies and Repairs	-1,527,108
Capital Improvements - Emergency Repair / Maint. - Restore three drainage projects	1,668,505
Capital Improvements - Emergency Repair / Maint. - Eliminate street resurfacing, crack sealing, pothole/alley, concrete maintenance	-960,000
Vehicle Replacement decreased funding	-1,494,794
Vehicle Replacement - defer 2006 vehicle replacement	-425,000
Vehicle Replacement - defer replacement of light vehicle in Fire Department	-31,514
Finance - Pension Plan Analyst positions (1.75 FTE) eliminated	-109,607
City Manager's Office - Support coverage reduction	-49,550
Internal Service Charges - Service Usage variance	-123,802
General Costs - Grievance Investigations decrease	-7,000
General Costs - Bus Passes - City Share	-1,450
General Costs - Educational Assistance decrease	-5,000
General Costs - Prebles Mouse and Migratory Bird decrease	-5,000
General Costs - Retired Employees Health Insurance decrease	-81,042
General Obligation Bond payment decrease	-3,700
Operating reductions	-23,504
Claims Reserve Fund - Reduce the General Fund's contribution	-382,805
TOTAL	**$ – 2,799,077**

Transfer of Expenses to Other Funds

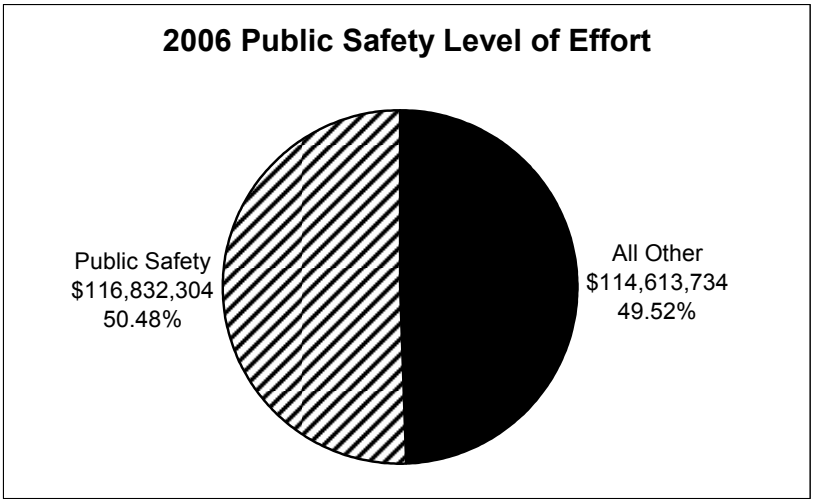
For 2004 and 2005, three Landscape Architect positions in the Parks, Recreation and Cultural Services - Design and Development Division and one Manager position from the Parks, Recreation and Cultural Services Department budget were funded by the Conservation Trust Fund (CTF). In addition to these 4 positions, there were 1.5 position previously accounted for in the CTF. For 2006, the 5.5 positions are moved back into the General Fund and are offset with $474,716 of CTF dollars for the maintenance of parks. Salary and benefits are a permitted use under CTF regulations for the portion of time spent specifically on CTF projects. Since the Design and Development Division works on a variety of projects, in addition to CTF projects, this modification will more fully comply with CTF regulations.

Expenditures of $100,000 for the City's financial, payroll, and human resources information systems are transferred to the Cable Franchise grant fund. The Employee Assistance Program expense of $35,000 and a Benefits Analyst position and expense of $66,014 are transferred to the Health Insurance Fund.

TRANSFER OF EXPENSES TO OTHER FUNDS	2006 Transfer of Resources
Park Design and Development - Transfer in from Conservation Trust Fund	474,716
Park Maintenance - Transfer portion of Park Maint. cost to Conservation Trust Fund	-474,716
General Costs - Finance/Payroll/HR System transfer to Cable Franchise grant	-100,000
General Costs - Employee Assistance Program transfer to Health Insurance Fund	-35,000
Human Resources - Transfer Benefits Analyst (1 FTE) to Health Insurance Fund	-66,014
TOTAL	**$ – 201,014**

Public Safety Maintenance of Effort

In accordance with the provisions of the Public Safety Sales Tax (PSST) ballot question approved by City voters in November 2001, the share of the 2006 General Fund Budget allocated for public safety purposes should be at least the same percentage as the 2002 General Fund Budget. The public safety share of the 2002 General Fund Budget was 47.65 percent. The 2006 General Fund Budget allocates 50.48 percent of total resources for public safety purposes. That percentage share is 2.8 percent greater than the 2002 share and translates into $6.5 million more than the amount required by the PSST election.



Public Safety	2006 Budget
Police	$ 71,993,189
Fire	41,596,640
Internal Support – Fleet	2,330,100
Internal Support – Radio	912,375
TOTAL	**$116,832,304**

Fiscal Sustainability

A key objective established by City Council for the 2006 Budget is to ensure that the mix of services and infrastructure are sustainable by current revenue streams over the next three years. The services funded through the General Fund in 2006, along with the level of funding provided for the ongoing CIP projects, can be sustained. However, it is clear that the $2.78 million included in the 2006 Budget for emergency repair and maintenance projects cannot be sustained in 2007 and beyond without additional ongoing revenue.

The 2006 Budget is balanced, in part, with onetime revenue. A total of $4.8 million of onetime revenue and expenditure savings in the 2006 Budget includes a $1.1 million draw from the General Fund balance; the use of City CIP Construction Fund interest earnings; the use of SCIP project savings and interest earnings to help pay the 2006 debt service payment on the 1999 SCIP bonds; onetime revenue from the sale of Fire Station 1; and the expenditure savings of $1.95 million due to the reduction of the number of vehicles replaced in 2006, thus contributing to the backlog of City vehicle replacement needs. Onetime expenditures total $0.8 million to address the $424,337 for radio upgrades and the $100,000 for the Sales Tax System. This would essentially leave a $3.98 million budget gap going into the 2007 Budget development process. However, if the $2.8 million included in the 2006 Budget for emergency repairs and maintenance is deemed by Council to be a onetime expenditure, the budget gap for 2007 is narrowed to $1.18 million.

2006 Budget – Onetime Revenue and Expenditures	
Onetime Revenue and Expenditure Savings	
Draw from Fund Balance of General Fund	$1,066,127
City CIP Construction Fund Interest Earnings	625,000
Use of SCIP Fund Project Savings and Interest Earnings for Portion of Debt Service on 1999 SCIP Bonds	373,532
Sale of Fire Station 1	775,000
Vehicle Replacement Reduction	1,951,308
Subtotal	**$4,790,967**
Onetime Expenditures	
Radio Upgrades due to PPRCN APCO-25 Implementation	$424,337
Sales Tax Information System replacement	100,000
Stormwater Permit Fee Program	182,121
Municipal Facility Runoff Program	37,335
Prebles Mouse and Migratory Bird	51,768
Fleet Management - Fuel Monitoring Equipment	20,025
Subtotal	**$815,586**
Net Budget Gap for 2007 Budget	**($3,975,381)**

Multiyear financial projections for the General Fund, under an assumption of moderate economic and revenue growth in 2006 and 2007, show resources sufficient to address the issue of keeping employee compensation at a competitive level, restoring the funding for scheduled vehicle replacement, and providing a constant level of funding for only ongoing CIP. However, little, if any, increase in personnel or operating expenses can be accommodated within projected revenue over the next four years.

CITY OF COLORADO SPRINGS
GENERAL FUND
2006 - 2011
5-Year Financial Projection

	2006 BUDGET	2007 FORECAST	2008 FORECAST	2009 FORECAST	2010 FORECAST	2011 FORECAST
POPULATION	392,164	398,065	404,208	410,471	416,758	423,103
EMPLOYEES PER 1,000 Population	4.8169	4.7455	4.6733	4.6020	4.5326	4.4646
EXISTING FTE EMPLOYEES	1,883.25	1,889.00	1,889.00	1,889.00	1,889.00	1,889.00
New Public Safety/Public Works Positions	0.00	0.00	0.00	0.00	0.00	0.00
All Other Positions	5.75	0.00	0.00	0.00	0.00	0.00
TOTAL FTE EMPLOYEES	**1,889.00**	**1,889.00**	**1,889.00**	**1,889.00**	**1,889.00**	**1,889.00**
BEGINNING FUND BALANCE	**$21,643,621**	**$20,577,494**	**$19,480,963**	**$20,241,506**	**$22,238,914**	**$25,758,097**
REVENUE						
PROPERTY TAX	18,977,573	19,744,096	20,541,442	21,412,728	19,341,430	20,201,118
SALES & USE TAX	125,362,014	130,425,511	135,692,615	141,448,153	147,735,241	154,301,777
OTHER TAXES	3,403,087	3,460,939	3,516,315	3,572,576	3,629,737	3,687,813
INTERGOVERNMENTAL	20,893,157	21,236,330	21,572,817	21,921,925	22,284,266	22,653,545
CHARGES FOR SERVICES	13,285,065	13,516,111	13,739,606	13,972,661	14,209,852	14,451,256
OTHER REVENUE	16,023,830	15,488,000	15,716,928	15,949,519	16,185,831	16,425,925
FUND TRANSFERS	32,435,185	33,027,916	33,612,740	34,249,928	34,901,120	35,565,817
REBUDGETED	0	0	0	0	0	0
TOTAL REVENUE	**230,379,911**	**236,898,904**	**244,392,462**	**252,527,490**	**258,287,478**	**267,287,250**
EXPENDITURES						
BASE SALARIES & BENEFITS	150,470,575	153,416,213	156,944,786	160,711,461	165,532,805	170,498,789
NEW EMPLOYEES SAL & BEN	766,778	0	0	0	0	0
Market Movement	2,178,860	3,528,573	3,766,675	4,821,344	4,965,984	5,114,964
OPERATING EXPENSES	54,290,948	57,074,140	58,443,919	59,963,461	61,642,438	63,368,426
CAPITAL OUTLAY	4,050,290	5,643,447	5,778,889	5,929,141	6,095,156	6,265,821
DEBT SERVICE	3,026,025	3,026,325	3,023,550	3,023,050	0	0
GENERAL FUND C.I.P.	16,662,562	15,306,738	15,674,099	16,081,626	16,531,912	16,994,805
TABOR REFUND	0	0	0	0	0	0
TOTAL EXPENDITURES	**231,446,038**	**237,995,435**	**243,631,919**	**250,530,082**	**254,768,295**	**262,242,805**
ANNUAL SURPLUS/DEFICIT	**(1,066,127)**	**(1,096,532)**	**760,544**	**1,997,408**	**3,519,183**	**5,044,446**
ENDING FUND BALANCE	$20,577,494	$19,480,963	$20,241,506	$22,238,914	$25,758,097	$30,802,543
FUND BALANCE %	**8.99%**	**8.28%**	**8.40%**	**8.98%**	**10.23%**	**11.75%**

Sales and Use Tax revenue assumed to increase with inflation and population growth

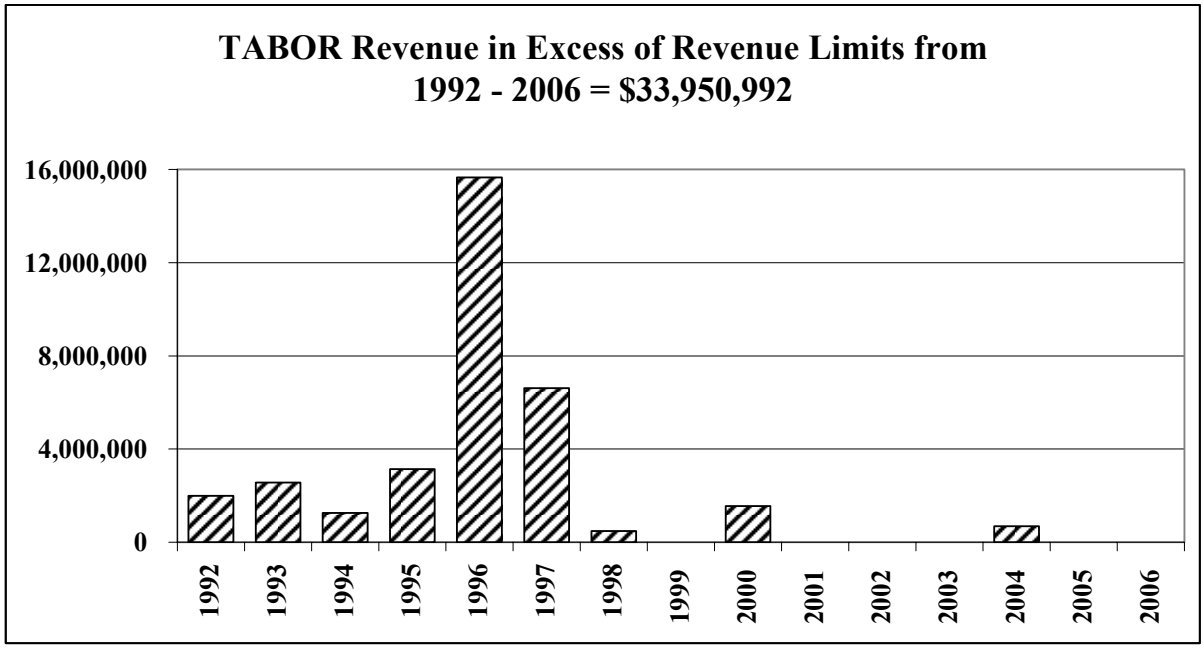
Salaries increase at inflation for 2007 and 2008, then increase at 3% per year

operating, capital outlay and CIP assumed to increase with inflation only

Emergency Repairs and Maint not included in 2007 - 2011

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 the annual revenue cap must either be refunded to local taxpayers or retained upon voter approval. In eight of the last twelve years, since the inception of the revenue limitation provisions of the City Charter, City revenue has exceeded the annual limit. In fact, TABOR refund estimates totaled $33.2 million over the 1992-2000 period. When the 2004 TABOR refund is included, the total increases to almost $34.0 million.



In 2006, City revenue is not projected to be over the TABOR due to the ratchet-down effect of TABOR during periods of economic contraction. Under TABOR, the annual growth formula increase is applied to either previous year's actual revenue or to the previous year TABOR revenue limit, whichever is less. During periods of economic downturn and lagging City revenue collections as experienced in 2005, City revenue can fall below the TABOR revenue limit for that year. In that event, the TABOR growth formula for the next fiscal year is applied to the actual revenue amount, not the higher TABOR limit. Thus, the TABOR limit is ratcheted down. In subsequent years, when the economy and City revenue rebound, the TABOR formula increase is applied to the lower previous year's actual revenue. This ratchet-down effect is evidenced by the fact that the City's 2005 projected revenue is almost $1 million less than the projected TABOR limit for 2005.

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/Greeley Consumer Price Index (CPI) figure is not available until early spring of the fiscal year to which it is to be applied. Similarly, the data for the local growth component is not available from the County Assessor until August of the year to which it is to be applied. Thus, in preparing the budget for the next year, it is necessary to forecast the CPI and local growth.

Generally, the annual TABOR revenue cap is calculated through the application of the percentage change in the CPI and local growth for the previous calendar year to actual City revenue for the previous year. Local growth is the net change in the market value of new construction expressed as a percent of all taxable and nontaxable property on the assessment rolls plus the value of new annexations.

For 2005, the TABOR formula increase is 4.61 percent which includes a 0.11 percent increase in the CPI for 2004 and 4.5 percent local growth. The projected formula increase for 2006 is up from the growth allowed for 2005. For 2006, the CPI is projected to grow by 1.7 percent and local growth is expected to edge down to 3.5 percent. Thus, the combined formula increase for 2006 is projected to total 5.2 percent.

City of Colorado Springs
1999 – 2006
Projected TABOR & City Charter Revenue Limits

Revenue

Fiscal Year	Total Eligible Revenue	TABOR Limit	Over (Under) Limit
2000	$182,134,775	$180,577,144	$1,557,631
2001	$185,218,902	$193,653,820	-$8,434,918
2002	$195,767,375	$203,629,521	-$7,862,146
2003	$193,762,078	$209,636,903	-$15,874,825
2004	$205,633,694	$204,941,747	$691,947
2005	$233,067,423	$234,017,063	-$949,640
2006	$239,380,932	$245,186,929	-$5,805,997

Revenue Limitation Estimates

Fiscal Year	Inflation	Plus	Local Growth	equals	Limit
2000	2.933910%	+	2.172138%	=	5.106047%
2001	3.960396%	+	3.281205%	=	7.241601%
2002	4.676674%	+	5.263250%	=	9.939924%
2003	1.930502%	+	5.154196%	=	7.084698%
2004	1.082251%	+	4.687541%	=	5.769792%
2005	0.107066%	+	4.504124%	=	4.611190%
2006	1.700000%	+	3.500000%	=	5.200000%

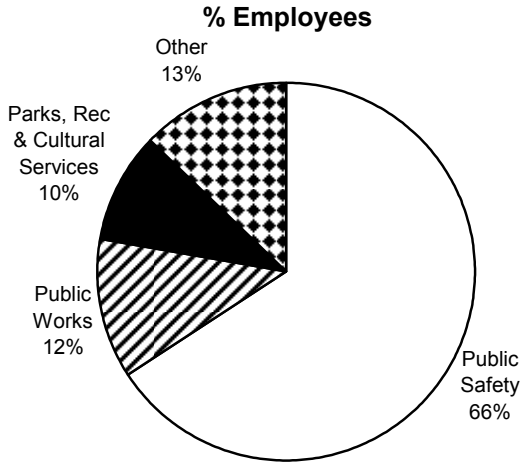
EMPLOYEE AND EXPENDITURE DISTRIBUTION

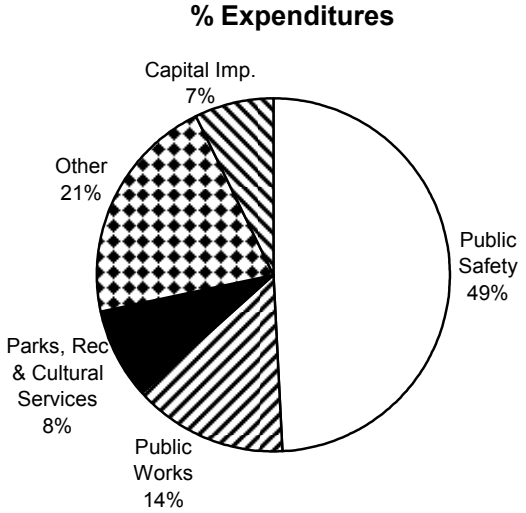
The following chart combines the number of employees and associated costs by major categories of service. It provides a summary view of the percent of total General Fund employees and the percent of expenditures allocated to each of the major categories of service delivered to the citizens of Colorado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

Function	Number of Employees	% of Total	Cum.* %	Expenditures	% of Total	Cum.* %
PUBLIC SAFETY	1,244.25	65.87	65.87	$113,589,829	49.08	49.08
PUBLIC WORKS	225.75	11.95	77.82	$32,906,916	14.22	63.30
CAPITAL IMPROVEMENTS	0.00	0.00	77.82	$16,662,562	7.20	70.50
PARKS, REC & CULTURAL SERVICES	180.25	9.54	87.36	$19,144,829	8.27	78.77
** OTHER	238.75	12.64	100.00	$49,141,902	21.23	100.00
Total	**1,889.00**	**100.00**	**100.00**	**$231,446,038**	**100.00**	**100.00**

* Cumulative Percentage

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





**percentages do not add up to 100 because of rounding.*

GENERAL FUND IMPACT OF PIKES PEAK RURAL TRANSPORTATION AUTHORITY

The formation of the Pikes Peak Rural Transportation Authority (PPRTA) was a collaborative effort of local governments utilizing a regional approach to address transportation issues facing the Pikes Peak region. On November 2, 2004, the PPRTA was approved by the voters of the City of Colorado Springs, El Paso County, the City of Manitou Springs, and the Town of Green Mountain Falls to collect a 1 percent sales tax to fund transportation and transit improvements. The collection of this revenue will partially end after 10 years and will be reduced to 0.45 percent, allowing the street maintenance and transit programs to continue. Fifty-five percent of the sales tax collected is used for a voter-approved list of capital projects, 35 percent for additional maintenance (such as street overlays and pothole patching), and 10 percent to expand the Springs Transit bus system.

The City's PPRTA funding for 2006 totals $49.7 million, of which $25.2 million is for capital projects, $17.5 million for maintenance, and $7.0 million for Transit Services. Capital projects include the Austin Bluffs Interchange at Union, I-25 Interchange companion projects, South Metro Accessibility Study, and the Fillmore Street Corridor Improvements. While these expenditures are not appropriated through the City's budget process, they are reflected in the 2006 Preliminary Budget.

The City administration always assumed there would be some reasonable level of staff support associated with the PPRTA. This is in accordance with the intent of the approved Intergovernmental Agreement (IGA) to use the maximum amount of dollars for capital, transit and maintenance projects rather than administrative costs. However, the increased workload in all Public Works divisions has resulted in delayed capital projects, increased unrecoverable costs, substantial growth in administrative and supervisory responsibilities, and increased reporting responsibilities to four elected or appointed boards. The increased need for inspections and coordination of PPRTA projects has escalated expenditures in areas such as fleet costs, overtime, materials, project tracking, equipment repairs, and office supplies. These demands may be more acute because of the substantial start-up needs and may be less demanding as the staff becomes more familiar with the needs of the PPRTA. Nevertheless, the continuing strain on staff resources is anticipated, which may cause increasing delays in many instances. The largest impact of the PPRTA is on the Public Works Department, but many other departments, such as the General Accounting section and Purchasing/Contracts Office in the Finance Department and all of the Internal Support Divisions are affected by the additional workload.

Unless the impact experienced in 2005 is reduced, city services may start to suffer. In 2006, opportunities to offset or reduce these operational and financial impacts will be investigated. While the level of General Fund support for the PPRTA is greater than anticipated, it should be noted that the departments involved with the PPRTA are energized about the additional projects, maintenance funding, and transit services that are now possible for the community.

2006 BUDGET
Expenditure Summary Table
General Fund

		2003 Actual	2004 Actual	2005 Budget	2006 Budget
GENERAL FUND					
APPOINTEES					
City Attorney					
	Salaries/Benefits	$2,928,557	$2,968,955	$3,456,660	$3,809,426
	Operating	$160,874	$204,622	$209,621	$221,671
	Capital	$62,840	$83,562	$4,000	$4,000
	Total	**$3,152,271**	**$3,257,139**	**$3,670,281**	**$4,035,097**
	FTE	*43.00*	*43.00*	*43.00*	*47.00*
City Auditor					
	Salaries/Benefits	$720,314	$754,724	$1,049,520	$1,196,382
	Operating	$38,460	$37,308	$43,202	$92,867
	Capital	$5,330	$3,474	$8,500	$5,000
	Total	**$764,104**	**$795,505**	**$1,101,222**	**$1,294,249**
	FTE	*9.00*	*9.00*	*12.00*	*14.00*
City Clerk					
	Salaries/Benefits	$620,951	$621,447	$621,395	$642,090
	Operating	$467,178	$176,734	$193,161	$196,661
	Capital	$5,069	$12,466	$44,400	$14,000
	Total	**$1,093,198**	**$810,646**	**$858,956**	**$852,751**
	FTE	*10.00*	*10.00*	*10.00*	*10.00*
City Council					
	Salaries/Benefits	$66,859	$63,358	$62,808	$63,110
	Operating	$78,491	$45,629	$61,012	$61,012
	Capital	$8,189	$6,002	$4,400	$4,400
	Total	**$153,539**	**$114,989**	**$128,220**	**$128,522**
	FTE	*0.00*	*0.00*	*0.00*	*0.00*
Municipal Court					
	Salaries/Benefits	$1,772,586	$1,896,370	$2,057,588	$2,869,604
	Operating	$1,549,860	$1,630,270	$1,731,386	$1,041,519
	Capital	$795	$0	$0	$0
	Total	**$3,323,241**	**$3,526,640**	**$3,788,974**	**$3,911,123**
	FTE	*36.50*	*36.50*	*38.50*	*44.50*
PUBLIC SAFETY					
Fire					
	Salaries/Benefits	$32,964,545	$33,432,820	$37,261,366	$38,448,939
	Operating	$1,965,564	$2,160,556	$2,341,467	$2,362,402
	Capital	$88,369	$867,042	$837,135	$785,299
	Total	**$35,018,478**	**$36,460,417**	**$40,439,968**	**$41,596,640**
	FTE	*425.75*	*422.50*	*415.00*	*415.25*
Police					
	Salaries/Benefits	$56,682,807	$58,430,343	$63,611,444	$65,222,831
	Operating	$6,031,814	$6,721,563	$6,461,333	$5,362,578
	Capital	$188,880	$2,067,511	$2,035,838	$1,407,780
	Total	**$62,903,501**	**$67,219,416**	**$72,108,615**	**$71,993,189**
	FTE	*833.00*	*828.00*	*829.00*	*829.00*

2006 BUDGET
Expenditure Summary Table
General Fund

		2003 Actual	2004 Actual	2005 Budget	2006 Budget
CITY MANAGEMENT					
Budget					
	Salaries/Benefits	$1,036,152	$790,301	$874,349	$928,772
	Operating	$61,507	$63,036	$48,763	$40,935
	Capital	$0	$11,541	$3,200	$3,250
	Total	**$1,097,659**	**$864,877**	**$926,312**	**$972,957**
	FTE	*11.00*	*9.00*	*9.00*	*10.00*
City Manager					
	Salaries/Benefits	$843,122	$863,801	$884,590	$883,141
	Operating	$63,591	$90,179	$95,570	$86,500
	Capital	$0	$9,091	$3,700	$5,950
	Total	**$906,713**	**$963,071**	**$983,860**	**$975,591**
	FTE	*9.00*	*8.00*	*8.00*	*8.00*
Finance					
	Salaries/Benefits	$2,712,431	$2,810,697	$3,001,356	$2,949,281
	Operating	$221,783	$223,035	$251,249	$255,045
	Capital	$5,630	$10,056	$8,651	$104,855
	Total	**$2,939,844**	**$3,043,787**	**$3,261,256**	**$3,309,181**
	FTE	*43.75*	*42.25*	*44.25*	*42.50*
Human Resources					
	Salaries/Benefits	$1,071,975	$1,043,846	$1,181,729	$1,138,101
	Operating	$213,817	$260,202	$198,073	$194,723
	Capital	$0	$3,159	$0	$7,350
	Total	**$1,285,792**	**$1,307,207**	**$1,379,802**	**$1,340,174**
	FTE	*16.00*	*15.00*	*15.00*	*14.00*
Safety Services					
	Salaries/Benefits	$152,039	$137,330	$137,081	$140,211
	Operating	$39,192	$26,966	$37,799	$37,799
	Capital	$0	$0	$0	$0
	Total	**$191,231**	**$164,296**	**$174,880**	**$178,010**
	FTE	*2.00*	*2.00*	*2.00*	*2.00*
Public Communications					
	Salaries/Benefits	$557,970	$485,511	$487,030	$518,580
	Operating	$73,743	$54,942	$118,039	$105,892
	Capital	$0	$6,390	$9,010	$2,300
	Total	**$631,713**	**$546,842**	**$614,079**	**$626,772**
	FTE	*7.75*	*5.75*	*5.75*	*5.75*

2006 BUDGET
Expenditure Summary Table
General Fund

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
PARKS, RECREATION AND CULTURAL SERVICES				
Cultural Services				
Salaries/Benefits	$1,120,676	$1,074,729	$1,064,845	$1,084,651
Operating	$202,865	$257,497	$230,840	$232,157
Capital	$0	$0	$0	$0
Total	**$1,323,541**	**$1,332,227**	**$1,295,685**	**$1,316,808**
FTE	*16.75*	*13.75*	*13.75*	*13.75*
Design and Development				
Salaries/Benefits	$367,608	$0	$0	$438,475
Operating	$24,684	$0	$0	$44,405
Capital	$0	$0	$0	$0
Total	**$392,292**	**$0**	**$0**	**$482,880**
FTE	*5.00*	*0.00*	*0.00*	*5.50*
Forestry				
Salaries/Benefits	$866,815	$848,744	$955,559	$990,172
Operating	$299,569	$253,337	$259,374	$259,374
Capital	$2,951	$2,962	$3,700	$3,700
Total	**$1,169,335**	**$1,105,043**	**$1,218,633**	**$1,253,246**
FTE	*15.00*	*13.00*	*14.00*	*14.00*
Park Maintenance, Trails and Open Space				
Salaries/Benefits	$5,215,153	$4,968,449	$5,222,637	$5,312,226
Operating	$2,113,571	$2,234,746	$2,202,992	$1,902,816
Capital	$0	$118,761	$75,000	$75,000
Total	**$7,328,724**	**$7,321,956**	**$7,500,629**	**$7,290,042**
FTE	*85.00*	*79.00*	*84.00*	*84.00*
Parks, Recreation and Cultural Services Administration				
Salaries/Benefits	$1,041,966	$866,296	$881,382	$921,461
Operating	$551,570	$429,162	$451,724	$451,724
Capital	$0	$938,574	$909,030	$167,675
Total	**$1,593,536**	**$2,234,031**	**$2,242,136**	**$1,540,860**
FTE	*15.75*	*12.75*	*12.75*	*12.75*
Recreation Services				
Salaries/Benefits	$5,042,357	$5,006,245	$4,926,834	$5,233,284
Operating	$2,064,071	$2,022,709	$2,170,538	$2,027,708
Capital	$0	$0	$0	$0
Total	**$7,106,428**	**$7,028,954**	**$7,097,372**	**$7,260,992**
FTE	*54.00*	*51.00*	*50.00*	*50.25*
NEIGHBORHOOD SERVICES				
Neighborhood Services				
Salaries/Benefits	$201,677	$0	$0	$0
Operating	$763,374	$0	$0	$0
Capital	$0	$0	$0	$0
Total	**$965,051**	**$0**	**$0**	**$0**
FTE	*2.00*	*0.00*	*0.00*	*0.00*

2006 BUDGET
Expenditure Summary Table
General Fund

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
CITY PLANNING AND COMMUNITY DEVELOPMENT				
Comprehensive Planning				
Salaries/Benefits	$606,117	$359,462	$449,878	$452,650
Operating	$58,822	$18,220	$22,209	$22,209
Capital	$0	$0	$1,500	$1,500
Total	**$664,939**	**$377,681**	**$473,587**	**$476,359**
FTE	*8.00*	*4.00*	*5.00*	*5.00*
Data Systems / GIS				
Salaries/Benefits	$439,942	$450,711	$485,021	$493,791
Operating	$35,724	$36,073	$41,352	$41,352
Capital	$0	$8,996	$0	$0
Total	**$475,666**	**$495,781**	**$526,373**	**$535,143**
FTE	*6.00*	*6.00*	*6.00*	*6.00*
Housing & Community Development and Urban Redevelopment				
Salaries/Benefits	$168,106	$120,255	$149,434	$158,255
Operating	$7,764	$7,213	$18,670	$18,670
Capital	$1,380	$1,117	$1,800	$1,800
Total	**$177,250**	**$128,585**	**$169,904**	**$178,725**
FTE	*2.00*	*2.00*	*2.00*	*2.00*
Land Use Review				
Salaries/Benefits	$1,517,206	$1,429,298	$1,668,879	$1,689,522
Operating	$118,400	$75,044	$114,753	$147,428
Capital	$0	$18,303	$17,175	$2,500
Total	**$1,635,606**	**$1,522,645**	**$1,800,807**	**$1,839,450**
FTE	*24.50*	*21.00*	*23.00*	*23.00*
Office of the Planning Director				
Salaries/Benefits	$0	$264,957	$278,713	$525,694
Operating	$0	$547,589	$582,943	$593,804
Capital	$0	$0	$44,425	$500
Total	**$0**	**$812,546**	**$906,081**	**$1,119,998**
FTE	*0.00*	*3.00*	*3.00*	*6.00*

2006 BUDGET
Expenditure Summary Table
General Fund

		2003 Actual	2004 Actual	2005 Budget	2006 Budget
PUBLIC WORKS					
City Engineering					
	Salaries/Benefits	$3,993,578	$3,552,394	$3,716,025	$3,786,211
	Operating	$354,253	$352,985	$444,844	$509,788
	Capital	$0	$23,629	$56,574	$17,390
	Total	**$4,347,831**	**$3,929,009**	**$4,217,443**	**$4,313,389**
	FTE	*56.00*	*48.00*	*48.00*	*48.00*
Streets					
	Salaries/Benefits	$6,865,024	$7,304,299	$7,617,933	$7,721,322
	Operating	$832,945	$800,588	$1,326,545	$1,324,946
	Capital	$120,796	$2,280,599	$2,607,701	$871,191
	Total	**$7,818,765**	**$10,385,486**	**$11,552,179**	**$9,917,459**
	FTE	*124.50*	*124.50*	*125.50*	*125.50*
Transit System					
	Salaries/Benefits	$97,552	$105,477	$110,056	$121,678
	Operating	$10,009,434	$10,002,721	$10,702,327	$12,762,560
	Capital	$452,740	$448,265	$195,100	$464,850
	Total	**$10,559,726**	**$10,556,463**	**$11,007,483**	**$13,349,088**
	FTE	*1.00*	*1.00*	*1.00*	*1.00*
Transportation Engineering					
	Salaries/Benefits	$4,030,581	$3,928,713	$3,963,750	$3,775,601
	Operating	$1,253,028	$1,311,290	$1,454,303	$1,451,378
	Capital	$75,823	$182,693	$348,035	$100,000
	Total	**$5,359,432**	**$5,422,696**	**$5,766,088**	**$5,326,979**
	FTE	*57.25*	*54.25*	*54.25*	*51.25*
GENERAL COSTS					
General Costs					
	Salaries/Benefits	$1,462,003	$2,248,451	$1,983,242	$1,900,750
	Operating	$4,391,960	$4,497,962	$5,280,509	$7,957,552
	Capital	$0	$0	$0	$0
	Total	**$5,853,963**	**$6,746,413**	**$7,263,751**	**$9,858,302**
Debt Service		$3,354,895	$3,361,526	$3,029,725	$3,026,025
Internal Service Charges		$12,724,115	$12,678,601	$13,632,852	$14,483,473
TABOR Refund		$0	$0	$2,311,601	$0
General Fund C.I.P.		$8,720,705	$13,610,508	$17,481,165	$16,662,562
SCIP Pay-as-you-go Projects		$1,020,833	$0	$0	$0
GENERAL FUND TOTAL		**$196,053,917**	**$208,124,983**	**$228,929,919**	**$231,446,038**
	FTE	**1,919.50**	**1,864.25**	**1,873.75**	**1,889.00**

2006 BUDGET
Expenditure Summary Table
Internal Service Funds

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
INTERNAL SERVICE FUNDS				
Fleet Management				
Salaries/Benefits	$4,466,857	$4,571,849	$4,605,990	$4,691,558
Operating	$7,191,922	$8,005,558	$8,596,001	$9,847,294
Capital	$38,324	$31,767	$90,820	$95,870
Total	**$11,697,103**	**$12,609,174**	**$13,292,811**	**$14,634,722**
FTE	*74.00*	*72.00*	*74.00*	*74.00*
Information Technology				
Salaries/Benefits	$2,675,157	$2,748,843	$2,871,550	$3,022,242
Operating	$1,868,273	$1,698,283	$2,361,572	$2,438,399
Capital	$66,000	$37,800	$120,606	$120,606
Total	**$4,609,430**	**$4,484,926**	**$5,353,728**	**$5,581,247**
FTE	*35.00*	*32.00*	*33.50*	*33.50*
Office Services				
Salaries/Benefits	$811,491	$813,542	$851,567	$869,831
Operating	$1,453,315	$1,234,072	$1,517,616	$1,528,214
Capital	$0	$0	$27,400	$0
Total	**$2,264,806**	**$2,047,614**	**$2,396,583**	**$2,398,045**
FTE	*16.00*	*14.75*	*15.00*	*15.00*
Radio Communications				
Salaries/Benefits	$539,428	$582,126	$680,383	$690,699
Operating	$419,159	$903,624	$821,092	$1,470,169
Capital	$49,353	$26,558	$19,500	$19,500
Total	**$1,007,940**	**$1,512,308**	**$1,520,975**	**$2,180,368**
FTE	*7.00*	*8.00*	*8.00*	*8.00*
Real Estate Services				
Salaries/Benefits	$250,461	$216,900	$292,414	$368,953
Operating	$110,996	$97,585	$141,032	$96,262
Capital	$0	$0	$0	$0
Total	**$361,457**	**$314,485**	**$433,446**	**$465,215**
FTE	*5.00*	*4.00*	*4.00*	*4.00*
Risk Management				
Salaries/Benefits	$709,977	$713,980	$693,026	$710,293
Operating	$255,369	$256,072	$317,704	$365,659
Capital	$5,973	$0	$0	$0
Total	**$971,319**	**$970,052**	**$1,010,730**	**$1,075,952**
FTE	*11.00*	*10.00*	*10.00*	*10.00*
FUND TOTAL	**$20,912,055**	**$21,938,559**	**$24,008,273**	**$26,335,549**
FTE	***148.00***	***140.75***	***144.50***	***144.50***

2006 BUDGET
Expenditure Summary Table
Public Safety Sales Tax Fund

		2003 Actual	2004 Actual	2005 Budget	2006 Budget
PUBLIC SAFETY SALES TAX FUND					
Fire					
	Salaries/Benefits	$1,967,575	$4,189,649	$6,305,870	$8,132,955
	Operating	$653,404	$1,186,022	$1,339,754	$1,452,820
	Capital Outlay	$835,175	$1,373,239	$971,214	$1,096,183
	Capital Projects	$4,466,191	$0	$3,243,150	$1,340,321
	Total	**$7,922,345**	**$6,748,909**	**$11,859,988**	**$12,022,279**
	FTE	*32.75*	*52.75*	*73.75*	*91.00*
Police					
	Salaries/Benefits	$4,599,968	$7,745,730	$9,912,642	$10,487,560
	Operating	$1,047,437	$1,029,890	$1,103,483	$1,509,202
	Capital Outlay	$1,154,137	$725,459	$77,550	$329,005
	Capital Projects	$5,013,548	$4,171,508	$1,952,434	$915,000
	Total	**$11,815,090**	**$13,672,587**	**$13,046,109**	**$13,240,767**
	FTE	*86.00*	*127.00*	*137.00*	*137.00*
Finance					
	Salaries/Benefits	$43,000	$47,427	$134,245	$136,161
	Operating	$3,910	$4,372	$9,872	$9,632
	Capital	$0	$0	$3,000	$3,090
	Total	**$46,910**	**$51,799**	**$147,117**	**$148,883**
	FTE	*1.00*	*1.00*	*2.00*	*2.00*
Fleet Management					
	Salaries/Benefits	$29,810	$50,359	$94,056	$94,793
	Operating	$500	$1,330	$12,888	$16,502
	Capital	$0	$0	$350	$350
	Total	**$30,310**	**$51,690**	**$107,294**	**$111,645**
	FTE	*0.50*	*1.50*	*1.50*	*1.50*
Human Resources					
	Salaries/Benefits	$35,322	$47,124	$134,245	$138,001
	Operating	$1,556	$634	$10,152	$8,072
	Capital	$0	$0	$3,000	$0
	Total	**$36,878**	**$47,758**	**$147,397**	**$146,073**
	FTE	*1.00*	*1.00*	*2.00*	*2.00*
FUND TOTAL		**$19,851,533**	**$20,572,743**	**$25,307,905**	**$25,669,647**
	FTE	***121.25***	***183.25***	***216.25***	***233.50***

2006 BUDGET
Expenditure Summary Table
Enterprise Funds

		2003 Actual	2004 Actual	2005 Budget	2006 Budget
ENTERPRISE FUNDS					
Airport	Salaries/Benefits	$6,612,203	$6,832,347	$7,420,756	$7,743,108
	Operating	$6,206,928	$6,116,895	$6,602,441	$6,633,900
	Capital	$1,049,684	$90,108	$261,360	$287,770
	Debt Service	$5,653,560	$3,386,807	$5,828,348	$5,834,683
	Total	**$19,522,375**	**$16,426,155**	**$20,112,905**	**$20,499,461**
	FTE	*116.00*	*116.00*	*117.00*	*119.00*
Cemeteries	Salaries/Benefits	$717,386	$762,977	$755,209	$774,545
	Operating	$374,182	$452,103	$557,774	$557,251
	Capital	$225,000	$13,721	$27,500	$84,000
	Total	**$1,316,568**	**$1,228,801**	**$1,340,483**	**$1,415,796**
	FTE	*12.00*	*12.00*	*12.00*	*12.00*
Development Review Enterprise					
	Salaries/Benefits	$486,258	$719,060	$1,423,116	$1,491,579
	Operating	$98,444	$187,622	$624,987	$612,412
	Capital	$59,960	$59,238	$228,206	$33,750
	Total	**$644,662**	**$965,920**	**$2,276,309**	**$2,137,741**
	FTE	*7.50*	*10.50*	*22.00*	*22.00*
Human Services Complex					
	Salaries/Benefits	$41,419	$75,724	$83,588	$128,159
	Operating	$110,308	$148,919	$177,910	$165,939
	CIP Projects	$0	$0	$20,000	$25,000
	Total	**$151,727**	**$224,643**	**$281,498**	**$319,098**
	FTE	*1.00*	*1.00*	*1.00*	*1.00*
Parking System					
	Salaries/Benefits	$370,320	$377,211	$458,213	$475,013
	Operating	$739,427	$822,990	$857,932	$887,408
	Capital	$15,140	$60,212	$129,250	$124,250
	Debt Service / CIP Projects	$1,453,117	$704,689	$1,200,938	$700,539
	Total	**$2,578,004**	**$1,965,102**	**$2,646,333**	**$2,187,210**
	FTE	*9.00*	*8.00*	*8.00*	*8.00*
Patty Jewett Golf Course					
	Salaries/Benefits	$610,084	$647,161	$707,494	$717,673
	Operating	$852,989	$900,466	$994,188	$986,735
	Capital	$432,545	$438,671	$397,000	$282,710
	Total	**$1,895,618**	**$1,986,298**	**$2,098,682**	**$1,987,118**
	FTE	*9.50*	*9.50*	*9.50*	*9.50*
Pikes Peak – America's Mountain					
	Salaries/Benefits	$1,233,330	$1,294,743	$1,420,413	$1,446,399
	Operating	$907,302	$646,387	$1,022,241	$1,026,271
	Capital	$1,939	$6,685	$4,700	$3,900
	Debt Service / CIP Projects	$979,872	$1,39,584	$1,081,655	$1,001,640
	Total	**$3,122,443**	**$2,987,398**	**$3,529,009**	**$3,478,210**
	FTE	*21.00*	*21.00*	*21.00*	*21.00*
Valley Hi Golf Course					
	Salaries/Benefits	$344,190	$274,749	$401,862	$390,230
	Operating	$675,297	$681,371	$774,550	$789,304
	Capital	$91,794	$46,554	$41,500	$0
	Total	**$1,111,281**	**$1,002,674**	**$1,217,912**	**$1,179,534**
	FTE	*5.00*	*5.00*	*5.00*	*5.00*

2006 BUDGET
Expenditure Summary Table
Grant Funds

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
COMMUNITY DEVELOPMENT GRANTS				
Housing and Community Development/Urban Redevelopment (PKA C.D.B.G., H.O.M.E., and Emergency Shelter Grant (E.S.G.))				
Salaries/Benefits	$1,340,098	$1,452,577	$1,461,146	$1,504,006
Operating	$4,992,824	$4,235,471	$4,963,003	$4,629,002
Capital	$0	$1,020	$0	$0
CIP Projects	$0	$0	$695,000	$532,000
Total	**$6,332,922**	**$5,689,068**	**$7,119,149**	**$6,665,008**
FTE	*22.00*	*21.00*	*21.00*	*21.00*

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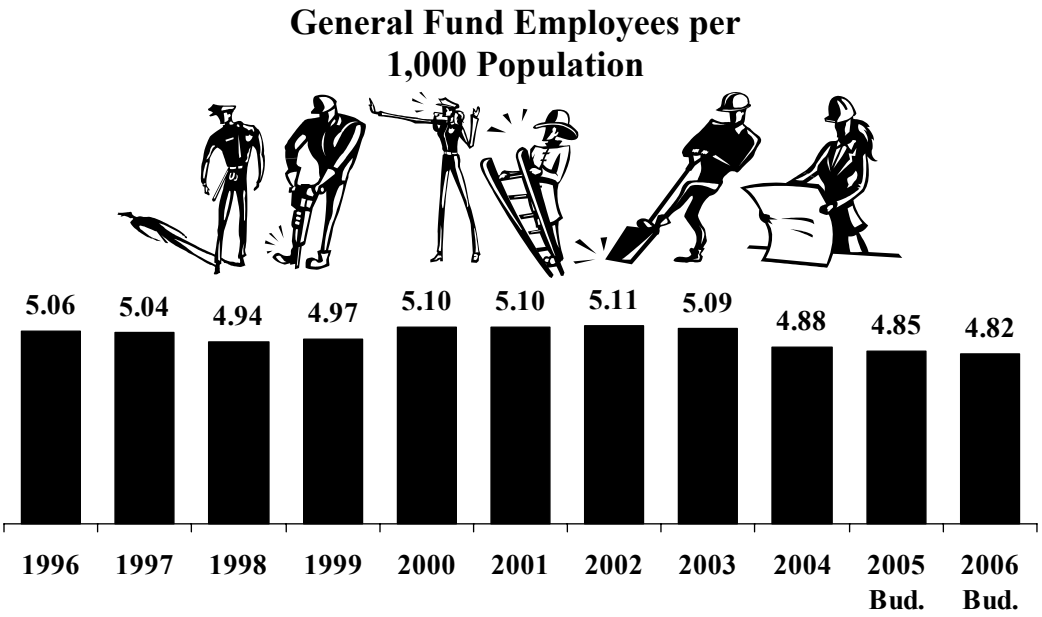
Position Summary

GENERAL FUND

The 2006 Budget provides for a total of 1,889.00 full-time equivalent (FTE) permanent positions in the General Fund, which reflects a net increase to the General Fund of 5.75 positions from the 2005 authorized number. Of those, two are offset by revenue and one is the conversion of a funded special position to regular status.

Over the past 5 years, the General Fund employees per 1,000 population has decreased by 2.9 percent.

For 2006, the employees per 1,000 population in the General Fund is 4.82.



City Attorney (Council Appointees) +4 Full-Time Positions
Two new attorney and one legal administrative coordinator positions were added during 2005 as a result of the recommendation made by Altman Weil in its organization and compensation review requested by City Council. Also during 2005, a vacant Deputy City Attorney position was converted to two staff attorney positions.

Fire +0.25 Full-Time Position
During 2005, the Fire Department increased a half-time maintenance services position to a full-time position, with one-fourth of the position funded from the General Fund and one-fourth from the PSST Fund.

Municipal Court (Council Appointees) +5 Full-Time Positions
Five FTE's were added during 2005 as a result of the recent IRS audit requiring independent contractors to become City employees. The five FTE's are the combination of 12 part-time contractors (judges).

Office of the Planning Director (City Planning and Community Development) +3 Full-Time Positions
In 2005, three positions were transferred from the Transportation Planning Division into the Office of the Planning Director.

Recreation Services (Parks, Recreation and Cultural Services) +.25 Full-Time Position
A three-fourths position is converted to a full-time position at the Hillside Community Center.

Transportation Engineering (Public Works) +3 Full-Time Positions
Three positions were transferred from Transportation Planning into Transportation Engineering in 2005.

2005 GENERAL FUND BUDGET	**1,873.75**
2005 Adjustments	
City Attorney	4.00
Fire	0.25
Municipal Court	5.00
Office of the Planning Director	3.00
Recreation Services	0.25
Transportation Engineering	3.00
Transportation Planning	-6.00
	10.50
2006 GENERAL FUND BUDGET	
Transfers	
Design and Development	5.50
Human Resources	-1.00
	4.50
Additions	
Budget	1.00
City Auditor	2.00
	3.00
Deletions	
Finance	-1.75
	-1.75
2006 GENERAL FUND BUDGET	**1,889.00**
2006 WORKERS' COMPENSATION SELF-INSURANCE FUND	
Additions	
Occupational Health Clinic	5.00
	5.00

Transportation Planning (Public Works) -6 Full-Time Positions
In 2005, this Division was disbanded with three positions transferred to the Office of the Planning Director and three transferred to Transportation Engineering.

Design and Development (Parks, Recreation and Cultural Services) +5.5 Full-Time Positions
The Design and Development Division and its employees were moved to the Conservation Trust Fund (Lottery) beginning in 2004. The Division and its employees are moved back into the General Fund beginning in 2006.

Human Resources (City Management) -1 Full-Time Position
One full-time benefits analyst position is transferred from Human Resources to the Health Insurance Fund in 2006.

Budget (City Management) +1 Full-Time Position
One FTE is converted from special status to regular in 2006 to support the economic development section.

City Auditor (Council Appointees) +2 Full-Time Positions
Two new capital project auditors are added with workload and funding at 80 percent Colorado Springs Utilities, 15 percent Memorial Hospital, and 5 percent Airport, respectively.

Finance (City Management) -1.75 Full-Time Positions
The Fire and Police Pension Association (FPPA) funded three-fourths of the Pension Administrator position. The incumbent will retire near the end of 2005, and that position will not be filled. Also, the full-time position approved in 2005 for the new Pension Administrator is eliminated as a result of the passage of Senate Bill 67 which allows the pension plan to be administered by FPPA.

Number of Employees – General Fund
By Department

Year	Police	Fire	Public Works	All Other	Total	Population
1996	725	380.00	164.50	440.95	1,710.45	335,447
2006	829	415.25	225.75	419.00	1,889.00	392,164
Change	**104**	**35.25**	**61.25**	**-21.95**	**178.55**	**56,717**
% Change	**14.34**	**9.27**	**37.23**	**-4.75**	**10.44**	**16.91**

- Although population increased 16.91 percent over the last 10 years, the number of employees increased only 10.44 percent.
- The Police change from 1996 to 2006 of 104 positions includes:
  – 84 uniform (92 officers added, plus 7 Park Police reclassified from civilian to uniformed, minus 13 officers transferred to the Airport Enterprise Fund, minus 2 Park Police reclassified from uniformed to civilian)
  – 17 civilians (4 civilians added, plus 24 positions 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)
- The Public Works change from 1996 to 2006 of 61.25 positions includes a transfer of 36 FTE from the All Other category as part of the 1997 reorganization. Therefore, only 25.25 FTE are new employees.

SUPPORT SERVICES AND SPECIAL REVENUE FUNDS

Three positions in the Occupational Health Clinic (OHC) are converted from special positions to regular FTE status. The OHC opened in August of 2003 and has provided excellent service and cost savings for the City. The OHC is funded in the Workers' Compensation Fund. Also in this fund, the Physical Therapy Clinic converts two special Physical Therapist positions to regular FTE status for 2006. Both clinics were staffed in 2004 and 2005 with special positions until the success and cost savings of the operations were established.

Also for 2006, a Benefits Analyst in the Human Resources Department is transferred into the Health Insurance Fund.

ENTERPRISE FUNDS

During 2005, an Assistant Aviation Director position for Planning/Development was added at the Airport to assist with growing responsibilities associated with the future business park. For 2006, an Office Specialist is added at the Airport to provide support to the Assistant Aviation Director for Planning/Development and the Assistant Aviation Director for Finance/Administration.

PUBLIC SAFETY SALES TAX (PSST) FUND

During 2005, the Fire Department increased a half-time maintenance services position to a full-time position, with one-fourth of the position funded from the General Fund and one-fourth from the PSST Fund. For 2006, the Fire Department adds a new truck company at Station 17 with staffing of 17 uniformed positions.

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

2006 POSITION SUMMARY TABLE

	2003 Actual	2004 Actual	2005 Budget	2005 Authorized	2006 Budget	Difference: 2006 Budget - 2005 Authorized
General Fund						
Appointees						
City Attorney	43.00	43.00	43.00	47.00	47.00	0.00
City Auditor	9.00	9.00	12.00	12.00	14.00	2.00
City Clerk	10.00	10.00	10.00	10.00	10.00	0.00
Municipal Court	36.50	36.50	38.50	43.50	43.50	0.00
Public Safety						
Fire	425.75	422.50	415.00	415.25	415.25	0.00
Police	833.00	828.00	829.00	829.00	829.00	0.00
City Management						
Budget	11.00	9.00	9.00	9.00	10.00	1.00
City Manager	9.00	8.00	8.00	8.00	8.00	0.00
Finance	43.75	42.25	44.25	44.25	42.50	-1.75
Human Resources	16.00	15.00	15.00	15.00	14.00	-1.00
Safety Office	2.00	2.00	2.00	2.00	2.00	0.00
Public Communications	7.75	5.75	5.75	5.75	5.75	0.00
Parks, Rec. & Cultural Services						
Cultural Services	16.75	13.75	13.75	13.75	13.75	0.00
Design and Development	5.00	0.00	0.00	0.00	5.50	5.50
Forestry	15.00	13.00	14.00	14.00	14.00	0.00
Park Maint., Trails & Open Space	85.00	79.00	84.00	84.00	84.00	0.00
Parks, Rec. & Cultural Svcs. Support	15.75	12.75	12.75	12.75	12.75	0.00
Recreation Services	54.00	51.00	50.00	50.25	50.25	0.00
City Planning and Community Dev.						
Comprehensive Planning	8.00	4.00	5.00	5.00	5.00	0.00
Data Systems/GIS	6.00	6.00	6.00	6.00	6.00	0.00
Land Use Review	24.50	21.00	23.00	23.00	23.00	0.00
Planning Director, Office of the	0.00	3.00	3.00	6.00	6.00	0.00
Urban Redevelopment	2.00	2.00	2.00	2.00	2.00	0.00
Neighborhood Services						
Neighborhood Services	2.00	0.00	0.00	0.00	0.00	0.00
Public Works						
City Engineering (includes Support)	56.00	48.00	48.00	48.00	48.00	0.00
Streets	124.50	124.50	125.50	125.50	125.50	0.00
Transit Services	1.00	1.00	1.00	1.00	1.00	0.00
Transportation Engineering	57.25	54.25	54.25	51.25	51.25	0.00
General Fund Total	**1,919.50**	**1,864.25**	**1,873.75**	**1,883.25**	**1,889.00**	**5.75**

2006 POSITION SUMMARY TABLE (continued)

	2003 Actual	2004 Actual	2005 Budget	2005 Authorized	2006 Budget	Difference: 2006 Budget - 2005 Authorized
Internal Services Fund						
Facilities Management	0.00	0.00	0.00	0.00	0.00	0.00
Fleet Management	74.00	72.00	74.00	74.00	74.00	0.00
Information Technology	35.00	32.00	33.50	33.50	33.50	0.00
Office Services	16.00	14.75	15.00	15.00	15.00	0.00
Radio Communications	8.00	8.00	8.00	8.00	8.00	0.00
Real Estate Services	5.00	4.00	4.00	4.00	4.00	0.00
Risk Management	11.00	10.00	10.00	10.00	10.00	0.00
Internal Services Fund Total	**149.00**	**140.75**	**144.50**	**144.50**	**144.50**	**0.00**
Workers' Compensation Fund						
Workers' Compensation	3.00	3.00	3.00	3.00	8.00	5.00
Workers' Compensation Fund Total	**3.00**	**3.00**	**3.00**	**3.00**	**8.00**	**5.00**
Health Insurance Fund						
Health Insurance	0.00	0.00	0.00	0.00	1.00	1.00
Health Insurance Fund Total	**0.00**	**0.00**	**0.00**	**0.00**	**1.00**	**1.00**
Public Safety Sales Tax Fund						
Fire	32.75	52.75	73.75	74.00	91.00	17.00
Police	86.00	127.00	137.00	137.00	137.00	0.00
Fleet Management	0.50	1.50	1.50	1.50	1.50	0.00
Finance	1.00	1.00	2.00	2.00	2.00	0.00
Human Resources	1.00	1.00	2.00	2.00	2.00	0.00
Public Safety Sales Tax Fund Total	**121.25**	**183.25**	**216.25**	**216.50**	**233.50**	**17.00**
Enterprise Funds						
Airport	116.00	116.00	117.00	118.00	119.00	1.00
Cemeteries	12.00	12.00	12.00	12.00	12.00	0.00
Development Review Enterprise	8.50	10.50	22.00	22.00	22.00	0.00
Human Services Complex	1.00	1.00	1.00	1.00	1.00	0.00
Parking System	9.00	8.00	8.00	8.00	8.00	0.00
Patty Jewett Golf	9.50	9.50	9.50	9.50	9.50	0.00
Pikes Peak – America's Mountain	21.00	21.00	21.00	21.00	21.00	0.00
Valley Hi Golf	5.00	5.00	5.00	5.00	5.00	0.00
Enterprise Funds Total	**182.00**	**183.00**	**195.50**	**196.50**	**197.50**	**1.00**
Special Revenue Funds						
Cable Franchise Grant Fund	0.00	1.00	1.00	1.00	1.00	0.00
City CIP Construction Fund	0.00	5.00	5.00	5.00	5.00	0.00
Conservation Trust (Lottery)	6.00	10.50	10.50	10.50	5.00	-5.50
Briargate SIMD	4.75	4.75	4.75	4.75	4.75	0.00
Nor'wood SIMD	1.25	1.25	1.25	1.25	1.25	0.00
Special Revenue Funds Total	**12.00**	**22.50**	**22.50**	**22.50**	**17.00**	**-5.50**
Community Development Block Grant Fund						
CDBG, HOME, and ESG	22.00	21.00	21.00	21.00	21.00	0.00
CDBG Fund Total	**22.00**	**21.00**	**21.00**	**21.00**	**21.00**	**0.00**
ALL FUNDS TOTAL	**2,408.75**	**2,417.25**	**2,476.50**	**2,487.25**	**2,511.50**	**24.25**

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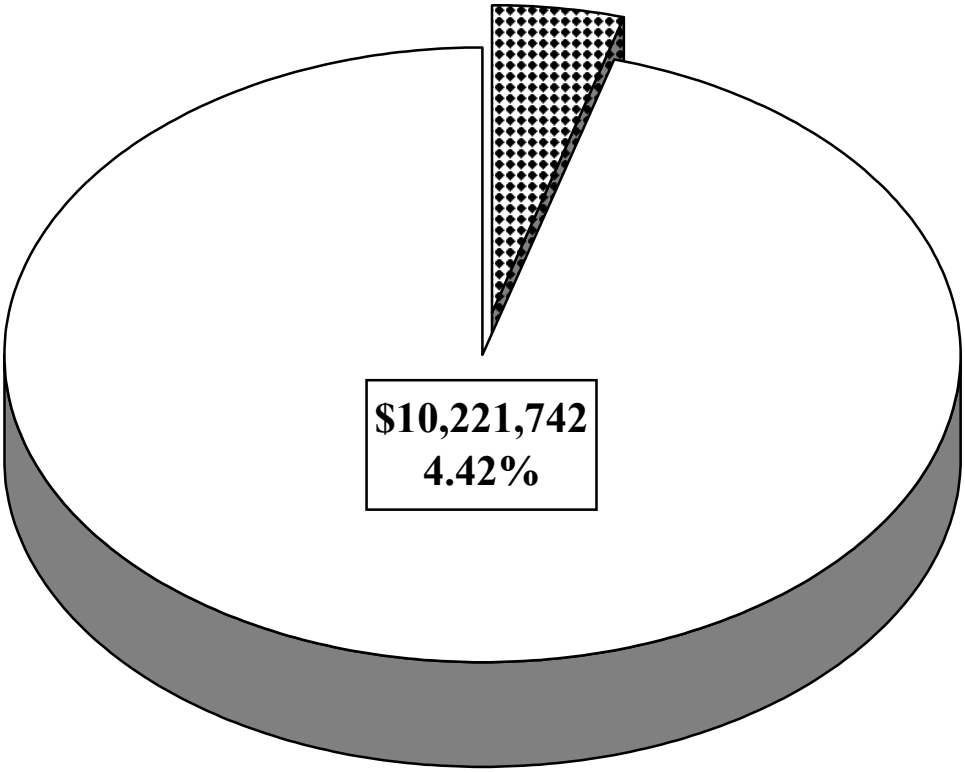
CITY OF COLORADO SPRINGS

City Council and Council Appointees



City Attorney	$4,035,097
City Auditor	$1,294,249
City Clerk	$ 852,751
City Council	$ 128,522
Municipal Court	$3,911,123

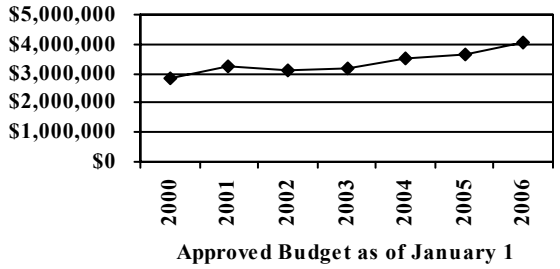
City Attorney

Patricia K. Kelly, City Attorney ● 30 South Nevada Avenue, Colorado Springs, CO 80903 ● (719) 385-5909 ● jgoodall@springsgov.com

MISSION

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

BUDGET HISTORY



SERVICES

- Advise City Council, City Appointees, Enterprise Managers, boards, commissions and committees in all legal matters
- Provide litigation services for the City and its Enterprises, including Colorado Springs Utilities and Memorial Hospital
- Represent City and its enterprises in employment matters
- Prosecute City Code violations
- Review, update, and maintain City Code
- Review and draft contracts and intergovernmental agreements
- Advise Police and Fire Pension Plans
- Create authorities and legal entities
- Provide legal services to special district teams, annexation teams, and finance management teams
- Provide tax-related services

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$2,928,557	$2,968,955	$3,456,600	$3,809,426
Operating	160,874	204,622	209,621	221,671
Capital Outlay	62,840	83,562	4,000	4,000
Total	**$3,152,271**	**$3,257,139**	**$3,670,281**	**$4,035,097**

PERSONNEL

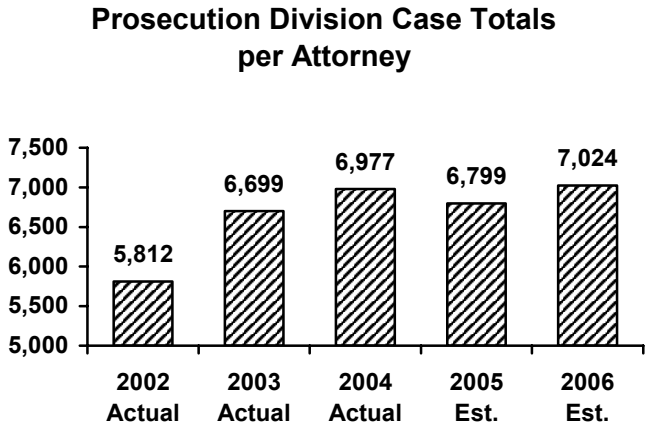
Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Senior Manager	1	1	1	1
Manager	1	1	1	1
Professional	21	21	21	25
Paraprofessional	6	6	6	6
General	14	14	14	14
FTE Total	**43**	**43**	**43**	**47**

During 2004, City Council retained a consulting firm to complete an extensive organizational study of the Office of the City Attorney. As a result, three FTE's (two attorneys and one legal administrative coordinator) were appropriated and added to the General Fund Professional classification during 2005 and one professional FTE was added and funded by the Colorado Springs Utilities Fund. In addition, the vacant Deputy City Attorney position was converted to two staff attorney positions.

In addition to the 47 FTE positions stated above, there are:

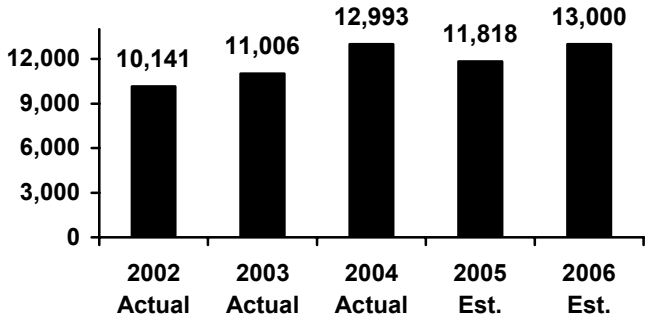
- five professional and two paraprofessional positions funded by the Utilities Fund;
- one professional position and one paraprofessional position funded by the Hospital Fund; and
- one professional position and one paraprofessional position funded for Workers' Compensation through Risk Management.

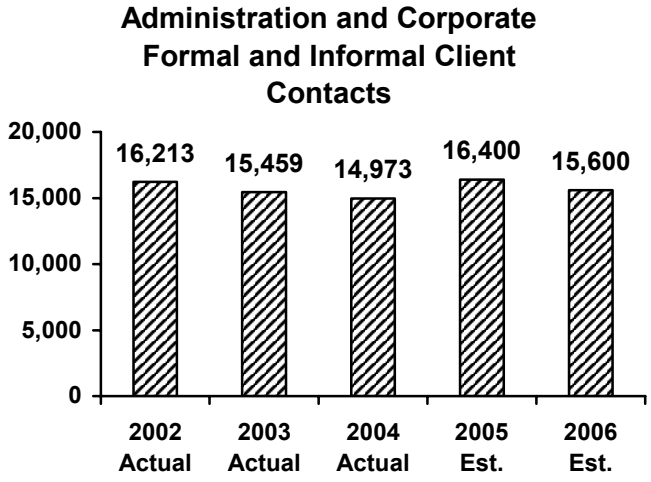
PERFORMANCE INDICATORS



While the number of cases handled by the Prosecution Division has steadily increased, the number of attorneys handling the cases has not. There were 11 full-time Attorney positions in 2002 resulting in 5,812 cases per Attorney. Increased case numbers in 2003 resulted in 6,699 cases per attorney. In 2004, cases increased to 6,977 and are anticipated to be approximately 6,799 in 2005 and 7,024 in 2006. The total number of FTE Attorney positions in the Prosecution Division is 11, which translates to a ratio of 1:35,242 citizens in 2005 and 1:35,701 in 2006.

Cases for 2002 through 2004 continued a steady trend but are drastically increasing in complexity. This complexity is evidenced by the number of Attorney hours expended by the Litigation Division in the defense of these cases. From 1997-2001, the number of hours increased by 70 percent from 5,715 to 9,711. During the period 2001-2003, the increase was 12 percent. As anticipated, the trend continued to be evident in 2004 and 2005, and is expected to remain solid through 2006. During 2005 there were four FTE attorney positions in the Litigation Division, a ratio of 1:96,916 citizens per attorney. Because of an office reorganization in mid-2005 there will be 6 FTE attorney positions in the Litigation/Employment Division resulting in a ratio of 1:65,451 citizens per attorney in 2006.





The number of formal and informal opinions rendered to clients by the Administration/Corporate Divisions increased an average of 26.7 percent from 1999 through 2001 going from 7,627 to 9,660 contacts. The increase from 2001 to 2002 nearly doubled to 16,213. This amount remained steady through 2003 and 2004 but is expected to increase in 2005 and remain solid through 2006. There are seven FTE attorney position in the Administrative/Corporate/ Employment Divisions in 2005 representing a ratio of 1:55,381 in 2005 and a ratio of 1:56,101 in 2006.

CHANGES TO THE BUDGET

- Funding of $40,605 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $17,364 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $30,849.
- Funding of $15,765 is included for PERA and Workers' Compensation increases.
- During 2004, City Council retained a consulting firm to complete an extensive organizational study of the Office of the City Attorney. As a result, three FTE's and funding of $309,881 in salaries and benefits and $12,050 in operating costs are included.

MAJOR OBJECTIVES

OBJECTIVE – Enhance Service Excellence

Providing the highest professional legal services to its clients will continue to be a priority of the City Attorney's office in 2006. Accuracy, timeliness, and communication with clients will be maintained throughout the year.

OBJECTIVE – Enhance Community Relations
(Strategic Action Plan 5.5)

Encouraging employee voluntarism in community and/or City-sponsored events is a policy of this office. Internet communications from elected officials, attorneys, and citizens in many other states will likely continue to increase in 2006. Responses to inquiries for information regarding public access to City codes and ordinances, Council rules and regulations, and other important public interest items will continue to be provided.

OBJECTIVE – Provide Organization/Workforce Development
(Strategic Action Plan 5.4 and 5.8)

Providing a high standard of ethics and professionalism and demonstrating a true commitment to competent legal services is an ongoing objective 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 in 2006.

OBJECTIVE – Maintain Financial Health

By providing professional legal services, this office will help to ensure correct legal decisions regarding City financial matters. Monthly analysis of expended/ remaining funds allow this office to maintain prudent financial management and set forth the opportunity to utilize profitable resources whenever and wherever possible.

OBJECTIVE – Increase the Availability of Legal Services

This Office will continue to provide availability of legal services, explain the law, and render legal opinions to Council, Appointees, organizational units, and enterprises to assist in their responsibilities in making knowledgeable decisions.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
COUNCIL APPOINTEES
CITY ATTORNEY

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	2,365,548	2,401,780	2,771,389	3,105,649
51210	OVERTIME	209	0	1,000	3,500
51220	SEASONAL TEMPORARY	70,895	44,391	64,480	64,480
51240	RETIREMENT TERMINATION SICK	5,394	6,598	0	0
51245	RETIREMENT TERM VACATION	4,187	10,650	0	0
51260	VACATION BUY	3,420	2,688	0	0
51265	GRIP PROGRAM	611	549	0	0
51610	PERA	224,938	239,112	288,716	328,041
51615	WORKERS COMPENSATION	7,082	7,066	7,820	7,403
51620	EQUITABLE LIFE INSURANCE	7,449	7,513	11,394	11,549
51625	VISION CARE	2,294	2,287	2,768	2,915
51635	CITY MAJOR MEDICAL PLAN	0	0	2,099	0
51640	DENTAL INSURANCE	13,090	13,125	18,630	19,412
51665	CASH BACK	12,412	13,109	0	0
51670	PARKING FOR EMPLOYEES	8,620	6,860	8,580	8,580
51690	MEDICARE	28,848	29,852	34,551	39,048
51695	CITY EPO MEDICAL PLAN	173,561	183,376	245,233	218,849
	TOTAL SALARIES AND BENEFITS	**2,928,557**	**2,968,955**	**3,456,660**	**3,809,426**
52105	MISCELLANEOUS OPERATING	23,104	33,158	0	0
52110	OFFICE SUPPLIES	7,343	2,664	31,000	31,600
52111	PAPER SUPPLIES	710		3,500	4,400
52120	SOFTWARE MICRO/WORD PROCESS	14,012	0	2,300	5,300
52122	CELL PHONE EQUIP AND SUPPLIES	0	0	200	200
52125	GENERAL SUPPLIES	0	105	500	500
52135	POSTAGE	5,525	5,559	6,100	6,400
52165	LICENSES AND TAGS	(1,749)	(3,568)	100	400
52220	MAINT OFFICE MACHINES	6,929	7,025	14,900	15,200
52405	ADVERTISING SERVICES	40	49	1,000	1,000
52575	SERVICES	554	54,264	10,000	12,000
52605	CAR MILEAGE	4,368	4,403	5,000	3,000
52615	DUES AND MEMBERSHIP	10,786	10,966	16,800	19,050
52625	MEETING EXPENSES IN TOWN	756	418	2,300	2,600
52630	TRAINING	3,584	5,178	16,348	19,348
52645	SUBSCRIPTIONS	5,472	5,072	12,500	10,000
52655	TRAVEL OUT OF TOWN	59	945	10,000	10,000
52705	COMMUNICATIONS	60,037	60,580	59,573	61,073
52735	TELEPHONE LONG DIST CALLS	3,030	2,316	3,200	3,800
52736	CELL PHONE AIRTIME	129	285	600	600
52755	COMMUNICATIONS EQUIPMENT	0	3,005	0	0
52775	MINOR EQUIPMENT	4,920	824	2,000	3,500
52874	OFFICE SERVICES PRINTING	6,271	5,596	6,500	6,500
52875	OFFICE SERVICES RECORDS	4,995	5,789	5,200	5,200
65150	LEGAL DEFENSE FUND	0	(11)	0	0
	TOTAL OPERATING EXPENSES	**160,874**	**204,622**	**209,621**	**221,671**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
COUNCIL APPOINTEES
CITY ATTORNEY

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
53010	OFFICE MACHINES	0	27,580	0	0
53020	COMPUTERS NETWORKS	60,760	23,020	2,000	2,000
53030	FURNITURE AND FIXTURES	0	32,962	2,000	2,000
53050	MACHINERY AND APPARATUS	2,080	0	0	0
	TOTAL CAPITAL OUTLAY	**62,840**	**83,562**	**4,000**	**4,000**
	ORGANIZATION TOTAL	**3,152,271**	**3,257,139**	**3,670,281**	**4,035,097**

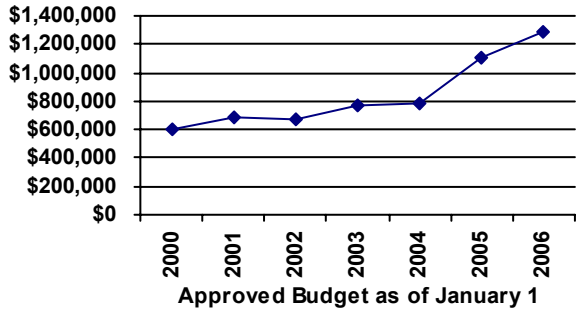
City Auditor

Jeff Litchfield, City Auditor ● 30 South Nevada, Suite 604, Colorado Springs, CO 80903 ● (719) 385-5991 ● jlitchfield@springsgov.com

MISSION

To provide the City Council an independent, objective and comprehensive auditing program for operations of the City, Colorado Springs Utilities, and Memorial Hospital; evaluate the adequacy of financial controls, records and operations and the effectiveness and efficiency of organizational operations; and provide the City Council, management and employees objective analyses, appraisals and recommendations for improving systems and activities.

BUDGET HISTORY



SERVICES

- Conduct financial, regulatory, information technology, compliance, and various performance audits
- Review policies, plans, procedures, laws and regulations that could have a significant impact on operations to determine whether the organizations are in overall compliance
- Review the means to safeguard assets as well as the adequacy and effectiveness of applicable policies and practices
- Review operations and programs to ascertain whether results are consistent with established objectives
- Review financial and operating information and the means used to identify, measure, classify and report such information to determine its reliability and integrity

BUDGET SUMMARY

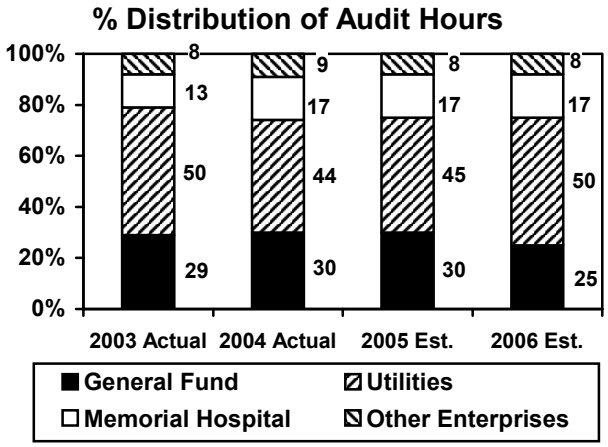
	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$720,314	$754,724	$1,049,520	$1,196,382
Operating	38,460	37,308	43,202	92,867
Capital Outlay	5,330	3,474	8,500	5,000
Total	**$764,104**	**$795,505**	**$1,101,222**	**$1,294,249**

PERSONNEL

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Classification				
Appointee	1	1	1	1
Manager	1	1	1	1
Professional	6	6	9	11
Paraprofessional	1	1	1	1
FTE Total	**9**	**9**	**12**	**14**

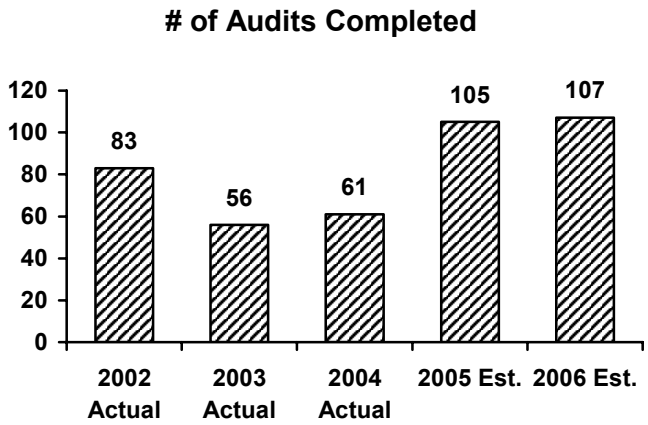
In 2005, one Information Systems Auditor and two Auditor I positions were added. In 2006, two Capital Project Auditors are added.

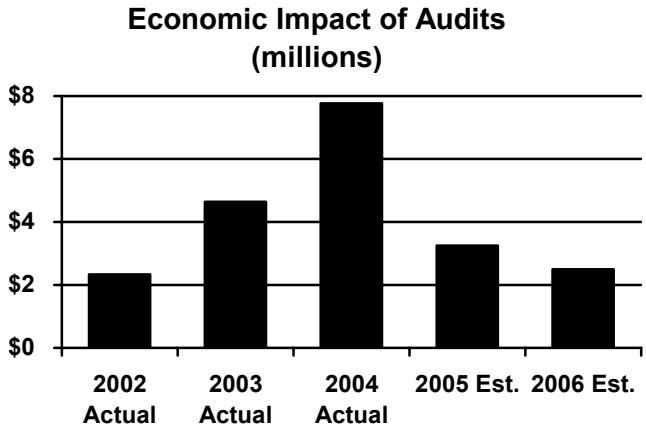
PERFORMANCE INDICATORS



The Office of the City Auditor provides audit services for four major groups and tracks its time accordingly. The graph shows the historical and projected breakdown of how those audit hours are distributed. The fluctuation between years is primarily the result of the annual audit plans that are approved by the City Council.

The Office of the City Auditor presents Council with an audit plan each year. The audit plan is a mix of audits required by Code, Tariff or Governance requirements and those selected by the City Auditor. Audits come in many different shapes and sizes, some requiring only 20 hours to complete while others might require as many as 500 hours. Therefore, the number of audits varies from year to year based on the size of the audits being performed.





The graph shows the economic impact of audits, which is defined as direct dollar savings opportunities or additional revenue that should be realized as a result of the audits. While a cost savings or revenue enhancement will usually be realized for many years, only five years are identified in this measurement.

CHANGES TO THE BUDGET

- Funding of $18,671 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $14,003 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $8,559.
- Funding of $4,549 is included for PERA and Workers' Compensation increases.
- Two new Capital Project Auditors and funding of $143,707 in salaries and benefits and $20,656 in operating and capital outlay are included to monitor $1.7 billion dollars of capital improvements planned to be accomplished in the next five years by Colorado Springs Utilities, Memorial Hospital, and the Colorado Springs Airport.

MAJOR OBJECTIVES

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

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

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.

OBJECTIVE—Ensure the accuracy and reliability of data and funds related to capital projects, monitor the ongoing expenditure for capital projects to verify that costs are appropriate and efficient, and communicate opportunities for increased efficiencies

Conduct audits and ongoing monitoring of all major capital projects. Communicate the opportunities for improved efficiencies to management and City Council.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
COUNCIL APPOINTEES
CITY AUDITOR

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	598,795	580,433	864,460	996,418
51220	SEASONAL TEMPORARY	0	6,311	0	0
51230	SHIFT DIFFERENTIAL	3	0	0	0
51240	RETIREMENT TERMINATION SICK	0	24,182	0	0
51245	RETIREMENT TERM VACATION	0	20,324	0	0
51260	VACATION BUY	4,291	5,297	0	0
51610	PERA	54,375	56,681	85,404	104,552
51615	WORKERS COMPENSATION	1,316	1,476	1,644	2,765
51620	EQUITABLE LIFE INSURANCE	1,810	1,737	3,441	3,296
51625	VISION CARE	548	488	756	739
51640	DENTAL INSURANCE	3,226	2,961	5,078	4,375
51665	CASH BACK	816	1,763	0	0
51670	PARKING FOR EMPLOYEES	2,280	1,680	2,640	3,600
51690	MEDICARE	7,762	8,797	12,547	14,520
51695	CITY EPO MEDICAL PLAN	45,092	42,595	73,550	66,117
	TOTAL SALARIES AND BENEFITS	**720,314**	**754,724**	**1,049,520**	**1,196,382**
52110	OFFICE SUPPLIES	1,388	1,239	1,750	3,400
52111	PAPER SUPPLIES	350	6	450	0
52120	SOFTWARE MICRO/WORD PROC	0	981	0	20,000
52122	CELL PHONE EQUIP AND SUPPLIES	240	60	240	0
52125	GENERAL SUPPLIES	321	523	445	2,000
52135	POSTAGE	192	77	40	100
52220	MAINT OFFICE MACHINES	722	1,072	725	725
52225	MAINT MICROS/WORD PROCESS	0	0	2,160	0
52305	MAINT SOFTWARE	648	648	650	700
52405	ADVERTISING SERVICES	581	0	0	0
52575	SERVICES	89	248	100	200
52605	CAR MILEAGE	210	63	700	200
52615	DUES AND MEMBERSHIP	2,981	2,467	2,960	4,060
52625	MEETING EXPENSES IN TOWN	157	22	200	600
52630	TRAINING	10,191	11,127	11,800	19,500
52635	EMPLOYEE EDUCATIONAL ASSIST	0	269	0	0
52645	SUBSCRIPTIONS	637	1,104	1,200	1,200
52655	TRAVEL OUT OF TOWN	9,539	6,761	9,583	17,750
52705	COMMUNICATIONS	8,973	8,370	9,419	12,970
52735	TELEPHONE LONG DIST CALLS	189	277	100	300
52755	COMMUNICATIONS EQUIPMENT	0	306	0	0
52775	MINOR EQUIPMENT	412	1,199	350	8,612
52874	OFFICE SERVICES PRINTING	352	108	70	250
52875	OFFICE SERVICES RECORDS	288	381	260	300
	TOTAL OPERATING EXPENSES	**38,460**	**37,308**	**43,202**	**92,867**
53010	OFFICE MACHINES	0	0	4,500	0
53010	OFFICE MACHINES	0	0	4,500	0
53020	COMPUTERS NETWORKS	2,428	3,474	0	0
53030	FURNITURE AND FIXTURES	2,902	0	4,000	5,000
	TOTAL CAPITAL OUTLAY	**5,330**	**3,474**	**8,500**	**5,000**
	ORGANIZATION TOTAL	**764,104**	**795,505**	**1,101,222**	**1,294,249**

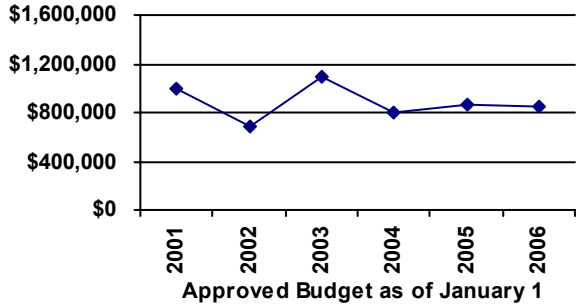
City Clerk

Kathryn M. Young, CMC, City Clerk ● 30 S. Nevada Ave., Colorado Springs, CO 80901 ● (719) 385-5901 ● cityclerk@springsgov.com

MISSION

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.

BUDGET HISTORY



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, recordation, and minutes

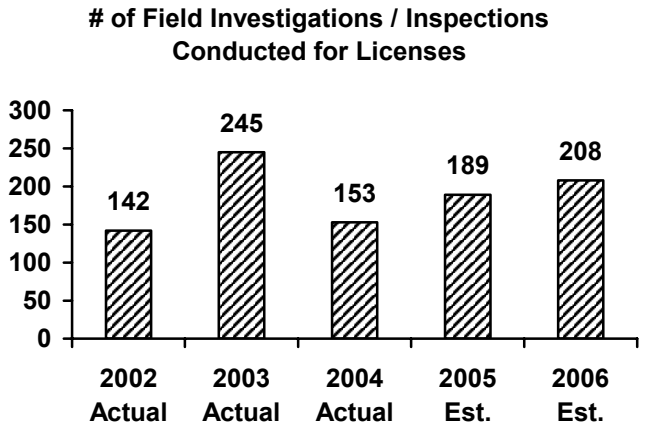
BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$ 620,951	$621,447	$621,395	$642,090
Operating	467,178	176,734	193,161	196,661
Capital Outlay	5,069	12,466	44,400	14,000
Total	**$1,093,198**	**$810,646**	**$858,956**	**$852,751**

PERSONNEL

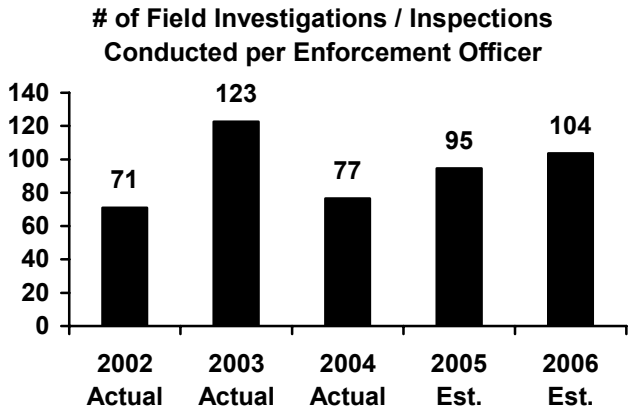
	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Classification				
Senior Manager	1	1	1	1
Manager	1	1	1	1
Professional	1	1	1	1
Paraprofessional	3	3	3	3
General	4	4	4	4
FTE Total	**10**	**10**	**10**	**10**

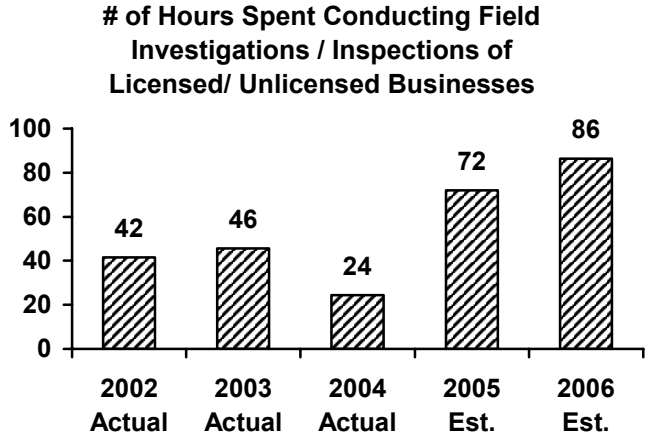
PERFORMANCE INDICATORS



Investigation, inspection/posting, and enforcement efforts of business and liquor licenses is anticipated to increase 10 percent. Initiative will begin in 2006 to provide specific days for enforcement activity only. Currently, the two Enforcement Officers are assigned to manage the enforcement responsibilities in addition to performing associated administrative tasks. Responsibilities include preparatory, telephone, auditing, and follow-up time spent on each license investigation.

The City Clerk's Office manages approximately 3,800 active business and liquor licenses within the city. The license Enforcement Officers, in addition to conducting field inspections/investigations of active licenses, are responsible for issuing and providing administrative support for liquor licensing transactions.





A 20 percent increase is projected for the amount of hours spent conducting field investigations/inspections. The increased hours are the result of educating licensees and providing information as well as enforcement efforts of licensed/unlicensed businesses to ensure compliance and comprehension of relevant laws.

CHANGES TO THE BUDGET

- Funding of $14,282 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $8,645 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $4,989.
- Funding of $2,758 is included for PERA and Workers' Compensation increases.
- Onetime funding of $26,900 is removed from the vehicle replacement account.

MAJOR OBJECTIVES

OBJECTIVE – Provide timely and accurate information on the City's intra/internet system which is available 24 hours a day providing access to agendas, minutes, legislative records, business license information, and election information

This is an ongoing objective that ensures accurate and up-to-date information is available to citizens and customers of the city to review or download at their convenience. Interactive communication is provided in an effort to reduce customer phone calls that may be more conveniently resolved by 24-hour internet access.

OBJECTIVE – Maintain and enhance the GIS system utilized for locating and monitoring of new and existing liquor licenses. The system also provides measurement capabilities to determine radius requirements of similar licenses and neighborhood boundaries.

This objective was initiated in 2005 and will be enhanced to perform a broader scope of functions that will provide more detailed information applicable to licenses.

OBJECTIVE – Expand the administration of an e-government license program to enhance customer service for various business license renewal

The internet license program provides an alternative means of support to business licensees that value the convenience of renewing licenses and submitting fees online. This effort provides enhanced customer service and will be expanded to allow greater convenience for licensees.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
COUNCIL APPOINTEES
CITY CLERK

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	498,156	516,227	498,864	514,370
51210	OVERTIME	23,355	621	3,250	3,250
51230	SHIFT DIFFERENTIAL	749	0	0	0
51260	VACATION BUY	0	1,823	0	0
51610	PERA	45,350	49,837	49,298	53,810
51615	WORKERS COMPENSATION	1,271	1,319	1,726	2,062
51620	EQUITABLE LIFE INSURANCE	1,400	1,534	2,012	2,070
51625	VISION CARE	384	445	632	632
51640	DENTAL INSURANCE	2,991	3,054	4,235	4,235
51665	CASH BACK	4,706	4,444	0	0
51670	PARKING FOR EMPLOYEES	3,360	1,920	1,259	1,259
51690	MEDICARE	3,761	4,062	5,564	5,847
51695	CITY EPO MEDICAL PLAN	35,469	36,162	54,555	54,555
	TOTAL SALARIES AND BENEFITS	**620,951**	**621,447**	**621,395**	**642,090**
52105	MISCELLANEOUS OPERATING	21,346	5,433	1,000	3,500
52110	OFFICE SUPPLIES	80	5,025	5,400	5,500
52111	PAPER SUPPLIES	0	2,017	1,800	2,800
52120	SOFTWARE MICRO/WORD PROCESS	2,028	15,967	2,000	3,000
52122	CELL PHONE EQUIP AND SUPPLIES	0	0	100	100
52125	GENERAL SUPPLIES	889	1,720	3,000	3,000
52135	POSTAGE	6,440	4,581	7,000	7,500
52165	LICENSES AND TAGS	10	40	50	100
52220	MAINT OFFICE MACHINES	395	182	1,000	1,000
52225	MAINT MICROS/WORD PROCESSOR	3,274	5,415	6,000	8,000
52230	MAINT FURNITURE AND FIXTURES	0	0	200	300
52265	MAINT BUILDINGS AND STRUCTURE	0	0	100	200
52305	MAINT SOFTWARE	1,089	0	1,300	1,500
52405	ADVERTISING SERVICES	45,527	81,032	75,000	75,000
52575	SERVICES	155	1,755	14,000	10,000
52605	CAR MILEAGE	24	105	100	150
52615	DUES AND MEMBERSHIP	1,320	1,187	1,550	1,600
52625	MEETING EXPENSES IN TOWN	281	474	1,200	1,000
52630	TRAINING	1,512	1,552	3,500	3,500
52635	EMPLOYEE EDUCATIONAL ASSIST	1,055	545	2,111	700
52645	SUBSCRIPTIONS	441	513	450	525
52655	TRAVEL OUT OF TOWN	6,872	4,822	6,000	6,400
52705	COMMUNICATIONS	10,717	10,486	20,000	19,000
52735	TELEPHONE LONG DIST CALLS	796	559	800	800
52736	CELL PHONE AIRTIME	24	(25)	100	100
52765	LEASE PURCHASE PAYMENTS	664	1,320	500	0
52775	MINOR EQUIPMENT	1,844	990	500	500
52795	RENTAL OF EQUIPMENT	3,935	5,016	6,000	6,000
52874	OFFICE SERVICES PRINTING	25,758	23,959	30,000	31,061
52875	OFFICE SERVICES RECORDS	1,629	1,898	1,700	2,000
52927	TEL COM PASSTHRU LONG DIST	0	0	200	300

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
COUNCIL APPOINTEES
CITY CLERK

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
65105	ELECTION EXPENSES	329,072	0	500	1,025
65354	EMPLOYEE TRAINING PROGRAM	0	165	0	500
	TOTAL OPERATING EXPENSES	**467,178**	**176,734**	**193,161**	**196,661**
53020	COMPUTERS NETWORKS	2,759	8,748	15,000	9,000
53030	FURNITURE AND FIXTURES	2,310	3,718	2,500	5,000
53070	VEHICLES REPLACEMENT	0	0	26,900	0
	TOTAL CAPITAL OUTLAY	**5,069**	**12,466**	**44,400**	**14,000**
	ORGANIZATION TOTAL	**1,093,198**	**810,646**	**858,956**	**852,751**

City Council

Lionel Rivera, Mayor ● 107 North Nevada Avenue, Colorado Springs, CO 80903 ● (719) 385-5986 ● lrivera@springsgov.com

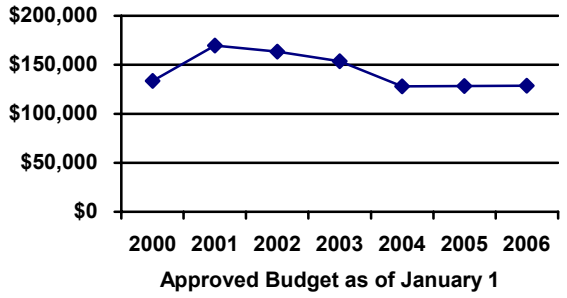
MISSION

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

SERVICES

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

BUDGET HISTORY



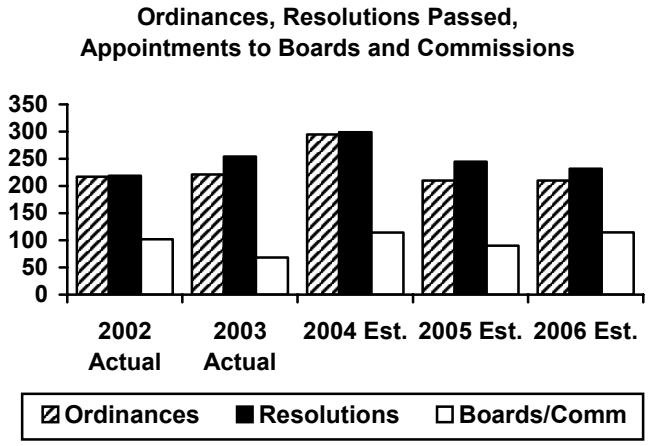
BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$ 66,859	$ 63,358	$ 62,808	$ 63,110
Operating	78,491	45,629	61,012	61,012
Capital Outlay	8,189	6,002	4,400	4,400
Total	**$153,539**	**$114,989**	**$128,220**	**$128,522**

PERSONNEL

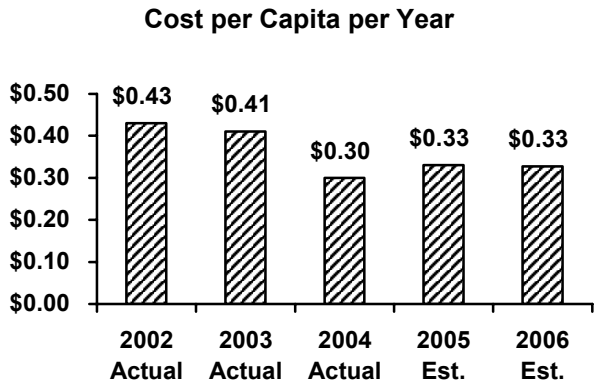
	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Number of City Council Members	**9**	**9**	**9**	**9**

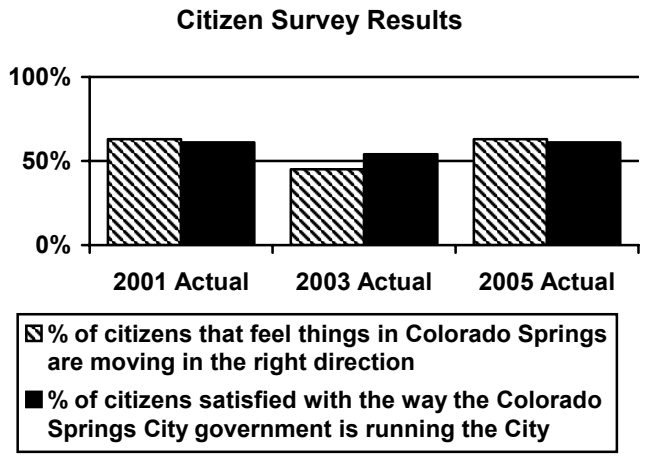
PERFORMANCE INDICATORS



For 2006, the number of ordinances and resolutions passed and the number of appointments to boards and commissions is anticipated to remain relatively the same.

The cost per capita was calculated by dividing the City Council's projected budget ($128,522) by the City of Colorado Springs projected 2006 population of 392,164.





The percentage of citizens that feel things in Colorado Springs are moving in the right direction decreased from 64 percent in 1999 to 45 percent in 2003. The percentage rebounded to 63 percent in 2005. The percentage of citizens satisfied with the way the Colorado Springs City government is running the City decreased from 68 percent in 1999 to 54 percent in 2003. The percent of citizens satisfied returned to 61 percent in 2005. The Citizen Survey is conducted every other year.

CHANGES TO THE BUDGET

- Funding of $301 is included for PERA and Workers' Compensation increases.

MAJOR OBJECTIVES

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

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

OBJECTIVE – Provide official representation at meetings and functions

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

OBJECTIVE – Evaluate and establish policies for City government

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

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
COUNCIL APPOINTEES
CITY COUNCIL

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	56,157	56,686	56,250	56,251
51610	PERA	5,405	5,669	5,625	5,906
51615	WORKERS COMPENSATION	107	108	117	137
51670	PARKING FOR EMPLOYEES	4,320	0	0	0
51690	MEDICARE	869	895	816	816
	TOTAL SALARIES AND BENEFITS	**66,859**	**63,358**	**62,808**	**63,110**
52110	OFFICE SUPPLIES	3,882	1,112	1,180	1,180
52111	PAPER SUPPLIES	457	670	740	740
52120	SOFTWARE MICRO/WORD PROCESS	907	94	100	100
52125	GENERAL SUPPLIES	9,015	8,081	10,423	10,423
52135	POSTAGE	0	31	0	0
52220	MAINT OFFICE MACHINES	0	564	980	980
52575	SERVICES	5,781	646	5,200	5,200
52605	CAR MILEAGE	0	0	200	200
52615	DUES AND MEMBERSHIP	0	0	0	60
52625	MEETING EXPENSES IN TOWN	17,777	9,576	16,352	10,400
52630	TRAINING	495	1,525	2,600	2,600
52645	SUBSCRIPTIONS	315	296	410	410
52655	TRAVEL OUT OF TOWN	14,600	7,003	4,800	11,152
52705	COMMUNICATIONS	15,512	13,791	16,047	16,047
52735	TELEPHONE LONG DIST CALLS	414	391	100	100
52736	CELL PHONE AIRTIME	491	117	180	420
52775	MINOR EQUIPMENT	2,230	0	0	0
52795	RENTAL OF EQUIPMENT	4,820	796	0	0
52874	OFFICE SERVICES PRINTING	1,795	937	1,700	1,000
	TOTAL OPERATING EXPENSES	**78,491**	**45,629**	**61,012**	**61,012**
53010	OFFICE MACHINES	0	4,495	1,400	1,400
53020	COMPUTERS NETWORKS	8,189	1,507	3,000	3,000
	TOTAL CAPITAL OUTLAY	**8,189**	**6,002**	**4,400**	**4,400**
	ORGANIZATION TOTAL	**153,538**	**114,989**	**128,220**	**128,522**

Municipal Court

Rick Lewis, Court Administrator ● 224 East Kiowa St., Colorado Springs, CO 80903 ● (719) 385-6301 ● rlewis@springsgov.com

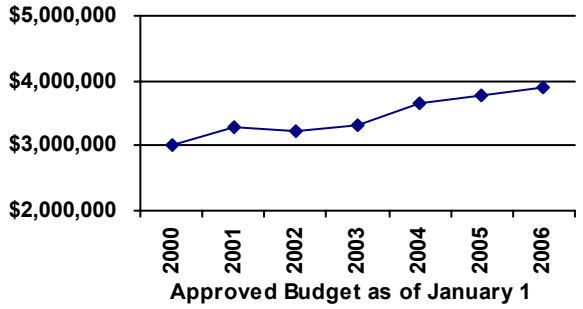
MISSION

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

SERVICES

- Adjudicate traffic and criminal cases
- Provide parking ticket resolution and collection
- Provide courtroom and clerical support
- Provide probation counseling and investigations

BUDGET HISTORY



BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$1,772,505	$1,896,370	$2,057,588	$2,869,604
Operating	1,549,860	1,630,270	1,731,386	1,041,519
Capital Outlay	795	0	0	0
Total	**$3,323,160**	**$3,526,640**	**$3,788,974**	**$3,911,123**

PERSONNEL

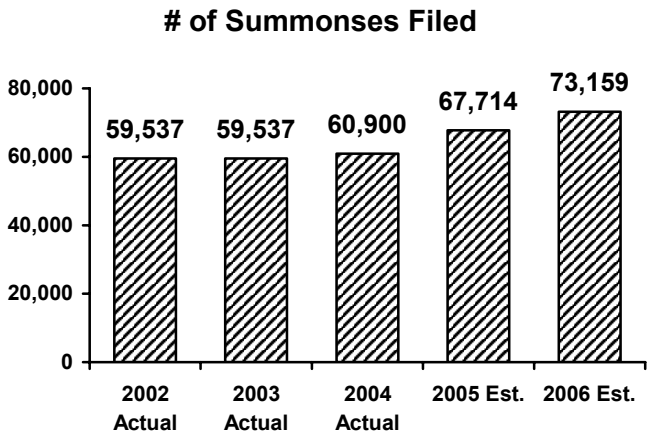
Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Judges/Referees	0.0	0.0	0.0	5.0
Manager	1.0	1.0	1.0	1.0
Supervisor	2.0	2.0	2.0	2.0
Professional	1.0	1.0	1.0	1.0
Paraprofessional	15.0	15.0	15.0	15.0
General	17.5	17.5	19.5	19.5
FTE Total	**36.5**	**36.5**	**38.5**	**43.5**

For 2003, a supervisor retired (in late 2002) and that position was converted into an Information Technology Systems Analyst to support the Justice Information System (JIS) development project.

For 2005, two part-time temporary positions were converted to full-time permanent Collections Clerks.

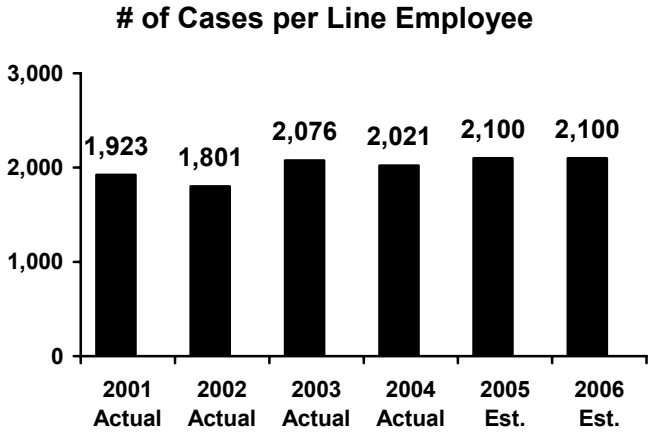
For 2006, twelve part-time judge positions are converted from independent contractors to regular employees in compliance with the recent IRS audit. The conversion of these 12 part-time positions equates to 5 full-time equivalent positions.

PERFORMANCE INDICATORS



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

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



The degree of customer satisfaction with the Municipal Court system is an essential outcome measure of Court performance. An emphasis on customer service in the Court as well as the efficiencies of the JIS computer system and the flexibilities inherent in the design of the *Robert M. Isaac Municipal Court* building make for a generally satisfactory court experience for the Court's involuntary customers. The customers' expressed confidence in the system has been remarkably and consistently high. This high degree of overall satisfaction is expected to lessen somewhat over the next few years as increasing numbers of customers will cause crowded courtrooms and longer waiting lines in support service areas.

CHANGES TO THE BUDGET

- Funding of $39,126 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $16,019 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $23,438.
- Funding of $8,615 is included for PERA and Workers' Compensation increases.
- Funding of $1,827 is included to address an increase in Utility rates.
- Funding of $30,000 is included to convert 12 part-time Judges and 3 part-time Referees from independent contractors to regular employees in compliance with the recent IRS audit. These conversions equate to 5 full-time equivalent positions.
- Funding of $50,000 is included for the maintenance contract for the Justice Information System (JIS).

MAJOR OBJECTIVES

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

Support the expanded law enforcement efforts of CSPD by hearing, adjudicating, and imposing fines on the increasing numbers of traffic cases. Continue to support the CSPD *Neighborhood Speeding* campaign and *Intersection Safety* program. Continue to focus attention on those cases occurring at high-accident locations.

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

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

Provide support to CSPD Code Enforcement efforts to clean up neighborhoods by enforcing zoning code violations.

The Chief Probation Officer will continue to develop effective community-based programs to support local services available for probationers in order to replace those programs that have gone out of business due to State and local budget cuts.

Continue to assess the effectiveness of ongoing public safety programs, including criminal case screening, diversion, Teen Court, Jail Jolt, Shape-Up, counseling, juvenile work programs, victim restitution, etc. Move toward the expansion of the *Restorative Justice* sentencing program in 2006.

Due to jail overcrowding, continue to develop and expand in-home detention and the Community Custody program to minimize incarceration.

OBJECTIVE – Continue to promote respect for the administration of justice through improvements in the Court's general operations and customer service programs

Continue to improve and upgrade the Justice Information System (JIS) which supports all court operations and begin development of JIS Phase II.

Improve court service delivery by having the new court administrator thoroughly study all aspects of court operations and implement appropriate recommendations. Implement recommendations contained in the recent audit of the court by the City Auditor.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
COUNCIL APPOINTEES
MUNICIPAL COURT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	1,364,482	1,451,496	1,555,428	2,369,498
51210	OVERTIME	6,922	4,751	3,000	3,700
51220	SEASONAL TEMPORARY	59,870	76,954	83,247	65,888
51230	SHIFT DIFFERENTIAL	19	0	0	0
51245	RETIREMENT TERM VACATION	1,213	200	0	0
51260	VACATION BUY	3,416	3,127	0	0
51299	SALARIES REIMBURSEMENTS	183	(250)	0	0
51610	PERA	134,615	150,361	156,306	169,177
51615	WORKERS COMPENSATION	2,746	2,928	4,706	5,597
51620	EQUITABLE LIFE INSURANCE	4,162	4,443	6,307	6,451
51625	VISION CARE	1,759	1,852	2,363	2,363
51640	DENTAL INSURANCE	11,224	12,325	16,267	16,267
51665	CASH BACK	11,598	9,561	0	0
51670	PARKING FOR EMPLOYEES	3,980	3,594	7,345	7,345
51690	MEDICARE	17,864	19,123	20,135	20,834
51695	CITY EPO MEDICAL PLAN	148,452	155,906	202,484	202,484
	TOTAL SALARIES AND BENEFITS	**1,772,506**	**1,896,370**	**2,057,588**	**2,869,604**
52110	OFFICE SUPPLIES	48,569	48,149	25,000	25,000
52111	PAPER SUPPLIES	158	0	9,000	7,500
52120	SOFTWARE MICRO/WORD PROCESS	582	993	7,500	5,000
52125	GENERAL SUPPLIES	816	502	500	500
52135	POSTAGE	31,852	32,437	35,000	35,000
52140	WEARING APPAREL	6,929	0	0	0
52190	JANITORIAL SUPPLIES	0	0	4,500	4,337
52220	MAINT OFFICE MACHINES	125	719	1,500	1,000
52225	MAINT MICROS/WORD PROCESSOR	0	333	2,000	2,000
52230	MAINT FURNITURE AND FIXTURES	37	0	0	0
52265	MAINT BUILDINGS AND STRUCTURE	40,002	0	55,000	51,000
52405	ADVERTISING SERVICES	248	0	1,000	0
52410	BUILDING SECURITY SERVICES	70,837	96,974	100,000	100,000
52419	CRIMINAL JUSTICE INFO SYSTEM		51,149	0	50,000
52440	HUMAN SERVICES	50,000	49,252	50,750	23,000
52445	JANITORIAL SERVICES	80,344	80,344	95,000	95,000
52450	LAUNDRY AND CLEANING SVCS	0	0	1,500	1,500
52565	PEST CONTROL	492	605	650	650
52575	SERVICES	952,353	963,077	987,730	270,750
52605	CAR MILEAGE	2,063	1,841	2,700	2,500
52615	DUES AND MEMBERSHIP	715	525	0	0
52625	MEETING EXPENSES IN TOWN	2,829	1,761	0	0
52630	TRAINING	6,928	3,722	15,000	20,000
52635	EMPLOYEE EDUCATIONAL ASSIST	1,840	237	0	0
52645	SUBSCRIPTIONS	73	148	0	0
52655	TRAVEL OUT OF TOWN	2,391	2,476	0	0
52705	COMMUNICATIONS	50,189	52,877	53,000	55,000
52735	TELEPHONE LONG DIST CALLS	5,308	3,226	6,250	5,500
52743	UTILITIES STREET LIGHTS	50	64	0	55
52744	ENERGY AUDITS	0	54,913	65,900	65,900

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
COUNCIL APPOINTEES
MUNICIPAL COURT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52745	UTILITIES	0	(70)	0	0
52746	UTILITIES ELECTRIC	115,759	99,358	89,750	101,436
52747	UTILITIES GAS	45,691	34,577	48,595	50,000
52748	UTILITIES SEWER	555	951	875	1,218
52749	UTILITIES WATER	1,408	1,813	1,750	2,173
52775	MINOR EQUIPMENT	5,794	32,811	7,000	10,000
52795	RENTAL OF EQUIPMENT	10,375	8,788	10,500	10,500
52873	PRINTING-OUTSOURCE	0	0	28,936	30,000
52874	OFFICE SERVICES PRINTING	4,648	4,476	5,000	5,000
52875	OFFICE SERVICES RECORDS	2,935	3,398	3,000	3,500
60172	INTERACTIVE COMMUNIC SYST	3	0	0	0
65014	COLLECTIONS AGENCY FEE	0	(7,228)	0	0
65160	RECRUITMENT	1,078	0	10,000	0
65165	JURY FEES AND EXPENSES	5,883	5,073	6,500	6,500
	TOTAL OPERATING EXPENSES	**1,549,860**	**1,630,270**	**1,731,386**	**1,041,519**
53030	FURNITURE AND FIXTURES	795	0	0	0
	TOTAL CAPITAL OUTLAY	**795**	**0**	**0**	**0**
	ORGANIZATION TOTAL	**3,323,160**	**3,526,640**	**3,788,974**	**3,911,123**

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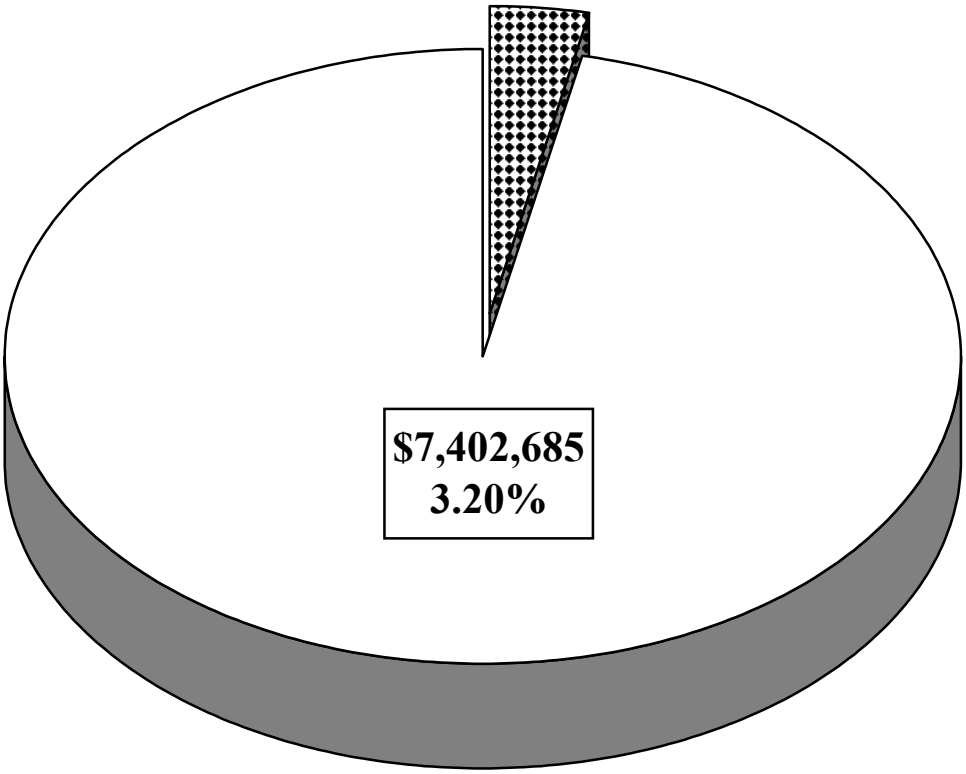
CITY OF COLORADO SPRINGS

City Management



Budget	**$ 972,957**
Office of the City Manager	**$ 975,591**
Finance	**$3,309,181**
Human Resources	**$1,340,174**
Risk Management (Internal Services Fund)	**$1,075,952**
Safety Services	**$ 178,010**
Public Communications	**$ 626,772**

This graph reflects only General Fund Divisions (excludes Risk Management of $1,075,952).

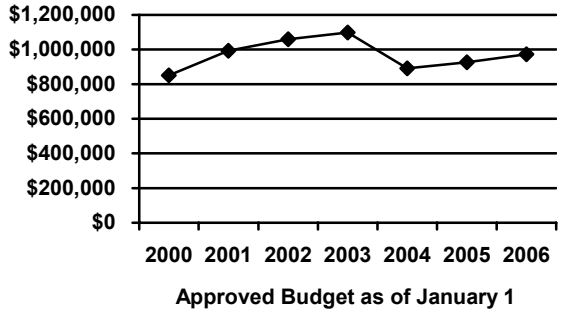
Budget

Steve Reed, Acting Budget Director ● 107 North Nevada Ave., Colorado Springs, CO 80903 ● (719) 385-5970● sreed@springsgov.com

MISSION

To support the City's Strategic Action Plan, maintain its fiscal integrity through efficient allocation of resources, and provide economic development services assisting in the retention and creation of high-quality jobs and businesses.

BUDGET HISTORY



SERVICES

- Develop and execute annual budget preparation process
- Coordinate and monitor strategic planning process
- Monitor and finance capital improvements
- Provide fiscal review and management of special districts
- Conduct fiscal impact analyses
- Prepare and implement fiscal management policies
- Analyze and monitor economic conditions
- Develop and implement economic development financing tools and incentives to attract and retain businesses
- Provide Rapid Response Team Program for relocating and expanding businesses
- Support business attraction efforts in collaboration with economic development partners
- Assist local business development and new entrepreneurial ventures

BUDGET SUMMARY

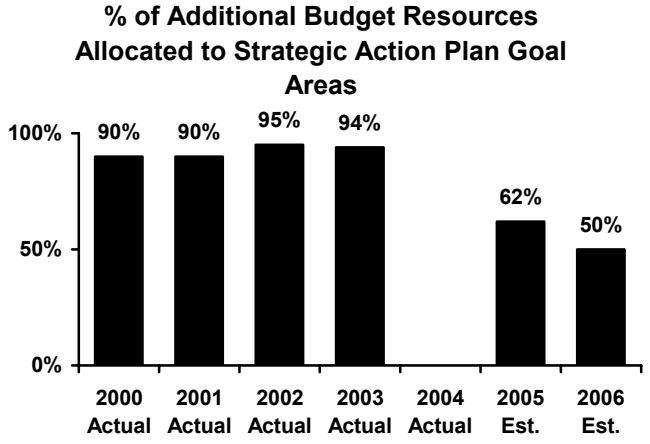
	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$1,036,152	$790,301	$874,349	$928,772
Operating	61,507	63,036	48,763	40,935
Capital Outlay	0	11,541	3,200	3,250
Total	**$1,097,659**	**$864,878**	**$926,312**	**$972,957**

In 2004, the Office of Budget and Financial Analysis and the Economic Development Office budgets were combined as a result of an internal reorganization. The previous years of the Budget Summary and Personnel sections reflect the combination of the two budgets.

PERSONNEL

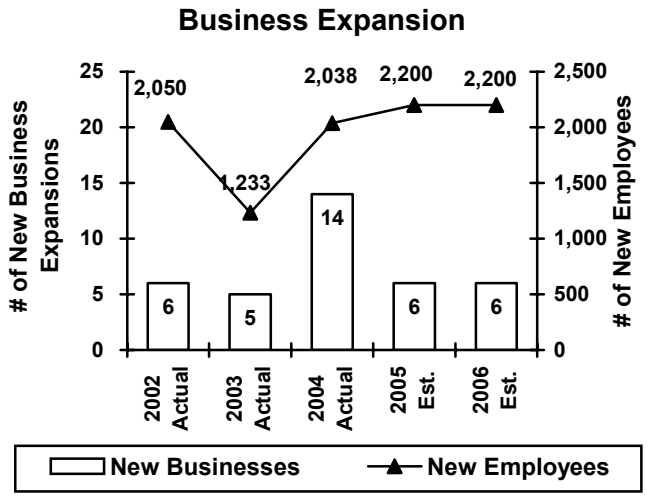
Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Senior Manager	1.0	1.0	1.0	1.0
Manager	1.0	1.0	0.0	1.0
Professional	8.0	8.0	7.0	7.0
Paraprofessional	1.0	1.0	1.0	1.0
FTE Total	**11.0**	**11.0**	**9.0**	**10.0**
Special Positions	3.0	3.0	2.0	1.0

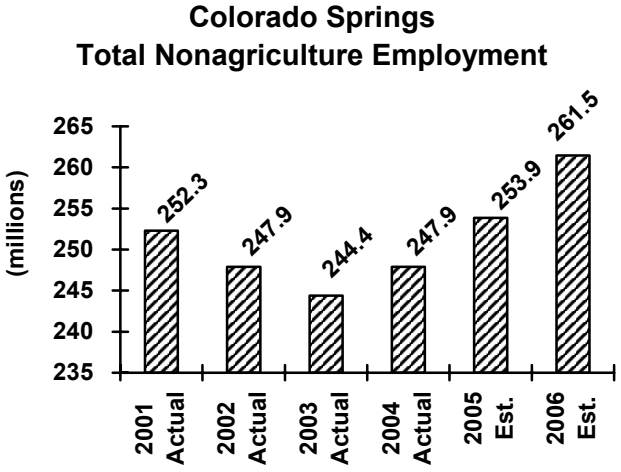
For 2004, one Manager position, one Analyst II position, and one special Administrative Technician position were eliminated. During 2005, one professional position was reclassified to a manager position. For 2006, one special position is converted to a permanent position.



The portion of additional General Fund budget resources allocated to Strategic Action Plan goal areas remained at or above 90 percent since 2000. Data for 2004 are not applicable since the City General Fund budget was reduced considerably and no additional resources were available for allocation. A total of $12,348,720 is allocated to Strategic Action Plan focus areas in the 2005 General Fund Budget. That portion is down from previous years due to the extraordinary high level of unavoidable budget increases that had to be accommodated in 2005. For 2006, there are a number of increases that are unavoidable; thus, additional funds for Strategic Action Plan goal areas will be limited.

The Economic Development focus area of the Strategic Action Plan includes reports on the number of new and existing businesses that expanded and added employees in the city. The Economic Development Corporation tracks the number of new firms announcing these new business relocations. The graph shows an improving trend in new and existing business announcements as well as the associated jobs created. It should be noted, however, that actual hiring by new and expanding companies can vary considerably from previous announcements and may not necessarily occur in the year in which announcements are made.





Employment is probably the best measure of trends and overall strength of a local economy. As of June 2005, total nonagricultural employment was up 6,200 from the same month in 2004. Total employment growth of 2.4 percent is projected for 2005. For 2006, total employment is expected to grow by an additional 7,600 jobs or 3 percent.

CHANGES TO THE BUDGET

- Funding of $17,010 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $11,432 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $7,485.
- Funding of $3,788 is included for PERA and Workers' Compensation increases.
- Funding of $22,000 is included for the reclassification of a Principal Analyst to Manager and a special position to Senior Analyst.

MAJOR OBJECTIVES

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

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

OBJECTIVE – Monitor the financing of capital improvement projects and create the City's Five-Year Capital Improvements Program *(Strategic Action Plan 3.1.0)*

Continue tracking the financial component of current capital improvement projects and make adjustments when necessary to ensure timely and cost-effective project completion. As approved by voters in April 2005, produce the City's Five-Year Capital Improvements Program document on an annual basis by collecting and maintaining a database of the city's infrastructure needs and researching potential funding mechanisms.

OBJECTIVE – Facilitate implementation of the City Strategic Action Plan

Continue implementation of the reporting system, which measures progress towards the achievement of the Strategic Action Plan goals and objectives. Facilitate the process for the annual review and update of the Strategic Action Plan by City Council.

OBJECTIVE – Develop a set of principles of financial management

Through the Financial Management Team, develop a set of financial policies and guidelines to ensure the financial strength and stability of the City. Specific policies to be developed in 2006 will include debt management and budget.

OBJECTIVE – Continue to provide fiscal review and management of special districts and update the City's Special District Policy

Proposals for new special district financing of development-related infrastructure will be coordinated and analyzed for compliance with City financial policies regarding special districts. Administrative support will continue to be provided to all existing special districts and to the creation of new special districts. Considerable staff time and effort will be dedicated to updating the City's Special District Policy to reflect changing real estate market conditions while preserving the City's fiscal capacity and to address fiscal needs of the City.

OBJECTIVE – Coordinate Public Safety Sales Tax (PSST) capital improvement projects *(Strategic Action Plan 2.3.0)*

All PSST capital improvement projects will be monitored and coordinated as necessary. Administrative and technical support to the PSST Citizens Oversight Committee will also be provided as necessary.

OBJECTIVE – Support Business Retention, Expansion, Visitation (BREV) Program *(Strategic Action Plan 1.4.0)*

Continue support of the BREV program in conjunction with the Economic Development Corporation. Refine process to address individual corporate issues. Identify

longer-term business development issues and develop City strategies to help address those issues. As a member of the Economic Vitality Group, take appropriate actions to help at-risk primary employer remain in business in Colorado Springs.

OBJECTIVE – Support economic development activities in urban redevelopment and strategic economic development areas ***(Strategic Action Plan 1.7.0)***

Assist in the preparation of an achievable and implementable plan of finance for the Southwest Downtown Urban Renewal Area, North Nevada Redevelopment Area, Airport Business Park, and other strategic economic development areas of the city. Work with respective task forces to develop plans that minimize financial exposure to the City of Colorado Springs yet supports continued development.

OBJECTIVE – Utilize Rapid Response Team ***(Strategic Action Plan 1.3.0)***

Continue to manage and coordinate the Rapid Response Team process to expedite development review and other regulatory approval processes for new and expanding primary employers' projects in the city.

OBJECTIVE – Develop and implement economic development financing and incentives to attract and retain primary employers ***(Strategic Action Plan 1.1.0)***

Continue developing a toolbox of economic development incentives that can be used to attract new businesses and help stimulate the expansion of existing firms. Develop a loan pool through the Housing and Urban Development Section 108 program using Community Development Block Grant funding as loan guarantees. Apply for a New Markets Tax Credit allocation from the US Treasury Department program to spur funding for projects in low-income areas. Participate in the Grow America loan program to assist qualified small businesses with up-front funding. Continue offering to primary employers the Business Personal Property Tax credit, Private Activity Bond, and financial package programs.

OBJECTIVE – Promote the creation of quality jobs by assisting private and public economic development organizations ***(Strategic Action Plan 1.2.0)***

Support the Greater Colorado Springs Economic Development Corporation's (EDC) efforts to attract new primary employers and quality jobs to Colorado Springs. The City's Economic Development Division will provide analysis and information about financial incentives; coordinate services, manage programs, and provide resources; and assist with promoting the city to prospective primary employers.

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

Support the Small Business Development Center (SBDC), the Colorado Springs Technology Incubator (CSTI), and the Global Advisory Council (GAC) through the Economic Development Fund, to the extent practical.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
BUDGET DEPARTMENT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	843,900	649,791	718,616	766,532
51210	OVERTIME	2,339	897	500	500
51220	SEASONAL TEMPORARY	1,672	168	0	0
51230	SHIFT DIFFERENTIAL	6	0	0	0
51240	RETIREMENT TERMINATION SICK	15,134	3,784	0	0
51245	RETIREMENT TERM VACATION	6,568	6,341	0	0
51260	VACATION BUY	403	458	106	0
51299	SALARIES REIMBURSEMENTS	0	(16,617)	0	0
51610	PERA	78,045	68,968	69,003	74,922
51615	WORKERS COMPENSATION	1,661	1,375	1,399	1,682
51620	EQUITABLE LIFE INSURANCE	2,546	2,124	2,947	3,018
51625	VISION CARE	761	605	693	693
51640	DENTAL INSURANCE	4,473	3,755	4,633	4,633
51665	CASH BACK	3,019	4,888	0	0
51670	PARKING FOR EMPLOYEES	3,360	2,450	2,640	2,640
51690	MEDICARE	9,879	7,714	8,094	8,434
51695	CITY EPO MEDICAL PLAN	62,386	53,601	65,718	65,718
	TOTAL SALARIES AND BENEFITS	**1,036,152**	**790,301**	**874,349**	**928,772**
52105	MISCELLANEOUS OPERATING	0	767	0	0
52110	OFFICE SUPPLIES	6,858	1,641	3,666	3,666
52111	PAPER SUPPLIES	549	781	875	1,197
52120	SOFTWARE MICRO/WORD PROCESS	477	3,356	2,039	2,000
52122	CELL PHONE EQUIP AND SUPPLIES	(75)	0	0	0
52125	GENERAL SUPPLIES	1,423	403	0	0
52135	POSTAGE	643	1,497	1,050	1,050
52165	LICENSES AND TAGS	10	0	0	0
52220	MAINT OFFICE MACHINES	2,509	2,748	2,185	2,185
52265	MAINT BLDINGS AND STRUCTURE	87	0	0	0
52431	CONSULTING SERVICES	9,417	25,212	0	0
52560	PARKING SERVICES	0	(140)	0	0
52575	SERVICES	2,340	1,934	500	500
52590	TEMPORARY EMPLOYMENT	1,426	0	0	0
52605	CAR MILEAGE	2,034	0	500	65
52615	DUES AND MEMBERSHIP	1,864	1,413	925	925
52625	MEETING EXPENSES IN TOWN	4,030	686	900	850
52630	TRAINING	1,645	1,795	5,000	2,500
52635	EMPLOYEE EDUCATIONAL ASSIST	2,000	0	5,000	1,500
52645	SUBSCRIPTIONS	130	103	60	185
52655	TRAVEL OUT OF TOWN	155	0	4,900	2,750
52705	COMMUNICATIONS	15,096	12,341	14,576	14,576
52735	TELEPHONE LONG DIST CALLS	717	666	1,087	400
52736	CELL PHONE AIRTIME	463	532	0	0
52775	MINOR EQUIPMENT	1,588	55	0	0

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
BUDGET DEPARTMENT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52874	OFFICE SERVICES PRINTING	6,020	6,895	5,500	6,500
52875	OFFICE SERVICES RECORDS	103	349	0	86
	TOTAL OPERATING EXPENSES	**61,507**	**63,036**	**48,763**	**40,935**
53010	OFFICE MACHINES	0	10,999	0	0
53020	COMPUTERS NETWORKS	0	542	3,200	3,250
	TOTAL CAPITAL OUTLAY	**0**	**11,541**	**3,200**	**3,250**
	ORGANIZATION TOTAL	**1,097,659**	**864,878**	**926,312**	**972,957**

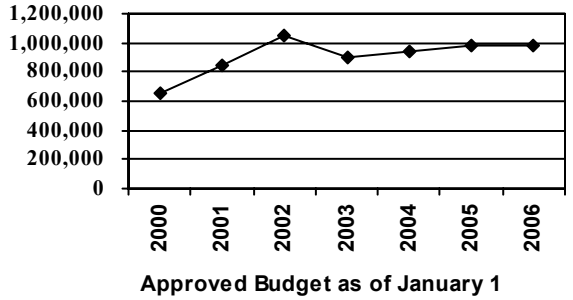
Office of the City Manager

Lorne Kramer, City Manager ● 107 North Nevada Avenue, Colorado Springs, CO 80903 ● (719) 385-5900 ● lkramer@springsgov.com

MISSION

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

BUDGET HISTORY



SERVICES

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

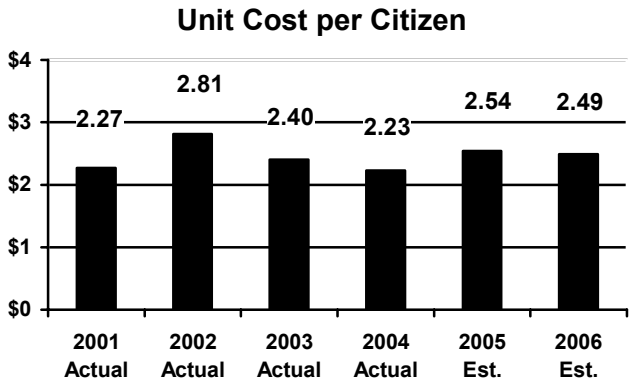
BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$843,122	$801,365	$884,590	$883,141
Operating	63,591	47,192	95,570	86,500
Capital Outlay	0	4,216	3,700	5,950
Total	**$906,713**	**$852,773**	**$983,860**	**$975,591**

PERSONNEL

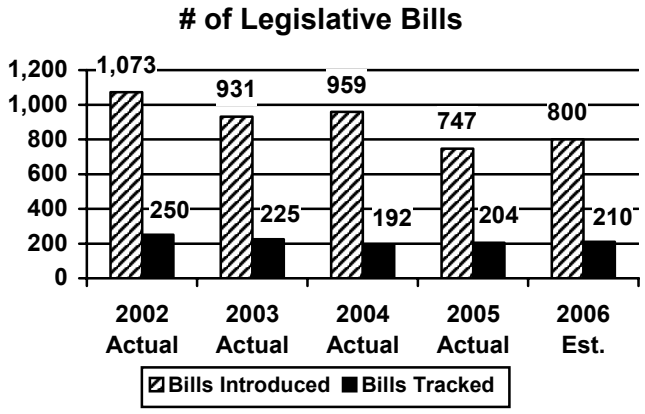
Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Senior Manager	3.0	3.0	3.0	3.0
Professional	3.0	3.0	3.0	3.0
Paraprofessional	3.0	2.0	2.0	2.0
FTE Total	**9.0**	**8.0**	**8.0**	**8.0**

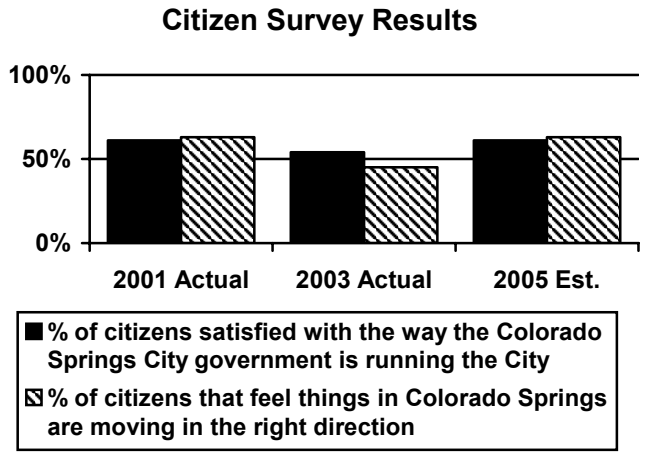
For 2004, one Administrative Technician position was eliminated.



The unit cost per citizen is calculated by dividing the budget by the estimated population of 392,164. 2004 was below the trend because of deep cuts in expenses resulting from revenue losses. In 2006, the unit cost per citizen is projected to decrease, due to a reduction in budget.

The number of legislative bills is a measure of the level of activity in tracking and analyzing State legislation that impacts local government. For 2005, the number of bills introduced was lower than previous years, but the number of bills tracked was about the same. It is projected to be the same in 2006.





The percentage of citizens satisfied with the way the Colorado Springs City government is running the City decreased from 61 percent in 2001 to 54 percent in 2003. The percentage of citizens that feel things in Colorado Springs are moving in the right direction decreased from 63 percent in 2001 to 45 percent in 2003. The percentage of citizens satisfied rebounded back to 61 percent in 2005. The Citizen Survey is conducted every other year.

CHANGES TO THE BUDGET

- Funding of $27,645 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $15,920 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $7,126.
- Funding of $4,842 is included for PERA and Workers' Compensation increases.
- Funding of $42,730 is removed from salaries and benefits to reflect actual funding requirements and to reflect a decrease in office clerical support coverage.
- A total of $6,820 is removed from operating and capital outlay as a result of a detailed review of historical expenditures.

MAJOR OBJECTIVES

OBJECTIVE – Provide leadership in directing and coordinating City operations

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

OBJECTIVE – Support City Council activities

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

OBJECTIVE – Develop and maintain intergovernmental and other external relationships

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

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
OFFICE OF THE CITY MANAGER

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	696,774	679,011	719,424	744,199
51210	OVERTIME	0	129	200	200
51240	RETIREMENT TERMINATION SICK	6,751	0	0	0
51245	RETIREMENT TERM VACATION	6,904	36	0	0
51260	VACATION BUY	548	343	0	0
51299	SALARIES REIMBURSEMENTS	0	(7,499)	0	0
51610	PERA	74,965	76,202	89,719	76,597
51615	WORKERS COMPENSATION	1,553	1,295	2,094	1,819
51620	EQUITABLE LIFE INSURANCE	2,111	2,058	3,324	3,048
51625	VISION CARE	525	533	573	570
51640	DENTAL INSURANCE	3,376	3,317	3,795	3,798
51665	CASH BACK	40	275	0	0
51670	PARKING FOR EMPLOYEES	2,840	1,680	3,414	3,414
51690	MEDICARE	5,365	5,312	8,450	6,716
51695	CITY EPO MEDICAL PLAN	41,372	38,674	53,597	42,780
	TOTAL SALARIES AND BENEFITS	**843,122**	**801,365**	**884,590**	**883,141**
52110	OFFICE SUPPLIES	2,892	3,844	2,850	3,000
52111	PAPER SUPPLIES	366	0	1,600	1,600
52120	SOFTWARE MICRO/WORD PROCESS	558	(115)	1,100	500
52122	CELL PHONE EQUIP AND SUPPLIES	0	0	250	0
52125	GENERAL SUPPLIES	870	936	4,355	500
52135	POSTAGE	1,311	1,043	2,400	1,200
52220	MAINT OFFICE MACHINES	0	813	1,760	1,800
52225	MAINT MICROS/WORD PROCESSOR	0	2,352	882	0
52230	MAINT FURNITURE AND FIXTURES	0	0	250	250
52405	ADVERTISING SERVICES	0	0	1,420	1,000
52431	CONSULTING SERVICES	573	0	0	0
52525	MISCELLANEOUS SERVICES	0	(850)	0	0
52575	SERVICES	9,579	720	9,170	6,450
52605	CAR MILEAGE	2,271	2,332	2,400	2,520
52615	DUES AND MEMBERSHIP	3,404	1,464	4,400	4,600
52625	MEETING EXPENSES IN TOWN	5,891	6,821	11,750	8,500
52630	TRAINING	1,401	2,177	3,500	3,450
52635	EMPLOYEE EDUCATIONAL ASSIST	3,117	1,034	3,500	4,500
52645	SUBSCRIPTIONS	684	110	1,195	1,300
52655	TRAVEL OUT OF TOWN	3,269	6,162	14,400	15,500
52705	COMMUNICATIONS	12,911	10,523	17,790	17,790
52735	TELEPHONE LONG DIST CALLS	591	456	1,720	1,000
52736	CELL PHONE AIRTIME	833	1,174	1,128	1,740
52775	MINOR EQUIPMENT	913	0	750	300
52795	RENTAL OF EQUIPMENT	7,177	62	0	0
52874	OFFICE SERVICES PRINTING	3,734	4,891	5,500	7,500
52875	OFFICE SERVICES RECORDS	1,247	1,243	1,500	1,500
	TOTAL OPERATING EXPENSES	**63,591**	**47,192**	**95,570**	**86,500**
53010	OFFICE MACHINES	0	3,695	0	3,050
53020	COMPUTERS NETWORKS	0	0	1,200	900
53030	FURNITURE AND FIXTURES	0	521	2,500	2,000
	TOTAL CAPITAL OUTLAY	**0**	**4,216**	**3,700**	**5,950**
	ORGANIZATION TOTAL	**906,713**	**852,773**	**983,860**	**975,591**

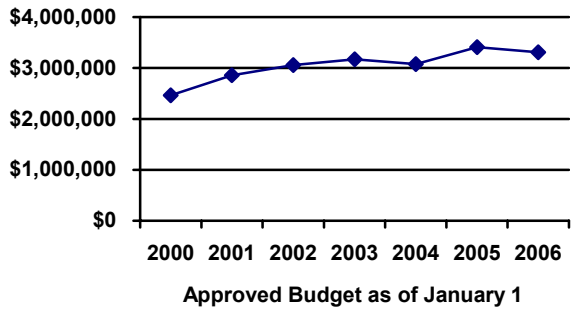
Finance

Terri Velasquez, Director ● 30 South Nevada Avenue, Colorado Springs, CO 80903 ● (719) 385-5919 ● Finance@springsgov.com

MISSION

The Finance Department provides a full range of financial services to the public, other City departments, and employees with the highest quality of information and customer service.

BUDGET HISTORY



SERVICES

- Pension administration for Uniform Plans
- Cash receipting
- Accounting of financial activities
- Cash and investment management
- Bank account maintenance
- Financial reporting
- Payroll processing
- Accounts payable/receivable processing
- Budget control maintenance
- Purchasing card administration
- Sales and use tax collections
- Tax return processing
- Taxpayer service, assistance, and licensing
- Conducting tax collection
- Contractor use tax collection
- Comprehensive Financial Annual Report
- Small/Disadvantaged Business outreach
- Buying of commodities, equipment and supplies
- Administer ICMA's 457 and 401(a) plans, PERA's 401(k) plan, and FPPA's 457 plan
- Preparing solicitations and awarding contracts
- Contracting for construction, labor, professional services, master supply/services, strategic supply alliances

BUDGET SUMMARY

GENERAL FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$2,712,431	$2,810,697	$3,001,356	$2,949,281
Operating	221,784	223,035	251,249	255,045
Capital Outlay	5,630	10,056	8,651	104,855
Total	**$2,939,845**	**$3,043,787**	**$3,261,256**	**$3,309,181**

PUBLIC SAFETY SALES TAX (PSST) FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$43,000	$47,427	$134,245	$136,161
Operating	3,910	4,372	9,872	9,632
Capital Outlay	0	0	3,000	3,090
Total	**$46,910**	**$51,799**	**$147,117**	**$148,883**

PERSONNEL

GENERAL FUND

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Senior Manager	1.00	1.00	1.00	1.00
Manager	3.00	3.00	3.00	3.00
Supervisor	2.00	2.00	2.00	2.00
Professional	16.75	16.75	17.75	16.00
Paraprofessional	7.00	7.00	8.00	8.00
General	14.00	12.50	12.50	12.50
FTE Total	**43.75**	**42.25**	**44.25**	**42.50**

During 2003, one Office Specialist was reclassified to a Senior Office Specialist and three Accountants were reclassified to Senior Accountants. A new pay progression series was developed for Accountants. Beginning in 2003, 0.75 of the cost of an existing Senior Analyst position was reimbursed by the Fire and Police Pension Plan Association (FPPA) pension plans.

For 2004, one Office Specialist position (Purchasing) was reduced by 0.5 and one Senior Office Specialist position (Payroll) was eliminated.

For 2005, 0.75 of the cost of an existing Senior Analyst position was reimbursed by the FPPA pension plans and the cost of one new Senior Analyst position was reimbursed by the FPPA pension plans. Also for 2005, a Sales Tax Investigator was added, and a Pension Plan Analyst II was added and paid for by the Police and Fire Pension Plans.

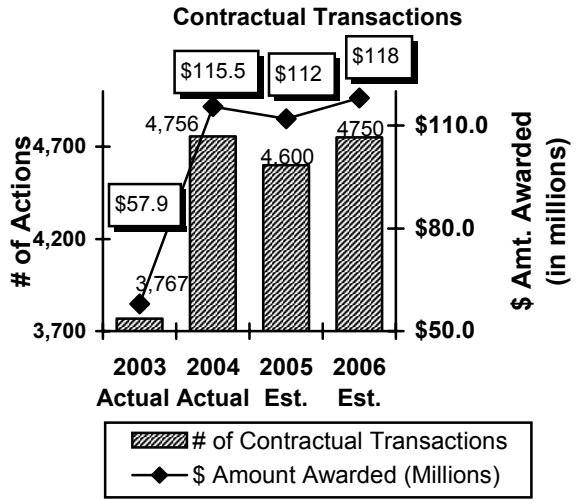
For 2006, the 1.75 full-time equivalent (FTE) positions that administered the City's Fire and Police New Hire pension plans are removed.

PUBLIC SAFETY SALES TAX (PSST) FUND

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Professional	0.0	0.0	1.0	1.0
General	1.0	1.0	1.0	1.0
FTE Total	**1.0**	**1.0**	**2.0**	**2.0**

During 2005, 1 new Senior Analyst position was added for Purchasing from the PSST fund.

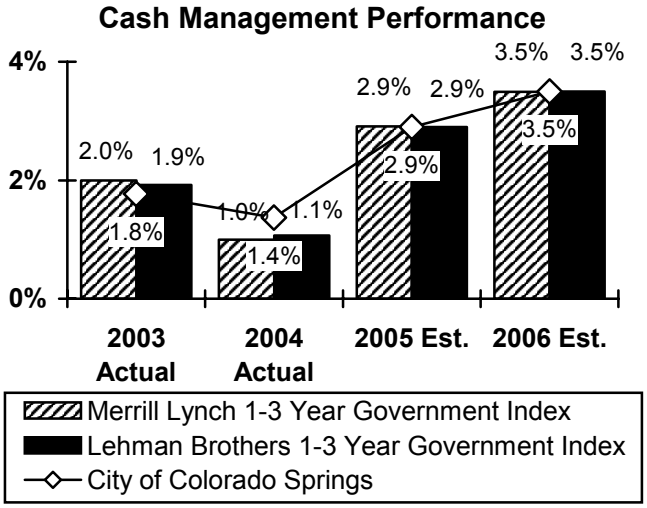
PERFORMANCE INDICATORS

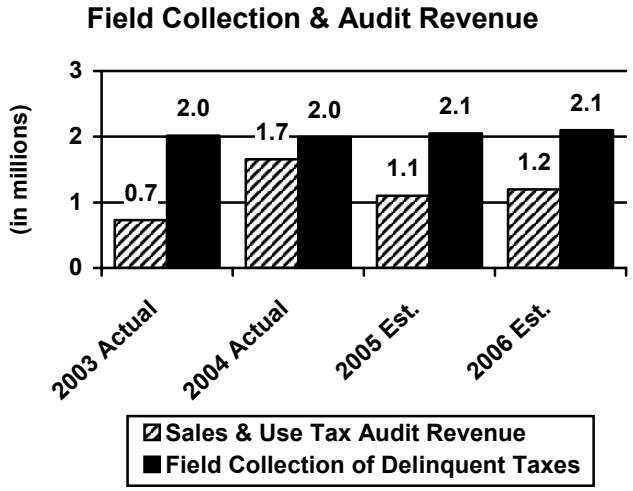


The 2004 transaction and total dollars exceeded expectations due primarily to large contracts being awarded using FTA and FAA funds for Transit and Airport.

The reduced expenditure total in 2003 can be attributed to budget reductions and the slow economy as well as the first year without SCIP projects. It should be noted that even though the total dollar value of contractual obligations is significantly lower than the past few years, the total number of contractual transactions is the same. Further, an increase in VISA (P-Card usage) of over 400 percent in comparison to 2000 resulted in a significantly reduced number of Purchase Orders being written. VISA accounted for 26,667 transactions totaling over $5.2 million dollars in 2003.

The City's cash management operating portfolio includes US Treasuries, Instrumentalities, and other high-quality investments. Since 1998, the City has maintained a rating of AAA/V1+, the highest rating assigned to cash management portfolios by Fitch ICBA. AAA represents the highest rating for the quality of the securities held and V1+ represents the highest rating for liquidity of the portfolio. The City uses the Merrill Lynch 1-3 Year Government Index and the Lehman Brothers 1-3 Year Government Index as benchmark comparisons for its investment portfolio. For 2004, the City's fair value return net of fees was 1.37 percent compared to the Lehman 1-3 Government Index at 1.07 percent and the Merrill 1-3 Government Index at 1.00 percent. The weighted average maturity of the portfolios was 431 days.





Sales Tax maintains approximately 9,800 active Sales and Use Tax accounts. Field enforcement activities include site audits by auditors and collection activities by investigators. It is estimated that field collections of delinquent taxes and audits will generate approximately $3.2 million Sales and Use Tax revenue for the City in 2005.

CHANGES TO THE BUDGET

GENERAL FUND

- Funding of $44,720 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $22,847 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $22,936.
- Funding of $12,902 is included for PERA and Workers' Compensation increases.
- Funding of $100,000 is included for the replacement of the Sales Tax computer system.
- Funding of $109,607 and 1.75 pension plan analysts positions are removed for 2006. Senate Bill 67 was signed by the Governor allowing the new hire pension plans to be administered by the Fire and Police Pension Association (FPPA), thus eliminating the need for these positions. The Police and Fire Old Hire Pension, 401K, and 457K plans will continue to be administered within the Finance Department with existing staff. The revenue from the FPPA is reduced accordingly.

PUBLIC SAFETY SALES TAX (PSST) FUND

- Funding of $1,919 is included for a 2006 salary and benefit increase and $513 is included for PERA and Workers' Compensation increases.

MAJOR OBJECTIVES

OBJECTIVE – Develop and implement a new sales tax system *(Strategic Action Plan 5.8.0)*

The Sales Tax Division will work with the Information Technology staff and Purchasing Division to contract for the development and implementation of a new sales tax system. The cost of this project is estimated at $100,000. The current sales tax system, developed in 1999, is reaching the end of its life cycle and requires rewriting to a web-based system for ease of use and support. This system will allow the Sales Tax Division to continue collecting and reporting sales tax activities of the City of Colorado Springs.

OBJECTIVE – Enforce sales tax ordinance fairly and consistently

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

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

Finance staff will continue to enhance and expand usage of the P-Card and explore other areas of potential use such as payments and progress payments on existing contracts or as a tool to make recurring payments in lieu of issuing checks. By taking a proactive approach towards the education of all users and administration of the P-Card program, the City will continue to save in administrative costs as well as increase rebates back to the City. In addition, Finance will implement an on-line reallocation of expenses for P-Card purchases and analyze vendor payments to determine other areas where the program can be used.

OBJECTIVE – Provide the best value in procurement

The Purchasing Division will continue to provide taxpayers and customers with the best value in procurement and contract awards by using the latest technical innovations of E-procurement and creating a fair and equitable procurement process by adhering to the City's procurement regulations.

OBJECTIVE – Plan for the replacement of the PeopleSoft Financial and HR/Payroll Systems *(Strategic Action Plan 5.8.0)*

With Oracle's acquisition of PeopleSoft, it is estimated that the current PeopleSoft system will no longer be supported in approximately 3 years. Finance will continue to monitor the other changes that may result from the merger. Finance, Human Resources, and Information Technology will begin plans to replace the PeopleSoft Financial and HR/Payroll System.

MAJOR OBJECTIVES

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

The Accounting Division reviews all new GASB pronouncements and plans for all upcoming changes when pronouncements are issued. Two GASB pronouncements will be implemented in 2006 which include GASB 44 "Economic Condition Reporting: The Statistical Section" and GASB 45 "Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans." The Accounting Division will update its Comprehensive Annual Financial Report to reflect required changes to the letter of transmittal.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
FINANCE

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	2,198,142	2,271,441	2,403,225	2,330,773
51210	OVERTIME	12,801	10,597	9,500	9,500
51220	SEASONAL TEMPORARY	14,152	12,771	8,000	8,000
51230	SHIFT DIFFERENTIAL	72	94	150	150
51245	RETIREMENT TERM VACATION	0	4,661	0	0
51260	VACATION BUY	423	2,093	0	0
51299	SALARIES REIMBURSEMENTS	0	(2)	0	0
51610	PERA	206,799	221,382	231,083	248,947
51615	WORKERS COMPENSATION	4,342	4,372	7,920	9,380
51620	EQUITABLE LIFE INSURANCE	6,721	6,895	9,907	10,087
51625	VISION CARE	2,390	2,228	3,000	3,000
51635	CITY MAJOR MEDICAL PLAN	0	0	2,306	2,306
51640	DENTAL INSURANCE	14,412	14,294	19,264	19,264
51665	CASH BACK	9,402	11,376	0	0
51670	PARKING FOR EMPLOYEES	10,805	9,079	11,959	11,959
51690	MEDICARE	21,856	22,812	27,634	28,507
51695	CITY EPO MEDICAL PLAN	210,115	216,604	267,408	267,408
	TOTAL SALARIES AND BENEFITS	**2,712,431**	**2,810,697**	**3,001,356**	**2,949,281**
52105	MISCELLANEOUS OPERATING	0	298	0	0
52110	OFFICE SUPPLIES	23,948	26,819	34,875	37,310
52111	PAPER SUPPLIES	0	34	0	0
52120	SOFTWARE MICRO/WORD PROCESS	8,979	3,251	3,400	3,300
52125	GENERAL SUPPLIES	164	1,813	3,325	3,325
52135	POSTAGE	41,767	45,303	51,100	50,500
52140	WEARING APPAREL	69	0	0	0
52220	MAINT OFFICE MACHINES	1,313	345	950	851
52225	MAINT MICRO/WORD PROCESSOR	5,551	1,272	550	550
52230	MAINT FURNITURE AND FIXTURES	0	1,160	252	252
52405	ADVERTISING SERVICES	729	1,021	1,200	500
52418	COMPUTER SERVICES	0	0	9,350	9,350
52575	SERVICES	9,494	11,510	6,950	6,850
52605	CAR MILEAGE	2,882	2,614	4,170	1,940
52615	DUES AND MEMBERSHIP	2,792	1,529	2,910	2,810
52625	MEETING EXPENSES IN TOWN	390	264	780	780
52630	TRAINING	4,457	3,195	13,565	13,715
52635	EMPLOYEE EDUCATIONAL ASSIST	0	5,574	0	0
52645	SUBSCRIPTIONS	441	472	2,160	1,810
52655	TRAVEL OUT OF TOWN	28,899	16,475	14,280	16,320
52705	COMMUNICATIONS	47,079	47,303	50,582	50,582
52735	TELEPHONE LONG DIST CALLS	3,476	2,689	3,800	3,500
52736	CELL PHONE AIRTIME	0	65	0	0
52775	MINOR EQUIPMENT	1,131	12,455	0	3,650
52795	RENTAL OF EQUIPMENT	17,823	18,353	24,850	24,850
52874	OFFICE SERVICES PRINTING	10,642	10,426	12,000	12,100
52875	OFFICE SERVICES RECORDS	9,756	8,463	10,200	10,200
65352	EMPLOYEE AWARDS PROGRAM	0	300	0	0
65353	DIVERSITY TRAINING	0	30	0	0
	TOTAL OPERATING EXPENSES	**221,783**	**223,035**	**251,249**	**255,045**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
FINANCE

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
53020	COMPUTERS NETWORKS	5,630	10,056	5,000	100,000
53030	FURNITURE AND FIXTURES	0	0	3,100	4,855
53050	MACHINERY AND APPARATUS	0	0	551	0
	TOTAL CAPITAL OUTLAY	**5,630**	**10,056**	**8,651**	**104,855**
	ORGANIZATION TOTAL	**2,939,845**	**3,043,787**	**3,261,256**	**3,309,181**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

PUBLIC SAFETY SALES TAX (PSST) FUND
FINANCE

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	32,271	39,724	109,640	112,381
51245	RETIREMENT TERM VACATION	3,012	0	0	0
51260	VACATION BUY	0	779	0	0
51610	PERA	3,366	4,096	9,590	10,358
51615	WORKERS COMPENSATION	67	82	194	232
51620	EQUITABLE LIFE INSURANCE	104	116	388	396
51625	VISION CARE	56	3	126	126
51640	DENTAL INSURANCE	336	20	828	828
51665	CASH BACK	0	1,387	0	0
51670	PARKING FOR EMPLOYEES	200	251	0	240
51690	MEDICARE	512	600	1,466	1,506
51695	CITY EPO MEDICAL PLAN	3,077	369	12,013	10,094
	TOTAL SALARIES AND BENEFITS	**43,000**	**47,427**	**134,245**	**136,161**
52110	OFFICE SUPPLIES	4,872	4,372	0	0
52120	SOFTWARE MICRO/WORD PROCESS	0	0	0	0
52125	GENERAL SUPPLIES	0	0	9,372	9,132
52635	EMPLOYEE EDUCATIONAL ASSIST	(962)	0	0	0
52775	MINOR EQUIPMENT	0	0	500	500
	TOTAL OPERATING EXPENSES	**3,910**	**4,372**	**9,872**	**9,632**
53030	FURNITURE AND FIXTURES	0	0	3,000	3,090
	TOTAL CAPITAL OUTLAY	**0**	**0**	**3,000**	**3,090**
	ORGANIZATION TOTAL	**46,910**	**51,799**	**147,117**	**148,883**

Human Resources

Ann Crossey, Director ● 30 South Nevada Avenue, Colorado Springs, CO 80903 ● (719) 385-5117 ● acrossey@springsgov.com

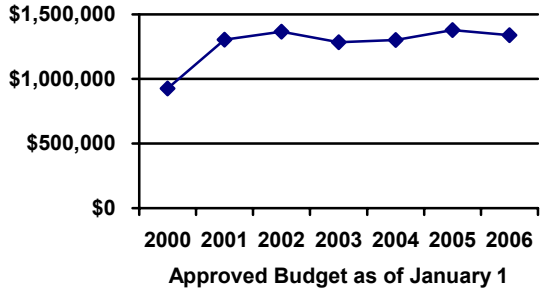
MISSION

To coordinate efforts to attract and retain a diverse, high-performing workforce which provides efficient, quality service to the community.

SERVICES

- Employment: Recruitment and selection, affirmative action outreach and EEO compliance
- Employee Relations: Consulting, investigative services and policies/procedures application
- Benefits and Compensation: Provision of competitive compensation and quality benefit and wellness programs
- Performance Effectiveness: Administration of the Learning Organization, training resources, diversity and leadership programs

BUDGET HISTORY



BUDGET SUMMARY

GENERAL FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$1,071,975	$1,043,846	$1,181,729	$1,138,101
Operating	213,817	260,202	198,073	194,723
Capital Outlay	0	3,159	0	7,350
Total	**$1,285,792**	**$1,307,207**	**$1,379,802**	**$1,340,174**

PUBLIC SAFETY SALES TAX (PSST) FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$35,322	$47,124	$134,245	$138,001
Operating	1,557	634	10,152	8,072
Capital Outlay	0	0	3,000	0
Total	**$36,879**	**$47,758**	**$147,397**	**$146,073**

PERSONNEL

GENERAL FUND

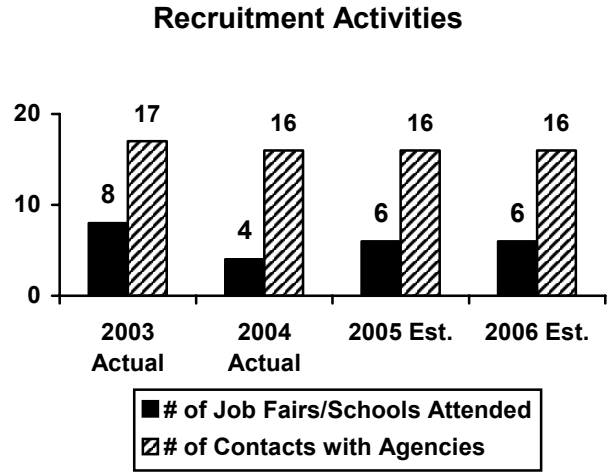
Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Senior Manager	1.0	1.0	1.0	1.0
Manager	2.0	2.0	3.0	4.0
Professional	8.0	7.0	6.0	4.0
Paraprofessional	4.0	4.0	4.0	4.0
General	1.0	1.0	1.0	1.0
FTE Total	**16.0**	**15.0**	**15.0**	**14.0**

For 2004, one Analyst II position was eliminated. During 2004, one Principal Analyst position was reclassified to a new management position of Training and Development Manager. During 2005, one Principal Analyst position was reclassified to a Manager position. For 2006, a Benefits Analyst is transferred to the Health Insurance Fund.

PUBLIC SAFETY SALES TAX (PSST) FUND

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Professional	0.0	0.0	1.0	1.0
General	1.0	1.0	1.0	1.0
FTE Total	**1.0**	**1.0**	**2.0**	**2.0**

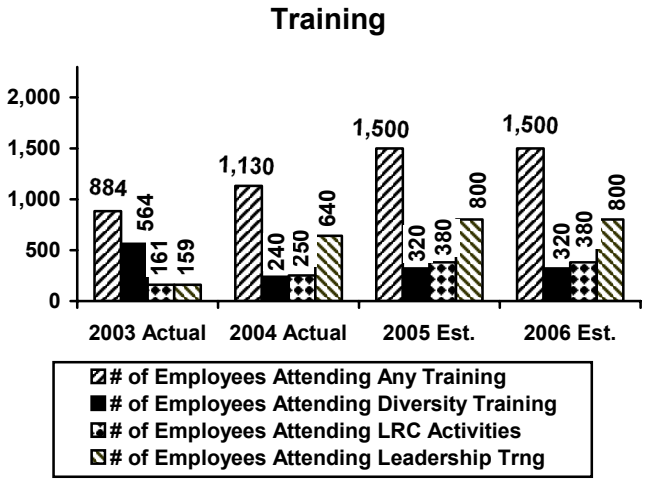
In 2005, one Analyst II position was added.

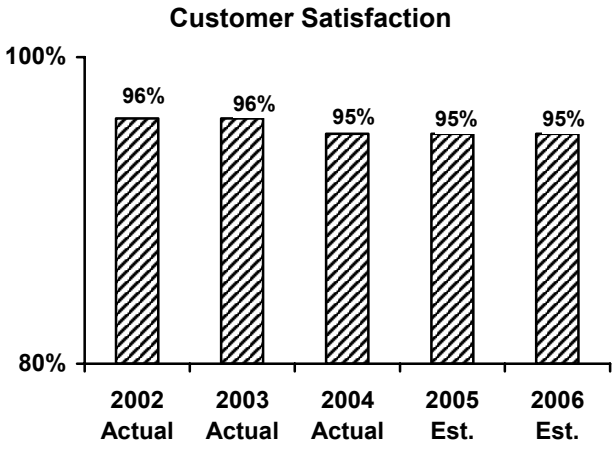


Promote the City as an employer of choice, continue to recruit a diverse, high-performing workforce; and form and enhance collaborative relationships with the community by:

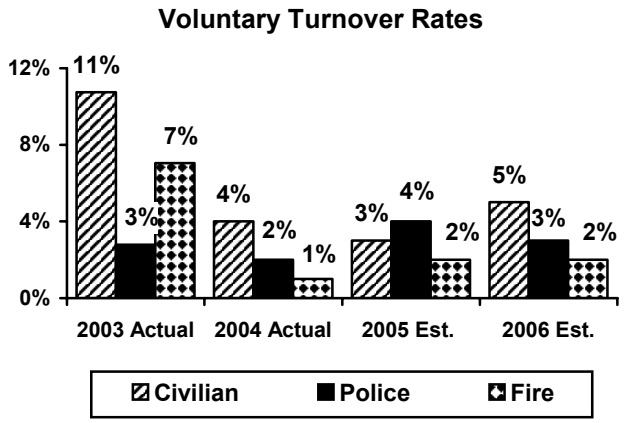
- Participating in events sponsored by schools and community agencies to include:
  - Participation in at least 6 job fairs and high school/college career events
  - Staging of the annual Community Briefing
  - Participation in at least 16 events that promote diversity and inclusion initiatives
- Enhance recruitment strategy through:
  - Combined presence of City, Police and Fire at recruitment/outreach events
  - Volunteer/participate on community committees that serve to enhance the City's pool of applicants and increase the City's visibility in the community
  - Continue exploring different avenues to advertise the City's jobs in the community

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



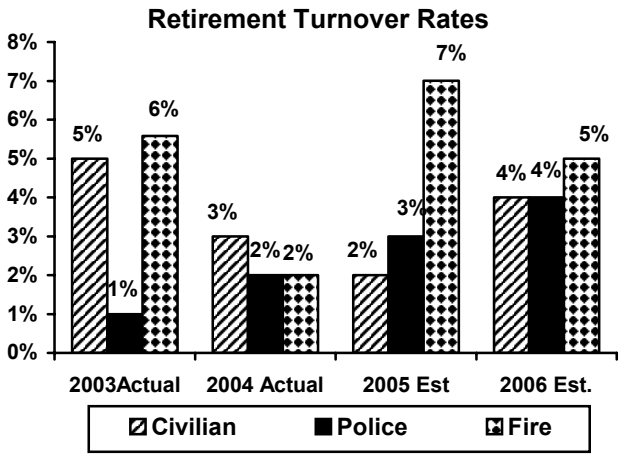


It is estimated that 95 percent of customers will be satisfied with Human Resources in 2006.



The target is to maintain less than 10 percent voluntary turnover in both sworn and civilian regular positions. (This does not include discharges, deaths, retirements, Reduction in Force (RIF), or incentive programs.)

The target is to maintain less than 10 percent normal retirement turnover in both sworn and civilian regular positions. (Includes service and disability retirements. Does not include incentive programs.)



CHANGES TO THE BUDGET

GENERAL FUND

- Funding of $21,964 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $8,594 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $9,345.

PUBIC SAFETY SALES TAX (PSST) FUND

- Funding of $1,919 is included for a 2006 salary and benefit increase and $513 is included for PERA and Workers' Compensation increases.
- Funding of $5,172 is included for PERA and Workers' Compensation increases.
- One existing benefits analyst position and funding of $66,014 are transferred to the Health Insurance Fund.

MAJOR OBJECTIVES

OBJECTIVE – Increase the effectiveness of Human Resources programs and systems *(Strategic Action Plan 5.4.0, 5.8.0)*

Continue audit of all Human Resources programs and systems to identify opportunities for improvement and increased effectiveness in the recruitment, selection and retention of a high-performing workforce. Specific programs addressed include recruitment, workforce retention and succession planning, competitive reward programs, benefits, compensation, and employee development. Design, develop, and implement creative process improvement solutions to better and more cost-effectively serve the City employees.

- Enhance new recruitment and selection strategies implemented in 2004/2005 and enhance PeopleSoft technology implemented in 2005,
- Refine standard skills testing in all selection and reclassification processes,
- Continue to implement Employee Self Service enhancements,
- Develop and implement a succession planning program to meet identified future gaps in the workforce with qualified employees, and
- Continue to find ways to increase employee and citizen access to HR program information

OBJECTIVE – Support the organization with timely and accurate data concerning affirmative action, Equal Employment Opportunity (EEO) and employee relations; recruitments; investigations; employee training and education; employee turnover; and compensation trends *(Strategic Action Plan 5.4.0)*

Provide statistical information to the City Manager and Department Directors on a quarterly basis concerning hiring, education, and investigations.

Provide statistical information to the City Manager and Department Directors on an annual basis concerning the City salary market position relative to the median. 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 organizational and employee development to enhance performance and support diversity and inclusion activities throughout the City organization *(Strategic Action Plan 5.4.0)*

Continue implementation and enhancement of City strategic performance initiatives to provide an environment that supports a diverse, high-performing workforce that delivers superior, cost-effective services to the public. Increase the leadership capacity of the organization by providing targeted learning and development opportunities for supervisors/managers. Improve employee performance and accountability through enhanced performance management practices including improvements to the performance planning/appraisal process and feedback tools. Provide

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

Implement the City Manager's Leadership Initiative by providing programs in the area of leadership development, leadership assessment, supervisory training, mentoring, succession planning, recruitment/selection, and diversity. Provide training to 1,500 City employees in 2006. Provide monthly, facilitated learning opportunities on topics related to leadership, teamwork, change management, and performance excellence.

Provide quarterly marketing and outreach activities from the City's Learning Resource Center to promote staff engagement in learning activities. Maintain satellite Learning Resource Center at the Police Operations Center. Continue to provide a cost-effective diversity education program. Provide staff support to the Workforce Management Council. Expand diversity programs supporting targeted recruitment

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
HUMAN RESOURCES

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	898,366	860,665	988,657	952,303
51210	OVERTIME	0	2,449	3,000	3,000
51220	SEASONAL TEMPORARY	0	25,401	4,000	0
51245	RETIREMENT TERM VACATION	218	5,658	0	0
51260	VACATION BUY	1,805	515	0	0
51299	SALARIES REIMBURSEMENTS	0	(22,600)	0	0
51610	PERA	85,845	88,292	92,627	94,943
51615	WORKERS COMPENSATION	1,728	1,733	3,184	3,676
51620	EQUITABLE LIFE INSURANCE	2,741	2,697	3,706	3,571
51625	VISION CARE	548	501	869	806
51640	DENTAL INSURANCE	4,341	4,496	5,926	5,504
51655	RETIRED EMP MEDICAL INS	0	1,097	0	0
51665	CASH BACK	9,550	10,918	0	0
51670	PARKING FOR EMPLOYEES	3,000	2,695	2,400	2,400
51690	MEDICARE	12,974	12,928	11,396	11,004
51695	CITY EPO MEDICAL PLAN	50,860	46,399	65,964	60,894
	TOTAL SALARIES AND BENEFITS	**1,071,975**	**1,043,846**	**1,181,729**	**1,138,101**
52105	MISCELLANEOUS OPERATING	717	0	0	0
52110	OFFICE SUPPLIES	7,095	12,140	9,300	10,400
52111	PAPER SUPPLIES	942	(369)	5,000	2,500
52120	SOFTWARE MICRO/WORD PROCESS	4,095	5,309	6,000	4,000
52125	GENERAL SUPPLIES	32,958	16,196	8,800	5,000
52135	POSTAGE	2,709	5,833	3,000	3,500
52220	MAINT OFFICE MACHINES	95	138	300	300
52230	MAINT FURNITURE AND FIXTURES	0	0	100	100
52431	CONSULTING SERVICES	14,830	1,500	0	0
52575	SERVICES	28,913	18,164	1,500	2,100
52590	TEMPORARY EMPLOYMENT	11,329	47,573	12,000	12,355
52605	CAR MILEAGE	0	0	500	750
52615	DUES AND MEMBERSHIP	1,545	1,620	980	980
52625	MEETING EXPENSES IN TOWN	5,384	10,563	8,000	10,500
52630	TRAINING	18,739	20,158	20,000	15,000
52635	EMPLOYEE EDUCATIONAL ASSIST	0	849	1,600	1,600
52645	SUBSCRIPTIONS	7,113	8,820	6,000	8,000
52655	TRAVEL OUT OF TOWN	1,481	120	4,500	5,000
52705	COMMUNICATIONS	18,897	20,020	19,588	19,588
52735	TELEPHONE LONG DIST CALLS	677	1,221	900	1,200
52775	MINOR EQUIPMENT	95	300	500	750
52795	RENTAL OF EQUIPMENT	8,328	8,704	8,705	9,000
52874	OFFICE SERVICES PRINTING	9,943	8,511	9,000	9,500
52875	OFFICE SERVICES RECORDS	1,419	1,687	800	1,600
65160	RECRUITMENT	27,889	73,102	30,000	30,000
65353	DIVERSITY TRAINING	8,626	(1,958)	0	0
65356	RETIREMENT AWARDS	0	0	16,000	16,000
65358	LRC & LEADERSHIP DEV	0	0	25,000	25,000
	TOTAL OPERATING EXPENSES	**213,817**	**260,202**	**198,073**	**194,723**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
HUMAN RESOURCES

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
53010	OFFICE MACHINES	0	0	0	350
53020	COMPUTERS NETWORKS	0	2,370	0	6,000
53030	FURNITURE AND FIXTURES	0	789	0	1,000
	TOTAL CAPITAL OUTLAY	**0**	**3,159**	**0**	**7,350**
	ORGANIZATION TOTAL	**1,285,792**	**1,307,207**	**1,379,802**	**1,340,174**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

PUBLIC SAFETY SALES TAX (PSST) FUND
HUMAN RESOURCES

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	27,922	35,827	109,640	112,381
51210	OVERTIME	0	1,737	0	1,000
51610	PERA	2,594	3,592	9,590	10,358
51615	WORKERS COMPENSATION	53	68	194	232
51620	EQUITABLE LIFE INSURANCE	81	103	388	396
51625	VISION CARE	47	59	126	126
51640	DENTAL INSURANCE	281	365	828	828
51665	CASH BACK	0	0	0	600
51670	PARKING FOR EMPLOYEES	120	80	0	480
51690	MEDICARE	393	522	1,466	1,506
51695	CITY EPO MEDICAL PLAN	3,831	4,771	12,013	10,094
	TOTAL SALARIES AND BENEFITS	**35,322**	**47,124**	**134,245**	**138,001**
52110	OFFICE SUPPLIES	384	0	683	683
52111	PAPER SUPPLIES	133	0	133	133
52135	POSTAGE	0	0	86	86
52630	TRAINING	0	0	2,550	1,500
52705	COMMUNICATIONS	954	634	3,500	3,500
52735	TELEPHONE LONG DIST CALLS	0	0	50	50
52874	OFFICE SERVICES PRINTING	86	0	3,150	2,120
	TOTAL OPERATING EXPENSES	**1,556**	**634**	**10,152**	**8,072**
53020	COMPUTERS NETWORKS	0	0	2,500	0
53030	FURNITURE AND FIXTURES	0	0	500	0
	TOTAL CAPITAL OUTLAY	**0**	**0**	**3,000**	**0**
	ORGANIZATION TOTAL	**36,879**	**47,758**	**147,397**	**146,073**

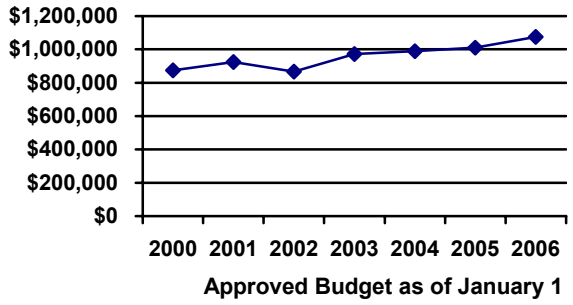
Risk Management

Mark Anderson, Manager ● 30 S. Nevada, Suite 603, Colorado Springs, CO 80903 ● (719) 385-5960 ● mkanderson@springsgov.com

MISSION

To consistently support the City and Utilities in providing risk management and claims service that fulfills the needs of our customers' 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 City assets at the least cost.

BUDGET HISTORY



SERVICES

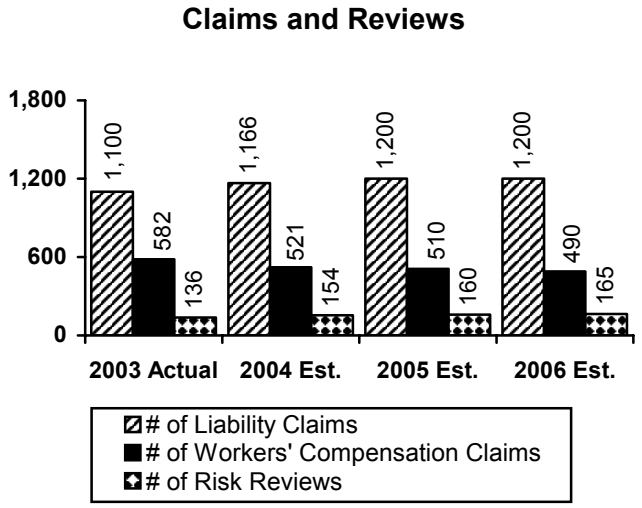
- Investigate, evaluate, and settle all liability claims brought under State and federal laws
- Manage and control Workers' Compensation claims according to statute
- Manage employee occupational health and physical therapy clinics promoting wellness and recovery from an individual's on-the-job injury
- Maintain and monitor risk management programs for effectiveness
- Administer cost-effective self-insurance programs and insurance protection

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$709,977	$713,980	$ 693,026	$ 710,292
Operating	255,369	256,072	317,704	358,659
Capital Outlay	5,973	0	0	7,000
Total	**$971,319**	**$970,052**	**$1,010,730**	**$1,075,951**

PERSONNEL

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Manager	1.0	1.0	1.0	1.0
Professional	6.0	5.0	5.0	5.0
Paraprofessional	1.0	1.0	2.0	2.0
General	3.0	3.0	2.0	2.0
FTE Total	**11.0**	**10.0**	**10.0**	**10.0**



Risk investigates the legal liability associated with claims filed against the City and Utilities, negotiates settlements, and defends claims that lack merit. The current staff can handle increases in claim volume.

City claims handled in 2004: 554
Utilities claims handled in 2004: 612

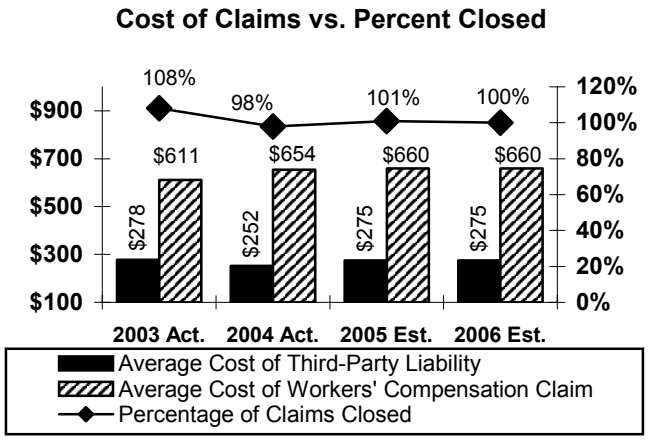
Risk manages and controls workers' compensation claims brought under statute and strives to help the employees recover from on-the-job injuries and return to work as soon as practical. Staffing is adequate to handle the claim volume.

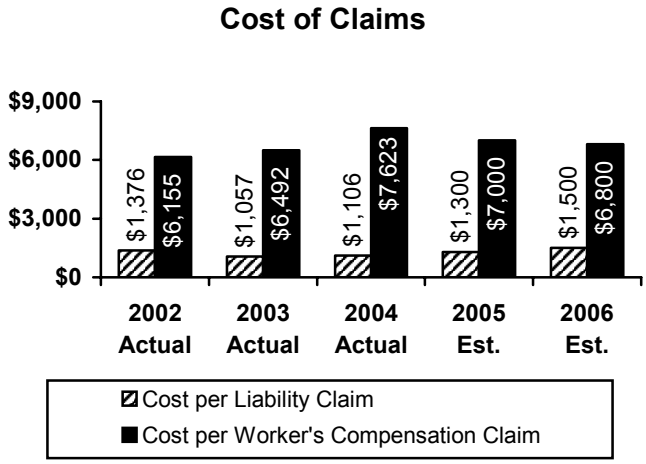
City claims handled in 2004: 388
Utilities claims handled in 2004: 133

Risk Management is responsible for handling matters that present a risk of economic loss to the City and Utilities. The staff handles risk reviews of operational activities and contractual insurance requirements. No increase in staff is required to handle this important function.

Risk places a high priority on handling claims efficiently and providing competitively priced services. The cost to handle workers' compensation claims and investigate and seek disposition of third-party liability claims is less than third-party administrator pricing by at least $100 per claim. The calculation is based on current pricing.

Risk provides prompt and fair resolution of claims. Typically, there are a number of claims outstanding against the City and Utilities. Risk measures the number of claims received compared to the number of claims closed as a form of effectiveness to control internal workloads and to contain liabilities.





Risk evaluates the cost of its closed workers' compensation claims to ensure appropriate managing of medical and indemnity costs. This benchmark is internally measured.

In addition, Risk reviews the cost of its liability claims to ensure control of claims, reviews risks, and establishes appropriate funding for the payment of claims. The benchmark is measured internally against prior-year experience.

CHANGES TO THE BUDGET

- Funding of $8,281 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $6,204 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- Funding of $2,782 is included for PERA and Workers' Compensation increases.
- Admin Prorated charges increased $49,144 as a result of the annual full cost allocation plan.
- Funding of $1,184 is removed from the Communications account.

MAJOR OBJECTIVES

OBJECTIVE – Provide risk management services for the City and Colorado Springs Utilities to reduce exposure to financial loss

Risk Management utilizes insured and self-insured programs and innovation to help control the cost of risk. The Division's self-insured and self-administered claim handling programs outperform traditional methods of insuring losses. Staff performs risk evaluations, inspections, and operational reviews to ensure risks are properly identified. Insurance policies are reviewed to ensure any unintended, uninsured losses are not incurred. The claim information system tracks claim history and assists in the identification of the root cause of accidents. This enables Risk Management to employ methods of loss control and prevention. To ensure customer expectations are met, Risk Management conducts internal quality control checks of its work, monitors claim costs, and reviews funding allocations.

OBJECTIVE – The Liability and Workers' Compensation Self-Insurance programs will be efficiently managed and achieve cost savings compared to traditional methods of insurance

Risk Management will provide service that is competitively priced and exceeds industry standards for quality. A cost analysis study will be completed each year evaluating Risk's program compared to the purchase of insurance and claim adjusting services. Employee satisfaction surveys are reviewed, and comments are solicited from claimants to examine adjustment practices. Risk will continue to maintain and evaluate existing programs for medical bill fee scheduling and utilization audits, use of the City Physical Therapy and Occupational Medicine clinics, and case management and return to work practices, all of which save claim costs. The work of adjusters is reviewed to assure handling of claims includes prompt contact of the claimants, claim control and mitigation, open and honest communication, and fairness.

OBJECTIVE – The Risk Management program will ensure the cost-effective placement of insurance, contractual transfer of risk and use of creative insurance tools to protect City assets; Risk resolves issues concerning insurance mandates, public policy, and claim practices

The Risk Management Division provides a framework for the evaluation of risk. This approach considers all aspects of risk. Each program is reviewed to determine if the services provided to the community places the City at an acceptable level of risk. Insurance markets are studied for cost, coverage, and industry trends. The exposure to risk is minimized through the use of risk transfer, prevention, and retention. Risk's knowledge of the insurance industry allows the Division to be innovative. Risk Management encourages community and business interactions in establishing its insurance requirements under contracts and ordinances and in creating standards for dealing with risk.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

INTERNAL SERVICES FUND
HUMAN RESOURCES DEPARTMENT
RISK MANAGEMENT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	564,312	550,252	553,210	566,077
51210	OVERTIME	0	0	3,186	3,186
51240	RETIREMENT TERMINATION SICK	(1,944)	8,523	0	0
51245	RETIREMENT TERM VACATION	6,831	16,077	0	0
51255	CONVERSION OF SICK LEAVE	4,310	0	0	0
51260	VACATION BUY	0	101	0	0
51299	SALARIES REIMBURSEMENTS	(759)	(825)	0	0
51610	PERA	53,351	53,636	55,631	59,764
51615	WORKERS COMPENSATION	1,864	1,638	2,157	2,199
51620	EQUITABLE LIFE INSURANCE	1,820	1,770	2,230	2,267
51625	VISION CARE	613	572	634	634
51640	DENTAL INSURANCE	4,018	3,948	4,254	4,254
51655	RETIRED EMP MEDICAL INS	4,862	5,575	0	0
51665	CASH BACK	90	122	0	0
51670	PARKING FOR EMPLOYEES	2,540	2,400	0	0
51690	MEDICARE	5,310	5,604	6,853	7,040
51695	CITY EPO MEDICAL PLAN	62,760	64,586	64,871	64,871
	TOTAL SALARIES AND BENEFITS	**709,977**	**713,980**	**693,026**	**710,292**
52105	MISCELLANEOUS OPERATING	3,337	1,030	4,500	4,500
52110	OFFICE SUPPLIES	5,727	4,765	6,750	6,750
52120	SOFTWARE MICRO/WORD PROCESS	617	0	6,000	1,620
52125	GENERAL SUPPLIES	273	371	2,372	2,000
52135	POSTAGE	3,797	2,854	4,815	3,359
52140	WEARING APPAREL	0	(20)	250	250
52165	LICENSES AND TAGS	0	0	100	100
52220	MAINT OFFICE MACHINES	280	0	750	375
52225	MAINT MICROS WORD PROCESSOR	0	2,593	5,779	6,000
52240	MAINT NONFLEET VEHICLES EQP	18	36	250	250
52575	SERVICES	4,467	2,825	10,548	9,210
52615	DUES AND MEMBERSHIP	1,455	1,209	1,125	1,125
52625	MEETING EXPENSES IN TOWN	0	0	387	350
52630	TRAINING	2,846	3,013	12,665	13,145
52635	EMPLOYEE EDUCATIONL ASSISTANCE	750	612	1,500	2,400
52645	SUBSCRIPTIONS	632	871	2,565	2,265
52655	TRAVEL OUT OF TOWN	1,342	2,369	5,512	5,544
52705	COMMUNICATIONS	29,522	30,541	33,154	31,970
52735	TELEPHONE LONG DIST CALLS	786	636	3,250	3,000
52736	CELL PHONE AIRTIME	2	53	210	150
52775	MINOR EQUIPMENT	0	235	3,100	2,450
52795	RENTAL OF EQUIPMENT	9,586	9,587	13,750	14,110
52805	ADMIN PRORATED CHARGES	179,508	184,356	183,250	232,394
52872	MAINT FLEET VEHICLES EQP	4,284	4,323	8,162	8,162
52874	OFFICE SERVICES PRINTING	3,532	876	5,500	5,720

CITY OF COLORADO SPRINGS
BUDGET DETAIL

INTERNAL SERVICES FUND
HUMAN RESOURCES DEPARTMENT
RISK MANAGEMENT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52875	OFFICE SERVICES RECORDS	2,608	2,847	1,460	1,460
65125	CLAIMS AND DAMAGES UTILITIES	0	90	0	0
	TOTAL OPERATING EXPENSES	**255,369**	**256,072**	**317,704**	**358,659**
53020	COMPUTERS NETWORKS	5,973	0	0	7,000
	TOTAL CAPITAL OUTLAY	**5,973**	**0**	**0**	**7,000**
	ORGANIZATION TOTAL	**971,319**	**970,052**	**1,010,730**	**1,075,951**

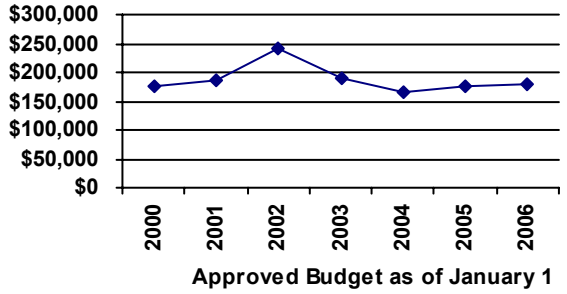
Safety Services

Craig Witt, Principal Safety Analyst ● 30 S. Nevada Avenue, Colorado Springs, CO 80903 ● (719) 385-5676 ● cwitt@springsgov.com

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 prevention of employee injuries. The highest practical degree of care will be used in complying with safety and health standards.

BUDGET HISTORY



SERVICES

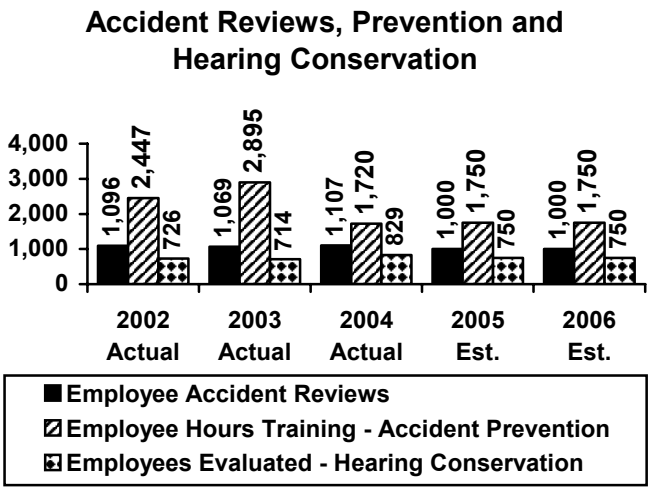
- Maintain safety policies and practices in compliance with State and federal requirements
- Provide safety consulting for hazardous material training, biohazard management, and confined space exposures
- Respond to employee safety concerns including issues of air quality and chemical exposure
- Provide an occupational health program for assessment and training of infectious diseases and immunization needs
- Conduct training for and implementation of 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 including ergonomics and back injury prevention
- Support Commercial Driver's License training requirements and maintain records for Department of Transportation (DOT) compliance
- Provide ergonomic assessments and recommendations

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$152,039	$137,330	$137,081	$140,211
Operating	39,192	26,966	37,799	37,799
Capital Outlay	0	0	0	0
Total	**$191,231**	**$164,296**	**$174,880**	**$178,010**

PERSONNEL

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Professional	1.0	1.0	1.0	1.0
Paraprofessional	1.0	1.0	1.0	1.0
FTE Total	**2.0**	**2.0**	**2.0**	**2.0**



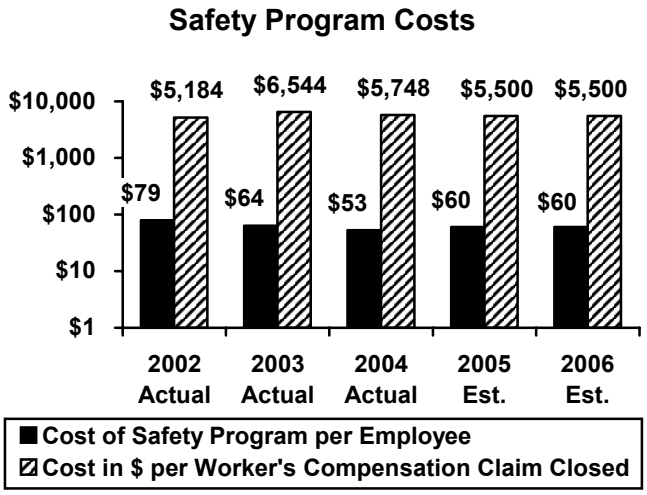
The number of employee accident reviews should remain constant in 2006. The Division's target will remain at 1,500 as the more reviews Safety Services undergoes, the more that can be learned to help prevent future accidents.

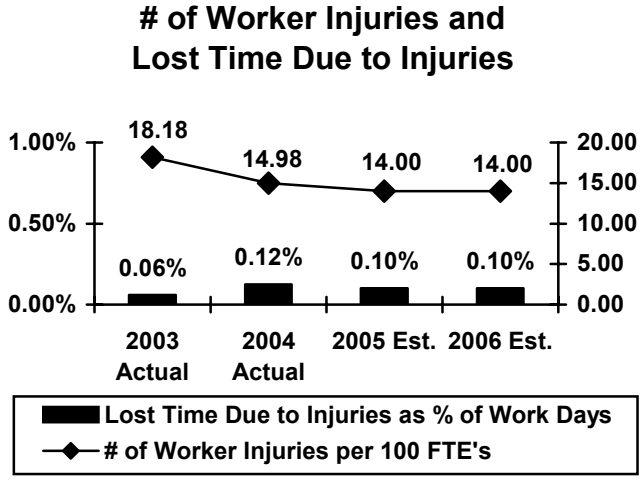
The aggressiveness of education programs undertaken by Safety Services increased the number of employee hours in 2002 and 2003. The target number of training hours will remain constant for 2006.

The number of employees evaluated for hearing conservation should remain constant as that is the number of employees exposed to high levels of occupational noise. The target number of 750 employees in the Hearing Conservation program will remain constant.

The cost of the Safety Program per employee should remain in the $60 range for 2006.

The evaluated cost of workers' compensation is to identify trends in closed claim costs. The Division uses the information to identify needs in education and early accident reporting. Early intervention in the handling of claims reduces costs. Safety Services benchmarks against itself, and the target is $5,500.





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 target is to remain at or below 0.1.

The number of worker injuries per 100 full-time employees for 2004 and 2005 decreased from the 2003 figure because of the addition of the in-house Occupational Health Clinic for treatment of work-related injuries.

CHANGES TO THE BUDGET

- Funding of $2,058 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $1,543 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $1,084.
- Funding of $614 is included for PERA and Workers' Compensation increases.

MAJOR OBJECTIVES

OBJECTIVE – Commit the necessary resources to ensure employees have a safe place to perform their work

The Safety staff will respond to all safety-related matters concerning its employees. These duties will be performed by staff; however, on occasion as the budget allows, the expertise of outside consultants such as industrial hygienists and training specialists will be used.

OBJECTIVE –Support all work groups within the City to ensure employees have the knowledge and skills to safely perform their work

This objective will encompass a wide variety of safety-related subjects. All work groups will conduct safety training on a scheduled basis. Safety Services will be an integral part of the planning and will assist in training. Most of the training will be conducted by the Safety staff.

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 organization. Hearing tests are conducted at the Safety Office in the audiometric examination booth. All CDL activities are coordinated and monitored by the Safety Office. The Safety Office maintains a Material Safety Data Sheet program for Citywide use.

OBJECTIVE – Support all work groups within the City with medical-related safety services

Safety Services will coordinate pre-employment and Americans with Disabilities Act (ADA) physicals and all fitness-for-duty medical evaluations. The Division will coordinate respiratory physicals and other special personal protective equipment medical issues. This office will oversee contracts for protective eyewear and protective footwear.

OBJECTIVE – 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. Safety Services will review employee accidents to identify root causes of accidents. Employees and supervisors will be trained on accident investigation and prevention. Information will be given to employees about how accidents occur within the work environment and how to prevent injuries.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
SAFETY SERVICES

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	113,908	116,260	108,421	110,539
51610	PERA	14,621	11,566	11,101	11,992
51615	WORKERS COMPENSATION	461	224	349	414
51620	EQUITABLE LIFE INSURANCE	480	352	439	449
51625	VISION CARE	191	128	126	126
51640	DENTAL INSURANCE	1,141	797	847	847
51665	CASH BACK	36	1,113	0	0
51670	PARKING FOR EMPLOYEES	720	480	480	480
51690	MEDICARE	2,217	1,686	1,579	1,625
51695	CITY EPO MEDICAL PLAN	18,264	4,724	13,739	13,739
	TOTAL SALARIES AND BENEFITS	**152,039**	**137,330**	**137,081**	**140,211**
52110	OFFICE SUPPLIES	2,071	1,086	1,266	1,266
52120	SOFTWARE MICRO/WORD PROCESS	1,809	558	442	760
52125	GENERAL SUPPLIES	4,873	6,160	4,037	5,000
52135	POSTAGE	27	33	105	105
52140	WEARING APPAREL	63	72	0	0
52165	LICENSES AND TAGS	100	100	100	100
52225	MAINT MICRO/WORD PROCESSOR	0	0	250	250
52575	SERVICES	19,470	10,445	23,035	22,044
52615	DUES AND MEMBERSHIP	746	785	990	790
52625	MEETING EXPENSES IN TOWN	504	138	0	0
52630	TRAINING	3,214	3,155	2,697	2,697
52645	SUBSCRIPTIONS	53	0	0	0
52655	TRAVEL OUT OF TOWN	2,164	1,924	2,877	2,877
52705	COMMUNICATIONS	716	492	500	500
52736	CELL PHONE AIRTIME	189	326	500	410
52775	MINOR EQUIPMENT	1,794	576	0	0
52874	OFFICE SERVICES PRINTING	1,400	1,115	1,000	1,000
	TOTAL OPERATING EXPENSES	**39,192**	**26,966**	**37,799**	**37,799**
	TOTAL CAPITAL OUTLAY	**0**	**0**	**0**	**0**
	ORGANIZATION TOTAL	**191,232**	**164,296**	**174,880**	**178,010**

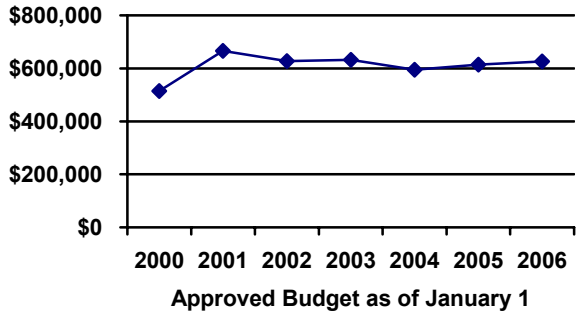
Public Communications

Sue Skiffington-Blumberg, Director ● 107 North Nevada Avenue, Colorado Springs, CO 80903 ● (719) 385-5906 ●
sskiffington-blumberg@springsgov.com

MISSION

To provide public information, SpringsTV educational and informational programming original programming, public safety support, intranet and internet content development, and community relations; encourage citizen involvement through outreach programs and access; promote employee communications, foster trust; and create a positive image of the City organization. Participate in the strategic management of public education and communications for Council goals and strategies.

BUDGET HISTORY



SERVICES

- Continue to focus on media relationships in the local/regional market; coordinating cross-department press events and formulating key message delivery
- Enhance public communications and community relations including Colorado Open Records Act (CORA) requests, publications, program marketing, and project promotions
- Provide services and programs that link the citizens of Colorado Springs and City employees in a relationship of mutual respect and collaborative problem solving on strategic issues, including public process meetings, Clarify, and SpringsGov.com
- Enhance efforts related to employee development, leadership development, and performance improvement through communication of tools and programs
- Continue development of SpringsTV programming and strategic projects while building an emergency support channel
- Promote and staff community events in support of public awareness and educational programs such as Takin' It to the Streets, City PPRTA project progress and success, Crisis Communications Network training, and issue awareness
- Expand content and integration of the Internet and Intranet sites while positioning core messages, useful navigation and associated links
- Administer citizen inquiries/complaint system
- Support customer service programs and initiatives to internal and external customers

BUDGET SUMMARY

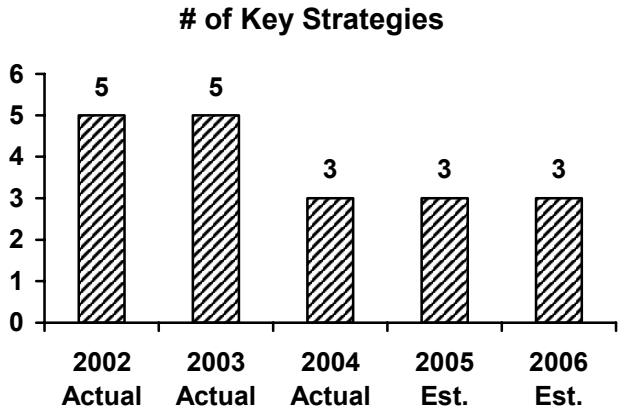
	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$557,970	$485,511	$487,030	$518,580
Operating	73,743	54,942	118,039	105,892
Capital Outlay	0	6,390	9,010	2,300
Total	**$631,713**	**$546,842**	**$614,079**	**$626,772**

PERSONNEL

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Senior Manager	1.00	1.00	1.00	1.00
Professional	4.75	2.75	3.75	3.75
Paraprofessional	2.00	2.00	1.00	1.00
FTE Total	**7.75**	**5.75**	**5.75**	**5.75**
Special Positions (grant-funded)	2.25	2.25	3.50	3.75
Grant-funded FTE employees	0.00	1.00	1.00	1.00
All Funds Total	**10.00**	**9.00**	**10.25**	**10.50**

Beginning in 2004, the TV Specialist II position was funded from the Adelphia Grant. Also in 2004, a Specialist II position was eliminated, a paraprofessional position was reclassified to a professional position, a 0.75 special position moved to full-time, and a temporary position was reclassified to a special position. During 2005, a 0.5 special position moved to 0.75.

PERFORMANCE INDICATORS

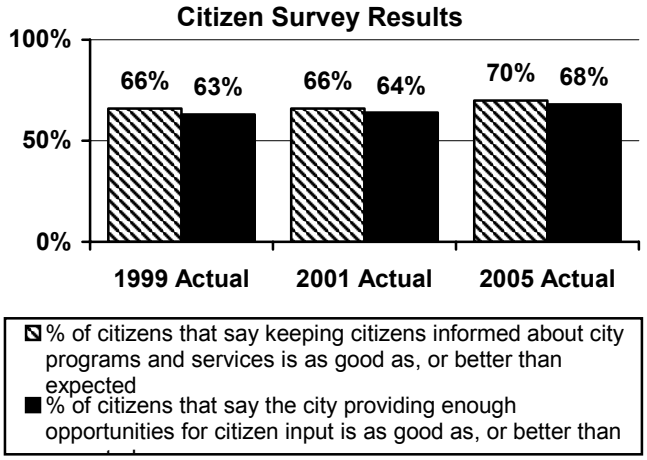


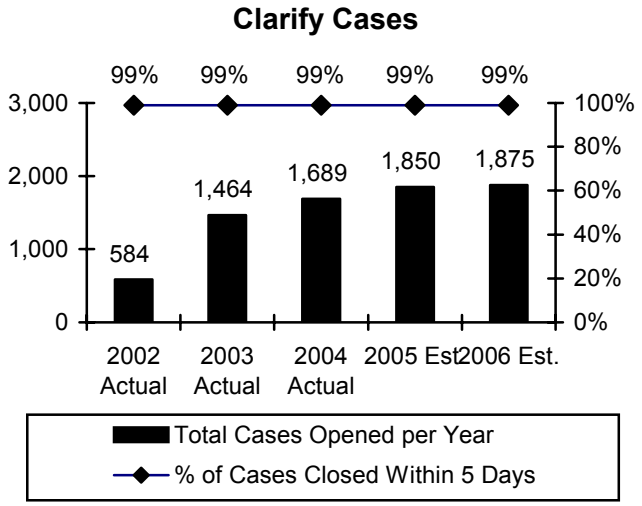
Success is measured on complete communications strategies planned and executed surrounding a strategic program or key City message identified by City Council and the senior management staff. The primary strategies in 2006 are expected to be extensions of the major issues in 2005:

- Stormwater drainage
- Public safety
- Budget and economic growth issues

With an increase in live broadcast programs and greater depth of support on strategic topics, resources will need to continue to be focused on priority communications strategies. Continued flexibility and application within the Adelphia grant is essential to providing resources on real time topics and events as they occur.

The 2001 citizen survey pointed to a continued opportunity to improve communications with the public. As cable TV programming, web site access, community relations programs and overall media relations expanded, it was expected the percentages would increase for the 2003 survey. Due to budgetary and time considerations, however, Public Communications survey questions were not implemented in 2003. Two questions were included in the 2005 survey indicating a clear improvement in communications and information since 2001. In 2005, 70 percent felt communication met or exceeded expectation. There is a clear trend showing improvement in overall communications.





The number of cases decreased in 2002 and leveled off in 2003 due to the reorganization in 2002 and changes in philosophy regarding direct dialog with City Council. However, with new Councilmembers in 2003, a revised set of priorities and additional channels for reporting (internet) cases have actually increased. This trend is expected to continue with a slight increase in Clarify cases in 2005 and 2006 due to increased involvement by citizens through all channels and more efficient communication of the issues the City is facing.

CHANGES TO THE BUDGET

- Funding of $8,253 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $6,835 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $4,293.
- Funding of $1,898 is included for PERA and Workers' Compensation increases.

MAJOR OBJECTIVES

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

Expand live programming, specifically live meetings of the City Council, Planning Commission, and Takin It To the Streets. Obtain and implement remote technology to allow for communications to SpringsTV from an event or remote site when the Joint Information Center (JIC) is activated. Expand the news programming and lift out content on community hot topics for increased exposures similar to 2005 usage of RTA, Meth, and flash floods.

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

Continue to act as the central communications point for intranet content. Provide marketing and communications to key audiences such as stormwater drainage enterprise discussions, transportation education, public safety online recruitment and for employees during open enrollment for new services online, leadership initiatives, City Manager meetings, etc. Provide communications expertise to Departments and Divisions in order to communicate key Division messages and expanded involvement and on-demand use of information on SpringsGov.com. Develop and maintain emergency hotlinks and protocol for implementation as required by the Office of Emergency Management (OEM) or JIC communications.

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

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

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

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

OBJECTIVE – Administer citizen inquiries/ complaint system and support customer service programs and initiatives

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

OBJECTIVE – Promote and staff community events in support of public awareness and educational programs such as Meth, CREATE Connections, City image development, and public safety support especially related to construction and natural disaster mitigation

Increase the number of Takin' it to the Streets district citizen discussions. Technology and communications tools for use on key programs and projects such as transportation. Provide local support to Human Resources to successfully implement public and new employee education tours and swearing-in ceremonies. Coordinate events as required such as Congressional Hearings, Welcome Home Parades, July 4th Celebrations, Bike Week, park dedications, and Humane Society issues.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PUBLIC COMMUNICATIONS

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	448,890	398,984	411,422	438,476
51210	OVERTIME	43	295	1,000	500
51220	SEASONAL TEMPORARY	12,897	0	0	1,500
51245	RETIREMENT TERM VACATION	785	4,075	0	0
51260	VACATION BUY	800	2,287	0	0
51610	PERA	42,313	38,475	33,976	37,024
51615	WORKERS COMPENSATION	923	774	1,170	1,393
51620	EQUITABLE LIFE INSURANCE	1,377	1,163	1,397	1,436
51625	VISION CARE	456	410	315	315
51640	DENTAL INSURANCE	2,704	2,237	1,820	1,820
51665	CASH BACK	1,723	1,955	0	0
51670	PARKING FOR EMPLOYEES	2,360	1,400	1,640	1,640
51690	MEDICARE	5,295	4,690	5,284	5,470
51695	CITY EPO MEDICAL PLAN	37,404	28,765	29,006	29,006
	TOTAL SALARIES AND BENEFITS	**557,970**	**485,511**	**487,030**	**518,580**
52105	MISCELLANEOUS OPERATING	3,151	0	0	0
52110	OFFICE SUPPLIES	1,490	4,602	4,634	4,750
52111	PAPER SUPPLIES	161	254	4,475	3,997
52120	SOFTWARE MICRO/WORD PROC	319	2,331	1,120	900
52122	CELL PHONE EQUIP AND SUPPLIES	173	187	310	400
52125	GENERAL SUPPLIES	831	1,941	3,488	2,500
52135	POSTAGE	240	317	3,200	1,800
52170	SPECIAL PHOTOGRAPHY ETC	(14)	0	1,000	600
52230	MAINT FURNITURE AND FIXTURES	57	0	800	500
52235	MAINT MACHINE AND APPARATUS	22	47	0	0
52265	MAINT BUILDINGS AND STRUCTURE	82	0	0	0
52405	ADVERTISING SERVICES	7,067	9,487	15,780	17,350
52575	SERVICES	25,811	2,559	17,259	19,420
52590	TEMPORARY EMPLOYMENT	0	149	1,200	750
52605	CAR MILEAGE	161	89	630	680
52615	DUES AND MEMBERSHIP	895	1,233	1,378	1,310
52625	MEETING EXPENSES IN TOWN	1,153	481	1,190	975
52630	TRAINING	1,208	1,271	5,975	5,500
52645	SUBSCRIPTIONS	430	454	495	495
52655	TRAVEL OUT OF TOWN	963	617	2,850	2,850
52705	COMMUNICATIONS	15,027	16,437	23,165	22,165
52735	TELEPHONE LONG DIST CALLS	709	437	1,100	800
52736	CELL PHONE AIRTIME	594	681	950	950
52775	MINOR EQUIPMENT	57	207	1,290	0
52795	RENTAL OF EQUIPMENT	2,856	3,704	4,950	4,450
52874	OFFICE SERVICES PRINTING	10,158	6,787	20,500	12,450
52875	OFFICE SERVICES RECORDS	144	139	300	300
65160	RECRUITMENT	0	528	0	0
	TOTAL OPERATING EXPENSES	**73,743**	**54,942**	**118,039**	**105,892**
53010	OFFICE MACHINES	0	0	4,500	1,000
53020	COMPUTERS NETWORKS	0	6,390	4,000	1,000
53030	FURNITURE AND FIXTURES	0	0	510	300
	TOTAL CAPITAL OUTLAY	**0**	**6,390**	**9,010**	**2,300**
	ORGANIZATION TOTAL	**631,714**	**546,842**	**614,079**	**626,772**

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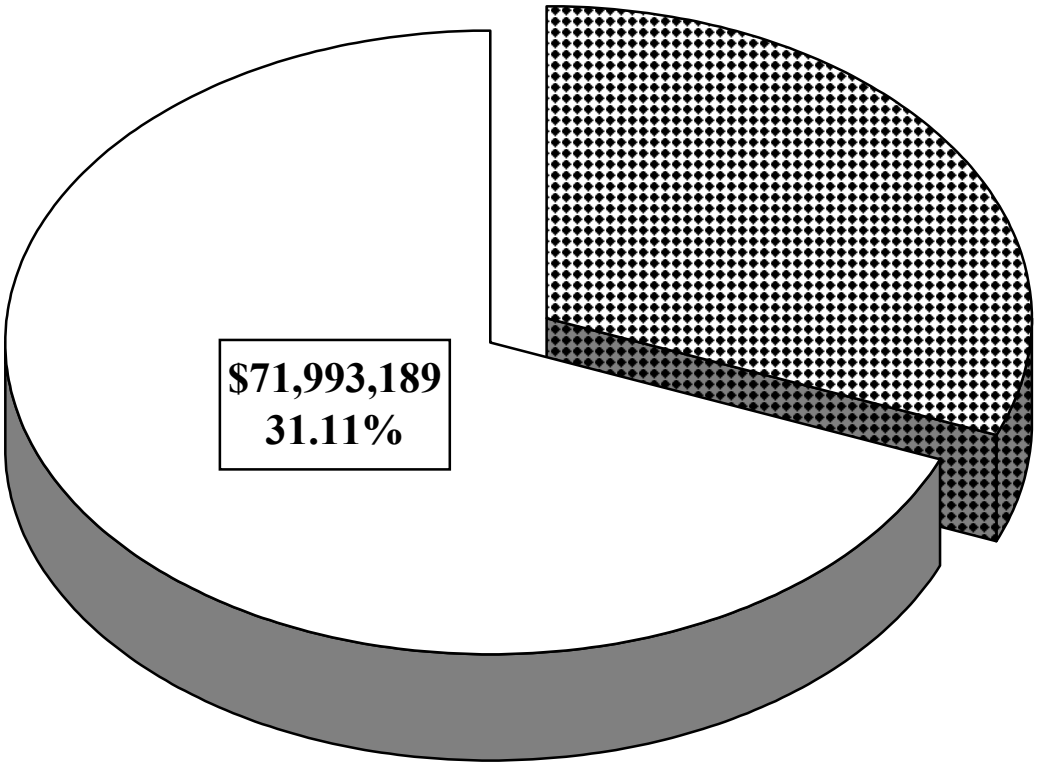
CITY OF COLORADO SPRINGS

Police



Office of the Chief	**$ 4,655,001**
Patrol	**$40,139,825**
Operations Support	**$27,198,363**

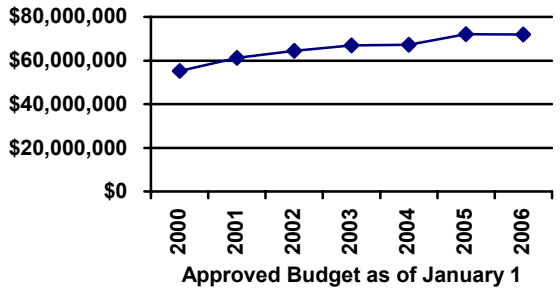
Police

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

MISSION

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

BUDGET HISTORY



SERVICES

Office of the Chief

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

Patrol Bureau Services

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

Operations Support Bureau

- Investigate persons and property crimes
- Provide metro vice, narcotics, and intelligence (VNI) and Tactical Enforcement Unit services
- Provide code enforcement services
- Provide fiscal/support services and maintain internal informational technology systems
- Provide public safety telecommunications
- Provide victims rights and metro forensic lab services
- Provide records and identification services

BUDGET SUMMARY

GENERAL FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$56,682,807	$58,430,343	$63,611,444	$65,222,831
Operating	6,031,814	6,721,563	6,461,333	5,362,578
Capital Outlay	188,880	2,067,511	2,035,838	1,407,780
Total	**$62,903,501**	**$67,219,417**	**$72,108,615**	**$71,993,189**

PUBLIC SAFETY SALES TAX (PSST) FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$ 4,602,189	$ 7,749,839	$ 9,912,642	$10,487,560
Operating	1,047,437	1,029,890	1,103,483	1,509,202
Capital Outlay	1,154,137	725,459	77,550	329,005
Capital Improvement Projects	5,013,548	4,171,508	1,952,434	915,000
Total	**$11,817,311**	**$13,676,697**	**$13,046,109**	**$13,240,767**

PERSONNEL

GENERAL FUND

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Manager	6.0	6.0	6.0	6.0
Supervisor	8.0	8.0	8.0	8.0
Professional	31.0	28.0	29.0	29.0
Paraprofessional	138.0	135.0	129.0	129.0
General	70.0	70.0	77.0	77.0
Civilian FTE Total	**253.0**	**247.0**	**249.0**	**249.0**
Chief	1.0	1.0	1.0	1.0
Deputy Chief	2.0	2.0	2.0	2.0
Commander	7.0	7.0	7.0	7.0
Lieutenant	18.0	18.0	18.0	18.0
Sergeant	67.0	67.0	67.0	68.0
Officer	485.0	485.0	485.0	484.0
Uniformed FTE Total	**580.0**	**580.0**	**580.0**	**580.0**
General Fund FTE Total	**833.0**	**827.0**	**829.0**	**829.0**

For 2004, six positions were eliminated including a Principal Analyst, Senior IT Analyst, Analyst II, Police Property Coordinator, Electronic Specialist, and an Administrative Technician.

In 2005, the Department incorporates a classification change of seven Records Technicians to Records and Identification Supervisors. This reflects a move of seven positions from Paraprofessional classification to the General classification. In addition, the Department reflects the conversion of a special employee hired in 2004 as an Evidence Technician (Paraprofessional) to a permanent position. This is reflected as an increase of one Paraprofessional position. In addition, the Department added a Chemist to support the Crime Lab.

In 2006, the Department transferred three officers in from Patrol to create the Financial Crimes Unit and one officer from the Patrol Bureau into Metro VNI to backfill a position that the Department has assigned to support the Joint Terrorism Task Force (JTTF). With the approval of the City Manager, one officer position in Patrol was converted to a Sergeant in Patrol to supervise the Domestic Violence Enhanced Response Team (DVERT) Unit.

SPECIAL / GRANT / TEMPORARY EMPLOYEES

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Manager	1.0	0.0	0.0	0.0
Professional	10.0	9.0	9.0	3.0
Paraprofessional	0.0	5.0	2.0	9.0
General	11.5	9.0	12.5	11.0
Civilian FTE Total	**22.5**	**23.0**	**23.5**	**23.0**
Officer	1.0	1.0	1.0	1.0
Uniformed FTE Total	**1.0**	**1.0**	**1.0**	**1.0**
Special/Grant/Temp FTE Total	**23.5**	**24.0**	**24.5**	**24.0**

PERSONNEL

PUBLIC SAFETY SALES TAX (PSST) FUND

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Supervisor	1.0	2.0	2.0	2.0
Professional	4.0	8.0	8.0	8.0
Paraprofessional	8.0	20.0	29.0	29.0
General	8.0	10.0	10.0	10.0
Civilian FTE Total	**21.0**	**40.0**	**49.0**	**49.0**
Commander	1.0	1.0	1.0	1.0
Lieutenant	1.0	3.0	3.0	3.0
Sergeant	3.0	18.0	19.0	19.0
Officer	60.0	65.0	65.0	65.0
Uniformed FTE Total	**65.0**	**87.0**	**88.0**	**88.0**
PSST FTE Total	**86.0**	**127.0**	**137.0**	**137.0**
Special Positions - Civilian	1.0	1.0	1.0	1.0

In 2004, the Department added seven Police Service Representatives, one Senior Office Specialist, one Crime Analyst, six Public Safety Dispatchers, one Emergency Response Technician, one Building Maintenance Supervisor, one Building Maintenance Technician, and one Evidence Technician to the Stetson Hills Division. Also added in 2004 were two Lieutenants, fifteen Sergeants, and five Officers.

In 2005, the Department added, per the revised PSST plan, seven Police Service Representatives for the Gold Hill Division and two Code Enforcement Officers as approved by City Council in 2004. In addition, the Department will add one Police Officer to Patrol. At the same time, one of the fixed post officers hired in 2004 in Patrol was converted to a Sergeant to provide for a Traffic Sergeant in the Stetson Hills Division to bring staffing profiles in line with the other three Patrol Divisions.

AIRPORT ENTERPRISE FUND

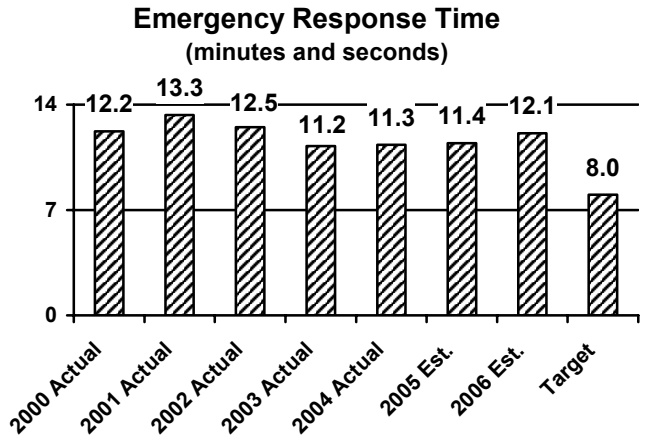
Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
General	3.0	3.0	3.0	3.0
Civilian FTE Total	**3.0**	**3.0**	**3.0**	**3.0**
Sergeant	2.0	2.0	2.0	2.0
Officer	18.0	18.0	18.0	18.0
Uniformed FTE Total	**20.0**	**20.0**	**20.0**	**20.0**
Airport FTE Total	**23.0**	**23.0**	**23.0**	**23.0**

PARKING ENTERPRISE FUND

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
General	3.0	3.0	3.0	3.0
Civilian FTE Total	**3.0**	**3.0**	**3.0**	**3.0**
Parking FTE Total	**3.0**	**3.0**	**3.0**	**3.0**

ALL FUNDS TOTAL

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
All Funds Total	**969.5**	**1,005.0**	**1,017.5**	**1,017.0**



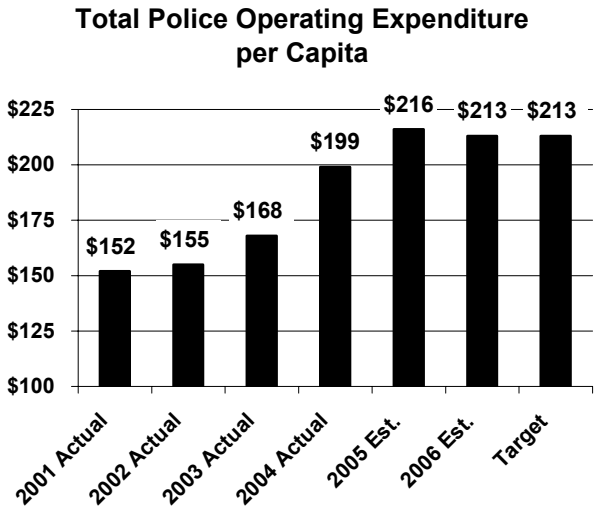
2002-2006 figures include PSST personnel and funding.

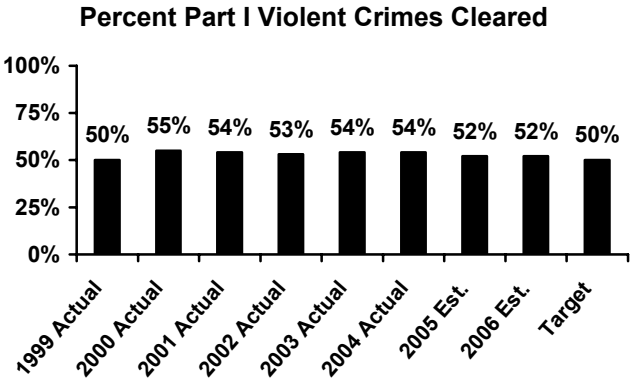
The total number of police Calls For Service (CFS) increased by 10,306 calls to a total of 203,468 in 2004. This figure excludes the 17,700 traffic stops that the CAD System began tracking in the second half of 2004. The 10,306 increase in police CFS is a 5.3 percent increase in calls compared to the previous year and twice of the growth rate in calls compared to annual historical trend. The rate of growth in police CFS has accelerated swiftly in 2005 as well. Through the first half of 2005, the police CFS are up by more than 20 percent compared to last year. Some of the growth trend may be attributed to the fact that CAD now tracks traffic stops. Yet, a rapid growth rate trend in police CFS is clear. Additional officers hired by the PSST revenue enabled the Department to lower the response time to emergency calls in the past few years. However, as the CFS increase with no significant boost in the number of officers, response time to emergency calls for service will climb gradually.

ICMA Relevant Measure: For similar size cities of 195,000-500,000 population in 2003, the average was 7:11.

As a measure of efficiency, the Department tracks the cost of Police services per capita to compare this cost with other municipalities and to determine if the cost is growing faster than the existing rate of inflation. With inflation projections of 3-4 percent for the next few years, the increase in operating expenditure per capita should remain within that parameter. Our goal is to provide the most cost-effective services possible without jeopardizing the effectiveness of services provided or quality of life for the citizens of Colorado Springs. In fact, according to the 2003 ICMA report, the cost of police operating expenditures per capita in Colorado Springs was one of the lowest among comparable cities with 195,000-500,000 population even after PSST operating expenditures are included.

ICMA Relevant Measure: For similar size cities of 195,000-500,000 population in 2003, the average was $228.





The clearance rate of Part I violent crimes (Homicide, Sexual Assault, Robbery, and Felony Assault) increased slightly in 2003. The Department's clearance rate remains well above the national average of similar size cities. The Department assigns 100 percent of violent crime cases. Although all cases are assigned, investigators must prioritize each one to work those cases having the highest solvability factors.

ICMA Relevant Measure: For similar size cities with population of 195,000-500,000 in 2003, the average was 43 percent.

CHANGES TO BUDGET

GENERAL FUND

- Funding of $889,525 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $552,991 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $502,122.
- Funding of $223,553 is included for PERA and Workers' Compensation increases.
- Funding of $413,764 is included for the increase in the unfunded liability of the City's Old Hire Police and Fire Pension Plan.
- Funding of $37,172 is included for increases in the costs of utilities.
- Funding of $19,000 is included for the Municipal Facilities Runoff Program.
- Onetime funding for capital outlay expenditures of $73,760 is eliminated.
- Funding of $314,355 is eliminated due to the reduction in the lease of police vehicles since the last payment was made in 2005.
- Vehicle replacement is reduced by $532,194.
- Funding of $829,000 is eliminated due to the transfer of the Animal Control Contract to the General Costs section.
- Also in 2006, the Police Department reallocates funding of $51,274 from a Police Service Representative position to the Call Center Coordinator position.
- The Department recognized the need for dealing with emerging crimes dealing with identity theft and theft using financial instruments. In light of this trend, a Financial Crimes Unit was established by transferring three officers out of the Patrol Bureau to the Operations Support Bureau to initiate this Unit. Consequently, $231,387 in resources is transferred from the Patrol Bureau to the Operations Support Bureau.
- The Department has recognized the need to increase support to the national emphasis on Homeland Security. In light of this increased emphasis, the Department has elected to join the Joint Terrorism Task force and support the Task Force with one full-time equivalent (FTE). To do so, the Department transferred one FTE and $77,129 from the Patrol Bureau to the Operations Support Bureau.
- For 2006, a Special Event Overtime account code is added with $40,000 budgeted which is transferred from the Uniformed Overtime account code to better track special event expenditures. Detailed information on Special Events is located in the Operations Support division in the Changes to Budget section.
- The Police Department reallocates $78,000 to hire a technician in April of 2006 to move the DNA Lab towards accreditation. This was accomplished by eliminating a clerical support position and distributing the duties over several other positions. There is no impact on public safety services.

PUBLIC SAFETY SALES TAX (PSST) FUND

- Funding is included for a 2006 salary and benefit increase and for PERA and Workers' Compensation increases.
- The 14 Public Safety Representative positions for the Gold Hill and Stetson Hills Divisions were changed to 12 Public Safety Representative positions and 2 Office Specialist positions.
- Operating expenses increased by $453,856 to fund technology, services and communication expenditures.
- Funding of $260,066 is included for DNA Lab equipment and replacement of lab equipment.
- Gold Hill Capital Improvement Project funding of over $1.0 million for construction of the substation is removed and $915,000 includes funding for completion of the project.

MAJOR OBJECTIVES

OBJECTIVE – Build greater trust with the community by continuing to employ the Department philosophy of community-based policing that is supported by the Department's strategy of problem-oriented policing (*Strategic Action Plan 2.1.0)*

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

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

OBJECTIVE – Ensure that the Patrol Bureau continues to provide crime and traffic control services in accordance with community needs and available resources (*Strategic Action Plan 2.1.0)*

Patrol officers will sustain efforts to maintain theft, robbery, burglary, and assault crime rates (per 1,000 population) within 5 percent of the 2004 levels. This will be accomplished by emphasizing a cooperative effort between officers and Divisional detectives associated with geographical imperatives. Officers will continue to maintain 2004 traffic enforcement levels and engage in traffic educational programs within the community as well as within the public school system.

OBJECTIVE – Promptly answer telephone calls from the public for emergency and non-emergency police, fire, and medical services in an efficient manner; provide dispatching of the appropriate number and type of police and fire units to the locations for service and document calls as mandated by the State statute (*Strategic Action Plan 2.1.0)*

To accomplish the mission-critical objectives of receiving, processing and dispatching police, fire and medical calls for service, the Department uses its approved funding to acquire and retain sufficient Emergency Response Technician (ERT) and Public Safety Dispatcher (PSD) staffing on three shifts, 24 hours a day, 7 days a week. ERT call-taker scheduling is based on phone call levels by hour of the day while PSD scheduling is based on a minimum of three police and two fire fixed-dispatch positions. Long-term planning, shift adjustments, use of temporary personnel, and overtime funding are used to augment the funding of full-time personnel to accomplish these objectives. All personnel in the Department Communications Section are provided both classroom and on-the-job training in all aspects of their responsibilities before they can be assigned to work independently.

OBJECTIVE – Provide professional and efficient investigative services regarding the commission of violent crimes against children and adults (*Strategic Action Plan 2.1.0)*

The Department is organized to provide for the investigation of major incidents to include homicides, felony assaults, felony child abuse, sexual assaults, robberies, and officer-involved shootings. In 2006, the Department will continue to provide investigative services 24 hours per day, 7 days per week. The Department continues to maintain collaborative partnerships with other agencies. For example, the Department Juvenile Offender Unit and Sex Crimes Unit will continue to maintain a close working relationship with the Probation Department. The Sex Crimes Unit will continue to participate in the Internet Crimes Against Children Grant. The Department continues its relationship with partners in the Domestic Violence Enhanced Response Team, the Department of Human Services, and the Children's Advocacy Center.

OBJECTIVE – Through a Metro Vice, Narcotic, and Intelligence (VNI) Division, investigate the illegal sale, possession, and distribution or manufacturing of controlled substances and enforce laws relating to prostitution, gambling, liquor and the gathering of criminal intelligence information (*Strategic Action Plan 2.1.0)*

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

laws, Metro VNI intends to diminish the overall number of criminal activities in Colorado Springs.

In addition, the Department will continue to participate in community awareness, education and partnerships with the community in reference to narcotics, vice and liquor enforcement. The Division will expand the community-awareness education presentations to include storage locker owners/managers and local schools. The Division will also develop new strategies to target the illegal manufacturing of methamphetamine and maintain the Pharmacy Alert Program. Metro VNI will maintain a liaison with the liquor industry and continue efforts to reduce underage drinking.

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

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

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

OBJECTIVE – Provide in-house training (recruits, reserves, in-service, lateral entry, remedial, supervisory, roll call, and safety), outside seminars, and workshops for specialized subject areas and career development and career counseling for sworn personnel (*Strategic Action Plan 5.8.0)*

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

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

The Department is committed to implement all of the projects that comprise the Police Department's portion of the Public Safety Sales Tax budget. These projects include but are not limited to the developing the Police Department's annual Public Safety Sales Tax fund budget; hiring of all personnel authorized by the Public Safety Sales Tax fund; obtaining necessary equipment and material support for them; and administering site selection and acquisition, design, construction and completion of the Gold Hill Division.

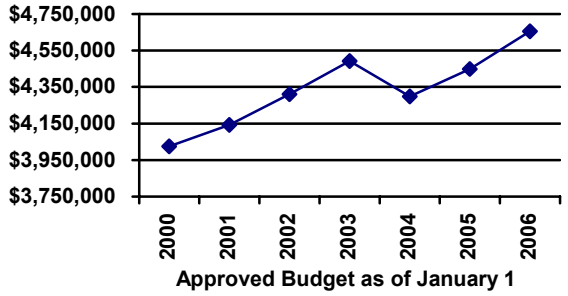
Office of the Chief

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

MISSION

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

BUDGET HISTORY



SERVICES

- Management and supervisory oversight of the Patrol Bureau, Operations Support Bureau, and Office of Professional Standards Division
- Police Training
- Internal Affairs
- Human Resources services
- Volunteer program
- Psychological services
- Accreditation and audit programs
- Press liaison and public information
- Community relations, PAL (Police Athletic League)
- Court liaison
- Crime Stoppers liaison
- Extra duty administration

BUDGET SUMMARY

GENERAL FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$3,439,447	$3,554,427	$3,939,900	$4,142,041
Operating	462,618	527,160	508,679	512,960
Capital Outlay	891	0	0	0
Total	**$3,902,956**	**$4,081,587**	**$4,448,579**	**$4,655,001**

PUBLIC SAFETY SALES TAX (PSST) FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$172,447	$206,563	$242,238	$247,236
Operating	7,112	12,161	9,315	10,940
Capital Outlay	6,894	0	0	0
Total	**$186,453**	**$218,724**	**$251,553**	**$258,176**

PERSONNEL

GENERAL FUND

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Manager	0.0	0.0	1.0	1.0
Professional	1.0	1.0	3.0	4.0
Paraprofessional	7.0	6.0	7.0	6.0
General	3.0	3.0	4.0	4.0
Civilian FTE Total	**11.0**	**10.0**	**15.0**	**15.0**
Chief	1.0	1.0	1.0	1.0
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	5.0	5.0	5.0	5.0
Officer	10.0	10.0	10.0	10.0
Uniformed FTE Total	**22.0**	**22.0**	**22.0**	**22.0**
FTE Total	**33.0**	**32.0**	**37.0**	**37.0**

For 2004, one Administrative Technician position was eliminated.

During 2004, the Staff Resources Section and five FTE were transferred from the Operations Support Division to the Office of the Chief. Also, one Senior Office Specialist was upgraded to an Administrative Technician in late 2004 so all of the changes are reflected in the 2005 Budget.

For 2006, one Administrative Technician is upgraded to an Analyst I.

SPECIAL / GRANT / TEMPORARY EMPLOYEES

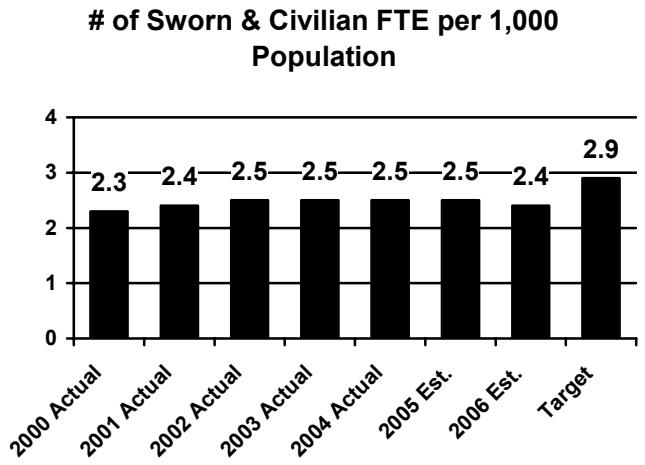
Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
General	1.0	1.0	1.0	1.0
Civilian FTE Total	**1.0**	**1.0**	**1.0**	**1.0**
Special/Grant/Temp FTE Total	**1.0**	**1.0**	**1.0**	**1.0**

PUBLIC SAFETY SALES TAX (PSST) FUND

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
General	1.0	1.0	1.0	1.0
Civilian FTE Total	**1.0**	**1.0**	**1.0**	**1.0**
Sergeant	2.0	2.0	2.0	2.0
Uniformed FTE Total	**2.0**	**2.0**	**2.0**	**2.0**
PSST FTE Total	**3.0**	**3.0**	**3.0**	**3.0**

ALL FUNDS TOTAL

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
All Funds Total	**37.0**	**36.0**	**40.0**	**40.0**



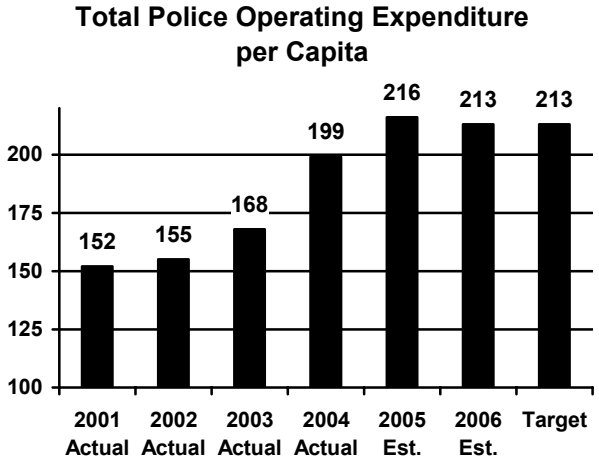
2002-2006 figures include PSST personnel.

Both sworn and civilian staffing rates are lower in Colorado Springs than in cities of comparable size. It has been recognized for some time that CSPD's employees are competent, capable, innovative and productive. We are aided by good technology. These combined traits have contributed to our ability to cope with the low staffing ratios. However, the current demand for services is greater than our ability to provide them. Additional personnel gained by PSST revenues have eased this problem to some extent, but the gains will diminish as the population increases.

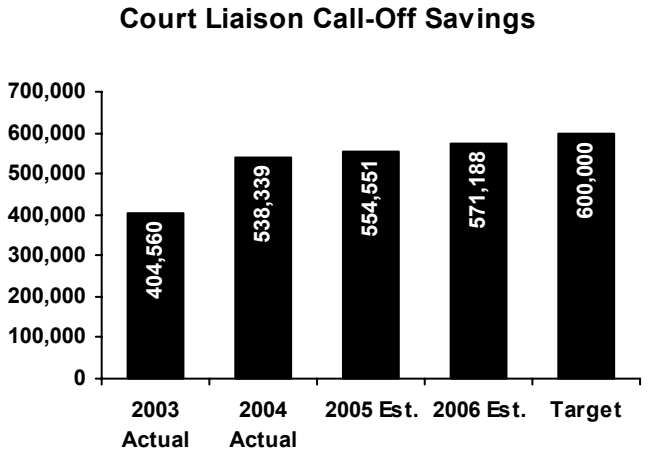
ICMA Relevant Measure: For similar size cities of 195,000-500,000 population in 2003, the average was 2.9.

As a measure of efficiency the Department tracks the cost of Police Services per capita to compare it with other municipalities and to determine if the cost is growing faster than the existing rate of inflation. With inflation projections of 3-4 percent for the next few years, the increase in operating expenditure per capita should remain within that parameter. Our goal is to provide the most cost effective services possible without jeopardizing the effectiveness of services provided or quality of life for the Citizens of Colorado Springs. In fact, according to the 2003 ICMA report, the cost of police operating expenditures per capita in Colorado Springs was one of the lowest among comparable cities with 195,000-500,000 population even after we include PSST operating expenditure.

ICMA Relevant Measure: For similar size cities of 195,000-500,000 population in 2003, the average was $228.



2002-2006 figures include PSST personnel.



2002 - 2006 figures include PSST personnel and funding.

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. In 2001, the Court Liaison Office had to move out of the courthouse and no funding was available to lease office space near the Court. This resulted in a decrease of Court Liaison Call-Off Savings. As a result, the operation is now housed in the Police Operations Center. While significant dollars are still being saved, it is not as efficient as when it was located in the courthouse.

ICMA Relevant Measure: For similar size cities of 195,000-500,000 population in 2003, the average was Not Available.

CHANGES TO THE BUDGET

GENERAL FUND

- Funding of $86,905 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $56,930 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- Funding of $11,313 is included for PERA and Workers' Compensation increases.
- Also in 2006, the Police Department reallocates funding of $51,274 from a Police Service Representative position in Patrol Division to the Call Center Coordinator position in the Office of the Chief Division.

PUBLIC SAFETY SALES TAX (PSST) FUND

- No major changes made to the PSST budget.

MAJOR OBJECTIVES

OBJECTIVE – Provide overall management guidance to the Police Department and move the organization to be on the leading edge of policing; and provide the leadership necessary to promote the quality of life in partnership with the community while reducing crime and the fear of crime

Provide overall management direction to ongoing operations, as well as participate in City policy formulation and implementation. This Division will focus on issues that include community engagement, service delivery, homeland security, traffic issues, use of technology, and resource management.

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 (*Strategic Action Plan 5.8.0)*

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

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

Rotation of supervisory personnel into the Internal Affairs Unit ensures an objective approach to cases handled by this Unit.

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 uniformed and civilian employees; promotional test administration for uniformed employees; volunteer assistance; and coordination of special events, volunteer program, and extra duty services

The Staff Resources Section provides the mechanism and systems to track, recruit, and hire personnel to fill Police Department vacancies. The Staff Resources Section administers all testing for recruits, promotions, and reclassifications and continually assists employees with benefit issues, retirement processes, pension information, and general employment concerns. It also monitors the growing number of records necessary to ensure annual performance appraisals are completed in a timely manner for all employees. In addition, the Staff Resources Section coordinates a volunteer program and extra duty program, which provides for cost-effective service delivery to internal and external Police customers.

MAJOR OBJECTIVES

OBJECTIVE – Provide timely, accurate and complete information to the general public and members of the media (*Strategic Action Plan 5.7.0)*

Providing timely, accurate and complete information to the media and public is a basic ingredient of CSPD's community policing philosophy. This Unit will proactively provide new and innovative access to public information through interviews, constant public contact, and emerging technologies to promote free access to CSPD's activities. Press reports will be distributed via the internet to enable equal access, and a mobile pressroom will serve as a point of contact during emergency situations.

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

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

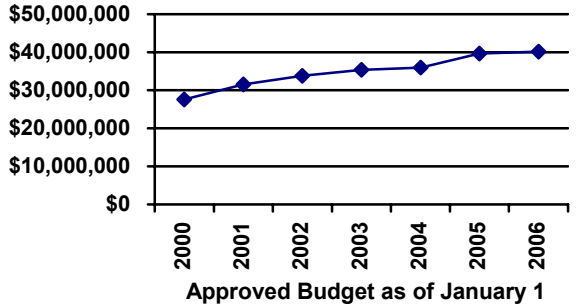
Patrol

Dave Felice, Deputy Chief ● 705 S. Nevada Avenue, Colorado Springs, CO 80903 ● (719) 444-7405 ● feliceda@ci.colospgs.co.us

MISSION

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

BUDGET HISTORY



SERVICES

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

BUDGET SUMMARY

GENERAL FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$34,366,371	$35,727,164	$39,119,230	$39,628,492
Operating	544,949	398,739	514,073	511,333
Capital Outlay	62,914	28,286	0	0
Total	**$34,974,234**	**$36,154,189**	**$39,633,303**	**$40,139,825**

PUBLIC SAFETY SALES TAX (PSST) FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$2,993,289	$5,450,872	$7,007,611	$7,509,955
Operating	17,721	121,851	138,037	132,438
Capital Outlay	9,596	24,260	0	0
Total	**$3,020,606**	**$5,596,983**	**$7,145,648**	**$7,642,393**

PERSONNEL

GENERAL FUND

Classification	2003 Budget	2004 Budget	2005 Budget	2006 Budget
Professional	4.0	4.0	4.0	4.0
Paraprofessional	30.0	30.0	30.0	30.0
General	3.0	3.0	3.0	3.0
Civilian FTE Total	**37.0**	**37.0**	**37.0**	**37.0**
Commander	3.0	3.0	3.0	3.0
Lieutenant	9.0	9.0	9.0	9.0
Sergeant	49.0	49.0	49.0	50.0
Officer	392.0	395.0	395.0	390.0
Uniformed FTE Total	**453.0**	**456.0**	**456.0**	**452.0**
General Fund FTE Total	**490.0**	**493.0**	**493.0**	**489.0**

In 2006, the Department transferred three officers in from Patrol to create the Financial Crimes Unit and one officer from the Patrol Bureau into Metro VNI to backfill a position that the Department assigned to support the Joint Terrorism Task Force (JTTF).

SPECIAL / GRANT / TEMPORARY EMPLOYEES

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Professional				1.0
General Grant Funded	4.0	5.0	5.0	4.0
Special	0.0	1.0	1.0	0.0
Civilian FTE Total	**4.0**	**6.0**	**6.0**	**5.0**
Special/Grant/Temp FTE Total	**4.0**	**6.0**	**6.0**	**5.0**

PUBLIC SAFETY SALES TAX (PSST) FUND

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Professional	0.0	1.0	1.0	1.0
Paraprofessional	0.0	7.0	14.0	14.0
General	0.0	1.0	1.0	1.0
Civilian FTE Total	**0.0**	**9.0**	**16.0**	**16.0**
Commander	1.0	1.0	1.0	1.0
Lieutenant	1.0	3.0	3.0	3.0
Sergeant	0.0	15.0	16.0	16.0
Officer	54.0	59.0	59.0	59.0
Uniformed FTE Total	**56.0**	**78.0**	**79.0**	**79.0**
PSST FTE Total	**56.0**	**87.0**	**95.0**	**95.0**

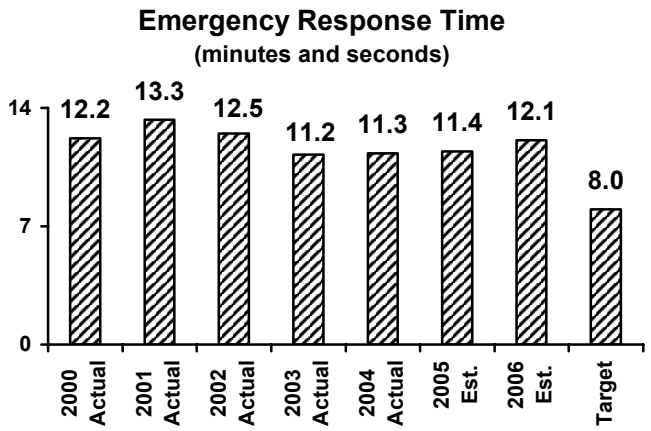
For 2005, one Patrol Officer is added for the Gold Hill Division.

For 2006, seven Police Service Representatives are added for the Gold Hill Division. These positions were originally budgeted for three months in 2005 but CSPD does not anticipate the new division to be open before 2006.

ALL FUNDS TOTAL

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
All Funds Total	**550.0**	**586.0**	**594.0**	**589.0**

PERFORMANCE INDICATORS



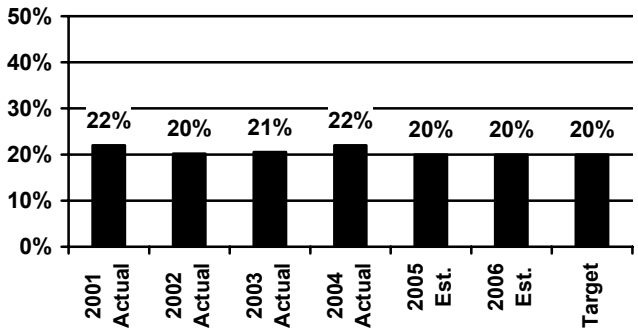
2002-2006 figures including PSST personnel.

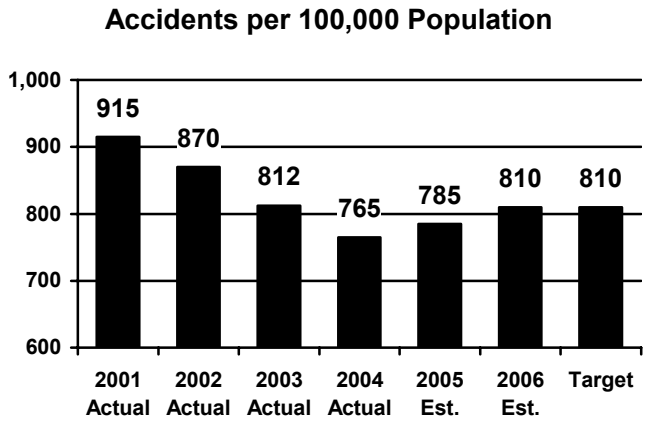
The total number of police Calls For Service (CFS) increased by 10,306 calls to a total of 203,468 in 2004. This figure excludes the 17,700 traffic stops that the CAD System began tracking in the second half of 2004. The 10,306 increase in police CFS is a 5.3 percent increase in calls compared to the previous year and twice of the growth rate in calls compared to annual historical trend. The rate of growth in police CFS is accelerating swiftly in 2005 as well Through the first half of 2005, the police CFS are up by more than 20 percent compared to last year. Some of the growth trend maybe attributed to the fact that CAD now tracks traffic stops. Yet, a rapid growth rate trend in police CFS is clear. Additional officers hired by the PSST revenue enabled the Department to lower the response time to emergency calls in the past few years. However as the CFS increase with no significant boost in the number of officers, response time to emergency calls for service will climb gradually.

ICMA Relevant Measure: For similar size cities of 195,000-500,000 population in 2003, the average was 7:11.

Part I property crimes are classified as crimes of burglary, larceny, and motor vehicle theft. The Part I property crimes clearance rates remained relatively stable in 2004. Part I property crimes clearance rates are projected to remain substantially above the national average for similar size cities.

ICMA Relevant Measure: For similar size cities of 195,000-500,000 population in 2003, the average was 15 percent.





The number of injury-producing accidents per 100,000 population decreased significantly in 2004. However, the growth rate of registered vehicles in El Paso County is greater than population growth. The El Paso County Clerk and Recorder's Office projects that the number of registered vehicles in the County will grow at a rate of 3.7 percent annually in the next few years. Obviously, this rapid increase impacts the City's accident rates. However, additional officers dedicated to Intersection Safety and Neighborhood Speeding Programs should provide some positive impacts.

ICMA Relevant Measure: For similar size cities of 195,000-500,000 population in 2003, the average was 820.

CHANGES TO THE BUDGET

GENERAL FUND

- Funding of $500,803 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $329,087 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $502,122.
- Funding of $126,158 is included for PERA and Workers' Compensation increases.
- Funding of $413,764 is included for the increase in the unfunded liability of the City's Old Hire Police and Fire Pension Plan.
- The Police Department reallocates funding of $52,652 from a Police Service Representative position in Patrol Division to the Call Center Coordinator position in the Office of the Chief Division and $1,378 to the Operations Support Division.
- Funding of $3,000 is reallocated from Patrol to Operations Support.
- The Department recognized the need for dealing with emerging crimes dealing with identity theft and theft using financial instruments. In light of this trend, a Financial Crimes Unit was established by transferring three officers out of the Patrol Bureau to the Operations Support Bureau to initiate this Unit. Consequently, $231,387 in resources was transferred from the Patrol Bureau to the Operations Support Bureau.
- The Department recognized the need to increase support to the national emphasis on Homeland Security. In light of this increased emphasis, the Department elected to join the Joint Terrorism Task force and support the Task Force with one FTE. In order to do so, the Department transferred one FTE and $77,129 from the Patrol Bureau to the Operations Support Bureau.
- For 2006, the annual rental lease contract for DVERT was transferred from Patrol's Falcon Division budget to Patrol's Sand Creek Division budget.

PUBLIC SAFETY SALES TAX (PSST) FUND

- 14 Public Safety Representative positions for Gold Hill and Stetson Hills Divisions were reclassified to 12 Public Safety Representative positions and 2 Office Specialist positions.

MAJOR OBJECTIVES

OBJECTIVE - First police response for emergency calls for service will arrive within 8 minutes 90% of the time (*Strategic Action Plan 2.1.0)*

The increased number of officers hired by the Public Safety Sales Tax (PSST) revenue enabled the Department to lower the response time to emergency calls. The average response time for emergency CFS in 2004 was at 11:32 compared to the high of 13:30 in 2001 prior to PSST. However, as the CFS increase with no significant increase in the number of officers, response time to emergency calls for service will gradually climb. Through 2004, the number of police calls for service increased by 13.6 percent compared to 2003.

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

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

OBJECTIVE – Build greater trust with the community by continuing to employ the Department philosophy of community-based policing that is supported by the Department's strategy of problem-oriented policing (*Strategic Action Plan 6.9.0)*

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

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

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

The Department has long recognized the difficulties that complex systems within government can create for the victims of domestic violence. In an effort to improve upon this we will continue to seek out every opportunity to create new partnerships with key organizations that can potentially impact a victim of domestic violence. We will also continue to maintain and foster the existing multi-disciplinary work groups already developed.

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

This is achieved by ensuring there is a visible presence of the Department to deter security problems at the Municipal Court, CAB, and Utilities Administration Building. There is continued monitoring of any incidents involving the violation of Courthouse security and correcting any deficiencies. Record keeping practices regarding transportation of prisoners is maintained. The Marshal's Unit constantly observes the changing security needs of both the physical operation of the Municipal Court as well as protection issues for the employees.

OBJECTIVE – Ensure that the Patrol Bureau continues to provide crime and traffic control services in accordance with community needs and available resources (*Strategic Action Plan, 2.1.0, 2.2.0, 6.8.0)*

Patrol officers will sustain efforts to maintain theft, robbery, burglary, and assault crime rates (per 1,000 population) within 5 percent of the 2005 levels. This will be accomplished by emphasizing a cooperative effort between officers and Divisional detectives associated with geographical imperatives. Officers will continue to maintain 2005 traffic enforcement levels and engage in traffic educational programs within the community as well as the public school system.

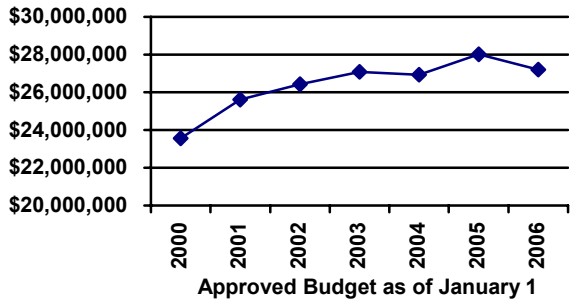
Operations Support

Steve Liebowitz, Deputy Chief ● 705 S Nevada Avenue, Colorado Springs, CO 80903 ● (719) 444-7402 ● liebowst@springsgov.com

MISSION

To provide expertise in a variety of service areas including management services, information technology, financial accounting and reporting, fleet and facility management, evidence and impound maintenance, 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

- Investigate persons and property crimes
- Provide metro vice, narcotics, and intelligence (VNI) services
- Tactical Enforcement Unit services and K-9 support
- Provide Code Enforcement services
- Provide fiscal/support services
- Develop and maintain internal informational technology systems
- Provide public safety telecommunications
- Provide metro forensic lab services
- Provide records and identification services
- Provide secure storage of evidence and personal property services
- Ensure proper allocation and maintenance of Department fleet
- Ensure proper maintenance of police facilities
- Provide investigative services of financial crimes
- Provide Polygraph services for criminal and employment purposes
- Identify, investigate, arrest, track, and support the prosecution of violent juvenile offenders
- Provide victim services
- Provide fugitive services
- Provide explosive ordinance services
- Administer the Public Safety Sales Tax (PSST) program and projects

BUDGET SUMMARY

GENERAL FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$18,876,989	$19,148,752	$20,552,314	$21,452,298
Operating	5,024,247	5,795,664	5,438,581	4,338,285
Capital Outlay	125,075	2,039,225	2,035,838	1,407,780
Total	**$24,026,311**	**$26,983,641**	**$28,026,733**	**$27,198,363**

BUDGET SUMMARY

PUBLIC SAFETY SALES TAX (PSST) FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$1,436,452	$2,092,404	$2,662,793	$2,730,369
Operating	1,022,605	895,878	956,131	1,365,824
Capital Outlay	1,137,647	701,200	77,550	329,005
Capital Improvement Projects	5,013,548	4,171,508	1,952,434	915,000
Total	**$8,610,252**	**$7,860,990**	**$5,648,908**	**$5,340,198**

PERSONNEL

GENERAL FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Classification				
Manager	6.0	6.0	5.0	5.0
Supervisor	8.0	8.0	8.0	8.0
Professional	26.0	23.0	22.0	21.0
Paraprofessional	101.0	99.0	93.0	93.0
General	64.0	64.0	69.0	70.0
Civilian FTE Total	**205.0**	**200.0**	**197.0**	**197.0**
Commander	3.0	3.0	3.0	3.0
Lieutenant	6.0	6.0	6.0	6.0
Sergeant	13.0	13.0	13.0	13.0
Officers	83.0	80.0	80.0	84.0
Uniformed FTE Total	**105.0**	**102.0**	**102.0**	**106.0**
General Fund FTE Total	**310.0**	**302.0**	**299.0**	**303.0**

During 2004, five FTE's in the Staff Resource Section (1 Manager, 2 Professional, 1 Paraprofessional, and 1 General) were transferred to the Office of the Chief. For 2004, four positions were eliminated including Principal Analyst (Professional), Senior IT Analyst (Professional), Police Property Coordinator (General), and an Electronic Specialist (Paraprofessional).

In 2005, the Department incorporates a classification change of seven Records Technicians to Records and Identification Supervisors. This reflects a move of seven positions from Paraprofessional classification to the General classification. In addition, the Department reflects the conversion of a special employee hired in 2004 as an Evidence Technician (Paraprofessional) to a permanent position. This is reflected as an increase of one Paraprofessional position. In addition, the Department converted one FTE from a special to a permanent employee for a chemist (Professional) in the lab.

In 2006, the Department transferred three officers in from Patrol to create the Financial Crimes Unit and one officer from the Patrol Bureau into Metro VNI to backfill a position that the Department assigned to support the Joint Terrorism Task Force (JTTF).

SPECIAL / GRANT / TEMPORARY EMPLOYEES

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Classification				
Professional	6.0	7.0	7.0	2.0
Paraprofessional	3.0	4.0	4.0	9.0
General	3.5	4.0	1.5	2.0
Temp – General	5.0	0.0	4.0	4.0
Civilian FTE Total	**17.5**	**15.0**	**16.5**	**17.0**
Officer	1.0	1.0	1.0	1.0
Uniformed FTE Total	**1.0**	**1.0**	**1.0**	**1.0**
Special/Grant/Temp FTE Total	**18.5**	**16.0**	**17.5**	**18.0**

PERSONNEL

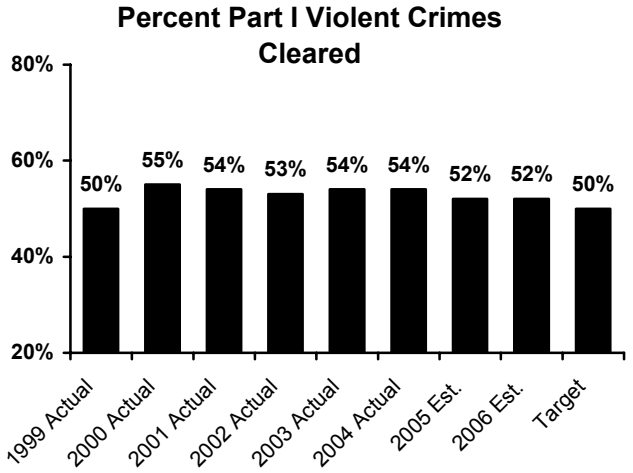
PUBLIC SAFETY SALES TAX (PSST) FUND

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Supervisor	1.0	1.0	2.0	2.0
Professional	8.0	7.0	7.0	7.0
Paraprofessional	4.0	14.0	15.0	15.0
General	7.0	8.0	8.0	8.0
Civilian FTE Total	**20.0**	**30.0**	**32.0**	**32.0**
Sergeant	1.0	1.0	1.0	1.0
Officer	6.0	6.0	6.0	6.0
Uniformed FTE Total	**7.0**	**7.0**	**7.0**	**7.0**
PSST Fund FTE Total	**27.0**	**37.0**	**39.0**	**39.0**
Special Position - Paraprofessional	1.0	1.0	1.0	1.0

ALL FUNDS TOTAL

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
All Funds Total	**356.5**	**356.0**	**356.5**	**361.0**

PERFORMANCE INDICATORS

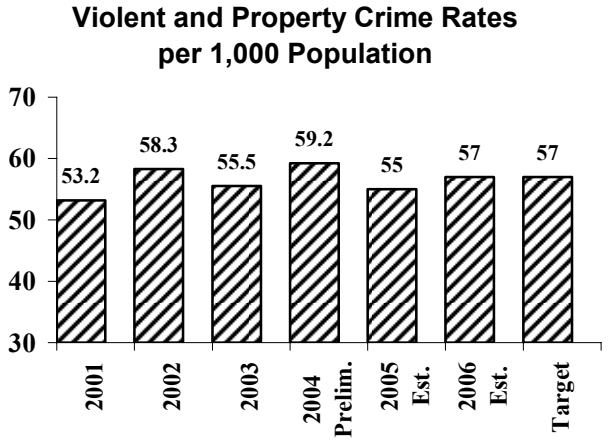


The clearance rate of Part I violent crimes (Homicide, Sexual Assault, Robbery, and Felony Assault) increased slightly in 2003. The Department's clearance rate remains well above the national average of similar size cities. The Department assigns 100 percent of violent crime cases. Although all cases are assigned, investigators must prioritize each one to work those cases having the highest solvability factors.

ICMA Relevant Measure: For similar size cities with population of 195,000-500,000 in 2003, the average was 43 percent.

Violent and property crime rates in Colorado Springs will remain below the national average of similar size cities. The Department strives to keep the crime rate low in Colorado Springs compared to other similar size cities. The 2004 data indicates that the crime rate per 1,000 population in Colorado Springs will remain considerably below the projected national average of similar size cities.

ICMA Relevant Measure: Not Available.



National Index Crime Rate/1,000 population from FBI in 2003 was 68.5.

CHANGES TO THE BUDGET

GENERAL FUND

- Funding of $301,817 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $166,974 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- Funding of $86,082 is included for PERA and Workers' Compensation increases.
- Funding of $37,172 is included for increases in the costs of utilities.
- Funding of $19,000 is included for the Municipal Facilities Runoff Program.
- Onetime funding for capital outlay expenditures of $73,760 is eliminated.
- Funding of $314,355 is eliminated due to the reduction in the lease of police vehicles since the last payment was made in 2005.
- Vehicle replacement is reduced by $532,194.
- Funding of $829,000 is eliminated due to the transfer of the Animal Control Contract to the General Costs section.
- Funding of $1,378 is reallocated from the Patrol Division to Operations Support.
- The Police Department reallocates $78,000 to hire a technician in April of 2006 to move the DNA Lab towards accreditation. This was accomplished by eliminating a clerical support position and distributing the duties over several other positions. There is no impact on public safety services.
- Funding of $3,000 is reallocated from the Patrol Division to Operations Support Division.
- The Department recognized the need for dealing with emerging crimes dealing with identity theft and theft using financial instruments. In light of this trend, a Financial Crimes Unit was established by transferring three officers out of the Patrol Bureau to the Operations Support Bureau to initiate this Unit. Consequently, $231,387 in resources is transferred from the Patrol Bureau to the Operations Support Bureau in support of this transfer.
- The Department recognized the need to increase support to the national emphasis on Homeland Security. In light of this increased emphasis, the Department elected to join the Joint Terrorism Task force and support the Task Force with one FTE. To do so, the Department transferred one FTE and $77,129 from the Patrol Bureau to the Operations Support Bureau.
- For 2006, a Special Event account code is added with $40,000 budgeted which is transferred from the Uniformed Overtime account code to better track special event expenditures. Under the City's current Special Events Policy the non-profit organizations will pay one-half the City's costs for Police services and for-profit organizations are required to pay the full City's Police costs to support the event. However, the policy further states that the City will provide services at no charge for seven special events that have been designated as City-sponsored events. Those events include: Bicycle Week-Starlight Spectacular; Folk Art Festival-County Christmas; Fallen Firefighter Memorial event; Forth of July; State Games of America; the Veterans Day Parade; and the Pikes Peak or Bust Rodeo Parade.

PUBLIC SAFETY SALES TAX (PSST) FUND

- No major changes were made to the PSST budget.

MAJOR OBJECTIVES

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

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, and preparing documents and other media presentations and materials to keep the public and Council informed of the Department achievements, activities, statistics and services. In addition, the Management Services Division manages and coordinates all CIP-funded activities and Department citizen satisfaction surveys and represents the Department on various boards, committees, task forces and at public functions. The Division also reports all corresponding activities relating to the Public Safety Sales Tax that was approved by the Colorado Springs voters in November of 2001.

OBJECTIVE – Assist in augmenting existing Department resources by supporting the monitoring and reporting of federal, State and local grants (*Strategic Action Plan 2.3.0)*

The Police Department uses grant funding to augment existing resources. To this end, the Department is continually seeking funding opportunities to enhance service delivery and public safety. Each grants opportunity must be reviewed for financial considerations prior to submittal of the application. Fiscal and Planning will support the development of grant applications and overall grant administration. Once awarded, all grants require quarterly progress reports that include analysis of expenditures and requests for reimbursement of expenditures. In addition, Fiscal and Planning becomes an integral part in program reviews and audits by the granting agencies and will continue to provide this service.

OBJECTIVE – 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 (IT) Section provides a multitude of support and services to the employees and volunteers of the Department. Some of these functions include the research and introduction of technology to promote proactive policing and community-oriented policing initiatives for law enforcement. These goals will be achieved by completing the deployment of fast and secure mobile data computing system, enhancing web technologies, developing the field reporting system, supporting the redesign of Criminal Justice Information System, implementing a new Computer Aided Dispatch System, and providing Geographic Information Systems (GIS) in support of emergency operations – all growing areas in law enforcement. Project management and comprehensive software engineering methods will be applied to produce and integrate new software systems. Partnerships with local vendors with expertise in Microsoft.NET will be firmly established. Research on competing acquisition/development methods like Commercial Off The Shelf (COTS) products will continue.

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

To accomplish the mission critical objectives of receiving, processing and dispatching police, fire and medical calls for service, the Department uses its approved funding to acquire and retain sufficient Emergency Response Technician (ERT) and Public Safety Dispatcher (PSD) staffing on three shifts, 24 hours a day, 7 days a week. ERT call-taker scheduling is based on phone call levels by hour of the day while PSD scheduling is based on a minimum of five police and two fire fixed-dispatch positions. Long-term planning, shift adjustments, use of temporary personnel, and overtime funding are used to augment the funding of full-time personnel to accomplish these objectives. All personnel in the Department Communications Section are provided both classroom and on-the-job training in all aspects of their responsibilities before they can be assigned to work independently.

OBJECTIVE – Provide professional and efficient investigative services regarding the commission of violent crimes against children and adults (*Strategic Action Plan 2.1.0)*

The Department has organized to provide for the investigation of major incidents to include homicides, felony assaults, felony child abuse, sexual assaults, robberies, and officer involved shootings. In 2006, the Department will continue to provide investigative services 24 hours per day, 7 days per week. The Department continues to maintain collaborative partnerships with other agencies. For example, the Department Juvenile Offender Unit and Sex Crimes Unit will continue to maintain a close working relationship with the Probation Department. The Sex Crimes Unit will continue to participate in the Internet Crimes Against Children Grant.

MAJOR OBJECTIVES

The Department continues its relationship with partners in the Domestic Violence Enhanced Response Team, the Department of Human Services, the Children's Advocacy Center, and the Trust, Education, Safety, Support, Action (TESSA) Center for Domestic Violence.

OBJECTIVE – Maintain a continuing impact on property crimes by conducting quality criminal investigations, recovering stolen property, clearing cases, and prosecuting identified perpetrators (*Strategic Action Plan 2.1.0)*

The Department explores viable investigative leads; develops further leads through interviews; and provides search warrants, computer analysis, surveillance, and other resources to identify serial offenders, solve cases, recover evidence and arrest perpetrators. Employees emphasize fraud cessation and recovery of stolen property both through traditional investigation and analysis such as computer media and automated pawn records.

The Department continues to leverage the computer forensic applications of the Computer Crimes Unit throughout the Investigations Division to further exploit technological techniques and solutions for criminal investigations and scientific examination of evidence wherever possible. Also, it utilizes technology resources wherever practical to expedite investigation and prosecution of offenders.

The Department will continue to engage in collaborative investigations through law enforcement partnerships, including the US Postal Inspection Service, US Secret Service, FBI, Colorado Association of Computer Crime Investigators (CACCI), US Customs' White-Collar Crime Information Network (WIN), National White Collar Crime Center (NW3C), and various local and State agencies. The Unit will continue active participation and problem solving with a diverse group of community business groups including Pikes Peak Fraud and Robbery Crimes Information - Electronically Networked (FRIEND), Front Range Economic Crime Investigators Association (FRECIA), Retail Security Association, and Better Business Bureau. Section personnel will continue support for other collaborative efforts between the Department and community/industry groups, especially as they pertain to education and fraud prevention.

OBJECTIVE – Through a Metro Vice, Narcotics, and Intelligence (VNI) Division, investigate the illegal sale, possession, and distribution or manufacturing of controlled substances and enforce laws relating to prostitution, gambling, liquor and the gathering of criminal intelligence information (*Strategic Action Plan 2.1.0, 2.2.0)*

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

In addition, the Department will continue to participate in community awareness, education and partnerships with the community in reference to narcotics, vice and liquor enforcement. The Division will expand the community awareness, education presentations to include storage locker owners/managers and local schools. The Division will also develop new strategies to target the illegal manufacturing of methamphetamine and maintain the Pharmacy Alert Program. Metro VNI will maintain a liaison with the liquor industry and continue efforts to reduce underage drinking.

The Department's budget to deal with drug interdiction is supplemented by funding from the Special Investigative Fund (SIF), a consortium of multiple jurisdictions focused on the drug problems in the area, and Rocky Mountain High Intensity Drug Trafficking Area (RMHIDTA) grant funding. The State legislature recently modified the scope of authority and the asset seizure capability of the Special Investigative Fund (SIF) Board with legislation concerning asset forfeiture. It is anticipated that the impact of this legislation will reduce the amount of asset forfeiture moneys, typically used to supplement Metro VNI funding. In addition, it is anticipated that federal funds for the Rocky Mountain High Intensity Drug Trafficking Area (RMHIDTA) will be shifted to use for homeland security. The impact of fiscal constraints has a direct bearing on the amount of street-level drug investigations that may be initiated. Metro VNI will attempt different, less costly strategies in an attempt to continue the drug interdiction programs despite outside fiscal shortfalls.

OBJECTIVE – Administer and manage the implementation of Public Safety Sales Tax (PSST) fund projects and requirements

The Division will implement all of the PSST projects for the Police Department. These projects include but are not limited to developing the Department's annual PSST Fund budget, hiring of all PSST personnel, obtaining necessary PSST equipment and material support, and administering the Department's completion of the Gold Hill Division substation.

MAJOR OBJECTIVES

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
(*Strategic Action Plan 2.2.0)*

The Department furnishes crime scene call-out response capability 24 hours a day, every day. At crime scenes, a wide range of expert forensic services is provided that includes documentation of crime scenes by report, sketches, photography, and videotape. The Crime Lab employees collect and identify crime scene evidence, protect its chain of custody, and conduct limited field analysis within areas of expertise. Also, the Lab operates a full-service forensics photo laboratory for film, prints and digital imaging capability. It collects, analyzes and identifies latent fingerprint evidence and manages the Automated Fingerprint Identification System (AFIS). As part of the Lab's investigative efforts, it continues to contribute to the Federal National Integrated Ballistics Network database by submission of crime-related firearms and cartridge casings through relationships with the ATF and CBI. Also, the Lab provides drug analysis services, conducts qualitative and quantitative examinations of drugs recovered from investigative drug buys and other seizures, conducts blood alcohol analysis of evidence samples obtained in DUI and DWAI cases, and testifies in court as witnesses, both as to fact and expert interpretation on findings. Through a federal grant to the City, the Department is striving to upgrade the Crime Lab to implement DNA analysis capabilities.

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

The Department maintains all police reports, traffic accident reports, and criminal history files as required by State law. All reports are processed by data entry personnel to ensure that they are coded and entered into the Department's National Incident Base Reporting Standards (NIBRS) database. The Department will ensure that all victims are notified of victim's rights. Each case report is examined for compliance. If victim's rights information is not made by the investigating officers, the Record Section ensures notification is made.

OBJECTIVE – Provide an aerial platform with the primary mission of assisting the patrol function; aircraft are deployed during peak calls for service and are also available for assisting with special operations for the Patrol Bureau and Metro VNI; while airborne, direct/advise ground units to provide the most effective deployment of officers
(*Strategic Action Plan 2.2.0)*

This is accomplished by utilizing the helicopter as an active and proactive platform to enhance the overall effectiveness of the officers assigned to patrol as well as other units of the Department. The helicopter continues to be a valuable asset to the organization supporting a myriad of police activities.

OBJECTIVE – Provide expert technical support during incidents involving explosives or the threatened unlawful use of explosives

The Metro Explosives Unit provides technical and investigative support during incidents involving the unlawful possession, use, or threatened use of explosives and other explosives-related incidents throughout Colorado Springs and El Paso County. Explosive Technicians are also responsible for the safe transportation, storage, and maintenance of explosive evidence as well as the destruction of recovered explosives. Patrol support is the Department's liaison with the Office of Emergency Management to provide responses and training for weapons of mass destruction, homeland security issues, or other critical incidents.

OBJECTIVE – Ensure major city parks and public trails are routinely patrolled by Tactical Enforcement Unit (TEU) officers to ensure the safety of citizens visiting these locations

The TEU augments the Patrol Bureau by providing the primary responsibility of responding to and investigating incidents occurring in major city parks, public trails, and other land designed for public use throughout the city. The small number of officers assigned to the Unit cannot handle all such incidents, but they seek to respond if at all possible. In addition, TEU members maintain a close working relationship with members of the City's Parks, Recreation and Cultural Services Department to identify and resolve problems affecting the enjoyment of public areas by the citizens of Colorado Springs.

OBJECTIVE – Provide Police Department engagement with the community
(*Strategic Action Plan 6.9.0)*

Conduct public and community awareness programs to provide all residents with the knowledge of existing codes, abatement requirements and consequences for non-compliance. Enhance the public's health, safety and welfare while reducing physical signs of neighborhood blight. This is being accomplished through Code Enforcement presentations to the community, participating in Citizens' Day, and general media attention.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
POLICE DEPARTMENT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	10,519,106	10,463,352	11,437,503	11,798,651
51210	OVERTIME	108,729	127,904	131,736	124,789
51215	ACHIEVEMENT AWARD	2,000	0	0	0
51220	SEASONAL TEMPORARY	102,997	136,892	50,401	57,507
51225	SHIFT WORKER HOLIDAY	175,719	183,526	145,508	145,508
51230	SHIFT DIFFERENTIAL	74,360	70,624	94,900	94,900
51235	STANDBY	57,942	33,024	37,000	49,000
51240	RETIREMENT TERMINATION SICK	20,442	(7,116)	0	0
51245	RETIREMENT TERM VACATION	33,450	79,112	0	0
51260	VACATION BUY	91,926	108,554	0	0
51299	SALARIES REIMBURSEMENTS	(734,804)	(382,362)	0	0
51405	UNIFORM SALARIES	33,433,712	34,113,291	35,554,172	36,085,511
51410	UNIFORM OVERTIME	967,584	1,093,159	810,599	718,689
New	UNIFORM SPECL EVENT OVERTIME	0	0	0	40,000
51415	UNIFORM SPECIAL OVERTIME	18,228	104,788	312,371	261,389
51421	UNIFORM SPEED ENFC OVERTIME	149,797	218,226	110,294	210,000
51425	UNIFORM SHIFT DIFFERENTIAL	211,271	194,209	236,594	236,594
51430	UNIFORM SPECIAL ASSIGNMENT	15,500	12,398	6,296	6,996
51435	UNIFORM PUBLIC ASSEMBLY	527,043	527,646	878,100	878,100
51440	LEAVE PAY OFF	0	25,442	0	0
51445	LONGEVITY	277,214	266,199	256,316	256,316
51455	THIRD WEEK	144,887	142,513	281,278	281,278
51460	UNIFORM HAZARD DUTY	53,995	52,842	64,968	64,968
51465	UNIFORM COURT OVERTIME	99,590	91,523	99,831	99,646
51470	UNIFORM RETIREMENT COST	261,378	417,103	0	0
51475	UNIFORM MASTER PATROLMAN	26,020	3,039	5,132	0
51480	FIELD TRAINING OFFICER PAY	12,813	0	0	0
51481	PILOT IN COMMAND	5,000	9,116	0	9,435
51482	POLICE TRAINING OFFICERS	82,166	136,857	150,000	150,000
51610	PERA	1,020,158	1,074,349	1,103,175	1,196,832
51615	WORKERS COMPENSATION	1,041,790	1,037,449	990,552	1,178,664
51620	EQUITABLE LIFE INSURANCE	134,984	136,323	188,410	192,024
51625	VISION CARE	42,629	42,315	51,141	51,125
51635	CITY MAJOR MEDICAL PLAN	0	0	14,340	14,340
51640	DENTAL INSURANCE	285,822	295,805	349,322	349,217
51650	POLICE PENSION PLAN	2,704,124	2,727,697	4,903,680	5,349,422
51655	RETIRED EMP MEDICAL INS	165	2,212	0	0
51665	CASH BACK	163,293	191,023	0	0
51670	PARKING FOR EMPLOYEES	1,426	854	1,440	1,440
51690	MEDICARE	469,998	511,935	448,402	464,514
51695	CITY EPO MEDICAL PLAN	4,080,350	4,188,520	4,897,983	4,855,976
	TOTAL SALARIES AND BENEFITS	**56,682,807**	**58,430,343**	**63,611,444**	**65,222,831**
52105	MISCELLANEOUS OPERATING	29,986	478,771	0	0
52110	OFFICE SUPPLIES	126,727	86,435	97,689	108,535
52111	PAPER SUPPLIES	19,909	12,223	22,973	19,110
52112	AMMUNITION	57,980	54,811	93,290	76,510
52120	SOFTWARE MICRO/WORD PROCESS	23,174	8,895	110,899	108,999
52122	CELL PHONE EQUIP AND SUPPLIES	68	1,091	0	0
52125	GENERAL SUPPLIES	211,085	162,847	280,346	285,670

GENERAL FUND
POLICE DEPARTMENT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52126	ELECTRICAL SUPPLIES	0	244	0	0
52129	HVAC _ SUPP	0	0	0	13,852
52130	OTHER SUPPLIES	0	15	0	0
52135	POSTAGE	48,035	44,268	57,711	46,000
52140	WEARING APPAREL	454,708	581,814	367,034	369,737
52145	PAINT AND CHEMICAL	17,545	11,994	19,868	30,212
52155	AUTOMOTIVE	86,698	141,534	104,739	104,739
52160	FUEL	44,792	41,471	41,900	36,900
52165	LICENSES AND TAGS	5,062	3,203	1,357	1,391
52175	SIGNS	0	315	860	860
52190	JANITORIAL SUPPLIES	0	0	0	22,000
52220	MAINT OFFICE MACHINES	12,404	4,507	13,863	8,640
52225	MAINT MICROS WORD PROCESSOR	1,965	0	0	0
52230	MAINT FURNITURE AND FIXTURES	0	0	872	400
52235	MAINT MACHINE AND APPARATUS	245,682	98,531	99,011	109,996
52265	MAINT BUILDINGS & STRUCTURE	107,029	178,872	274,314	102,889
52275	MAINT RUNWAYS	0	680	0	0
52280	MAINT ROADS AND BRIDGES	0	0	1,480	680
52405	ADVERTISING SERVICES	20,383	10,303	35	50
52410	BUILDING SECURITY SERVICES	0	0	7,500	7,500
52417	CSPD CORE	0	0	50,000	0
52421	CIVIL SERVICE TESTING	127,749	112,582	116,008	116,008
52422	INCARCERATION SERVICES	238,539	436,863	310,576	310,576
52426	MUN FAC RUNOFF CONTROL	0	0	0	20,000
52431	CONSULTING SERVICES	1,051	2,952	5,500	5,500
52434	TOWING SERVICES	383,482	466,761	401,785	401,785
52435	GARBAGE REMOVAL SERVICES	0	18,838	7,200	6,500
52445	JANITORIAL SERVICES	237,399	198,723	178,619	192,000
52450	LAUNDRY & CLEANING SERVICES	4,235	2,857	3,535	4,267
52455	LAWN MAINTENANCE SERVICE	0	4,012	10,220	17,800
52465	MISCELLANEOUS SERVICES	30,818	27,631	50,000	50,000
52565	PEST CONTROL	0	0	2,790	4,500
52570	REIMBURSABLE SERVICES	0	2,330	44,877	44,877
52575	SERVICES	298,124	466,842	435,257	490,084
52591	SCHOOL CROSSING GUARDS	251,986	226,758	241,109	241,109
52615	DUES AND MEMBERSHIP	16,299	18,351	18,937	19,068
52625	MEETING EXPENSES IN TOWN	8,164	7,169	7,772	8,573
52630	TRAINING	52,508	41,148	68,189	75,700
52635	EMPLOYEE EDUCATIONL ASSIST	45,328	42,072	48,000	48,000
52645	SUBSCRIPTIONS	3,133	3,967	7,080	7,107
52655	TRAVEL OUT OF TOWN	36,167	30,828	53,116	64,250
52705	COMMUNICATIONS	279,914	305,937	204,278	179,558
52725	RENTAL OF PROPERTY	15,251	49,078	274,895	275,255
52735	TELEPHONE LONG DIST CALLS	21,561	12,332	25,350	21,550
52736	CELL PHONE AIRTIME	60,117	46,874	41,222	44,392
52737	TELECOM	0	0	68,142	68,142
52740	GENERAL INSURANCE-CITY	14,119	20,164	29,864	29,864
52743	UTILITIES STREET LIGHTS	478	578	0	0
52744	ENERGY AUDITS	0	27,560	0	0

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
POLICE DEPARTMENT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52746	UTILITIES ELECTRIC	256,618	314,083	300,307	309,917
52747	UTILITIES GAS	46,428	79,036	109,404	109,404
52748	UTILITIES SEWER	6,909	10,112	41,184	61,694
52749	UTILITIES WATER	13,476	15,877	35,613	42,665
52765	LEASE PURCHASE PAYMENTS	313,598	314,073	314,355	0
52775	MINOR EQUIPMENT	470,775	143,187	263,938	275,237
52785	RADIO REPLACEMENT	(1,500)	0	0	0
52795	RENTAL OF EQUIPMENT	148,844	132,647	155,018	155,654
52874	OFFICE SERVICES PRINTING	50	9,198	13,090	9,200
52875	OFFICE SERVICES RECORDS	13,780	8,694	0	0
52908	REPROGRAPHICS POLICE	43,619	51,292	52,690	51,000
65075	INTEREST	76,993	90,870	76,933	76,933
65100	CLAIMS AND DAMAGES CITY	2,575	0	0	0
65160	RECRUITMENT	18,368	13,695	20,000	20,000
65185	PRINCIPAL	0	(0)	33,997	33,997
65325	VEHICLE INSURANCE	9,996	9,696	0	0
65345	ANIMAL CONTROL CONTRACT	964,844	1,025,059	729,000	0
65352	EMPLOYEE AWARDS PROGRAM	0	200	0	0
65357	VOLUNTEER RESOURCES	6,788	6,524	9,009	9,009
65361	RELOCATION ASSISTANCE	0	1,290	6,733	6,733
	TOTAL OPERATING EXPENSES	**6,031,814**	**6,721,563**	**6,461,333**	**5,362,578**
53010	OFFICE MACHINES	0	5,451	0	988
53020	COMPUTERS NETWORKS	63,361	192,144	324,463	324,463
53030	FURNITURE AND FIXTURES	902	8,948	22,170	3,000
53050	MACHINERY AND APPARATUS	87,449	113,946	77,224	73,302
53060	WEAPONS	11,754	6,378	6,250	6,250
53070	VEHICLES REPLACEMENT	9,148	1,733,412	1,575,731	969,777
53080	VEHICLES ADDITIONS	256	0	0	0
53090	BUILDING/STRUCTURES	16,008	7,232	30,000	30,000
	TOTAL CAPITAL OUTLAY	**188,880**	**2,067,511**	**2,035,838**	**1,407,780**
	ORGANIZATION TOTAL	**62,903,501**	**67,219,417**	**72,108,615**	**71,993,189**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

PUBLIC SAFETY SALES TAX (PSST) FUND
POLICE DEPARTMENT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51470	UNIFORM RETIREMENT COST	1,502	2,764	0	0
51480	FIELD TRAINING OFFICER PAY	37	0	0	0
51482	POLICE TRAINING OFFICERS	0	790	0	0
51610	PERA	75,403	156,658	229,974	245,234
51615	WORKERS COMPENSATION	79,951	125,142	160,698	236,287
51620	EQUITABLE LIFE INSURANCE	10,509	18,204	49,422	40,048
51625	VISION CARE	3,798	5,811	50,066	8,694
51640	DENTAL INSURANCE	27,024	42,638	75,224	58,236
51650	POLICE PENSION PLAN	247,276	385,557	453,909	475,903
51665	CASH BACK	27,653	36,811	0	0
51670	PARKING FOR EMPLOYEES	16,346	2,920	0	0
51690	MEDICARE	47,102	73,277	108,574	116,142
51695	CITY EPO MEDICAL PLAN	372,520	599,424	718,904	690,000
	TOTAL SALARIES AND BENEFITS	**4,602,189**	**7,749,839**	**9,912,642**	**10,487,560**
52105	MISCELLANEOUS OPERATING	0	50,271	0	0
52110	OFFICE SUPPLIES	638	4,448	14,414	13,998
52111	PAPER SUPPLIES	80	0	0	0
52120	SOFTWARE MICRO WORD PROCESS	536,631	415,101	22,457	184,905
52122	CELL PHONES EQUIP & SUPPLIES	1,367	9,104	0	0
52125	GENERAL SUPPLIES	25,580	14,025	56,956	57,397
52129	HVAC	0	0	0	8,000
52135	POSTAGE	145	0	0	0
52140	WEARING APPAREL	34,447	16,457	58,628	46,874
52145	PAINT AND CHEMICAL	0	1,104	1,854	1,854
52155	AUTOMOTIVE	276	990	229,500	234,000
52160	FUEL	0	1,083	3,600	3,600
52165	LICENSES AND TAGS	6	50	185	339
52175	SIGNS	0	0	524	524
52190	JANITORIAL SUPPLIES	0	0	0	8,000
52205	MAINT LANDSCAPING	0	0	10,000	0
52215	MAINT GROUNDS	0	0	6,000	0
52220	MAINT OFFICE MACHINES	0	0	649	649
52235	MAINT MACHINERY & APPARATUS	19,226	28,820	103	27,103
52250	MAINT RADIOS ALLOCATION	13,000	19,500	22,400	18,128
52265	MAINT BUILDINGS & STRUCTURE	0	0	30,000	50,000
52417	CSPD CORE	0	0	0	75,000
52431	CONSULTING SERVICES	0	0	999	16,899
52435	GARBAGE REMOVAL SERVICES	0	11,242	0	960
52445	JANITORIAL SERVICES	0	1,688	20,000	40,000
52450	LAUNDRY & CLEANING SERVICES	0	0	3,002	1,443
52455	LAWN MAINTENANCE SERVICE	0	556	0	22,000
52565	PEST CONTROL	0	0	0	1,872
52575	SERVICES	132,275	161,664	46,718	147,095

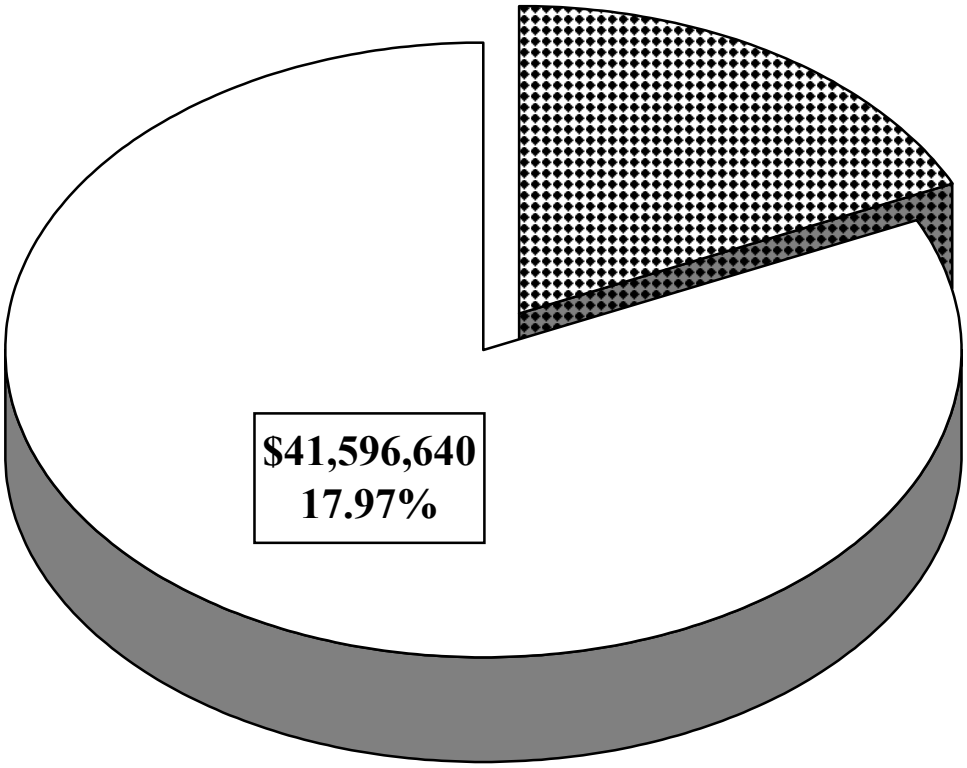
CITY OF COLORADO SPRINGS
BUDGET DETAIL

PUBLIC SAFETY SALES TAX (PSST) FUND
POLICE DEPARTMENT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52615	DUES AND MEMBERSHIP	200	150	315	315
52625	MEETING EXPENSES IN TOWN	55	137	649	649
52630	TRAINING	3,750	1,320	6,400	10,942
52655	TRAVEL OUT OF TOWN	0	286	1,112	2,225
52705	COMMUNICATIONS	69	0	105,135	114,090
52725	RENTAL OF PROPERTY	192,808	201,075	205,782	216,091
52735	TELEPHONE LONG DIST CALLS	1,324	62	0	0
52736	CELL PHONE AIRTIME	2,517	9,190	11,378	11,304
52737	TELECOM	0	0	42,050	41,721
52743	UTILITIES STREET LIGHTS	0	74	0	0
52746	UTILITIES ELECTRIC	0	20,274	33,676	68,430
52747	UTILITIES GAS	0	2,449	7,496	14,992
52748	UTILITIES SEWER	0	447	1,326	3,313
52749	UTILITIES WATER	0	3,525	2,447	4,938
52775	MINOR EQUIPMENT	83,044	47,007	137,078	38,902
52795	RENTAL OF EQUIPMENT	0	7,794	20,650	20,650
	TOTAL OPERATING EXPENSES	**1,047,437**	**1,029,890**	**1,103,483**	**1,509,202**
53020	COMPUTERS NETWORKS	589,201	307,616	42,880	0
53030	FURNITURE AND FIXTURES	(7,478)	41,163	19,000	0
53050	MACHINERY AND APPARATUS	183,162	125,413	0	329,005
53060	WEAPONS	0	14,850	670	0
53070	VEHICLES REPLACEMENT	0	32,850	0	0
53080	VEHICLES ADDITIONS	389,252	203,568	15,000	0
	TOTAL CAPITAL OUTLAY	**1,154,137**	**725,459**	**77,550**	**329,005**
53090	BUILDINGS AND STRUCTURES	5,013,548	14,525	0	0
70930	CONSTRUCTION	0	4,156,983	1,150,000	465,000
70940	PROJECTS TO BE DETERMINED	0	0	400,000	0
72885	POLICE FACILITIES UPGRADES	0	0	402,434	450,000
	TOTAL CIP PROJECTS	**5,013,548**	**4,171,508**	**1,952,434**	**915,000**
	ORGANIZATION TOTAL	**11,817,311**	**13,676,697**	**13,046,109**	**13,240,767**

CITY OF COLORADO SPRINGS

Fire



Operations	**$35,068,940**
Office of Emergency Management	**$ 363,652**
Office of the Fire Marshal	**$ 1,876,566**
Support Services	**$ 2,992,994**
Fiscal, Information Systems, Planning	**$ 1,294,488**

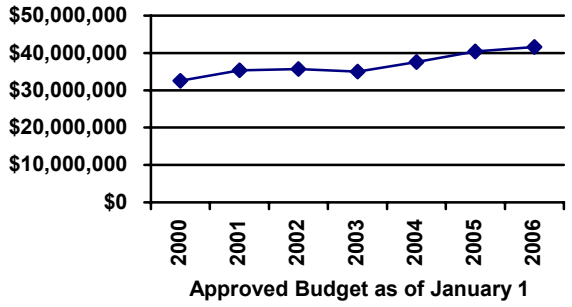
Fire

Manuel Navarro, Fire Chief ● 375 Printers Parkway, Colorado Springs, CO 80910 ● (719) 385-5950 ● mnavarro@springsgov.com

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.

BUDGET HISTORY



SERVICES

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

BUDGET SUMMARY

GENERAL FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$32,964,545	$33,432,820	$37,261,366	$38,448,939
Operating	1,965,564	2,160,556	2,341,467	2,362,402
Capital Outlay	88,369	867,042	837,135	785,299
Total	**$35,018,478**	**$36,460,418**	**$40,439,968**	**$41,596,640**

PUBLIC SAFETY SALES TAX (PSST) FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$1,967,575	$ 4,189,649	$ 6,305,870	$ 8,132,955
Operating	653,405	1,186,022	1,339,754	1,452,820
Capital Outlay	835,175	1,373,239	971,214	1,096,183
Capital Projects	4,466,191	3,388,821	3,243,150	1,340,321
Total	**$7,922,346**	**$10,137,730**	**$11,859,988**	**$12,022,279**

PERSONNEL

GENERAL FUND

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Manager	4.00	5.00	6.00	6.00
Supervisor	4.00	4.00	5.00	5.00
Professional	15.50	15.50	14.50	15.50
Paraprofessional	17.00	16.00	11.00	11.00
General	9.00	8.00	6.50	5.75
Civilian FTE Total	**49.50**	**48.50**	**43.00**	**43.25**
Chief	1.00	1.00	1.00	1.00
Deputy Chief	2.00	2.00	2.00	2.00
Battalion Chief	9.00	9.00	9.00	9.00
Fire Captain	24.00	24.00	22.00	22.00
Fire Lieutenant	62.00	62.00	61.00	61.00
Paramedic	76.00	76.00	77.00	77.00
Investigator	4.00	4.00	4.00	4.00
Driver/Engineer	72.00	72.00	72.00	72.00
Firefighter	123.00	123.00	123.00	123.00
Uniform FTE Total	**373.00**	**373.00**	**371.00**	**371.00**
FTE Total	**422.50**	**421.50**	**414.00**	**414.25**
Special Positions	3.00	2.00	2.00	2.00

For 2004, a manager position that was temporarily reclassified as a special employee was restored, and an office specialist (general) position and an administrative technician (paraprofessional) position were eliminated. During 2004, two paraprofessional positions were reclassified to professional and a captain position was changed to a civilian supervisor. Also during 2004, a captain position and a lieutenant position in Operations were converted to a battalion chief and a paramedic. For the 2005 budget, the office specialist position eliminated in 2004 was partially restored as a half-time position; the battalion chief in OEM was replaced with a civilian manager; two professional, four paraprofessional, one general, and one special position were moved to the Fire Prevention New Construction section under the Development Review Enterprise; a general position was reclassified to a paraprofessional position; and a one-fourth maintenance services position was added with existing funds. These changes are reflected in the 2006 budget.

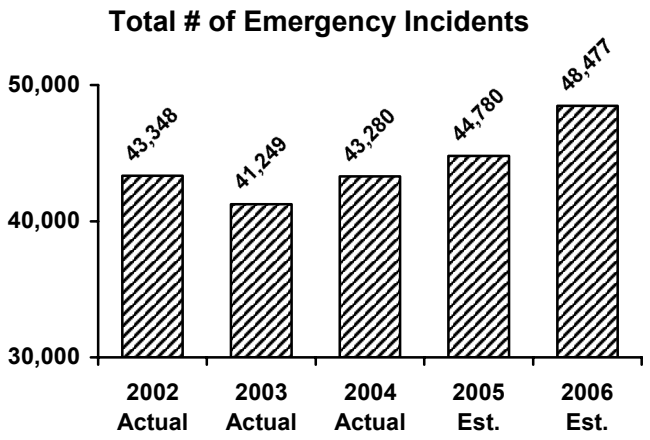
PERSONNEL

PUBLIC SAFETY SALES TAX (PSST) FUND

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Professional	4.25	7.25	9.25	9.25
Paraprofessional	1.00	3.00	4.00	4.00
General	1.50	1.50	3.50	3.75
Civilian FTE Total	**6.75**	**11.75**	**16.75**	**17.00**
Battalion Chief	4.00	4.00	4.00	4.00
Captain	3.00	5.00	5.00	5.00
Lieutenant	4.00	7.00	11.00	16.00
Paramedic	4.00	8.00	12.00	16.00
Investigator	1.00	1.00	1.00	1.00
Driver Engineer	3.00	6.00	9.00	12.00
Firefighter	5.00	10.00	15.00	20.00
Uniform FTE Total	**24.00**	**41.00**	**57.00**	**74.00**
FTE Total	**30.75**	**52.75**	**73.75**	**91.00**

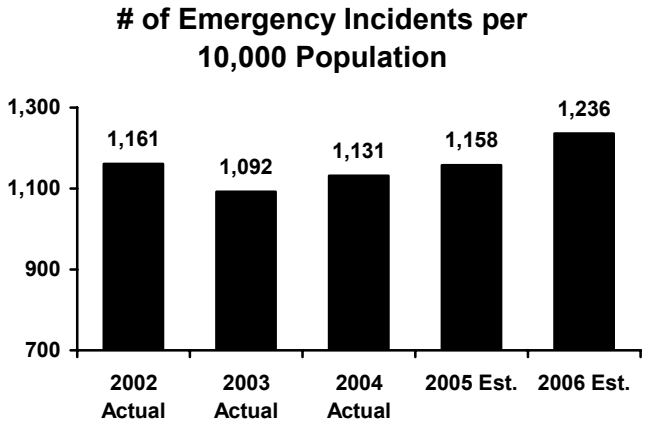
For 2003, the following positions were added: 15 uniformed positions for Station 19, three battalion chiefs for the third district, a fire investigator, a fleet technician (paraprofessional), a coordinator for the FireWise program (professional), and a senior GIS analyst (professional). An audiovisual specialist (professional) and a staff assistant (paraprofessional) were budgeted for 2003, but the positions were not filled until 2004. For 2004, the following positions were added: 15 uniformed positions for Station 20, a lieutenant for the Medical Office, a captain for Fire Training, a fire code inspector (paraprofessional), an information systems analyst II (professional), and a coordinator for the Vegetation Management Program (professional). For 2005, the following are added: 15 uniformed positions for a truck company at Station 19, a lieutenant for the Medical Office, a HazMat specialist (paraprofessional), a senior fire protection engineer (professional), an information systems analyst I (professional), a warehouse supply technician (general), and an office specialist (general). Also during 2005, a half-time maintenance services position (general) was made a full-time position by reallocating existing funds in PSST to fund three-fourths of the position, with one-fourth of the position funded from the General Fund. This change is reflected in the 2006 budget. For the 2006 budget, the following 17 uniformed positions are added: a paramedic lieutenant for the Medical Office, a recruiting lieutenant for the Personnel Office, and 15 personnel for the truck company for the northeast portion of the city.

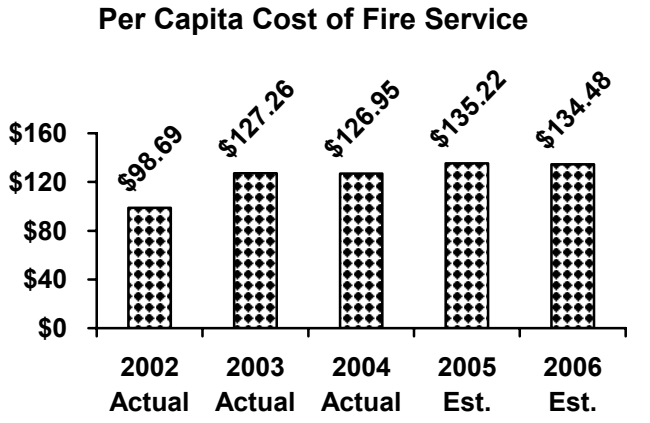
PERFORMANCE INDICATORS



In 2003, the drop in emergency incidents coincided with the deployment of troops from the Colorado Springs area. Since the troops have returned, emergency incidents have begun to increase again. In recent years, police assist calls have contributed substantially to the increase. In 2004, without including the Colorado Springs Fire Department (CSFD) responses in support of tactical operations, police assist calls accounted for 11.1 percent of all medical calls dispatched.

With the exception of 2003, the number of emergency incidents has risen faster than population over the last decade. In order to compare Colorado Springs' rates to other ICMA cities, some of which do not send fire suppression personnel to all of the same types of incidents that Colorado Springs does, different elements in the ICMA database must be selected and combined. For 2004, the emergency incidents per 10,000 population for Colorado Springs, based on ICMA data elements, were 1,129. (The slight difference from the 1,131 reported in the chart to the right is due to the difference in 2004 population figures reported to ICMA and those used for more recent calculations.) Colorado Springs ranked 6th out of 28 cities above 100,000 in population reporting to ICMA on this measure. The ICMA median was 722.6 for cities with populations of 100,000 or greater.

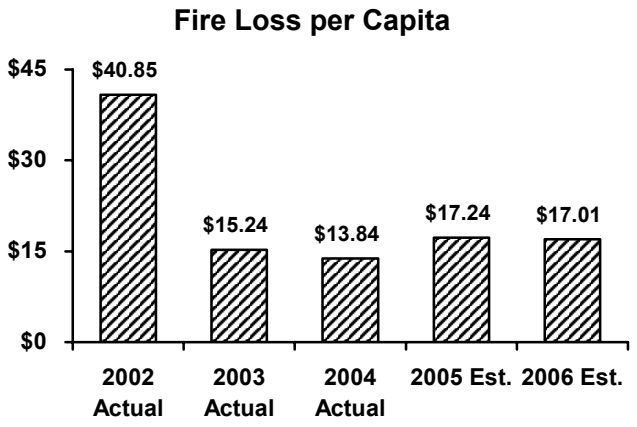


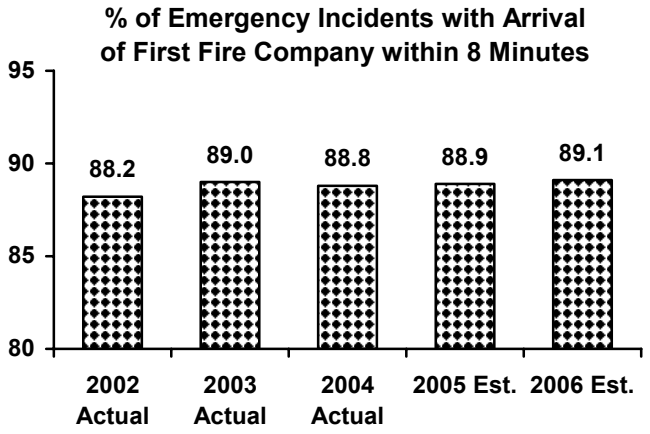


The per capita cost of Fire Department services changes from year to year based on population growth and the total Department budget. These figures are not adjusted for inflation. Beginning in 2002, increases are due to the additional resources provided by the Public Safety Sales Tax.

PERFORMANCE INDICATORS

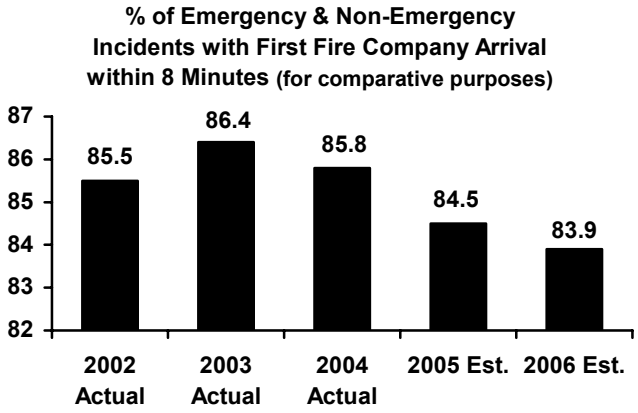
Fire loss per capita continues to remain low in Colorado Springs. These figures are not adjusted for inflation.



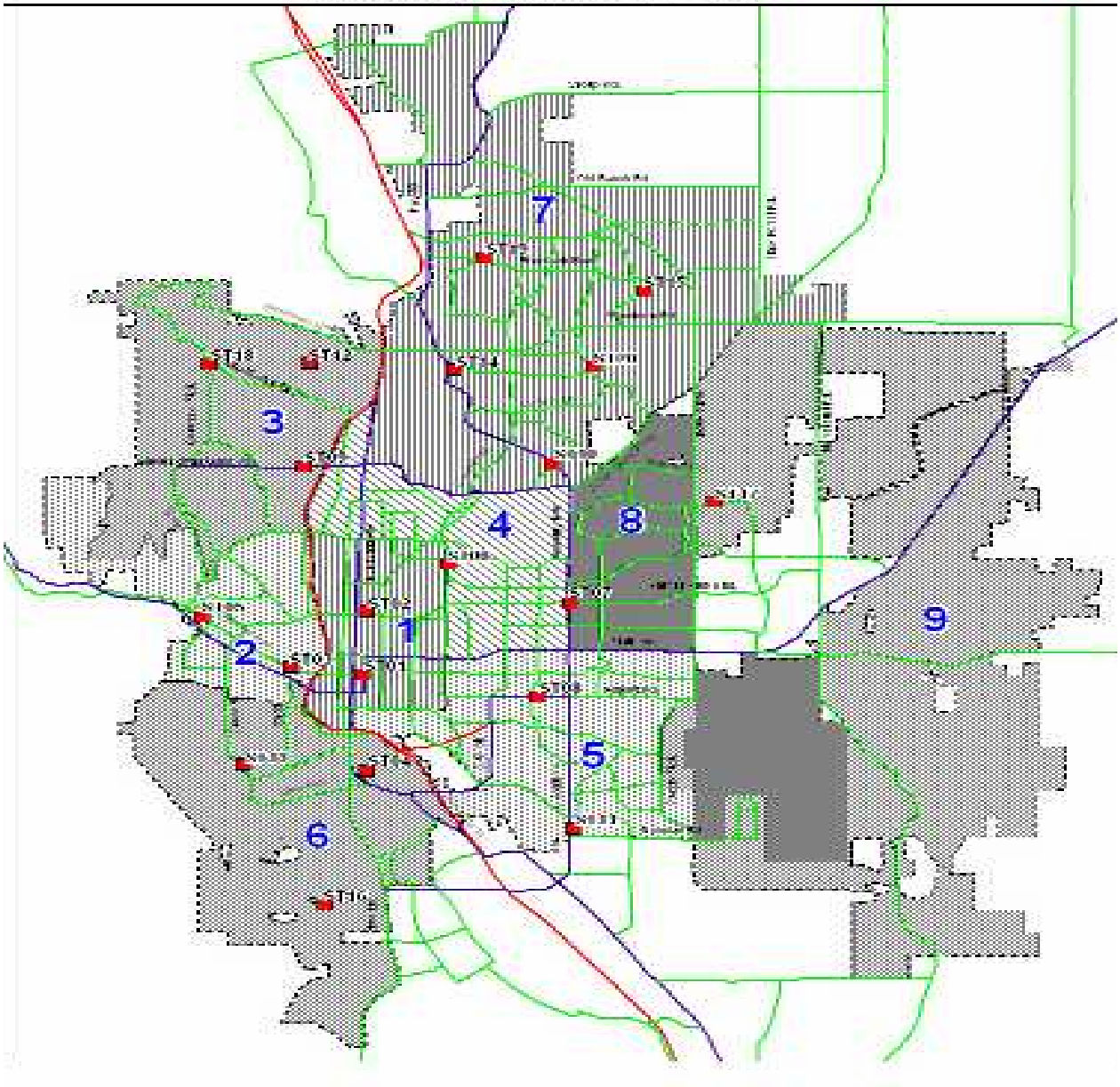


The response time reported here is defined as the time from when an emergency call is received by 911 until the first unit arrives on scene. The percentage of incidents citywide in which response time is 8 minutes or less has remained fairly steady since 2000. The relocation of Engine 14 in 2003 and the opening of Engines 19 and 20 in 2004 are helping to maintain response times in the busy northeast section of the city. The placement of trucks as second companies at those stations is expected to improve coverage slightly in 2005 and 2006.

ICMA requests that cities report response data for all incidents, not just emergencies. For city populations of 100,000 or greater reporting data for 2004 on 8-minute response, the median was 85 percent. Colorado Springs was 0.8 percent above the median last year.



Planning Evaluation Zones



First Company Response 8-Minute Coverage					
PEZ	2003 (Actual)	2004 (Actual)	2005 (Est.)	2006 (Est.)	Target
1	97.0	96.5	96.7	96.7	90
2	91.6	91.6	91.8	91.7	90
3	84.2	85.0	83.8	83.9	90
4	92.4	92.8	92.4	92.4	90
5	88.9	88.6	88.9	89.6	90
6	88.8	88.6	88.6	88.7	90
7	80.9	82.8	81.1	81.4	90
8	90.2	90.9	90.6	90.6	90
9	70.5	64.5	67.3	67.7	90
City	89.0	88.8	88.9	89.1	90

Structure Fire Response 12-Minute Coverage					
PEZ	2003 (Actual)	2004 (Actual)	2005 (Est.)	2006 (Est.)	Target
1	98.0	92.3	97.5	97.6	90
2	90.9	89.3	89.3	88.5	90
3	60.0	85.7	63.2	64.1	90
4	87.7	91.7	90.2	90.0	90
5	96.1	90.0	91.9	91.9	90
6	97.5	80.5	89.0	89.6	90
7	76.9	91.0	86.0	92.4	90
8	89.3	97.0	91.7	91.4	90
9	76.9	66.7	63.8	62.4	90
City	89.8	88.2	88.8	89.7	90

CHANGES TO THE BUDGET

GENERAL FUND

- Funding of $428,270 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $277,879 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $288,130.
- Funding of $127,869 is included for PERA and Workers' Compensation increases.
- Funding of $8,127 is included to address an increase in Utility rates.
- Funding of $451,366 is included for a required increase in the Old Hire pension plans to address the unfunded liability. Similar contributions are projected for each year through 2021.
- Funding of $182,805 is included for the new hire Fire Deferred Retirement Option Plan (DROP) for uniformed firefighters.
- Funding is reduced by $31,514 for light vehicle replacement.

PUBLIC SAFETY SALES TAX (PSST) FUND

- Onetime funding of $4,449,479 is removed.
- Funding of $162,430 is added to cover inflationary increases on ongoing items from the 2005 PSST budget.
- Funding of $21,842 is added to cover PERA and Workers' Compensation increases.
- Funding of $654,150 is added for the design of Phase II of the Fire Department Complex.
- Funding of $502,076 is added for the first COP payment of 20 for Phase II of the Fire Department Complex construction.
- Funding of $184,095 is added for the first COP payment of 20 for construction of new Station 1.
- Funding of $635,678 is added to bring funding for a truck company at Station 19 up to a full-year level. Truck 19 was budgeted in 2005 for a partial year and 15 FTE's were added and trained in 2005.
- Onetime funding of $339,500 is added to complete the purchase of Truck 19.
- Funding of $145,764 is included for the addition of a paramedic lieutenant in the Medical Office.
- Funding of $145,765 is included for the addition of a lieutenant in Support Services for recruiting efforts.
- Onetime funding of $205,833 is added for the purchase of medical and IT equipment.
- Onetime funding of $376,996 is added for the replacement/refurbishment of apparatus.
- Funding of $1,222,129 is included for the addition of a truck company at Station 20.

MAJOR OBJECTIVES

OBJECTIVE – Improve structure fire response in the northeast part of the city (*Strategic Action Plan 2.1.0)*

A new truck company will be opened in the summer of 2006 with PSST funds, bringing the total number of aerial ladder truck companies to seven. Initially, the new company will operate from Fire Station 20. The current plan is for it to move to a new station in northeast Stetson Hills when that station opens in late 2007 or early 2008.

OBJECTIVE – Design and construct PSST capital projects *(Strategic Action Plan 2.1.0, 3.5.0)*

In 2006, the Fire Department will complete construction of new facilities for Fire Stations 1 and 8 and design the second phase of the Fire Department Complex. All the facilities will be constructed to meet the recommendations of the recent health and safety study and will include public meeting space that will be available to community groups.

OBJECTIVE - Strive to reduce response times to emergency medical incidents *(Strategic Action Plan 2.1.0)*

The Fire Department will continue to work collaboratively with the contract ambulance service provider to reduce response times to emergency medical incidents. When the arrival of a unit from either agency is considered, the goal of eight-minute first response is achieved more than 90 percent of the time. The Fire Department will continue to strive toward response times of six-minutes by a unit from either agency.

MAJOR OBJECTIVES

OBJECTIVE - Initiate use of dynamic EMS units *(Strategic Action Plan 2.1.0)*

If budget permits, the Fire Department will put into service one or more lightweight emergency medical response units that are dynamically deployed. Rather than placing these units at fire stations, they will be posted at strategic locations between fire stations to improve coverage. When the computer-aided dispatch (CAD) system at the Public Safety Communications Center in the POC is upgraded to process vehicle location information and dispatch the unit closest to the scene of an emergency, the units will be deployed dynamically to maximize coverage with available resources.

OBJECTIVE – Implement and conduct a citywide analysis for community risk management *(Strategic Action Plan 2.2.0)*

In 2005, the Community Risk Management Office began collecting and categorizing each business in the city for assessing community risk factors. In 2005 and 2006, data from hyper spectral imagery (H.S.I.) of the city will be collected under a federal grant. The data from both sources will be compiled and used to analyze risks and prioritize areas of concern in order to target mitigation of threats to life and property.

Fire - Operations

Danny W. Raider, Deputy Chief ● 375 Printers Parkway, Colorado Springs, CO 80910 ● (719) 385-7207 ● draider@springsgov.com

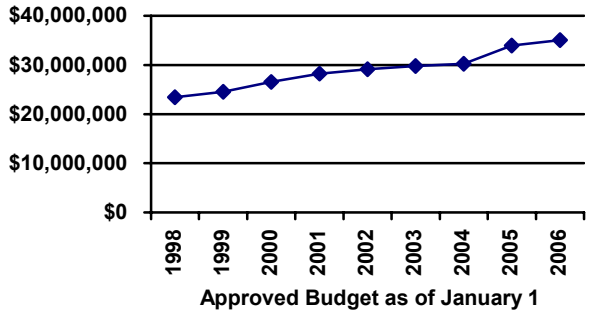
MISSION

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

SERVICES

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

BUDGET HISTORY



BUDGET SUMMARY

GENERAL FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$28,774,024	$29,082,909	$32,957,926	$33,943,056
Operating	763,095	787,977	990,503	1,105,470
Capital Outlay	59,061	51,633	34,800	20,414
Total	**$29,596,180**	**$29,922,519**	**$33,983,229**	**$35,068,940**

PUBLIC SAFETY SALES TAX (PSST) FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$1,225,895	$2,898,841	$4,582,588	$6,225,178
Operating	422,904	531,510	753,419	707,018
Capital Outlay	229,843	303,756	298,610	264,093
Total	**$1,878,642**	**$3,734,107**	**$5,634,617**	**$7,196,289**

PERSONNEL

GENERAL FUND

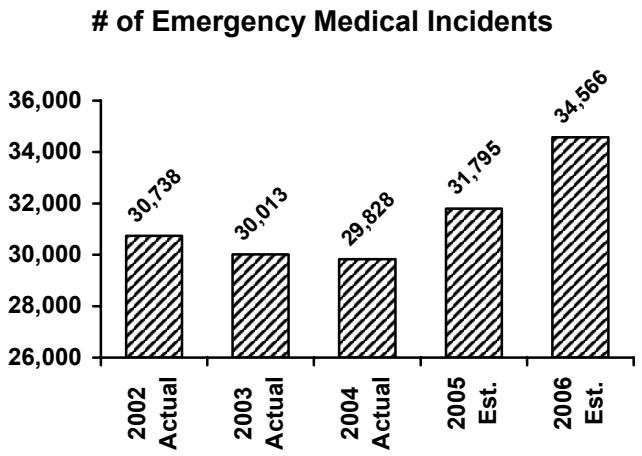
Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Professional	1.0	1.0	1.0	1.0
Paraprofessional	1.0	0.0	0.0	0.0
Civilian FTE Total	**2.0**	**1.0**	**1.0**	**1.0**
Deputy Chief	1.0	1.0	1.0	1.0
Battalion Chief	7.0	8.0	8.0	8.0
Fire Captain	20.0	19.0	19.0	19.0
Fire Lieutenant	61.0	60.0	60.0	60.0
Paramedic	76.0	75.0	77.0	77.0
Driver/Engineer	72.0	72.0	72.0	72.0
Firefighter	123.0	123.0	123.0	123.0
Uniform FTE Total	**360.0**	**358.0**	**360.0**	**360.0**
FTE Total	**362.0**	**359.0**	**361.0**	**361.0**
Special Positions	1.0	1.0	1.0	1.0

During 2003, a battalion chief position was eliminated. For 2004, a paraprofessional position was eliminated. During 2004, a staff captain position and a staff lieutenant position were converted to a staff battalion chief for special operations and a paramedic for the line. These changes are reflected in the 2005 budget.

PUBLIC SAFETY SALES TAX (PSST) FUND

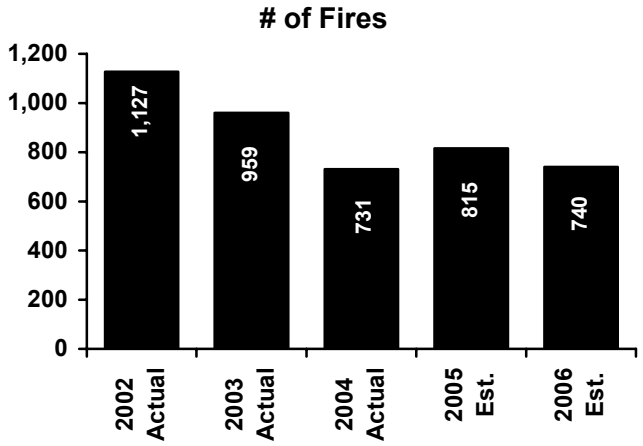
Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Battalion Chief	3.0	3.0	3.0	3.0
Captain	1.0	2.0	2.0	2.0
Lieutenant	3.0.	6.0	10.0	14.0
Paramedic	4.0	8.0	12.0	16.0
Driver Engineer	3.0	6.0	9.0	12.0
Firefighter	5.0	10.0	15.0	20.0
Uniform FTE Total	**19.0**	**35.0**	**51.0**	**67.0**
FTE Total	**19.0**	**35.0**	**51.0**	**67.0**

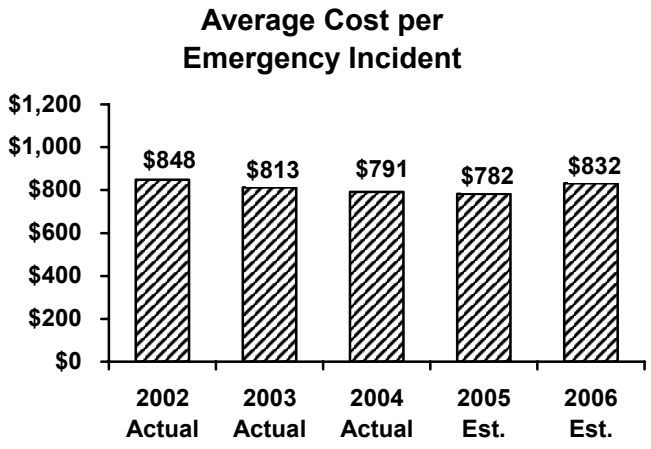
For 2004, 15 uniformed positions were added for Station 20, and a paramedic lieutenant was added for the Medical Office. For 2005, 15 uniformed positions were added for Truck 19, and a paramedic lieutenant was added for the Medical Office. For 2006, 15 uniformed positions are added for a truck company in the northeast part of the city, and a paramedic lieutenant is added for the Medical Office.



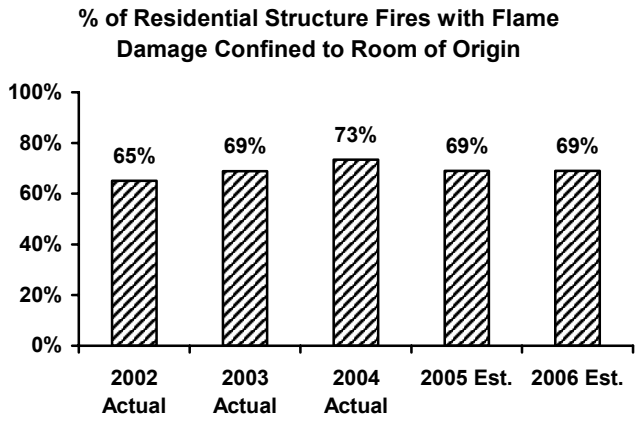
During 2003 and 2004, the number of emergency medical incidents actually declined. However, these declines are likely related to the deployment of troops from local military bases to overseas locations. In early 2005, the CSFD is again experiencing a rise in medical incidents, and that trend is expected to continue during the remainder of 2005. Unless additional troop deployments from local bases increase in 2006, medical incidents are expected to grow at more typical rates experienced in the late 1990s through 2001. Due to the way that ICMA data is collected on medical incidents, there is not a comparable benchmark available from ICMA.

Although the community continues to grow, the overall number of fires has declined in recent years. Declines have been observed in virtually all fire categories. The observed declines may be due, in part, to increased public awareness, the Department's public education efforts, risk reduction efforts, brush patrols, and more stringent fire codes. The forecasts for 2005 and 2006 are based on long-term trends, but there could be significant departures from these trends. For example, a particularly dry summer could result in a significantly higher number of brush and grass fires.



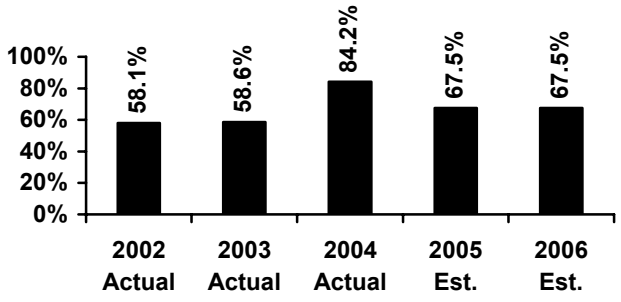


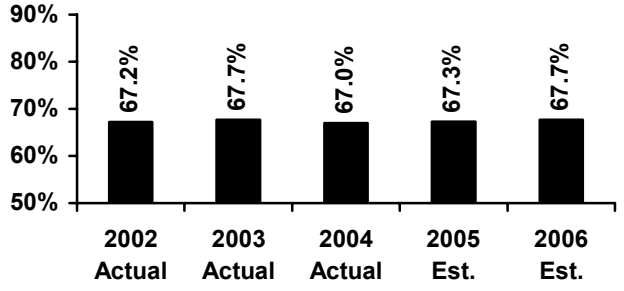
Generally, the cost per emergency incident has been declining because of the growth in the workload. The cost per emergency incident has increased since the addition of personnel, stations, and equipment with Public Safety Sales Tax funding. A decline is expected from 2004 to 2005 due to a projected increase in workload, but the increase in budget in 2006 with two more fire companies operating will increase the average cost. The costs shown are not adjusted for inflation.



This measure, derived from ICMA data, excludes fires extinguished prior to arrival of the first unit, including those suppressed by automatic sprinkler systems. For 2004, the median for cities with population of 100,000 or greater reporting this measure to ICMA was 73 percent. Colorado Springs was effectively at the median, since it ranked 12th of 25 cities.

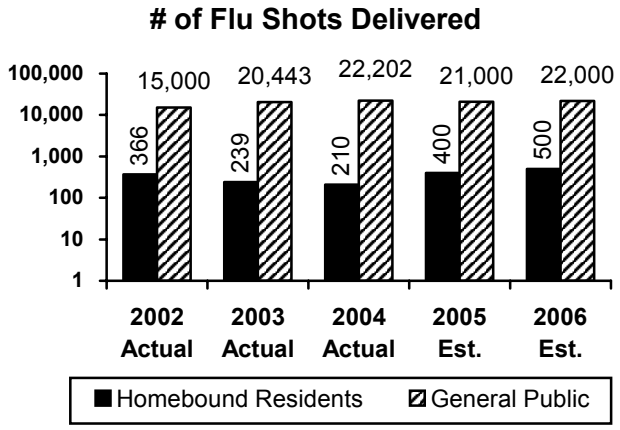
This measure, derived from ICMA data, excludes fires extinguished prior to arrival of the first unit, including those suppressed by automatic sprinkler systems. The median for cities with a population of 100,000 or greater reporting this data to ICMA for 2004 was 73.5 percent. Colorado Springs ranked 5th out of 27 reporting cities during 2004. Historically, Colorado Springs has been near the median for this performance measure. Therefore, the forecasts for 2005 and 2006 represent the typical performance of Colorado Springs for this measurement.





In 1999, City Council established a goal for response to emergency medical incidents of 6 minutes or less, 90 percent of the time. As the city has grown in geographic area and the workload has increased, the percentage of incidents with response times that meet the standard has declined. The addition of response units through PSST has helped keep the response levels from falling further.

When the time to arrival at the scene by either CSFD or the private ambulance company (American Medical Response) is considered, the percentage of incidents that met the standard is higher. For the first five months of 2005, joint coverage was 74 percent.



The Flu Shot Program provides the flu vaccine to homebound patients who are unable to get out of their homes to obtain an immunization. In addition and in conjunction with Memorial Healthlink, the CSFD provides vaccinations to high-risk individuals (mainly the elderly) and the general public who can come to fire stations for the immunization. The goal is to reach 500 homebound residents and to continue to increase the overall number of citizens who receive vaccinations through the program.

CHANGES TO THE BUDGET

GENERAL FUND

- Funding of $305,535 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $227,149 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $288,130.
- Funding of $108,190 is included for PERA and Workers' Compensation increases.
- Funding of $94,278 is transferred from Support Services Division for paramedic insurance.
- Funding of $7,401 is included to address an increase in Utility rates.
- Funding of $2,883 is transferred to Support Services Division for a portion of the maintenance services position.
- Funding of $451,366 is included for a required increase in the Old Hire pension plans to address the unfunded liability. Similar contributions are projected for each year through 2021.
- Funding of $182,805 is included for the new hire Fire Deferred Retirement Option Plan (DROP) for uniformed firefighters.

PUBLIC SAFETY SALES TAX (PSST) FUND

- Onetime funding of $517,212 is removed.
- Funding of $96,468 is added to cover inflationary increases on ongoing items from the 2005 PSST budget, and $14,326 is added to cover Workers' Compensation increases.
- Funding of $1,147,169 is included for the addition of a truck company at Station 20.
- Funding of $134,387 is included for the addition of a paramedic lieutenant in the medical office.
- Funding of $29,991 is included to cover costs associated with the addition of a lieutenant in Support Services.
- Funding of $19,190 is moved from Support Services to cover paramedic insurance.
- Funding of $32,169 is moved to Fiscal, Information Systems, and Planning for GPS/AVL equipment.
- Onetime funding of $65,869 is added for the purchase of medical equipment.
- Funding of $635,678 is added to bring funding for a truck company at Station 19 up to a full-year level. Truck 19 was budgeted in 2005 for a partial year and 15 FTE's were added and training in 2005.

MAJOR OBJECTIVES

OBJECTIVE - Strive to reduce response times to emergency medical incidents
(Strategic Action Plan 2.1.0)

The Fire Department will continue to work collaboratively with the contract ambulance service provider to reduce response times to emergency medical incidents. When the arrival of a unit from either agency is considered, the goal of eight-minute first response is achieved more than 90 percent of the time. The Fire Department will continue to strive toward response times of six-minutes by a unit from either agency.

OBJECTIVE—Improve matching of resources to needs in emergency medical incidents
(Strategic Action Plan 2.2.0)

The Operations Division will work with the Fiscal, Information Systems, and Planning Division to review and analyze current response protocols in an effort to improve the matching of resources dispatched to the needs at the incident. By working with CSPD dispatchers to modify existing resource allocation practices, the Department hopes to increase the availability of resources for the more serious incidents.

OBJECTIVE - Maintain Council-mandated standards of coverage to the extent possible with budgeted resources *(Strategic Action Plan 2.1.0)*

The Fire Department will continue to strive to meet the response standards set by City Council: eight minutes from the time a call is received at the Emergency Communications Center to the arrival of the first appropriate unit at the scene, and 12 minutes from call receipt to the arrival of the effective minimum force for a structure fire (two engines and an aerial truck). Meeting the standard will pose a challenge in the face of geographic growth, increased call volumes, and increased workload and budget restrictions. However, the opening of a truck company to serve the northeast portions of the city in 2006 will improve structure fire response in that area. The Fire Department will continually evaluate and adjust the deployment of such resources in support of the stated response goals.

MAJOR OBJECTIVES

OBJECTIVE - Initiate use of dynamic EMS units
(Strategic Action Plan 2.1.0)

If the budget permits, the Department will put into service one or more lightweight emergency medical response units that are dynamically deployed. Rather than placing these units at fire stations, they will be posted at strategic locations between fire stations to improve coverage. When the computer-aided dispatch (CAD) system in the Public Safety Communications Center at the POC is upgraded to process vehicle location information and dispatch the unit closest to the scene of an emergency, the units will be deployed dynamically to maximize coverage with available resources.

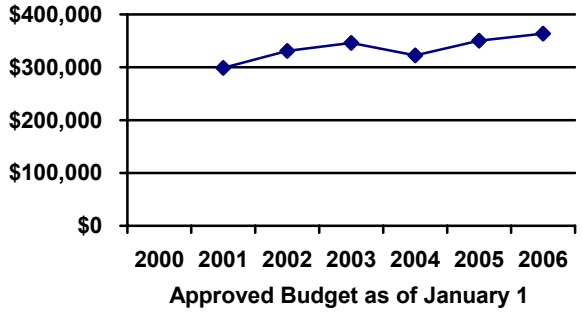
Fire - Office of Emergency Management

Bret Waters, Director ● 375 Printers Parkway, Colorado Springs, CO 80910 ● (719)-385-5957 ● bwaters@springsgov.com

MISSION

To provide mitigation, preparedness, response and coordination of recovery efforts for large-scale emergencies and disasters, both natural and man-made, to the citizens of Colorado Springs for the purpose of saving lives and preventing property damage.

BUDGET HISTORY



SERVICES

- Multi-jurisdictional exercise coordination which may include Emergency Operations Center (EOC) activation
- Management for large-scale man-made or natural hazard emergencies and disasters
- Coordination of recovery from large-scale emergencies and disasters
- Development and maintenance of cooperative relationships in emergency planning and coordination with City departments, County and State agencies, military and other federal entities and nonprofit agencies such as the Red Cross

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$253,635	$252,172	$281,473	$296,235
Operating	35,765	30,046	57,261	61,478
Capital Outlay	0	641	11,939	11,939
Total	**$289,400**	**$282,859**	**$350,673**	**$363,652**

PUBLIC SAFETY SALES TAX (PSST) FUND

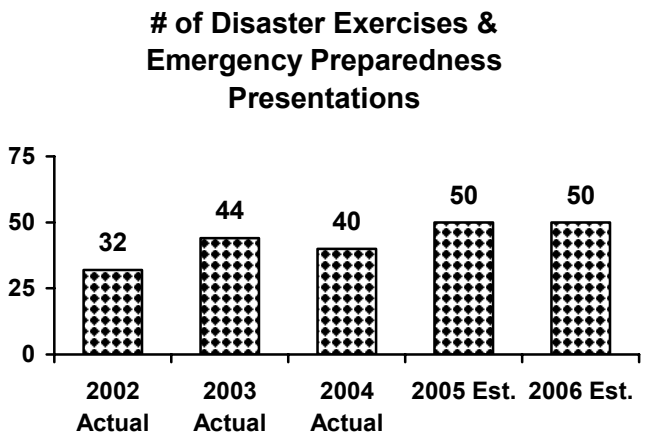
	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$0	$ 0	$ 0	$ 0
Operating	0	43,133	18,384	18,936
Capital Outlay	0	15,000	45,000	0
Total	**$0**	**$58,133**	**$63,384**	**$18,936**

PERSONNEL

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Manager	0.0	0.0	1.0	1.0
Paraprofessional	1.0	1.0	1.0	1.0
General	1.0	0.0	0.5	0.5
Civilian FTE Total	**2.0**	**1.0**	**2.5**	**2.5**
Battalion Chief	1.0	1.0	0.0	0.0
Fire Captain	1.0	1.0	1.0	1.0
Sworn FTE Total	**2.0**	**2.0**	**1.0**	**1.0**
FTE Total	**4.0**	**3.0**	**3.5**	**3.5**

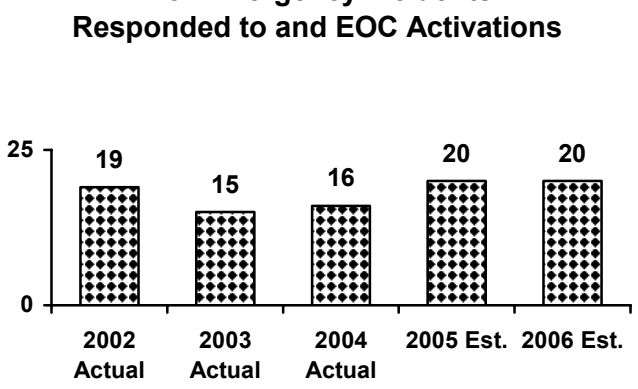
An office specialist position was eliminated in 2004 and partially restored in 2005 as a half-time position. The other half has been funded through a grant. In 2005, the battalion chief position was replaced by a civilian manager.

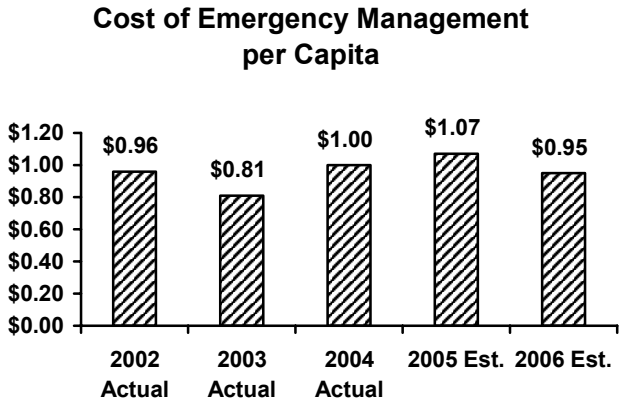
PERFORMANCE INDICATORS



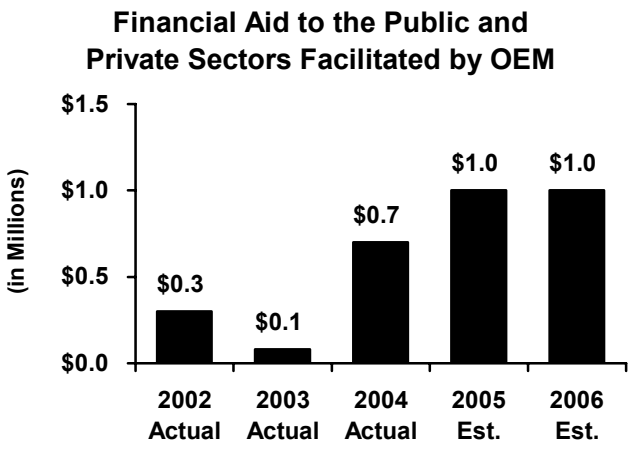
The Office of Emergency Management (OEM) provides emergency preparedness presentations for various civic groups, industries, hospitals, schools, nursing homes, etc., throughout the community to help the public mitigate damages and loss of lives from emergencies and disasters. The number of disaster exercises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

A primary function of OEM is to provide response and recovery activities during times of widespread emergency or disaster. This is accomplished by the direct response of OEM representatives to emergency incidents and by Emergency Operation Center activation during disasters. Emergency incident response primarily is for the assistance of citizens to recover from the emergency they have experienced.





The OEM budget was established in the General Fund late in 2001. Prior to that, the budget was in the Grants Fund. In 2004 and 2005, PSST funds were added to the OEM budget for the installation and maintenance of a severe weather monitoring and alerting system.



OEM obtains grants of money and equipment for OEM programs and for other City departments and agencies. In addition, OEM assists citizens that are victims of disasters in applying for direct financial aid. The availability of grants and the need for financial assistance depends upon availability of funding and occurrences of disasters.

CHANGES TO THE BUDGET

GENERAL FUND

- Funding of $4,222 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $3,335 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- Funding of $705 is included for PERA and Workers' Compensation increases.
- Funding of $5,315 is transferred from Support Services Division for communications charges to simplify grant tracking.
- Funding of $598 is transferred to Support Services Division for a portion of the maintenance services position.

PUBLIC SAFETY SALES TAX (PSST) FUND

- Funding of $552 is added to cover inflationary increases on ongoing items from the 2005 PSST budget.
- Onetime funding of $45,000 is removed.

MAJOR OBJECTIVES

OBJECTIVE – Continue maintenance of a regional severe weather monitoring and warning system *(Strategic Action Plan 2.2.0)*

The Office of Emergency Management will continue to maintain the existing citywide severe weather monitoring and warning system to provide accurate and timely information, while seeking to enhance the existing flood warning system. The Office of Emergency Management will evaluate the current weather reporting system, along with other available weather reporting systems, to ensure efficient delivery of weather reporting. Funds are allocated in the PSST budget for the weather monitoring and warning system.

OBJECTIVE – Develop and maintain emergency plans *(Strategic Action Plan 2.2.0)*

The Office of Emergency Management will continue to develop and maintain emergency plans including the Emergency Operations Plan (EOP), the Pre-Disaster Mitigation (PDM) plan, the Metropolitan Medical Response System (MMRS) plan, the community evacuation plan, the Emergency Notification List (ENL), the Homeland Security Advisory System (HSAS), and the damage assessment plan. The Office of Emergency Management will ensure emergency plans for City departments meet National Incident Management System (NIMS) compliance.

OBJECTIVE – Citizen Corps Council *(Strategic Action Plan 2.2.0)*

The Office of Emergency Management, in collaboration with El Paso County, will provide continued support to a regional Citizen Corps Council that provides assistance to four programs: Medical Reserve Corps, Community Emergency Response Training (CERT), Volunteers in Policing, and Neighborhood Watch.

OBJECTIVE – Secure grant funding *(Strategic Action Plan 2.3.0)*

The Office of Emergency Management will continue to seek and secure grant funding related to emergency management and homeland security.

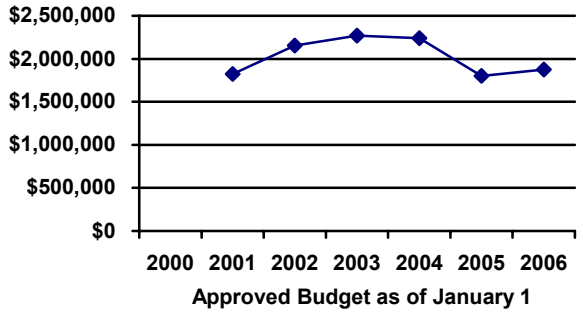
Fire – Office of the Fire Marshal

Brett Lacey, Fire Marshal ● 375 Printers Parkway, Colorado Springs, CO 80910 ● (719) 385-5950 ● blacey@springsgov.com

MISSION

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

BUDGET HISTORY



SERVICES

- Community education programs for children, adults, seniors, and businesses/industry
- Public fire safety code compliance inspections
- Ongoing comprehensive risk analysis of community and City assets
- Advanced systems and procedures training
- Technical research and analysis
- Community fire/injury risk management
- Juvenile Firesetter Program
- Fire and arson investigations
- Senior Citizens Fire Safety Program
- Performance-based design work
- Review, permit, and inspection of relevant hazardous activities

BUDGET SUMMARY

GENERAL FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$1,851,604	$1,853,852	$1,697,895	$1,775,181
Operating	83,773	87,903	87,534	87,211
Capital Outlay	0	16,003	14,674	14,174
Total	**$1,935,377**	**$1,957,758**	**$1,800,103**	**$1,876,566**

PUBLIC SAFETY SALES TAX (PSST) FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$271,953	$449,085	$666,009	$684,309
Operating	73,803	123,885	189,865	189,576
Capital Outlay	52,929	139,882	69,308	16,745
Total	**$398,686**	**$712,852**	**$925,182**	**$890,630**

PERSONNEL

GENERAL FUND

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Manager	1.00	2.00	2.00	2.00
Supervisor	3.00	3.00	3.00	3.00
Professional	6.50	6.50	4.50	5.50
Paraprofessional	8.00	8.00	4.00	3.00
General	5.00	5.00	3.00	3.00
Civilian FTE Total	**23.50**	**24.50**	**16.50**	**16.50**
Fire Captain	1.00	1.00	1.00	1.00
Investigator	4.00	4.00	4.00	4.00
Sworn FTE Total	**5.00**	**5.00**	**5.00**	**5.00**
FTE Total	**28.50**	**29.50**	**21.50**	**21.50**
Special Positions	2.00	1.00	1.00	1.00

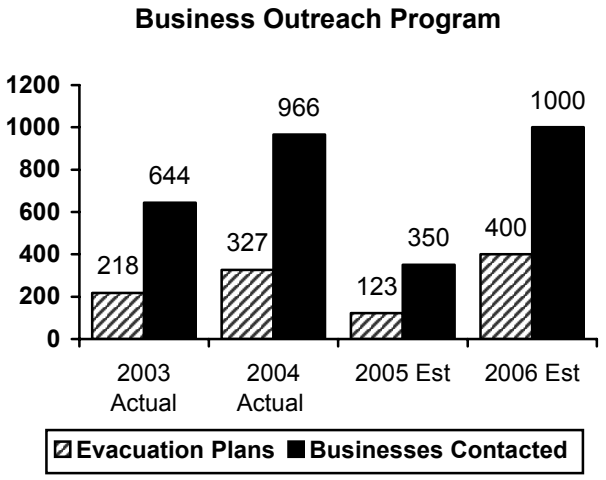
In 2003, an office specialist and a vegetation management program coordinator were added as specials. The vegetation management coordinator position was funded as a special for one year with savings from a vacant manager position, thus reducing the number of managers in 2003 by one. The vegetation management coordinator was funded as a permanent position in the 2004 PSST, and the manager position in the General Fund budget was restored in 2004. The 2005 budget reflects the reclassification of a paraprofessional position to a professional position during 2004. The 2005 budget also reflects the removal of two professional, four paraprofessional, and two general positions that were moved to the Fire Prevention New Construction section of the Development Review Enterprise.

PUBLIC SAFETY SALES TAX (PSST) FUND

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Professional	2.25	3.25	4.25	4.25
Paraprofessional	0.00	1.00	2.00	2.00
Civilian FTE Total	**2.25**	**4.25**	**6.25**	**6.25**
Fire Captain	1.00	1.00	1.00	1.00
Investigator	1.00	1.00	1.00	1.00
Sworn FTE Total	**2.00**	**2.00**	**2.00**	**2.00**
FTE Total	**4.25**	**6.25**	**8.25**	**8.25**

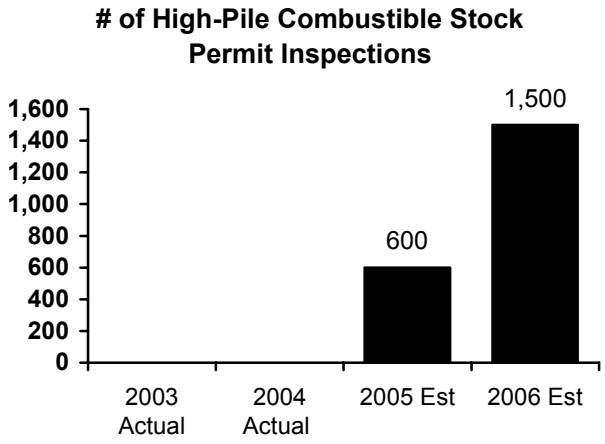
In 2004, a fire code inspector II (paraprofessional) and a Wildland Vegetation Program coordinator (professional) were added. For 2005, a HazMat specialist (paraprofessional) and a senior information systems analyst (professional) were added. The senior information systems analyst was budgeted originally as a senior fire protection engineer.

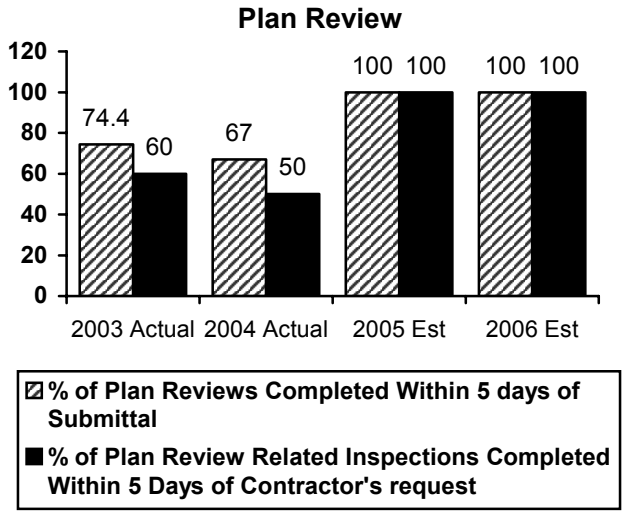
PERFORMANCE INDICATORS



The Business Outreach Program shows a decline in contacts in 2005 due to a staffing vacancy. It is expected that the program will pick up again in 2006.

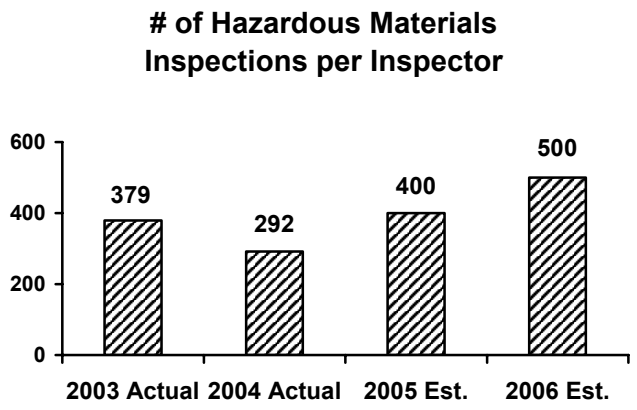
The Uniform Fire Code requires permits for facilities with high-piled combustible stock. With the shift in focus from new construction to existing buildings, the Office of the Fire Marshal has made inspections of facilities with high-piled combustible stock a top priority.





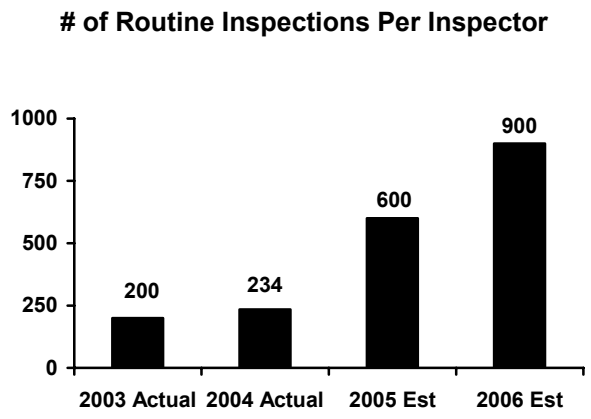
Many plan reviews and inspections for new construction projects were transferred to the Development Review Enterprise. The Office of the Fire Marshal remains responsible for plan reviews and inspections relating to hazardous materials, high-piled combustible stock, and new development. Reported here are the plan reviews and the inspections directly related to those plan reviews.

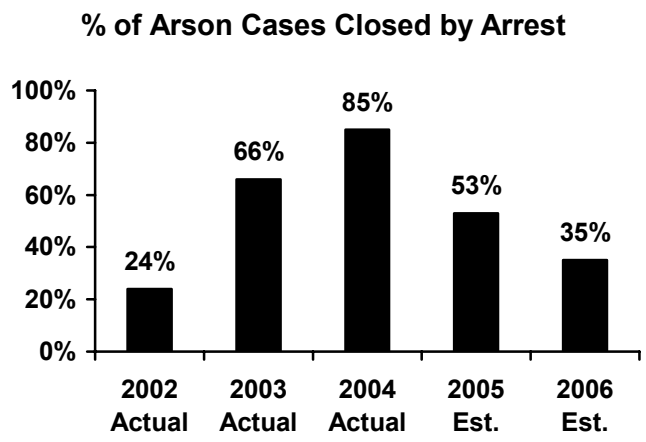
PERFORMANCE INDICATORS



In 2005, Public Safety Sales Tax funds allowed the addition of a Hazardous Materials Specialist. With the additional position, inspections of facilities with hazardous materials will increase.

Prior to the transfer of new construction activities to the Development Review Enterprise, inspection personnel were devoted primarily to inspection of new construction. Beginning in 2005, the inspection staff in the Office of the Fire Marshal was able to devote significantly more time to inspections of existing buildings. Thus, the number of these inspections per inspector is increasing.





The 2004 percentage of 85 percent of cases closed by arrest is unusually high due to the arrest of a serial arsonist involved in 37 cases. If the 37 cases were deducted, the resulting clearance rate would be 35 percent. The median clearance rate for cities 100,000 and over was just over 19 percent. Closure rates in old cases continued into 2005 yielding 53 percent. The Division estimates returning to its normal closure rate.

CHANGES TO THE BUDGET

GENERAL FUND

- Funding of $47,529 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $22,561 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- Funding of $8,020 is included for PERA and Workers' Compensation increases.
- Funding of $1,647 is transferred to the Support Services Division for a portion of the maintenance services position.

PUBLIC SAFETY SALES TAX (PSST) FUND

- Onetime funding of $58,863 is removed.
- Funding of $35,591 is added to cover inflationary increases on the ongoing items from the 2005 PSST budget, and $2,901 is added to cover PERA and Workers' Compensation increases.
- Funding of $5,000 is moved to Support Services for a portion of the maintenance services position.

MAJOR OBJECTIVES

OBJECTIVE – Improve the investigation of arson cases through interagency cooperation *(Strategic Action Plan 2.1.0)*

The CSFD and the El Paso County Sheriff's Office continue to improve and devise ways to develop a shared data base of arson-related cases. The intent is to improve both agencies' access to known arson cases and suspects. Initial implementation of this objective will occur in 2005, but it should be fully completed in 2006.

OBJECTIVE – Establish a business license program *(Strategic Action Plan 2.2.0)*

Discussions continue with businesses to solicit input for presentation of a business license program to City administration and City Council. This has been slated for discussion and possible implementation in 2006.

OBJECTIVE – Develop a public communications plan for the Office of the Fire Marshal and Fire Department as a whole *(Strategic Action Plan 2.2.0)*

The Fire Department is seeking ways to get more information on wildland fire safety, general fire safety, homeland defense, and hazardous materials to the public at large. A draft plan is currently being worked on with completion and implementation proposed for 2006.

OBJECTIVE – Implement and conduct a citywide analysis for community risk management *(Strategic Action Plan 2.2.0)*

In 2005, the Community Risk Management Office began collecting and categorizing each business in the city for assessing community risk factors. This information, coupled with hyper spectral imagery (H.S.I.), will be used to conduct a comprehensive risk analysis of the city. Areas of concern will be prioritized for targeting education and prevention efforts.

OBJECTIVE – Employ technology to improve efficiency *(Strategic Action Plan 2.2.0, 5.8.0)*

In 2005, the microfilmed records within the Office of the Fire Marshal were converted and are now electronically archived. The significant number of development plan documents dating back to the 1970s will be scanned in 2006 to facilitate the search process that is presently cumbersome, inaccurate, and time consuming.

OBJECTIVE – Implement a High-Piled Stock Permit Program *(Strategic Action Plan 2.2.0)*

Large warehouse facilities and big-box retail establishments that pose significant risks to citizens and firefighters continue to be built within the city. In 2005, a High-Piled Stock Permit Program was developed and inspections commenced in July. In 2006, the Division hopes to inspect at least 80 percent of the estimated 1,800 facilities within the community.

OBJECTIVE – Provide safety program for occupants of high-rise buildings *(Strategic Action Plan 2.2.0)*

Due to turnover in personnel, expansion of the Business Outreach Program to increase awareness and training for occupants of high-rise buildings was deferred. In February and March 2005, the Department lost two Public Education Specialists, one of which was assigned the Business Outreach Program. Consequently, this objective has been shifted to 2006 for implementation and refinement in accordance with various Homeland Defense initiatives.

Fire – Support Services

Steven W. Cox, Deputy Chief ● 375 Printers Parkway, Colorado Springs, CO 80910 ● (719) 385-7203 ● scox@springsgov.com

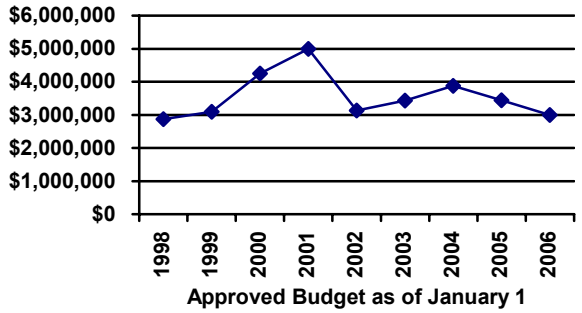
MISSION

To ensure the operational readiness of Fire Department emergency personnel, facilities, apparatus, and equipment.

SERVICES

- Department management
- CIP project management
- Human resources functions
- Basic and advanced fire and medical training
- Oversight of required certifications
- Specification of apparatus, vehicles, tools and equipment
- Facilities maintenance

BUDGET HISTORY



BUDGET SUMMARY

GENERAL FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$1,374,594	$1,492,518	$1,583,496	$1,578,933
Operating	1,033,585	1,127,485	1,113,914	750,284
Capital Outlay	29,308	742,402	742,027	663,777
Total	**$2,437,488**	**$3,362,405**	**$3,439,437**	**$2,992,994**

PUBLIC SAFETY SALES TAX (PSST) FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$ 437,985	$715,950	$ 795,361	$ 926,505
Operating	159,366	477,544	358,744	229,452
Capital Outlay	542,756	907,043	544,446	747,794
Capital Projects	4,466,191	3,388,812	3,243,150	1,340,321
Total	**$5,606,298**	**$5,489,347**	**$4,941,701**	**$3,244,072**

PERSONNEL

GENERAL FUND

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Manager	1.00	1.00	1.00	1.00
Supervisor	1.00	2.00	2.00	2.00
Professional	3.00	4.00	4.00	3.00
Paraprofessional	6.00	5.00	5.00	5.00
General	2.00	2.00	2.00	2.25
Civilian FTE Total	**13.00**	**14.00**	**14.00**	**13.25**
Chief	1.00	1.00	1.00	1.00
Deputy Chief	1.00	1.00	1.00	1.00
Battalion Chief	1.00	1.00	1.00	1.00
Fire Captain	2.00	2.00	1.00	1.00
Fire Lieutenant	1.00	1.00	1.00	1.00
Sworn FTE Total	**6.00**	**6.00**	**5.00**	**5.00**
FTE Total	**19.00**	**20.00**	**19.00**	**18.25**

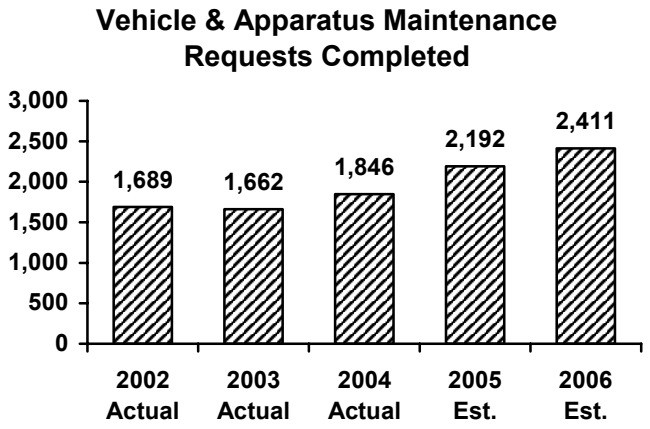
During 2004, a captain position was converted to a civilian facilities coordinator (supervisor) and a staff assistant (paraprofessional) was reclassified to an analyst I (professional). During 2005, a communications engineer (professional) was transferred to the Fiscal, Information Systems, and Planning Division, and one-fourth of a maintenance services position was added. These changes are reflected in the 2006 budget.

PUBLIC SAFETY SALES TAX (PSST) FUND

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Professional	1.00	2.00	2.00	2.00
Paraprofessional	1.00	2.00	2.00	2.00
General	1.50	1.50	2.50	2.75
Civilian FTE Total	**3.50**	**5.50**	**6.50**	**6.75**
Battalion Chief	1.00	1.00	1.00	1.00
Captain	1.00	2.00	2.00	2.00
Lieutenant	1.00	1.00	1.00	2.00
Sworn FTE Total	**3.00**	**4.00**	**4.00**	**5.00**
FTE Total	**6.50**	**9.50**	**10.50**	**11.75**

In 2004 an administrative technician (paraprofessional) and an audiovisual specialist (professional) were added that were originally budgeted in 2003. In addition, a captain was added in Training. In 2005, a warehouse supply technician was added. During 2005, a half-time maintenance services position (general) was made a full-time position by reallocating existing funds in PSST to fund three-fourths of the position, with one-fourth of the position funded from the General Fund. This change is reflected in the 2006 budget. For 2006, a lieutenant position for recruiting is added to the Personnel office.

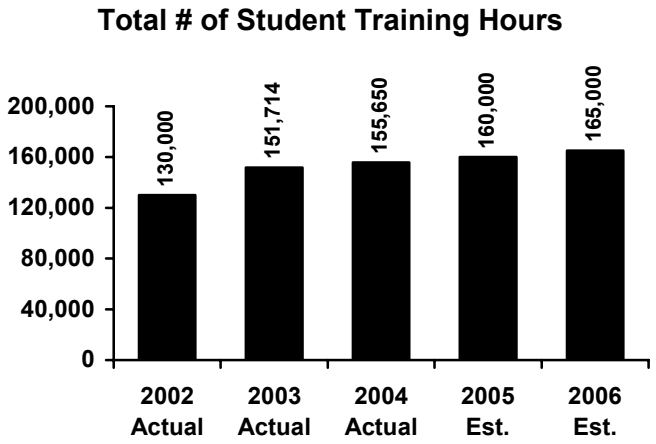
PERFORMANCE INDICATORS

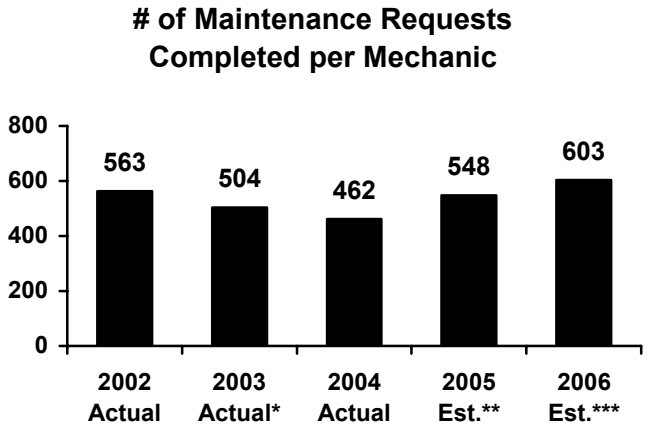


The Fire Department Maintenance Shop maintains 35 heavy apparatus (20 pumpers, 6 aerials, 2 heavy brush trucks, 1 heavy rescue truck, 1 HazMat truck, 1 hose tender, 2 squads, 1 decon unit, 1 mobile air truck); 20 medium-duty emergency vehicles (12 brush trucks, 3 district vehicles, 5 pickups); 13 emergency response staff vehicles and 10 reserve apparatus and medium-duty vehicles with 4 FTE ASE/EVT certified heavy equipment mechanics.

In 2005, the average age of the front-line fleet was 7.4 years, and the reserve fleet was 14.7 years. The total maintenance requests have increased by an average of 10 percent per year due to increased alarm load and aging of apparatus.

The figures for student training hours increased steadily since 2003 due to the increase in the number of sworn firefighters and the increase in training offered. In particular, the expanded use of broadcast and in-station training has made it possible to deliver more training to firefighters in the stations.



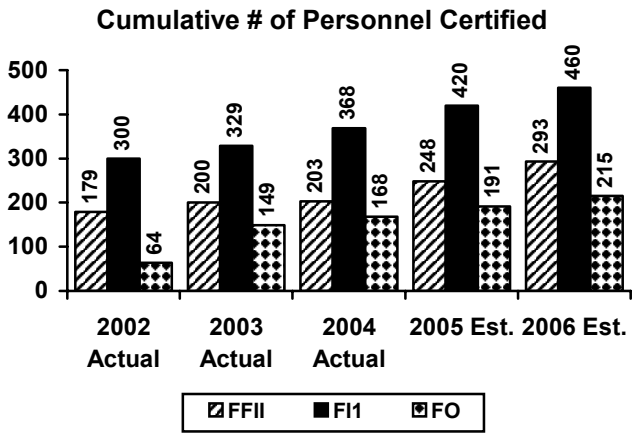


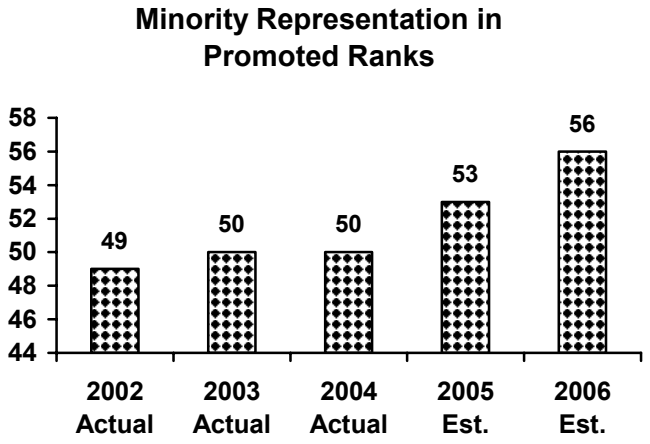
In 2003, an additional mechanic was funded through the PSST allocation; but the position was not filled until September. The 2003 calculation was based on the mechanics working from January to September and four mechanics from September through December. There were 1,066 requests from January to September and 596 from September through the end of the year.

* 4th mechanic hired in September.
** Reflects 10 percent annual increase
*** Estimate based on 4 FTE mechanics.

PERFORMANCE INDICATORS

Personnel completing the CSFD Training Academy are required to be nationally certified as Firefighter II (FFII). To be eligible for promotion to specific ranks, firefighters must obtain other certifications such as Fire Instructor I (FI1), Fire Officer I, II and III (FO), or Driver/Operator. Through the 2004 budget, certifications were reported for Fire and Life Safety Education (FLSE). However, FLSE certification was discontinued in 2003, so data on certifications for Fire Officer I and II (FO) have been substituted.





Minority representation in the Department's promoted ranks has been increasing. A recruiting officer is being funded in 2006 through PSST to improve recruiting of new minority firefighters. Over time, increases in minority representation in the Department should be reflected in the promoted ranks as well.

CHANGES TO THE BUDGET

GENERAL FUND

- Funding of $38,093 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $18,809 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- Funding of $7,542 is included for PERA and Workers' Compensation increases.
- The communications engineer and associated budget of $389,134 is transferred to the FISP Division.
- Funding of $8,628 is transferred from other divisions to fund one-quarter maintenance services position.
- Funding of $726 is included to address an increase in Utility rates.
- Funding of $94,278 is transferred to Operations for paramedic insurance.
- Funding of $5,315 is transferred to the Office of Emergency Management for communications.
- Funding is reduced by $31,514 for light vehicle replacement.

PUBLIC SAFETY SALES TAX (PSST) FUND

- Onetime funding of $3,814,436 is removed.
- Funding of $23,817 is added to cover inflationary increases on ongoing items from the 2005 PSST budget, and $3,741 is added to cover PERA and Workers' Compensation increases.
- Funding of $339,500 is added to complete the purchase of Truck 19.
- Funding of $376,996 is added for the replacement/refurbishment of apparatus.
- Funding of $654,150 is added for the design of Phase II of the Fire Department Complex.
- Funding of $502,076 is added for the first COP payment of 20 for Phase II of the Fire Department Complex construction.
- Funding of $184,095 is added for the first COP payment of 20 for construction of new Station 1.
- Funding of $138,358 is moved to Fiscal, Information Systems, and Planning from Support Services for the management of Department communications.
- Funding of $19,190 is moved to Operations for paramedic insurance.
- Funding of $5,000 is moved from Office of the Fire Marshal for a portion of the maintenance services position.
- Funding of $113,754 is included for the addition of a lieutenant in the Personnel office for recruiting efforts.
- Funding of $9,357 is included to cover costs associated with the addition of a paramedic lieutenant in Operations.
- Funding of $43,000 is included to cover costs associated with the addition of a truck company at Station 20.

MAJOR OBJECTIVES

OBJECTIVE – Design and construct PSST capital projects *(Strategic Action Plan 2.2.0)*

In 2006, the Fire Department will complete construction of Fire Stations 1 and 8 and design the second phase of the Fire Department Complex. The facilities will be constructed to meet the recommendations of the recent health and safety study and will include public meeting space that will be available to community groups.

OBJECTIVE –Design and implement training programs to achieve national certification of personnel and meet the Department's needs
(Strategic Action Plan 2.2.0)

The Training Division will continue to evaluate and modify training programs and curriculums to adapt to ongoing changes in national standards and Departmental needs. Interactive studio broadcasts, online skills evaluations and development, and broadcast strategy and tactics training will provide in-service training to personnel while they remain available for emergency response. In addition, the Training Division will support and participate in regional training with surrounding fire agencies.

MAJOR OBJECTIVES

OBJECTIVE –Maintain staffing levels and employ a diverse workforce *(Strategic Action Plan 5.4.0)*

These objectives will be accomplished through recruitment and regular administration of entry-level firefighter and promotional examinations. Current recruitment efforts include the Summer Heat Fire Camp, the Pass the Torch Academy, mentoring programs, and targeted outreach efforts with school districts. With the addition of a recruiting officer, the Fire Department will expand its recruiting efforts in support of a diverse workforce.

OBJECTIVE — Maintain or improve operational efficiency and effectiveness by providing and maintaining physical resources such as apparatus, tools, equipment and facilities necessary for the Fire Department to accomplish its mission *(Strategic Action Plan 2.1.0)*

The completion of a logistical warehouse and the addition of a position to operate it—both accomplished with PSST funds in 2005—will allow the Fire Department to centralize responsibility for supplies in 2006. In the future, the acquisition and maintenance of tools and equipment will also be centralized at the warehouse, freeing emergency response personnel from much of their present involvement in support activities and helping to maintain their availability for training and emergency response.

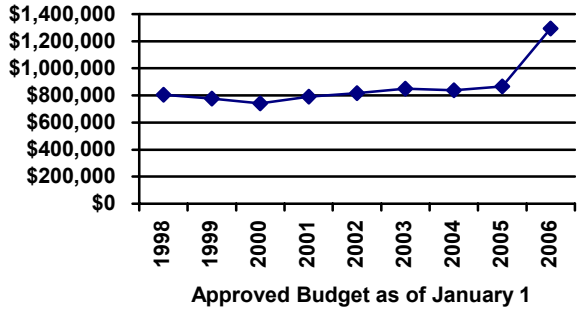
Fire – Fiscal, Information Systems, Planning

Nina Rikoski, Fire Admin Manager ● 375 Printers Parkway, Colorado Springs, CO 80910 ● (719) 385-2739 ● nriksoki@springsgov.com

MISSION

To provide innovative analytical, planning, fiscal and information technology services to maintain and enhance the Department's ability to protect life and property.

BUDGET HISTORY



SERVICES

- Data communication systems and wide-area networks
- Software applications and systems
- Database development
- Statistical analysis
- Budget and purchasing
- Strategic planning
- Information technology management
- GIS
- Communication system management

BUDGET SUMMARY

GENERAL FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$710,688	$751,370	$740,576	$ 861,534
Operating	49,345	127,145	88,255	357,959
Capital Outlay	0	56,362	37,695	74,995
Total	**$760,033**	**$934,877**	**$866,526**	**$1,294,488**

PUBLIC SAFETY SALES TAX (PSST) FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$31,742	$125,774	$261,912	$268,467
Operating	329	9,950	19,342	307,838
Capital Outlay	6,648	7,557	13,850	58,455
Total	**$38,720**	**$143,281**	**$295,104**	**$634,760**

PERSONNEL

GENERAL FUND

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Manager	2.0	2.0	2.0	2.0
Professional	5.0	5.0	5.0	6.0
Paraprofessional	1.0	1.0	1.0	2.0
General	1.0	1.0	1.0	0.0
FTE Total	**9.0**	**9.0**	**9.0**	**10.0**

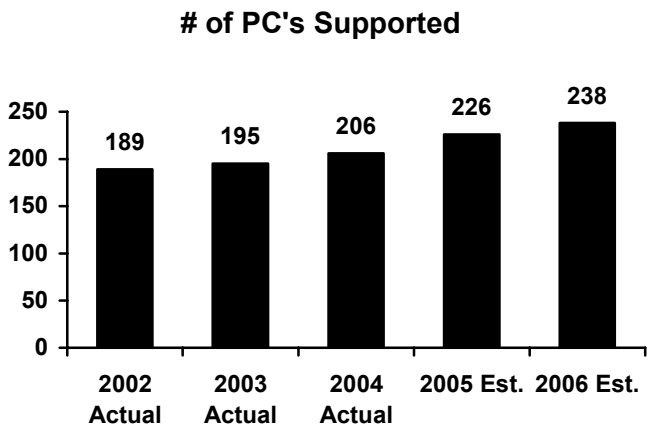
During 2005, a senior office specialist (general) was reclassified as an administrative technician (paraprofessional). Also, in 2005, a communications engineer (professional) was transferred from the Support Services Division.

PUBLIC SAFETY SALES TAX (PSST) FUND

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Professional	1.0	2.0	3.0	3.0
General	0.0	0.0	1.0	1.0
FTE Total	**1.0**	**2.0**	**4.0**	**4.0**

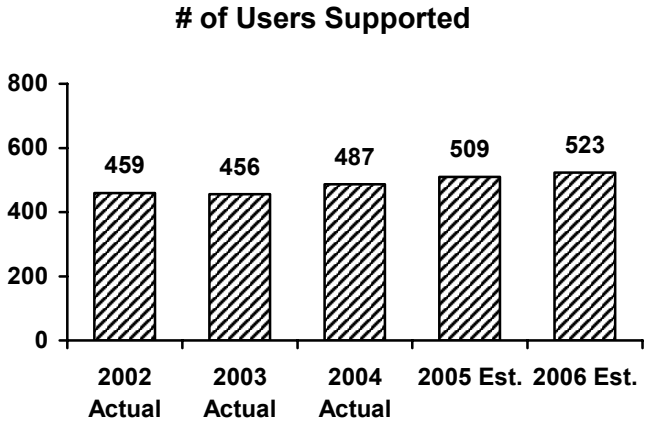
An information systems analyst II was added in 2004. In 2005, an information systems analyst I and an office specialist were added.

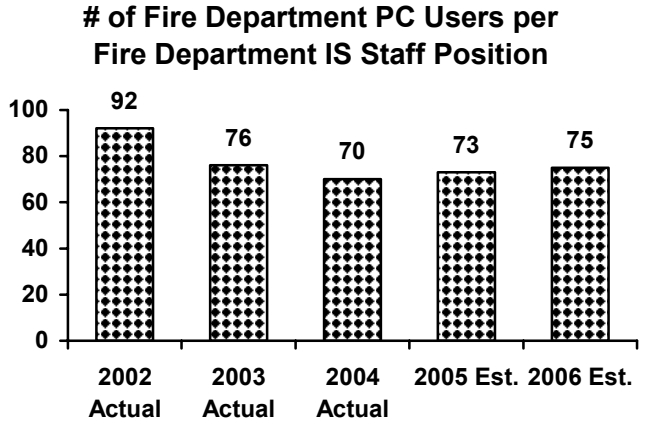
PERFORMANCE INDICATORS



CSFD is able to perform at a high level with its limited staff due to its use of technology. Office positions usually have a dedicated personal computer (PC), while line positions on shift share PC's at the stations. The general increase from year to year is due to growth in the Department and the addition of new stations. The larger jump in 2005/2006 is primarily due to the addition of mobile computers in fire apparatus.

There are more users than FTE's in the Department due to temporary, part-time, and special employees and volunteers. The numbers have been increasing due to the additional resources funded with the Public Safety Sales Tax. The dip in 2003 was due to the hiring freeze.





With the addition of a GIS analyst in 2003 and an information systems analyst II in 2004, the ratio of users to information systems staff improved slightly. The addition of an information systems analyst I for mobile computing in 2005 will not help this ratio since that position will not be supporting users. Based on industry standards, the target support ratio is 37 users per information systems staff position. In the short term, this ratio will not improve since the next IT position is not planned until after 2006.

CHANGES TO THE BUDGET

GENERAL FUND

- Funding of $32,892 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $6,026 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- Funding of $3,410 is included for PERA and Workers' Compensation increases.
- The communications engineer and corresponding budget of $389,134 is transferred from Support Services.
- Funding of $3,500 is transferred to Support Services for a portion of the maintenance services position.

PUBLIC SAFETY SALES TAX (PSST) FUND

- Onetime funding of $13,968 is removed.
- Funding of $6,556 is added to cover inflationary increases on ongoing items from the 2005 PSST budget, and $874 is added to cover PERA and Workers' Compensation increases.
- Funding of $139,964 is added for the purchase of GIS/AVL equipment, and equipment and upgrades for the computer lab.
- Funding of $2,021 is included to cover costs associated with the addition of a paramedic lieutenant in Operations.
- Funding of $2,021 is included to cover costs associated with the addition of a lieutenant in the personnel office.
- Funding of $138,358 is moved from Support Services for the management of Department communications.
- Funding of $32,169 is moved from Operations for GPS/AVL equipment.
- Funding of $31,960 is added for communications and computer equipment for the addition of a truck company at Station 20.

MAJOR OBJECTIVES

OBJECTIVE – Implement Phase I of mobile computing in CSFD to improve emergency response ***(Strategic Action Plan 2.1.0)***

AVL (automatic vehicle location) and mobile computing will continue to be implemented in all frontline CSFD apparatus in 2006 through a partnership with Traffic Operations. In addition to AVL and traffic signal preemption for emergency responders, the on-board mobile computer will provide a mechanism to present emergency dispatch information, route and position information, and floor plans of buildings and locations of hazardous materials. Through use and feedback from CSFD personnel, modifications and enhancements will be identified to increase the usefulness of the system.
Once the City's computer-aided dispatch (CAD) system is able to utilize AVL information to determine call assignment, CSFD apparatus call assignment can be done more effectively. In addition to looking at emergency response and mobile computing, core capabilities of mobile computing will be explored for use in incident management and command in the field.
Funds were allocated in the 2005 PSST budget for the purchase and support of mobile technology, but 100 percent of those funds will not be spent in 2005 since Fire will not have the equipment in place on 100percent of the front-line apparatus. Carryover of those unallocated funds along with other 2006 AVL/Mobile Computing funds will allow the Department to meet or make significant progress on this objective and its various components.

OBJECTIVE – Extend the use of GIS and information technology to assist in emergency management, operational response and risk analysis

Leveraging the large amounts of community data, incident information and geographic information, CSFD can impact all aspects of emergency management, operational response and community risk analysis. In some cases, this will involve improving the data collection and maintenance processes; and in others, it will require better ways to deliver content to the appropriate personnel. The benefits will span many areas to include prevention and mitigation, community education and preparedness, and operational response.

MAJOR OBJECTIVES

OBJECTIVE – Provide support for the implementation of items and activities funded by the Public Safety Sales Tax
(Strategic Action Plan 2.1.0, 2.2.0)

All three components of FISP (Fiscal Services, Information Systems, and Planning) will continue to support implementation of items and activities funded by the Public Safety Sales Tax. Planning, information technology, budgeting, purchasing, and processing accounts payable are involved in planning for and/or supporting the resources added through the Public Safety Sales Tax, as well as supporting Department personnel and activities supported by the General Fund.

OBJECTIVE – Support Department planning efforts
(Strategic Action Plan 2.2.0)

Personnel in the FISP Division will continue to provide analytical support to the Department's short-term and long-term planning efforts and will continue to address the Department's need for data for planning purposes.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
FIRE DEPARTMENT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	2,616,358	2,587,073	2,369,984	2,500,056
51210	OVERTIME	22,062	24,365	14,906	12,372
51215	ACHIEVEMENT AWARD	1,665	500	0	0
51220	SEASONAL TEMPORARY	38,757	63,461	14,634	14,810
51230	SHIFT DIFFERENTIAL	603	756	0	0
51235	STANDBY	25,098	24,501	17,640	19,140
51240	RETIREMENT TERMINATION SICK	0	24,278	0	0
51245	RETIREMENT TERM VACATION	3,959	21,915	0	0
51250	SPECIAL ASSIGNMENT PAY	3,988	58	0	0
51260	VACATION BUY	10,840	19,519	0	0
51299	SALARIES REIMBURSEMENTS	(255,499)	(99,165)	0	0
51405	UNIFORM SALARIES	21,848,508	22,278,497	24,006,824	24,170,248
51410	UNIFORM OVERTIME	966,802	798,432	716,307	716,307
51420	UNIFORM SCHEDULED OVERTIME	575,849	598,203	686,285	710,306
51425	UNIFORM SHIFT DIFFERENTIAL	259	539	0	0
51430	UNIFORM SPECIAL ASSIGNMENT	62,111	54,028	56,297	56,297
51435	UNIFORM PUBLIC ASSEMBLY	18,015	9,061	10,500	10,500
51440	LEAVE PAY OFF	445,450	447,803	381,704	395,064
51445	LONGEVITY	218,621	209,536	209,415	209,415
51455	THIRD WEEK	270,454	257,058	278,428	288,174
51460	UNIFORM HAZARD DUTY	21,085	1	240	240
51470	UNIFORM RETIREMENT COST	468,076	235,010	167,000	167,000
51490	PARAMEDIC PRO PAY	61,879	84,216	74,800	74,800
51610	PERA	243,330	260,192	235,310	259,667
51615	WORKERS COMPENSATION	684,366	661,069	682,959	812,241
51620	EQUITABLE LIFE INSURANCE	74,589	75,974	105,985	107,062
51625	VISION CARE	20,538	20,852	25,988	25,988
51635	CITY MAJOR MEDICAL PLAN	0	0	4,412	4,412
51640	DENTAL INSURANCE	148,066	155,803	174,859	174,859
51645	FIRE PENSION PLAN	1,765,493	1,867,971	4,276,564	4,955,711
51655	RETIRED EMP MEDICAL INS	0	457	0	0
51665	CASH BACK	77,359	101,843	0	0
51690	MEDICARE	227,107	249,128	215,889	229,834
51695	CITY EPO MEDICAL PLAN	2,298,754	2,399,887	2,534,436	2,534,436
	TOTAL SALARIES AND BENEFITS	**32,964,545**	**33,432,820**	**37,261,366**	**38,448,939**
52105	MISCELLANEOUS OPERATING	18,010	6,102	0	0
52110	OFFICE SUPPLIES	37,185	44,332	43,713	43,948
52111	PAPER SUPPLIES	3,495	2,601	7,304	6,644
52115	MEDICAL SUPPLIES	46,220	55,839	49,191	48,723
52120	SOFTWARE MICRO/WORD PROCESS	27,202	84,219	59,575	57,775
52122	CELL PHONE EQUIP AND SUPPLIES	876	759	5,772	5,372
52125	GENERAL SUPPLIES	85,180	89,358	109,722	96,808
52126	ELECTRICAL SUPPLIES	15	0	500	200
52127	CONSTRUCTION SUPPLIES	1,379	135	0	0
52128	PLUMBING SUPPLIES	103	93	500	200
52130	OTHER SUPPLIES	0	0	5,150	5,000
52135	POSTAGE	10,099	9,195	13,838	16,767
52140	WEARING APPAREL	283,069	277,808	353,312	375,632

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
FIRE DEPARTMENT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52145	PAINT AND CHEMICAL	5,173	3,418	4,580	3,621
52150	SEED AND FERTILIZER	53	0	0	0
52155	AUTOMOTIVE	706	7,589	6,150	6,150
52165	LICENSES AND TAGS	8,860	11,589	21,815	20,881
52190	JANITORIAL SUPPLIES	32,344	47,576	40,656	46,728
52220	MAINT OFFICE MACHINES	2,482	1,741	1,630	3,628
52225	MAINT MICROS WORD PROCESSOR	2,207	1,189	7,000	3,826
52235	MAINT MACHINERY & APPARATUS	8,258	6,942	11,050	44,050
52240	MAINT NONFLEET VEHICLES EQP	211,079	163,397	195,804	191,954
52265	MAINT BUILDINGS & STRUCTURE	46,492	59,346	56,021	56,021
52305	MAINT SOFTWARE	0	0	2,750	2,750
52405	ADVERTISING SERVICES	363	767	3,165	3,265
52421	CIVIL SERVICE TESTING	34,430	35,723	60,000	60,000
52431	CONSULTING SERVICES	3,969	9,727	7,800	6,702
52434	TOWING SERVICES	0	0	1,500	1,500
52435	GARBAGE REMOVAL SERVICES	4,409	6,951	5,600	5,350
52440	HUMAN SERVICES	25	0	0	0
52445	JANITORIAL SERVICES	426	2,974	3,500	2,000
52450	LAUNDRY AND CLEANING SVCS	1,806	4,851	14,026	14,492
52455	LAWN MAINTENANCE SERVICE	5,784	9,730	7,430	7,430
52565	PEST CONTROL	4,792	6,140	4,943	4,943
52574	LEGAL SERVICES	0	1,031	0	0
52575	SERVICES	54,623	52,051	80,250	59,328
52605	CAR MILEAGE	93	94	800	625
52615	DUES AND MEMBERSHIP	10,434	7,079	8,919	8,714
52625	MEETING EXPENSES IN TOWN	8,274	14,961	13,345	12,529
52630	TRAINING	48,687	68,900	85,555	86,535
52635	EMPLOYEE EDUC ASSISTANCE	16,379	31,177	8,214	9,328
52645	SUBSCRIPTIONS	7,164	6,589	12,285	12,620
52655	TRAVEL OUT OF TOWN	34,594	38,736	69,021	75,740
52705	COMMUNICATIONS	180,455	189,791	241,329	241,329
52735	TELEPHONE LONG DIST CALLS	10,445	7,700	10,660	10,660
52736	CELL PHONE AIRTIME	15,097	23,011	15,471	15,471
52740	GENERAL INSURANCE-CITY	112,253	118,121	114,214	114,214
52743	UTILITIES STREET LIGHTS	1,139	1,362	1,170	1,434
52745	UTILITIES	597	0	0	0
52746	UTILITIES ELECTRIC	99,754	125,566	114,936	128,399
52747	UTILITIES GAS	80,044	105,509	170,983	143,880
52748	UTILITIES SEWER	9,079	13,297	14,729	18,225
52749	UTILITIES WATER	19,034	22,305	27,414	26,094
52765	LEASE PURCHASE PAYMENTS	221,595	221,595	105,348	105,348
52775	MINOR EQUIPMENT	119,494	124,771	89,820	94,668
52795	RENTAL OF EQUIPMENT	25,274	26,392	28,092	30,412
52874	OFFICE SERVICES PRINTING	10,186	9,723	24,415	23,289
52875	OFFICE SERVICES RECORDS	195	704	500	1,200
65170	TRANSFER TO OTHER FUNDS	(6,116)	0	0	0
65352	EMPLOYEE AWARDS PROGRAM	300	0	0	0
	TOTAL OPERATING EXPENSES	**1,965,564**	**2,160,556**	**2,341,467**	**2,362,402**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
FIRE DEPARTMENT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
53010	OFFICE MACHINES	0	357	13,184	5,598
53020	COMPUTERS NETWORKS	0	84,248	71,108	109,508
53030	FURNITURE AND FIXTURES	0	6,473	5,950	5,000
53050	MACHINERY AND APPARATUS	59,061	104,546	90,010	39,824
53070	VEHICLES REPLACEMENT	29,308	670,459	656,883	625,369
53080	VEHICLES ADDITIONS	0	958	0	0
	TOTAL CAPITAL OUTLAY	**88,369**	**867,042**	**837,135**	**785,299**
	ORGANIZATION TOTAL	**35,018,478**	**36,460,417**	**40,439,968**	**41,596,640**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

PUBLIC SAFETY SALES TAX (PSST) FUND
FIRE DEPARTMENT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	263,367	539,705	893,368	942,849
51210	OVERTIME	795	4,392	3,213	3,326
51220	SEASONAL TEMPORARY	0	1,503	0	1,101
51230	SHIFT DIFFERENTIAL	462	377	383	396
51235	STANDBY	1,553	6,743	4,489	4,025
51245	RETIREMENT TERM VACATION	0	1,828	0	0
51250	SPECIAL ASSIGNMENT PAY	5,199	25,870	10,300	10,661
51260	VACATION BUY	1,522	2,851	0	0
51299	SALARIES REIMBURSEMENTS	(1,674)	(5,671)	0	0
51405	UNIFORM SALARIES	1,081,068	2,379,566	3,677,412	5,214,440
51410	UNIFORM OVERTIME	196,278	369,888	415,057	569,488
51420	UNIFORM SCHEDULED OVERTIME	20,707	49,314	66,408	67,171
51425	UNIFORM SHIFT DIFFERENTIAL	61	185	192	199
51430	UNIFORM SPECIAL ASSIGNMENT	41,003	56,133	78,973	80,553
51435	UNIFORM PUBLIC ASSEMBLY	140	468	0	0
51440	LEAVE PAY OFF	26,432	48,758	76,968	79,662
51445	LONGEVITY	10,278	20,107	24,237	27,485
51455	THIRD WEEK	14,612	32,252	58,959	63,730
51460	UNIFORM HAZARD DUTY	40	0	0	0
51470	UNIFORM RETIREMENT COST	199	2,470	0	0
51490	PARAMEDIC PRO PAY	1,733	5,549	10,850	11,230
51610	PERA	24,626	53,349	76,281	78,952
51615	WORKERS COMPENSATION	35,787	69,841	106,026	113,639
51620	EQUITABLE LIFE INSURANCE	3,890	8,204	13,090	14,132
51625	VISION CARE	1,131	2,138	3,200	3,437
51640	DENTAL INSURANCE	7,546	17,023	28,032	29,857
51645	FIRE PENSION PLAN	92,847	190,431	321,531	346,838
51665	CASH BACK	8,755	16,063	4,963	5,137
51675	UNEMPLOYMENT INSURANCE	0	4,872	0	0
51690	MEDICARE	11,512	27,182	47,128	50,889
51695	CITY EPO MEDICAL PLAN	117,708	258,258	384,810	413,758
	TOTAL SALARIES AND BENEFITS	**1,967,575**	**4,189,649**	**6,305,870**	**8,132,955**
52105	MISCELLANEOUS OPERATING	0	1,115	0	0
52110	OFFICE SUPPLIES	10,762	14,153	23,452	19,777
52111	PAPER SUPPLIES	0	2,261	6,605	7,009
52115	MEDICAL SUPPLIES	0	5,741	18,288	26,489
52120	SOFTWARE MICRO/WORD PROCESS	2,733	10,355	18,590	20,079
52122	CELL PHONE EQUIP AND SUPPLIES	231	457	113	113
52125	GENERAL SUPPLIES	19,688	43,783	29,314	32,763
52127	CONSTRUCTION SUPPLIES	1,890	587	6,500	6,750
52135	POSTAGE	1,546	1,552	8,263	5,903
52140	WEARING APPAREL	130,003	204,235	235,127	263,144
52145	PAINT AND CHEMICAL	0	438	2,172	2,146
52160	FUEL	0	0	0	100
52165	LICENSES AND TAGS	0	1,130	2,067	2,272
52190	JANITORIAL SUPPLIES	5,398	5,892	5,231	8,231
52220	MAINT OFFICE MACHINES	360	0	3,469	3,781
52225	MAINT MICROS WORD PROCESSOR	195	0	8,482	8,201

CITY OF COLORADO SPRINGS
BUDGET DETAIL

PUBLIC SAFETY SALES TAX (PSST) FUND
FIRE DEPARTMENT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52235	MAINT MACHINERY & APPARATUS	6,106	26,670	48,081	54,983
52240	MAINT NONFLEET VEHICLES EQP	3,308	19,167	25,753	31,776
52265	MAINT BLDGS AND STRUCTURE	16,074	24,767	23,757	33,470
52305	MAINT SOFTWARE	0	28,602	10,722	7,892
52405	ADVERTISING SERVICES	263	1,421	0	5,972
52420	EMPLOYEE SERVICES	0	0	20,600	15,234
52431	CONSULTING SERVICES	8,618	9,150	15,200	0
52435	GARBAGE REMOVAL SERVICES	0	0	824	999
52450	LAUNDRY AND CLEANING SVCS	345	2,385	9,850	10,853
52455	LAWN MAINTENANCE SERVICE	628	0	0	0
52465	MISCELLANEOUS SERVICES	0	3,851	12,015	28,110
52565	PEST CONTROL	0	0	592	1,060
52575	SERVICES	48,701	345,486	65,966	155,042
52605	CAR MILEAGE	158	393	3,000	2,109
52615	DUES AND MEMBERSHIP	744	3,915	4,253	4,794
52625	MEETING EXPENSES IN TOWN	3,724	3,097	8,266	6,861
52630	TRAINING	59,051	57,752	130,482	151,081
52635	EMPLOYEE EDUCATIONL ASSIST	14,134	12,717	14,986	17,839
52645	SUBSCRIPTIONS	1,365	1,183	903	1,251
52655	TRAVEL OUT OF TOWN	12,494	39,361	59,436	69,367
52705	COMMUNICATIONS	150,070	123,255	148,755	149,576
52725	RENTAL OF PROPERTY	0	0	7,039	1,239
52735	TELEPHONE LONG DIST CALLS	113	254	2,364	2,645
52736	CELL PHONE AIRTIME	1,574	1,546	10,590	11,798
52740	GENERAL INSURANCE-CITY	0	22,604	25,301	27,024
52743	UTILITIES STREET LIGHTS	81	173	256	259
52745	UTILITIES	12,659	6,252	1,896	2,615
52746	UTILITIES ELECTRIC	3,003	15,335	26,668	33,776
52747	UTILITIES GAS	2,370	12,175	29,090	37,603
52748	UTILITIES SEWER	169	782	1,423	5,068
52749	UTILITIES WATER	1,825	3,746	4,754	7,383
52775	MINOR EQUIPMENT	127,878	120,595	241,750	144,904
52872	MAINTENANCE FLEET	727	0	0	6,100
52873	PRINTING OUTSIDE	0	0	0	2,385
52874	OFFICE SERVICES PRINTING	4,415	7,689	17,509	14,994
	TOTAL OPERATING EXPENSES	**653,404**	**1,186,022**	**1,339,754**	**1,452,820**
53020	COMPUTERS NETWORKS	41,281	33,749	22,827	81,427
53030	FURNITURE AND FIXTURES	36,631	98,865	50,843	39,978
53050	MACHINERY AND APPARATUS	339,909	501,837	322,942	236,917
53070	VEHICLES REPLACEMENT	0	1,738	0	376,996
53080	VEHICLES ADDITIONS	410,238	709,906	567,452	339,500
53090	BUILDINGS AND STRUCTURES	7,116	27,144	7,150	21,365
	TOTAL CAPITAL OUTLAY	**835,175**	**1,373,239**	**971,214**	**1,096,183**

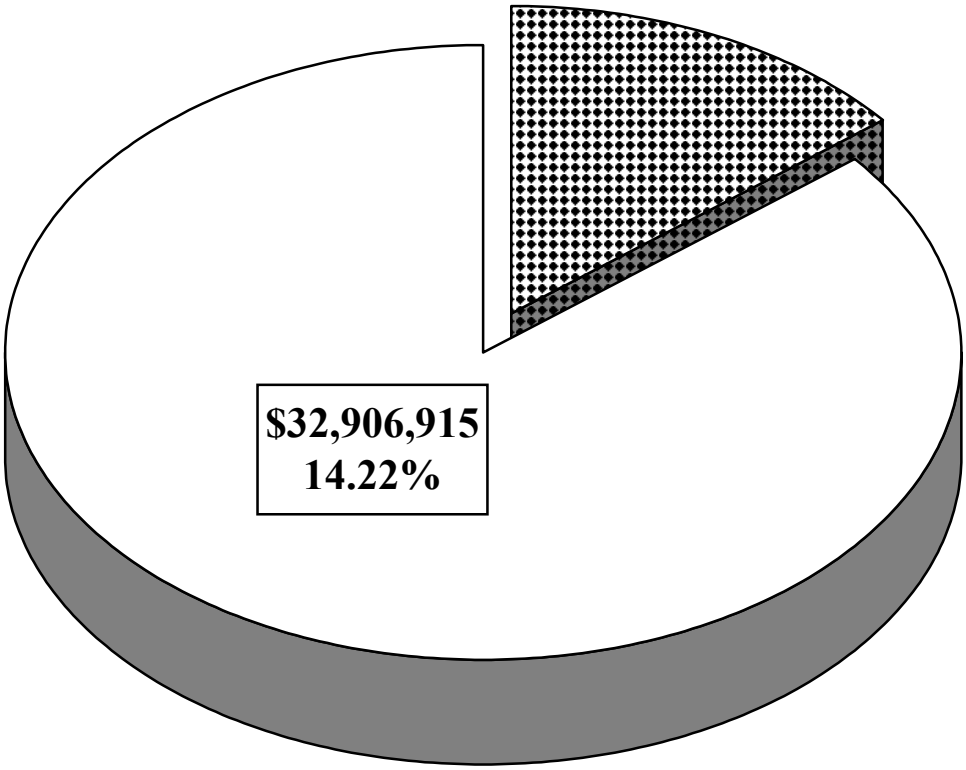
CITY OF COLORADO SPRINGS
BUDGET DETAIL

PUBLIC SAFETY SALES TAX (PSST) FUND
FIRE DEPARTMENT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
65185	PRINCIPAL	0	0	0	686,171
	TOTAL DEBT SERVICE	**0**	**0**	**0**	**686,171**
70925	DESIGN	0	0	963,150	654,150
70930	CONSTRUCTIONS	4,466,191	3,388,821	2,280,000	0
70930	CONSTRUCTIONS	4,466,191	3,388,821	2,280,000	0
	TOTAL CIP PROJECTS	**4,466,191**	**3,388,821**	**3,243,150**	**654,150**
	ORGANIZATION TOTAL	**7,922,346**	**10,137,730**	**11,859,988**	**12,022,279**

CITY OF COLORADO SPRINGS

Public Works



City Engineering	**$ 4,313,389**
Streets	**$ 9,917,459**
Transit Services	**$13,349,088**
Transportation Engineering	**$ 5,326,979**

The Parking System and Pikes Peak – America's Mountain enterprises are organizationally within the Public Works Department but are included in the Enterprise Funds section of the Budget.

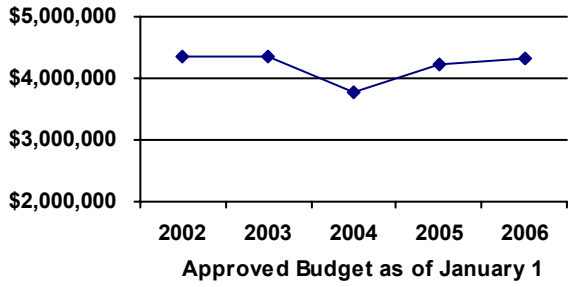
City Engineering

Cam McNair, City Engineer ● 30 S. Nevada, Colorado Springs, CO 80903 ● (719) 385-5918 ● cmcnair@springsgov.com

MISSION

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

BUDGET HISTORY



SERVICES

- Roadway Design
  - RTA capital and maintenance programs
  - Capital project management
  - Capital improvement design and construction
  - Permits
  - Surveying/drafting
- Major Engineering Programs
  - Improvement districts
  - Americans with Disabilities Act (ADA) compliance
  - Capital project management
- Stormwater and Drainage Management
  - Stormwater and environmental compliance
  - Drainage improvement project design and construction
  - Capital project management
- Subdivision Review and Inspections
  - Engineering review
  - New development inspection
- Engineering Management
  - Division administration
  - Finance and analysis
  - Customer service

BUDGET SUMMARY

GENERAL FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$3,993,578	$3,552,394	$3,716,025	$3,786,211
Operating	354,253	352,985	444,844	509,788
Capital Outlay	0	23,629	56,574	17,390
Total	**$4,347,831**	**$3,929,009**	**$4,217,443**	**$4,313,389**

In 2005, the Public Works Support budget was combined into the City Engineering budget.

PIKES PEAK RURAL TRANSPORTATION AUTHORITY (PPRTA)

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Maintenance Program	N/A	N/A	$ 6,977,720	$ 7,379,696
Capital Program	N/A	N/A	20,690,169	25,241,540
Total	**N/A**	**N/A**	**$27,667,889**	**$32,621,236**

PERSONNEL

GENERAL FUND

Classification	2003 Budget	2004 Actual	2005 Budget	2006 Budget
Senior Manager	2	2	1	1.0
Manager	5	4	5	5.0
Supervisor	3	3	2	2.0
Professional	14	10	11	13.0
Paraprofessional	25	22	24	22.0
General	7	7	5	5.0
FTE Total	**56**	**48**	**48**	**48.0**
Special Positions	3	0	3	3.0
Capital Improvement Projects Fund	0	5	5	5.0
All Funds Total	**59**	**53**	**56**	**56.0**

For 2006, three Engineering Technician II positions in subdivision review were reclassified to Civil Engineer I.

In 2005, two special positions were added to offset the increased workload for the Banning Lewis Ranch development. The cost of a Civil Engineer II and Engineering Inspector will be recovered through filing fees by the developers.

In 2005, the Public Works Support Division was combined into the City Engineering budget.

In 2004, one Engineering Technician II and one Office Specialist position were eliminated. Five positions were also transferred from the General Fund to the Capital Improvements Projects (CIP) Fund. These positions are three Senior Civil Engineers, one Senior Engineering Inspector and one Engineering Technician I. Dollars included in CIP project budgets for the design, engineering, and project management was redirected towards the salaries and benefits of these positions. This effort reduced the use of expensive design and project management consultants in the implementation of City construction projects.

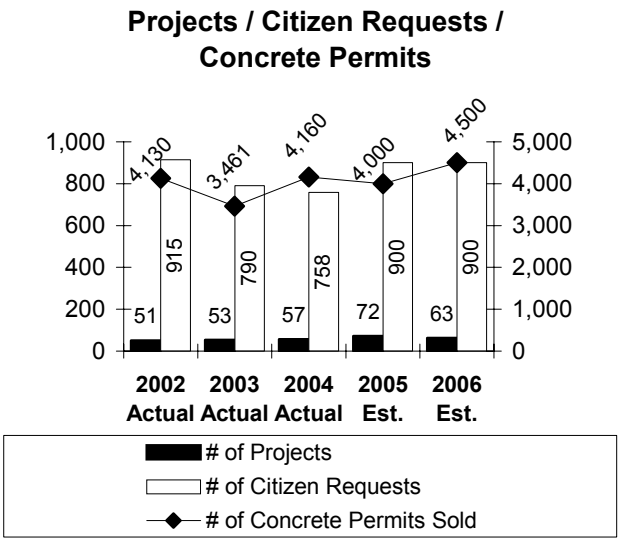
In 2004, some positions were incorrectly classified and were changed for 2005. No actual staffing changes occurred.

In 2004, a Special Projects Manager and a special Senior Office Specialist position in the Public Works Support Division were eliminated. Also, an Analyst I position was converted to a Senior Network Engineer to more effectively address the information technology network issues in Public Works, the Traffic Operations Center, and Transit Services.

PIKES PEAK RURAL TRANSPORTATION AUTHORITY (PPRTA)

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Contract Positions – Maintenance	N/A	N/A	4	4.0
Contract Positions – Capital	N/A	N/A	4	6.0
Total	**N/A**	**N/A**	**8**	**10.0**

PERFORMANCE INDICATORS



The number of active engineering projects includes projects designed in-house and projects contracted to consulting firms. This measure includes a combination of the following:

	2005	2006
CIP/Grant projects	48	35
RTA projects	24	28

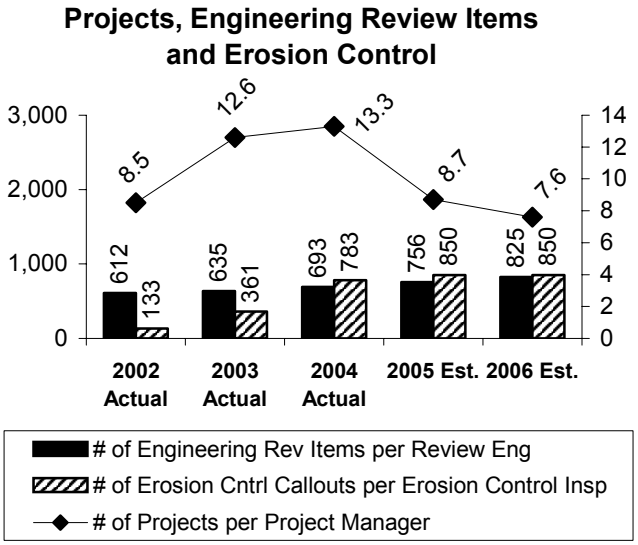
The number of concrete permits sold is an indication of the health of the local economy and the overall workload for staff, particularly for the inspectors.

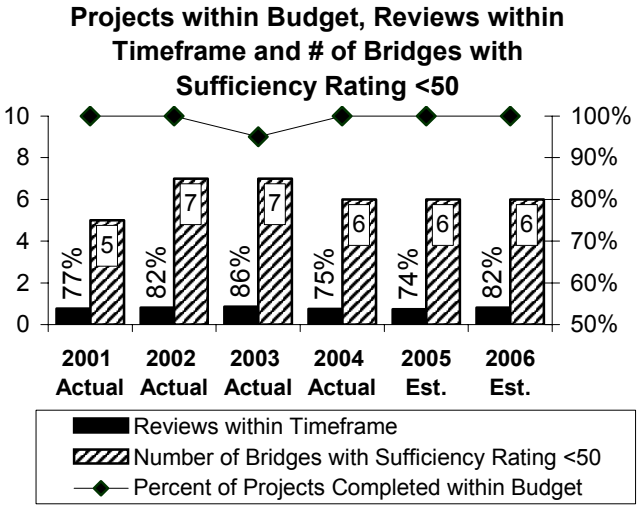
It is possible to help determine the level of satisfaction regarding the city's infrastructure by monitoring the amount of citizen requests. With the implementation of RTA projects, a higher number of requests for 2005 and 2006 are anticipated.

RTA, CIP, and grant projects are divided by the number of project managers including City and RTA staff. This measure has seen a slight drop as many of the RTA projects are very large.

Development review items include those submitted by the Planning and Community Development Department as part of the buckslip review process and those submitted directly to City Engineering. Items reviewed include drainage reports, grading plans, design profiles, geological studies, and development plans.

The erosion control/storm sewer inspection program was initiated in April 2002. Originally, staff was to spend approximately 50 percent of the inspectors' time performing erosion control inspections and 50 percent performing storm sewer video inspections. Due to staffing considerations, approximately 90 percent of inspection time is spent on erosion control inspections.





Project managers must complete each project within the established budgets. If there are legitimate reasons why additional funding is necessary, an adjustment may be made with the proper approvals.

The Subdivision Review team has a target of reviewing all of the submittals within 15 working-days. City Engineering's customers rely on the Division's ability to meet this deadline when planning their projects.

Bridge sufficiency ratings are the industry standard for measuring overall bridge conditions. The target is to have no bridges rated less than 50, and ultimately have at least 90 percent of major bridges exceed a rating of 80. Typically, major bridge inspections are done every two years; however, some are now done on a four-year basis.

CHANGES TO THE BUDGET

GENERAL FUND

- Funding of $58,505 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $24,378 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $30,394.
- Funding of $17,698 is included for PERA and Workers' Compensation increases.
- Funding of $8,000 is included to provide general operating supplies for two special employees added in 2005.
- Funding of $21,822 is included for the stormwater permit fee increase.
- Funding of $157,149 is included for the Wet Weather Monitoring program.
- Funding of $31,725 is removed from the vehicle replacement account based on limited funding and a Citywide analysis and prioritization review by the Fleet Department.
- Onetime funding of $129,486 for the stormwater permit program is removed.
- Funding for the Municipal Facility Runoff Control Program (MFRCP) is included and is distributed in the Streets, Parks Maintenance, Police and Fleet individual program budgets.

PIKES PEAK RURAL TRANSPORTATION AUTHORITY (PPRTA)

- Ten contract staff will be used to manage the PPRTA projects in 2006. For maintenance, there are one project manager, two inspectors, and one administrative support employee. For capital projects, there are three project managers, two inspectors, and one administrative support employee. These positions are funded by the PPRTA.

MAJOR OBJECTIVES

OBJECTIVE – Support City and PPRTA capital projects with engineering, inspection, and project management services (*Strategic Action Plan 3.5.0, 4.1.0)*

City Engineering will ensure that all Public Works infrastructure capital projects and PPRTA infrastructure projects are designed and 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 (*Strategic Action Plan 3.30, 3.4.0, 6.10.0)*

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

OBJECTIVE – Provide a high level of customer service expected by the citizens of Colorado Springs (*Strategic Action Plan 5.7.0)*

City Engineering strives to ensure the citizens of Colorado Springs receive quality service. Staff will continue to emphasize the importance of customer satisfaction in all interactions with citizens and agencies.

OBJECTIVE – Provide the citizens of Colorado Springs with quality infrastructure in new subdivisions while serving the development community with timely, complete reviews of development plans (*Strategic Action Plan 6.2.0, 4.1.0)*

City Engineering will protect the citizens from sub-standard infrastructure construction by providing a thorough, quality engineering review of all drainage projects, grading plans, design profiles, geologic studies and inspections of all construction in the public right-of-way. By performing these reviews and inspections in an efficient, competent manner it will serve the development community better.

MAJOR OBJECTIVES

OBJECTIVE – Implement technology to provide service in the most efficient manner possible (*Strategic Action Plan 5.7.0, 5.8.0)*

By continuing to pursue technological advances in the civil engineering field, staff will utilize new technology while striving to maintain existing service levels as the city grows and infrastructure ages.

OBJECTIVE – Pursue alternative funding through innovative means to help relieve pressure from the General Fund (*Strategic Action Plan 3.1.0, 3.2.0, 3.3.0)*

In 2004 the voters approved RTA funding, which is used for improving local transportation. At City Council's request, City Engineering is preparing a stormwater enterprise proposal to generate funding for construction of stormwater C.I.P., operations, maintenance and for the federally mandated NPDES permit.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PUBLIC WORKS
CITY ENGINEERING

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	3,192,034	2,907,935	3,039,369	3,082,451
51210	OVERTIME	16,236	14,490	11,350	11,350
51215	ACHIEVEMENT AWARD	0	500	0	0
51220	SEASONAL TEMPORARY	84,120	1,125	0	0
51230	SHIFT DIFFERENTIAL	0	3	0	0
51240	RETIREMENT TERMINATION SICK	0	6,472	0	0
51245	RETIREMENT TERM VACATION	1,529	6,357	0	0
51260	VACATION BUY	5,301	6,204	0	0
51299	SALARIES REIMBURSEMENTS	0	(48,197)	0	0
51610	PERA	309,103	299,164	288,486	310,626
51615	WORKERS COMPENSATION	16,030	14,987	19,248	22,928
51620	EQUITABLE LIFE INSURANCE	10,047	9,519	11,396	11,617
51625	VISION CARE	2,791	2,539	2,846	2,846
51640	DENTAL INSURANCE	18,138	17,718	19,071	19,071
51665	CASH BACK	9,707	11,534	0	0
51670	PARKING FOR EMPLOYEES	15,400	5,770	5,248	5,248
51690	MEDICARE	31,170	29,517	31,251	32,314
51695	CITY EPO MEDICAL PLAN	281,972	276,165	287,760	287,760
51699	BENEFITS REIMBURSEMENT	0	(9,408)	0	0
	TOTAL SALARIES AND BENEFITS	**3,993,578**	**3,552,394**	**3,716,025**	**3,786,211**
52110	OFFICE SUPPLIES	13,609	10,009	13,027	12,250
52111	PAPER SUPPLIES	2,010	1,529	2,091	1,600
52120	SOFTWARE MICRO/WORD PROCESS	25,243	26,400	13,236	21,000
52122	CELL PHONE EQUIP AND SUPPLIES	35	0	250	250
52125	GENERAL SUPPLIES	8,529	14,488	3,719	16,700
52135	POSTAGE	3,265	3,419	3,251	3,650
52140	WEARING APPAREL	5,233	1,979	3,720	2,640
52165	LICENSES AND TAGS	21,822	21,822	0	0
52175	SIGNS	0	36,931	0	0
52191	STORMWATER QUALITY	0	0	205,766	80,280
52192	STORMWATER PERMIT	0	0	21,822	200,793
52193	DRAINAGE BOARD	0	(79)	0	0
52220	MAINT OFFICE MACHINES	5,459	5,739	6,187	6,457
52225	MAINT MICROS WORD PROCESSOR	685	567	0	0
52235	MAINT MACHINERY & APPARATUS	268	722	1,010	1,000
52265	MAINT BUILDINGS AND STRUCTURE	4,400	3,061	0	0
52423	TELECOMMUNICATION SERVICES	174	214	222	240
52431	CONSULTING SERVICES	100,652	95,951	0	0
52575	SERVICES	5,707	2,343	3,717	1,600
52576	AUDIT SERVICES	0	346	0	0
52590	TEMPORARY EMPLOYMENT	1,088	0	3,088	0
52605	CAR MILEAGE	1,050	38	50	0
52615	DUES AND MEMBERSHIP	1,976	831	1,251	1,271
52625	MEETING EXPENSES IN TOWN	1,075	3,087	3,686	3,890
52630	TRAINING	19,439	9,228	26,950	20,700
52645	SUBSCRIPTIONS	262	116	274	125
52655	TRAVEL OUT OF TOWN	870	2,039	6,302	6,657

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PUBLIC WORKS
CITY ENGINEERING

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52705	COMMUNICATIONS	67,240	62,366	70,038	70,038
52735	TELEPHONE LONG DIST CALLS	1,711	1,832	1,680	1,910
52736	CELL PHONE AIRTIME	285	217	210	225
52755	COMMUNICATIONS EQUIPMENT	(20)	40	900	550
52765	LEASE PURCHASE PAYMENTS	39,337	39,337	39,337	39,337
52775	MINOR EQUIPMENT	13,728	(959)	5,520	9,000
52795	RENTAL OF EQUIPMENT	195	259	250	300
52874	OFFICE SERVICES PRINTING	5,809	4,030	3,300	3,025
52875	OFFICE SERVICES RECORDS	3,118	3,349	2,990	3,300
	TOTAL OPERATING EXPENSES	**354,253**	**352,985**	**444,844**	**509,788**
53010	OFFICE MACHINES	0	641	11,000	0
53020	COMPUTERS NETWORKS	0	3,266	11,149	14,890
53030	FURNITURE AND FIXTURES	0	1,577	2,700	2,500
53070	VEHICLES REPLACEMENT	0	18,145	31,725	0
	TOTAL CAPITAL OUTLAY	**0**	**23,629**	**56,574**	**17,390**
	ORGANIZATION TOTAL	**4,347,831**	**3,929,009**	**4,217,443**	**4,313,389**

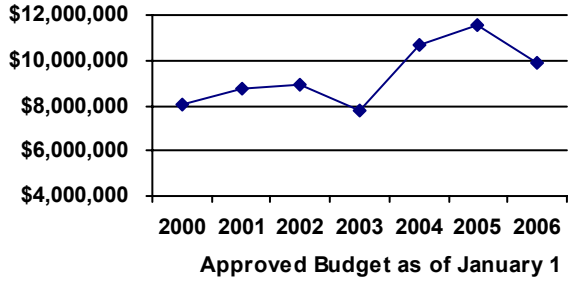
Streets

Saleem Khattak, Manager ● 688 Geiger Court, Colorado Springs, CO 80915 ● (719) 385-5934 ● skhattak@springsgov.com

MISSION

To maintain and preserve the city's roadway and drainage infrastructure to enhance the community's health, safety, and welfare.

BUDGET HISTORY



SERVICES

- Pavement rehabilitation
- Pavement degradation fee program
- Street sweeping/air quality control
- Snow and ice control
- Drainage maintenance
- Concrete maintenance
- Alley maintenance and dust abatement
- Storm mitigation
- Recycling roadway/drainage waste materials
- Pikes Peak Rural Transportation Authority (PPRTA): Roadway resurfacing, alley maintenance and pothole repairs

BUDGET SUMMARY

GENERAL FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$6,865,024	$ 7,304,299	$ 7,617,933	$ 7,721,322
Operating	832,945	800,588	1,326,545	1,324,946
Capital Outlay	120,796	2,280,599	2,607,701	871,191
Total	**$7,818,765**	**$10,385,486**	**$11,552,179**	**$ 9,917,459**

PIKES PEAK RURAL TRANSPORTATION AUTHORITY (PPRTA)

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Contract Labor & Materials (Alley Maintenance)	N/A	N/A	$ 750,000	$ 734,500
Equipment Outlay (Pothole Patching)	N/A	N/A	450,000	465,500
Maintenance Programs (Resurfacing)	N/A	N/A	5,300,000	6,022,310
Total	**N/A**	**N/A**	**$6,500,000**	**$7,222,310**

PERSONNEL

GENERAL FUND

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Manager	3.0	3.0	4.0	4.0
Supervisor	10.0	10.0	10.0	10.0
Professional	2.0	2.0	1.0	1.0
Paraprofessional	18.0	18.0	18.0	18.0
General	91.5	91.5	92.5	92.5
FTE Total	**124.5**	**124.5**	**125.5**	**125.5**
Special Positions	1.0	1.0	1.0	1.0

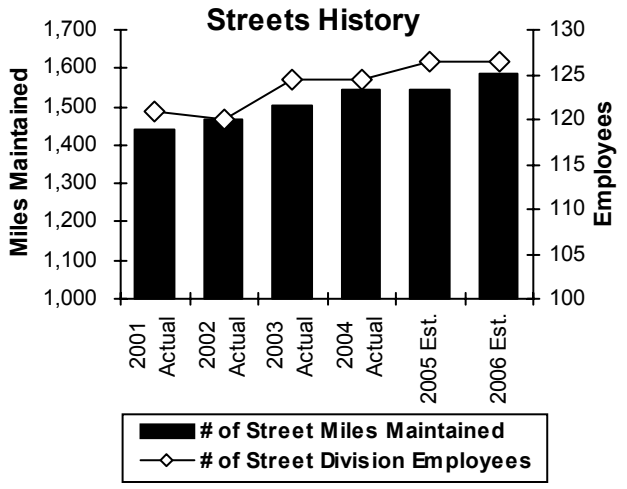
For 2005, a Clerk Dispatcher position was added at no additional expense to the General Fund. The position was made possible by restructuring funds in the baseline budget. Additionally, a Principal Analyst was reclassified to a Construction Maintenance Support Manager in mid-2004.

PIKES PEAK RURAL TRANSPORTATION AUTHORITY (PPRTA)

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Contract Positions	N/A	N/A	18.0	18.0
FTE Total	**N/A**	**N/A**	**18.0**	**18.0**

For 2006, there are 18 contract positions identified to support the resurfacing (capital) and the alley/pothole Pikes Peak Rural Transportation Authority (PPRTA) efforts. Of these 18, 5 will support resurfacing and 13 will support the alley/pothole efforts. This will ensure timely and efficient completion of the workload.

PERFORMANCE INDICATORS



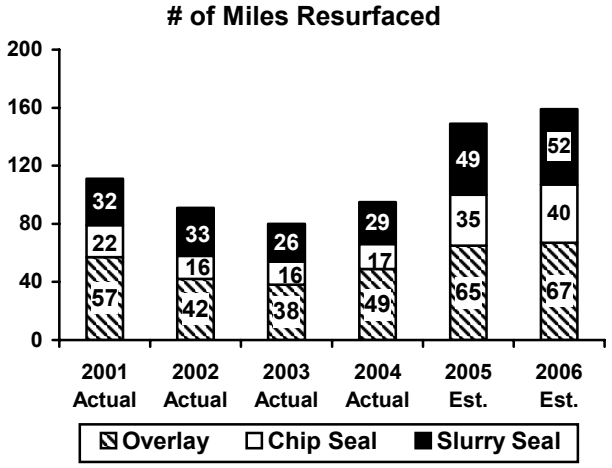
The number of street miles maintained by the Streets Division continues to increase annually and adds to the City's backlogged resurfacing needs. The number of centerline miles per employee equates to 12.54; the number of lane miles per employee is 37.63.

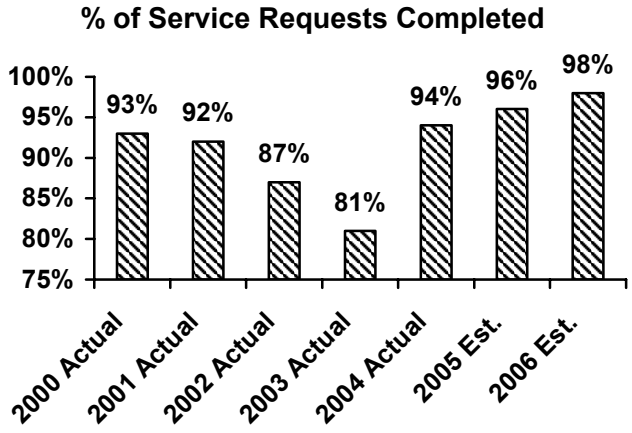
The Streets Division collaboratively completed a data reconciliation process to provide actual centerline miles for Fiscal Year 2004.

It is the common practice throughout Public Works organizations to convert centerline miles into lane miles. The formula used three (3) lanes or 36', thus centerline miles x 3 equals the number of lane miles.

The resurfacing mileage includes all overlay, chip seal, and slurry seal activities scheduled to be completed by in-house and Rural Transportation Authority (RTA) resources. Resurfacing efforts are augmented by the Capital Improvements Program budget of approximately $4.5 million for in-house activities.

The Rural Transportation Authority (RTA) funds available in 2005 will increase the resurfacing efforts throughout the city resulting in 50-70 additional miles completed. In 2005, it is expected that RTA resources will complete the following resurfacing miles: 25 miles of overlay, 24 miles of slurry seal and 17 miles of chip seal.





The number of service requests received has been gradually increasing. There are between 4,500 and 6,500 requests received annually. The use of technology such as the internet and the "Clarify" tracking system to document requests has allowed citizens to alert the Streets Division to the areas of concern.

$1.6 million in additional funds were allocated to the Streets Division in 2005. These resources were used for essential maintenance needs including pothole, alley, concrete and drainage maintenance.

CHANGES TO THE BUDGET

GENERAL FUND

- Funding of $52,960 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $39,720 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $250,000.
- Funding of $66,511 is included for PERA and Workers' Compensation increases.
- Onetime funding of $2,515 for the Municipal Facilities Runoff Control Program (MFRCP) is removed.
- Funding of $1,486,510 is removed from the vehicle replacement account based on limited funding and a citywide analysis and prioritization review by the Fleet Department.
- Funding of $916 is included to address an increase in Utility rates.
- Funding is reduced by $250,000 for vehicle replacement.

PIKES PEAK RURAL TRANSPORTATION AUTHORITY (PPRTA)

- Pikes Peak Rural Transportation Authority (PPRTA) funding of $7,222,310 will be provided in 2006. Additional funding in the amount of $722,310 or 11.1 percent increase will be identified and allocated to resurfacing.

MAJOR OBJECTIVES

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

Continue to enhance the Streets Division key maintenance operations including pavement rehabilitation, district maintenance, street sweeping, and snow and ice control. Place added emphasis on developing focused and proactive district maintenance programs.

The passing of the Pikes Peak Rural Transportation Authority (PPRTA) initiative will help with resurfacing, alley maintenance, and pothole repair.

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

Continue efforts to improve asphalt-paving quality and enhance production. This will be accomplished through the effective utilization of in-house staff and Pikes Peak Rural Transportation Authority (PPRTA) contractors. With the implementation of the Pavement Management Application (PMA) and review of work processes, the pavement rehabilitation program is anticipated to improve. Actively pursue the Division's milling-bartering program with the private industry and other governmental entities to enhance revenue.

OBJECTIVE – Improve public awareness and education of services provided

In collaboration with Public Communications, Channel 18, SpringsGov.com and the use of weekly update emails will keep the public apprised of scheduled in-house and RTA roadway improvement and rehabilitation projects. Construction projects of significant impact will be publicized through local media and area journals. Channel 18 will continue to air several educational videos on drainage maintenance and street rehabilitation programs.

SpringsGov.com uses the internet to educate, communicate and update citizens, visitors and organizations to the street, drainage and concrete work schedules. The internet also continues to promote public education regarding the Division's various work duties and responsibilities.

OBJECTIVE – Maintain and improve customer service

Neighborhood involvement, awareness surveys, and citizen surveys will be used to evaluate the quality and type of services provided by both in-house and RTA personnel. Services and operations will be revised based on feedback received from the citizens.

MAJOR OBJECTIVES

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

The dedicated funding through the City's Capital Improvements Program (Essential Maintenance Funds) will allow the Division to address critical issues dealing with erosion, overgrowth, debris removal, and various other channel/storm sewer improvements. The division will assemble several crews utilizing both in-house (manpower/equipment) and contracted resources to respond to emergency repair needs resulting from flooding and/or other causes, as well as handle routine and preventive maintenance requirements.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PUBLIC WORKS
STREETS

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	4,855,594	5,024,327	5,580,204	5,604,195
51210	OVERTIME	303,860	251,359	212,366	212,366
51215	ACHIEVEMENT AWARD	1,000	800	0	0
51220	SEASONAL TEMPORARY	180,934	384,197	109,356	109,356
51240	RETIREMENT TERMINATION SICK	20,021	13,312	0	0
51245	RETIREMENT TERM VACATION	33,125	29,416	0	0
51250	SPECIAL ASSIGNMENT PAY	0	0	3,000	3,000
51260	VACATION BUY	11,468	14,143	0	0
51299	SALARIES REIMBURSEMENTS	535	(150)	0	0
51610	PERA	508,673	593,115	566,063	602,744
51615	WORKERS COMPENSATION	226,371	233,048	224,752	266,072
51620	EQUITABLE LIFE INSURANCE	14,803	15,235	22,189	22,428
51625	VISION CARE	6,436	6,679	7,907	7,907
51635	CITY MAJOR MEDICAL PLAN	0	0	3,634	3,634
51640	DENTAL INSURANCE	39,879	43,060	53,290	53,290
51655	RETIRED EMP MEDICAL INS	146	1,133	0	0
51665	CASH BACK	13,752	14,203	0	0
51670	PARKING FOR EMPLOYEES	2,280	80	0	0
51690	MEDICARE	43,365	53,426	49,730	50,888
51695	CITY EPO MEDICAL PLAN	602,780	626,916	785,442	785,442
	TOTAL SALARIES AND BENEFITS	**6,865,024**	**7,304,299**	**7,617,933**	**7,721,322**
52105	MISCELLANEOUS OPERATING	20,998	4,303	0	0
52110	OFFICE SUPPLIES	9,212	14,428	13,770	13,770
52111	PAPER SUPPLIES	5,291	1,428	2,081	2,081
52115	MEDICAL SUPPLIES	130	0	170	170
52120	SOFTWARE MICRO/WORD PROCESS	42	708	90	90
52122	CELL PHONE EQUIP AND SUPPLIES	916	2,084	2,200	2,200
52125	GENERAL SUPPLIES	21,791	24,513	29,229	29,229
52131	CONCRETE SUPPLIES	91,075	78,499	130,230	130,230
52135	POSTAGE	516	379	840	840
52140	WEARING APPAREL	25,373	15,898	23,229	23,229
52145	PAINT AND CHEMICAL	8,341	4,816	4,524	4,524
52165	LICENSES AND TAGS	0	1,584	0	0
52185	AGGREGATE MATERIAL	127,770	163,957	171,647	171,647
52190	JANITORIAL SUPPLIES	1,081	615	0	0
52220	MAINT OFFICE MACHINES	5,101	3,723	2,820	2,820
52235	MAINT MACHINERY & APPARATUS	692	705	10,516	10,516
52265	MAINT BUILDINGS AND STRUCTURE	20,749	32,299	38,647	38,647
52405	ADVERTISING SERVICES	0	2,359	0	0
52410	BUILDING SECURITY SERVICES	294	0	737	737
52426	MUN FAC RUNOFF CONTROL	0	0	0	4,045
52431	CONSULTING SERVICES	40,457	62,078	66,225	66,225
52435	GARBAGE REMOVAL SERVICES	5,833	3,029	11,115	11,115
52445	JANITORIAL SERVICES	34,448	20,406	25,675	25,675
52450	LAUNDRY AND CLEANING SERVICES	0	11,791	500	500
52560	PARKING SERVICES	0	0	569	569
52565	PEST CONTROL	1,241	1,048	0	0
52575	SERVICES	21,924	27,687	28,928	22,368

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PUBLIC WORKS
STREETS

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52590	TEMPORARY EMPLOYMENT	5,397	7,002	4,149	4,149
52615	DUES AND MEMBERSHIP	920	2,366	150	150
52625	MEETING EXPENSES IN TOWN	14,616	10,091	6,075	6,075
52630	TRAINING	8,197	5,856	11,109	11,109
52645	SUBSCRIPTIONS	577	613	1,172	1,172
52655	TRAVEL OUT OF TOWN	15	3,168	8,504	8,504
52705	COMMUNICATIONS	105,945	88,469	70,598	70,598
52725	RENTAL OF PROPERTY	9,149	(1,401)	0	0
52735	TELEPHONE LONG DIST CALLS	1,219	775	776	776
52736	CELL PHONE AIRTIME	0	0	2,876	2,876
52743	UTILITIES STREET LIGHTS	623	648	25,500	25,500
52746	UTILITIES ELECTRIC	36,826	15,316	21,036	21,373
52747	UTILITIES GAS	28,020	50,073	42,057	42,057
52748	UTILITIES SEWER	1,323	2,038	1,306	1,631
52749	UTILITIES WATER	3,630	7,826	2,566	2,820
52765	LEASE PURCHASE PAYMENTS	104,132	104,461	444,000	444,000
52775	MINOR EQUIPMENT	18,768	(1,006)	22,365	22,365
52795	RENTAL OF EQUIPMENT	15,986	2,424	5,460	5,460
52874	OFFICE SERVICES PRINTING	2,238	1,745	954	954
52893	RENTAL OF FLEET VEHICLES	5,825	560	2,150	2,150
65020	ARIES PROPERTY SERVICE COST	8,890	0	90,000	90,000
65160	RECRUITMENT	0	501	0	0
65235	LEGAL AND ADMIN PUBLIC WORK	0	626	0	0
65325	VEHICLE INSURANCE	17,374	20,103	0	0
	TOTAL OPERATING EXPENSES	**832,945**	**800,588**	**1,326,545**	**1,324,946**
53020	COMPUTERS NETWORKS	0	30,263	39,591	39,591
53050	MACHINERY AND APPARATUS	0	0	15,000	15,000
53070	VEHICLES REPLACEMENT	120,796	2,250,335	2,553,110	816,600
	TOTAL CAPITAL OUTLAY	**120,796**	**2,280,599**	**2,607,701**	**871,191**
	ORGANIZATION TOTAL	**7,818,765**	**10,385,486**	**11,552,179**	**9,917,459**

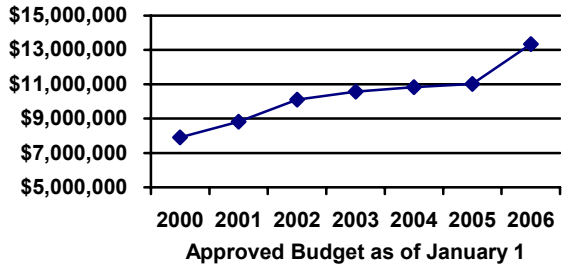
Transit Services

Sherre Ritenour, Manager ● 1015 Transit Drive, Colorado Springs, CO 80903 ● (719) 385-5429 ● sritenour@springsgov.com

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.

BUDGET HISTORY



SERVICES

- Fixed-route transit services
- Transit services planning
- Americans with Disabilities Act (ADA) complementary paratransit services
- Rideshare services (carpools/vanpools)
- Support human services paratransit operations
- Schriever Air Force services
- Front-range commuter bus
- Downtown shuttle
- Implement Pikes Peak Rural Transportation Authority (PPRTA) transit service expansion

BUDGET SUMMARY

GENERAL FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$ 97,552	$ 105,477	$ 110,056	$ 121,678
Operating	10,009,434	10,002,721	10,702,327	12,762,560
Capital Outlay	452,740	448,265	195,100	464,850
Total	**$10,559,725**	**$10,556,463**	**$11,007,483**	**$13,349,088**

PIKES PEAK RURAL TRANSPORTATION AUTHORITY (PPRTA)

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Operating	N/A	N/A	$1,283,200	$5,925,362
Capital Outlay	N/A	N/A	789,700	830,783
Capital Improvement Projects	N/A	N/A	4,557,500	242,664
Total	**N/A**	**N/A**	**$6,630,400**	**$6,998,809**

PERSONNEL

GENERAL FUND

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Manager	1	1	1	1
FTE Total	**1**	**1**	**1**	**1**
Special Positions	9	9	11	11

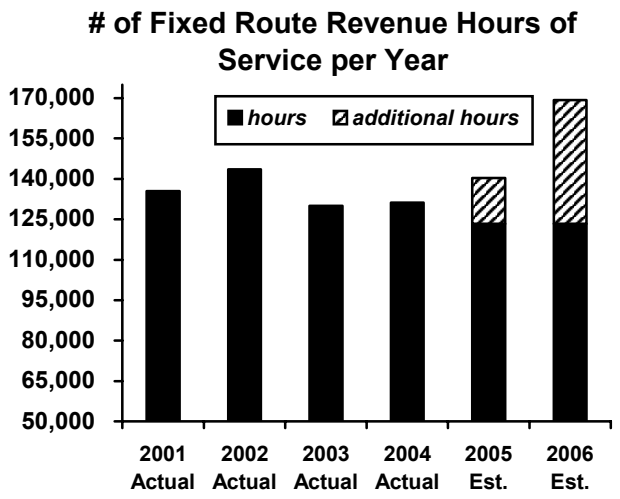
In 2005, a Contract Specialist and a Public Information Specialist position were added as special positions.

PIKES PEAK RURAL TRANSPORTATION AUTHORITY (PPRTA)

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Contract Positions	N/A	N/A	1	2
Total	**N/A**	**N/A**	**1**	**2**

In 2005, one full-time temporary position was added to the Transit Services budget to perform administrative and clerical duties for the PPRTA. In 2006, an additional full-time temporary position is added to the PPRTA budget to perform accounting and bookkeeping duties for the PPRTA transit program.

Organizational restructuring will occur in 2006; staffing implications are unknown at this time.

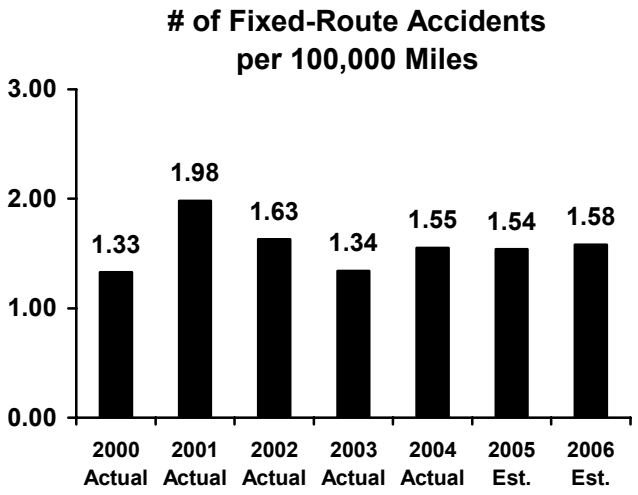


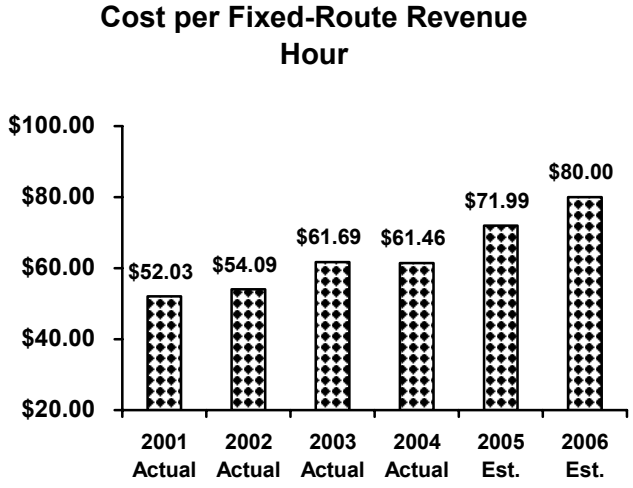
Revenue hours represent the hours fixed-route vehicles operate on regular bus routes. This information is reported to the Federal Transit Administration (FTA) and is reflected in the National Transit Database (NTD). Information contained in the NTD is used to calculate the City's annual FTA 5307 "formula" grant allocation.

In 2005, an estimated 38,000 hours of additional service will operate the Downtown Free Shuttle and the Front Range Express service, which are both Congestion Mitigation/Air Quality (CMAQ) projects. Of these costs, 80 percent are reimbursed by federal grants. The 20 percent local match is budgeted and offset by fare revenue and other entity contributions. These hours are not reflected in the graph.

In 2005, an estimated increase of 8,333 hours is anticipated when new service is implemented for the RTA. In 2006, an increase of 50,000 hours is estimated when the RTA service area expands.

This graph depicts the number of preventable accidents per 100,000 miles since Fiscal Year 2000. The number of preventable accidents has decreased in 2005 as a result of an aggressive safety and training program instituted by Springs Transit.





The cost per fixed-route revenue hour graph indicates that the cost of service is increasing. This trend is partially due to increases in medical and auto liability insurance premiums, the self-insurance retention fund, a projected 40 percent fuel cost increase, and an increase to the pension fund.

In 2005 and 2006, cost per fixed-route revenue hour combines RTA and City costs per hour.

CHANGES TO THE BUDGET

GENERAL FUND

- Funding of 10,382 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $1,700 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $921.
- Funding of $461 is included for PERA and Workers' Compensation increases.
- Funding of $200,000 was added for the Americans with Disabilities Act (ADA) paratransit services. The increase is based upon the current and continuing level of demand for ADA paratransit service.
- Funding of $175,000 is included for advertising and has offsetting revenue obtained through bus shelters ($125,000) and bench advertising ($50,000) sales.
- Funding of $331,120 is included to address the increased expense of fuel.
- Funding of $1,350,513 is added to the Transit Management contract due to the following:
  - $200,000 of increased costs of auto liability and self-insurance,
  - $562,925 of increased cost of Springs Transit retirement expenditures, and
  - $383,170 of increased cost of wage and health insurance.

  Also, to preclude the need for supplemental appropriations during the year, funding is included of
  - $23,000 for service provided to Schriever Air Force Base,
  - $56,418 for service provided to the City of Fountain (these expenses have offsetting revenue based on a contract and Intergovernmental Agreement with Fountain), and
  - $125,000 for service to the University of Colorado at Colorado Springs (there is a three-year standing purchase order for the service with offsetting revenue).
- Funding of $269,750 is included for the local match for the service provided by the Front Range Express (FREX).
- Funding of $3,600 is included to address an increase in Utility rates ($1,306 wastewater, $919 water, $1,375 electric).
- Not affecting the General Fund is funding of $320,446 that is included for the Ridefinders service. These expenses have offsetting revenue from a Congestion Mitigation and Air Quality (CMAQ) grant of $308,446 and van pool revenue of $12,000.
- As in the 2005 Budget, $195,100 continues to be included in Capital Outlay to be used as a 20 percent local match for Federal Transit Administration Capital/Planning projects, as follows:
- The FTA allows for eligible planning and administrative salaries to be paid from the grant program. The salaries/benefits for 2006 total $617,834 ($494,267 is 80 percent federal funds and the 20 percent local share is $123,567). The following positions will be funded from the Fiscal Year 2006 grant program for the following:
  - Principal Analyst
  - Senior Grants Analyst
  - Public Information Specialist
  - Senior Transit Planner
  - Senior Information Systems Analyst
  - Paratransit Analyst
  - Contract Specialist
  - Administrative Technician
  - The remaining local match funds of $71,533 are programmed for 10 ADA paratransit vehicles in 2006. The local match for these vehicles will be partially funded by the City and the PPRTA. The total estimated cost of the vehicles is $500,000.

CHANGES TO THE BUDGET

PIKES PEAK RURAL TRANSPORTATION AUTHORITY (PPRTA)

- The PPRTA projected budget for 2006 is $6,998,809 which includes $663,040 for reserve, $6,625,000 PPRTA sales/use tax revenue, and $373,809 fare revenue.

Operating Budget

- Fixed-route revenue service hours will be increased from 50,000, and the ADA paratransit service will be increased to 17,148 service hours, resulting in the following costs for service expansion in 2006:
  - Fixed-route service $3,449,477
  - ADA paratransit service $ 548,736
- The Human Service Provider's subsidy may be increased (subject to compliance with FTA reporting requirements) from $100,000 (Silver Key and Amblicab) to $300,000, for PPRTA service, as follows:
  - Amblicab (Pikes Peak Comm Ctr) $ 30,000
  - Silver Key Senior Center $ 70,000
  - Fountain Valley Senior Service $ 200,000 (NOTE: The addition of this cost in the budget was requested by the PPRTA and has not been included in the Transit Services budget until this year.)
- A total of $759,410 has been budgeted for contract staff including dispatch, security, scheduling, administrative assistance, public information, ADA eligibility, and contract compliance/administrator functions.
- A total of $216,882 has been budgeted for maintenance functions including communications and utilities, janitorial services, bus stop maintenance, and facilities improvements.

Capital Budget

- Federal grant matching funds have been budgeted in the amount of $830,783 for the anticipated Fiscal Year 2006 Federal Transit Administration grant program. This amount represents a portion of the estimated 20 percent local match for Fiscal Year 2006.
- Capital funds in the amount of $230,481 have been budgeted to develop transfer stations to serve new transit routes.

10 Percent Reserve

- A onetime 10 percent reserve in the amount of $663,040 has been set aside in the PPRTA Transit Services budget.

MAJOR OBJECTIVES

OBJECTIVE – Continue implementation of PPRTA service expansion *(Strategic Action Plan 3.5.0, 4.1.0)*

Decrease riders' wait time and increase ridership by expanding service hours and routes through the PPRTA. Utilize annually budgeted PPRTA funds on transit projects for the purpose of improving service to the community.

OBJECTIVE – Acquire land for the Downtown Transit Station
(Strategic Action Plan 3.1.0, 3.2.0, 4.1.0)

The Transit Services Division has entered into a contingency contract to purchase property in the downtown area. The proposed land purchase was presented to City Council in July 2005.

OBJECTIVE – Continue to promote and offer alternatives to the single-occupant vehicle in the Pikes Peak region *(Strategic Action Plan 4.2.0)*

Ridefinders and Transit Services will continue to promote carpools, school pools, and commuter vanpools through public awareness campaigns and outreach programs. Fixed-route services will be promoted using the American Public Transportation Association (APTA) PT2 marketing program.

OBJECTIVE – Improve delivery and promote increased use of fixed-route services
(Strategic Action Plan 4.1.0, 4.2.0)

Continue to provide and improve an effective, efficient, affordable, and sustainable transportation network by improving fixed-route schedule adherence on all trips by reviewing and adjusting time points as appropriate. PPRTA fixed-route revenue service hours will increase to 50,000 hours in 2006.

MAJOR OBJECTIVES

OBJECTIVE – Continue to improve productivity (passengers per hour) and efficiency of ADA complementary paratransit service
(Strategic Action Plan 3.5.0, 4.1.0, 4.2.0)

As the number of individuals eligible for paratransit rides increases, it becomes necessary to increase the productivity and rides per hour to accommodate the demand for service while keeping denials to a minimum. Springs Mobility will continue to strive for a 96 percent on-time performance rating. PPRTA revenue service hours will increase to 17,148 hours.

OBJECTIVE – Manage cost for the provision of paratransit services *(Strategic Action Plan 4.1.0)*

Continue to oversee the service contract, monitoring the collection of revenue and maximizing the service provided by the paratransit vans assisting in the reduction of customer complaints and taxi cab costs. A minimum of three public meetings will be held in the community to ensure customer service satisfaction is being met.

OBJECTIVE – Make information technology enhancements

Enhance several existing programs with the use of information technology. Expand the Automated Vehicle Location System (AVL) program to include real time data at transfer stations as well as provide information to the Division for improvements in the areas of rider wait time and service delivery. Other technology improvements are geared towards promoting ridership by offering online trip planning and a customer response system.

OBJECTIVE – Continue to pursue additional funding sources *(Strategic Action Plan 3.5.0, 4.1.0)*

Research and apply for alternate funding sources through grants applications, State and federal funding, developer contributions, and leveraging in-kind services to assist in meeting federal funding match requirements.

OBJECTIVE – Expand Park-and-Ride facilities
(Strategic Action Plan 3.5.0, 4.1.0)

Expand Park-and-Ride facilities that accommodate an increased demand for express bus service associated with the expansion of PPRTA transit service.

OBJECTIVE – Future transportation studies and education programs
(Strategic Action Plan 3.5.0, 4.2.0, 4.3.0)

Continue to study and identify future alternate public transportation needs for the community including rapid transit systems that expand the capacity of existing transportation corridors, accommodate increased passenger traffic, reduce congestion, create a more livable community, and help revitalize business districts. A public education/information program regarding new PPRTA-expanded transit services will continue in 2006.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PUBLIC WORKS
TRANSIT SERVICES

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	110,019	89,297	92,093	102,019
51299	SALARIES REIMBURSEMENTS	(33,741)	0	0	0
51610	PERA	10,067	8,874	8,633	10,107
51615	WORKERS COMPENSATION	214	170	173	221
51620	EQUITABLE LIFE INSURANCE	336	271	345	375
51625	VISION CARE	93	64	64	64
51640	DENTAL INSURANCE	558	398	423	423
51690	MEDICARE	1,558	1,290	1,240	1,384
51695	CITY EPO MEDICAL PLAN	8,447	5,113	7,085	7,085
	TOTAL SALARIES AND BENEFITS	**97,552**	**105,477**	**110,056**	**121,678**
52110	OFFICE SUPPLIES	1,515	(43)	1,513	1,513
52135	POSTAGE	292	701	207	207
52160	FUEL	543,879	637,628	840,000	1,171,120
52405	ADVERTISING SERVICES	0	0	0	175,000
52440	HUMAN SERVICES	343,848	344,371	350,889	350,889
52625	MEETING EXPENSES IN TOWN	51	0	0	0
52655	TRAVEL OUT OF TOWN	(1,382)	0	810	810
52705	COMMUNICATIONS	36,244	35,649	41,198	41,198
52735	TELEPHONE LONG DIST CALLS	2,177	2,174	1,800	1,800
52745	UTILITIES	0	0	3,200	6,800
52874	OFFICE SERVICES PRINTING	2,900	2,123	2,900	2,900
65023	PARA ELIGIBILITY	49,807	8,015	15,000	15,000
65025	ADA PARATRANSIT CONTRACT	1,084,324	1,206,440	1,328,409	1,528,409
65026	ADA SUPPLEMENTAL	43,278	58,662	50,000	50,000
65030	TRANSIT MANAGEMENT CONTRACT	7,902,502	7,707,000	8,066,401	9,416,914
	TOTAL OPERATING EXPENSES	**10,009,434**	**10,002,721**	**10,702,327**	**12,762,560**
65403	FEDERAL FUNDS LOCAL SHARE	452,740	448,265	195,100	464,850
	TOTAL CAPITAL OUTLAY	**452,740**	**448,265**	**195,100**	**464,850**
	ORGANIZATION TOTAL	**10,559,725**	**10,556,463**	**11,007,483**	**13,349,088**

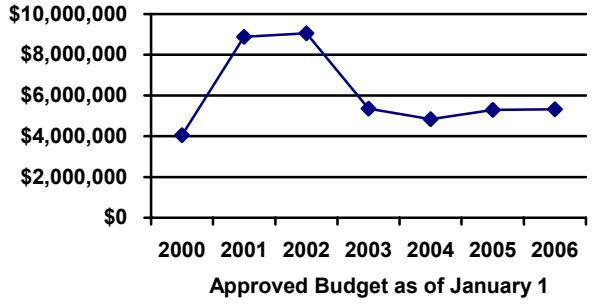
Transportation Engineering

Scott Logan, Division Manager ● 234 W. Colorado Avenue, Colorado Springs, CO 80903 ● (719) 385-5966 ● slogan@springsgov.com

MISSION

To plan, provide, and manage a multimodal 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.

BUDGET HISTORY



SERVICES

- Develop and maintain the Intelligent Transportation System (ITS) including optimizing traffic signal system timing
- Review infrastructure design and develop 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 needs in coordination with other agencies and City departments
- Review development applications for conformance to standards and policies
- Conduct traffic flow and safety studies for accident prevention, work zone traffic control, traffic data collection and analysis, and school pedestrian safety
- In addition to supporting the existing services, RTA will help fund minor construction projects that were previously unfunded

BUDGET SUMMARY

GENERAL FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$4,030,581	$3,928,713	$3,963,750	$3,775,601
Operating	1,253,028	1,311,290	1,454,303	1,451,378
Capital Outlay	75,823	182,693	348,035	100,000
Total	**$5,359,432**	**$5,422,696**	**$5,766,088**	**$5,326,979**

During 2005, the Transportation Planning Division was combined with the Transportation Engineering Division. The previous years of the Budget Summary and Personnel sections reflect the combination of the two budgets.

PIKES PEAK RURAL TRANSPORTATION AUTHORITY (PPRTA)

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Maintenance	N/A	N/A	$2,600,000	$2,885,427
Capital	N/A	N/A	1,800,000	484,000
Total	**N/A**	**N/A**	**$4,400,000**	**$3,369,427**

PERSONNEL

GENERAL FUND

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Manager	4.00	4.00	4.00	3.00
Supervisor	3.00	3.00	3.00	3.00
Professional	6.75	6.75	8.75	10.75
Paraprofessional	35.00	32.00	30.00	25.00
General	8.50	8.50	8.50	9.50
FTE Total	**57.25**	**54.25**	**54.25**	**51.25**
Special Positions	4.75	4.75	4.75	4.75
Grant-funded Positions	3.00	3.00	3.00	3.00
All Funds Total	**65.00**	**62.00**	**62.00**	**59.00**

For 2006, one Traffic Technician II was reclassified as a GIS Analyst II.

During 2005, the Transportation Planning Division was combined with the Transportation Engineering Division. Three FTE's were then transferred to the Office of the Planning Director. These transfers were a result of an internal reorganization to consolidate transportation functions regarding development review. The previous years of the Budget Summary and Personnel sections reflect the combining of these two budgets.

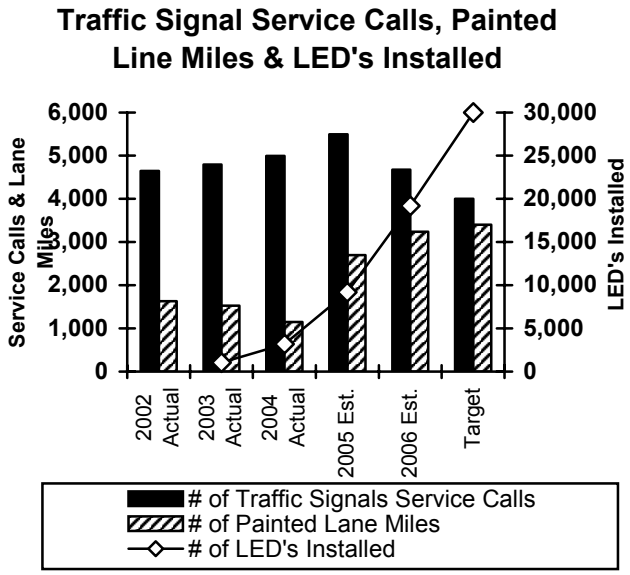
In 2004, six Transportation Planning employees were transferred to the City Planning and Community Development Department. Also, one Traffic Technician II and one Electronic Supervisor position were eliminated. One Traffic Technician II was transferred to the Congestion Mitigation Air Quality (CMAQ) Grant for three years. The number of grant-funded positions remained the same for 2004 because one of the grant-funded positions was not filled upon resignation.

PIKES PEAK RURAL TRANSPORTATION AUTHORITY (PPRTA)

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Contract Positions	N/A	N/A	15.50	19.50
Total	**N/A**	**N/A**	**15.50**	**19.50**

In 2006, two grounds men for the Video Detection program and two Engineers are added.

In 2005, 11.50 contract positions were used for RTA projects. These included seven general laborers, two Electronic Specialists, two Technicians and a half-time Designer. In August 2005, the PPRTA Board approved four additional general laborers for thermoplastic work.



In 2003, the Division began working to reduce the number of bulb outages by replacing incandescent bulbs with light emitting diodes (LED) that have a rated life of 10 years. With the addition of the RTA funds, staff expects to nearly double the number of LED's installed from 2005 to 2006. The target is to replace all bulbs with LED's in the next four years.

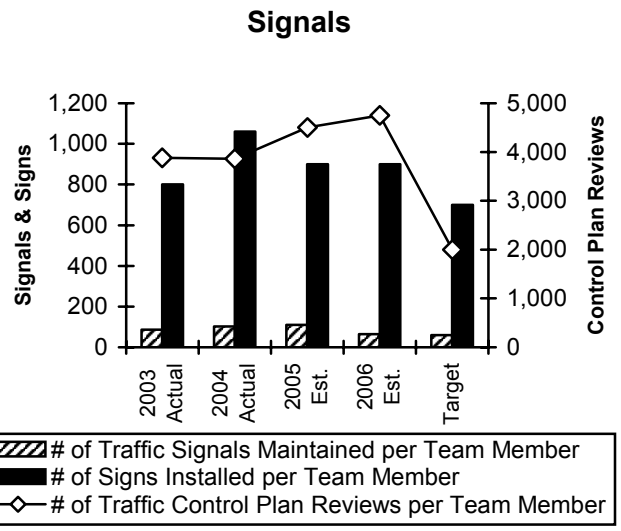
Traffic signal service calls can be related to malfunctions, bulb outages, communication problems, power outages or equipment damage due to accidents. With available RTA funds, the projected number of LED's installed in 2006 will increase thus reducing the number of signal service calls by an estimated 15 percent.

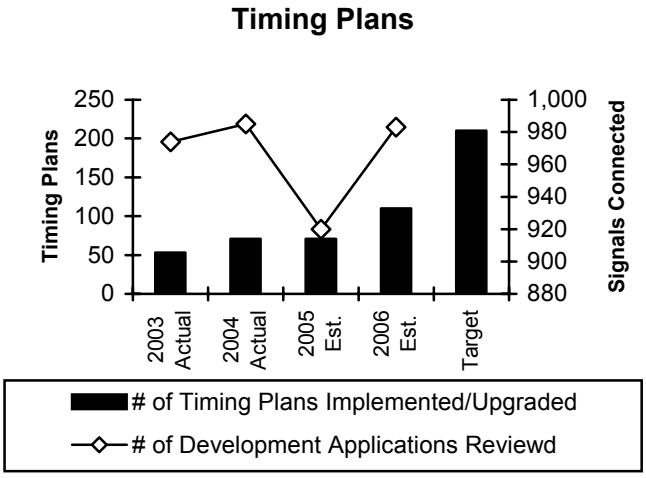
With the City's increase in geographical area, the number of street miles has also increased. The variance of miles painted is related to several factors such as severe weather, the progress of street overlay crews, and equipment problems with the paint trucks. In 2005, a second paint truck was purchased allowing crews to more than double the output of 2004. RTA funds will allow the number of painted lane miles in 2005 to increase by 20 percent.

In 2003, six signal tech areas were maintained by traffic signal team members. In 2004, the areas were decreased to five, which greatly increased team workload. In 2005, due to reorganization, the signal areas maintained were restored to the 2003 levels. The number of signal technicians is projected to remain the same for 2006, maintaining the current level of service.

With the city's rapid growth, the number of signs installed per team member has increased. RTA funds in 2005 are expected to allow for additional RTA sign team members. However, with the installation of oversized street name signs and lighted arterial signs in 2006, the ratio is expected to remain the same as 2005.

In mid-2004, City Council approved the addition of two Traffic Technicians to be funded with new permit fees and used for work zone traffic control plan reviews and field inspections. Currently, field inspections are limited due to the number of reviews and staffing levels. In 2006, additional RTA work zones are anticipated to increase the number of plan reviews, field inspections, and improving compliance.





Three FTE's work on timing plans. Duties include developing plans for peak and off-peak timings (i.e., nighttime arterial timing plans, and nighttime non-progressed individual intersection optimizations). In 2004, efforts were concentrated on off-peak timing plans to reduce vehicle delays. With the 2005 conversion to the new traffic control software, there will be a significant increase in the evaluation and implementation of timing plans in 2006. By using RTA funds, consultants and contract employees will be used to review timing plans.

The review of development applications ensures that new development is designed and infrastructure is provided to accommodate resulting transportation demands as required by City Code. Applications are reviewed to ensure compliance with the Comprehensive Plan, the Intermodal Transportation Plan, and City and national design standards. The number and type of applications submitted each year varies based on market forces.

CHANGES TO THE BUDGET

GENERAL FUND

- Funding of $26,525 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $35,434 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $28,008.
- Funding of $7,937 is included for PERA and Workers' Compensation increases.
- Funding of $7,937 is included to address an increase in Utility rates.
- As a result of a 2005 internal reorganization to consolidate transportation functions regarding development review, the Transportation Planning Division, which was previously in the City Planning and Community Development Department, is combined with this Division. Funding of $254,187 and three positions are transferred to the Office of the Planning Director budget. The remaining funding of $211,269 in salaries and benefits, $7,885 in operating funds, and three positions are retained in this budget.
- Funding of $248,035 is removed from the vehicle replacement account based on limited funding and a city-wide analysis and prioritization review by the Fleet Department.

PIKES PEAK RURAL TRANSPORTATION AUTHORITY (PPRTA)

- The RTA maintenance funds were increased by approximately 11 percent.
- RTA Capital funds of $484,000 were allotted for 2006 to match the adjustments made in the construction timeline.

MAJOR OBJECTIVES

OBJECTIVE – Develop long and short-range transportation plans to form the basis for transportation infrastructure program requirements ***(Strategic Action Plan 4.2.0, 4.3.0, 6.1.0)***

Implement the recommendations of the City's Intermodal Transportation Plan and East-West Mobility Study; participate in major 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 in conjunction with the Citywide 25 Program; 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 the Intelligent Transportation Systems with innovative and advanced technology approaches ***(Strategic Action Plan 4.1.0, 4.4.0, 2.3.0)***

Continue the I-25 Incident Management System, including the installation of video cameras, incident detection stations, and variable message signs; implement incident management technology on other major corridors such as Academy Boulevard and Highway 24; participate in the Statewide Intelligent Transportation System fiber optic data communication line from Denver through Colorado Springs to Pueblo; support communication needs of other Departments; continue online (6 a.m. – 6 p.m.) monitoring of incident management and congestion mitigation; and expand the automated traffic signal control system to cover all signals within the city.

OBJECTIVE – Review development applications to ensure transportation facilities are constructed to accommodate additional transportation needs ***(Strategic Action Plan 4.1.0)***

Review private development applications to assess additional transportation demands created by proposed development; ensure conformance with City and national design standards; determine use of existing or proposed infrastructure based on needs assessment; ensure a level of service "D" or better; and identify right-of-way requirements.

MAJOR OBJECTIVES

OBJECTIVE – Maintain mobility and traffic operations through transportation system capacity improvements, efficient and effective operational enhancements, and operations management ***(Strategic Action Plan 4.1.0, 4.3.0)***

Conduct needs assessments (computer traffic forecasts, engineering analyses, and corridor studies) to identify and prioritize transportation infrastructure improvements; participate in the five-year CIP process and federal SAFETEA-LU funding program through the Pikes Peak Area Council of Governments (PPACG) and partner with private entities and other governmental agencies toimplement transportation improvement projects; improve traffic flow through traffic signal timing upgrades and other traffic control enhancements; replace traffic signal control system with state-of-the-art upgrades; and maintain efficient and effective traffic operations through the review of infrastructure construction designs and event traffic management.

OBJECTIVE – Maintain public traffic safety services at a high level of quality and responsiveness ***(Strategic Action Plan 2.2.0)***

Install and maintain traffic signals, signs and markings; update and maintain traffic safety features, i.e., guardrails; provide traffic control plan development and review, improved school safety, traffic safety analysis and design; and enhance responsiveness to citizen requests and complaints by updating the citizen tracking system and providing written acknowledgment within seven days.

OBJECTIVE – Implement and maintain RTA projects in an efficient, cost-effective manner ***(Strategic Action Plan 4.1.0)***

Implement RTA projects including incident management, signal upgrades, safety and traffic operations, and roadway maintenance; use contracted services in conjunction with City resources to ensure efficient, timely and cost-effective results; work in conjunction with other government agencies and City departments to reduce the impact of multiple construction projects (COSMIX, SAFETEA-LU, RTA) on arterial traffic flows.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PUBLIC WORKS
TRANSPORTATION ENGINEERING

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	3,046,704	2,970,102	3,004,795	2,832,294
51210	OVERTIME	45,695	63,163	53,000	53,000
51220	SEASONAL TEMPORARY	146,280	152,218	162,000	162,000
51230	SHIFT DIFFERENTIAL	45	0	0	0
51235	STANDBY	48,945	26,420	21,205	21,205
51240	RETIREMENT TERMINATION SICK	7,307	0	0	0
51245	RETIREMENT TERM VACATION	11,915	1,820	0	0
51260	VACATION BUY	4,854	5,425	0	0
51299	SALARIES REIMBURSEMENTS	(754)	0	0	0
51610	PERA	307,354	312,304	297,803	296,611
51615	WORKERS COMPENSATION	30,550	33,426	43,059	50,286
51620	EQUITABLE LIFE INSURANCE	9,239	8,967	11,447	10,792
51625	VISION CARE	3,129	2,958	3,175	2,986
51640	DENTAL INSURANCE	18,885	18,474	21,347	20,088
51665	CASH BACK	14,371	14,955	0	0
51670	PARKING FOR EMPLOYEES	12,740	3,560	1,664	1,424
51690	MEDICARE	35,680	35,849	34,056	33,059
51695	CITY EPO MEDICAL PLAN	287,644	279,069	310,199	291,857
	TOTAL SALARIES AND BENEFITS	**4,030,581**	**3,928,713**	**3,963,750**	**3,775,601**
52105	MISCELLANEOUS OPERATING	200	15	0	0
52110	OFFICE SUPPLIES	21,911	27,626	13,310	19,858
52111	PAPER SUPPLIES	1,538	396	1,180	1,074
52115	MEDICAL SUPPLIES	1,445	586	400	400
52120	SOFTWARE MICRO/WORD PROCESS	15,531	7,272	13,972	13,989
52122	CELL PHONE EQUIP AND SUPPLIES	1,620	1,763	500	500
52125	GENERAL SUPPLIES	862	1,255	1,190	544
52126	ELECTRICAL SUPPLIES	14,148	20,615	0	12,000
52127	CONSTRUCTION SUPPLIES	24,859	22,568	23,000	23,000
52131	CONCRETE SUPPLIES	2,178	392	0	500
52135	POSTAGE	3,816	1,891	1,465	2,200
52140	WEARING APPAREL	7,253	12,232	8,000	8,000
52145	PAINT AND CHEMICAL	22,117	6,915	20,000	20,000
52165	LICENSES AND TAGS	904	0	0	0
52170	SPECIAL PHOTOGRAPHY ETC	61	225	250	250
52175	SIGNS	52,925	6,782	25,692	25,692
52190	JANITORIAL SUPPLIES	2,017	1,212	400	1,000
52220	MAINT OFFICE MACHINES	4,814	3,334	4,000	4,000
52225	MAINT MICROS WORD PROCESSOR	2,454	0	2,267	2,000
52230	MAINT FURNITURE AND FIXTURES	2,441	0	200	200
52235	MAINT MACHINE AND APPARATUS	9,067	5,687	30,000	9,000
52245	MAINT SIGNALS	111,786	57,629	200,000	200,000
52255	MAINT SIGNS	29,681	169,388	149,308	149,308
52265	MAINT BUILDINGS AND STRUCTURE	6,351	6,233	12,000	12,000
52405	ADVERTISING SERVICES	0	1,001	200	1,000
52410	BUILDING SECURITY SERVICES	360	0	480	480
52435	GARBAGE REMOVAL SERVICES	1,290	1,164	1,500	1,500
52445	JANITORIAL SERVICES	18,721	19,311	20,000	20,000

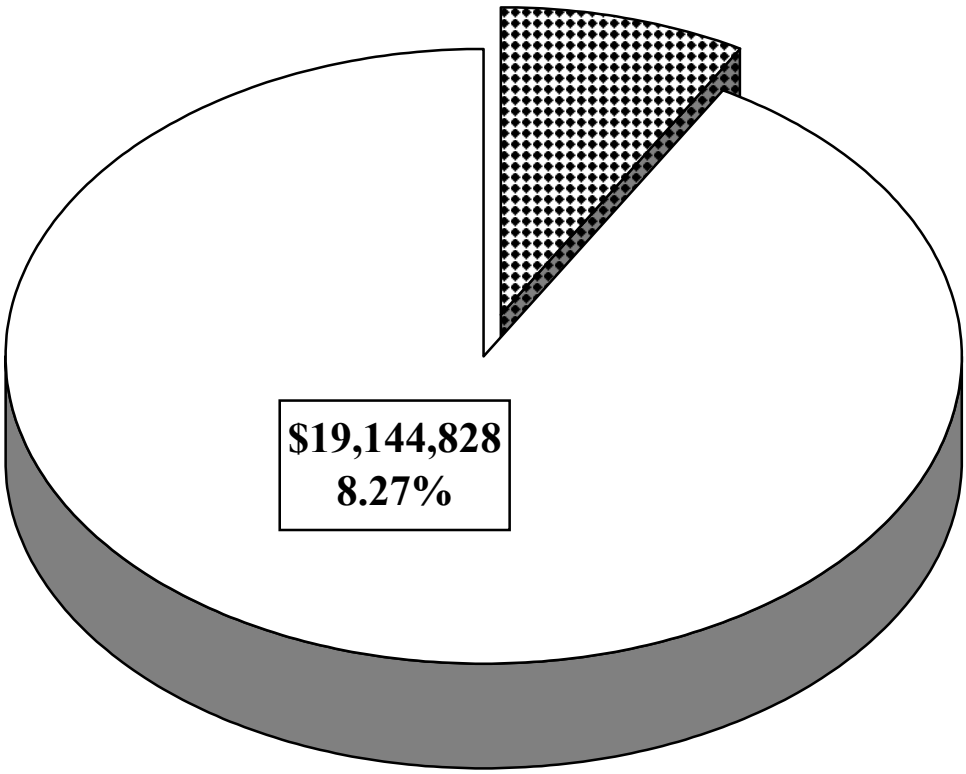
CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PUBLIC WORKS
TRANSPORTATION ENGINEERING

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52450	LAUNDRY AND CLEANING SERVICES	541	295	400	400
52575	SERVICES	5,504	1,958	10,054	5,250
52590	TEMPORARY EMPLOYMENT	34,253	65,124	40,000	40,000
52605	CAR MILEAGE	0	0	200	0
52615	DUES AND MEMBERSHIP	3,847	6,885	4,715	4,045
52625	MEETING EXPENSES IN TOWN	1,404	2,977	782	1,000
52630	TRAINING	4,942	7,255	14,000	10,700
52635	EMPLOYEE EDUCATIONAL ASSIST	40	874	0	7,850
52645	SUBSCRIPTIONS	85	2,339	1,000	1,000
52655	TRAVEL OUT OF TOWN	4,076	5,203	13,948	12,416
52705	COMMUNICATIONS	257,496	244,445	226,187	223,057
52725	RENTAL OF PROPERTY	24,838	17,658	20,000	20,000
52735	TELEPHONE LONG DIST CALLS	3,080	2,527	1,316	1,280
52736	CELL PHONE AIRTIME	83	305	48	0
52743	UTILITIES STREET LIGHTS	1,436	1,689	0	0
52746	UTILITIES ELECTRIC	497,274	503,646	437,386	444,384
52747	UTILITIES GAS	21,326	24,262	35,261	35,261
52748	UTILITIES SEWER	1,292	2,176	2,300	2,875
52749	UTILITIES WATER	2,617	3,469	3,679	4,043
52765	LEASE PURCHASE PAYMENTS	0	0	75,000	75,000
52775	MINOR EQUIPMENT	9,554	16,648	20,000	20,000
52785	RADIO REPLACEMENT	0	283	2,000	0
52795	RENTAL OF EQUIPMENT	6,712	7,105	10,000	10,000
52874	OFFICE SERVICES PRINTING	3,619	2,872	3,813	3,522
52875	OFFICE SERVICES RECORDS	755	1,033	900	800
52893	RENTAL OF FLEET VEHICLES	3,200	0	2,000	0
65160	RECRUITMENT	4,702	14,572	0	0
65354	EMPLOYEE TRAINING PROGRAM	0	200	0	0
	TOTAL OPERATING EXPENSES	**1,253,028**	**1,311,290**	**1,454,303**	**1,451,378**
53010	OFFICE MACHINES	0	0	20,000	20,000
53020	COMPUTERS NETWORKS	13,410	30,196	50,000	50,000
53030	FURNITURE AND FIXTURES	3,243	0	5,000	5,000
53050	MACHINERY AND APPARATUS	0	0	25,000	25,000
53070	VEHICLES REPLACEMENT	59,170	152,497	248,035	0
	TOTAL CAPITAL OUTLAY	**75,823**	**182,693**	**348,035**	**100,000**
	ORGANIZATION TOTAL	**5,359,432**	**5,422,696**	**5,766,088**	**5,326,979**

CITY OF COLORADO SPRINGS

Parks, Recreation and Cultural Services



Cultural Services	**$1,316,808**
Design and Development	**$ 482,880**
Forestry	**$1,253,246**
Park Maintenance, Trails and Open Space	**$7,290,042**
Parks, Recreation and Cultural Services Administration	**$1,540,860**
Recreation Services	**$7,260,992**

The Cemeteries and Golf enterprises are organizationally within the Parks, Recreation and Cultural Services Department but are included in the Enterprise Funds section of the Budget.

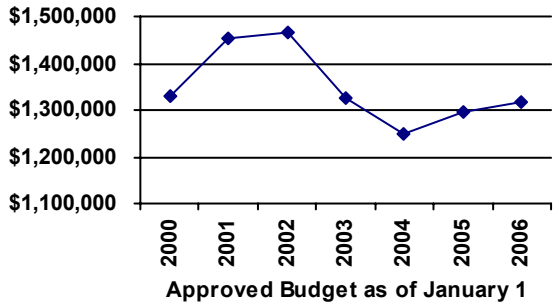
Cultural Services

Matthew Mayberry, Manager ● 215 South Tejon Street, Colorado Springs, CO 80903 ● (719) 385-5990 ● mmayberry@springsgov.com

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.

BUDGET HISTORY



SERVICES

- Preserve regional history and material culture
- Manage visitor and environmental education centers
- Provide educational programs
- Interpret natural, cultural, and environmental resources
- Raise funds to operate special programs
- Maintain archival research facility
- Promote area as tourism destination
- Restore historical buildings and sites
- Oversee maintenance and preservation of City-owned sculptures
- Provide information to park visitors and promote visitor safety
- Provide meeting facilities for nonprofit, community and service organizations

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$1,120,676	$1,074,729	$1,064,845	$1,084,651
Operating	202,865	257,497	230,840	232,157
Capital Outlay	0	0	0	0
Total	**$1,323,541**	**$1,332,227**	**$1,295,685**	**$1,316,808**

PERSONNEL

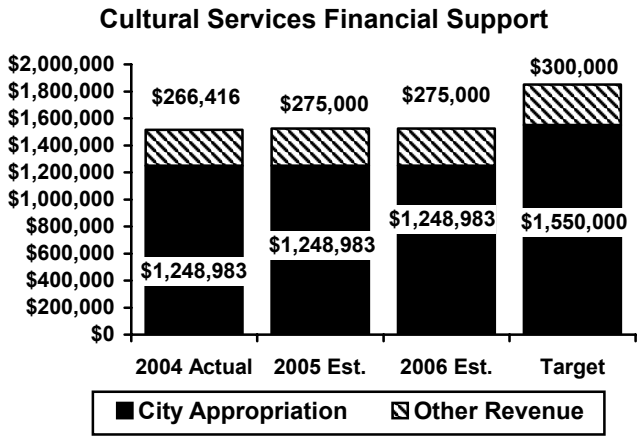
Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Manager	1.00	1.00	1.00	1.00
Supervisor	1.00	1.00	1.00	1.00
Professional	7.25	6.25	6.25	7.25
Paraprofessional	2.00	1.00	1.00	0.00
General	5.50	4.50	4.50	4.50
FTE Total	**16.75**	**13.75**	**13.75**	**13.75**
Special Positions	1.00	0.00	1.00	1.00

As part of the 2003 service reductions, 1.25 FTE positions were eliminated due to the transfer of the Beidelman Environmental Center to Colorado Springs Utilities.

As part of the 2004 budget cuts, one Administrative Technician position and one Maintenance Technician position were eliminated from the Museum and one Program Coordinator position was eliminated from Rock Ledge Ranch. In May 2005, the Skilled Maintenance Technician position at Rock Ledge Ranch was reclassified to Program Coordinator. As a result of this reclassification, the paraprofessional position is now vacant and unfunded.

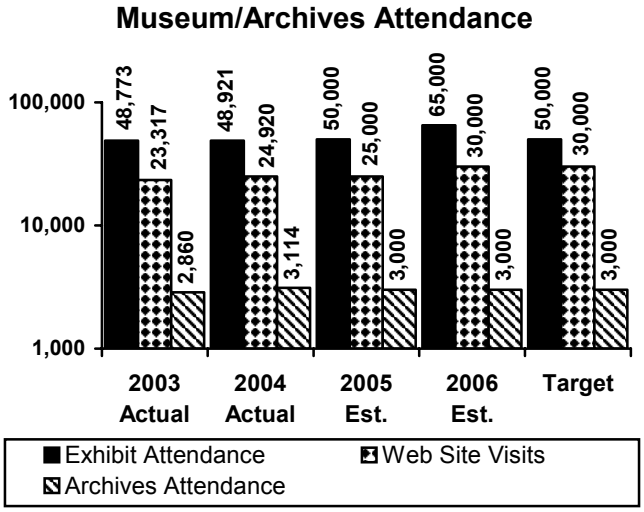
The special position listed above represented the Museum's Assistant Archivist, which was funded through a federal grant. This grant ended in 2004. A new funding source was identified for 2005, and the special position was reinstated. Grant funding is anticipated to continue in 2006.

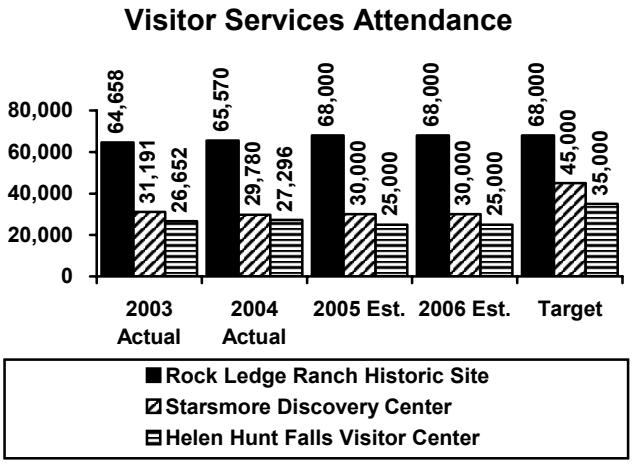
PERFORMANCE INDICATORS



The Cultural Services Division regularly supplements its annual City appropriation with grants, foundation support, corporate contributions, individual gifts, and interest income from gift trust accounts. Virtually all exhibits, programs, and artifact purchases are funded in this manner. In some cases, this graph reflects grants received in one year but expended the next. In some cases, yearly variations are a result of large onetime donations or funds secured to complete special projects, such as capital improvements. The 2005 and 2006 estimates reflect anticipated fundraising activities necessary to conduct exhibition and programming activities for the 2006 bicentennial of the Zebulon Montgomery Pike expedition. Note that this information does not reflect in-kind contributions or donations of time on the part of hundreds of volunteers.

Museum visitation is largely tied to the availability of funding and personnel to develop and implement programs, exhibits, and events. Visitation trends also relate directly to the economy, tourism and travel tendencies, and other external factors. The recent stagnation in visitation reflects both dynamics. In recent years, most of the growth in the Museum's contact with the public has come through outreach efforts such as the web site. In addition, the Museum offers one national traveling exhibit, an exhibit at the Colorado Springs Airport, curriculum materials, and other outreach activities. The number of people reached through these efforts is estimated at over 50,000. The increase in archive researchers in recent years is a product of hiring a grant-funded research assistant. The projected 2006 estimates are anticipated as a result of special exhibits, programs and marketing related to the Zebulon Pike bicentennial.





- 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. In 2003 the Garden of Gods Visitor Center had an attendance of 725,000.
- Rock Ledge Ranch Historic Site was placed on the National Register of Historic Places in 1979.
- Programs and facilities are currently open the following number of days per year as stated below.

FACILITY	2004	2005
* Starsmore Discovery Center:	172	179
* Helen Hunt Falls Visitor Center:	101	112
* Rock Ledge Ranch Historic Site:	95	101
* Garden of the Gods Visitor Ctr.	363	363

CHANGES TO THE BUDGET

- Funding of $11,180 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $9,385 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $7,141.
- Funding of $6,383 is included for PERA and Workers' Compensation increases.
- Funding of $1,317 is included to address an increase in Utility rates.

MAJOR OBJECTIVES

OBJECTIVE – Provide for the protection, preservation, restoration, maintenance and interpretation of cultural and natural resources in order to enhance the quality of life, expand educational activities for families and children, and support economic development opportunities within the Pikes Peak Region *(Strategic Action Plan 5.3.0)*

According to the Strategic Action Plan, the City of Colorado Springs will "Foster an environment that makes Colorado Springs an attractive location for quality jobs and businesses for generations to come." The Cultural Services Division is integral to achieving this broad goal. To fulfill this objective, the staff works cooperatively to develop and implement a comprehensive range of programs, events, exhibits and publications. These activities foster respect and appreciation among program participants for the City's unique cultural and environmental heritage. The Division's success is largely a factor of its ability to create productive partnerships with private support groups, corporations, community organizations, and individuals. These collaborations provide assistance in the form of volunteer hours and financial support that leverage City funding. The Cultural Services Division operates the Pioneers Museum, Starsmore Center for Local History, Starsmore Discovery Center, Helen Hunt Falls Visitor Center and the interpretive programs based at Garden of the Gods Visitor Center.

OBJECTIVE – Continue to maintain, restore and renovate all of the historic buildings that fall under the Cultural Services Division, including the former El Paso County Courthouse (1903), the Rock Ledge House (1874), and the Orchard House (1907)

The Museum will begin implementing a program in 2006 of exterior restoration for its 1903 El Paso County courthouse. This work will be guided by a historic structure assessment conducted in 2004 with a grant from the State Historic Fund. This document prioritizes restoration and preservation needs of the Museum building. Currently, the structure is only 70 percent restored. In addition to exterior issues, three critical phases of interior renovation are required in order to extend exhibition, storage, and preparation space and provide for proper collections care. Minor repairs and maintenance are currently accomplished within the regular operating budget and through grant funds. The Rock Ledge Ranch Master Plan outlines a systematic program of renovation and improvements. As with the Courthouse, both the Rock Ledge House and the Orchard House require significant periodic repairs.

OBJECTIVE – Provide a variety of temporary and long-term exhibitions that are informative and appealing to the citizens of the community *(Strategic Action Plan 5.3.0)*

2006 marks the 200th anniversary of Zebulon Pike's western expedition, which brought him to the region and resulted in the naming of Pikes Peak. The Cultural Services division will commemorate this anniversary with three major exhibitions beginning in January of 2006 and running through mid-2007. These activities are aimed at community residents and tourists alike. It is anticipated that these exhibits and related programs will offer extensive opportunities for heritage tourism to the area. Virtually all exhibitions are paid for with non-municipal funds. Rental, shipping, and insurance for traveling exhibits are quite costly, often exceeding $20,000 for a single eight-week exhibition. The City operating budget covers only routine costs of installation (paint, hardware, etc.). The Starsmore Discovery Center and the Carriage House at Rock Ledge Ranch also offer exhibition space.

MAJOR OBJECTIVES

OBJECTIVE – Systematically build upon the artifact and archival collections, manage them in accordance with the Museum's legal mandates, and provide access to them for researchers and community members ***(Strategic Action Plan 1.9.0, 5.5.0)***

All artifacts and archival materials are either donated or purchased with private funds. To help preserve and store the hundreds of new acquisitions received each year, the Colorado Springs Pioneers Museum (CSPM) Foundation, a private fundraising organization, acquired and operates an off-site warehouse facility. The Museum is a leader in the field of collection accessibility and is digitizing its collection records and images so they are available to any researcher via the City's web site.

The Museum houses 70,000 three-dimensional artifacts, 50,000 historic photographs, and several hundred thousand individual documents. Rock Ledge Ranch maintains a wide variety of collections in historic structures and used in living history programs. Most recently, the Division was given responsibility for the preservation and maintenance of a growing number of City-owned outdoor sculptures. There are 75 pieces currently in the inventory. In 2006, staff will continue addressing a decades-long backlog of maintenance and preservation issues related to these sculptures.

OBJECTIVE – Develop and implement programs that demonstrate the cultural diversity of the people of the Pikes Peak region ***(Strategic Action Plan 1.9.0)***

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 interpretative 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 Cultural Services locations. The Museum schedules exhibits, publications, and programs aimed at increasing public awareness of the contributions of racial/ethnic minorities in Colorado Springs and the surrounding area. The Museum is the official repository of the Negro Historical Association of Colorado Springs Collection and is the site of the community's only sculpture honoring African American influences in the region.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
CULTURAL SERVICES

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	720,718	712,152	714,057	725,292
51210	OVERTIME	4,454	1,596	850	850
51220	SEASONAL TEMPORARY	211,075	192,182	158,203	158,203
51230	SHIFT DIFFERENTIAL	1	6	0	0
51245	RETIREMENT TERM VACATION	1,441	420	0	0
51260	VACATION BUY	1,028	1,069	0	0
51299	SALARIES REIMBURSEMENTS	(16,915)	(28,977)	0	0
51610	PERA	86,648	88,179	88,920	95,193
51615	WORKERS COMPENSATION	12,122	11,384	11,390	13,386
51620	EQUITABLE LIFE INSURANCE	2,194	2,161	2,851	2,903
51625	VISION CARE	819	792	824	824
51640	DENTAL INSURANCE	5,020	4,879	5,587	5,587
51665	CASH BACK	2,597	3,220	0	0
51670	PARKING FOR EMPLOYEES	1,920	1,440	2,640	2,640
51690	MEDICARE	11,725	11,445	11,730	11,980
51695	CITY EPO MEDICAL PLAN	75,828	72,781	67,793	67,793
	TOTAL SALARIES AND BENEFITS	**1,120,676**	**1,074,729**	**1,064,845**	**1,084,651**
52002	OPERATING REIMBURSEMENT	0	(6,000)	0	0
52105	MISCELLANEOUS OPERATING	3,319	2,217	0	0
52110	OFFICE SUPPLIES	4,474	3,435	3,275	3,275
52111	PAPER SUPPLIES	0	200	0	0
52115	MEDICAL SUPPLIES	0	10	0	0
52120	SOFTWARE MICRO/WORD PROCESS	2,457	135	0	0
52122	CELL PHONE EQUIP AND SUPPLIES	0	60	0	0
52125	GENERAL SUPPLIES	25,905	24,697	23,428	23,178
52129	HVAC-HEAT VENTILATN AIR SPPLY	99	0	0	0
52135	POSTAGE	3,667	4,175	2,300	3,300
52140	WEARING APPAREL	1,409	1,008	2,150	2,150
52145	PAINT AND CHEMICAL	1,033	1,148	1,670	1,670
52150	SEED AND FERTILIZER	0	0	400	400
52165	LICENSES AND TAGS	0	0	150	0
52175	SIGNS	338	50	500	500
52190	JANITORIAL SUPPLIES	2,293	2,357	2,900	2,900
52215	MAINT GROUNDS	0	0	100	100
52220	MAINT OFFICE MACHINES	0	0	125	125
52230	MAINT FURNITURE AND FIXTURES	0	0	100	100
52235	MAINT MACHINE AND APPARATUS	4,474	3,965	3,200	3,200
52265	MAINT BLDGS AND STRUCTURE	8,391	16,021	10,129	10,129
52405	ADVERTISING SERVICES	1,818	1,916	2,163	2,163
52410	BUILDING SECURITY SERVICES	1,469	7,304	5,800	5,800
52435	GARBAGE REMOVAL SERVICES	506	501	796	796
52450	LAUNDRY AND CLEANING SVCS	358	298	850	850

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
CULTURAL SERVICES

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52465	MISCELLANEOUS SERVICES	182	92	0	0
52575	SERVICES	34,668	38,683	32,148	31,698
52605	CAR MILEAGE	846	740	1,120	1,120
52615	DUES AND MEMBERSHIP	2,092	1,606	1,914	1,914
52625	MEETING EXPENSES IN TOWN	941	619	0	150
52630	TRAINING	2,244	3,381	1,945	1,945
52635	EMPLOYEE EDUCATIONAL ASSIST	90	0	0	0
52645	SUBSCRIPTIONS	209	392	260	260
52655	TRAVEL OUT OF TOWN	923	233	90	90
52705	COMMUNICATIONS	24,161	23,811	21,942	21,942
52735	TELEPHONE LONG DIST CALLS	745	797	950	950
52736	CELL PHONE AIRTIME	79	248	0	0
52743	UTILITIES STREET LIGHTS	150	151	0	150
52745	UTILITIES	0	0	82,323	0
52746	UTILITIES ELECTRIC	37,761	61,169	0	50,046
52747	UTILITIES GAS	15,328	40,731	0	31,901
52748	UTILITIES SEWER	293	547	0	683
52749	UTILITIES WATER	507	783	0	860
52775	MINOR EQUIPMENT	6,741	10,996	14,100	14,100
52795	RENTAL OF EQUIPMENT	3,312	2,862	8,057	7,057
52872	MAINT FLEET VEHICLES EQP	0	0	150	150
52874	OFFICE SERVICES PRINTING	9,581	6,160	5,465	6,505
52875	OFFICE SERVICES RECORDS	0	0	340	0
	TOTAL OPERATING EXPENSES	**202,865**	**257,497**	**230,840**	**232,157**
	TOTAL CAPITAL OUTLAY	**0**	**0**	**0**	**0**
	ORGANIZATION TOTAL	**1,323,541**	**1,332,227**	**1,295,685**	**1,316,808**

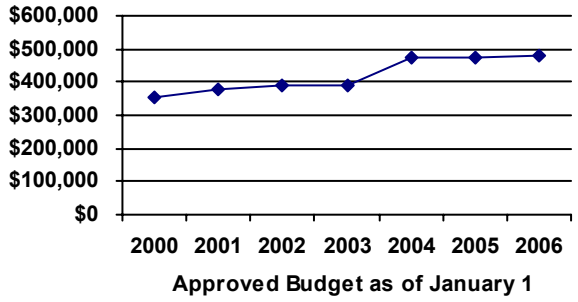
Design and Development

Christian Lieber, Manager ● 1401 Recreation Way, Colorado Springs, CO 80905 ● (719) 385-6530 ● clieber@springsgov.com

MISSION

To provide comprehensive planning services for parks, trails, open space and recreation facilities; provide recreational and educational opportunities by designing, renovating and constructing new parks, park facilities and trails for the citizens and visitors of Colorado Springs; and provide management, administration, planning, design and development support for the Trails, Open Space and Parks (TOPS) program.

BUDGET HISTORY



SERVICES

- Conduct comprehensive park and recreation facility planning
- Manage and administer Trails, Open Space and Parks (TOPS) Program
- Master plan regional parks
- Design neighborhood and community parks
- Administer construction contracts
- Design youth and adult sports complexes
- 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
- Review of all private and public Development Plan submittals for Park related facilities

BUDGET SUMMARY

GENERAL FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$367,608	$0	$0	$438,475
Operating	24,684	0	0	44,405
Capital Outlay	0	0	0	0
Total	**$392,293**	**$0**	**$0**	**$482,880**

CONSERVATION TRUST (LOTTERY) FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	N/A	$321,356	$436,811	N/A
Operating	N/A	13,754	37,905	N/A
Capital Outlay	N/A	0	0	N/A
Total	**N/A**	**$335,110**	**$474,716**	**N/A**

PERSONNEL

GENERAL FUND

Classification	2003 Budget	2004 Actual	2005 Budget	2006 Budget
Manager	1.0	0.0	0.0	1.0
Professional	4.0	0.0	0.0	4.5
FTE Total	**5.0**	**0.0**	**0.0**	**5.5**

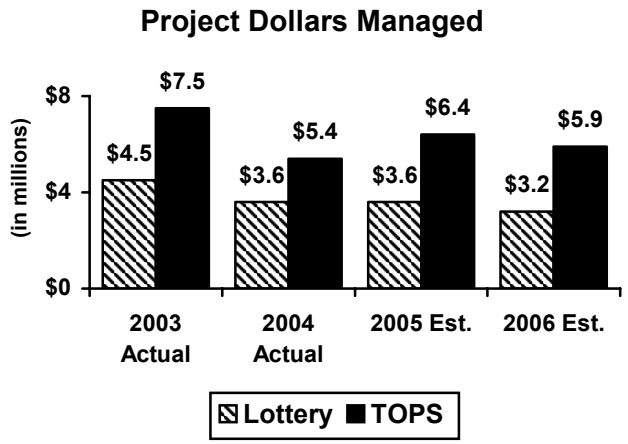
In 2004, the Division staff was transferred to the Conservation Trust Fund.

For 2006, the Division staff is transferred back to the General Fund.

CONSERVATION TRUST (LOTTERY) FUND

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Manager	0.0	1.0	1.0	0.0
Professional	1.0	4.5	4.5	0.0
FTE Total	**1.0**	**5.5**	**5.5**	**0.0**

In addition to the General Fund and Lottery personnel listed above, a total of 1.5 positions are included in this Division and are funded from Trails, Open Space and Parks (TOPS).

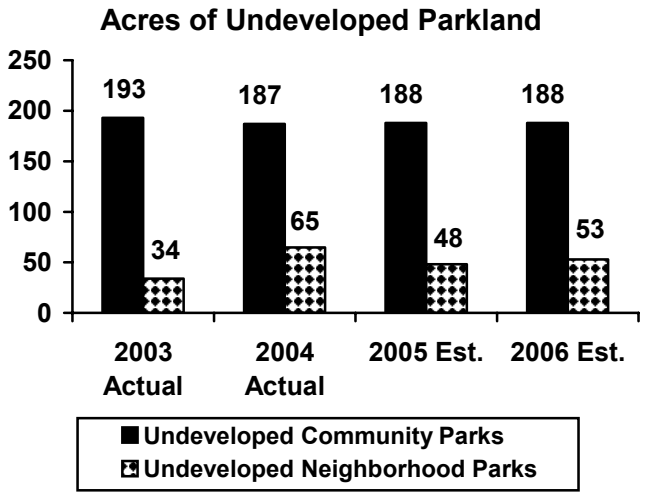


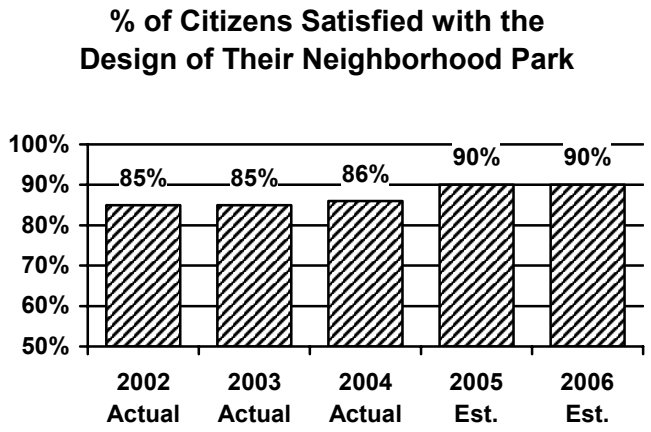
Primary capital improvements funding for the Department is derived from Conservation Trust Funds (Lottery) and the Trails, Open Spaces and Parks (TOPS) tax. In addition, as much as $1.6M is also managed by the Division from various grant sources such as Great Outdoors Colorado (GOCO) and Transportation Enhancement Act (TEA – 21) funds. These latter two sources vary from year to year and, therefore, are not included in the chart because there is no guaranteed revenue from these sources.

Undeveloped parkland acreage represents land that becomes neighborhood and community parks. Neighborhood parks are typically 5 acres in size and community parks are at least 25 acres but generally much larger, such as Memorial Park.

According to the Parks and Recreation Master Plan, neighborhood parks are to be located within a one-half mile radius of each other. Thus, as new neighborhoods are developed, it is extremely important that the neighborhood park be developed as soon a possible.

These parks are funded solely from the TOPS tax. In the past, the Department has done a good job of keeping pace with neighborhood development; but in 2005, it is estimated that the undeveloped acreage in this category will continue to be more than double what it has been in recent years.





This external citizen questionnaire is directed to the citizens of the immediate park neighborhood and is taken one year after the park has been designed and built. The focus of the survey is upon the satisfaction of the neighborhood with the design of the park as accomplished by City Landscape Architects.

CHANGES TO THE BUDGET

- Funding of $5,956 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $3,987 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $3,623.
- Funding of $1,843 is included for PERA and Workers' Compensation increases.
- Funding of $474,716 and 5.5 positions are transferred from the Conservation Trust (Lottery) fund to the General Fund.
- Design and Development Division is transferred to the General Fund. In the 2004 Budget process the Division had been transferred to the Conservation Trust Fund as a measure to help balance the General Fund. However, Design and Development staff does not spend their entire year working solely on Conservation Trust Fund projects, therefore, in order to comply with the State statue as interpreted by the State Auditor, the Division is moved back into the General Fund. To offset the funding increase, an equal amount of park maintenance expenses have been transferred from the General Fund to the Conservation Trust Fund.

MAJOR OBJECTIVES

OBJECTIVE – Comply with the updated Parks, Recreation and Cultural Services Department Master Plan and continue to design and construct neighborhood and community parks
(Strategic Action Plan5.3.0, 6.5.0)

The Design and Development Division will develop master plans, construction drawings, and bidding documents and will provide construction management for all park-related construction projects in 2006. The Division will also coordinate all trail construction projects and review all private development submittals for compliance with the 2000-2010 Parks, Recreation and Trails Master Plan.

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 of the proposed 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.

When Conservation Trust Funds (Lottery) were initiated in 1984, nearly 100 percent of the funds were utilized for new park and trail construction. The Trails and Open Space Tax (TOPS) is currently the only source of new park and trail development. In 2005, more than 95 percent of the Lottery funds were utilized for renovation and repair, maintenance, providing staff and paying back of fiscal commitments such as bond payments. The bond payments included such items as the debt service on the Hillside Community Center, Meadows Community Center and the Skyview Adult Softball Complex. The renovation and repair portion of the funds were used to update an aging park system, meet current Americans with Disabilities Act (ADA) requirements for playgrounds, and bring buildings into compliance with current code requirements.

OBJECTIVE – Support the Division's mission to design, renovate and construct new parks, park facilities and trails for the citizens of the community
(Strategic Action Plan 5.3.0, 6.5.0)

Fifty to sixty low-profile renovation and repair projects represent the majority of the workload for this Division every year and run the gamut from the renovation of a playground to the upgrading of an existing building. Although these projects do not receive the same degree of public attention as a new recreation center, sports complex or neighborhood park, these renovation and repair projects are certainly the most important projects to the various local neighborhoods affected by construction.

Once completed, these renovated parks often serve as the focal point for these communities and provide a safe and aesthetically pleasing environment for recreation and interaction with neighbors.

Four new neighborhood parks, Stetson Ridge Site, High Meadows Park site, Wildflower Park site, and University Park site are proposed for design and construction in 2006. The development of these parks may be delayed if additional maintenance funding is not made available through the renewal of the TOPS sales tax. The TOPS Extension includes 6% of the TOPS sales tax fund for maintenance of Parks, Trails and Open Space projects.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
DESIGN AND DEVELOPMENT

	ACCOUNT	(General Fund) 2003 ACTUAL	(Lottery Fund) 2004 ACTUAL	(Lottery Fund) 2005 BUDGET	(General Fund) 2006 BUDGET
51205	CIVILIAN SALARIES	308,791	266,304	369,977	367,961
51220	SEASONAL TEMPORARY	0	0	0	1,200
51245	RETIREMENT TERM VACATION	0	2,120	0	0
51260	VACATION BUY	489	0	0	0
51299	SALARIES REIMBURSEMENTS	0	(3,238)	0	0
51610	PERA	28,766	27,966	29,113	31,112
51615	WORKERS COMPENSATION	1,403	1,190	2,278	2,712
51620	EQUITABLE LIFE INSURANCE	932	858	1,241	1,263
51625	VISION CARE	308	293	315	315
51640	DENTAL INSURANCE	1,839	1,244	1,901	1,901
51665	CASH BACK	233	3,053	0	0
51690	MEDICARE	1,498	2,092	1,572	1,600
51695	CITY EPO MEDICAL PLAN	23,349	19,474	30,414	30,411
	TOTAL SALARIES AND BENEFITS	**367,608**	**321,356**	**436,811**	**438,475**
52105	MISCELLANEOUS OPERATING	33	50	0	0
52110	OFFICE SUPPLIES	4,501	455	2,025	1,500
52111	PAPER SUPPLIES	884	596	1,500	1,250
52120	SOFTWARE MICRO/WORD PROCESS	0	739	0	175
52122	CELL PHONE EQUIP AND SUPPLIES	0	0	300	420
52125	GENERAL SUPPLIES	1,184	598	1,975	650
52127	CONSTRUCTION SUPPLIES	46	0	0	620
52135	POSTAGE	30	0	100	2,800
52140	WEARING APPAREL	455	158	300	0
52165	LICENSES AND TAGS	221	200	200	220
52220	MAINT OFFICE MACHINES	1,953	1,864	1,500	1,950
52225	MAINT MICROS WORD PROCESSOR	616	0	1,000	600
52305	MAINT SOFTWARE	0	0	1,000	4,100
52405	ADVERTISING SERVICES	218	0	0	1,500
52431	CONSULTING SERVICES	0	1,258	0	0
52575	SERVICES	7,293	288	10,000	16,700
52605	CAR MILEAGE	742	2,615	1,625	750
52615	DUES AND MEMBERSHIP	660	830	1,400	1,400
52625	MEETING EXPENSES IN TOWN	880	50	300	250
52630	TRAINING	1,824	1,574	5,000	750
52635	EMPLOYEE EDUCATIONL ASSIST	0	95	0	0
52645	SUBSCRIPTIONS	0	706	100	0
52655	TRAVEL OUT OF TOWN	121	1,256	600	730
52705	COMMUNICATIONS	(113)	0	5,776	5,776
52735	TELEPHONE LONG DIST CALLS	(6)	0	200	150
52736	CELL PHONE AIRTIME	(38)	(125)	0	0
52775	MINOR EQUIPMENT	3,079	294	2,600	850
52795	RENTAL OF EQUIPMENT	0	125	0	0

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
DESIGN AND DEVELOPMENT

	ACCOUNT	(General Fund) 2003 ACTUAL	(Lottery Fund) 2004 ACTUAL	(Lottery Fund) 2005 BUDGET	(General Fund) 2006 BUDGET
52874	OFFICE SERVICES PRINTING	51	83	100	850
52904	REPROGRAPHICS PARK AND REC	50	44	304	414
	TOTAL OPERATING EXPENSE	**24,684**	**13,754**	**37,905**	**44,405**
	TOTAL CAPITAL OUTLAY	**0**	**0**	**0**	**0**
	ORGANIZATION TOTAL	**392,293**	**335,110**	**474,716**	**482,880**

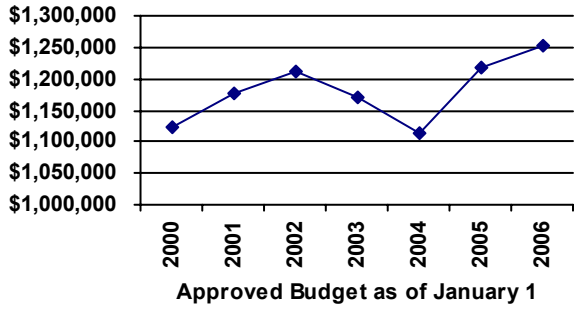
Forestry

Jim McGannon, Manager ● 1401 Recreation Way, Colorado Springs, CO 80905 ● (719) 385-5942 ● jmcgannon@springsgov.com

MISSION

To ensure the City's urban forest is healthy, safe, and sustainable; maintain the original forest legacy; manage risk; and increase the canopy coverage for shade, stormwater retention, and property value.

BUDGET HISTORY



SERVICES

- Manage and maintain public trees
- Provide planting on public rights-of-way and parkland
- Utilize Tree Fee Fund for new subdivisions
- Clear traffic signs and visibility obstructions
- Respond to tree-related emergencies
- Provide technical assistance related to forestry matters
- Manage insect and disease problems
- Provide tree service licensing/certifications
- Manage City's urban forest including that of Special Improvement Maintenance District (regional and open space)

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$ 866,815	$ 848,744	$ 955,559	$ 990,172
Operating	299,569	253,337	259,374	259,374
Capital Outlay	2,951	2,962	3,700	3,700
Total	**$1,169,335**	**$1,105,043**	**$1,218,633**	**$1,253,246**

PERSONNEL

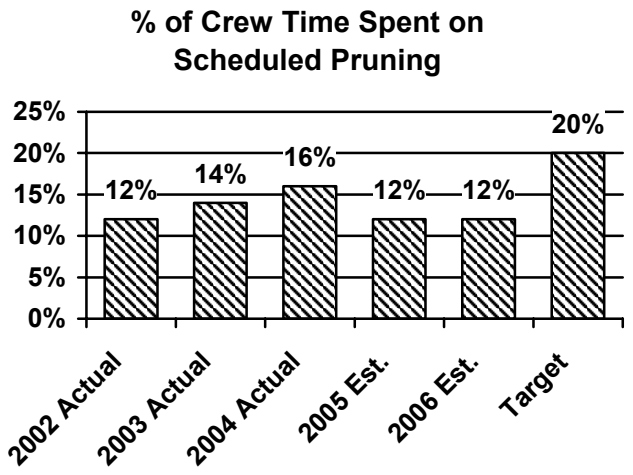
Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Manager	1	1	1	1
Supervisor	2	2	2	2
Professional	3	2	3	3
General	9	8	8	8
FTE Total	**15**	**13**	**14**	**14**

For 2004, one Forester position, one Forest Technician position, and one Senior Office Specialist position were eliminated. Also, a Graphic Technician was transferred from the Administration Division.

For 2005, one Forester position was added to assist in diseased tree inspections and area management.

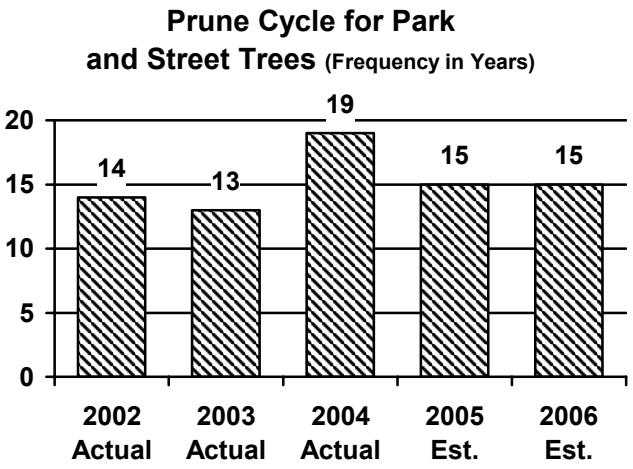
In addition to the personnel listed above, there is one full-time Forestry Technician position paid from the Conservation Trust Fund (Lottery).

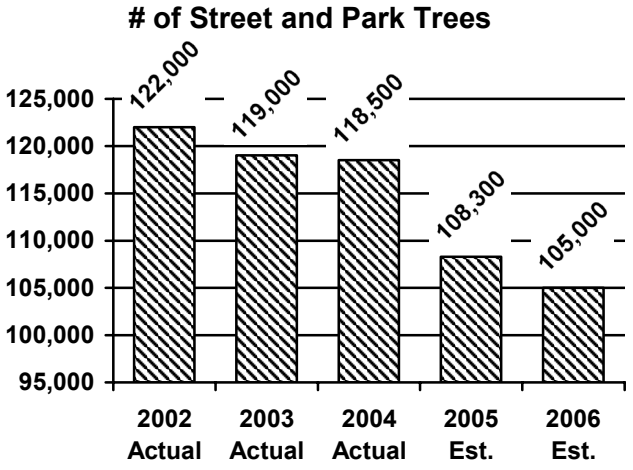
PERFORMANCE INDICATORS



The safety and health of all public trees are a high priority. To accomplish this priority, trees must be pruned. Tree pruning is done both on a contractual basis and by in-house crew maintenance. Contractors perform street tree pruning on larger diameter trees, whereas Forestry's crews concentrate on the small caliper trees and combine this detail with other duties for proficiency in accomplishing more than one goal during this scheduled cycle. Forestry technicians conduct more specialized and quality-control specific goals that are not practical with contracted work. The Division would like to have an average minimum 5 – 10 percent increase in the pruning schedule.

The Forestry Division has divided the City's tree population into management areas, including that of Special Improvement Maintenance Districts, and each area has a scheduled cycle for street and park tree pruning. National standards call for an average of six to eight years for a prune cycle, especially for street trees. Forestry's current tree pruning cycle consists of complete contracted and in-house maintenance once every 14 years. As the urban forest expands, Forestry must adjust its priorities to meet the demands that a regularly scheduled prune cycle requires. A scheduled prune for public trees is needed for health, safety, storm damage, insect/disease control, and overall vigor of the urban forest. The ability to keep a cycle low is directly related to resources allocated to meet this goal.





The inventory is based upon geographic information system (GIS) and field inventory data. The tree population expands as a result of the Department's efforts and those of many commercial developments. Based on the 2005 inventory, records indicate an approximate street tree population of 90,000. In addition, the City's park inventory shows a population of approximately 15,300. Due to prolonged years of drought, combined with severe insect/disease, the 2005 population is significantly less than 2004.

CHANGES TO THE BUDGET

- Funding of $20,317 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $7,559 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $7,021.
- Funding of $13,757 is included for PERA and Workers' Compensation increases.

MAJOR OBJECTIVES

OBJECTIVE – Maintain the urban forest for public safety, welfare, and benefits to the community ***(Strategic Action Plan 2.2.2)***

Establish contracts that address scheduled and unscheduled pruning, pest management, tree removals, planting, and general maintenance needs. Forestry staff will continue to maintain and monitor many different aspects of the urban forest to assure quality control. In addition, Forestry will continue to partner with the Fire Department on for vegetation management issues as it relates to the Wildfire Mitigation program.

OBJECTIVE – Coordinate tree-related emergencies

Work with Police and Fire by implementing the Forestry Emergency Response Plan as needed. Coordinate with Emergency Operations Manager and Police Dispatch supervisors.

OBJECTIVE – Insect and disease management

Manage major insect and disease problems to sustain the health and vigor of the city's public trees. Major diseases include Dutch Elm Disease and diseases related to major insect outbreaks. Major insect problems include bark beetles, i.e., elm bark beetle, Mountain Pine Beetle and Ips.

OBJECTIVE – New Home Tree (Tree Fee Fund) Program

Continue the intent of the 1976 ordinance enacting a process for the establishment of tree-lined streets in new subdivisions. With the enactment (effective August 1, 2003) of the revised Tree Fee Fund by City Council, issue certificates to homeowners and draw down the fund balance.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
FORESTRY

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	635,963	640,117	702,057	718,237
51210	OVERTIME	1,945	306	3,100	3,100
51220	SEASONAL TEMPORARY	31,463	17,936	19,966	19,966
51235	STANDBY	0	0	0	0
51240	RETIREMENT TERMINATION SICK	3,889	0	0	0
51245	RETIREMENT TERM VACATION	2,246	86	0	0
51260	VACATION BUY	1,559	1,670	0	0
51299	SALARIES REIMBURSEMENTS	(977)	(2,551)	0	0
51610	PERA	62,134	64,213	67,165	72,959
51615	WORKERS COMPENSATION	39,124	36,099	61,168	73,402
51620	EQUITABLE LIFE INSURANCE	1,944	1,948	2,696	2,765
51625	VISION CARE	797	796	882	882
51640	DENTAL INSURANCE	4,762	4,930	5,962	5,962
51665	CASH BACK	1,658	1,572	0	0
51690	MEDICARE	5,827	5,861	6,655	6,991
51695	CITY EPO MEDICAL PLAN	74,481	75,762	85,908	85,908
	TOTAL SALARIES AND BENEFITS	**866,815**	**848,744**	**955,559**	**990,172**
52105	MISCELLANEOUS OPERATING	1,756	1,442	1,000	0
52110	OFFICE SUPPLIES	924	850	810	810
52115	MEDICAL SUPPLIES	2,061	979	1,600	1,600
52120	SOFTWARE MICRO/WORD PROCESS	0	0	420	420
52125	GENERAL SUPPLIES	4,377	3,587	3,013	4,013
52135	POSTAGE	35	14	150	0
52140	WEARING APPAREL	2,988	2,551	1,500	1,500
52145	PAINT AND CHEMICAL	1,242	595	1,025	1,025
52165	LICENSES AND TAGS	0	67	0	0
52175	SIGNS	373	37	0	0
52190	JANITORIAL SUPPLIES	0	0	200	200
52205	MAINT LANDSCAPING	50,908	29,265	25,086	25,086
52210	MAINT TREES	210,349	198,302	207,000	207,000
52220	MAINT OFFICE MACHINES	1,554	0	150	150
52225	MAINT MICROS WORD PROCESSOR	0	400	0	0
52230	MAINT FURNITURE AND FIXTURES	0	0	480	480
52235	MAINT MACHINERY & APPARATUS	1,364	2,391	2,815	2,815
52265	MAINT BUILDINGS & STRUCTURE	0	146	0	0
52575	SERVICES	14,379	729	2,207	2,207
52605	CAR MILEAGE	0	0	150	300
52615	DUES AND MEMBERSHIP	1,464	542	400	400
52625	MEETING EXPENSES IN TOWN	245	119	185	185
52630	TRAINING	916	3,236	1,850	1,850
52645	SUBSCRIPTIONS	0	50	25	25
52655	TRAVEL OUT OF TOWN	336	30	800	800

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
FORESTRY

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52705	COMMUNICATIONS	28	0	0	0
52735	TELEPHONE LONG DIST CALLS	1	0	0	0
52736	CELL PHONE AIRTIME	3	27	0	0
52745	UTILITIES	25	0	0	0
52775	MINOR EQUIPMENT	2,982	5,009	4,608	4,608
52795	RENTAL OF EQUIPMENT	0	1,255	1,400	1,400
52874	OFFICE SERVICES PRINTING	1,259	1,716	2,500	2,500
	TOTAL OPERATING EXPENSES	**299,569**	**253,337**	**259,374**	**259,374**
53050	MACHINERY AND APPARATUS	2,951	2,962	3,700	3,700
	TOTAL CAPITAL OUTLAY	**2,951**	**2,962**	**3,700**	**3,700**
	ORGANIZATION TOTAL	**1,169,334**	**1,105,043**	**1,218,633**	**1,253,246**

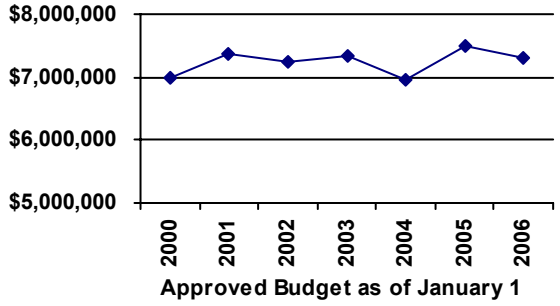
Park Maintenance, Trails and Open Space

Kurt Schroeder, Manager ● 1401 Recreation Way, Colorado Springs, CO 80905 ● (719) 385-6555 ● kschroeder@springsgov.com

MISSION

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

BUDGET HISTORY



SERVICES

- Provide landscape maintenance services by implementing a program of turf and athletic field maintenance and providing flower plantings and shrub maintenance
- Maintain and protect the natural resources within the regional parks and maintain the multi-use trail system and assigned rights-of-ways
- Repair, monitor and renovate irrigation, lighting and plumbing systems; and 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; and design and fabricate signs and graphics in support of the entire park system and programmed activities

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$5,215,153	$4,968,449	$5,222,637	$5,312,226
Operating	2,113,571	2,234,746	2,202,992	1,902,816
Capital Outlay	0	118,761	75,000	75,000
Total	**$7,328,724**	**$7,321,956**	**$7,500,629**	**$7,290,042**

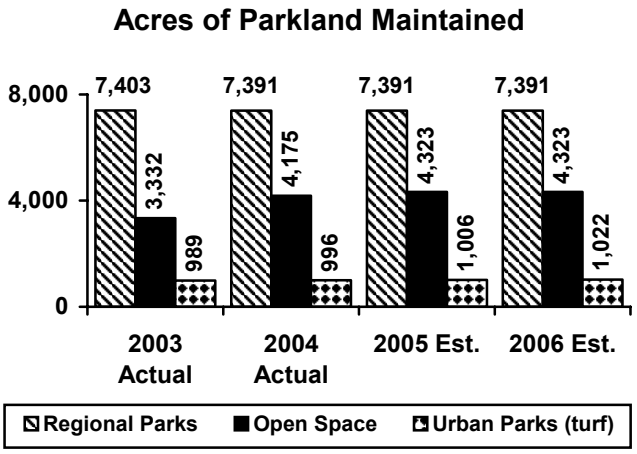
PERSONNEL

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Manager	1	1	1	1
Supervisor	11	11	11	11
Professional	1	1	1	1
Paraprofessional	17	16	16	16
General	55	50	55	55
FTE Total	**85**	**79**	**84**	**84**

The Special Improvement Maintenance Districts (SIMD's) reimburses 60 percent of the compensation for a Senior Analyst position (Professional classification).

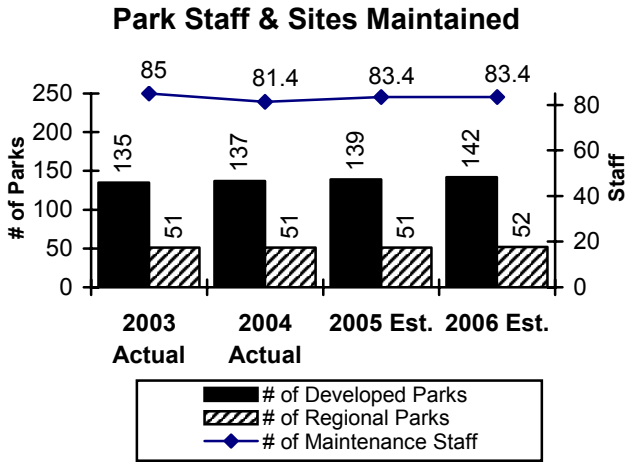
In addition to the personnel listed above, there are 16 other full-time maintenance positions. Of those, 4 are funded by the Conservation Trust Fund (Lottery), 1 by the Old Colorado City Historic District, 7 by the Briargate SIMD, 2 by the Norwood SIMD, 1 by Colorado Springs Utilities for maintenance of the greenway west of the I-25 sound wall, and 1 from TOPS.

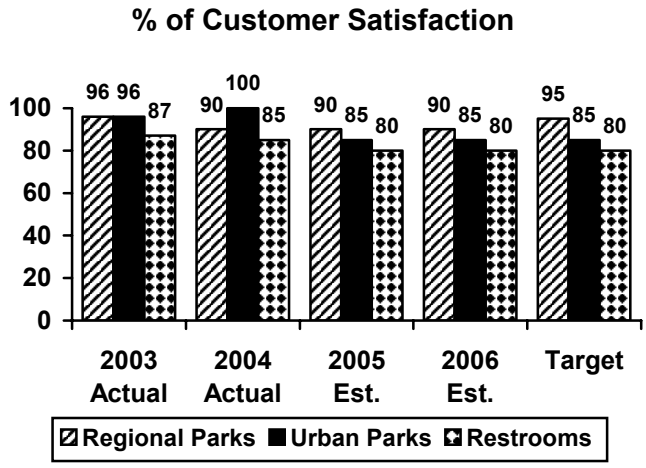
PERFORMANCE INDICATORS



Regional park, open space, sports park and urban park acreage has been growing at a consistent rate for the last 12+ years. This growth was supported by the passage of the Trails, Open Space and Parks (TOPS) tax in 1997 as Conservation Trust Fund monies were increasingly reallocated to address operational needs.

Although the number of parks and park acreage has continued to rise, maintenance staffing remained relatively constant until 2004 when staffing was reduced. The use of the latest technologies and a reorganization of the Division in 2001 have helped in retaining a consistent level of service throughout the expanding system and staff reductions have made attaining the same level of maintenance increasingly difficult. However, staffing was increased in 2005 by five Maintenance Technician II positions, three added through the elimination of a Unit Manager position and two added at the request of Council. A critical element that this chart does not show is the elimination of 51 hourly seasonal positions that were also cut from the 2004 budget.





Generally speaking, the public is very satisfied with the quality of the facilities provided. Specific areas of concern that usually arise have to do with the cleanliness of the reserved areas and restrooms. Almost always, the regional parks (Garden of the Gods, Ute Valley, Palmer Park, Cheyenne Canyon, Bear Creek Canyon) receive very high user satisfaction marks.

CHANGES TO THE BUDGET

- Funding of $50,632 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $33,987 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $35,960.
- Funding of $41,930 is included for PERA and Workers' Compensation increases.
- Park maintenance expenses of $474,716 are transferred out of the General Fund to the Conservation Trust Fund.
- Funding of $18,950 is included for the federally mandated Municipal Facilities Runoff Control Program.
- Funding of $16,000 is included for annual water to keep Prospect Lake full.
- Funding of $138,590 is included to address an increase in Utility rates.

MAJOR OBJECTIVES

OBJECTIVE – Implement an integrated management/development effort for Red Rock Canyon Open Space

Assure that a wide variety of volunteer groups have the opportunity to have positive experiences in their volunteer efforts that are provided to Red Rock Canyon. The groups that are anticipated to participate include Friends of Red Rock Canyon, Medicine Bicycle Club, Garden of the Goddesses Club, Colorado Mountain Club, and a wide variety of service clubs and youth groups. Assure that their projects are well organized and directed. Also included are the need to foster continued good relations with the Colorado Springs Police and Fire departments, the groundwork for which was effectively laid in 2005.

OBJECTIVE – Continue to explore and implement turf and facility management techniques and products that will serve to enhance the quality of maintenance and ultimately the product provided

Staff will continue to explore, evaluate and implement management techniques and products that will serve to enhance our maintenance efforts. Implementing more extensive use of fertigation systems, surfactants, and modified fertilizer formulations, as well as training and updating staff on irrigation system maintenance skills will be undertaken.

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

Two new neighborhood parks and approximately 7 miles of trail will be added for maintenance in 2006. Steps must be taken to assimilate the two neighborhood parks into the appropriate maintenance district and provide a level of maintenance that will protect the health, safety, and welfare of the public. However, budget reductions implemented in 2004 have significantly impacted the Department's ability to provide appropriate maintenance services to the entire system.

OBJECTIVE – Continue implementation of the Garden of the Gods Reclamation Report

For 2006, staff will specifically continue restoration of the selected watershed, complete the reconstruction of the two-hour commercial equestrian trail, begin work on the three hour commercial equestrian trail, and continue the selected removal and trimming of vegetation within the central garden zone. Staff will also continue with efforts to remove and control noxious weed populations, evaluate and prioritize work outlined within the new trail plan, and seek additional grants to support implementation of the Restoration Report.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

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

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	3,415,504	3,475,615	3,625,570	3,633,299
51210	OVERTIME	68,495	49,066	64,375	59,305
51220	SEASONAL TEMPORARY	769,261	506,189	413,454	417,524
51240	RETIREMENT TERMINATION SICK	17,149	6,948	0	0
51245	RETIREMENT TERM VACATION	25,526	15,150	0	0
51260	VACATION BUY	5,739	6,646	0	0
51299	SALARIES REIMBURSEMENTS	(126,979)	(141,422)	0	0
51610	PERA	394,929	391,437	392,805	420,139
51615	WORKERS COMPENSATION	133,683	127,266	131,115	155,761
51620	EQUITABLE LIFE INSURANCE	10,494	10,532	14,561	14,781
51625	VISION CARE	4,362	4,428	5,407	5,407
51635	CITY MAJOR MEDICAL PLAN	0	0	4,428	4,428
51640	DENTAL INSURANCE	28,784	29,838	36,399	36,399
51655	RETIRED EMP MEDICAL INS	256	1,115	0	0
51665	CASH BACK	12,321	18,485	0	0
51670	PARKING FOR EMPLOYEES	0	20	0	0
51690	MEDICARE	42,115	40,468	41,023	42,085
51695	CITY EPO MEDICAL PLAN	413,514	426,667	493,500	523,098
	TOTAL SALARIES AND BENEFITS	**5,215,153**	**4,968,449**	**5,222,637**	**5,312,226**
52002	OPERATING REIMBURSEMENT	12,109	(10,406)	0	0
52105	MISCELLANEOUS OPERATING	5,676	19,387	0	0
52110	OFFICE SUPPLIES	3,945	3,592	2,965	3,540
52111	PAPER SUPPLIES	0	108	0	0
52115	MEDICAL SUPPLIES	8,208	9,123	14,390	14,860
52122	CELL PHONE EQUIP AND SUPPLIES	710	244	0	0
52125	GENERAL SUPPLIES	94,776	88,953	112,149	101,316
52135	POSTAGE	0	22	500	200
52140	WEARING APPAREL	13,878	3,163	0	1,500
52145	PAINT AND CHEMICAL	18,248	20,403	30,370	30,985
52150	SEED AND FERTILIZER	123,364	99,450	125,862	133,357
52165	LICENSES AND TAGS	178	0	300	600
52170	SPECIAL PHOTOGRAPHY ETC	720	0	0	0
52175	SIGNS	7,096	8,573	11,253	11,425
52185	AGGREGATE MATERIAL	683	3,267	3,300	3,600
52190	JANITORIAL SUPPLIES	19,179	16,719	18,979	18,497
52215	MAINT GROUNDS	33,358	27,460	38,060	30,330
52220	MAINT OFFICE MACHINES	171	585	560	960
52235	MAINT MACHINERY & APPARATUS	13,107	8,299	14,828	12,653
52240	MAINT NONFLEET VEHICLES EQP	44,698	63,957	52,035	54,785
52265	MAINT BUILDINGS & STRUCTURE	23,270	23,897	30,345	33,718
52270	MAINT WELLS AND RESERVOIRS	50,800	44,564	54,231	58,617
52275	MAINT RUNWAYS	0	122	0	0
52280	MAINT ROADS AND BRIDGES	3,889	9,328	5,700	5,300
52426	MUN FAC RUNOFF CONTROL	0	0	0	40,350
52435	GARBAGE REMOVAL SERVICES	54,309	61,127	55,000	59,552
52445	JANITORIAL SERVICES	32,965	31,349	35,000	35,000
52450	LAUNDRY & CLEANING SERVICES	1,364	0	250	300

CITY OF COLORADO SPRINGS
BUDGET DETAIL

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

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52455	LAWN MAINTENANCE SERVICE	4,072	13,616	39,536	25,298
52575	SERVICES	76,810	92,542	76,050	76,320
52586	MESA SPGS SERVICES	(53,395)	(47,848)	0	0
52605	CAR MILEAGE	562	479	700	700
52615	DUES AND MEMBERSHIP	294	160	215	245
52625	MEETING EXPENSES IN TOWN	302	0	600	200
52630	TRAINING	555	95	0	0
52635	EMPLOYEE EDUCATIONL ASSIST	870	2,187	2,886	3,960
52645	SUBSCRIPTIONS	0	88	25	25
52655	TRAVEL OUT OF TOWN	83	0	0	0
52705	COMMUNICATIONS	4,178	661	100	200
52725	RENTAL OF PROPERTY	827	828	827	827
52735	TELEPHONE LONG DIST CALLS	597	201	0	0
52736	CELL PHONE AIRTIME	1,896	5,909	4,200	12,061
52743	UTILITIES STREET LIGHTS	8,502	7,722	0	0
52745	UTILITIES	12,695	19,890	1,399,897	1,058,371
52746	UTILITIES ELECTRIC	211,003	240,336	0	0
52747	UTILITIES GAS	46,912	67,179	0	0
52748	UTILITIES SEWER	10,911	334	0	0
52749	UTILITIES WATER	1,143,282	1,198,188	0	0
52775	MINOR EQUIPMENT	35,983	37,726	33,054	34,789
52795	RENTAL OF EQUIPMENT	4,780	21,810	6,175	5,725
52872	MAINT FLEET VEHICLES EQP	12	0	0	0
52874	OFFICE SERVICES PRINTING	542	143	250	250
52880	PURCHASES FOR RESALE	0	62	0	0
52893	RENTAL OF FLEET VEHICLES	10,969	12,466	2,100	2,100
65339	NORTH SLOPE	6,078	9,921	12,300	12,300
65381	FIELD RESERVATION AND TOURN	17,554	16,767	18,000	18,000
	TOTAL OPERATING EXPENSES	**2,113,571**	**2,234,746**	**2,202,992**	**1,902,816**
53050	MACHINERY AND APPARATUS	0	118,761	75,000	75,000
	TOTAL CAPITAL OUTLAY	**0**	**118,761**	**75,000**	**75,000**
	ORGANIZATION TOTAL	**7,328,724**	**7,321,956**	**7,500,629**	**7,290,042**

Parks, Recreation & Cultural Services Administration

Paul D. Butcher, Director ● 1401 Recreation Way, Colorado Springs, CO 80905 ● (719) 385-6501 ● pbutcher@springsgov.com

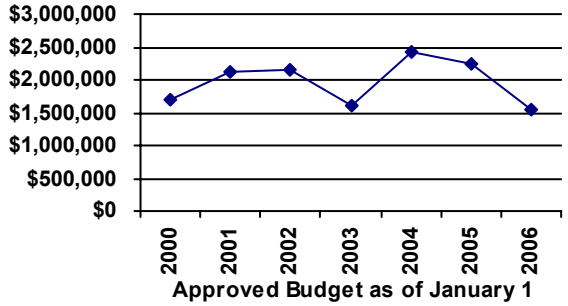
MISSION

To provide administrative support to Parks, Recreation and Cultural Services staff in order to gain efficiencies through centralization; to provide responsive customer service internally and externally; and to provide opportunities for involvement to Colorado Springs citizens.

SERVICES

- Clerical and information technology support
- Finance, grants and contracts
- Graphics and GIS
- Park and athletic field reservations
- Personnel
- Safety and environmental
- Volunteer and special event opportunities

BUDGET HISTORY



BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$1,041,966	$886,296	$ 881,382	$ 921,461
Operating	551,570	429,162	451,724	451,724
Capital Outlay	0	938,574	909,030	167,675
Total	**$1,593,536**	**$2,234,031**	**$2,242,136**	**$1,540,860**

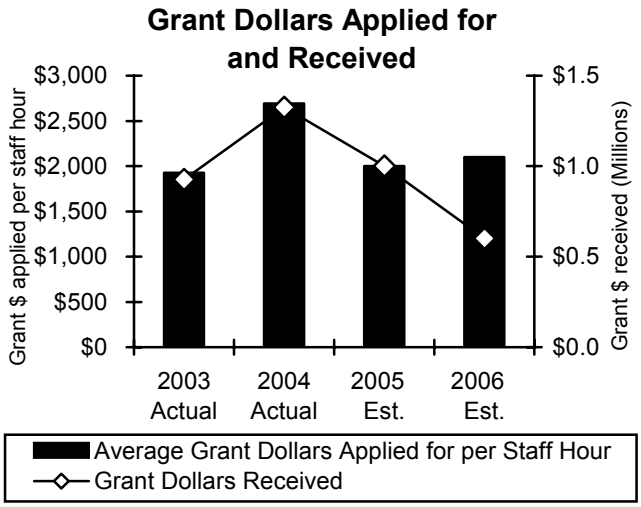
PERSONNEL

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Senior Manager	1.00	1.00	1.00	1.00
Manager	1.00	0.00	0.00	0.00
Professional	6.00	5.00	5.00	5.00
Paraprofessional	5.00	4.00	4.00	5.00
General	2.75	2.75	2.75	1.75
FTE Total	**15.75**	**12.75**	**12.75**	**12.75**
Special Positions	1	0	0	0

For 2004, one Graphic Technician (Paraprofessional) position was moved to Forestry with the intent of combining the graphics job duties (from Administration) with the Forestry Senior Office Specialist workload, a position vacated in early 2004 that will not be filled.

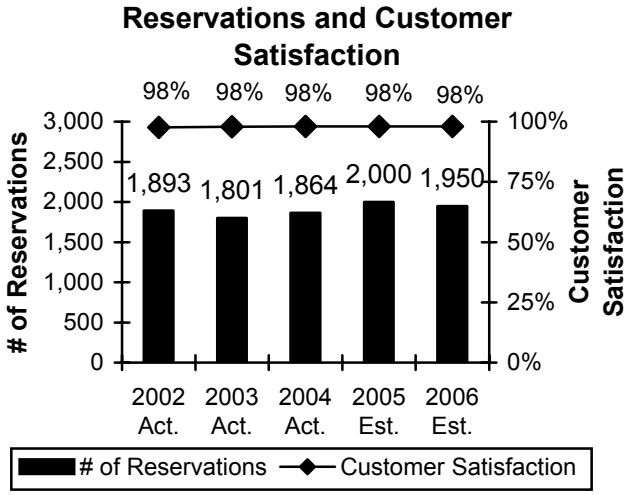
For 2004, one Senior Analyst position was eliminated. Also for 2004, the Planning and Trails, Open Space and Parks (TOPS) Manager was transferred from the Administration Division to Design and Development to assume the Manager position in that Division.

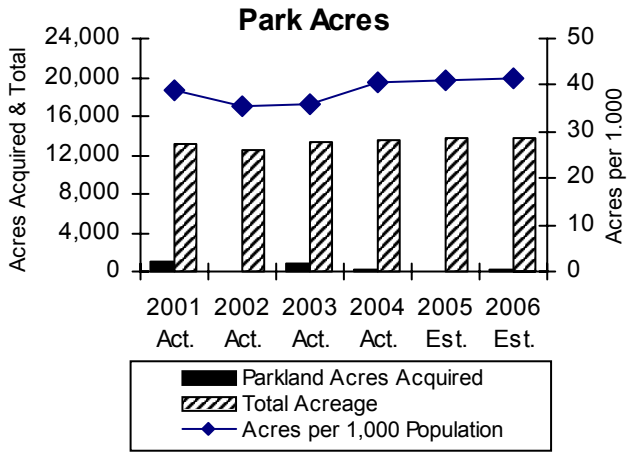
For 2005, one Senior Office Specialist position was reclassified to an Administrative Technician position.



Grants should be flat through 2005-2006. Increases in lottery funding are offset by decreases in other funding pools. While we still haven't recovered from the flat economy, lottery buffers us somewhat through Great Outdoors Colorado (GOCO) grant awards.

A customer service survey is administered to citizens who reserve parks and athletic fields. The survey responses assist staff in making changes and/or responding immediately to a dissatisfied customer. Customer satisfaction is high and undergoes little overall change as it pertains to front office staff. Total reservations were down somewhat in 2002 due to the fire ban. In 2003, customer satisfaction surveys were added for sports tournaments and baseball leagues.





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.

CHANGES TO THE BUDGET

- Funding of $11,524 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $8,643 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $7,208.
- Funding of $5,120 is included for PERA and Workers' Compensation increases.
- Funding of $666,355 was removed from the vehicle replacement account based on limited funding and a city-wide analysis and prioritization review by the Fleet Department.
- Funding of $22,000 is included to correct an error in last year's salary calculation.
- Funding is reduced by $75,000 for vehicle replacement.

MAJOR OBJECTIVES

OBJECTIVE – Increase project and program funding through grant awards *(Strategic Action Plan 5.3.0, 6.5.0)*

Obtain grant funds to enhance parks, trails, open spaces, facilities and programs. Since 2002, the Department has funded an employee to research and prepare grant and award applications. In 2004, the Department also absorbed the Community and Senior Centers Division, which receives grant funds in support of programs. Receipt of at least $500,000 in grant funds is expected annually. In 2006, the Department will pursue funding to implement the Red Rock Canyon Master Plan, develop neighborhood parks and complete trail corridors.

OBJECTIVE – Cooperatively partner with local organizations to enhance delivery of services to the public *(Strategic Action Plan 5.1.0)*

Parks, Recreation and Cultural Services works with ten Friends groups and dozens of community partners to enhance service delivery. Friends and partners contribute thousands of volunteer hours and tens of thousands of dollars in cash donations, as well as help the Department leverage grant awards from a variety of sources. Technical, financial and staff assistance will continue to be provided to these and other similarly missioned organizations and projects in 2006.

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

Administration will continue to strive for group efficiencies by providing centralized services to the entire Department in the areas of finance, personnel, volunteers, legal, safety and environmental, GIS, information technology, clerical and graphic services. This eliminates the need to budget and dedicate duplicative services within each Division.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
PARKS, RECREATION AND CULTURAL SERVICES – ADMINISTRATION

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	858,303	748,829	698,814	731,542
51210	OVERTIME	191	52	1,602	1,602
51220	SEASONAL TEMPORARY	1,517	6,908	3,960	3,960
51240	RETIREMENT TERMINATION SICK	0	34,490	0	0
51245	RETIREMENT TERM VACATION	0	14,219	0	0
51260	VACATION BUY	1,103	719	0	0
51299	SALARIES REIMBURSEMENTS	(2,398)	(108,641)	0	0
51610	PERA	79,169	70,686	75,912	81,592
51615	WORKERS COMPENSATION	1,775	1,775	7,788	9,146
51620	EQUITABLE LIFE INSURANCE	2,602	2,213	2,891	2,945
51625	VISION CARE	857	682	849	849
51640	DENTAL INSURANCE	4,727	5,323	5,248	5,248
51655	RETIRED EMP MEDICAL INS	0	3,290	0	0
51665	CASH BACK	3,367	1,382	0	0
51670	PARKING FOR EMPLOYEES	1,920	0	0	0
51690	MEDICARE	5,491	5,346	8,459	8,718
51695	CITY EPO MEDICAL PLAN	83,341	79,020	75,859	75,859
	TOTAL SALARIES AND BENEFITS	**1,041,966**	**866,296**	**881,382**	**921,461**
52105	MISCELLANEOUS OPERATING	189	(1)	0	0
52110	OFFICE SUPPLIES	7,213	6,001	5,681	6,330
52111	PAPER SUPPLIES	2,145	2,168	1,800	2,200
52120	SOFTWARE MICRO/WORD PROCESS	10,697	6,711	9,800	9,800
52122	CELL PHONE EQUIP AND SUPPLIES	0	0	280	200
52125	GENERAL SUPPLIES	4,498	8,256	10,163	9,212
52126	ELECTRICAL SUPPLIES	0	0	0	0
52135	POSTAGE	32,869	46,356	21,906	20,000
52140	WEARING APPAREL	2,488	0	0	0
52220	MAINT OFFICE MACHINES	389	140	168	168
52225	MAINT MICROS WORD PROCESSOR	4,952	4,600	5,213	3,800
52265	MAINT BLDS AND STRUCTURE	293	0	0	0
52405	ADVERTISING SERVICES	5,916	23,493	56,014	56,264
52410	BUILDING SECURITY SERVICES	0	8,013	1,500	4,800
52440	HUMAN SERVICES	76,667	0	68,500	68,500
52465	MISCELLANEOUS SERVICES	3,150	970	9,500	1,200
52560	PARKING SERVICES	0	0	700	0
52575	SERVICES	117,194	24,970	500	8,500
52605	CAR MILEAGE	5,950	3,422	3,907	3,605
52615	DUES AND MEMBERSHIP	1,360	895	1,237	1,237
52625	MEETING EXPENSES IN TOWN	3,834	3,164	7,802	7,852
52630	TRAINING	2,015	1,834	0	1,600
52635	EMPLOYEE EDUCATIONAL ASSIST	1,405	237	300	300
52645	SUBSCRIPTIONS	1,119	857	1,339	1,275
52655	TRAVEL OUT OF TOWN	5,039	4,189	7,200	6,701
52705	COMMUNICATIONS	181,065	198,557	165,527	165,527
52735	TELEPHONE LONG DIST CALLS	6,575	5,459	2,525	2,525

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
PARKS, RECREATION AND CULTURAL SERVICES – ADMINISTRATION

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52736	CELL PHONE AIRTIME	162	495	500	500
52740	GENERAL INSURANCE-CITY	8,483	12,838	13,500	13,500
52765	LEASE PURCHASE PAYMENTS	32,884	32,537	33,050	33,050
52775	MINOR EQUIPMENT	5,471	4,542	1,153	1,119
52795	RENTAL OF EQUIPMENT	12,804	12,500	12,300	12,300
52874	OFFICE SERVICES PRINTING	4,759	3,517	9,609	9,609
52875	OFFICE SERVICES RECORDS	190	724	50	50
65325	VEHICLE INSURANCE	9,796	11,729	0	0
65365	HEALTH PROGRAMS	0	(8)	0	0
	TOTAL OPERATING EXPENSES	**551,570**	**429,162**	**451,724**	**451,724**
53020	COMPUTERS NETWORKS	0	14,516	17,000	17,000
53030	FURNITURE AND FIXTURES	0	118	4,875	4,875
53070	VEHICLES REPLACEMENT	0	923,940	887,155	145,800
	TOTAL CAPITAL OUTLAY	**0**	**938,574**	**909,030**	**167,675**
	ORGANIZATION TOTAL	**1,593,536**	**2,234,031**	**2,242,136**	**1,540,860**

Recreation Services

Lamont Gizzi, Manager ● 1401 Recreation Way, Colorado Springs, CO 80905 ● (719) 385-6952 ● lgizzi@springsgov.com

MISSION

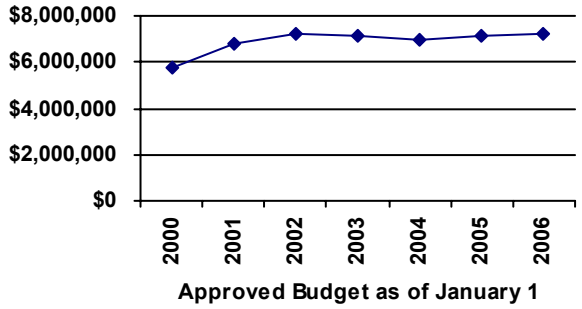
Recreation Services enhances the quality of life for people of all ages and abilities by implementing diverse and inclusive programs, facilities and services.

We Create Community by:

- Providing aquatic and ice activities, adult and youth sports, community and senior centers, therapeutic recreation, as well as the city auditorium
- Furnishing safe and clean environments
- Delivering value in services and programs
- Developing effective partnerships
- Adapting programs and services to meet the needs of our customers

Serving over 1,000,000 participants annually

BUDGET HISTORY



SERVICES

- Youth sport leagues, tournaments, lessons, and camps available to a broad demographic mix
- Sports leagues, lessons, and activities for adults and seniors
- Public swim, public ice skating, and hockey/figure skating sessions
- Rental facilities for community events and activities
- Concerts and other non-traditional recreational events and activities
- Marketing and promotions of Division services
- Provide programs to targeted populations
- Operate and maintain community and senior centers
- Leverage resources through partnerships

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$5,042,357	$5,006,245	$4,926,834	$5,233,284
Operating	2,064,071	2,022,709	2,170,538	2,027,708
Capital Outlay	0	0	0	0
Total	**$7,106,428**	**$7,028,954**	**$7,097,372**	**$7,260,992**

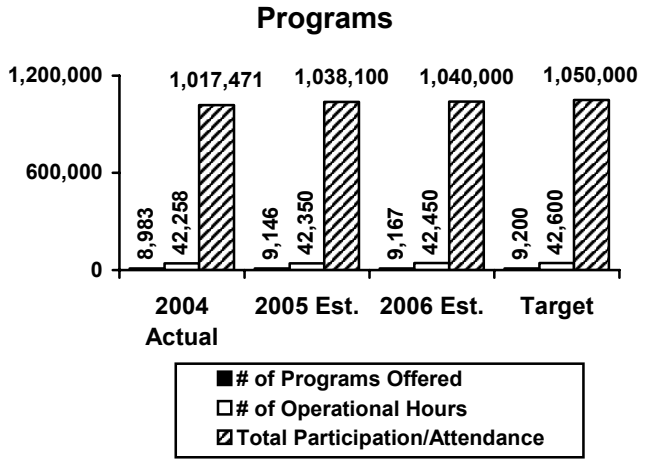
PERSONNEL

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Manager	2.00	2.00	1.00	1.00
Supervisor	4.00	3.00	3.00	3.00
Professional	20.75	19.75	19.75	19.75
Paraprofessional	14.75	14.75	14.75	14.75
General	12.50	11.50	11.50	11.75
FTE Total	**54.00**	**51.00**	**50.00**	**50.25**

For 2004, one Program Coordinator position, one Office Specialist position, and one Recreation Supervisor position were eliminated for a total reduction of three FTE's. During 2004, one Manager retired; and the Youth and Recreation Division and Community and Senior Centers Division were consolidated. As a result of the consolidation, the vacant manager position was eliminated

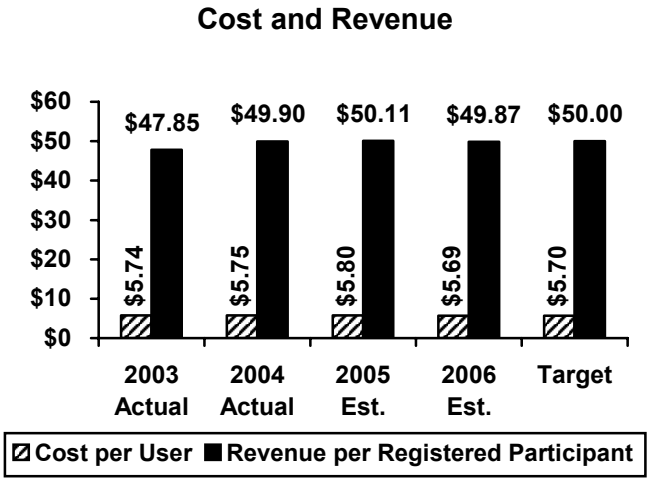
For 2005, a three-fourths position is converted to a full-time position at the Hillside community Center.

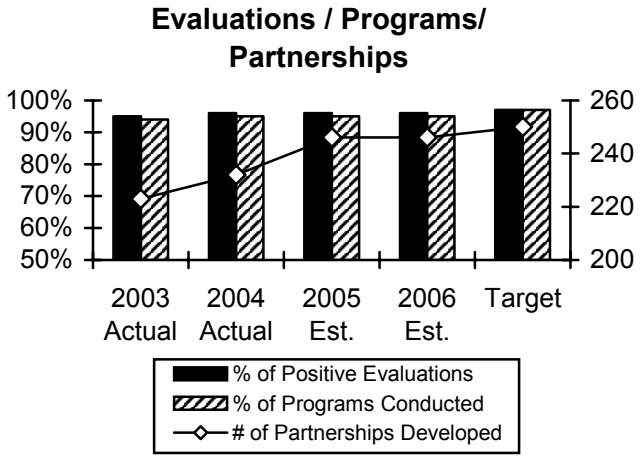
PERFORMANCE INDICATORS



The number of programs offered is a count of the programs offered at all divisional operations. These numbers are expected to remain fairly consistent. Total participation includes program participation and facility attendance. Total participation is based on a turn style count. The 2004 attendance was down from 2003 due to rainy weather resulting in low attendance at outdoor pools. The expectation for 2005 and 2006 is that attendance and operational hours will remain consistent. These measures support strategic plan measure 6.3.0 – Preserve and enhance existing recreation and community centers throughout the city and measure 4.1.1 – Provide specialized services and facilities for all citizens in the community.

The cost per user measure reflects the divisional program and facility expenditures divided by the turn style count of users. The 2004 actual cost was $5.75. The future cost per user is estimated to increase to $5.80 per user due to a modest increase in operational costs. The revenue per registered participant reflects divisional revenue received divided by the number of registered participants. Actual revenue per registered participant in 2004 was $49.90. The number of registered program participants is expected to remain consistent in 2005 and 2006. Both measures support the strategic measure 4.4.1 – Continue to evaluate fees for recreational activities and recover appropriate costs while maintaining affordability.





The percentage of evaluations returned with a rating of positive or excellent has remained relatively constant over the past few years. The target for this measure is 97 percent.

The percent of programs conducted is calculated by taking the number of programs conducted divided by the number of programs offered. The percent of programs offered has remained constant and the target is 97 percent.

The number of unduplicated, community organizations partnering with the division's operations to provide programs to the community increased 7 percent from 2003 to 2006. The number of partners is expected to stay constant for 2005 and 2006. This measure supports strategic plan measure 4.1.2 – Identify other agencies as suitable partners to provide neighborhood and senior services at new locations.

CHANGES TO THE BUDGET

- Funding of $42,979 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $25,280 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $24,969.
- Funding of $29,516 is included for PERA and Workers' Compensation increases.
- Funding of $44,400 is included to convert contractors to employees in compliance with IRS regulation. In addition, $155,383 is reallocated from general services to seasonal salaries to cover the remaining conversion of contractors to employees.
- Funding of $20,413 is included to partially address the increase in Utility rates. In addition, $84,410 is reallocated from other operating accounts to cover the remaining Utility rate increases.
- Funding of $26,000 is included to fund the aquatics program at Prospect Lake.

MAJOR OBJECTIVES

OBJECTIVE – Respond to the community's needs by providing programs to a wide variety of citizens at existing facilities *(Strategic Action Plan 5.1.0, 5.3.0)*

The Recreation Services Division is dedicated to providing recreational services and programs to all citizens, as well as specialized programs and services focusing on youth in targeted neighborhoods, the elderly and persons with disabilities. The Division will continue to respond to the public and evaluate and adjust services as necessary to enhance customer service to all citizens.

OBJECTIVE – Recruit and develop associations with a variety of individuals and organizations that represent and promote the interests in the community *(Strategic Action Plan 5.1.0)*

Positive community relationships are the foundation of the Recreation Services Division. Networking with community groups, volunteers, customers and potential customers allows access to and understanding of the needs and trends of the community. Valuable collaborations are developed with organizations whose missions converge with the City's core values of service, cooperation and partnership.

OBJECTIVE – Provide programs, services and facility operations at an affordable price while maximizing revenue potential *(Strategic Action Plan 5.1.0)*

The Division recognizes the importance of revenue generation to offset General Fund expenditures. It also recognizes the importance of providing programs and services at affordable fees. Factored into the equation is the fact that there are populations that require special consideration when determining fees. Those special populations include low-to-moderate income families and youth, persons with disabilities and the elderly.

OBJECTIVE – Enhance citizen awareness of services and programs offered by the Recreation Services Division *(Strategic Action Plan 5.1.0)*

The Division uses a wide range of methods to create and sustain public awareness. In addition to using traditional methods of advertising such as seasonal brochures and flyers targeted to specific populations, the Division also maintains a major media sponsor to reach a broader population. The e-Government initiative continues and has been expanded to include brochures on line, computerized registration, web site registration, touch-tone registration, emphasis on e-mail communication and other service deliveries. The Division's best and most cost-effective advertising, however, comes from the informal testimonials of past and current individual consumers and community partners and advocates who have directly benefited from the programs and services offered by the Division.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
RECREATION SERVICES

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	2,528,303	2,487,148	2,496,908	2,532,482
51210	OVERTIME	6,141	5,386	22,879	17,879
51220	SEASONAL TEMPORARY	1,701,930	1,676,876	1,563,622	1,766,405
51230	SHIFT DIFFERENTIAL	539	532	0	0
51240	RETIREMENT TERMINATION SICK	3,809	19,148	0	0
51245	RETIREMENT TERM VACATION	7,363	41,891	0	0
51260	VACATION BUY	2,732	2,267	0	0
51299	SALARIES REIMBURSEMENTS	(3)	(41,194)	0	15,860
51610	PERA	397,903	417,061	373,670	418,712
51615	WORKERS COMPENSATION	64,526	65,677	63,713	74,843
51620	EQUITABLE LIFE INSURANCE	7,704	7,479	9,807	9,988
51625	VISION CARE	2,871	2,900	2,873	2,873
51640	DENTAL INSURANCE	18,027	19,159	19,403	19,403
51655	RETIRED EMP MEDICAL INS	0	1,005	0	0
51665	CASH BACK	8,271	7,561	7,005	7,005
51690	MEDICARE	46,860	48,048	53,703	54,583
51695	CITY EPO MEDICAL PLAN	245,381	245,300	313,251	313,251
	TOTAL SALARIES AND BENEFITS	**5,042,357**	**5,006,245**	**4,926,834**	**5,233,284**
52105	MISCELLANEOUS OPERATING	65,937	(329)	0	0
52110	OFFICE SUPPLIES	19,026	20,878	21,784	26,067
52111	PAPER SUPPLIES	1,136	938	4,147	1,747
52115	MEDICAL SUPPLIES	304	427	794	619
52120	SOFTWARE MICRO WORD PROCESS	1,718	4,481	5,500	5,500
52122	CELL PHONES EQUIP & SUPPLIES	765	429	225	617
52125	GENERAL SUPPLIES	185,684	203,659	192,958	86,662
52129	HVAC-HEAT VENTLTN AIR SUPPLI	0	0	150	0
52135	POSTAGE	10,441	5,299	11,105	11,305
52140	WEARING APPAREL	5,280	4,588	10,685	8,054
52145	PAINT AND CHEMICAL	33,787	38,851	56,730	47,522
52155	AUTOMOTIVE	34	87	225	250
52160	FUEL	175	170	225	250
52165	LICENSES AND TAGS	1,032	374	2,580	1,480
52175	SIGNS	0	30	292	292
52190	JANITORIAL SUPPLIES	5,591	7,425	5,075	6,000
52220	MAINT OFFICE MACHINES	2,323	2,390	6,220	3,145
52225	MAINT MICROS WORD PROCESSOR	492	1,507	1,000	3,100
52230	MAINT FURNITURE AND FIXTURES	638	271	1,050	850
52235	MAINT MACHINERY & APPARATUS	4,980	7,449	21,669	10,669
52265	MAINT BUILDINGS & STRUCTURE	57,265	59,041	73,828	74,710
52275	MAINT RUNWAYS	903	0	0	0
52280	MAINT ROADS AND BRIDGES	0	266	0	0
52405	ADVERTISING SERVICES	22,418	20,303	22,146	26,100
52410	BUILDING SECURITY SERVICES	1,717	6,204	8,246	7,726
52445	JANITORIAL SERVICES	19,628	19,442	20,979	19,799
52450	LAUNDRY & CLEANING SERVICES	21,780	25,527	40,789	35,089
52465	MISCELLANEOUS SERVICES	17,003	7,129	6,631	10,935
52560	PARKING SERVICES	0	0	300	0
52565	PEST CONTROL	1,255	825	1,375	1,095
52575	SERVICES	461,723	487,253	458,981	304,303

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
RECREATION SERVICES

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52590	TEMPORARY EMPLOYMENT	0	764	200	1,000
52605	CAR MILEAGE	10,776	10,980	11,926	12,890
52615	DUES AND MEMBERSHIP	2,525	1,695	2,315	2,260
52625	MEETING EXPENSES IN TOWN	450	495	360	560
52630	TRAINING	2,591	2,419	7,000	7,222
52635	EMPLOYEE EDUCATIONL ASSIST	0	714	4,600	0
52645	SUBSCRIPTIONS	357	60	275	275
52655	TRAVEL OUT OF TOWN	1,401	2,350	7,438	6,236
52705	COMMUNICATIONS	79,744	77,959	80,133	80,615
52725	RENTAL OF PROPERTY	74,484	71,740	77,208	69,664
52735	TELEPHONE LONG DIST CALLS	2,210	1,887	2,300	2,300
52736	CELL PHONE AIRTIME	2,785	4,781	3,718	5,618
52743	UTILITIES STREET LIGHTS	499	1,119	445	425
52745	UTILITIES	(4,800)	(3,790)	0	0
52746	UTILITIES ELECTRIC	279,978	315,543	227,947	296,200
52747	UTILITIES GAS	117,488	161,661	355,138	170,435
52748	UTILITIES SEWER	16,873	26,415	17,469	32,986
52749	UTILITIES WATER	39,656	52,092	38,284	59,337
52757	SECURITY SURVEILLANCE EQUIP	0	11	0	0
52765	LEASE PURCHASE PAYMENTS	121,702	13,044	13,164	13,164
52775	MINOR EQUIPMENT	25,181	29,337	30,081	29,281
52795	RENTAL OF EQUIPMENT	9,117	7,985	10,960	8,460
52874	OFFICE SERVICES PRINTING	34,650	36,382	24,553	31,248
52875	OFFICE SERVICES RECORDS	258	386	300	500
52880	PURCHASES FOR RESALE	26,412	19,935	11,251	10,735
52893	RENTAL OF FLEET VEHICLES	5,400	4,200	700	1,700
65325	VEHICLE INSURANCE	13,037	0	0	0
65352	EMPLOYEE AWARDS PROGRAM	0	300	0	0
65368	MISC SPORTS	0	0	0	21,752
65369	SOFTBALL	108,839	124,571	130,625	185,430
65370	SOCCER	0	0	0	87,841
65371	BASKETBALL	17,099	17,211	20,545	16,819
65373	FOOTBALL	5,195	9,956	7,909	75,548
65375	VOLLEYBALL	11,508	19,811	34,984	35,928
65377	TENNIS CLASSES AND CENTER	0	15	0	0
65379	HIGH SCHOOL HOCKEY	11,040	8,560	8,500	8,500
65381	FIELD RESERVATION AND TOURN	1,177	8,976	5,000	0
65383	EARLY CHILDHOOD	3,226	4,366	4,993	6,645
65385	TEENS PROGRAM	17,316	13,024	12,646	12,871
65389	COMMUNITY SENIOR PROGRAM	7,512	3,690	740	740
65391	YOUTH SERVICES PROGRAMS	9,352	8,764	11,071	8,271
65393	SENIOR SERVICES PROGRAMS	25,324	9	0	0
65395	THERAPEUTIC RECREATION PGMS	18,865	19,356	10,260	11,655
65397	WHITE HSE RANCH EARLY CHILD	3,686	3,454	3,780	3,780
70295	SPECIAL PROJECTS PROGRAMS	18,125	15,568	16,031	0
70295	SP PROJ	0	0	0	14,931
	TOTAL OPERATING EXPENSES	**2,064,071**	**2,022,709**	**2,170,538**	**2,027,708**
	TOTAL CAPITAL OUTLAY	**0**	**0**	**0**	**0**
	ORGANIZATION TOTAL	**7,106,428**	**7,028,954**	**7,097,372**	**7,260,992**

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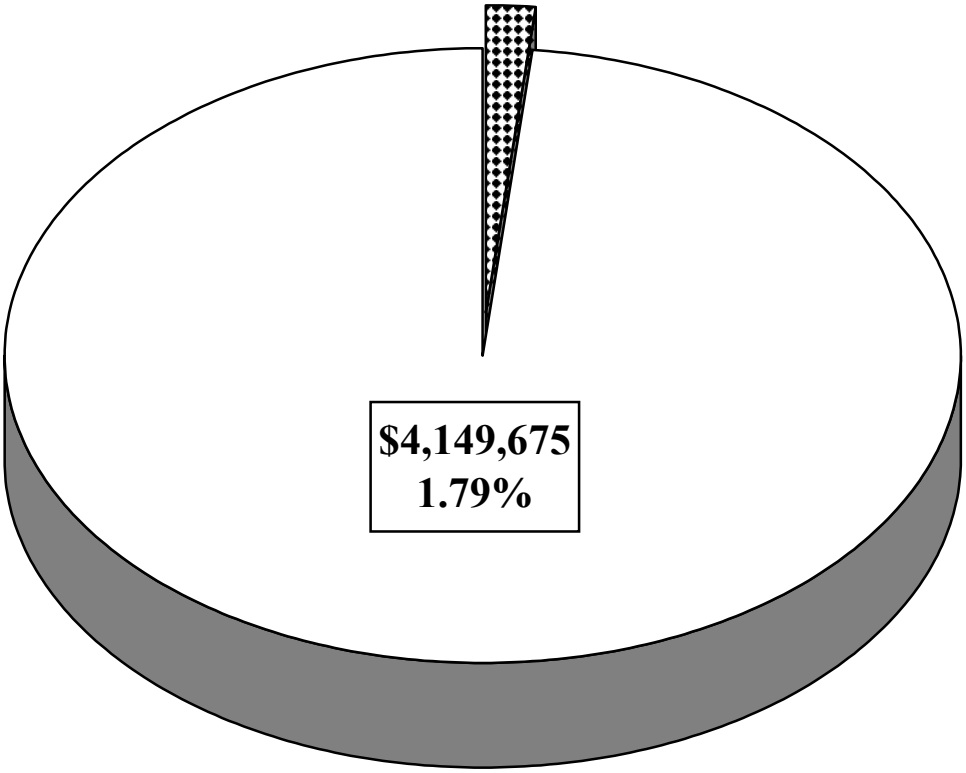
CITY OF COLORADO SPRINGS

City Planning and Community Development



Comprehensive Planning	**$ 476,359**
Data Systems/GIS	**$ 535,143**
Housing & Community Development/Urban Redevelopment (Grant Fund)	**$6,665,008**
Housing & Community Development/Urban Redevelopment (General Fund)	**$ 178,725**
Land Use Review	**$1,839,450**
Office of the Planning Director	**$1,119,998**

The Development Review Enterprise is organizationally within the City Planning and Community Development Department but is included in the Enterprise Funds section of the Budget. Also, this graph reflects only General Fund Divisions (excludes Housing and Community Development and Urban Redevelopment of $6,665,008).

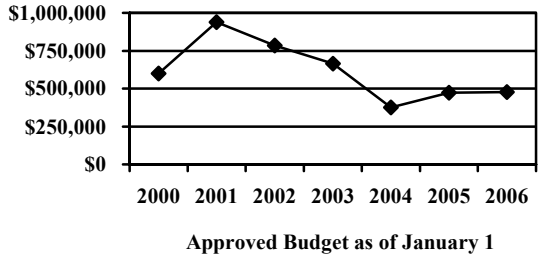
Comprehensive Planning

Ira J. Joseph, Manager ● 30 S. Nevada Avenue, Colorado Springs, CO 80903 ● (719) 385-5557 ● ijoseph@springsgov.com

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.

BUDGET HISTORY



SERVICES

- Develop and implement the Comprehensive Plan; annually monitor and report on implementation efforts
- Undertake special projects that carry out City Council's Strategic Action Plan
- Develop and maintain current and historic citywide land use and master plan information
- Coordinate regional planning issues with other City Divisions, Colorado Springs Utilities, El Paso County Planning, and Pikes Peak Area Council of Governments
- Provide technical and administrative support to Historic Preservation Board
- Evaluate and prepare recommendations on major annexations and accompanying master plans

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$606,117	$359,462	$449,878	$452,650
Operating	58,822	18,220	22,209	22,209
Capital Outlay	0	0	1,500	1,500
Total	**$664,939**	**$377,681**	**$473,587**	**$476,359**

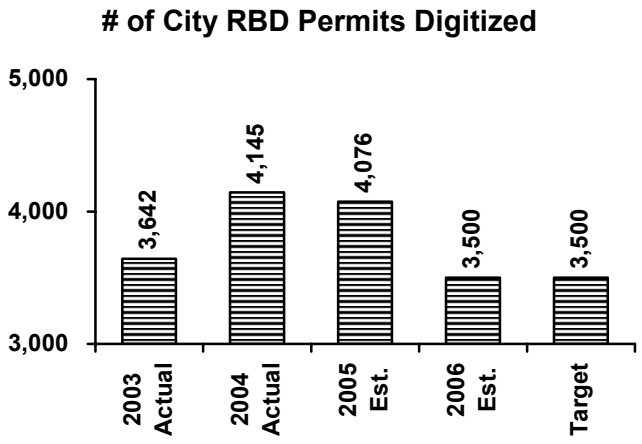
PERSONNEL

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Classification				
Senior Manager	1	0	0	0
Manager	1	1	1	1
Professional	5	3	4	4
Paraprofessional	1	0	0	0
FTE Total	**8**	**4**	**5**	**5**

For 2005, a Senior Planner was added.

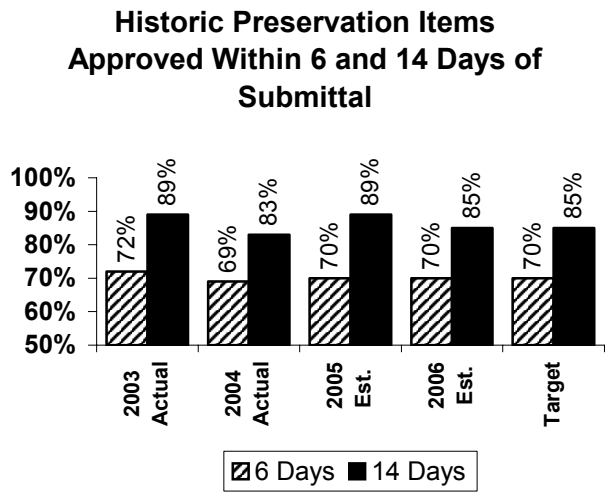
In 2004, the Senior Manager position was transferred to the Office of the Planning Director. Additionally, two Planner II positions and one Administrative Technician position were eliminated. During 2004, a GIS Analyst II was transferred to GIS/Data Systems and a senior planner was transferred from the Land Use Review Division to Comprehensive Planning.

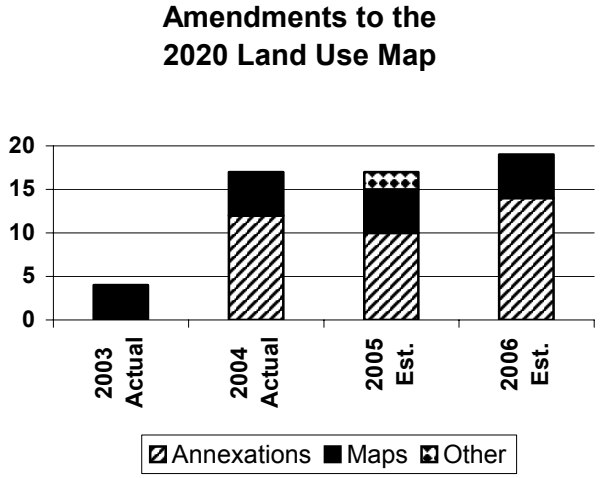
PERFORMANCE INDICATORS



It is expected the digitizing of Regional Building Department (RBD) permits approved in the city and land use information will continue and additional categories will be added.

Historic preservation administration is intended to operate in a user-friendly manner, while attempting to have a one-week turnaround from date of application to meeting date. The process is coordinated by one staff person and a three-member citizen committee which meets twice monthly. Since the adoption of the North End Historic Overlay Zone in 2000, a high percentage of requests are approved within 14 days of submittal.





The 2020 Land Use Map of the Comprehensive Plan is designed to accommodate most master plan amendments without needing to formally amend the map. A low incidence of map amendments, outside of annexations of land, indicates the 2020 Land Use Map of the Comprehensive Plan continues to effectively guide city land development patterns. While annexation activity in recent years has been robust, map amendments have remained fairly consistent.

Note: data collected as of June 2005

CHANGES TO THE BUDGET

- Funding of $2,523 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $1,893 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $3,523.
- Funding of $1,877 is included for PERA and Workers' Compensation increases.

MAJOR OBJECTIVES

OBJECTIVE – Implement, administer and update the Comprehensive Plan *(Strategic Action Plan 6.1.0, 6.2.0, 6.3.0)*

Perform land uses analysis, prepare annual report, review and make recommendations on annexations and major master plan amendments producing changes to the 2020 Land Use Map. 2006 may see amendments to the Plan as a follow-up to a five-year assessment of the Plan.

OBJECTIVE — Support Implementation of the Comprehensive Plan and Strategic Action Plan *(Strategic Action Plan 3.1.0)*

Continue to implement Strategic Action Plan objectives through specific projects. Collaborate with other city departments on improving linkage between the Strategic Action Plan and Comprehensive Plan and in establishing a Capital Improvements Planning process.

OBJECTIVE – Continue enhancements to land use analysis capabilities *(Strategic Action Plan 5.8.0)*

Increased utilization of Geographic Information System (GIS) tools to develop data sources to monitor land development activity will play an increasingly important role in assessing consistency of land development activity with City policies and goals. All projects and assignments will utilize GIS for inventory, analysis, and presentation materials. Ongoing technical assistance to Colorado Springs Utilities and the Pikes Peak Area Council of Governments (PPACG) for long-range planning activities will continue.

OBJECTIVE – Provide staff support for historic preservation administration *(Strategic Action Plan 6.1.0)*

Staff support to Historic Preservation Board (HPB) and administration of those elements of the Zoning Code pertaining to historic preservation. Processing of historic preservation rehabilitation tax credit program and maintenance of City's Certified Local Government Designation will continue.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
CITY PLANNING AND COMMUNITY DEVELOPMENT
COMPREHENSIVE PLANNING

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	519,966	295,731	352,345	352,749
51220	SEASONAL TEMPORARY	0	11,761	15,212	15,212
51245	RETIREMENT TERM VACATION	0	4,687	0	0
51260	VACATION BUY	1,222	0	0	0
51299	SALARIES REIMBURSEMENTS	(18,455)	(18,163)	0	0
51610	PERA	47,626	29,128	34,542	36,681
51615	WORKERS COMPENSATION	990	594	885	1,042
51620	EQUITABLE LIFE INSURANCE	1,591	874	1,387	1,399
51625	VISION CARE	410	245	315	315
51640	DENTAL INSURANCE	2,830	1,988	2,116	2,116
51655	RETIRED EMP MEDICAL INS	0	1,097	0	0
51665	CASH BACK	64	628	0	0
51670	PARKING FOR EMPLOYEES	961	339	1,200	1,200
51690	MEDICARE	3,844	2,036	2,688	2,748
51695	CITY EPO MEDICAL PLAN	45,068	28,519	39,188	39,188
	TOTAL SALARIES AND BENEFITS	**606,117**	**359,462**	**449,878**	**452,650**
52105	MISCELLANEOUS OPERATING	(125)	0	0	0
52110	OFFICE SUPPLIES	1,947	1,027	1,350	1,350
52111	PAPER SUPPLIES	207	270	620	620
52120	SOFTWARE MICRO/WORD PROC	0	1,483	1,400	1,400
52125	GENERAL SUPPLIES	1,009	124	1,211	1,000
52135	POSTAGE	803	919	1,200	1,200
52220	MAINT OFFICE MACHINES	2,140	2,009	2,200	2,200
52575	SERVICES	0	51	0	0
52615	DUES AND MEMBERSHIP	1,645	1,491	1,504	1,731
52625	MEETING EXPENSES IN TOWN	300	0	0	0
52630	TRAINING	1,269	705	1,500	1,500
52635	EMPLOYEE EDUCATIONAL ASSIST	0	0	510	510
52645	SUBSCRIPTIONS	604	648	458	497
52655	TRAVEL OUT OF TOWN	227	0	0	0
52705	COMMUNICATIONS	4,341	4,211	7,425	7,425
52735	TELEPHONE LONG DIST CALLS	190	226	620	620
52775	MINOR EQUIPMENT	1,341	3,935	400	400
52874	OFFICE SERVICES PRINTING	766	612	1,300	1,245
52875	OFFICE SERVICES RECORDS	473	510	511	511
70295	SPECIAL PROJECTS PROGRAMS	41,683	0	0	0
	TOTAL OPERATING EXPENSES	**58,822**	**18,220**	**22,209**	**22,209**
53020	COMPUTERS NETWORKS	0	0	1,500	1,500
	TOTAL CAPITAL OUTLAY	**0**	**0**	**1,500**	**1,500**
	ORGANIZATION TOTAL	**664,939**	**377,681**	**473,587**	**476,359**

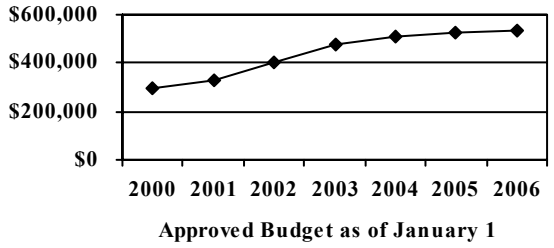
Data Systems/GIS

William Hulse, Manager ● 30 S. Nevada, Colorado Springs, CO 80903 ● (719) 385-5364 ● bhulse@springsgov.com

MISSION

To develop, maintain, and enhance the Land Use Information System (LUIS) and the Geographic Information Systems (GIS) so the City Planning and Community Development Department can improve its ability to manage growth in the community.

BUDGET HISTORY



SERVICES

- Provide Spatial Data Analysis
- Develop and maintain the Land Use, Zoning, and Development Review Spatial Datasets
- Develop and maintain the City Planning and Community Development Department's Internet websites
- Develop and maintain City Planning and Community Development Department's web-based Land Use Information System applications

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$439,942	$450,711	$485,021	$493,791
Operating	35,724	36,073	41,352	41,352
Capital Outlay	0	8,996	0	0
Total	**$475,666**	**$495,780**	**$526,373**	**$535,143**

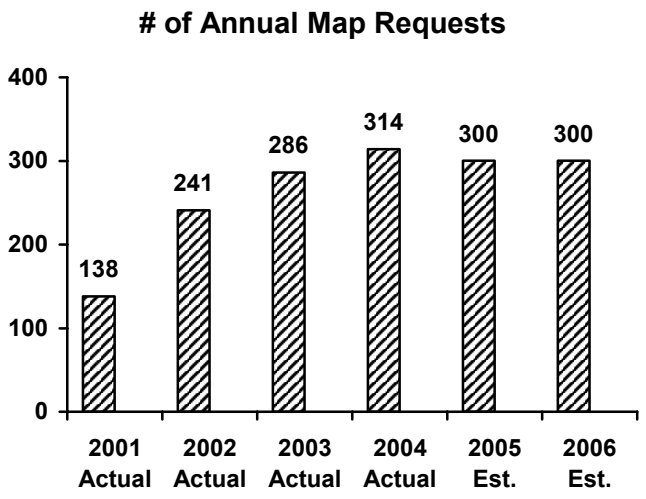
PERSONNEL

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Senior Manager	1	1	1	1
Professional	5	5	5	5
FTE Total	**6**	**6**	**6**	**6**

In 2005, two Senior GIS Analysts and one GIS Analyst II were reclassified to Senior Information System Analysts.

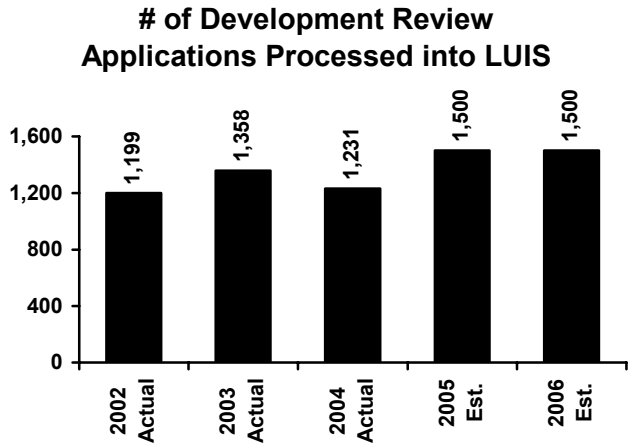
In 2004, a GIS Analyst II was reclassified to Planner II and transferred from the GIS/Data Systems Division into Land Use Review as part of a larger departmental reorganization. The reorganization involved three separate transfers as follows: An incumbent Senior Planner was transferred from Land Use to Comprehensive Planning, an incumbent GIS Analyst II in Comprehensive Planning was reassigned to GIS/Data Systems, and a vacant GIS Analyst II position in GIS/Data Systems was moved to Land Use Review.

PERFORMANCE INDICATORS

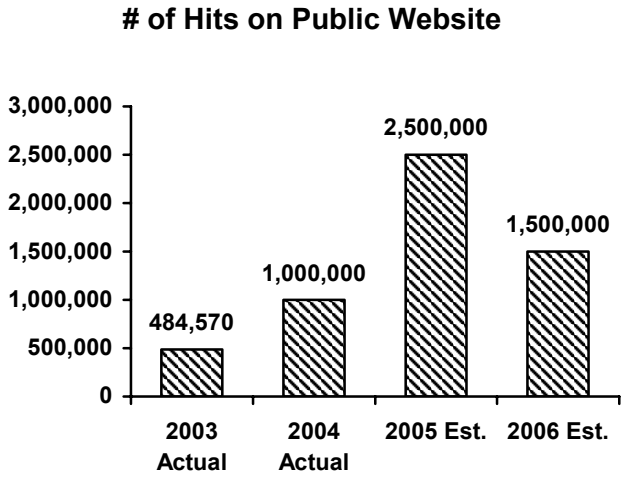


During 2005, departmental requests for map production have increased. However, with the addition of a high-tech-oriented staff in Land Use Review, some of the requests to create maps in hardcopy have been relieved. The Division anticipates a flattening of the demands allowing staff to focus resources in other areas and enhance productivity.

Because of the current construction cycle, applications and development work have decreased slightly. This will allow for efficiency enhancements to be made. In 2006, staff anticipates the total number of applications to remain constant or decrease slightly.



Land Use Information System (LUIS)



In 2004, the number of hits to the public website was lower than anticipated. However, with additional functionality improvements made, there has been a substantial increase in 2005. With enhanced preapplication, project tracking, and new orthophotography improvements in late 2005, usage should remain high.

CHANGES TO THE BUDGET

- Funding of $5,486 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $5,115 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $3,941.
- Funding of $2,110 is included for PERA and Workers' Compensation increases.

MAJOR OBJECTIVES

OBJECTIVE – Enhance the land development review process through the development and operation of a land use information system (LUIS) that supports the scaled evaluation of development proposals ***(Strategic Action Plan 1.3.0, 1.8.0)***

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 the Colorado Springs Utilities' Dataview system.

OBJECTIVE – Enhance comprehensive land use planning through the development and operation of spatial data modeling processes to predict future land use patterns ***(Strategic Action Plan 6.2.0)***

Develop and maintain additional land use coverage necessary for the implementation of the City's Comprehensive Plan. Create automated interfaces with the El Paso County's Assessor Database and Regional Building Department's building permit database to provide staff with more current and accurate data 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) ***(Strategic Action Plan 1.3.0, 5.5.0)***

Allow for planning information to be used by citizens and enhance relations through direct channels of communication about the planning process between citizens, developers, and planning staff. Provide a public access website for the electronic distribution and access to Land Development Review case file information by the public.

OBJECTIVE – Improve the Department's capability to perform analysis and decision making by providing a unified source of City planning information ***(Strategic Action Plan 1.3.0 , 5.8.0)***

Continue to 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. Enhance spatial datasets with additional digital aerial photography reflecting additional land usage attributes and development of new spatial overlays while facilitating the creation of future land use mapped production.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
CITY PLANNING AND COMMUNITY DEVELOPMENT
DATA SYSTEMS/GIS

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	358,341	367,524	394,121	399,719
51245	RETIREMENT TERM VACATION	3,078	770	0	0
51260	VACATION BUY	939	1,085	0	0
51610	PERA	33,992	36,249	38,636	41,465
51615	WORKERS COMPENSATION	692	703	1,047	1,241
51620	EQUITABLE LIFE INSURANCE	1,093	1,112	1,581	1,607
51625	VISION CARE	378	258	378	378
51640	DENTAL INSURANCE	2,269	2,283	2,444	2,444
51665	CASH BACK	712	933	0	0
51670	PARKING FOR EMPLOYEES	480	480	1,200	1,200
51690	MEDICARE	5,164	5,275	5,580	5,703
51695	CITY EPO MEDICAL PLAN	32,804	34,040	40,034	40,034
	TOTAL SALARIES AND BENEFITS	**439,942**	**450,711**	**485,021**	**493,791**
52105	MISCELLANEOUS OPERATING	4,048	(84)	0	0
52110	OFFICE SUPPLIES	2,341	5,488	500	3,100
52111	PAPER SUPPLIES	580	883	1,800	800
52120	SOFTWARE MICRO/WORD PROC	1,108	9,097	7,200	4,400
52125	GENERAL SUPPLIES	22	618	400	0
52135	POSTAGE	58	73	0	0
52220	MAINT OFFICE MACHINES	97	465	0	0
52305	MAINT SOFTWARE	13,695	20,499	23,000	20,500
52418	COMPUTER SERVICES	0	(22,500)	0	250
52575	SERVICES	0	2,364	0	0
52615	DUES AND MEMBERSHIP	165	60	100	60
52630	TRAINING	1,220	30	2,000	3,000
52655	TRAVEL OUT OF TOWN	329	0	0	0
52705	COMMUNICATIONS	3,254	6,272	6,300	6,500
52735	TELEPHONE LONG DIST CALLS	228	140	52	100
52775	MINOR EQUIPMENT	8,302	12,669	0	2,600
52874	OFFICE SERVICES PRINTING	276	0	0	42
	TOTAL OPERATING EXPENSES	**35,724**	**36,073**	**41,352**	**41,352**
53010	OFFICE MACHINES	0	6,501	0	0
53030	FURNITURE AND FIXTURES	0	2,495	0	0
	TOTAL CAPITAL OUTLAY	**0**	**8,996**	**0**	**0**
	ORGANIZATION TOTAL	**475,666**	**495,781**	**526,373**	**535,143**

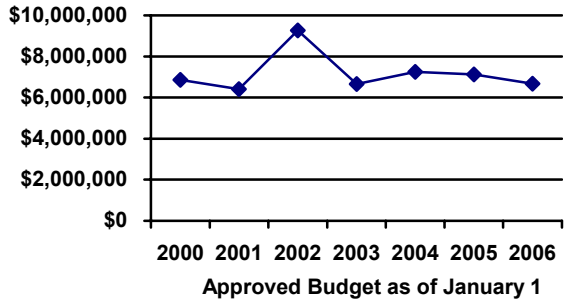
Housing & Community Development and Urban Redevelopment

Valorie Jordan, Housing & Community Development Manager●30 S. Nevada Ave., Colo. Spgs., CO 80903●(719) 385-5336 ●vjordan@springsgov.com
Jim Rees, Urban Redevelopment Manager ● 704 E. Boulder St., Colo. Spgs., CO 80903 ● (719) 385-5556 ● jrees@springsgov.com

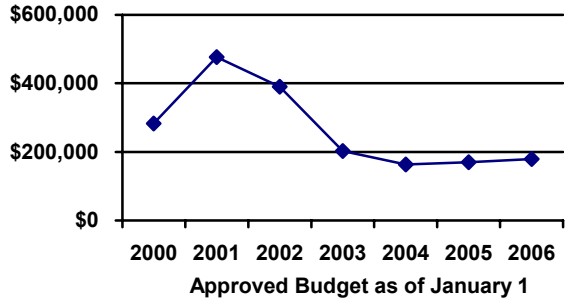
MISSION

To administer federal programs for low and moderate-income persons and neighborhoods through two separate units:
Housing & Community Development (HCD): To provide oversight and administration of federal and local programs through the development of partnerships and funding of services (e.g., human services, affordable housing development and preservation, etc.) that lead to self-sufficiency for low and moderate-income customers and neighborhoods.
Urban Redevelopment (UR): Strengthen the community by preserving and enhancing neighborhoods and stimulating viable economic revitalization.

BUDGET HISTORY – GRANT FUNDS



BUDGET HISTORY – GENERAL FUND



SERVICES

- HCD – Serve as lead unit for affordable housing development utilizing federal block grant and other funding sources
- HCD – Provide technical assistance to nonprofit and for-profit housing developers
- HCD – Form public/private partnerships that address human service, homeless, and housing needs in the community
- HCD – Serve as primary contact with the Department of Housing and Urban Development regarding block grant administration, submittal of plans, etc.
- UR – Identify and implement redevelopment and rehabilitation projects that support the goals of the Comprehensive Plan
- UR – Aid in the revitalization of neighborhoods through technical and financial assistance programs and infrastructure programs
- UR – Rehabilitate, maintain, and develop affordable housing
- UR – Provide support to public agencies, business districts and neighborhood organizations that preserve and enhance the quality of the urban environment
- UR – Form public/private partnerships with developers, businesses, and property owners for project implementation
- UR – Participate in the revitalization of commercial districts and mature redevelopment corridors

BUDGET SUMMARY

GRANT FUNDS

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Sources of Funds				
CDBG REVENUE				
CDBG Entitlement	$3,172,000	$3,101,000	$3,101,000	$2,749,781
CDBG Prior Years Program Income	926,364	395,394	150,777	0
CDBG Prior Years Reprogrammed Funds	100,777	0	150,000	150,000
CDBG Estimated Program Income	400,000	615,255	400,000	370,000
TOTAL CDBG	**$4,599,141**	**$4,111,649**	**$3,801,777**	**$3,269,781**
HOME REVENUE				
HOME Entitlement	$1,791,119	$1,792,974	$1,794,829	$1,706,722
HOME Prior Years Program Income	868,653	460,044	586,153	385,044
HOME Prior Years Reprogrammed Funds	32,481	901,507	32,481	516,504
HOME Estimated Program Income	45,000	75,000	119,879	75,000
TOTAL HOME	**$2,737,253**	**$3,229,525**	**$2,533,342**	**$2,683,320**
HOPE III REUSE REVENUE				
HOPE III REUSE REVENUE	$ 658,475	$ 491,419	$ 668,000	$ 598,492
TOTAL HOPE III REUSE	**$ 658,475**	**$ 491,419**	**$ 668,000**	**$ 598,492**
ESG REVENUE				
ESG Entitlement	$ 110,000	$ 116,030	$ 116,030	$ 113,416
Carryover ESG Funds	41,250	47,140	0	0
TOTAL ESG funds	**$ 151,250**	**$ 163,170**	**$ 116,030**	**$ 113,416**
Total	**$8,146,119**	**$7,995,763**	**$7,119,149**	**$6,665,009**
Uses of Funds				
CDBG Expenditures				
Administration & Salary/Benefits	$1,472,088	$1,547,254	$1,640,012	$1,544,355
Planning Activities	39,857	23,793	28,215	28,215
Economic Development	0	0	150,000	0
Capital Improvements	430,093	680,979	695,000	532,000
Housing Rehab/Affordable Housing	1,477,076	795,051	730,693	708,521
Human Service Contracts	460,596	563,331	507,080	431,690
Contingency	0	0	50,777	25,000
Public Facilities	51,548	0	0	0
TOTAL CDBG	**$3,931,258**	**$3,610,408**	**$3,801,777**	**$3,269,781**
HOME Expenditures				
Administration & Salary/Benefits	$ 91,459	$ 132,905	$ 153,895	$ 206,054
Housing Rehab/Affordable Housing	659,359	665,273	1,692,275	1,671,870
Tenant-Based Rental Assistance	242,969	417,833	309,897	322,500
PHA Second Deed of Trust	100,000	82,500	0	144,879
CHDO Administration	40,000	82,000	89,555	82,000
CHDO Housing Development	458,152	110,275	287,750	256,016
TOTAL HOME	**$1,591,939**	**$1,490,786**	**$2,533,342**	**$2,683,319**
HOPE III REUSE				
Acquisition/Rehab/Resale	$ 658,475	$ 351,286	$ 668,000	$ 598,492
TOTAL HOPE III REUSE	**$ 658,475**	**$ 351,286**	**$ 668,000**	**$ 598,492**

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
ESG Expenditures				
American Red Cross	$ 104,110	$ 73,419	$ 116,030	$ 0
Ecumenical Social Ministries	0	11,000	0	0
Salvation Army	0	109,558	0	113,416
Carryover	47,140	42,611	0	0
TOTAL ESG	**$ 151,250**	**$ 236,588**	**$ 116,030**	**$ 113,416**
Total – Grant Funds	**$6,332,922**	**$5,689,068**	**$7,119,149**	**$6,665,009**

The 2003 and 2004 actuals are federal audit numbers and based on the federal fiscal year, which is April to March. The 2005 and 2006 budgets include projected federal grant revenue and carryover.

GENERAL FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds – General Fund				
Salary/Benefits	$168,106	$120,255	$149,434	$158,255
Operating	7,764	7,213	18,670	18,670
Capital Outlay	1,380	1,117	1,800	1,800
Total	**$177,250**	**$128,585**	**$169,904**	**$178,725**

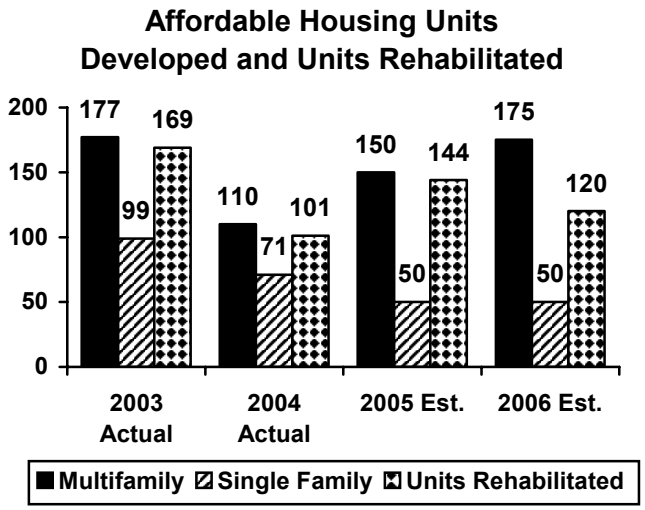
PERSONNEL

GRANT FUNDS

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Classification				
Manager	2	2	2	2
Professional	13	13	13	13
Paraprofessional	2	2	2	2
General	5	4	4	4
FTE Total	**22**	**21**	**21**	**21**

GENERAL FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Classification				
Manager	1	1	0	0
Professional	0	0	1	1
Paraprofessional	1	1	1	1
FTE Total	**2**	**2**	**2**	**2**
Special Positions	1	0	0	0

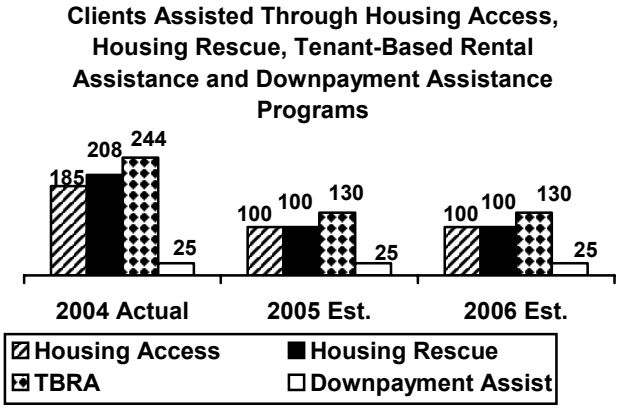


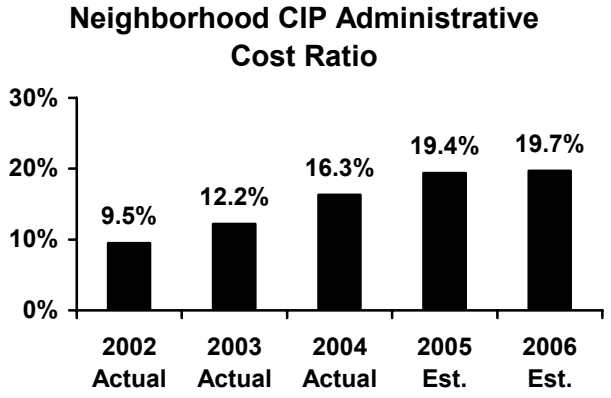
In 2004, HCD continued to experience a decrease in the number of multifamily units developed. This is due to the fact that Colorado Springs continues to be on a "market watch" for tax credit projects due to a slowly recovering economy and sustained high vacancy rates. These factors also contribute to the tightening of underwriting criteria by lenders. It is expected that the market watch may be lifted in late 2006 (pending economic indicators and the situation in Iraq). The consequences of the BRAC (Base Realignment and Closure Commission) could result in an immediate need for the ramp-up of multifamily production in 2006. HCD also will continue to have some difficulty funding due to the decrease in federal funding and by supporting programs outside of the Division with funding of approximately $250,000 for two Code Enforcement Officers and support for the Housing Authority.

The number of housing units rehabilitated fluctuates slightly depending on the number of multifamily properties in the program. With no increase in funding anticipated, the number of units estimated is down due to increasing construction costs and lead-based paint requirements.

The City continues to utilize a considerable amount of federal and State funding sources for affordable housing development in the community. Though market conditions are not conducive to the financing of multifamily housing, there are needs in this area among households at 40 percent or below area median income. Therefore, funding is being utilized to place people into housing through programs such as downpayment assistance, housing access, housing rescue and tenant-based rental assistance. The transition to direct assistance programs such as these allows the City to make a strong impact in the affordable housing market without the production of new units.

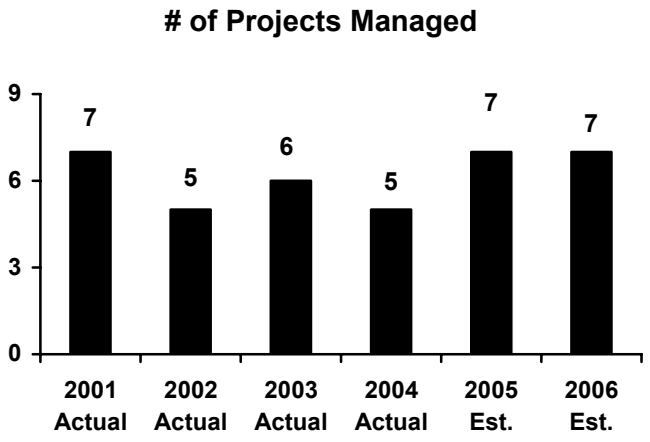
HCD has provided additional assistance in the area of tenant-based rental assistance to assist the Housing Authority in decreasing the number of individuals and families on the Section 8 waiting list.





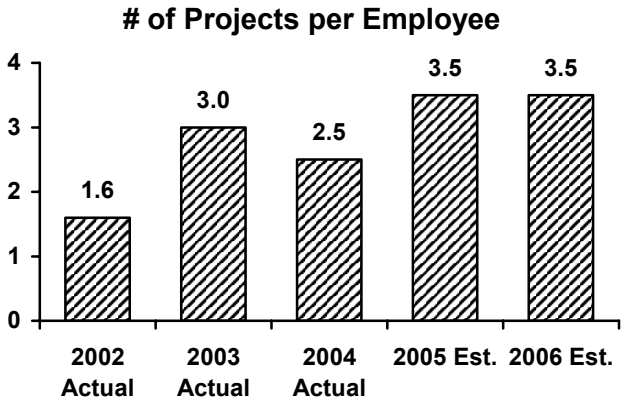
There continues to be a steady increase in the cost of developing and implementing Capital Improvements Program (CIP) activities. UR and HCD contract with City Engineering to provide services for neighborhood CIP projects. The administrative costs associated with engineering services have increased steadily since 2002 and should continue. The federal funding level for this program has decreased somewhat due to the demands of federal dollars for other programs.

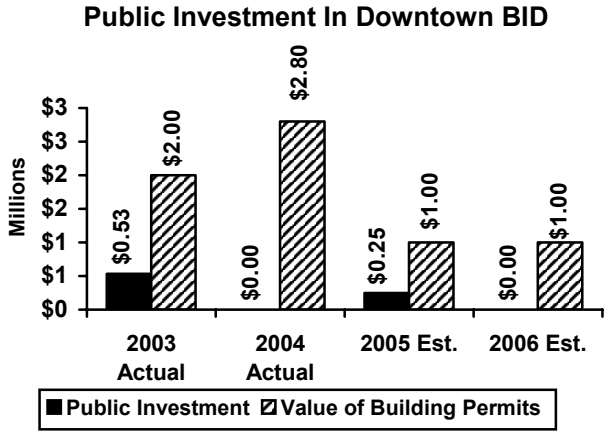
PERFORMANCE INDICATORS



Seven Urban Redevelopment projects will be managed in 2006 including the Downtown Action Plan, South Central Downtown Urban Renewal Project (Lowell), Southwest Downtown Redevelopment Project (Palmer Village), Pikes Peak Place Urban Renewal Area, Gold Hill Mesa Urban Renewal Project, Confluence Park/Downtown Arts District Redevelopment, and North Nevada Revitalization.

The total number of projects managed has remained the same from 2005-2006, the number of projects per employee remains at 3.5. All of the projects are continuing, multiyear projects.





The value of building permit improvements for the downtown core area were totaled as private investment and compared to the amount of public funds (revenue from downtown parking fund) spent on the downtown streetscape project. Staff will continue to administratively support the Business Improvement District (BID) even though funding for additional improvements is not anticipated in 2006.

CHANGES TO BUDGET

GRANT FUND

- Funding is included for a 2006 salary and benefit increase and for PERA and Workers' Compensation increases.
- Preliminary reports indicate that the CDBG program will experience a cut in 2006. The estimate is 6 percent, which equates to a decrease of $175,518.

GENERAL FUND

- Funding of $7,422 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $1,909 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $1,155.
- Funding of $644 is included for PERA and Workers' Compensation increases.

MAJOR OBJECTIVES

OBJECTIVE – Develop and implement policies and programs that support the availability of affordable housing as well as a diverse range of housing options in the community *(Strategic Action Plan 1.3.0, 6.2.0, 6.6.0,6.7.0)*

The Division will continue to concentrate its efforts on affordable housing development and preservation. The collaboration with El Paso County on the use of Private Activity Bond allocation has been very successful, especially in regard to homeownership. The programs put in place to address the demand side of the affordable housing effort have also proven to be successful in 2004. A total of 185 clients were assisted in the Housing Access Program for a total of $88,049. This program provides funds to cover up-front expenses required to obtain housing for persons that are employed – many of these persons have experienced homelessness in the past two years. The Housing Rescue Program has provided onetime grant assistance to approximately 208 persons at a cost of $46,000 to prevent the loss of housing. HCD has also increased the amount of tenant-based rental assistance to the Colorado Springs Housing Authority to assist the agency in decreasing the over 5,000 individuals on the waiting list.

The Division will continue to provide technical assistance to community housing development organizations and other affordable housing developers in the community. Since 2003, HCD has continued to increase the support for the tenant-based rental assistance program. A total of 244 households were assisted in 2004 (a maximum of 130 households can be served at any given time). Land continues to be scarce in the community; however, HCD is committed to continue the scattered site philosophy so as not to concentrate affordable housing in one specific sector of the community.

OBJECTIVE – Improve infrastructure and public amenities in low and moderate-income neighborhoods *(Strategic Action Plan 6.1.0)*

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. In addition, HCD and UR will be implementing economic development activities. Presently, UR is pursuing the HUD designation of the North Nevada corridor as a neighborhood revitalization strategy area. A small business loan program is being evaluated to retain and grow businesses in low and moderate-income areas.

OBJECTIVE – Provide funding for human services in the community which enhance or promote self-sufficiency *(Strategic Action Plan 4.7.0)*

The primary activity that supports this objective is the combined human service process, which provides a single process for nonprofits to access City, federal and United Way funding. The activities funded with City and federal funds continue to be those that benefit low and moderate-income persons/families in the community by meeting basic emergency needs and at-risk youth needs and

increase self-sufficiency. The partnership with United Way makes the process more efficient by utilizing one pool of citizen volunteers for all human service funding applications. The funding for this activity is decreasing due to the requirement to fund Housing Authority programs which affect the human service cap set by the federal government

OBJECTIVE – Provide funding and administrative support for homeless services in the community

This objective will be met through the continued cooperation and collaboration with Homeward Pikes Peak, the homeless coordinating agency in the community. The Housing and Community Development Division will continue to provide funding support and assist in the coordination and facilitation of the competitive grant application process for Continuum of Care grant funding and other competitive grants that may be available for homeless services. The Division Manager will continue to serve on the United Way Federal Emergency Management Agency distribution-funding panel. Finally, the City, through HCD, serves as the administrator of two homeless grants received in 2005 that total approximately $1,000,000.

OBJECTIVE – Provide opportunities for improved housing for low and moderate-income families ***(Strategic Action Plan 6.6.0)***

Assistance will be provided through owner/occupied rehabilitation, investor/owner rehabilitation, architectural barrier removal for the physically challenged, acquisition, rehab, resale to include down-payment assistance, emergency repairs, and lights and locks program for seniors. Urban Redevelopment will continue to provide housing rehabilitation services throughout El Paso County outside of Colorado Springs through a contract with the El Paso County Housing Authority. Additionally, Urban Redevelopment will utilize loan funds from Colorado Housing Finance Authority to acquire or rehabilitate properties for use in the homeownership program.

OBJECTIVE – Continue development of America the Beautiful Park/Arts District ***(Strategic Action Plan 1.7.0., 1.9.0, 6.4.0, 6.7.0)***

Continue phased construction of park and infrastructure for redevelopment areas. Begin construction of the Springs Fountain. Negotiate purchase and contracts for the redevelopment of housing, office, and retail sites adjacent to the park in accordance with the master plan including the Downtown Arts District Association

(DADA). Maintain lease agreements with Cottonwood Artists School and MV Transportation. Continue fund-raising for the second phase of the park development to include creek restoration/drainage improvements and pedestrian crossing over railroad tracks.

OBJECTIVE – Revitalize North Nevada Corridor ***(Strategic Action Plan 1.2.0, 1.7.0, 6.4.0, 6.7.0)***

Implement Comprehensive Plan goals for mature/ redevelopment corridors, the Traffic Management Plan and the Design Standards and the Urban Renewal Plan for the area north of Austin Bluffs. A Revitalization Strategy Area designation will allow CDBG funding to be used for C.I.P. and loan programs for economic development and housing. Coordinate the corridor improvements with the planned growth of UCCS and Research and Development Campus.

OBJECTIVE – Redevelop Southwest Downtown ***(Strategic Action Plan 1.7.0, 1.9.0, 6.4.0, 6.7.0)***

Implementation of development plans for selected projects within the redevelopment area. Provide project management services for publicly financed infrastructure improvements. Analyze financing options and ownership structures for a potential arts district to be located within the district. Coordinate with private developers, governmental agencies, and special districts on the planning and design of the area (new master plan), including the development of affordable housing as per the Urban Renewal Plan.

OBJECTIVE – Implement Downtown Action Plan ***(Strategic Action Plan 1.7.0, 1.9.0)***

The design and construction administration for the streetscape project will be implemented in 2006. The intersection of Colorado Avenue and Nevada Avenue will be completed. This is another phase of the ongoing pedestrian and parking improvements that have been completed within the pedestrian district of the downtown. Pursue grant funding opportunities for downtown projects.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GRANT FUND
CITY PLANNING AND COMMUNITY DEVELOPMENT
CDBG

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	898,279	890,953	1,031,212	993,635
51207	WAGE PKG-PERFORMANCE	0	0	0	0
51210	OVERTIME	0	1,857	0	0
51240	RETIREMENT/TERMINATION SICK	0	5,858	0	0
51245	RETIREMENT/TERM VACATION	1,588	4,808	0	0
51255	CONVERSION OF SICK LEAVE	4,449	0	0	0
51260	VACATION BUY	887	3,022	0	0
51299	SALARIES REIMBURSEMENTS	183,495	247,984	109,380	113,000
51610	PERA	83,188	85,567	91,457	107,965
51615	WORKER'S COMPENSATION	3,595	3,718	3,725	4,217
51620	EQUITABLE LIFE INSURANCE	2,763	2,735	3,769	4,192
51625	VISION CARE	950	924	1,071	1,274
51640	DENTAL INSURANCE	6,505	6,543	6,715	7,566
51655	RETIRED EMP MEDICAL INS	3,290	3,290	3,291	3,290
51665	CASH BACK	126	108	0	0
51670	PARKING FOR EMPLOYEES	1,680	1,680	1,680	1,680
51690	MEDICARE	7,954	8,069	8,780	9,787
51695	CITY EPO MEDICAL PLAN	92,132	91,123	105,728	102,400
	TOTAL SALARIES AND BENEFITS	**1,290,881**	**1,358,239**	**1,366,808**	**1,349,006**
52110	OFFICE SUPPLIES	2,160	1,578	2,500	2,200
52111	PAPER SUPPLIES	329	433	600	600
52115	MEDICAL SUPPLIES	21	31	50	50
52120	SOFTWARE-MICRO/WORD PROCESS	731	500	2,940	1,020
52122	CELL PHONE EQUIP AND SUPPLIES	0	50	0	0
52125	GENERAL SUPPLIES	1,816	1,629	1,500	1,500
52135	POSTAGE	3,611	4,015	5,200	5,200
52170	SPECIAL, PHOTOGRAPHY, ETC	630	221	550	550
52190	JANITORIAL SUPPLIES	238	21	200	200
52220	MAINT-OFFICE MACHINES	298	0	345	435
52225	MAINT-MICROS/WORD PROCESSOR	400	0	570	570
52235	MAINT-MACHINERY	47	32	100	100
52265	MAINT-BUILDINGS & STRUCTURE	8,274	22,955	15,000	15,000
52405	ADVERTISING SERVICES	1,302	1,817	2,000	2,000
52436	GARBAGE REMOVAL SVC	277	275	300	340
52450	LAUNDRY & CLEANING SERVICES	54	0	0	0
52455	LAWN MAINTENANCE	1,757	2,291	2,000	2,500
52575	SERVICES	4,181	5,520	7,540	7,540
52605	CAR MILEAGE	292	106	400	400
52615	DUES & MEMBERSHIP	2,345	2,345	2,345	2,345
52625	MEETING EXPENSES IN TOWN	137	163	200	200
52645	SUBSCRIPTIONS	3645	3,279	3,788	745
52705	COMMUNICATIONS	41,019	36,050	42,250	41,250
52735	TELEPHONE-LONG DIST CALLS	924	882	1,400	1,050
52736	CELL AIRTIME	492	722	725	725
52765	LEASE/PURCHASE PAYMENTS	9,136	9,995	11,313	8,891
52775	MINOR EQUIPMENT	1,253	257	800	598
52795	RENTAL OF EQUIPMENT	3,483	3,588	3,588	4,740

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GRANT FUND
CITY PLANNING AND COMMUNITY DEVELOPMENT
CDBG

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52872	MAINT-FLEET VEHICLES/EQP	3,707	1,775	4,000	4,000
52874	OFFICE SERVICES PRINTING	2,493	897	2,800	1,000
52875	OFFICE SERVICES RECORDS	1,146	1,560	1,200	1,600
65017	COST OF ALLOCATION	85,008	85,008	157,000	88,000
71965	BRIDGE REPAIRS	0	116,950	0	0
71985	IVYWILD PUBLIC IMPROVEMENTS	126,200	60,061	0	0
72000	RESIDENT SINGLE FAMILY RHAB	279,674	293,335	0	0
72005	RESIDENT SINGLE FAMILY RHAB	25,364	21,717	0	0
72010	RESIDENT SINGLE FAMILY RHAB	4,522	9,713	0	0
72015	RESIDENT SINGLE FAMILY RHAB	295,351	40,326	0	0
72020	RESIDENT SINGLE FAMILY REHAB	0	15,972	0	0
72025	RESIDENT SINGLE FAMILY RHAB	30,499	0	0	0
72030	RESIDENT SINGLE FAMILY RHAB	0	6,095	0	0
72035	RESIDENT SINGLE FAMILY RHAB	113,201	90,789	0	0
72040	RESIDENT SINGLE FAMILY RHAB	1,004	0	0	0
72045	RESIDENT SINGLE FAMILY RHAB	1,392	0	0	0
72055	RESIDENT SINGLE FAMILY RHAB	31,130	26,510	0	0
72060	ADA CURB RAMP	74,279	80,235	0	0
72065	RESIDENT SINGLE FAMILY RHAB	0	0	325,000	354,261
72068	HOUSING SERVICES	28,497	0	0	0
72140	AFFORDABLE HOUSING DEVELOP	665,172	290,594	405,693	354,260
72155	ECONOMIC DEVELOPMENT	0	0	150,000	0
72195	PUBLIC FACILITIES	51,548	0	0	0
72200	HUMAN SERVICES	0	0	507,080	431,690
72208	HUMAN SVC-PIKES PK PRTNRSHP	0	8,000	0	0
72209	HUMAN SVC-SALVATION ARMY	22,300	14,295	0	0
72210	HUMAN SVC-CARE/SHARE	31,379	30,595	0	0
72211	HUMAN SVC-SPEC KIDS & FAMILIE	9,977	9,728	0	0
72212	HUMAN SVC-WOMEN RSRC AGCY	36,000	36,000	0	0
72215	HUMAN SVC-CASA	19,112	18,634	0	0
72223	HUMAN SVC-VILLAS AT S'GATE	972	0	0	0
72225	HUMAN SVC-CC NURSERY	76,358	74,449	0	0
72230	HUMAN SVC-CHILD ADV	19,779	19,285	0	0
72240	HUMAN SVC- TESSA	67,049	65,373	0	0
72241	HUMAN SVC-PP COMM FOUNDATN	0	8,000	0	0
72242	HUMAN SVC-HOPE&HOME	0	4,000	0	0
72243	HMN SVC-RBLD CHRISTMS IN APR	0	5,000	0	0
72256	HUMAN SVC-HSNG AUTH GCNP	5,427	88,910	0	0
72265	HUMAN SVC-HSNG PP	32,803	31,983	0	0
72280	HUMAN SVC-NEIGH RES	100,000	100,000	0	0
72296	HUMAN SVC- HMIS	25,000	30,000	0	0
72310	HUMAN SVC-CSESM	0	5,000	0	0
72425	CITIZEN PARTICIPATION	3,092	1,715	3,530	3,530
72434	PLANNING	2,370	2,773	2,800	2,800
72435	PLANNING	3,000	3,000	3,000	3,000
72438	PLANNING-MILL ST NEIGHBORHD	2,365	0	1,470	1,470
72439	PLANNING- KNOB HILL	2,476	2,240	2,800	2,800
72440	PLANNING	8,565	8,207	8,565	8,565

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GRANT FUND
CITY PLANNING AND COMMUNITY DEVELOPMENT
CDBG

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
72445	PLANNING	14,238	5,000	0	0
72455	PLANNING	3,007	0	3,250	3,250
72460	PLANNING	744	858	2,800	2,800
73015	WESTSIDE RESIDENT SIDEWALKS	99,980	126,562	0	0
73020	KNOB HILL RESIDENT SIDEWALK	804	100,000	0	0
73030	ADAMS NGHBRHD IMPROVEMENT	58,983	106,402	0	0
73031	MILL STREET IMPROVEMENTS	69,846	90,769	0	0
73050	CONTINGENCY	1272	0	50,777	25,000
73124	HUMAN SVCS	14,440	14,079	0	0
	TOTAL OPERATING EXPENSES	**2,640,377**	**2,251,149**	**1,739,969**	**1,388,775**
53030	FURNITURE & FIXTURES	0	1,020	0	0
	TOTAL CAPITAL OUTLAY	**0**	**1,020**	**0**	**0**
	CAPITAL IMPROVEMENTS	0	0	695,000	532,000
	TOTAL CIP PROJECTS	**0**	**0**	**695,000**	**532,000**
	ORGANIZATION TOTAL	**3,931,258**	**3,610,408**	**3,801,777**	**3,269,781**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GRANT FUND
CITY PLANNING AND COMMUNITY DEVELOPMENT
HOME

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	0	0	0	60,000
51299	TBRA STAFF SUPPORT	49,217	94,338	94,338	95,000
	TOTAL SALARIES & BENEFITS	**49,217**	**94,338**	**94,338**	**155,000**
52110	OFFICE SUPPLIES	2,213	2,743	2,200	2,500
52111	PAPER SUPPLIES	91	592	900	600
52120	MICROS- SOFTWARE	1,200	2,446	2,284	2,704
52122	CELL PHONE EQUP & SUPPLIES	0	50	0	0
52140	WEARING APPAREL	0	35	150	150
52175	SIGNS	409	0	500	500
52405	ADVERTISING	0	1,331	1,000	1,000
52445	JANITORIAL SERVICES	4,658	4,510	4,920	4,920
52590	TEMPORARY EMPLOYMENT	635	658	1,240	1,240
52605	CAR MILEAGE	4,218	3,358	5,800	5,000
52625	IN TOWN MTG. EXPENSES	111	290	550	550
52630	TRAINING	3,635	3,908	12,650	7,500
52645	SUBSCRIPTIONS	431	456	713	425
52655	TRAVEL OUT OF TOWN	8,151	4,739	10,000	7,375
52725	RENTAL OF PROPERTY	1,188	1,188	1,200	1,200
52745	UTILITIES	6,191	6,318	9,250	9,592
52775	MINOR EQUIPMENT	2,691	1,618	1,200	798
52795	RENTAL OF EQUIPMENT	4,559	2,657	2,500	2,500
52874	OFFICE SERVICES- PRINTING	1,861	1,670	2,500	2,500
72070	RESIDENTIAL REHAB - HILLSIDE	62,464	55,423	0	0
72080	RESIDENTIAL REHAB - KNOBHILL	15,225	3,361	0	0
72085	RESIDENTIAL REHAB-MESA SPRGS	0	31	0	0
72090	RESIDENTIAL REHAB - NON NSA	176,459	409,144	0	0
72095	RESIDENTIAL REHABILITATION	38,838	16,700	945,731	635,161
72105	RESIDENTIAL REHAB - WESTSIDE	21,227	0	0	
72115	TENANT BASED RENTAL ASSIST	242,969	417,833	309,879	322,500
72120	DOWNPAYMENT ASSISTANCE	100,000	82,500	0	144,879
72125	CHDO	458,152	110,275	287,580	256,016
72130	CHDO ADMINISTRATION	40,000	82,000	89,555	82,000
72135	AFFORDABLE HOUSING ASSIST	221,390	88,049	746,702	1,036,709
72315	NEW CONSTRUCTION	0	0	0	0
73090	BARRIER REMOVAL	123,768	92,565	0	0
	TOTAL OPERATING EXPENSES	**1,542,722**	**1,396,448**	**2,439,004**	**2,528,319**
	TOTAL CAPITAL OUTLAY	**0**	**0**	**0**	**0**
	ORGANIZATION TOTAL	**1,591,939**	**1,490,786**	**2,533,342**	**2,683,319**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GRANT FUND
CITY PLANNING AND COMMUNITY DEVELOPMENT
HOPE III REUSE

ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
Acquisition/Rehab/Resale	658,475	351,286	668,000	598,492
TOTAL OPERATING EXPENSES	**658,475**	**351,286**	**668,000**	**598,492**
ORGANIZATION TOTAL	**658,475**	**351,286**	**668,000**	**598,492**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GRANT FUND
CITY PLANNING AND COMMUNITY DEVELOPMENT
EMERGENCY SHELTER ACT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
72350	AMERICAN RED CROSS SHELTER	104,110	73,419	116,030	0
	COLORADO HOUSE	0	11,000	0	0
	SALVATION ARMY	0	109,558	0	113,416
	CARRYOVER	47,140	42,611	0	0
	TOTAL OPERATING EXPENSES	**151,250**	**236,588**	**116,030**	**113,416**
	TOTAL ORGANIZATION	**151,250**	**236,588**	**116,030**	**113,416**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GRANT FUND
CITY PLANNING AND COMMUNITY DEVELOPMENT

ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
	$6,332,922	**$5,689,068**	**$7,119,149**	**$6,665,009**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
CITY PLANNING AND COMMUNITY DEVELOPMENT
URBAN REDEVELOPMENT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	130,585	173,687	115,454	122,598
51240	RETIREMENT TERMINATION SICK	4,473	0	0	0
51245	RETIREMENT TERM VACATION	5,256	0	0	0
51299	SALARIES REIMBURSEMENTS	0	(90,000)	0	0
51610	PERA	12,558	16,924	11,347	12,785
51615	WORKERS COMPENSATION	271	331	455	548
51620	EQUITABLE LIFE INSURANCE	396	530	464	489
51625	VISION CARE	127	165	125	125
51640	DENTAL INSURANCE	380	628	923	923
51665	CASH BACK	380	398	0	0
51670	PARKING FOR EMPLOYEES	345	0	0	0
51690	MEDICARE	630	1,253	1,389	1,510
51695	CITY EPO MEDICAL PLAN	12,704	16,339	19,277	19,277
	TOTAL SALARIES & BENEFITS	**168,106**	**120,255**	**149,434**	**158,255**
52105	MISCELLANEOUS OPERATING	0	1,141	0	0
52110	OFFICE SUPPLIES	1,068	(54)	900	900
52111	PAPER SUPPLIES	215	0	290	290
52120	SOFTWARE MICRO/WORD PROC	0	588	311	311
52122	CELL PHONE EQUIP & SUPPLIES	0	0	170	170
52125	GENERAL SUPPLIES	312	82	600	600
52135	POSTAGE	310	13	500	500
52220	MAINT OFFICE MACHINES	556	1,320	1,370	1,370
52431	CONSULTING SERVICES	0	0	4,022	4,022
52575	SERVICES	757	165	1,116	1,116
52605	CAR MILEAGE	13	564	500	500
52615	DUES AND MEMBERSHIP	505	490	540	540
52625	MEETING EXPENSES IN TOWN	710	223	1,100	1,100
52630	TRAINING	100	0	0	0
52635	EMPLOYEE EDUCATIONAL ASSIST	0	0	417	417
52645	SUBSCRIPTIONS	0	0	15	15
52655	TRAVEL OUT OF TOWN	88	163	600	600
52705	COMMUNICATIONS	1,274	783	3,019	3,019
52735	TELEPHONE LONG DIST CALLS	188	162	500	500
52736	CELL PHONE AIRTIME	259	349	660	660
52775	MINOR EQUIPMENT	345	396	390	390
52874	OFFICE SERVICES PRINTING	993	829	1,550	1,550
52875	OFFICE SERVICES RECORDS	70	0	100	100
	TOTAL OPERATING EXPENSES	**7,764**	**7,213**	**18,670**	**18,670**
53020	COMPUTERS NETWORKS	1,380	1,117	1,800	1,800
	TOTAL CAPITAL OUTLAY	**1,380**	**1,117**	**1,800**	**1,800**
	ORGANIZATION TOTAL	**177,250**	**128,585**	**169,904**	**178,725**

Land Use Review

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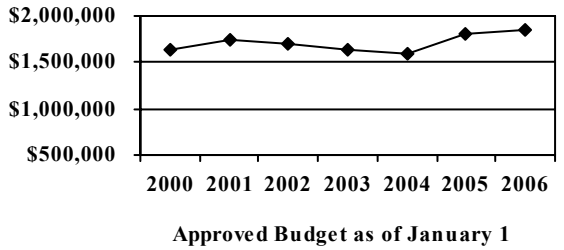
MISSION

To enhance the quality of life and the design of the community, foster innovative planning, and promote sustainable development.

We do this through exercising commitment to public service; fairness, respect, trust and environmental stewardship.

BUDGET HISTORY



SERVICES

- Review development applications to ensure compliance with the applicable provisions of the Comprehensive Plan, Zoning Code, and Subdivision Regulations
- Provide project management services in guiding development applications through the review process
- Provide professional planning recommendations to the Planning Commission and City Council on development proposals
- Investigate and resolve zoning violations
- Review various types of administrative permits (i.e., temporary use permits, day care home permits, home occupation permits, etc.)
- Provide public information service regarding zoning, land use, and development proposals

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$1,517,206	$1,429,298	$1,668,879	$1,689,522
Operating	118,400	75,044	114,753	147,428
Capital Outlay	0	18,303	17,175	2,500
Total	**$1,635,606**	**$1,522,645**	**$1,800,807**	**$1,839,450**

PERSONNEL

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Manager	1.0	1.0	1.0	1.0
Supervisor	0.0	0.0	1.0	1.0
Professional	12.0	11.0	12.0	14.0
Paraprofessional	8.0	7.0	7.0	5.0
General	3.5	2.0	2.0	2.0
FTE Total	**24.5**	**21.0**	**23.0**	**23.0**
Special Positions	1.0	1.0	1.0	1.0

In 2005, a Planning Assistant was reclassified from the Paraprofessional classification to a Planner I in the Professional classification. The Analyst II/Revocable Permit Coordinator was reclassified to a Planner I to add resources to the review of development applications. The Revocable Permit Coordinator responsibilities were transferred to an existing Analyst I with the incumbent being upgraded to an Analyst II. These two personnel changes do not change the FTE count, classifications, or salary and benefit amounts.

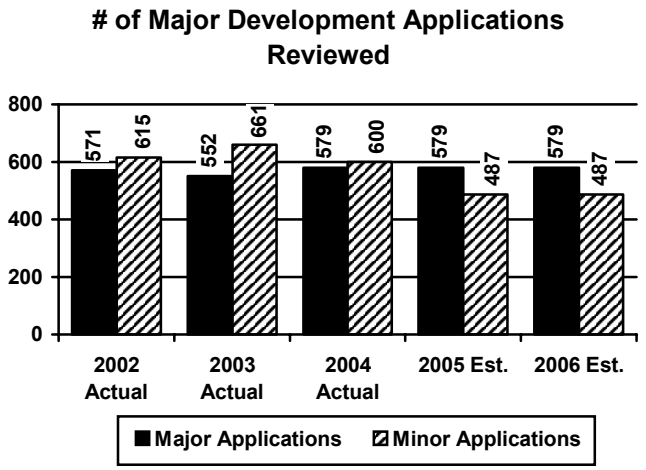
Two Planner II positions were added during mid-2004 allowing the Division to provide project management services. An Analyst II was reclassified from the Professional classification to an Administrative Coordinator in the Supervisor classification.

As a part of a Departmental reorganization in 2004, three separate transfers occurred as follows: An incumbent Senior Planner was transferred from Land Use to Comprehensive Planning, an incumbent GIS Analyst II in Comprehensive Planning was reassigned to GIS/Data Systems, and a vacant GIS Analyst II position in GIS/Data Systems was moved to Land Use Review and then converted to a Planner II position.

In 2004, a Land Use Inspector and an Office Specialist position were eliminated. Also for 2004, an Engineering Specialist and Senior Office Specialist were transferred to the Development Review Enterprise Division.

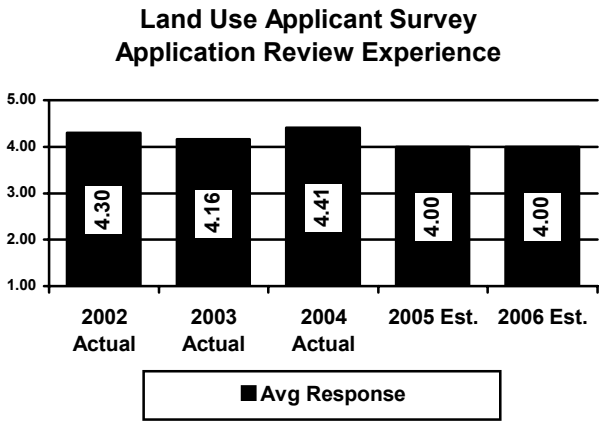
In 2004, one FTE within the Paraprofessional classification was transferred into the newly formed Office of the Planning Director. With the reorganization of Planning and Community Development, one FTE in the Paraprofessional classification was transferred from the Neighborhood Services Division to the Land Use Review Division.

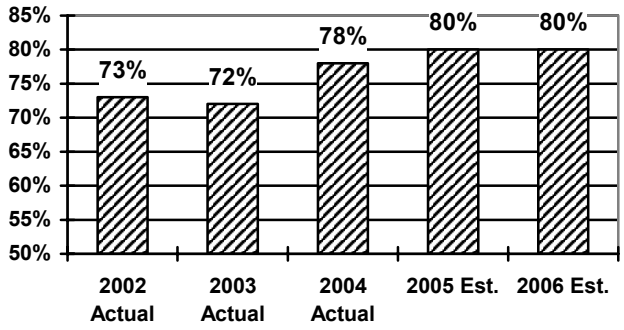
PERFORMANCE INDICATORS



A large number of major and minor development applications are reviewed annually by the Division for compliance with the Comprehensive Plan and Zoning Code regulations. The review of development applications contributes to the City's ability to manage growth and to implement the Comprehensive Plan. The economy and marketplace determine the number of development applications submitted annually. Thus, the graph indicates the Division's annual review output. The challenge is to ensure adequate staffing and resources are available for the timely review of applications and project management. For the past six years, the number of major development applications received has remained consistent and is projected to continue into 2006. The number of minor development applications has decreased in the past year because more of these applications are being reviewed by the Development Review Enterprise.

A primary desired outcome of the development review process is to provide a professional, timely, and quality review of development applications. Since 2000, the Division has been surveying development applicants regarding their experience with review staff and the development review process. Measurements are taken in the following areas: Responding promptly and effectively to questions regarding the development submittal, making valid attempts to resolve issues of concern during the review, working effectively with applicants on compliance with zoning and subdivision code requirements, completing the initial project review letter within six weeks of submittal, and conducting themselves in a professional manner. The outcome indicator graph reflects the annual average composite scores the division review staff received in these areas. Survey questions are measured on a scale of one to five with five being the best score.





*Note:
Development applications processed in conjuction with annexations, land use map amendments and master plans are not included in this analysis.

The time to process a major development application through the review process is a large concern of development applicants. This performance indicator reflects a phase of the development review process completely controlled by the Land Use Review staff. The time it takes from submittal to completion of the initial project review letter is considered a good measure of staff efficiency. The Division's goal is to complete the project review letter within six weeks from the date of submittal for 80 percent of the major applications. Steady gains have been made over the past six years. For 2005 and 2006, additional improvements are expected in the percentage of review letters completed within six weeks; however, continual improvement in this area will be difficult to achieve without additional resources or a significant decrease in the number of development applications staffed by each planner. An electronic project tracking system was implemented in 2004, allowing the Division to provide better benchmarks such as applicant plan revision, staff review of revised submittal, and start-to-finish processing times to be accurately tracked and reported.

CHANGES TO THE BUDGET

- Funding of $15,618 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $11,714 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $13,663.
- Funding of $6,974 is included for PERA and Workers' Compensation increases.
- Funding of $3,200 is included in printing and $14,800 in postage to offset the cost of mailed public notifications completed by the Land Use Review Division. These expenses will be offset by the collection of additional revenues.

MAJOR OBJECTIVES

OBJECTIVE – Process development applications in a manner that provides for adequate public participation, a quality professional review, appropriate interagency collaboration, and a timely response to applicants *(Strategic Action Plan 1.3.0)*

The primary work of the Division is to review development applications submitted by the private sector. It is estimated the staff will review 1,504 development applications in 2006. To achieve the Division's mission, staff will focus on providing adequate opportunity for public participation while completing a timely review of each development application.

To measure how applicants perceive the development review process, applicants will be surveyed about the services provided. Reports of these survey efforts will be forwarded to the City Manager at the end of the 2nd and 4th quarter.

The review of each individual development application will be internally tracked with the LUIS Planner system to determine various processing benchmarks including the following:

- Timeframe for issuance of review letter
- Timeframe for applicant revision and resubmittal of plans
- Timeframe for staff review of revised submittals
- Start-to-finish review timeframe

OBJECTIVE – Continue work with the Land Use Review Advisory Board identifying areas of improvement within the overall development review process *(Strategic Action Plan 1.3.0)*

The division will continue to work with the Land Use Review Advisory Board to identify and implement process improvements to the City's development review procedures. Staff will strive to fully implement any agreed-upon review process or Zoning Code modifications.

OBJECTIVE – Staff a Revocable Permit program ensuring that all private uses of the City-owned property comply with the applicable provisions of the City Code *(Strategic Action Plan 6.10.0)*

One staff member of the Land Use Review Division is assigned at 50 percent of the time for implementation of a Revocable Permit program. The objective is to ensure all private uses of City property comply with the provisions of the City Code. The scope of the program includes the issuance of permits and renewal of existing long-term permitted uses. The program also identifies private uses of public right-of-way that currently do not have approved permits and brings these uses into compliance.

OBJECTIVE – Staff a Land Use Enforcement Program *(Strategic Action Plan 6.2.0)*

The Division has three full-time staff allocated to the Land Use Enforcement Program. This ensures that developments within the city stay in compliance with the provisions of the Zoning Code. The program staff investigates all citizen complaints regarding zoning violations and the provision of a zoning compliance inspection process to all multifamily, commercial, office and industrial and institutional properties. It is anticipated 600 zoning violations will be investigated in 2006.

OBJECTIVE – Continue to staff and develop the electronic document management system *(Strategic Action Plan 1.3.0)*

The Division allocates one-half FTE for staffing and development of an electronic document management program that involves the scanning of all development application case files which have been processed. This program involves scanning and indexing of the file documents thus allowing for electronic retrieval and research. The scanned documents will eventually be available for viewing and access on the internet to internal staff and general public.

MAJOR OBJECTIVES

OBJECTIVE – Develop modifications to the Zoning and Subdivision Codes as directed by City Council, requested by the Planning Commission, or initiated by staff ***(Strategic Action Plan 1.3.0, 6.2.0)***

Situations routinely arise requiring staff to modify existing Zoning or Subdivision Codes or create new land use regulations or development standards to address newly emerging land use issues within the community. These projects are staffed on an as-needed basis.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
CITY PLANNING AND COMMUNITY DEVELOPMENT
LAND USE REVIEW

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	1,216,758	1,162,840	1,366,303	1,376,946
51210	OVERTIME	5,067	0	0	0
51220	SEASONAL TEMPORARY	14,207	6,217	6,000	6,000
51245	RETIREMENT TERM VACATION	4,721	0	0	0
51260	VACATION BUY	6,677	5,483	0	0
51610	PERA	115,988	113,420	121,246	129,860
51615	WORKERS COMPENSATION	3,311	3,156	5,363	6,323
51620	EQUITABLE LIFE INSURANCE	3,712	3,520	4,940	5,013
51625	VISION CARE	1,399	1,289	1,455	1,455
51640	DENTAL INSURANCE	8,381	7,929	9,416	9,416
51665	CASH BACK	4,902	3,842	0	0
51670	PARKING FOR EMPLOYEES	8,080	3,280	6,120	6,120
51690	MEDICARE	12,825	11,330	13,598	13,951
51695	CITY EPO MEDICAL PLAN	111,177	106,992	134,438	134,438
	TOTAL SALARIES AND BENEFITS	**1,517,206**	**1,429,298**	**1,668,879**	**1,689,522**
52105	MISCELLANEOUS OPERATING	3,683	6,339	0	0
52110	OFFICE SUPPLIES	5,998	4,209	3,273	3,716
52111	PAPER SUPPLIES	2,930	2,842	4,121	4,500
52120	SOFTWARE MICRO/WORD PROC	300	982	3,640	7,300
52122	CELL PHONE EQUIP AND SUPPLIES	0	0	50	50
52125	GENERAL SUPPLIES	396	1,363	4,050	4,250
52135	POSTAGE	11,424	9,011	8,000	23,300
52160	FUEL	0	5	0	0
52220	MAINT OFFICE MACHINES	3,340	3,561	4,650	4,800
52405	ADVERTISING SERVICES	0	301	400	300
52431	CONSULTING SERVICES	29,645	15,877	18,900	11,400
52575	SERVICES	4,206	559	8,500	5,000
52615	DUES AND MEMBERSHIP	3,983	2,555	4,894	4,910
52625	MEETING EXPENSES IN TOWN	3,261	402	500	500
52630	TRAINING	5,775	3,932	8,600	8,300
52635	EMPLOYEE EDUCATIONAL ASSIST	(1,141)	961	3,600	3,000
52645	SUBSCRIPTIONS	1,134	599	517	279
52655	TRAVEL OUT OF TOWN	277	238	2,000	2,640
52705	COMMUNICATIONS	21,564	17,276	23,473	23,473
52735	TELEPHONE LONG DIST CALLS	1,589	1,269	1,200	1,200
52736	CELL PHONE AIRTIME	431	483	450	450
52765	LEASE PURCHASE PAYMENTS	0	1,320	435	435
52775	MINOR EQUIPMENT	900	2,106	500	20,925
52874	OFFICE SERVICES PRINTING	10,236	3,703	9,500	12,200
52875	OFFICE SERVICES RECORDS	192	307	1,500	2,500
52876	PASS THROUGH EXPENSES	(2,884)	(6,812)	0	0
65160	RECRUITMENT	11,159	1,658	2,000	2,000
	TOTAL OPERATING EXPENSES	**118,400**	**75,044**	**114,753**	**147,428**

GENERAL FUND
CITY PLANNING AND COMMUNITY DEVELOPMENT
LAND USE REVIEW

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
53010	OFFICE MACHINES	0	9,279	0	0
53020	COMPUTERS NETWORKS	0	2,838	11,500	2,500
53030	FURNITURE AND FIXTURES	0	6,186	5,675	0
	TOTAL CAPITAL OUTLAY	**0**	**18,303**	**17,175**	**2,500**
	ORGANIZATION TOTAL	**1,635,606**	**1,522,645**	**1,800,807**	**1,839,450**

Office of the Planning Director

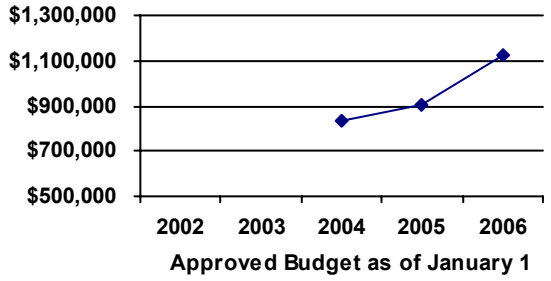
William Healy, Director ● 30 South Nevada Avenue, Colorado Springs, CO 80903 ● (719) 385-5358 ● bhealy@springsgov.com

MISSION

To enhance the quality of life and design of the community, foster innovative planning, and promote sustainable development.

We do this through exercising commitment to public service; fairness, respect and trust; and environmental stewardship.

BUDGET HISTORY



SERVICES

- Coordinate and oversee all Planning and Community Development services, operations, and advisory boards
- Administer support for the City Planning Commission
- Manage and monitor City-funded human service contracts, to include funding to the Housing Authority
- Coordinate the Neighborhood Workshop Series and the Citizens' Academy program
- Plan long and short-range transportation systems in coordination with other governmental agencies
- Prioritize transportation improvement projects for funding and implementation
- Provide neighborhood traffic mitigation/calming services
- Provide technical and administrative support to the Citizens' Transportation Advisory Board (CTAB)

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$0	$264,957	$278,713	$ 525,694
Operating	0	547,589	582,943	593,804
Capital Outlay	0	0	44,425	500
Total	**$0**	**$812,546**	**$906,081**	**$1,119,998**

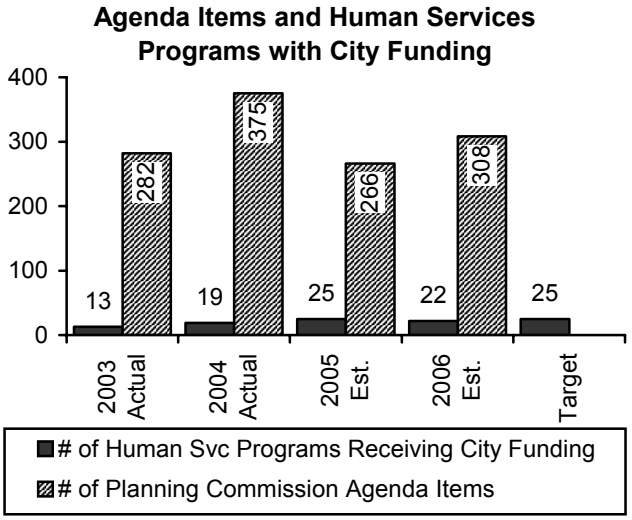
PERSONNEL

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Senior Manager	N/A	1	1	2
Professional	N/A	1	1	3
Paraprofessional	N/A	1	1	1
FTE Total	**0**	**3**	**3**	**6**

In 2005, three FTE's from the Transportation Planning Division were transferred into the Office of the Planning Director. The remaining three FTE's from Transportation Planning were transferred into Transportation Engineering. These transfers were a result of an internal reorganization to consolidate transportation functions regarding development review.

The Office of the Planning Director was created as part of the 2003 City reorganization, and three FTE's were transferred from three different Divisions. The Director of Planning was transferred from Comprehensive Planning, the Administrative Technician from Land Use Review (previously known as Development Review), and the Senior Analyst from Neighborhood Services. The Neighborhood Services Department was eliminated as part of the 2003 reorganization, and its staff and budget were transferred into two existing departments.

PERFORMANCE INDICATORS

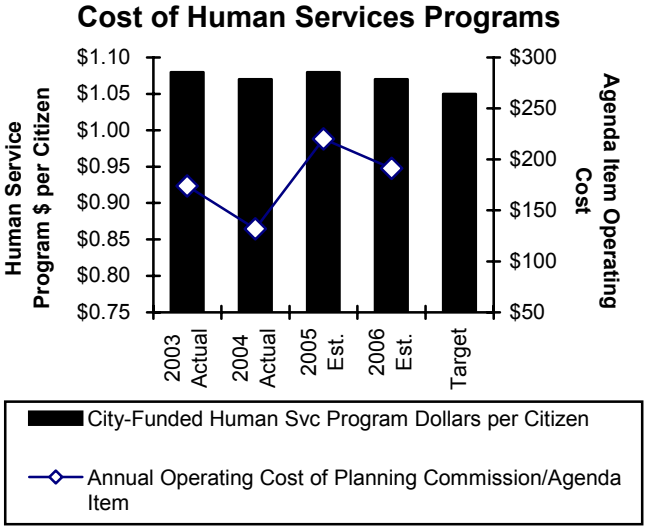


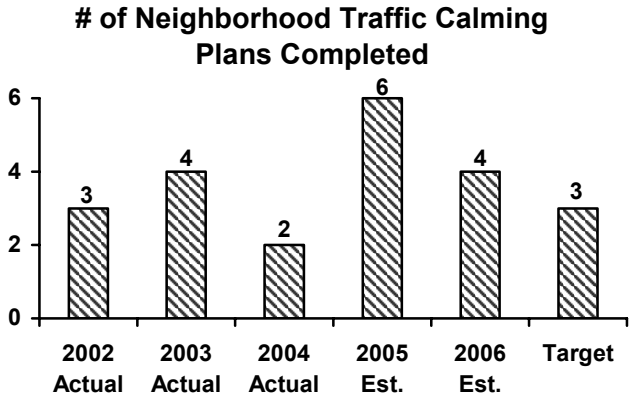
The number of City Planning Commission agenda items is estimated to increase in 2006. The Planning Commission's role is to review requests and make recommendations to City Council regarding land use issues.

The City currently funds 25 human service programs in the community with the City's General Fund. In addition, the Community Development Block Grant (CDBG) funds an additional 31 programs with these federal dollars. The programs address emergency care and shelter, youth and self-sufficiency services. For 2006, it is projected the number of contracts will decrease due to cuts in CDBG funds.

The annual operating cost of the City Planning Commission per agenda item consists of 75 percent of the Administrative Technician's salary and benefits and general operating expenses. The operating costs have increased due to the relocation of the Planning Commission meetings to the Pikes Peak Regional Development Center (PPRDC) and the initial costs to implement the new broadcasting systems.

The City-funded cost per citizen for the human service program has remained consistent. However, potential reductions in CDBG funds for 2006 will affect the overall human services program.





The Neighborhood Traffic Management Program addresses issues regarding cut-through traffic and excessive vehicular speeds on neighborhood streets. Three neighborhood traffic management plans are initiated each year.

Critical to each plan is the involvement of neighborhood residents and having them reach a consensus on how to address neighborhood traffic problems. Staff generally will not make changes to neighborhood streets without support from the residents. Depending on the nature of the problems and the level of agreement among neighbors, consensus can be reached within three months or protracted (i.e., one neighborhood took three years to reach consensus).

CHANGES TO BUDGET

- Funding of $238,457 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $3,366 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- As a result of City Council actions to balance the 2006 Budget, the salary line accounts are budgeted at 99 percent, which results in a reduction of funding of $4,355.
- Funding of $2,160 is included for PERA and Workers' Compensation increases.
- Funding of $43,925 is removed from the vehicle replacement account based on limited funding and a Citywide analysis and prioritization review by the Fleet Department.
- As a result of a 2005 internal reorganization to consolidate transportation functions regarding development review, $238,457 in salaries and benefits for three positions was transferred into this budget. Additionally, $11,101 in operating funds was transferred.

MAJOR OBJECTIVES

OBJECTIVE – Coordinate and oversee all City Planning and Community Development Department services and operations *(Strategic Action Plan 1.3.0)*

The Office of the Planning Director provides leadership and oversight to all City Planning and Community Development functions. The Director ensures adherence and revisions to the Zoning Code and the Comprehensive Plan. Staff provides support, review and analysis to the Land Use Review Division with the goal of improving the development review process and communications with the development industry. The Office of the Planning Director provides administrative and technical support to the City Planning Commission (CPC), the Land Use Review Advisory Board (LURAB) and the Citizens' Transportation Advisory Board (CTAB).

OBJECTIVE – Strive to increase the current level of funding for Human Services programs, subject to the continuation of federal funding at an equivalent level *(Strategic Action Plan 5.6.0)*

The City of Colorado Springs provides general and federal funds for human service activities benefiting low and moderate-income persons in the community. The City's three priority areas are emergency care and shelter, youth, and self-sufficiency services. These programs are managed and monitored by staff from Planning and Community Development. In 2005, City funds were increased by $11,372 due to a shortfall in CDBG funds. It is anticipated that CDBG funds will be cut again in 2006.

OBJECTIVE – Continue coordination of the Neighborhood Workshop Series and Citizens' Academy *(Strategic Action Plan 5 1.0)*

The Office of the Planning Director continues to coordinate educational programs for citizens. The Neighborhood Workshop Series is held biannually on topics of interest to the community. The workshops offer opportunities for residents to network with one another, exchange ideas, and ask questions of City staff.

The Citizens' Academy program is funded through participant fees and donations from local sponsors but continues to be coordinated by City staff, members of the Council of Neighborhood Organizations (CONO) and volunteers. The Citizens' Academy is a series of professionally led sessions designed to familiarize citizens with the City of Colorado Springs' municipal government and the services it provides. These programs help develop a pool of knowledgeable individuals that could become future board and commission members.

OBJECTIVE – Pursue funding for high-priority transportation projects and participate in developing long and short-range transportation plans that identify transportation corridor right-of-way needs and that provide the basis for the transportation and traffic infrastructure improvements program *(Strategic Action Plan 4.1.0)*

Continue to pursue federal and State funding through the Pikes Peak Area Council of Governments (PPACG) for high-priority, regionally significant transportation projects. Participate in the programming of projects for funding through the Rural Transportation Authority (RTA). Implement the recommendations of the Intermodal Transportation Plan (ITP); participate in major transportation corridor studies and environmental assessments; and participate in alternative modes planning programs such as transit, bicycle, pedestrian, park and ride, and carpooling.

MAJOR OBJECTIVES

OBJECTIVE – Develop Neighborhood Traffic Management Program plans to reduce cut-through traffic and excessive vehicular speeds on neighborhood streets *(Strategic Action Plan 6.1.0)*

Staff will work with neighborhoods to identify specific methods to reduce cut-through traffic and reduce excessive vehicular speeds on neighborhood collector and local streets. Three neighborhood traffic management plans are initiated and typically completed annually. The Police Department's speed enforcement program, with its increased speeding fines, provides funding to construct traffic calming facilities in two to three neighborhoods each year.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
CITY PLANNING AND COMMUNITY DEVELOPMENT
OFFICE OF THE PLANNING DIRECTOR

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	0	222,327	235,751	440,446
51210	OVERTIME	0	1,334	1,400	1,400
51220	SEASONAL TEMPORARY	0	137	0	0
51260	VACATION BUY	0	665	0	0
51610	PERA	0	21,836	22,019	44,306
51615	WORKERS COMPENSATION	0	428	425	1,296
51620	EQUITABLE LIFE INSURANCE	0	677	788	1,608
51625	VISION CARE	0	128	189	378
51640	DENTAL INSURANCE	0	796	1,269	2,454
51665	CASH BACK	0	2,172	0	0
51670	PARKING FOR EMPLOYEES	0	720	720	960
51690	MEDICARE	0	3,197	3,198	4,976
51695	CITY EPO MEDICAL PLAN	0	10,542	12,954	27,871
	TOTAL SALARIES AND BENEFITS	**0**	**264,957**	**278,713**	**525,694**
52105	MISCELLANEOUS OPERATING	0	32	0	0
52110	OFFICE SUPPLIES	0	620	770	1,492
52111	PAPER SUPPLIES	0	101	500	523
52120	SOFTWARE MICRO/WORD PROC	0	77	500	544
52125	GENERAL SUPPLIES	0	421	600	794
52135	POSTAGE	0	346	500	1,017
52220	MAINT OFFICE MACHINES	0	0	150	150
52225	MAINT MICRO/WORD PROCESSOR	0	0	0	350
52405	ADVERTISING SERVICES	0	0	300	100
52440	HUMAN SERVICES	0	408,175	419,548	419,548
52575	SERVICES	0	79	250	326
52605	CAR MILEAGE	0	47	219	219
52615	DUES AND MEMBERSHIP	0	1,186	1,091	1,952
52625	MEETING EXPENSES IN TOWN	0	2,757	3,000	3,648
52630	TRAINING	0	935	3,000	5,094
52635	EMPLOYEE EDUCATIONAL ASSIST	0	0	0	670
52645	SUBSCRIPTIONS	0	818	495	931
52655	TRAVEL OUT OF TOWN	0	1,659	2,000	3,532
52705	COMMUNICATIONS	0	4,139	8,885	11,942
52735	TELEPHONE LONG DIST CALLS	0	57	68	248
52736	CELL PHONE AIRTIME	0	0	0	60
52765	LEASE PURCHASE PAYMENTS	0	1,182	500	0
52775	MINOR EQUIPMENT	0	0	500	500
52874	OFFICE SERVICES PRINTING	0	5,769	7,400	7,397
52875	OFFICE SERVICES RECORDS	0	0	50	150
65170	TRANSFER TO OTHER FUNDS	0	(13,428)	0	0
65343	HOUSING AUTHORITY STAFF	0	132,617	132,617	132,617
	TOTAL OPERATING EXPENSES	**0**	**547,589**	**582,943**	**593,804**
53030	FURNITURE AND FIXTURES	0	0	500	500
53070	VEHICLES REPLACEMENT	0	0	43,925	0
	TOTAL CAPITAL OUTLAY	**0**	**0**	**44,425**	**500**
	ORGANIZATION TOTAL	**0**	**812,546**	**906,081**	**1,119,998**

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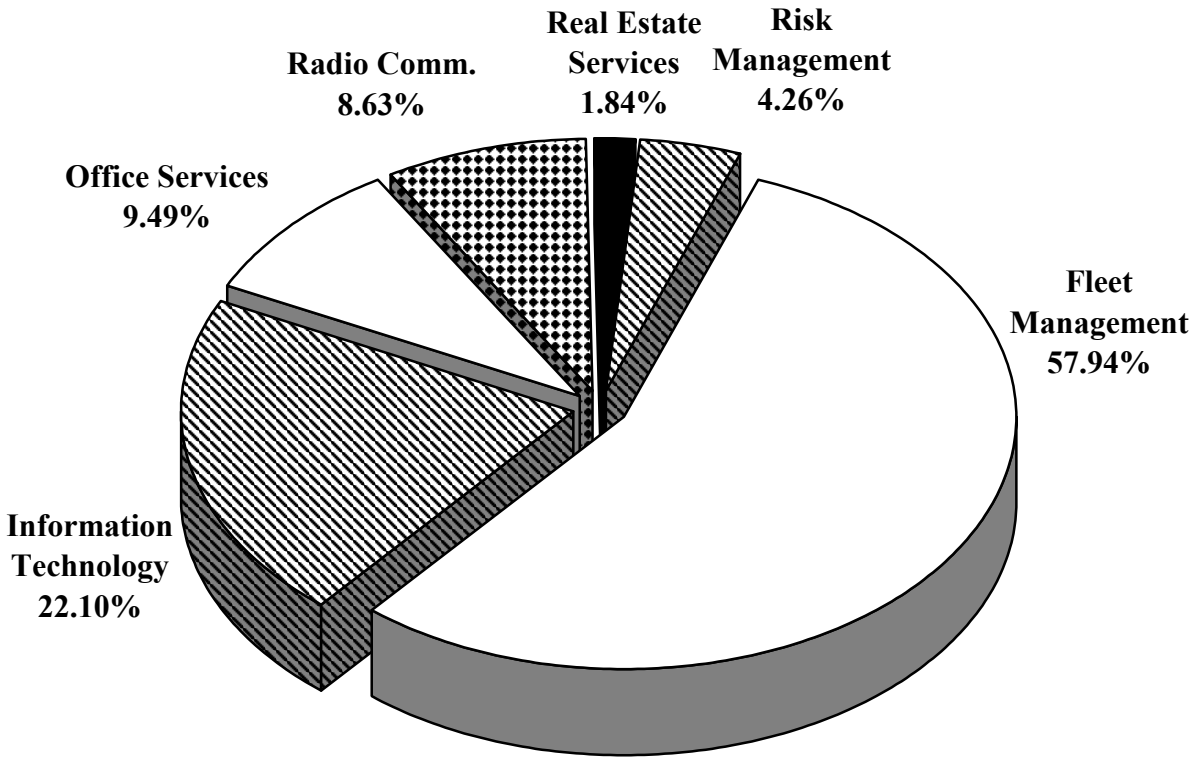
CITY OF COLORADO SPRINGS

Internal Support



Fleet Management	**$14,634,722**
Information Technology	**$ 5,581,247**
Office Services	**$ 2,398,045**
Radio Communications	**$ 2,180,368**
Real Estate Services	**$ 465,215**
Risk Management	**$ 1,075,952**
	$26,335,549

These Divisions are in the Support Services Fund. Risk Management is organizationally within City Management but is accounted for within the Support Services Fund. The narrative is located in the City Management section of the Budget.

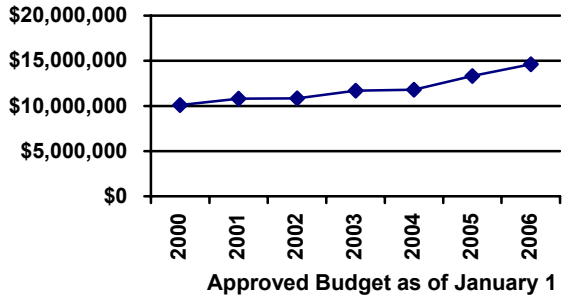
Fleet Management

Thomas Monarco, Manager ● 404 West Fontanero Street, Colorado Springs, CO 80907 ● (719) 385-6602 ● tmonarco@springsgov.com

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.

BUDGET HISTORY



SERVICES

- Comprehensive fleet administration
- Contracting and sublet work
- Fleet maintenance and repair
- Emergency response support
- Vehicle acquisition and disposal
- Alternative fuel vehicle programs
- Parts and supplies management
- Automotive engineering
- Fuel purchase, storage, and distribution
- Industrial waste recycling
- Regulatory compliance and reporting
- Service agreements and cost studies

BUDGET SUMMARY

INTERNAL SERVICES FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$ 4,466,857	$ 4,571,849	$ 4,605,990	$ 4,691,558
Operating	7,191,921	8,005,558	8,596,001	9,847,294
Capital Outlay	38,324	31,767	90,820	95,870
Total	**$11,697,102**	**$12,609,174**	**$13,292,811**	**$14,634,722**

PUBLIC SAFETY SALES TAX (PSST) FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$29,810	$50,359	$ 94,056	$ 94,793
Operating	500	1,330	12,888	16,502
Capital Outlay	0	0	350	350
Total	**$30,310**	**$51,690**	**$107,294**	**$111,645**

BUDGET SUMMARY

PIKES PEAK RURAL TRANSPORTATION AUTHORITY (PPRTA)

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Operating	N/A	N/A	N/A	$8,326
Capital Outlay	N/A	N/A	N/A	350
Capital Improvement Projects	N/A	N/A	N/A	0
Total	**N/A**	**N/A**	**N/A**	**$8,676**

PERSONNEL

INTERNAL SERVICES FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Classification				
Senior Manager	1.0	1.0	1.0	1.0
Manager	1.0	1.0	1.0	1.0
Supervisor	5.0	4.0	6.0	7.0
Professional	3.0	3.0	3.0	2.0
Paraprofessional	56.0	55.0	57.0	57.0
General	9.0	8.0	6.0	6.0
FTE Total	**75.0**	**72.0**	**74.0**	**74.0**
Special Positions	1.0	2.0	1.0	1

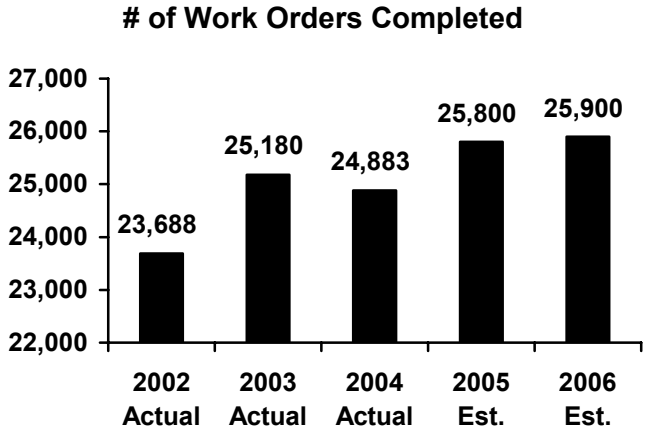
PUBLIC SAFETY SALES TAX (PSST) FUND

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Classification				
Paraprofessional	0.5	1.5	1.5	1.5
FTE Total	**0.5**	**1.5**	**1.5**	**1.5**

PIKES PEAK RURAL TRANSPORTATION AUTHORITY (PPRTA)

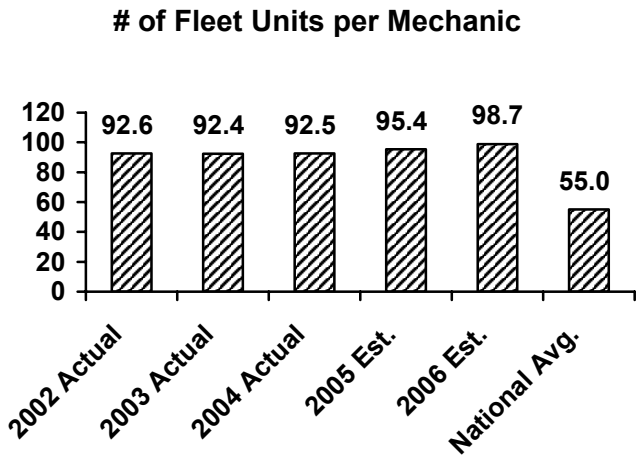
	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Classification				
Temporary Positions	N/A	N/A	N/A	1.0
Total	**N/A**	**N/A**	**N/A**	**1.0**

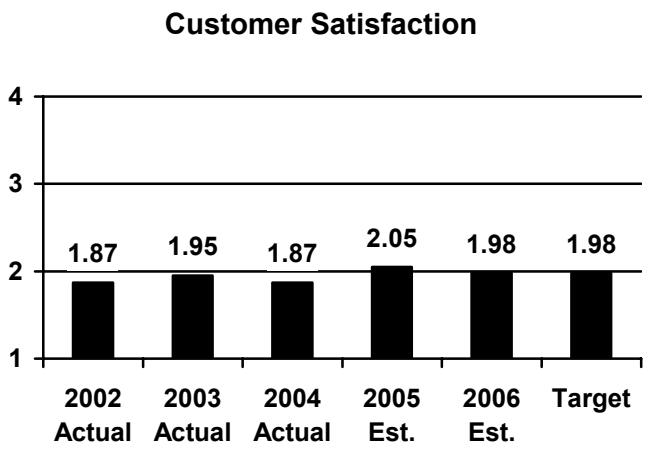
PERFORMANCE INDICATORS



Fleet performs scheduled maintenance and unscheduled repairs on all vehicles and equipment belonging to the City and Colorado Springs Utilities (Utilities). This information is recorded in a work order system with one work order being opened and completed per visit to one of Fleet's shops. As the size of the fleet grows and the average age of the fleet increases, the amount of work performed also increases. This can be seen by the steady increase in the number of work orders completed annually.

Presently, the City and Utilities fleet consists of 4,243 pieces of motorized and non-motorized equipment. Over the past 10 years, mechanic staffing has lagged the industry; and the ratio of units to mechanics is at 98.7:1 versus the national average of 55:1. In the timeframe 2005-2006, total fleet size is projected to grow to 4,281 units. Within this grouping, the fleet is expected to increase by 24 units (City and Utilities). The overall net growth will result in additional unscheduled and routine maintenance and work outputs. This metric is evaluated in the International City/County Management Association (ICMA) survey.





City and Utilities customers annually evaluate Fleet's service delivery through a formal survey. Results are scored from excellent (1) to poor (4). 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

INTERNAL SERVICES FUND

- Funding of $27,643 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $17,130 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- Funding of $40,795 is included for PERA and Workers' Compensation increases.
- Funding of $621 is included to address an increase in Utility rates.
- Admin prorate charges increased by $44,393 as a result of the annual update to the City's full cost allocation plan.
- During 2005, the price per gallon for unleaded and diesel fuel again increased significantly. Due to this increase and the impact on the costs of replacement parts for the City's fleet, an increase of $1.2 million is included for 2006. The City continues to manage the cost of fuel with its fuel conservation program and by ensuring that fuel is purchased at the best price available.
- Fuel monitoring equipment funding increased by $5,050 for a total of $40,050 for 2006. This equipment is required to meet the Environmental Protection Agency (EPA) standards.
- In addition to the increase for fuel costs citywide, $4,379 is added in 2006 for the price of fuel that Fleet Management uses in providing services.
- Funding increase of $1,900 is included for the Municipal Facility Runoff Control program.

PUBLIC SAFETY SALES TAX (PSST) FUND

- Funding of $1,407 is included for a 2006 salary and benefit increase and $737 is included for PERA and Workers' Compensation increases.
- Funding of $14,118 is included for fuel for Fire apparatus.

PIKES PEAK RURAL TRANSPORTATION AUTHORITY (PPRTA)

- Funding of $8,676 is included for PPRTA related expenditures. A temporary position is also included to address PPRTA workload.

MAJOR OBJECTIVES

OBJECTIVE – Deliver the full range of essential services to ensure a safe, reliable fleet

Fleet's output and efficiency are based on a direct partnership with City and Utilities Department end-user customers. Those interdependent relationships will continue to be strengthened in the coming year by continual reviews of how Fleet's facilities are utilized; and improvements will be made to enhance the operations, maintenance and inventory systems that create the ability to maximize service delivery.

OBJECTIVE – Support the organization's workforce-enabling process

Attaining high levels of employee production is an empowerment process supported by education and special training. Fleet's hiring practice consists of a team interview and selection process followed by the preparation of technicians to achieve their best output. The focus is to provide clear opportunities for personal and professional development in the Fleet operations industry. This results-oriented approach emphasizes performance and skills-based evaluation processes that include instruction, formal testing, manufacturer in-service training, and applications to advance the certification levels of Fleet technicians. This budget will support a continuous learning environment with direct accountability as a key element in personnel and organizational development.

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 the City and Utilities. As a means to improve repair turnaround times and efficiencies, updating electronic diagnostic equipment and maintenance accessories will assist in reducing downtime; improving internal controls; accelerating repairs and

return of units to service; and enhancing cost-managed savings. Fleet extended access to elements of the information system to Departments served to provide them with direct user communications and the ability to review all maintenance details and full cost-based historical reports pertinent to the Departments' equipment.

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. The 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 to preclude any liability issue associated with Fleet's equipment assets. The monitoring of regulatory specifics and application of local, State, and federal requirements in Fleet's local maintenance will assure Department of Transportation directives are met for every City and Utilities vehicle. Fleet will also participate in the allowed comments period for reviewing proposed legislation that may affect Fleet operations.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
FLEET MANAGEMENT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	3,373,682	3,388,669	3,471,826	3,515,793
51210	OVERTIME	65,282	66,576	70,213	70,213
51230	SHIFT DIFFERENTIAL	12,573	11,982	13,250	13,250
51235	STANDBY	44,363	29,667	32,262	32,262
51240	RETIREMENT TERMINATION SICK	(15,336)	33,487	0	0
51245	RETIREMENT TERM VACATION	20,753	72,740	0	0
51250	SPECIAL ASSIGNMENT PAY	0	0	616	616
51255	CONVERSION OF SICK LEAVE	21,575	0	0	0
51260	VACATION BUY	2,546	2,290	0	0
51299	SALARIES REIMBURSEMENTS	(9,641)	(6,061)	0	0
51610	PERA	329,126	340,970	356,853	378,788
51615	WORKERS COMPENSATION	128,498	124,042	135,013	158,996
51620	EQUITABLE LIFE INSURANCE	10,549	10,570	12,300	12,417
51625	VISION CARE	3,597	3,498	4,701	4,701
51640	DENTAL INSURANCE	26,154	26,326	31,569	31,569
51655	RETIRED EMP MEDICAL INS	38,178	41,605	16,370	16,370
51665	CASH BACK	12,110	12,549	0	0
51670	PARKING FOR EMPLOYEES	1,440	0	1,680	1,680
51690	MEDICARE	36,167	37,574	37,211	37,777
51695	CITY EPO MEDICAL PLAN	365,242	375,364	422,126	417,126
	TOTAL SALARIES AND BENEFITS	**4,466,857**	**4,571,849**	**4,605,990**	**4,691,558**
52110	OFFICE SUPPLIES	10,293	11,131	10,230	10,230
52115	MEDICAL SUPPLIES	514	1,956	634	634
52120	SOFTWARE MICRO/WORD PROCESS	2,470	7,590	16,127	16,127
52122	CELL PHONE EQUIP AND SUPPLIES	369	678	400	400
52125	GENERAL SUPPLIES	3,285	5,732	4,095	4,095
52130	OTHER SUPPLIES	123	0	0	0
52135	POSTAGE	226	261	226	226
52140	WEARING APPAREL	7,557	9,974	10,114	10,114
52145	PAINT AND CHEMICAL	55	0	0	0
52155	AUTOMOTIVE	5,446	3,217	6,690	6,690
52165	LICENSES AND TAGS	1,354	1,922	1,392	1,392
52175	SIGNS	2,249	1,060	200	200
52190	JANITORIAL SUPPLIES	8,056	8,758	7,895	7,895
52195	ENVIRONMENTAL SUPPLIES ETC	4,287	12,229	4,920	4,920
52220	MAINT OFFICE MACHINES	946	706	900	900
52235	MAINT MACHINERY & APPARATUS	31,201	50,126	66,400	66,400
52250	MAINT RADIOS ALLOCATION	0	0	5,145	5,145
52265	MAINT BUILDINGS & STRUCTURE	4,235	4,028	7,650	7,650
52275	MAINT RUNWAYS	0	24	0	0
52305	MAINT SOFTWARE	0	0	21,817	21,817
52405	ADVERTISING SERVICES	1,433	3,308	1,000	1,000
52410	BUILDING SECURITY SERVICES	494	625	495	495
52426	MUN FAC RUNOFF CONTROL	0	0	0	12,580
52445	JANITORIAL SERVICES	800	0	40,610	40,610
52450	LAUNDRY & CLEANING SERVICES	0	0	29,251	29,251
52575	SERVICES	121,515	110,697	87,894	77,214
52615	DUES AND MEMBERSHIP	1,165	1,555	1,830	1,830

CITY OF COLORADO SPRINGS
BUDGET DETAIL

INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
FLEET MANAGEMENT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52625	MEETING EXPENSES IN TOWN	915	663	1,217	1,217
52630	TRAINING	20,790	28,433	33,513	33,513
52635	EMPLOYEE EDUCATIONL ASSIST	2,986	2,891	3,121	3,121
52645	SUBSCRIPTIONS	872	1,024	1,436	1,436
52655	TRAVEL OUT OF TOWN	4,837	5,886	8,007	8,007
52705	COMMUNICATIONS	79,037	74,492	35,299	35,299
52725	RENTAL OF PROPERTY	298,558	298,558	379,433	379,433
52735	TELEPHONE LONG DIST CALLS	1,651	1,316	1,106	1,106
52736	CELL PHONE AIRTIME	301	(209)	11,618	11,618
52740	GENERAL INSURANCE-CITY	0	0	5,016	5,016
52743	UTILITIES STREET LIGHTS	55	59	127	127
52745	UTILITIES	31,805	17,842	0	0
52746	UTILITIES ELECTRIC	4,444	4,631	26,814	27,134
52747	UTILITIES GAS	5,127	5,208	16,639	16,639
52748	UTILITIES SEWER	214	574	837	1,046
52749	UTILITIES WATER	341	775	918	1,010
52755	COMMUNICATIONS EQUIPMENT	568	65	272	272
52775	MINOR EQUIPMENT	43,620	46,053	46,045	46,045
52777	TOOL ALLOWANCE	17,091	17,130	21,500	21,500
52795	RENTAL OF EQUIPMENT	29,294	33,256	32,475	32,475
52805	ADMIN PRORATED CHARGES	590,172	606,108	644,290	688,683
52872	MAINT FLEET VEHICLES EQP	178,032	196,166	166,591	170,970
52874	OFFICE SERVICES PRINTING	686	762	1,544	1,544
52876	PASS THROUGH EXPENSES	44,072	39,898	38,207	38,207
52880	PURCHASES FOR RESALE	1,012	0	0	0
52881	PURCH FOR RESALE FUEL	2,313,411	3,066,316	3,300,000	4,300,000
52882	PURCH FOR RESALE COMMERCIAL	440,995	474,729	515,000	515,000
52883	PURCH - RESALE NON STCK PART	1,776,863	1,737,792	1,724,218	1,924,218
52884	PURCH FOR RESALE STOCK PARTS	1,029,895	1,041,502	1,188,638	1,188,638
52970	ENVIRON PROTECTION PROGRAM	66,204	66,204	66,205	66,205
65160	RECRUITMENT	0	1,855	0	0
	TOTAL OPERATING EXPENSES	**7,191,922**	**8,005,558**	**8,596,001**	**9,847,294**
53010	OFFICE MACHINES	0	0	992	0
53020	COMPUTERS NETWORKS	0	10,330	6,800	12,900
53030	FURNITURE AND FIXTURES	468	0	2,000	0
53050	MACHINERY AND APPARATUS	37,856	62,213	78,528	82,970
53090	BUILDINGS AND STRUCTURES	0	13,908	2,500	0
	TOTAL CAPITAL OUTLAY	**38,324**	**31,767**	**90,820**	**95,870**
	ORGANIZATION TOTAL	**11,697,102**	**12,609,174**	**13,292,811**	**14,634,722**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

PUBLIC SAFETY SALES TAX (PSST) FUND
FLEET MANAGEMENT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	23,317	40,132	80,425	80,025
51235	STANDBY	0	0	0	400
51260	VACATION BUY	0	596	0	0
51299	SALARIES REIMBURSEMENTS	0	(726)	0	0
51610	PERA	2,199	3,438	4,846	5,089
51615	WORKERS COMPENSATION	1,038	2,094	2,906	3,400
51620	EQUITABLE LIFE INSURANCE	93	112	202	202
51625	VISION CARE	167	28	34	34
51640	DENTAL INSURANCE	258	403	639	639
51665	CASH BACK	0	665	0	0
51690	MEDICARE	338	499	693	693
51695	CITY EPO MEDICAL PLAN	2,400	3,118	4,311	4,311
	TOTAL SALARIES AND BENEFITS	**29,810**	**50,359**	**94,056**	**94,793**
52110	OFFICE SUPPLIES	0	0	200	0
52115	MEDICAL SUPPLIES	0	0	25	25
52125	GENERAL SUPPLIES	500	616	500	500
52140	WEARING APPAREL	0	72	470	470
52155	AUTOMOTIVE	0	7	0	0
52160	FUEL	0	0	0	14,118
52450	LAUNDRY & CLEANING SERVICES	0	0	946	0
52575	SERVICES	0	36	1,981	0
52630	TRAINING	0	0	3,000	0
52705	COMMUNICATIONS	0	0	400	400
52740	GENERAL INSURANCE-CITY	0	0	182	239
52775	MINOR EQUIPMENT	0	0	3,600	0
52777	TOOL ALLOWANCE	0	600	750	750
52795	RENTAL OF EQUIPMENT	0	0	769	0
52874	OFFICE SERVICES PRINTING	0	0	65	0
	TOTAL OPERATING EXPENSES	**500**	**1,330**	**12,888**	**16,502**
53050	MACHINERY AND APPARATUS	0	0	350	350
	TOTAL CAPITAL OUTLAY	**0**	**0**	**350**	**350**
	ORGANIZATION TOTAL	**30,310**	**51,690**	**107,294**	**111,645**

Office of Information Technology

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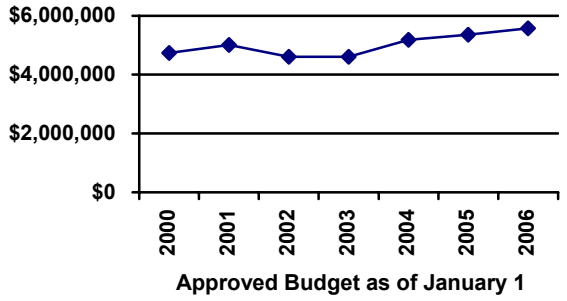
MISSION

The Information Technology Division delivers reliable, efficient, available, secure, and cost-effective software and hardware environments, allowing City business functions to maximize productivity. Information Technology's expert staff operates on the principals of providing value-added services and excellent customer support, characterized by high quality and on-time delivery.

BUDGET HISTORY



SERVICES

- Provide planning, maintenance, and support for the City's enterprise resource planning (ERP) solution for financials, human resources, and payroll operations (PeopleSoft)
- Maintain and expand the City's award-winning eGovernment Program, including transactional applications, via SpringsGov.com and IntraCity
- Develop, maintain, and support the Justice Information System (JIS) for Municipal Court and City Attorney operations
- Provide planning, maintenance, and support for the City's telecommunications metropolitan area network (MAN)
- Manage Citywide IT security planning, monitoring, reporting, and response
- Provide virus control and malware abatement, and spy-ware prevention/removal services
- Support the City's private branch exchange, vendor lines, and other telephone services
- Supply procurement, setup, and maintenance services for enterprise servers
- Provide hosting for enterprise applications
- Operate, maintain, and support email services
- Provide City Help Desk services in support of desktop computers, peripherals, and software
- Maintain 385-CITY Operator services
- Operate and maintain the City's Computer and Telecommunications Data Center
- Develop and administer the City's Enterprise IT Strategic Plan
- Coordinate Citywide technology issues
- Process telecommunications billing

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$2,675,157	$2,748,843	$2,871,550	$3,012,242
Operating	1,442,825	1,322,030	1,785,263	1,812,728
Capital Outlay	66,000	37,800	120,606	125,131
Net Total	**$4,183,982**	**$4,108,673**	**$4,777,419**	**$4,950,101**
Reimbursable Expenses	425,449	376,253	576,309	631,146
Grand Total	**$4,609,431**	**$4,484,926**	**$5,353,728**	**$5,581,247**

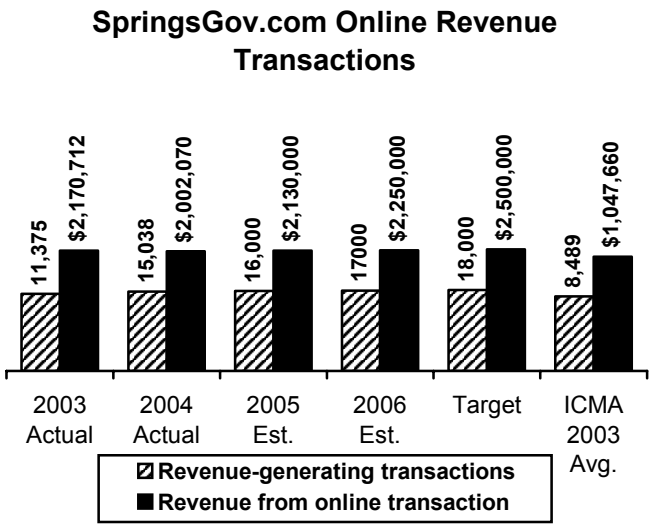
PERSONNEL

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Senior Manager	2.0	2.0	2.0	2.0
Manager	3.0	2.0	2.0	2.0
Supervisor	0.0	0.0	0.0	1.0
Professional	27.0	24.5	25.5	24.0
Paraprofessional	3.0	3.0	2.5	3.0
General	0.0	0.5	1.5	1.5
FTE Total	**35.0**	**32.0**	**33.5**	**33.5**
Special Positions	1.0	2.0	0.0	1.0

During 2005, the Office of Information Technology completed a reorganization to improve customer service operations and to correct positions to correspond with duties performed. Changes that occurred as a result of the reorganization are as follows:

- A Senior Analyst was promoted to handle Help Desk, 385-CITY, and Telecommunication Billing service areas. Human Resources created a new supervisory classification for this role, titled "Information Systems Operations Coordinator." The pay difference was handled within budget and the position was moved from the Division's Systems and Applications budget to its Telecommunications Services budget.
- An Information Systems Technician in the Help Desk area was reclassified to Information Systems Analyst I. An Information Systems Analyst III position was reclassified down to Information Systems Analyst II to offset the pay difference.
- A Senior Network Engineer position was reclassified to Principal Network Engineer based on duties performed and required. A vacant Senior Network Engineer position was reclassified down to Network Engineer to offset the pay difference.
- The administrative position shared by the Internal Support Services Department for Cable Franchise Administration and the Information Technology Division was reclassified down to Administrative Technician.
- A special FTE position was added to support the City Attorney/Municipal Court Justice Information System.

PERFORMANCE INDICATORS



Colorado Springs is in the top 5 percent of government sites for revenue-generated and transaction volume, according to the International City/County Management Association (ICMA) data for comparable jurisdictions. Full-year 2004 metrics for *SpringsGov.com* are as follows:

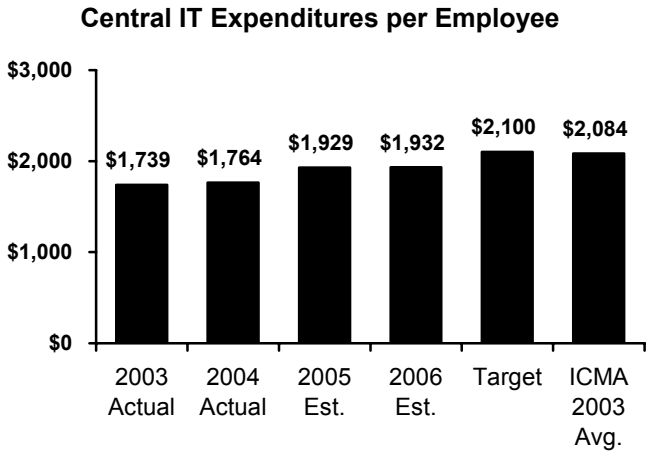
Revenue-Generating Transactions

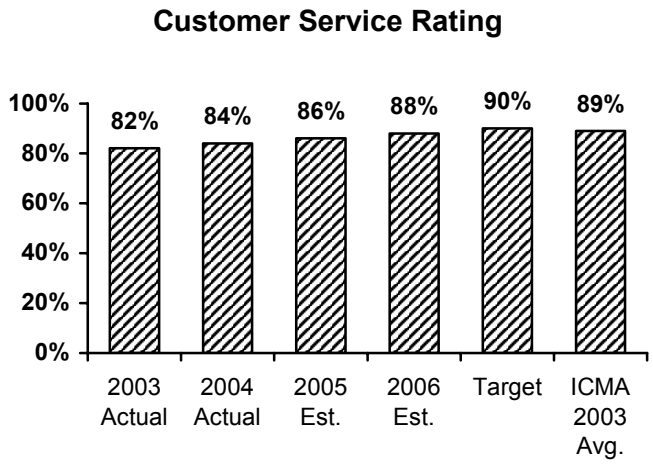
- 7,092 Parking Ticket/Summons Payments
- 2,662 Excavation Permit Payments
- 2,310 Concrete Permit Payments
- 2,263 Parks, Rec, & Cultural Services Registrations
- 542 Transit Pass Purchases
- 146 Massage Therapy License Renewals
- 23 Online Donations

Non Revenue-Generating Processes

- 14,491 Job Applications Submitted
- 1,022 Citizen Requests for Service
- 4,384 New CityWire Subscribers

One measure gauging the efficiency with which information technology resources are applied is a ratio of central IT budget dollars to full-time equivalent employees. Generally, the lower the amount of dollars per FTE, the more efficient the operation. Colorado Springs IT expenditures are lower than the 2003 ICMA survey mark of $2,084. Note that the ICMA average has fallen considerably over the past four years due to budget reductions in local governments across the nation, as well as the completion of major projects in the 1999 to 2001 period.





Customer service scores are some of the more meaningful outcome indicators for IT effectiveness. From the results of an annual customer service survey conducted for Internal Support Services and City Management, Information Technology scores (82.05 percent) are below survey results reported by other jurisdictions in the ICMA benchmark project (83.46 percent up from 72 percent in 2002). The score is based on an "Overall Satisfaction" question.

CHANGES TO THE BUDGET

- Funding of $115,726 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $21,912 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- Funding of $13,054 is included for PERA and Workers' Compensation increases.
- Funding of $465 is included to address an increase in Utility rates.
- Admin prorated charges increased $21,525 as a result of the annual full cost allocation plan.
- Funding of $8,100 is included in the Communications Reimbursables account for Blackberry services.
- Funding of $35,240 is included in the Systems Services Reimbursables account for the City's proposed eGovernment fund. The fund recovers eGov operational costs through City fees for transactional services rendered online.
- Funding of $11,497 is included in a new Communications Reimbursables account for network connectivity services charged to City divisions.

MAJOR OBJECTIVES

OBJECTIVE – Maintain and augment the City's eGovernment services (*Strategic Action Plan 5.5.0)*

The Office of Information Technology (IT) continues to maintain and grow the City's portfolio of transactional, informational, and direct communications services on the municipal website. This supports the City's efforts towards offering improved access to City information, officials, and operations to the community. In 2006, IT will focus on enhancing the City's Intranet and providing internal applications.

OBJECTIVE – Maintain the City's enterprise resource planning (ERP) computing systems to support financial, human resources, and payroll operations

IT maintains the 18 systems and more than 19 databases that are part of the City's PeopleSoft financials and human resources solution. In 2006, IT will upgrade the human resources and payroll modules of PeopleSoft and upgrade the PeopleSoft financial modules. IT staff will also maintain software tax updates and other ongoing maintenance requirements.

OBJECTIVE – Develop and implement the City's Justice Information System (JIS)

IT supports the JIS for the Municipal Court and City Attorney's Office. In 2006, JIS will continue implementation of the system's core requirements and provide additional functionality based on user requests. Support includes refining the functionality of the system to include servers and database support and managing the application's disaster recovery program and business continuity plan.

OBJECTIVE – Provide telecommunications, network, and Internet services to City employees and facilitate communications with citizens

IT manages the City's network, Internet access, and its primary telephone services. IT provides planning, implementation, and maintenance for the local area network, the metropolitan area network, Internet access, and e-mail services for all City Departments as well as secure connections to State and El Paso County agencies. IT provides telephone services and voice mail for users of the City's primary private branch exchange (PBX) system. IT 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) and interactive voice response (IVR) systems.

OBJECTIVE – Provide hardware, software, and printer support; inventory/licensing; and telecommunications billing services to City employees; support initiatives that facilitate communications with citizens

IT provides full-service PC support and single point of contact for requesting service and receiving first-level support. This includes troubleshooting, installation, maintenance, and upgrading of both computer hardware and software; computer software acquisition and license tracking; hardware inventory; and equipment disposal. A telecommunications bill is processed and distributed monthly for network, voice, and leased services. Phone calls from citizens and businesses are handled by the 385-CITY switchboard operator. In 2006, IT will focus on improving customer service, streamlining processes, and enhancing support capabilities.

OBJECTIVE – Continue implementation of the City's IT security policies by enhancing IT security program

IT will continue its role in educating, communicating, and implementing the IT security policies adopted in 2003. This will include improved security through the implementation of Active Directory Services, improvements in password administration, periodic reviews and audits of systems security, and implementation of automated virus patch management capabilities. In addition, IT's Business Continuity Plan will be further enhanced and implemented.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
INFORMATION TECHNOLOGY

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	2,214,947	2,184,537	2,376,525	2,376,525
51206	WAGE PKG SALARIES	0	0	0	122,217
51210	OVERTIME	88	173	0	0
51220	SEASONAL TEMPORARY	0	4,376	10,000	0
51235	STANDBY	9,738	11,961	11,564	11,564
51240	RETIREMENT TERMINATION SICK	11,127	44,472	0	0
51245	RETIREMENT TERM VACATION	21,576	72,597	500	500
51255	CONVERSION OF SICK LEAVE	12,380	0	13,300	13,300
51260	VACATION BUY	3,889	5,145	0	0
51299	SALARIES REIMBURSEMENTS	(8,339)	(9,476)	0	0
51610	PERA	210,410	225,129	238,376	263,390
51615	WORKERS COMPENSATION	4,829	4,763	6,674	8,017
51620	EQUITABLE LIFE INSURANCE	6,877	6,848	9,298	9,607
51625	VISION CARE	1,731	1,715	2,084	2,084
51640	DENTAL INSURANCE	10,854	10,820	13,941	13,941
51655	RETIRED EMP MEDICAL INS	4,122	5,740	3,322	3,322
51665	CASH BACK	9,784	9,615	0	0
51670	PARKING FOR EMPLOYEES	5,640	4,973	6,270	6,270
51690	MEDICARE	22,495	24,516	24,868	26,677
51695	CITY EPO MEDICAL PLAN	133,012	140,939	154,828	154,828
	TOTAL SALARIES & BENEFITS	**2,675,157**	**2,748,843**	**2,871,550**	**3,012,242**
52105	MISCELLANEOUS OPERATING	1,451	309	0	0
52110	OFFICE SUPPLIES	5,949	5,540	3,960	3,960
52120	SOFTWARE MICRO WORD PROCESS	15,653	18,212	17,500	12,500
52122	CELL PHONES EQUIP & SUPPLIES	76	0	300	300
52125	GENERAL SUPPLIES	9,873	4,524	4,750	4,000
52135	POSTAGE	238	382	200	200
52205	MAINT LANDSCAPING	0	576	572	572
52220	MAINT OFFICE MACHINES	1,201	4,516	3,315	3,648
52225	MAINT MICROS WORD PROCESSOR	19,811	21,410	21,000	24,750
52265	MAINT BUILDINGS & STRUCTURE	35,023	4,086	3,050	3,050
52282	MAINT DATA COMMUNICATION	208,058	200,336	150,793	161,393
52305	MAINT SOFTWARE	119	0	28,000	28,000
52405	ADVERTISING SERVICES	3,552	2,766	13,250	13,200
52410	BUILDING SECURITY SERVICES	0	6,478	11,360	11,360
52423	TELECOMMUNICATION SERVICES	598,073	516,706	737,000	737,000
52431	CONSULTING SERVICES	28,350	17,745	15,000	15,000
52435	GARBAGE REMOVAL SERVICES	0	0	600	600
52445	JANITORIAL SERVICES	0	6,195	9,025	9,025
52575	SERVICES	42,210	42,050	32,900	29,604
52590	TEMPORARY EMPLOYMENT	37,050	1,992	5,000	10,000
52605	CAR MILEAGE	46	206	650	500
52615	DUES AND MEMBERSHIP	6,107	1,013	1,250	2,750
52625	MEETING EXPENSES IN TOWN	815	781	650	585
52630	TRAINING	32,690	20,727	29,292	28,500
52645	SUBSCRIPTIONS	214	0	400	0
52655	TRAVEL OUT OF TOWN	922	1,108	6,810	6,560
52705	COMMUNICATIONS	103,243	73,496	48,556	54,536

CITY OF COLORADO SPRINGS
BUDGET DETAIL

INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
INFORMATION TECHNOLOGY

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52706	WIRELESS COMMUNICATION	0	0	0	8,100
52725	RENTAL OF PROPERTY	74,592	76,308	81,650	81,650
52735	TELEPHONE LONG DIST CALLS	2,248	2,133	1,154	900
52736	CELL PHONE AIRTIME	383	372	2,500	7,200
52737	TELECOM	0	(9)	0	0
52743	UTILITIES STREET LIGHTS	45	64	50	50
52746	UTILITIES ELECTRIC	21,404	28,139	24,963	25,362
52747	UTILITIES GAS	1,898	3,198	2,204	2,499
52748	UTILITIES SEWER	115	228	144	180
52749	UTILITIES WATER	243	312	300	330
52765	LEASE PURCHASE PAYMENTS	36,915	38,872	223,000	224,024
52775	MINOR EQUIPMENT	16,890	0	0	0
52795	RENTAL OF EQUIPMENT	2,157	2,918	0	0
52805	ADMIN PRORATED CHARGES	420,132	431,472	464,177	485,702
52840	TELECOM PROJECTS	31,425	75,803	283,309	283,309
52841	DP HARDWARE AND OTHER	1,079	0	0	0
52872	MAINT FLEET VEHICLES EQP	3,239	2,550	3,938	3,938
52874	OFFICE SERVICES PRINTING	501	240	500	400
52875	OFFICE SERVICES RECORDS	528	615	500	0
52921	TEL COM PASSTHRU	69,402	66,160	78,000	33,000
52927	TEL COM PASSTHRU LONG DIST	29,521	17,458	30,000	30,000
52940	TEL COM CS	0	0	0	28,900
60361	SYSTEM SERVICES	4,830	299	20,000	55,240
65353	SYSTEM OWA/VPN	0	0	0	11,497
	TOTAL OPERATING EXPENSES	**1,868,273**	**1,698,283**	**2,361,572**	**2,443,874**
53005	CAPITAL EXPEND FIXED ASSETS	0	(58,969)	0	0
53020	COMPUTERS NETWORKS	43,000	63,553	61,182	66,707
53030	FURNITURE AND FIXTURES	0	0	2,000	1,000
53040	MACHINERY AND APPARATUS	23,000	33,216	57,424	57,424
	TOTAL CAPITAL OUTLAY	**66,000**	**37,800**	**120,606**	**125,131**
	ORGANIZATION TOTAL	**4,609,431**	**4,484,926**	**5,353,728**	**5,581,247**

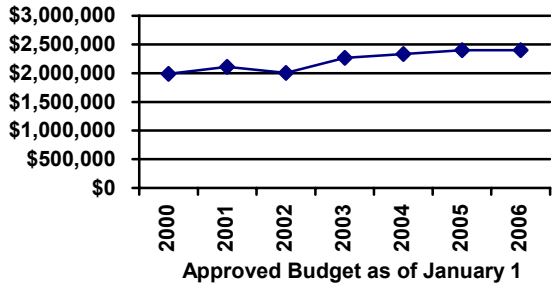
Office Services

Liz Hunter, Manager ● 30 South Nevada Avenue, Colorado Springs, CO 80903 ● (719) 385-5011 ● lhunter2@springsgov.com

MISSION

To support and enhance the City organization through the timely and cost-effective delivery of quality printing, mail processing, and records management services.

BUDGET HISTORY



SERVICES

- Offset printing and on-demand reproduction
- Processing of outgoing City and Utilities business mail
- Typesetting and design services
- Inactive and semiactive records storage and retrieval services
- Maintain Bookstore
- Maintain City's Forms and Documents Center
- Management of outsource 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

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$ 811,491	$ 813,542	$ 851,567	$ 869,831
Operating	434,616	375,657	524,616	535,214
Capital Outlay	0	0	27,400	0
Subtotal	**$1,246,107**	**$1,189,199**	**$1,403,583**	**$1,405,045**
Reimbursable Expenses	1,018,699	858,415	993,000	993,000
Total	**$2,264,806**	**$2,047,614**	**$2,396,583**	**$2,398,045**

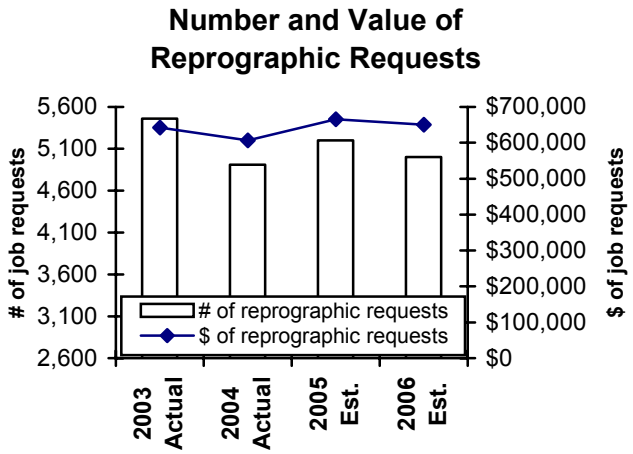
PERSONNEL

Classification	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Manager	1.00	1.00	1.00	1.00
Supervisor	2.00	1.75	1.00	2.00
Paraprofessional	4.00	3.00	3.00	2.00
General	9.00	9.00	10.00	10.00
FTE Total	**16.00**	**14.75**	**15.00**	**15.00**

During 2002, four Reprographics positions were reclassified from the General band to the Professional band.

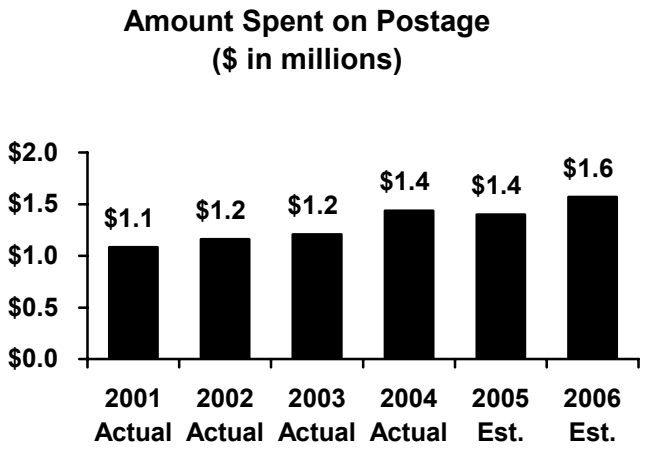
For 2004, one Information Systems Technician position was eliminated and a Mail/Records Coordinator position was reduced from full-time to three-quarter time.

For 2005, one three-quarter time Mail/Records Coordinator position is changed to one full-time Office Assistant position, one Office Services Supervisor (Mail Processing) is upgraded to an Office Services Coordinator, and one Printer I is upgraded to a Printer II.



Reprographics will produce over $675,000 worth of requests (5,200 job requests) with 9.5 FTE for City and Utilities Departments. These projects represent a wide variety of needs from business cards and letterhead to manuals and brochures. The majority of projects are handled in-house with a rising level of complexity required to produce the project in a timely and cost-effective manner.

The Mail Processing Center will continue to process over $269,995 in postage for City Departments and $1,419,481 for Colorado Springs Utilities. The postage amounts represent first-class, presorted standard, and utility bill mailings. The increase in utility bill mailing is due in part to the increase from 1 to 2 ounce weight on utility bills.



Office Services participates in the Internal Services Department's annual customer satisfaction survey, which is distributed to more than 600 City and Utilities customers. The survey measures the quality, timeliness, and customer satisfaction with a division's work and customer service on a 4-to-1 scale (1 being the highest possible score). With a reduction in Manpower help, Office Services may see a slight decline in ratings due to potentially longer printing times and minor reduction of interoffice mail pick-up and delivery. With its emphasis on customer satisfaction, Office Services will strive to continue its record of high scores on this survey.

CHANGES TO THE BUDGET

- Funding of $7,734 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $5,807 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- Funding of $4,723 is included for PERA and Workers' Compensation increases.
- Admin Prorated charges increased $6,731 as a result of the annual full cost allocation plan.
- Onetime funding of $27,400 is removed from the Vehicle Replacement line.
- Funding of $855 is included to address increased fuel costs.
- Funding of $3,012 is included for increased communications costs.

MAJOR OBJECTIVES

OBJECTIVE – Continue to maintain the Bookstore and the Forms and Documents Center

The Office Services bookstore electronically stores widely used City documents to be printed as needed and sold to the public, thereby 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.

Office Services is responsible for maintaining the library for the City's Forms and Documents Center on the City's Internet and Intranet websites. It enables citizens and employees to view or download a wide variety of City forms and documents.

OBJECTIVE – Provide graphic design and digital and offset printing needs for City and Utilities Departments

Provide graphic design services and digital and offset printing needs to meet the needs of City and Utilities Departments. Providing in-house services helps control costs and quality, streamlines time requirements and constraints for employees, maintains privacy and confidentiality, and encourages active and open customer communication.

OBJECTIVE – Distribution of the City and Utilities Interoffice Mail

This will be accomplished by collecting incoming mail from the post office, sorting and distributing incoming and interoffice mail on scheduled delivery runs, and metering outgoing mail through the United States Postal Service (USPS) at the end of each day.

OBJECTIVE – Insertion and processing of the Colorado Springs Utilities utility bill

On a daily basis, 21-day cycle, the utility bill is inserted and metered for USPS distribution. This objective must be met on a daily basis to avoid revenue disruption for Colorado Springs Utilities. As Utilities needs change and processes are redefined, the insertion process must be adapted to stay current with any new processes. One FTE is dedicated to the insertion process.

OBJECTIVE – Manage the Records Program

Manage an active and inactive records service to ensure proper retention and disposition of City records. This program is managed by one FTE, with backup provided by office personnel. A new contract became active in 2004, and Office Services is currently in a second-year extension of the contract.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
OFFICE SERVICES

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	641,643	617,971	666,012	677,950
51210	OVERTIME	7,461	8,504	6,800	6,800
51220	SEASONAL TEMPORARY	390	0	0	0
51240	RETIREMENT TERMINATION SICK	4,851	19,879	0	0
51245	RETIREMENT TERM VACATION	3,240	23,107	0	0
51255	CONVERSION OF SICK LEAVE	5,247	0	0	0
51260	VACATION BUY	2,631	2,101	0	0
51299	SALARIES REIMBURSEMENTS	(4,168)	(4,339)	0	0
51610	PERA	59,546	59,584	66,355	70,927
51615	WORKERS COMPENSATION	3,484	3,673	8,265	9,670
51620	EQUITABLE LIFE INSURANCE	1,936	1,860	2,563	2,599
51625	VISION CARE	827	770	945	945
51640	DENTAL INSURANCE	5,324	5,191	6,373	6,373
51655	RETIRED EMP MEDICAL INS	1,106	2,120	0	0
51665	CASH BACK	1,757	2,741	0	0
51670	PARKING FOR EMPLOYEES	3,840	3,140	3,600	3,600
51690	MEDICARE	7,077	7,235	7,661	7,974
51695	CITY EPO MEDICAL PLAN	65,299	60,005	82,993	82,993
	TOTAL SALARIES & BENEFITS	**811,491**	**813,542**	**851,567**	**869,831**
52105	MISCELLANEOUS OPERATING	0	38	0	0
52110	OFFICE SUPPLIES	1,203	617	2,250	2,250
52115	MEDICAL SUPPLIES	191	199	250	500
52120	SOFTWARE MICRO WORD PROCESS	3,885	1,426	1,000	850
52125	GENERAL SUPPLIES	3,277	3,154	4,779	4,779
52135	POSTAGE	506	480	200	200
52215	MAINT GROUNDS	0	1,668	0	0
52220	MAINT OFFICE MACHINES	20,094	13,562	11,997	11,997
52280	MAINT ROADS AND BRIDGES	0	312	0	0
52575	SERVICES	41,031	22,369	32,490	32,490
52615	DUES AND MEMBERSHIP	1,155	1,390	1,140	1,140
52625	MEETING EXPENSES IN TOWN	0	0	200	200
52630	TRAINING	310	681	1,000	1,000
52635	EMPLOYEE EDUCATIONL ASSISTANCE	290	0	0	0
52645	SUBSCRIPTIONS	45	0	175	75
52705	COMMUNICATIONS	23,569	22,838	16,736	19,748
52735	TELEPHONE LONG DIST CALLS	313	206	150	150
52736	CELL PHONE AIRTIME	31	36	0	0
52765	LEASE PURCHASE PAYMENTS	25,402	6,524	138,273	138,273
52775	MINOR EQUIPMENT	0	0	1,000	1,000
52795	RENTAL OF EQUIPMENT	22,811	4,045	12,000	12,000
52805	ADMIN PRORATED CHARGES	277,440	284,928	290,038	296,769
52872	MAINT FLEET VEHICLES EQP	11,747	9,554	10,938	11,793
52874	OFFICE SERVICES PRINTING	0	(5)	0	0
52876	PASS THROUGH EXPENSES	495,311	434,385	423,000	423,000
52880	PURCHASES FOR RESALE	523,388	424,030	570,000	570,000
65325	VEHICLE INSURANCE	1,318	1,634	0	0
	TOTAL OPERATING EXPENSES	**1,453,315**	**1,234,072**	**1,517,616**	**1,528,214**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
OFFICE SERVICES

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
53070	VEHICLES REPLACEMENT	0	0	27,400	0
	TOTAL CAPITAL OUTLAY	**0**	**0**	**27,400**	**0**
	ORGANIZATION TOTAL	**2,264,806**	**2,047,614**	**2,396,583**	**2,398,045**

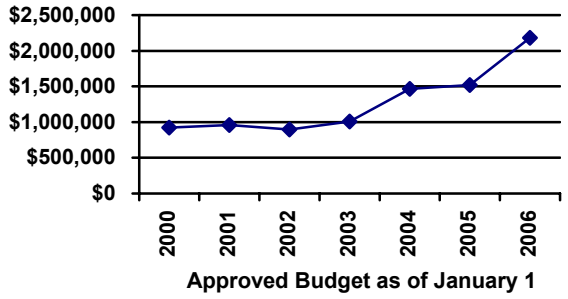
Radio Communications

Randy Bell, Manager ● 404 West Fontanero Street, Colorado Springs, CO 80907 ● (719) 385-6700 ● rbell@springsgov.com

MISSION

To provide the best possible technical and engineering support for wireless data and voice communication networks for public safety and public service agencies.

BUDGET HISTORY



SERVICES

- Design wireless networks/equipment
- Purchase wireless networks/equipment
- Interface between cellular providers and City customers
- Install wireless networks/equipment
- Install public safety light-bars and emergency equipment
- Provide critical paging services
- Maintain wireless networks/equipment
- Repair wireless networks/equipment
- Ensure compliance with Federal Communications Commission (FCC) rules and regulations

BUDGET SUMMARY

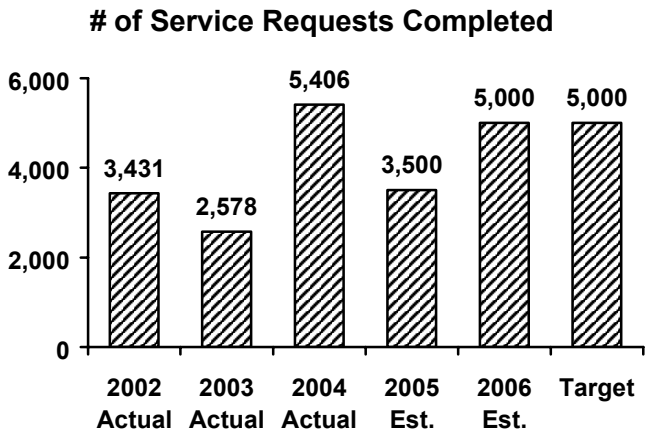
	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$ 539,428	$ 582,126	$ 680,383	$ 690,699
Operating	419,159	903,624	821,092	1,470,169
Capital Outlay	49,353	26,558	19,500	19,500
Total	**$1,007,940**	**$1,512,308**	**$1,520,975**	**$2,180,368**

PERSONNEL

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Classification				
Manager	1.0	1.0	1.0	1.0
Paraprofessional	6.0	7.0	7.0	7.0
FTE Total	**7.0**	**8.0**	**8.0**	**8.0**
Special Positions	0.0	0.0	1.0	2.0

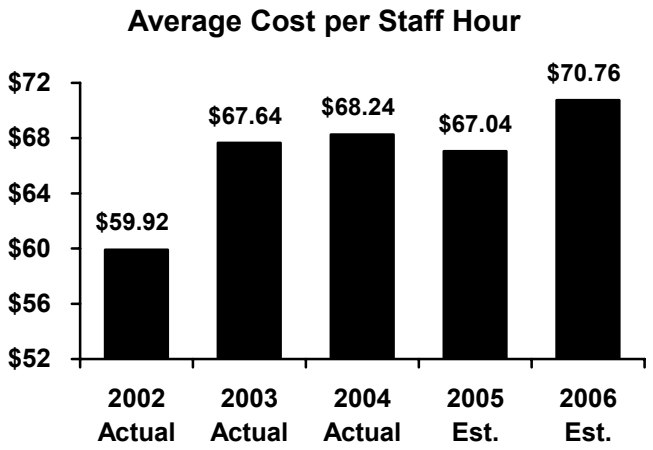
For 2006, an hourly, temporary installer position is converted to a Communications Installer special position.

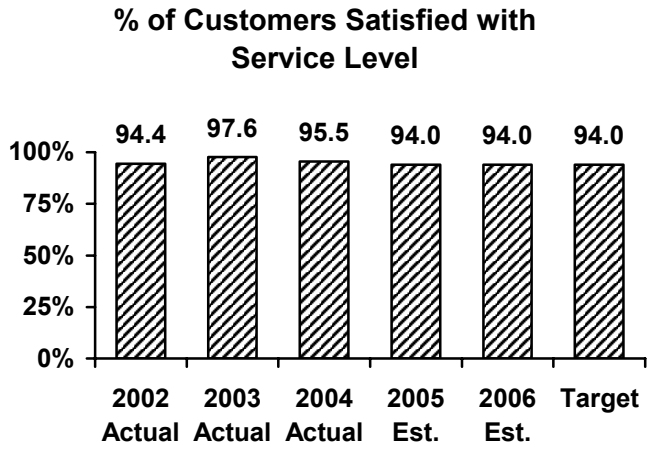
PERFORMANCE INDICATORS



In 2004, the number of individual completed service requests increased as projected. The increase was both in the number of large projects completed and individual items repaired. The large increase in individual items repaired is primarily due to the success of the On-site Radio Tuning Service (ORTS) project. A technician was able to complete scheduled visits to Police Department substations, customers, and other strategic locations using a mobile van equipped with automated tuning software, test equipment, and spare parts. While at these locations, the technician tuned and repaired 25-30 radios a day without requiring the officer or customer to come to the Radio Shop. This increased work order trend will continue in 2006, as the ORTS project establishes a periodic schedule of maintenance and the APCO 25 project requires that each 800 MHz radio equipment be upgraded and modified.

The average cost per staff hour is a function of total billable hours versus actual budget cost. In 2004, the Radio Shop's average cost per staff hour increased slightly to $68.24, which was not as large an increase as projected. This change was the result of workforce fluctuations as temporary workers were partially phased out as part of the 2004 budget reductions, one FTE Communications Specialist was added as funded by the Pikes Peak Regional Communications Network (PPRCN) maintenance contract and because of overhead cost increases in 2005. In 2006, this trend will continue as the hourly installer positions are gradually upgraded to specials with benefits in an effort to establish and retain a stable and professional installation staff. All efforts will be continued to reduce costs and increase overall work efficiencies.





The results of the 2004 Internal Services Support (ISS) Customer Service Survey for Radio Communications showed that 95.5 percent of the responding sample rated their customer satisfaction as fair to excellent. However, there was a 12 percent increase in the number of respondents that rated their customer satisfaction as good or excellent, in relation to the responders that rated it as fair. Customer satisfaction responses from the Division's direct-contact customer service cards and customer letters of commendation indicate an even higher overall satisfaction level with good or excellent responses for this timeframe. The target for *% Customers Satisfied with Service Level* in 2006 continues to be 94.0 percent.

CHANGES TO THE BUDGET

- Funding of $2,742 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $2,006 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- Funding of $5,568 is included for PERA and Workers' Compensation increases.
- Funding of $284 is included to address an increase in Utility rates.
- Funding of $2,017 is included to address increased fuel costs.
- Admin Prorated charges increased $22,439 as a result of the annual full cost allocation plan.
- A special Communications Installer is added using existing funds from temporary salaries and other operating accounts.
- Decreased revenue of $57,174 from the Pikes Peak Regional Communications Network (PPRCN) Radio and Microwave Maintenance Contract for 2006. The system will be under partial vendor warranty as part of the APCO 25 upgrade.
- Increased revenue of $49,620 from Cellular Site Leases and $17,190 from the Regional Paging System offset the reduction of revenue from the reduction in the maintenance contract with PPRCN.
- Increased spending of $33,190 for user access fees charged by the PPRCN for the City's General Fund 800 MHz trunked radios. For 2006, the fee increased to $215 per radio and the number of radios increased by 29 to 1826. Enterprise and PSST funds will continue to be responsible for the user fees for 800 MHz equipment purchased by those funds.
- Funding of $100,000 is included for non-City service level agreements to reflect the additional spending and revenue from these contracts. Funds will not be spent unless matched by incoming revenue.
- Onetime funding of $424,337 is included for the APCO 25 upgrade of City's 800 MHz radios.

MAJOR OBJECTIVES

OBJECTIVE – APCO 25 upgrade to the 800 MHz Public Safety Trunked Radio System

In 2004, the Colorado Springs Police Department (CSPD) received a COPS grant to upgrade the Pikes Peak Regional Communications Network (PPRCN) 800 MHz public safety trunked radio system to the APCO 25 standard. This is a $7.2 million project that affects the infrastructure and all the users of the system. The Radio Communications Division is responsible for upgrading the City's 2106 user radios and for supporting the PPRCN and vendor to implement the infrastructure upgrade with a minimum of downtime to the City and system's users. The Division will also provide fee-for-service upgrades to non-City agency radios.

OBJECTIVE – FCC mandated rebanding of the 800 MHz radio frequencies

The Federal Communications Commission's (FCC) mandated a rebanding of the 800 MHz radio frequencies to eliminate interference to public safety users from Nextel and other cellular providers. Nationwide, this involves a massive swapping of frequencies in the 800 MHz band. The FCC set up the 800 MHz Transition Authority (800TA) with a $4 billion budget to fund this change. This program started in 2005 and will be completed in 2006 and 2007. This will affect the infrastructure and every user of the PPRCN 800 MHz system, the CSPD mobile data system, and the Parks and Recreation irrigation system. The Radio Communications Division will be responsible for reprogramming the entire City's 800 MHz user equipment and jointly working with the PPRCN El Paso County and the 800TA to facilitate the resulting infrastructure and licensing changes to minimize downtime to the City and system's users.

OBJECTIVE – Maintain the public safety and public service trunked-user and non-trunked radio communications systems

Support for public safety and public service trunked user and non-trunked wireless voice and data communications networks and equipment will continue to be maintained with 24-hour-per-day and 7-day-per-week emergency technical support and repair service. Some of these systems will be replaced by or integrated into new technologies in wireless or voice-over-internet protocol communications. The Radio Communications Division will be looking for a replacement for the CSPD 800 MHz mobile data system in the 700 MHz and 4.9 GHz bands to provide greater bandwidth and throughput for public safety applications with an eye to establish an affordable private wireless data network for all City agencies.

MAJOR OBJECTIVES

OBJECTIVE – Provide installation services for the 2005 Police Car Installation Project

A large percentage of the fleet of police cars is changed out on an annual basis. The affected equipment is evaluated, purchased, reconditioned, and installed on a scheduled rotating basis. The Radio Communications Division will apply all efforts to this annual and continuing public safety project.

OBJECTIVE – Ensure compliance with changes in Federal Communications Commission's (FCC) rules concerning maximum permissible exposure limits, antenna site registration, tower safety, and radio frequency licensing

The Radio Communications Division will continue to ensure compliance with all the latest changes in the FCC rules governing maximum permissible exposure limits for humans from radio frequency radiation, antenna site registration, and radio frequency licensing.

OBJECTIVE – Maintain or improve customer service levels

Continue to survey customers by multiple methods to determine the effectiveness of the existing customer service delivery processes and to identify areas where improvement is possible or necessary.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
RADIO COMMUNICATIONS

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	333,875	357,741	457,879	462,081
51210	OVERTIME	7,074	8,250	2,894	2,894
51220	SEASONAL TEMPORARY	54,497	83,111	49,579	49,579
51235	STANDBY	45,553	30,398	20,394	20,394
51240	RETIREMENT TERMINATION SICK	1,698	2,195	0	0
51245	RETIREMENT TERM VACATION	2,486	754	0	0
51255	CONVERSION OF SICK LEAVE	2,406	0	0	0
51610	PERA	41,194	45,822	58,920	62,298
51615	WORKERS COMPENSATION	8,726	9,207	15,423	18,091
51620	EQUITABLE LIFE INSURANCE	1,013	1,092	2,120	2,127
51625	VISION CARE	357	375	631	631
51640	DENTAL INSURANCE	2,516	2,734	4,208	4,208
51655	RETIRED EMP MEDICAL INS	1,106	1,115	2,212	2,212
51665	CASH BACK	1,277	1,174	0	0
51690	MEDICARE	4,295	5,034	8,016	8,077
51695	CITY EPO MEDICAL PLAN	31,355	33,124	58,107	58,107
	TOTAL SALARIES AND BENEFITS	**539,427**	**582,126**	**680,383**	**690,699**
52105	MISCELLANEOUS OPERATING	0	(10,803)	0	0
52110	OFFICE SUPPLIES	1,663	1,852	1,350	1,350
52111	PAPER SUPPLIES	107	0	0	0
52115	MEDICAL SUPPLIES	26	0	0	0
52120	SOFTWARE MICRO WORD PROCESS	1,447	8,916	1,000	1,000
52122	CELL PHONES EQUIP & SUPPLIES	0	160	0	0
52125	GENERAL SUPPLIES	165	617	370	370
52135	POSTAGE	1,365	1,940	1,232	1,232
52140	WEARING APPAREL	56	120	0	0
52145	PAINT AND CHEMICAL	359	1,903	0	0
52155	AUTOMOTIVE	84	591	0	0
52165	LICENSES AND TAGS	360	0	2,750	2,750
52190	JANITORIAL SUPPLIES	268	542	400	400
52220	MAINT OFFICE MACHINES	0	135	0	0
52225	MAINT MICROS WORD PROCESSOR	4,155	1,076	571	571
52235	MAINT MACHINERY & APPARATUS	2,478	1,411	2,200	2,200
52250	MAINT RADIOS ALLOCATION	370,950	384,700	359,400	359,400
52265	MAINT BUILDINGS & STRUCTURE	(19,701)	8,818	20,697	20,697
52275	MAINT RUNWAYS	0	137	0	0
52405	ADVERTISING SERVICES	1,751	493	0	0
52410	BUILDING SECURITY SERVICES	0	1,350	0	0
52425	ENVIRONMENTAL SERVICES	2,056	413	0	0
52445	JANITORIAL SERVICES	5,562	5,695	5,694	5,694
52450	LAUNDRY & CLEANING SERVICES	507	0	0	0
52575	SERVICES	455	575	0	0
52590	TEMPORARY EMPLOYMENT	9,411	2,736	0	39,905
52615	DUES AND MEMBERSHIP	180	50	0	0
52625	MEETING EXPENSES IN TOWN	10	0	0	0
52630	TRAINING	9,770	1,311	8,298	8,298
52655	TRAVEL OUT OF TOWN	4,695	0	1,825	1,825
52705	COMMUNICATIONS	11,367	10,279	6,113	6,192

CITY OF COLORADO SPRINGS
BUDGET DETAIL

INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
RADIO COMMUNICATIONS

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52725	RENTAL OF PROPERTY	33,961	33,922	38,126	38,126
52735	TELEPHONE LONG DIST CALLS	867	345	760	760
52736	CELL PHONE AIRTIME	228	579	200	200
52743	UTILITIES STREET LIGHTS	267	250	0	0
52745	UTILITIES	2,809	3,959	4,180	4,180
52746	UTILITIES ELECTRIC	11,441	12,709	13,700	13,919
52747	UTILITIES GAS	1,749	2,055	4,416	4,416
52748	UTILITIES SEWER	165	239	185	231
52749	UTILITIES WATER	271	306	197	216
52775	MINOR EQUIPMENT	7,492	42,198	5,567	5,567
52785	RADIO REPLACEMENT	0	0	66,569	66,585
52795	RENTAL OF EQUIPMENT	1,742	1,469	1,308	1,308
52805	ADMIN PRORATED CHARGES	97,560	100,188	106,627	129,066
52872	MAINT FLEET VEHICLES EQP	28,500	19,350	17,781	19,798
52874	OFFICE SERVICES PRINTING	30	0	0	0
52876	PASS THROUGH EXPENSES	39,840	0	0	424,337
52880	PURCHASES FOR RESALE	103,085	134,919	96,671	96,671
52883	PURCH - RESALE NON STCK PART	(25,256)	21,059	9,628	9,628
52886	RADIO MAINTENANCE MISC	(1,287)	66,939	3,277	163,277
52888	RADIO MAINTENANCE PPRCN	(293,852)	38,120	40,000	40,000
	TOTAL OPERATING EXPENSES	**419,159**	**903,624**	**821,092**	**1,470,169**
53005	CAPITAL EXPEND FIXED ASSETS	0	(34,991)	0	0
53050	MACHINERY AND APPARATUS	49,353	61,549	19,500	19,500
	TOTAL CAPITAL OUTLAY	**49,353**	**26,558**	**19,500**	**19,500**
	ORGANIZATION TOTAL	**1,007,940**	**1,512,308**	**1,520,975**	**2,180,368**

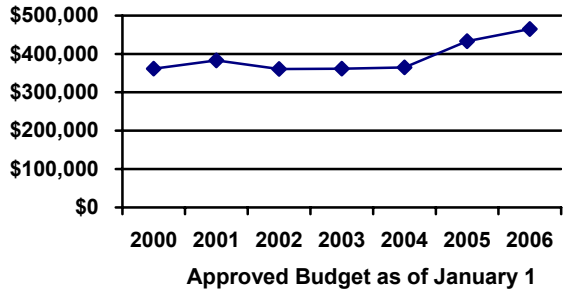
Real Estate Services

Betty M. Clark-Wine● 30 S. Nevada Avenue, Suite 701, Colorado Springs, CO 80903 ● (719) 385-5602 ● bclark-wine@springsgov.com

MISSION

To provide real estate and support services, including acquisition, disposition, relocation, management and leasing services to all City Departments and City enterprises; provide information to the City and its citizens; and protect and conserve City assets and property.

BUDGET HISTORY



SERVICES

- Acquire land, easements and rights-of-way by valuations, determination of just compensation, negotiations, and closings for projects of the City and its enterprises
- Sell or otherwise dispose of City real property
- Provide relocation and advisory services for displaced persons
- Maintain real estate records and provide information and research services
- Provide specialized property management
- Administer license, lease and encroachment requests from the public for land and easements owned by the City and its enterprises

BUDGET SUMMARY

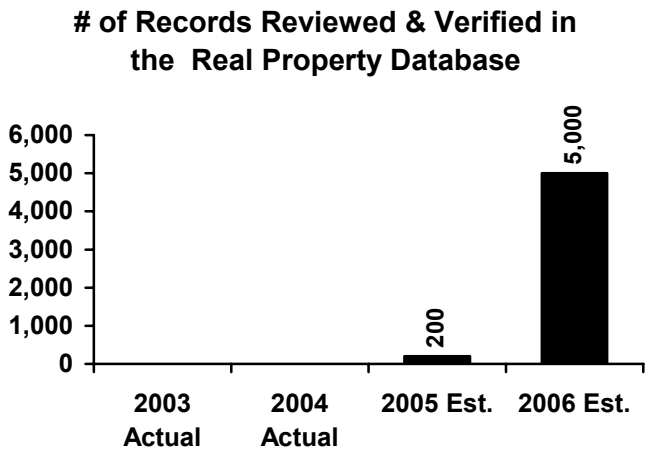
	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salary/Benefits	$250,462	$216,900	$292,414	$376,563
Operating	110,996	97,585	141,032	88,652
Capital Outlay	0	0	0	0
Total	**$361,458**	**$314,485**	**$433,446**	**$465,215**

PERSONNEL

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Classification				
Manager	1.0	1.0	1.0	1.0
Professional	2.0	1.0	1.0	1.0
Paraprofessional	1.0	1.0	1.0	1.0
General	1.0	1.0	1.0	1.0
FTE Total	**5.0**	**4.0**	**4.0**	**4.0**
Special Positions	0.0	0.0	0.0	1.0

One Real Estate Specialist position was eliminated for 2004; and for 2006, one Real Estate Specialist special position is added.

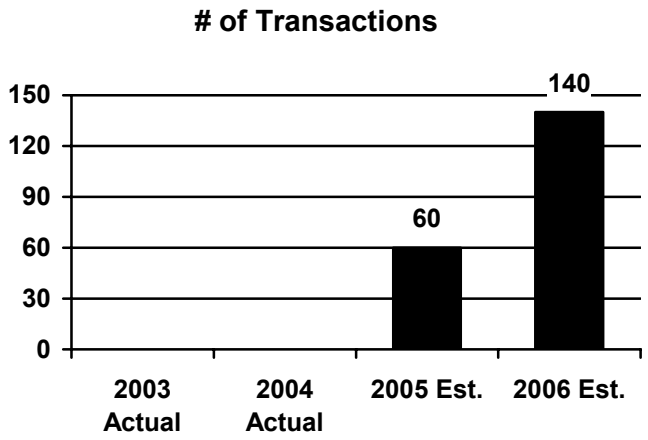
PERFORMANCE INDICATORS

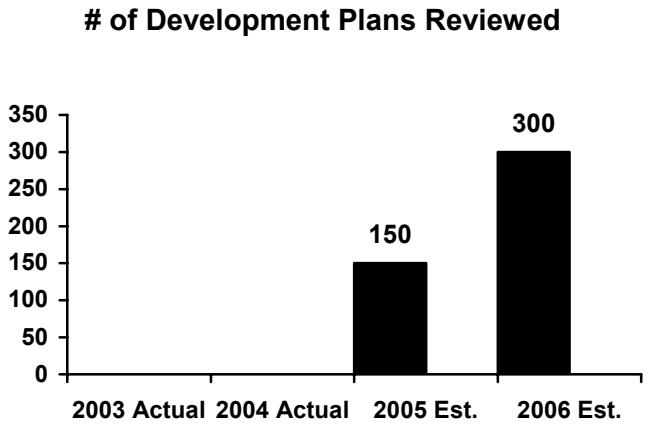


Review of data migrated to REACT! real property database, verification of file information for sufficiency, and final analysis of data for integrity

The REACT! real property database is under design and will be implemented in mid to late 2005. Data entered into LandWorks will be transferred back to the original Access database for final transfer to REACT! Each record will be checked for sufficiency of data and accuracy against each property file. New records will be entered directly into REACT!

The City receives a number of requests from the public for the use of City-owned property for private access, utilities, communication lines, and other uses, which may be granted through license agreements. Also, a number of requests for vacations of and encroachments in easements are received and processed. Real Estate Services also processes requests and inquiries for the lease and sale of surplus City real estate.





Real Estate Services reviews development plans for issues involving property to be dedicated to the City. Consideration is given to whether dedicated property should be maintained by the owner or the City, access is sufficient, and information is correct. Acceptable environmental reports and payment of taxes through date of dedication are required prior to acceptance by the City.

CHANGES TO THE BUDGET

- Funding of $5,964 is included to implement one-half of the 2006 salary and benefit increase on January 1. An additional $1,263 is included to implement the remaining portion of the 2006 salary and benefit increase on April 1.
- Funding of $1,254 is included for PERA and Workers' Compensation increases.
- Admin Prorated charges decreased $44,770 as a result of the annual full cost allocation plan.
- A special position, Real Estate Specialist, will be added in 2006 due to the increase in requests for services by Colorado Springs Utilities (Utilities) and other City departments. The position will also provide support for Pikes Peak Rural Transportation Authority (PPRTA) projects. Funding for this position ($68,058) is based on collecting fees for: request for disposal of surplus property; encroachment requests; land research requests; and land usage requests.

MAJOR OBJECTIVES

OBJECTIVE – Implement REACT! Property Management System, quality assure converted data, and review all files to ensure adequate information is entered into database records

Real Estate Services is implementing a new property management system and will analyze migrated data for accuracy, review each property file for sufficiency and adequacy of information in the database record, and link previously scanned documents to each record.

OBJECTIVE – Accommodate all of the real estate needs of the City and its enterprises

Real Estate Services will continue to serve its customers by building strong cross-organizational team relationships and actively participating in the project development process. Monthly project status reports and information request reports will continue to be provided to customers.

OBJECTIVE – Streamline real estate processes and procedures

Processes and procedures will continue to be streamlined to increase efficiency and output in document preparation, data entry, and acquisition and disposition of real property. The REACT! Property Management System will be utilized in the streamlining of processes.

OBJECTIVE – Ensure prompt, quality customer service by developing the knowledge, skills, and abilities of employees

Real Estate Services has experienced a tremendous increase in requests for a variety of services and, to handle an increasing workload with a limited staff, training and staff development is required. Both internal and quality external training will be utilized to develop staff knowledge and skills.

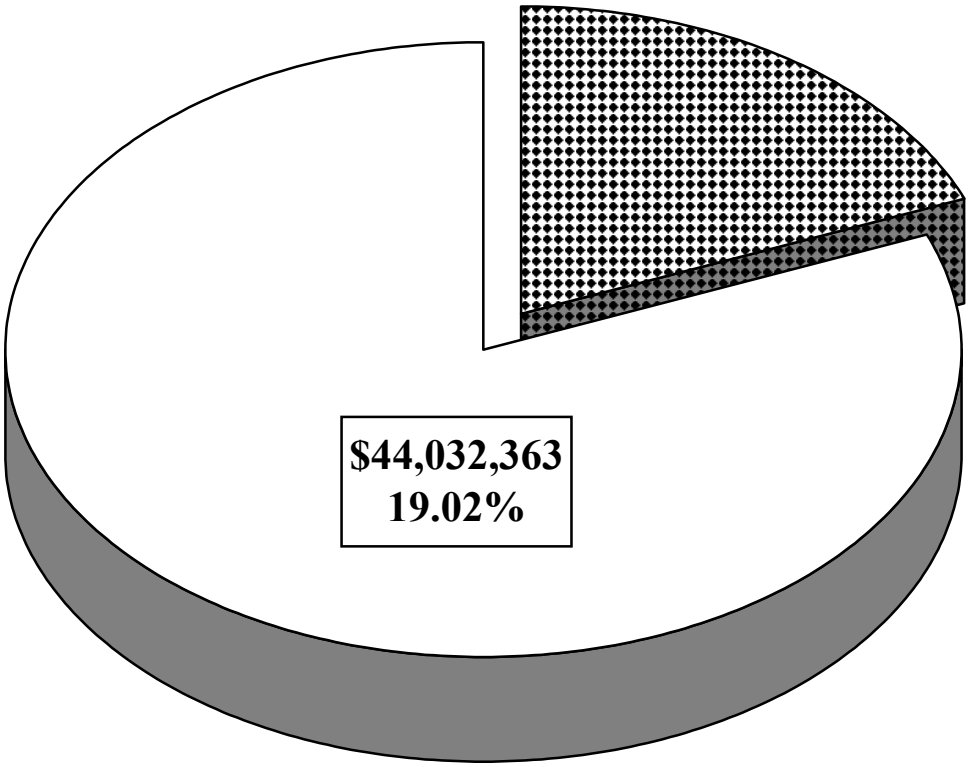
CITY OF COLORADO SPRINGS
BUDGET DETAIL

INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
REAL ESTATE SERVICES

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	173,973	143,531	224,824	288,157
51220	SEASONAL TEMPORARY	23,402	16,470	8,390	16,000
51240	RETIREMENT TERMINATION SICK	(6,653)	10,701	0	0
51245	RETIREMENT TERM VACATION	11,716	5,912	0	0
51255	CONVERSION OF SICK LEAVE	1,379	0	0	0
51260	VACATION BUY	825	0	0	0
51299	SALARIES REIMBURSEMENTS	(825)	0	0	0
51610	PERA	19,649	17,311	23,315	30,756
51615	WORKERS COMPENSATION	394	373	517	717
51620	EQUITABLE LIFE INSURANCE	557	444	884	1,071
51625	VISION CARE	210	139	252	674
51640	DENTAL INSURANCE	1,256	1,062	1,694	1,757
51655	RETIRED EMP MEDICAL INS	4,122	5,466	2,305	2,305
51665	CASH BACK	0	32	0	0
51670	PARKING FOR EMPLOYEES	1,280	640	960	960
51690	MEDICARE	1,464	2,134	1,989	2,882
51695	CITY EPO MEDICAL PLAN	17,713	12,687	27,284	31,284
	TOTAL SALARIES AND BENEFITS	**250,461**	**216,900**	**292,414**	**376,563**
52105	MISCELLANEOUS OPERATING	1,503	0	0	0
52110	OFFICE SUPPLIES	915	1,595	945	800
52120	SOFTWARE MICRO WORD PROCESS	635	274	1,000	200
52122	CELL PHONES EQUIP & SUPPLIES	0	90	0	0
52125	GENERAL SUPPLIES	44	277	332	100
52135	POSTAGE	363	284	400	376
52220	MAINT OFFICE MACHINES	0	0	500	650
52225	MAINT MICROS WORD PROCESSOR	0	741	500	0
52230	MAINT FURNITURE AND FIXTURES	0	2,803	100	0
52575	SERVICES	5,187	7,735	6,000	3,500
52590	TEMPORARY EMPLOYMENT	38,581	14,116	0	0
52615	DUES AND MEMBERSHIP	486	945	1,080	700
52630	TRAINING	65	75	1,750	500
52635	EMPLOYEE EDUCATIONL ASSIST	0	0	1,500	0
52655	TRAVEL OUT OF TOWN	46	737	1,500	0
52705	COMMUNICATIONS	9,697	9,118	8,829	8,500
52735	TELEPHONE LONG DIST CALLS	336	273	350	250
52736	CELL PHONE AIRTIME	130	292	250	0
52741	PROPERTY TAXES	11	0	0	0
52795	RENTAL OF EQUIPMENT	0	2,431	0	2,100
52805	ADMIN PRORATED CHARGES	52,764	54,192	115,196	70,426
52872	MAINT FLEET VEHICLES EQP	76	1,397	400	300
52874	OFFICE SERVICES PRINTING	159	210	400	250
	TOTAL OPERATING EXPENSES	**110,996**	**97,585**	**141,032**	**88,652**
	TOTAL CAPITAL OUTLAY	**0**	**0**	**0**	**0**
	ORGANIZATION TOTAL	**361,458**	**314,485**	**433,446**	**465,215**

CITY OF COLORADO SPRINGS

General Costs



General Costs	$ 9,858,302
City CIP Construction Fund – Ongoing CIP Projects	$ 6,406,172
SCIP – Debt Service Payment	$ 7,474,389
Transfer to City CIP Const. Fund–Emergency Repair & Maint. Proj.	$ 2,782,001
Internal Services Charges / Allocations	$14,483,473
Debt Management	$ 3,026,025
TABOR Refund	$ 0

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

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Bus Passes - City Share	$ 570	$ 578	$ 2,200	$ 750
Reduction in Force	0	495,572	0	0
Retired Employees Insurance	1,375,580	1,655,248	1,931,042	1,850,000
Unemployment Insurance	85,853	97,053	50,000	50,000
Total Salaries and Benefits	**$1,462,003**	**$2,248,451**	**$1,983,242**	**$1,900,750**
Animal Control Contract	$ 0	$ 0	$ 0	$ 1,076,496
Automated Payroll/Financial System	367,784	112,183	154,000	54,000
Automatic External Defibrillators Program	54,000	0	0	0
Citizen Survey	0	0	17,000	0
City Hall and Police Training Academy COP Payments	609,105	579,525	470,405	470,405
City Hall Maint/Utility/Security Costs	193,340	207,681	336,755	336,755
City Health – Miscellaneous Medical	18,204	0	0	0
Compensation Survey and Study	0	0	30,000	0
Dangerous Building Inspection	30,925	15,932	0	0
Dues and Memberships	331,112	319,882	259,793	309,801
Educational Assistance	0	0	10,000	5,000
Election Expenses	0	0	800,000	0
Electronic Mail System Upgrade	0	0	65,000	0
Employee Awards	79,788	104,129	76,000	76,000
Environmental Protection Program	343,140	343,140	342,639	342,639
Firefighter Memorial Event	0	0	5,000	5,000
General Insurance	340,375	360,310	200,000	300,000
Global Advisory Council	25,000	25,000	25,000	30,000
Grievance Investigations	0	0	12,000	5,000
Homeward Pikes Peak	0	0	0	20,000
Health Programs	99,329	112,702	111,527	75,709
Justice Information System (JIS)	10,382	332,277	335,000	335,000
Legal Defense Reserve	157,994	103,030	170,000	170,000
Machine/Weld Shop	84,390	84,390	84,390	84,390
Maint Costs – City Admin Building (CAB)	513,966	592,358	643,964	646,204
Move to City Admin Building	44,808	809	0	0
Prebles Mouse and Migratory Bird	32,212	13,590	56,768	51,768
Purchasing - Utilities Share	44,244	44,244	44,244	44,244
Rental Costs – City Admin Building	659,418	659,418	659,418	659,418
Rental Costs – Regional Building Department	87,460	268,706	110,232	110,232
Sales Tax Vendors Fee Reimbursement	0	0	0	2,507,240
Services	264,502	203,656	246,374	227,251
TABOR Refund of 2004 Revenue (Estimate)	0	0	1,371,671	0
TABOR Refund of 2005 Revenue (Estimate)	0	0	939,930	0
West Nile Control Program	0	15,000	15,000	15,000
Workforce Management Council	482	0	0	0
Total Operating Expenses	**$4,391,960**	**$4,497,962**	**$7,592,110**	**$7,957,552**

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
City CIP Construction Fund – Ongoing CIP Projects	$ 0	$ 4,511,381	$ 6,264,122	$ 6,406,172
SCIP – Debt Service Payment	5,257,033	7,249,334	6,475,043	7,474,389
SCIP – Pay-as-you-go Projects	1,020,833	0	0	0
Transfer to City CIP Construction Fund – Emergency Repair and Maintenance Projects	0	1,849,793	4,742,000	2,782,001
Transfer to Ongoing CIP Fund	3,463,672	0	0	0
Total Capital Outlay	**$ 9,741,538**	**$13,610,508**	**$17,481,165**	**$16,662,562**
Organization Total	**$15,595,501**	**$20,407,547**	**$27,056,517**	**$26,520,864**

DEFINITIONS OF EACH EXPENDITURE

SALARIES AND BENEFITS

Bus Passes - City Share – The City pays 50 percent of the cost for employees who ride the bus regularly, and the employee pays 50 percent. The decrease for 2006 is based on previous expenditures.

Reduction in Force (RIF) – The City's estimated cost of the 2004 RIF package to continue health care contributions, severance pay, unemployment insurance, and vacation and sick leave payouts. Funding is not necessary for 2006.

Retired Employees Insurance – The City's contribution to health and life insurance plans for retired employees. A reduction for 2006 is based on actual expenditures in prior years.

Unemployment Insurance – This is set aside for the possibility of paying unemployment to separated employees awarded payments by an administrative or judicial process related to the condition of their termination. No change is necessary for 2006.

OPERATING

Animal Control Contract – City cost for annual contract for animal control services within the Colorado Springs city limits. Funding for prior years was in the Police Department.

Automated Payroll/Financial System –Funding for the automated payroll/financial system maintenance, upgrades, licenses, training and hardware replacement. Full funding from the Cable Franchise Grant Fund is not available for 2006.

Automatic External Defibrillators (AED) – The 2003 funding was for a special position to administer the AED program. Funding was eliminated and administration of the program was transferred to Memorial Hospital in 2004.

Citizen Survey – This is a survey conducted semiannually to collect information on various municipal topics from a statistically sound sampling of city residents. A survey is not scheduled for 2006.

City Hall and the Police Training Academy COP Payments – This is a lease-purchase payment on certificates of participation (COP's) 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 Maintenance/Utility/Security Cost – The costs for security, utilities, and maintenance for City Hall. An additional $2,930 was added in 2005 due to utility rate increases. No change is necessary for 2006.

City Health - Miscellaneous Medical – Payments to hospitals or clinics for victim evaluation or legal testing related to law enforcement. City-owned Memorial Hospital began providing these services in 2000.

Compensation Survey and Study – Funding for a salary survey, for both civilian and sworn classifications, of comparable salary markets. A comprehensive salary survey is not scheduled for 2006.

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 its charges in 2000.

Dues and Memberships – The City's share of membership costs for Council-approved organizations deemed beneficial to the interests of the City. These costs are shared with the Colorado Springs Utilities and Memorial Hospital. Examples include the Pikes Peak Area Council of Governments (PPACG), Colorado Municipal League (CML), International City/County Management Association (ICMA), National League of Cities, and Action 22. An increase in 2006 is based on prior year's actual expenditures.

Educational Assistance – Tuition assistance and educational expenses for smaller programs which are unable to budget for this item. Funding is reduced by $5,000 based on usage.

DEFINITIONS OF EACH EXPENDITURE

Election Expenses – Funding for a ballot placed on the municipal election in April 2005. A municipal election is not scheduled for 2006.

Electronic Mail System Upgrade – Funding for migrating the City's email system to the Microsoft Exchange 2003 platform with updated server hardware. The new system is a component of the City's Active Directory Services implementation and will result in improved security and network resources management capabilities. An additional $100,000 was budgeted in the Cable Franchise Grant Fund for this upgrade. This funding is not included for 2006.

Employee Awards – As part of the employee salary system, funds are provided for individuals who perform in an exemplary manner over and above the normal performance pay criteria. In 2004, this account was reduced by $32,000 as part of the employee-identified ideas to reduce the budget gap. No change in funding is necessary for 2006.

Environmental Protection Program – The City's share of the Environmental Protection Program, which is included in the Colorado Springs Utilities (Utilities) budget.

Firefighter Memorial – This is a City-sponsored annual event to honor fallen firefighters.

General Insurance – Liability insurance costs for the General Fund for the contribution to the Self-Insurance Fund. Funding in 2006 is increased to reflect the actual costs of the insurance.

Global Advisory Council – Funding for the operation of the Office of International Affairs which provides centralized coordination of many international activities with the City aimed at increasing foreign visitors, foreign investments in Colorado Springs, and sales by Colorado Springs employers in international markets. An additional $5,000 is added in 2006 due to the recent IRS audit requiring independent contractors to become City employees.

Grievance Investigations – Funding for grievance investigations, when necessary.

Homeward Pikes Peak – Funding is included for 2006 for coordination of the Colorado Springs homeless service programs. This includes counting the homeless in the community and establishing a Homeless Management Information System.

Health Programs – The City's share of the Employee Assistance Program (EAP), Health Plan Communication/Printing, and medical claims administration audits as necessary. The Drug Testing and Counseling Program is provided by City-owned Memorial Hospital. For 2006, funding for EAP is transferred to the Health Insurance Fund.

Justice Information System (JIS) – The fourth of a five-year financing plan to acquire and modify a web-based JIS system for Municipal Court and the City Attorney's Office. System hardware, software, development, and training costs are included in the financing.

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. No change is necessary for 2006.

Machine/Weld Shop – Payment from the City to the Colorado Springs Utilities for its share of Machine/Weld services. No change is necessary for 2006.

Maintenance Costs - CAB – Payments made to the Colorado Springs Utilities for the maintenance and janitorial services for the City Administration Building (CAB), which are prorated on the basis of space occupied by City offices. Increased funding of $8,954 for 2005 and $2,240 for 2006 utility rate increases is included.

Move to City Administration Building (CAB) – This was onetime funding.

Prebles Mouse and Migratory Bird – For 2003, there was $4,000 for migratory bird surveys for the Park Maintenance, Trails and Open Space Division; $80,000 for Prebles Mouse and migratory bird surveys for the Streets Division; and $50,000 for the City Engineering Division for the development of a Regional Habitat Conservation Plan for the Prebles Mouse. This effort is in conjunction with El Paso County and the towns of Monument and Palmer Lake. Only minor expenditures were realized during 2003 so the available funds were carried forward in 2004 with only $1,768 added. A total of $56,768 was required for 2005, and $51,768 is necessary for 2006.

DEFINITIONS OF EACH EXPENDITURE

Purchasing - Utilities Share – This is the City's payment to Utilities for the portion of the property disposal function that Utilities provides. No change in funding is necessary for 2006.

Rental Costs - CAB – Payments to Utilities for office space used by City operations housed in the City Administration Building. During 2003, the City entered into a lease-purchase agreement with Utilities to acquire the CAB. No change is necessary for 2006.

Rental Costs – Regional Building Department (RBD) – Rental payments to the RBD for office space used by City operations in the newly constructed Pikes Peak Regional Developmental Center (PPRDC). The 2004 expenditures included six months' rent in the new PPRDC facility, six months' rent in the old RBD facility, and relocation expenditures including a proportionate cost of fiber optic cable installation and office furniture. Funding for 2005 reflects the reduction of the onetime relocation and furniture expenses. No change is necessary for 2006.

Sales Tax Vendor's Fee Reimbursement – Due to an accounting change, this reimbursement for sales tax collections must be budgeted in 2006. This expenditure is offset by a matching increase in revenue.

Services – Costs for services required by the City that do not relate to or directly benefit a particular organizational division such as the annual financial audit ($67,800), bonding/processing charges ($15,000), banking services contract ($50,000), legislative liaison ($40,000), full cost allocation plan ($15,000), and miscellaneous services. Estimated costs of services in 2006 include a reduction in funding.

TABOR Refund of 2004 Revenue (Estimate) – The estimated amount of revenue received over the TABOR revenue limit in 2004 is $1,371,671. This will be either refunded to voters or used to fund capital improvements with voter approval. Revenue is estimated to be below the TABOR limit for 2006.

TABOR Refund of 2005 Revenue (Estimate) – The estimated amount of revenue received over the TABOR revenue limit in 2005 is $939,930. This will be either refunded to voters or used to fund capital improvements with voter approval. Revenue is estimated to be below the TABOR limit for 2006.

West Nile Prevention Plan – The City works with the El Paso County Health Department, which is the lead agency, and other local public agencies in providing the community with a West Nile Virus Prevention Plan. The plan includes mosquito control and community education about the disease. The City contributes money to the program and supplies worker hours for education, surveillance, and application of larvacide to eliminate mosquito breeding sites. No change is necessary for 2006.

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 (Human Resources) budget to coordinate and implement the diversity plan.

CAPITAL OUTLAY

City CIP Construction Fund – Ongoing CIP Projects – For 2006, $6,406,172 is budgeted in the General Fund for ongoing CIP projects. These projects are for ongoing infrastructure maintenance, City matching funds for SAFETEA-LU federal transportation grants, and the street resurfacing program. An additional $625,000 will be funded directly from the City CIP Construction Fund interest earnings.

SCIP – Debt Service Payment – For 2000 through 2002, funding for the SCIP Debt Service payment was transferred into the SCIP Fund from the General Fund and included in the line account "Transfer to Ongoing CIP Fund." In 2003, funding of $5,257,033, which is a portion of the SCIP Debt Service payment, was paid directly from the General Fund. The remaining portion, $2,590,788, was paid directly from the SCIP Fund. In 2004, the General Fund paid $7,249,334 and the SCIP Fund $600,000. In 2005, the total payment of $7,847,771 was budgeted with funding from the General Fund ($6,475,043), interest earnings in the SCIP Fund ($1,050,331), and excess funds in the Claims Reserve Fund ($322,397). In 2006, the General Fund will contribute a total payment of $7,474,389, with $373,532 offset with interest and completed project funds from the SCIP Fund.

DEFINITIONS OF EACH EXPENDITURE

SCIP – Pay-as-you-go Projects – Funds earmarked for transportation and drainage capital improvement projects with the specific projects. In addition to this funding, $1,786,908 was funded directly from the SCIP Fund for construction of the Monterey Drive Channel and Storm Sewer project. No funding from the General Fund is included for 2006.

Transfer to City CIP Construction Fund – Emergency Repair and Maintenance Projects – Established in 2004, this fund is for emergency repair and maintenance of bridges, stormwater drainage structures, and roadways in the city. The General Fund will transfer $2,782,001 for these purposes in 2006.

Transfer to Ongoing CIP Fund – In accordance with City Council's strategic priority, the General Fund commits funding each year for SCIP and the ongoing capital maintenance program. For 2000 through 2002, funding for the SCIP Debt Service payment was transferred from this line account to the SCIP Fund. For 2003, funding was set at $6,489,254 for the ongoing capital maintenance program; and funding of $5,257,033, which is a portion of the SCIP Debt Service payment, was to be paid directly from the General Fund. Beginning in 2004, the funds were budgeted in the above City CIP Construction Fund – Ongoing CIP Projects account.

Internal Services Charges/Allocations

MISSION

To monitor and account for all charges and allocations which come from the various Internal Services programs to the General Fund.

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Fleet Management	$ 5,485,947	$ 5,930,813	$ 6,183,610	$ 6,832,817
Facilities Management	712,428	712,428	712,428	787,428
Information Technology	3,360,708	3,025,344	3,619,516	3,677,145
Office Services	627,096	634,764	668,972	750,997
Radio Communications	1,099,980	1,007,304	1,035,520	1,504,989
Real Estate Services	209,580	182,328	216,723	158,863
Risk Management	555,720	512,964	523,431	481,387
Barricading	172,652	172,652	172,652	172,652
General Insurance	500,004	500,004	500,000	117,195
Total Program Resources	**$12,724,115**	**$12,678,601**	**$13,632,852**	**$14,483,473**

OVERVIEW

These charges support general municipal operations. For more detail, see the Internal Support section of this budget document.

The changes for 2006 reflect the wage package increase, the results of the recently completed full cost allocation plan, and price increases of unleaded and diesel fuel. The primary increase in Radio Communications is onetime funding ($424,337) for radio upgrades. Projected workload distribution changes, primarily between the General Fund and Colorado Springs Utilities, account for the budget variances for 2006 in Office Services, Real Estate Services, and Risk Management. Facilities Management charges from Colorado Springs Utilities include a funding increase of $75,000.

Debt Management

MISSION

To provide for payment of principal and interest incurred in the issuance of interest-bearing financial instruments for the City of Colorado Springs.

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Police/Powers Bonds-1989 & Refunding-2004	$3,354,895	$3,361,526	$3,029,725	$3,026,025
	$3,354,895	**$3,361,526**	**$3,029,725**	**$3,026,025**

OVERVIEW

In April of 1989, voters approved two bond issues. One was for the extension of Powers Boulevard ($17,500,000) and the other was for the construction of a new Police Operations Center ($10,000,000). In 1993, these bonds were refinanced to provide taxpayers with a savings of $234,446. This reduced the property tax mill levy by 0.131 mills. In January of 2004, these bonds were again refinanced to provide taxpayers with savings of $1,571,861 over the next five years. The savings in 2005 was $328,075, and the property tax mill levy was reduced by 0.088 mills.

The City's total debt limit per the City Charter is 10 percent of the assessed valuation. The total debt limit is $410,745,156. The total bonded indebtedness for the City in 2006 will be $11,310,000. This leaves a debt margin of $399,435,156, which is 97 percent of the total debt limit.

In May of 1997, the City entered into a lease-purchase agreement with the City of Colorado Springs Public Facilities Authority to issue certificates of participation (COP's) for the Hillside Recreation Center in the amount of $1,615,000. The project serves as a community center for use by the general public in the Hillside neighborhood area.

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

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

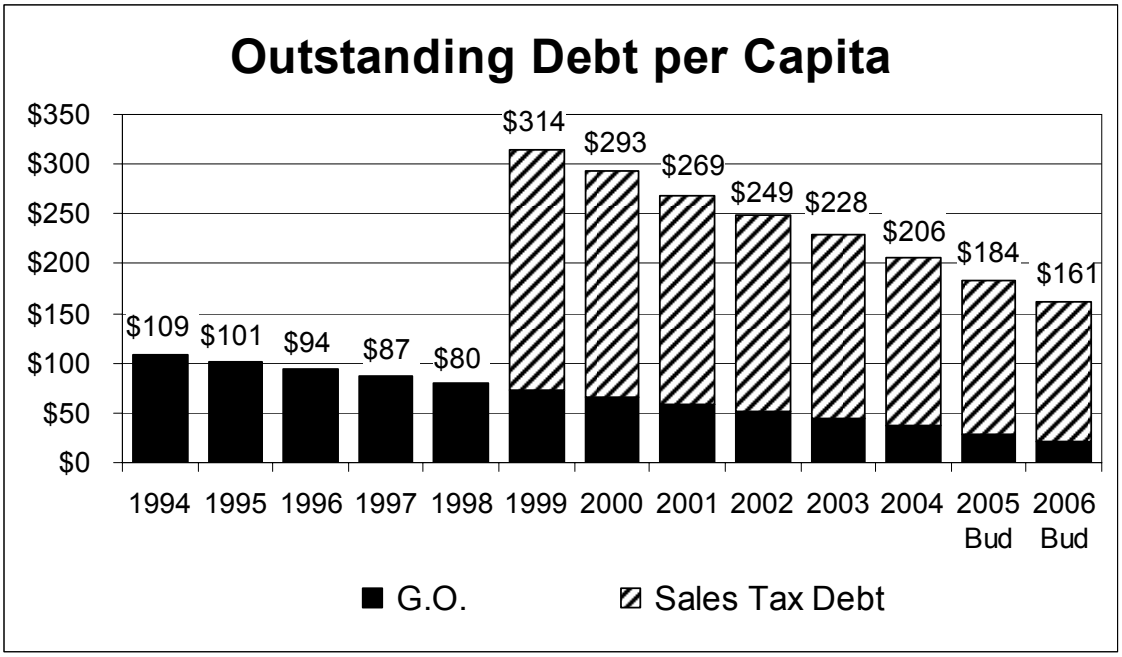
In November of 2003, the City entered into a lease-purchase agreement with the City of Colorado Springs Public Facilities Authority to issue COP's for the Red Rock Canyon project in the amount of $15,070,000. The project included the acquisition of approximately 732 acres on the City's west side.

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 the Capital Improvements section. While these bonds do not count against the City's debt limit, they do commit sales tax revenue to pay them. In 2006, there will be $59,670,000 outstanding debt on these bonds. The debt service payment will be paid in 2006 primarily from the General Fund, with $373,532 paid directly from the SCIP Fund.

BOND RATINGS AND OUTSTANDING DEBT PER CAPITA

According to the Comprehensive Annual Financial Report, for the year ended December 31, 2004, the City's latest bond ratings are as follows:

	Moody's		Standard & Poor's		Fitch	
Bond/COP Issue	**Insured**	**Underlying**	**Insured**	**Underlying**	**Insured**	**Underlying**
General Obligation Bonds – Police/Powers 1989, Refunding 2004	n/a	Aa3	n/a	AA	n/a	n/a
Sales and Use Tax Revenue Bonds – SCIP Series 1999	n/a	A1	n/a	AA	n/a	n/a
Parking Revenue Bonds (*Insured)	Aaa	n/a	n/a	n/a	n/a	n/a
Airport Revenue Bonds	Aaa	A3	AAA	A-	AAA	A-
1997 Series Certificates of Participation - Hillside Recreation Center	n/a	A2	n/a	n/a	n/a	n/a
1999 Series Certificates of Participation - Skyview Softball	Aaa	A2	AAA	A	n/a	n/a
2000 Series Certificates of Participation – Old City Hall Project	Aaa	A1	AAA	A	n/a	n/a
2003 Series Certificates of Participation - Red Rock Canyon Project	n/a	A2	n/a	n/a	n/a	n/a



This calculation includes the SCIP Sales Tax Bonds which account for the 1999 increase. For 2006, G.O. Debt per capita is $22, Sales Tax debt per capita is $139. The City's total outstanding debt per person is $161.

DEBT SERVICE REQUIREMENTS

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 Series 1989 & Refunding Series 2004
Interest Rates on Debt Outstanding: 2.0 Percent – 3.0 Percent

Year	Principal	Interest	Total
2006	$ 2,735,000	$291,025	$ 3,026,025
2007	2,790,000	236,325	3,026,325
2008	2,850,000	173,550	3,023,550
2009	2,935,000	88,050	3,023,050
Total	**$11,310,000**	**$788,950**	**$12,098,950**

The following table reflects the lease-purchase agreement to maturity.

Total Outstanding Principal and Interest
Payments for Lease Purchase Agreement to Maturity

Hillside Recreation Center Series 1997
Interest Rates on Debt Outstanding: 4.00 Percent – 5.30 Percent

Year	Principal	Interest	Total
2006	$125,000	$ 37,915	$162,915
2007	130,000	31,665	161,665
2008	140,000	25,035	165,035
2009	335,000	17,755	352,755
Total	**$730,000**	**$112,370**	**$842,370**

DEBT SERVICE REQUIREMENTS

The following table reflects the lease-purchase agreement to maturity.

Total Outstanding Principal and Interest
Payments for Lease Purchase Agreement to Maturity

Skyview Softball Complex Series 1999
Interest Rates on Debt Outstanding: 4.20 Percent – 5.00 Percent

Year	Principal	Interest	Total
2006	$ 175,000	$ 182,528	$ 357,528
2007	180,000	174,478	354,478
2008	190,000	166,018	356,018
2009	200,000	156,803	356,803
2010	210,000	146,903	356,903
2011	220,000	136,403	356,403
2012	235,000	125,183	360,183
2013	245,000	112,963	357,963
2014	260,000	99,855	359,855
2015	275,000	85,685	360,685
2016	290,000	70,560	360,560
2017	305,000	54,320	359,320
2018	325,000	37,240	362,240
2019	340,000	19,040	359,040
Total	**$3,450,000**	**$1,567,979**	**$5,017,979**

The following table reflects the lease-purchase agreement to maturity.

Total Outstanding Principal and Interest
Payments for Lease Purchase Agreement to Maturity

Old City Hall Project Series 2000
Interest Rates on Debt Outstanding: 4.50 Percent – 5.50 Percent

Year	Principal	Interest	Total
2006	$ 285,000	$ 328,673	$ 613,673
2007	295,000	315,278	610,278
2008	315,000	301,265	616,265
2009	330,000	285,515	615,515
2010	345,000	269,015	614,015
2011	365,000	251,765	616,765
2012	385,000	233,515	618,515
2013	405,000	213,688	618,688
2014	425,000	192,425	617,425
2015	450,000	169,900	619,900
2016	475,000	145,825	620,825
2017	500,000	120,175	620,175
2018	530,000	92,675	622,675
2019	560,000	63,525	623,525
2020	595,000	32,725	627,725
Total	**$6,260,000**	**$3,015,964**	**$9,275,964**

Note: The payments on the lease-purchase agreement for the Old City Hall project are paid from General Costs and Police Department accounts.

DEBT SERVICE REQUIREMENTS

The following table reflects the lease-purchase agreement to maturity.

Total Outstanding Principal and Interest
Payments for Lease Purchase Agreement to Maturity

Red Rock Canyon Project Series 2003
Interest Rates on Debt Outstanding: 2.50 Percent – 4.50 Percent

Year	Principal	Interest	Total
2006	$ 855,000	$ 489,442	$ 1,344,442
2007	875,000	468,068	1,343,068
2008	900,000	446,192	1,346,192
2009	920,000	422,343	1,342,343
2010	950,000	394,742	1,344,742
2011	980,000	364,343	1,344,343
2012	1,015,000	330,532	1,345,532
2013	1,050,000	292,470	1,342,470
2014	1,090,000	252,045	1,342,045
2015	1,135,000	208,445	1,343,445
2016	1,185,000	161,910	1,346,910
2017	1,235,000	111,548	1,346,548
2018	1,285,000	57,825	1,342,825
Total	**$13,475,000**	**$3,999,905**	**$17,474,905**

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

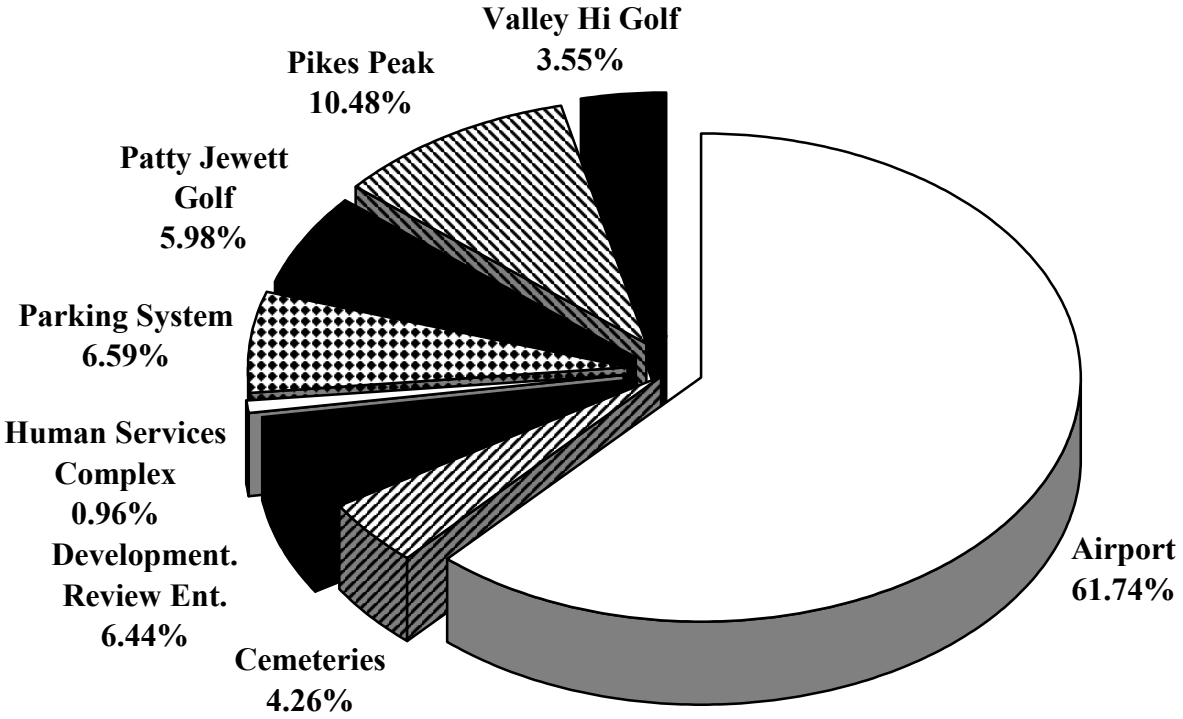
Springs Community Improvements Program (SCIP) Series 1999
Interest Rates on Debt Outstanding: 4.00 Percent – 5.00 Percent

Year	Principal	Interest	Total
2006	$ 5,025,000	$ 2,822,921	$ 7,847,921
2007	5,240,000	2,609,359	7,849,359
2008	5,460,000	2,386,659	7,846,659
2009	5,700,000	2,146,419	7,846,419
2010	5,955,000	1,889,919	7,844,919
2011	6,235,000	1,614,500	7,849,500
2012	6,545,000	1,302,750	7,847,750
2013	6,870,000	975,500	7,845,500
2014	7,215,000	632,000	7,847,000
2015	5,425,000	271,250	5,696,250
Total	**$59,670,000**	**$16,651,277**	**$76,321,277**

Note: The debt service on the Series 1999 bonds will be paid in 2006 primarily from the General Fund, but $373,532 will be paid directly from the SCIP fund.

CITY OF COLORADO SPRINGS

Enterprises



Airport	$20,499,461
Cemeteries	$ 1,415,796
Development Review Enterprise	$ 2,137,741
Human Services Complex	$ 319,098
Parking System	$ 2,187,210
Patty Jewett Golf Course	$ 1,987,118
Pikes Peak – America's Mountain	$ 3,478,210
Valley Hi Golf Course	$ 1,179,534
	$33,204,168

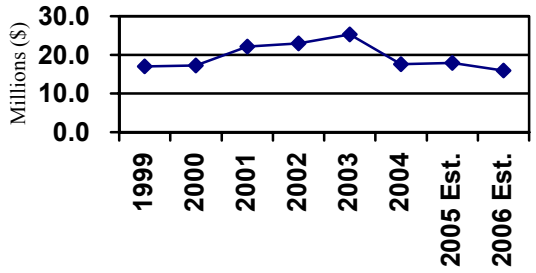
Airport

Mark Earle, Director of Aviation ● 7770 Drennan Road, Colorado Springs, CO 80916 ● (719) 550-1900 ● markearle@springsgov.com

MISSION

Provide the safe and efficient air transportation and general aviation services through the creation of an environment that fosters public-private aviation partnerships. Maximize the Airport's economic benefit to the community through maintenance of a self-sustaining enterprise that fosters mutually beneficial relationships with its military and private sector investment partners.

ESTIMATED FUND BALANCE



SERVICES

- Management and development services for a commercial property enterprise focusing on air transport, general aviation, military partnerships, and a world–class business park
- Provision of operations, security, and maintenance services for the airfield, passenger terminal system, business park and related airport properties
- Oversight of compliance with federal, state and local regulations by the airport enterprise and its partners
- Service as a gateway to Colorado Springs and the Pikes Peak Region reflecting the unique character and progressive nature of the community

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2005 Est. Year End	2006 Budget
Sources of Funds					
Airline Revenues	$ 8,486,724	$ 8,251,235	$ 8,977,635	$ 8,414,889	$ 8,655,929
Non-Airline Revenues					
Public Parking	5,427,189	5,513,116	6,077,600	5,684,200	6,034,900
Rental Car	3,800,462	4,071,732	3,652,700	3,738,356	3,835,700
Terminal Concessions and Other	2,485,526	2,901,485	2,800,935	2,909,130	3,072,130
Interest Income	487,050	443,646	477,587	472,219	474,187
Total	**$20,686,951**	**$21,282,214**	**$21,986,457**	**$21,218,794**	**$22,072,846**
Uses of Funds					
Salary/Benefits	$ 6,612,203	$ 6,832,347	$ 7,420,756	$ 7,196,730	$ 7,738,651
Operating	6,206,928	6,116,895	6,602,441	6,293,827	6,627,900
Capital Outlay	1,049,684	215,485	261,360	233,200	298,227
Debt Service	5,653,560	5,829,685	5,828,348	5,828,348	5,834,683
Total	**$19,522,375**	**$18,994,412**	**$20,112,905**	**$19,552,105**	**$20,499,461**

The fund balance reflects unrestricted net assets as presented in the Airport's Financial Statements and is comprised of operating working capital and discretionary capital funds.

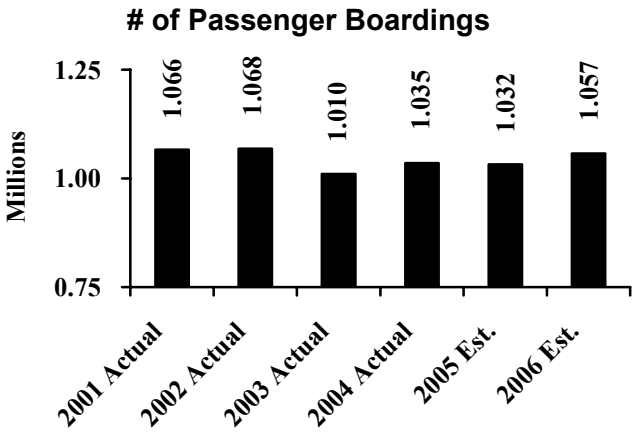
PERSONNEL

Classification	2003 Actual	2004 Actual	2005 Budget	2005 Est. Year End	2006 Budget
Senior Manager	1	1	1	1	1
Manager	5	5	6	7	7
Supervisor	12	12	10	10	10
Professional	4	4	6	6	6
Paraprofessional	20	20	20	20	20
General	54	54	54	54	55
Uniform	20	20	20	20	20
FTE Total	**116**	**116**	**117**	**118**	**119**

For 2005 Budget, a Planning Development Manager position was added. During 2005, an Assistant Aviation Director for Planning/Development was added to assist with growing responsibilities associated with the future business park.

For 2006, an Office Specialist is added to provide support to the Assistant Aviation Director for Planning/Development and the Assistant Aviation Director for Finance/Administration.

PERFORMANCE INDICATORS



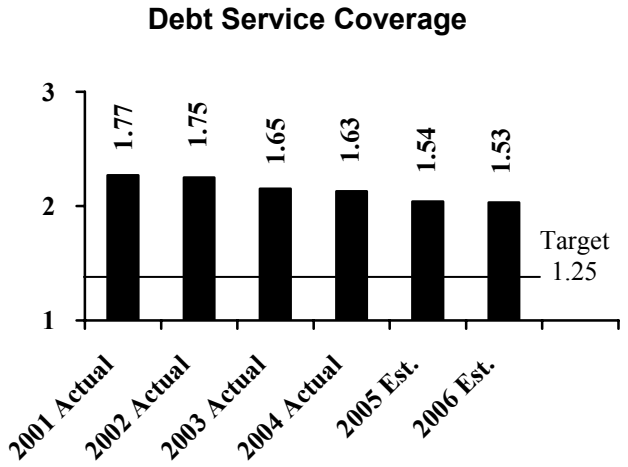
Passenger enplanements for 2005 have been revised upward to 1.032 million from the original 2005 estimate of 1.029 million, which is an increase of approximately 0.3 percent. The slight increase reflects the upswing in the local and national economy as well as the return of the large number of military personnel previously deployed from Fort Carson.

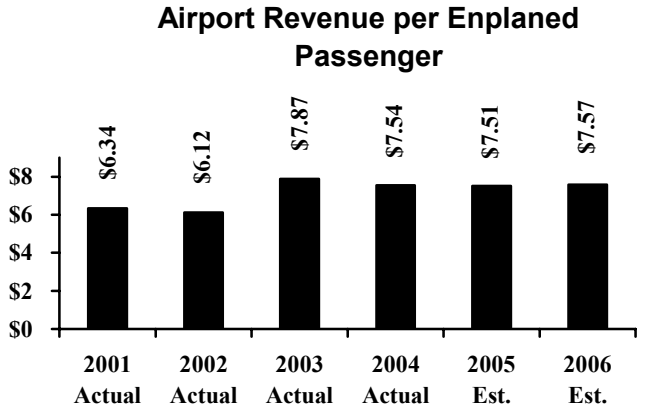
The Airport projects an increase of approximately 2.4 percent in 2006 over the 2005 revised estimate. Passenger enplanements are forecasted to be 1.057 million enplaned passengers in 2006, largely due to the relocation of several thousand military jobs to Colorado Springs from other cities.

This ratio depicts the Airport's net revenue 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 May 2005 report states the median debt service coverage is 1.62x for airports nationwide. According to the Bond Ordinance, the Colorado Springs (COS) Airport is required to maintain at least a 1.25x coverage ratio. While the Airport is slightly below the industry median, it is well above the minimum requirement of the Bond Ordinance

The Airport's average ratio has remained stable over the past five years and is projected to register 1.54x in 2005 and 1.53x in 2006.





This cost ratio measures the revenue derived from the airlines on an enplaned passenger basis. In May 2005, Moody's Investor Services reported the nationwide median cost per enplaned passenger for 2004 is $6.04. In 2004, the Airport was above this median at $7.54 and is anticipated to be $7.51 for 2005 and $7.57 for 2006.

According to Moody's, airports with a higher reliance on airline revenue tend to have higher costs per enplaned passenger. Airline revenue constituted 45 percent of the Airport's operating revenues in 2004 (national median is 37 percent). However, the Airport has taken steps to diversify its non-airline revenue, and this revenue will represent a slightly larger portion of the operating revenue in 2005 and 2006. This increased diversification will serve to increase the Airport's cost competitiveness.

CHANGES TO THE BUDGET

- Funding of $132,095 is included for a 2006 salary and benefit increase. Also, a net increase of $190,257 is included with the following major increases and decreases:
  - ⇒ Police uniform salary expenses decreases by $120,000 to reflect anticipated receipt of FAA grants for police bomb dog teams
  - ⇒ Civilian salaries increases $187,467 for the Office Specialist position and for employee progression to control point
  - ⇒ Other salary and benefit accounts decrease a net of $67,467
- There is a net increase of $31,459 in operating expenses. The major increases and decreases include:
  - ⇒ The combined increase for Admin Prorate and City Auditor services is $241,505. In 2005, Admin Prorate charges were $710,989. This amount included the cost of City Auditor services. In 2006, the Airport will be charged separately for City Auditor services. The combined cost of Admin Prorate and City Auditor services for 2006 is $952,494, which is a 34 percent increase over 2005
  - ⇒ Software Maintenance increases $44,563 to support the computers/networks upgrades
  - ⇒ The overall increase in utilities is $108,837, which is a 10 percent increase over 2005, and is primarily driven by growth in the cost of natural gas
  - ⇒ Funding for fuel increases $37,013
  - ⇒ Maintenance of fleet vehicles increases $20,520 over the prior year to account for increased labor charges and an increased number of fleet vehicles
  - ⇒ Baggage maintenance increases $19,405 to maintain additional baggage equipment added in 2005
  - ⇒ Funding for debt service increases $6,335
  - ⇒ Funding for services decreases $111,409 to reflect cost savings associated with the automation of the monitoring of the west entrance gate to the air carrier ramp
  - ⇒ Advertising decreases $79,000 based on anticipated usage
  - ⇒ Parking management decreases $92,995
  - ⇒ Software decreases $16,250
  - ⇒ Maintenance of grounds (including de-icing chemicals), landscaping, buildings and structures and runway lighting decreases $119,809
  - ⇒ Other operating expense accounts decrease by $20,921
- There is a net increase of $26,410 in capital outlay expenses which includes the following major increases and decreases:
  - ⇒ Computers/ networks increases $107,110 for an upgrade in the applications that track Airport certification/security and associated training, and the purchase of a FIDS system
  - ⇒ Machinery and apparatus decreases $40,150
  - ⇒ Buildings and structures decreases $22,000
  - ⇒ Furniture and fixtures decrease $8,900
  - ⇒ Office machines decrease $8,950

MAJOR OBJECTIVES

OBJECTIVE – Develop and maintain a first-class airport facility to provide for efficient movement of the air traveler from origination to destination and return

The Airport will continue to review each program to determine the funding necessary to furnish and equip a first-class airport. This objective includes a high level of service at its public parking operation, maintaining facilities that reflect a positive image of the community, and managing a comprehensive passenger services program. In 2005, the Airport completed the initial phases of its terminal area development program, including the installation of a new baggage screening system and opening of five new restaurants and two gift shops. This program will continue into 2006 with the addition of two additional restaurants, a gift shop, new waiting areas and improvements in the parking lot. In addition, several airfield improvement projects were initiated in 2005. Some of these projects are scheduled for completion later in the year while others are slated for completion in 2006.

OBJECTIVE – Enhance airline service and educate the community and airlines about the Airport facility and the local economy
(Strategic Action Plan 1.6.0)

The Airport has continually communicated with incumbent air carriers as well as potential new air carriers seeking ways to improve passenger service at the airport. As in past years, the focus in 2006 will be on low fare service. In 2005, American Airlines added new service to Chicago and significantly increased its service to Dallas-Fort Worth.

MAJOR OBJECTIVES

OBJECTIVE – Design and construct infrastructure through implementation of the five-year Capital Improvement Plan (CIP)

Planning, funding, and implementation of the five-year CIP are ongoing. Projects planned for 2006 include reconstruction of Runway 17L-35R, service road improvements, business park infrastructure improvements, west side roadway and taxiway improvements, and completion of the rental car and parking modifications

OBJECTIVE – Provide public safety procedures, as established per FAA guidelines, to maintain and secure the air operations area

The Airport will continue to maintain the airfield to meet the strict standards and ensure compliance with all Federal Aviation Administration (FAA) guidelines. The Airport will enhance the Airport Operations division's capability to monitor and control airport operations and security functions. In addition, the Airport will continue to improve its explosives detection capabilities through continued development of its K-9 team.

OBJECTIVE – Develop the Business Park and promote general aviation and related support functions to further diversify airport revenue and support community economic development ***(Strategic Action Plan 1.6.0)***

With the approval of the Business Park Master Plan and the completion of the FAA environmental assessment in late 2005, the Airport is now ready to begin the operational phase of the development cycle for the Airport Business Park. In 2006 the Airport plans to step up the development of a marketing program and increase the pace of development with private sector and military partners.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

AIRPORT FUND
COLORADO SPRINGS AIRPORT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	3,841,666	3,963,701	4,384,224	4,594,980
51210	OVERTIME	144,334	148,158	176,534	163,225
51220	SEASONAL TEMPORARY	18,827	31,563	47,360	48,096
51225	SHIFT WORKER HOLIDAY	44,827	52,905	52,793	53,754
51230	SHIFT DIFFERENTIAL	19,931	21,026	23,213	23,726
51235	STANDBY	9,019	8,194	12,296	12,454
51240	RETIREMENT TERMINATION SICK	52,036	(1,482)	0	0
51245	RETIREMENT TERM VACATION	6,118	84,026	0	0
51255	CONVERSION OF SICK LEAVE	11,575	0	0	0
51260	VACATION BUY	12,385	8,103	0	0
51299	SALARIES REIMBURSEMENTS	(22,141)	(19,494)	0	0
51405	UNIFORM SALARIES	1,059,329	1,156,116	1,258,280	1,184,884
51410	UNIFORM OVERTIME	166,932	33,733	30,000	35,000
51425	UNIFORM SHIFT DIFFERENTIAL	10,625	12,065	12,000	12,064
51430	UNIFORM SPECIAL ASSIGNMENT	135	0	0	0
51445	LONGEVITY	13,621	14,459	11,700	16,896
51455	THIRD WEEK	2,252	3,721	3,438	3,721
51460	UNIFORM HAZARD DUTY	0	0	0	1,200
51465	UNIFORM COURT OVERTIME	1,515	1,246	1,710	1,710
51470	UNIFORM RETIREMENT COST	103	12,462	0	14,000
51610	PERA	384,242	415,469	422,133	511,176
51615	WORKERS COMPENSATION	95,402	99,572	104,092	131,972
51620	EQUITABLE LIFE INSURANCE	15,324	15,890	22,571	24,020
51625	VISION CARE	5,511	5,328	7,308	7,434
51640	DENTAL INSURANCE	37,513	39,474	47,253	49,796
51650	POLICE PENSION PLAN	86,888	91,868	100,000	106,268
51655	RETIRED EMP MEDICAL INS	21,456	24,473	24,557	27,226
51665	CASH BACK	23,570	26,358	0	24,132
51670	PARKING FOR EMPLOYEES	480	0	500	500
51675	UNEMPLOYMENT INSURANCE	1,130	7,371	0	0
51690	MEDICARE	59,714	62,593	67,080	70,852
51695	CITY EPO MEDICAL PLAN	487,883	513,448	611,714	619,564
	TOTAL SALARIES AND BENEFITS	**6,612,203**	**6,832,347**	**7,420,756**	**7,738,651**
52105	MISCELLANEOUS OPERATING	0	7,025	0	0
52110	OFFICE SUPPLIES	20,314	18,424	24,590	25,650
52111	PAPER SUPPLIES	236	0	0	0
52115	MEDICAL SUPPLIES	4,917	4,478	2,800	3,550
52120	SOFTWARE MICRO/WORD PROCESS	8,560	4,888	25,450	9,200
52122	CELL PHONE EQUIP AND SUPPLIES	553	337	1,025	650
52125	GENERAL SUPPLIES	22,249	23,988	32,795	33,970
52126	ELECTRICAL SUPPLIES	29,324	26,676	47,400	42,530
52127	CONSTRUCTION SUPPLIES	19,228	13,757	21,700	24,900
52128	PLUMBING SUPPLIES	15,012	16,453	9,500	11,100
52129	HVAC-HEAT VENTILATN AIR SUPP	29,432	22,336	33,850	32,800
52130	OTHER SUPPLIES	0	0	4,050	4,050
52135	POSTAGE	13,995	15,588	15,720	16,120
52140	WEARING APPAREL	24,038	16,198	25,780	22,080
52145	PAINT AND CHEMICAL	10,957	6,858	14,600	10,550
52146	DEICING CHEMICALS & MATERIAL	80,536	95,647	103,486	81,250

AIRPORT FUND
COLORADO SPRINGS AIRPORT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52150	SEED AND FERTILIZER	17,493	17,060	17,000	12,500
52160	FUEL	96,360	107,105	116,047	153,060
52165	LICENSES AND TAGS	2,257	(1,134)	1,255	1,080
52170	SPECIAL PHOTOGRAPHY ETC	947	1,243	950	750
52175	SIGNS	49,556	6,545	9,700	12,500
52180	ASPHALTIC MATERIAL	8,435	4,803	7,000	8,000
52185	AGGREGATE MATERIAL	4,236	1,599	2,025	2,700
52190	JANITORIAL SUPPLIES	65,368	82,734	77,200	78,586
52195	ENVIRONMENTAL SUPPLIES ETC	406	2,254	3,100	2,800
52205	MAINT LANDSCAPING	10,488	10,488	10,698	6,600
52215	MAINT GROUNDS	10,840	68,361	74,000	42,250
52220	MAINT OFFICE MACHINES	8,442	6,877	8,750	7,207
52225	MAINT MICROS WORD PROCESSOR	12,966	9,828	20,500	17,500
52230	MAINT FURNITURE AND FIXTURES	4,119	3,275	11,200	11,950
52235	MAINT MACHINERY & APPARATUS	10,975	8,469	14,940	16,650
52236	MAINT LOADING BRIDGES	35,362	22,879	58,900	60,500
52237	MAINT BAGGAGE	7,959	4,138	8,185	27,590
52250	MAINT RADIOS ALLOCATION	21,750	23,650	23,000	23,200
52265	MAINT BUILDINGS & STRUCTURE	311,987	192,715	225,590	185,865
52275	MAINT RUNWAYS	184,276	283,513	283,250	290,250
52278	MAINT RNWY LIGHTING	36,816	38,563	50,000	28,000
52280	MAINT ROADS AND BRIDGES	5,096	23,865	3,000	2,500
52305	MAINT SOFTWARE	25,373	8,377	39,253	83,816
52405	ADVERTISING SERVICES	473,537	199,691	299,050	220,050
52410	BUILDING SECURITY SERVICES	13,521	10,732	15,000	12,500
52423	TELECOMMUNICATION SERVICES	30,691	59,548	34,800	37,200
52425	ENVIRONMENTAL SERVICES	43,111	26,533	45,255	45,955
52430	FINANCIAL SERVICES	38,569	82,999	43,600	30,000
52435	GARBAGE REMOVAL SERVICES	26,247	25,095	30,928	29,580
52450	LAUNDRY & CLEANING SERVICES	2,867	0	0	0
52565	PEST CONTROL	891	918	840	875
52574	LEGAL SERVICES	2,528	541	15,000	1,500
52575	SERVICES	319,206	260,275	365,869	254,460
52576	AUDIT SERVICES	0	0	0	84,320
52590	TEMPORARY EMPLOYMENT	31,976	50,183	20,500	20,000
52605	CAR MILEAGE	193	188	1,687	1,110
52615	DUES AND MEMBERSHIP	21,647	23,670	27,310	28,365
52625	MEETING EXPENSES IN TOWN	12,846	8,853	20,300	19,750
52630	TRAINING	46,183	16,581	41,920	40,925
52635	EMPLOYEE EDUCATIONL ASSIST	19,679	7,053	5,928	12,400
52645	SUBSCRIPTIONS	17,131	14,530	20,161	23,346
52655	TRAVEL OUT OF TOWN	21,722	15,990	43,000	43,360
52705	COMMUNICATIONS	59,196	21,319	18,960	25,316
52735	TELEPHONE LONG DIST CALLS	3,343	2,530	4,975	2,725
52736	CELL PHONE AIRTIME	5,017	4,904	7,360	9,401
52740	GENERAL INSURANCE-CITY	224,932	226,208	244,000	245,800
52743	UTILITIES STREET LIGHTS	2,486	1,992	2,760	1,000
52746	UTILITIES ELECTRIC	647,051	746,190	743,785	725,175
52747	UTILITIES GAS	181,000	270,758	235,300	355,505

CITY OF COLORADO SPRINGS
BUDGET DETAIL

AIRPORT FUND
COLORADO SPRINGS AIRPORT

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52748	UTILITIES SEWER	12,702	14,006	21,215	19,426
52749	UTILITIES WATER	70,590	92,992	96,050	105,081
52755	COMMUNICATIONS EQUIPMENT	23,468	1,817	11,200	12,850
52757	SECURITY SURVEILLANCE EQUIP	0	0	43,500	28,860
52775	MINOR EQUIPMENT	54,058	49,035	25,400	19,880
52785	RADIO REPLACEMENT	337	929	2,000	0
52795	RENTAL OF EQUIPMENT	10,565	12,550	13,060	11,832
52805	ADMIN PRORATED CHARGES	662,340	680,220	710,989	868,174
52872	MAINT FLEET VEHICLES EQP	525,973	520,242	507,130	527,650
52874	OFFICE SERVICES PRINTING	7,177	15,057	11,975	12,275
52875	OFFICE SERVICES RECORDS	582	863	700	700
52970	ENVIRON PROTECTION PROGRAM	0	34,775	20,000	20,000
65070	ADM FEE AIRPORT REV BONDS	2,116	9,200	7,000	9,000
65160	RECRUITMENT	33,993	31,173	350	5,000
65170	TRANSFER TO OTHER FUNDS	32,952	33,840	0	0
65359	PARKING MGMT	1,313,645	1,343,054	1,415,295	1,322,300
	TOTAL OPERATING EXPENSES	**6,206,928**	**6,116,895**	**6,602,441**	**6,627,900**
53010	OFFICE MACHINES	15,595	0	10,000	1,050
53020	COMPUTERS NETWORKS	288,405	50,244	72,810	179,920
53030	FURNITURE AND FIXTURES	31,705	6,334	13,400	4,500
53040	MACHINERY AND APPARATUS	0	25,699	0	0
53050	MACHINERY AND APPARATUS	105,647	95,044	81,900	52,208
53060	WEAPONS	0	11,269	0	3,200
53070	VEHICLES REPLACEMENT	158,164	0	15,000	15,000
53080	VEHICLES ADDITIONS	69,052	1,110	0	0
53090	BUILDINGS AND STRUCTURES	336,002	2,789	55,200	33,000
65401	RADIO FUND PURCHASES	45,114	22,996	13,050	9,350
	TOTAL CAPITAL OUTLAY	**1,049,684**	**215,486**	**261,360**	**298,227**
65075	INTEREST	3,533,440	3,386,807	3,660,882	3,659,313
65207	PRIN AIRPORT BONDS	2,120,120	2,442,878	2,167,466	2,175,370
	TOTAL DEBT SERVICE	**5,653,560**	**5,829,685**	**5,828,348**	**5,834,683**
	ORGANIZATION TOTAL	**19,522,375**	**18,994,412**	**20,112,905**	**20,499,461**

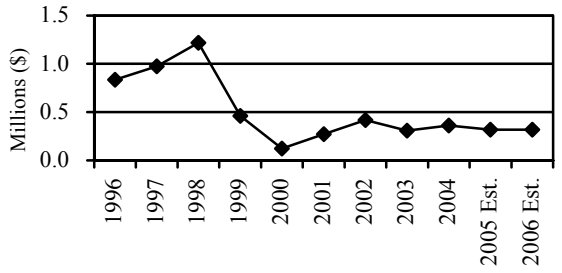
Cemeteries

William B. DeBoer, Jr., Manager ● 1005 S. Hancock Ave., Colorado Springs, CO 80903 ● (719) 578-6646 ● wdeboer@springsgov.com

MISSION

To provide self-supportive, quality cemetery services for the public for the interment of the deceased in a dignified and respectful manner and to maintain the perpetual care responsibilities to the cemetery grounds.

ESTIMATED FUND BALANCE



SERVICES

- Perform burials, inurnments and disinterments
- Sales of cemetery spaces and niches
- Sales of burial vaults and flat headstones
- Pre-need sales of cemetery spaces, niches, and burial services
- Maintain cemeteries' grounds and honor perpetual care responsibilities
- Maintain burial records and historical data and provide cemetery information
- Install memorial foundations and Veterans Administration (VA) markers

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2005 Est. Year End	2006 Budget
Sources of Funds					
Interments and Removals	$ 417,262	$ 418,600	$ 458,325	$ 421,695	$ 491,340
Sales of Lots	363,285	396,096	429,025	401,822	464,145
Interest – Endowment & Other	259,273	258,059	260,000	193,000	252,000
Sales Burial Vaults & Bronze Markers	112,538	137,747	139,000	143,666	153,000
Miscellaneous	45,875	50,437	53,000	51,472	55,500
Total	**$1,198,233**	**$1,260,939**	**$1,339,350**	**$1,211,655**	**$1,415,985**

BUDGET SUMMARY

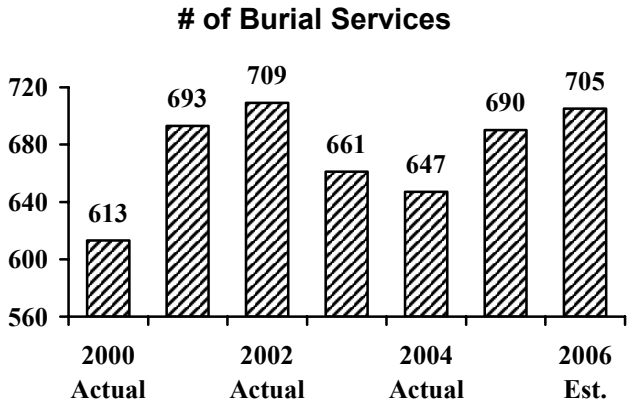
	2003 Actual	2004 Actual	2005 Budget	2005 Est. Year End	2006 Budget
Uses of Funds					
Salary/Benefits	$ 717,386	$ 762,977	$ 755,209	$ 755,209	$ 786,684
Operating	374,182	452,103	557,774	496,381	545,112
Capital Outlay	225,000	13,721	27,500	0	84,000
Capital Project	0	0	0	0	0
Total	**$1,316,568**	**$1,228,801**	**$1,340,483**	**$1,251,590**	**$1,415,796**

The estimated ending fund balance differs from that in the Comprehensive Annual Financial Report. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Division.

PERSONNEL

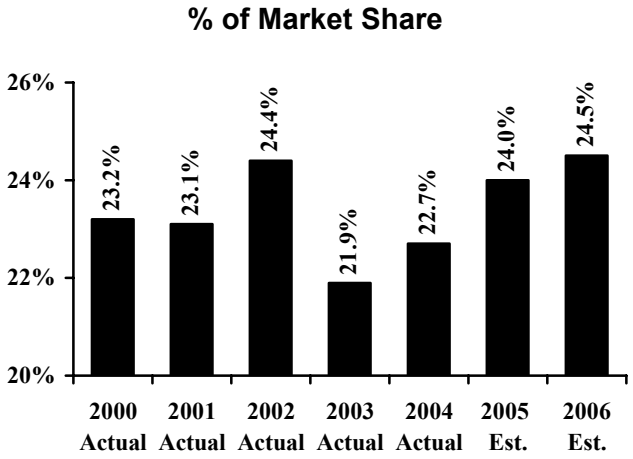
	2003 Actual	2004 Actual	2005 Budget	2005 Est. Year End	2006 Budget
Classification					
Manager	1.0	1.0	1.0	1.0	1.0
Supervisor	3.0	3.0	3.0	3.0	3.0
General	8.0	8.0	8.0	8.0	8.0
FTE Total	**12.0**	**12.0**	**12.0**	**12.0**	**12.0**

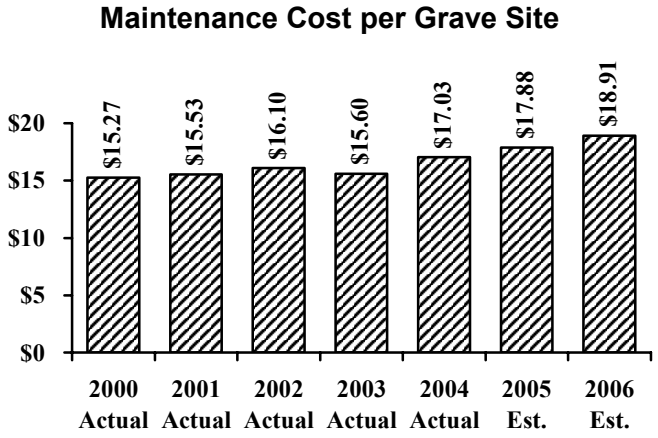
PERFORMANCE INDICATORS



The Cemeteries performed 647 burial services in 2004. In 2004, the death rate for El Paso County decreased nearly 6 percent; but the Cemeteries only saw about a 2 percent reduction in services from the previous year. In 2004, of the 3,311 people who died in the county, 58.77 percent or 1,946 persons chose cremation as final disposition. The Pikes Peak region has some of the highest cremation rates in the nation. Cremation services account for only about 25 percent of the City cemeteries' business. The biggest problem affecting the cemeteries is the amount of people who do not use them anymore. The Division will continue to promote the facilities and try to focus on attracting more cremation customers as funds allow. Because of the self-funded status of the cemeteries, the Cemeteries will stay open as long as the community continues to support operations. As with all cemeteries, eventually they close and only existing graves are maintained. Fairview Cemetery has already reached a point where future expansion is unfeasible and operations there are heavily subsidized by Evergreen Cemetery.

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 shipped out of State, donated to the anatomical board, or entombed. Although the Division remains optimistic for the future, currently the market share is slipping. Factors influencing market share include the rapidly escalating cremation rates, competition from private cemeteries and free military burials at national cemeteries for veterans and spouses, and a societal shift of people not valuing burial services anymore. There will always be families that choose ground burial, but this will become more costly; and the availability of premier burial sites will be drastically reduced. Increasing operating costs versus declining participation will jeopardize the affordability and ability for many cemeteries including the City cemeteries to stay open.





Cost per gravesite maintained is calculated by dividing a baseline figure of 70,000 graves into annual salaries and benefits and operating expenses less capital expenditures. In the past, the cost per grave maintained has steadily increased over time. Maintenance costs typically rise over time. What has become more burdensome is that the cost per grave is rising faster than inflation, and participation is showing downward trends. Upward moving salaries and benefits, rapidly rising water costs, and fuel and energy increases will affect how long the cemeteries will be self-supportive and more importantly how long Evergreen and Fairview Cemeteries will be open. Evergreen has room for another 75 or 100 years of burials, but it is doubtful financially how long it can continue to serve the community because of its self-supportive nature.

CHANGES TO THE BUDGET

- Funding of $10,657 is included for a 2006 salary and benefit increase and $6,161 is included for PERA and Workers' Compensation increases.
- There is a net decrease of $523 in Operating expenses.
- There is a net increase of $56,500 in Capital Outlay expenses which includes $38,000 for machinery and apparatus, $2,500 for vehicle replacement, and $16,000 for a columbarium and block improvements.

MAJOR OBJECTIVES

OBJECTIVE – Ensure Cemeteries' revenue will meet or exceed expenses

The goal of the Evergreen and Fairview Cemeteries is to remain self-supportive and to not require tax dollars. The Cemeteries will continue to face the challenge of increasing cremation rates, many times without any memorialization, decreasing participation and increasing operating costs for the rest of their existence. The future is in maximizing maintenance efficiencies, trying to control costs and yet still providing a product that satisfies potential customers. The Division will try to provide new areas for burials, cremation sites and alternatives as funds permit. Unlike other businesses, cemeteries are faced with the reality of selling a product no one really wants to buy.

OBJECTIVE – Maintain and improve Cemeteries' grounds appearance and honor perpetual care responsibilities

When cemetery spaces, lots or niches are purchased, they come with two primary promises. First, Evergreen and Fairview will always be cemeteries. Second, the Division will always take care of the cemetery or perpetual care. Perpetual care is defined as reasonable care of the cemetery turf, grounds, trees, and roads. Care of the cemeteries is not only a responsibility but also an integral part of current and future sales. Today the Division is constantly judged on how the cemeteries look and how the Division responds to customers' needs. The ability to fund capital improvements is linked to the Cemeteries' success and the Cemeteries' success is linked entirely to community patronage. If the trend of declining participation for cemetery services continues, the City will need to seriously evaluate the Cemeteries' future role in this community.

OBJECTIVE – Continue to market cemeteries to the public and try to attract more cremation customers

As funds allow, the Division will continue to tastefully market the City Cemeteries in various media as a place for the living to be spiritually and physically reconnected with the deceased. In the Pikes Peak region, cremations already occur at twice the level of traditional casket burials. Because several funeral homes in town will market their own cremation memorialization products, many cremation customers never become aware of what this Division can offer. The challenge is to create name recognition and to get the message out to potential clients. Since cost is the biggest reason many families select cremation, the Cemeteries need to be sensitive to what people can afford yet still remain somewhat profitable.

OBJECTIVE – Increase public awareness about Evergreen and Fairview Cemeteries and continue to work on restoration projects (*Strategic Action Plan 1.9.0)*

By offering cemetery tours, historical walking tours and other activities besides funerals, the cemeteries become more than just a place for the dead. This type of indirect marketing helps to place the cemeteries in a positive light. With funds raised from various historical-based events, Evergreen is still working to restore the 1909 stone chapel back to its original splendor. Lacking plumbing, heat and permanent seating, the chapel is still visited by well over 1,000 people annually. It is a goal to eventually finish the chapel and then tackle other restoration needs from broken tombstones to masonry work on coping walls.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

CEMETERY FUND
CEMETERIES

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	532,444	554,511	551,891	580,473
51210	OVERTIME	13,444	14,857	16,500	15,500
51220	SEASONAL TEMPORARY	20,880	21,840	22,880	22,880
51230	SHIFT DIFFERENTIAL	0	4	0	0
51240	RETIREMENT TERMINATION SICK	881	12,096	0	0
51245	RETIREMENT TERM VACATION	(349)	10,429	0	0
51255	CONVERSION OF SICK LEAVE	2,207	0	0	0
51260	VACATION BUY	415	0	0	0
51299	SALARIES REIMBURSEMENTS	(412)	0	0	0
51610	PERA	53,066	57,519	56,759	57,684
51615	WORKERS COMPENSATION	19,251	17,795	19,545	21,879
51620	EQUITABLE LIFE INSURANCE	1,635	1,680	2,208	2,332
51625	VISION CARE	700	703	864	766
51640	DENTAL INSURANCE	4,184	4,376	5,142	5,104
51655	RETIRED EMP MEDICAL INS	10,622	10,419	14,972	17,637
51665	CASH BACK	1,685	3,176	2,155	4,031
51675	UNEMPLOYMENT INSURANCE	0	0	3,000	3,527
51690	MEDICARE	4,384	4,614	5,125	4,335
51695	CITY EPO MEDICAL PLAN	52,349	48,959	54,168	50,536
	TOTAL SALARIES AND BENEFITS	**717,387**	**762,977**	**755,209**	**786,684**
52110	OFFICE SUPPLIES	2,313	2,167	2,500	2,250
52115	MEDICAL SUPPLIES	72	112	500	450
52120	SOFTWARE MICRO/WORD PROCESS	547	588	500	500
52122	CELL PHONE EQUIP AND SUPPLIES	81	137	0	0
52125	GENERAL SUPPLIES	1,537	1,846	2,500	2,000
52135	POSTAGE	556	589	800	850
52140	WEARING APPAREL	166	468	500	500
52145	PAINT AND CHEMICAL	0	0	500	500
52150	SEED AND FERTILIZER	14,638	11,906	16,000	14,000
52165	LICENSES AND TAGS	16	0	100	100
52175	SIGNS	0	105	250	150
52190	JANITORIAL SUPPLIES	522	413	750	500
52205	MAINT LANDSCAPING	0	150	1,000	1,000
52210	MAINT TREES	8,813	8,925	14,000	12,000
52215	MAINT GROUNDS	13,129	20,311	12,000	18,000
52220	MAINT OFFICE MACHINES	0	0	50	50
52225	MAINT MICROS WORD PROCESSOR	1,319	0	500	250
52235	MAINT MACHINERY & APPARATUS	17,184	28,874	22,500	25,000
52240	MAINT NONFLEET VEHICLES EQP		267	2,000	750
52250	MAINT RADIOS ALLOCATION	2,000	1,873	2,500	2,500
52265	MAINT BUILDINGS & STRUCTURE	6,044	580	30,000	30,000
52270	MAINT WELLS AND RESERVOIRS	5,952	7,768	6,000	7,000
52405	ADVERTISING SERVICES	20,945	14,828	20,000	15,550
52410	BUILDING SECURITY SERVICES	0	400	0	5,000
52450	LAUNDRY & CLEANING SERVICES	0	0	100	100
52575	SERVICES	104,576	102,397	156,074	119,200
52605	CAR MILEAGE	0	57	100	100
52615	DUES AND MEMBERSHIP	740	400	1,200	800
52625	MEETING EXPENSES IN TOWN	23	0	300	300
52630	TRAINING	593	60	600	100

CITY OF COLORADO SPRINGS
BUDGET DETAIL

CEMETERY FUND
CEMETERIES

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52635	EMPLOYEE EDUCATIONL ASSIST	0	140	2,000	2,000
52645	SUBSCRIPTIONS	0	0	150	150
52655	TRAVEL OUT OF TOWN	2,061	2,062	2,000	2,000
52705	COMMUNICATIONS	11,365	11,134	10,978	16,750
52735	TELEPHONE LONG DIST CALLS	650	138	600	500
52736	CELL PHONE AIRTIME	579	1,076	650	1,200
52740	GENERAL INSURANCE-CITY	1,706	1,553	1,500	1,500
52743	UTILITIES STREET LIGHTS	517	339	600	500
52746	UTILITIES ELECTRIC	4,975	6,162	7,000	7,200
52747	UTILITIES GAS	4,412	6,041	8,300	8,300
52748	UTILITIES SEWER	426	654	2,500	2,500
52749	UTILITIES WATER	37,710	59,391	80,000	96,934
52775	MINOR EQUIPMENT	166	0	3,000	500
52795	RENTAL OF EQUIPMENT	0	91	500	350
52805	ADMIN PRORATED CHARGES	80,028	82,188	77,003	75,318
52806	PAYMENT IN LIEU OF TAXES	5,160	3,696	3,269	3,310
52872	MAINT FLEET VEHICLES EQP	9,887	11,723	13,000	13,000
52874	OFFICE SERVICES PRINTING	1,387	1,049	1,500	1,200
52875	OFFICE SERVICES RECORDS	113	81	100	100
52880	PURCHASES FOR RESALE	9,199	57,288	47,000	50,000
52893	RENTAL OF FLEET VEHICLES	0	0	100	100
52927	TEL COM PASSTHRU LONG DIST	0	0	100	100
52970	ENVIRON PROTECTION PROGRAM	2,074	2,076	2,100	2,100
	TOTAL OPERATING EXPENSES	**374,182**	**452,103**	**557,774**	**545,112**
53050	MACHINERY AND APPARATUS	0	9,360	0	38,000
53070	VEHICLES REPLACEMENT	0	0	17,500	20,000
53090	BUILDINGS AND STRUCTURES	225,000	4,361	10,000	26,000
	TOTAL CAPITAL OUTLAY	**225,000**	**13,721**	**27,500**	**84,000**
	ORGANIZATION TOTAL	**1,316,568**	**1,228,801**	**1,340,483**	**1,415,796**

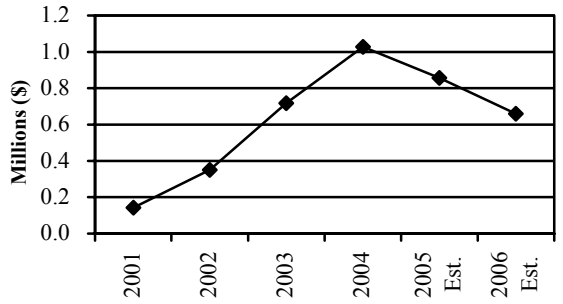
Development Review Enterprise

Brett Veltman, Manager ● 2880 International Cir., Ste. 200, Colorado Springs, CO 80910 ● (719) 385-5088 ● bveltman@springsgov.com

MISSION

To ensure compliance with City land use regulations by reviewing building permits and by managing financial and other administrative review programs associated with these permits. To promote a safer community through competent fire protection, engineering plan review and design consultation, and professional new construction fire code inspections. The Enterprise is a financially self-sufficient organization supported by the fees it collects.

ESTIMATED FUND BALANCE



SERVICES

- Review residential, multifamily, hillside, commercial building and sign permits to ensure compliance with the zoning, subdivision and traffic regulations
- Provide professional review of minor amendments, final irrigation plans, and administrative relief requests
- Provide plat recordation services and administer drainage, bridge, and recording funds
- Collect and manage financial assurances associated with building permits and certificates
- Provide new construction and fire protection system plan review services
- Provide new construction and fire protection system fire code compliance inspection services
- Provide contractor and public information services on a walk-in or call-in basis regarding permit review, zoning, and land use information of occupancy

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2005 Est. Year End	2006 Budget
Sources of Funds					
Administration Review Fees	$911,588	$1,176,160	$2,204,870	$1,691,766	$1,924,644
Interest	18,147	22,006	20,000	16,268	16,268
Total	**$929,735**	**1,198,166**	**$2,224,870**	**$1,708,034**	**$1,940,912**
Uses of Funds					
Salary/Benefits	$486,258	$719,060	$1,423,116	$1,160,157	$1,491,579
Operating	98,444	187,622	624,987	566,000	612,412
Capital Outlay	59,960	59,238	228,206	161,750	33,750
Total	**$644,662**	**$965,920**	**$2,276,309**	**$1,887,907**	**$2,137,741**

The estimated ending fund balance differs from the Comprehensive Annual Financial Report. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Division.

PERSONNEL

Classification	2003 Actual	2004 Actual	2005 Budget	2005 Est. Year End	2006 Budget
Manager	1.0	1.0	2.0	1.0	1.0
Professional	3.0	5.0	9.0	10.0	10.0
Paraprofessional	2.5	2.5	8.0	7.0	8.0
General	1.0	2.0	3.0	3.0	3.0
FTE Total	**7.5**	**10.5**	**22.0**	**21.0**	**22.0**

In 2001, 6.5 FTE's were transferred to this Division from the General Fund's Development Review Division. Also, one Planner position was added.

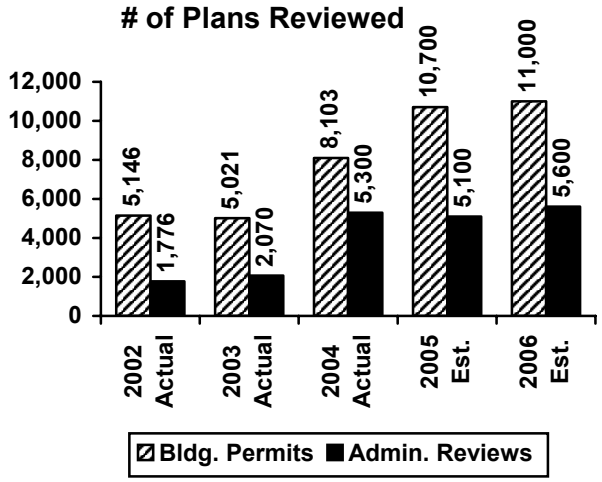
During 2003, a new Planner position was approved by City Council and is accounted for in the 2004 Actual column.

In 2004, an Engineering Specialist and Senior Office Specialist were transferred to the Enterprise from Land Use Review.

For 2005, eight positions from the Fire Prevention Division that conduct new construction and system plan reviews and inspections were transferred from the General Fund to the Development Review Enterprise. Three additional positions were added to provide service enhancements. Two of these three FTE's were hired as special positions. Also, for 2005, the Sign Inspector position was converted from half time to full time and the Senior Office Specialist position was reclassified to a Planning Assistant position. The personnel changes in planning review activities are in response to increasing workloads. The personnel changes in Fire Prevention were made in order to further the City's commitment to the Pikes Peak Regional Development Center (PPRDC) operation and to improve plan review operations.

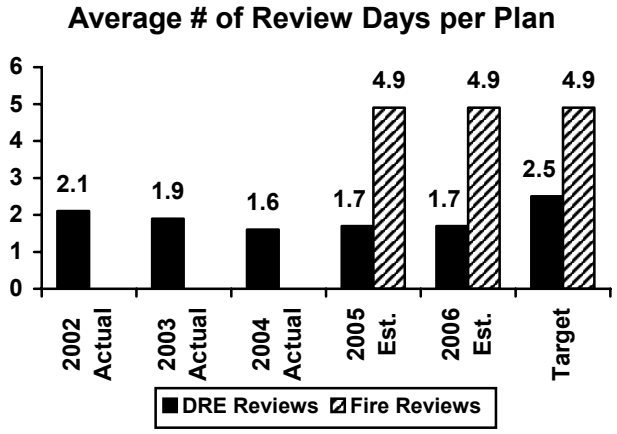
In 2006, the two special positions are reclassified to FTE's since there is a demonstrated service level need; and projected funding levels are adequate to support the reclassification of these positions.

PERFORMANCE INDICATORS



In 2005, fire code reviews were added to the Development Review Enterprise increasing the normal plan review load by 37 percent. Other types of reviews added to the Enterprise in recent years include transportation planning reviews, minor amendments, temporary use reviews, subdivision plat recordations, and utility application permits. In 2006, plan reviews are expected to be slightly higher as a result of several new large subdivisions that will become ready for development during the coming year.

Between 1999 and 2004, there was steady improvement in the average number of review days per plan. This substantial reduction in plan review times can be attributed to across-the-board staff training, which resulted in all staff members contributing to the plan review process. In 2005, the performance indicators for fire code review were added to serve as the baseline for future changes.



The Development Review Enterprise strives to maintain customer satisfaction by reviewing a large majority of plans within a review goal of four working days. The performance indicator for Fire represents the percent of plans projected to be reviewed within five working days.

CHANGES TO THE BUDGET

- Funding of $34,297 is included for a 2006 salary and benefit increase and $6,338 is included for PERA and Workers' Compensation increases. Also, funding of $27,828 is included to cover employee reclassifications and other benefit account increases.
- There is a net decrease of $12,575 in Operating expenses.
- There is a net decrease of $194,456 in Capital Outlay expenses due to the completion of the relocation of the Fire Prevention Division to the Enterprise. This includes decreases in furniture and fixtures and vehicles replacement and additions line accounts.
- For 2006, the DRE is exploring adjustments that will simplify existing Fire fees and move the point of collection to Regional Building Department. Fee rates will be reviewed as well.

MAJOR OBJECTIVES

OBJECTIVE – Provide a building, transportation planning, sign permit, and fire review and inspection program, which has a strong customer-service orientation and ensures that all projects are permitted and constructed in compliance with all applicable zoning codes, subdivision regulations, fire codes and the subdivision and policy public works design manual (*Strategic Action Plan 1.3.0, 2.2.0)*

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 and inspection processes (*Strategic Action Plan 1.3.0)*

Since fast review times is one of the most important factors in maintaining customer satisfaction, this Division will increase the number of plans reviewed at the front counter to expedite the plan review process. The goal is to minimize the number of days it takes to conduct plan reviews and to provide fire and other inspections.

OBJECTIVE – Improve public and customer access to information (*Strategic Action Plan 5.5.0)*

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, Fire, 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.

OBJECTIVE – To perform hillside site reviews and follow-up inspections to obtain compliance with the Hillside ordinance and City adopted Fire codes (*Strategic Action Plan 2.2.0)*

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.

OBJECTIVE – Provide administrative reviews and management of minor amendments, temporary uses, administrative relief requests, irrigation plans, plat recordation services and the administration of drainage, bridge and recording funds (*Strategic Action Plan 1.3.0)*

This will be accomplished by dedicating staff time towards these programs and supporting these staff by providing training and resources as needed to ensure that these activities take place in a timely and accountable manner.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

DEVELOPMENT REVIEW ENTERPRISE FUND
DEVELOPMENT REVIEW ENTERPRISE

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	391,758	551,917	1,144,508	1,202,766
51210	OVERTIME	0	778	5,250	5,250
51235	STANDBY	88	895	0	0
51240	RETIREMENT TERMINATION SICK	1,273	20,145	0	0
51245	RETIREMENT TERM VACATION	11,227	24,968	0	0
51255	CONVERSION OF SICK LEAVE	1,743	0	0	0
51260	VACATION BUY	1,512	1,236	0	0
51299	SALARIES REIMBURSEMENTS	(2,802)	(5,280)	0	0
51610	PERA	36,913	55,695	110,971	118,131
51615	WORKERS COMPENSATION	1,315	1,636	4,640	5,504
51620	EQUITABLE LIFE INSURANCE	1,192	1,672	4,409	4,470
51625	VISION CARE	478	686	1,386	1,405
51640	DENTAL INSURANCE	2,476	3,798	9,316	9,445
51665	CASH BACK	3,197	3,730	0	0
51670	PARKING FOR EMPLOYEES	0	240	0	0
51690	MEDICARE	4,862	6,518	13,962	14,155
51695	CITY EPO MEDICAL PLAN	31,026	50,426	128,674	130,453
	TOTAL SALARIES AND BENEFITS	**486,258**	**719,060**	**1,423,116**	**1,491,579**
52105	MISCELLANEOUS OPERATING	20	3,545	100	100
52110	OFFICE SUPPLIES	2,321	2,431	3,325	3,325
52111	PAPER SUPPLIES	0	0	1,800	1,800
52120	SOFTWARE MICRO/WORD PROCESS	293	2,492	3,240	3,936
52122	CELL PHONE EQUIP & SUPPLIES	37	0	2,650	950
52125	GENERAL SUPPLIES	828	1,754	7,850	8,635
52135	POSTAGE	0	223	900	954
52140	WEARING APPAREL	0	0	4,500	4,500
52165	LICENSES AND TAGS	0	0	960	960
52220	MAINT OFFICE MACHINES	405	420	680	1,600
52405	ADVERTISING SERVICES	100	0	700	700
52418	COMPUTER SERVICES	0	0	2,000	3,000
52431	CONSULTING SERVICES	0	0	9,384	2,000
52560	PARKING SERVICES	0	0	1,440	1,440
52575	SERVICES	6,124	478	3,720	12,800
52590	TEMPORARY EMPLOYMENT	0	0	1,250	1,250
52615	DUES AND MEMBERSHIP	761	514	2,145	1,854
52625	MEETING EXPENSES IN TOWN	142	53	445	445
52630	TRAINING	2,820	2,216	6,100	6,100
52635	EMPLOYEE EDUCATIONL ASSIST	750	750	750	750
52645	SUBSCRIPTIONS	0	0	1,200	1,200
52655	TRAVEL OUT OF TOWN	44	763	4,100	4,100
52656	MOVING EXPENSES	0	1,457	1,500	0
52705	COMMUNICATIONS	9,922	10,327	18,952	18,952
52725	RENTAL OF PROPERTY	6,634	88,309	221,243	201,301
52735	TELEPHONE LONG DIST CALLS	594	432	1,650	1,850
52736	CELL PHONE AIRTIME	102	570	3,156	4,500
52740	GENERAL INSURANCE-CITY	5,240	2,188	2,000	2,000
52775	MINOR EQUIPMENT	81	0	2,625	3,000
52795	RENTAL OF EQUIPMENT	0	0	6,500	0
52805	ADMIN PRORATED CHARGES	19,140	27,516	188,888	194,555

CITY OF COLORADO SPRINGS
BUDGET DETAIL

DEVELOPMENT REVIEW ENTERPRISE FUND
DEVELOPMENT REVIEW ENTERPRISE

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52859	INSURANCE OTHER	2,530	2,621	5,250	4,650
52872	MAINT FLEET VEHICLES EQP	2,582	4,027	4,511	12,000
52874	OFFICE SERVICES PRINTING	481	635	2,816	2,985
52875	OFFICE SERVICES RECORDS	0	0	60	60
52893	RENTAL OF FLEET VEHICLES	3,000	0	0	0
65160	RECRUIT	0	0	0	800
65170	TRANSFER TO OTHER FUNDS	13,428	13,428	34,864	34,497
65175	TRANSFER TO GENERAL FUND	0	0	26,095	23,225
65275	COST OF COLLECTION	20,064	20,474	45,638	45,638
	TOTAL OPERATING EXPENSES	**98,444**	**187,622**	**624,987**	**612,412**
53010	OFFICE MACHINES	0	0	10,400	15,400
53020	COMPUTERS NETWORKS	2,317	14,051	12,800	17,750
53030	FURNITURE AND FIXTURES	33,943	45,186	118,106	600
53070	VEHICLES REPLACEMENT	0	0	13,500	0
53080	VEHICLES ADDITIONS	23,700	0	73,400	0
	TOTAL CAPITAL OUTLAY	**59,960**	**59,238**	**228,206**	**33,750**
	ORGANIZATION TOTAL	**644,662**	**965,920**	**2,276,309**	**2,137,741**

Human Services Complex

Lamont Gizzi, Manager ● 1401 Recreation Way, Colorado Springs, CO 80905 ● (719) 385-6952 ● lgizzi@springsgov.com

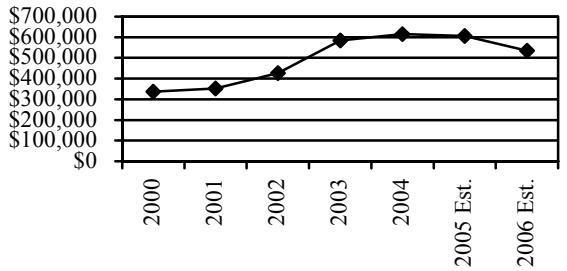
MISSION

To create an appropriate mix of commercial businesses and nonprofit services effectively networking to serve the needs of the elderly and the surrounding neighborhood.

SERVICES

- Manage property
- Fund senior programs at community centers
- Fund operations at the Colorado Spring Senior Center
- Continue the implementation of the Use Plan

ESTIMATED FUND BALANCE



BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2005 Est. Year End	2006 Budget
Sources of Funds					
Rental Income	$249,317	$233,545	$251,500	$251,500	$225,000
Interest	14,043	15,002	6,000	6,000	15,000
Environmental Reimbursement	52,278	0	5,000	5,000	0
Senior Classes	10,097	12,374	5,000	5,000	5,000
Miscellaneous	2,709	1,659	4,000	4,000	3,000
Total	**$328,444**	**$255,672**	**$271,500**	**$271,500**	**$248,000**

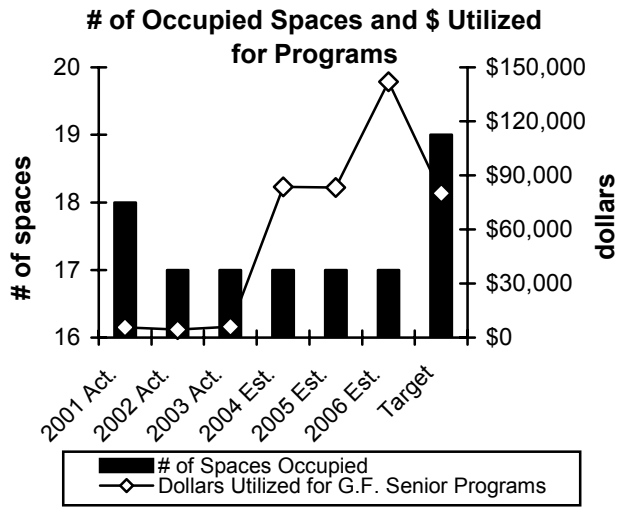
BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2005 Est. Year End	2006 Budget
Uses of Funds					
Salary/Benefits	$ 41,419	$ 75,724	$ 83,588	$ 83,588	$128,276
Operating	110,308	148,919	177,910	177,910	165,822
Capital Outlay	0	0	20,000	20,000	25,000
Total	**$151,727**	**$224,643**	**$281,498**	**$281,498**	**$319,098**

The estimated ending fund balance differs from the Comprehensive Annual Financial Report. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Division.

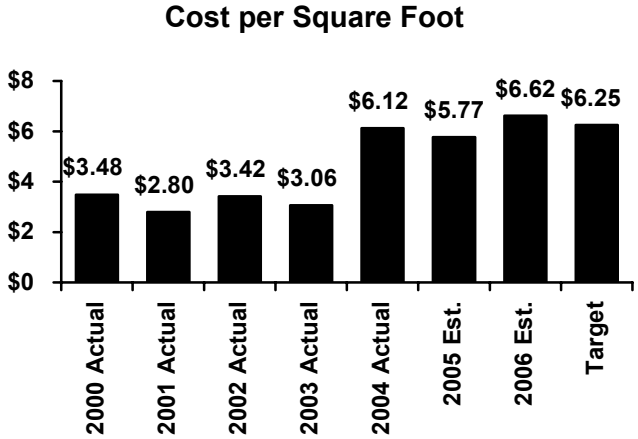
PERSONNEL

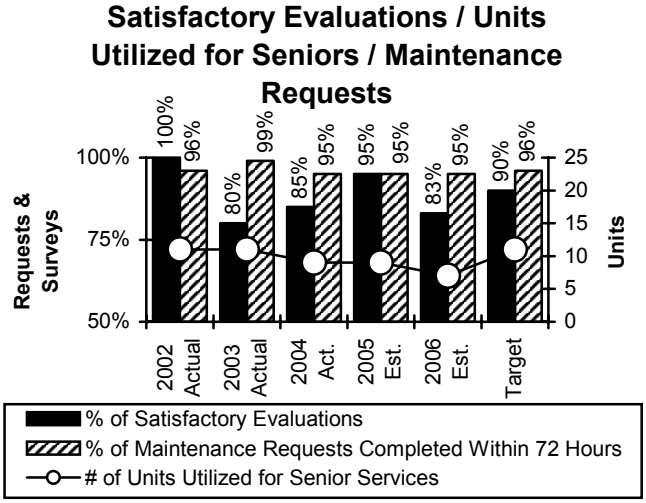
	2003 Actual	2004 Actual	2005 Budget	2005 Est. Year End	2006 Budget
Classification					
General	1.0	1.0	1.0	1.0	1.0
FTE Total	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**



In 2005, the number of occupied units is projected at 17. Ten leases expire in 2006, and all tenants are expected to renew their leases. The target number of units for occupancy is 19. The Complex has funded the travel programs at the Senior Center for the last five years. In 2004, the Complex began funding some of the operations at the Senior Center and senior programs at the community centers. That funding continues to increase in 2006.

Since the number of occupied spaces has stabilized, the amount of revenue has also stabilized. The operational costs per square foot for the Complex increased in 2004 with the funding of the Senior Center and the senior programs at the community centers. Funding will expand in 2006 with the development and implementation of the senior outreach program and an increase in admin prorated charges.





Timely completion of maintenance requests is an important component of customer and tenant services. The percentage of work requests completed within 72 hours has remained approximately 95 percent, resulting in a customer satisfaction rating at or near 83 percent. The 2006 target is 95 percent completed maintenance requests within 72 hours, and a 90 percent target for positive facility evaluations.

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 2006 the number of tenants providing these services will be 7. The target is 9.

CHANGES TO THE BUDGET

- Funding of $180 is included for a 2006 salary and benefit increase and $382 is included for PERA and Workers' Compensation increases.
- In addition to the above funding, there is a net increase of $44,009 in salary and benefits which includes:
  - ⇒ $11,971 for the IRS ruling on the accounting of seasonal/temporary employees.
  - ⇒ $36,800 for the transfer of operating costs to seasonal salaries to develop a senior outreach program in the North and Northeast part of the City.
  - ⇒ $4,762 decrease in other benefit line accounts.
- There is a net decrease of $11,971 in Operating expenses with the following major increases and decreases:
  - ⇒ $45,860 decrease in the Senior Services Programs which was an accounting change to move the funding to seasonal temporary line account
  - ⇒ $30,863 increase in utilities for electric and gas
  - ⇒ $14,668 increase in Admin Prorate expenses
- There is a net increase of $5,000 in Capital Outlay expenses for buildings and structures.

MAJOR OBJECTIVES

OBJECTIVE – Implement the Use Plan

Provide, through rental leases, the delivery of services to the elderly and the surrounding neighborhood in accordance with the Use Plan.

OBJECTIVE – Coordinate the Petroleum Remediation and Perchloroethylene cleanup projects

Meet the guidelines of the State's Oil Inspection Section and work with the City's Environmental Services staff to address the environmental projects at the Complex.

OBJECTIVE – Fund the Colorado Springs Senior Center activities

Provide funding and resources to the Senior Center to avoid additional costs to the City's budget.

OBJECTIVE – Fund senior programs at the various community centers

Provide funding and resources to the community center senior programs to reduce costs to the City's budget.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

HUMAN SERVICES COMPLEX FUND
HUMAN SERVICES COMPLEX

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	29,862	30,581	30,948	31,221
51220	SEASONAL TEMPORARY	0	31,077	38,084	86,728
51230	SHIFT DIFFERENTIAL	1,310	1,270	1,400	1,400
51240	RETIREMENT TERMINATION SICK	359	790	0	0
51245	RETIREMENT TERM VACATION	223	35	0	0
51610	PERA	2,730	5,277	4,226	3,584
51615	WORKERS COMPENSATION	860	1,689	1,003	1,215
51620	EQUITABLE LIFE INSURANCE	92	93	119	128
51625	VISION CARE	64	64	68	63
51640	DENTAL INSURANCE	380	398	427	423
51690	MEDICARE	412	818	500	465
51695	CITY EPO MEDICAL PLAN	5,127	3,632	6,813	3,049
	TOTAL SALARIES AND BENEFITS	**41,419**	**75,724**	**83,588**	**128,276**
52125	GENERAL SUPPLIES	1,106	500	850	2,000
52145	PAINT AND CHEMICAL	174	88	150	300
52407	TRAVEL PROGRAMS	6,067	5,660	5,000	5,000
52455	LAWN MAINTENANCE SERVICE	513	125	500	500
52475	MISCELLANEOUS SERVICES	1,458	2,331	7,500	7,500
52575	SERVICES	49,668	55,634	65,000	62,000
52590	TEMPORARY EMPLOYMENT	0	0	500	383
52605	CAR MILEAGE	0	14	0	0
52630	TRAINING	0	185	300	250
52655	TRAVEL OUT OF TOWN	0	1,199	0	0
52740	GENERAL INSURANCE-CITY	16,913	15,415	6,913	7,259
52743	UTILITIES STREET LIGHTS	0	64	0	50
52746	UTILITIES ELECTRIC	0	19,256	0	16,606
52747	UTILITIES GAS	0	8,252	0	14,257
52775	MINOR EQUIPMENT	389	54	400	0
52805	ADMIN PRORATED CHARGES	28,416	29,184	5,753	19,421
52806	PAYMENT IN LIEU OF TAXES	5,604	4,584	3,737	3,509
52876	PASS THROUGH EXPENSES	0	0	8,660	0
65389	COMMUNITY SENIOR PROGRAM	0	1,401	6,500	6,500
65393	SENIOR SERVICES PROGRAMS	0	4,961	66,147	20,287
65395	THERAPEUTIC RECREATION PGMS	0	12	0	0
	TOTAL OPERATING EXPENSES	**110,307**	**148,919**	**177,910**	**165,822**
53090	BUILDINGS AND STRUCTURES	0	0	20,000	25,000
	TOTAL CAPITAL OUTLAY	**0**	**0**	**20,000**	**25,000**
	ORGANIZATION TOTAL	**151,727**	**224,643**	**281,498**	**319,098**

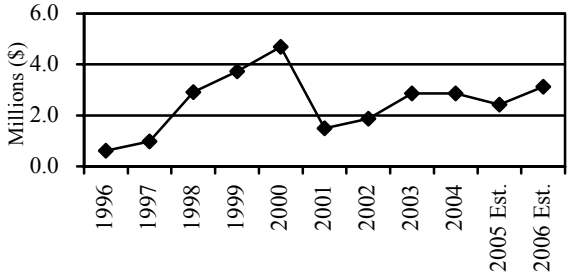
Parking System

Gregory Warnke, Manager ● 30 S. Nevada Avenue, Colorado Springs, CO 80903 ● (719) 385-5682 ● gwarnke@springsgov.com

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 revenue and maintain and install short-term public on-street metered parking
- Investigate public parking concerns in commercial and residential areas
- Maintain structural integrity, appearance and operations of off-street public parking facilities
- Provide technical expertise in parking operations and related issues for other City agencies such as Airport, Municipal Court, Colorado Springs Police Department (CSPD), etc.
- Provide funding to CSPD for Parking Enforcement personnel
- Administer the collection and maintenance of the on-street trash receptacles in downtown and Old Colorado City
- Evaluate existing and future public parking needs and plan for additional system capacity

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2005 Est. Year End	2006 Budget
Sources of Funds					
Monthly Parking	$1,112,443	$1,064,384	$1,054,080	$1,054,080	$1,064,940
Transient Parking	195432	228,548	200,680	200,680	216,023
Parking Meters & Hoods	1,340,589	1,351,834	1,349,147	1,349,147	1,363,296
Misc. Transit Lease	39,570	39,570	39,570	39,570	39,570
Interest Earned on Fund Balance	110,990	106,081	75,000	75,000	80,000
POC Garage Loan Payment	0	90,870	132,000	132,000	132,000
Total	**$2,888,530**	**$2,831,493**	**$2,850,477**	**$2,850,477**	**$2,895,829**

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2005 Est. Year End	2006 Budget
Uses of Funds					
Salary/Benefits	$ 370,320	$ 377,211	$ 458,213	$ 458,213	$ 479,463
Operating	739,427	822,990	857,932	857,932	882,958
Capital Outlay	15,140	60,212	129,250	129,250	124,250
Bond Payment – Principal	360,000	375,000	385,000	385,000	400,000
Bond Payment – Interest	344,139	329,689	315,938	315,938	300,539
Cap. Improvement – CAB Garage Repair	0	0	500,000	500,000	0
Cap. Improvement – Downtown BID	620,193	0	0	0	0
Cap. Improvement – Bijou/Cascade Gar.	128,785	0	0	0	0
Total	**$2,578,004**	**$1,965,102**	**$2,646,333**	**$2,646,333**	**$2,187,210**

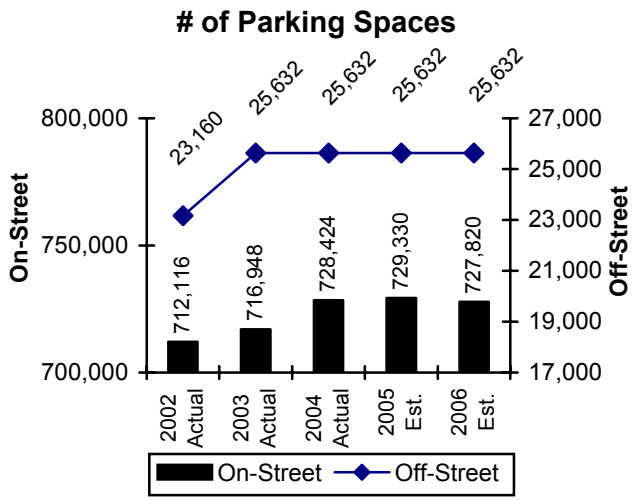
The estimated ending fund balance differs from the Comprehensive Annual Financial Report. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Division.

PERSONNEL

	2003 Actual	2004 Actual	2005 Budget	2005 Est. Year End	2006 Budget
Classification					
Manager	1.0	1.0	1.0	1.0	1.0
Professional	1.0	1.0	1.0	1.0	1.0
Paraprofessional	1.0	1.0	1.0	1.0	1.0
General	6.0	5.0	5.0	5.0	5.0
FTE Total	**9.0**	**8.0**	**8.0**	**8.0**	**8.0**

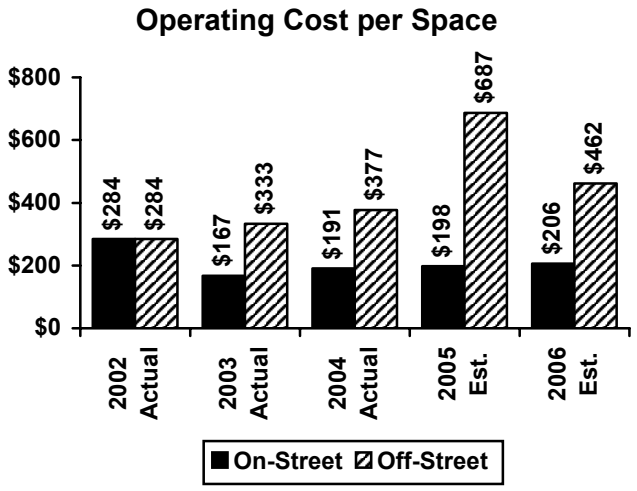
With the completion of the conversion to electronic parking meters, the mechanic position vacated by retirement was eliminated in 2004. The Analyst position will remain vacant until workload justifies filling the position.

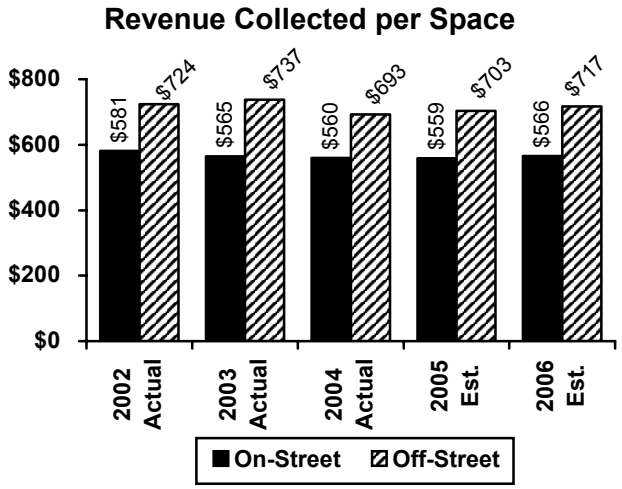
PERFORMANCE INDICATORS



Number of on-street parking spaces supplied increased in 2003 and 2004 with the installation of additional meters in the southwest section of downtown and in the Boulder Crescent neighborhood. The number of on-street parking spaces will decline in 2006 due the El Paso County Courthouse Expansion and loss of spaces.

For 2005, operational costs for on-street spaces remain consistent with 2004 amounts. Operational costs for off-street spaces will increase as repairs are made to the City Administration Building parking structure in 2005. Cost should return to normal levels in 2006.





Revenue generated per both on-street space and off-street space should remain fairly consistent with 2005 amounts.

CHANGES TO THE BUDGET

- Funding of $9,750 is included for a 2006 salary and benefit increase and $2,228 is included for PERA and Workers' Compensation increases.
- Also, funding of $4,000 is included for seasonal or temporary employees.
- There is a net increase of $29,476 in Operating expenses primarily due to an increase in Parking Management Contracted Services.
- There is a decrease of $5,000 in Capital Outlay due to a decrease in Machinery and Apparatus.
- Capital Improvements Projects have decreased by $500,000 due to completion of the garage repair in 2005.

MAJOR OBJECTIVES

OBJECTIVE – Maintain operations of a self-supported, cost-efficient public parking system

Operating funds are budgeted to maintain and/or enhance operations of the Public Works Parking System Enterprise.

OBJECTIVE – Position the Parking Enterprise to respond to a rising demand for parking

Based on the results of the 2005 parking study update, the parking enterprise will perform the due diligence to determine the feasibility of horizontal expansion the CAB Parking Garage.

OBJECTIVE – Enhance Customer Education Information

Work within budgeted resources to enhance educational information available to the parking public on enterprise operations.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

PARKING SYSTEM FUND
PARKING SYSTEM

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	284,436	281,527	357,199	369,700
51210	OVERTIME	4,385	2,333	2,500	2,500
51220	SEASONAL TEMPORARY	1,189	6,399	2,000	6,000
51240	RETIREMENT TERMINATION SICK	(3,576)	2,266	0	0
51245	RETIREMENT TERM VACATION	3,476	6,412	0	0
51260	VACATION BUY	641	635	0	0
51299	SALARIES REIMBURSEMENTS	(656)	(581)	0	0
51610	PERA	27,087	27,553	34,220	37,126
51615	WORKERS COMPENSATION	3,079	2,843	3,040	3,771
51620	EQUITABLE LIFE INSURANCE	867	853	1,429	1,454
51625	VISION CARE	321	317	544	553
51640	DENTAL INSURANCE	2,405	2,434	3,413	3,472
51655	RETIRED EMP MEDICAL INS	896	1,115	0	0
51665	CASH BACK	1,211	255	0	0
51675	UNEMPLOYMENT INSURANCE	5,688	0	0	0
51690	MEDICARE	3,396	3,545	4,574	4,739
51695	CITY EPO MEDICAL PLAN	35,476	39,303	49,294	50,148
	TOTAL SALARIES AND BENEFITS	**370,320**	**377,211**	**458,213**	**479,463**
52110	OFFICE SUPPLIES	1,132	423	0	250
52111	PAPER SUPPLIES	0	0	0	200
52125	GENERAL SUPPLIES	157	440	400	100
52135	POSTAGE	145	140	150	150
52140	WEARING APPAREL	173	302	800	800
52145	PAINT AND CHEMICAL	1,390	374	2,500	2,500
52190	JANITORIAL SUPPLIES	60	49	100	100
52225	MAINT MICRO/WORD PROCESSOR	0	294	100	100
52235	MAINT MACHINERY & APPARATUS	208	554	500	500
52260	MAINT METERS	14,033	19,983	22,000	24,000
52265	MAINT BUILDINGS & STRUCTURE	4,002	21,424	24,000	24,000
52275	MAINT RUNWAYS	91	0	0	0
52405	ADVERTISING SERVICES	730	0	250	250
52410	BUILDING SECURITY SERVICES	5,798	10,792	34,000	34,000
52415	CONTRACTS AND SPEC PROJECTS	11,650	374,468	425,000	444,000
52435	GARBAGE REMOVAL SERVICES	19,609	20,320	30,000	30,000
52575	SERVICES	403,587	38,700	38,000	44,123
52576	AUDIT SERVICES	0	2,150	6,500	6,500
52615	DUES AND MEMBERSHIP	890	910	900	950
52630	TRAINING	340	0	1,000	1,000
52635	EMPLOYEE EDUCATIONL ASSIST	140	544	1,000	1,000
52655	TRAVEL OUT OF TOWN	0	0	1,000	1,000
52705	COMMUNICATIONS	15,821	15,307	12,880	13,380
52735	TELEPHONE LONG DIST CALLS	517	445	400	400
52736	CELL PHONE AIRTIME	0	0	500	500
52740	GENERAL INSURANCE-CITY	23,072	18,073	22,100	22,100
52743	UTILITIES STREET LIGHTS	256	308	300	315
52746	UTILITIES ELECTRIC	74,850	92,819	90,550	92,004
52748	UTILITIES SEWER	996	1,498	1,500	1,879
52749	UTILITIES WATER	2,616	2,620	2,500	2,750

CITY OF COLORADO SPRINGS
BUDGET DETAIL

PARKING SYSTEM FUND
PARKING SYSTEM

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52775	MINOR EQUIPMENT	327	656	2,750	2,500
52795	RENTAL OF EQUIPMENT	425	1,063	2,550	2,550
52805	ADMIN PRORATED CHARGES	107,280	110,172	98,679	94,943
52806	PAYMENT IN LIEU OF TAXES	45,660	38,028	31,223	30,164
52872	MAINT FLEET VEHICLES EQP	3,762	2,426	3,000	3,000
52874	OFFICE SERVICES PRINTING	(488)	1,225	700	700
52875	OFFICE SERVICES RECORDS	48	82	100	100
65051	ADM FEE	150	150	0	150
65403	FEDERAL FUNDS LOCAL SHARE	0	46,252	0	0
	TOTAL OPERATING EXPENSES	**739,427**	**822,990**	**857,932**	**882,958**
53050	MACHINERY AND APPARATUS	2,166	0	18,250	13,250
53090	BUILDINGS AND STRUCTURES	12,974	60,212	111,000	111,000
	TOTAL CAPITAL OUTLAY	**15,140**	**60,212**	**129,250**	**124,250**
65075	INTEREST	344,139	329,689	315,938	300,539
65185	PRINCIPAL	360,000	375,000	385,000	400,000
	TOTAL DEBT SERVICE	**704,139**	**704,689**	**700,938**	**700,539**
	CAP. IMPRVMNT-DOWNTOWN BID	620,193	0	0	0
	CAP. IMPRVMNT-CAB GRGE REPRS	0	0	500,000	0
	CAP. IMPRVMNT-BIJOU/CASCADE	128,785	0	0	0
	TOTAL CAPITAL PROJECTS	**748,978**	**0**	**500,000**	**0**
	ORGANIZATION TOTAL	**2,578,004**	**1,965,102**	**2,646,333**	**2,187,210**

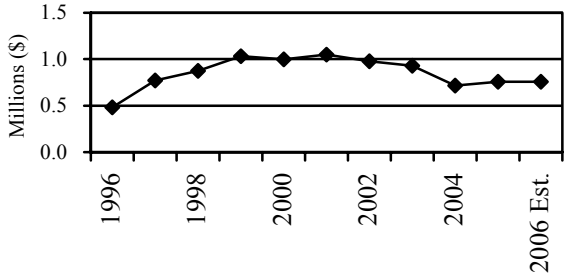
Patty Jewett Golf Course

Dal Lockwood, Manager ● 900 E. Espanola, Colorado Springs, CO 80907 ● (719) 385-6931 ● dlockwood@springsgov.com

MISSION

To provide a high quality golf experience at the lowest possible cost while being a financially responsible and self-supporting golf course.

ESTIMATED FUND BALANCE



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

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2005 Est. Year End	2006 Budget
Sources of Funds					
Annual Permit Fees	$ 95,287	$ 95,246	$ 100,847	$ 93,259	$ 100,150
Daily 9 &18 Hole Green Fees	1,038,991	938,946	1,281,123	1,140,083	1,147,890
Cart Fees	249,905	213,348	257,485	215,550	224,192
Concessions	118,568	120,557	107,655	111,248	126,840
Operating Fee Daily	228,475	295,781	329,949	310,868	355,764
Miscellaneous	10,838	8,089	12,406	8,033	7,965
Interest	41,978	20,569	50,805	41,832	23,581
Total	**$1,784,042**	**$1,692,536**	**$2,140,270**	**$1,920,873**	**$1,986,382**

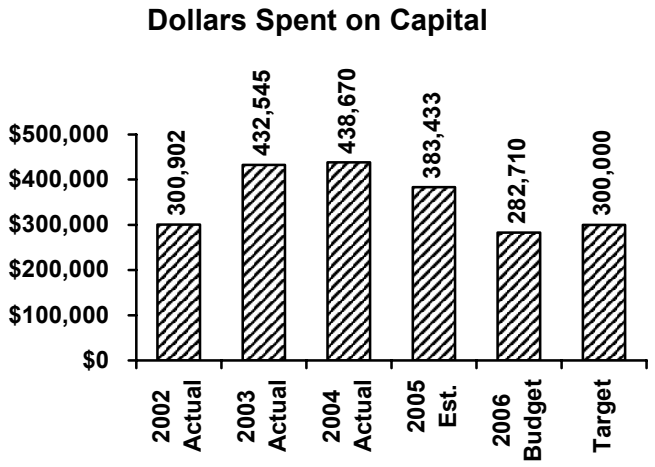
	2003 Actual	2004 Actual	2005 Budget	2005 Est. Year End	2006 Budget
Uses of Funds					
Salary/Benefits	$ 604,543	$ 647,161	$ 707,494	$ 622,910	$ 731,878
Operating	852,988	900,466	994,188	956,465	972,530
Capital Outlay	360,553	438,671	397,000	383,433	282,710
Total	**$1,818,084**	**$1,986,298**	**$2,098,682**	**$1,962,808**	**$1,987,118**

The estimated ending fund balance is not the same amount as the fund balance as stated on the Comprehensive Annual Financial Report. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Division.

PERSONNEL

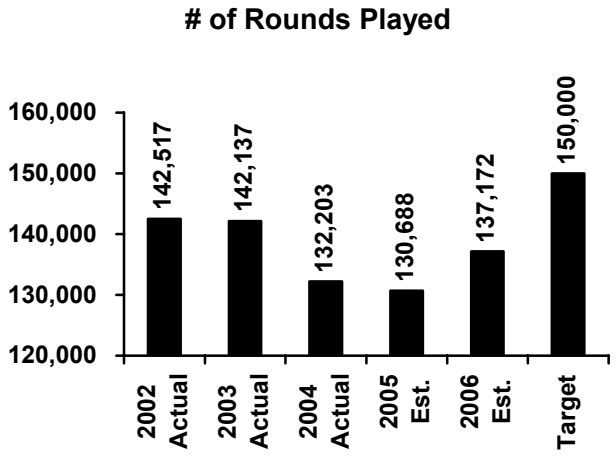
	2003 Actual	2004 Actual	2005 Budget	2005 Est. Year End	2006 Budget
Classification					
Manager	1.0	1.0	1.0	1.0	1.0
Supervisor	1.0	1.0	1.0	1.0	1.0
Paraprofessional	1.5	1.5	1.5	1.5	1.5
General	6.0	6.0	6.0	6.0	6.0
FTE Total	**9.5**	**9.5**	**9.5**	**9.5**	**9.5**

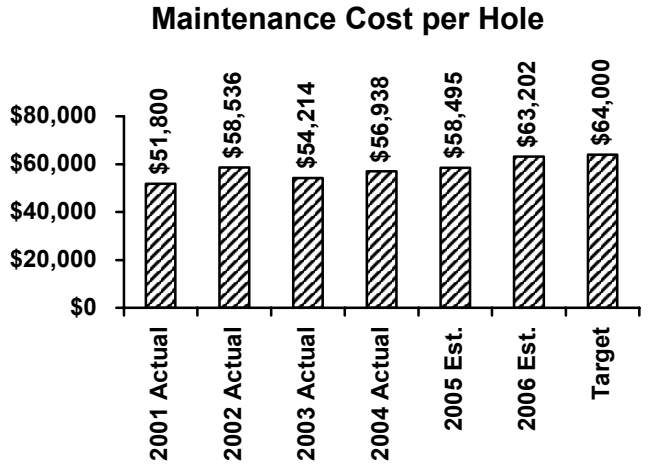
PERFORMANCE INDICATORS



Dollars spent on capital indicate commitment to maintaining and improving golf facilities for customers. This is a crucial aspect of maintaining the value of the Patty Jewett Golf Course assets and the primary function of the fee maintenance program.

Number of rounds played indicates a broad range of the golf market being served. Rounds also reflect an increase in local competition.





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

- Funding of $4,714 is included for a 2006 salary and benefit increase and $4,644 is included for PERA and Workers' Compensation increases.
- In addition, there is a net increase of $821 in salaries and benefit line accounts to accurately reflect costs.
- There is a net decrease of $7,453 in Operating expenses primarily due to a decrease in the administrative prorate costs.
- There is a decrease of $114,290 in Capital Outlay expenses due to the reduction in rounds projected to be played and increases in salary and operating expenses. A two-year rather than five-year average of rounds is used to calculate the 2006 revenue which reflects a recent downturn in golf rounds played.

MAJOR OBJECTIVES

OBJECTIVE – Provide a high quality golf experience (*Strategic Action Plan 5.3.0)*

Through the use of state-of-the-art maintenance practices and equipment, Patty Jewett will continue to provide high-quality playing surfaces and facilities for the customers. For 2006, $10,000 is budgeted in irrigation improvements to allow for updates to irrigation heads and improvements so that the Division may replace and repair weed-infested play areas on the golf course. Replace carpet and some windows in the clubhouse as well as seal coat and stripe the parking lot to maintain the aesthetics and safety of the non-golf areas. Non-golf improvements total $33,500.

OBJECTIVE – Purchase approximately $168,000 of new turf equipment

Replace outdated and inoperative equipment to allow for more efficient maintenance and higher quality cuts on the playing surfaces of the golf course.

Objective – Continue golf course master plan with golf cart path additions

Install concrete cart path and construct new tees on various holes as directed by the golf course master plan.

OBJECTIVE – Continue golf cart replacement program

The purchase of 10 replacement carts will maintain the operational quality of the fleet and provide carts during peak seasons as well as tournaments.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GOLF FUND
PATTY JEWETT GOLF COURSE

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	377,280	394,325	457,533	475,849
51210	OVERTIME	18,142	29,376	15,000	15,000
51220	SEASONAL TEMPORARY	93,612	82,290	100,680	100,680
51235	STANDBY	3,880	2,998	1,000	1,000
51240	RETIREMENT TERMINATION SICK	(4,797)	6,518	0	0
51245	RETIREMENT TERM VACATION	982	5,283	0	0
51260	VACATION BUY	200	328	0	0
51299	SALARIES REIMBURSEMENTS	(755)	(786)	0	0
51610	PERA	43,974	48,813	45,084	50,808
51615	WORKERS COMPENSATION	12,375	12,896	14,056	16,017
51620	EQUITABLE LIFE INSURANCE	1,301	1,304	1,830	1,911
51625	VISION CARE	515	511	599	605
51640	DENTAL INSURANCE	3,079	3,172	4,023	4,026
51655	RETIRED EMP MEDICAL INS	3,016	3,345	3,148	3,162
51665	CASH BACK	55	1,654	0	0
51675	UNEMPLOYMENT INSURANCE	1,408	1,235	0	0
51690	MEDICARE	6,090	6,444	6,100	6,168
51695	CITY EPO MEDICAL PLAN	44,187	47,455	58,441	56,652
	TOTAL SALARIES AND BENEFITS	**604,543**	**647,161**	**707,494**	**731,878**
52105	MISCELLANEOUS OPERATING	(0)	2,202	0	0
52110	OFFICE SUPPLIES	2,280	1,624	2,500	2,500
52115	MEDICAL SUPPLIES	1,037	786	1,025	1,025
52120	SOFTWARE MICRO/WORD PROCESS	638	295	0	0
52122	CELL PHONE EQUIP AND SUPPLIES	0	46	0	0
52125	GENERAL SUPPLIES	16,880	15,494	13,000	13,000
52135	POSTAGE	150	98	0	0
52140	WEARING APPAREL	3,391	3,854	3,500	3,500
52145	PAINT AND CHEMICAL	1,756	667	2,000	2,000
52150	SEED AND FERTILIZER	50,012	64,568	70,000	70,000
52155	AUTOMOTIVE	2,256	2,617	2,500	2,500
52165	LICENSES AND TAGS	25	0	0	0
52175	SIGNS	250	991	5,500	2,500
52190	JANITORIAL SUPPLIES	3,626	4,440	5,000	5,000
52205	MAINT LANDSCAPING	4,796	1,230	5,500	5,500
52210	MAINT TREES	8,878	5,019	14,000	14,000
52215	MAINT GROUNDS	13,776	17,375	26,000	20,000
52220	MAINT OFFICE MACHINES	455	627	700	700
52225	MAINT MICROS WORD PROCESSOR	0	0	1,000	1,000
52230	MAINT FURNITURE AND FIXTURES	1,917	1,505	1,250	1,250
52235	MAINT MACHINERY & APPARATUS	23,438	29,234	34,900	34,900
52240	MAINT NONFLEET VEHICLES EQP	1,710	1,296	6,000	3,000
52250	MAINT RADIOS ALLOCATION	0	0	6,360	6,360
52265	MAINT BUILDINGS & STRUCTURE	16,593	7,066	17,000	17,000
52270	MAINT WELLS AND RESERVOIRS	29,469	38,695	33,000	33,000
52280	MAINT ROADS AND BRIDGES	272	11,470	9,000	9,000
52405	ADVERTISING SERVICES	20,513	14,420	13,000	13,000
52450	LAUNDRY & CLEANING SERVICES	1,354	1,138	6,000	2,500
52565	PEST CONTROL	0	0	600	600
52575	SERVICES	322,215	286,895	290,000	294,488

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GOLF FUND
PATTY JEWETT GOLF COURSE

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52605	CAR MILEAGE	337	511	1,400	1,400
52615	DUES AND MEMBERSHIP	3,168	2,663	2,800	2,800
52625	MEETING EXPENSES IN TOWN	1,451	591	1,225	1,225
52630	TRAINING	3,430	2,930	3,200	3,200
52635	EMPLOYEE EDUCATIONL ASSIST	1,153	0	6,000	0
52645	SUBSCRIPTIONS	168	18	300	300
52655	TRAVEL OUT OF TOWN	2,147	1,899	4,950	4,950
52705	COMMUNICATIONS	30,472	30,127	23,435	23,435
52735	TELEPHONE LONG DIST CALLS	773	861	600	600
52736	CELL PHONE AIRTIME	625	934	0	0
52740	GENERAL INSURANCE-CITY	6,596	5,167	4,662	4,662
52743	UTILITIES STREET LIGHTS	643	452	850	850
52745	UTILITIES	(7,100)	(8,343)	0	0
52746	UTILITIES ELECTRIC	39,641	48,144	39,000	41,500
52747	UTILITIES GAS	12,824	19,374	24,000	21,500
52748	UTILITIES SEWER	3,302	4,543	4,503	5,624
52749	UTILITIES WATER	94,493	137,089	135,000	135,000
52775	MINOR EQUIPMENT	9,363	11,953	12,000	12,000
52795	RENTAL OF EQUIPMENT	2,237	4,844	4,000	4,000
52805	ADMIN PRORATED CHARGES	102,744	105,516	132,278	126,511
52872	MAINT FLEET VEHICLES EQP	15,574	16,314	22,400	22,400
52874	OFFICE SERVICES PRINTING	396	461	1,500	1,500
52923	TEL COM PASSTHRU	95	0	0	0
52970	ENVIRON PROTECTION PROGRAM	768	768	750	750
	TOTAL OPERATING EXPENSES	**852,988**	**900,466**	**994,188**	**972,530**
53050	MACHINERY AND APPARATUS	167,579	54,966	242,000	168,210
53090	BUILDINGS AND STRUCTURES	192,974	383,705	155,000	114,500
	TOTAL CAPITAL OUTLAY	**360,553**	**438,671**	**397,000**	**282,710**
	ORGANIZATION TOTAL	**1,818,084**	**1,986,298**	**2,098,682**	**1,987,118**

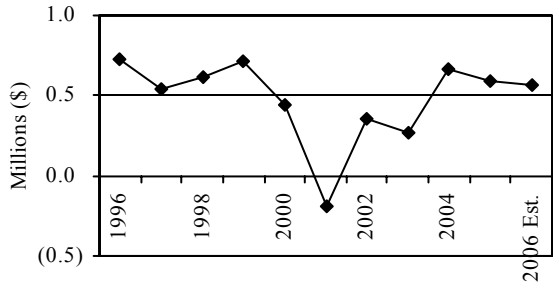
Pikes Peak - America's Mountain

Preston Kimler, Manager ● 5069 Pikes Peak Highway, Cascade, CO 80809 ● (719) 385-7701 ● pkimler@springsgov.com

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.

ESTIMATED FUND BALANCE



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 planning, maintenance, and construction
- Capital projects planning and implementation
- Capital campaign management
- Intergovernmental relations

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2005 Est. Year End	2006 Budget
Sources of Funds					
Hall at Mall Sales	$ 973	$ 0	$ 0	$ 0	$ 0
Tollgate Entry Fees	1,823,067	1,673,307	2,009,950	1,856,972	1,912,681
ARAMARK Concession Fee	526,452	543,138	580,450	575,295	592,554
Tower Optical Viewers	1,595	1,154	1,800	1,800	1,850
Miscellaneous	53,365	60,650	63,000	63683	65,593
Admin. Revenue	21,383	35,779	23,600	36,518	37,614
Gain/Loss Inv Market Value	0	-14,305	0	0	0
Cash Over/Short Tollgate	1,791	492	0	500	0
Sale of Property	5,960	177	0	7,000	7,000
Sale of Scrap	0	58	0	0	0
Gain/Loss on Sale of Assets	0	16,909	0	0	0
Interest	5,461	23,284	6,300	24,000	24,000
Subtotal	**$2,440,047**	**$2,340,643**	**$2,685,100**	**$2,565,768**	**$2,641,292**
Transfer From Other Funds (LART)	200,000	800,000	800,000	800,000	800,000
Transfer From Other Funds (Fund Bal)		0	200,000	200,000	120,000
CWRPDA Loan	779,872	220,128	0	0	0
Total	**$3,419,919**	**$3,360,771**	**$3,685,100**	**$3,565,768**	**$3,561,292**

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2005 Est. Year End	2006 Budget
Uses of Funds					
Salary/Benefits	$1,233,330	$1,294,743	$1,420,413	$1,349,392	$1,446,399
Operating	907,302	646,387	1,022,241	998,522	1,026,271
Capital Outlay	1,939	6,685	4,700	4,700	3,900
Debt Service	0	39,584	81,655	81,655	81,640
Total	**$2,142,571**	**$1,987,398**	**$2,529,009**	**$2,434,269**	**$2,558,210**
Capital Project – Erosion – LART	200,000	800,000	800,000	800,000	800,000
Capital Project – Erosion – Loan	779,872	0	0	0	0
Capital Project – Erosion – Fund Balance	0	200,000	200,000	200,000	120,000
Grand Total	**$3,122,443**	**$2,987,398**	**$3,529,009**	**$3,434,269**	**$3,478,210**

For 2004, a onetime draw of $200,000 from the fund balance was necessary so $1,000,000 in erosion projects could be completed. The remaining $800,000 was funded from the Lodgers and Automobile Rental Tax (LART) Fund.

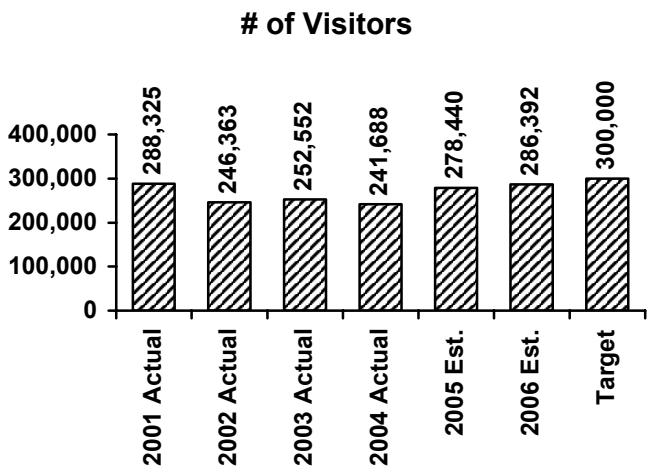
For 2005, Pikes Peak – America's Mountain requested $1,000,000 from the Lodgers and Automobile Rental Tax (LART) Fund but received $800,000. A fund balance draw of $200,000 was necessary to complete the $1,000,000 in erosion projects.

For 2006, Pikes Peak – America's Mountain requests $1,000,000 from the Lodgers and Automobile Rental Tax (LART) Fund for the erosion projects, but the LART committee recommends $800,000 for the erosion projects. However, City Council determined that $20,000 is necessary from the $800,000 allocation to fund the Zebulon Montgomery Pike Bicentennial exhibition that will be displayed at the Pioneers Museum, which reduces the total funding to $780,000 for erosion projects. This budget adjustment of $20,000 will be made in early 2006 from Pikes Peak - America's Mountain. Also, a fund balance draw of $120,000 is necessary to replace the roof on the summit house.

The estimated ending fund balance differs from the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Division. Additionally, LART, loans and grants are not represented in the fund balance graph.

PERSONNEL

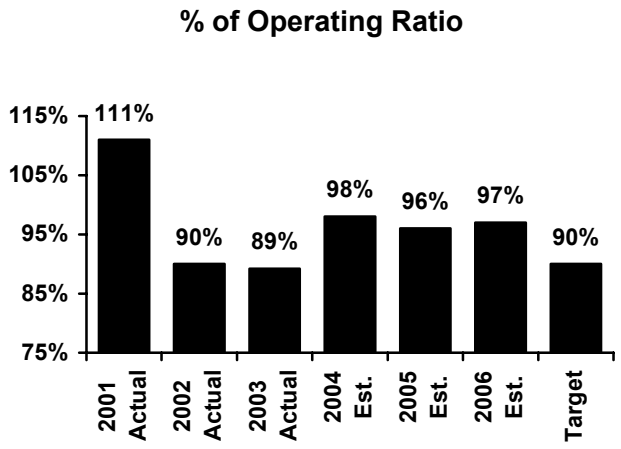
	2003 Actual	2004 Actual	2005 Budget	2005 Est. Year End	2006 Budget
Classification					
Manager	1.0	1.0	1.0	1.0	1.0
Supervisor	1.0	1.0	1.0	1.0	1.0
Professional	2.0	2.0	2.0	2.0	2.0
Paraprofessional	6.0	6.0	6.0	6.0	6.0
General	11.0	11.0	11.0	11.0	11.0
FTE Total	**21.0**	**21.0**	**21.0**	**21.0**	**21.0**

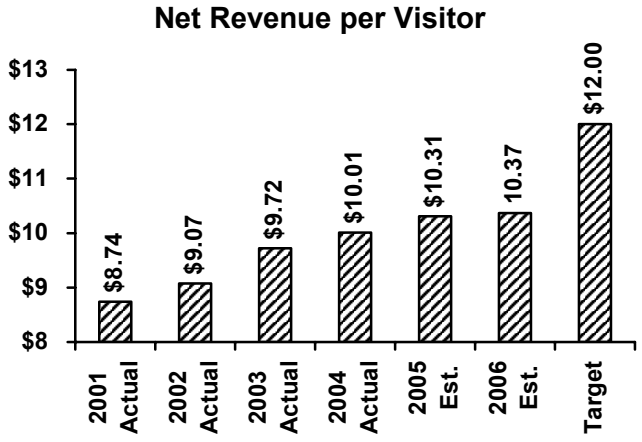


The number of visitors remains below the 2001 actual; and it is reasonable to assume that the events of 9/11, the economy, fuel prices, and conservative vacation plans resulted in the decrease in number of visitors over the past four years. However, for 2006, the number of visitors is projected to increase by 3 percent over the 2005 estimated number. To increase the number of visitors to Pikes Peak – America's Mountain, more emphasis will be placed on marketing efforts; and staff will continue efforts to promote special events for tourists. The bicentennial of Zebulon Pike's attempt to climb to the summit is 2006 and PPAM will expand marketing efforts to attract more visitors to the Peak.

A 100 percent operating ratio indicates all revenue received by Pikes Peak are used for the expenses of running Pikes Peak – America's Mountain. Operating ratios are calculated by dividing expenses by revenue. Calculations do not include the Erosion Project expense or revenue. A 100 percent plus (100%+) operating ratio indicates expenses exceed revenue, and thus a draw from the fund balance is necessary. This graph is indicative of the court-dictated expenses incurred. Although fund balance money previously covered the costs, additional funds are necessary to continue the Erosion Project. Continued efforts for federal funds will be energetically campaigned for in 2005.

At the targeted 90 percent operating ratio, Pikes Peak – America's Mountain would be adding 10 percent of the revenue to their fund balance account.





Revenue per visitor indicates the dollar amount recognized per visitor to Pikes Peak and includes the Tollgate revenue (minus the fishing revenue), commissions made from the concessionaire, and the viewers on Pikes Peak. These commission dollars include revenue made from road travelers and the Pikes Peak Cog Railway visitors at the summit buying t-shirts and souvenirs. The number of visitors includes only the road travelers and Cog visitors and does not include those who go fishing. Revenue does not include any special funds such as LART, loan money, sale of property, interest, or special events. During winter months, the net revenue per visitor is less as the road is not open to the summit. The rates are $3 to Crystal Reservoir and $5 to Glen Cove.

CHANGES TO THE BUDGET

- Funding of $8,170 is included for a 2006 salary and benefit increase and $10,908 is included for PERA and Workers' Compensation increases.
- In addition to the above funding, there is a net decrease of $1,262 in salary and benefits which is primarily due to an increase in the seasonal line account and a decrease in the medical plan line account.
- There is a net increase of $3,910 in Operating expenses. Every account was scrutinized and reallocated as necessary, allowing for uncontrollable cost increases and higher priority expenditures. Some of the major decreases and increases include a decrease of $75,000 in contractual services due to the payment in full for the Sierra Club; a decrease of $44,768 in services; an increase of $11,000 in maintenance of roads for the maintenance of the new and existing paved portion of the highway; an increase of $31,000 in marketing to promote Zebulon Pike's bicentennial attempt to climb Pikes Peak; an increase of $14,500 for temporary employees to help with the Erosion Project; an increase of $43,635 for lease purchase payments for the new Cat graders; an increase of $8,878 in administrative prorate; and an increase of $6,000 in minor equipment.
- The capital outlay budget is decreased by $800.
- There is a decrease of $80,000 in the fund balance draw since only $120,000 is necessary to replace the roof on the Summit House.

MAJOR OBJECTIVES

OBJECTIVE – Provide safe, environmentally sensitive access to "America's Mountain" and continue work on the Erosion Project

Additional efforts to protect and enhance the natural environment will be addressed during the 2006 budget year. Ongoing maintenance funding of $141,500 is included which incorporates elements of the erosion sedimentation project plan and maintenance of the paved portion of the Pikes Peak Highway. Erosion redesign and construction are inevitable, and the existing revenue avenues cannot cover costs. The Erosion Project has been funded by a loan and by LART funds. This project is on schedule and continues to be a high priority with Pikes Peak – America's Mountain. Research and participation of federal funds, foundation development and activities, and grants are being investigated and may be earmarked for potential funding.

OBJECTIVE – Maintain and develop world-class facilities

Pikes Peak's staff strives to provide high quality architectural consistency which also responds to the environmental context of the mountain. Additionally, continuing efforts are made to enhance, upgrade, replace, and remove existing facilities in the Pikes Peak corridor and add new facilities when deemed necessary. In 2006, staff will resume fundraising efforts for a new Summit House and maintenance program for the existing facility. $120,000 is needed from the Pikes Peak fund balance for a new roof on the Summit House. The in-house program for maintenance, repair, and upgrading of existing facilities will cost approximately $43,000.

OBJECTIVE – Provide educational and recreational opportunities (*Strategic Action Plan 5.3.0)*

Additional investigation and curriculum material development is necessary to provide personal service interpretation and answer visitor questions. Program materials guide the interpretive experience by educating visitors in issues such as the environment, climate, weather, water, geology, geography, wildlife, life zones, trees, wildflowers, people of Pikes Peak, and history. Events and activities are planned to enhance the recreational opportunities and entice local and out-of-state visitors to Pikes Peak. 2006 is the bicentennial of Zebulon Pike's attempt to climb to the summit of Pikes Peak. It is anticipated that expanding the marketing budget will help fund additional activities to celebrate this occasion.

OBJECTIVE – Develop and enhance first-class interpretive programs

Interpretive programs are designed to enhance the average visitor's experience on Pikes Peak. While interpretation is designed to appeal to many interest groups enjoying the mountain, the touring families and local repeat-visit families and individuals are of primary concern. Extemporaneous talks about Pikes Peak take place during the summer by all of the Rangers. The Rangers have developed an interpretive program that is presented to local schools during the winter months. An ongoing implementation of master plan projects for signage and interpretive turnouts and programs has been postponed since 2002 until additional funding is located at the federal level.

PIKES PEAK FUND
PIKES PEAK – AMERICA'S MOUNTAIN

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	851,123	872,998	983,068	990,174
51210	OVERTIME	34,347	38,962	36,000	40,325
51215	ACHIEVEMENT AWARD	0	100	0	0
51220	SEASONAL TEMPORARY	114,055	109,877	107,880	117,015
51240	RETIREMENT TERMINATION SICK	(15,716)	13,573	0	0
51245	RETIREMENT TERM VACATION	3,655	12,528	3,500	3,500
51260	VACATION BUY	1,138	719	0	800
51299	SALARIES REIMBURSEMENTS	(2,645)	(2,253)	0	0
51610	PERA	89,915	95,082	94,807	99,914
51615	WORKERS COMPENSATION	33,630	32,423	36,283	42,608
51620	EQUITABLE LIFE INSURANCE	2,807	2,865	3,932	4,156
51625	VISION CARE	1,046	1,116	1,429	1,336
51640	DENTAL INSURANCE	6,868	7,344	8,959	8,895
51655	RETIRED EMP MEDICAL INS	8,363	8,921	8,363	8,953
51665	CASH BACK	2,920	3,037	2,920	3,040
51670	PARKING FOR EMPLOYEES	1,920	0	1,920	1,920
51675	UNEMPLOYMENT INSURANCE	7,956	0	0	0
51690	MEDICARE	9,490	10,319	9,979	10,626
51695	CITY EPO MEDICAL PLAN	82,458	87,132	121,373	113,137
	TOTAL SALARIES AND BENEFITS	**1,233,330**	**1,294,743**	**1,420,413**	**1,446,399**
52110	OFFICE SUPPLIES	3,527	(3,574)	4,275	4,275
52115	MEDICAL SUPPLIES	483	2,541	1,000	1,470
52120	SOFTWARE MICRO/WORD PROCESS	626	1,862	1,000	1,900
52122	CELL PHONE EQUIP AND SUPPLIES	1,380	491	1,400	900
52125	GENERAL SUPPLIES	3,898	8,937	10,000	10,310
52135	POSTAGE	403	487	500	500
52140	WEARING APPAREL	3,463	3,612	3,500	5,300
52145	PAINT AND CHEMICAL	0	78	500	500
52155	AUTOMOTIVE	10,730	11,335	11,000	12,025
52165	LICENSES AND TAGS	1,733	1,658	1,800	2,000
52170	SPECIAL PHOTOGRAPHY ETC	20	0	50	0
52175	SIGNS	232	0	500	500
52190	JANITORIAL SUPPLIES	1,018	3,531	1,500	3,500
52195	ENVIRONMENTAL SUPPLIES ETC	0	0	500	0
52215	MAINT GROUNDS	0	7,999	7,500	10,000
52220	MAINT OFFICE MACHINES	865	765	1,000	900
52225	MAINT MICROS WORD PROCESSOR	175	0	250	0
52235	MAINT MACHINERY & APPARATUS	1,790	1,035	5,000	2,500
52240	MAINT NONFLEET VEHICLES EQP	7,447	8,986	15,000	9,000
52250	MAINT RADIOS ALLOCATION	9,200	9,200	9,200	9,200
52255	MAINT SIGNS	0	151	0	0
52265	MAINT BUILDINGS & STRUCTURE	26,017	43,748	40,000	43,000
52280	MAINT ROADS AND BRIDGES	177,703	55,124	130,500	141,500
52403	PIKES PEAK MARKETING	10,835	29,785	44,000	75,000
52405	ADVERTISING SERVICES	28,570	3,971	1,200	1,000
52415	CONTRACTS AND SPEC PROJECTS	150,000	0	75,000	0
52425	ENVIRONMENTAL SERVICES	1,661	1,304	1,700	2,370
52434	TOWING SERVICES	0	439	0	0
52435	GARBAGE REMOVAL SERVICES	4,160	3,789	4,260	4,260
52445	JANITORIAL SERVICES	0	255	300	300

CITY OF COLORADO SPRINGS
BUDGET DETAIL

PIKES PEAK FUND
PIKES PEAK – AMERICA'S MOUNTAIN

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52450	LAUNDRY & CLEANING SERVICES	4,452	1,929	6,800	4,800
52460	MEDICAL SERVICE	0	217	250	250
52570	REIMBURSABLE SERVICES	26,667	(108,228)	0	0
52575	SERVICES	(14,064)	17,246	72,568	27,800
52590	TEMPORARY EMPLOYMENT	0	15,566	1,000	15,500
52605	CAR MILEAGE	0	45	100	50
52615	DUES AND MEMBERSHIP	750	750	750	750
52625	MEETING EXPENSES IN TOWN	525	674	1,500	1,000
52630	TRAINING	520	1,230	1,630	1,630
52645	SUBSCRIPTIONS	0	0	50	0
52655	TRAVEL OUT OF TOWN	43	106	5,000	4,300
52705	COMMUNICATIONS	49,554	45,707	50,000	47,500
52735	TELEPHONE LONG DIST CALLS	1,273	1,046	1,300	1,300
52736	CELL PHONE AIRTIME	2,031	2,311	2,000	2,300
52740	GENERAL INSURANCE-CITY	32,425	12,160	18,000	18,000
52746	UTILITIES ELECTRIC	9,446	19,351	10,000	18,600
52747	UTILITIES GAS	18,209	21,648	24,600	24,600
52748	UTILITIES SEWER	0	362	0	400
52749	UTILITIES WATER	1,200	1,295	1,500	1,500
52765	LEASE PURCHASE PAYMENTS	8,334	2,294	80,000	123,635
52775	MINOR EQUIPMENT	2,718	11,393	5,000	11,000
52795	RENTAL OF EQUIPMENT	4,500	502	6,500	1,000
52805	ADMIN PRORATED CHARGES	197,088	202,416	165,608	174,486
52872	MAINT FLEET VEHICLES EQP	5,385	0	0	0
52874	OFFICE SERVICES PRINTING	84	274	1,700	450
52875	OFFICE SERVICES RECORDS	32	26	50	50
52880	PURCHASES FOR RESALE	(39,098)	10,790	14,000	9,000
52881	PURCH FOR RESALE FUEL	48,333	62,958	60,000	66,500
52882	PURCH FOR RESALE COMMERCIAL	14,338	37,253	19,500	39,115
52883	PURCH FOR RESLE NON STCK PART	61,040	58,117	70,000	61,025
52884	PURCH FOR RESALE STOCK PARTS	16,363	18,779	21,100	19,720
52893	RENTAL OF FLEET VEHICLES	2,425	750	2,500	1,000
52970	ENVIRON PROTECTION PROGRAM	6,792	6,821	6,800	6,800
65325	VEHICLE INSURANCE	0	3,090	0	0
	TOTAL OPERATING EXPENSES	**907,302**	**646,387**	**1,022,241**	**1,026,271**
53020	COMPUTERS NETWORKS	1,939	3,690	3,200	2,400
53030	FURNITURE AND FIXTURES	0	0	1,500	1,500
53050	MACHINERY AND APPARATUS	0	2,995	0	0
	TOTAL CAPITAL OUTLAY	**1,939**	**6,685**	**4,700**	**3,900**
65075	INTEREST	0	39,584	37,900	36,120
65185	PRINCIPAL	0	0	43,755	45,520
	TOTAL DEBT SERVICE	**0**	**39,584**	**81,655**	**81,640**
	CAPITAL PROJ - EROSION - LART	200,000	800,000	800,000	800,000
	CAPITAL PROJ - EROSION - LOAN	779,872	0	0	0
	CAPITAL PROJ - EROSION - FD BAL	0	200,000	200,000	120,000
	TOTAL CIP PROJECTS	**979,872**	**1,000,000**	**1,000,000**	**920,000**
	ORGANIZATION TOTAL	**3,122,443**	**2,987,398**	**3,529,009**	**3,478,210**

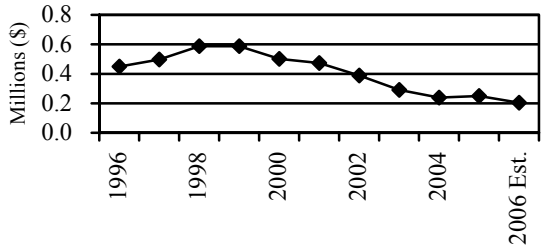
Valley Hi Golf Course

Dal Lockwood, Manager ● 610 S. Chelton Road, Colorado Springs, CO 80910 ● (719) 385-6931 ● dlockwood@springsgov.com

MISSION

To provide a high quality golf experience at the lowest possible cost while being a financially responsible and self-supporting golf course.

ESTIMATED FUND BALANCE



SERVICES

- 18-hole golf course
- Driving range
- Group and individual lesson programs for children and adults
- Putting green
- Full-service clubhouse and banquet facility
- Golf cart and club rentals
- Tournament and group outings
- Junior golf programs
- High school and middle school golf programs
- Corporate/industrial leagues
- Men's and women's associations

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2005 Est. Year End	2006 Budget
Sources of Funds					
Annual Permit Fees	$ 58,150	$ 64,485	$ 64,016	$ 60,025	$ 61,317
Daily 9 & 18 Hole Green Fees	578,664	557,115	677,764	601,476	645,303
Cart Fees	192,176	177,468	205,839	171,086	184,828
Concessions	21,771	32,389	30,284	33,793	29,080
Operating Fee Daily	159,900	144,519	205,538	176,475	188,743
Lessons	1,876	1,147	1,290	1,581	1,512
Miscellaneous	13,635	14,305	14,771	12,545	14,585
Interest	9,921	8,979	28,391	22,735	9,450
Total	**$1,036,093**	**$1,000,407**	**$1,227,893**	**$1,079,716**	**$1,134,818**

BUDGET SUMMARY

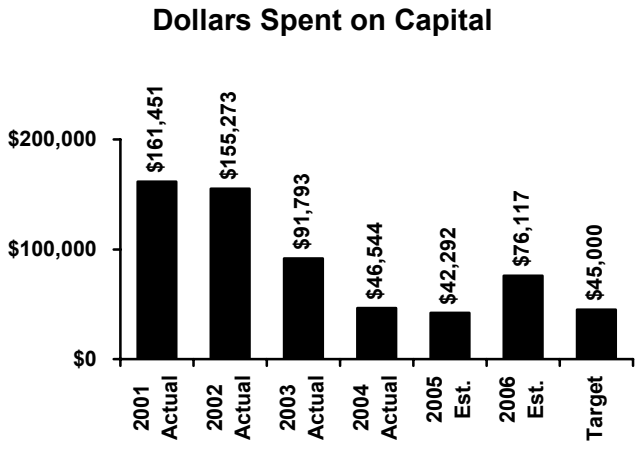
	2003 Actual	2004 Actual	2005 Budget	2005 Est. Year End	2006 Budget
Uses of Funds					
Salary/Benefits	$ 344,190	$ 274,749	$ 401,862	$ 294,329	$ 394,997
Operating	675,297	681,371	774,550	806,203	784,537
Capital Outlay	91,794	46,554	41,500	42,292	0
Total	**$1,111,281**	**$1,002,674**	**$1,217,912**	**$1,142,824**	**$1,179,534**

The estimated ending fund balance differs from that in the Comprehensive Annual Financial Report. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Division.

PERSONNEL

	2003 Actual	2004 Actual	2005 Budget	2005 Est. Year End	2006 Budget
Classification					
Supervisor	1.0	1.0	1.0	1.0	1.0
Paraprofessional	1.0	1.0	1.0	1.0	1.0
General	3.0	3.0	3.0	3.0	3.0
FTE Total	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**

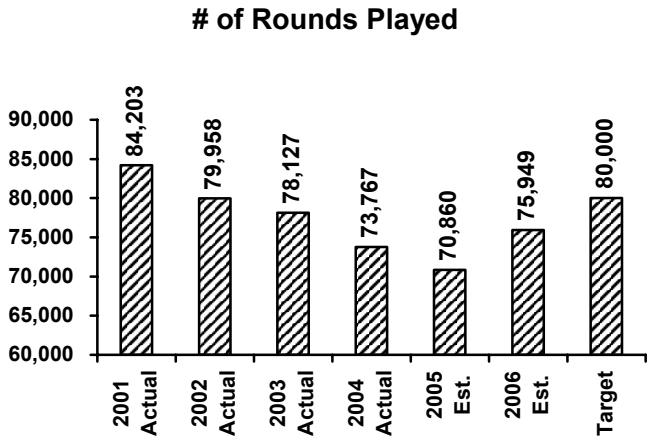
PERFORMANCE INDICATORS

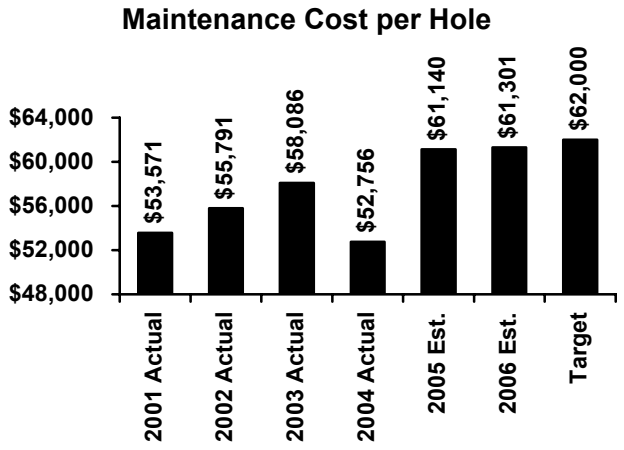


Dollars spent on capital indicate commitment to maintaining and improving golf facilities for customers. This is a crucial aspect of maintaining the value of Valley Hi Golf Course assets and the primary function of the fee maintenance program.

For 2006, $76,117 is budgeted as a capital lease in the operating section of the budget.

Number of rounds played indicates a broad range of the golf market being served. Rounds also reflect an increase in local competition.





Maintenance cost per hole is indicative of commitment to provide a high-quality golf experience at the lowest possible cost. The cost per hole reflects a strong commitment to quality while continuing to provide a reasonably priced golf experience. These costs do not include capital expenditures as they are not considered part of an annual maintenance cost of a golf course and, therefore, are measured in separate capital categories.

CHANGES TO THE BUDGET

- Funding of $2,050 is included for a 2006 salary and benefit increase and $2,488 is included for PERA and Workers' Compensation increases.
- In addition, there is a net decrease of $7,094 in salaries and benefit primarily due to a decrease in seasonal employee expenses.
- Also, there is a net decrease of $14,754 in Operating expenses.
- There is a decrease of $41,500 in Capital Outlay expenses. This is primarily due to the accounting method used for the lease purchase of the equipment and golf carts which requires the funding to be included as an Operating expense.

MAJOR OBJECTIVES

OBJECTIVE – Provide a high-quality golf experience (*Strategic Action Plan 5.3.0)*

Through the use of state-of-the-art maintenance practices and equipment, Valley Hi will continue to provide high-quality playing surfaces and facilities for its customers. Capital equipment and golf cart leases will enable Valley Hi to maintain the playing surfaces and customer service at a high level while impacting the budget in the smallest increments.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GOLF FUND
VALLEY HI GOLF COURSE

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
51205	CIVILIAN SALARIES	149,517	144,448	230,043	236,591
51210	OVERTIME	15,952	4,948	3,000	3,000
51220	SEASONAL TEMPORARY	115,363	72,177	95,917	85,038
51240	RETIREMENT TERMINATION SICK	1,195	(2,389)	0	0
51245	RETIREMENT TERM VACATION	2,874	2,871	0	0
51260	VACATION BUY	1,215	927	0	0
51299	SALARIES REIMBURSEMENTS	(1,504)	(1,322)	0	0
51610	PERA	26,111	21,925	22,004	25,036
51615	WORKERS COMPENSATION	8,295	7,156	8,162	11,154
51620	EQUITABLE LIFE INSURANCE	572	551	920	943
51625	VISION CARE	191	157	340	318
51640	DENTAL INSURANCE	1,141	1,112	2,133	2,118
51655	RETIRED EMP MEDICAL INS	1,106	1,115	0	0
51665	CASH BACK	0	21	0	0
51675	UNEMPLOYMENT INSURANCE	641	2,505	0	0
51690	MEDICARE	3,943	3,182	3,336	3,418
51695	CITY EPO MEDICAL PLAN	17,580	15,365	36,007	27,381
	TOTAL SALARIES AND BENEFITS	**344,190**	**274,749**	**401,862**	**394,997**
52105	MISCELLANEOUS OPERATING	0	257	0	0
52110	OFFICE SUPPLIES	139	833	630	630
52115	MEDICAL SUPPLIES	1,268	86	500	500
52120	SOFTWARE MICRO/WORD PROCESS	0	403	0	0
52122	CELL PHONE EQUIP AND SUPPLIES	0	35	0	0
52125	GENERAL SUPPLIES	13,073	16,416	10,000	8,500
52135	POSTAGE	426	726	0	0
52140	WEARING APPAREL	2,664	1,385	2,500	2,000
52145	PAINT AND CHEMICAL	175	1,091	3,000	3,000
52150	SEED AND FERTILIZER	52,861	42,325	57,400	52,400
52155	AUTOMOTIVE	386	1,237	11,575	4,575
52165	LICENSES AND TAGS	16	0	200	200
52175	SIGNS	319	378	1,500	1,500
52190	JANITORIAL SUPPLIES	0	314	0	0
52205	MAINT LANDSCAPING	720	104	3,000	2,700
52210	MAINT TREES	4,800	6,333	7,000	5,000
52215	MAINT GROUNDS	27,841	19,830	28,200	25,200
52220	MAINT OFFICE MACHINES	289	517	500	500
52225	MAINT MICROS WORD PROCESSOR	127	0	175	175
52230	MAINT FURNITURE AND FIXTURES	0	0	1,000	1,000
52235	MAINT MACHINERY & APPARATUS	23,784	33,355	30,000	29,000
52240	MAINT NONFLEET VEHICLES EQP	288	0	1,000	1,000
52250	MAINT RADIOS ALLOCATION	412	0	900	5,500
52265	MAINT BUILDINGS & STRUCTURE	7,692	34,362	17,000	17,000
52270	MAINT WELLS AND RESERVOIRS	23,411	14,794	22,550	21,950
52280	MAINT ROADS AND BRIDGES	4,600	1,066	10,000	5,000
52405	ADVERTISING SERVICES	14,045	14,995	10,000	9,000
52450	LAUNDRY & CLEANING SERVICES	1,507	832	2,500	2,500
52525	MISCELLANEOUS SERVICES	0	71	0	0
52575	SERVICES	213,088	191,666	192,282	193,419
52605	CAR MILEAGE	0	0	300	300

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GOLF FUND
VALLEY HI GOLF COURSE

	ACCOUNT	2003 ACTUAL	2004 ACTUAL	2005 BUDGET	2006 BUDGET
52615	DUES AND MEMBERSHIP	2,261	1,765	1,500	1,500
52625	MEETING EXPENSES IN TOWN	132	182	180	180
52630	TRAINING	834	1,052	2,000	1,000
52635	EMPLOYEE EDUCATIONL ASSIST	82	0	0	0
52645	SUBSCRIPTIONS	168	18	200	200
52655	TRAVEL OUT OF TOWN	453	552	1,800	1,000
52705	COMMUNICATIONS	17,247	16,832	13,734	13,734
52735	TELEPHONE LONG DIST CALLS	285	3,471	300	300
52736	CELL PHONE AIRTIME	552	864	500	250
52740	GENERAL INSURANCE-CITY	8,111	6,354	7,771	7,771
52743	UTILITIES STREET LIGHTS	548	370	0	250
52745	UTILITIES	(2,200)	(1,800)	0	0
52746	UTILITIES ELECTRIC	25,090	33,245	29,000	19,000
52747	UTILITIES GAS	12,137	29,881	18,000	28,000
52748	UTILITIES SEWER	2,588	4,961	2,493	3,585
52749	UTILITIES WATER	74,104	80,810	108,000	113,400
52765	LEASE PURCHASE PAYMENTS	6,050	4,137	41,798	76,118
52775	MINOR EQUIPMENT	10,139	959	8,400	8,400
52795	RENTAL OF EQUIPMENT	161	1,006	3,200	2,200
52805	ADMIN PRORATED CHARGES	84,000	86,268	90,041	85,644
52806	PAYMENT IN LIEU OF TAXES	6,348	6,072	5,934	4,469
52872	MAINT FLEET VEHICLES EQP	16,207	15,515	21,000	20,000
52874	OFFICE SERVICES PRINTING	484	1,185	500	500
52970	ENVIRON PROTECTION PROGRAM	4,260	4,260	4,487	4,487
65175	TRANSFER TO GENERAL FUND	11,326	0	0	0
	TOTAL OPERATING EXPENSES	**675,297**	**681,371**	**774,550**	**784,537**
53050	MACHINERY AND APPARATUS	0	12,464	35,000	0
53090	BUILDINGS AND STRUCTURES	91,794	34,090	6,500	0
	TOTAL CAPITAL OUTLAY	**91,794**	**46,554**	**41,500**	**0**
	ORGANIZATION TOTAL	**1,111,281**	**1,002,674**	**1,217,912**	**1,179,534**

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Other Funds and Agencies

This section provides a description of all other funds and agencies that have appropriations in 2006 but which have not been previously displayed in this book. These include special revenue funds, capital projects funds, internal services funds, and permanent funds. The definitions as well as a summary table of these funds are contained in Section 2, All Funds Summary.

Funds included in this section are as follows:

- **Cable Franchise**
- **City-Funded CIP**
- **Conservation Trust**
- **Lodgers and Automobile Rental Tax (LART)**
- **Other Special Funds**

Special Revenue Funds
Arterial Roadway
Ballfield Capital Improvements
Bicycle Tax Fund
Briargate Special Improvement Maintenance District
Economic Development Fund (pka Business Development)
Garfield School Maintenance
Gateway Special Improvement Maintenance District
Gift Trust Fund
Norwood Special Improvement Maintenance District
Old Colorado City Maintenance and Security District
Platte Avenue Special Improvement Maintenance District
Public Space and Development Fund
Senior Programs Fund
Stetson Hills Special Improvement Maintenance District
Street Tree Fund
Subdivision Drainage
Tree City USA Fund
Therapeutic Recreation Fund
Woodstone Special Improvement Maintenance District

Internal Services
Claims Reserve Self-Insurance Fund
Employee Benefits Self-Insurance Fund
Workers' Compensation Self-Insurance Fund

Permanent Funds
C.D. Smith Trust Fund
Perkins Trust Fund
Sabine Trust Fund
Trails, Open Space and Parks Maintenance
Woods Trust Fund

Local Improvement Districts
Improvement Districts Fund
Carmel Drive Improvement District
Woodmen Valley Improvement District

Grants Fund
Grants Interest

- **Public Safety Sales Tax**
- **Springs Community Improvements Program (SCIP)**
- **Trails, Open Space and Parks**

Cable Franchise

MISSION

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

OVERVIEW

In July of 2000, City Council approved Ordinances 00-118 and 00-119 establishing the terms, fees, compensation, conditions, and other matters of franchise between the City and Adelphia Communications and WideOpen West. On November 7, 2000, Colorado Springs voters approved Measures 2A and 2B to grant nonexclusive franchise agreements to Adelphia Communications and WideOpen West. In accordance with the agreement, the SCETC will receive 20 percent of the funds; and the City will apply its share towards information technology and communication needs.

2006 Cable Franchise Grant	
Revenue	
2.2 percent increase in number of subscribers, no change in rate (87,500 subscribers at $1.20 per month)	$1,260,000
Total Revenue	**$1,260,000**
Expenditures	
City information technology strategic needs	$ 699,261
Southern Colorado Educational Television Consortium (SCETC) 20 percent share	252,000
SpringsTV implementation equipment and staffing	308,739
Total Expenditures	**$1,260,000**

City Information Technology Strategic Needs: $699,261

Automated Payroll/Financial System Upgrades and Maintenance – A total of $668,000 from the Cable Franchise Fund is budgeted for support of the City's financial, payroll, and human resources information systems (PeopleSoft). These funds service existing lease payments related to the acquisition and implementation of these systems and contribute to server upgrades, annual software maintenance fees, and enhanced functionality. An additional $54,000 is budgeted in the General Fund for this purpose.

Information Technology: Cable Franchise Administration Costs – Funding of $31,261 is included for one-half of the costs of a Staff Assistant position in the Office of Information Technology. Approximately half of this position's time is spent performing duties directly related to Cable Franchise administration.

Southern Colorado Educational Television Consortium Share: $252,000

Southern Colorado Educational Television Consortium (SCETC) – A total of $252,000 is provided for the SCETC to continue implementing a connector loop network to cable cast from remote sites for increased learning/educational opportunities. Funding for the mobile studio van operational expenses is included.

SpringsTV: **$308,739**

SpringsTV – A total of $308,739 is included for equipment maintenance, library licenses, program promotions, production contract services, professional staff and interns, basic operational supplies, an upgraded server and the ongoing fees for a dedicated T-1 phone line. The server and phone line support video and audio streaming of live City Council sessions, Planning Commission, Utilities Board and E-Townhall meetings. This will also support encoding of video clips to be made available on SpringsGov.com. For 2004, a Public Communications Specialist II position dedicated to SpringsTV was transferred to this fund. In 2006, the salary and benefits for a regular TV Specialist, a special Public Communications Specialist, and a special half-time Administrative Technician position are funded along with operational costs to allow SpringsTV to meet programming and equipment requirements in addition to the necessary human resources required for live broadcasting and department program requests.

City-Funded CIP

MISSION

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

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Ongoing CIP Maintenance	$6,979,328	$17,962,999	$18,097,264	$16,945,889
Salaries/Benefits	0	412,076	429,707	483,032
Total	**$6,979,328**	**$18,375,075**	**$18,526,971**	**$17,383,921**

OVERVIEW

The City's capital improvements program will receive $17,383,921 in 2006. The sources of this funding include: an Ongoing CIP 2006 General Fund contribution of $13,880,561, augmented by $625,000 in anticipated interest earnings, and $96,359 in transfers from other funds. This $14,601,920 will fund two CIP components: 1) the ongoing maintenance of the city's existing infrastructure, budgeted at $7,127,531; and 2) $7,474,389 of the 2006 $7,847,921 debt payment on the Springs Community Improvements Program (SCIP) bond. The $2,782,001 balance of the $17.4 million is funded from a 2006 General Fund contribution for the third CIP component, the Emergency Repair and Maintenance projects which includes the most critical bridge maintenance and drainage infrastructure projects.

For the past two years, five City Engineering positions have been funded in the City-Funded CIP fund (202) instead of the General Fund (101), since position responsibilities are directly project related. For 2006, these positions continue to be funded through the projects in the City-Funded CIP Construction Fund. In 2006, $438,032 is needed to fund these five project management positions. Of this total, $180,777 will be funded through the Ongoing CIP projects ($96,359 is funded by transfers from other funds, including $81,114 from 2005 CDBG, and $15,215 from SAFETEA-LU projects), and $257,255 will come from the Emergency Repair and Maintenance projects. The worksheet in Chapter 16, the CIP Chapter, indicates a total of $534,390 for City Engineering staffing. This amount reflects a double-counting of the $96,359 in transfers from 2006 CDBG and the SAFETEA-LU projects to obtain appropriate spending authority.

A detailed list of projects is in Section 16, Capital Improvements.

Conservation Trust

MISSION

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

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Lottery-Funded Projects	$3,450,000	$3,130,000	$4,696,943	$3,246,850
Salaries/Benefits	0	436,811	456,811	0
Operating	0	37,905	37,905	0
Total	**$3,450,000**	**$3,604,716**	**$5,191,659**	**$3,246,850**

OVERVIEW

Local governments receive 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 Conservation Trust Fund (CTF). A total of $3,246,850 is the allocation of Lottery funds expected in 2006. This estimate is based upon a weighted city population of 381,670 and an $8.29 per capita distribution which generates $3,245,737, plus $1,113 in interest earnings.

In 2004 and 2005, three Landscape Architect positions in the Parks, Recreation and Cultural Services - Design and Development Division and one Manager position from the Parks, Recreation and Cultural Services Department budget were transferred to the CTF. For 2006, those positions have been moved back into the General Fund and have been offset with $474,716 in additional CTF dollars for the maintenance of parks. Salary and benefits are a permitted use under CTF regulations for the portion of time spent specifically on CTF projects. Since the Design and Development Division works on a variety of projects, in addition to CTF projects, this modification will more fully comply with CTF regulations.

A detailed list of projects is in Section 16, Capital Improvements.

Lodgers and Automobile Rental Tax Fund (Bed & Car Tax)

MISSION

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

Account Category	2003 Budget	2004 Budget	2005 Budget	2006 Budget
Transfer to General Fund for Tourist-Related Expenses	$ 864,921	$ 291,074	$ 417,436	$ 399,198
Pikes Peak – America's Mountain*	200,000	800,000	800,000	780,000
U.S. Senior Open*	0	0	0	25,000
Zebulon Montgomery Pike Bicentennial	0	0	0	20,000
Subtotal – City Share	$1,064,921	$1,091,074	$1,217,436	$1,224,198
Convention and Visitors Bureau Promotion Contract	2,129,837	2,182,147	2,434,873	2,448,396
TOTAL	**$3,194,758**	**$3,273,221**	**$3,652,309**	**$3,672,594**

The LART Advisory Committee recommended a one-third and two-third split between the City and Convention and Visitors Bureau respectively of the 2006 LART funds which total $3,672,594. Of that total, the City's share is $1,224,198 and the CVB's share is $2,448,396.

*In 2006, the City share funds Pikes Peak – America's Mountain, promotion for the 2008 U.S. Senior Open tournament, Zebulon Montgomery Pike Bicentennial, and other General Fund tourist-related activities.

OVERVIEW

Revenue resulting from the City's two (2) percent lodging and one (1) percent auto rental tax are deposited into the Lodgers and Automobile Rental Tax (LART) Fund. Uses of LART revenue is limited to tourist promotion and visitor attraction as well as for economic development activities. LART revenue collections through the first eight months of 2005 were up 3.3 percent from the same period one year ago, and the 2005 year-end estimate is projected to be 2.1 percent over the 2004 total.

LART revenue in 2006 is projected to post a 4.0 percent increase from the 2005 year-end estimate. When an unappropriated fund balance of $78,000 is added to the total, LART resources available for appropriation in 2006 are projected to reach $3.67 million. The 2006 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.

OVERVIEW

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 the costs of operating the Pioneer's Museum, Starsmore Discovery Center, Helen Hunt Falls Visitor Center, Rockledge Ranch, and interpretive programs based at the Garden of the Gods Visitor Center. Additionally, the City has park maintenance costs for a number of regional parks including Garden of the Gods, North Cheyenne Canon, Palmer Park, and the North Slope Recreation Area. This transfer represents reimbursement for a portion of these expenses.

Pikes Peak – America's Mountain – A $1,000,000 contribution was requested to assist with the erosion and sedimentation project on Pikes Peak. The project is the result of a consent decree stemming from litigation with the Sierra Club. In accordance with the consent decree, Pikes Peak – America's Mountain is slated to construct $780,000 of erosion and sedimentation improvements in 2006.

Convention and Visitors Bureau (CVB) Promotion Contract – A total of $2,448,396 is included to fund a visitor promotion contract in accordance with City Code. The contract calls for the promotion of tourism, recreational visitors, business meetings, conventions, and other special events which attract visitors to the city and the greater Pikes Peak Region. The amount of the contract is in accordance with the past policy of allocating two-thirds of Lodgers and Automobile Rental Tax revenue to the visitor promotion contract. The 2006 contract amount represents a .55 percent increase over the 2005 contract amount.

Zebulon Montgomery Pike Bicentennial – A total of $20,000 is included to fund the exhibition and marketing costs associated with the Zebulon Montgomery Pike Bicentennial activities, which are estimated to exceed $70,000.

Other Special Funds

SPECIAL REVENUE FUNDS

Arterial Roadway

2005 Budget: **$400,000** **2006 Budget:** **$400,000**

Purpose: Fund the cost of constructing/expanding freeway, expressway, and major or minor arterial roadway bridges.
Source of Revenue: Fees from landowners.
Designated Expenditure: Capital construction costs for arterial roadway bridges.

Ballfield Capital Improvements

2005 Budget: **$110,000** **2006 Budget:** **$102,500**

Purpose: Provide for maintenance and improvements to baseball and softball fields throughout the city.
Source of Revenue: Fees paid by softball and baseball teams upon league registration.
Designated Expenditure: Debt service payment on the Certificates of Participation (COPs) Series 1999 for the softball and recreation facility project. Includes $11,215 from fund balance.

Bicycle Tax Fund

2005 Budget: **$0** **2006 Budget:** **$150,000**

Purpose: Provide a funding source for bikeway improvements throughout the city.
Source of Revenue: A sales tax on the purchase of all new and used bicycles purchased in the city.
Designated Expenditure: Maintenance repair and expansion of the city's bikeway system.

Briargate Special Improvement Maintenance District

2005 Budget: **$945,896** **2006 Budget:** **$839,095**

Purpose: Provide for the maintenance of certain public improvements of general benefit to the residents of the district.
Source of Revenue: Assessments against the real property in the district.
Designated Expenditure: Maintenance expenses of specific improvements as identified by the advisory committee in consultation with the Parks, Recreation and Cultural Services staff. Council approves the budget for the district. Includes $50,000 from fund balance for capital improvements within the District.

Economic Development Fund (pka Business Development Revolving Loan Fund)

2005 Budget: **$600,624** **2006 Budget:** **$86,058**

Purpose: Provide resources for economic development projects as identified and approved by City Council.
Source of Revenue: Fund balance of old Business Development Revolving Loan Fund and any principal/interest payments from outstanding loans.
Designated Expenditure: Economic Development projects and economic impact analysis studies towards the creation of new primary jobs and a positive revenue return on investment to the City.

Garfield School Maintenance

2005 Budget: **$25,150** **2006 Budget:** **$25,150**

Purpose: A special revenue fund to account for maintenance of Garfield School.
Source of Revenue: Rental of space at the property.
Designated Expenditure: Costs associated with the Garfield School facility.

Gateway Special Improvement Maintenance District

2005 Budget: **$8,340** **2006 Budget:** **$3,526**

Purpose: A special improvement district to maintain numerous public improvements unique to the Gateway area.
Source of Revenue: Assessments against all real properties in the district collected by the County and remitted to the fund.
Designated Expenditure: An advisory committee advises City Council of the level, extent, and effectiveness of the maintenance needed in the district. Council approves the budget for the district.

Gift Trust Fund

2005 Budget: **$1,100,000** **2006 Budget:** **$1,100,000**

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.

Norwood Special Improvement Maintenance District

2005 Budget: **$661,523** **2006 Budget:** **$679,744**

Purpose: Provide for the maintenance of certain public improvements on and along certain roadways within the district.
Source of Revenue: Assessments against the real properties within the district.
Designated Expenditure: Maintenance of specific improvements identified by the advisory committee in consultation with the Parks, Recreation and Cultural Services staff. Council approves the budget for the district. Includes $70,000 for capital improvements within the District.

Old Colorado City Maintenance and Security District

2005 Budget: **$125,845** **2006 Budget:** **$119,898**

Purpose: A special improvement district to secure and maintain numerous public improvements unique to the Old Colorado City area.
Source of Revenue: Assessments against all real properties in the district collected by the County and remitted to the fund.
Designated Expenditure: An advisory committee advises City Council of the level, extent, and effectiveness of the security and maintenance needed in the district. Council approves the budget for the district. Includes $12,000 from fund balance for capital improvements within the District.

Platte Avenue Special Improvement Maintenance District

2005 Budget: **$25,961** **2006 Budget:** **$10,517**

Purpose: A special improvement district to secure and maintain numerous public improvements unique to Platte Avenue.
Source of Revenue: Assessments against all real properties in the district collected by the County and remitted to the fund.
Designated Expenditure: An advisory committee advises City Council of the level, extent, and effectiveness of the maintenance needed in the district. Council approves the budget for the district.

SPECIAL REVENUE FUNDS

Public Space and Development Fund

2005 Budget: **$350,000** **2006 Budget:** **$877,000**

Purpose: Provide for the development or improvement of parks and open space in new subdivisions.
Source of Revenue: In lieu of land dedication, the developer may pay an amount equal to 4 percent of the land value into this fund.
Designated Expenditure: Acquisition or development of parks, recreational, or similar purposes in the designated area.

Senior Programs Fund

2005 Budget: **$50,000** **2006 Budget:** **$50,000**

Purpose: Provide funding source for senior programs.
Source of Revenue: Gifts and donation.
Designated Expenditure: Senior program activities. Includes $35,000 from fund balance.

Stetson Hills Special Improvement Maintenance District

2005 Budget: **$279,992** **2006 Budget:** **$228,594**

Purpose: Provide for the maintenance of certain public improvements of general benefit to the residents of the district.
Source of Revenue: Assessments against the real property in the district.
Designated Expenditure: Maintenance expenses of specific improvements as identified by the advisory committee in consultation with the Parks, Recreation and Cultural Services staff. Council approves the budget for the district.

Street Tree Fund

2005 Budget: **$250,000** **2006 Budget:** **$250,000**

Purpose: Assure a regular program of planting and care of new trees in previously underdeveloped lots.
Source of Revenue: Owner and developer fees collected at the time a building permit is issued along with a City match.
Designated Expenditure: Purchase and installation of good quality trees.

Subdivision Drainage

2005 Budget: **$2,000,000** **2006 Budget:** **$2,000,000**

Purpose: Provide storm sewers and other facilities for the drainage and flood control of surface water.
Source of Revenue: Fees charged to subdivision developers.
Designated Expenditure: Construction of storm sewer facilities in the designated subdivision.

Therapeutic Recreation Fund

2005 Budget: **$1,000** **2006 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. Includes $500 from fund balance.

SPECIAL REVENUE FUNDS

Tree City USA Fund

2005 Budget: **$12,000** **2006 Budget:** **$10,598**

Purpose: Replace damaged or destroyed trees and shrubs located on City property.
Source of Revenue: Fines and reimbursements from individuals who remove, damage or destroy trees and shrubs located on City property.
Designated Expenditure: Replacement of damaged or destroyed trees and shrubs located on City property and, at the discretion of the Forestry organizational unit, for the planting of new trees and shrubs on City property.

Woodstone Special Improvement Maintenance District

2005 Budget: **$17,406** **2006 Budget:** **$20,150**

Purpose: Provide for the maintenance of certain public improvements of general benefit to the residents of the district.
Source of Revenue: Assessments against the real property in the district.
Designated Expenditure: Maintenance expenses of specific improvements as identified by the advisory committee in consultation with the Parks, Recreation and Cultural Services staff. Council approves the budget for the district.

INTERNAL SERVICES

Claims Reserve Self-Insurance Fund

2005 Budget: **$1,000,000** **2006 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

2005 Budget: **$32,415,000** **2006 Budget:** **$32,519,014**

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

2005 Budget: **$6,100,000** **2006 Budget:** **$6,557,569**

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.

PERMANENT FUNDS

C. D. Smith Trust Fund

2005 Budget: **$85,600** **2006 Budget:** **$85,600**

Purpose: Provide funding for senior programs.
Source of Revenue: Income from investments on the C. D. Smith Trust.
Designated Expenditure: Senior programs.

Perkins Trust Fund

2005 Budget: **$150** **2006 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

2005 Budget: **$100** **2006 Budget:** **$100**

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.

Trails, Open Space and Parks Maintenance Fund

2005 Budget: **$11,500** **2006 Budget:** **$11,500**

Purpose: Maintain parks, trails, medians, athletic fields, open space areas and recreational facilities for the citizens of, and visitors to, Colorado Springs.
Source of Revenue: Income from endowments and interest earnings.
Designated Expenditure: Parks, Recreation and Cultural Services for maintenance.

Woods Trust Fund

2005 Budget: **$200** **2006 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.

LOCAL IMPROVEMENT DISTRICTS

Improvement Districts Funds

2005 Budget: **$43,800** **2006 Budget:** **$32,400**

Purpose: Provide for repayment of loans made for financing of various improvement districts.
Source of Revenue: Special assessments levied against all property owners within each respective district.
Designated Expenditure: Payment of principal and interest expense of improvement district loans.

Carmel Drive Local Improvement District

2005 Budget: **$35,000** **2006 Budget:** **$28,900**

Purpose: Provide for repayment of Carmel Improvement District loan made for financing of improvement district.
Source of Revenue: Special assessments levied against all property owners within the district.
Designated Expenditure: Payment of principal and interest expense of improvement district loan.

Woodmen Valley Improvement District

2005 Budget: **$141,000** **2006 Budget:** **$123,400**

Purpose: Provide for repayment of bonds issued for the financing of the Woodmen Valley Improvement District.
Source of Revenue: Special assessments levied against all property owners within the district.
Designated Expenditure: Payment of principal and interest expense of improvement district bonds.

GRANTS FUND

Grants Interest

2005 Budget: **$80,000** **2006 Budget:** **$80,000**

Purpose: Account for interest earned on eligible grants.
Source of Revenue: Grant's share of interest earnings.
Designated Expenditure: Grant activities for those grants eligible to earn and spend interest income.

Ridefinders Program

2005 Budget: **$0** **2006 Budget:** **$320,446**

Purpose: Account for interest earned on eligible grants.
Source of Revenue: Federal Congestion Mitigation and Air Quality (CMAQ) grant through the Pikes Peak Area Council of Governments (PPACG) in the amount of $308,446 and revenues from the Ridefinders vanpool program in the amount of $12,000.
Designated Expenditure: Eligible Ridefinders transportation activities.

Public Safety Sales Tax (PSST)

MISSION

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

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uses of Funds				
Salaries/Benefits	$ 6,645,866	$13,093,761	$16,581,060	$18,989,470
Operating	1,706,308	3,100,927	2,878,581	2,996,228
Capital Outlay	1,989,677	1,789,587	1,055,114	1,428,628
CIP	9,479,374	5,235,494	4,793,150	2,255,321
Total	**$19,821,225**	**$23,219,769**	**$25,307,905**	**$25,669,647**

PERSONNEL

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Uniformed FTE	89.00	128.00	145.00	162.00
Civilian FTE	32.25	55.25	71.25	71.50
FTE Total	**121.25**	**183.25**	**216.25**	**233.50**

OVERVIEW

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

For 2006, $24.6 million in PSST revenue is projected. Given the volatility of sales and use tax revenue, City Council directed that an unappropriated fund balance be built up and maintained at 10 percent of current PSST revenue to help protect against any revenue shortfalls and unforeseen fiscal events. A total of $1.0 million is a proposed draw from the fund balance, which reduces the PSST fund balance to 9 percent. This reduction is the result of revenue shortfalls in 2005. Overall, there is $25.7 million available for appropriation in 2006.

A total of $12,022,279 is allocated to the Fire Department in 2006 allowing the design and construction of the new addition to the Fire Department Complex, and the construction of the new Fire Station 1 facility. This facility construction is funded with Certificates of Participation (COPs) over 20 years, and 2006 will be the first year payments are made on each facility. The PSST funds in 2006 will also fund the truck companies at Fire Stations 19 and 20 and complete the purchase of Truck 20. During 2005, a half-time maintenance services position was increased to full-time with 0.25 accounted for in the General Fund and 0.25 accounted for in the PSST Fund. A total of 17 uniformed FTE positions are added in 2006. Of that total, 15 will staff the truck company at Fire Station 20, while the remaining 2 include a Lieutenant for the Personnel Office and a Paramedic Lieutenant (Operations).

OVERVIEW

PSST funding for the Police Department in 2005 totals $13.2 million. Over 85 percent of these funds cover uniformed and civilian staffing, operating, and equipment expenses. Funding of $915,000 is for the Gold Hill Division substation project. There are no new FTE positions added in 2006.

Support Services expenditures for 2006 total $406,601. This allows the continued funding of 5.5 total FTE, including 1.5 Body Shop Technicians in Fleet, a clerical support position and an Analyst II position in Human Resources, an accounts payable clerk in the City Finance Office, and an Analyst II position in the Purchasing section of the Finance Department. There are no new FTE positions added in 2006.

City of Colorado Springs
Public Safety Sales Tax Fund
Ten-Year Plan 2006-2015

	2006 Budget	2007 Projected	2008 Projected	2009 Projected	2010 Projected	2011 Projected	2012 Projected	2013 Projected	2014 Projected	2015 Projected
Existing FTE Employees	216.50	233.50	234.50	241.50	244.50	270.00	271.00	271.00	271.00	272.00
New Public Safety Positions										
Uniformed	17.00	0.00	3.00	0.00	6.00	0.00	0.00	0.00	1.00	0.00
Civilian	0.00	1.00	4.00	3.00	5.00	1.00	0.00	0.00	0.00	0.00
New Support Services Positions	0.00	0.00	0.00	0.00	14.50	0.00	0.00	0.00	0.00	0.00
Total FTE Employees	**233.50**	**234.50**	**241.50**	**244.50**	**270.00**	**271.00**	**271.00**	**271.00**	**272.00**	**272.00**
Beginning Fund Balance	**$3,343,958**	**$2,318,208**	**$2,414,187**	**$2,519,004**	**$2,633,400**	**$2,756,348**	**$2,884,592**	**$3,016,898**	**$3,154,747**	**$3,298,372**
Revenue										
Sales & Use Tax	24,570,955	25,513,128	26,543,450	27,669,317	28,899,163	30,183,673	31,511,755	32,898,272	34,345,796	35,857,011
Interest	72,942	75,113	78,044	81,246	84,741	88,340	91,961	95,732	99,657	103,743
Total Fund Revenue	**24,643,897**	**25,588,241**	**26,621,494**	**27,750,563**	**28,983,904**	**30,272,013**	**31,603,716**	**32,994,004**	**34,445,453**	**35,960,754**
Expenditures										
Public Safety										
Salaries and Benefits	18,620,515	19,832,903	21,004,926	21,868,055	23,070,534	24,226,681	25,005,625	25,812,799	26,665,167	27,481,928
Operating Expenses	2,962,022	2,489,595	2,656,636	2,763,664	2,740,974	2,874,439	3,029,582	3,125,471	3,219,333	3,305,006
Capital Outlay	1,425,188	1,577,000	1,732,672	1,442,230	775,990	721,170	1,065,665	1,059,882	1,483,268	2,060,512
Public Safety CIP	2,255,321	1,173,021	686,171	686,171	686,171	686,171	686,171	1,123,105	1,123,105	1,123,105
Sub-total	25,263,046	25,072,519	26,080,405	26,760,120	27,273,669	28,508,461	29,787,043	31,121,257	32,490,873	33,970,551
Support Services										
Salaries and Benefits	368,955	362,232	373,100	384,292	1,474,801	1,519,044	1,564,615	1,611,554	1,659,901	1,709,701
Operating Expenses	34,206	57,511	63,172	63,040	112,486	116,264	119,752	123,344	127,045	130,856
Capital Outlay	3,440	0	0	78,715	0	0	0	0	24,008	0
Support Services CIP	0	0	0	350,000	0	0	0	0	0	0
Sub-total	406,601	419,743	436,272	876,047	1,587,287	1,635,308	1,684,367	1,734,898	1,810,954	1,840,557
Total Fund Expenditures	**25,669,647**	**25,492,262**	**26,516,677**	**27,636,167**	**28,860,956**	**30,143,769**	**31,471,410**	**32,856,155**	**34,301,827**	**35,811,108**
Annual Revenue Surplus (Deficit)	**(1,025,750)**	**95,979**	**104,817**	**114,396**	**122,948**	**128,244**	**132,306**	**137,849**	**143,626**	**149,646**
Ending Fund Balance	**$2,318,208**	**$2,414,187**	**$2,519,004**	**$2,633,400**	**$2,756,348**	**$2,884,592**	**$3,016,898**	**$3,154,747**	**$3,298,372**	**$3,448,018**
Fund Balance %	**9.03%**	**9.47%**	**9.50%**	**9.53%**	**9.55%**	**9.57%**	**9.59%**	**9.60%**	**9.62%**	**9.63%**

Fire

Ten-Year Plan 2006 - 2015

	2006 Budget	2007 Projected	2008 Projected	2009 Projected	2010 Projected	2011 Projected	2012 Projected	2013 Projected	2014 Projected	2015 Projected
Salary/Benefits	8,132,955	8,810,669	9,502,934	10,008,895	10,713,278	11,117,684	11,451,214	11,794,750	12,148,593	12,513,051
Operating	1,452,820	1,242,108	1,364,814	1,443,539	1,517,738	1,564,928	1,635,769	1,659,092	1,708,865	1,760,131
Capital Outlay	1,096,183	704,702	853,892	797,362	541,285	691,108	909,615	755,591	1,030,445	1,323,159
CIP	1,340,321	1,173,021	686,171	686,171	686,171	686,171	686,171	1,123,105	1,123,105	1,123,105
TOTAL	**12,022,279**	**11,930,500**	**12,407,811**	**12,935,967**	**13,458,472**	**14,059,891**	**14,682,769**	**15,332,538**	**16,011,008**	**16,719,446**
Uniformed FTE	*74.00*	*74.00*	*75.00*	*75.00*	*76.00*	*76.00*	*76.00*	*76.00*	*76.00*	*76.00*
Civilian FTE	*17.00*	*18.00*	*22.00*	*25.00*	*28.00*	*29.00*	*29.00*	*29.00*	*29.00*	*29.00*

Service Packages and Capital Improvement Projects

2006				
Facilities	2006	Station 1 remodel, COP payment, year 1 of 20	$	184,095
Facilities	2006	Design of phase II of FDC	$	654,150
Facilities	2006	Phase II of FDC construction - COP payments, year 1 of 20	$	502,076
	2006	Ongoing costs from previous years	$	7,610,292
12-min fire response	2006	Balance of full year funding for truck company at Station 19	$	635,678
12-min fire response	2006	Complete purchase of Truck 20 (formerly 17)	$	339,500
12-min fire response	2006	Open truck company at Station 20 (7/1) [Operations], 15 uniformed FTE	$	1,222,129
Operational readiness	2006	Equipment purchases and replacement	$	582,829
Operational readiness	2006	Lieutenant for Personnel Office	$	145,765
EMS	2006	Paramedic lieutenant [Operations]	$	145,765
2007				
Facilities	2007	Station 1 remodel, COP payment, year 2 of 20	$	184,095
Facilities	2007	FDC Phase II, COP payments, year 2 of 20	$	502,076
Facilities	2007	Design and construction of NE Stetson Hills Station	$	486,850
	2007	Ongoing costs from previous years	$	9,557,608
12-min fire response	2007	Balance of funding for Truck 20	$	622,205
Eight minute response	2007	Operating costs for new Station 1 building	$	25,000
Operational readiness	2007	Apparatus and equipment replacement	$	488,045
Operational readiness	2007	Senior office specialist for Training [Support Services]	$	64,621

Service Packages and Capital Improvement Projects

2008				
Facilities	2008	Station 1 remodel, COP payment, year 3 of 20	$	184,095
Facilities	2008	FDC, COP payment, year 3 of 20	$	502,076
	2008	Ongoing costs from previous years	$	10,571,982
Facilities	2008	Operating funds for FDC Phase II	$	30,000
Facilities	2008	Apparatus replacement	$	525,204
Operational readiness	2008	Lieutenant or Senior Office Analyst for Training	$	119,721
Operational readiness	2008	Fleet Technician	$	69,886
Operational readiness	2008	Supplemental communications costs	$	20,000
Planning and Admin	2008	Senior Office Specialist for Operations Division [Operations]	$	67,938
Technology	2008	Senior information systems analyst [Fiscal, I. S. and Planning]	$	116,050
Technology	2008	Equipment purchases (medical, firefighting, IT, communications)	$	52,819
Fire Prevention	2008	Senior fire protection engineer [Fire Prevention]	$	148,040
2009				
Facilities	2009	Station 1 remodel, COP payment, year 4 of 20	$	184,095
Facilities	2009	FDC, COP payment, year 4 of 20	$	502,076
	2009	Ongoing costs from previous years	$	11,416,059
Technology	2009	I.S. technician to support additional users, and hardware [Fiscal, I.S., and Planning]	$	86,466
Planning and Admin	2009	Senior analyst for FISP [Fiscal, I. S., and Planning]	$	100,752
Operational readiness	2009	Ongoing communications costs	$	20,000
Operational readiness	2009	Onetime equipment purchases/replacement (medical, firefighting, IT, communications)	$	89,238
Operational readiness	2009	SCBA technician [Support Services]	$	83,312
Operational readiness	2009	Apparatus/vehicle replacement	$	453,969
2010				
Facilities	2010	Station 1 remodel, COP payment, year 5 of 20	$	184,095
Facilities	2010	FDC, COP payment, year 5 of 20	$	502,076
	2010	Ongoing costs from previous years	$	12,027,176
Technology	2010	Senior IT Analyst (Fiscal, I.S. and Planning)	$	115,933
Fire Prevention	2010	Senior fire protection engineer [Fire Prevention]	$	158,491
Prevention	2010	Fire Code Inspector II	$	126,654
Operational readiness	2010	Onetime equipment purchases/replacement (medical, firefighting, IT, communications)	$	37,385
Operational readiness	2010	Apparatus replacement/refurbishment	$	189,238
Operational readiness	2010	Training lieutenant [Support Services]	$	117,423
2011				
Facilities	2011	Station 1 remodel, COP payment, year 6 of 20	$	184,095
Facilities	2011	FDC, COP payment, year 6 of 20	$	502,076
	2011	Ongoing costs from previous years	$	12,834,742
Prevention	2011	Fire Code Inspector II (Prevention)	$	126,381
Operational readiness	2011	Onetime equipment purchases/replacement (medical, firefighting, IT, communications)	$	224,877
Facilities	2011	Onetime facilities maintenance	$	187,720

Service Packages and Capital Improvement Projects

2012				
Facilities	2012	Station 1 remodel, COP payment, year 7 of 20	$	184,095
Facilities	2012	FDC, COP payment, year 7 of 20	$	502,076
	2012	Ongoing costs from previous years	$	13,401,336
Operational readiness	2012	Equipment Purchases (IT, medical, communications, firefighting, etc.)	$	113,811
Operational readiness	2012	Apparatus/vehicle replacement	$	376,451
Facilities	2012	Facilities Maintenance	$	105,000
2013				
Facilities	2013	Station 1 remodel, COP payment, year 8 of 20	$	184,095
Facilities	2013	FDC, COP payment, year 8 of 20	$	502,076
Facilities	2013	Station 21, COP payment, year 1 of 15	$	436,934
	2013	Ongoing costs from previous years	$	13,854,876
Operational readiness	2013	Apparatus/vehicle replacement	$	280,484
Operational readiness	2013	Onetime equipment purchases/replacement (medical, firefighting, IT, communications)	$	74,073
2014				
Facilities	2014	Station 1 remodel, COP payment, year 9 of 20	$	184,095
Facilities	2014	FDC, COP payments, year 9 of 20	$	502,076
Facilities	2014	Station 21, COP payment, year 2 of 15	$	436,934
Facilities	2014	Land for fire station, COP, yr 1 of 5	$	142,733
	2014	Ongoing costs from previous years	$	14,270,522
Operational readiness	2014	Apparatus/vehicle replacement	$	509,829
Operational readiness	2014	Onetime equipment purchases/replacement (medical, firefighting, IT, communications)	$	107,551
2015				
Facilities	2015	Station 1 remodel, COP payment, year 10 of 20	$	184,095
Facilities	2015	FDC, COP payments, year 10 of 20	$	502,076
Facilities	2015	Station 21, COP payment, year 3 of 15	$	436,934
Facilities	2015	Land for fire station, COP, yr 2 of 5	$	121,585
	2015	Ongoing costs from previous years	$	14,698,638
Operational readiness	2015	Apparatus/vehicle replacement	$	527,089
Facilities	2015	Facilities Maintenance	$	184,358
Operational readiness	2015	Onetime equipment purchases/replacement (medical, firefighting, IT, communications)	$	186,255

Police

Ten-Year Plan 2006 - 2015

	2006 Budget	2007 Projected	2008 Projected	2009 Projected	2010 Projected	2011 Projected	2012 Projected	2013 Projected	2014 Projected	2015 Projected
Salary/Benefits	10,487,560	11,022,234	11,501,992	11,859,160	12,357,256	13,108,997	13,554,411	14,018,049	14,516,574	14,968,877
Operating	1,509,202	1,247,487	1,291,822	1,320,125	1,223,236	1,309,511	1,393,813	1,466,379	1,510,468	1,544,875
Capital Outlay	329,005	872,298	878,780	644,868	234,705	30,062	156,050	304,291	452,823	737,353
CIP	915,000	0	0	0	0	0	0	0	0	0
TOTAL	**13,240,767**	**13,142,019**	**13,672,594**	**13,824,153**	**13,815,197**	**14,448,570**	**15,104,274**	**15,788,719**	**16,479,865**	**17,251,105**
Uniformed FTE	*88*	*88*	*90*	*90*	*95*	*95*	*95*	*95*	*96*	*96*
Civilian FTE	*49*	*49*	*49*	*49*	*51*	*51*	*51*	*51*	*51*	*51*

Service Packages and Capital Improvement Projects

2006			
Capital Projects	2006	Gold Hill Division	$ 915,000
Police Services	2006	VNI Lease	$ 216,091
Operations Support	2006	Uniformed Staffing, operating and equipment	$ 8,058,271
Police Services	2006	Civilian Staffing, operating and equipment	$ 3,339,795
Police Services	2006	Acacia Park operating	$ 5,000
Information Technology	2006	Projects / Equipment	$ 706,610
2007			
Police Services	2007	Ongoing expenditures and one-time Capital Outlay	$ 13,142,019
2008			
Police Services	2008	Ongoing expenditures and one-time Capital Outlay	$ 13,672,594
2009			
Police Services	2009	Ongoing expenditures and one-time Capital Outlay	$ 13,824,153
2010			
Police Services	2010	Ongoing expenditures and one-time Capital Outlay	$ 13,815,197
2011			
Police Services	2011	Ongoing expenditures and one-time Capital Outlay	$ 14,448,570
2012			
Police Services	2012	Ongoing expenditures and one-time Capital Outlay	$ 15,104,274
2013			
Police Services	2013	Ongoing expenditures and one-time Capital Outlay	$ 15,788,719

Service Packages and Capital Improvement Projects

2014			
Police Services	2014	Ongoing expenditures and one-time Capital Outlay	$ 16,479,865
2015			
Police Services	2015	Ongoing expenditures and one-time Capital Outlay	$ 17,251,105

Support Services

Ten-Year Plan 2005 - 2014

	2006 Budget	2007 Projected	2008 Projected	2009 Projected	2010 Projected	2011 Projected	2012 Projected	2013 Projected	2014 Projected	2015 Projected
Salary/Benefits	368,955	362,232	373,100	384,292	1,474,801	1,519,044	1,564,615	1,611,554	1,659,901	1,709,701
Operating	34,206	57,511	63,172	63,040	112,486	116,264	119,752	123,344	127,045	130,856
Capital Outlay	3,440	0	0	78,715	0	0	0	0	24,008	0
CIP	0	0	0	350,000	0	0	0	0	0	0
TOTAL	**406,601**	**419,743**	**436,272**	**876,047**	**1,587,287**	**1,635,308**	**1,684,367**	**1,734,898**	**1,810,954**	**1,840,557**
FTE	*5.50*	*5.50*	*5.50*	*5.50*	*20.00*	*20.00*	*20.00*	*20.00*	*20.00*	*20.00*

Service Packages and Capital Improvement Projects

2006				
Support Services	2006	Ongoing expenditures and one-time Capital Outlay	$	406,601
2007				
Support Services	2007	Ongoing expenditures and one-time Capital Outlay	$	419,743
2008				
Support Services	2008	Ongoing expenditures and one-time Capital Outlay	$	436,272
2009				
Capital Projects	2009	Municipal Court - Construct additional Courtroom	$	350,000
Support Services	2009	Ongoing expenditures and one-time Capital Outlay	$	526,047
2010				
Support Services	2010	Ongoing expenditures and one-time Capital Outlay	$	469,119
City Attorney	2010	4 Staff, operating and capital outlay	$	311,582
Municipal Court	2010	6 Staff, operating and capital outlay, 3 Judges, Court O & M	$	685,011
Finance	2010	1 Accountant, operating and capital outlay	$	75,428
Fleet	2010	0.5 Facilities Maintenance Technician, operating and one-time captial outlay	$	46,147
2011				
Support Services	2011	Ongoing expenditures and one-time Capital Outlay	$	1,635,308
2012				
Support Services	2012	Ongoing expenditures and one-time Capital Outlay	$	1,684,367
2013				
Support Services	2013	Ongoing expenditures and one-time Capital Outlay	$	1,734,898

Service Packages and Capital Improvement Projects

2014				
Support Services	2014	Ongoing expenditures and one-time Capital Outlay	$	1,810,954
2015				
Support Services	2015	Ongoing expenditures and one-time Capital Outlay	$	1,840,557

Springs Community Improvements Program (SCIP)

MISSION

To provide a dedicated source of revenue to fund city capital improvements.

BUDGET SUMMARY

	2003 Actual	2004 Actual	2005 Budget	2006 Budget
SCIP Projects	$4,377,696	$600,000	$1,197,331	$373,532
Total	**$4,377,696**	**$600,000**	**$1,197,331**	**$373,532**

OVERVIEW

Per the recommendations of the SCIP Committee, a new Capital Improvements Fund was established in 1999. This ensures interest earnings on this fund remain for funding future capital projects.

SCIP Projects - Debt Service – In April 1999, voters approved the sale of $88 million in bonds that will be repaid with existing revenue. The annual $7.85 million debt payment is included in the SCIP Fund via a transfer of revenue from the General Fund into the SCIP Fund. The SCIP bonded debt will be retired in 2015.
In 2006, $373,532 in interest earnings and rebudgeted monies from projects completed under budget is available from the SCIP fund. Historically, some portion of these types of funds has been used to offset the SCIP bond debt payment. In accordance with City Council direction, using SCIP project funds – which comprise just $23,532 of this total – for purposes other than the voter-approved projects requires review by the SCIP Financial Oversight Committee. The Committee Co-Chairs were consulted and approved this use, based on established Committee action supporting the use of these funds to offset the SCIP bond debt payment.

Trails, Open Space and Parks (TOPS)

MISSION

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

BUDGET SUMMARY

	2003 Actual	2004 Budget	2005 Budget	2006 Budget
Funded Projects	$5,720,705	$4,935,920	$5,335,462	$6,154,071
Total	**$5,720,705**	**$4,935,920**	**$5,335,462**	**$6,154,071**

OVERVIEW

The Trails, Open Space, and Parks (TOPS) revenue is generated from a 0.1 percent sales tax adopted by voters in April 1997. The majority of funds are designated to purchase open space and fund associated maintenance, 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.

In 2006, approximately $2.7 million will go toward the purchase of Bluestem Prairie/Big Johnson Reservoir and Red Rock Canyon open spaces, and $930,000 will fund the Red Rock Canyon trailheads, which will add improvements to this open space. A total of $1.2 million will fund the development and maintenance of trails throughout the city, and another $1.2 million will fund the development of High Meadows Park, University Neighborhood Park, and Stetson Ridge Park. Two percent of collections, about $125,000 will fund program administrative expenses, plus salary and benefits for a landscape architect for the TOPS program.

Administrative Costs – Provisions of the ordinance allocate 2 percent of all revenue collected to be deposited into an account to be used by City Council as recommended by the TOPS nine-member advisory committee for planning of trails, open space, and parks.

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

Trails Land Acquisition, Development and Maintenance – Funding for trails land acquisition, development and maintenance will receive a maximum of 20 percent of revenue collected.

Parkland Acquisition and Development – Funding for new parkland acquisition and development will receive a maximum of 20 percent of revenue collected. The ordinance specifically states that funds may not be used for park maintenance.

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Capital Improvements Program

Municipal government provides the public with needed and desired urban services and programs by building and maintaining capital facilities such as police and fire buildings, storm sewers, roads, bridges, parks, and other public buildings. Capital improvements impact the life of each City resident and visitor through the provision of safety, transportation, recreation, and other services upon which the community depends. With the passage of the Pikes Peak Rural Transportation Authority (PPRTA), spending on transportation-related capital improvements in the City of Colorado Springs is increasing, bringing the overall capital improvements program (CIP) to $59,890,594 million in 2006.

The total $59.9 million is from a multitude of revenue sources, which are grouped into two broad categories: General Use (primarily General Fund revenue) and Restricted Use. Approximately $17.4 million can be used for any type of capital project while the remaining $42.4 million carries use restrictions and can only be used to fund those projects that meet designated criteria respective to the fund.

General Use funding for 2006 CIP totals $17,383,921. This $17.4 million funds three CIP programs: the ongoing capital improvement program, emergency repair and maintenance projects, and debt retirement of bonds. The sources of this funding include: a 2006 General Fund contribution of $13,880,561, augmented by $625,000 in anticipated interest earnings; and $96,359 in transfers from other project funds. These sources combined total $14,601,920 and will fund two CIP components: 1) the ongoing maintenance of the City's existing infrastructure, budgeted at $7,127,531 and 2) $7,474,389 toward the 2006 debt payment on the Springs Community Improvements Program (SCIP) bond. The remaining revenue of $2,782,001 from the 2006 General Fund will finance emergency repair and maintenance projects, which include the City's essential street maintenance needs.

Restricted Use funding provides $42,506,673 of the 2006 CIP budget and includes revenue from a number of sources, as described below:

The Springs Community Improvement Program (SCIP) fund, previously funded from bond proceeds, will provide $373,532 in interest earnings and unexpended balances of SCIP projects completed under budget. This will augment the $7.5 million General Fund allocation for the SCIP bond debt payment, which was incurred with voter approval in 1999 and has an annual repayment cost of about $7.85 million.

The Public Safety Sales Tax (PSST) revenue is generated from a voter-approved 0.4 percent increase in the City Sales and Use tax. Voters supported the tax increase in November 2001 to fund 20 Police and Fire capital improvements projects and operations needs. The 2006 PSST budget allocates $2,255,321 for three public safety projects.

A total of $3,246,850 is budgeted in the Conservation Trust Fund (CTF). These are lottery proceeds allocated to the City of Colorado Springs based on population. Approximately $2.6 million will go toward the continued development and maintenance of parks, trails, and facilities, and the remaining $644,000 will be used for ongoing lease or purchase payments of facilities and open space.

Trails, Open Space, and Parks (TOPS) revenue of $6,154,071 in 2006 is from a 0.1 percent voter-approved sales tax to fund purchases of open space and associated maintenance, development and maintenance of trails, and development of new parks.

Public Space and Development funds are received from developers in lieu of parkland in areas already served by parks. For 2006, this totals $877,000 and will go toward park and playground development.

The Safe, Accountable, Flexible, Efficient Transportation Equity Act-Legacy for Users (SAFETEA-LU) – formerly called the Transportation Equity Act for the 21st Century (TEA-21) – will provide federal transportation grants totaling $3,595,215 for citywide congestion management, citywide traffic signal upgrades, and the Woodmen Road widening project from I-25 to Powers.

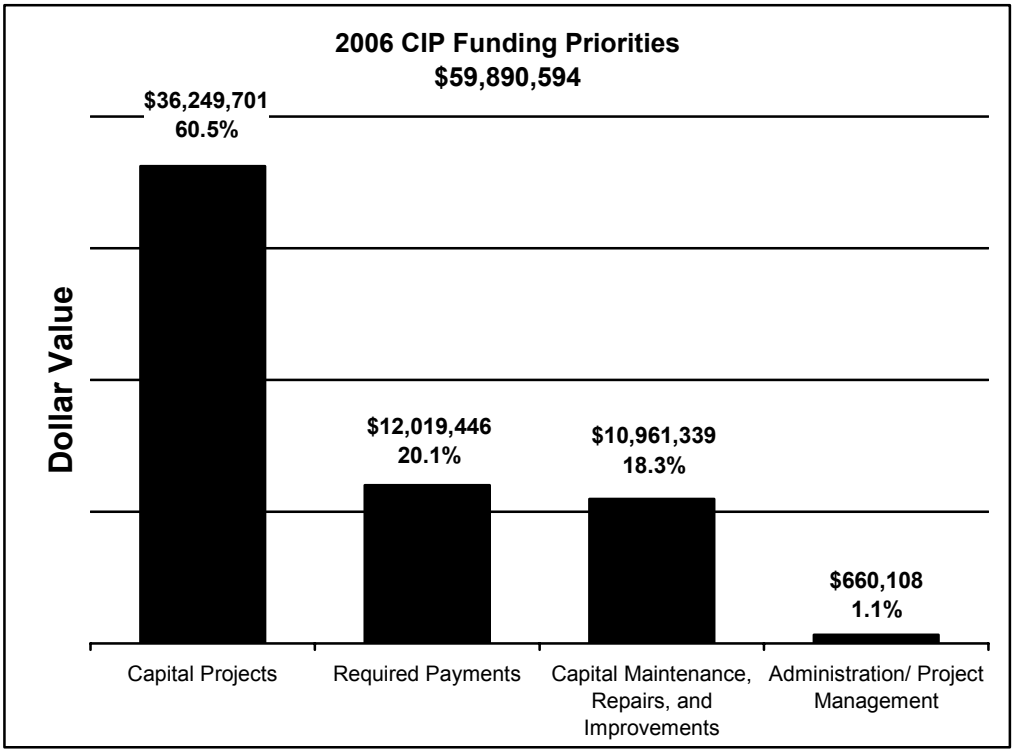
Community Development Block Grant (CDBG) funds of $613,144 will pay for public improvements in specific neighborhoods.

The City's Bicycle Tax will fund $150,000 for trail connectivity and improvements.

Finally, in November 2004, voters approved the Pikes Peak Rural Transportation Authority (PPRTA), a 1 percent sales tax increase, dedicated to transportation-related improvements in the region. The PPRTA funding is allocated to provide 10 percent of sales tax revenue for the City's transit program, 35 percent to maintenance of the transportation system, and 55 percent to capital projects – the only portion of the tax with a scheduled sunset date of 2014. The PPRTA is an authority comprised of the City of Colorado Springs, El Paso County, the City of Manitou Springs, and the Town of Green Mountain Falls. For 2006, the City's portion of the PPRTA capital funding will provide $25,241,540 for transportation-related projects.

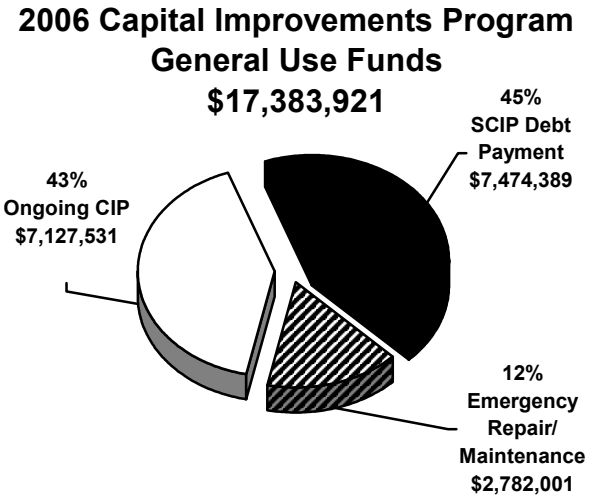
For the 2005 City Budget, City Council approved $38,717,573 for capital improvement projects. Without including PPRTA funds, the 2006 City CIP Budget equals $34,649,054, which is 10.5 percent less than the 2005 budget. This reduction is the result of less available onetime funding; less interest earned on the SCIP Fund as remaining balances are spent on final project costs; the completion of the PSST capital projects; and the restoration of the normal funding level in the Conservation Trust Fund. Overall, the General Fund contribution to the Ongoing CIP has increased, as has the funding in the TOPS, PLDO, SAFETEA-LU, and Bicycle Tax funds. With the passage of the PPRTA, the City's CIP budget has increased approximately 54.7 percent, to $59,890,594, which is $21,173,021 greater than the 2005 CIP budget.

The 2006 CIP Budget maintains funding levels for the basic components of the capital improvements program. Approximately 60.5 percent is dedicated to capital projects and purchases, which includes the City's portion of the PPRTA funding; 20.1 percent is for required payments; 18.3 percent goes toward capital maintenance, repairs and improvements; and 1.1 percent of the CIP Budget goes toward administration and project management.



GENERAL USE: $17,383,921

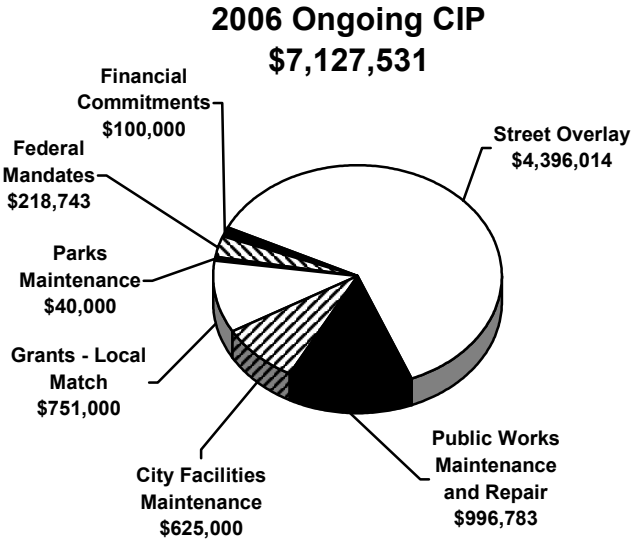
General Use funding for 2006 CIP totals $17,383,921 and funds three components of the City's capital improvements program: the City's Ongoing CIP, the partial payment of the 1999 SCIP bond debt retirement, and the emergency repair and maintenance projects.



ONGOING CIP: $7,127,531

The City's ongoing CIP commitment includes funding immediate financial commitments; federal mandates; parks maintenance; local grant matches; Police, Fire, and City facility maintenance; Public Works maintenance and repair of drainage and new sidewalks; and street overlay. In 2006, the City will provide $7,127,531 for the ongoing capital improvements program of which:

- ◊ 61.7 percent paves City streets
- ◊ 14.0 percent addresses infrastructure maintenance, repair, replacement, or addition of traffic signals, sidewalks and repairs to drainage channels
- ◊ 8.8 percent funds City facilities repairs
- ◊ 10.5 percent provides the local match required to obtain about $2.5 million in SAFETEA-LU federal transportation grants
- ◊ 0.6 percent pays Parks Maintenance, and
- ◊ 4.4 percent pays the City's capital financial commitments and federal and state-mandated requirements; 1.4 and 3 percent respectively



1999 SCIP BOND DEBT RETIREMENT: $7,474,389

The second component of the $16.7 million General Fund contribution, approximately $7.5 million, has been allocated for the 2006 bond debt payment on the 1999 SCIP voter-approved projects. In 1998, the City pledged approximately $7.85 million annually to retire the SCIP $88 million bond debt so no tax increase would be associated with the bond issuance. The SCIP bonded debt will be retired in 2015. The 2006 bond debt payment is $7,847,921, of which $7,474,389 will come from the General Fund with the $373,532 balance provided from the SCIP fund.

EMERGENCY REPAIR AND MAINTENANCE: $2,782,001

City Council has committed to funding the most critical drainage and bridge repairs. For 2006, this will fund the City's essential bridge maintenance, drainage infrastructure projects, and project management, totaling $2,782,001. It is important to note that the Emergency Repair and Maintenance funding, first provided in 2004, is considered onetime funding and was reduced from the $4.7 million provided in 2005 due to decreased revenue projections and unavoidable expenditures.

Approximately 3.7 percent, or $625,000, of the $17.4 million General Fund contribution is from onetime sources that will not be available in subsequent years.

RESTRICTED USE SOURCES - $42,506,673

Of the entire $59.9 million 2006 CIP Budget, $42,506,673 is from Restricted Use sources. These sources are available only for specific types of projects and may not be used for any other purpose.

SPRINGS COMMUNITY IMPROVEMENTS PROGRAM (SCIP) FUND – $373,532
In 2006, $373,532 of rebudgeted money is available from the Springs Community Improvements Program (SCIP) fund to offset the 2006 SCIP bond debt payment. In accordance with City Council direction, using SCIP project funds – which comprise just $23,532 of this total – for purposes other than the voter-approved projects requires review by the SCIP Financial Oversight Committee. The Committee Co-Chairs were consulted and approved this use, based on established Committee action supporting the use of these funds to offset the SCIP bond debt payment.

PUBLIC SAFETY SALES TAX (PSST) FUND – $2,255,321
The Public Safety Sales Tax (PSST) was approved in the November 6, 2001, El Paso County coordinated election. This resulted in the passage of the 0.4 percent increase in the City Sales and Use Tax for 20 Police and Fire capital improvements projects and related operations needs. Over the past three years, lower-than-expected sales tax collections have required plan implementation adjustments to prevent fund deficits. Ten public safety projects have been completed, with five more underway and slated for completion in 2006. The 2006 PSST budget allocates $2.3 million for one new and two of the ongoing public safety capital improvements: design and payment for the construction of the Fire Department Complex, and continued funding for the completion of the Gold Hill Police Substation, and the payment for construction of Fire Station 1.

CONSERVATION TRUST FUND (CTF) – $3,246,850
In 2006, the Conservation Trust Fund (CTF) has $3,246,850 budgeted for parks and recreation-related projects. This allocation provides $644,000 for annual financial commitments on the Adult Softball Complex, the Hillside Community Center, Meadows Park Community Center, and a partial payment dedicated to a small portion of the Red Rock Canyon Open Space purchase. The remaining $2,602,850 in CTF funds includes $1,289,000 for the maintenance of parks and $1,313,850 for repair, replacement, and renovation projects.

TRAILS, OPEN SPACE, AND PARKS (TOPS) – $6,154,071
The Trails, Open Space, and Parks (TOPS) revenue is generated from a 0.1 percent sales tax adopted by voters in April 1997. In 2006, approximately $2.7 million will go toward the purchase of Bluestem Prairie/Big Johnson Reservoir and Red Rock Canyon open spaces, and $930,000 will fund the Red Rock Canyon trailheads, which will add improvements to this open space. A total of $1.2 million will fund the development and maintenance of trails throughout the city, and another $1.2 million will fund the development of High Meadows Park, University Neighborhood Park, and Stetson Ridge Park. Two percent of collections, about $125,000, will fund program administrative expenses plus salary and benefits for a landscape architect for the TOPS program.

PUBLIC SPACE AND DEVELOPMENT - $877,000
The funding for Public Space and Development allows for collection of fees from developers in lieu of parkland in areas already served by existing parks in the city. Funding in 2006 totals $877,000 and will be used for three projects: the Stetson Ridge Park Development, in conjunction with TOPS funds; the removal of the Deerfield Park swimming pool and creation of a sprayground; and the first phase of the Wildflower Park playground.

SAFE, ACCOUNTABLE, FLEXIBLE, EFFICIENT TRANSPORTATION EQUITY ACT-LEGACY FOR USERS (SAFETEA-LU) – $3,595,215
The Safe, Accountable, Flexible, Efficient Transportation Equity Act-Legacy for Users (SAFETEA-LU) program – formerly called the Transportation Equity Act for the 21st Century (TEA-21) – will provide federal transportation grants of approximately $3.6 million in 2006 to construct specific transportation projects 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. A 2006 SAFETEA-LU local match of $751,000 from the General Fund Ongoing CIP will fund transportation grant matches for congestion mitigation and air quality improvement on I-25, US 24 and SH 83; design of Woodmen Road from Academy to Powers Boulevards and associated right-of-way acquisition; and upgrades to traffic signals and street signs. Included in the City's capital portion of the PPRTA funds is $130,000 in matching funds for the citywide congestion management grant match. An additional $15,215 in SAFETEA-LU funds will pay for project management costs associated with the projects.

COMMUNITY DEVELOPMENT BLOCK GRANT – $613,144

A projected $613,144 from the Community Development Block Grant (CDBG) program will fund community improvements in designated neighborhoods. CDBG funding of $495,000 will be allocated to the Mesa Springs, Westside, and Ivywild neighborhood strategy areas, with $150,000 toward the pedestrian ramp program. A total of $81,114 will fund project management costs associated with the projects.

BICYCLE TAX – $150,000

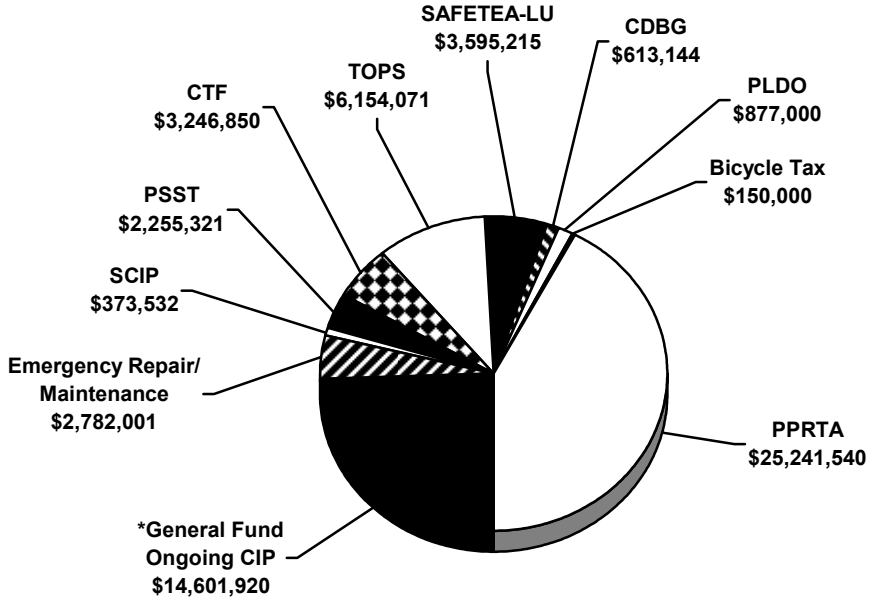
The City began assessing a $4 excise tax on the sale of new bicycles in 1988. The tax revenues are used for bikeway improvements recommended by the City's Bicycle Plan. For 2006, $100,000 will go toward the creation of on-street bikeway improvements, safety and accessibility improvements, bicycle parking, and off-street bikeway construction. The remaining $50,000 will be used for reimbursements for trails created by private entities.

PIKES PEAK RURAL TRANSPORTATION AUTHORITY - $25,241,540

The Pikes Peak Rural Transportation Authority (PPRTA), which was approved by voters in November 2004, will provide $25,241,540 for capital improvements in 2006 for 11 transportation-related projects, some of which were started in 2005. It should be noted that these funds are not appropriated through the City's 2006 Budget but are reflected to provide an overall picture of the City's capital improvements. The largest project is the Austin Bluffs Interchange at Union, which is slated to receive $15 million in 2006. Other projects include the South Metro Accessibility Project, the I-25 Interchange Companion projects (Bijou Street Bridge over Monument Creek Railroad tracks, and the Corporate Drive Extension/Bridge), and the Fillmore Street Corridor projects (Fillmore/Union intersection Improvements; Templeton Gap Road to Hancock Avenue; and the El Paso Street intersection).

Combining all General Use and Restricted Use funds, the 2006 capital improvements budget totals $59,890,594.

2006 Capital Improvement Program
All Funds Summary
$59,890,594



*General Fund Ongoing CIP includes Ongoing CIP funds and the 1999 SCIP Bond Debt Retirement

CAPITAL IMPROVEMENTS PROGRAM OPERATIONAL MODIFICATIONS

Project management funding was modified with the 2004 Budget and continued in the 2005 Budget. For 2006, there are additional modifications. These changes primarily affect the Public Works Department-City Engineering Division, and the Parks, Recreation and Cultural Services Department-Design and Development Division.

Historically, City Engineering staff costs for project management were covered through General Fund operating funds. This changed in 2004, when the salary and benefits costs for five full time equivalent (FTE) positions in City Engineering were paid from the City-funded CIP Construction Fund. This was done to reduce the use of expensive design and CIP project management consultants and to ensure the effective utilization of existing engineering and design staff. For 2006, $438,032 is needed for five City Engineering project management positions. Of this, $180,777 will be covered through specific Ongoing CIP projects, including the Pedestrian Ramps, Local Drainage, and Sidewalk/Curb/Gutter maintenance projects, as well as transfers from other funds. The remaining $257,255 will come from specific Emergency Repair and Maintenance projects, including the Essential Annual Bridge Maintenance, and three drainage projects on Sand Creek and Cottonwood Creek. Overall, a total of $534,390 is budgeted for City Engineering staffing, which reflects a double-counting of $96,359 in transfers from the 2006 CDBG and SAFETEA-LU projects ($81,114 and $15,215 respectively) to obtain the necessary appropriation and spending authority.

In 2004 and 2005, similar staff changes were implemented in the Parks, Recreation and Cultural Services-Design and Development Division, where the Conservation Trust Fund (CTF) covered four FTEs through Lottery proceeds. For 2006, these positions have been moved back into the General Fund and have been offset with additional maintenance dollars from the CTF. Salary and benefits are a permitted use under state regulations for the portion of time spent specifically on CTF projects. The Design and Development Division works on a variety of projects, in addition to CTF projects, so this modification will better comply with CTF regulations until a time-reporting system can be instituted.

CAPITAL IMPROVEMENTS PROGRAM FUNDING EFFORTS

In May 1997, City Council adopted the Springs Community Improvements Program (SCIP) to address funding the City's backlog of capital improvements. SCIP was successful when voters approved the issuance of $88 million in bond proceeds. These funds, coupled with $6.6 million in 1997 TABOR refund, interest earnings, and unexpended balances from completed projects, resulted in the successful execution of 34 critical CIP projects. To date, all 34 SCIP projects are complete and bond debt will be retired in 2015.

In 2001, voters approved the Public Safety Sales Tax (PSST) which emerged from the second phase of the SCIP process. The PSST will fund 20 Police and Fire capital improvement projects and associated public safety staff and operating costs. This tax does not sunset since police and fire personnel and operations funding requirements continue after the projects are completed. Ten of the 20 PSST projects are complete as of the end of 2005, including 3 new fire stations, a Fire training tower, a maintenance center, a new police substation, and 4 other projects contributing to strengthening public safety services in the community. Five more projects are underway and slated for completion in 2006, which include 2 new fire station replacements and a remodel, fire station ventilation improvements, and a new police substation. The PSST capital projects budgeted in 2006 include the design and payment for the construction of the Fire Department Complex, continued funding for the completion of the Gold Hill Police Substation, and the payment for construction of a new Fire Station 1 building.

In 2001, after voters rejected several ballot questions that would have funded additional City infrastructure, the City Council identified transportation issues as the next highest funding priority. In support of this strategic goal, City Council supported a 1.0 percent sales tax increase to fund the Pikes Peak Rural Transportation Authority. Voters approved this sales tax increase at the November 2, 2004, general election. Revenue from this tax increase will be dedicated to fund transportation projects (55 percent of revenue; this portion will sunset after 10 years), road maintenance (35 percent of revenue; no sunset) and augment the City's public transit system (10 percent of revenue; no sunset).

In April 2005, voters approved a City charter amendment requiring the City to create a Five-Year Capital Improvements Program. To formulate this plan, a CIP Staff Committee was created, which adopted a set of standard criteria and prioritized the highest priority projects. The 2006-2010 Capital Improvements Program was presented and adopted by City Council in November 2005. The plan identifies 217 unfunded projects requiring approximately $577.6 million in funding, of which 61 are high priority projects totaling $185.7 million.

CIP IMPACT ON OPERATING BUDGET

Adding new capital infrastructure often increases the operating costs associated with staffing and necessary maintenance. The PPRTA, which is funding $25.2 million in projects in the 2006 CIP Budget, provides dedicated funding for maintenance of transportation-related infrastructure as approved by voters. The ballot language specified that 55 percent of the new sales tax revenue would go toward capital projects, 35 percent to maintenance, and 10 percent to transit. This dedicated maintenance funding is budgeted to provide approximately $17.5 million in 2006.

The Public Safety Sales Tax has funded significant infrastructure and staff for new fire and police stations throughout the City. At this time, virtually all PSST-funded staff has been hired and the infrastructure projects budgeted for 2006 involve renovations or remodels to accommodate existing staff. In general, the improved facilities should lower operating costs since buildings will be renovated or replaced and mechanical systems upgraded, thus requiring less frequent repair.

There are additional costs associated with new Parks, Recreation and Cultural Services facilities as well. In the 2006 CIP Budget, there are 22 acres of new developed parkland, which equates to approximately $145,000 in additional operating expenses. Pending the outcome of current litigation, 6 percent of TOPS revenue could be available to cover these increased operational costs. Otherwise, existing sources will be stretched to cover the operating and maintenance needs associated with this new parkland.

2006 CIP-FUNDED PROJECT DETAIL

The following section contains the 2006 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 department.

	GENERAL USE PROJECTS		RESTRICTED USE FUNDS									
FINANCIAL COMMITMENTS	**Ongoing CIP**	**Emergency Repair and Maintenance**	**SCIP Fund**	**PSST**	**CTF**	**TOPS**	**Public Space & Development**	**Grants Fund SAFETEA-LU**	**CDBG**	**Bicycle Tax**	**PPRTA**	**Total Funded**
Legal Obligations	$ 100,000											**$ 100,000**
1999 SCIP Bond Projects - Debt Retirement	$ 7,474,389		$ 373,532									**$ 7,847,921**
Skyview Softball Complex					$ 225,000							**$ 225,000**
Hillside Payback					$ 160,000							**$ 160,000**
Meadows Community Center Payment					$ 109,000							**$ 109,000**
Red Rock Canyon Open Space					$ 150,000	$ 1,295,000						**$ 1,445,000**
Bluestem Prairie Open Space (Big Johnson Reservoir)						$ 1,396,354						**$ 1,396,354**
Total	**$ 7,574,389**	**$ -**	**$ 373,532**	**$ -**	**$ 644,000**	**$ 2,691,354**	**$ -**	**$ -**	**$ -**			**$ 11,283,275**

	GENERAL USE PROJECTS		RESTRICTED USE FUNDS									
STATE/FEDERAL MANDATES	**Ongoing CIP**	**Emergency Repair and Maintenance**	**SCIP Fund**	**PSST**	**CTF**	**TOPS**	**Public Space & Development**	**Grants Fund SAFETEA-LU**	**CDBG**	**Bicycle Tax**	**PPRTA**	**Total Funded**
ADA Pedestrian Ramps Program	$ 218,734								$ 150,000			**$ 368,734**
Total	**$ 218,734**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 150,000**			**$ 368,734**

	GENERAL USE PROJECTS		RESTRICTED USE FUNDS									
PUBLIC WORKS PROJECTS, REPAIR, AND MAINTENANCE	**Ongoing CIP**	**Emergency Repair and Maintenance**	**SCIP Fund**	**PSST**	**CTF**	**TOPS**	**Public Space & Development**	**Grants Fund SAFETEA-LU**	**CDBG**	**Bicycle Tax**	**PPRTA**	**Total Funded**
City Engineering Project Management Staff 1/	$180,777	$257,255						$ 15,215	$ 81,144			**$ 534,391**
Traffic Safety Improvements	$ 60,000											**$ 60,000**
Traffic Signal Acquisition	$ 210,000											**$ 210,000**
School Pedestrian Safety Improvements	$ 80,000											**$ 80,000**
Local Drainage Repairs/Improvements	$ 218,734											**$ 218,734**
Sidewalk/Curb/Gutter	$ 197,272											**$ 197,272**
Dangerous Structures	$ 50,000											**$ 50,000**
Street Resurfacing	$ 4,396,014											**$ 4,396,014**
Essential Annual Bridge Maintenance		$ 131,241										**$ 131,241**
Drainage Infrastructure Maintenance -Streets Essential Maintenance		$ 725,000										**$ 725,000**
West Fork Sand Creek - Downstream of Oro Blanco Drive		$ 708,699										**$ 708,699**
Cottonwood Creek Channel - Drop Structure/Bank Protection - Rangewood		$ 629,955										**$ 629,955**
Sand Creek Channel - Main Stem - Drop Structure/Bank Protection		$ 329,851										**$ 329,851**
Austin Bluffs Interchange at Union											$ 15,000,000	**$ 15,000,000**
Woodmen Road Widening and Interchange											$ 1,000,000	**$ 1,000,000**
South Metro Accessibility Project											$ 2,387,100	**$ 2,387,100**

	GENERAL USE PROJECTS		RESTRICTED USE FUNDS									
PUBLIC WORKS PROJECTS, REPAIR, AND MAINTENANCE - continued	**Ongoing CIP**	**Emergency Repair and Maintenance**	**SCIP Fund**	**PSST**	**CTF**	**TOPS**	**Public Space & Development**	**Grants Fund SAFETEA-LU**	**CDBG**	**Bicycle Tax**	**PPRTA**	**Total Funded**
Austin Bluffs Parkway/Nevada Avenue Intersection Improvements											$ 479,400	**$ 479,400**
I-25 Interchange Companion Projects -- Bijou St. Bridge over Monument Creek; RR Tracks and Corporate Dr. Extension/Bridge											$ 2,100,000	**$ 2,100,000**
Fillmore Street Corridor -- Fillmore/Union Intersection Improvements; Templeton Gap Rd. to Hancock Ave.; El Paso St. Intersection											$ 1,628,000	**$ 1,628,000**
Academy Boulevard Improvements -- Fountain Blvd. Intersection and Pikes Peak Ave. Intersection											$ 1,010,600	**$ 1,010,600**
Union Boulevard/Palmer Park Boulevard Intersection Improvements											$ 16,200	**$ 16,200**
Constitution/Circle Drive Improvements											$ 896,000	**$ 896,000**
Roadway Safety and Traffic Operations											$ 484,000	**$ 484,000**
On-Street Bikeway Improvements											$ 240,240	**$ 240,240**
Total	**$5,392,797**	**$2,782,001**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 15,215**	**$ 81,144**	**$ -**	**$ 25,241,540**	**$ 33,512,697**

	GENERAL USE PROJECTS		RESTRICTED USE FUNDS									
INFRASTRUCTURE MAINTENANCE	**Ongoing CIP**	**Emergency Repair and Maintenance**	**SCIP Fund**	**PSST**	**CTF**	**TOPS**	**Public Space & Development**	**Grants Fund SAFETEA-LU**	**CDBG**	**Bicycle Tax**	**PPRTA**	**Total Funded**
City Facilities Maintenance	$ 200,000											**$ 200,000**
Community Center Maintenance	$ 100,000											**$ 100,000**
Police Facilities Maintenance	$ 150,000											**$ 150,000**
Fire Facilities Maintenance	$ 175,000											**$ 175,000**
Total	**$ 625,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**			**$ 625,000**

	GENERAL USE PROJECTS		RESTRICTED USE FUNDS									
GRANT - FEDERAL/STATE MATCH	**Ongoing CIP**	**Emergency Repair and Maintenance**	**SCIP Fund**	**PSST**	**CTF**	**TOPS**	**Public Space & Development**	**Grants Fund SAFETEA-LU**	**CDBG**	**Bicycle Tax**	**PPRTA**	**Total Funded**
Citywide Congestion Management	162,000							$ 1,169,000				**$ 1,331,000**
Woodmen Road Safety Improvements and Widening - I-25 to Powers	$ 529,000							$ 2,171,000				**$ 2,700,000**
Traffic System Upgrades	$ 60,000							$ 240,000				**$ 300,000**
Mesa Springs Neighborhood Public Improvements									$ 170,000			**$ 170,000**
Westside Neighborhood Public Improvements									$ 131,000			**$ 131,000**
Ivywild Neighborhood Public Improvements									$ 81,000			**$ 81,000**
Total	**$ 751,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,580,000**	**$ 382,000**	**$ -**	**$ -**	**$ 4,713,000**

	GENERAL USE PROJECTS		RESTRICTED USE FUNDS									
PUBLIC SAFETY PROJECTS	**Ongoing CIP**	**Emergency Repair and Maintenance**	**SCIP Fund**	**PSST**	**CTF**	**TOPS**	**Public Space & Development**	**Grants Fund SAFETEA-LU**	**CDBG**	**Bicycle Tax**	**PPRTA**	**Total Funded**
Police Substation - Gold Hill Division				$ 915,000								**$ 915,000**
Fire Department Complex, Phase II - Design				$ 654,150								**$ 654,150**
Fire Department Complex, Phase II - COP Payment (Payment 1 of 20)				$ 502,076								**$ 502,076**
Fire Station 1 - COP Payment (Payment 1 of 20)				$ 184,095								**$ 184,095**
Total	**$ -**	**$ -**	**$ -**	**$ 2,255,321**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**			**$ 2,255,321**

	GENERAL USE PROJECTS		RESTRICTED USE FUNDS									
PARKS DEVELOPMENT AND MAINTENANCE	**Ongoing CIP**	**Emergency Repair and Maintenance**	**SCIP Fund**	**PSST**	**CTF**	**TOPS**	**Public Space & Development**	**Grants Fund SAFETEA-LU**	**CDBG**	**Bicycle Tax**	**PPRTA**	**Total Funded**
Street Tree Replacement Fund	$ 40,000											**$ 40,000**
Van Diest Park Renovation					$ 95,750							**$ 95,750**
Building Repairs/Renovation					$ 320,350							**$ 320,350**
Park Maintenance Equipment					$ 75,000							**$ 75,000**
Trails Development/Repair					$ 37,000							**$ 37,000**
Emergency Repairs					$ 100,000							**$ 100,000**
Vandalism Repairs					$ 40,000							**$ 40,000**
Irrigation Renovation					$ 75,600							**$ 75,600**
Playground Renovation					$ 124,000							**$ 124,000**
Facilities Lighting Replacement					$ 27,500							**$ 27,500**
Sidewalk Repairs/Replacement					$ 47,900							**$ 47,900**
Tennis Court Repair					$ 21,000							**$ 21,000**
Fencing Repair/Replacement					$ 30,000							**$ 30,000**
Trails Maintenance					$ 150,000							**$ 150,000**
Maintenance of Parks					$ 1,289,000							**$ 1,289,000**
Park Development					$ 144,750							**$ 144,750**
City Auditorium Sound and Light System Improvements					$ 25,000							**$ 25,000**
Red Rock Canyon Trailhead Development - Phase I						$ 875,000						**$ 875,000**
Red Rock Canyon Maintenance						$ 55,000						**$ 55,000**
TOPS – 2% Administrative Costs						$ 125,717						**$ 125,717**
High Meadows Park						$ 580,000						**$ 580,000**
University Neighborhood Park						$ 360,000						**$ 360,000**
2006 Trail Projects						$ 1,217,000						**$ 1,217,000**

	GENERAL USE PROJECTS		RESTRICTED USE FUNDS									
PARKS DEVELOPMENT AND MAINTENANCE - continued	**Ongoing CIP**	**Emergency Repair and Maintenance**	**SCIP Fund**	**PSST**	**CTF**	**TOPS**	**Public Space & Development**	**Grants Fund SAFETEA-LU**	**CDBG**	**Bicycle Tax**	**PPRTA**	**Total Funded**
Stetson Ridge Park Development						$ 250,000	$ 380,000					**$ 630,000**
Deerfield Hills Sprayground							$ 267,000					**$ 267,000**
Wildflower Park Playground							$ 230,000					**$ 230,000**
Total	**$ 40,000**	**$ -**	**$ -**	**$ -**	**$2,602,850**	**$ 3,462,717**	**$ 877,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 6,982,567**

	GENERAL USE PROJECTS		RESTRICTED USE FUNDS									
BICYCLE AND TRAIL IMPROVEMENTS	**Ongoing CIP**	**Emergency Repair and Maintenance**	**SCIP Fund**	**PSST**	**CTF**	**TOPS**	**Public Space & Development**	**Grants Fund SAFETEA-LU**	**CDBG**	**Bicycle Tax**	**PPRTA**	**Total Funded**
Trail Development Reimbursements										$ 50,000		**$ 50,000**
Trail Connectivity Improvements										$ 20,000		**$ 20,000**
On-Street Bikeway Improvements										$ 30,000		**$ 30,000**
Trail/Street Crossing Safety and Accessibility Improvements										$ 20,000		**$ 20,000**
Bicycle Parking										$ 5,000		**$ 5,000**
Off-Street Bikeway Construction										$ 25,000		**$ 25,000**
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 150,000**		**$ 150,000**

	GENERAL USE PROJECTS		RESTRICTED USE FUNDS									
ALL FUNDS SUMMARY	**Ongoing CIP 2/**	**Emergency Repair & Maintenance**	**SCIP Fund**	**PSST**	**CTF**	**TOPS**	**Public Space & Development**	**Grants Fund SAFETEA-LU 3/**	**CDBG 4/**	**Bicycle Tax**	**PPRTA**	**Total Funded**
Financial Commitments	$ 7,574,389	$ -	$ 373,532	$ -	$ 644,000	$ 2,691,354	$ -	$ -	$ -	$ -	$ -	**$ 11,283,275**
Federal Mandates	$ 218,734	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 150,000	$ -	$ -	**$ 368,734**
Public Works Maintenance and Repair	$ 5,392,797	$ 2,782,001	$ -	$ -	$ -	$ -	$ -	$ 15,215	$ 81,144	$ -	$ 25,241,540	**$ 33,512,697**
Infrastructure Maintenance	$ 625,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ 625,000**
Grants- Federal/State Match	$ 751,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,580,000	$ 382,000	$ -	$ -	**$ 4,713,000**
PSST Projects	$ -	$ -	$ -	$ 2,255,321	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ 2,255,321**
Parks Development and Maintenance	$ 40,000	$ -	$ -	$ -	$ 2,602,850	$ 3,462,717	$ 877,000	$ -	$ -	$ -	$ -	**$ 6,982,567**
Bicycle and Trail Improvements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 150,000	$ -	**$ 150,000**
Total	**$ 14,601,920**	**$ 2,782,001**	**$ 373,532**	**$ 2,255,321**	**$ 3,246,850**	**$ 6,154,071**	**$ 877,000**	**$ 3,595,215**	**$ 613,144**	**$ 150,000**	**$ 25,241,540**	**$ 59,890,594**

1/ For 2006, $438,032 will be needed for 5 project management positions. The $534,391 total reflects a double-counting of $96,359 in transfers from the 2006 CDBG and the SAFETEA-LU projects ($81,144 and $15,215 respectively). The second portion of the wage package approved by City Council will be appropriated in the General Fund.

2/ The sources for this funding include a 2006 General Fund contribution of $13,880,561 and $625,000 in anticipated interest earnings. The $96,359 balance is comprised of transfers from the 2006 CDBG and the SAFETEA-LU projects ($81,114 and $15,215 respectively).

3/ The $3,595,215 reflects a double counting of $15,215 in transfers from the 2006 CDBG funds to provide spending authority as well as appropriation authority.

4/ The $613,114 reflects a double counting of $81,114 in transfers from the 2006 SAFETEA-LU funds to provide spending authority as well as appropriation authority.

CIP PROJECT DESCRIPTIONS

GENERAL USE – ONGOING CIP $14,601,920

CITY MANAGEMENT $8,425,389

- **1999 SCIP Projects – Bond Debt Retirement -- $7,474,389**

  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, $7.85 million 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 financing minimized the principal repayment period (16 years versus the 20 years approved by voters), reduced the total repayment cost to $127.8 million from the $157 million approved by voters, kept the size of the issue below the $88 million approved by voters, and maintained the annual debt service on the bonds as close as possible to $7.85 million.

  Recommended Solution: The 2006 total bond payment is $7,847,921. The SCIP fund will provide $350,000 in interest earnings and $23,532 from completed SCIP projects to offset the General Fund contribution.

- **City Facilities Repairs -- $200,000**

  Problem Identification: Repairs are needed to maintain the structural integrity of City-owned facilities. This is 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.

- **SAFETEA-LU Matches -- $751,000**

  Problem Identification: The federal government established the Inter-modal Surface Transportation Act (ISTEA) program in 1996; reauthorized it as the Transportation Equity Act for the 21st Century (TEA-21) in 1998; and in 2005, approved the Safe, Accountable, Flexible, and Efficient Transportation Equity Act-Legacy for Users (SAFETEA-LU). The federal and state governments provide grants for approved regional transportation-related projects such as bridge replacement, installation of additional traffic signals, and road widening. These grants usually award 80 percent of the total project cost if the City can fund the 20 percent local share.

  Recommended Solution: Ensure local match money is available to secure this external funding. The City anticipates receiving approximately $3,580,000 in SAFETEA-LU funds for 2006 by providing a local match of $881,000, $751,000 of which is budgeted from direct City sources. The City will provide a $162,000 local match and another $130,000 from the Roadway Safety and Traffic Operations project funded through the PPRTA – a total of $292,000 – to leverage $1,169,000 in grant funds. A $529,000 local match for the Woodmen Road widening project from I-25 to Powers will leverage $2,171,000 in grant funds, and a $60,000 local match for the Traffic Signals Upgrade project will leverage $240,000 in grant funds. A total of $15,215 in SAFETEA-LU grant funds will cover City Engineering staff working on these projects.

PUBLIC SAFETY $325,000

- **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 could include improvements to public restrooms, underground storage tanks, card readers, walls and carpet, security camera systems, etc.

- **Fire Facilities Repairs -- $175,000**

  Problem Identification: Fire stations are a visible symbol of City government in Colorado Springs neighborhoods. The 20 fire stations range in age from 93 years to less than 1 year. Ten stations are 25 or more years old. There are ongoing needs for replacement of roofs, 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 as funding allows.

PARKS, RECREATION AND CULTURAL SERVICES $140,000

- **Community Center Repairs -- $100,000**

  Problem Identification: There are several community centers throughout the city that need ongoing maintenance and repair to keep them in proper operating condition. This has been an annual amount to assist with those repairs. These facilities require ongoing maintenance to roofs, HVAC systems, security systems, and other structural and general repairs to provide satisfactory and safe services to the public.

  Recommended Solution: Provide facilities repair and replacement funding for various annual repairs and/or replacement. This will cover such items as HVAC systems, minor repair of interior facilities, etc.

- **Street Tree Replacement Fund -- $40,000**

  Problem Identification: Street trees are planted in rights-of-way throughout the city. These trees are damaged or die for various reasons and need to be replaced in certain locations.

  Recommended Solution: Provide a replacement fund for street trees.

PUBLIC WORKS $5,711, 531

- **Legal Obligations -- $100,000**

  Problem Identification: The City Code allows developers that construct arterial streets and bridges to seek reimbursement from the public (City) for a portion of these costs. The same provision applies to developers that conduct certain drainage basin planning studies that outline drainage facilities. These reimbursements are subject to the availability of CIP funds. Currently, there is $3.5 million in outstanding obligations eligible for reimbursement.

  Recommended Solution: Reimburse developers/private parties for the approved public cost-share portion of street, bridge and drainage facilities constructed as funds are available and based on date of reimbursement approved by City staff or the City/County Drainage Board.

- **Pedestrian Ramps/Americans with Disability Act (ADA) Compliance -- $218,734**

  Problem Identification: It is estimated that nearly 50,000 ramps need to be constructed citywide as the City continues to comply with ADA mandates. Ramps need to be installed at various locations within the public right-of-way per requests or needs from private citizens, school districts, agencies, and City Departments. These funds will be supplemented annually with PPRTA funds as approved by the PPRTA Board.

  Recommended Solution: Funds will be used to construct new or replace deteriorated pedestrian ramps in high-use or high-priority areas based on individually requested locations and other priority needs determined by City staff. An additional $150,000 is provided from the Community Development Block Grant (CDBG) funds to accomplish a total of $368,734 in sidewalk, curb, and gutter repairs. A total of $31,266 from the project budget was allocated to the City Engineering Project Management Staff line item for City Engineering project management costs.

- **City Engineering Project Management Staff -- $180,777**

  Problem Identification: In 2004, the City initiated payment of the salary and benefits costs for five FTE positions in City Engineering from the City-funded CIP Construction Fund rather than through General Fund operating funds. This was done to reduce the use of expensive design and CIP project management consultants and to ensure the effective utilization of existing engineering and design staff. Dollars included in CIP project budgets for the contracting of design, engineering, and project management are redirected towards the payment of the costs of specific engineers and engineering technicians in City Engineering who are currently dedicated to CIP project implementation.

  Recommended Solution: For 2006, a total of $438,032 is needed for five City Engineering project management positions. Of this amount, $180,777 will come from the projects funded as part of the Ongoing CIP. This amount includes $96,359 for spending authority for project management funded by SAFETEA-LU and CDBG projects.

- **Traffic Safety Improvements -- $60,000**

  Problem Identification: There are a number of low-cost traffic safety needs that could cause injury to the motoring public if not fixed. Examples of these projects include guardrail upgrades, impact attenuators for bridge abutments, bike and pedestrian safety improvements, and minor geometric intersection modifications.

  Recommended Solution: These funds will be used to install and upgrade guardrail installation, to construct minor geometric modifications to improve capacity and safety, and to improve pedestrian and bicycle safety.

- **Traffic Signal Acquisition-- $210,000**

  Problem Identification: Traffic signal deficiencies occur at approximately 20 percent of the City's 520 locations and require redesign and reconstruction. Deficiencies involve substandard, inefficient, non-uniform or poorly positioned pedestrian signals, traffic control signals, and signal supports. In addition, the City will need funding to replace defective vehicle detection loops and new signals not covered by federal funds.

  Recommended Solution: Projects involve the upgrading of pedestrian and signal heads, installing new signals, reconstructing substandard installations, and installing internally illuminated street name signs.

- **School Pedestrian Safety Improvements -- $80,000**

  Problem Identification: Capital improvements identified via the School Pedestrian Safety program have been funded from the Traffic Safety Improvements and the Traffic Signal Acquisition project budgets. Since the School Pedestrian Safety program has an identified capital component, funds are now designated for this effort.

  Recommended Solution: These funds would be used specifically to install flashing lights in school zones.

- **Local Drainage Repairs/Improvements -- $218,734**

  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 $250,500 to address unbudgeted drainage problems that arise during the year. A total of $31,266 from the project budget was allocated to the City Engineering Project Management Staff line item for City Engineering project management costs.

- **Sidewalk/Curb and Gutter Replacement -- $197,272**

  Problem Identification: An initial inventory and assessment of missing sidewalks in 2005 indicated a potential citywide funding need for sidewalks in the tens of millions of dollars. Critical needs throughout the city include missing sidewalks near schools and bus stops. These funds will be used to supplement a small amount of annual PPRTA maintenance funds that will be used to construct short sections of missing sidewalk in key pedestrian corridors. In certain locations, missing curb and gutter may be necessary due to safety concerns. Construction on undeveloped parcels will require a cost recovery filed against the property.

  Recommended Solution: Construct missing sidewalks on critical routes to improve pedestrian access to schools and bus stops. A total of $21,866 from the project budget was allocated to the City Engineering Project Management Staff line item for City Engineering project management costs.

- **Dangerous Structures-- $50,000**

  Problem Identification: Occasionally, a privately-owned vacant building is allowed to deteriorate and create a structurally unsafe condition. In these cases, the Pikes Peak Regional Development Center works with the property owner to comply with the applicable regulations. However, in some cases, the City Engineer is requested to demolish or board-up there dangerous structures. These funds will be used to complete these ongoing requests.

  Recommended Solution: Complete building demolitions and board-ups per requests from the Pikes Peak Regional Development Center and in accordance with the City Code.

- **Street Resurfacing -- $4,396,014**

  Problem Identification: Deteriorating roadway infrastructure is resulting in substandard driving conditions, potholes, and other surface failures citywide. A concerted roadway maintenance program is needed to address pavement performance (smoother, longer-lasting pavements) and to improve safety and mobility for the traveling public. With timely preservation effort, the City will reduce costly and time-consuming rehabilitation/reconstruction projects and associated traffic disruptions.

  Recommended Solution: Effective pavement maintenance is extremely important for preserving the community's investment on the roadway infrastructure. The current maintenance backlog information obtained from the Pavement Management System suggests a very aggressive rehabilitation undertaking that could cost approximately $200 million. Due to financial and physical constraints, such an extensive program cannot be accomplished. Rather, a program designed to treat nearly 10 percent of the roadways for the next 5 years is recommended.

TOTAL GENERAL FUND FOR ONGOING CIP -- $14,601,920

GENERAL USE – EMERGENCY REPAIR AND MAINTENANCE $2,782,001

CITY ENGINEERING..... $2,057,001

- **City Engineering Project Management Staff -- $257,255**

  Problem Identification: In 2004, the City decided to cover the salary and benefits costs for five FTE positions in City Engineering from the City-funded CIP Construction Fund rather than though General Fund operating funds. This was done to reduce the use of expensive design and CIP project management consultants and to ensure the effective utilization of existing engineering and design staff. For 2006, these project management funds will be covered from the City Engineering projects funded by the Emergency Repair and Maintenance effort.

  Recommended Solution: For 2006, a total of $438,032 is needed for five City Engineering project management positions. Of this amount, $257,255 is funded from the Emergency Repair and Maintenance projects. This amount reflects 12.5 percent of the following City Engineering project costs.

- **Essential Annual Bridge Maintenance -- $131,241**

  Problem Identification: Provide emergency or safety repairs and maintenance to the City's 160+ major bridge structures (greater than 20-foot span) and 300+ minor bridge structures. The majority of these bridge structures have received little if any ongoing repair and maintenance since original construction.

  Recommended Solution: The Colorado Department of Transportation (CDOT) conducts a biannual inventory and inspection of most major bridge structures. Funds will be used to accomplish critical repairs/maintenance based on CDOT or City inspections or repairs/maintenance necessary due to emergency/safety problems that occur during the year.

- **West Fork Sand Creek – Downstream of Oro Blanco Drive -- $708,699**

  Problem Identification: This section of the West Fork Sand Creek channel is a concrete-lined trapezoidal cross-section that runs behind adjacent residences and along Penrose Park near Penrose Elementary School. Damage to the channel includes large sections of the concrete floor that have failed and there are now large voids under significant portions of the concrete bank caused by piping and soil erosion beneath the channel. The localized storm event in June 2005 increased the damage. Approximately 1,800 feet of channel from Oro Blanco Drive downstream needs to be repaired and/or replaced to address public safety and prevent catastrophic failure of the remaining infrastructure, and possible damage to adjacent public and private property.

  Recommended Solution: Design and construct repairs and/or replacement of approximately 1,800 feet of the concrete-lined trapezoidal channel.

- **Cottonwood Creek Channel – Drop Structure/Bank Protection – Rangewood -- $629,955**

  Problem Identification: Stormwater runoff has caused damage to several drop structures and streambanks along Cottonwood Creek from Rangewood Drive downstream to Union Boulevard. Repairs and/or reconstruction of existing stormwater infrastructure are needed to protect existing infrastructure and reduce potential flooding and erosion damage to adjacent public and private property. A conceptual design identifying and prioritizing repairs and/or reconstruction of existing infrastructure was completed in 2005.

  Recommended Solution: Design and construct repairs and/or replacement of existing stormwater infrastructure in accordance with the list of prioritized needs identified in the 2005 conceptual design.

- **Sand Creek Channel – Main Stem – Drop Structure/Bank Protection -- $329,851**

  Problem Identification: Stormwater runoff has caused damage to several drop structures and streambanks along the main stem of Sand Creek from Constitution Avenue downstream to Fountain Creek. Repairs and/or reconstruction of existing stormwater infrastructure are needed to protect existing infrastructure and reduce potential flooding and erosion damage to adjacent public and private property.

  Recommended Solution: Design and construct repairs and/or replacement of existing stormwater infrastructure at the most critical/urgent location(s).

STREETS DIVISION $725,000

- **Drainage Infrastructure Maintenance -- $725,000**

  Problem Identification: The age and disrepair of the city's current drainage infrastructure, coupled with a shortage of resources to properly maintain it, creates a potential safety threat for citizens and a significant challenge for the City Street Division. Miles of open drainage channels and underground storm pipes have exceeded their life expectancy. Structures built in the 1970s cannot accommodate the runoff from new developments and are frequently failing. As a result, there are continuing problems with overflowing drainage channels and ruptured underground pipes causing flooding in neighborhoods and collapsing roadways. A dedicated funding source is needed for preventive maintenance, as well as for cleaning up after floods, removing vegetation/ overgrown weeds in channels, stabilizing channel banks, maintaining intersection cross pans, catch basins, and repairing/replacing the most severely damaged old storm sewer pipes.

  Recommended Solution: This allocation will fund the labor, equipment, and material resources to adequately maintain the city's drainage infrastructure.

TOTAL EMERGENCY REPAIR AND MAINTENANCE -- $2,782,001

- **1999 SCIP Projects – Debt Retirement -- $373,532**

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, $7.85 million 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 financing minimized the principal repayment period (16 years versus the 20 years approved by voters), reduced the total repayment cost to $127.8 million from the $157 million approved by voters, kept the size of the issue below the $88 million approved by voters, and maintained the annual debt service on the bonds as close as possible to $7.85 million.

Recommended Solution: The 2006 bond payment is $7,847,921. Estimates show that in 2006, the SCIP fund will provide $350,000 in interest earnings and $23,532 from completed SCIP projects. Historically, some portion of these funds has been used to offset the 2006 SCIP bond debt payment. In accordance with City Council direction, using SCIP project funds – which comprise just $23,532 of this total – for purposes other than the voter-approved projects requires review by the SCIP Financial Oversight Committee. The Committee Co-Chairs were consulted and approved this use based on established Committee action supporting the use of these funds to offset the SCIP bond debt payment.

TOTAL SCIP FUND -- $373,532

PUBLIC SAFETY SALES TAX FUND $2,255,321

POLICE DEPARTMENT $915,000

- **Police Substation – Gold Hill Division -- $915,000**

Problem Identification: As the City continues to grow in population and developed areas, it has become more difficult for the Police Department to serve the citizens from the existing substations. The Police Department geographically assigns officers to sectors to provide efficient response to calls for service. However, with the growth of the city, officers are spending a great deal of time getting to their sectors which is impacting response times to calls for service. In addition, the existing substations are too small for assigned staff and not located strategically for citizens needing to conduct business. Existing substation parking lots are also over capacity. It is necessary to construct an additional police substation in the central to west section of Colorado Springs.

Recommended Solution: In 2002, $1,300,000 was budgeted for this project, but funding was suspended and construction delayed due to lower-than-budgeted revenue collections in 2002. In 2003, $3,025,000 was allocated, but when construction costs for the Stetson Hills Police Substation increased later that year, $1,500,000 was transferred from Gold Hill to complete the Stetson Hills project. Since then, an additional $775,000 was budgeted in 2004 and $1,150,000 was allocated in 2005. Construction costs have continued to rise, with the lowest construction bid approximately $1 million more than originally budgeted. To accommodate this increase, approximately $960,000 in unspent PSST funds at year-end 2004 was transferred to the project. The 2006 amount will fund the final amount needed to complete the project. The project budget is now $6,748,900. Construction began in March 2005, and the new substation should be completed in early 2006.

FIRE DEPARTMENT $1,340,321

- **Fire Department Complex, Phase II – Design -- $654,150**

Problem Identification: Due to budget constraints under SCIP, Phase I of the Fire Department Complex was not built large enough to accommodate all necessary Fire Department staff, of which some have remained in the old Fire Department Headquarters. Under PSST, staff was added in Fire Prevention, Community Education, Wildland Fire Risk Management, Information Technology, and support functions. Additional space is needed for these personnel as well as additional development of the drill tower and associated space and equipment.

Recommended Solution: The Fire Department Complex, Phase II will add approximately 21,000 square feet of office space, additional fire training props on the drill field, training apparatus storage, full development of the drill areas and additional technical equipment that will enhance the Department's training capabilities.

- **Fire Department Complex, Phase II – Certificates of Participation (COP) Payment -- $502,076**

Problem Identification: For a description of the project, see Fire Department Complex, Phase II, Design (above). With much of the annual revenue from PSST dedicated to paying for additional firefighters, it would take many years to accumulate the necessary funds to pay for this project outright. Financing is required to proceed.

Recommended Solution: Finance the cost of construction over 20 years using certificates of participation. The annual payment is estimated at $502,076.

- **Fire Station 1 – Certificates of Participation Payment -- $184,095**

Problem Identification: Fire Station 1 is an old station that no longer meets Fire Department requirements. It was built before women joined the Department and before health issues associated with chemical and biological contaminants fundamentally altered station design. Improvements have been made to the building in recent years, but the Health and Safety Study completed in 2004 identified significant health issues, many of which relate to inadequate ventilation provisions for diesel exhaust. A new facility is needed to address these deficiencies.

Recommended Solution: Replace Fire Station 1 with a new station built near the existing site. Finance construction over 20 years using certificates of participation. The annual payment is estimated at $184,095.

TOTAL PUBLIC SAFETY SALES TAX FUND -- $2,255,321

- **Skyview Softball Complex -- $225,000**

  Problem Identification: The Parks, Recreation, and Cultural Services Department completed the adult softball complex using certificates of participation which will be paid using Conservation Trust funds, player fees, and concession revenue.

  Recommended Solution: Fund the Conservation Trust portion of the annual payment.

- **Hillside Community Center Payback -- $160,000**

  Problem Identification: Repayment of certificates of participation used to finance the construction of the Hillside Community Center.

  Recommended Solution: Continue funding for annual repayment.

- **Meadows Community Center Payment -- $109,000**

  Problem Identification: Meadows Community Center was constructed as a lease/purchase option. An annual payment is required to sustain the option.

  Recommended Solution: Fund the annual payment for the Meadows Community Center.

- **Red Rock Canyon Open Space Purchase Payback -- $150,000**

  Problem Identification: Through the TOPS Program and a partnership with the Trust for Public Land, the City of Colorado Springs purchased 789 acres of Red Rock Canyon open space west of Colorado Springs. Conservation Trust funds totaling $150,000 will fund a portion of the payment for the parcel along Highway 24. Using these funds for this parcel will provide greater flexibility in building recreational amenities such as a family picnic area, a visitor center, and a group picnic pavilion as identified in the Red Rock Master Plan. The purchase was financed over 15 years and the second payment of $150,000 is due in 2006.

  Recommended Solution: Fund the payment for the Red Rock Canyon Open Space.

- **Van Diest Park Renovation -- $95,750**

  Problem Identification: Funding is needed to complete the renovation of Van Diest Park. A master plan was completed in 2004, and a grant was received from Great Outdoors Colorado. Additional funding is necessary to complete the park master plan.

  Recommended Solution: Fund the renovation of Van Diest Park.

- **Building Repairs/Renovation -- $320,350**

  Problem Identification: Repairs are periodically needed in existing park buildings and park facilities to keep them in good operating condition. This is a continuing program essential to maintaining service level to the public.

  Recommended Solution: Provide funding for building repairs and renovation.

- **Park Maintenance Equipment -- $75,000**

  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 new equipment to maintain existing infrastructure and new parks.

- **Trails Development/Repair -- $37,000**

  Problem Identification: The multiuse trails system is a combination of concrete, gravel and asphalt surfaces. There are several projects that need to be constructed on existing trail corridors.

  Recommended Solution: Provide funding for trails development including surface treatments, bridges, fencing, and erosion control devices.

- **Emergency Repairs -- $100,000**

  Problem Identification: Emergency repairs are occasionally needed in the park system to correct immediate safety problems and/or replace damaged items. This is a continuing program essential to the operation of the Parks, Recreation, and Cultural Services Department.

  Recommended Solution: Provide funding for emergency repairs.

- **Vandalism Repairs -- $40,000**

  Problem Identification: Vandalism causes 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 for vandalism repairs.

- **Irrigation Renovation -- $75,600**

  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 allows water to be conserved.

  Recommended Solution: Convert from manual and semiautomatic systems to computerized systems should realize irrigation water and dollar savings.

- **Playground Renovation -- $124,000**

  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 American Society of Testing Materials, Americans with Disabilities Act, and Consumer Product Safety Commission guidelines.

  Recommended Solution: Continue funding for playground renovation.

- **Facilities Lighting Replacement -- $27,500**

  Problem Identification: Replacement and repair of tennis court, ball field and facility lighting are essential to maintaining service and safety levels to the public.

  Recommended Solution: Continuation of funding for facilities lighting.

- **Sidewalk Repairs/Replacement -- $47,900**

  Problem Identification: Repair existing and install new sidewalks and ramps/accesses within the park system for differently-abled citizens. This is essential to maintaining an adequate level of service for the public.

  Recommended Solution: Continuation of funding for sidewalk installation and repair.

- **Tennis Court Repair -- $21,000**

  Problem Identification: Repair of existing courts throughout the park system is needed on an annual basis to provide a safe surface for play.

  Recommended Solution: Continue funding for tennis court repair.

- **Fencing Repair/Replacement -- $30,000**

  Problem Identification: Repair or replacement of ballfield fences and backstops is essential to maintain safety on playing fields.

  Recommended Solution: Provide funding for fencing repair or replacement.

- **Trails Maintenance -- $150,000**

  Problem Identification: The multiuse trails system is a combination of concrete, gravel, and asphalt surfaces. Due to weather, use and soil conditions, surface repairs are needed to maintain safety and service levels.

  Recommended Solution: Continue funding for trails maintenance including surface treatments, fencing, and erosion control devices.

- **Maintenance of Parks -- $ 1,289,000**

  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 revenue, maintenance dollars for parks constructed with Conservation Trust funds are proposed to be allocated from these lottery funds.

  Recommended Solution: Operating funds are being requested for the new park acreage developed through Colorado Lottery funds.

- **Park Development -- $144,750**

  Problem Identification: Various park projects need funding that do not warrant a separate account. These projects are small in size but need funding provide the best possible service to park users.

  Recommended Solution: Continue this funding source to complete several of these park projects.

- **City Auditorium Sound and Light System Improvements -- $25,000**

  Problem Identification: The aging sound and lighting systems at the City Auditorium are in need of repair and updating. Replacement of these systems will enhance visitor experience and serve as a catalyst to maintain quality events at the City Auditorium.

  Recommended Solution: Fund improvements to the sound and light system at the City Auditorium.

TOTAL CONSERVATION TRUST FUND -- $ 3,246,850

TRAILS, OPEN SPACE AND PARKS (TOPS) $6,154,071

- **Red Rock Canyon Payback -- $1,295,000**

  Problem Identification: The City of Colorado Springs, through the TOPS Program and a partnership with the Trust for Public Land, purchased 789 acres of Red Rock Canyon open space west of Colorado Springs. The purchase was financed over 15 years and the second payment of $1,500,000 is due in 2006.

  Recommended Solution: Fund the second payment in 2006 of the Red Rock Canyon Open Space loan.

- **Bluestem Prairie Open Space (Big Johnson Reservoir) -- $1,396,354**

  Problem Identification: The City of Colorado Springs through the TOPS Program and a partnership with the Trust for Public Land has purchased 650 acres of open space adjacent to Big Johnson Reservoir in southeast Colorado Springs. The total purchase price is $8,125,000 to be paid over five years beginning in 2001. The fifth and final payment of $1,396,354 is due in 2006.

  Recommended Solution: Fund the fifth and final payment of $1,396,354 in 2006 for the purchase of the Bluestem Prairie Open Space.

- **Red Rock Canyon Trailhead Development -- $875,000**

  Problem Identification: The City of Colorado Springs recently completed an Open Space Master Plan to guide the development of infrastructure to support public access on the Red Rock Canyon Open Space. This funding will provide the necessary funds to construct two trailheads, convert the former Bock Residence into an open air shelter and interpretive area, and construct trails.

  Recommended Solution: Fund the development of trailheads, conversion of the former Bock Residence, and construction of trails in accordance with the Red Rock Canyon Master Plan.

- **Red Rock Canyon Maintenance -- $55,000**

  Problem Identification: A full-time Maintenance Specialist position is needed at Red Rock Canyon to maintain the property for the safety of the public.

  Recommended Solution: An appropriation of $55,000 is needed for salary and benefits for 2006.

- **TOPS – 2 Percent Administrative Costs -- $125,717**

  Problem Identification: Provisions of the ordinance allocate 2 percent of all revenue collected to be deposited into an account to be used by City Council as recommended by the TOPS nine member advisory committee for planning of trails, open space, and parks.

  Recommended Solution: Two percent of collections will fund program administrative expenses, salaries, and benefits for a Landscape Architect and other support staff as necessary.

- **High Meadows Park -- $580,000**

  Problem Identification: There is an undeveloped neighborhood park site in the Springs Ranch subdivision area, which is a rapidly growing area of the City. This park site is adjacent to Springs Ranch Elementary School.

  Recommended Solution: Develop the park site as per the master plan.

- **University Park Development-- $360,000**

  Problem Identification: There is an undeveloped neighborhood park site in the University Park subdivision area, which is a rapidly growing area of the City.

  Recommended Solution: Develop the park site as per the master plan.

- **2006 Trail Projects -- $1,217,000**

Problem Identification: There are 206 miles of multiuse trails planned throughout the city. Approximately 104 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:

La Foret Trail	$ 40,000
Midland Trail (21st Street to 31st Street)	$ 210,000
Pikes Peak Greenway (Trail connection at South Tejon Street)	$ 22,000
Powers Trail (Phase I between Briargate Boulevard and Old Ranch Road)	$ 75,000
Sand Creek Trail (Las Vegas Street to Hancock Boulevard)	$ 650,000
Sand Creek Trail (Sand Creek crossing at Ridgeview)	$ 60,000
Templeton Gap Trail (missing segment)	$ 160,000
Total	**$1,217,000**

- **Stetson Ridge Park Development-- $250,000**

Problem Identification: There is an undeveloped 17-acre neighborhood park site in the Stetson Hills subdivision, which is a rapidly growing area of the City. These funds will be matched with $380,000 in PLDO funding to develop approximately six acres of the site.

Recommended Solution: Develop the park site as per the master plan.

TOTAL TOPS -- $6,154,071

PUBLIC SPACE AND DEVELOPMENT $877,000

- **Stetson Ridge Park Development-- $380,000**

  Problem Identification: There is an undeveloped 17-acre neighborhood park site in the Stetson Hills subdivision, which is a rapidly growing area of the City. These funds will be matched with TOPS funding to develop approximately six acres of the site.

  Recommended Solution: Fund the Public Space and Development portion of this park construction project.

- **Deerfield Hills Sprayground-- $267,000**

  Problem Identification: Funding is needed to remove the Deerfield Park swimming pool and construct a sprayground. The sprayground will provide a water feature for play without the high maintenance requirements of a swimming pool.

  Recommended Solution: Fund the development of a sprayground at Deerfield Park.

- **Wildflower Park Playground-- $230,000**

  Problem Identification: Wildflower Park was partially developed in the early 1980s. The neighborhood has continued to grow and additional park development is needed. In addition to a master plan process, funding is needed to construct a first phase of improvements. This first phase will include a new playground.

  Recommended Solution: Fund the development of a new playground at Wildflower Park.

TOTAL PUBLIC SPACE AND DEVELOPMENT -- $877,000

SAFE, ACCOUNTABLE, FLEXIBLE, EFFICIENT TRANSPORTATION EQUITY ACT-LEGACY FOR USERS (SAFETEA-LU) $3,595,215

- **City Engineering Project Management Staff -- $15,215**

  Problem Identification: In 2004, the City decided to cover the salary and benefits costs for five FTE positions in City Engineering from the City-funded CIP Construction Fund rather than through General Fund operating funds. This was done to reduce the use of expensive design and CIP project management consultants and to ensure the effective utilization of existing engineering and design staff. Dollars included in CIP project budgets for the contracting of design, engineering, and project management are proposed to be redirected towards the payment of the costs of specific engineers and engineering technicians in City Engineering who are currently dedicated to CIP project implementation.

  Recommended Solution: For 2006, a total of $438,031 is needed for five City Engineering project management positions. Of this amount, $15,215 will come from the SAFETEA-LU projects.

- **Citywide Congestion Management -- $1,169,000**

  Problem Identification: Funding is needed for the development and implementation of a system to identify and mitigate traffic accidents; improve incident response times; and reduce congestion and improve air quality on I-25, US 24, and SH 83.

  Recommended Solution: This project involves signal improvements as well as the development of the Automated Traffic Management System (ATMS) and Intelligent Traffic System (ITS) along I-25, US 24, and SH 83. A local match of $292,000 – comprised of $162,000 from the City's General Fund and $130,000 from the Roadway Safety and Traffic Operations project funded through the PPRTA – secured a $1,169,000 allocation from the SAFETEA-LU federal transportation grant program.

- **Woodmen Road Safety Improvements and Widening -- $2,171,000**

  Problem Identification: Woodmen Road is a major east-west arterial operating at an inadequate level of service for peak-hour traffic and warrants additional safety and capacity. The 2006 funding allocation will be used to help fund final engineering design in accordance with the Environmental Assessment, which is expected to be approved by October 2005. With the PPRTA issue approved by voters in November 2004, the project limits were expanded eastward.

  Recommended Solution: Woodmen Road requires safety and capacity improvements from I-25 to Powers Boulevard. A local match of $529,000 from the General Fund secured a $2,171,000 allocation from the SAFETEA-LU federal transportation grant program. The 2006 funding allocation will be used to help fund final engineering design and to begin right-of-way acquisition. Construction will occur in future years with a combination of federal funding, local match, and PPRTA funding.

- **Traffic Signal Upgrades -- $240,000**

  Problem Identification: Traffic signal deficiencies at most of the City's 400+ locations require redesign, upgrading and/or reconstruction. Deficiencies include substandard, inefficient, non-uniform or poorly located pedestrian signals, traffic control signals, sensors, and signal supports. In addition, the City will need funding to replace defective vehicle detection loops and for new signals not covered by federal funds.

  Recommended Solution: This project involves the upgrade of pedestrian and signal heads, installation of new signals, reconstruction of substandard installations, upgrade of signal sensors, and the installation of internally illuminated street name signs. A local match of $60,000 from the City's General Fund secured a $240,000 allocation from the SAFETEA-LU federal transportation grant program.

TOTAL SAFETEA-LU -- $3,595,215

- **Americans with Disabilities Act (ADA) Pedestrian Ramp Improvements -- $150,000**

  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 design and construction of ADA pedestrian ramps through a public process request throughout the Neighborhood Strategy Areas, and as identified in the area's Master Plan.

- **City Engineering Project Management Staff -- $81,144**

  Problem Identification: In 2004, the City decided to cover the salary and benefits costs for five FTE positions in City Engineering from the City-funded CIP Construction Fund rather than through General Fund operating funds. This was done to reduce the use of expensive design and CIP management consultants and to ensure the effective utilization of existing engineering and design staff. Dollars included in CIP project budgets for design, engineering, and project management are proposed to be redirected towards the payment of the costs of specific engineers and engineering technicians in City Engineering currently dedicated to CIP project implementation.

  Recommended Solution: For 2006, a total of $438,031 will be needed for five City Engineering project management positions. Of this amount, approximately $81,114 will come from CDBG funding for work done on the ADA Pedestrian Ramp locations and for the Neighborhood Public Improvements.

- **Mesa Springs Neighborhood Public Improvements -- $170,000**

  Problem Identification: Mesa Springs is a Neighborhood Strategy Area. Street improvements are needed to meet City standards for sidewalks, curbs, gutters, pedestrian ramps, etc., per a prioritized closeout list developed jointly with the neighborhood organization.

  Recommended Solutions: Provide funding for design and construction of items such as sidewalks, curbs, gutters, and pedestrian ramps, identified through a public request process in the Neighborhood Strategy Area. The 2006 funds will construct public improvements per citizen requests for sidewalks, curbs and gutters, pedestrian ramps, and landscape restoration.

- **Westside Neighborhood Public Improvements -- $131,000**

  Problem Identification: Westside is a Neighborhood Strategy Area. Street improvements are needed to meet City standards for sidewalks, curbs, gutters, and pedestrian ramps per the Westside Master Plan.

  Recommended Solution: Provide funding for design and construction of sidewalks, curbs, gutters, and pedestrian ramps, identified through a public request process throughout the Neighborhood Strategy Area and identified in the Master Plan. The 2006 funds will construct public improvements on numerous sections of Kiowa Street and Pikes Peak Avenue including sidewalks, curbs and gutters, pedestrian ramps, and landscape restoration.

- **Ivywild Neighborhood Public Improvements -- $81,000**

  Problem Identification: Ivywild Neighborhood is a Neighborhood Strategy Area. Street improvements are needed to meet City standards for streetlights, sidewalks, curbs, gutters, and pedestrian ramps, per the Mill Street Preservation Plan.

  Recommended Solutions: Provide funding for design and construction of items such as sidewalks, curbs, gutters, and pedestrian ramps, identified through a public request process throughout the Neighborhood Strategy Area, and identified in the area's Master Plan. The 2006 funds will construct public improvements per the master plan including streetlights, sidewalks, curbs, gutters, pedestrian ramps, paving, drainage improvements, and landscape restoration.

TOTAL CDBG -- $613,144

BICYCLE TAX $150,000

- **Trail Development Reimbursements -- $50,000**

  Problem Identification: Developers often construct segments of the planned trail network well ahead of the City's schedule and funding ability. These funds provide the flexibility to complete important trail links in the City's Bicycle Plan and Multi-Use Trail (e.g., portions of the Cordera Trail - Phase I not covered by TOPS).

  Recommended Solution: Allocate these funds to provide reimbursements to developers as approved by staff from the Parks, Recreation and Cultural Services Department and the Transportation Planning team, for the construction of sections of multi-use trail per the City's Bicycle Plan and Multi-Use Trail Plan.

- **Trail Connectivity Improvements -- $20,000**

  Problem Identification: Many trails in the city lack adequate connections to adjacent neighborhoods, commercial and employment sites, and other key transportation routes. To improve access to the City's trail network, enhance safety, and increase the functionality of the trail network for transportation use, improved connections should be constructed (e.g., Pikes Peak Greenway connection to the Front Range Express transit service).

  Recommended Solution: Construct identified trail connectivity improvements as determined by City staff and the interdepartmental Trails Team.

- **On-Street Bikeway Improvements -- $30,000**

  Problem Identification: A barrier to using bicycles for transportation is the lack of designated on-street bicycle facilities. Additional facilities are needed to accommodate the needs of bicycle travelers, including pavement markings for bicycle lanes and installation of bicycle facility signage for safety and directional purposes.

  Recommended Solution: Identify and mark and/or sign new on-street bicycle facilities, such as designated bicycle lanes, shared travel lanes, and safety and directional-related signage.

- **Trail/Street Crossing Safety and Accessibility Improvements -- $20,000**

  Problem Identification: The city's trail system has safety and accessibility issues where trails intersect with roadways (e.g., Sinton Trail at I-25 and Chestnut Street; and Pikes Peak Greenway trail at South Circle Drive).

  Recommended Solution: Construct these safety and accessibility crossing improvements along several Tier 1 multi-use/bicycle trails to improve crossings.

- **Bicycle Parking -- $5,000**

  Problem Identification: There is a lack of secure bicycle parking throughout the city. To support increased bicycling and protect user investments in equipment, additional bicycle parking is needed in the downtown area, neighborhood business districts, and other public service locations.

  Recommended Solution: Install new bicycle parking. Identification and placement of new bicycle parking will be coordinated with the Downtown Development District and other public entities.

- **Off-Street Bikeway Construction -- $25,000**

  Problem Identification: The city's trail system has significant capital improvement needs, including reconstruction of older dilapidated trails and construction of trail segments to fill gaps. These funds will be used in conjunction with funds from other sources (TOPS, State Trails funding) to make system improvements.

  Recommended Solution: Construct trail system improvements identified by staff from the Parks, Recreation and Cultural Services Department and the Transportation Planning team, including trail reconstruction (e.g., Shooks Run Trail) and gap completion.

TOTAL BICYCLE TAX -- $150,000

- **Austin Bluffs Interchange at Union -- $15,000,000**

Problem Identification: This intersection was the city's highest accident location from 2000 to 2002 with 215 accidents. The most frequent accidents were rear-end collisions, indicative of a highly congested area. Existing traffic volumes exceed intersection capacity for 10 hours of the day. Current Level of Service is "F" with a volume/capacity ratio of 1.85 and backups through adjacent intersections. Travelers wait 3 - 5 signal cycles.

Recommended Solution: The proposed improvements include construction of a grade-separated single-point diamond interchange. Austin Bluffs Parkway will pass over Union Boulevard on a bridge. Entrance and exit ramps will be provided from Austin Bluffs Parkway, intersecting with Union Boulevard at a single signalized intersection. At the intersection, Union Boulevard will be widened to allow double left-turn lanes and right-turn lanes for traffic operations. Three through lanes in each direction will continue on Union Boulevard. In 2005, $7.5 million was dedicated for this project, which will be augmented by the $15 million in 2006. A final allotment of $13 million is expected in 2007. The total project budget is $35.5 million.

- **Woodmen Road Widening and Interchange -- $1,000,000**

Problem Identification: This project extends along Woodmen Road from I-25 to US 24, about 11 miles. The project will develop a roadway improvement concept that meets the safety and capacity needs of the corridor. This road is identified as a regionally significant east-west corridor and extensive growth since the 1980s has increased traffic 5-9 percent annually. Traffic growth rates of 2-3 percent per year are anticipated through 2025 and extensive future development is anticipated, which will contribute to future traffic operational deficiencies. Current capacity problems exist in sections of the corridor with more anticipated through 2025. The existing Level of Service (LOS) along the corridor varies between an acceptable LOS "C" and a poor LOS "E."

Recommended Solution: An Environmental Assessment (EA) was prepared and is under review by the Colorado Department of Transportation (CDOT) and will be submitted to the Federal Highway Administration. A public hearing is anticipated in late 2005 with a decision expected in January 2006. An initial construction phase includes widening Woodmen Road to six lanes from Campus Drive east of Sam's Club, with the urban interchange at Academy Boulevard. Final design and right-of-way acquisition can begin after the EA approval. Subsequent phases are expected to continue as described in the Transportation Improvement Program (TIP) and with additional PPRTA funds.

- **South Metro Accessibility Project – Phase I – SH 115 to Powers Boulevard -- $2,387,100**

Problem Identification: This project will improve access to the Colorado Springs Airport and will improve mobility in the southern portion of the Colorado Springs metro area.

Recommended Solution: This project will implement the Phase I improvements recommended by the South Metro Accessibility Study. The City portion will design and construct a new expressway between Academy and Powers Boulevards. This new expressway will be south of Drennan Road between Academy Boulevard and Hancock Expressway and will combine with existing Drennan Road as it approaches Powers Boulevard. The project scope includes right-of-way (ROW) acquisition. In 2005, $4.3 million was budgeted, and the $2.4 million in 2006 will fund continued design, ROW acquisition, and possible construction activities.

- **Austin Bluffs Parkway/Nevada Avenue Intersection Improvements -- $479,400**

Problem Identification: This intersection project is intended to improve traffic congestion and safety. Improvements to safety, primarily rear-end accidents, are anticipated due to additional turn lanes and through capacity for eastbound and westbound traffic. Congestion and delays during the peak hours will be decreased.

Recommended Solution: Improvements to the Austin Bluffs Corridor were recommended in the East-West Mobility Study. Proposed improvements were completed to a conceptual level in 2003. The proposed improvements include an additional through lane for Austin Bluffs Parkway in both the eastbound and westbound directions. Additional left-turn lanes are anticipated on three legs and modifications to right-turns and access are proposed.

- **I-25 Interchange Companion Projects: Bijou Street Bridge over Monument Creek Railroad Tracks and Corporate Drive Extension/Bridge -- $2,100,000**

  Problem Identification: These projects will provide significant access and mobility improvements to the City street system both to and from I-25. Incorporating the City projects into the I-25 project will allow the City projects to be completed sooner and more economically.

  Recommended Solution: The Intergovernmental Agreement (IGA) between the City and CDOT allows for the incorporation of these two projects in CDOT's I-25 Design/Build contract. The Corporate Drive project will connect Nevada Avenue and Corporate Drive including a bridge structure. The Bijou Street Bridge project will replace the bridge structure over Monument Creek and the Union Pacific Railroad tracks and provide city street improvements. The proposed budget includes funds for consultant services to review plans and submissions for these projects by CDOT. In 2005, $100,000 was budgeted for this project, with $2.1 million budgeted in 2006. Another $100,000 is expected in 2007, with a total project cost of $2.3 million. The project budget is now $8 million less than the original IGA to offset the $8 million that CDOT owes the City for the Woodmen/ Academy interchange. This modification will have to be formalized.

- **Fillmore Street Improvements: Union Boulevard; Templeton Gap Road to Hancock Avenue; El Paso Street Intersection -- $1,628,000**

  Problem Identification: This project is intended to reduce delay and improve overall traffic operations, improve the east-west flow, eliminate confusion and difficulty in southbound travel to the westbound right-turn off Union Boulevard through the Templeton Gap intersection to Hancock Avenue, and improve safety for westbound vehicles. It will address problems with the alignment of the north and south segments of El Paso Street and improve traffic flow along the Fillmore Street corridor. This offset alignment increases accident potential for turning movements conflicting with through north-south movements and makes pedestrian crossings difficult.

  Recommended Solution: Combine these projects into a single design and construction project. The anticipated improvements include: Fillmore/Union Intersection: Add an eastbound left-turn lane, a southbound through lane, modify westbound lanes to Templeton Gap Road, extend northbound acceleration/deceleration lane to Templeton Gap Road, and provide new traffic signals. Templeton Gap Road to Hancock Avenue: Widen to provide a third westbound lane, which becomes a right-turn lane at Hancock Avenue. Reconstruct curbs, gutters, sidewalks, and driveways as needed. Provide new traffic signals. El Paso Street Intersection: Rebuild the traffic signal, change traffic signal phasing to provide protected left-turn and pedestrian phases, and replace curbs and gutters for better turning radii for vehicles. The total project budget is $2.3 million, with $500,000 dedicated in 2005, $1.6 million in 2006, plus another $200,000 in 2006 from Hazard Elimination Study (HES) funds.

- **Academy Boulevard Safety Improvements: Fountain Boulevard and Pikes Peak Avenue -- $1,010,600**

  Problem Identification: Fountain Boulevard Intersection: The project will address higher-than-average collision rates by creating additional northbound and southbound left-turning capacity and constructing a new eastbound right-turn lane. Signals will be retimed to address the dual left-turn lanes and to improve the overall intersection flow. Pikes Peak Avenue Intersection: With dual eastbound and westbound left-turn lanes, the additional capacity on Pikes Peak Avenue will allow for additional signal time for the northbound and southbound Academy Boulevard approaches, likely improving overall intersection safety.

  Recommended Solution: Combine these two safety projects into a single design and construction contract. The anticipated improvements include: Fountain Boulevard Intersection: Purchase of right-of-way and widening Academy Boulevard north and south of Fountain Boulevard to accommodate dual left-turn lanes for both northbound and southbound traffic, minor widening of Fountain Boulevard west of Academy to provide an additional eastbound right-turn lane, signal retiming, and pedestrian ramp, and sidewalk improvements. Pikes Peak Avenue Intersection: Purchase of right-of-way and widening Pikes Peak Avenue east and west of Academy Boulevard to accommodate installation of dual left-turn lanes for both eastbound and westbound traffic, signal retiming, improving corner radii on all four corners, and pedestrian ramp improvements. In 2005, $395,000 was budgeted, which the $1,010,600 in 2006 will augment. The total estimated project cost is $1,405,600.

- **Union Boulevard/Palmer Park Boulevard Intersection Improvements -- $16,200**

  Problem Identification: Significant southbound to westbound right turns affect southbound through traffic. The addition of a southbound right-turn lane will improve efficiency and reduce delay, as well as potential rear-end accidents. The right-turn lane and modifications to signal timing will improve overall intersection operations.

  Recommended Solution: The design for this intersection project has been combined with the current design project on Union Boulevard between Constitution and Pikes Peak Avenues. This will allow the corridor improvements to be completed prior to placing overlay on Union Boulevard. Proposed improvements at Palmer Park Boulevard were completed to a conceptual design level in 2003. Anticipated improvements include a southbound right-turn lane, ADA pedestrian ramps, new sidewalk, and a larger curb radius.

- **Constitution/Circle Drive Improvements -- $896,000**

  Problem Identification: The existing narrow lanes restrict capacity and reduce safety for both through and turning vehicles at this intersection. The existing trail approaches encourage trail users to cross Circle away from the intersection. The dip across the north side of the intersection currently causes the northbound and southbound traffic to slow more than expected, potentially contributing to rear-end collisions at this location.

  Recommended Solution: The project was identified in the East/West Mobility Study and in the 2025 Regional Transportation Plan. The proposed improvements for this intersection will address intersection congestion, safety and alternate modes. The proposed project improvements include widening of both Constitution Avenue and Circle Drive approaches and through the intersection to provide standard width lanes; extend westbound, eastbound and southbound right turn lanes to provide additional lane capacity; improve southeast corner curb radii; replace traffic signal and retime phases; install sidewalk and ADA handicap ramps at all four corners; improve trail crossing condition; and improve north side drainage to minimize dip in the roadway. The entire estimated project cost is funded through the 2006 allocation.

- **Roadway Safety and Traffic Operations -- $484,000**

  Problem Identification: Traffic Engineering identified projects throughout the city that represent the most critical safety and traffic flow issues. Proposed projects of this nature will include the construction of traffic signals, traffic circles, auxiliary traffic lanes, and other lower-cost geometric improvements. Project objectives include funding improvements that have the greatest cost/benefit impact to the traveling public.

  Recommended Solution: The capital program includes intersection and corridor spot improvements to mitigate existing safety and traffic flow deficiencies. The PPRTA capital program will fund lower-cost prioritized traffic improvements to improve safety and reduce congestion along the highest traveled corridors. Other projects include traffic lane, signal modifications, and median modifications; project designs; pedestrian facilities; and other improvements along some of the city's busiest corridors and intersections. Additionally, $130,000 will be used as match funds for federally funded projects that address such traffic flow and congestion issues.

- **On-Street Bikeway Improvements -- $240,240**

  Problem Identification: The City's Comprehensive Plan and Inter-modal Transportation Plan recommend that streets be designed to accommodate safe and efficient bicycle travel and accessibility. There are currently many locations in the city where safe and adequate bicycle travel and accessibility are not provided.

  Recommended Solution: Improve access to the off-street trail system from roadways in residential and commercial centers; improve and construct bike lanes in accordance with the Inter-modal Transportation Plan, improve safety of crossing locations, and develop/implement improved signage indicating safer routes.

TOTAL PPRTA -- $25,241,540

Total 2006 Capital Improvements Program

Excluding PPRTA funds	$ 34,649,054
Including PPRTA funds	$ 59,890,594

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Glossary of Terms

Accrual Basis of Accounting – A type of accounting which records revenue at the time earned and expenses when incurred.

Annual Budget – A plan for the coordination of resources and expenditures. The budget is the financial plan for the City's allocation of resources to provide services, accomplish the City's goals and objectives, and perform activities.

Appropriation – The legal authorization given by City Council to spend funds which have been designated for a specific purpose.

Balanced Budget – A budget in which revenue sources are identified to balance with expenditures for services provided in a specific fiscal year.

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.

Budget Department – The Department 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. This Department supports the City's Strategic Plan, maintains its fiscal integrity through efficient allocation of resources, and provides economic development services assisting in the retention and creation of high quality jobs and businesses.

Business Development Revolving Loan Fund – The purpose of this fund was to provide low-interest loans to small emerging businesses to assist with business development. This fund was also used to provide improvements to the urban renewal area. Beginning in 2004, the name of this fund is changed to the Economic Development Fund.

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 Budget Department 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 (COP's) – 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.

Comprehensive Annual Financial Report (CAFR) – This report is commonly known as the annual Audit and is completed by an independent certified public accounting firm for the Finance Department. It contains information regarding all general-purpose financial statements for revenue and expenditures, selected financial and demographic information, and amortization of long-term debt and selected investment portfolio data.

Conservation Trust Fund (CTF) – This fund provides funding that can be used for the acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site. This fund gets its money from the Colorado Lottery.

Contingency – An account established for the purpose of meeting unanticipated requirements. Formal City Council action is required for transfers from Contingency.

CREATE – An acronym for the City's core values, which include Commitment, Respect, Excellence, Accountability, Teamwork, and Ethics.

Debt Service – Payment of interest and principal on an obligation resulting from the issuance of bonds.

Economic Development Fund – The purpose of the Economic Development Fund is to provide funding and support for various economic development activities and projects, the outcome of which will be new job creation or improvement of the local economy. Prior to 2004, this fund was known as the Business Development Revolving Loan Fund.

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.

FDC – Fire Department Complex.

Financial Forecast – Estimates resources available and forecasts the financial condition of the General Fund for a five-year period and is based upon a set of assumptions regarding revenue and expenditure trends.

Fiscal Year – A 12-month period at the beginning of which the City implements a new budget based on expected revenues and expenditures and at the end of which the City determines its financial positions and the results of its operations. The City of Colorado Springs' fiscal year coincides with the calendar year January 1 through December 31.

Full-Time Equivalent (FTE) – A position which works a 40-hour week on an ongoing basis and is specifically authorized for ongoing funding by classification in the annual budget. Two half-time positions equal one FTE.

Fund – A budgetary and fiscal accounting mechanism for designating a sum of money or other resources set aside for the purpose of providing services and achieving objectives in accordance with State and local laws, regulations, or other limitations. Each fund constitutes an independent budgetary, fiscal, and accounting entity.

Fund Balance – The balance remaining in a fund after expenditures have been subtracted from revenues.

Geographic Information System (GIS) – A computer-based tool for mapping and analyzing things that exist and events that occur on earth. GIS technology integrates common database operations such as query and statistical analysis with the unique visualization and geographic analysis benefits offered by maps. These abilities distinguish GIS from other information systems and make it valuable to a wide range of public and private enterprises for explaining events, predicting outcomes, and planning strategies.

General Fund – A fund used to account for all general purpose activities of the City supported by City taxes and other nondedicated revenues such as license and permit fees, user charges, etc. This fund includes all traditional municipal expenditures such as Public Safety, Parks, and Transportation with the exception of those accounted for elsewhere.

General Obligation Bonds (GO Bonds) – These bonds are typically issued to finance government improvements benefiting the community as a whole and are secured by an unlimited tax levy of the issuer.

Highway Users Tax Fund (HUTF) – A State fund which collects revenues from the State-imposed excise taxes on gasoline and special fuels as well as various motor vehicle registration, title, and license fees and taxes.

Home Investment Partnership Act (HOME) – Federal grant funds dedicated for programs and activities which primarily benefit low and moderate-income families, individuals and neighborhoods. Programs include but are not limited to housing rehabilitation, affordable housing development and preservation, human service activities and capital improvement activities.

HOPE III – Federal grant funds dedicated for home ownership programs to benefit low and moderate-income families.

Human Services – These programs address emergency care and shelter, youth and self-sufficiency services. The City currently funds these community programs with the City's General Fund and Community Development Block Grant (CDBG) funds.

Infrastructure – The underlying foundation or basic framework of a system, i.e., roadways.

Internal Service – Internal Service Funds sell central services such as fleet, facilities, printing, and information services to other City departments and divisions and operate solely on revenue 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 as follows:

Output Measure - A quantity of work performed.
Efficiency Measure - A ratio of the amount of input (or cost) to the amount of output (or outcome).
Outcome Measure - Events, occurrences, or conditions that indicate progress towards achievement of the mission and objectives of a program.

Lease-Purchase Agreement – An agreement between the governmental agency and a private sector vendor to purchase or lease equipment or facilities rather than purchase them outright.

Level of Effort – The level of funding the City committed to maintain for public safety, transportation-related maintenance, and transit, after the passage of the Public Safety Sales Tax (PSST) in November 2001 and the Pikes Peak Rural Transportation Authority (PPRTA) in November 2004.

Levy – The total amount of taxes, special assessments, or service charges imposed by a government.

Lottery – See Conservation Trust Fund.

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.

Old City Hall – Until December 1997, this facility was the location of the Municipal Court operations. Funding was obtained in 2000 to renovate this historical building for occupancy late in Year 2001 by City Council and some City Management units.

Operating Budget – The annual expenditures for the routine, ongoing activities and work program of a department or organizational unit as opposed to budgets which may also be established for capital projects, grant-funded projects, and other activities of a nonpermanent nature.

Pay-as-You-Go for Capital Improvements – To pay for capital improvements from current revenue.

Permanent Funds – These funds account for assets held by the City in a trustee capacity or as an agent for other agencies, individuals, private organizations, or governmental units. Included in this category are non-expendable trust funds and agency funds.

POC – Police Operations Center.

PPRDC – Pikes Peak Regional Development Center.

Pikes Peak Rural Transportation Authority (PPRTA) – Authority approved by voters in November 2004, which resulted in a 1 percent sales and use tax increase effective January 1, 2005, for the City of Colorado Springs, the unincorporated areas of El Paso County, Manitou Springs, and Green Mountain Falls to fund transportation capital projects and maintenance. PPRTA is also referenced as RTA throughout the 2006 Budget document.

Public Safety Sales Tax Fund (PSST) – On November 6, 2001, voters approved Ballot Question 4 which authorized a City of Colorado Springs Sales and Use Tax rate increase of 0.04 percent to be used to fund public safety operating and capital improvement needs.

Rebudgeted Revenue – The amount of revenue from the previous year due to the receipt of unbudgeted revenues and/or the receipt of revenues exceeding the budgeted amount.

Revenue – Money received by the City during the fiscal year which includes taxes, fees, charges, special assessments, grants, and other funds collected which support the services the City provides.

Revenue Bonds – Bonds issued by a public agency authorized to build, acquire, or improve a revenue-producing property and payable out of revenue derived from such property.

RTA – See PPRTA.

Safe, Accountable, Flexible, Efficient Transportation Equity Act-Legacy for Users (SAFETEA-LU) – This program was formerly called the Intermodal Surface Transportation Efficiency Act (ISTEA), was reauthorized as the Transportation Equity Act for the 21st Century (TEA-21) in 1998, and is now called the SAFETEA-LU and provides federal transportation grants for citywide congestion management, the Woodmen Road from I-25 to Powers project, and citywide traffic signal upgrades.

Sales Tax Revenue Bonds – Those bonds issued to finance various capital improvement projects that have a definable revenue base. These bonds are secured by the City Sales Tax revenue.

Special Position – A position which has a specified ending date in its authorization. Such positions typically do not last beyond one year.

Springs Community Improvements Program (SCIP) – A capital improvements process implemented in 1998 that engaged citizens in identifying, prioritizing, and funding over $110 million in infrastructure projects to improve the community.

Strategic Action Plan (SAP) – The document comprised of goals and objectives established by City Council that serves as a guide for budget decisions from 2006 – 2011.

Taxpayer's Bill of Rights – see TABOR.

TABOR (Taxpayer's Bill of Rights) – An amendment to the Colorado Constitution (also referred to as Amendment I) approved by voters in 1992 that essentially limits annual growth in local government revenue to the combined percentage change in the Denver-Boulder Consumer Price Index (CPI) and the net change in the local property tax base due to new construction. Revenue received above and beyond the annual revenue cap established by TABOR must either be refunded to city residents or retained upon voter approval.

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.

Unreserved, Undesignated Fund Balance – 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 unreserved, undesignated balance is in addition to the emergency reserve. The accepted policy for the unreserved, undesignated fund balance of the General Fund is 5 percent of the following year's budgeted expenditures. However, in recent years, due to the volatility of the General Fund Sales and Use Tax collection, the policy has shifted towards maintaining the balance closer to 10 percent. This fund balance is also referred to as the Unrestricted/Unappropriated Fund Balance.

Unrestricted/Unappropriated Fund Balance – Same as Unreserved, Undesignated Fund Balance.

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.

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GENERAL FUND REVENUE
2006 BUDGET

Fund	Org	Source	Account Description	2003 Actual	2004 Actual	2005 Budget	2006 Budget	2005-2006 Change	2005-2006 % Change
Taxes									
General Property									
001	1330	45025	TAXES - CURRENT YEAR	18,276,035	17,873,516	17,782,004	18,977,573	1,195,569	6.72%
001	1330	45050	TAXES - DELINQUENT	213,426	(22,650)	0	0	0	0.00%
001	1330	45055	TAXES-PENALTY	29,376	26,559	0	0	0	0.00%
Total				**18,518,837**	**17,877,425**	**17,782,004**	**18,977,573**	**1,195,569**	**6.72%**
Specific Ownership									
001	1330	45126	STATE AUTOMOBILE TAX	2,824,157	2,784,148	2,615,805	2,668,064	52,259	2.00%
Total				**2,824,157**	**2,784,148**	**2,615,805**	**2,668,064**	**52,259**	**2.00%**
General Sales / Use									
001	1330	45100	SALES AND USE TAX	105,398,025	117,043,184	120,284,336	125,362,014	5,077,678	4.22%
Total				**105,398,025**	**117,043,184**	**120,284,336**	**125,362,014**	**5,077,678**	**4.22%**
Selective Sales / Use									
001	1330	45175	ADMISSIONS TAX	303,064	371,828	447,151	454,023	6,872	1.54%
Total				**303,064**	**371,828**	**447,151**	**454,023**	**6,872**	**1.54%**
Business									
001	1510	45151	3.2 BEER	44,833	42,724	45,000	44,700	(300)	-0.67%
001	1510	45152	A HOTEL OR RESTAURANT	119,307	124,648	142,800	146,800	4,000	2.80%
001	1510	45153	ARTS	200	302	400	400	0	0.00%
001	1510	45154	BEER OR WINE	4,850	4,982	5,400	5,400	0	0.00%
001	1510	45155	CLUBS	3,900	3,900	3,900	3,900	0	0.00%
001	1510	45156	DRUG STORE	300	300	300	300	0	0.00%
001	1510	45157	PACKAGE STORE	33,256	33,020	37,200	37,500	300	0.81%
001	1510	45158	PENLTY ON OCC LIQUR TX	538	363	500	500	0	0.00%
001	1510	45159	RACE TRACK	300	300	300	300	0	0.00%
001	1510	45160	TAVERN	34,978	36,125	40,000	41,200	1,200	3.00%
Total				**242,462**	**246,664**	**275,800**	**281,000**	**5,200**	**1.89%**
Total Taxes				**127,286,545**	**138,323,249**	**141,405,095**	**147,742,674**	**6,337,578**	**4.48%**
Licenses & Permits									
001	1330	45271	STATE LIQUOR LICENSES	39,230	40,216	40,018	40,538	520	1.30%
001	1510	45226	AMUSEMENT / THEATRE	3,090	1,545	1,500	1,890	390	26.00%
001	1510	45228	BILLIARDS POOL / BOWLIG	1,890	1,035	1,005	975	(30)	-2.99%
001	1510	45229	CNTRCTR EXCVTN CEMNT	46,415	47,450	43,500	44,115	615	1.41%
001	1510	45230	COIN OPERATED GAMES	44,390	45,405	43,890	47,115	3,225	7.35%
001	1510	45231	FOOD PEDDLER	8,155	8,850	9,255	10,295	1,040	11.24%
001	1510	45233	GARBAGE AND TRASH	14,805	15,533	8,265	17,370	9,105	110.16%
001	1510	45236	MASSAGE PARLORS	115	0	0	0	0	0.00%
001	1510	45237	MASSAGE THERAPIST	82,275	86,405	95,325	35,050	(60,275)	-63.23%
001	1510	45238	MASSAGE APPRENTICE	2,850	2,530	2,000	2,000	0	0.00%
001	1510	45239	MERCHANT PATROL	156,180	169,623	159,325	168,715	9,390	5.89%
001	1510	45240	PAWN BROKER	3,688	3,815	3,800	4,115	315	8.29%
001	1510	45243	SEXUALLY ORIENTED BUSI	4,075	4,000	4,000	4,075	75	1.88%
001	1510	45245	TAXICAB	29,455	28,518	31,150	27,925	(3,225)	-10.35%
001	1510	45246	TREE SERVICE	3,660	4,290	3,800	4,130	330	8.68%
001	1510	45249	ESCORT SERVS BUSINESS	1,305	1,275	1,500	900	(600)	-40.00%
001	1510	45250	BED / BREAKFAST PERMITS	50	100	100	100	0	0.00%
001	1510	45277	GOING OUT OF BUSINESS	1,175	1,405	1,000	890	(110)	-11.00%
001	1510	45278	SALES TAX LICENSES	31,335	29,661	30,750	30,750	0	0.00%
001	1510	45279	ALARM LICENSES	31,095	34,488	37,860	32,965	(4,895)	-12.93%
001	1510	NEW	TASTING LICENSE	0	0	0	1,000	1,000	0.00%
001	5110	45247	PARK / REC PERM/LICENSES	32,670	48,303	31,800	35,400	3,600	11.32%
001	2114	NEW	DOG LICENSES	0	0	400,000	500,000	100,000	25.00%
Total Licenses & Permits				**537,903**	**574,447**	**949,843**	**1,010,313**	**60,470**	**6.37%**

GENERAL FUND REVENUE
2006 BUDGET

Fund	Org	Source	Account Description	2003 Actual	2004 Actual	2005 Budget	2006 Budget	2005-2006 Change	2005-2006 % Change
Intergovernmental Revenue									
Federal Grants									
001	1330	46056	HOUSING AUTHORITY	0	9,733	11,426	11,426	0	0.00%
001	2133	45762	UNIVERSAL HIRING GRANT	69,305	0	0	0	0	0.00%
001	3505	45428	FED TRNSIT PRVNTVE MNT	1,341,599	1,318,735	1,341,600	1,341,600	0	0.00%
001	3505	45429	FED PARATRNST PREV MNT	468,000	470,400	468,000	468,000	0	0.00%
Total				**1,878,904**	**1,798,868**	**1,821,026**	**1,821,026**	**0**	**0.00%**
State Grants				0	0	0	0	0	0.00%
State Shared Rev									
001	1330	45451	STATE CIGARETTE TAX	1,387,364	1,519,097	1,348,642	1,348,642	0	0.00%
001	1330	45476	HIGHWY USERS TAX-REG	12,922,706	13,301,040	13,095,378	13,284,895	189,517	1.45%
001	1330	45501	HIGHWY USERS TX-AD FEE	1,199,457	1,230,980	1,215,049	1,238,135	23,086	1.90%
001	1330	45526	SEVERANCE TAX	2,698	4,511	1,000	1,000	0	0.00%
Total				**15,512,225**	**16,055,629**	**15,660,069**	**15,872,672**	**212,603**	**1.36%**
Other Govt Units									
001	1330	43014	METEX LOAN REPAYMENT	1,107,575	0	0	0	0	0.00%
001	1330	45551	ROAD AND BRIDGE	2,987,005	2,919,448	2,993,114	3,157,735	164,621	5.50%
001	1330	45576	SHARED FINES	26,288	37,600	41,724	41,724	0	0.00%
Total				**4,120,868**	**2,957,048**	**3,034,838**	**3,199,459**	**164,621**	**5.42%**
Total Intergovernmental				**21,511,997**	**20,811,545**	**20,515,933**	**20,893,157**	**377,224**	**1.84%**
Charges for Service									
General Government									
001	1140	44078	PRVT ACTVT BND (PAB) FES	0	0	42,672	43,483	811	1.90%
001	1200	44020	MISC - GENERAL	636	0	0	0	0	0.00%
001	1200	45631	LEGAL FEES	46,357	17,990	62,400	63,000	600	0.96%
001	1330	44020	MISC - GENERAL	64,634	58,225	0	0	0	0.00%
001	1360	NEW	PURCHSG CRD PROG REBTS	0	0	0	64,560	64,560	0.00%
001	1360	NEW	OFFICE DEPOT REBATES	0	0	0	1,400	1,400	0.00%
001	1360	NEW	CAB VENDING MACHINES	0	323	0	900	900	0.00%
001	1510	42730	RESALES	13	0	0	0	0	0.00%
001	1510	44020	MISC - GENERAL	0	31	0	0	0	0.00%
001	1510	45712	MAPS, BOOKS, CODES, ETC	3,593	1,737	2,500	1,500	(1,000)	-40.00%
001	1531	44020	MISC - GENERAL	0	249	0	0	0	0.00%
001	1531	45651	TRANSCRIPT DEPST-HRING	725	405	0	0	0	0.00%
001	1531	45652	BONDSMEN JUDGEMENTS	3,150	8,900	0	3,500	3,500	0.00%
001	1531	45653	CASH BONDS	45,156	59,859	0	0	0	0.00%
001	1531	45654	COURT COSTS	822,490	838,086	890,000	700,000	(190,000)	-21.35%
001	1531	45655	JURY FEES	10,805	9,760	12,000	6,000	(6,000)	-50.00%
001	1531	45656	MISC - MUNICIPAL COURT	4,031	5,854	4,500	1,000	(3,500)	-77.78%
001	1531	45657	OJW - CITY	92,523	98,679	95,000	95,000	0	0.00%
001	1531	45658	TRANSCRIPT FEE	1,888	1,225	1,000	1,000	0	0.00%
001	1531	45659	WARRANT COSTS	166,187	178,714	170,000	170,000	0	0.00%
001	3015	NEW	CMAQ GRANT	0	0	30,669	31,252	583	1.90%
001	3020	44020	MISC - GENERAL	0	0	20,000	15,000	(5,000)	-25.00%
001	3020	45695	EXCAVATION PERMITS	0	0	1,275,000	1,275,000	0	0.00%
001	3030	43356	DEVELOPMENT REV FEES	187,823	105,113	94,784	134,000	39,216	41.37%
001	3030	45711	COPIES OF DOCUMENTS	0	0	100	100	0	0.00%
001	3030	45712	MAPS, BOOKS, CODES, ETC	0	0	500	500	0	0.00%
001	3030	45802	TRAFFIC CONTROL PERMIT	0	167,764	480,235	528,000	47,765	9.95%
001	3030	45811	STATE SAFETY - TRAF DEV	274,781	228,884	275,000	275,000	0	0.00%

GENERAL FUND REVENUE
2006 BUDGET

Fund	Org	Source	Account Description	2003 Actual	2004 Actual	2005 Budget	2006 Budget	2005-2006 Change	2005-2006 % Change
001	3030	45812	TRAFFIC-REIMB FR OTHERS	23,635	199,100	0	0	0	0.00%
001	3040	43151	BNNNG LWS DEV REV FEES	0	11,724	0	0	0	0.00%
001	3040	43356	CITY ENG DEV REV FEES	554,769	576,634	674,587	674,587	0	0.00%
001	3040	45692	CONCRETE PERMITS	451,499	450,120	263,513	290,000	26,487	10.05%
001	3040	45693	MAP, BOOK, CODE, MANL	691	189	0	0	0	0.00%
001	3040	45695	EXCAVATION PERMITS	2,038,721	1,366,762	447,086	360,000	(87,086)	-19.48%
001	3040	45699	DEV INSPECTIONS FEES	432,808	414,243	517,805	466,025	(51,780)	-10.00%
001	3040	45812	TRAFFIC-REIMB FR OTHERS	0	80	0	0	0	0.00%
001	4805	45905	RENTAL INCOME	0	3,850	0	4,200	4,200	0.00%
001	4840	43356	DEVELOPMENT REV FEES	0	0	0	1,201,377	1,201,377	0.00%
001	4840	44075	PROCESSING FEE	0	0	0	20,000	20,000	0.00%
001	4840	45671	ADMIN FILING FEES	802,385	901,130	962,258	0	(962,258)	-100.00%
001	4840	45672	NEWSPAPER VENDOR FEES	0	0	0	1,150	1,150	0.00%
001	4840	45694	REVOCABLE PERMITS	18,978	33,858	32,835	39,560	6,725	20.48%
001	4840	45711	COPIES OF DOCUMENTS	758	888	1,200	1,000	(200)	-16.67%
001	4840	45712	MAPS, BOOKS, CODES, ETC	120	25	0	0	0	0.00%
001	4865	43356	DEV REVIEW FEES	0	141,975	174,227	271,536	97,309	55.85%
001	6110	44020	MISC - GENERAL	(13,408)	0	2,540	2,588	48	1.90%
001	6110	45691	BID DEPOSITS	0	0	11,176	11,388	212	1.90%
Total				**6,035,748**	**5,882,373**	**6,543,587**	**6,753,606**	**210,019**	**3.21%**
Public Safety									
001	2102	45758	SPECL DTY REIMB - POLICE	539,281	475,293	926,400	923,363	(3,037)	-0.33%
001	2114	44020	MISC - GENERAL	0	0	1,000	3,000	2,000	200.00%
001	2114	44053	PARKING FEES	92,340	94,360	96,000	96,000	0	0.00%
001	2114	45751	AUTO INSPECTION FEES	260	2,090	4,000	2,000	(2,000)	-50.00%
001	2114	45753	EXCESS POLICE ALARMS	179,779	102,403	167,000	124,500	(42,500)	-25.45%
001	2114	45756	PHOTOSTATS	660	0	0	0	0	0.00%
001	2114	45759	TOW / STORAGE CHARGES	468,595	576,550	795,000	0	(795,000)	-100.00%
001	2114	45901	MISCELLANEOUS - POLICE	417,791	780,619	556,988	594,433	37,445	6.72%
001	2115	45756	PHOTOSTATS	0	(70)	0	0	0	0.00%
001	2115	45764	ID REGISTRATION FEE	200	0	0	0	0	0.00%
001	2115	45766	FIRING RANGE MAINT	0	0	11,854	14,000	2,146	18.10%
001	2117	45759	TOW / STORAGE CHARGES	0	0	103,000	0	(103,000)	-100.00%
001	2118	40150	RESTITUTION	0	0	83,231	0	(83,231)	-100.00%
001	2119	45759	TOW / STORAGE CHARGES	0	0	0	898,000	898,000	0.00%
001	2131	45901	MISCELLANEOUS	0	27	0	0	0	0.00%
001	2133	45753	EXCESS POLICE ALARMS	(2,462)	(50)	0	0	0	0.00%
001	2134	44020	MISC - GENERAL	0	8	400	0	(400)	-100.00%
001	2151	45757	POLYGRAPH TESTS-POLICE	420	240	4,000	1,000	(3,000)	-75.00%
001	2154	45754	LAB FEES-POLICE	22,131	23,015	76,500	85,294	8,794	11.50%
001	2154	45759	TOW / STORAGE CHARGES	1,645	0	0	0	0	0.00%
001	2154	45764	ID REGISTRATION FEE	140	0	0	0	0	0.00%
001	2155	45754	LAB FEES-POLICE	0	180	0	0	0	0.00%
001	2155	45756	PHOTOSTATS / PICTURES	185,744	195,776	220,325	223,000	2,675	1.21%
001	2155	45764	ID REGISTRATION FEE	31,860	32,220	14,000	15,600	1,600	11.43%
001	2155	45901	MISCELLANEOUS	340	1,079	0	0	0	0.00%
001	2171	45752	COMM CTR TAPES	40	0	0	0	0	0.00%
001	2171	45754	LAB FEES-POLICE	45	0	0	0	0	0.00%
001	2171	45760	WITNESS FEES	1,417	1,367	0	1,000	1,000	0.00%
001	2171	45907	SPECIAL EVENTS	48,720	(840)	0	0	0	0.00%
001	2172	45752	COMM CTR TAPES	0	0	0	0	0	0.00%
001	2173	43140	APPLIED TO EXPEND	46,694	68,855	0	0	0	0.00%
001	2174	45752	COMM CTR TAPES	6,880	5,102	7,000	7,400	400	5.71%
001	2192	45905	RENTAL INCOME	0	0	110,000	0	(110,000)	-100.00%
001	2193	45901	MISCELLANEOUS	0	73	0	0	0	0.00%
001	2193	45905	RENTAL INCOME	0	0	0	110,000	110,000	0.00%
001	2230	43330	JUVILE FIRE SETTER FEES	2,485	0	0	0	0	0.00%
001	2230	43357	CONSTRUCTION PLAN REV	87,272	159,800	0	0	0	0.00%

GENERAL FUND REVENUE
2006 BUDGET

Fund	Org	Source	Account Description	2003 Actual	2004 Actual	2005 Budget	2006 Budget	2005-2006 Change	2005-2006 % Change
001	2230	43358	FINAL CONST INSPECTIONS	79,864	150,008	0	0	0	0.00%
001	2230	45771	ALRM SYST PLN REV/INSPC	205,621	121,874	0	0	0	0.00%
001	2230	45773	FIRE-RESTITUTION	3,972	0	0	0	0	0.00%
001	2230	45774	FIXED FIRE PROTECTION	30,298	22,307	0	0	0	0.00%
001	2230	45775	HAZARDS MATERIAL - FIRE	113,645	215,066	170,640	250,000	79,360	46.51%
001	2230	45776	HAZARDS MATRL SEARCH	4,971	4,781	6,015	6,000	(15)	-0.25%
001	2230	45777	MISCELLANEOUS - FIRE	3,980	2,098	6,015	1,200	(4,815)	-80.05%
001	2230	45778	REVOCABLE FIRE PERMITS	28,728	26,586	20,000	40,000	20,000	100.00%
001	2230	45779	SPECIAL DUTY REIMB-FIRE	15,391	17,244	10,000	5,000	(5,000)	-50.00%
001	2230	45780	SPECIAL FP INSPECTIONS	7,461	27,024	0	1,000	1,000	0.00%
001	2230	45781	SPRINKLER PERMIT FEES	190,611	145,813	0	0	0	0.00%
001	2230	45782	TANK INSPEC & PRMIT FEE	24,508	35,972	49,900	18,000	(31,900)	-63.93%
001	2230	45784	HAZMAT PLAN REVIEW	4,964	6,327	10,000	10,000	0	0.00%
001	2230	45785	OFF DUTY INSPECTIONS	31,177	15,598	0	500	500	0.00%
001	2230	45786	FIRE DEV REVIEW	36,322	43,344	60,000	65,000	5,000	8.33%
001	2230	45787	WTR MN/HYDRNT PLN REV	22,791	32,280	0	0	0	0.00%
001	2230	45789	PRE-PLN CNSTRC CONSULT	320	0	2,400	500	(1,900)	-79.17%
001	2230	45792	STATE LICENSE INSPEC	10,837	13,305	10,000	15,000	5,000	50.00%
001	2230	45793	FNS - SUBSQUNT PLN SBMT	11,407	14,623	0	0	0	0.00%
001	2230	45794	OVERTIME PLAN REVIEW	26,076	17,902	0	500	500	0.00%
001	2230	45795	HIGH PILED PLAN REVIEWS	0	1,526	0	1,700	1,700	0.00%
001	2230	45796	HIGH PILED INSPECTIONS	0	0	0	1,500	1,500	0.00%
001	2230	NEW	HIGH PILED PERMITS	0	0	0	65,000	65,000	0.00%
001	2230	45957	FINES - NO PERMIT	7,676	5,614	0	0	0	0.00%
001	2231	43330	JUVNILE FIRE SETTER FEES	0	3,335	2,450	2,450	0	0.00%
001	2231	45773	FIRE-RESTITUTION	0	4,885	3,851	3,800	(51)	-1.32%
001	2231	45777	MISCELLANEOUS - FIRE	0	1,224	1,260	1,260	0	0.00%
001	2241	44076	HIGH ANGLE RESCUE FEE	0	0	3,000	3,000	0	0.00%
001	2241	45772	FIRE PROTEC CONTRACTS	1,240	1,175	1,000	1,000	0	0.00%
001	2241	45777	MISCELLANEOUS - FIRE	590	232	0	0	0	0.00%
001	2241	45779	SPECIAL DUTY REIMB-FIRE	842	6,139	5,800	5,000	(800)	-13.79%
001	2241	45901	MISCELLANEOUS	0	152	0	0	0	0.00%
001	2242	45775	HAZARDOUS MAT - FIRE	14,877	767	25,000	10,000	(15,000)	-60.00%
Total				**3,010,446**	**3,455,297**	**3,564,029**	**3,606,000**	**41,971**	**1.18%**
Highways & Streets									
001	3020	45791	MILLINGS SALES	0	0	20,000	20,000	0	0.00%
001	3020	45806	PAVMNT DEGRDATION FEE	0	310,225	0	0	0	0.00%
Total				**0**	**310,225**	**20,000**	**20,000**	**0**	**0.00%**
Culture - Recreation									
001	4015	40346	MALL SALES	1,412	0	0	0	0	0.00%
001	4015	45905	RENTAL INCOME	4,200	0	0	0	0	0.00%
001	4050	45895	THERAPEUTIC PROGRAMS	14,377	18,291	14,000	14,000	0	0.00%
001	4050	45896	CHILD SUMMER PROGRAM	102,489	77,185	0	0	0	0.00%
001	4050	45898	CLASSES - SENIORS	434	(5)	0	0	0	0.00%
001	4055	45898	CLASSES - SENIORS	58,138	63,031	58,000	58,000	0	0.00%
001	4055	45906	SENIOR CENTER RENTAL	5,638	4,750	5,000	5,000	0	0.00%
001	4060	45896	CHILD SUMMER PROGRAM	1,488	682	0	0	0	0.00%
001	4060	45906	OTIS PARK RENTAL	7,385	11,966	8,000	8,000	0	0.00%
001	4070	45893	COMM PRGRMS-WESTSIDE	26,765	28,020	20,000	36,000	16,000	80.00%
001	4070	45906	WEST SIDE RENTAL	4,000	4,000	4,000	4,000	0	0.00%
001	4070	45908	WHR-EARLY CHILDHOOD	6,047	18,928	32,800	8,000	(24,800)	-75.61%
001	4075	45896	CHILD SUMMER PROGRAM	16,576	16,970	14,000	14,000	0	0.00%
001	4075	45906	DEERFIELD RENTALS	2,353	3,090	2,000	2,000	0	0.00%
001	4080	45896	CHILD SUMMER PROGRAM	9,951	13,819	8,000	8,000	0	0.00%
001	4080	45906	MEADOWS RENTAL	4,161	2,895	3,000	3,000	0	0.00%
001	4085	45906	HILLSIDE RENTAL	18,531	28,933	15,000	15,000	0	0.00%
001	4085	45911	HILLSIDE PROGRAMS	34,970	36,249	28,000	28,000	0	0.00%

GENERAL FUND REVENUE
2006 BUDGET

Fund	Org	Source	Account Description	2003 Actual	2004 Actual	2005 Budget	2006 Budget	2005-2006 Change	2005-2006 % Change
001	5110	45901	MISCELLANEOUS	799	1,291	980	980	0	0.00%
001	5110	45904	RENTAL - WENGER	4,579	4,220	1,000	1,000	0	0.00%
001	5112	45901	MISCELLANEOUS	0	610	0	0	0	0.00%
001	5131	43032	RENTAL OF PORT A POT	42,268	40,077	40,000	40,000	0	0.00%
001	5131	43406	USER FEES CS UTILITIES	0	7,500	0	0	0	0.00%
001	5131	45832	FIELD RESERVATIONS	94,789	114,429	115,000	115,000	0	0.00%
001	5131	45903	NORTH SLOPE ADMISSIONS	15,787	16,420	18,000	18,000	0	0.00%
001	5131	45906	RENTALS	3,575	3,300	3,300	6,600	3,300	100.00%
001	5131	45913	SIMD FLOWERBEDS	0	0	35,900	0	(35,900)	-100.00%
001	5131	45915	GOG ACDMY RDNG STBL FS	17,614	17,818	22,000	19,000	(3,000)	-13.64%
001	5212	43045	PARK & REC SPECIAL DUTY	19,045	15,700	20,000	20,000	0	0.00%
001	5212	45891	AUDITORIUM RENT	110,824	100,996	130,000	130,000	0	0.00%
001	5212	45899	CONCESS - AUDITORIUM	31,252	25,287	25,000	29,000	4,000	16.00%
001	5221	45897	CLASSES	51,109	56,953	43,000	26,000	(17,000)	-39.53%
001	5241	45901	MISCELLANEOUS	100	0	0	0	0	0.00%
001	5241	45907	SPECIAL EVENT	2,935	2,580	1,524	1,553	29	1.90%
001	5311	45835	PROGRAM REVENUE	433,959	442,332	405,775	423,260	17,485	4.31%
001	5311	45900	EARLY CHILDHOOD	16,236	18,624	16,685	0	(16,685)	-100.00%
001	5311	45901	MISCELLANEOUS	0	260	0	0	0	0.00%
001	5313	45831	BASKETBALL	21,282	24,220	26,660	26,660	0	0.00%
001	5313	45833	FOOTBALL	17,430	19,199	18,660	18,660	0	0.00%
001	5313	45836	SOFTBALL	282,970	272,484	286,825	286,825	0	0.00%
001	5313	45838	VOLLEYBALL	34,955	38,796	41,315	41,315	0	0.00%
001	5314	45835	PROGRAM REVENUE	0	0	0	25,000	25,000	0.00%
001	5331	45851	DEERFIELD	2,376		0	0	0	0.00%
001	5331	42730	RESALES	0	13,943	0	0	0	0.00%
001	5331	45852	MONUMENT VLY	33,037	25,173	38,000	38,000	0	0.00%
001	5331	45853	MUNICIPOOL	302,246	315,109	325,000	325,000	0	0.00%
001	5331	45854	PORTAL	48,288	36,603	50,000	50,000	0	0.00%
001	5331	45855	PROSPECT LAKE	(480)	0	0	0	0	0.00%
001	5331	45857	VALLEY HI	16,521	13,269	18,000	18,000	0	0.00%
001	5331	45858	WILSON RANCH	172,200	116,513	180,000	180,000	0	0.00%
001	5331	45914	NORTHEAST REC CTR	360,443	377,081	375,000	375,000	0	0.00%
001	5341	42730	RESALES	0	2,136	0	0	0	0.00%
001	5341	45871	ADMISSIONS - ICE CENTER	83,691	89,771	81,370	81,370	0	0.00%
001	5341	45872	ARENA/ICE RENTAL	206,188	275,047	268,026	268,026	0	0.00%
001	5341	45873	CONCESIONS - ICE CENTER	16,370	14,829	11,500	11,500	0	0.00%
001	5341	45874	LESSONS	47,057	41,792	60,000	60,000	0	0.00%
001	5341	45875	MISCELLANEOUS - ICE CTR	2,281	1,508	2,400	2,400	0	0.00%
001	5341	45876	PATCH SKATING	31,650	31,734	35,000	35,000	0	0.00%
001	5341	45877	SKATE RENTAL	6,419	6,037	12,360	12,360	0	0.00%
001	5341	45878	SKATE SHARPENING	911	1,241	1,500	1,500	0	0.00%
001	5341	45879	SUMMER H S HOCKEY	21,000	19,800	15,450	15,450	0	0.00%
Total				**2,870,621**	**2,933,482**	**2,937,030**	**2,905,459**	**(31,571)**	**-1.07%**
Total Charges for Services				**11,916,815**	**12,581,377**	**13,064,646**	**13,285,065**	**220,419**	**1.69%**
Fines and Forfeits									
001	1531	45951	GENERAL VIOLATIONS	157,778	190,128	205,000	150,000	(55,000)	-26.83%
001	1531	45952	PARKING METERS	821,186	743,508	700,000	750,000	50,000	7.14%
001	1531	45953	VIOLATION-SURCHARGE	595,112	587,456	585,000	790,000	205,000	35.04%
001	1531	45954	TRAFFIC VIOLATIONS	6,193,530	7,467,983	7,500,000	7,734,411	234,411	3.13%
001	4840	44077	ZONING SYSTEM FEES	0	0	10,000	10,000	0	0.00%
Total Fines and Forfeits				**7,767,606**	**8,989,075**	**9,000,000**	**9,434,411**	**434,411**	**4.83%**

GENERAL FUND REVENUE
2006 BUDGET

Fund	Org	Source	Account Description	2003 Actual	2004 Actual	2005 Budget	2006 Budget	2005-2006 Change	2005-2006 % Change
Miscellaneous Revenue									
Earnings on Deposits and Invest.									
001	1330	43180	GAIN/LOSS INV MKT VLUE	(462,108)	(625,885)	0	0	0	0.00%
001	1330	46025	INTEREST	1,558,043	1,231,056	1,050,000	1,180,000	130,000	12.38%
Total				**1,095,935**	**605,171**	**1,050,000**	**1,180,000**	**130,000**	**12.38%**
Rents and Royalties				**0**	**0**	**0**	**0**	**0**	**0.00%**
Transit									
001	3505	43340	BUS SHELTER ADVERTSING	0	0	0	125,000	125,000	0.00%
001	3505	44020	MISCELLANEOUS GENERAL	0	1,234	0	0	0	0.00%
001	3505	44085	ADVERTISING	53,141	50,101	50,000	50,000	0	0.00%
001	3505	45731	BUS BENCH ADVERTISING	0	0	0	50,000	50,000	0.00%
001	3505	45732	EL PASO COUNTY	200,000	235,000	0	0	0	0.00%
001	3505	45733	FARES	1,954,485	1,671,219	1,676,334	1,676,334	0	0.00%
001	3505	45734	FOUNTAIN	46,418	56,418	0	56,418	56,418	0.00%
001	3505	45735	MANITOU SPRINGS	44,827	44,827	0	0	0	0.00%
001	3505	45736	MEMORIAL HOSPITAL	270,236	0	0	0	0	0.00%
001	3505	45737	PARATRANSIT-FARES	228,923	252,383	320,942	400,000	79,058	24.63%
001	3505	45738	AMBLICAB FARES	9,148	12,216	6,000	6,000	0	0.00%
001	3505	45741	FRNT RNG CMMTR BUS FR	0	114,932	0	269,750	269,750	0.00%
001	3505	45742	LATTICE TOWER COMM	16,388	16,809	19,200	19,200	0	0.00%
001	3505	45743	PPCC - STUDENT PASSES	78,125	20,000	20,000	0	(20,000)	-100.00%
001	3505	45745	SCHREIVER FARES	193,443	74,750	172,000	195,000	23,000	13.37%
001	3505	45748	UCCS BUS SERVICE	0	0	0	125,000	125,000	0.00%
001	3505	45749	DWNTN SHUTTLE FARES	0	28,741	0	0	0	0.00%
Total				**3,095,134**	**2,578,631**	**2,264,476**	**2,972,702**	**708,226**	**31.28%**
Miscellaneous									
001	1330	40384	N NVADA REVITALIZATION	0	35,750	0	0	0	0.00%
001	1330	41400	MISC ADMIN REVENUE	0	3,000	0	0	0	0.00%
001	1330	44015	DAMAGE TO PROPERTY	163	132	0	0	0	0.00%
001	1330	44020	MISC - GENERAL	30,150	0	0	0	0	0.00%
001	1330	44025	CASH OVER/SHORT	55,546	(188)	0	0	0	0.00%
001	1330	44052	AUCTION PROCEEDS	0	549,700	0	0	0	0.00%
001	1330	44056	ATMEL REIMB FROM CSU	0	49,745	0	0	0	0.00%
001	1330	45235	LIQUOR APPLIC AND FEES	115,568	116,768	102,396	102,396	0	0.00%
001	1330	45449	ASSET FORFEITURES	0	9,580	0	0	0	0.00%
001	1330	46054	EMPLOYEE JURY SERVICE	751	0	500	500	0	0.00%
001	1330	46055	CLLCT FEE EPC BLG USE TX	18,000	18,000	18,000	18,000	0	0.00%
001	1510	44025	CASH OVER/SHORT	(103)	(5)	0	0	0	0.00%
001	1510	44026	CASH OVER/SHORT-CLERK	(1)	0	0	0	0	0.00%
001	1531	44021	OVER PAYMENTS	677	3,266	0	0	0	0.00%
001	1531	44025	CASH OVER/SHORT	(25)	111	0	0	0	0.00%
001	2114	44025	CASH OVER/SHORT	(293)	22	0	0	0	0.00%
001	2114	44040	SALE OF PROPERTY	0	163	0	0	0	0.00%
001	2118	44040	SALE OF PROPERTY	259	62,876	0	83,231	83,231	0.00%
001	2155	44025	CASH OVER/SHORT	574	186	0	0	0	0.00%
001	3020	44040	SALE OF PROPERTY	(40)	169	0	0	0	0.00%
001	3030	44040	SALE OF PROPERTY	0	3,493	0	0	0	0.00%
001	3505	44040	SALE OF PROPERTY	6,832	1,142	0	0	0	0.00%
001	3505	44045	SALE OF SCRAP	194	86	0	0	0	0.00%
001	4045	44025	CASH OVER/SHORT	6	0	0	0	0	0.00%
001	4055	44025	CASH OVER/SHORT	(1)	(35)	0	0	0	0.00%
001	4080	44025	CASH OVER/SHORT	13	(61)	0	0	0	0.00%
001	4085	44025	CASH OVER/SHORT	4	2	0	0	0	0.00%
001	4840	44015	DAMAGE TO PROPERTY	509	0	0	0	0	0.00%
001	4840	44025	CASH OVER/SHORT	1	24	0	0	0	0.00%
001	5110	44025	CASH OVER/SHORT	(361)	0	0	0	0	0.00%

GENERAL FUND REVENUE
2006 BUDGET

Fund	Org	Source	Account Description	2003 Actual	2004 Actual	2005 Budget	2006 Budget	2005-2006 Change	2005-2006 % Change
001	5112	44040	SALE OF PROPERTY	0	219	0	0	0	0.00%
001	5311	44025	CASH OVER/SHORT	75	0	0	0	0	0.00%
001	5331	44025	CASH OVER/SHORT	(151)	(313)	0	0	0	0.00%
001	6110	43145	STRT-BNNING/LWIS SRVCS	8,890	0	85,925	85,925	0	0.00%
001	6110	43150	GEN-BNNING/LWIS SRVCS	0	466,700	361,352	361,352	0	0.00%
001	6110	43320	CAPITAL LEASE PROCEEDS	3,276,269	561,191	0	0	0	0.00%
001	6110	44020	MISC - GENERAL	0	7,007	0	0	0	0.00%
001	6110	44040	SALE OF PROPERTY	43,374	209,958	0	775,000	775,000	0.00%
001	6110	44045	SALE OF SCRAP	2,489	2,355	0	0	0	0.00%
Total				**3,559,372**	**2,101,042**	**568,173**	**1,426,404**	**858,231**	**151.05%**
Total Miscellaneous Revenue				**7,750,441**	**5,284,844**	**3,882,649**	**5,579,106**	**1,696,457**	**43.69%**
Transfers From Other Funds									
Utilities									
001	1330	43190	SHARE OF POLICE PROTEC	73,080	74,508	78,395	79,212	817	1.04%
001	1330	46126	SHARE OF CITY ATTORNEY	692,592	711,288	769,447	360,232	(409,215)	-53.18%
001	1330	46127	SHARE OF CITY AUDITOR	257,160	264,108	479,116	640,188	161,072	33.62%
001	1330	46128	SHARE OF GENL ADMIN	136,560	140,244	145,854	152,769	6,915	4.74%
001	1330	46130	SHARE OF DUS/MEMBRSHP	80,280	155,448	159,334	103,000	(56,334)	-35.36%
001	1330	46132	SHARE OF CITY COUNCIL	96,984	99,600	102,640	81,262	(21,378)	-20.83%
001	1330	46133	SHARE OF ECN DEV COORD	163,992	123,792	130,567	203,219	72,652	55.64%
001	1330	46136	SHARE OF CITY CLERK	237,228	243,636	253,380	241,169	(12,211)	-4.82%
Total				**1,737,876**	**1,812,624**	**2,118,733**	**1,861,051**	**(257,682)**	**-12.16%**
Other Transfers									
001	1330	46152	TRNSF FR LDGRS/ATO REN	852,464	291,074	417,436	392,192	(25,244)	-6.05%
001	1330	46153	TRNSFR FR OTHER FUNDS	394,011	258,468	1,415,840	360,039	(1,055,801)	-74.57%
001	1330	46127	TRNSF FR MEM HSP - ADTR	0	0	118,349	216,836	98,487	83.22%
001	1330	46155	TRNSR FR MEM HOSP	0	0	0	145,700	145,700	0.00%
001	6110	46153	TRNSFR FR OTHER FUNDS	269,737	262,094	0	0	0	0.00%
Total				**1,516,212**	**811,636**	**1,951,625**	**1,114,767**	**(836,858)**	**-42.88%**
Administrative Charges									
001	1330	46052	ADMIN CHRGS - NON TAX	2,997,780	3,224,330	3,331,657	3,912,915	581,258	17.45%
Total				**2,997,780**	**3,224,330**	**3,331,657**	**3,912,915**	**581,258**	**17.45%**
Utilities-in-Lieu of Tax									
001	1330	45611	UTILITIES IN LIEU OF TAX	21,894,800	23,135,074	24,679,520	25,504,999	825,479	3.34%
001	1330	45612	CEMETERY IN LIEU OF TAX	5,160	3,696	3,269	3,310	41	1.25%
001	1330	45613	HMN SRVC CMP LIEU OF TX	5,604	4,584	3,737	3,509	(228)	-6.10%
001	1330	45615	PRKNG SYST IN LIEU OF TX	45,660	38,028	31,223	30,164	(1,059)	-3.39%
001	1330	45617	VALLEY HI IN LIEU OF TAX	6,348	6,072	5,934	4,469	(1,465)	-24.69%
Total				**21,957,572**	**23,187,454**	**24,723,683**	**25,546,451**	**822,768**	**3.33%**
Total Transfers From Other Funds				**28,209,440**	**29,036,043**	**32,125,698**	**32,435,185**	**309,487**	**0.96%**
Subtotal				204,980,747	215,600,580	220,943,864	230,379,911	9,436,047	4.27%
Rebudgeted				0	0	6,143,390	0	(6,143,390)	-100.00%
Total General Fund Revenue				204,980,747	215,600,580	227,087,254	230,379,911	3,292,657	1.45%
Draw Fr Fnd Balance				0		1,842,665	1,066,127	(776,538)	-42.14%
Total Est Revenue				**204,980,747**	**215,600,580**	**228,929,919**	**231,446,038**	**2,516,119**	**1.10%**

SPECIAL FUNDS REVENUE
2006 BUDGET

Fund	Org.	Acct.	Account Description	2003 Actual	2004 Actual	2005 Budget	2006 Budget	2005-2006 Change	2005-2006 % Change
Ballfield CIP									
115	5000	41150	MISC CONCESSIONS	1,300	6,205	0	2,500	2,500	0.00%
115	5000	43180	GAIN/LOSS INV MKT VLUE	(7,532)	(3,461)	0		0	0.00%
115	5000	45832	FIELD RESERVATIONS	11,104	9,022	0		0	0.00%
115	5000	45836	SOFTBALL	89,560	77,114	85,000	80,000	(5,000)	-5.88%
115	5000	46025	INTEREST	12,184	7,699	25,000	20,000	(5,000)	-20.00%
115	5313	45836	SOFTBALL		150	0		0	0.00%
			TOTAL	**106,616**	**96,729**	**110,000**	**102,500**	**(7,500)**	**-6.82%**
Bicycle Tax									
117	5000	43180	GAIN/LOSS INV MKT VLUE	(7,301)	(3,653)	0	0	0	0.00%
117	5000	43325	BICYCLE EXCISE TAX	101,100	94,581	110,000	100,000	(10,000)	-9.09%
117	5000	46025	INTEREST	6,574	7,060	3,000	3,000	0	0.00%
			TOTAL	**100,374**	**97,988**	**113,000**	**103,000**	**(10,000)**	**-8.85%**
TOPS									
118	5901	40113	MISCELLANEOUS	0	10,302	0	0	0	0.00%
118	5901	43180	GAIN/LOSS INV MKT VLUE	(48,812)	(38,679)	0	0	0	0.00%
118	5901	45100	SALES AND USE TAX	5,407,112	5,807,903	5,964,762	6,142,739	177,977	2.98%
118	5901	45905	RENTAL INCOME	3,775	(1,420)	0	0	0	0.00%
118	5901	46025	INTEREST	68,203	93,036	90,685	90,000	(685)	-0.75%
118	5902	43070	STATE SHARE	275,000	0	0	0	0	0.00%
118	5903	45901	MISCELLANEOUS	350	350	0	0	0	0.00%
			TOTAL	**5,705,627**	**5,871,492**	**6,055,447**	**6,232,739**	**177,292**	**2.93%**
Conservation Trust									
119	5000	43020	STATE LOTTERY FUNDS	3,524,279	3,346,351	3,159,278	3,245,737	86,459	2.74%
119	5000	43180	GAIN/LOSS INV MKT VLUE	(24,404)	(29,867)	0	0	0	0.00%
119	5000	46025	INTEREST	63,216	64,580	11,426	1,113	(10,313)	-90.26%
119	5000	46153	TRANSFR FR OTHER FUNDS	0	0	1,371,671	0	(1,371,671)	-100.00%
			TOTAL	**3,563,091**	**3,381,064**	**4,542,375**	**3,246,850**	**(1,295,525)**	**-28.52%**
Old Colo Cty Maint									
131	5410	45025	TAXES - CURRENT YEAR	76,795	78,392	79,672	91,245	11,573	14.53%
131	5410	45055	TAXES-PENALTY	566	715	0	0	0	0.00%
131	5410	45126	STATE AUTOMOBILE TAX	11,292	11,790	11,154	12,774	1,620	14.52%
131	5410	46025	INTEREST	4,424	3,531	5,019	3,879	(1,140)	-22.71%
			TOTAL	**93,077**	**94,429**	**95,845**	**107,898**	**12,053**	**12.58%**
Norwood SIMD									
132	5411	43180	GAIN/LOSS INV MKT VLUE	(5,706)	(4,243)	0	0	0	0.00%
132	5411	45025	TAXES - CURRENT YEAR	410,510	423,233	457,054	522,540	65,486	14.33%
132	5411	45050	TAXES - DELIQUENT	80	47	0	0	0	0.00%
132	5411	45055	TAXES-PENALTY	348	354	0	0	0	0.00%
132	5411	45126	STATE AUTOMOBILE TAX	60,436	63,900	63,988	73,156	9,168	14.33%
132	5411	46025	INTEREST	11,148	10,751	15,481	14,048	(1,433)	-9.26%
			TOTAL	**476,816**	**494,042**	**536,523**	**609,744**	**73,221**	**13.65%**
Briargate SIMD									
133	5412	43180	GAIN/LOSS INV MKT VLUE	(8,215)	(4,223)	0	0	0	0.00%
133	5412	45025	TAXES - CURRENT YEAR	626,197	602,505	625,825	679,285	53,460	8.54%
133	5412	45050	TAXES - DELIQUENT	164	614	0	0	0	0.00%
133	5412	45055	TAXES-PENALTY	543	542	0	0	0	0.00%
133	5412	45126	STATE AUTOMOBILE TAX	92,612	90,836	87,616	95,100	7,484	8.54%
133	5412	46025	INTEREST	16,786	11,328	15,455	14,710	(745)	-4.82%
			TOTAL	**728,088**	**701,602**	**728,896**	**789,095**	**60,199**	**8.26%**

SPECIAL FUNDS REVENUE
2006 BUDGET

Fund	Org.	Acct.	Account Description	2003 Actual	2004 Actual	2005 Budget	2006 Budget	2005-2006 Change	2005-2006 % Change
Stetson Hill SIMD									
134	5405	45025	TAXES - CURRENT YEAR	135,094	144,256	160,272	191,423	31,151	19.44%
134	5405	45050	TAXES - DELIQUENT	85	91	0	0	0	0.00%
134	5405	45055	TAXES-PENALTY	250	202	0	0	0	0.00%
134	5405	45126	STATE AUTOMOBILE TAX	20,072	21,793	22,438	26,799	4,361	19.44%
134	5405	46025	INTEREST	4,921	5,046	7,282	10,372	3,090	42.43%
			TOTAL	**160,423**	**171,388**	**189,992**	**228,594**	**38,602**	**20.32%**
Woodstone SIMD									
135	5406	45025	TAXES - CURRENT YEAR	14,175	12,595	12,885	14,333	1,448	11.24%
135	5406	45055	TAXES-PENALTY	11	10	0	0	0	0.00%
135	5406	45125	SPECIFIC OWNERSHIP TAX	0	165	0	0	0	0.00%
135	5406	45126	STATE AUTOMOBILE TAX	2,084	1,730	1,804	2,007	203	11.25%
135	5406	46025	INTEREST	2,579	2,358	2,717	3,810	1,093	40.23%
			TOTAL	**18,849**	**16,857**	**17,406**	**20,150**	**2,744**	**15.76%**
Gateway SIMD									
136	5407	45025	TAXES - CURRENT YEAR	2,571	2,631	2,662	2,735	73	2.74%
136	5407	45050	TAXES - DELIQUENT	1	3	0	0	0	0.00%
136	5407	45055	TAXES-PENALTY	33	24	0	0	0	0.00%
136	5407	45126	STATE AUTOMOBILE TAX	380	397	373	383	10	2.68%
136	5407	46025	INTEREST	252	258	305	408	103	33.77%
			TOTAL	**3,237**	**3,314**	**3,340**	**3,526**	**186**	**5.57%**
Platte Ave SIMD									
137	5408	45025	TAXES - CURRENT YEAR	8,591	8,606	8,499	8,499	0	0.00%
137	5408	46025	INTEREST	1,201	1,251	1,462	2,018	556	38.03%
			TOTAL	**9,793**	**9,857**	**9,961**	**10,517**	**556**	**5.58%**
Park Dev Easement									
150	5400	43355	DEVELOPER FEES	0	645	0	0	0	0.00%
150	5400	44020	MISCELLANEOUS GENERAL	0	60,275	0	0	0	0.00%
150	5400	46025	INTEREST	604	1,331	0	0	0	0.00%
			TOTAL	**604**	**62,251**	**0**	**0**	**0**	**0.00%**
Public Space & Dev									
151	5000	40001	ROY PRING AGREEMENT	425,103	552,362	0	0	0	0.00%
151	5000	43065	PRK FEES NEW ORDINANCE	631,996	709,920	610,000	610,000	0	0.00%
151	5000	43180	GAIN/LOSS INV MKT VLUE	(61,649)	(29,338)	0	0	0	0.00%
151	5000	45880	NORTHGATE	0	24,500	0	0	0	0.00%
151	5000	46025	INTEREST	69,231	59,427	90,000	60,000	(30,000)	-33.33%
			TOTAL	**1,064,680**	**1,316,871**	**700,000**	**670,000**	**(30,000)**	**-4.29%**
Subdivsn Drainage									
152	4880	40080	C S RANCH	17,200	103,600	0	180,000	180,000	0.00%
152	4880	40081	PEREGRINE SUBDIV DRNGE	0	9,190	0	0	0	0.00%
152	4880	40087	SAND CREEK BASIN	176,951	339,053	400,000	400,000	0	0.00%
152	4880	40088	SPRING CREEK BASIN	17,165	0	0	0	0	0.00%
152	4880	40089	TEMPLETON GAP BASIN	24,405	12,309	0	0	0	0.00%
152	4880	40090	DOUGLAS CREEK BASIN	37,125	89,488	20,000	20,000	0	0.00%
152	4880	40091	POPES BLUFF	5,050	0	0	0	0	0.00%
152	4880	40092	PETERSON FIELD BASIN	0	38,178	0	0	0	0.00%
152	4880	40094	COTTONWOOD CRK BASIN	117,341	91,892	250,000	250,000	0	0.00%
152	4880	40095	MISCELLANEOUS BASINS	83,541	14,069	0	0	0	0.00%
152	4880	40097	BEAR CREEK BASIN	0	1,220	0	0	0	0.00%
152	4880	40098	SOUTHWEST BASIN	63,479	20,203	0	0	0	0.00%
152	4880	40099	BLACKSQUIRREL CREEK	0	135,688	0	0	0	0.00%
152	4880	40100	MIDDLE TRIBUTARY	41,780	0	0	0	0	0.00%
152	4880	40128	COTTONWOOD CRK POND	1,417	7,279	0	0	0	0.00%
152	4880	40129	SAND CREEK POND	536,584	403,646	500,000	500,000	0	0.00%

SPECIAL FUNDS REVENUE
2006 BUDGET

Fund	Org.	Acct.	Account Description	2003 Actual	2004 Actual	2005 Budget	2006 Budget	2005-2006 Change	2005-2006 % Change
152	4880	40160	SAND CRK POND LAND	167,043	132,279	200,000	200,000	0	0.00%
152	4880	40161	MIDDLE TRIBUTARY POND	7,909	0	0	0	0	0.00%
152	4880	40262	PULPIT ROCK BASIN	12,688	7,805	0	0	0	0.00%
152	4880	40263	DRY CREEK BASIN	0	195,287	0	0	0	0.00%
152	4880	40265	21ST STREET BASIN	6,690	0	0	0	0	0.00%
152	4880	40268	LITTLE JOHNSON RESERVR	55,625	0	0	0	0	0.00%
152	4880	40284	WINDMILL GULCH	181,730	0	200,000	200,000	0	0.00%
152	4880	40333	COTTONWOOD SURCHRGE	65,607	38,359	0	0	0	0.00%
152	4880	40363	LITTLE JOHNSON POND	4,480	0	0	0	0	0.00%
152	4880	43180	GAIN/LOSS INV MKT VLUE	(57,573)	(19,082)	0	0	0	0.00%
152	4880	46025	INTEREST	89,542	62,438	0	0	0	0.00%
			TOTAL	**1,655,777**	**1,682,902**	**1,570,000**	**1,750,000**	**180,000**	**11.46%**
Arterial Roadway									
153	4870	40087	SAND CREEK BASIN	144,802	120,246	150,000	150,000	0	0.00%
153	4870	40089	TEMPLETON GAP BASIN	942	599	0	0	0	0.00%
153	4870	40090	DOUGLAS CREEK BASIN	5,163	7,025	0	0	0	0.00%
153	4870	40092	PETERSON FIELD BASIN	0	5,789	0	0	0	0.00%
153	4870	40094	COTTONWOOD CRK BASIN	76,212	90,094	75,000	100,000	25,000	33.33%
153	4870	40097	BEAR CREEK BASIN	1,445	0	0	0	0	0.00%
153	4870	40099	BLACKSQUIRREL CREEK	3,292	30,357	0	0	0	0.00%
153	4870	40284	WINDMILL GULCH	8,652	0	0	0	0	0.00%
153	4870	43180	GAIN/LOSS INV MKT VLUE	(14,346)	(7,732)	0	0	0	0.00%
153	4870	46025	INTEREST	28,569	19,922	0	0	0	0.00%
			TOTAL	**254,730**	**266,300**	**225,000**	**250,000**	**25,000**	**11.11%**
Economic Devlpmnt									
165	9861	40006	PRINCIPAL CD REVOLVING	6,408	52,700	0	0	0	0.00%
165	9861	43115	INTERST CD RVLVNG PYMT	696	140	0	0	0	0.00%
165	9861	43125	PRINCIPAL PAYMENTS - ED	47,230	4,006	4,286	5,300	1,014	23.66%
165	9861	43130	INTEREST ON LOANS -ED	1,758	0	0	0	0	0.00%
165	9861	43180	GAIN/LOSS INV MKT VLUE	(13,319)	(8,275)	0	0	0	0.00%
165	9861	44070	BOND REVIEW FEE	46,206	0	0	0	0	0.00%
165	9861	46025	INTEREST	22,111	19,361	0	100	100	0.00%
			TOTAL	**111,090**	**67,932**	**4,286**	**5,400**	**1,114**	**25.99%**
LART									
166	1300	45100	SALES AND USE TAX	3,247,083	3,470,992	3,451,702	3,589,770	138,068	4.00%
166	1300	46025	INTEREST	885	2,931	5,000	5,000	0	0.00%
			TOTAL	**3,247,968**	**3,473,923**	**3,456,702**	**3,594,770**	**138,068**	**3.99%**
Street Tree Fee									
167	5000	43060	TREE FEES	130,226	0	130,000	0	(130,000)	-100.00%
167	5000	43180	GAIN/LOSS INV MKT VLUE	(9,984)	(7,544)	0	0	0	0.00%
167	5000	46025	INTEREST	19,596	17,633	10,000	12,000	2,000	20.00%
			TOTAL	**139,838**	**10,089**	**140,000**	**12,000**	**(128,000)**	**-91.43%**
Tree City - USA									
168	5740	43050	DAMAGED TREES / SHRUBS	10,454	16,919	0	0	0	0.00%
168	5740	43108	GAIN/LOSS INV MKT VLUE	14	(210)	0	0	0	0.00%
168	5740	46025	INTEREST	60	439	0	0	0	0.00%
			TOTAL	**10,528**	**17,148**	**0**	**0**	**0**	**0.00%**
Garfield School									
169	4200	45905	RENTAL INCOME	22,000	20,900	25,150	26,000	850	3.38%
169	4200	46025	INTEREST	1,192	1,334	1,500	1,500	0	0.00%
			TOTAL	**23,192**	**22,234**	**26,650**	**27,500**	**850**	**3.19%**

SPECIAL FUNDS REVENUE
2006 BUDGET

Fund	Org.	Acct.	Account Description	2003 Actual	2004 Actual	2005 Budget	2006 Budget	2005-2006 Change	2005-2006 % Change
Cable Franchise									
170	1300	43180	GAIN/LOSS INV MKT VLUE	(5,566)	(721)	0	0	0	0.00%
170	1300	46025	INTEREST	6,426	10	0	0	0	0.00%
170	1300	46057	CABLE FRANCHISE FEE	1,258,127	1,209,807	1,232,640	1,260,000	27,360	2.22%
			TOTAL	**1,258,987**	**1,209,095**	**1,232,640**	**1,260,000**	**27,360**	**2.22%**
PSST									
171	1330	43180	GAIN/LOSS INV MKT VLUE	(118,912)	(147,574)	0	0	0	0.00%
171	1330	45100	SALES AND USE TAX	21,457,802	23,144,603	24,056,867	24,570,955	514,088	2.14%
171	1330	45901	MISCELLANEOUS	0	16	0	0	0	0.00%
171	1330	46025	INTEREST	285,800	333,259	70,856	72,942	2,086	2.94%
171	2270	45901	MISCELLANEOUS	0	202	0	0	0	0.00%
			TOTAL	**21,624,690**	**23,330,507**	**24,127,723**	**24,643,897**	**516,174**	**2.14%**
Surplus Deficiency									
180	7920	43200	ASSESSMENTS RECEIVBLE	523	0	0	0	0	0.00%
180	7920	43201	PENALTY ON ASSESSMNTS	36	0	0	0	0	0.00%
180	7920	46025	INTEREST	11,261	8,257	0	0	0	0.00%
180	7920	46153	TRANSFER FR OTHER FNDS	0	18,308	0	0	0	0.00%
			TOTAL	**11,820**	**26,565**	**0**	**0**	**0**	**0.00%**
Woodmen Vly Watr									
181	7921	43200	ASSESSMENTS RECEIVBLE	78,814	102,025	141,000	123,400	(17,600)	-12.48%
181	7921	43201	PENALTY ON ASSESSMNTS	229	260	0	0	0	0.00%
181	7921	46025	INTEREST	52,499	46,734	0	0	0	0.00%
			TOTAL	**131,542**	**149,019**	**141,000**	**123,400**	**(17,600)**	**-12.48%**
Mesa Springs ID-V									
182	7922	43200	ASSESSMENTS RECEIVBLE	0	0	0	0	0	0.00%
182	7922	46025	INTEREST	125	83	0	0	0	0.00%
			TOTAL	**125**	**83**	**0**	**0**	**0**	**0.00%**
Carmel Drive LID									
183	7914	43200	ASSESSMENTS RECEIVBLE	13,381	22,669	35,000	28,900	(6,100)	-17.43%
183	7914	43201	PENALTY ON ASSESSMNTS	945	865	0	0	0	0.00%
183	7914	46025	INTEREST	7,840	6,746	0	0	0	0.00%
			TOTAL	**22,166**	**30,280**	**35,000**	**28,900**	**(6,100)**	**-17.43%**
Improvement Dists									
184	7911	43200	ASSESSMENTS RECEIVBLE	2,838	5,676	5,000	5,950	950	19.00%
184	7911	43201	PENALTY ON ASSESSMNTS	0	84	0	0	0	0.00%
184	7911	46025	INTEREST	1,804	1,879	0	0	0	0.00%
184	7912	43200	ASSESSMENTS RECEIVBLE	2,032	3,686	3,500	4,200	700	20.00%
184	7912	43201	PENALTY ON ASSESSMNTS	64	53	0	0	0	0.00%
184	7912	46025	INTEREST	1,303	1,193	0	0	0	0.00%
184	7913	43200	ASSESSMENTS RECEIVBLE	1,523	911	3,000	1,300	(1,700)	-56.67%
184	7913	43201	PENALTY ON ASSESSMNTS	25	0	0	0	0	0.00%
184	7913	46025	INTEREST	541	411	0	0	0	0.00%
184	7915	43200	ASSESSMENTS RECEIVBLE	5,318	5,318	0	0	0	0.00%
184	7915	46025	INTEREST	904	452	0	0	0	0.00%
184	7918	43200	ASSESSMENTS RECEIVBLE	6,525	6,525	10,600	6,950	(3,650)	-34.43%
184	7918	46025	INTEREST	3,480	2,983	0	0	0	0.00%
184	7919	43200	ASSESSMENTS RECEIVBLE	18,766	7,968	16,300	11,400	(4,900)	-30.06%
184	7919	43201	PENALTY ON ASSESSMNTS	270	431	0	0	0	0.00%
184	7919	46025	INTEREST	6,719	4,462	0	0	0	0.00%
184	7930	43200	ASSESSMENTS RECEIVBLE	13,999	1,740	5,400	2,600	(2,800)	-51.85%
184	7930	46025	INTEREST	2,495	824	0	0	0	0.00%
			TOTAL	**68,607**	**44,596**	**43,800**	**32,400**	**(11,400)**	**-26.03%**

SPECIAL FUNDS REVENUE
2006 BUDGET

Fund	Org.	Acct.	Account Description	2003 Actual	2004 Actual	2005 Budget	2006 Budget	2005-2006 Change	2005-2006 % Change
ID 93									
191	7929	43295	ASSESS REC-BRDMR/STRAT	1,166	1,166	0	0	0	0.00%
191	7929	46025	INTEREST	198	99	0	0	0	0.00%
			TOTAL	**1,364**	**1,265**	**0**	**0**	**0**	**0.00%**
SCIP									
201	1300	43085	OTHER SHARE	0	220,000	0	0	0	0.00%
201	1300	43105	BOND INTEREST	651,144	0	0	0	0	0.00%
201	1300	43180	GAIN/LOSS INV MKT VLUE	(265,074)	(69,548)	0	0	0	0.00%
201	1300	45901	MISCELLANEOUS	11	0	0	0	0	0.00%
201	1300	45905	RENTAL INCOME	(43,860)	66,645	0	0	0	0.00%
201	1300	46025	INTEREST	369,157	180,989	171,316	350,000	178,684	104.30%
			TOTAL	**711,378**	**398,086**	**171,316**	**350,000**	**178,684**	**104.30%**
City Funded CIP Construction									
202	1300	43085	OTHER SHARE	1,170,760	0	0	0	0	0.00%
202	1300	43180	GAIN/LOSS INV MKT VLUE	(247,594)	(107,177)	0	0	0	0.00%
202	1300	43355	DEVELOPER FEES	558,723	0	0	0	0	0.00%
202	1300	46025	INTEREST	419,576	653,848	535,677	625,000	89,323	16.67%
202	1300	46153	TRANSFER FR OTHER FNDS	6,489,254	13,610,508	17,267,325	16,758,921	(508,404)	-2.94%
			TOTAL	**8,390,719**	**14,157,179**	**17,803,002**	**17,383,921**	**(419,081)**	**-2.35%**
Red Rock Canyon									
205	5000	43103	BOND PREMIUM	15,905	0	0	0	0	0.00%
205	5000	43104	BOND PROCEEDS	15,070,000	0	0	0	0	0.00%
505	5000	43105	BOND INTEREST	18,208	45,070	0	40,000	40,000	0.00%
505	5000	46025	INTEREST	0	28	0	0	0	0.00%
			TOTAL	**15,104,112**	**45,098**	**0**	**40,000**	**40,000**	**0.00%**
Airport Gross Rev									
401	7201	41000	LANDING	3,147,339	3,119,201	3,672,428	3,384,994	(287,434)	-7.83%
401	7201	41010	MAINT FLGHT LNDNG FEES	0	0	0	80,539	80,539	0.00%
401	7201	41030	LOADING BRIDGES	372,886	357,246	379,971	299,937	(80,034)	-21.06%
401	7201	41050	TERMINAL RENT	4,683,061	4,599,964	4,758,126	4,712,579	(45,547)	-0.96%
401	7201	41070	DIVERSION LANDING FEES	83,675	31,329	50,000	50,000	0	0.00%
401	7201	41080	GATE USAGE	166,813	99,756	92,110	152,880	60,770	65.98%
401	7201	41081	GROUND POWER	32,950	12,425	25,000	25,000	0	0.00%
401	7201	41100	FOOD,BEVERAGES	285,409	293,139	317,200	359,300	42,100	13.27%
401	7201	41103	LUGGAGE CART	10,239	9,401	12,800	9,500	(3,300)	-25.78%
401	7201	41104	RETAIL-GIFT/SPEC	350,534	344,683	377,200	387,200	10,000	2.65%
401	7201	41106	SHOE SHINE	2,461	2,441	2,400	2,400	0	0.00%
401	7201	41110	ADVERTISING, OTHER	178,774	167,367	200,900	186,800	(14,100)	-7.02%
401	7201	41112	ATM MACHINE	42,000	44,592	42,000	42,000	0	0.00%
401	7201	41113	COIN MACHINE	754	698	1,000	810	(190)	-19.00%
401	7201	41114	TELEPHONE	20,000	1,418	2,400	1,400	(1,000)	-41.67%
401	7201	41115	PHONE CARD	274	0	0	0	0	0.00%
401	7201	41120	BUILDING RENTAL	122,793	179,569	227,100	244,600	17,500	7.71%
401	7201	41140	RENT CAR COUNTERS	128,655	128,654	228,000	225,000	(3,000)	-1.32%
401	7201	41150	MISC CONCESSIONS	4,900	4,075	4,900	4,020	(880)	-17.96%
401	7201	41200	RENT CAR PRIVILEGES	3,504,965	3,614,895	2,958,800	3,188,400	229,600	7.76%
401	7201	41220	RAC RETURN SPACES	57,840	57,840	159,000	143,000	(16,000)	-10.06%
401	7201	41230	RAC SERVICE AREAS	109,002	173,632	306,900	306,900	0	0.00%
401	7201	41250	PUBLIC PARKING & FINES	5,427,189	5,513,116	6,077,600	6,034,900	(42,700)	-0.70%
401	7201	41260	GROUND TRANSPORTTION	100,090	98,940	106,500	105,700	(800)	-0.75%
401	7201	41300	FUEL SALES	168,398	220,495	175,600	233,900	58,300	33.20%
401	7201	41310	FUEL TX-EXCSE & SLS TAX	348,833	389,008	364,000	384,800	20,800	5.71%
401	7201	41320	GROUND, BUILDING RENTS	435,135	811,772	685,335	631,000	(54,335)	-7.93%
401	7201	41340	SUPPORT BUILDING RENTS	125,875	126,425	105,500	91,700	(13,800)	-13.08%
401	7201	41365	GROUND,BUILDING RENTS	23,576	25,443	25,000	25,000	0	0.00%

SPECIAL FUNDS REVENUE
2006 BUDGET

Fund	Org.	Acct.	Account Description	2003 Actual	2004 Actual	2005 Budget	2006 Budget	2005-2006 Change	2005-2006 % Change
401	7201	41370	RAMP OVERNIGHT	100	0	0	0	0	0.00%
401	7201	41400	MISC ADMIN REVENUE	185,584	158,437	69,100	47,800	(21,300)	-30.82%
401	7201	41415	FINGER PRINTING	5,635	10,535	6,300	11,200	4,900	77.78%
401	7201	41416	LOST BADGES	2,450	2,050	1,700	2,100	400	23.53%
401	7201	41420	LATE FEES	13,196	12,825	11,200	12,800	1,600	14.29%
401	7201	41450	PHONE SERVICES	56,392	54,345	60,000	53,800	(6,200)	-10.33%
401	7201	41460	CABLE TV SERVICES	2,126	3,544	2,800	6,100	3,300	117.86%
401	7201	43180	GAIN/LOSS INV MKT VLUE	(554,390)	(441,597)	0	0	0	0.00%
401	7201	44040	SALE OF PROPERTY	200	3,918	0	0	0	0.00%
401	7201	44045	SALE OF SCRAP	1,895	220	0	0	0	0.00%
401	7201	46025	INTEREST	895,392	878,666	477,587	474,187	(3,400)	-0.71%
401	7204	44040	SALE OF PROPERTY	0	1,404	0	0	0	0.00%
401	7204	44045	SALE OF SCRAP	0	123	0	0	0	0.00%
401	7204	44050	GAIN LSS ON SLE OF ASSTS	0	(2,943)	0	0	0	0.00%
401	7206	41320	GROUND, BUILDING RENTS	0	0	0	133,000	133,000	0.00%
401	7206	41400	MISC ADMIN REVENUE	0	0	0	17,600	17,600	0.00%
401	7298	46151	TRANSR TO OTHER FUNDS	(5,653,560)	(5,829,685)	0	0	0	0.00%
401	7298	46153	TRANSFR FR OTHER FUNDS	31,667	0	0	0	0	0.00%
401	7299	46151	TRANSFR TO OTHER FUNDS	(3,470,005)	(2,242,787)	0	0	0	0.00%
401	7299	46153	TRANSFR FR OTHER FUNDS	395,655	206,008	0	0	0	0.00%
			TOTAL	**11,846,754**	**13,242,587**	**21,986,457**	**22,072,846**	**86,389**	**0.39%**
Airport Bond									
404	7219	43105	BOND INTEREST	185,905	182,011	0	0	0	0.00%
404	7298	46151	TRANSFR TO OTHER FUNDS	(31,667)	0	0	0	0	0.00%
404	7298	46153	TRANSFR FR OTHER FUNDS	5,653,560	5,829,685	0	0	0	0.00%
404	7299	46151	TRANSFR TO OTHER FUNDS	(367,593)	(185,905)	0	0	0	0.00%
			TOTAL	**5,440,205**	**5,825,791**	**0**	**0**	**0**	**0.00%**
Airport Passngr Fac									
405	7200	41090	PFC REVENUES	2,520,508	2,675,204	0	0	0	0.00%
405	7200	46025	INTEREST	137,873	116,238	0	0	0	0.00%
			TOTAL	**2,658,381**	**2,791,442**	**0**	**0**	**0**	**0.00%**
Airport Equity									
406	7298	46153	TRANSFR FR OTHER FUNDS	(157,614)	0	0	0	0	0.00%
406	7299	46153	TRANSFR FR OTHER FUNDS	157,614	0	0	0	0	0.00%
			TOTAL	**0**	**0**	**0**	**0**	**0**	**0.00%**
Patty Jewett Golf Course									
451	7111	41705	NONRES GREEN FEES 9 HLE	3,591	679	8,363	2,678	(5,686)	-67.98%
451	7111	41710	NONRES GREEN FES 18 HLE	10,973	1,254	24,539	8,348	(16,191)	-65.98%
451	7111	41720	ANNUAL ADULT	61,603	4,104	57,723	59,295	1,572	2.72%
451	7111	41725	ANNUAL SENIOR	37,800	57,200	35,540	35,325	(215)	-0.60%
451	7111	41730	ANNUAL JUNIOR	5,550	32,900	7,584	5,530	(2,054)	-27.09%
451	7111	41735	DAILY 18 HOLE	401,489	5,146	462,413	437,668	(24,745)	-5.35%
451	7111	41740	DAILY 9 HOLE	667,035	368,321	785,808	699,197	(86,611)	-11.02%
451	7111	41745	HIGH SCHOOLS	4,350	565,268	3,850	4,550	700	18.18%
451	7111	41750	CITY CART FEES DAILY	235,003	4,550	257,485	224,193	(33,293)	-12.93%
451	7111	41755	CONCESSIONS GRILL	116,024	212,670	105,256	116,940	11,685	11.10%
451	7111	41760	CONCESSIONS PRO SHOP	3,600	117,857	2,400	9,900	7,500	312.50%
451	7111	41765	LOCKER RENTAL	3,105	2,700	3,306	3,165	(141)	-4.26%
451	7111	41775	MISCELLANEOUS GOLF	3,248	287	5,250	0	(5,250)	-100.00%
451	7111	41780	OPERATING FEE-DAILY	278,048	295,781	329,949	355,764	25,815	7.82%
451	7111	43180	GAIN/LOSS INV MKT VLUE	(15,138)	(8,810)	0	0	0	0.00%
451	7111	44025	CASH OVER SHORT	0	165	0	0	0	0.00%
451	7111	44040	SALE OF PROPERTY	1,190	24	0	0	0	0.00%
451	7111	44050	GAIN LSS ON SLE OF ASSTS	(2,855)	0	0	0	0	0.00%
451	7111	45901	MISCELLANEOUS	0	0	0	250	250	0.00%
451	7111	46025	INTEREST	26,594	20,570	50,805	23,582	(27,223)	-53.58%
			TOTAL	**1,841,209**	**1,683,888**	**2,140,270**	**1,986,383**	**(153,887)**	**-7.19%**

SPECIAL FUNDS REVENUE
2006 BUDGET

Fund	Org.	Acct.	Account Description	2003 Actual	2004 Actual	2005 Budget	2006 Budget	2005-2006 Change	2005-2006 % Change
Valley Hi Golf Course									
455	7121	41705	NONRES GRN FEES 9 HOLE	2,964	(678)	4,520	2,615	(1,906)	-42.16%
455	7121	41710	NONRES GRN FEES 18 HOLE	9,149	2,090	13,104	8,285	(4,820)	-36.78%
455	7121	41720	ANNUAL ADULT	33,000	5,814	31,093	34,513	3,420	11.00%
455	7121	41725	ANNUAL SENIOR	22,200	36,625	29,734	23,880	(5,854)	-19.69%
455	7121	41730	ANNUAL JUNIOR	2,950	25,110	3,190	2,925	(265)	-8.31%
455	7121	41735	DAILY 18 HOLE	322,393	2,800	369,950	357,920	(12,030)	-3.25%
455	7121	41740	DAILY 9 HOLE	244,159	307,763	290,190	276,484	(13,706)	-4.72%
455	7121	41745	HIGH SCHOOLS	4,350	241,796	5,600	4,900	(700)	-12.50%
455	7121	41750	CITY CART FEES DAILY	192,177	4,900	205,839	184,828	(21,011)	-10.21%
455	7121	41755	CONCESSIONS GRILL	16,371	178,169	22,884	21,680	(1,204)	-5.26%
455	7121	41760	CONCESSIONS PRO SHOP	5,400	26,990	7,400	7,400	0	0.00%
455	7121	41765	LOCKER RENTAL	585	5,400	471	585	114	24.20%
455	7121	41775	MISCELLANEOUS GOLF	8,700	585	8,700	9,100	400	4.60%
455	7121	41780	OPERATING FEE-DAILY	159,900	8,820	205,538	188,743	(16,795)	-8.17%
455	7121	43180	GAIN/LOSS INV MKT VLUE	(7,396)	(4,055)	0	0	0	0.00%
455	7121	45874	LESSONS	1,876	1,148	1,290	1,512	222	17.23%
455	7121	46025	INTEREST	9,921	8,979	28,391	9,450	(18,941)	-66.71%
			TOTAL	**1,028,698**	**996,437**	**1,227,893**	**1,134,818**	**(93,075)**	**-7.58%**
Pikes Peak									
460	7301	40346	MALL SALES	1,224	0	0	0	0	0.00%
460	7301	41805	TOLLGATE	1,825,765	1,673,307	2,009,950	1,912,681	(97,269)	-4.84%
460	7301	41810	CONCSNS PIKES PEAK HWY	526,452	543,138	580,450	592,554	12,104	2.09%
460	7301	41820	TOWER OPTICAL	1,595	1,154	1,800	1,850	50	2.78%
460	7301	41835	MISC PIKES PEAK HWY	53,365	60,650	63,000	65,593	2,593	4.12%
460	7301	41840	ADMIN REVENUE	21,407	35,779	23,600	37,614	14,014	59.38%
460	7301	43040	DONATIONS	5,626	0	0	0	0	0.00%
460	7301	43180	GAIN/LOSS INV MKT VLUE	(5,975)	(14,305)	0	0	0	0.00%
460	7301	44025	CASH OVER/SHORT	1,791	492	0	0	0	0.00%
460	7301	44040	SALE OF PROPERTY	5,960	177	0	7,000	7,000	0.00%
460	7301	44045	SALE OF SCRAP	0	58	0	0	0	0.00%
460	7301	44050	GAIN/LOSS ON SLE OF ASTS	0	16,909	0	0	0	0.00%
460	7301	46025	INTEREST	13,194	23,284	6,300	24,000	17,700	280.95%
460	7301	46153	TRANSFR FR OTHER FUNDS	200,000	800,000	800,000	800,000	0	0.00%
			TOTAL	**2,650,404**	**3,140,643**	**3,485,100**	**3,441,292**	**(43,808)**	**-1.26%**
Human Serv Complex									
465	7600	43180	GAIN/LOSS INV MKT VLUE	(6,698)	(6,909)	0	0	0	0.00%
465	7600	44010	INSURANCE	2,709	1,659	4,000	3,000	(1,000)	-25.00%
465	7600	44025	CASH OVER/SHORT	6	0	0	0	0	0.00%
465	7600	44050	GAIN/LOSS ON SLE OF ASTS	(7,994)	0	0	0	0	0.00%
465	7600	44055	REIMBURSEMENT ACCT	52,278	0	5,000	0	(5,000)	-100.00%
465	7600	45898	CLASSES SENIORS	10,097	12,375	5,000	5,000	0	0.00%
465	7600	45905	RENTAL INCOME	249,317	233,545	251,500	225,000	(26,500)	-10.54%
465	7600	46025	INTEREST	14,043	15,002	6,000	15,000	9,000	150.00%
			TOTAL	**313,759**	**255,672**	**271,500**	**248,000**	**(23,500)**	**-8.66%**
Parking System									
470	7510	42005	BUS TERMINAL-GARAGE 1	39,570	39,576	39,570	39,570	0	0.00%
470	7510	42025	MONTHLY PRKNG GARGE 1	357,110	353,681	358,020	368,280	10,260	2.87%
470	7510	42055	TRANSIENT PRKNG GRGE 1	97,031	103,865	108,480	102,454	(6,026)	-5.55%
470	7520	42030	MONTHLY PRKNG GARGE 2	634,944	576,083	551,160	551,160	0	0.00%
470	7520	42060	TRANSIENT PRKNG GRGE 2	67,018	88,981	83,200	87,958	4,758	5.72%
470	7530	42010	METER HOODS	17,737	20,510	18,120	15,704	(2,416)	-13.33%
470	7530	42040	PARKING METERS	1,322,852	1,332,708	1,331,027	1,347,592	16,565	1.24%
470	7530	44025	CASH OVER SHORT	0	(1,384)	0	0	0	0.00%
470	7540	42042	POC GARAGE LOAN PYMNT	76,993	90,870	132,000	132,000	0	0.00%

SPECIAL FUNDS REVENUE
2006 BUDGET

Fund	Org.	Acct.	Account Description	2003 Actual	2004 Actual	2005 Budget	2006 Budget	2005-2006 Change	2005-2006 % Change
470	7540	43105	BOND INTEREST	51,338	0	0	0	0	0.00%
470	7540	43180	GAIN/LOSS INV MKT VLUE	(49,167)	(49,950)	0	0	0	0.00%
470	7540	44025	CASH OVER SHORT	0	(7)	0	0	0	0.00%
470	7540	44050	GAIN/LOSS ON SLE OF ASTS	(5,763)	0	0	0	0	0.00%
470	7540	45901	MISCELLANEOUS	0	157	0	0	0	0.00%
470	7540	46025	INTEREST	93,097	106,081	75,000	80,000	5,000	6.67%
470	7550	42020	MONTHLY PARKING LOT 3	93,125	107,730	120,000	120,000	0	0.00%
470	7550	42045	TRANSIENT PARKING LOT 3	30,144	34,425	7,800	24,219	16,419	210.50%
470	7560	42035	MONTHLY PARKING LOT 4	5,925	5,550	3,600	4,200	600	16.67%
470	7560	42050	TRANSIENT PARKING LOT 4	1,239	1,276	1,200	1,392	192	16.00%
470	7580	42035	MONTHLY PARKING LOT 5	21,340	21,340	21,300	21,300	0	0.00%
			TOTAL	**2,854,533**	**2,831,493**	**2,850,477**	**2,895,829**	**45,352**	**1.59%**
Cemetery									
475	7400	41904	CARE OF LOTS	408	4,500	4,500	4,500	0	0.00%
475	7400	41905	INTERMENTS & REMOVALS	417,262	418,601	458,325	491,340	33,015	7.20%
475	7400	41910	SALES OF LOTS	363,285	396,096	429,025	464,145	35,120	8.19%
475	7400	41915	MEMORIAL OR FOUNDTNS	41,200	45,066	41,500	44,000	2,500	6.02%
475	7400	41920	MISC CEMETERY	2,746	529	3,000	3,000	0	0.00%
475	7400	41925	SALE OF BURIAL VAULTS	67,411	92,515	86,000	90,000	4,000	4.65%
475	7400	41930	SALE OF BRONZE MEMRLS	100	832	3,000	3,000	0	0.00%
475	7400	41935	VAULT SUPERVISION FEE	45,027	44,400	50,000	60,000	10,000	20.00%
475	7400	41940	ENDOWMENTS	1,410	2,542	0		0	0.00%
475	7400	41945	CONTRACT ADMIN CHRGE	3,461	1,250	4,000	4,000	0	0.00%
475	7400	43135	INTEREST ON ENDOWMENT	250,000	250,000	250,000	243,000	(7,000)	-2.80%
475	7400	43180	GAIN/LOSS INV MKT VLUE	(4,897)	(3,443)	0	0	0	0.00%
475	7400	44025	CASH OVER/SHORT	(51)	(6)	0	0	0	0.00%
475	7400	44040	SALE OF PROPERTY	1,599	0	0	0	0	0.00%
475	7400	46025	INTEREST	9,272	8,059	10,000	9,000	(1,000)	-10.00%
475	9709	41940	ENDOWMENTS	0	960	0	0	0	0.00%
			TOTAL	**1,198,233**	**1,261,901**	**1,339,350**	**1,415,985**	**76,635**	**5.72%**
Dev Review Ent									
480	4810	43180	GAIN/LOSS INV MKT VLUE	(6,697)	(11,335)	0	0	0	0.00%
480	4810	44025	CASH OVER SHORT	0	(1)	0	0	0	0.00%
480	4810	44040	SALE OF PROPERTY	0	7,081	0	0	0	0.00%
480	4810	45763	ADMIN SERVICES FEES	904,891	1,176,160	1,149,000	1,296,005	147,005	12.79%
480	4810	46025	INTEREST	18,147	22,006	20,000	16,268	(3,732)	-18.66%
480	4811	43357	CONSTRCTN PLAN REVIEW	0	0	90,646	128,917	38,271	42.22%
480	4811	43358	FINAL CONST INSPECTIONS	0	0	90,646	62,775	(27,871)	-30.75%
480	4811	45763	ADMIN SERVICES FEES	0	0	300,000	0	(300,000)	-100.00%
480	4811	45771	ALRM SYS PLN REV/INSPEC	0	0	216,540	136,103	(80,437)	-37.15%
480	4811	45774	FIXED FIRE PROTECTION	0	0	42,105	25,281	(16,824)	-39.96%
480	4811	45779	SPECIAL DUTY REIMB-FIRE	0	0	9,022	0	(9,022)	-100.00%
480	4811	45781	SPRINKLER PERMIT FEES	0	0	217,750	181,149	(36,601)	-16.81%
480	4811	45785	OFF DUTY INSPECTIONS	0	0	42,000	30,836	(11,164)	-26.58%
480	4811	45787	WTR MN/HYDRNT PLN REV	0	0	38,500	34,837	(3,663)	-9.51%
480	4811	45793	FINES SBSQUNT PLN SUB	0	0	0	28,740	28,740	0.00%
480	4811	45794	OVERTIME PLAN REVIEW	0	0	8,661	0	(8,661)	-100.00%
			TOTAL	**916,341**	**1,193,911**	**2,224,870**	**1,940,912**	**(283,958)**	**-12.76%**
Support Services									
501	8110	42625	ENTRPRSE FND UTIL WRDR	0	(204,712)	0	0	0	0.00%
501	8110	44020	MISCELLANEOUS GENERAL	(10,354)	1,089	0	0	0	0.00%
501	8110	44050	GAIN/LOSS	(34,962)	0	0	0	0	0.00%
501	8110	46153	TRANSFR FR OTHER FUNDS	74,525	0	0	0	0	0.00%
	Fleet								
501	8121	42620	ENTERPRSE FND UTILITIES	5,049,535	5,445,501	6,063,641	6,585,625	521,984	8.61%
501	8121	42665	CITY OTHER DEPT	3,884,633	4,058,007	4,224,539	4,683,111	458,572	10.85%
501	8121	42680	CITY POLICE UNIT	1,604,851	1,871,499	1,858,396	2,048,861	190,465	10.25%

SPECIAL FUNDS REVENUE
2006 BUDGET

Fund	Org.	Acct.	Account Description	2003 Actual	2004 Actual	2005 Budget	2006 Budget	2005-2006 Change	2005-2006 % Change
501	8121	42705	OTHER	163,008	139,681	144,190	146,347	2,157	1.50%
501	8121	42710	OTHER REVENUE	64	3,680	0	0	0	0.00%
501	8121	42735	SPECIAL FUNDS MISC	927,496	982,485	1,002,045	1,170,778	168,733	16.84%
501	8121	44040	SALE OF PROPERTY	31,634	(1,211)	0	0	0	0.00%
501	8121	44050	GAIN/LSS ON SLE OF ASSTS	0	1,211	0	0	0	0.00%
501	8121	45906	RENTALS	68,615	53,298	0	0	0	0.00%
501	8122	44040	SALE OF PROPERTY	0	(1,136)	0	0	0	0.00%
501	8122	44050	GAIN/LSS ON SLE OF ASSTS	0	1,136	0	0	0	0.00%
501	8124	44040	SALE OF PROPERTY	0	190	0	0	0	0.00%
501	8124	44050	GAIN OSS ON SLE OF ASSTS	0	624	0	0	0	0.00%
501	8125	44040	SALE OF PROPERTY	2,080	445	0	0	0	0.00%
501	8125	45901	MISCELLANEOUS	0	6	0	0	0	0.00%
501	8126	44040	SALE OF PROPERTY	0	(352)	0	0	0	0.00%
501	8126	44050	GAIN/LSS ON SLE OF ASSTS	0	352	0	0	0	0.00%
501	8127	45901	MISCELLANEOUS	0	25	0	0	0	0.00%
501	8129	45901	MISCELLANEOUS	0	425	0	0	0	0.00%
	Office Srvcs								
501	8138	44050	GAIN/LOSS ON SLE OF ASST	0	11	0	0	0	0.00%
501	8139	42605	ENT FUND UTIL/ALLOCTN	793,656	702,864	734,916	654,048	(80,868)	-11.00%
501	8139	42625	ENTRPRSE FND UTIL WRDR	192,387	198,573	185,000	185,000	0	0.00%
501	8139	42630	GENERAL FUND POSTAGE	245,668	258,327	234,000	234,000	0	0.00%
501	8139	42650	CITY WORKORDERS	293,563	261,438	325,000	313,948	(11,052)	-3.40%
501	8139	42660	CITY ALLOCATION	628,092	634,764	668,667	750,997	82,330	12.31%
501	8139	42715	OTHER ALLOCATION	0	996	0	0	0	0.00%
501	8139	42720	OTHER BILLED INVOICES	199,954	85,522	189,000	189,000	0	0.00%
501	8139	42725	OTHER WORKORDERS	75,158	116,185	60,000	71,052	11,052	18.42%
501	8139	42766	UTILITIES CONTRACTS	13,288	23,324	0	0	0	0.00%
	Radio Com								
501	8145	42605	ENT FUND UTIL/ALLOCTN	9,996	23,300	10,000	10,000	0	0.00%
501	8145	42650	CITY WORKORDERS	0	0	0	424,337	424,337	0.00%
501	8145	42660	CITY ALLOCATION	1,099,980	9,996	1,035,520	1,080,652	45,132	4.36%
501	8145	42715	OTHER ALLOCATION	0	1,007,304	0	0	0	0.00%
501	8145	42720	OTHER BILLED INVOICES	55,282	0	475,455	465,379	(10,076)	-2.12%
501	8145	42725	OTHER WORKORDERS	0	0	0	200,000	200,000	0.00%
501	8145	42785	REV SITE LEASES	0	87,485	0	0	0	0.00%
501	8145	42880	REV PARTS PURCH RESALE	0	13,516	0	0	0	0.00%
501	8145	42883	REV PAGING SYSTEM	0	21,472	0	0	0	0.00%
501	8145	42886	REV NON CITY SVCS	0	94,839	0	0	0	0.00%
501	8145	42888	REV PPRCN	0	226,907	0	0	0	0.00%
501	8145	44040	SALE OF PROPERTY	0	171,620	0	0	0	0.00%
	Claims								
501	8163	42605	ENT FUND UTIL/ALLOCTN	516,696	476,928	486,970	591,774	104,804	21.52%
501	8163	42660	CITY ALLOCATION	555,720	512,964	523,760	484,178	(39,582)	-7.56%
	Real Estate Services								
501	8170	42605	ENT FUND UTIL/ALLCTION	209,568	182,328	216,723	238,294	21,571	9.95%
501	8170	42660	CITY ALLOCATION	209,580	182,328	216,723	158,863	(57,860)	-26.70%
501	8170	42710	OTHER REVENUE	1,600	1,200	0	68,058	0	0.00%
	Information Technology								
501	8730	42645	CITY CHRGS-PROGRAMNG	2,336,820	2,006,460	2,177,006	2,289,611	112,605	5.17%
501	8730	42715	OTHER ALLOCATION	0	0	31,261	31,261	0	0.00%
501	8730	44050	GAIN/LSS ON SLE OF ASSTS	0	(59,219)	0		0	0.00%
501	8735	42670	CITY CHRGS-OVERHEAD	1,023,888	1,018,884	0		0	0.00%
501	8735	42690	OTHER CHRGS OVERHEAD	189,852	189,852	0		0	0.00%
501	8740	42650	CITY WORKORDERS	0	1,200	0		0	0.00%
501	8740	42670	CITY CHRGS-OVERHEAD	2,376	41	1,077,472	1,077,472	0	0.00%
501	8740	42685	CITY VOICE/DATA	874,575	873,191	0		0	0.00%
501	8740	42690	OTHER CHRGS OVERHEAD	8,542	0	320,537	320,537	0	0.00%
501	8740	42695	OTHER ALLOC PC MAINT	80	0	0		0	0.00%

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501	8740	42700	OTHER VOICE/DATA	282,183	257,472	0	0	0	0.00%
501	8745	40361	SYSTEM SERVICES	8,820	(1,776)	20,000	0	(20,000)	-100.00%
501	8745	42610	ENT CHRGS LONG DIST	9,066	10,953	0	0	0	0.00%
501	8745	42640	CITY CHRGS-LONG DIST	46,367	38,102	93,000	93,000	0	0.00%
501	8745	42650	CITY WORKORDERS	33,491	79,443	463,309	538,146	74,837	16.15%
501	8745	42670	CITY CHRGS-OVERHEAD	0	0	1,171,143	1,231,220	60,077	5.13%
501	8745	42685	CITY VOICE/DATA	283,670	283,873	0	0	0	0.00%
			TOTAL	**21,961,040**	**22,344,912**	**24,008,273**	**26,335,549**	**2,327,276**	**9.69%**
Claims Reserve Self-Insurance									
502	7750	40079	CONTRIBUTN FR HOUSING	0	0	0	0	0	0.00%
502	7750	40223	CONTRIBUTN FR TRANSIT	112,296	27,000	0	0	0	0.00%
502	7750	40225	CONTRIBUTN FROM PPHWY	25,000	5,000	0	0	0	0.00%
502	7750	40226	CONTRBUTN FR CEMETERY	1,000	1,000	0	0	0	0.00%
502	7750	40230	CONTRIBUTN FR HUM SERV	10,000	10,000	0	0	0	0.00%
502	7750	40383	CONTRBTN FR DEV REVIEW	5,000	2,000	0	0	0	0.00%
502	7750	43180	GAIN/LOSS INV MKT VLUE	(37,456)	(27,870)	0	0	0	0.00%
502	7750	44020	MISCELLANEOUS GENERAL	500,021	500,004	1,000,000	1,000,000	0	0.00%
502	7750	46025	INTEREST	67,611	61,725	0	0	0	0.00%
			TOTAL	**683,472**	**578,859**	**1,000,000**	**1,000,000**	**0**	**0.00%**
Workers Comp Self-Insurance									
503	7730	42770	CITY WORKERS COMP	2,560,979	2,849,985	3,275,700	3,832,569	556,869	17.00%
503	7730	42775	UTILITIES WORKERS COMP	2,474,003	2,621,229	2,600,000	2,600,000	0	0.00%
503	7730	43180	GAIN/LOSS INV MKT VLUE	(73,763)	(50,377)	0	0	0	0.00%
503	7730	44020	MISCELLANEOUS GENERAL	1,326	3,518	0	0	0	0.00%
503	7730	46025	INTEREST	112,545	102,525	224,300	125,000	(99,300)	-44.27%
			TOTAL	**5,075,090**	**5,526,880**	**6,100,000**	**6,557,569**	**457,569**	**7.50%**
Employee Benefits Self-Insurance									
504	9895	40075	RETIREES INSURANCE	313,212	542,340	0	0	0	0.00%
504	9895	40113	MISCELLANEOUS	0	756	0	0	0	0.00%
504	9895	40138	DENTAL PREMIUMS	3,357,123	3,565,428	0	0	0	0.00%
504	9895	40139	VISION PREMIUMS	749,128	779,817	0	0	0	0.00%
504	9895	40140	MEDICAL PREMIUMS	25,819,807	28,012,976	0	0	0	0.00%
504	9895	40364	MEDL CTSTRPH CLMS RSRV	571,398	613,362	0	0	0	0.00%
504	9895	40365	MDCL IBNR AND CFR RSRV	1,194,741	0	0	0	0	0.00%
504	9895	43180	GAIN/LOSS INV MKT VLUE	(123,830)	(158,754)	0	0	0	0.00%
504	9895	44012	UTILITIES-EAP	154	95	0	0	0	0.00%
504	9895	46025	INTEREST	293,470	313,487	0	0	0	0.00%
504	9895	46153	TRANSFR FR OTHER FUNDS	0	0	32,415,000	32,519,014	104,014	0.32%
			TOTAL	**32,175,203**	**33,669,506**	**32,415,000**	**32,519,014**	**104,014**	**0.32%**
CD Smith									
601	9706	43180	GAIN/LOSS INV MKT VLUE	57,015	12,484	0	0	0	0.00%
601	9706	44060	GAIN/LOSS ON SALE	0	2,259	0	0	0	0.00%
601	9706	46025	INTEREST	38,323	38,204	85,600	85,600	0	0.00%
			TOTAL	**95,338**	**52,947**	**85,600**	**85,600**	**0**	**0.00%**
Perkins Trust									
602	9703	46025	INTEREST	77	72	150	150	0	0.00%
			TOTAL	**77**	**72**	**150**	**150**	**0**	**0.00%**
Woods Trust									
603	9705	46025	INTEREST	89	84	200	200	0	0.00%
			TOTAL	**89**	**84**	**200**	**200**	**0**	**0.00%**

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Sabine Trust									
604	9704	46025	INTEREST	37	34	100	100	0	0.00%
			TOTAL	**37**	**34**	**100**	**100**	**0**	**0.00%**
Cemetery Endowment									
605	9709	41935	VAULT SUPERVISION FEE	0	1,005	0	0	0	0.00%
605	9709	41940	ENDOWMENTS	73,705	86,892	0	0	0	0.00%
605	9709	43180	GAIN/LOSS INV MKT VLUE	862,286	(159,207)	0	0	0	0.00%
605	9709	44050	GAIN/LSS ON SLE OF ASSTS	157,269	435,664	0	0	0	0.00%
			TOTAL	**1,093,260**	**364,354**	**0**	**0**	**0**	**0.00%**
TOPS Maintenance									
607	9711	46025	INTEREST	7,144	6,773	11,500	11,500	0	0.00%
607	9713	46025	INTEREST	11,162	10,556	0	0	0	0.00%
			TOTAL	**18,306**	**17,329**	**11,500**	**11,500**	**0**	**0.00%**
Gift Trust									
651	1199	40021	CITY MGR-ECONOMIC DEV	815	780	0	0	0	0.00%
651	1199	40323	GLOBAL ADVSRY GFT TRST	56,107	56,222	0	0	0	0.00%
651	1199	40335	ACACIA PARK ENTRYWAY	4	0	0	0	0	0.00%
651	1399	40002	EMPL CHRISTMAS PRTY	764	7,977	0	0	0	0.00%
651	1399	40020	EMPLOYEE ACTIVITIES	10	0	0	0	0	0.00%
651	1399	40220	TAX CRDT/HISTRCL REHAB	2,774	6,835	0	0	0	0.00%
651	1399	40354	SPRINGS TV	4	0	0	0	0	0.00%
651	1399	40405	CHAMBERLAIN TRUST	0	225,287	0	0	0	0.00%
651	1399	40406	WELCOME HOME PARADE	0	140,384	0	0	0	0.00%
651	1399	43180	GAIN/LOSS INV MKT VLUE	(36,243)	(32,088)	0	0	0	0.00%
651	2199	40010	POLICE EMPLY BENFT FND	12,091	14,211	0	0	0	0.00%
651	2199	40011	POLICE FLOWER FUND	3,635	2,598	0	0	0	0.00%
651	2199	40014	TEDDY BEAR PROGRAM	34	320	0	0	0	0.00%
651	2199	40015	LIGHTS & LOCKS	2	0	0	0	0	0.00%
651	2199	40016	POLICE COMM REL	2,221	2,700	0	0	0	0.00%
651	2199	40023	POLICE COMM RELATIONS	52	20	0	0	0	0.00%
651	2199	40024	POLICE SAFETY PROGRAMS	8,249	23,703	0	0	0	0.00%
651	2199	40026	SCS FORCE	0	200	0	0	0	0.00%
651	2199	40072	POLICE SCHLNG/SEMINARS	14,836	18,437	0	0	0	0.00%
651	2199	40182	POLICE K-9	2,262	5,000	0	0	0	0.00%
651	2199	40185	POLICE YTH CRME PRVNTN	19	0	0	0	0	0.00%
651	2199	40189	POLICE HORSE PATROL	30	0	0	0	0	0.00%
651	2199	40251	HELICOPTER-POLICE	2,030	38,073	0	0	0	0.00%
651	2199	40343	KEEPNG KIDS ALIVE DRIVE	3	0	0	0	0	0.00%
651	2199	40350	POLICE APPRECIATION	25	0	0	0	0	0.00%
651	2199	40351	WHELAN GIFT	478	458	0	0	0	0.00%
651	2199	40353	GIFT-INTEL	5	0	0	0	0	0.00%
651	2199	40357	DIWALI SHOW GIFT TRUST	0	0	0	0	0	0.00%
651	2199	40362	CHLD SFTY SEAT PRG TRST	962	400	0	0	0	0.00%
651	2199	40374	WOMN IN LAW ENFRCMNT	35,182	1,487	0	0	0	0.00%
651	2199	40375	CRIME STOP	38,966	0	0	0	0	0.00%
651	2199	40389	CALEA CONFERENCE	32,785	0	0	0	0	0.00%
651	2199	40402	OFFICER SAFETY	5,000	0	0	0	0	0.00%
651	2199	40415	MERVYNS FRAUD PROG	0	950	0	0	0	0.00%
651	2199	40416	PAL GIFT TRUST	0	2,400	0	0	0	0.00%
651	2199	40417	CADET GIFT TRUST	0	1,200	0	0	0	0.00%
651	2299	40019	FIRE MDC EQUP/TRNG TRST	5,689	272	0	0	0	0.00%
651	2299	40034	FIRE DEPT SCHOOLING	4	0	0	0	0	0.00%
651	2299	40190	FIREWISE	119	50	0	0	0	0.00%
651	2299	40191	HOME INSPECTION PROG	2,772	35	0	0	0	0.00%
651	2299	40193	HAZARDOUS MAT EQPMNT	1	0	0	0	0	0.00%

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651	2299	40196	FIRE DEPT CONFERENCES	94	0	0	0	0	0.00%
651	2299	40197	FIRE PUPPETS AND CLWNS	10,455	19,866	0	0	0	0.00%
651	2299	40201	FIRE LNTB	117	6,034	0	0	0	0.00%
651	2299	40205	FIRE GIFTS FOR STATIONS	579	(1,195)	0	0	0	0.00%
651	2299	40208	FIRE SAFETY TRAILER	11,385	7,440	0	0	0	0.00%
651	2299	40257	JUVENILE FIRE SETTR PRG	4,659	5,033	0	0	0	0.00%
651	2299	40260	PULL TO THE RIGHT	3	0	0	0	0	0.00%
651	2299	40291	DO THE RIGHT THING	109	0	0	0	0	0.00%
651	2299	40345	OEM FAIRS	3	0	0	0	0	0.00%
651	2299	40356	FIRE SENIOR PROGRAM	1,352	0	0	0	0	0.00%
651	2299	40370	BUS COMM OUTRCH PROG	1,345	0	0	0	0	0.00%
651	2299	40372	FIRE EXPLORERS	1	0	0	0	0	0.00%
651	2299	40386	MEDICAL EVENT TRAILER	175	0	0	0	0	0.00%
651	2299	40387	WILDLAND	10,000	2,680	0	0	0	0.00%
651	2299	40388	HIGH ANGLE RESCUE	1,500	225	0	0	0	0.00%
651	2299	40396	FD CHAPLAIN PROGRAM	719	0	0	0	0	0.00%
651	2299	40399	FIRE FITNESS	8,135	0	0	0	0	0.00%
651	2299	40401	FIRE STATION NO 8	13,166	199	0	0	0	0.00%
651	3099	40018	LAKE AVE/CHEYENNE PW	1,099	1,053	0	0	0	0.00%
651	3099	40214	PIKES PEAK PRESERVTION	20,400	19,540	0	0	0	0.00%
651	3099	40358	ADELPHIA I-NET	7,845	74,468	0	0	0	0.00%
651	3299	40410	WORK ZONE MEMORIAL	0	600	0	0	0	0.00%
651	4099	40037	OLD COL CTY CLCK TOWER	4	0	0	0	0	0.00%
651	4099	40038	SENIOR CENTER-GENERAL	21,959	20,602	0	0	0	0.00%
651	4099	40040	GIFT-THERAPEUTIC	3,346	1,787	0	0	0	0.00%
651	4099	40055	NEIGH RES-ADMIN	451	719	0	0	0	0.00%
651	4099	40063	SENIOR CIT GIFT SHOP	9,720	10,668	0	0	0	0.00%
651	4099	40315	GIFT-HILLSIDE SCHOLRSHP	6,222	2,746	0	0	0	0.00%
651	4099	40316	GIFT-WEST CENTER	54	183	0	0	0	0.00%
651	4099	40317	GIFT-DEERFIELD	8,198	1,175	0	0	0	0.00%
651	4099	40318	GIFT-MEADOWS PARK	24,766	11,303	0	0	0	0.00%
651	4099	40319	GIFT-HILLSIDE	13,347	13,600	0	0	0	0.00%
651	4099	40320	GIFT-OTIS PARK	3	0	0	0	0	0.00%
651	4099	40321	BLOCK PARTY	1,641	1,100	0	0	0	0.00%
651	4099	40328	CITY HALL AT THE MALL	15	0	0	0	0	0.00%
651	4099	40366	CITIZENS ACADEMY	699	1,370	0	0	0	0.00%
651	4099	40367	FAIR HOUSING CONFCE	7	151	0	0	0	0.00%
651	4099	40385	C S SR CTR PP AGCY AGING	2,756	1,298	0	0	0	0.00%
651	4899	40379	DIGITAL ORTHOS	715	0	0	0	0	0.00%
651	4899	40392	BRNCS GFT CONFLNC PARK	130,181	0	0	0	0	0.00%
651	5199	40005	PARK&REC VOLUNTEER	2,746	162	0	0	0	0.00%
651	5199	40028	CEMETERY RESTORATION	779	697	0	0	0	0.00%
651	5199	40029	SOUNDRMN PRK SCHLRSHP	4	0	0	0	0	0.00%
651	5199	40030	SONDERMAN PRK IMPROV	1	0	0	0	0	0.00%
651	5199	40031	BEIDLEMAN	476	0	0	0	0	0.00%
651	5199	40032	NATURAL RESOURCES	26	0	0	0	0	0.00%
651	5199	40035	GARDEN OF GODS FNDTN	94,283	97,155	0	0	0	0.00%
651	5199	40036	WHITE HSE RNCH GENERAL	18,414	39,912	0	0	0	0.00%
651	5199	40039	VISITOR CENTERS	10,494	16,872	0	0	0	0.00%
651	5199	40041	CHILDREN'S ACTIVITIES	8	0	0	0	0	0.00%
651	5199	40044	MUSEUM U ARCHIVES	960	0	0	0	0	0.00%
651	5199	40053	TREE MEMORIALS	10	1,200	0	0	0	0.00%
651	5199	40054	ANTLERS PARK LOCOMTVE	10	0	0	0	0	0.00%
651	5199	40056	PARK&REC SCHOLARSHIPS	31	0	0	0	0	0.00%
651	5199	40057	PARK&REC MAINTENANCE	8,944	2,579	0	0	0	0.00%
651	5199	40058	LEISURE SERVICES	4	0	0	0	0	0.00%
651	5199	40059	SPORTS & FACILITIES	3,392	3,225	0	0	0	0.00%
651	5199	40060	DESIGN & DEVELOP	13,848	23,859	0	0	0	0.00%
651	5199	40062	PARK&REC MATCH	1	0	0	0	0	0.00%
651	5199	40064	WHITE HOUSE RNCH STCK	471	2,176	0	0	0	0.00%

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651	5199	40065	WHITE HOUSE RNCH RSTRT	1,136	19,081	0	0	0	0.00%
651	5199	40066	CRESTA MEDIAN	2	0	0	0	0	0.00%
651	5199	40067	SERTICH MEMORIAL FUND	22	0	0	0	0	0.00%
651	5199	40069	AQUATICS	417	0	0	0	0	0.00%
651	5199	40070	CHEYENNE MEADOWS PRK	18	0	0	0	0	0.00%
651	5199	40071	FIREFIGHTERS MEMORIAL	0	0	0	0	0	0.00%
651	5199	40082	ADOPT-A-PARK	395	379	0	0	0	0.00%
651	5199	40083	LAND ACQUISITION	3,171	3,037	0	0	0	0.00%
651	5199	40181	CHEYENNE CANON	6,118	242	0	0	0	0.00%
651	5199	40183	N CHEY CANON VSTRS CTR	11,705	11,821	0	0	0	0.00%
651	5199	40184	ICE CENTER	10,573	5,055	0	0	0	0.00%
651	5199	40186	NORTH SLOPE	6	0	0	0	0	0.00%
651	5199	40199	TAT/GOG MAINTENANCE	13,704	14,197	0	0	0	0.00%
651	5199	40204	SPECIAL OLYMPIC PROG	4	0	0	0	0	0.00%
651	5199	40206	SANTA FE TRAIL SHEPARD	336	321	0	0	0	0.00%
651	5199	40207	NANCY LEWIS HOSPICE	1	0	0	0	0	0.00%
651	5199	40210	N LEWIS PARK MAINT	1	5,400	0	0	0	0.00%
651	5199	40211	GENERAL FORESTRY	1,925	1,048	0	0	0	0.00%
651	5199	40213	GREENHOUSE	23,644	8,241	0	0	0	0.00%
651	5199	40216	ACQUATIC FRIENDS	15	0	0	0	0	0.00%
651	5199	40217	SPRINGS IN BLOOM	0	7,891	0	0	0	0.00%
651	5199	40219	KRAUPHEIM GARDEN	6	0	0	0	0	0.00%
651	5199	40247	89TH MEMORIAL MAINT	5	0	0	0	0	0.00%
651	5199	40248	ZAMBONI PROCEEDS	7	0	0	0	0	0.00%
651	5199	40252	GOG/NAVIGATORS	27	0	0	0	0	0.00%
651	5199	40253	TENNIS CLASSIC	30	0	0	0	0	0.00%
651	5199	40254	FRANK MARCONI Y SCHP	29	0	0	0	0	0.00%
651	5199	40255	ROCKLEDGE PHASE I	464	0	0	0	0	0.00%
651	5199	40256	PROSPECT LKE BOAT PTRL	1	0	0	0	0	0.00%
651	5199	40259	SCHOLARSHIP LEONS KIDS	488	1,700	0	0	0	0.00%
651	5199	40272	OPEN SPACE	9,806	25,000	0	0	0	0.00%
651	5199	40273	BOXING PROGRAM	604	0	0	0	0	0.00%
651	5199	40285	M STRATTON PROP ENHAN	1,137	884	0	0	0	0.00%
651	5199	40292	K MARRIAGE GARDEN	2,977	0	0	0	0	0.00%
651	5199	40293	REGIONAL PARKS	1,849	0	0	0	0	0.00%
651	5199	40297	TENNIS-YNG ADLT PROG	1	0	0	0	0	0.00%
651	5199	40305	TRAILS	0	12,001	0	0	0	0.00%
651	5199	40306	MARY STARSMORE - SDC	445	373	0	0	0	0.00%
651	5199	40308	JL RANCH	565	542	0	0	0	0.00%
651	5199	40310	L STARSMORE/SDC	1	60	0	0	0	0.00%
651	5199	40326	DOG PARK	14	1,976	0	0	0	0.00%
651	5199	40329	CO SPS ASSETS FOR YOUTH	2	0	0	0	0	0.00%
651	5199	40336	TAYLOR PARK	0	0	0	0	0	0.00%
651	5199	40337	GIFT-COLORADO TRUST	146,116	140,916	0	0	0	0.00%
651	5199	40339	RLR-CHAMBERS FAMILY	11	0	0	0	0	0.00%
651	5199	40341	QUAIL LAKE/ATMEL	6	0	0	0	0	0.00%
651	5199	40342	SUNSET MESA OPEN SPACE	2	0	0	0	0	0.00%
651	5199	40344	PARKS & REC MAPS	19	17	0	0	0	0.00%
651	5199	40347	BERGEN SCULPTURE	8	0	0	0	0	0.00%
651	5199	40348	AMERICAN INDIAN AREA	15,397	8,283	0	0	0	0.00%
651	5199	40349	COTTONWOOD PLAYGR	239	0	0	0	0	0.00%
651	5199	40368	STARSMORE MEMORIAL	1	0	0	0	0	0.00%
651	5199	40378	CITY AUDITORIUM	3,672	8,257	0	0	0	0.00%
651	5199	40390	GOODWILL TRAIL	46,911	1,131	0	0	0	0.00%
651	5199	40395	GOG SCHOOL PROG	0	33,401	0	0	0	0.00%
651	5199	40397	ORCHARD HOUSE ROOF	14,110	0	0	0	0	0.00%
651	5199	40398	RLR SPRINKLER WAGON	10,117	1,100	0	0	0	0.00%
651	5199	40407	4TH JULY EVENT	0	88,500	0	0	0	0.00%
651	5199	40412	GOG VEG MGMT	0	25,136	0	0	0	0.00%
651	5199	40418	MANITOU SECTION 16	0	500	0	0	0	0.00%

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2006 BUDGET

Fund	Org.	Acct.	Account Description	2003 Actual	2004 Actual	2005 Budget	2006 Budget	2005-2006 Change	2005-2006 % Change
651	5199	44020	MISCELLANEOUS GENERAL	0	0	1,100,000	1,100,000	0	0.00%
651	5199	45900	EARLY CHILDHOOD	0	100	0	0	0	0.00%
651	5699	40042	MUSEUM	21,310	22,650	0	0	0	0.00%
651	5699	40043	MUSEUM R-HERITAGE	(245)	0	0	0	0	0.00%
651	5699	40044	MUSEUM U ARCHIVES	4,386	81,913	0	0	0	0.00%
651	5699	40045	MUSEUM RP WOODS TRUST	2,325	2,226	0	0	0	0.00%
651	5699	40046	MSM EB&WS JACKSON TRT	8,154	10,780	0	0	0	0.00%
651	5699	40047	MUSEUM-R HILL	2	0	0	0	0	0.00%
651	5699	40048	MUSEUM DENTAL ASSOC	323	309	0	0	0	0.00%
651	5699	40050	MUSEUM R ARCHIVES	317	260	0	0	0	0.00%
651	5699	40051	MUSEUM-R STRATTON	27	0	0	0	0	0.00%
651	5699	40086	MEDICAL SOC AUXILIARY	32	0	0	0	0	0.00%
651	5699	40198	MUSEUM U EDISON	21	712	0	0	0	0.00%
651	5699	40202	MUSEUM UNHACS	26	0	0	0	0	0.00%
651	5699	40246	MUSEUM-R-FOSTER	20	800	0	0	0	0.00%
651	5699	40307	MUSEUM U-HERZBERGER	29	0	0	0	0	0.00%
651	5699	40311	MUSEUM R-BERGEN	14	0	0	0	0	0.00%
651	5699	40312	MUSEUM U-LOO/COLVIN	296	274	0	0	0	0.00%
651	5699	40322	MUSEUM R-KRUPINSKI	1	0	0	0	0	0.00%
651	5699	40325	R-CRAGIN PROJECT	3,807	0	0	0	0	0.00%
651	5699	40352	MUSEUM U-HOFFMAN	1,793	1,710	0	0	0	0.00%
651	5699	40394	SCULPTURE MAINT ACCNT	1,418	600	0	0	0	0.00%
651	8799	40391	TELE PLCY ADVSRY COMM	1,100	0	0	0	0	0.00%
			TOTAL	**1,037,230**	**1,457,214**	**1,100,000**	**1,100,000**	**0**	**0.00%**
Senior Programs									
653	9707	43005	G KOCH TRUST FUND	8,537	8,138	0	0	0	0.00%
653	9707	43010	CURTIS ESTATE	5,874	6,181	0	0	0	0.00%
653	9707	43040	DONATIONS	7,941	0	0	0	0	0.00%
653	9707	43180	GAIN/LOSS INV MKT VLUE	(7,296)	(5,684)	0	0	0	0.00%
653	9707	46025	INTEREST	13,450	12,709	15,000	15,000	0	0.00%
			TOTAL	**28,505**	**21,344**	**15,000**	**15,000**	**0**	**0.00%**
Therapeutic Rec									
654	9708	46025	INTEREST	471	448	500	500	0	0.00%
			TOTAL	**471**	**448**	**500**	**500**	**0**	**0.00%**

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Human Services Contracts

INTRODUCTION

The City of Colorado Springs contracts annually with nonprofit agencies for services, which address identified human service needs that benefit low and moderate-income persons in the community. Priority is given to nonprofit agencies that provide the following services:

- Emergency Care and Shelter
- Youth Services
- Self-Sufficiency Services

The application process combines City discretionary human services dollars with Community Development Block Grant (CDBG) funds. The process enables nonprofit human service providers to submit only one application to the City. This reduces the time spent in these efforts for both City and agency staff.

The process used to determine funding for the nonprofit agencies consists of committees with representatives from the City, United Way, the Non-Profit Center, the private sector, and the community at large. The committees reviewed all submitted proposals, attended agency presentations, and rated the proposals based on relevant criteria. These ratings were used to determine the funding recommendations to City Council.

***2006 CDBG Set Aside funds ($111,000) included in the Self-Sufficiency Impact Area are not a part of the Request for Proposal Process:**

- **Community and Senior Centers ($75,000)**
- **Housing Authority ($36,000)**

The total combined City discretionary and CDBG funds allocated for human services in 2006 is $822,548, which is $104,080 less than the combined funding in the 2005 City Budget.

Agency	2005 Funded Amount	2006 Recommended Amount	Funding Source
Priority 1 – Emergency Care and Shelter			
Catholic Charities of Colorado Springs	81,000	60,562	City
Catholic Charities of Colorado Springs	0	15,207	CDBG
Colorado Veterans Resources Coalition	4,908	4,000	City
Homeless Management Information System	25,000	0	CDBG
Pikes Peak Family Connection – KPC Kids' Place	12,500	30,734	CDBG
Salvation Army – New Hope Center	92,000	56,372	City
Salvation Army – Children's Discovery Center	10,000	15,000	City
Trust, Education, Safety, Support, Action (TESSA)	32,899	12,560	City
Trust, Education, Safety, Support, Action (TESSA)	32,153	36,999	CDBG
Urban Peak	30,774	25,000	City
Subtotal	**$321,234**	**$256,434**	
Priority 2 - Youth Services			
Big Brothers Big Sisters – Community and School-Based Mentoring	18,707	12,100	CDBG
Boys Scouts of America, Scoutreach	6,000	4,000	CDBG
Boys & Girls Club of the Pikes Peak Region	25,000	4,000	CDBG
Centro de la Familia	2,280	4,000	CDBG
Children's Advocacy Center	17,107	18,000	CDBG
CHINS UP	6,250	4,000	City
Colorado Springs Child Nursery Centers	42,500	47,500	CDBG
Colorado Springs Teen Court	16,500	5,000	City
Court-Appointed Special Advocates (CASA) – Dependency and Neglect Program	12,000	17,000	CDBG
Court-Appointed Special Advocates (CASA) – Supervised Exchange/Parenting Program	0	5,200	CDBG
LULAC National Educational Service Center, Inc.	0	7,560	CDBG
Lutheran Family Services	5,000	5,000	City
Partners in Housing – Colorado House Child Enrichment Center	5,410	0	CDBG
Salvation Army – Red Shield Community Center	5,000	4,000	City
Special Kids/Special Families (Zach's Place)	20,000	30,000	CDBG
Urban League - Child Development Center	35,332	39,000	City
Workout, Ltd.	12,309	18,700	City
YMCA – Armed Services YMCA Operation Hero	6,833	4,000	City
YMCA – Southeast Youth Sports	20,000	4,000	City
Youth Assessment Center	0	5,000	City
Subtotal	**$256,228**	**$238,060**	
Priority 3 – Self-Sufficiency			
8th Street Alano, Inc.	2,178	0	CDBG
Arc of the Pikes Peak Region	5,000	0	City
Care and Share	25,000	25,000	CDBG
Cerebral Palsy Association of Colorado Springs	0	7,500	CDBG
Colorado Legal Services	4,000	0	CDBG
Community and Senior Centers*	100,000	75,000	CDBG
CU Aging Center	0	4,000	City
Ecumenical Social Ministries, Inc.	2,400	0	CDBG

Agency	2005 Funded Amount	2006 Recommended Amount	Funding Source
Family Empowerment Team (FET)	22,697	11,250	CDBG
Full Circle Alternatives	4,000	7,614	City
Harbor House	5,000	0	CDBG
Housing Authority – Golden Circle Nutrition Program	5,508	0	CDBG
Housing Authority – Golden Circle Nutrition Program*	36,000	36,000	CDBG
Interfaith Hospitality Network	1,642	4,000	City
Partners in Housing	33,000	67,785	City
Pikes Peak Center on Deafness	1,500	0	City
Pikes Peak Community Action Agency	15,400	0	CDBG
Pikes Peak Partnership	4,163	4,000	CDBG
Rocky Mountain Health Care Services – Brain Injury	26,000	27,500	City
Rocky Mountain Health Care Services – Support Svcs.	10,000	0	City
Salvation Army – FreshStart Transitional Services	5,000	4,000	CDBG
Salvation Army – Social Services	8,000	5,000	City
Service, Empowerment, Transformation (SET)	5,000	7,950	CDBG
Silver Key Senior Services	26,178	41,455	City
Southern Colorado AIDS Project (S-CAP)	1,500	0	City
Subtotal	**$349,166**	**$328,054**	
TOTAL	**$926,628**	**$822,548**	

City Funds	$419,548
CDBG Funds	$292,000
*CDBG Set Aside	$111,000
TOTAL HUMAN SERVICE FUNDS AVAILABLE	$822,548

- Budgeted figures could vary within individual agencies' finalized contracts as funding may change during the federal government's consolidated budgeting process.

- In January 2004, the Emergency Shelter underwent a management change. The Shelter is now called the New Hope Center. The Salvation Army – El Paso County Command manages the Shelter. There are significant improvements and changes taking place to assist the community in continuing to provide this most-needed service.

*CDBG Set Aside ($111,000) not included in the Request for Proposal (RFP).

2006 CONTRACT DESCRIPTIONS

Big Brothers Big Sisters (BBBS), Community and School-Based Mentoring Program – The Community Mentoring program involves the referral of needy youth into the program by their parents, family member, or community agency such as the Department of Human Services (DHS), and the School-Based Program by school personnel. Once youth are assessed, volunteer mentors are recruited, oriented, assessed and screened and then matched one on one with the youth. Child safety is the first and foremost concern. All adults who are accepted into the program are thoroughly and thoughtfully screened for child safety and a quality experience. Once accepted into the program, mentors receive training on child sexual abuse and how to be an effective mentor. School-Based mentors meet with youth weekly for 1 ½ hours during the school year, and community mentors meet with youth once a week for 2-4 hours. The average time spent in the community mentoring program is approximately 22 months.

Boy Scouts of America, Scoutreach – This program provides outreach to ethnic minorities that have been traditionally underserved, youth from single-parent families, youth in danger of dropping out of school or already expelled, and youth involved in the juvenile diversion program. Scoutreach is a vehicle for the local Pikes Peak Council to establish packs, troops and crews and attract boys, young men, and women who would otherwise not be able to gain the benefits of scouting membership.

Boys and Girls Club of the Pikes Peak Region, Youth Development – This agency provides a year-round program for youth that encourages positive interaction with adults, peers and family members, thus enabling them to reach their full potential. The program is based on physical, emotional, cultural and social needs; interests of girls and boys; and recognized developmental principles. Programs are age appropriate, gender inclusive, gender specific and developmentally sound. Meals or snacks are provided free of charge and all programs are included in the $5 membership dues. Transportation is provided to and from schools, sporting events, and field trips.

Care and Share – This agency acquires and distributes emergency and supplemental food to 142 partner agencies in Colorado Springs. The agency pursues a number of specific programs and activities that benefit the hungry in Colorado Springs, including Bulk Food Repack, the Perishable Food Program, the Food Rescue Program, Kids Cafes, the Send Hunger Packing Program, the Commodity Supplemental Food Program for low-income seniors and the Emergency Food Assistance Program for low-income households.

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. The Marian House Soup Kitchen provides a hot, nutritious meal to those in need 365 days a year.

Centro de la Familia – This program provides educational and outreach programming to recent immigrants as well as Hispanic and Native American families and individuals in the city. Formed out of an initial partnership with T.E.S.S.A., Centro's services have expanded to include family violence prevention and intervention, parenting support and child abuse prevention, outreach to recent immigrants, and resources and referral support for basic needs.

Cerebral Palsy Association (CPA) of Colorado Springs – Cerebral Palsy (CP) is not a disease but a disabling condition caused by brain damage before birth, during birth, or early in life. CP is a life-long condition; and while there is no cure, specialized medical equipment and therapies help reduce the impact of CP. Early intervention is the key. Research into motor learning and motor control indicates that intensive therapy beginning in infancy will decrease or prevent abnormal motor movement and subsequent deformity. CPA provides families with therapies, equipment, therapeutic recreational events, camperships, and emergency basic needs.

Children's Advocacy Center – This program provides a comfortable, private, child-friendly environment in the Fourth Judicial District Court for children ages birth to 17 involved in the investigation of child abuse. The Advocacy Center also provides support and system education to child victims and their non-offending parents in order to strengthen the families' abilities to begin the healing process. Services include forensic interviews and onsite sexual assault medical exams, crisis support, community referrals, court preparation and support, and educational support groups for parents and child victims.

CHINS UP – The Safe Alternative Family Environment (SAFE) Foster Care Program provides emergency, temporary foster care for children ages birth to 17 who are in need of placement. The primary reason is that the parents/caregivers are experiencing a crisis or major disruption to their ability to adequately care for the child. The family does not have to be involved with the DHS or the courts to utilize a SAFE foster care placement.

Colorado Springs Child Nursery Centers, Inc. – This agency offers the highest quality child care and education all day and throughout the year for low and very low-income families and single parents. The early learning program offers families comprehensive and affordable services including a literature-based curriculum focusing on literacy and school readiness, a well-designed and implemented health and nutrition program, a professional development and training program for classroom staff, developmentally appropriate assessment tools, and a variety of family support and engagement opportunities.

Colorado Springs Teen Court – The program being funded provides an alternative to the traditional sentencing for juveniles (ages 11 - 18) who are charged in Municipal Court as first-time offenders. Youth who are eligible participate in a jury trial conducted by their peers. Youth 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.

Colorado Veterans Resources Coalition (Crawford House) – This agency provides safe, healthy emergency housing and community-based residential care, treatment and rehabilitative services for veterans who are homeless and have substance abuse and/or chronic mental illness. The Crawford House is the Colorado Springs facility that houses 15 residents – 10 beds are for the homeless program and 5 beds are used for the intensive outpatient partial hospitalization treatment program (IOPH).

Community and Senior Centers – The program provides services for recreation, social issues, health, nutrition, ethnic celebrations, education and socialization for children, teens, adults, seniors and persons with disabilities at the following community centers: Otis Park, Meadows Park, Hillside and West Center for Intergenerational Learning.

Court-Appointed Special Advocates (CASA) – This agency provides and manages CASA volunteer advocates for children who are in out-of-home placements through the courts. Trained community volunteers monitor child abuse cases in which domestic violence is also present. The volunteer advocates represent the child's best interest assuring intervention and prevention throughout the case. The goal is a safe and permanent home for each child.

Court-Appointed Special Advocates (CASA) – The Supervised Exchange/Parenting Time (SEPT) is a court-ordered service to protect children and adult victims from witnessing or involvement in physical conflict. The program enables adult victims of domestic violence to permit parenting time with the offender without face-to-face contact, alleviating further domestic violence trauma or re-victimization. The program provides accountability, and courts are informed of lack of compliance and/or inappropriate behaviors.

CU Aging Center – This agency provides psychological treatment and assessment services to underserved low-income and indigent older adults and their families, as well as providing consultation services to senior agencies that assist them. The Collaborative Community Services Program develops and maintains interagency projects to optimize effective and efficient use of community service resources.

Family Empowerment Team (FET) – The FET is a formal collaborative, founded in 1998 with a current membership of ten FET partners. Four of the FET partners for this program include First Visitor, the Life Support Center, Pikes Peak Family Connections, and the Women's Resource Agency. The FET provides seamless access to services for target families and their children. Services include ongoing home visitation by parent mentors which can start before a baby is born, hands-on techniques for new parents to learn skills needed to care for a newborn, case management services for pregnant/parenting teens with children ages birth 0-3, nurturing program parenting classes for expectant women and their partners, pregnant and parenting teens, emergency formula and diapers, infant massage classes, domestic violence support, clean clothing/toys and car/booster seats, and self-sufficiency services to parents to help alleviate the negative affects of poverty.

Full Circle Alternatives – This agency offers abused and chemically dependent women a safe and sober living environment in a home-like atmosphere that promotes 12-step recovery. The women benefit by learning how to maintain sobriety and to develop life skills such as good work habits, running a household, and budgeting. The goal is to remove women immediately from dangerous environments and then facilitate the changes to achieve a safe and sober lifestyle and become self-sufficient.

Housing Authority Golden Circle Nutrition Program – This program provides a meal to elderly participants at a variety of locations in Colorado Springs. An analysis of existing assessments indicates that many of the elderly eat one meal per day

and that meal is provided by the Golden Circle Nutrition Program which operates five days per week at most of its sites and seven days per week at its main site.

Interfaith Hospitality Network – This agency provides temporary housing to homeless families with children who are referred by local agencies such as the New Hope Center, 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. Homeless families are housed in existing space (usually religious education rooms) in churches and synagogues. Overnight accommodations and evening fellowship are provided to the families by the congregations' own volunteer resources.

LULAC National Educational Service Center, Inc. – The STAR (Stay Ahead and Read) program provides academic instruction and motivational counseling to Hispanic, minority, low-income/first generation and other at-risk youth. STAR provides each student through the Summer Enrichment Component with approximately 48 hours of academic instruction in the subjects of math, reading, science and technology. Classes are held at the University of Colorado at Colorado Springs which introduces students to a college campus and provides students with the opportunity to experience a college environment. The STAR program is implemented in three phases providing the resources and counseling to keep students motivated to stay in school and graduate from high school.

Lutheran Family Services – This agency provides services in therapeutic foster homes to abused and/or neglected children referred by the courts and the Department of Human Services for out-of-home placement. The program is a foster-to-adopt program wherein families who are selected for foster care are also certified as prospective adoptive families, thus minimizing disruption to the children's lives that would result from placing them first in a foster home and then in a different home for adoption placement.

Partners in Housing – This agency assists homeless families with children to attain self-sufficiency. This assistance is provided over a two-year period as part of a transitional housing and self-sufficiency program. 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.

Pikes Peak Family Connections, Inc., KPC Kids' Place Respite Nursery – This program is the first licensed, center-based respite nursery in Colorado to offer voluntary emergency and planned respite childcare for at-risk children newborn to six years. The nursery was created specifically to support families at risk of child abuse, neglect, or abandonment with free voluntary crisis or planned respite childcare. Parents can voluntarily place their children for up to 72 hours in this safe, nurturing environment while reducing the stress in their lives. Additional unique services available include a 24/7 crisis phone line to a caring, non-threatening nursery staff who will assist parents/caretakers with support, information, referrals and respite intake services when needed. Services are provided at no cost to families.

Pikes Peak Partnership – The program provides advocacy, education, and referrals to support individuals with disabilities. The program specifically targets people having Multiple Sclerosis and disabling mental or physical conditions. Services include educational seminars, health fairs, "warm line" phone information, amblicab paratransit service, medical equipment, support, and newsletters.

Rocky Mountain Health Care Services – Brain Injury Program – This program provides a full continuum of care to the brain injured population to assure the greatest possibility for success. The program will assist individuals with the independent living skills they need to gain a higher level of independence and self-sufficiency. The program allows many people to move past the residential facilities and back into community living and self-sufficiency.

Salvation Army – FreshStart Transitional Services – This is a transitional housing program with 14 apartments providing a stimulating and safe refuge for families with children in time of crisis. The program has four stages that last a maximum of two years with people paying no fees at the start and then gradually increasing fees as clients find work and start saving. Families participating in this program will collectively learn the skills necessary to break out of the cycles of homelessness and poverty. The program provides housing and support services for families and introduces them to permanent housing resources, thus helping them secure an income sufficient to afford housing and maintain the supportive service relationships that they developed while in the program.

Salvation Army–New Hope Center – This agency provides the majority of emergency shelter needs for homeless families and individuals in Colorado Springs. Services include a place to sleep, limited food service (two meals daily), limited transportation, extensive intake assessment, laundry, shower, toiletries, individual case management, and onsite child and family enrichment activities (i.e., preschool activities, educational liaison services, academic tutoring, reading programs, social and recreational activities, field trips, and health and nutritional programs).

Salvation Army – New Hope Center, Child Discovery Center – This program provides an environment designed to meet the specific needs of homeless families with children. The environment includes child and family friendly space with developmentally appropriate games and activities and quiet family gathering space. Included are meals and nutritious snacks, educational tutoring, bringing together community and educational resources, providing clothes and school supplies, and offering parenting education.

Salvation Army – Red Shield Community Center – This agency provides after-school and summer programs for low-income at-risk youth. Many are formerly homeless children who live in the FreshStart Transitional and affordable housing community. The program provides recreational and athletic activities that boost curiosity and self-esteem. Children and families benefit from the program's accessibility due to the low-cost and neighborhood proximity.

Salvation Army – Social Services – This agency provides a wide variety of assistance to needy families and individuals. This agency also provides case management support that can result in a client receiving rent assistance, utility assistance, emergency food, clothing, day care, help with car insurance or transportation, prescription medications, and meals for seniors and the homeless.

Service, Empowerment, Transformation (SET) – The Holistic Senior Wellness Program benefits hundreds of low and moderate-income elderly who reside in Colorado Springs Housing Authority apartments or who attend the Senior Nutrition Programs (two sites). The program services have been developed to meet the unmet needs of this population by providing professional wellness services at no cost to the client and in the convenience of their residential setting. The intent is to empower these elders to take charge of their physical and emotional health situation and to assist in enabling them to retain their independence and well-being for as long as possible.

Silver Key Senior Services – This agency provides services to the elderly residents of Colorado Springs. Programs provided include Meals on Wheels (providing nutritious meals to homebound elderly persons); supportive services (providing physical necessities to the elderly such as supplemental or emergency food, nutritional supplements such as Ensure, government and State commodities, furniture, and other household items); residential services (assistance with services such as housecleaning, personal care, errand running, cooking, shopping, yard work and simple maintenance of the home); and the Guardianship Program (serving as guardian and/or conservator to elderly persons who were found without capacity to make health and/or funeral decisions and who have no family or friends willing to serve on their behalf).

Special Kids/Special Families (Zach's Place) – This program provides respite and independent life skills training for children between the ages of 5 and 21 with cognitive, physical, neurological, and medical disabilities. The focus of the program is directed at preserving the family unit. This facility is the only one of its kind in the Colorado Springs area – the only place where parents of children with special needs can find qualified before and after-school, summer, evening, weekend, and overnight care for their children.

Trust, Education, Safety, Support, Action (TESSA) – This agency, formerly the Center for the Prevention of Domestic Violence, operates the only safe house in El Paso County for adult and child victims of domestic violence and the only 24/7 crisis line for both domestic violence and sexual assault victims/survivors. This agency offers the only psychoeducational groups for children living in violent homes. Services include emergency safe house, 24/7 crisis line, advocacy, counseling (individual and group therapy), and children's programs.

Urban League – Child Development Center – The Child Development Center provides a multicultural experience to preschool, kindergarten, and school-age children. In addition to preschool through kindergarten full day care, the Urban League offers a before and after-school program for children in kindergarten through the sixth grade. Operation is on the premise that economically disadvantaged families should have access to quality childcare and education. The Child Development Center provides a diverse, enriching and positive environment where children of all economic, racial, and ethnic backgrounds together learn mutual respect and understanding.

Urban Peak – This agency provides services exclusively to the homeless and runaway youth of Colorado Springs. Street outreach and case management programs serve to link the youth to the full continuum of services. The program being funded is the Licensed Emergency Youth Shelter, a 20-bed facility which includes three meals a day, active case management, educational and employment assistance, health services, and recreational activities. The agency assists youth in developing a plan to permanently exit street life by reunifying with their family, entering placement, or living independently.

Workout, Ltd. – This agency serves pre-adjudicated, adjudicated, and committed youth and involves a variety of services to fit each offender's needs. The Restorative Justice Program is an approach to juvenile delinquency that shifts the focus from punishing the offender to restoring peace in the community, repairing the damage done by juvenile crime, and by holding youth accountable for their actions. The program's goal is to reduce juvenile violence in the community by engaging juvenile offenders in restorative justice.

YMCA – Armed Services YMCA Operation Hero – This agency provides programs and services to the thousands of military personnel and their families through the ASUMCA headquartered at the Southeast Family Center located in a low-income neighborhood. Operation Hero is an after-school tutoring and mentoring program offered to elementary-age children of enlisted military families at no cost. Frequent family moves and the deployment of their parent in the military have an adverse effect on their grades, which can in turn affect their self-esteem and lead to behavior problems. Each mentor group meets on a twice-weekly basis to work on homework, self-esteem, conflict management, and more.

YMCA – Southeast Youth Sports – This program provides scholarships to children and teens between the ages of three and seventeen that otherwise would not be able to afford to participate in organized sports or recreation activities. Programs include soccer, floor hockey, T-ball, baseball, basketball, racquetball, flag football, volleyball, kid fit, tumbling tots, ballet, Hapkido, and cheerleading.

Youth Assessment Center – This program provides assessment and early intervention to at-risk youth in order to increase success in school and to avoid or minimize interaction with the juvenile system, with the goal of reducing juvenile crime and delinquency. The approach of the Youth Assessment Center is family centered and strength based, including partnering with the community toward school and life success.

Lease-Purchase Obligations

This appendix is in compliance with State House Bill 90-1164 which requires all local governments to set forth in the budget document all amounts for lease-purchase agreement obligations which involve funding commitments beyond the forthcoming fiscal year.

Description	1-1-06 Balance*	2006 Payment	12-31-06 Remaining
Lease-Purchase Obligations	$4,490,218	$1,372,345	$3,117,873

*Balance is defined as all remaining financial obligations for principal and interest from January 1, 2006, through the retirement of all lease-purchase agreement obligations represented in the figures shown above.

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2005 – 2006 Changes to General Fund Budget

2005 General Fund Budget	**$228,929,919**
Less:	
2005 Onetime Expenditures	-1,915,747
2004 and 2005 TABOR Refunds (Budgeted amounts)	-2,311,601
Election Expenses	-800,000
Plus:	
REVENUE	
Sales Tax Vendor Fee (Offsetting Revenue)	2,507,240
EMPLOYEE COMPENSATION	
2005 Market Adjustment in Employee Base Salaries and Benefits	
Civilian Employees	1,094,988
Uniformed Police and Fire Employees	927,963
Implement second half of wage package on April 1	1,211,765
Hiring freeze for 90 days on civilian vacant positions	-350,000
Police and Fire - Budget salaries and benefits at 99 percent	-790,252
Workers' Compensation Increase	428,162
PERA Pension Rate Increase	244,004
Fire - New Hire Pension Deferred Retirement Option Plan	182,805
UNAVOIDABLE INCREASE/PRIOR-YEAR COMMITMENTS	
Fuel Increase	911,120
Utility Rate Increases (Electric 1.6 percent; Water 9.9 percent; Wastewater 24.9 percent)	209,303
Police - Increased Old Hire Pension Costs	413,764
Fire - Increased Old Hire Pension Costs	451,366
Parks, Recreation and Cultural Services - Convert Contract Employees to City Temporary Employees	44,400
Parks, Recreation and Cultural Services - Prospect Lake Operations	42,000
Fleet Management - Fuel Monitoring Equipment	20,025
Internal Service Charges - Facilities Management Increase	75,000
STRATEGIC ACTION PLAN IMPLEMENTATION	
Economic Development	
Economic Development - Senior Analyst Position Converted to Regular FTE	22,000
Public Safety	
Internal Service Charges - Radio Upgrades due to PPRCN APCO-25 Implementation	424,337
Municipal Court - Criminal Justice Information System (CJIS) Maintenance	50,000
Municipal Court - Convert Contract Employees to City Employees (6 FTE)	30,000
General Costs - Animal Control Contract Increase	271,000
Police - DNA Lab Technician (1 FTE) - reallocate $78,000 within Police Dept budget	0
Police - Youth Assessment Center - reallocate $30,000 within Police Dept budget	0
Infrastructure	
City Engineering - NPDES Stormwater Permit Fee Program	89,970
City Engineering - Municipal Facility Runoff Pgm	37,335
Transportation	
Transit - Springs Transit Retirement Fund	562,925
Transit - Salary and Health Insurance Increase	383,170
Transit - Auto Liability Self-Insurance	200,000
Transit - Paratransit Increase	200,000
Transit - Front Range Express (FREX) Service Appropriation (Offsetting Revenue)	269,750
Transit - Advertising (Offsetting Revenue)	175,000
Transit - UCCS Service Appropriation (Offsetting Revenue)	125,000
Transit - City of Fountain Service Appropriation (Offsetting Revenue)	56,418
Transit - Schriever Air Force Base Increased Service (Offsetting Revenue)	23,000

MISCELLANEOUS	
City Attorney - New Positions (3 FTE)	321,931
City Auditor - New Capital Project Auditor Positions (2 FTE)	164,363
City Engineering - Operating Expenses	8,000
Finance - Sales Tax Information System Replacement	100,000
General Costs - General Insurance Increase	100,000
General Costs - Homeward Pikes Peak Funding	20,000
General Costs - Global Advisory Commission Increase	5,000
Land Use Review - Correction for Communications	22,000
Parks, Recreation and Cultural Services - Correction of Salaries and Benefits	22,000
REDUCTIONS	
Capital Improvements - Contribution to CIP Emergencies and Repairs	-1,527,108
Capital Improvements - Emergency Repair and Maintenance - Restore three drainage projects	1,668,505
Capital Improvements - Emergency Repair and Maintenance - Eliminate street resurfacing, crack sealing, pothole/alley, concrete maintenance	-960,000
Vehicle Replacement Decreased Funding	-1,494,794
Vehicle Replacement - defer 2006 vehicle replacement	-425,000
Vehicle Replacement - defer replacement of light vehicle in Fire Department	-31,514
Finance - Pension Plan Analyst Positions (1.75 FTE) Eliminated	-109,607
City Manager's Office - Support Coverage Reduction	-49,550
Internal Service Charges - Service Usage Variance	-123,802
General Costs - Grievance Investigations Decrease	-7,000
General Costs - Bus Passes - City Share	-1,450
General Costs - Educational Assistance Decrease	-5,000
General Costs - Prebles Mouse and Migratory Bird Decrease	-5,000
Gen. Costs - Retired Employees Health Insurance decrease	-81,042
Operating reductions	-23,504
General Obligation Bond Payment Decrease	-3,700
Claims Reserve Fund - Reduce the General Fund's contribution	-382,805
TRANSFER OF GENERAL FUND EXPENDITURES TO OTHER FUNDS	
Park Design and Development - Transfer in from Conservation Trust Fund	474,716
Park Maintenance - Transfer of Portion of Park Maintenance Cost to Conservation Trust Fund	-474,716
General Costs - Finance/Payroll/HR System Transfer	-100,000
General Costs - Employee Assistance Program Transfer to Health Insurance Fund	-35,000
Human Resources - Benefits Analyst (1 FTE) Transfer to Health Insurance Fund	-66,014
2006 GENERAL FUND BUDGET	**$231,446,038**

User Fees and Charges

The fees listed in this table are the charges for services being suggested for adjustment in 2006.

All departments have been instructed to follow all normal processes for approving these fee adjustments (i.e. public hearings, resolution adjustments and approval actions, etc.) for implementation in 2006.

Program-Service Fee Description	**Current Fees (As Of 6/1/05)**	**Anticipated Fees (As Of 1/1/06)**
City Planning and Community Development		
Land Use – Application Fees		
1. Annexations	$2,080 plus $27 per acre for the first 100 acres; $11 per acre thereafter	$2,150 plus $28 per acre for the first 100 acres; $11 per acre thereafter
2. Land Use Map Amendment	$780	$810
3. Master Plan (New or Major Amendment)	$1,090 plus $11 per acre	$1,130 plus $11 per acre
4. Minor Amendment to an approved Master Plan	$625	$645
5. Minor Adjustment to an approved Master Plan	$155	$160
6. Development Agreement	$2,080	$2,150
7. Planned Unit Development Zone Change	$1,560 plus $26 per acre	$1,615 plus $27 per acre
8. Planned Unit Development Plan	$1,560 plus $26 per acre	$1,615 plus $27 per acre
9. Concept or Development Plan for Planned Unit Development Zone [New or Major Amendment]	$1,560 plus $27 per acre	$1,615 plus $28 per acre
10. Mixed Use Zone Change	$1,820 plus $21 per acre	$1,885 plus $22 per acre
11. Concept or Development for a Mixed Use Zone [New or Major Amendment]	$1,820 plus $26 per acre	$1,885 plus $27 per acre
12. Establishment of an "A" [Agricultural] Zone	$780 plus $5 per acre	$810 plus $5 per acre
13. Change of Zone Classification	$1,250 plus $10 per acre	$1,295 plus $10 per acre
14. Concept, Development or Minor Development Plan – Commercial [New or Major Amendment]	$1,460 plus $26 per acre	$1,510 plus $27 per acre
15. Concept, Development or Minor Development Plan – Commercial [New or Major Amendment in a Hillside or Streamside Overlay Zone]	$1,460 plus $26 per acre plus 10%	$1,510 plus $27 per acre plus 10%
16. Concept, Development or Minor Development Plan – Residential [New or Major Amendment]	$1,460 plus $5 per lot or unit	$1,510 plus $5 per lot or unit
17. Concept, Development or Minor Development Plan – Residential [New or Major Amendment in a Hillside or Streamside Overlay Zone]	$1,460 plus $5 per lot or unit plus 10%	$1,510 plus $5 per lot or unit plus 10%
18. Conditional Use [New or Major Amendment for construction of new building (s)]	$1,145	$1,510 plus $27 per acre
19. Conditional Use [New or Major Amendment for conversion of an existing building without new construction]	$1,145	$1,185
20. Use Variance [New or Major Amendment for construction of new building(s)]	$1,145	$1,510 plus $27 per acre
21. Use Variance [New or Major Amendment for conversion of an existing building without new construction]	$1,145	$1,185
22. Minor Amendment to an approved Concept, Development or Minor Development Plan, Conditional Use or Use Variance	$260	$270

Program-Service Fee Description	Current Fees (As Of 6/1/05)	Anticipated Fees (As Of 1/1/06)
23. Subdivision Plat – Commercial, Planned Unit Development or Mixed Use Zones	$885 plus $21 per acre	$915 plus $22 per acre
24. Subdivision Plat - Residential	$780 plus $5 per lot or unit	$810 plus $5 per lot or unit
25. Amendment to a Plat Restriction	$520	$540
26. Final Irrigation Plan	$260	$270
27. CMRS [Commercial Mobile Radio Station] Conditional Use	$2,500	$2,590
28. CMRS [Commercial Mobile Radio Station] Development Plan	$1,090	$1,130
29. CMRS [Commercial Mobile Radio Station] Minor Amendment to an approved Development Plan	$680	$705
30. Non-Use Variance - Commercial	$390 per variance for each of the first two variances; $180 per variance thereafter	$405 per variance for each of the first two variances; $190 per variance thereafter
31. Non-Use Variance - Residential	$190 per variance for each of the first two variances; $95 per variance thereafter	$200 per variance for each of the first two variances; $100 per variance thereafter
32. Variance Time Extension	$190	$200
33. Appeal of an Administrative Decision to Planning Commission	$155	$160
34. Appeal of a Planning Commission Decision to City Council.	$155	$160
35. Property Boundary Adjustment, Waiver of Replat, Building Permit to Unplatted Land and/or Building Permit prior to Platting	$260	$270
36. Preservation Easement Adjustment	$625	$650
37. Waiver of Subdivision Procedural Requirement and/or Waiver of Subdivision Design Standards	$625	$650
38. Street Name Change	$520	$540
39. Street or Subdivision Plat Vacation	$1,040	$1,080
40. Human Service Establishment Administrative Permit	$200	$219
41. Human Service Establishment Administrative Permit for a Facility, Group Home or Shelter	$190	$200
42. Compliance Letter and Inspection	$260	$270
43. Zoning Verification Letter	$75	$80
44. Non-Conforming Use/Re-Build Letter	$155	$160
45. Temporary Use Permit	$85 plus $20 per month	$90 plus $21 per month
Land Use - Revocable Permit Fees		
1. Access Drive [Initial Issuance]	$90	$95
2. Attachment to Vertical Utility Infrastructure [Initial Issuance]	$105	$110
3. Attachment to Vertical Utility Infrastructure [Renewal]	$105	$110
4. Awning [Initial Issuance]	$110	$115
5. Balcony [Initial Issuance]	$95 per building	$100 per building
6. Commercial Fence or Retaining Wall [Initial Issuance]	$75	$80
7. Commercial Lighting [Initial Issuance]	$95	$100
8. Communication Cable [Initial Issuance]	$625	$645

Program-Service Fee Description	Current Fees (As Of 6/1/05)	Anticipated Fees (As Of 1/1/06)
9. Communication Cable [Renewal]	$130	$135
10. DSL Box [Initial Issuance]	$130	$135
11. Parking [Initial Issuance]	$155	$160
12. Permanent Sign [Initial Issuance]	$110	$115
13. Private stormwater and/or Monitoring Well [Initial Issuance]	$135	$140
14. Semi-Permanent Builder Directional Sign [Initial Issuance]	$95	$100
15. Sidewalk Café, Less than 8 seats [Initial Issuance]	$140	$145
16. Sidewalk Café, More than 8 seats [Initial Issuance]	$215	$225
17. Sidewalk Café, More than 8 seats [Renewal]	$135	$140
18. Surface and Sub-Surface Structure [Initial Issuance]	$125	$130
19. Temporary Merchandise Display [Initial Issuance]	$95	$100
Parks, Recreation & Cultural Services		
1. Showmobile Personnel	$37.36/hr (2 hr max)	$40.00/hr (no max)
2. Permit to reserve one softball/baseball field; no maintenance, lights or bases (Four Diamond, Gossage, Leon Young, Memorial, Wasson, Rampart, Skyview, Cottonwood, Ford Frick, Village Green, Monument Valley South)	$20.00/hr/field	Ford Frick increase from $10 to $20/hr.
3. Adult Summer Fast Pitch Softball	$255.00	$265.00
4. Shuffleboard	New	$.25/game
5. Youth Sports-New Stars (21 Sessions) (5-17 Yrs)	$160.00	$170.00
6. Youth Sports-Youth Boxing	$80.00	$82.00
7. Youth Sports-Volleyball	New	$40.00
8. Youth Public Skating	$3.25	$3.50
9. Adult Public Skating	$4.75	$5.00
10. Figure Skating-Adult Walk-On Patch and Freestyle (45 minutes)	$8.00	$10.00
11. Figure Skating-Youth Walk-On Patch and Freestyle (45 minutes)	$7.00	$7.50
12. Figure Skating-Walk-On Ice Dance Session (1 hour)	$9.00	$10.00
13. Therapeutic Recreation-Camping Trip	$57.00	$65.00
14. Therapeutic Recreation-Rafting	$24.00	$25.00
15. Therapeutic Recreation-Inclusion Activities	$6.00	$8.00
16. City Auditorium-Non-Profit with no merchandise sold or admissions charged	$700.00	$100.00/hr
17. Senior Center-Quilting	$12.00	$15.00
18. Senior Center-Computers (volunteer instructor)	$5.00	$7.00
19. Senior Center-Water Color	$38.00	$40.00
20. Senior Center-Knitting	$30.00	$32.00
21. Senior Center-Dance	$6.00	$8.00
22. Senior Center-Weight Lifting	$15.00	$18.00
23. Senior Center-Spanish	$22.00	$25.00
24. Hillside Community Center-YESS (M-F)	$35.00	$37.00
25. Hillside Community Center-Great Exploration (M-F)	$140.00	$148.00
26. Hillside Community Center-First Impressions (M-F)	$140.00	$148.00

Program-Service Fee Description	Current Fees (As Of 6/1/05)	Anticipated Fees (As Of 1/1/06)
27. Hillside Community Center-Full Day Features	$6.00	$7.00
28. Meadows Park Community Center-Youth Drop-In	$2.00	$1.50/day or $30.00/month
29. Meadows Park Community Center-Knowledge is Power	$14.00	$20.00
30. Meadows Park Community Center-Horizon for Teens	$25.00	$30.00
31. Deerfield Hills Community Center-After School (M-F)	$35.00	$37.00
32. Deerfield Hills Community Center-Full Day Features	$6.00	$7.00
33. West Intergenerational Center-Summer Blocks MWF	$59.00	$65.00
34. West Intergenerational Center-After School Drop-In	$1.25/day	$1.50/day
35. West Intergenerational Center-Spring Break (M-F)	New	$35.00
Public Works		
Transportation Engineering		
1. Annexation	$167.00 plus $4.35 per acre for the first 100 acres; $1.65 per acre thereafter	$178.00 plus $4.65 per acre for the first 100 acres; $1.75 per acre thereafter
2. Land Use Map Amendment	$44.00	$47.00
3. Master Plans	$334 plus $4.35 per acre	$353 plus $4.60 per acre
4. Minor Amendment to Master Plan	$172.00	$183.00
5. Development Agreements	$1,432.00	$1,509.00
6. PUD Zone Change	$255 plus $4.25 per acre	$274 plus $4.55 per acre
7. PUD Plan	$1,050 plus $17.60 per acre	$1,113 plus $18.65 per acre
8. CP or DPs - PUD Zone	$1,112 plus $18.50 per acre	$1,179 plus $19.60 per acre
9. MU Zone Change	$589 plus $8.40 per acre	$632 plus $9.00 per acre
10. CP or DPs - MU Zone	$629 plus $8.95 per acre	$667 plus $9.50 per acre
11. Zone Change	$238 plus $2.00 per acre	$252 plus $2.10 per acre
12. CP, DP or MDP – Commercial (New or Major Amendment)	$620 plus $19.75 per acre	$657 plus $20.90 per acre
13. CP, DP or MDP – Commercial Hillside or Streamside Project (New or Major Amendment)	$571 plus $32.75 per acre	$605 plus $34.70 per acre
14. CP, DP or MDP – Residential (New or Major Amendment)	$529 plus $3.85 per lot/unit	$561 plus $4.10 per lot/unit
15. CP, DP or MDP – Residential Hillside or Streamside Project (New or Major Amendment)	$446 plus $6.25 per lot/unit	$473 plus $6.60 per lot/unit
16. Conditional Use, Use Variance and OR (Office/Residential) Zone Change (New or Major Amendment)	$130.00	$138.00
17. Minor Amendment to CP, DP, MDP, CU and/or UV	$73.00	$78.00
18. Subdivision Plat, Commercial, PUD or MU Zones, including Hillside or Streamside Project	$53 plus $2.35 per acre	$57 plus $2.50 per acre
19. Subdivision Plat, Residential, including Hillside or Streamside Project	$57 plus $0.50 per lot/unit	$61 plus $0.55 per lot/unit
20. Subdivision Plat, Residential	$57 plus $0.50 per lot/unit	$61 plus $0.55 per lot/unit
21. Subdivision Plat, Residential Hillside or Streamside Project	$57 plus $0.50 per lot/unit	$61 plus $0.55 per lot/unit
22. Amendment to Plat Restriction	$35.00	$37.00

Program-Service Fee Description	Current Fees (As Of 6/1/05)	Anticipated Fees (As Of 1/1/06)
23. Non-Use Variance - Commercial	$54.00 per property; unlimited number of variances	$58.00 per property; unlimited number of variances
24. Non-Use Variance - Residential	$54.00 per property; unlimited number of variances	$58.00 per property; unlimited number of variances
25. Property Boundary Adjustment, Waiver of Replat, Building Permit to Unplatted Land, Building Permit prior to Platting	$29.00	$31.00
26. Subdivision Wavier from Procedural Requirement and/or Design Standards	$405.00 only if waiving street design standards	$429.00 only if waiving street design standards
27. Street Name Change	$20.00	$21.00
28. Street or Plat Vacation	$84.00	$89.00
Internal Support		
Real Estate		
1. Disposal of Surplus Property	$0	$445
2. Encroachment Requests	$50	$160
3. Lease Requests	$0	$600
4. Research Requests	$0	$28/hr
5. License Requests	$0	$600
6. Appeal Requests	$0	$155
Appointees		
City Attorney		
1. Deputy City Attorney Hourly Fee	$104.84 per hour	$114.45 per hour
City Auditor		
1. Colorado Springs Utilities for Auditing Services	N/A	Based on using 50% of audit hours
2. Memorial Hospital for Auditing Services	N/A	Based on using 17% of audit hours
3. Colorado Springs Airport for Auditing Services	N/A	Based on using 8% of audit hours
City Clerk		
Tastings License	N/A	$100

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Ordinance No. 05-194

AN ORDINANCE MAKING THE ANNUAL TAX LEVY FOR THE CITY OF COLORADO SPRINGS FOR THE YEAR ENDING DECEMBER 31, 2006

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 2006 to be:

General Fund:

General Property Taxes -		
4.944 mills on estimated valuation of $4,107,451,560	20,307,241	
		$ 20,307,241
Less -		
County Treasurer's Collection fee of 1.0%	(203,072)	
Provision for uncollectable taxes at 1.0%	(203,072)	
Economic Development Rebates	(923,524)	
		$ (1,329,668)
Total Property Taxes		**$ 18,977,573**
Other Taxes		$128,765,101
Licenses and Permits		1,010,313
Intergovernmental Revenue		20,893,157
Charges for Services		13,285,065
Fines and Forfeits		9,434,411
Miscellaneous Revenues		5,579,106
Transfers from Other Funds		32,435,185
Total General Fund		**$230,379,911**
Draw from Fund Balance		1,066,127
Total Revenue		**$231,446,038**

Other Funds:

	2006 Revenue	Draw from (Add to) Fund Balance	Total
Special Revenue Funds:			
Arterial Roadway	$250,000	150,000	$400,000
Ballfield Capital Improvements	102,500	0	102,500
Bicycle Tax	103,000	47,000	150,000
Briargate Special Improvement Maintenance District	789,095	50,000	839,095
Cable Franchise Fund	1,260,000	0	1,260,000
CDBG	3,269,781	0	3,269,781
City–Funded CIP	17,383,921	0	17,383,921
Conservation Trust (State Lottery Program)	3,246,850	0	3,246,850
Economic Development	5,400	80,658	86,058
Emergency Shelter Act Grant	113,416	0	113,416
Garfield School Maintenance	27,500	(2,350)	25,150
Gateway Special Improvement Maintenance District	3,526	0	3,526
Gift Trust	1,100,000	0	1,100,000
Home Investment Partnership	2,683,319	0	2,683,319
HOPE III	598,492	0	598,492
Lodgers and Automobile Rental Tax (Bed and Car)	3,594,770	77,824	3,672,594
Norwood Special Improvement Maintenance District	609,744	70,000	679,744
Old Colorado City Maintenance and Security District	107,898	12,000	119,898
Platte Avenue Special Improvement Maintenance District	10,517	0	10,517
Public Safety Sales Tax	24,643,897	1,025,750	25,669,647
Public Space and Development	670,000	207,000	877,000
Senior Programs	15,000	35,000	50,000
Springs Community Improvements Program (SCIP)	350,000	23,532	373,532
Stetson Hills Special Improvement Maintenance District	228,594	0	228,594
Street Tree	12,000	238,000	250,000
Subdivision Drainage	1,750,000	250,000	2,000,000
Therapeutic Recreation	500	500	1,000
Trails, Open Space and Parks (TOPS)	6,232,739	(78,668)	6,154,071
Tree City USA	0	10,598	10,598
Woodstone Special Improvement Maintenance District	20,150	0	20,150
Enterprise Funds:			
Airport Gross Income	$22,072,846	1,573,385	$20,499,461
Cemetery	1,415,985	(189)	1,415,796
Development Review	1,940,912	196,829	2,137,741
Human Services Complex	248,000	71,098	319,098
Parking System Gross Income	2,895,829	(708,619)	2,187,210
Patty Jewett Golf Course	1,986,383	735	1,987,118
Pikes Peak – America's Mountain	3,441,292	36,918	3,478,210
Valley Hi Golf Course	1,134,818	44,716	1,179,534

Other Funds (cont.):

	2006 Revenue	Draw from (Add to) Fund Balance	Total
Internal Services Funds:			
Claims Reserve Self-Insurance	$ 1,000,000	$0	$ 1,000,000
Employee Benefits Self-Insurance	32,519,014	0	32,519,014
Support Services	26,335,549	0	26,335,549
Workers Compensation Self-Insurance	6,557,569	0	6,557,569
Permanent Funds:			
C. D. Smith	$ 85,600	$0	$ 85,600
Perkins	150	0	150
Sabine	100	0	100
Trails, Open Space and Parks (TOPS) Maintenance	11,500	0	11,500
Woods	200	0	200
Local Improvement Districts Funds			
Improvement Districts Funds	$ 32,400	$0	$ 32,400
Carmel Drive	28,900	0	28,900
Woodmen Valley	123,400	0	123,400
Grants Fund			
Grants Interest	$ 80,000	$0	$ 80,000
Ridefinders Program	320,446	0	320,446

Section 2. That the City Council hereby finds, determines and declares that the amount of money necessary to be raised by the tax levy, taking into account the amounts available from other sources to meet the expenses of the City for the ensuing year, is the sum of $18,977,573.

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 4.944 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 2005 of 4.944 mills as a tax levy for City purposes to be due and payable in and during the Year 2006.

	Mills
For interest on General Obligation Bonds	0.081
For redemption of General Obligation Bonds	0.760
For General Purpose	4.103
Total	**4.944**

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 2006 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, 2006.

Introduced, read, and passed on first reading and ordered published this 22nd day of November, 2005.

Lionel Rivera
Mayor

ATTEST:

Kathryn M. Young
City Clerk

Finally passed, adopted and approved this 13th day of December, 2005.

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, 2006"** was introduced and read at a regular meeting of the City Council of the City of Colorado Springs, held on November 22, 2005; that said ordinance was passed at a regular meeting of the City Council of said City, held on the 13th day of December, 2005, and that the same was published in full 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 13th day of December, 2005.

City Clerk

Ordinance No. 05-195

AN ORDINANCE APPROVING THE ANNUAL BUDGET AND APPROPRIATING MONIES FOR THE SEVERAL PURPOSES NAMED IN SAID BUDGET FOR THE YEAR ENDING DECEMBER 31, 2006

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, 2006, 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 2006 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 2006.

General Fund:	**$231,446,038**
Other Funds:	
Special Revenue Funds:	
Arterial Roadway	$ 400,000
Ballfield Capital Improvements	102,500
Bicycle Tax	150,000
Briargate Special Improvement Maintenance District	839,095
Cable Franchise Fund	1,260,000
CDBG	3,269,781
City–Funded CIP	17,383,921
Conservation Trust (State Lottery Program)	3,246,850
Economic Development	86,058
Emergency Shelter Act Grant	113,416
Garfield School Maintenance	25,150
Gateway Special Improvement Maintenance District	3,526
Gift	1,100,000
Home Investment Partnership	2,683,319
HOPE III	598,492
Lodgers and Automobile Rental Tax (Bed and Car)	3,672,594
Norwood Special Improvement Maintenance District	679,744

Old Colorado City Maintenance and Security District	119,898
Platte Avenue Special Improvement Maintenance District	10,517
Public Safety Sales Tax	25,669,647
Public Space and Development	877,000
Senior Programs	50,000
Springs Community Improvements Program (SCIP)	373,532
Stetson Hills Special Improvement Maintenance District	228,594
Street Tree	250,000
Subdivision Drainage	2,000,000
Therapeutic Recreation	1,000
Trails, Open Space and Parks (TOPS)	6,154,071
Tree City USA	10,598
Woodstone Special Improvement Maintenance District	20,150
Enterprise Funds:	
Airport Gross Income	$20,499,461
Cemetery	1,415,796
Development Review	2,137,741
Human Services Complex	319,098
Parking System Gross Income	2,187,210
Patty Jewett Golf Course	1,987,118
Pikes Peak – America's Mountain	3,478,210
Valley Hi Golf Course	1,179,534
Internal Services Funds:	
Claims Reserve Self-Insurance	$ 1,000,000
Employee Benefits Self-Insurance	32,519,014
Support Services	26,335,549
Workers Compensation Self-Insurance	6,557,569
Permanent Funds:	
C. D. Smith	$ 85,600
Perkins	150
Sabine	100
Trails, Open Space and Parks (TOPS) Maintenance	11,500
Woods	200
Local Improvement Districts Funds	
Improvement Districts Funds	$ 32,400
Carmel Drive	28,900
Woodmen Valley	123,400
Grants Fund	
Grants Interest	$80,000
Ridefinders Program	320,446

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 2006.

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, 2006.

Introduced, read, and passed on first reading and ordered published this 22nd day of November, 2005.

Lionel Rivera
Mayor

ATTEST:

Kathryn M. Young
City Clerk

Finally passed, adopted and approved this 13th day of December, 2005.

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, 2006"** was introduced and read at a regular meeting of the City Council of the City of Colorado Springs, held on November 22, 2005; that said ordinance was passed at a regular meeting of the City Council of said City, held on the 13th day of December, 2005, and that the same was published in full 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 13th day of December, 2005.

City Clerk

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