City of
Colorado Springs,
Colorado

2009 Budget

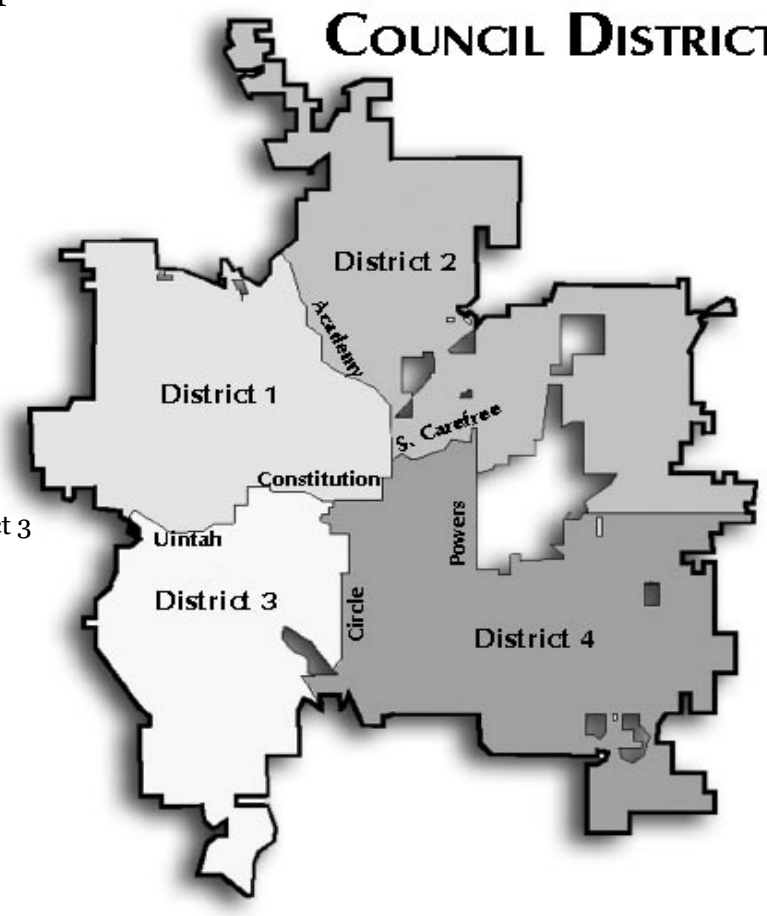
January 1, 2009

Lionel Rivera – Mayor

Larry Small – Vice Mayor

Scott Hente – District 1

Darryl Glenn – District 2



Jerry Heimlicher – District 3

Margaret Radford – District 4

Tom Gallagher – At-Large

Jan Martin – At Large

Randy Purvis – At-Large

Council Appointees

Penelope Culbreth-Graft, DPA – City Manager
HayDen W. Kane, II, Municipal Presiding Judge
Patricia K. Kelly, City Attorney
Jeff F. Litchfield, City Auditor
Kathryn M. Young, City Clerk

Senior City Management Staff

Michael L. Anderson, Assistant City Manager
Nancy Johnson, Assistant City Manager

Lisa M. Bigelow, Economic Development Director
Steven W. Cox, Fire Chief
Ann M. Crossey, Human Resources Director
Mark Earle, Airport Director
Vacant, Community Development Director
Curlie O. Matthews, Chief Information Officer
Richard W. Myers, Police Chief
Paul D. Butcher, Parks, Recreation and Cultural Services Director
Terri L. Velasquez, Chief Financial Officer

Budget Staff

Carol M. Christjohn, Staff Assistant
Todd S. Dodge, Principal Analyst
David C. Hens, Principal Analyst
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Charae T. M. Sachanandani, Principal Analyst
Kara L. Skinner, Principal Analyst

Ordinance No. 09-33

AN ORDINANCE AMENDING ORDINANCE NO. 08-213 (2009 APPROPRIATION ORDINANCE) ADOPTING THE ANNUAL BUDGET AND APPROPRIATING MONIES FOR THE SEVERAL PURPOSES NAMED IN SAID BUDGET FOR THE YEAR ENDING DECEMBER 31, 2009

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 the annual budget for the year ending December 31, 2009, which details the aggregate sum of revenue and expenditures allowed to each department, division, agency, and fund.

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 amended and appropriated out of the revenue of the City of Colorado Springs for the year 2009 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 2009.

General Fund and Other Funds:

	Original 2009 Revenue	Amended 2009 Revenue	Original 2009 Expenditure	Amended 2009 Expenditure
General Fund:	$237,670,138	$227,523,501	$238,481,638	$228,335,001
Special Revenue Funds				
Public Safety Sales Tax (PSST)	$25,153,908	$23,461,908	$25,176,081	$23,484,081
Internal Services Funds:				
Support Services Fund	$25,181,538	$24,514,751	$25,181,538	$24,514,751

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 2009.

Section 4. The Mayor and the City Clerk are directed to sign said amended budget for the funds as listed above and as herein adopted, and to file the same with the City Chief Financial Officer.

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 shall be in full force and effect from and after its passage and publication as provided by the City Charter.

Introduced, read, and passed on first reading and ordered published this 24th day of February, 2009.

Lionel Rivera
Mayor

ATTEST:

Kathryn M. Young
Deputy City Clerk

Finally passed, adopted and approved this 10th day of March, 2009.

Mayor

ATTEST:

Deputy City Clerk

I HEREBY CERTIFY that the foregoing ordinance entitled "**AN ORDINANCE AMENDING ORDINANCE NO. 08-213 (2009 APPROPRIATION ORDINANCE) ADOPTING THE ANNUAL BUDGET AND APPROPRIATING MONIES FOR THE SEVERAL PURPOSES NAMED IN SAID BUDGET FOR THE YEAR ENDING DECEMBER 31, 2009"** was introduced and read at a regular meeting of the City Council of the City of Colorado Springs, held on February 24th, 2009; that said ordinance was passed at a regular meeting of the City Council of said City, held on the 10th day of March, 2009, 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 10th day of March, 2009.

Deputy City Clerk

Revisions to the 2009 General Fund Budget

	Comments/Explanation Detail	Submitted By	Revenue	Expenditure
			Approved	Approved
Administrative Changes				
1	Eliminate Stormwater Level of Effort			($1,170,000)
2	Transfer from Parking Enterprise		$1,000,000	
3	First USOC payment - capitalize			($1,900,000)
4	Transfer TOPS Unused Maintenance		$1,150,000	
5	Cap Vendor Fee at $100, exempt Auto			($724,000)
6	Eliminate DASH to fund other Transit			($355,000)
7	1% cut to General Fund Police/Fire			($1,200,000)
8	14.5% cut to General Fund Non-Police/Fire Departments			($7,900,000)
9	10% cut to Council Appointees (except City Auditor and City Manager at			($900,000)
Other Changes				
10	Keep Colorado Springs Beautiful			$45,000
11	Annual Fee Adjustments - Municipal Court		$45,000	
12	Police - Special Events			$155,805
13	Public Safety Overtime Adjustments			($155,805)
14	FREX (PPRTA funded)			$0
15	Transit Service 10,000 hrs (PPACG funded)			$0
City Council Changes				
16	DASH - decreased service	Council Member Heimlicher		$177,500
17	DASH - Offset by increase in parking meter rates/hours	Council Member Heimlicher	$177,500	
18	Deerfield Hills sprayground	Council Member Radford		$22,000
19	Auction firearms (net of expense)	Council Member Small	$10,000	
20	Reinstate Starsmore / Discover Canyon / Helen Hunt Falls positions			$52,000
21	Reinstate Museum Guard position	Council Member Martin		$23,017
22	Reduce hours of operation at all pools to fund Deerfield Hills sprayground	Council Member Radford		($22,000)

February 2009 Budget Reduction
Impact Statements based on 14.5% Reduction

Total Reductions
$10 million
101.75 positions
(62.25 eliminated, 39.5 transferred to other funds)

Table of Contents

Transportation and Parks
Parks, Recreation and Cultural Services 1
Transit 13
Fleet Management 22

Community, Infrastructure, and Development
Community Development 25
Economic Development 26
Streets 27

Financial and Administrative Services
Human Resources 29
Information Technology 32
Financial Services 34
Procurement Services 35
Revenue and Collections 37

Police 38

Fire 40

Appointees
City Attorney 41
City Auditor 42
City Clerk 43
City Manager 46
Municipal Court 47

Parks, Recreation & Cultural Services

February 2009 Budget Cuts – Impact Statement of 14.5% Reduction

Position Impacts: 29.5 positions (10 positions eliminated, 19.5 transferred to other funds)

The following summary lists all proposed reductions within the Parks, Recreation and Cultural Services Department to meet its goal of a 14.5% budget reduction. Please note that all expense, revenue and reduction numbers reflect three-quarters of a year (April through December). However, all participant numbers reflect an annual rate.

There are a total of 20 items listed below with the first item offered for reduction being the first item to be eliminated and so on down the list.

Move $1,042,484 of Park Maintenance Expenses from General Fund to Lottery

Reduction Amount: $1,042,484

FTE transferred: 19 positions

Please note that the transfer of funds identified below reflects one year of budgeted expenditures.

Funding for much needed repair and renovation projects at numerous park facilities such as the Sertich Ice Center, Pioneers Museum, Rock Ledge Ranch, Memorial Sports Office, Community Centers, picnic shelters and park restrooms throughout the park system has been completely eliminated from Conservation Trust Fund. The only repair project funded in 2009 is the re-plastering of the Cottonwood Recreation Center pool. Deferring maintenance of these facilities will result in far greater capital expense in the future.

The park system contains 187 hard surface courts for tennis, basketball and inline hockey. Funding for the repair of tennis courts, basketball courts, and inline hockey courts has been completely eliminated. It is anticipated that at least five tennis courts will be closed due to unsafe playing conditions in 2009.

Many of the irrigations systems in our parks are over 50 years old. In recent years, the city has been renovating these inefficient irrigations systems in three to five parks per year resulting in annual water savings of up to 40 percent. In 2009, no irrigation renovation will take place.

Each year the parks department receives numerous citizen requests for improvements to existing neighborhood and community parks. These requests represent a wide range of small projects including new picnic shelters, way finding signage, security lighting, fencing, drinking fountains, etc. Funding for all improvements within our 209 existing park sites has been eliminated. No citizen requests submitted as part of the 2009 CIP Budget process for improvements will be implemented.

The City's park system contains 148 playgrounds. These playgrounds receive a significant amount of use and abuse. Each year, three to five old, worn-out playgrounds are completely renovated to meet current safety standards. In 2009, no playground renovations will take place. All funding for playground replacement parts has also been eliminated. No playground repairs will be made. Once a playground is damaged it will be removed to minimize City liability.

All funding for restroom renovation has been eliminated from the 2009 budget. Many restrooms are in poor condition and are often subject to acts of vandalism. Depending on the extent of damage inflicted, restrooms may be closed and not repaired.

All funding for vandalism throughout the entire park system has been eliminated from the 2009 budget. Facilities that are deemed unsafe due to vandalism will be fenced off and closed.

All funding for lighting replacement has been eliminated from the 2009 budget. No replacement of vandalized lighting or replacement of burned out lights will be done. This may result in cancelling night games for youth and adult sports programs. Poor lighting in parks may result in an increase in vandalism and crime.

All funding for drinking fountains and picnic table replacement has been eliminated from the 2009 budget. Drinking fountains will be turned off and damaged picnic tables will be removed with no repair or replacement.

All funding for the replacement of damaged sidewalks and constructing missing sidewalks within the park system has been eliminated from the 2009 budget. This may result in increased liability to the City due to unsafe conditions.

Maintenance and operation funding for the Julie Penrose Fountain and the Deerfield Hills Spray Ground has been eliminated from the 2009 budget. These popular water features will not be operated or maintained in 2009.

All funding for ponds and water feature maintenance has been eliminated from the 2009 budget. The ponds at Mary Kyer Park, Monument Valley Park, Ute Valley Park, will not be maintained. No additional water will purchased to fill Quail Lake.

Funding for repaving and repairs of the extensive trail system has been eliminated from the 2009 CIP Budget. The City's trail system currently consists of over 100 miles of multi-use trail. The backlog of trail maintenance will continue to grow. Sections of trail that are determined to be unsafe will be fenced and closed.

Transfer Project Funding From Lottery to General Fund

Reduction Amount: $271,583

Please note that the transfer of funds identified below reflects one year of budgeted expenditures.

Due to a miscalculation regarding the chargeback of TOPS maintenance funds between 2003 and 2008, the one-time appropriation of $1.4 million identified during the January 26th City Council budget discussion is short by $250,000. In order to close the gap for this shortfall and meet our reduction amount, one construction project account and one feasibility study will be abandoned.

Eliminate One Position (Horticultural Division – ATB Park)

Reduction Amount: $36,678

FTE Eliminated: 1 Maintenance Technician II

This action will significantly affect our delivery of maintenance services. Whether it is mowing, edging, trimming, trash pickup, repair to damaged facilities, vandalism, playground maintenance, or the removal of graffiti, all of these tasks will be performed less frequently resulting in parks that will become a detriment to their neighborhood as opposed to a desirable amenity. The biggest concern will be addressing safety issues that arise in a timely and effective manner that increases potential liability to the City and could bring harm to the children and families that utilize our parks.

Eliminate One Position (Regional Parks and Trails)

Reduction Amount: $43,675

FTE Eliminated: 1 Senior Maintenance Technician

This is one of three positions currently assigned to maintain the City's 104.7 miles of urban trails and 90 miles of trail within regional parks and open space properties. Its elimination will leave two staff for this responsibility. Whether it is mowing, trash pickup, sweeping trail surfaces, snow removal, erosion repair or facilitating a trail reconstruction, all of these tasks will be performed less frequently resulting in trails that are less attractive, less usable and, more importantly, less safe. This will increase potential liability to the City and could bring harm to the children and families that utilize our trail system.

Reduce Hourly Staff Funding (Forestry)

Reduction Amount: $20,000

FTE Eliminated: None

Reduced funding will result in less assistance for forestry technicians in the field. Priority service will continue to focus on safety and hazard-related issues.

Senior Center Programming Transferred to Endowment Fund

Reduction Amount: $24,500

FTE Eliminated: None

Select programming at the Senior Center will be transferred to the Center's endowment fund. Specifically, the following classes will be funded through this mechanism: Strong Women Strong Bones, Salsa Dancing, Pilates and some computer classes. This transfer will have no service impact on the Senior Center's customer base.

Eliminate One Position (Design, Development and TOPS)

Reduction Amount: $60,000

FTE Eliminated: 1 Landscape Architect II

The Design, Development and TOPS Division provides comprehensive planning, design and construction management services for parks, trails, open space and recreation facilities. Elimination, through transfer to the Transit Division, of a landscape architect will result in less staff time dedicated to projects related to: Conservation Trust, SWENT, RTA, and CDOT as well as comprehensive park planning, Springs Utility projects, plan reviews, and memorial and donation coordination. This reduction in time will negatively impact the City's park system over time.

Transfer 0.5 Position to TOPS

Reduction Amount: $32,138

FTE Transferred: 0.5 Staff Forester

One half of a staff forester position will be transferred into the TOPS fund. This position will be split between Urban Forestry and Open Space management to include responding to calls for service for trees in the urban forest and on TOPS-purchased properties. Additional activities will include monitoring for insect and disease activity and related forest health issues as well as monitoring for tree-related safety and hazards.

Eliminate One Position (Visitor Services): 55,000+ annual participants

Reduction Amount: $62,958

FTE Eliminated: 1 Recreation Supervisor

The proposed reduction in staffing will result in the elimination of training and oversight of both full-time and hourly staff at Garden of the Gods, North Cheyenne Cañon, and Rock Ledge Ranch. Volunteer programs will be reduced due to lack of staff oversight. Public contact, visitor information and resource protection in the Garden will be impacted as a result of these reductions.

Eliminate One Position (Design, Development and TOPS)

Reduction Amount: $56,786

FTE Eliminated: 1 Construction Project Specialist

Eliminating the construction project specialist will result in a 50% reduction in the Department's capacity to coordinate and manage construction of capital projects comprising 24 projects with a combined construction budget of $4.5 million. This decrease in direct project management may result in public safety risks, poor construction quality, project delays, and increases in expensive change-orders.

Eliminate 0.5 Position (Design, Development and TOPS)

Reduction Amount: $23,017

FTE Eliminated: 0.5 Administrative Technician

Reducing the administrative technician position by one-half will have a negative impact on the Division's customer service, administrative support of the TOPS Working Committee, processing contracts and invoices for capital projects and record keeping. TOPS Working Committee meetings will be reduced from two meetings per month to one per month. The public master plan process to update the Colorado Springs 2000-2010 Parks, Recreation and Trail Master Plan will be delayed. Additionally, the effort to digitally copy and archive 9,000+ architectural drawings and files stored at the Department (some dating back to General Palmer) will be put on hold.

Eliminate 0.75 Position and Close Helen Hunt Falls Visitor Center: 35,000 annual participants

Reduction Amount: $42,590

FTE Eliminated: 0.75 Program Coordinator

Helen Hunt Falls (HHF) Visitor Center is one of two Cultural Services programs in North Cheyenne Cañon Park. Both are open seasonally. HHF is located at the top of the Cañon and Starsmore Discovery Center (SDC) is at the base. HHF receives more visitors than SDC, but the HHF facility is quickly deteriorating and infested with rodents. The condition of that structure, along with the outstanding conditions of the SDC, makes this facility a lower priority.

Helen Hunt Falls is currently scheduled to be open June through August in 2009. Eliminating staff will result in the elimination of park safety patrol functions related to proper trail usage as well as deterring crime, vandalism and gang-related activity known to take place in the Cañon. Educational programming and volunteer programs will also be eliminated. The Park Ranger for North Cheyenne Cañon will serve as a point of contact for maintenance and emergency situations. With continued support and funding from the Friends of Cheyenne Cañon, temporary restroom facilities will continue to be available at this location.

Eliminate One Position (Pioneers Museum): 53,000 annual participants impacted

Reduction Amount: $66,595

FTE Eliminated: 1 Museum Curator

The Colorado Springs Pioneers Museum (CSPM) is the only institution with a mission to preserve the history and culture of the Pikes Peak Region. There are approximately 18,000 museums in the country and only 4% of those are fully accredited by the American Association of Museums. The CSPM has been accredited since 1991, but the proposed reductions threaten

this status. The CSPM has over 72,000 artifacts and 6,100 cubic feet of archival material collected since 1896. It has 15 exhibition galleries and dozens of exhibit cases that are used to educate youth and adult audiences. Two of the three positions proposed for reduction represent one-of-a-kind positions within the Museum. Loss of curatorial and exhibition positions mean that these highly specialized duties will be shared by remaining staff. With these reductions, few, if any, new programs or collections will be added.

Eliminate One Position (Pioneers Museum): 53,000 annual participants impacted

Reduction Amount: $56,786

FTE Eliminated: 1 Exhibit Designer

The Museum has 15 exhibition galleries and dozens of exhibit cases that are used to educate youth and adult audiences. Two of the three positions proposed for reduction represent one-of-a-kind positions within the Museum. Loss of curatorial and exhibition positions mean that these highly specialized duties will be shared by remaining staff. With these reductions, few, if any, new programs or collections will be added.

Eliminate 0.75 Position and Close Starsmore Discover Center: 32,000 participants

Reduction Amount: $50,192

FTE Eliminated: 0.75 Program Coordinator

Cherished as a local landmark for many years, the stone building known as the Starsmore Discovery Center was originally the home of the Starsmore family. It was purchased by the City of Colorado Springs and moved to its present location in 1992. It serves as an introduction to North Cheyenne Cañon Park. The Discovery Center provides an overview of the Park through exhibits, books, videos and programming. The proposed reduction in staff and programming will result in the elimination of park safety patrol and interpretive programming. Volunteer programs will be significantly reduced as well due to lack of staff oversight and management. The Park Ranger for North Cheyenne Cañon will serve as a point of contact for maintenance and emergency situations.

Eliminate One Position (West Community Center): 54,976 annual participants

Reduction Amount: $56,789

FTE Eliminated: 1 program coordinator

With the elimination of this position, programs providing supervision, education and recreation for at risk teens will be distributed between the remaining recreation supervisor and program coordinator. This change in staffing will ensure key teen programs are continued, but will mirror the administrative structure of other similarly-sized community centers within the Recreation Services Division.

Eliminate One Position (Aquatics Programs): 241,153 annual participants

Reduction Amount: $53,523

FTE Eliminated: 1 senior skilled maintenance technician

The Aquatics Program offers affordable swimming without having to pay a membership fee. Swimming promotes healthy lifestyles and enhances the quality of life. The duties associated with the elimination of one maintenance position will be absorbed by remaining staff.

Eliminate One Position (Pioneers Museum): 53,000 annual participants

Reduction Amount: $23,017

FTE Eliminated: 1 Museum Guard

With the elimination of one of the two museum guards and the need to re-structure to keep basic Museum operations in place, the Museum's hours could be reduced up to 50 percent or more.

Reduce Seasonal Staff Funding (Aquatics Programs): 241,153 annual participants

Reduction Amount: $4,400

FTE Eliminated: None

Reduced funding will result in reduced staffing being available at the various aquatics facilities.

Parks, Recreation & Cultural Services
Impact of Fee Increases

The following summary lists proposed fee increases for 2009. Please note that the dollar figures listed below reflect three quarters of budgeted expense, revenue and savings (April through December). Participant counts reflect turnstile tracking on an annual basis (January through December). Projected increases reflect the fee philosophy currently followed by the Recreation Services Division.

Recreation Services

Increase Fees at the City Auditorium: 148,060 annual participants

Expense: $180,946 Revenue: $180,946 Total Increase thru Fee Adjustment: $40,950

Four major promoters use the facility 32 weekends out of the year. 626 separate programs and rentals took place last year (average of 12 activities/week). No other facility in Colorado Springs offers this type of seating capacity and floor layout. Major programs utilizing the facility include floor shows, civic events, athletic contests, theater shows, religious ceremonies, graduations, City events, concerts, dances, political rallies, train exhibits, and car shows.

Projected fee increases required to fully sustain the City Auditorium are listed below (based on current expenses and 2008 participation figures):

Program	Current Fee	Proposed Fee
Main Arena (Commercial/Day)	$1,400	$1,960
Main Arena (Commercial/Non-Profit)	$1,150	$1,610
Lon Chaney (Commercial/Day)	$ 250	$ 350
Lon Chaney (Commercial/Non-Profit)	$ 200	$ 280

Increase Fees at Sertich Ice Center: 118,677 annual participants

Expense: $527,486 Revenue: $419,881 Total Increase thru Fee Adjustment: $24,000

The Sertich Ice Center, located in Memorial Park, features an NHL size ice surface and bleacher seating for 2,000. Programs include public skating with special group skating discounts, birthday party packages, Learn-To-Skate classes, figure skating sessions, youth hockey classes, ice rental and adult open hockey.

Projected fee increases required to support Sertich Ice Center are listed below (based on current expenses and 2008 participation figures):

Program	**Current Fee**	**Proposed Fee**
Hourly Rental (Commercial)	$200	$215
Hourly Rental (Non-Profit)	$185	$200
First Year Classes:		
Tot; Basic Skills; Mommy, Daddy and Me	$ 68	$ 75
Baby Blades	$ 50	$ 55
Adult Basic Skills	$ 81	$ 88
Freestyle	$ 75	$ 82
For consideration in 2010:		
Tot; Basic Skills; Mommy, Daddy and Me	$ 75	$ 80
Baby Blades	$ 55	$ 59
Adult Basic Skills	$ 88	$ 96
Freestyle	$ 82	$ 89

Increase Fees within the Adult Sports Program: 80,862 annual participants

Expense: $316,253 Revenue: $316,253 Total Increase thru Fee Adjustment: $25,658

The focus of adult sports is providing team sports opportunities for the community. Team sports, in addition to providing physical fitness for its participants, also promote social interaction, teamwork, respect for others, and self worth. Additionally, such programs are also attributed with providing stress relief which in return leads to less crime and violence (i.e. domestic violence, child abuse, alcoholism). Programs include: softball, football, basketball, dodge ball, kickball and volleyball.

Projected fee increases required to fully sustain the adult sports program are listed below (based on current expenses and 2008 participation figures):

Program	Current Fee	Proposed Fee
Spring/Fall softball/team	$270	$292
Summer softball/team	$300	$324
Summer softball senior 50+/person	$ 50	$ 54
Summer softball senior 60+/person	$ 10	$ 11
Winter softball/team	$230	$248
Spring/Fall volleyball/team	$260	$281
Summer volleyball/4 person	$ 85	$ 92
Summer volleyball/team	$150	$162
Spring/Fall volleyball/4 person	$250	$270
Winter volleyball/4 person	$290	$313
Winter volleyball/team	$300	$324
Spring/Fall Flag football/8x8/team	$270	$292
Spring/Fall Flag football/4x4/team	$195	$211
Winter basketball/team	$350	$378
Spring/Fall basketball/team	$320	$346
Summer 3x3 basketball/team	$ 80	$ 86
Winter dodge ball/team	$250	$270
Spring/Fall dodge ball/team	$205	$221
Summer kickball/team	$250	$270
CIP Player Fee	$7.50	$8.10

Increase Fees within the Aquatics Programs: 241,153 annual participants

Expense: $1,682,555 Revenue: $859,316 Total Increase thru Fee Adjustment: $74,066

Learning to swim reduces the risk of the nation's leading accidental deaths: drowning. Recreational swimming reduces the potential for neighborhood and community crime. The Aquatics Program offers affordable swimming without having to pay a membership fee. Swimming promotes healthy lifestyles and enhances the quality of life.

Projected fee increases to support the aquatics program are listed below (based on 2008 participation figures):

Program	Current Fee	Proposed Fee
Pool rental (Hourly)	$150.00	$175.00
Youth swim lessons	$ 35.00	$ 35.00
Adult swim lessons	$ 49.50	$ 60.00
Youth public swim	$ 4.00	$ 4.00
Adult public swim	$ 5.50	$ 7.00
Adult punch card	$ 44.00	$ 56.00
Senior punch card	$ 35.00	$ 45.00
Fitness 101	$ 0	$ 15.00
Membership – Fitness only	$ 75.00	$ 90.00
Membership – Fitness/Pool	$ 95.00	$114.00
Membership – Fitness/Pool/Class	$120.00	$144.00
Membership – Reach Your Peak	$ 20.00	$ 50.00
Birthday Parties	$105.00	$125.00

Increase Fees within the Youth Sports Program: 43,281 annual participants

Expense: $492,636 Revenue: $468,088 Total Increase thru Fee Adjustment: $80,477

Unlike sport clubs, the Recreation Services Division youth sports programs offer physical and recreational activities, versus high competitiveness, and are affordable. The City's youth sports programs do not deny any child the opportunity to participate. The program accepts youth who have a hearing loss or loss of sight. Additionally, the programs provide positive role models to assist and guide youth in developing their confidence and skills which enhances social interaction, teamwork, respect for others, and self esteem which results in less crime and violence (drug use, smoking, drinking, and gang activities) in the community. Programs will include: soccer, baseball, softball, t-ball, tackle football, flag football, summer day camps, cheer camps, youth wrestling, basketball, boxing, judo, volleyball, baseball, lacrosse, and weightlifting.

Current research shows that many of our programs are well below private sector programs. Minor adjustments should not impact sport registrations and the Department maintains a fund to assist any family who needs financial assistance.

Program	Current Fee	Proposed Fee
Soccer	$ 45	$ 55
Judo	$ 80	$ 85
Softball/Baseball	$ 40	$ 50
Volleyball	$ 40	$ 45
Football – Flag	$ 40	$ 50
Football – Tackle	$ 57	$ 67
Lacrosse – Camp	$102	$105

Transit Service

February 2009 Budget Cuts – Impact Statement of 14.5% Reduction and the Allocation of Downtown Shuttle (DASH) Funds to Local Bus Service

Position Impact: 0 positions

Summary:

The City of Colorado Springs Transit Services Division (TSD), a division of the Parks and Transportation Unit., operates Mountain Metropolitan Transit (MMT). MMT operates fixed-route, paratransit, regional express, vanpool, carpool, school pool, local express, and downtown circulator services with City General Funds and Pikes Peak Rural Transportation Authority (PPRTA) funds. These services provided more than 3.8 million rides in 2008, generated revenue of $3.78 million in fares and advertising, and $3.1 million in capitalized maintenance revenue from Federal Transit Administration (FTA).

On January 26, 2009 the City Council directed transit staff to terminate the Downtown Shuttle (DASH) service and use the Parking System funds designated for DASH to preserve local (fixed route) bus service. In addition, the City Budget Office staff requested transit to revise the reduction package from 20% to 14.5%. The net effect of this is a new reduction target of $916,989 (14.5%). This target is reduced by $355,462, which is the estimated savings from termination of the DASH service on March 31, 2009. This results in a required net reduction of $561,527.

This narrative identifies the implications of the remaining net reduction in Transit services in the April to December 2009 period. The savings must be realized over this period because no service changes can be implemented prior to April 2009 due to public process and operational requirements.

The only remaining source of reductions left in Transit Services' expenditures is to make cuts in hours of bus services provided to the public. Previous options for cuts were implemented January 4, 2009, which resulted in approximately 24,000 hours of cuts to fixed-route services, reductions in TSD staff, closure of the information booth at the downtown terminal, and more.

Impact of 14.5% Reduction – General Fund

In order to net a savings of $561,527, the expenditure budget must be reduced by approximately $1,196,390 to make up for the loss of revenues in fares and capitalized maintenance reimbursement from the Federal Transit Administration (FTA). It is important to note that revenue reductions are estimated; actual capitalized maintenance revenue cannot be determined until the renegotiation of contracts based on new service levels is completed. The fare revenue lost to service cuts is also contingent on fare revenue received from a system that would be 33% smaller than the system operated in 2008.

The new reduction percentage in the TSD General Fund Budget keeps the City well above the required Maintenance of Effort (MOE) funding level required by the PPRTA. The specific text of the RTA Intergovernmental Agreement (IGA) states:

> *"4.0 Purpose and Activities of Authority. The purpose and activities of the PPRTA shall be limited to the funding of roadway capital improvements, maintenance and operations, and transit service within the Authority boundaries established in the Agreement. Such projects shall be compatible with established state and local transportation plans that transport or convey people or goods, or permit people or goods to be transported or conveyed, within or through El Paso County by any means. It is the intent of the Parties that funding from the PPRTA will not be used to substitute*

for or reduce Colo. Spgs.' funding to the existing transit system, or to substitute for or reduce any Party's funding for maintenance activities."

To realize a net savings of $561,527 to the City General Fund, reductions of approximately 34,135 annual fixed-route, and associated paratransit, service hours are required. The reduction of PPRTA service hours is estimated to be 13,900 service hours, and the reduction of City service hours is estimated to be 20,235 service hours. Services are proposed for elimination based on the TSD performance standards and seek to preserve the highest ridership routes of all Mountain Metropolitan Transit's services.

This reduction in service of approximately 34,135 service hours will leave a system-wide total of approximately 121,565 fixed-route service hours, which is down from the 181,502 service hours operated in 2008 (See Figure 2). This fixed-route reduction will result in some paratransit savings associated with the loss of service to approximately 125 paratransit clients due to the reduced service area. The savings is difficult to determine, as some who lose service to their residence will still use the service within the service area. No fuel savings for local (fixed-route) bus service is included in this calculation as pricing has been locked-in for 2009.

In addition to service cuts, TSD is taking immediate steps to consolidate the two fixed-route contractor operations (currently separated by the City and PPRTA funding sources) into the City-owned facility located on Transit Drive. If consolidation is accomplished by April 2009, an anticipated savings of up to $750,000 in facility and other fixed contract costs could be realized in 2009, contingent upon successful renegotiations of existing service contracts. This action will help preserve service hours and has been considered in the total cost of the proposed service reductions.

In order to cut public transportation services, there must be a public process, sufficient time to restructure the system, and development of new route maps and public information materials. Accordingly, cuts cannot be implemented until April 2009. The TSD will begin the public process to identify additional reductions in service the week of February 2, 2009, for implementation by April 2009, as directed by City Council.

Impact of Revenue Shortfall - PPRTA:

The 2008 PPRTA Sales Tax Budget Comparison to Actual report through October of 2008 shows a consistent trend toward 2008 PPRTA sales tax collections being below budget by year-end. As shown in Figure 1, if this trend continues as expected, there will be a revenue shortfall of $133,775 in sales tax revenues for 2008, and $1,265,000 in 2009.

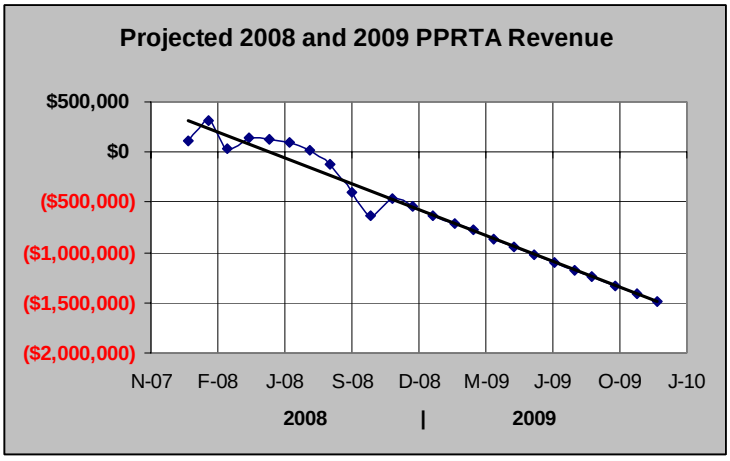


Figure 1

Projected 2008 surplus fare revenue estimated at $262,131 and 2008 expenditure savings estimated at $329,132 is anticipated to cover the $133,775 shortfall and result in a carryover of approximately $457,488. This one-time carryover reduces the 2009 projected sales tax revenue shortfall to $807,193. A fuel savings of $376,427, resulting from the early 2009-fuel lock pricing in the 2009 budget, further reduces the shortfall to $430,766.

To net a savings of $430,766, the figure needs to be increased by 21%, to $521,266, to account for lost fare revenue associated with the reduced service level. At approximately $50/hour for fuel and the Contractor's variable costs, a reduction of approximately 10,425 fixed-route service hours must be made over the nine-month April to December 2009 time frame. This assumes the 2009 price-lock on fuel is carried into 2010, which allows the recognition of fuel savings in 2009 associated with the service cut.

This level of service reduction over nine months requires service to be reduced at an annual rate of approximately 13,900 hours. This level of service reduction is estimated as the eligible amount of capitalized maintenance is contingent on final pricing from the contractor at completion of negotiations. The potential exists that capitalized maintenance revenue will be lower as the average age of the buses remaining in service decreases as service is reduced.

It is also important to note that these potential cuts in service do not address the nearly $800,000 in PPRTA one-time funding used for operations in 2009. This is in addition to the $745,000 in PPRTA funds transferred from match for capital grants to maintain a higher level of operations in 2009. This results in approximately $8 million in unmatched FTA annual formula grants for 2009 and 2010. Most significantly, it results in a shortfall in RTA funding of $2.4 million in 2010.

Revised Annual Fixed-Route Service Hours*

	RTA	CITY	Total System
2008 fixed-route (FR) service hours	80,371	101,131	181,502
2009 budget reductions in FR hours (During the 2009 budget prep process)	4,490	21,312	25,802
2009 FR hours as of Jan. 1, 2009	75,881	79,819	155,700
Reduction in annual service hours based on proposed 2009 Reductions	13,900	20,235	34,135**
Revised annual service hours	61,981	59,584	121,565
Percent change from 2008 service level	**-22.88%**	**-41.08%**	**-33.02%**

* - Terminates DASH service and uses those funds to preserve local (fixed route) bus service. Also preserves the grant-funded Ute Pass Express service

** - This represents an annual reduction in service.

Figure 2

TSD has developed a list of options for cuts in services totaling 50,501 revenue service hours which provide options to attain the necessary 34,135 in additional service hour cuts. Since 24,000 service hours were cut in early January, further cuts will require re-casting the public transportation system to a more effective system that primarily serves the urban core with 30/60 minute headways (frequencies). Following are the options for additional cuts;

Option #1 Eliminate all Express Routes (Except FREX)

Eliminate All Remaining Express Routes (E1, E2, E3)	Fixed route hours per year	Estimated fixed route ridership lost per day	Estimated paratransit fixed route ridership lost per day
E2	617	40	0
E1 & E3	3756	75	0
Fixed-Route Hours Saved	4373	115	0

Facts and impacts of this option are:

- All E routes were added as a result of the PPRTA
- E Routes are targeted to capture choice riders and work commuters
- E Routes serve fewer riders per hour than most local routes at approximately 115 rides per day
- E Routes are generally more expensive to operate because of the distance
- The E2 serves mainly private school students

Option #2 Eliminate Monday – Friday Peak Bus Service on Four Secondary Routes

Eliminate Mon-Fri Peak Bus Service on Four Secondary Routes	Fixed route hours per year	Estimated fixed route ridership lost per day	Estimated paratransit fixed route ridership lost per day
# 6 and #23	2981	66	0
#12	1658	86	0
#24	1859	66	0
Fixed-Route Hours Saved	6498	218	0

Facts and impacts of this option are:

- These routes are not primary to the system
- These routes do not require peak service to be effective.
- Eliminates 35 minute peak hour service on secondary routes Mon – Fri, retains hourly headways
- Does not affect paratransit services

Option #3 Eliminate Evening and Sunday Services – 2 Secondary Routes Only

Eliminate Eve/Sunday Service on Two Secondary Routes	Fixed route hours per year	Estimated fixed route ridership lost per day	Estimated paratransit fixed route ridership lost per day
#12 & 22 (Sun)	1022	80	some
#12 & 22 Evenings (M-Sat)	2508	80	negligible
Fixed-Route Hours Saved	3530	160	some

Facts and impacts of this option are:

- These routes are not primary to the system
- Ridership on these routes is lower than other evening and Sunday routes.
- Eliminates all Sunday and evening service on 2 secondary routes
- Option broken out to allow for retention of Sunday or Evening service

Option #4 Eliminate Sunday Service on All Remaining Routes (sans #12 and #22)

Eliminate Sunday Service on All Remaining Sunday Routes	Fixed route hours per year	Estimated fixed route ridership lost per day	Estimated paratransit fixed route ridership lost per day
Fixed-Route Hours Saved	4100	2050	50

Facts and impacts of this option are:

- This is a significant service cut.
- Most cities our sizes offer some Sunday service.
- Sunday service added as a result of PPRTA funding
- Holiday service added as a result of PPRTA funding eliminated January 4 in first round of cuts
- Eliminates all Sunday service on remaining service (#12 and #22 already deleted)
- Eliminates approximately 2,050 fixed-route rides per day
- This is a significant service change/most cities our size offer Sunday service

Option #5 Eliminate All Remaining Secondary Routes

Eliminate All Remaining Service on the Following Secondary Routes	Fixed route hours per year	Estimated fixed route ridership lost per day	Estimated paratransit fixed route ridership lost per day
2	0	25	
20	1800	25	
22	8000	350	
23	6000	200	
24	5100	225	
30	2000	60	
4	0	25	
12	0	30	
Fixed-Route Hours Saved	22,900		*

* - Eliminates paratransit service to the area of residence of approximately 125 certified individuals; the number of trips impacted is difficult to determine as many will still use the service within the reduced service area

Facts and impacts of this option are:

- These are significant service cuts and require a complete breakdown and re-charting of bus service
- Remaining service will be revised to 30 and 60 minute headways from the current 70 and 90 minute headways
- Key high ridership routes are retained/re-vamped
- Approximately 920 riders per day Monday through Friday, and 589 riders on Saturday

Option #6 Eliminate FREX Service

Eliminate FREX	FREX hours (eliminated) per year*	Estimated fixed route ridership lost per day	Estimated paratransit fixed route ridership lost per day
	24,900*	800**	
FREX service eliminated	15,800		
Fixed-Route Hours Saved*	9,100*		

*** -** Cutting 24,900 hours of FREX service saves only approximately 9,100 hours local bus service due to the 44% FREX fare recovery and the contribution from Castle Rock

** - FREX provides approximately 800 total rides per day (Mon – Fri); approximately 560 of these rides are to citizens of the PPRTA service area

Facts and impacts of this option are:

- See extended discussion of the implications of terminating FREX below

The selection of options that maintain the highest and best transit services, with consideration to cost effectiveness, requires careful analysis and consideration; the task is complex. Considerable time must be spent to reconstruct the system. Of the many combinations that are possible, TSD staff and Administration recommend the following 34,135 in specific service cuts.

RECOMMENDATION:

Eliminate:

Option #1 Eliminates all Express Routes (Except FREX)

Option #2 Eliminates Monday – Friday Pak Bus Service on Four Secondary Routes

Option #3 Eliminates Evening and Sunday Services – 2 Secondary Routes Only

Option #5 Eliminates (most of) All Remaining Secondary Routes

Total of 34,135 Service Hour Cuts **Remaining System Total Service Hours: 121,565**

Note: FREX and most Sunday Services Retained - DASH eliminated

Projected Impact on riders:

The recommended reduction will affect approximately 500 fixed-route trips per day (only the lowest ridership portion of Option 5 services is eliminated). The reduction in service area will result in approximately 125 paratransit clients losing all service.

This option does not eliminate FREX. If FREX service were eliminated, approximately 9,100 hours of secondary (local) fixed-route service would be retained. If FREX is eliminated the number of paratransit customers losing service to the area of their residence is reduced by approximately half. Several important facts affect any decision to eliminate FREX. Of particular note is the termination costs associated with the shutdown.

The FREX termination costs, operating costs for the first three months of 2009, and projected 2009 PPRTA savings are summarized in Figure 3.

FREX 2009 Termination and Operating Costs
(Based on a March 31, 2009 termination of FREX service)

	Expenditures	Revenue	Impact to 2009 PPRTA Budget
Buy-out lease of the FREX service lot – cost of $250,000	($250,000)		
Reimburse CDOT for 19 fare boxes = $228,000 (80% paid with federal funds results in a termination cost of 20% or $45,600)	($45,600)		
Fuel tank relocated to serve City vehicles - $80,000 (80% paid with federal funds results in a termination cost of 20% or $45,600	($16,000)		
First Three Months Operating Costs	($562,754)		
Estimate Cost to Reimburse Passengers for used passes	$0		
2008 Carryover Fare Revenue		$473,000	
Fare revenue from first quarter operation		$200,000	
Castle Rock revenue for first quarter		$75,000	
TOTALS	($874,354)	$748,000	($126,354)
PPRTA 09 Budget			$500,000
Total Savings in PPRTA 09 Budget			**$373,646**

Figure 3

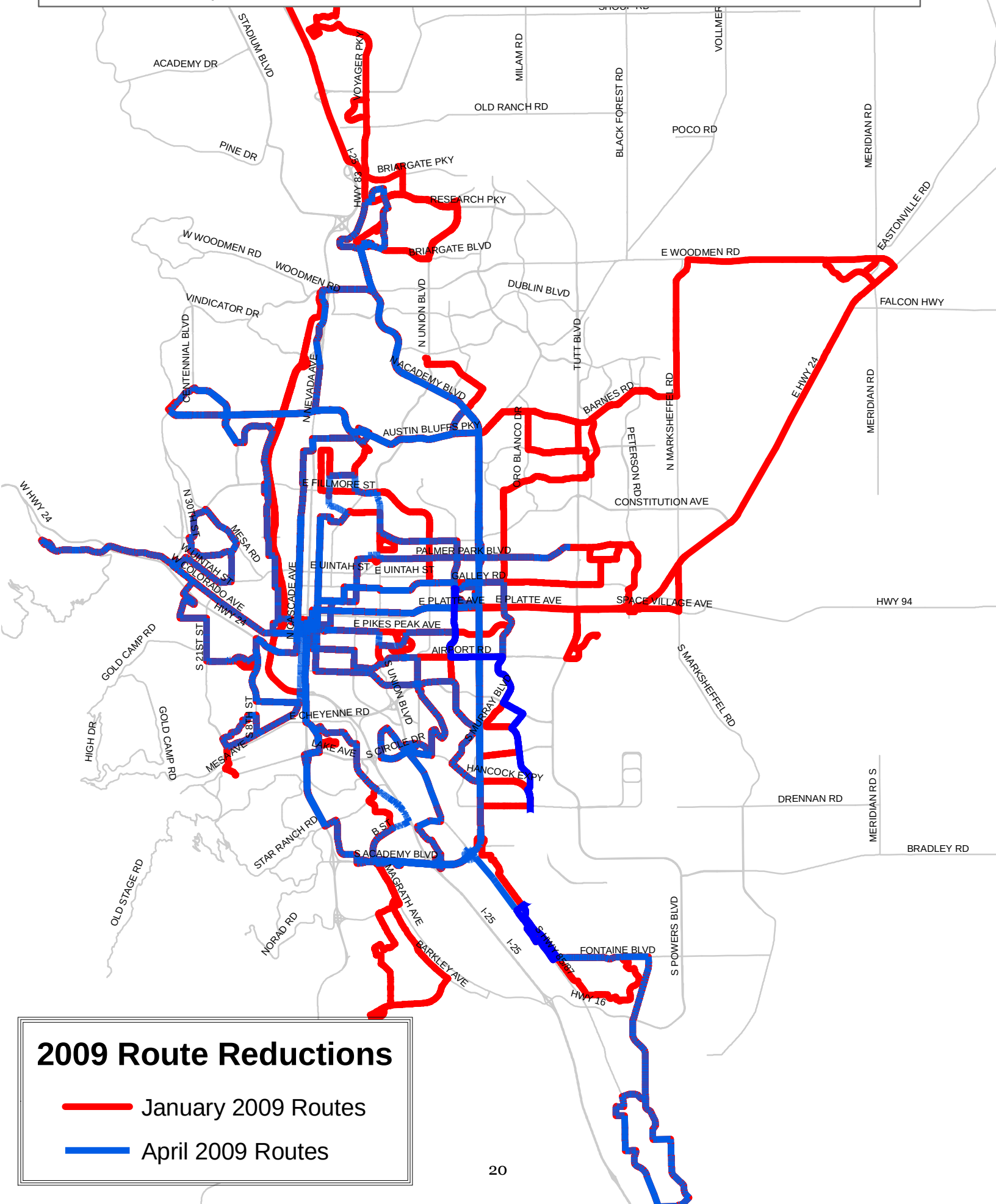
Projected Impact on Cessation of FREX:

- Estimated loss to over 800 trips per day of which approximately 560 are PPRTA area residents, the balance are Castle Rock, Douglas County, and Denver residents
- Return of 19 buses to CDOT (or sale and payback ~ $7M)
- Eliminates only service that successfully attracts the "choice" rider
- Eliminates most service in unincorporated El Paso County
- Results in the loss of approximately 24,900 service hours (approximately 44% of the FREX cost is funded with fare revenue compared to approximately 21% of the cost on the local bus service)
- Eliminates regional services to funding partners (premise for CDOT bus funding)
- 3 park-n-rides no longer served by Transit - excluding Ute Pass Express
- Severely challenges our ability to have DTS project considered for President Obama's economic stimulus package (Transportation Commissioners' and CDOT concerns - high profile at State level)
- First of its kind project in the State – Distinguished the Colorado Springs Region in the State. Its success was the basis for CDOT to research and develop plans for similar inter-City, statewide services.

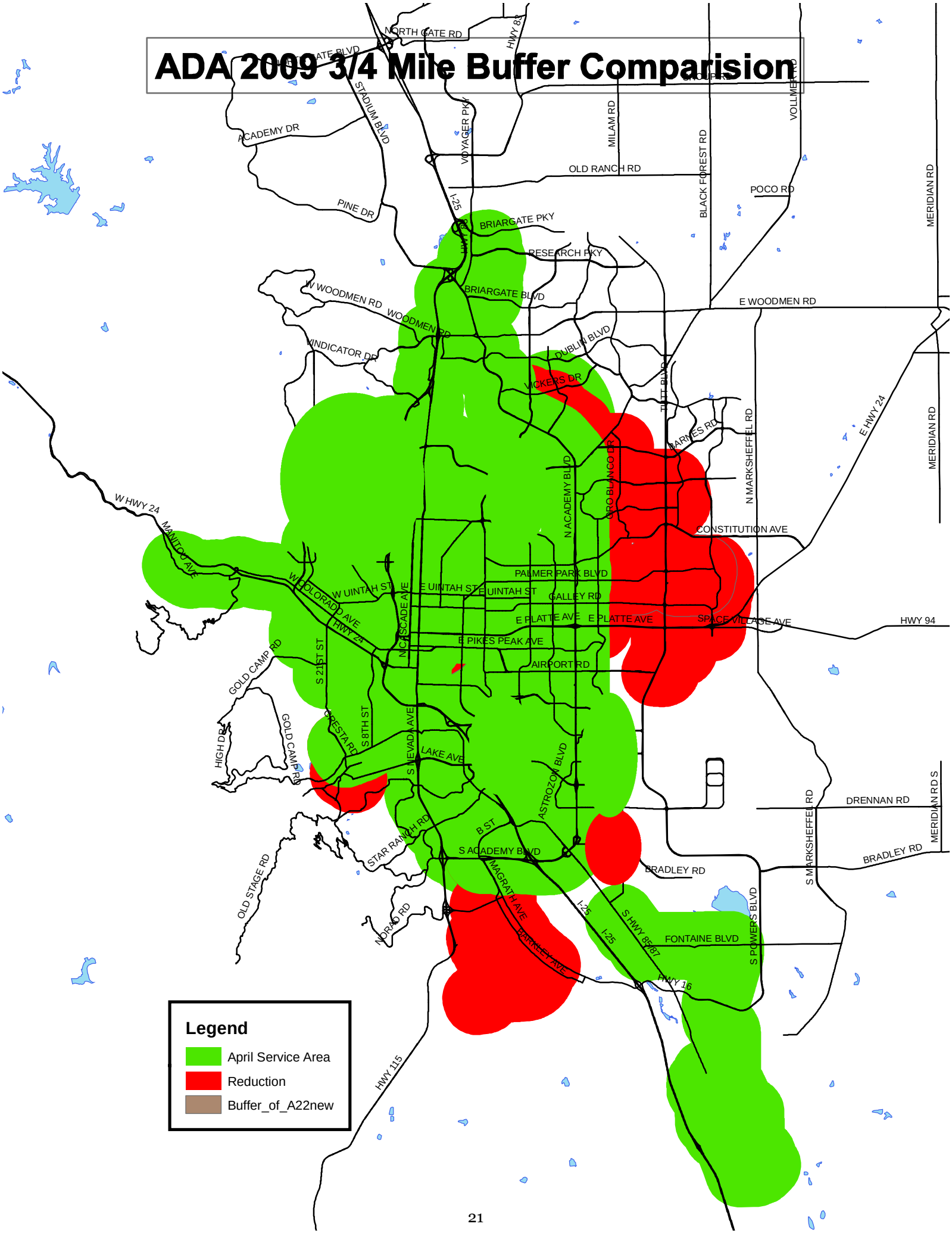
The system that remains after this reduction of services will be smaller than the fixed-route and paratransit services provided prior to passage of the PPRTA, resulting in less service provided to transit customers than in 2004. Some individuals will see service to his or her area of the community eliminated as remaining resources are focused on the core urban area to accommodate the highest possible ridership with a significantly smaller public transportation system. TSD will begin the public process on possible service cuts during the first week in February 2009.

Attachments: System Maps

January vs. April 2009 Transit Routes



ADA 2009 3/4 Mile Buffer Comparision



Fleet Management Division

February 2009 Budget Cuts – Impact Statement of 14.5% Reduction

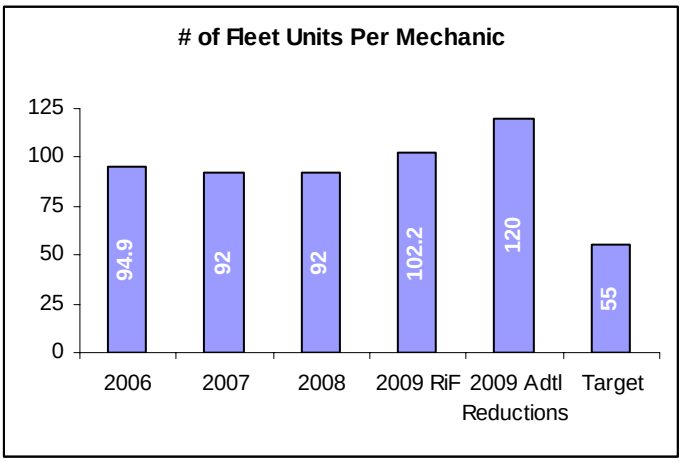
Position Impact: 4 positions eliminated

With nearly all currently budgeted resources in operating and capital outlay allocated for the purchase of vehicle parts and fuel, most cuts will have to occur through a reduction in staff. A total of 4 additional positions would have to be eliminated to reach the 14.5% target. To put these reductions in perspective, Fleet FTE totaled 81 in 2008. That total was reduced to 73 in the 2009 Budget. A reduction of a potential additional 4 FTE would drop the total to only 69 positions. Those 70 positions will have responsibility for the maintenance and repair of a combined City and CSU fleet of just under 4,600 units.

Of the four FTE that would be cut under the 14.5% scenario, 2 would be technicians and 2 parts employees. Additionally, the 14.5% scenario includes extending PM intervals for most vehicles including Police non marked units. The technician cuts would significantly effect operations and service delivery in all sections of the fleet Management Division. Fleet would lose one technician at Fleet South, Body Shop, Main Garage Day, Main Garage Night and Police. Following is a list of the positions:

- Fleet Technician — Main Garage Night-PM crew
- Fleet Technician — Police-POC and substations
- Equipment Operator — Parts-Parts deliveries to Fleet's 9 locations
- Parts Specialist — Parts-Fleet South

While there are a number possible combinations of the above, *by* reducing the number of personnel, the ratios of equipment-to-mechanics would increase to dangerous levels (approx. 110 to-1 or higher), parts service/delivery would be cut significantly, extending vehicle downtime. The norm for commercial fleets is 55 units per mechanic.



In addition, proper maintenance would suffer, meaning more costly repairs on a rapidly aging fleet. The importance of a well maintained fleet of City vehicles can not be understated. Vehicles and equipment are essential tools for City employees to perform their job. Whether it is a Police cruiser, a Streets snowplow, a Parks pickup, a Traffic aerial truck, the work the citizens of Colorado Springs expect and deserve does not happen without these vehicles. Not

only is it important that these vehicles operate, they must also be safe and under maintained vehicles are not safe for the using departments, Fleet employees and the public.

One of the nuances of the Fleet operation is the General Fund comprises only 45% of our customer base. Colorado Springs Utilities, the other enterprises (Airport, Pikes Peak Highway, Stormwater, etc.) and other customers such as PPRTA and some Transit operations comprise the other 55%. They are not subject to the same reductions and they are not expecting any reduction in the service Fleet provides. Except for the Airport and Police operations, all of Fleet's technicians work on all our customers' vehicles. This situation presents real challenges to Fleet as our workforce is depleted and we are striving to maintain the level of service these other customers are expecting and are willing to pay for.

Following are more details to the proposed Fleet reductions:

- Fleet provides rentals to people that leave their units for repair. Customers will be required to bring 2 people to drop off and pick up units raising their cost for man power and fuel. Parks would not have vehicles for their summer help.
- Parts delivery to Fleet's 9 locations would be cut extending vehicle downtime. Technicians would be required to obtain and research their own parts thus extending vehicle downtime
- Impact would be loss of ability to cover Police substation in case of vacations and/or sick leave. This would leave that substation unmanned. Due to the number of units assigned to POC, 1 tech could not handle the workload. This would require assigning each substation tech to work 1 day per week at POC, which would require each of the 4 substations to be vacant 1 day a week. In case of vacations and/or sick leave, it would be necessary to shut down each of 4 substations 2 days a week in order to distribute workload. This would drastically effect scheduling and cause backlog on repairs. This would move unit count to 112 per technician for the Police operation.
- A reduction of a Fleet Technician on the Main Garage Night Shift PM crew would extend vehicle downtime as vehicle PMs would not be completed and ready for City employee pickup the next morning.
- Extending PM intervals would increase the risk of minor repairs becoming larger and more expensive due to more miles between inspections. Even more critical due to the aging fleet.

In conclusion, the above specified cuts added on to the Reduction in Force (RIF) cuts recently absorbed by Fleet will leave the division woefully low on manpower and stretched to the point of not being able to provide basic fleet maintenance support to our customers. We will be shutting down each of the Police substation fleet maintenance bays one day a week.

With the four (4) employees added to the eight (8) we lost as part of RIF, Fleet will have experienced a reduction of over 14 % of our staffing level in less than six months. However, the amount of vehicles and equipment that Fleet has the responsibility of maintaining in a safe and productive manner has not been reduced in any way commensurate to the cuts we have had to absorb. Just the opposite has occurred, as PPRTA and Stormwater Enterprise have added vehicles to the Fleet.

Fleet, as part of an annual review, has sent a list of vehicles and equipment to the City Manager that have not meet the utilization criteria established during a recent consultant review of the City's fleet. This list was forwarded to all City departments for their input and review and there is a high potential that through operational changes and reduction in force that many vehicles can be turned in to Fleet for disposal. This will provide revenue from the sale of the vehicle, reduce Fleet's operating and maintenance costs and reduce the vehicle to equipment ratio to a minor extent.

Fleet's mission is 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, Colorado Springs Utilities, Airport and other enterprises. The implementation of these cuts will severely curtail the completion of this mission and affect all the other City departments such as Police, Streets, etc. as they attempt to meet the needs of the citizens of Colorado Springs.

Community, Infrastructure, and Development

February 2009 Budget Cuts – Impact Statement of 14.5% Reduction

Position Impact: 24.0 positions (7.0 eliminated, 17.0 transferred to other funds)

In the adopted FY 2009 budget, the Community, Infrastructure and Development Business Unit was reduced by $1.97 million (13.8%). These reductions eliminated 13.5 positions. In the cuts proposed to rebalance the FY 2009 budget, a total of $2,422,347 is cut to achieve the 14.5% reduction proposal. Contained within these reductions is the loss of 24 FTE positions not including the transfer of positions to SWENT and the Office of Public Communications to the City Manager's Office.

Also included in the budget proposal is a reduction of 5 FTE and $614,925 for the Development Review Enterprise. As the explanation notes below, given the drop off in construction activity, there is less a need for the staffing as it is currently comprised.

In total since 2008, this business unit has reduced over $4.39 million and 37.5 FTE positions.

Department of Community Development

Land Use - $149,800 (2 positions eliminated, 1 position transferred in)

A net reduction of 1 FTE will result in the suspension of the records scanning project and reduce land use review capacity. There will be an impact to the current 42-day benchmark for issuing Development Review Letters. It is anticipated that the turnaround time could increase by two weeks. Planner efforts to mediate land use disputes will be reduced. More conflicts are likely to be carried forward to public hearings for resolution there. Planners previously assigned geographically will now be pooled and assigned based on a workflow priority basis. There will be less time to staff the Planning Information Counter for customer walk-in service, resulting in longer customer waits.

The accumulated loss of 8 positions since 2008 will require a reorganization of the business unit. This will be completed following a functional review of business operations by a working committee of staff and stakeholders.

Development Review - $614,925 (5 positions eliminated)

The financial and service model for the Development Review Enterprise (DRE) has historically been based on several concepts. Work is done primarily on building permit review activities, users pay 100% of enterprise fees, and service levels and charges are continually evaluated by a Customer Advisory Committee. User groups have typically been very supportive of the DRE model and agreeable to paying fees in order to maintain high service levels. From the customer's perspective, time saved on jobs more than offsets the costs of funding the DRE.

The economic downturn has been a concern for the DRE for much of 2008. New commercial building activity has been down and residential home starts have been reduced to levels not seen in many years. In 2009 it seems probable that conditions will worsen. To address these realities, cost cutting measures are already taking place. The DRE under spent the 2008 budget by 14% and a plan is in place to cut at least 20% out of the 2009 budget. With these first cuts, service reductions have been minimal since the staff losses have been roughly proportional to the decline in permit activity. The primary concern at this time has been how to keep the DRE poised to respond once an economic recovery begins. During previous

economic cycles large drop offs in construction were followed by steep increases. DRE customer groups have indicated that it is important for review times to remain low so the recommendation from this office is to hold vacated positions open rather than eliminated them so that that any future rehiring can happen quickly once a rebound in building levels occurs.

Given the current downturn, it is proposed that 5 of the 23 staff at this time be eliminated.

City Engineering - $2.3 million transfer to SWENT (17 positions transferred)
On Monday, January 26th, the City Council approved the one time transfer of $2.3 million maintenance of effort in City Engineering to the Stormwater Enterprise. The impact of this transfer will be a delay in 4 projects: Rockrimmon Channel and Creek (Pro Rodeo Drive to Rockrimmon Blvd); South Douglas Creek Restoration (Upstream of Centennial Blvd.); Sand Creek Main Stem, Phase 1 (Academy to Platte); and a Drainage Basin Study. In addition, an Engineering Technician and Senior Civil Engineer will be frozen.

Department of Economic Development

Comprehensive Planning - $166,335 (1 position eliminated, 1 position transferred)
Reductions already made to prepare the 2009 budget have had a significant impact on the operations and productivity of the Comprehensive Planning Division. These include the elimination of a part-time (0.4 FTE) Administrative Technician position, resulting in no administrative personnel to support one manager and 8 professional staff.

The current reduction proposal includes the elimination of two positions and the use of Community Development Block Grant (CDBG) funds to offset staffing costs for eligible CDBG work activities. The eliminated positions are responsible for community planning projects including, but not limited to, the following that will not be done in 2009:

- Update to the City Sign Code to address animated/LED signs and other recent sign technologies, as requested by community merchants and the sign industry.
- Co-management of the Streetcar Feasibility Study focusing on Downtown revitalization.
- Update to the Pedestrian Plan
- 2010 Census Preparation

Business Development - $65,236, (1 position eliminated)
The loss of the Sr. Analyst position will increase the workload and further negatively impact the timely execution of the Private Activity Bond program administration, Business Personal Property Tax program administration, responding to requests from City Administration and City Council, Strategic Plan reporting, and issue resolution for businesses.

Housing - $78,267
For a number of years, the Housing Division has attempted to obtain matching funds from the Department of Treasury through the Community Development Financial Institutions program to create a $1 million dollar fund. This program was intended to provide an affordable housing loan program. The fund currently has $450,000 which it has been holding in the hopes that the fund could be matched by federal dollars. Given the current economic environment, it is doubtful that this goal will be achieved. It is proposed that $78,267 be withdrawn from the fund to cover the 14.5% reduction that would have to be passed along to human service

providers. These providers offer essential services in the areas of emergency shelter and care, youth and self-sufficiency services. With contracts and projects currently underway, a cut to these agencies would prove difficult to remediate. It is proposed to use the loan program funds for one time only in order to bridge the current year cut. Agencies would be put on notice now that there is a possibility of cuts in 2010 which would then allow them a years planning time to prepare for this possibility.

Real Estate - $22,022
In order for the Real Estate Services Office (RES) to meet the budget reduction for 2009, it is proposed that the Office begin to charge for its services when grant related functions are being performed. Specifically, we believe that services to Memorial Health System, Stormwater Enterprise, and the Housing Authority would have fund sources that might accommodate billed services. Service charges are estimated as follows based on the current percent of services provided:

- SWENT – 3% ($11,390)
- MHS – 2% ($7594)
- Housing – 1% ($3796)

Streets - $1,045,385 (3 positions eliminated)

The Street Division 2008 budget included a total of 131 FTE positions which were reduced by 8 FTE in the 2009 budget leaving a total of 123 FTE. When maintenance supervisors, inspectors, administrative staff and management are backed out of the total, 102 FTEs are available to provide maintenance services directly to the roadway or drainage infrastructure. Twenty-four (24) of these employees are funded by the Stormwater Enterprise (SWENT) and another 8 are funded by the Colorado Springs Utilities (SU) patch-back program. This leaves 70 FTEs to provide maintenance of the non-drainage infrastructure for a City that is comprised of over 7,400 lane miles of pavement and 125 miles of unpaved streets and alleys and the corresponding concrete curb and gutter, sidewalks and cross pans.

Winter Operations: Because the Street Division uses its employees to in-source work with SWENT and SU, these same employees are available to perform the safety sensitive work of snow removal and summer storm cleanup.

Cumulative Positions Lost (5 in original cuts and 3 additional in this proposal):
1 – Operations Manager
1 – Skilled Maintenance Supervisor
1 – Senior Equipment Operators
2 – Equipment Operator II
3 – Equipment Operator I

Service Level Impacts:

- In-sourcing of $400,000 of paving and drainage work results in a cost savings for Pikes Peak Highway because the Street Division can accomplish the work at a lower cost than private contractors. At this time this is a one time revenue source. Although the amount of maintenance that the Street Division can provide while they are accomplishing this work is reduced (digout and other district maintenance work will be reduced by about 10%), the intact workforce remains to continue providing emergency services, such as winter snow removal, without additional service level reductions.

- Grading of streets, alleys and shoulders will be reduced by 20 – 25% based on accumulated staffing reductions. Areas most impacted will be alleyways used as primary ingress and egress for homes and businesses. In addition, many miles of unpaved roads within the City will receive reduced levels of service for maintenance. Service reductions from several times per year to once or twice per year will impact the current customer complaint/satisfaction levels.

- Reducing the operations budget for aggregate materials will result in less anti-skid, dust abatement chemicals, etc. This reduction could affect the melt time for snow and ice removal during winter operations.

- Eliminating funding for rental equipment/leases reduces the overall quantity of work accomplished and/or lengthens the amount of time needed for specialty job completion such as drainage, paving, chip seal, digouts, etc.

- Elimination of 3 FTE and a 19% reduction of the concrete operating budget will result in a proportional reduction in the City's ability to respond to critical concrete needs around schools, hospitals and assisted living facilities. Less work will be completed on sidewalks, curb and gutter or ADA compliant pedestrian ramps. This reduction will continue to add to the existing backlog of projects.

- There are an estimated 40 or more days of snow and icy roads each year. Previous reductions in personnel and increases in the size of the City resulted in changes to snow routes in 2008-2009. Proposed reductions in the winter operations budget will require the Division to discontinue responding to residential areas in need of plowing and sanding until 6" of snow accumulation.

- Elimination of a paving machine will increase wear, operation down time, and needed maintenance on other resurfacing equipment. However, elimination of one paving machine will result in savings to the General Fund from fuel and general maintenance due to the aging nature of the piece of equipment.

- The overall amount of roadway work that can be completed by the Street Division will be reduced as a result of taking over a portion of the SU patch back program. However, this in-sourcing will provide the opportunity to retain key staff that are critical to winter operations and summer storm clean up. The Division's roadway/maintenance accomplishments will be reduced by 7.5% from the work accomplished in 2008 as the SU patch back program uses these resources.

Human Resources – Employment Services Division

February 2009 Budget Cuts – Impact Statement of 14.5% Reduction

Positions Impact: 3 positions eliminated

In 2008, Employee Services had 13 employees and an operating budget of $143,665 to support 2367 city employees for a staffing ratio of 1:182 ES staff to city employees. The combined 2009 budget reductions result in ES having 9.00 employees to support 2267 city employees or 1:252. The combined cuts results in a 31% decrease in staffing and nearly 50% decrease in operating expense.

The combined 2009 cuts will significantly reduce service delivery to city departments across all functional areas of recruitment, employee relations, compensation and classification, and records management resulting in fewer recruitments, compensation studies, special projects, employee relations consulting, investigations, and file maintenance. Some services such as employee investigations will have to be delayed or handled by outside providers, resulting in significantly higher departmental cost and increases the city's number of complaints, grievances and lawsuits. Additionally, Employee Services will not have an open reception area or staff for the public with the loss of clerical support for reception, filing, mail processing, public contact and training support. City management and employees and will be seen by appointment only. Telephone general support will be an answering machine.

- Loss of clerical support to process hourly new hire paperwork (set-up files, verify status to work in U.S. through e-Verify, initiate CSPD/CBI background checks, follow-up on drug test results, filing, etc.). Usually hire over 300 hourly employees annually. Loss of front office support for walk-ins, answering the phones and responding to inquiries from general public – decrease in customer service provided. For 2008, we received an average of 410 calls per month and 392 walk-ins or an overall of average of 802 phone calls/walk-ins per month.
- We cannot effectively manage workforce training documentation to insure compliance with training mandates (DOT substance abuse training, NIMS training, ethics training, FLSA training). Cost per training hour received will increase. Employees receiving performance appraisals would likely drop to pre-audit compliance levels of 65% - 75%.
- HR office will be closed. A bulletin board with job postings and application instructions will be posted outside of the office. HR service available by appointment to City Employees.
- Funds for training, recruitment, performance development, coffee, supplies reduced by 48%.
- Decrease in time of resolution of Employee Relation Issues. Decrease in ability to perform effective and timely investigations. Departments will have to use outside source for investigations. Less uniformity and clarification in the interpretation of the PPM. Less direction in the coordination of workplace drug & alcohol issues. Loss of assistance with employment law related activities which would mitigate the risk to the organization.
- Decrease in training, including employee development opportunities.
- Loss of clerical support including applicant tracking & support, citizen inquiries, timely EEO compliance reporting and job posting requirements and support.
- Decrease in the ability to perform compensation surveys, re-class, accurate & updated classifications, policy clarifications, and recruitment activities from pre posting to fulfillment.

Human Resources – Risk Management and Safety Division

February 2009 Budget Cuts – Impact Statement of 14.5% Reduction

Position Impact: 2.25 positions (0.25 eliminated, 2 transferred to other funds)

The 2008 budget for risk management contained two organizational core budgets; risk management and safety. The safety budget assigned to the general fund has two full time employees charged to the general fund and 1 full time employee charge one half to the Workers Compensation Fund and one half to the Liability Fund with an operating budget of $6,983. The risk management budget assigned to the support services fund has 12 full time employee positions and an operating budget of $320,603 (admin prorated charges are $238,949). The risk management budget is funded at 48% with Utilities revenue. Risk Management also includes the management of the Occupational Health Clinic which is funded by the Worker Compensation Fund. Five Risk Management employees continue to perform services for the Utilities. In October of 2008 a reduction in force eliminated two positions in risk management leaving 10 full time employees (5 assigned to Utilities business) to perform its services.

Proposed reductions include transferring the 2 city claims adjusters to the City's Workers Compensation and Liability Funds from the General Fund; reducing the Litigation Specialist position to a 0.5 FTE which is funded from the Workers Compensation Fund; eliminating the one Equipment Operations Safety Specialist position in Safety which is funded one half from Workers Compensation Fund and one half from the Liability Fund; and reducing the Safety Analyst to a 0.75 FTE. These changes will continue the claims adjustments processes which would be significantly more expensive to outsource and will reduce the safety services provided to the city departments.

Risk management is required to provide the following municipal and enterprise services.

Investigate, evaluate and settle all liability claims under Federal and State law brought against the City and Utilities.

Administer a self-insured workers' compensation claim reserve fund, investigate, evaluate and settle all claims under state law

Insurance program assessment and procurement

Management of self insurance funds (health, liability and workers' compensation), oversight of claim adjusting, health plan components, budgeting for all areas of responsibility, viability of cost effective programs

Provide oversight of a municipal self-insured health insurance program.

City employee safety and compliance with CDL licensing requirements and mandatory drug testing

A reduction in our claims adjustment workforce would significantly impede our ability to provide mandatory service in responding to liability and workers' compensation claims resulting in probable penalties and fines and excessive liability judgments and outsourcing

would be significantly more expensive based on standard cost per claim based on prior competitive study and current costs.

A reduction in the risk management budget would eliminate two claim adjuster positions, one for liability and one for workers' compensation claims, reducing the City employee count to 2 and would require claim adjusting through a vendor outside agency. The cost to outsource claim adjusting would be more than double the in-house cost (see worksheet). This outsourcing would be paid from the self-insurance fund. Therefore, we are placing one in each of the liability and workers compensation funds.

It would be beneficial to combine the safety budget into the risk management budget and consider the Division as a whole. Our budget reductions of $91,344 would then be funded by cutting a litigation specialist position in half (the attorney's office has agreed to pay the other half) and eliminating the Equipment Operations Safety Specialist position from the self insurance funds. Although we have made considerable strides in improving the efficiency of our equipment operators and drivers, the equipment operator position is the highest risk of accidents. The Specialist was funded based on an estimated reduction in accidents set at a 20% benchmark in reducing damage, liability and workers' compensation claims.

All other positions assigned to risk management are paid from self-insured funds and are designed to save the City money by providing cost effective services. For example our occupational health and physical therapy clinic performs medical services that save us over $200,000 annually. Our 2008 budget for the occupational clinic is $476,292 compared to vendor service of $585,386. Physical therapy services are budgeted at $135,768 for the City and $135,768 for Utilities and compare favorably at $271,536 compared to vendor service of $378,718. Additionally, we provide physical examinations for post offer offerings, CDL requirements, annual examination, respirator clearance examination, spirometry and hearing conservation at a comparable cost of $106,000.

Each risk management employee is accountable for efficiency savings, compliance with mandatory legal requirements, federal and state regulations, and adherence to minimum OSHA safety standards.

Information Technology

February 2009 Budget Cuts – Impact Statement of 14.5% Reduction

Position Impact: 5.0 positions eliminated

The service impacts on the City as a result of a cut in the Department of Information Technology's budget are as follows:

1. Requests for service from the IT helpdesk will be delayed by a minimum of three (3) days due to the elimination of one (1) helpdesk position.

2. Increase in response time in the resolution of network issues by approximately one (1) week based upon an 8% staff reduction in the network/telecommunications group.

3. Increases the backlog on GEO Spatial data by at least two (2) months. The backlog impacts nearly all city departments that use mapping data including Police, Fire and Streets departments.

5. Reduction in GIS support for City Engineering due to elimination of the assigned GIS person.

6. A 50% reduction in support for Municipal Court applications due to staff reduction of one (1) person.

7. An overall reduction of five (5) IT staff members with a total impact of $547,000. This is in addition to the nine (9) staff members eliminated in 2008.

8. A 20% increase in the workload of the PeopleSoft support staff resulting from the elimination of a senior analyst position.

As a result of a reduction, the Department of Information Technology's overall staff will decrease by 14 in less than a one-year period of time.

Radio Communications

February 2009 Budget Cuts – Impact Statement of 14.5% Reduction

1. Identify 800 MHz radios that can be turned off to reduce PPRCN User Fees to City.
2. Reduce budgeted Tower / Radio Replacement (based on non-City revenue funding) spending to zero. All tower replacement and PPRCN projects that will require capital spending above what can be covered by 52265 – Maintenance of Buildings and Structures ($20,697) will need to be addressed by the City Capital Improvement Committee.
3. Reduce Temporary Employment (based on non-City revenue funding) to $28,287. This will reduce the number of temporary employees by one to two. We may only have one temp employee available to assist with installations in City vehicles. We will no longer have the ability to handle large vehicle purchases by CSPD. Installations will be limited to one or two vehicles at a time, instead of four to five as in previous years.
4. Reduce City Allocation 42660-501-8145 - City Allocation by $101,316
5. The funding for Radio Communications comes from City funds and non-City funds. The affect of reducing the City Allocation and keeping non City revenues the same is to transfer $139,646 (2-FTE) from the portion of Salaries and Benefits paid by City funds to the portion paid by non-City funds. As long as non-City revenue funds (revenue from cellular site leases and services to non-City agencies) remains at its current levels, these two positions will be available to perform work on City and non-City equipment. If the level of non-City funding is reduced by lease cancellations or reduction in services to non-City agencies, then the positions will have to be eliminated or funded with City funds to retain the same level of services to City agencies.

Performance Indicators

Performance Indicators Affected	2008 Est.	PRIOR 2009 Est.	NEW 2009 Est.
# Service Requests Completed	3,500	3,500	3,500
Average Cost per Man-hour	$79.41	$74.86	$79.41
Annual Customer Service Survey (Customer Satisfaction)	2.17	2.17	2.25

All performance indicators will be impacted by budget reduction. Greatest impact will be on customer satisfaction as installation services are delayed and prioritized. CSPD will be impacted by the delays caused by not being able to handle multiple vehicles at one time, and everyone else will be affected by the delays and priority issues. Our City and non-City customers will not be happy and may take their business to other service providers.

Financial Services

February 2009 Budget Cuts – Impact Statement of 14.5% Reduction

Position Impact: 1 position eliminated

In 2008, after the reorganization of the Finance Department, sixteen positions remained in the Financial Services Division, which encompasses payroll, accounting and budget. If reductions totaling 14.5% took place, one position would be eliminated in the Financial Services Division, with 15 positions remaining.

Impacts to these cuts would include:

- Limited reduction in services to departments, primarily in the areas of budget assistance and financial reporting. The elimination would require additional responsibilities to be transferred to a reduced staff in the budget and accounting areas, where there would be two positions reduced.
- Any support to other governmental entities, including PPRTA, Regional Building, Housing Authority and PPRCN may need to be reduced unless full funding required to provide these services is received.
- Streamlining of the budget process will need to take place as there will only be three budget employees who can provide this service, with the support of five accountants.
- Restructure of the accounting area will need to take place with the additional parking and grant responsibilities that will be moved into the area.
- Participation and support of committees and boards will need to be reduced.
- Reductions in staff may result in longer hours for remaining employees as they take on other responsibilities, in addition to those taken on during the 2008 reorganization and RIF. This may result in more mistakes as items are missed or done incorrectly in haste.
- Modification of the CIP process may need to take place to streamline the yearly analysis of CIP projects.

Procurement Services

February 2009 Budget Cuts – Impact Statement of 14.5% Reduction

Position Impact: 4 positions (3 eliminated, 1 transferred to other fund)

In 2008, after the reorganization of the Finance Department, 12.75 positions remained in the Procurement Services Division, which encompasses 7.75 positions in contracting and 5.0 positions in accounts payable. If reductions totaling 14.5% took place, four (4) positions would be eliminated in Contracting leaving 3.75 positions. There is no impact to accounts payable. Impacts to these cuts would include:

- Eliminate all PPRTA contract solicitation and award support unless PPRTA Board would be willing to fund necessary Contracting positions- this will equate to roughly 50 contracts and $30 million annually in contract support.
- Contract lead time for all formal solicitations and awards would go from 45 to 75 days to 90 to 180 days depending on complexity. This may result in increased cost to projects resulting in longer procurement periods and as a result capital projects being awarded in winter months may drive up the cost to add winter working conditions.
- Raise City small purchase and competition limits from $5,000 to $20,000.
- Decentralize purchasing to the departments up to $20,000 and competition will not be required. Departments normally do not have the manpower to include the purchasing function in their day to day responsibilities. Purchases up to $20K will be made without competition therefore the cost of goods and services may increase.
- Raise formal competition and bid threshold from $50,000 to $250,000: In 2008 the City Contracting Office formally advertised and solicited 159 bids and proposals. Of the 159 formal solicitations issued 145 or 90% were for requirements exceeding $100,000. In order to provide realistic timelines for formal solicitations and contracts based on available staff the formal threshold requiring formal bids and proposals would need to be raised to $250,000.
- Items less than $250,000 but more than $20,000 would only require two informal bids and would not have to be formally solicited and advertised on the WEB site.
- Elimination of our vendor outreach programs such as "How to do Business with City", Small Business workshops, and annual participation in the State wide reverse vendor trade show.
- Quality of procurement process would be affected. Most notably the “best value” process used for high dollar and high visibility projects would be a rarity due to the time involved in evaluating proposals and negotiating with the selected contractor. Sealed “low bid” processes would become the norm due to simplicity and less time involved in awarding a contract.
- More emphasis will be placed on using VISA for purchases less than $20,000.
- Potential loss of federal grants associated with projects due to inability to meet the strict timelines that are normally associated with Federal grants- this will affect Airport, Transit, Parks and Recreation, and on occasion Police and Fire.
- Eliminate grant administration support of Homeland Security - currently we are the financial and contract administrator for the Homeland Security grant.
- Processing of contract change orders will be delayed from 3 to 5 days to 10 to 15 days, thus in some cases causing delays to projects and contractors.
- WEB updates to solicitations such as addendums and updates to bidders would take longer. Currently all addendums are posted within 48 hours to prevent delays in projects. This would be changed to 40 hours. This may delay the award of projects.
- Vendor visiting hours would be limited to appointments only.

Office Services

February 2009 Budget Cuts – Impact Statement of 14.5% Reduction

Position Impact: 1.25 positions eliminated

In 2008, after the reorganization of the Office Services section, 14 positions remained. The Office Services section is comprised of Reprographics, Mail and Records. If reductions totaling 14.5% took place, 1.25 positions would be eliminated in the Office Services section, with 12.75 positions remaining.

Impacts to these cuts would include:

- Elimination of Office Specialist. Elimination of this position shifts all City business cards including Police and Fire, notepads, letterhead and envelopes, CFF certificates, phone directory coordination to Graphics Technician who currently has a full work load. This particular Office Specialist position also covers back-up in the Mail Processing Center on a regular frequency so back-up will need to be shifted to another Office Services employee. The Office Specialist position also covers the front desk FTE (Senior Office Specialist) on vacations and assists in Reprographics when required so other Office Services employees will need to shift to cover this position.
- Reduction of Senior Office Specialist to ¾ time. Reduction of this position would mean all Office Services team would be responsible for greeting customers and answering questions in her absence. Daily, weekly and monthly invoicing will take longer and need to be shifted to remaining Office Services personnel. The Senior Office Specialist position is responsible for all monthly printing invoicing for City and Springs Utilities, all monthly mail invoicing for City, and all intermittent invoicing required. This position also handles all PeopleSoft transactions and is the designated HRC. All PeopleSoft transactions could be handled once per week instead of daily. The HRC duty would be eliminated except as a contact. All employees would be responsible for HRC information. The Senior Office Specialist position also assists with labeling and insertion when needed.
- A very minor change to reduce the Manager to Coordinator position would flatten the Management organization to 2 Coordinators and no Manager in Office Services. All job duties would be shared with the 2 Coordinators.
- Eliminate the color copier. All color copier projects would be produced with an outside vendor through Office Services. Most customers prefer that Office Services set up a project with a vendor knowing that we will find the best price for the project to include meeting the deadline for the turn-around and producing the finished product the customer was anticipating. For time sensitive projects, we will work with outside vendor to meet customer deadline; ex: Informal Agenda color copies, Budget, Springs Utilities Agenda. Without the copier, which also produces black and white copies, we would print all projects including in-house needs; invoice copies, USPS forms, etc. on DocuTech.
- Reduce software line item to only Graphics Technician computer replacement and critical software upgrades only.
- Office Services provides services for General Fund, Between Fund, Enterprises and Springs Utilities. Services may need to be provided first to Springs Utilities and Enterprises to avoid any interruption in their services.

Revenue and Collections

February 2009 Budget Cuts – Impact Statement of 14.5% Reduction

Position Impact: 1 position eliminated

In 2008, the Revenue and Collections Division had 19 general fund positions which include auditors, investigators, and technicians. The Division's four sales tax technicians processed 81,876 taxpayer returns for 2008 or 20,469 per technician. They also provided customer service to over 13,366 account holders which included regular, temporary and one time filers. This amounts to one technician per 3,334 account holders.

With the 2008 layoffs, one sales tax technician position was eliminated. This resulted in the technicians having to process approximately 27,292 returns per technician and service 4,445 account holders per technician. This equates to a 33% increase in workload.

With an additional layoff of a sales tax technician, we would try and outsource our data entry to our bank. In turn, we would not fill an accounts receivable position. The remaining two sales tax technicians would be responsible for servicing 6,668 account holders per technician.

The remaining technicians would also be responsible for training and reviewing the work of the data processing center.

The overall staff of the Revenue and Collections Division would total 17 general fund employees.

POLICE DEPARTMENT
Richard W. Myers
Chief of Police

CITY OF COLORADO SPRINGS

DATE: December 19, 2008

TO: Penelope Culbreth-Graft, DPA

FROM: Richard Myers, Chief of Police

RE: 2009 Budget Reduction Lists – 1%, 3%, and 5%

For almost two weeks, the executive team of the PD has engaged in an intensive exercise to develop the 1%, 3%, and 5% reduction lists that we were directed to prepare. Some of the items on the lists will fall into the "sacred cow" category, as they include beloved programs and/or assignments that are popular both within and outside the PD. We mourn that ANY of these proposed cuts would show up on a reduction list. However, our mandate was to identify non-essential services and make those cut proposals in a prioritized manner.

Our focus, then, was the identification of essential/required/critical core services to avoid any cuts, and then prioritizing all other services to form a rank ordered list of proposed cuts. Some essential services include direct support that we would not be able to achieve our core functions without.

Some may disagree with the prioritization, but hopefully all will recognize and respect that our mission was solely to prioritize non-essential services. There is a difference between a sentimental favorite that we all feel deeply invested in seeing continue, and a mandated or essential service. This slim distinction is what makes the exercise so painful.

Finally, we have also tried to leverage as many existing vacancies as possible, to minimize the risk of current employees being displaced. Prior to the directive to prepare reductions, our intention was to hold a sworn academy class in April. We are not extending police officer job offers for that academy until we know how many sworn positions we will need to vacate. Additionally, we are presently only filling essential civilian positions until we know how many civilian positions are going to be reduced. Again, our goal has been to meet the two criteria of 1) preserve essential services; 2) leverage existing vacancies.

Police Department

February 2009 Budget Cuts – Impact Statement of 1.0% Reduction

Position Impact: 6.75 positions eliminated

In our recommendations for reductions, the Colorado Springs Police Department is focused on maintaining the necessary infrastructure to support our core mission of responding to calls for service and investigating major crimes, as well as, maintaining our essential programs. The reductions in the 1% tier would reduce our authorized sworn staffing by five sworn positions in specialized units and eliminate our financial support of three nonprofit organizations.

Impact of PSST Budget Reductions Summary

Position Impact: 10.0 positions eliminated

In our recommendations for reductions in our 2009 PSST Budget, the Colorado Springs Police Department is determined to sustain our core mission and essential police services to the Colorado Springs community. The proposed reduction for 2009 PSST Budget would reduce our authorized civilian staffing by four positions in Code Enforcement Unit, Investigations Division, and Information Technology. In addition, we propose to reduce sworn authorized staffing by six sworn position in the Metro Vice, Narcotics, and Intelligence (VNI) Division, Patrol Bureau and Internal Affairs Section. These reductions will impact the quality of life and result in delayed investigation of stolen properties, dealing with gangs and drugs in the community and will increase timeline for complete internal investigations.

Fire Department

February 2009 Budget Cuts – Impact Statement of 1.0% Reduction

Position Impact: 7.0 positions eliminated

1% level: $418,000

- Eliminate two senior office specialists. This requires a redistribution of duties among remaining personnel. In addition to assigning tasks across programs in the department, this may result in some personnel in supervisory, professional, and managerial classifications performing some duties previously done by clerical personnel.

- Eliminate five vacant firefighter positions. With the loss of funding of five vacant firefighter positions, the CSFD will not be able to maintain minimum staffing of 119, the number required to staff all of its emergency units. The least impact will be created by cross-staffing the Hazardous Materials vehicle with an engine company and dropping the minimum daily staffing to 115. If the engine is dispatched, then the crew would respond on the engine and perform engine-company duties. If Haz-Mat is dispatched, then the crew would respond on the Haz-Mat vehicle and perform Hazardous Materials Team duties. Generally the arrival time of the Hazardous Materials Team is not as critical as the arrival times of engines and trucks, since at least one other CSFD unit will already be on scene. The impact of the dual-role on first response and structure fire response will be greatest in PEZ 7 (north Colorado Springs), where we expect a decline of approximately 1% in first company coverage. The impact on a city-wide basis is effectively zero (that is, it is so small as to be unobservable). The decline in structure fire coverage in PEZ 7 is very small and not statistically significant.

- **One-time reductions** for 2009 to make up the gap caused by implementation at the beginning of the second quarter. $750 is the estimated reduction in operating expenses for the two senior office specialists, and $5,060 is the estimated reduction in operating expenses that can be borne because of the five vacant firefighter positions being eliminated. Based on the expected retirements in 2009, the one-time reduction in funds budgeted for the payout of sick and vacation time for retiring personnel can be accommodated.

City Attorney

February 2009 Budget Cuts – Impact Statement of 10% Reduction

Position impact: 5.0 positions eliminated

The Office of the City Attorney has been directed by City Council to provide recommendations for reductions to its approved 2009 budget (general fund portion only) by 10% ($329,267).

Pursuant to City Charter, Art. XIII, §13-80, City Attorney, Duties., "[t]he City Attorney shall conduct all cases in court in this State wherein the City shall be party plaintiff or defendant, or a party in interest. The City Attorney shall be the legal advisor of the Mayor, Council, Commissions, and Heads of Departments in relation to their duties, and shall perform such other duties, not inconsistent herewith, as may be required of the City Attorney by ordinance…". In addition, City Charter, Art. VII, §7-90 provides, in pertinent part, "[l]egal payments on bonded debt, pensions, and judgments have the first claim on City revenue." Thus, the City Charter places a priority on proper legal services, without which any judgment would take priority over all other expenditures of the general fund. Moreover, the City Code requires that this Office provide legal advice, prepare and approve contracts, defend cases, prepare ordinances, settle certain large claims, make reports and provide other services of a legal nature.

The only way to meet a new 10% target reduction figure of $329,267 is to reduce staffing somewhere between six and nine attorney and/or non-attorney positions. In late 2008, 4 attorneys and 6 staff were laid off from the City Attorney's Office. If more reductions are required with a the new 10%, 12.5% or 15% reduction targets, it is likely that this Office will suffer a huge reduction in staff from this time one year ago. With this further 2009 reduction in staffing, it is no longer certain that all the legal needs of the city and its staff will be met.

The impact of meeting these budget reduction targets will require the Office to focus on liability exposure/mitigation, tax and financial issues, employment matters, land use, prosecution and the work of City Council. As a result, it is anticipated that:

(1) Attorneys will no longer staff any board, committee or commission meetings, except City Council, Liquor Board, Planning Commission, Utilities Board, MHS Board of Trustees, and any board/commission meeting that wishes to meet in closed session.

(2) The standard turn-around time on contracts will increase from 10 business days to 15+ business days;

(3) Attorneys will respond to requests for legal advice or opinions based upon priorities established/accepted for the staffing levels that exist;

(4) All former prosecutors now working in the Municipal, Litigation and Utilities Divisions will be required to fill in as prosecutors when necessary to handle Municipal Court dockets, further reducing the service levels provided to other parts of the City and adding additional workload to already busy attorneys in other Divisions

(5) If legal workload continues to exceed the reduced staffing levels, it may become necessary to retain outside counsel to handle some of this legal work.

These changes to the City Attorney's Office must be approved by City Council as the greatly diminished staffing of attorneys and other staff will require a change to City Council approved ordinances pertaining to the structure of the Office.

City Auditor

February 2009 Budget Cuts – Impact Statement of 14.5% Reduction

Position Impact: 1 position eliminated

I will be cutting Salary and Benefits to reach the final General Fund (GF) reduction target.

My current budget is $1,404,733 and I have revenues of $1,191,208, leaving a General Fund exposure of $213,525. A reduction of the magnitude being requested will cause me to reduce the amount of audit hours available for General Fund Audits by the amounts listed below.

% Reduction	GF $ Reduction	GF Audit Hour Reduction
10.0%	$21,352	325
12.5%	$26,691	410
15.0%	$32,029	490
26.0%	$55,516	850

Since I do not want the full brunt of the reduction to fall on our IT and Performance areas, I have challenged the individual responsible for our Standard Audits to work to provide a quality audit with less hours. Standard Audits include assisting the external financial auditor, the audits of the major systems (which we do on a rotating basis) and the audits required by City Code (TOPS, Claims Reserve Fund, and Workers' Compensation Fund). One area where we can reduce our Standard Audit time is in the area of the Claims Reserve Fund and the Workers' Compensation Fund. Currently, the City Code requires we audit them "at least every two years." If we were to change that limit to "at least every four years," it would free up audit hours by giving me greater scheduling flexibility. The IT and Performance areas will also be challenged with finding ways to reduce the amount of time spent on individual audits.

Office of the City Clerk

February 2009 Budget Cuts – Impact Statement of 10% Reduction

Position Impact: 1.0 position eliminated

In FY 2009, the City Clerk eliminated two (2) FTE positions ($122,000) and reduced the operating expenses ($84,825) resulting in a 16.52% budget decrease. The work previously performed by these individuals was allocated among the remaining seven (7) employees.

The City Clerk is required, through the City Charter, to conduct municipal elections, maintain custody, control, filing and storage of all official City government records and documents and ensure timely publication and posting of all legal notices pertaining to the City. In addition, the City Clerk administers and enforces business and liquor licenses in accordance with local and state laws and regulations and provides support to associated licensing boards. Related to business licenses, the City Clerk conducts administrative, suspension, revocation and renewal hearings.

Licensing

- Licensing will only occur from 8:30 AM to 4:30 AM, T-W-TH due to lack of office coverage and further reductions in staff.

- Liquor License applications will be reviewed within 7 days rather than 3 days.

- Licensees will not receive notices of upcoming expirations for bonds, insurance, or worker's compensation due to mailing costs and staff reductions. Resulting in loss of accountability, tracking and support of insurance and bonds.

- In 2008, 6 licensing staff were responsible for over 5795 monetary transactions in the City Clerk's Office. A reduction of an additional staff member will result in an increased burden of the 3 remaining staff members with licensing responsibilities to process over 5000 monetary transactions or approximately 1932 annually per staff member. In addition to licensing functions and activities, there are additional responsibilities of customer service/phones/inquiries, filing and retrieval of documents and records, enforcement and assisting in conducting municipal elections.

- A 30% reduction of staff limits the ability to complete work assignments, increases errors of transactions and licenses, eliminates enforcement abilities, decreases customer service to include longer waiting period for assistance of walk-in and telephone customers.

- Transactions will fall to staff members who have significantly less training and qualifications to perform some of the complex responsibilities associated with licensing due to the knowledge required which will result in more errors and lost productivity.

Enforcement

- Complaints will be dealt with in 7 days rather than 1-3 days as coverage must be maintained in the office to ensure operational needs are met. Severe enforcement infractions will have to be turned over to the Colorado Springs Police Department for investigation.

- Audits of books and records of businesses and licensees will be eliminated.

- General license enforcement will be reduced to telephone calls and correspondence. Personal contact will not occur.

- Due to reduction in vehicle costs and shortage of staff, limited time will be spent in business and liquor compliance checks/inspections, especially for new liquor licenses, which will require appointments being scheduled resulting in new licensees waiting 7 days or more to receive liquor licenses.

- Loss of enforcement capabilities will have a major impact on preserving the health, safety and welfare of citizens due to unlicensed businesses and businesses improperly hiring employees without acquiring the appropriate license. Resulting in fewer citations and unaddressed violations.

Records/Administration/Election

- The preparation of minutes of City Council meetings will be delayed from the current 7 days to a minimum of 14 days due to increased responsibilities and staffing shortage.

- Ordinances and resolutions will be delayed in processing due to delayed completion of minutes. Additionally, recording of documents required pursuant to city or state codes will be delayed.

- Scanning of ordinances, resolutions and agendas will be delayed 3-4 weeks (dependent on staff accessibility due to other responsibilities)

- Reduced turn-around time for citizen phone inquiries, e-mail inquiries and clarify requests may generate complaints to City Clerk, City Council and Administration.

- Customer Service will be reduced even further due to vacation/sick leave of remaining staff.

- Service delivery to departments would be reduced, i.e. research, records processing.

- The Office receives approximately 300 calls per month. The reduction in staff will result in a longer wait period for telephone customers.

- The Office handles approximately 600 walk-in customers per month. The reduction in staff will result in longer lines and wait periods for walk-in customers.

- Further decrease of staff will result in decreased timeliness in processing and maintaining official documents and records.

- Processing of purchasing/billing invoices will be delayed resulting in delayed payment to vendors (i.e. newspaper legal notices and supplies).

- Election responsibilities will be seriously affected requiring additional overtime and hiring of temporary workers to assist with ballot issuance for approximately 200,000 eligible electors, processing that must be accomplished in accordance with City Charter, Colorado Revised Statutes and City Code. Less knowledgeable workers will have to be trained and relied on to accomplish this critical responsibility.

City Manager

February 2009 Budget Cuts – Impact Statement of 14.5% Reduction

Position Impact: 2.5 positions eliminated

The Public Communications Office is merged with the City Manager's Office to bring legislative support, agenda preparation, and Clarify (citizen response) into the Manager's office. The cable television program will continue as it is currently operating since it is funded by a designated, non General Fund source of revenues.

The 14.5% target as applied to the City Council, City Manager and merged General Fund operations of the Public Communications Office result in a reduction of $249,917. This reduction comprises the loss of 2.0 FTE and the transfer of 0.5 FTE to the SWENT fund. The impact of these reductions will include:

- Transfer of the Citizens Academy to the Police Department
- Eliminate support to outside agencies for photography, copywriting, and event coordination
- Eliminate free support to enterprise operations
- Eliminate communications support to PPRTA
- Eliminate third-party mediation services
- Eliminate participation on community boards and campaigns such as Dream City and Diversity Festival
- Eliminate participation with other agencies such as Crisis Communications Network, El Paso County Health Department, and media training efforts with Springs Utilities and Memorial Hospital
- Eliminate City Hall tours
- Reduced turnaround time on Clarify responses and other citizen phone or email inquiries
- Reduce advertising funds, postage, training, computers and software

Municipal Court

February 2009 Budget Cuts – Impact Statement of 10% Reduction

Position Impact: 2.5 positions eliminated

The Court received budget reduction requests of 10.0 percent. The attached numbers and their respective impacts are submitted as follows:

- 52575 Services – The City's existing contract with Keep Colorado Springs Beautiful (KCSB) for $45,000 will be eliminated effective April 1, 2009. The existing contract expires March 30, 2009.

- 52615 Dues and Memberships – The payment of Colorado Municipal Judges Association (CMJA) annual dues for the judges will be eliminated.

- 52450 Laundry and Cleaning Services – The Court will eliminate all funds for dry cleaning of judges robes.

- 52645 Subscriptions – The Court's contract with Thomson West for Westlaw legal resources is eliminated. These on-line services are used by the judges to research state laws and other legal information.

- 52225 Maintenance Computer Software – The Court will no longer conduct annual cleaning of personal computers and printers. All monies for this purpose will be eliminated.

- 52575 Services – The Court has reduced and/or eliminated professional service contracts including Bridge to Awareness, Neighborhood Justice Center, Thompson Investigations, Mug-A-Bug, Skyway Greenery, and Verizon Wireless. These services have been important to court and probation operations and customer support.

- 52445 Janitorial Services – The Court will reduce janitorial services from 5 days a week to 2 days a week. This reduction represents a 60% reduction in services and will impact the quality and cleanliness of facilities for customers.

- 65165 Jury Fees and Expenses – The Court will no longer provide such limited amenities as donuts and coffee to citizens summoned to jury service. The payment of mandated jury fees could be impacted with this reduction.

- 52419 Criminal Justice Information System – The Court will delay the procurement of the necessary upgrade of SQL licenses until 2010. The licenses are required to access and use the Court's Justice Information System (JIS) software.

- 51205 Civilian Salaries – The Court will eliminate an existing vacant position at a cost savings of $75,470. The reduction of this position could significantly impact case management, revenue collections and the quality of services provided to the public.

- 51205 Civilian Salaries – The Court will institute the lay-off of a Municipal Court employee at a cost savings of $41,673. The reduction of this position could significantly

impact case management, revenue collections and the quality of services provided to the public.

- 51205 Civilian Salaries – The Court will reduce the hours of a 40 hours a week (full-time) employee to 20 hours a week (part-time) at a cost savings of $15,712. This will involve a 50% reduction of work hours and reduced benefits for this employee. The reduction of this position could impact case management, revenue collections and the quality of services provided to the public.

The Clerk of Court will also be retiring in May, 2009. In addition to the above layoffs, we may be operating without a Clerk of Court through calendar year 2009. The Clerk of Court is, without question, upper management, reporting to the Court Administrator and the Presiding Judge. This will have a considerable administrative impact on the daily operations of the Court. Vacancy savings achieved for this position is already accounted for in 2009 budget calculations.

Table of Contents

City Manager's Letter iii
City Organizational Chart vii
Budget Objectives viii
Colorado Springs at a Glance xi
Community Profile xii
A Guide to the Colorado Springs City Budget xiv
Overview
General Fund Summary
Economic Overview and Outlook 1-1
Revenue Overview 1-9
Revenue Summary Table 1-14
Expenditure Overview 1-17
Taxpayer's Bill of Rights (TABOR) Calculation 1-26
Expenditure Summary Table 1-30
All Funds Summary 2-1
Position Summary 3-1
City Council and Council Appointees
City Council 4-1
City Manager 5-1
City Attorney 6-1
City Auditor 7-1
City Clerk 8-1
Municipal Court 9-1
Community, Infrastructure, and Development
Community Development 10-1
Economic Development 11-1
Public Communications 12-1
Streets 13-1
Finance and Administrative Services
Human Resources 14-1
Information Technology 15-1
Financial Services 16-1
Procurement Services 17-1
Revenue and Collections 18-1
Fire 19-1
Police 20-1
Transportation and Parks
Airport 21-1
Parks, Recreation and Cultural Services 22-1
Fleet Management 23-1
Parking System 24-1
Pikes Peak – America's Mountain 25-1
Transit Services 26-1
General Costs
General Costs 27-1
Internal Services Charges/Allocations 27-1
Debt Management 27-7
Lease-Purchase Obligations 27-12
Capital Improvements Program 28-1

Appendices

Appendix A – Glossary of Terms A-1
Appendix B – Budget Development B-1
Appendix C – Financial Policies C-1
Appendix D – Strategic Plan D-1
Appendix E – Detailed Revenue Estimates E-1
Appendix F – Human Services Contracts F-1
Appendix G – Changes to General Fund Budget G-1
Appendix H – Fees and Charges H-1
Appendix I – Vehicle Replacement I-1
Appendix J – Appropriation Ordinances J-1
Appendix K – Index K-1

DR. PENELOPE CULBRETH-GRAFT
CITY MANAGER

CITY OF COLORADO SPRINGS

January 1, 2009

Honorable Mayor and Members of the City Council:

Planning for the 2009 budget began in early 2008 with a projected shortfall due to the weakening economy. Because the shortfall in 2008 was projected to be nearly $9 million, the City had to take significant fiscal actions to trim expenditures to match the declining revenues. Many of the actions taken were made permanent in an effort to "rightsize" the organization and balance the budget. The preparation of the 2009 budget has been difficult due to a number of first-time expenditures and increasing costs such as fuel, utilities, settlement of litigation, and pensions. Consequently, the 2009 budget presented a challenge to balance beyond anything we've seen in the past ten years.

The primary method used to balance the 2009 budget is the reduction of workforce in which more than 90 positions have been eliminated (see Appendix G for a list of positions eliminated). These changes included a restructuring of city departments to remove four departments and collapse responsibility under five executive managers—an action that alone saved $500,000. While our goal was to maintain public safety service levels and as many other public services as possible, the position eliminations and reductions in department spending will have a deleterious impact upon many services areas. These impacts are highlighted throughout the budget document and in the summary below under the section entitled, "General Fund."

Working to keep public safety whole as my first priority, the balancing of the projected $23 million shortfall was done through a series of measures. These included removing a wage package for employees, adding four sales tax investigators, eliminating or delaying capital projects, and reducing non-public safety department expenditures. The bulk of the balancing measures required department reductions in some cases totaling 20%. In most cases, departments indicated that the cuts could not be accommodated with the current workload demands, which means reducing service delivery both internally and to our residents.

In addition to rightsizing the organization, my secondary goal in preparing the 2009 budget was to reduce our reliance on one-time revenue for on-going expenditures. The budget does include limited one-time revenue for operational expenses in the area of Parks, Recreation, and Cultural Services. One-time use of Conservation Trust Fund monies will keep all community centers open. This one-time use will be replaced by General Fund revenue in 2010 once certain certificates of participation for parks facilities are retired.

The City Council did provide direction to draft fiscal policies that will address many of these issues and allowed us to begin reducing a structural deficit of approximately $5 million. This direction will assist us in adapting to continued volatility in sales and use tax, our primary General Fund resource, and to match service delivery with available resources.

The balanced budget totals $357,481,969, which is a 0.64% decrease from the original 2008 budget. The General Fund budget, which provides for the majority of public services to our community, totals $238,481,638 which is a 0.52% increase from the original 2008 budget. For 2009, 30 employees are transferred from the Stormwater Enterprise Fund back to the General Fund to better account for stormwater activities. The General Fund will bill the Enterprise Fund for the maintenance and operations work that is completed. Excluding that transfer, the 2009 General Fund budget decreased from the 2008 General Fund budget by nearly 1%.

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Mailing Address: Post Office Box 1575, Mail Code 1547 • Colorado Springs, Colorado 80901-1575

General Fund

The largest revenue source for the General Fund budget is sales and use tax. The sales and use tax forecast was completed in September in part using trend analysis based upon year-to-date collections. That forecast and this General Fund budget assumed flat sales and use tax collections. Through the fall, as the credit crisis worsened and the recession deepened, consumer confidence and sales and use tax plummeted. Over time, sales and use tax has become a larger portion of the total ongoing revenue. In 1980, sales tax made up 43% of the total budget and in 2009, it makes up 53% of the budget. Sales and use tax is a volatile revenue source and as the economy faltered in 2008 collections fell below forecast and are now expected to fall below forecast in 2009 as well. With City Council's direction, additional fiscal actions will be taken during 2009 to ensure a balanced budget.

The 2009 budget accommodates expenditure increases and one-time expenditures totaling more than $15 million for fuel, utilities, healthcare, pension costs, a Fair Labor Standards Act settlement, the United States Olympic Committee (USOC) economic development payment, the replacement of Wahsatch Data Center (including replacement of the PBX system), the SCIP debt payment, and election costs. Therefore, to balance the 2009 budget, the City reduced expenditures in salary, operating and capital outlay accounts and the capital improvements program. Rightsizing the organization saved nearly $11.9 million with the elimination of more than 90 positions and reductions in operating and capital expenses. The three most significant program area changes are: the 23,000 hour reduction in fixed route transit services on routes that had low ridership and other lower priority routes (including City and PPRTA funded service), a $4.5 million reduction in the General Fund's contribution to capital improvements program (CIP) projects plus a $400,000 reduction in CIP Emergency Repair and Maintenance, and Parks, Recreation and Cultural Services Department (Parks) service and program reductions. Parks reductions include eliminating preventive street tree pruning, eliminating funding for the July 4th symphony, reducing maintenance and repair of parks, reducing programs for adults, seniors, and persons with disabilities, reducing military outreach programs, and reducing the hours of operation and programs at Garden of the Gods, North Cheyenne Cañon, Rockledge Ranch, and Helen Hunt Falls.

In addition to eliminating the annual wage compensation package for City employees, the budget does not address the City's significant unfunded liabilities. Unfunded Old Hire pension, workers' compensation fund, general liability fund, health insurance fund, and other post employment benefit liabilities total over $80 million. Other unfunded issues include vehicle and equipment replacement and the unfunded portion of the Five-Year Capital Improvements Program, which total more than $460 million.

Strategic Goals

In 2007, City Council approved a new Strategic Plan. For 2009, City Council reaffirmed that strategic plan with a few changes to reflect milestones reached and new milestones. The Strategic Plan goals are: City Services, Sustainable Growth, Economic Vitality, Quality of Life and Civic Engagement.

The 2009 budget includes the following services and programs for these strategic goals:

City Services:

- Support of the Council appointed 24-member Sustainable Funding Committee; the committee is considering long-term revenue streams, financial liabilities, and service models as well as other areas identified as critical to the City's financial health
- A Police force of 689 officers based out of four Police sub-stations and the Police Operations Center
- A Firefighting and Emergency Response force of 438 operating out of 20 fire stations
- The Police Department's Air Support Unit, cut during the 2008 budget process then later reinstated through one-time funding sources for 2008, is funded for 2009
- A new City organizational structure to increase operational efficiency
- Relocation to the Police Operations Center and upgrade of the City's voice and data operation, including consolidation of network and servers across the City; will replace failing equipment and provide backup servers and operation at a remote site for disaster recovery of critical data
- Minimal street maintenance, street-sweeping and snow removal services
- Level-of-effort public safety, transit and capital improvement requirements met per the Public Safety Sales Tax (PSST) and Pikes Peak Rural Transportation Authority (PPRTA) ballot initiatives
- Energy efficiency improvements at a number of City facilities
- Training opportunities for City staff to improve efficiency and service delivery, including programs for management development and succession planning

Sustainable Growth:

- A land-use development and enforcement program that supports in-fill, redevelopment and revitalization including retail revitalization
- Stormwater projects that will ensure the City's compliance with the federally mandated National Pollutant Discharge Elimination System (NPDES) stormwater permit program and with mandated stormwater/environmental protection regulations
- Green Team of City employees focused on sustainability efforts throughout the City

Economic Vitality:

- The Retail Enhancement Program to stem sales tax leakage, encourage greater retail choice, and stimulate development in underserved areas of the city
- An expanded City Economic Development Department that will provide a unified approach to development issues, integrating comprehensive planning, real estate, business development, international activities and programs, and housing services
- A first-class airport facility to provide for efficient movement of air travelers from origination to destination and return
- Support for the Economic Development Corporation, the Small Business Development Center, the Colorado Springs Technology Incubator and Procurement Technical Assistance Center (PTAC)

Quality of Life:

- Maintenance of City parks, open space and trails
- Recreation services programs for youth, adults, seniors and persons with disabilities
- An expanded bike trail system
- Preserved and maintained natural and cultural resources
- Support for the Cultural Office of the Pikes Peak Region (COPPeR), and their efforts to provide the community with a central source of information on the arts
- An Affordable Housing program for low and moderate income citizens in the community, including homeless services coordination
- The School Resource Officer program

Civic Engagement:

- Springs TV Channel 18 programming
- SpringsGov.com Web site content and technical support to include an upgrade to the City's website
- Support for the Diversity Forum and its annual Diversity festival event
- Support for a number of special events including the Balloon Classic, Bicycle Week, Festival of Lights Parade, Firefighter Memorial, Folk Art Festival, Pikes Peak Rodeo, Rocky Mountain State Games, Sertoma Street Breakfast, and the Veterans Day Parade

While this list is not exhaustive, it demonstrates our core and creative commitment to your goals and our community.

Other Funds

The budget includes details for all funds of the City, including Enterprise, Special Revenue, Internal Service, and the Permanent Funds. For 2009, the Enterprise Funds total $56,113,441; the Special Revenue Funds total $62,525,390; the Internal Service Funds total $ 59,572,562; and the Permanent Funds total $361,500.

Enterprise Funds

The Enterprise Funds include the Airport, Cemeteries, Development Review, Golf, Human Services Complex, Parking, Pikes Peak - America's Mountain, and Stormwater Funds. These funds provide services similar to a private business and have their own set of accounting records detailing their financial condition. Several of these enterprises are impacted by the local economy and have adjusted their budgets to reflect the necessary user charges and funding to support the delivery of services. This is the second year to include the Stormwater Enterprise budget; however, to better account for stormwater activities differently from 2008, the General Fund budget will bill the Enterprise Fund for the maintenance and operations work that is completed.

Internal Service Funds
The City is an information-based organization dependent upon its information technology (IT) systems. In 2008, the centralized system for the City's information technology operations was continued and resulted in increased efficiency, reduced overhead expenses, and leveraged technical expertise among IT staff, providing greater benefit for the organization. For 2009, the IT Department is removed from the Internal Service Funds category and placed in the General Fund because the function does not meet the Generally Accepted Accounting Principles (GAAP) definition of internal service funds.

Special Revenue Funds - Public Safety Sales Tax (PSST) Fund
The largest of the Special Revenue Funds is the PSST Fund, which totals $25,176,081 for 2009. In accordance with the provisions of the PSST ballot question, the 2009 General Fund budget allocates 50.68 % of total resources for public safety purposes, which satisfies the percentage share required by the PSST election.

Other Governmental Entity Impacts - Pikes Peak Rural Transportation Authority (PPRTA)
The City does not budget for the PPRTA expenditures since it is a separate governmental entity; however, it is important to present the complete picture of how the City funds its services. The City's PPRTA funding for 2009 is estimated to be $53.4 million, of which $25.6 million is for capital projects, $19.7 million for maintenance, and $8.1 million for Transit Services. The PPRTA was established in 2004, which is the base year that set the level of effort. The 2009 Budget includes funding of $3.4 million above the 2004 Budget for transportation activities. The Budget also includes funding for Transit Services of $2.3 million over the 2004 Budget amount.

Fiscal Sustainability
A key element of the 2009 Strategic Plan's *City Services* goal is the development of a long-term *Sustainable Funding Plan* to ensure that the City's mix of services and infrastructure are sustainable. It has become increasingly clear that the City's current revenue structure is insufficient to maintain current services levels and standards while allowing for necessary investments in infrastructure. Clearly, a comprehensive examination of the City's revenue structure and the delivery of services must be done.

For 2009, revenue subject to TABOR is projected to be $20.1 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 municipal services enhancement if revenue realized is greater than projections.

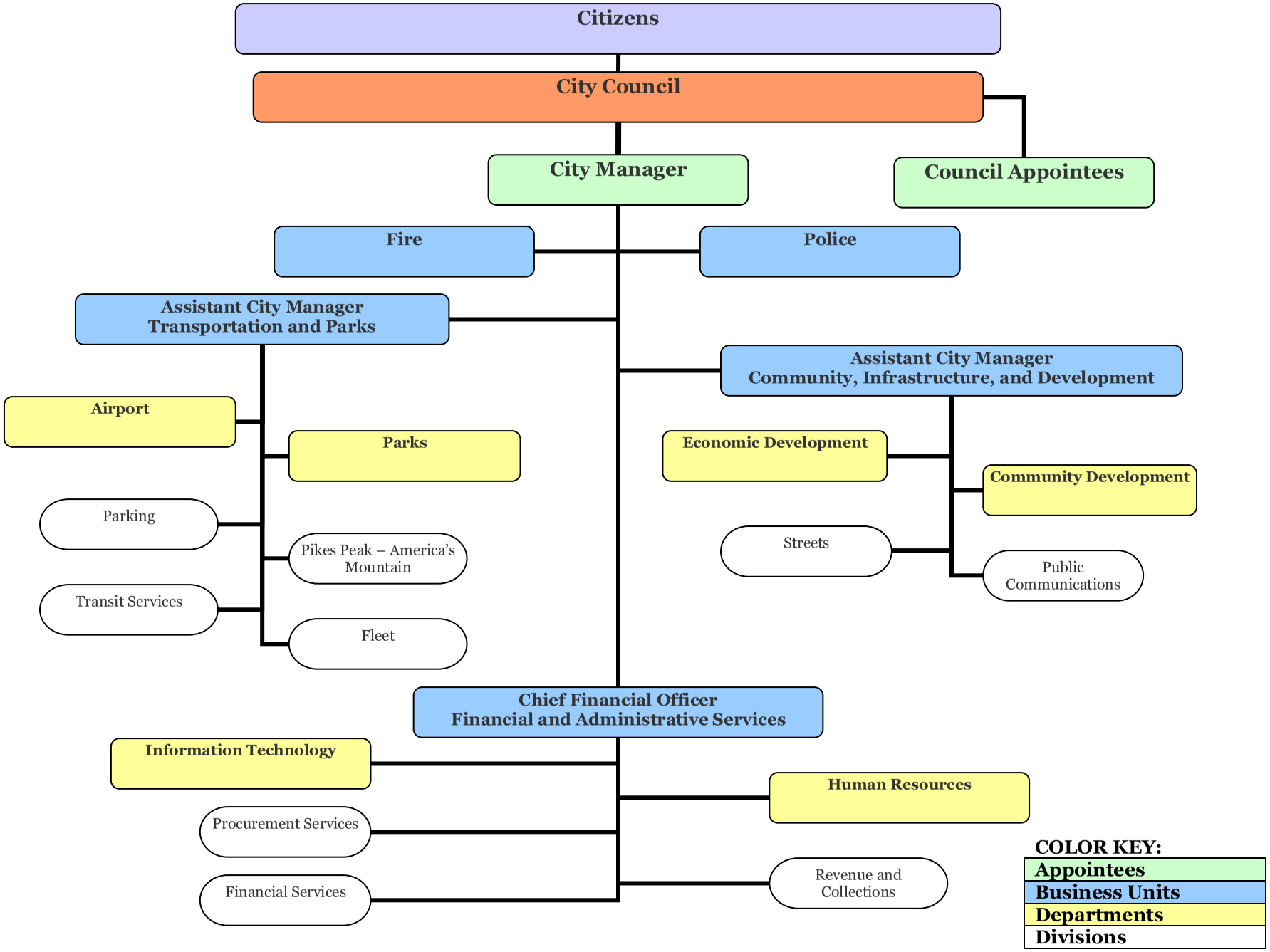
While the City remains committed to providing exceptional municipal services, we acknowledge that we must do so by prioritizing the delivery of services with fewer resources.

The City is expanding its economic development efforts, reorganizing to do more with less, and working with local organizations to secure high-paying jobs and attract choice retailers to the city. We are optimistic that these efforts together with the growing Airport Business Park and local military presence will have positive impacts on the City's financial future and ability to sustain municipal services at the community's desired level and quality.

The employees of the City of Colorado Springs are dedicated to serving our citizens and fulfilling your vision.

Sincerely,

Penelope Culbreth-Graft, DPA
City Manager


Citizens
City Council
City Manager
Council Appointees
Fire
Police
Assistant City Manager
Transportation and Parks
Airport
Parks
Parking
Pikes Peak – America's Mountain
Transit Services
Fleet
Assistant City Manager
Community, Infrastructure, and Development
Economic Development
Community Development
Streets
Public Communications
Chief Financial Officer
Financial and Administrative Services
Information Technology
Human Resources
Procurement Services
Financial Services
Revenue and Collections
COLOR KEY:
Appointees
Business Units
Departments
Divisions

Budget Objectives

In consideration of the 2009 Budget outlook, the principal challenges facing the City in the Budget development process is bridging a projected General Fund budget gap while maintaining core municipal services and ensuring that all City services are provided in the most efficient manner. Given these challenges, the budget objectives for 2009 are as follows:

- Allocate resources in a manner consistent with the vision, goals, strategies, and priority projects outlined in the 2009 Strategic Plan.

- Ensure current Public Safety service levels and fund highest priority enhancements to the extent practicable.

- Support programs and policies consistent with the priority project to develop a long-term fiscal sustainability plan.

- Support Economic Development initiatives approved in the 2008 Budget by City Council.

- Seek alternatives to finance Transit Services in order to maintain the current or near current level of service.

- Identify potential cost recovery opportunities from non-general fund organizations and programs. The cost allocation model allocating City core service expenditures will determine the revenue estimates.

- Create a structurally balanced organization that maximizes service efficiency and is positioned to adapt as the city continues to grow.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Colorado Springs

For the Fiscal Year Beginning

January 1, 2008

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, 2008. 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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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: 414,658 (2009 est.)

College Population *: 32,839 (Fall 2007)

Median Age *: 33.6 (2008)

Median Household Income *: $50,892 (2008)

Unemployment Rate *: 4.1% (August 2008)

Ethnicity **:
White (78.6%)
Hispanic American/Latino (14.1%)
Black/African American (6.8%)
American Indian/Alaska Native (0.9%)
Asian (2.8%)
Native Hawaiian/Pacific Islander (0.2%)
Other (6.4%)
Two or more races (4.3%)

Area in Square Miles: 194.5

Street Miles: 1,576 (2009 est.)

Parkland Acres: 15,266 (2008 est. including open space acquisition)

Sales Tax Rate for 2007:
City (2.5%); County (1.0%); State (2.9%)
Pikes Peak Rural Transportation Authority (1.0%)

City Property Tax Rate (2008 mill rate levied for taxes payable in 2009): 4.944 mills

Average Sales Price of an Existing House in Colorado Springs in 2006 *: $261,925

Property Taxes Paid on a $261,925 House in School District 11 Based on 2008 Mill Levy Rate:
$1,266 total, City share is $103

Serious Crimes per Thousand Population:
46.5 (Year 2007) compared to 2006 national average of 66.0 for cities 250,000-499,999; crimes include murder, rape, robbery, aggravated assault, burglary, larceny, and auto theft

Major Industries *:
- Aerospace / Defense / Homeland Security
- Biotechnology / Medical Device Manufacturers
- Customer Service Operations
- Data Networking / Storage
- Information Technology
- National Sports Governing Bodies and Sports Organizations
- Nonprofit National Organizations
- Semiconductor Manufacturers, Research and Development
- Specialty Metals Manufacturing

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

Average # of Days of Sunshine *: 247

Average Annual Precipitation *: 17.4 inches

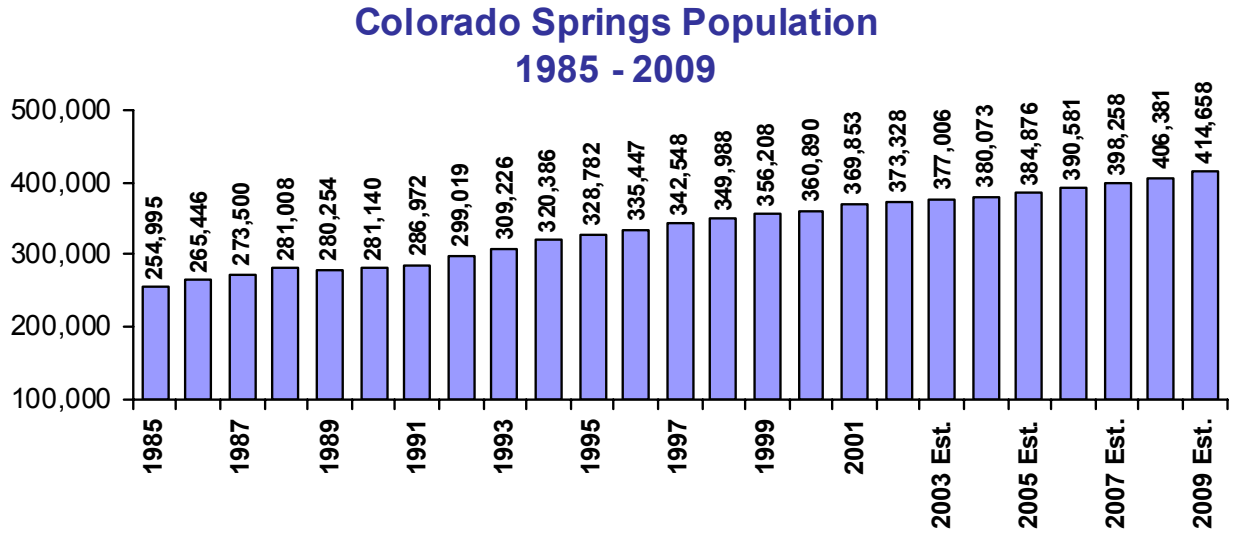
Sources:
* Colorado Springs Economic Development Corporation Fact Sheet (2008)
** American FactFinder (2006) (This total exceeds 100%)

Community Profile

Colorado Springs is located at the foot of Pikes Peak, 70 miles south of Denver. With a 2009 estimated population of 414,658 and a land area of 194.5 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 the 1980s which saw a 31% increase in population. From 1990 through 2000, the population increased approximately 28%. The population has increased approximately 16.6% since 1998.



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.

Community Profile

Top Ten Private Sector Employers (Excluding School Districts)
1. Penrose-St. Francis Health Services
2. Lockheed Martin Corporation
3. Broadmoor Hotel, The
4. Hewlett Packard
5. Atmel Corporation
6. Progressive Insurance Company
7. Verizon Business
8. Focus on the Family
9. ITT Industries Inc. – Systems Division
10. United Services Automobile Association (USAA)

Source: Economic Development Corporation

Area military installations are a significant factor in the local economy. 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 7 school districts with over 178 schools including public elementary, middle, junior, and senior high schools. Of that 178, there are 64 private, parochial, and charter schools. In addition, Colorado Springs has more than 28 colleges and universities and 30 vocational and two-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, United States Olympic Headquarters and Training Center, Cheyenne Mountain Zoo, United States Air Force Academy, and The Broadmoor Hotel.

Largest Post-Secondary Schools in the City (Fall 2007)	
School	**# of Students**
1. Pikes Peak Community College	10,526
2. University of Colorado at Colorado Springs	7,693
3. United States Air Force Academy	4,330
4. Colorado College	1,998
5. Colorado Technical University	1,926
6. Regis University	1,400
7. University of Phoenix	1,250
8. Nazarene Bible College	986
9. Colorado State University – Pueblo	589
10. Everest College	500

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*** contains the City Manager's Letter; Overview which includes the General Fund Summary, All Funds Summary, and Position Summary; Department Narratives; General Costs; Capital Improvements Program; 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 **General Fund Summary** section contains the economic, revenue, and expenditure overviews. The General Fund includes basic services such as Fire; Municipal Court; Parks, Recreation and Cultural Services; and Police. This section provides tables and graphs of revenue and expenditures.
- 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 **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 an organizational chart, department summary, operating budget, position summary, significant changes to the budget, performance indicators, and major objectives.
- The **General Costs** section contains information on general costs, internal services charges and allocations, and debt management.
- The **Capital Improvements Program** section provides a description of the City's ongoing capital improvements proposed for funding in 2009, as well as the funded 5-year CIP Plan, and a list of unfunded projects.
- The **Appendices** section includes a glossary of terms, budget development, financial policies, strategic plan, detailed revenue estimates, a list of human services contracts, the changes to the General Fund Budget, changes to user fees and charges, vehicle replacements, appropriations ordinances, and an index.

Other Information:

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

For further information, please contact Financial and Administrative Services via email at finance@springsgov.com or call 719-385-5919.

Economic Outlook and Overview

The local economy has slowed along with the rest of the nation. The local home building industry has significantly declined, the unemployment rate has risen, total employment is down and consumer spending has decreased. We expect these trends to continue into 2009 with a possible turnaround in early 2010. Recently the credit crisis has escalated, world financial markets have been in turmoil and the federal government has passed historic legislation to intervene. The depth and length of the current credit crisis and its ultimate impact on the world, national, State and local economy is uncertain; however, few are predicting economic and financial system recovery and stability before 2010. The local defense industry will soften the blow to the local economy as we do not expect it to contract, thus we are predicting the local economic growth to be nearly flat for 2009.

Local Housing Industry Indicators

Construction:	November YTD 2008	November YTD 2007	Change
Single Family Permits	1,486	2,563	-42.0% ↓
Single Family Valuation	$278,728,285	$460,380,974	-39.5% ↓
Multi-Family & Condo Units Permits	20	58	-65.5% ↓
Commercial Permits	1,840	2,323	-20.8% ↓
Commercial Valuation	$531,509,121	$493,610,967	7.7% ↑
Home Sales:			
Sales	7,844	9,351	-16.1% ↓
Average Sales Price	$239,951	$260,019	-7.7% ↓
Nov. Median Sale Price	$187,000	$207,500	-9.9% ↓
Nov. Total Active Listings	5,547	5,967	-7.0% ↑
Foreclosure Starts*:			
El Paso County	4,624	3,280	41.0% ↓

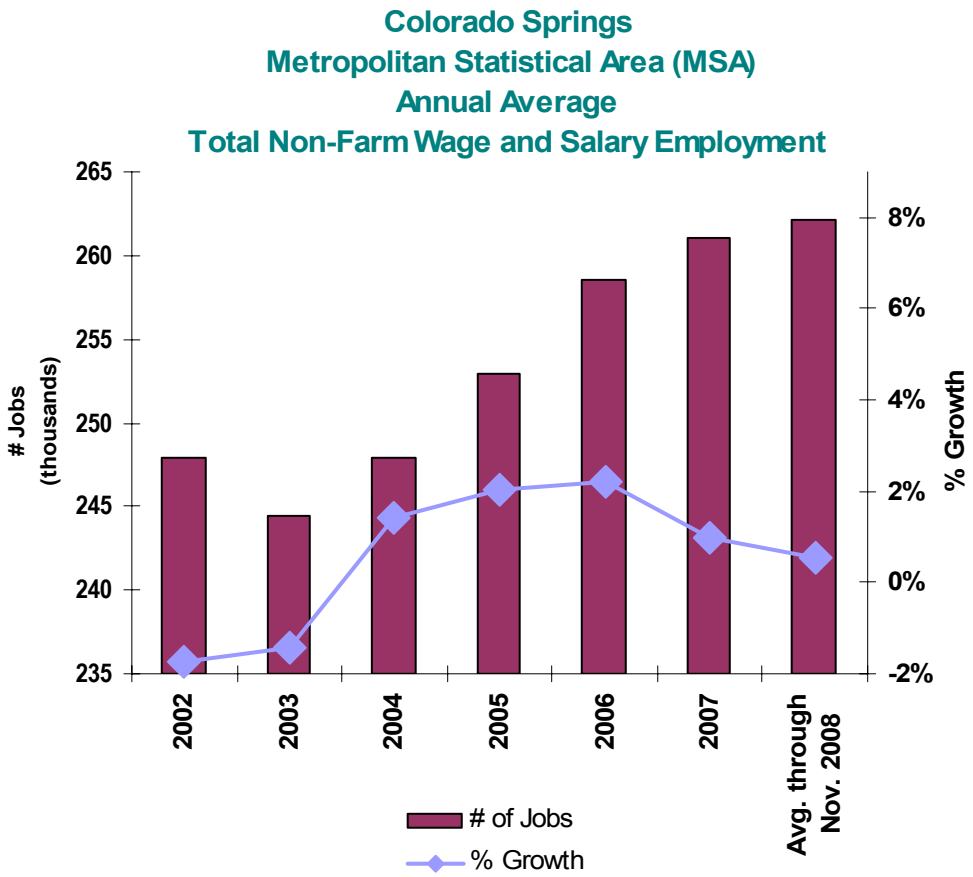
*Previous 12 month total

- Most key indicators of the local housing industry posted declines through November 2008, with the exception of commercial valuation and the number of total active listings. Commercial valuation is up from the same period last year largely due to major construction projects on the north side of the city. Total active listings are down, creating less of a glut in the market. More homes are now selling closer to the asking price, suggesting the market may begin to stabilize.

Local Employment Indicators

	November 2008	November 2007	Change
Unemployment Rate	6.4	4.4	45.5% ↓
Employment	203,679	209,733	-2.9% ↓
Manufacturing Employment	15,900	16,600	-4.2% ↓

- All employment indicators for the City of Colorado Springs reflect a weak employment market. The city unemployment rate has risen significantly over the past year, as it has for the entire nation. It was slightly lower than the national unemployment rate of 6.8% while slightly higher than the Colorado unemployment rate of 5.8%. Total employment is struggling and 700 manufacturing jobs have been lost over the past 12 months.



- Average employment through November within the Colorado Springs MSA* grew very slightly, largely due to year-over-year increases in employment during the first eight months. Those increases steadily declined each month and in September 2008 total non-farm wage and salary employment decreased by 0.4% over July 2007. October and November have shown even larger declines respectively. The 2008 average non-farm employment through November is 262,100. Job gains earlier in the year were largely in the services industry, including Professional and Business Services and Health and Educational Services, and the Government sector. The only sectors to continue to show gains are Health and Education Services and Government.

*(includes El Paso and Teller Counties)

Sales and Use Tax Revenue

	% Change 2007 YTD - 2008 YTD
November collections (October activity)	-6.07
Areas of strength	
Miscellaneous Retail	5.8
Hotel/Motel	4.4
Restaurants	4.3
Grocery Stores	3.8
Utilities	0.3
Areas of weakness	
Auto Repairs & Leases	-1.1
Clothing Stores	-1.4
Furn./Appl./and Elect.	-7.2
Sales to Business	-7.3
Dept./Disc. Stores	-7.8
Auto Dealers	-13.3
Building Materials	-15.8

- For 2009, sales and use tax revenue is projected to total $125.4 million, which is up 3.48% from the 2008 year-end estimate. This increase is largely due to the addition of four new sales tax investigator positions which are expected to generate approximately $2 million net revenue. City sales and use tax revenue through October 2008, which is collected in November, is down 6.07% from the same period in 2007. Over-the-year increases occurred in only two months, May and June of 2008.

- City sales and use tax collections are primarily dependent upon the level of local economic activity, consumer confidence, and tourist activity. Through November 2008, there have been over-the-year sales tax revenue increases in miscellaneous retail, hotel/motel, restaurants, grocery stores, and utilities. Decreases have been in building materials, auto dealers, department and discount stores, sales to businesses, furniture, appliances, and electronics stores, clothing stores and auto repairs and leases.

- The forecast for flat sales tax growth is due in large part to greater household consumer debt and mortgage expenses, volatile oil and energy prices, and consumer uncertainty.

Economic Outlook and Overview - City Economic Development Programs

City Council's 2009 Strategic Plan identifies Economic Vitality as one of its five strategic prioritized goals. Citizens have indicated their support of economic development and job growth with about 40% of citizens responding to the 2007 Citizen Survey indicating that attracting and retaining jobs in Colorado Springs is a high priority; the next highest identified priority, at 25%, was the Police Department's crime prevention efforts. Additionally, over 50% of these respondents supported the City working to revive retail and other aspects of the economy. Also, City Council is proactive in enhancing the local business climate, retaining existing businesses and jobs, and bringing new companies and industries to Colorado Springs.

This section tracks revenue used for economic development efforts through Urban Renewal Area tax increment financings, use of the Economic Development Fund, use of the Lodgers and Automobile Rental Tax (LART) Fund, the Business Personal Property Tax Rebate program, the issuance of Private Activity Bonds, Payment in-Lieu-of Taxes rebate agreements, and tax relief from the Alternative Rate of Tax Exemption for Manufacturing Equipment program.

Urban Renewal Areas

City Council approved six Urban Renewal Areas (URAs) in the city: North Nevada, South Central Downtown (Lowell project), Southwest Downtown, City Auditorium, Gold Hill Mesa, and CityGate. All six have a TIF agreement in place for property tax sharing; only the North Nevada URA has an additional sales tax sharing agreement.

Property Tax Revenue	**2006 Actual**	**2007 Actual**	**2008 Budget**	**2009 Budget**
North Nevada URA	$ 0	$ 1,444	$ 8,720	$ 5,998
South Central Downtown URA (Lowell project)	5,334	10,490	15,782	17,167
Southwest Downtown URA	0	187	331	97
City Auditorium URA	0	0	40	0
Gold Hill Mesa URA	0	0	528	9,031
CityGate URA	0	0	0	0
Shared Sales Tax Revenue				
North Nevada URA	83,499	95,598	114,718	113,043
Annual Shared Revenue	**$88,833**	**$107,719**	**$140,119**	**$145,336**

Tax increment financing (TIF) is a method of redistributing tax collections within a designated area to finance public infrastructure improvements within the specified geographic area. Infrastructure improvements may include upgraded on-site drainage systems, adjacent intersection/roadway capacity/pedestrian improvements, etc.

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

Sales Tax TIF: This funding comes from a portion of the new sales tax revenue generated from the new retail businesses that locate within the designated boundaries. At the end of March 2006, City Council adopted Sales Tax increment financing guidelines to assist City Council in determining if a project should be considered for sales tax sharing.

Economic Development Fund

City Council uses the Economic Development Fund to support a number of economic development programs, projects, and efforts. The fund is expected to have $221,127 available for appropriation in 2009. The revenue in this fund is from the principal and interest payments from the former Business Development Revolving Loan Fund program and from fees collected for issuing private activity bonds.

Programs and Project Expenditures	**2006 Actual**	**2007 Actual**	**2008 Budget**	**2009** Budget**
Colorado Springs Technology Incubator^	$100,000	$ 0	$ 0	$ 0
Small Business Development Center^	42,000	50,000	0	0
BREV*: Economic Development Corp.^	45,000	45,000	0	0
Western Forge	100,000	0	0	0
USOC Community Partner Program*	50,000	0	0	0
Office of International Affairs^	0	5,000	0	0
Procurement Technical Assistance Center (PTAC)^	0	0	0	0
University of Colorado Research Park Business Plan - Matching Grant	0	50,000	0	0
Programs***	0	0	0	215,000
Projects to be Determined	0	250,000	315,000	6,127
Annual Expenditures	**$337,000**	**$400,000**	**$315,000**	**$221,127**
Programs and Project Revenue				
P&I earnings on existing loans	$ 26,148	$15,689	$ 9,413	$9,413
Private Activity Bond Fee Revenue	94,719	13,563	0	0
Annual Revenue	**$120,867**	**$29,252**	**$9,413**	**$9,413**

*BREV: Business Retention and Expansion Visitation Program; USOC: United States Olympic Committee.

** For 2009 Program budget appropriation, see General Cost section.

*** Items labeled with ^ are included in Programs.

Lodgers and Automobile Rental Tax (LART) to Fund Economic Development Efforts

The City uses a portion of the Lodgers and Automobile Rental Tax to fund the Cultural Office of the Pikes Peak Region (COPPeR). COPPeR serves as the lead organization for centralizing and coordinating information about cultural services in the community. COPPeR maintains a comprehensive community arts and cultural web site, PeakRadar.com, in efforts to build cultural participation in the region; foster sustainability of the region's cultural arts industry; advocate for the region's cultural vitality; leverage cultural assets to promote positive regional brand and image; and foster authenticity by celebrating aspects unique to our region's heritage and future.

Cultural elements of a community continue to be paramount in workforce availability. National studies continue to show an upward trend indicating that young professionals move to "cool" communities first then seek employment. Local companies convey that they are successful in recruiting specialized talent but struggle to retain these employees because their young people "can't get plugged-in" in Colorado Springs. For these reasons, City Council has supported COPPeR.

LART Project Expenditure	2006 Actual	2007 Actual	2008 Budget	2009 Budget
COPPeR	$0	$23,000	$39,000	$39,000

Business Personal Property Tax Rebate Program

The Business Personal Property Tax (BPPT) Rebate program provides a rebate, based on the El Paso County assessment, of a portion of the City taxes a primary employer pays on the market value of business equipment investments over $1 million. The rebates are 50% of City taxes paid on investments of $1 to $5 million and 90% on investments exceeding $5 million. The term for a standard BPPT agreement is four years and requires the company create at least 10 new jobs in addition to the investment. If the company meets the investment criteria and creates at least 100 jobs, the company is eligible for a 10-year agreement. A 10-year agreement may be extended an additional 5 years (for a maximum total of 15 years) if the company invests over $75 million and hires over 500 employees.

In 2008, there were 9 companies with active rebate agreements with the City: four with a four-year term, four with a ten-year term, and one with a fifteen-year term (a five-year extension on a ten-year term).

Amount of Rebates	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Rebates paid to companies	$384,588	$376,690	$480,000	$900,000

Private Activity Bonds

Private Activity Bonds (PABs) are a form of tax-exempt financing in which the City acts as the issuer. Borrowing through the City provides funds at lower-than-market interest rates because bond proceeds are exempt from federal and State income tax. There is no financial risk to the City since the bond debt is repaid by the entity requesting the PAB and financings do not constitute a debt or financial obligation of the City. In 2007, the Economic Development Division managed the process to provide The Colorado College with $2,450,000 in conduit financing through a lease-sublease purchase agreement to upgrade the College's computer equipment and technology infrastructure. Additionally, the City issued $2.1 million in PABs for Heating and Plumbing Engineers, Inc. (HPE), a local manufacturing firm. The revenue of over $13,500 from fees for these issuances is listed in the Economic Development Fund portion of this section.

PAB Fee Revenue: Economic Development Fund	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Colorado Springs Fine Arts Center	$30,000	$0	$ 0	$0
The Colorado College	40,569	0	0	0
Peak Vista Community Health Centers	17,500	0	0	0
St. Mary's High School	6,650	0	0	0
The Colorado College-Lease Purchase	0	3,063	0	0
HPE-Heating and Plumbing	0	10,500	0	0
Annual Revenue	**$94,719**	**$13,563**	**$0**	**$0**

Payment in-Lieu-of Taxes

In 2006, City Council approved entering into two 10-year agreements with two companies: a semiconductor manufacturing company, and an insurance company, for establishing a local regional headquarters. Under these agreements, the City will rebate new payment in-lieu-of taxes (PILT) revenue (paid to the City of Colorado Springs from Colorado Springs Utilities) generated directly from the company's electric and natural gas utility usage. These agreements:

- Do not involve any sharing of existing revenue
- Target new PILT revenue generated directly from the company
- Establish the rebate on a use and percentage basis, which therefore reduces the City's risk (if revenue collections under perform) since the rebate is not tied to a specific annual amount
- Minimize financial risk since the incentive is strictly performance based, and revenue is returned only after it is collected

Shared PILT Revenue	**2006 Actual**	**2007 Actual**	**2008 Budget**	**2009 Budget**
Semiconductor manufacturing company	$0	$0	$150,000	$170,000
Insurance company regional headquarters	0	0	200,000	112,000
Annual Rebates	**$0**	**$0**	**$350,000**	**$282,000**

Alternative Rate of Tax Exemption for Manufacturing Equipment

This program offers a sliding scale of City sales tax rates for purchases of equipment and machinery used in manufacturing operations during a calendar year. The alternate tax rate applies to annual purchases exceeding $5 million and decreases to zero tax on purchases over $20 million.

United States Olympic Committee (USOC) Bond Payment

On March 31, 2008, the United States Olympic Committee (USOC) announced its commitment to remain in Colorado Springs for the next 25 years. With the help of the City's leadership, a unique partnership was forged between the City of Colorado Springs, LandCo Equity Partners, LLC, El Pomar Foundation, and the Downtown Development Authority to provide a $53 million incentive package that kept the USOC and the Olympic Training Center (OTC) in Colorado Springs.

This public/private partnership includes:

- Redeveloping a vacant three-story building into a six-floor building of Class A office space for the USOC Headquarters which will allow for retail or Olympic-themed entertainment attractions on the ground floor and lower level;
- Constructing a public pedestrian bridge that spans the roadway to attach to a newly expanded City parking garage;
- Providing to the USOC, at no rental cost, temporary office space until construction of the headquarters building is completed;
- Renovating a former utilities operations building to house some of the Olympic sport national governing bodies; the building is adjacent to a 25-acre park with a one-of-a-kind futuristic playground and a magnificent four-story, interactive water sculpture; and
- Improving the Olympic Training Center to add a new entrance, new athlete housing, expanded dining facilities and upgrades to the Visitors Center.

USOC Bond Payment	**2006 Actual**	**2007 Actual**	**2008 Budget**	**2009 Budget**
Scheduled amount	$0	$0	$0	$2,200,495

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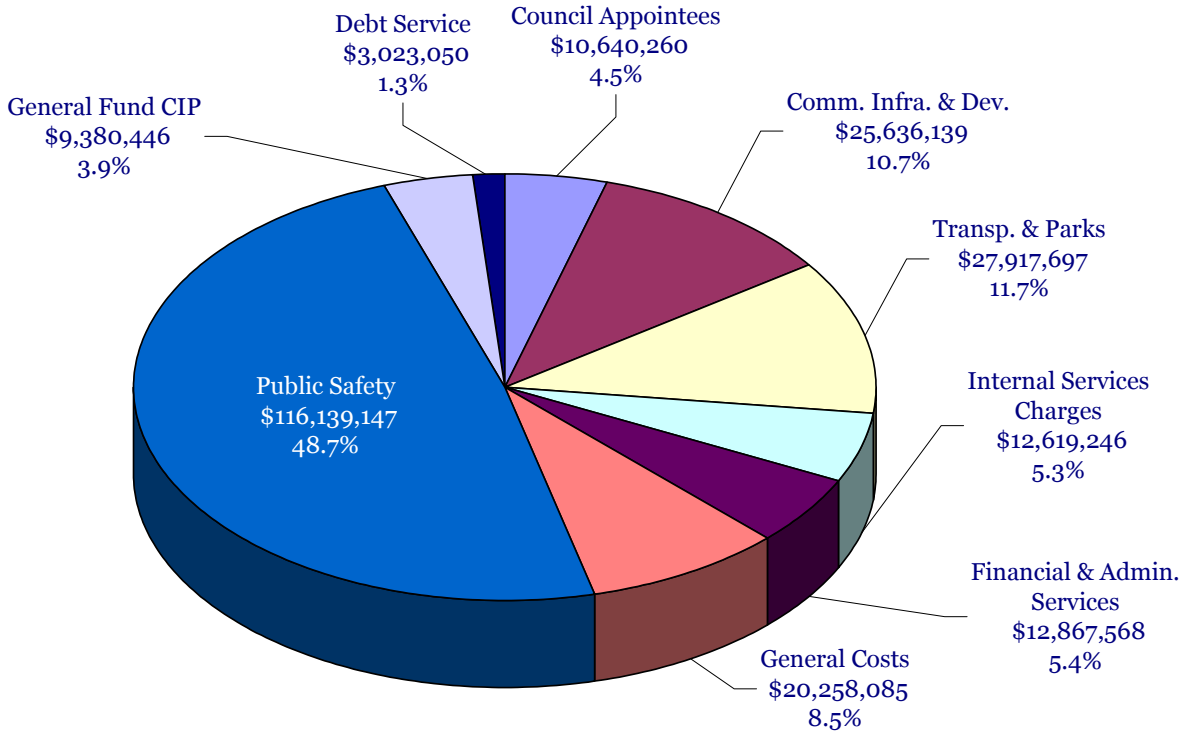
Expenditure Overview

General Fund

Expenditures

$238,481,638



General Fund Summary

	2006 Actual	2007 Actual	2008 Budget	2009 Budget	Difference 2009 v. 2008
Salaries/Benefits	$151,093,014	$152,296,094	$157,818,875	$167,478,841	$9,659,966
Operating	55,090,923	58,282,603	61,871,564	57,218,527	(4,653,037)
Capital Outlay	4,063,066	3,024,917	2,903,583	1,002,774	(1,900,809)
Debt Service	3,026,025	3,026,025	3,023,550	3,023,050	(500)
CIP - Stormwater	0	0	378,406	378,000	(406)
CIP	16,662,562	15,180,277	11,259,109	9,380,446	(1,878,663)
Total	**$229,935,590**	**$231,809,916**	**$237,255,087**	**$238,481,638**	**$1,226,551**

Overview

The 2009 General Fund Budget totals $238.5 million. This represents a $1.2 million increase or 0.52% from the 2008 Budget. Major decreases include $10,289,244 as part of a concerted effort to reduce costs, $1.9 million net reduction in the General Fund contribution to the Capital Improvements Program, and other various decreases. The primary increases are $1,970,000 for the FLSA settlement payment, $2,200,495 for the USOC COP payment, $2,806,816 for Police and Fire Old Hire and New Hire Pension payments, $1,862,070 for health benefit increases, $525,000 for PERA increases and $500,000 for election expenses. Funding of $1,152,000 is also added for the data center relocation to the Police Operations Center and upgrade of the City's voice and data operation, including consolidation of network and servers across the city.

2008 General Fund Budget	**$237,255,088**
Remove 2008 One-time Expenditures	(776,965)
Savings from 2008 Reorganization*	(303,779)
Reduction of Costs (ROC's)	(10,289,244)
Other Miscellaneous Savings	(1,481,455)
Funding Increases	
Police - Addition of SRO for School District 20 (offsetting revenue)	82,433
Police - Restore funding for Air Support Unit	362,500
Police - Elevate Emergency Response Technician one pay band	59,004
Police - Provide additional funding for firing range maintenance	10,000
Police - Restore funding for 4 Police Service Representatives (PSRs)	223,023
Fire - Restore funding for Fire Department eliminated in the 2008 Budget	380,696
Unavoidable Expenditure Increases	
Fleet - Fuel increases	1,137,893
Fleet - Funding for tools	6,250
Fleet - Funding for regulatory maintenance inspections	9,650
General Costs - FLSA settlement payment	1,970,000
General Costs - USOC COP payment	2,200,495
General Costs - Vendor Fee reimbursement	310,710
General Costs - Animal Control Contract annual increase	43,727
General Costs - Election expenses	500,000
Utility rate increases	540,000
Employee Compensation Changes	
PERA increase from 11.9% to 12.8%	525,000
Health insurance increases	1,862,070
Police and Fire - Additional Old Hire Pension payment	886,251
Police and Fire - New Hire Pension payment increase	1,920,565
Capital Improvements Program (CIP)	
CIP - SCIP debt payment increase	2,419,745
Replacement of Wahsatch Data Center (includes PBX system)	1,152,650
Municipal Court HVAC replacement	37,233
CIP - Emergency Repair and Maintenance	(400,000)
CIP - Street Resurfacing	(4,046,014)
CIP - Traffic Signal Acquisition	(210,000)
CIP - Sidewalk, Curb and Gutter	(200,000)
CIP - Additional General Fund Reduction	(632,278)
Other Budget Increases	170,000
Other Budget Increases Offset by Revenue	2,756,390
2009 General Fund Budget	**$238,481,638**

*A portion of the $500,000 saved by the reorganization is reflected in the ROC's.

NOTE: A detailed summary presentation of all changes in General Fund expenditures between the 2008 and 2009 Budgets can be found in Appendix G.

Overview

In accordance with the provisions of the Public Safety Sales Tax (PSST) ballot question approved by City voters in 2001, the share of the 2009 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%. The 2009 General Fund Budget allocates 50.68% of total resources for public safety purposes, which includes expenditures related to fleet, radio, and information technology. This more than satisfies the percentage share required by the PSST election. For additional information refer to page 1-20.

Similar to the PSST provision, the Pikes Peak Rural Transportation Authority (PPRTA) Intergovernmental Agreement (IGA) requires each participating entity to maintain funding for transportation-related maintenance and transit activities at their current level. The PPRTA was established in 2004, which is the base year that set the maintenance of effort level. The 2009 Budget includes funding of $3.4 million above the 2004 Budget for transportation activities. The Budget also includes funding for Transit Services of $2.3 million over the 2004 Budget amount.

A number of organizational changes are incorporated into the 2009 Budget. The total number of full-time equivalent (FTE) permanent positions included in the 2009 General Fund Budget is 1,903.45. During 2008, the central Information Technology Department was transferred from the Support Services Fund to the General Fund, and 30 employees were transferred back from the Stormwater Enterprise Fund budget to the General Fund. The General Fund will direct bill the Stormwater Enterprise for work performed by those employees for the Enterprise. In addition, the City Manager restructured City departments to remove four departments and collapse responsibility under five executive managers.

Strategic Plan Implementation

For 2008, City Council approved a new Strategic Plan. For 2009, City Council reaffirmed the Strategic Plan with a few changes to reflect milestones reached and new milestones. The 2009 Strategic Plan goals used to prepare this budget, briefly, are City Services, Sustainable Growth, Economic Vitality, Quality of Life and Civic Engagement. Below are some of the critical services, programs, and policies included in the 2009 Budget to achieve these goals.

City Services:

- Support of the Council appointed 24-member Sustainable Funding Committee; the committee is considering long-term revenue streams, financial liabilities, and service models as well as other areas identified as critical to the City's financial health
- A Police force of 689 officers based out of four Police substations and the Police Operations Center
- A Firefighting and Emergency Response force of 438 operating out of 20 fire stations
- The Police Department's Air Support Unit, cut during the 2008 budget process then later reinstated through one-time funding sources for 2008, is funded for 2009
- A new City organizational structure to increase operational efficiency
- Relocation of the Information Technology Data Center to the Police Operations Center and upgrade of the City's voice and data operation, including consolidation of network and servers across the City; will replace failing equipment and provide backup servers and operation at a remote site for disaster recovery
- Most-critical street maintenance including chip-slurry, slurry seal and overlay, concrete repair, street-sweeping and snow removal services
- Level-of-effort public safety, transit and capital improvement requirements met per the PSST and PPRTA ballot initiatives
- Energy efficiency improvements at a number of City facilities
- Training opportunities for City staff to improve efficiency and service delivery, including programs for management development and succession planning

Sustainable Growth:

- A land-use development and enforcement program that supports in-fill, redevelopment and revitalization including retail revitalization
- Stormwater projects that will ensure the City's compliance with the federally mandated National Pollutant Discharge Elimination System (NPDES) stormwater permit program and with mandated stormwater/environmental protection regulations
- Green Team of City employees focused on sustainability efforts throughout the city

Strategic Plan Implementation

Economic Vitality:

- The Retail Enhancement Program to stem sales tax leakage, encourage greater retail choice, and stimulate development in underserved areas of the city
- An expanded City Economic Development Department that will provide a unified approach to development issues, integrating comprehensive planning, real estate, business development, international activities and programs, and housing services
- A first-class airport facility to provide for efficient movement of air travelers from origination to destination and return
- Support for the Economic Development Corporation, the Small Business Development Center, the Colorado Springs Technology Incubator and Procurement Technical Assistance Center.

Quality of Life:

- Maintenance of City parks, open space and trails
- Recreation services programs for youth, adults, seniors, and persons with disabilities
- An expanded bike trail system
- Preserved and maintained natural and cultural resources
- Support for the Cultural Office of the Pikes Peak Region (COPPeR) and its efforts to provide the community with a central source of information on the arts
- An Affordable Housing program for low and moderate income citizens in the community, including homeless services coordination
- The School Resource Officer program

Civic Engagement:

- Springs TV Channel 18 programming
- SpringsGov.com website content and technical support to include an upgrade to the City's website
- Support for the Diversity Forum and its annual Diversity festival event
- Support for a number of special events including the Balloon Classic, Bicycle Week, Festival of Lights Parade, Firefighter Memorial, Folk Art Festival, Pikes Peak Rodeo, Rocky Mountain State Games, Sertoma Street Breakfast, and the Veterans Day Parade

Reductions of Costs

Sales and use tax collections are the General Fund's major revenue source. As noted earlier, the economy has slowed significantly impacting sales and use tax collections and necessitating expenditure reductions throughout the organization.

Working to keep public safety whole as the first priority, the bulk of the balancing measures required department reductions which in some cases totaled 20%. In most cases, departments indicated that the cuts could not be accommodated with the current workload demands, which means reducing service delivery both internally and to residents.

Line Item Reductions – City departments were tasked with thoroughly analyzing each expenditure line item to determine where cost reductions could be achieved. Accordingly, many departments made these reductions by eliminating positions, implementing furloughs, reducing salary and benefit line items such as seasonal and temporary, and reducing overtime costs; reducing operating line items such as office supplies, postage, in-town meetings, training, travel; and reducing capital outlay line items such as computer networks and machinery and apparatus. Some departments postponed capital expenditures. Details of the department line item reductions can be found in Appendix G, Changes to the General Fund Budget.

Program Reductions

Transit – The 2009 Budget includes Transit service reductions. Fixed-route bus service will be reduced by approximately 13%. The reduction is approximately 23,000 revenue service hours system-wide, including City and PPRTA-funded service. Specific service reductions under consideration have been identified; actual changes to the service are subject to a public process and Council approval. Proposed service changes are expanded to include the possible elimination of express routes and school tripper services. The proposed fixed-route service reductions have very little impact on the level of paratransit services. Also, the capital match from the PPRTA is reduced to further minimize cuts to the fixed-route bus service.

Reductions of Costs (continued)

Program Reductions (cont.)

City Clerk – License Enforcement and Records Management Program – The City Clerk reduced the License Enforcement staff which impacts the number and hours of investigations/inspections for business/liquor license enforcement and compliance. The Clerk also eliminated the Assistant Deputy City Clerk position, which impacts the Records Management Program. This position was responsible for enforcing retention and destruction schedules and ensuring City departments maintain only essential records and electronic documents. The primary responsibility of the position was to implement, maintain and coordinate this program.

Parks – Funding for park maintenance and services is reduced and a portion is transferred to the Conservation Trust Fund. The service reductions include elimination of the street tree preventive pruning contract, elimination of the funding for the July 4th symphony contract, and reductions in maintenance and repair of parks. The service and program impacts include reduction of adult, persons with disabilities and military outreach programs, reduction in the hours of operation and programs at Garden of the Gods, North Cheyenne Cañon and Rockledge Ranch, and Helen Hunt Falls.

Reduction of Costs	2009 Reductions
Salary and Benefits	($6,406,453)
Operating	(3,808,448)
Capital Outlay	(74,343)
Total	**($10,289,244)**

Employee Compensation

Employee Base Salaries – The City has a dedicated workforce including sworn and civilian, exempt and non-exempt, managerial and non-managerial staff. City Council has maintained a policy of competitively compensating City employees with the target of market median. However, given the current budgetary challenges facing the City, the 2009 Budget does not include an annual wage compensation package for employees.

Health Insurance – The City's self-insured benefit plans (medical/prescription, dental and vision) continue to perform well as evidenced by positive claims experience. The City has experienced and anticipates experiencing better performance than the national benchmark trend of double-digit premium increases. In spite of this, additional funding of $1,862,070 in employer costs is required for 2009.

Pension Plan Increases – The Public Employees Retirement Association (PERA) requires retirement contributions for civilian employees to increase by 0.9% in 2009. The City's contribution rate will increase from 11.9% to 12.8%, which results in an increase of $525,000. Also, included in the 2009 Budget is an increase of $1,920,565 in the New Hire Police and Fire Pension Plans due to increases in the employer contribution rate.

Old Hire Pension Payment – The Old Hire Police and Fire Pension Plan liability payment for 2009 is $886,251.

Employee Compensation	2009 Increases/ Decreases
Health Insurance Rate Increase	$1,862,070
PERA Pension Rate Increase from 11.9% to 12.8%	525,000
Police and Fire – Pension Plan Increase	1,920,565
Police and Fire – Old Hire Pension Plan payment	886,251
Total	**$5,193,886**

Unavoidable Increases / Prior-Year Commitments

Fuel and Utilities Expense Increases – With high unleaded and diesel fuel prices, the cost to purchase fuel for public safety and street maintenance machinery is expected to increase. To address this increase, $1,137,893 is included for the City's fleet. For 2009, Colorado Springs Utilities projects a 11.4% electric utility rate increase, 16.1% gas utility rate increase, 11.2% wastewater rate increase, and 31.9% water rate increase. Combined these rate increases result in an additional $540,000 utilities expense for the City. Together, fuel and utilities expense increases total $1,677,893. Also, funding of $15,900 is included for needed tools and regulatory maintenance inspections.

FLSA Settlement Payment – Funding of $1,970,000 is included to fund the Fair Labor Standards Act settlement.

USOC Certificate of Participation Payment - A Certificate of Participation (COP) payment of $2,200,495 is included which helped guarantee the Unites States Olympic Committee (USOC) headquarters and the Olympic Training Center will remain in Colorado Springs for at least 25 more years.

Animal Control Contract – An annual increase according to the contract for services is included for $43,727.

Election Expenses – April election expenses are included for $500,000.

Unavoidable Increases / Decreases	2009 Increases / Decrease
Fleet - Fuel increases	$ 1,137,893
Utility rate increases	540,000
Fleet - Funding for tools	6,250
Fleet - Funding for regulatory maintenance inspections	9,650
General Costs - FLSA Claim Settlement payment	1,970,000
General Costs - USOC COP payment	2,200,495
General Costs - Animal Control Contract annual increase	43,727
General Costs - Election expenses	500,000
Total	**$6,408,015**

Funding of Capital Improvements Program

For 2009, the overall Capital Improvements Program (CIP) is $93,339,383. This total is derived from a multitude of revenue sources. Approximately 88% of the revenue sources are restricted funds and are discussed in the CIP section of this document. The following information discusses only the General Fund portion of the CIP.

The 2008 Budget included $12.2 million for the General Fund portion of the CIP, a decrease of $3.9 million from 2007. The projects funded included the annual street resurfacing program, grant match funds for federal transportation grants, the annual debt service payment on the 1999 SCIP bonds, and ongoing infrastructure maintenance. Restricted dollars of $1.1 million from the SCIP Fund, comprised of interest earnings and project savings, paid a portion of the 2008 SCIP debt payment.

The 2009 Budget includes $10.8 million for the General Fund portion of the CIP, a net decrease of $1.4 million from 2008. The largest decrease comes from cuts made to ongoing infrastructure projects totaling $4.8 million, which removes funding for pedestrian ramps, developer reimbursements, the Neighborhood Traffic Management Program, pothole patching, school pedestrian safety, sidewalk construction, street tree replacement and traffic signal acquisition. It also dramatically cuts funding for street resurfacing to less than 10% of prior levels. Approximately $3.6 million is added for required debt payments, of which $2.4 million is for the SCIP bond payment, while $1.2 million is a payment for the replacement of the Wahsatch Data Center. In addition, approximately $350,000 is added for additional grant matches and debt repayment.

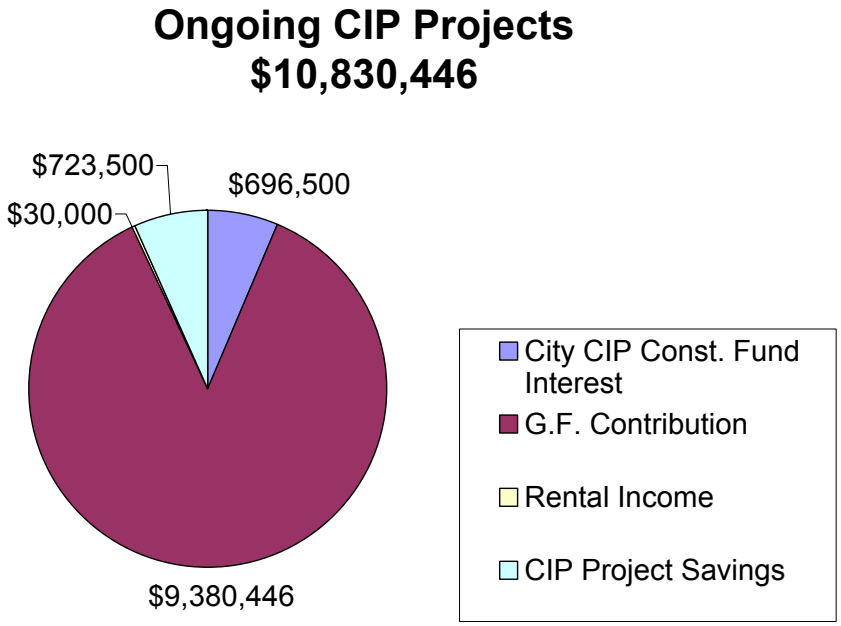
For 2009, funding for emergency repair and maintenance projects is zero. This one-time funding has declined each year since 2006, and it was acknowledged that it could not be sustained. The reduction in these funds is necessary to continue funding essential City services for 2009.

Of the $10.8 million, the General Fund is contributing $9.4 million with the balance provided by anticipated one-time interest earnings of $695,500 on the CIP Construction Fund, $723,500 in savings from completed CIP projects, and $30,000 in rental income.

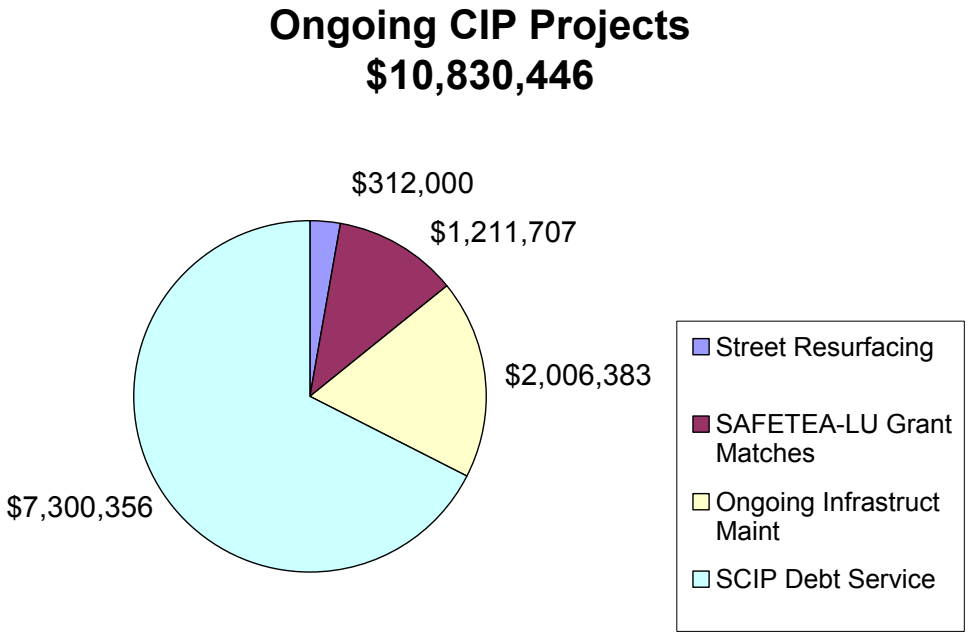
Funding of Capital Improvements Program

City CIP Construction Fund

Sources of Funds

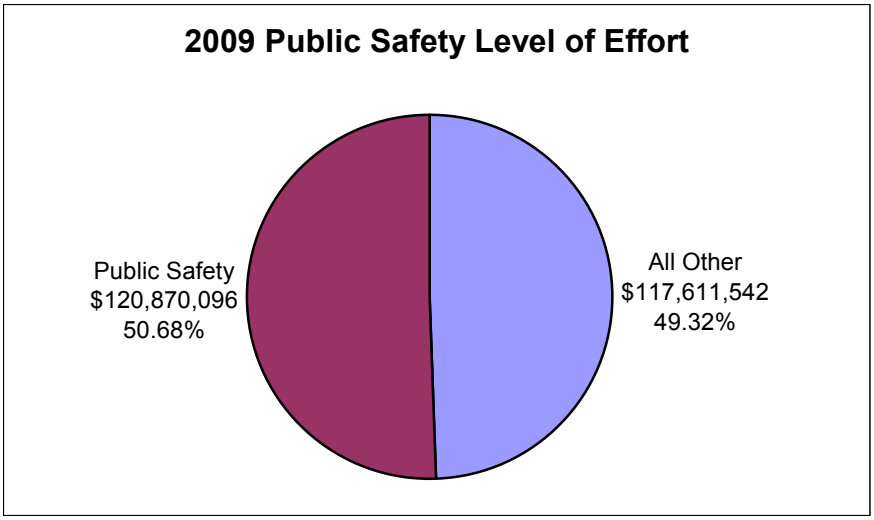


Uses of Funds



Public Safety Level 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 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%. The 2009 General Fund Budget allocates 50.68% of total resources for public safety purposes. That percentage share is 3.03% greater than the 2002 share and translates into $10.6 million more than the amount required by the PSST election.



Public Safety	2009 Budget
Police	$ 75,367,679
Fire	40,771,468
IT – Police	1,052,920
IT – Fire	609,089
Internal Support – Fleet	2,996,900
Internal Support – Radio	72,040
Total	**$120,870,096**

5-Year Financial Forecast

Multiyear financial projections for the General Fund, under an assumption of moderate economic and revenue growth in 2009 and 2010, show resources sufficient to address the issue of keeping employee compensation at a competitive level 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
2009 - 2014
5-Year Financial Forecast

	2009 Budget	2010 Forecast	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast
Population	414,658	422,573	430,742	439,094	447,592	456,217
Employees Per 1,000 Population	4.5542	4.4689	4.3842	4.3008	4.2191	4.1394
Existing FTE Employees	1,885.70	1,888.45	1,888.45	1,888.45	1,888.45	1,888.45
Public Safety	(11.75)	0.00	0.00	0.00	0.00	0.00
All Other Positions	14.50	0.00	0.00	0.00	0.00	0.00
Total FTE Employees	**1,888.45**	**1,888.45**	**1,888.45**	**1,888.45**	**1,888.45**	**1,888.45**
Beginning Fund Balance	**$16,625,823**	**$15,814,323**	**$16,404,545**	**$18,303,157**	**$21,692,985**	**$26,662,670**
Revenue						
Property Tax	22,229,444	20,265,015	21,235,159	22,274,665	23,364,225	24,505,067
Sales & Use Tax	125,375,987	128,941,005	132,551,353	136,395,342	140,350,807	144,420,980
Other Taxes	3,525,152	3,592,440	3,661,888	3,732,891	3,805,135	3,878,460
Intergovernmental	19,263,614	19,663,524	20,075,853	20,501,821	20,936,511	21,379,299
Charges For Services	22,693,541	23,127,330	23,574,800	24,032,246	24,497,741	24,970,298
Other Revenue	11,865,668	12,064,253	12,269,212	12,478,761	12,691,974	12,908,373
Other Financing Sources	32,716,732	33,375,016	34,061,119	34,774,065	35,513,891	36,284,404
Total Revenue	**237,670,138**	**241,028,583**	**247,429,384**	**254,189,792**	**261,160,284**	**268,346,881**
Expenditures						
Base Salaries & Benefits	173,605,235	167,478,841	170,828,418	174,244,986	177,729,886	181,284,484
New (Removed) Employee Salary & Benefits	(6,126,394)	0	0	0	0	0
Wage Package						
Market Movement	0	3,349,577	3,416,568	3,484,900	3,554,598	3,625,690
Operating Expenses	57,218,527	58,820,646	60,467,624	62,221,185	64,025,599	65,882,342
Captial Outlay	1,002,774	1,030,852	1,059,716	1,090,447	1,122,070	1,154,610
Debt Service	3,023,050	0	0	0	0	0
CIP - Stormwater	378,000	378,000	378,000	378,000	378,000	378,000
General Fund CIP	9,380,446	9,380,446	9,380,446	9,380,446	9,380,446	9,380,446
TABOR Refund	0	0	0	0	0	0
Total Expenditures	**238,481,638**	**240,438,361**	**245,530,772**	**250,799,964**	**256,190,599**	**261,705,571**
Annual Surplus / (Deficit)	**(811,500)**	**590,222**	**1,898,613**	**3,389,828**	**4,969,685**	**6,641,310**
Ending Fund Balance	$15,814,323	$16,404,545	$18,303,157	$21,692,985	$26,662,670	$33,303,981
Fund Balance %	**6.63%**	**6.82%**	**7.45%**	**8.65%**	**10.41%**	**12.73%**

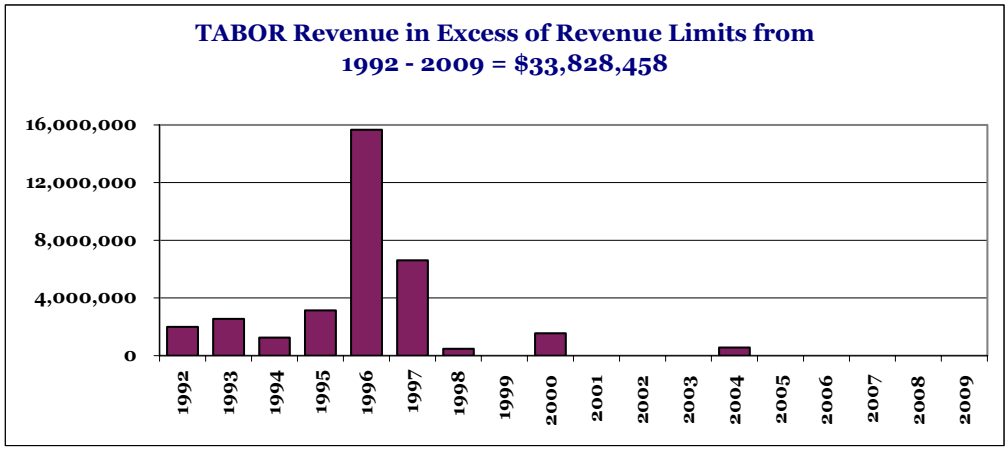
Sales and Use Tax revenue assumed to increase with inflation

Salaries increase at 2.0% per year

Operating, capital outlay assumed to increase with inflation only

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 be refunded to local taxpayers or can be retained upon voter approval. The TABOR revenue in excess of revenue limits totaled $34.0 million over the 1992-2009 period. Since the inception of the revenue limitation provisions of the City Charter, City revenue has exceeded the annual limit in 9 of the last 18 years. For 2009, City revenue is not projected to exceed the TABOR limit.



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, 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. The City's 2009 projected revenue is $20.1 million less than the projected TABOR limit for 2009.

While the calculation of the annual TABOR revenue cap appears to be relatively straightforward, it is difficult as 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.

TABOR Calculation (continued)

For 2008, the TABOR formula is estimated to increase 5.5% which includes a 2.2% increase in the CPI and 3.3% local growth. The projected formula increase for 2009 is up from the growth allowed for 2008. For 2009, the CPI is projected to increase to 3.6% and local growth is expected to decrease to 2.5%. Thus, the combined formula increase for 2009 is projected to total 6.1%.

City of Colorado Springs
2003 – 2009
Projected TABOR & City Charter Revenue Limits

Revenue

Fiscal Year	Total Eligible Revenue	TABOR Limit	Over (Under) Limit
2003	$195,021,065	$209,636,903	**($14,615,838)**
2004	$206,842,789	$206,273,376	**$569,413**
2005	$215,483,762	$215,785,034	**($301,272)**
2006	$251,505,244	$256,762,011	**($5,256,767)**
2007	$231,569,394	$241,882,013	**($10,312,619)**
2008 est.	$238,146,038	$244,303,161	**($6,157,123)**
2009 proj.	$232,642,661	$252,701,698	**($20,059,037)**

Revenue Limitation Estimates

Fiscal Year	Inflation		Local Growth		Limit
2003	1.930502%	+	5.154196%	=	**7.084698%**
2004	1.082251%	+	4.687541%	=	**5.769792%**
2005	0.107066%	+	4.504124%	=	**4.611190%**
2006	2.085561%	+	4.406409%	=	**6.491971%**
2007	3.562074%	+	4.811105%	=	**8.373179%**
2008	2.225594%	+	3.273305%	=	**5.498899%**
2009 proj.	3.612073%	+	2.500000%	=	**6.112073%**

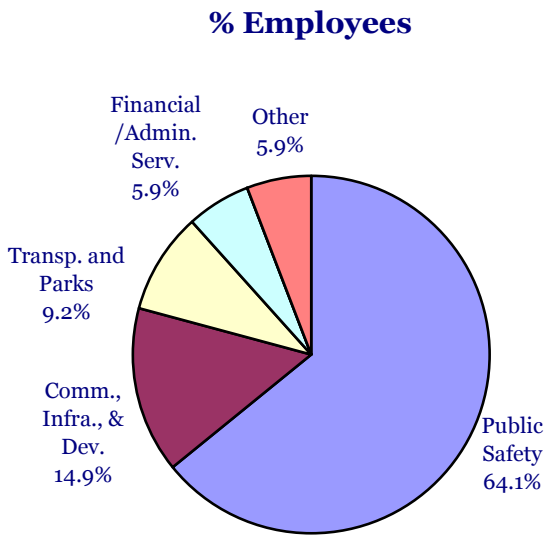
Employee and Expenditure Distribution

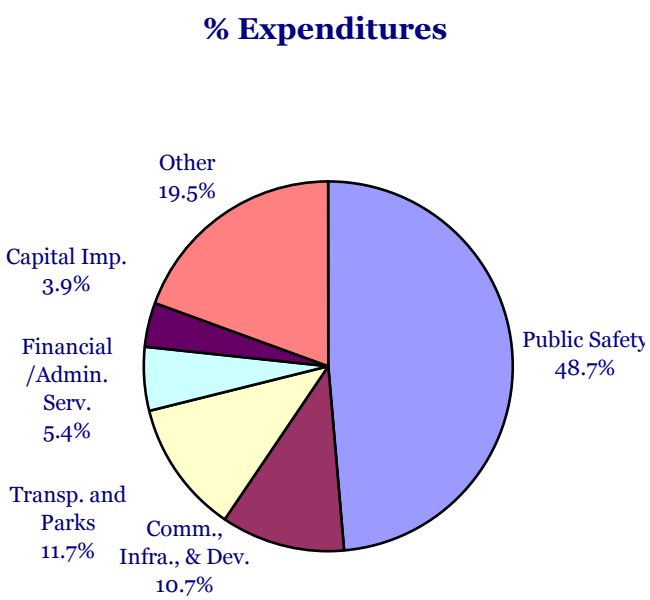
The following chart combines the number of employees and associated costs by major business center. It provides a summary view of the percent of total General Fund employees and the percent of expenditures allocated to each major business center that provides service to the citizens of Colorado Springs. Public Safety employees account for 64% of all General Fund employees. Of the total budget, 53% is allocated to Public Safety and the Capital Improvements Program.

Business Center	Number of Employees	% of Total	Cum.* %	Expenditures	% of Total	Cum.* %
Public Safety	1,220.50	64.1	64.1	$116,139,147	48.7	48.7
Comm., Infra., & Dev.	284.30	14.9	79.1	$25,636,139	10.7	59.4
Transp. and Parks	174.90	9.2	88.2	$27,917,698	11.7	75.1
Financial /Admin. Serv.	111.75	5.9	94.1	$12,867,568	5.4	105.4
Capital Improvements	0.00	0.0	94.1	$9,380,446	3.9	63.4
**** Other**	112.00	5.9	100.0	$46,540,640	19.5	100.0
Total	**1,903.45**	**100.0**	**100.0**	**$238,481,638**	**100.0**	**100.0**

* Cumulative Percentage

** Appointees, General Costs, Debt Service, and Internal Services Charges.





NOTE: Numbers may not add to totals due to rounding.
PSST level of effort calculation is 50.68%, which includes Support Services expenditures for fuel, radio, and information technology. Refer to page 1-20.

General Fund Impact of Pikes Peak Rural Transportation Authority

Similar to the PSST provision, the Pikes Peak Rural Transportation Authority (PPRTA) Intergovernmental Agreement (IGA) requires each participating entity maintain funding for transportation-related maintenance and transit activities at then current levels. The PPRTA was established in 2004, which is the base year that set the level of effort. The 2009 Budget includes funding of $3.4 million above the 2004 Budget for transportation activities. The Budget also includes funding for Transit Services of $2.3 million over the 2004 Budget amount.

The formation of the PPRTA was a collaborative effort of local governments to address transportation issues facing the Pikes Peak Region. Voters approved the collection of a 1.0% sales tax to fund transportation and transit improvements in the region. Of the sales tax collected, 55.0% is used for a voter-approved list of capital projects, 35.0% for additional maintenance (such as street overlays and pothole patching), and 10.0% to expand the Transit Services bus system.

The City's PPRTA funding for 2009 is estimated to be $53.4 million, of which $25.6 million is for capital projects, $19.7 million for maintenance, and $8.1 million for Transit Services. The largest capital projects budgets include the Milton E. Proby Parkway and Woodmen Road Corridor projects. While these expenditures are not appropriated through the City's budget process, they are reflected in the 2009 Budget document.

The IGA clearly identifies a collective interest in using PPRTA dollars for capital, transit, and maintenance projects rather than administrative costs. The City continues to support that notion and recognizes that the increased costs associated with the PPRTA are part of doing business. It is important to note that the impact of this additional workload has delayed some projects, increased costs, and increased staff support and reporting responsibilities.

2009 Budget
Expenditure Summary Table
General Fund

		2006 Actual	2007 Actual	2008 Budget	2009 Budget
General Fund					
Appointees					
City Council					
	Salaries/Benefits	$62,820	$63,442	$63,567	$64,615
	Operating	44,771	55,684	55,344	35,827
	Capital	2,525	4,575	6,400	362
	Total	**$110,116**	**$123,701**	**$125,311**	**$100,804**
City Manager					
	Salaries/Benefits	$852,794	$910,470	$1,015,602	$903,681
	Operating	56,046	61,481	60,803	37,725
	Capital	3,797	2,815	0	0
	Total	**$912,637**	**$974,766**	**$1,076,405**	**$941,406**
City Attorney					
	Salaries/Benefits	$3,221,699	$3,476,954	$4,084,021	$3,552,429
	Operating	205,988	197,304	226,020	175,100
	Capital	34,227	33,868	26,000	0
	Total	**$3,461,914**	**$3,708,126**	**$4,336,041**	**$3,727,529**
City Auditor					
	Salaries/Benefits	$1,108,126	$1,147,465	$1,255,712	$1,357,822
	Operating	80,044	60,436	64,666	46,911
	Capital	7,536	10,487	2,000	0
	Total	**$1,195,706**	**$1,218,388**	**$1,322,378**	**$1,404,733**
City Clerk					
	Salaries/Benefits	$622,214	$705,314	$680,092	$622,127
	Operating	172,189	105,830	169,624	99,338
	Capital	18,524	24,825	14,739	200
	Total	**$812,927**	**$835,969**	**$864,455**	**$721,665**
Municipal Court					
	Salaries/Benefits	$2,761,672	$2,397,386	$3,264,544	$3,152,721
	Operating	812,090	804,373	888,812	591,402
	Capital	0	0	0	0
	Total	**$3,573,762**	**$3,201,759**	**$4,153,356**	**$3,744,123**

2009 Budget
Expenditure Summary Table
General Fund

	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Community, Infrastructure, and Development				
Community Development				
Land Use Review				
Salaries/Benefits	$1,569,323	$ 2,126,213	$ 2,344,435	$ 1,877,018
Operating	102,648	624,490	160,557	63,694
Capital	12,434	54,298	9,508	500
Total	**$1,684,405**	**$2,805,001**	**$2,514,500**	**$1,941,212**
Engineering *				
Salaries/Benefits	$8,054,792	$7,308,868	$9,491,790	$8,722,667
Operating	1,484,068	1,299,951	2,011,093	1,630,609
Capital	227,186	115,140	261,260	29,883
Capital Projects - Stormwater	0	0	378,406	378,000
Total	**$9,766,046**	**$8,723,959**	**$12,142,549**	**$10,761,159**
Economic Development				
Business Development				
Salaries/Benefits	$778,606	$865,356	$1,145,382	$696,736
Operating	44,813	29,166	92,770	107,072
Capital	6,789	5,180	15,809	0
Total	**$830,208**	**$899,702**	**$1,253,961**	**$803,808**
Comprehensive Planning				
Salaries/Benefits	$444,329	$494,309	$558,744	$757,441
Operating	13,925	16,171	23,665	12,747
Capital	1,253	0	4,500	0
Total	**$459,507**	**$510,480**	**$586,909**	**$770,188**
Housing				
Salaries/Benefits	$147,609	$108,607	$111,298	$25,714
Operating	45,281	66,570	610,814	514,058
Capital	1,800	0	2,000	0
Total	**$194,690**	**$175,177**	**$724,112**	**$539,772**
Public Communications				
Salaries/Benefits	$527,535	$575,538	$588,266	$540,781
Operating	75,536	57,451	81,250	82,373
Capital	1,126	1,874	1,935	750
Total	**$604,197**	**$634,863**	**$671,451**	**$623,904**
Streets				
Salaries/Benefits	$7,521,743	$6,620,433	$7,383,842	$8,646,616
Operating	1,298,862	1,165,960	1,466,220	1,536,529
Capital	1,174,785	332,042	329,642	12,950
Total	**$9,995,390**	**$8,118,435**	**$9,179,704**	**$10,196,095**

* Engineering includes General Fund Stormwater operations.

2009 Budget
Expenditure Summary Table
General Fund

	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Financial and Administrative Services				
Human Resources				
Employment				
Salaries/Benefits	$1,040,846	$937,461	$983,244	$881,914
Operating	178,783	164,665	143,665	74,900
Capital	20,269	9,458	5,050	550
Total	**$1,239,898**	**$1,111,584**	**$1,131,959**	**$957,364**
Risk Management				
Salaries/Benefits	$136,120	$142,753	$151,081	$159,799
Operating	25,517	24,827	34,850	6,983
Capital	0	0	0	0
Total	**$161,637**	**$167,580**	**$185,931**	**$166,782**
Information Technology				
Salaries/Benefits	$0	$0	$0	$5,263,343
Operating	0	0	0	2,399,776
Capital	0	0	0	153,577
Total	**$0**	**$0**	**$0**	**$7,816,696**
Financial Services				
Salaries/Benefits	$1,528,504	$1,625,918	$1,689,945	$1,542,852
Operating	109,008	110,600	103,741	83,718
Capital	4,060	8,504	6,892	4,000
Total	**$1,641,572**	**$1,745,022**	**$1,800,578**	**$1,630,570**
Procurement Services				
Salaries/Benefits	$572,130	$596,845	$643,809	$797,285
Operating	42,601	37,606	38,616	33,527
Capital	3,889	0	0	0
Total	**$618,620**	**$634,451**	**$682,425**	**$830,812**
Revenue and Collections				
Salaries/Benefits	$820,542	$924,075	$1,028,277	$1,351,985
Operating	83,831	109,104	114,766	105,359
Capital	15,373	94,653	48,000	8,000
Total	**$919,746**	**$1,127,832**	**$1,191,043**	**$1,465,344**
Fire				
Salaries/Benefits	$37,498,016	$37,592,606	$36,902,500	$38,195,782
Operating	2,301,355	2,014,676	2,318,020	2,011,816
Capital	471,678	675,435	762,684	563,870
Total	**$40,271,049**	**$40,282,717**	**$39,983,204**	**$40,771,468**
Police				
Salaries/Benefits	$64,724,082	$66,588,326	$67,034,379	$70,044,531
Operating	5,329,047	4,713,493	5,008,898	5,225,828
Capital	1,549,818	1,384,926	1,205,968	97,320
Total	**$71,602,947**	**$72,686,745**	**$73,249,245**	**$75,367,679**

2009 Budget
Expenditure Summary Table
General Fund

	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Transportation and Parks				
Parks				
Cultural Services				
Salaries/Benefits	$1,126,562	$1,198,526	$1,145,725	$1,145,176
Operating	227,504	204,320	214,051	218,160
Capital	0		0	0
Total	**$1,354,066**	**$1,402,846**	**$1,359,776**	**$1,363,336**
Design and Development				
Salaries/Benefits	$417,912	$454,072	$471,410	$478,647
Operating	38,008	24,091	35,883	35,883
Capital	0		0	0
Total	**$455,920**	**$478,163**	**$507,293**	**$514,530**
Forestry				
Salaries/Benefits	$971,905	$1,048,917	$1,079,083	$972,627
Operating	248,700	320,494	259,374	35,614
Capital	3,700	3,669	3,700	4,200
Total	**$1,224,305**	**$1,373,080**	**$1,342,157**	**$1,012,441**
Park Maintenance, Trails and Open Space				
Salaries/Benefits	$5,322,268	$5,528,017	$5,754,281	$4,978,402
Operating	1,919,475	2,110,021	1,819,077	992,162
Capital	74,999	104,835	79,319	35,110
Total	**$7,316,742**	**$7,742,873**	**$7,652,677**	**$6,005,674**
Parks, Recreation and Cultural Services Administration				
Salaries/Benefits	$921,824	$860,653	$838,502	$835,994
Operating	452,567	571,758	581,843	160,865
Capital	425,713	157,655	116,677	2,500
Total	**$1,800,104**	**$1,590,066**	**$1,537,022**	**$999,359**
Recreation Services				
Salaries/Benefits	$5,072,704	$5,322,604	$5,494,709	$5,438,953
Operating	2,009,094	1,923,233	2,014,214	2,029,076
Capital	0	678	1,500	1,000
Total	**$7,081,798**	**$7,246,515**	**$7,510,423**	**$7,469,029**
Transit				
Salaries/Benefits	$568,925	$1,039,338	$813,731	$700,663
Operating	13,219,312	12,411,266	10,991,405	9,852,666
Capital	0		0	0
Total	**$13,788,237**	**$13,450,604**	**$11,805,136**	**$10,553,329**

2009 Budget
Expenditure Summary Table
General Fund

	2006 Actual	2007 Actual	2008 Budget	2009 Budget
General Costs				
Salaries/Benefits	$1,633,112	$1,635,628	$1,800,900	$3,770,521
Operating	9,373,405	13,284,434	12,834,620	16,399,564
Capital	0	0	0	88,000
Total	**$11,006,517**	**$14,920,062**	**$14,635,520**	**$20,258,085**
Debt Service	3,026,025	3,026,025	3,023,550	3,023,050
Internal Services Charges	14,483,473	15,713,148	19,446,903	12,619,246
TABOR Refund	0	0	0	0
General Fund CIP	16,662,562	15,180,277	11,259,109	9,380,446
General Fund Total	**228,787,375**	**218,024,197**	**237,255,087**	**238,481,638**

2009 Budget
Expenditure Summary Table
Support Services Fund

	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Support Services Fund				
Fleet Management				
Salaries/Benefits	$4,956,149	$5,365,929	$5,282,262	$5,022,119
Operating	10,899,231	11,616,535	12,254,172	14,374,246
Capital	72,254	37,027	22,149	25,149
Total	**$15,927,634**	**$17,019,491**	**$17,558,583**	**$19,421,514**
Information Technology				
Salaries/Benefits	$2,789,144	$4,954,290	$5,936,349	$0
Operating	1,654,779	2,197,943	2,768,932	0
Capital	165,782	84,705	170,868	0
Total	**$4,609,705**	**$7,236,938**	**$8,876,149**	**$0**
Office Services				
Salaries/Benefits	$843,900	$863,391	$905,436	$851,813
Operating	1,393,298	1,493,791	1,500,649	1,369,674
Capital	0	0	0	0
Total	**$2,237,198**	**$2,357,182**	**$2,406,085**	**$2,221,487**
Radio Communications				
Salaries/Benefits	$638,548	$694,590	$774,847	$754,968
Operating	1,336,689	1,336,121	1,158,185	1,215,651
Capital	108,270	15,085	19,500	0
Total	**$2,083,507**	**$2,045,796**	**$1,952,532**	**$1,970,619**
Real Estate Services				
Salaries/Benefits	$201,341	$416,588	$547,811	$304,078
Operating	83,090	94,299	99,735	75,613
Capital	3,831	10,257	300	0
Total	**$288,262**	**$521,144**	**$647,846**	**$379,691**
Risk Management				
Salaries/Benefits	$758,101	$956,016	$945,931	$867,624
Operating	306,606	333,955	350,304	320,603
Capital	7,215	3,831	37,500	0
Total	**$1,071,922**	**$1,293,802**	**$1,333,735**	**$1,188,227**
Fund Total	**$26,218,228**	**$30,474,353**	**$32,774,930**	**$25,181,538**

2009 Budget
Expenditure Summary Table
Public Safety Sales Tax Fund

		2006 Actual	2007 Actual	2008 Budget	2009 Budget
Public Safety Sales Tax Fund					
Fire					
	Salaries/Benefits	$7,547,244	$8,103,914	$8,505,437	$8,980,423
	Operating	1,091,528	1,367,658	1,565,585	1,514,377
	Capital Outlay	585,780	1,404,249	810,069	147,672
	Capital Projects	1,511,502	5,680,685	1,928,611	901,148
	Total	**$10,736,054**	**$16,556,506**	**$12,809,702**	**$11,543,620**
Police					
	Salaries/Benefits	$10,057,945	$10,382,138	$11,143,163	$11,399,432
	Operating	1,373,297	1,229,357	1,439,990	1,353,947
	Capital Outlay	223,220	1,169,197	156,742	6,982
	Capital Projects	1,154,291	244,989	0	0
	Total	**$12,808,753**	**$13,025,681**	**$12,739,895**	**$12,760,361**
Procurement Services					
	Salaries/Benefits	$118,192	$133,727	$133,366	$133,365
	Operating	5,472	9,632	8,168	4,590
	Capital	0	0	0	0
	Total	**$123,664**	**$143,359**	**$141,534**	**$137,955**
Fleet Management					
	Salaries/Benefits	$97,997	$98,389	$100,545	$99,819
	Operating	1,008	721	2,884	2,779
	Capital	0	3,283	3,350	2,477
	Total	**$99,005**	**$102,393**	**$106,779**	**$105,075**
Human Resources					
	Salaries/Benefits	$121,047	$101,219	$133,880	$131,960
	Operating	4,048	2,131	7,254	5,995
	Capital	0	100	400	0
	Total	**$125,095**	**$103,450**	**$141,534**	**$137,955**
Vendor Fee		$466,250	$466,250	$508,771	$491,115
Fund Total		**$24,358,821**	**$30,397,639**	**$26,448,215**	**$25,176,081**

2009 Budget
Expenditure Summary Table
Enterprise Funds

		2006 Actual	2007 Actual	2008 Budget	2009 Budget
Enterprise Funds					
Airport					
	Salaries/Benefits	$7,477,466	$7,762,583	$8,572,804	$8,882,738
	Operating	5,865,821	5,874,380	6,983,569	7,428,136
	Capital	353,337	143,858	489,014	298,689
	Debt Service	5,834,683	4,544,442	5,625,613	5,233,438
	CIP Projects	0	0	0	150,000
	Total	**$19,531,307**	**$18,325,263**	**$21,671,000**	**$21,993,001**
Cemeteries	Salaries/Benefits	$780,702	$734,785	$767,425	$782,901
	Operating	473,579	600,195	665,096	719,221
	Capital	45,000	1,150	95,000	60,000
	Total	**$1,299,281**	**$1,336,130**	**$1,527,521**	**$1,562,122**
Development Review Enterprise					
	Salaries/Benefits	$1,379,334	$1,375,867	$1,763,209	$1,851,867
	Operating	494,370	471,219	545,167	551,517
	Capital	19,023	8,209	63,013	55,400
	Total	**$1,892,727**	**$1,855,295**	**$2,371,389**	**$2,458,784**
Human Services Complex					
	Salaries/Benefits	$106,528	$89,391	$143,667	$107,536
	Operating	160,191	139,871	180,703	440,414
	Capital	0	1,528	75,000	30,000
	Total	**$266,719**	**$230,790**	**$399,370**	**$577,950**
Parking System					
	Salaries/Benefits	$407,793	$445,190	$447,302	$458,148
	Operating	951,240	817,198	1,370,620	1,660,493
	Capital	4,632	39,965	147,650	210,400
	Debt Service	975,237	1,025,773	1,025,373	1,052,973
	CIP Projects	0	525,000	1,138,118	2,834,486
	Total	**$2,338,902**	**$2,853,126**	**$4,129,063**	**$6,216,500**
Patty Jewett Golf Course					
	Salaries/Benefits	$636,975	$675,460	$779,651	$785,782
	Operating	1,017,693	1,032,032	1,021,494	1,185,653
	Capital	287,412	80,316	352,600	324,000
	CIP Projects	0	0	0	175,000
	Total	**$1,942,080**	**$1,787,808**	**$2,153,745**	**$2,470,435**
Pikes Peak – America's Mountain					
	Salaries/Benefits	$1,437,472	$1,422,284	$1,596,100	$1,397,400
	Operating	709,243	770,162	1,062,729	1,419,603
	Capital	1,903	5,349	4,200	7,600
	Debt Service	36,117	0	81,642	0
	CIP Projects	920,000	1,830,000	800,000	850,000
	Total	**$3,104,735**	**$4,027,795**	**$3,544,671**	**$3,674,603**

2009 Budget
Expenditure Summary Table
Enterprise Funds

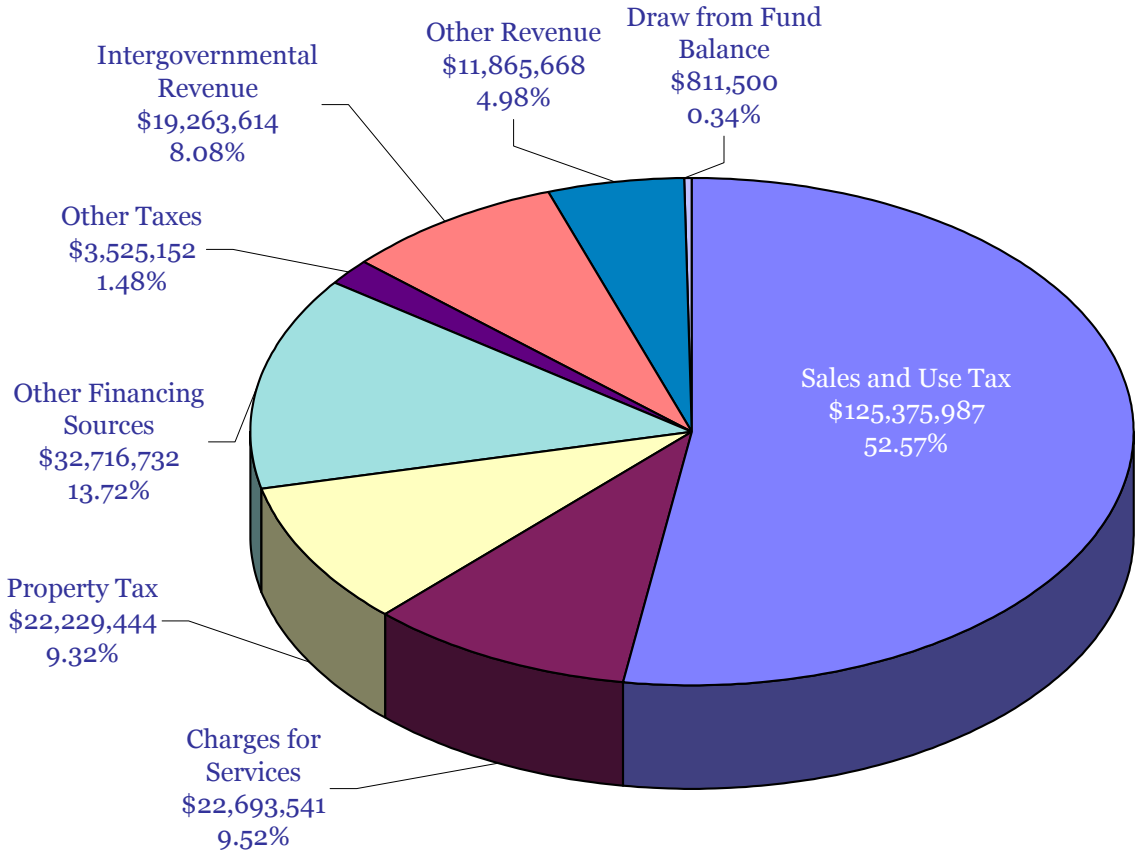
	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Enterprise Funds				
Stormwater Enterprise				
Salaries/Benefits	$148,153	$2,605,321	$3,444,143	$1,445,176
Operating	162,120	2,081,655	2,721,663	5,306,465
Capital	39,754	388,236	1,470,750	567,150
Debt Service	0	128,041	495,708	495,710
CIP Projects	0	1,731,004	8,092,942	8,000,000
Total	**$350,027**	**$6,934,257**	**$16,225,206**	**$15,814,501**
Valley Hi Golf Course				
Salaries/Benefits	$294,980	$328,413	$420,607	$424,131
Operating	731,088	780,971	833,788	921,414
Capital	17,660	19,583	0	0
Total	**$1,043,728**	**$1,128,967**	**$1,254,395**	**$1,345,545**

Revenue Overview

General Fund

Resources Available for Appropriation

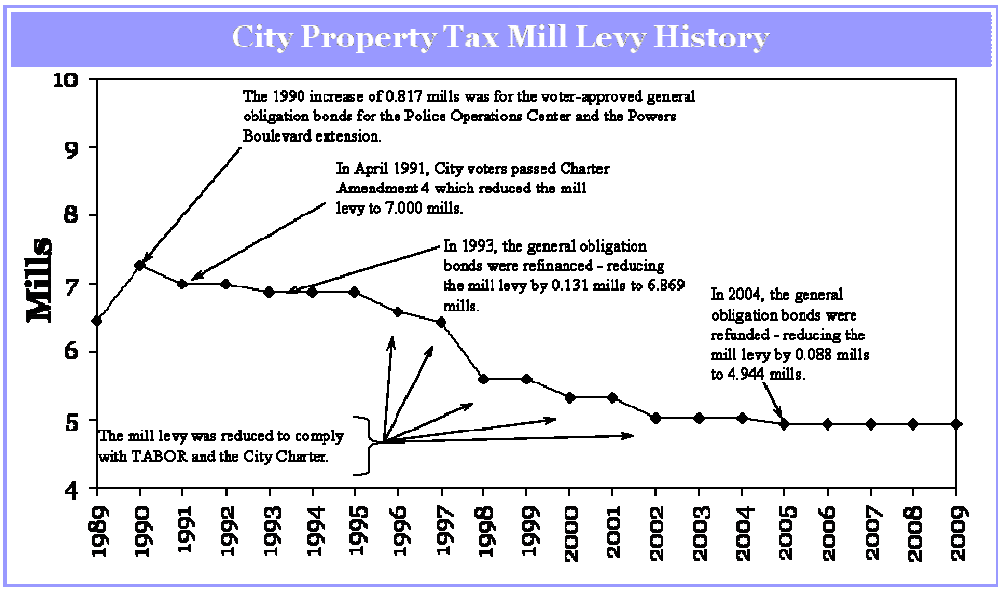
$238,481,638



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

General Fund resources available for appropriation in 2009 are estimated to total $238.48 million, which is an increase of $1.2 million from the 2008 Budget. The 2009 total is comprised of revenue of $237.7 million along with a draw of $811,500 from the unreserved, undesignated fund balance. City sales and use tax collections are projected to be $1.85 million below the 2008 Budget and are $4.2 million or 3.5% over the 2008 end-of-year estimate. This budget-to-budget decrease, coupled with various increases and decreases in all other revenue to the General Fund and recommended accounting changes, results in the total increase of approximately $1.2 million in resources available for appropriation in 2009. The most significant accounting change was that for 2009, 26 employees are transferred from the Stormwater Enterprise Fund back to the General Fund to better account for stormwater activities. The General Fund will bill the Enterprise Fund for the maintenance and operations work that is completed. Excluding that transfer, the 2009 General Fund budget decreased from the 2008 General Fund budget by less than 1.0%.

Property Tax Revenue $22,229,444



Property tax revenue for 2009 is 9.32% of the total General Fund revenue. It is projected to decrease by less than 1.0% from the 2008 Budget and is 1.08% above the 2008 end-of-year estimate. The 2009 budget of $22.23 million is based upon an assessed valuation of $4,780,292,660 and a tax levy of 4.944 mills. This increase in revenue is the result of a less than 1.0% 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 Taxpayer's Bill of Rights (TABOR). For 2009, 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/Greeley Consumer Price Index (CPI) plus local growth for the previous calendar year. For 2008, the projected TABOR formula increase is 7.1%, which is comprised of a projected 3.6% increase in the Denver/Boulder/Greeley CPI and an anticipated 3.5% increase in local growth.

Both 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, 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% El Paso County Treasurer's collection fee, a 1.0% provision for uncollectable taxes and a provision for economic development rebates. Economic development rebates of City property tax revenue are estimated to be approximately $900,000 in 2009, which is approximately $420,000 more than in 2008.

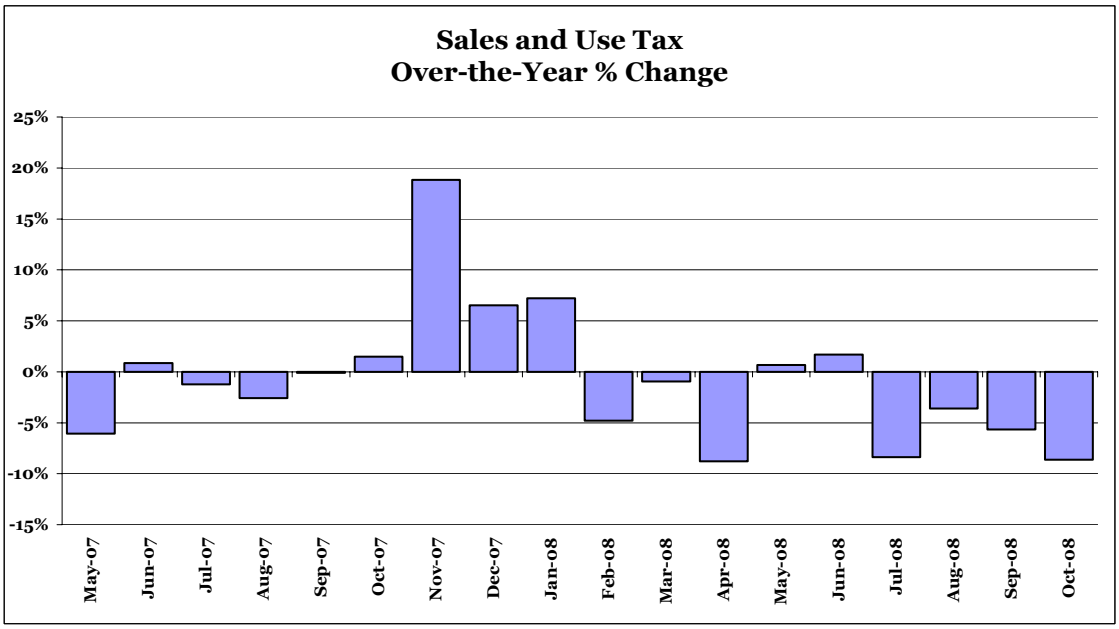
Uses of Property Tax Mill Levy	
	Mills
Interest Paid on General Obligation Bonds	0.019
Redemption of General Obligation Bonds	0.646
General Purpose	4.279
Total	**4.944**
NOTE: *A one mill net revenue equivalent is:*	*$4,540,753*

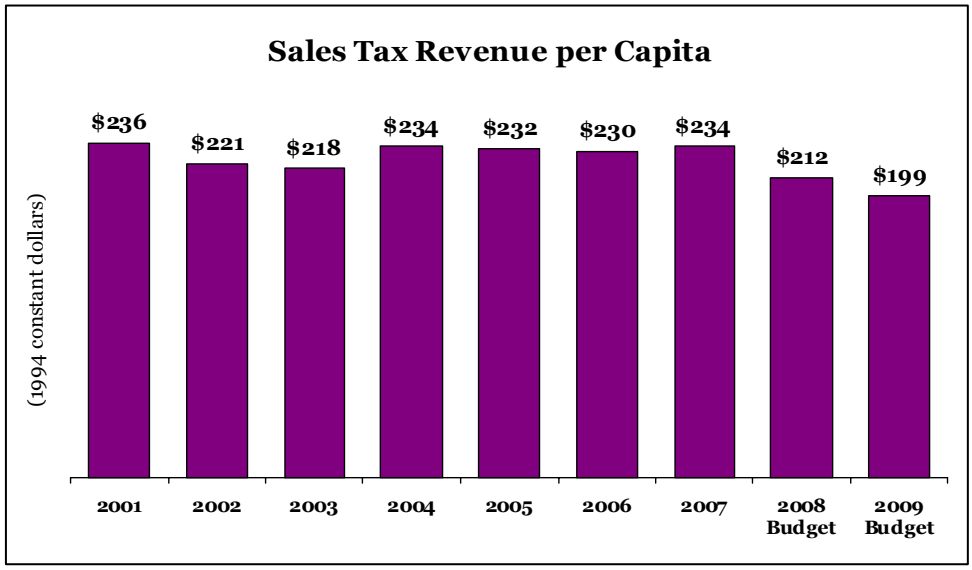
Sales Tax Revenue $125,375,987

Sales and use tax revenue accounts for 52.57% of total General Fund revenue. City sales and use tax collections are primarily dependent upon the level of local economic activity, consumer confidence, and tourist activity. Through October 2008 (September activity), there have been significant over-the-year sales tax revenue decreases from building materials; auto dealers; department/discount stores; and furniture, appliances, and electronics.

Sales and use tax collections were significantly lower than expected in 2008 and base revenue is projected to remain flat in 2009. Declining sales growth is likely in response to rising consumer debt and mortgage interest rates, volatile oil and energy prices, financial markets collapse, and consumer uncertainty. Sales and use tax collections for 2009 are projected to total $125.38 million, which is up 3.48% over 2008 end-of-year estimates.

City Sales and Use Tax has been flat or declined in 11 of the last 18 months.

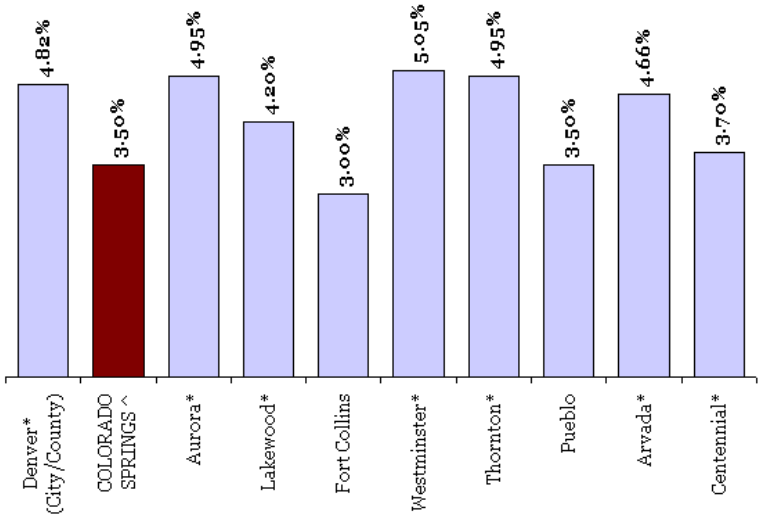




For 2009, Sales and Use Tax revenue will account for 52.57% of total General Fund revenue.

Sales Tax Revenue $125,375,987

Comparative Sales Tax Rates



Current as of 1/1/08, 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 PPRTA 1.0% Sales Tax rate.

Other Taxes Revenue $3,525,152

Other Taxes revenue accounts for 1.48% of total General Fund revenue. The Other Taxes category of revenue includes the City occupational tax on establishments selling alcoholic beverages, the City sales tax on motion picture theater tickets, and revenue stemming from specific ownership taxes imposed by the State on licensed motor vehicles registered in the City. Revenue from these taxes is expected to total $3.53 million, which is a decrease of $41,165 or 1.15% from the 2008 Budget.

Intergovernmental Revenue $19,263,614

Intergovernmental revenue accounts for 8.08% of total General Fund revenue and totals $19.26 million in 2009, which is a projected increase of $48,069 or 0.25% over the 2008 Budget.

Revenue resulting from the El Paso County Road and Bridge mill levy is estimated to total $3.61 million for 2009 and assumes that the Board of El Paso County Commissioners will not change the Road and Bridge mill levy from the 1.280 mills levied for 2008. 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 2009 is projected to decrease 0.37% from the 2008 Budget. 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 of $14.26 million is anticipated for 2009.

Charges for Services Revenue $22,693,541

Charges for Services revenue accounts for 9.52% of total General Fund revenue. Revenue from charges for services to the public in 2009 is projected to increase by $3.1 million from the 2008 Budget to a total of $22.69 million. This is a 15.76% increase from the 2008 Budget. 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 Community Development.

For 2009, the major increases are due to an increase in the Police Department's Alarm Fee Program and the accounting of the work performed for the Stormwater Enterprise. The expenses associated with the labor and operations that were transferred to the Stormwater Enterprise Fund for 2008 are transferred back into the General Fund for 2009 to better account for the activities associated with the stormwater activities. The General Fund will bill the Stormwater Enterprise for the charges for services performed for that Enterprise. There are inflationary increases in the fees for Community Development, Comprehensive Planning, and Parks. Transit includes a $0.25 increase in fixed-route fares and a $0.50 increase in paratransit fares. The charges for services will have increased 48.0% 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.

Other Financing Sources Revenue $32,716,732

Other Financing Sources revenue accounts for 13.72% of total General Fund revenue. Other Financing Sources total $32.72 million for 2009, which is up $1.9 million from the 2008 Budget. One component of other financing sources revenue is Payments in-Lieu-of Taxes (PILT) revenue, which is projected to increase by $345,693 from the 2008 Budget. The major component of the PILT is the payment from Colorado Springs Utilities, which totals $27.2 million in 2009. Another component of other financing sources revenue is from the allocation of common staff and expenses and transfers from other funds. The transfers from other funds increased by $650,000 or 77.8%, which is primarily due to a transfer from the Human Services Complex Enterprise to fund Senior Programs, a transfer from the Parking Enterprise to fund Amblicab, and a one-time transfer from the Economic Development Fund to fund the economic development agencies. A third component of the other financing sources revenue includes the transfer from the Lodgers and Automobile Rental Tax (LART) Fund for tourist-related expenses. For 2009, there is an increase of $486,527 for a total of $1.1 million.

Other Revenue $11,865,668

Other revenue accounts for 4.98% of total General Fund revenue. Other revenue includes fines and forfeits, business licenses and permits, and miscellaneous revenue. The total of the Other revenue category is $11.87 million, which is up $1.28 million or 12.1% from the 2008 Budget.

Fines and Forfeits revenue, which includes fines for traffic and parking meter violations, is projected to increase by $717,538 from the 2008 Budget.

The Business Licenses and Permits revenue category totals $623,141 in 2009. This is a decrease of $68,955 or 9.96% from the 2008 Budget. The decrease is due primarily to the reduction in massage therapist license fees because of a change in the State law.

Miscellaneous revenue is expected to increase by $578,564 or 23.46% over the 2008 Budget.

Draw from Fund Balance $811,500

An $811,500 draw from the unreserved, undesignated General Fund balance is necessary to balance the 2009 General Fund Budget which accounts for 0.34% of the General Fund resources available for appropriation. The fund balance is maintained for cash flow purposes and to serve as a cushion against revenue shortfalls and unforeseen fiscal events. The proposed one-time draw from the fund balance is specifically allocated for the 2009 municipal election for $500,000 and other one-time expenses in 2009.

***Note**: All estimates of 2009 revenue for all funds are presented in Appendix E with detailed revenue accounts.*

Statement of Estimated Revenue

	2006 Actual	2007 Actual	2008 Budget	2008 Revised Est.	2009 Budget	2008-2009 Budget $ Change	2008-2009 Budget % Change
TAXES							
General Property Taxes (A)	19,603,715	20,068,017	22,449,484	21,991,416	22,229,444	(220,040)	-0.98%
Specific Ownership Taxes (B)	2,759,281	2,819,812	2,823,784	2,719,026	2,774,494	(49,290)	-1.75%
General Sales and Use Tax	123,815,922	127,794,303	127,228,694	121,156,606	125,375,987	(1,852,707)	-1.46%
Admissions Taxes	440,766	313,008	460,833	465,708	475,208	14,375	3.12%
Business Taxes (C)	256,852	259,320	281,700	259,089	275,450	(6,250)	-2.22%
Total Taxes	**146,876,536**	**151,254,460**	**153,244,495**	**146,591,845**	**151,130,583**	**(2,113,912)**	**-1.38%**
LICENSES AND PERMITS							
Total Licenses and Permits	**655,488**	**701,441**	**692,096**	**692,096**	**623,141**	**(68,955)**	**-9.96%**
INTERGOVERNMENTAL REVENUE							
Federal Grants (D)	1,824,274	2,023,500	0	0	0	0	0.00%
State-Shared Revenue (E)	17,020,350	16,454,678	15,717,771	15,678,300	15,554,226	(163,545)	-1.04%
Other Governmental Units (F)	3,328,252	3,376,680	3,497,774	3,498,580	3,709,387	211,613	6.05%
Total Intergovernmental	**22,172,876**	**21,854,859**	**19,215,545**	**19,176,880**	**19,263,614**	**48,069**	**0.25%**
CHARGES FOR SERVICES							
General Government (G)	6,401,211	6,290,256	6,869,455	6,086,230	6,804,226	(65,229)	-0.95%
Public Safety (H)	4,483,709	3,596,202	3,874,249	3,818,580	4,304,536	430,287	11.11%
Highways and Streets	6,788,586	5,954,478	6,360,164	6,824,112	9,040,182	2,680,018	42.14%
Culture - Recreation (I)	2,543,961	2,614,031	2,499,539	2,574,539	2,544,597	45,058	1.80%
Total Charges for Services	**20,217,467**	**18,454,966**	**19,603,407**	**19,303,461**	**22,693,541**	**3,090,134**	**15.76%**
FINES AND FORFEITS							
Total Fines and Forfeits	**8,601,844**	**7,379,498**	**7,479,894**	**7,491,669**	**8,197,432**	**717,538**	**9.59%**
MISCELLANEOUS REVENUE							
Earnings on Deposits and Invest.	1,866,806	2,602,458	1,135,722	1,641,626	1,462,000	326,278	28.73%
Rents and Royalties	723,076	684,717	746,936	671,585	770,436	23,500	3.15%
Miscellaneous	1,182,745	2,622,481	583,873	3,395,039	812,659	228,786	39.18%
Total Miscellaneous Revenue	**3,772,627**	**5,909,656**	**2,466,531**	**5,708,250**	**3,045,095**	**578,564**	**23.46%**
OTHER FINANCING SOURCES							
Payments in Lieu of Tax	25,188,306	25,804,967	26,890,407	26,518,404	27,236,100	345,693	1.29%
Shared Services (J)	2,400,070	2,877,478	3,142,849	3,192,849	4,127,049	984,200	31.32%
Other Transfers	399,198	448,116	612,056	614,478	1,098,583	486,527	79.49%
Capital Leases	0	8,540,289	0	0	0	0	0.00%
Premium on Ref. Bonds Issued	0	953,410	0	0	0	0	0.00%
Proceeds from Issuance of Bonds	0	10,405,000	0	0	0	0	0.00%
Sale of Capital Assets	369,085	213,564	200,000	1,485,880	255,000	55,000	27.50%
Total Other Financing Sources	**28,356,659**	**49,242,824**	**30,845,312**	**31,811,611**	**32,716,732**	**1,871,420**	**6.07%**
Subtotal	**230,653,496**	**254,797,704**	**233,547,280**	**230,775,812**	**237,670,138**	**4,122,858**	**1.77%**
Draw From Fund Balance	**1,454,801**	**0**	**3,707,808**	**3,707,808**	**811,500**	**(2,896,308)**	**-78.11%**
Total Estimated Revenue	**$232,108,297**	**$254,797,704**	**$237,255,088**	**$234,483,620**	**$238,481,638**	**1,226,550**	**0.52%**

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

Notes to the General Fund Revenue Estimates

A. Property Tax: Includes current-year revenue, delinquent taxes, and interest on taxes. The 2009 estimate is based on the application of 4.944 mills on an assessed valuation of $4,780,292,660 less 2.0% 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 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 the El Paso County Road and Bridge Tax and shared fines (County).

G. General Government: Includes charges for services provided by the Municipal Court and Community Development.

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. Shared Services: Includes payment from Colorado Springs Utilities for its proportionate share of the Pikes Peak Area Council of Governments (PPACG), City Attorney, City Auditor, City Clerk, Police Building Security, General Administration, Economic Development, and City Council. Also includes transfers from other funds.

Comparison of General Fund Revenue by Percentage of Total

	2007 Actual	2008 Budget	2009 Budget
Sales and Use Taxes	50.16%	53.63%	52.57%
Property Taxes	7.88%	9.46%	9.32%
Other Taxes	1.33%	1.50%	1.48%
Licenses and Permits	0.28%	0.29%	0.26%
Intergovernmental	8.58%	8.10%	8.08%
Charges for Services	7.24%	8.26%	9.52%
Fines and Forfeits	2.90%	3.15%	3.44%
Miscellaneous	2.32%	1.04%	1.28%
Other Financing Sources	19.33%	13.00%	13.72%
Draw From Fund Balance	0.00%	1.56%	0.34%
Total	100.00	100.00	100.00

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

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All Funds Summary

City Services Overview

The City of Colorado Springs is a home-rule city, organized under provisions of the Colorado constitution, with a Council/Manager form of government. The City provides a full range of municipal government services to an estimated 2009 population of 415,658 residents. The services include:

- Public Safety
- Transportation
- Parks, Recreation and Cultural Services
- Community, Infrastructure, and Development
- Municipal Court services

Also, the City owns and operates enterprise activities including:

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

Other fund types included in the All Funds Summary are:

- Special Revenue Funds
- Internal Services Funds
- Permanent Funds

Overview of 2009 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 2009 budgets by specific fund.

The budget document focuses primarily on the General Fund because it is the largest fund. The 2009 General Fund Budget is $238,481,638, which is 66.7% of the total funds.

The second largest type of fund is the Special Revenue Funds. The 2009 Special Revenue Funds budgets total $62,525,390, which is 17.5% of the total funds.

The 2009 Enterprise Funds budgets total $56,113,441, which is 15.7% of the total funds.

The remaining 0.1% balance of the total funds is comprised of the 2009 Permanent Funds budgets, which total $361,500.

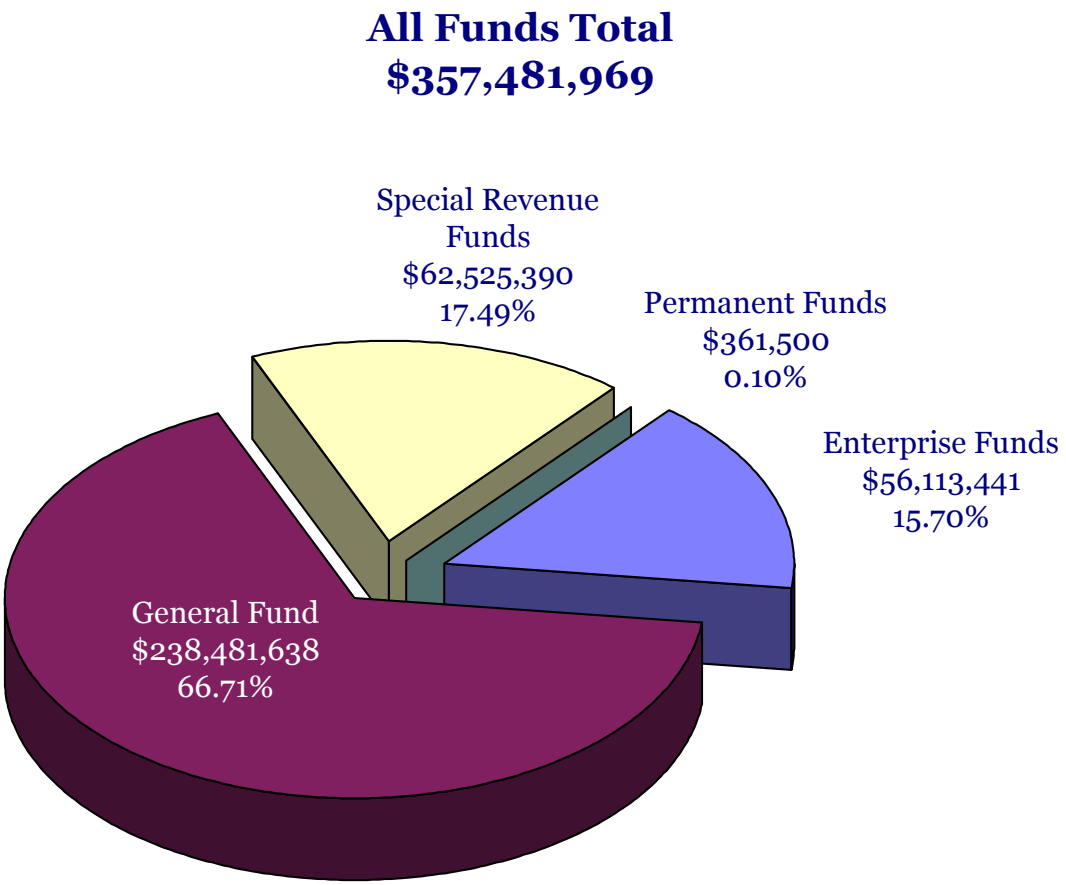
The total of all these funds is $357,481,969.

2009 All Funds Expenditures

This table identifies all City funds and the 2009 budgeted expenditures.

Fund		Amount
General Fund		$238,481,638
Special Revenue Funds		62,525,390
Enterprise Funds		56,113,441
Airport	21,993,001	
Cemeteries	1,562,122	
Development Review	2,458,784	
Human Services Complex	577,950	
Parking System	6,216,500	
Patty Jewett Golf Course	2,470,435	
Pikes Peak – America's Mountain	3,674,603	
Stormwater Enterprise	15,814,501	
Valley Hi Golf Course	1,345,545	
Permanent Funds		361,500
All Funds Total		**$357,481,969**

Note: The total of the Internal Services Funds is $59,572,562. A portion of this is allocated in the General Fund and Enterprise Funds.



Fund Balance Summary

Fund	Est. Funds Available for Appropriation 1/1/08	*Revenue 2008 Budget	*Expenditures 2008 Budget	Est. Funds Available for Appropriation 1/1/09	Revenue 2009 Budget	Expenditures 2009 Budget	Est. Funds Available for Appropriation 1/1/10
GENERAL FUND	27,115,012	230,775,812	241,265,001	16,625,823	237,670,138	238,481,638	15,814,323
Funds Available for Appropriation 1/1/08 excludes TABOR emergency reserve of $7,545,241.							
SPECIAL REVENUE FUNDS							
Arterial Roadway	949,801	250,000	400,000	799,801	250,000	400,000	649,801
Ballfield Capital Improvements	317,664	119,000	119,000	317,664	119,000	131,803	304,861
Banning Lewis Ranch	0	0	0	0	145,000	3,250	141,750
Bicycle Tax	74,000	118,000	185,000	7,000	118,000	125,000	0
Briargate SIMD	51,585	904,593	956,178	0	913,935	913,935	0
Cable Franchise	493,177	1,047,600	1,047,600	493,177	1,055,549	1,055,549	493,177
CDBG	0	3,298,825	3,296,712	2,113	3,037,257	2,987,257	52,113
City-Funded CIP	0	12,159,109	12,159,109	0	10,106,946	10,106,946	0
Conservation Trust	1,145,540	3,818,453	4,151,420	812,573	3,938,097	4,530,165	220,505
Economic Development	302,301	9,413	100,000	211,714	9,413	221,127	0
Emergency Shelter Act Grant	0	112,974	112,974	0	112,295	112,295	0
Garfield School Maintenance	24,967	25,500	50,467	0	0	0	0
Gateway SIMD	7,609	3,670	6,486	4,793	3,708	8,008	493
Gift Trust	3,657,075	1,100,000	1,100,000	3,657,075	1,100,000	1,100,000	3,657,075
Home Investment Partnership	0	2,212,514	2,212,514	0	1,852,834	1,852,834	0
HOPE III	0	638,152	638,152	0	538,042	538,042	0
Lodgers & Auto Rental Tax	103,825	4,402,045	4,441,109	64,761	4,322,793	4,147,139	240,415
Norwood SIMD	245,346	675,814	875,814	45,346	694,967	709,968	30,345
Old Colorado City SIMD	69,351	108,517	143,517	34,351	104,056	119,056	19,351
Platte Avenue SIMD	60,268	11,442	31,443	40,267	11,146	31,146	20,267
Public Safety Sales Tax	3,098,529	26,715,585	26,448,215	3,365,899	25,153,908	25,176,081	3,343,726
Public Space and Devlpmnt	2,100,721	800,000	1,575,000	1,325,721	800,000	0	2,125,721
Red Rock Canyon	60,000	40,000	0	100,000	0	100,000	0
SCIP	325,000	400,000	400,000	325,000	60,000	385,000	0
Senior Programs	490,951	15,000	85,600	420,351	15,000	15,000	420,351
Stetson Hills SIMD	214,017	293,250	368,250	139,017	304,600	354,600	89,017
Street Tree	107,788	12,000	112,000	7,788	12,000	12,000	7,788
Subdivision Drainage	4,147,086	2,000,000	2,000,000	4,147,086	2,000,000	2,000,000	4,147,086
Therapeutic Recreation	21,250	500	1,000	20,750	500	500	20,750
Trails, Open Space and Parks	2,067,106	6,449,634	5,608,775	2,907,965	6,393,800	5,366,956	3,934,809
Woodstone SIMD	89,663	24,610	44,610	69,663	21,733	21,733	69,663
ENTERPRISE FUNDS							
Airport	13,547,828	24,926,076	21,671,000	16,802,904	24,361,665	21,993,001	19,171,568
Cemeteries	467,281	1,420,119	1,527,521	359,879	1,449,090	1,562,122	246,847
Development Review	1,137,505	2,176,324	2,371,389	942,440	1,971,523	2,458,784	455,179
Human Services Complex	769,440	272,000	399,370	642,070	246,120	577,950	310,240
Parking System	3,437,991	4,642,455	4,129,063	3,951,383	4,098,686	6,216,500	1,833,569
Patty Jewett Golf Course	836,481	2,152,752	2,153,745	835,488	2,290,025	2,470,435	655,078
Pikes Peak - America's Mtn	888,586	3,544,671	3,544,671	888,586	3,649,154	3,674,603	863,137
Stormwater Enterprise	9,326,687	15,493,040	16,561,866	8,257,861	15,872,321	15,814,501	8,315,681
Valley Hi Golf Course	319,725	1,245,319	1,254,395	310,649	1,337,342	1,345,545	302,446
INTERNAL SERVICE FUNDS							
Claims Reserve Self-Insurance	0	1,000,000	1,000,000	0	1,000,000	1,000,000	0
Employee Ben Self-Insurance	0	24,120,924	24,120,924	0	26,781,024	26,781,024	0
Support Services	0	32,774,931	32,774,931	0	25,181,538	25,181,538	0
Workers' Compensation	0	7,110,000	6,716,178	393,822	6,610,000	6,610,000	393,822
PERMANENT FUNDS							
C. D. Smith Trust	14,400	85,600	85,600	14,400	85,600	100,000	0
Cemetery Endowment	0	250,000	250,000	0	250,000	250,000	0
Perkins Trust	4,000	0	4,000	0	0	0	0
Sabine Trust	2,000	0	2,000	0	0	0	0
Trails, Open Space & Prk Mnt.	0	11,500	11,500	0	11,500	11,500	0
Woods Trust	4,000	0	4,000	0	0	0	0

* In most cases, the 2008 Revenue and Expenditures are equal to the original 2008 Budget amount; however, in certain cases, an end-of-year estimate is used to account for revenue adjustments or supplemental appropriations.

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.

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

Basis of Budgeting – The budget is prepared in a manner consistent with the Colorado Revised Statutes. All funds are included within the budget along with the programs supported. 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.

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.

Funds Details

General Fund

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

Special Revenue Funds

Arterial Roadway

2008 Budget: **$400,000** **2009 Budget:** **$400,000**

Purpose: Fund the cost of constructing/expanding freeway, expressway, and major or minor arterial roadway bridges.
Revenue source: Fees from landowners.
Designated expenditure: Capital construction costs for arterial roadway bridges. Includes $150,000 from fund balance.

Ballfield Capital Improvements

2008 Budget: **$119,000** **2009 Budget:** **$131,803**

Purpose: Provide for maintenance and improvements to baseball and softball fields throughout the city.
Revenue source: Fees paid by softball and baseball teams upon league registration.
Designated expenditure: Debt service payment on the Certificates of Participation (COP's) Series 1999 for the softball and recreation facility project. Includes $12,803 from fund balance.

Banning Lewis Ranch

2008 Budget: **$0** **2009 Budget:** **$3,250**

Purpose: Collect impact fees and manage reimbursements in a manner that allows the obligations under the BLR Annexation Agreement to be equitably and proportionally shared.
Revenue source: General Annexor Obligation Fee, BLR Parkway, or Interchange Fees.
Designated expenditure: Reimburse those annexors who construct shared infrastructure or who fulfill Annexation Agreement obligations identified as reimbursable shared obligations within the BLR Annexor Shared Infrastructure Study.

Bicycle Tax

2008 Budget: **$185,000** **2009 Budget:** **$125,000**

Purpose: Provide a funding source for bikeway improvements throughout the city.
Revenue source: A sales tax on the purchase of all new and used bicycles purchased in the city.
Designated expenditure: Maintenance repair and expansion of the city's bikeway system. Includes $7,000 from the fund balance.

Briargate Special Improvement Maintenance District

2008 Budget: **$956,178** **2009 Budget:** **$913,935**

Purpose: Provide for the maintenance of certain public improvements of general benefit to the residents of the district.
Revenue source: Assessments against the real property in the district.
Designated expenditure: Maintenance expenses of specific improvements as identified by the advisory committee in consultation with the Parks, Recreation and Cultural Services staff. Council approves the budget for the district.

Special Revenue Funds

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 (WideOpen West's financial circumstances precluded the company from initiating the infrastructure required to offer cable service in Colorado Springs). As of August 1, 2006, control of the Adelphia cable system serving Colorado Springs was finalized when Adelphia was transitioned to Comcast. According to the terms of the franchise agreement, Comcast assumed the obligations of the franchise and the franchise remains unmodified and in full force and effect. In November 2006, Colorado Springs voters approved Measure 2A to grant a nonexclusive franchise agreement to Falcon Broadband; and in April 2007, voters approved Measure E to grant a nonexclusive franchise agreement to Porchlight Communications. In accordance with the Comcast franchise agreement, the SCETC will receive 20% of the funds; and the City will apply its share towards information technology and communication needs. The SCETC will receive 10% of the funds from Falcon and Porchlight.

Budget Summary

2009 Cable Franchise Grant	
Revenue	
Subscriber revenue	$ 1,055,549
Total Revenue	**$1,055,549**
Expenditures	
City information technology strategic needs	$ 526,635
Southern Colorado Educational Television Consortium (SCETC)	210,314
SpringsTV implementation equipment and staffing	318,600
Total Expenditures	**$1,055,549**

Revenue Detail

Subscriber rate is $1.20 per month. The numbers of subscribers is forecast to increase by almost 1.0%.

Expenditure Detail:

City Information Technology Strategic Needs $526,635

Automated Payroll/Financial System Upgrades and Maintenance – Funds are 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.

Special Revenue Funds

Cable Franchise (continued)

Southern Colorado Educational Television Consortium Share $210,314

A total of $210,314 is provided for the SCETC to continue operating the network and production truck to cable cast from remote sites for increased learning/educational opportunities.

SpringsTV $318,600

A total of $318,600 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. In 2009, 4.50 positions are funded by the grant, of which 3.50 FTE are Public Communications Specialist II positions, and 1.0 FTE is a Public Communications Specialist I position. These positions 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.

Community Development Block Grant (CDBG) – Neighborhood Services

(See Section 11 Community, Infrastructure, and Development, Economic Development Department, Housing Division for details of this fund.)

City-Funded Capital Improvements Program (CIP)

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

Overview The City's General Use Capital Improvements Program (CIP) will receive $11,208,446 in 2009.

Of this, $10,830,446 in CIP Construction funds goes toward general CIP improvements (funded with $9,380,446 in General Fund money, $696,500 in anticipated interest earnings, $723,500 in savings from completed CIP projects, and $30,000 from rental income). This will fund $3,530,090 in various payments and projects, and $7,300,356 for the 1999 SCIP Bond debt payment – which is 93% of the total 2009 payment. The remainder is funded by $550,000 from the SCIP Fund, of which $325,000 is from the fund balance, $165,000 is from project savings, and $60,000 is expected in interest.

The remaining $378,000 goes toward meeting the General Fund commitment to maintain at least $2.3 million in spending on stormwater-related activities.

A detailed list of projects is in Section 28, Capital Improvements Program (CIP).

Budget Summary	2006* Actual	2007* Actual	2008** Budget	2009** Budget
CIP Construction	$25,588,840	$ 19,097,970	$ 12,177,881	$ 10,830,446
Salaries/Benefits	323,671	0	0	0
G.F. Stormwater	N/A	N/A	378,406	378,000
Total	**$25,912,511**	**$16,110,859**	**$12,556,287**	**$11,208,446**

*In any given year, the actual funds spent may equal more than the amount appropriated because project funds are rolled over from year to year.
** Only the General Fund contribution and the interest earnings require appropriation, so a smaller amount is reflected on page 2-3.

Special Revenue Funds

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.

Overview Local governments receive 40% of the total revenue generated by the State Lottery, and the City share is distributed based on population. These funds are received and expended from the Conservation Trust Fund (CTF). A total of $3,938,097 is the allocation of Lottery funds expected in 2009. This estimate is based upon a weighted city population of 400,289 (calculated based on State requirements) and a $9.77 per capita distribution which generates $3,911,052, plus $27,045 in interest earnings.

In 2009, the Conservation Trust Fund (CTF) has $4,530,165 budgeted for parks and recreation-related projects. This allocation provides $899,640 for annual financial commitments on the Skyview Softball Complex, the Hillside Community Center, Meadows Park Community Center, and University Park. The remaining $3,630,525 in CTF funds includes $2,689,957 for the maintenance of parks which funds such maintenance as fertilizing, over-seeding, topdressing, pond maintenance, fertigation installation, and utility costs; and $940,000 emergency repairs, park and trail repair/renovation, maintenance of trails, and vandalism repairs. More detailed information can be found in the Capital Improvements Program section.

Budget Summary	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Salaries/Benefits	$ 388,280	$ 525,029	$ 0	$ 0
Operating	1,400,916	1,656,875	0	0
Debt Service	718,442	446,860	0	0
Funded Projects	1,289,824	1,553,189	4,151,420	4,530,165
Total	**$3,797,462**	**$4,181,954**	**$4,151,420**	**$4,530,165**

Economic Development Fund (pka Business Development Revolving Loan Fund)

2008 Budget: $100,000 **2009 Budget: $221,127**

Purpose: Provide resources for economic development projects as identified and approved by City Council.
Revenue source: Fund balance of old Business Development Revolving Loan Fund and principal/interest payments from outstanding loans and Private Activity Bond (PAB) fees.
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. Includes $211,714 from fund balance.

Emergency Shelter Act Grant

(See Section 11 Community, Infrastructure, and Development, Economic Development Department, Housing Division for details of this fund.)

Garfield School Maintenance

2008 Budget: $50,467 **2009 Budget: $0**

Purpose: A special revenue fund to account for maintenance of Garfield School.
Revenue source: Rental of space at the property.
Designated expenditure: Costs associated with the Garfield School facility. This fund was closed in 2008.

Special Revenue Funds

Gateway Special Improvement Maintenance District

2008 Budget: **$6,486** **2009 Budget:** **$8,008**

Purpose: Provide for the maintenance of numerous public improvements unique to the Gateway area.
Revenue source: Assessments against all real properties in the district collected by the County and remitted to the fund.
Designated expenditure: An advisory committee to advise City Council of the level, extent, and effectiveness of the maintenance needed in the district. Council approves the budget for the district. Includes $4,300 from the fund balance.

Gift Trust

2008 Budget: **$1,100,000** **2009 Budget:** **$1,100,000**

Purpose: Provide a fund for gifts received by the City during the year for specific purposes.
Revenue source: Donations from private individuals or businesses.
Designated expenditure: As designated by donor.

Home Investment Partnership (HOME)

(See Section 11 Community, Infrastructure, and Development, Economic Development Department, Housing Division for details of this fund.)

HOPE III

(See Section 11 Community, Infrastructure, and Development, Economic Development Department, Housing Division for details of this fund.)

Lodgers and Automobile Rental Tax (LART)

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

Revenue Overview Revenue resulting from the City's 2% lodging and 1% automobile rental tax are deposited into the Lodgers and Automobile Rental Tax (LART) Fund. Uses of LART revenue is limited to tourist promotion and visitor attraction as well as for economic development activities. LART revenue collections through the first 7 months of 2008 were up 2.1% from the same period a year ago, and the 2008 year-end estimate is projected to be 1.3% over the 2007 total.

LART revenue in 2009 is projected to post a 4.0% increase from the 2008 year-end estimate. LART resources available for appropriation in 2009 are projected to reach $4,147,000. The 2009 LART budget has been designed to maintain the policy of allocating a two-thirds share of revenue to Experience Colorado Springs at Pikes Peak while maximizing the General Fund cost recovery for tourist-related and special events expenses.

Special Revenue Funds

LART (continued)

Account Category	2006 Budget	2007 Budget	2008 Budget	2009 Budget
Transfer to General Fund for Tourist-Related Expenses	$ 399,198	$ 448,116	$ 101,099	$ 930,804
Subtotal	**$ 399,198**	**$ 448,116**	**$ 101,099**	**$ 930,804**
Transfer to General Fund for Special Events				
Balloon Classic	$ 0	$ 0	$ 21,350	$ 21,350
Bicycle Week	0	0	2,707	2,707
Festival of Lights Parade	0	0	8,800	8,800
Firefighter Memorial	0	0	11,500	11,500
Folk Art Festival	0	0	1,700	1,700
July 4th Symphony at Memorial Park	0	0	114,100	0
Mobile Command	0	0	32,500	32,500
Other Nonprofit Special Events	0	0	60,000	60,000
Pikes Peak Hill Climb Fanfest	0	0	0	2,422
Pikes Peak Rodeo Parade	0	0	7,700	7,700
Rocky Mountain State Games	0	0	8,900	8,900
Sertoma Street Breakfast	0	0	3,700	3,700
USA Archery National Competition	0	0	2,500	0
USA Triathlon	0	0	4,000	0
U.S. Senior Open	0	0	225,000	0
Veterans Day Parade	0	0	6,500	6,500
Subtotal	**$ 0**	**$ 0**	**$ 510,957**	**$ 167,779**
COPPeR	$ 0	$ 23,000	$ 39,000	$ 39,000
Pikes Peak – America's Mountain	780,000	780,000	774,500	190,512
Pikes Peak International Hill Climb and Educational Museum	0	17,500	17,500	17,500
Pikes Peak Marathon and Ascent	0	0	8,000	8,000
U.S. Senior Open	25,000	50,000	0	0
Zebulon Montgomery Pike Bicentennial	20,000	0	0	0
Subtotal	**$ 825,000**	**$ 870,500**	**$ 839,000**	**$ 255,012**
Total – City Share	**$1,224,198**	**$1,318,616**	**$1,451,056**	**$ 1,353,595**
Total Experience Colorado Springs at Pikes Peak	**2,448,396**	**2,637,231**	**2,902,112**	**2,707,188**
TOTAL AVAILABLE FOR ALLOCATION	**$3,672,594**	**$3,955,847**	**$4,353,168**	**$4,060,783**
Vendor Fee	**0**	**78,285**	**87,941**	**86,356**
TOTAL	**$3,672,594**	**$4,034,132**	**$4,441,109**	**$4,147,139**

The City Administration recommends a one-third and two-third split between the City and Experience Colorado Springs at Pikes Peak respectively. The 2009 LART funds total $4,060,783 excluding the Vendor Fee; of that total, the City's share is $1,353,595 and the Experience Colorado Springs at Pikes Peak's share is $2,707,188.

Special Revenue Funds

Expenditure 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 Pioneers 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 Cañon, Palmer Park, and the North Slope Recreation Area. This transfer represents reimbursement for a portion of these expenses.

Transfer to General Fund for Special Events – The Police; Fire; Parks, Recreation and Cultural Services; and General Costs General Fund budgets incur significant expenses each year in providing services for special events that promote tourism. In previous years, these costs were included in the Transfer to General Fund for Tourist-Related Expenses category. Beginning in 2008, these events were listed separately in the LART table and for 2009 include Balloon Classic, Bicycle Week, Festival of Lights Parade, Firefighter Memorial, Folk Art Festival, Pikes Peak Rodeo Parade, Rocky Mountain State Games, Sertoma Street Breakfast, and Veterans Day Parade. In addition, the Police Department incurs expenses for other nonprofit special events not specifically listed.

COPPeR – A $39,000 contribution was requested and is included for 2009 to assist with the web events calendar and other programming 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 $850,000 of erosion and sedimentation improvements in 2009; of which $190,512 is from LART.

Pikes Peak International Hill Climb and Educational Museum – A $35,000 contribution was requested in 2006 to assist with the 85th Pikes Peak Hill Climb racing event to attract visitors to Colorado Springs and the greater Pikes Peak Region. During 2006, City Council approved funding of $17,500 for the Pikes Peak Hill Climb. Since then, a total of $17,500 was included each year to fund this event and the same amount is included for 2009.

Pikes Peak Marathon – An $8,000 contribution is requested in 2009 to assist with the annual Pikes Peak Marathon event, and $8,000 is included.

Vendor Fee – A total of $86,356 is included in 2009. This expenditure is offset by a matching increase in revenue.

Experience Colorado Springs at Pikes Peak (Convention and Visitors Bureau) Promotion Contract – A total of $2,707,188 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 policy of allocating a two-thirds share of the Lodgers and Automobile Rental Tax revenue to the visitor promotion contract. The 2009 budget represents a 6.7% decrease over the 2008 budget amount.

Special Revenue Funds

Norwood Special Improvement Maintenance District (SIMD)

2008 Budget: **$875,814** **2009 Budget:** **$709,968**

Purpose: Provide for the maintenance of certain public improvements on and along certain roadways within the district.
Revenue source: Assessments against the real properties within the district.
Designated expenditure: Maintenance of specific improvements identified by the advisory committee in consultation with the Parks, Recreation and Cultural Services staff. Council approves the budget for the district. Includes $15,000 from the fund balance.

Old Colorado City Maintenance and Security District

2008 Budget: **$143,517** **2009 Budget:** **$119,056**

Purpose: Secure and maintain numerous public improvements unique to the Old Colorado City area.
Revenue source: Assessments against all real properties in the district collected by the County and remitted to the fund.
Designated expenditure: An advisory committee to advise City Council of the level, extent, and effectiveness of the security and maintenance needed in the district. Council approves the budget for the district. Includes $15,000 from the fund balance.

Platte Avenue Special Improvement Maintenance District (SIMD)

2008 Budget: **$31,443** **2009 Budget:** **$31,146**

Purpose: Secure and maintain numerous public improvements unique to Platte Avenue.
Revenue source: Assessments against all real properties in the district collected by the County and remitted to the fund.
Designated expenditure: An advisory committee to advise City Council of the level, extent, and effectiveness of the maintenance needed in the district. Council approves the budget for the district. Includes $20,000 from the fund balance.

Public Safety Sales Tax (PSST)

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

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

Special Revenue Funds

PSST (continued)

Budget Summary	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Uses of Funds				
Salaries/Benefits	$ 17,942,424	$ 18,819,387	$ 20,016,391	$ 20,744,999
Operating	2,835,478	2,663,966	3,023,881	2,881,688
Capital Outlay	1,856,739	2,671,403	970,561	157,131
Vendor Fee	466,250	475,077	508,771	491,115
CIP	3,063,759	5,925,674	1,928,611	901,148
Total	**$26,164,650**	**$30,555,507**	**$26,448,215**	**$25,176,081**
Personnel				
Uniformed FTE	161.00	161.00	161.00	161.00
Civilian FTE	72.50	74.50	74.50	74.50
Total Positions	**233.50**	**235.50**	**235.50**	**235.50**

Expenditure Overview

For 2009, $25.2 million in PSST revenue is projected. Given the volatility of sales and use tax revenue, City Council directed that an unappropriated fund balance be established and maintained at 10% of current PSST expenditures to help protect against any revenue shortfalls and unforeseen fiscal events. A total of $22,173 is the projected draw from the fund balance. Also, the Vendor Fee expense is $491,115, which provides a 11.21% fund balance. Overall, there is $25.2 million available for appropriation in 2009.

PSST funding for the Fire Department in 2009 totals $11.5 million and allows for the construction of the new Fire Station 1 facility and the payment on the Certificates of Participation (COP's) for the Northeast station. The Fire Department's PSST funds in 2009 will also fund apparatus and equipment replacement, facilities repair, and maintenance.

PSST funding for the Police Department in 2009 totals $12.8 million. All of the funding covers uniformed and civilian staffing, operating, and equipment expenses. This includes the Vice, Narcotics, and Intelligence (VNI) lease, projects and equipment, and other ongoing expenditures and one-time capital outlay.

PSST funding for Support Services in 2009 totals $380,985. This allows the continued funding of 5.5 total FTE, which is for 1.5 Body Shop Technicians in Fleet, a clerical support position and an Analyst II position in Human Resources, an Accounts Payable Clerk, and an Analyst II position in the Procurement Services Division.

City of Colorado Springs
Public Safety Sales Tax Fund
Ten-Year Plan 2009-2018

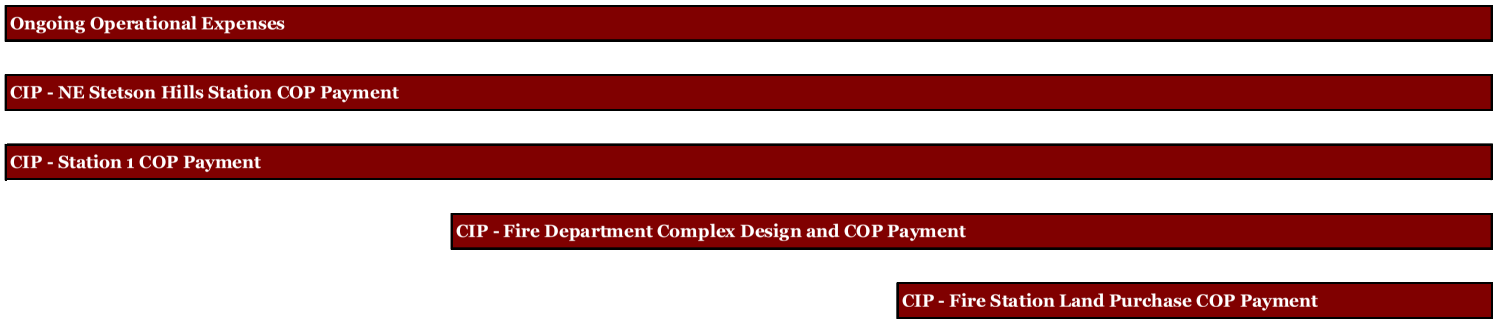
	2009 Budget	2010 Projected	2011 Projected	2012 Projected	2013 Projected	2014 Projected	2015 Projected	2016 Projected	2017 Projected	2018 Projected
Existing FTE Employees	235.50	235.50	223.50	223.50	223.50	223.50	223.50	226.50	226.50	226.50
New Public Safety Positions										
Uniformed	0.00	(5.00)	0.00	0.00	0.00	0.00	3.00	0.00	0.00	0.00
Civilian	0.00	(7.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Support Services Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total FTE Employees	**235.50**	**223.50**	**223.50**	**223.50**	**223.50**	**223.50**	**226.50**	**226.50**	**226.50**	**226.50**
Beginning Fund Balance	**$2,840,961**	**$2,818,788**	**$2,762,152**	**$2,712,480**	**$2,629,878**	**$2,530,621**	**$2,426,998**	**$2,318,865**	**$2,205,923**	**$2,088,011**
Revenue										
Sales & Use Tax	$25,075,197	$25,132,796	$26,314,037	$27,577,111	$28,790,504	$30,057,286	$31,379,806	$32,760,518	$34,201,981	$35,706,868
Interest	78,711	73,042	75,627	79,220	82,860	86,506	90,313	94,286	98,435	102,766
Total Fund Revenue	**$25,153,908**	**$25,205,838**	**$26,389,664**	**$27,656,331**	**$28,873,364**	**$30,143,792**	**$31,470,119**	**$32,854,804**	**$34,300,415**	**$35,809,634**
Expenditures										
Public Safety										
Salaries and Benefits	$20,379,855	$20,067,679	$20,768,094	$21,493,567	$22,245,022	$23,023,425	$24,060,869	$24,924,416	$25,841,420	$26,765,736
Operating Expenses	2,868,324	2,890,085	2,849,459	2,968,613	3,011,501	3,107,331	3,012,118	3,320,625	3,434,442	3,580,418
Capital Outlay	154,654	476,545	951,499	962,174	1,360,859	1,722,477	1,886,584	2,061,692	2,429,679	2,827,886
Public Safety CIP	901,148	901,148	901,148	1,303,177	1,299,609	1,299,609	1,476,308	1,476,308	1,476,308	1,476,308
Sub-total	$24,303,981	$24,335,457	$25,470,200	$26,727,531	$27,916,991	$29,152,842	$30,435,879	$31,783,041	$33,181,849	$34,650,348
Support Services										
Salaries and Benefits	$365,144	$412,572	$427,434	$447,104	$463,204	$479,895	$497,149	$515,139	$533,737	$553,019
Operating Expenses	13,364	11,789	12,143	12,755	13,138	13,532	13,938	14,356	14,787	15,230
Capital Outlay	2,477	0	3,278	0	3,478	0	3,690	0	3,914	0
Support Services CIP	0	0	0	0	0	0	0	0	0	0
Sub-total	$380,985	$424,361	$442,855	$459,859	$479,820	$493,427	$514,777	$529,495	$552,438	$568,249
Vendor's Fee	$491,115	$502,656	$526,281	$551,542	$575,810	$601,146	$627,596	$655,210	$684,040	$714,137
Total Fund Expenditures	**$25,176,081**	**$25,262,474**	**$26,439,336**	**$27,738,932**	**$28,972,621**	**$30,247,415**	**$31,578,252**	**$32,967,746**	**$34,418,327**	**$35,932,734**
Annual Revenue Surplus (Deficit)	**($22,173)**	**($56,636)**	**($49,672)**	**($82,602)**	**($99,257)**	**($103,623)**	**($108,133)**	**($112,942)**	**($117,911)**	**($123,101)**
Ending Fund Balance	**$2,818,788**	**$2,762,152**	**$2,712,480**	**$2,629,878**	**$2,530,621**	**$2,426,998**	**$2,318,865**	**$2,205,923**	**$2,088,011**	**$1,964,911**
Fund Balance %	**11.21%**	**10.96%**	**10.28%**	**9.51%**	**8.76%**	**8.05%**	**7.37%**	**6.71%**	**6.09%**	**5.49%**

Fire

Ten-Year Plan 2009 - 2018

	2009 Budget	2010 Projected	2011 Projected	2012 Projected	2013 Projected	2014 Projected	2015 Projected	2016 Projected	2017 Projected	2018 Projected
Salary/Benefits	8,980,423	8,990,466	9,260,180	9,537,985	9,824,125	10,118,848	10,422,414	10,735,086	11,057,139	11,388,853
Operating	1,514,377	1,452,968	1,488,091	1,573,090	1,578,716	1,626,078	1,674,860	1,725,106	1,813,022	1,904,661
Capital Outlay	147,672	272,370	511,003	344,887	626,518	873,140	958,771	1,237,646	1,497,780	1,774,088
CIP	901,148	901,148	901,148	1,303,177	1,299,609	1,299,609	1,476,308	1,476,308	1,476,308	1,476,308
TOTAL	**11,543,620**	**11,616,952**	**12,160,422**	**12,759,139**	**13,328,968**	**13,917,675**	**14,532,353**	**15,174,146**	**15,844,249**	**16,543,910**
Uniformed FTE	*73.00*	*73.00*	*73.00*	*73.00*	*73.00*	*73.00*	*73.00*	*73.00*	*73.00*	*73.00*
Civilian FTE	*20.00*	*20.00*	*20.00*	*20.00*	*20.00*	*20.00*	*20.00*	*20.00*	*20.00*	*20.00*

Timeline for Major Expenditure Components



Police

Ten-Year Plan 2009 - 2018

	2009 Budget	2010 Projected	2011 Projected	2012 Projected	2013 Projected	2014 Projected	2015 Projected	2016 Projected	2017 Projected	2018 Projected
Salary/Benefits	11,399,432	11,077,213	11,507,914	11,955,582	12,420,897	12,904,577	13,638,455	14,189,330	14,784,281	15,376,883
Operating	1,353,947	1,437,117	1,361,368	1,395,523	1,432,785	1,481,253	1,337,258	1,595,519	1,621,420	1,675,757
Capital Outlay	6,982	204,175	440,496	617,287	734,341	849,337	927,813	824,046	931,899	1,053,798
CIP	0	0	0	0	0	0	0	0	0	0
TOTAL	**12,760,361**	**12,718,505**	**13,309,778**	**13,968,392**	**14,588,023**	**15,235,167**	**15,903,526**	**16,608,895**	**17,337,600**	**18,106,438**
Uniformed FTE	*88.00*	*83.00*	*83.00*	*83.00*	*83.00*	*83.00*	*86.00*	*86.00*	*86.00*	*86.00*
Civilian FTE	*49.00*	*42.00*	*42.00*	*42.00*	*42.00*	*42.00*	*42.00*	*42.00*	*42.00*	*42.00*

Timeline for Major Expenditure Components

Ongoing Operational Expenses

Support Services

Ten-Year Plan 2009 - 2018

	2009 Budget	2010 Projected	2011 Projected	2012 Projected	2013 Projected	2014 Projected	2015 Projected	2016 Projected	2017 Projected	2018 Projected
Salary/Benefits	365,144	412,572	427,434	447,104	463,204	479,895	497,149	515,139	533,737	553,019
Operating	13,364	11,789	12,143	12,755	13,138	13,532	13,938	14,356	14,787	15,230
Capital Outlay	2,477	0	3,278	0	3,478	0	3,690	0	3,914	0
CIP	0	0	0	0	0	0	0	0	0	0
TOTAL	**380,985**	**424,361**	**442,855**	**459,859**	**479,820**	**493,427**	**514,777**	**529,495**	**552,438**	**568,249**
Civilian FTE	*5.50*	*5.50*	*5.50*	*5.50*	*5.50*	*5.50*	*5.50*	*5.50*	*5.50*	*5.50*

Timeline for Major Expenditure Components

Ongoing Operational Expenses

Special Revenue Funds

Public Space and Development

2008 Budget: **$1,575,000** **2009 Budget:** **$0**

Purpose: Provide for the development or improvement of parks and open space in new subdivisions.
Revenue source: In lieu of land dedication, the developer may pay an amount equal to 4% of the land value into this fund.
Designated expenditure: Acquisition or development of parks, recreational, or similar purposes in the designated area.

Red Rock Canyon

2008 Budget: **$0** **2009 Budget:** **$100,000**

Purpose: For the capital improvements and land acquisition expenditures related to Red Rock Canyon.
Revenue source: Investment earnings.
Designated expenditure: Partial payment of the certificates of participation in 2009.

Senior Programs

2008 Budget: **$85,600** **2009 Budget:** **$15,000**

Purpose: Provide funding source for senior programs.
Revenue source: Gifts and donation.
Designated expenditure: Senior program activities.

Springs Community Improvements Program

Budget Summary	2006* Actual	2007* Actual	2008 Budget	2009 Budget
SCIP	$ 373,532	$ 350,000	$ 400,000	$ 385,000
Total	**$373,532**	**$350,000**	**$400,000**	**$385,000**

Mission Provide a dedicated source of revenue to fund city capital improvements.

Overview In 1999, a new Capital Improvements Fund was established per the recommendations of the SCIP Committee. This ensures interest earnings on this fund remain available for use.

In 1999, the City issued the SCIP $88 million bond debt and structured it such that no tax increase was necessary. Originally scheduled to be retired in 2015, approximately $10.4 million was refinanced in October 2007 resulting in savings to the City of almost $4.0 million. This action extended the payment term by one year to 2016.

Historically, some portion of the interest earned or completed project savings has been used to offset the SCIP bond debt payment. In accordance with City Council direction, staff informed the SCIP Citizen's Coordination Committee Co-Chairs that the interest and project savings will go toward paying down the 2009 bond debt payment. The new 2009 bond debt payment totals $7,850,356, of which $7,300,356 comes from the General Fund, with the $550,000 balance provided by a draw from the fund balance ($325,000), project savings ($165,000), and anticipated interest earnings ($60,000).

Special Revenue Funds

Stetson Hills Special Improvement Maintenance District (SIMD)

2008 Budget: **$368,250** **2009 Budget:** **$354,600**

Purpose: Provide for the maintenance of certain public improvements of general benefit to the residents of the district.
Revenue source: Assessments against the real property in the district.
Designated expenditure: Maintenance expenses of specific improvements as identified by the advisory committee in consultation with the Parks, Recreation and Cultural Services staff. Council approves the budget for the district. Includes $50,000 from the fund balance.

Street Tree

2008 Budget: **$112,000** **2009 Budget:** **$12,000**

Purpose: Assure a regular program of planting and care of new trees in previously underdeveloped lots.
Revenue source: Owner and developer fees collected at the time a building permit is issued along with a City match.
Designated expenditure: Purchase and installation of good quality trees.

Subdivision Drainage

2008 Budget: **$2,000,000** **2009 Budget:** **$2,000,000**

Purpose: Provide storm sewers and other facilities for the drainage and flood control of surface water.
Revenue source: Fees charged to subdivision developers.
Designated expenditure: Construction of storm sewer facilities in the designated subdivision.

Therapeutic Recreation

2008 Budget: **$1,000** **2009 Budget:** **$500**

Purpose: Provide a funding source for special recreation programs.
Revenue source: Gifts and donations.
Designated expenditure: Parks, Recreation and Cultural Services activities.

Trails, Open Space and Parks (TOPS)

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

Overview The Trails, Open Space, and Parks (TOPS) revenue is generated from a 0.1% sales tax adopted by voters in April 1997, extended by voters in 2003, and set to expire in 2025. The majority of funds are designated for open space purchases and associated maintenance, development and maintenance of trails, and development of new parks. For 2009, TOPS revenue is projected as $6,393,800, of which $125,000 is estimated interest; however, only $5,366,956 is appropriated, of which $5,241,580 will go toward projects and $125,376 is for the vendor fee. The remaining $1.03 million is available but will not be appropriated until new open space purchases, such as Section 16, are made. This will require a supplemental appropriation. As allowed in the TOPS ordinance, 3% of TOPS revenue is allocated for program administrative expenses plus salary and benefits for a landscape architect for the TOPS program, and 6% will go toward parks maintenance, including salary and benefits for one open space maintenance and two park maintenance technicians.

Special Revenue Funds

Administrative and Maintenance Costs

Provisions of the ordinance allocate 3% and 6% 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, parks, and maintenance costs.

Open Space Acquisition

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

Trails Land Acquisition, Development and Maintenance

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

Parkland Acquisition and Development

Funding for new parkland acquisition and development will receive a maximum of 20% of revenue collected over the lifetime of the tax. The ordinance specifically states that funds may not be used for park maintenance.

Budget Summary	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Salary/Benefits	$ 197,027	$ 340,570	$ 0	$ 0
Operating	227,267	308,243	0	0
Debt Service	1,133,260	293,850	0	0
Funded Projects	3,074,044	3,808,090	5,608,775	5,366,956
Total	**$4,631,598**	**$4,750,752**	**$5,608,775**	**$5,366,956**

Woodstone Special Improvement Maintenance District (SIMD)

2008 Budget: **$44,610** **2009 Budget:** **$21,733**

Purpose: Provide for the maintenance of certain public improvements of general benefit to the residents of the district.
Revenue source: Assessments against the real property in the district.
Designated expenditure: Maintenance expenses of specific improvements as identified by the advisory committee in consultation with the Parks, Recreation and Cultural Services staff. Council approves the budget for the district.

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	Location in budget book
Airport	Transportation and Parks Business Center
Cemeteries	Parks Department
Development Review	Community Development Department
Human Services Complex	Parks Department
Parking System	Parks Department
Patty Jewett Golf Course	Parks Department
Pikes Peak – America's Mountain	Transportation and Parks Business Center
Stormwater	Community Development Department
Valley Hi Golf Course	Parks Department

Internal Service Funds

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

Fund	Location in budget book
Support Services Fund	
Fleet Management Division	Transportation and Parks Business Center
Office Services Division	Financial and Administrative Services, Procurement Services
Radio Communications Division	Financial and Administrative Services, Information Technology Department
Real Estate Services Division	Community, Infrastructure, and Development, Economic Development
Risk Management Division	Financial and Administrative Services, Human Resources Department
Claims Reserve Self-Insurance Fund	Financial and Administrative Services, Human Resources Department
Employee Benefits Self-Insurance Fund	Financial and Administrative Services, Human Resources Department
Workers' Compensation Self-Insurance Fund	Financial and Administrative Services, Human Resources Department

Permanent Funds

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

C. D. Smith Trust Fund

2008 Budget: **$85,600** **2009 Budget:** **$100,000**

Purpose: Provide funding for senior programs.
Revenue source: Income from investments on the C. D. Smith Trust.
Designated expenditure: Senior programs. Includes $14,400 from fund balance.

Cemetery Endowment Fund

2008 Budget: **$250,000** **2009 Budget:** **$250,000**

Purpose: Account for the investment activities of the cemetery endowment corpus with investment earnings used to finance cemetery operations.
Revenue source: Investment earnings and endowments.
Designated expenditure: Cemetery operations.

Perkins Trust Fund

2008 Budget: **$4,000** **2009 Budget:** **$0**

Purpose: Account for the Willard B. Perkins Trust.
Revenue source: Income from investments from the Perkins Trust.
Designated expenditure: Two-thirds to School District #11 and one-third to the Pikes Peak Library District. This fund was closed in 2008.

Sabine Trust Fund

2008 Budget: **$2,000** **2009 Budget:** **$0**

Purpose: Account for the Paul Sabine Memorial Trust.
Revenue source: Income from investments from the Sabine Trust.
Designated expenditure: Pikes Peak Library District for the purchase of reference books. This fund was closed in 2008.

Trails, Open Space and Parks Maintenance

2008 Budget: **$11,500** **2009 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.
Revenue source: Income from endowments and interest earnings.
Designated expenditure: Parks, Recreation and Cultural Services for maintenance.

Woods Trust Fund

2008 Budget: **$4,000** **2009 Budget:** **$0**

Purpose: Account for the Margaret P. Woods Trust.
Revenue source: Income from investments from the Woods Trust.
Designated expenditure: Pikes Peak Library District for distribution to employees. This fund was closed in 2008.

Local Improvement District Funds

Improvement Districts Funds

2008 Budget: **$113,400** **2009 Budget:** **$61,500**

Purpose: Provide for repayment of loans made for financing of various improvement districts.
Revenue source: 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

2008 Budget: **$10,900** **2009 Budget:** **$5,500**

Purpose: Provide for repayment of Carmel Improvement District loan made for financing of improvement district.
Revenue source: 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

2008 Budget: **$123,400** **2009 Budget:** **$118,000**

Purpose: Provide for repayment of bonds issued for the financing of the Woodmen Valley Improvement District.
Revenue source: Special assessments levied against all property owners within the district.
Designated expenditure: Payment of principal and interest expense of improvement district bonds.

Grant Funds

Grants Fund

2008 Budget: **$80,000** **2009 Budget:** **$22,000,000**

Purpose: In prior years, only the anticipated interest earned on eligible grants was budgeted here. However, for 2009, all anticipated grant revenue and interest earnings are now budgeted, which streamlines the process for accepting grants. A resolution from City Council is still required to accept all grants, but a separate appropriation is no longer necessary.
Revenue source: Various grants as well as any anticipated interest earnings. Includes SAFETEA-LU and FTA grant funds, among others.
Designated expenditure: Grant activities as approved by City Council, plus interest earnings for those grants eligible to earn and spend interest income.

Airport Grants Fund

2008 Budget: **$0** **2009 Budget:** **$13,000,000**

Purpose: In prior years, Airport grant funds were not appropriated until the grant was received. However, for 2009, all anticipated grant revenue and interest earnings are now budgeted, which streamlines the process for accepting grants. A resolution from City Council is still required to accept all grants, but a separate appropriation is no longer necessary.
Revenue source: Airport Improvement Program (AIP) and Colorado Discretionary Aviation Grant funds, as well as any anticipated interest earnings.
Designated expenditure: Grant activities as approved by City Council.

Budget in Brief

	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Revenue by source				
Taxes	$183,345,625	$189,102,873	$191,516,993	$188,917,857
Licenses and Permits	655,488	701,441	692,096	623,141
Intergovernmental	32,042,919	30,739,852	29,270,219	28,715,094
Charges for Services	90,221,222	107,501,299	118,120,499	112,188,917
Fines and Forfeits	8,601,844	7,379,498	7,479,894	8,197,432
Miscellaneous	13,402,977	15,243,343	8,019,811	7,004,912
Transfers from Other Funds	80,293,779	88,648,478	68,131,845	70,412,952
Total Revenue	**$408,563,854**	**$439,316,784**	**$423,231,357**	**$416,060,305**
Expenditures by source				
Salaries and Benefits	$197,543,363	$204,352,503	$213,738,627	$215,719,719
Operating	143,887,559	132,553,050	141,711,304	140,561,912
Capital Outlay	6,720,668	7,202,835	6,849,188	2,776,961
Capital Improvements Projects	21,365,306	32,553,865	40,057,412	37,367,021
Debt Service	19,782,125	15,511,564	10,770,886	10,503,611
Transfers to CIP funds	16,662,562	15,180,277	11,259,109	10,125,307
Total Expenditures	**$405,961,583**	**$407,354,094**	**$424,386,526**	**$417,054,531**

NOTE: The Internal Service Funds are included.

In 2006 and 2007, Taxes accounted for 44.88% and 43.04% of the total revenue respectively. For 2008 and 2009, Taxes were projected to account for 45.25% and 45.41% of the total revenue respectively. The second largest revenue source is Charges for Services which accounted for 22.08% and 24.47% of total revenue respectively for 2006 and 2007. For 2008 and 2009, Charges for Services were projected to account for 27.91% and 26.96% of the total revenue respectively.

In 2006 and 2007, Salaries and Benefits accounted for 48.66% and 50.17% respectively of the total expenditures. These were projected to increase to 50.36% of the total expenditures in 2008 and 51.72% in 2009. The second largest category is Operating expenditures, which accounted for 35.44% and 32.54% respectively of the total expenditures in 2006 and 2007. Operating expenditures represent 33.39% and 33.70% respectively of the total expenditures in 2008 and 2009. The three largest funds are the General Fund, the Public Safety Sales Tax Special Revenue Fund and the Airport Enterprise Fund. In 2006 and 20076, these three funds accounted for 67.45% and 68.75% respectively of the total expenditures. For 2008 and 2009, these three are anticipated to account for 67.24% and 68.49% respectively of the total expenditures.

2009 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 1.21% since 2006. Property tax revenue is the second largest component and has increased by an average of 5.97% since 2006. The increase is primarily due to an increase in the assessed value for taxes payable in 2007 and 2008. Other taxes, which include the City's occupational tax and specific ownership taxes, have increased by an average of 1.28% since 2006.

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. 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 $3,938,097. This estimate is based upon a weighted city population of 400,289 and a $9.77 per capita distribution which generates $3,911,052, plus interest earnings of $27,045. 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 decrease 0.37% from the 2008 budget. Revenue resulting from the El Paso County Road and Bridge Tax is estimated to increase by 6.22% for the 2009 Budget.

Revenue from Charges for Services is projected to decrease 5.02% from the 2008 Budget. The General Fund Charges for Services category is projected to increase 15.45% over the 2008 Budget due to charging Stormwater Enterprise for services provided by the General Fund. The Special Revenue Funds Charges for Services category is estimated to increase 3.67%. The Enterprise Funds Charges for Services category is estimated to decrease 1.88%. The Internal Services Funds Charges for Services category is expected to decrease by 20.29% from 2008 to 2009.

2009 Summary of Major Revenue and Expenditures

		Special Funds			
	General Fund	Arterial Roadway	Ballfield Capital Improvements	Banning Lewis Ranch	Bicycle Tax
Beginning Fund Balance	**16,625,823**	**799,801**	**317,664**	**0**	**7,000**
Revenue by Source					
Taxes	151,130,583	0	0	0	115,000
Licenses and Permits	623,141	0	0	0	0
Intergovernmental	19,263,614	0	0	0	0
Charges for Services	22,693,541	250,000	79,000	142,900	0
Fines and Forfeits	8,197,432	0	0	0	0
Miscellaneous	3,045,095	0	40,000	2,100	3,000
Transfers from Other Funds	32,716,732	0	0	0	0
Total Revenue	**237,670,138**	**250,000**	**119,000**	**145,000**	**118,000**
Expenditures by Category					
Salaries and Benefits	167,478,841	0	0	0	0
Operating	57,218,527	0	0	0	0
Capital Outlay	1,002,774	0	0	0	0
Capital Improvements Projects	378,000	400,000	0	3,250	125,000
Debt Service	3,023,050	0	131,803	0	0
Transfers to CIP Funds	9,380,446	0	0	0	0
Total Expenditures	**238,481,638**	**400,000**	**131,803**	**3,250**	**125,000**
Ending Fund Balance	**15,814,323**	**649,801**	**304,861**	**141,750**	**0**

2009 Summary of Major Revenue and Expenditures

	Special Funds				
	Briargate SIMD	Cable Franchise	CDBG - Neighborhood Services	City-funded CIP	Conservation Trust
Beginning Fund Balance	**0**	**493,177**	**2,113**	**0**	**812,573**
Revenue by Source					
Taxes	905,132	0	0	0	0
Licenses and Permits	0	0	0	0	0
Intergovernmental	0	0	3,037,257	0	3,911,052
Charges for Services	0	1,055,549	0	0	0
Fines and Forfeits	0	0	0	0	0
Miscellaneous	8,803	0	0	726,500	27,045
Transfers from Other Funds	0	0	0	9,380,446	0
Total Revenue	**913,935**	**1,055,549**	**3,037,257**	**10,106,946**	**3,938,097**
Expenditures by Category					
Salaries and Benefits	453,200	0	1,501,345	0	0
Operating	430,735	0	995,391	0	0
Capital Outlay	30,000	0	0	0	0
Capital Improvements Projects	0	1,055,549	490,521	10,106,946	4,530,165
Debt Service	0	0	0	0	0
Transfers to CIP Funds	0	0	0	0	0
Total Expenditures	**913,935**	**1,055,549**	**2,987,257**	**10,106,946**	**4,530,165**
Ending Fund Balance	**0**	**493,177**	**52,113**	**0**	**220,505**

2009 Summary of Major Revenue and Expenditures

	Special Funds				
	Economic Development	Emergency Shelter Act Grant	Gateway SIMD	Gift	Home Investment Partnership
Beginning Fund Balance	**211,714**	**0**	**4,793**	**3,657,075**	**0**
Revenue by Source					
Taxes	0	0	3,370	0	0
Licenses and Permits	0	0	0	0	0
Intergovernmental	0	112,295	0	0	1,852,834
Charges for Services	9,413	0	0	0	0
Fines and Forfeits	0	0	0	0	0
Miscellaneous		0	338	1,100,000	0
Transfers from Other Funds	0	0	0	0	0
Total Revenue	**9,413**	**112,295**	**3,708**	**1,100,000**	**1,852,834**
Expenditures by Category					
Salaries and Benefits	0	0	0	0	130,000
Operating	6,127	112,295	8,008	1,100,000	1,722,834
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	215,000	0	0	0	0
Total Expenditures	**221,127**	**112,295**	**8,008**	**1,100,000**	**1,852,834**
Ending Fund Balance	**0**	**0**	**493**	**3,657,075**	**0**

2009 Summary of Major Revenue and Expenditures

	Special Funds				
	HOPE III Reuse	Lodgers & Auto Rental Tax	Norwood SIMD	Old Colorado City SIMD	Platte Avenue SIMD
Beginning Fund Balance	**0**	**64,761**	**45,346**	**34,351**	**40,267**
Revenue by Source					
Taxes	0	4,317,793	680,446	101,036	8,672
Licenses and Permits	0	0	0	0	0
Intergovernmental	538,042	0	0	0	0
Charges for Services	0	0	0	0	0
Fines and Forfeits	0	0	0	0	0
Miscellaneous	0	5,000	14,521	3,020	2,474
Transfers from Other Funds	0	0	0	0	0
Total Revenue	**538,042**	**4,322,793**	**694,967**	**104,056**	**11,146**
Expenditures by Category					
Salaries and Benefits	0	0	316,297	65,301	0
Operating	538,042	4,147,139	363,671	53,755	31,146
Capital Outlay	0	0	30,000	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
Total Expenditures	**538,042**	**4,147,139**	**709,968**	**119,056**	**31,146**
Ending Fund Balance	**0**	**240,415**	**30,345**	**19,351**	**20,267**

2009 Summary of Major Revenue and Expenditures

	Special Funds					
	Public Safety Sales Tax	Public Space & Development	Red Rock Canyon	SCIP	Senior Programs	Stetson Hills SIMD
Beginning Fund Balance	**3,365,899**	**1,325,721**	**100,000**	**325,000**	**420,351**	**139,017**
Revenue by Source						
Taxes	25,075,197	0	0	0	0	293,452
Licenses and Permits	0	0	0	0	0	0
Intergovernmental	0	0	0	0	0	0
Charges for Services	0	725,000	0	0	0	0
Fines and Forfeits	0	0	0	0	0	0
Miscellaneous	78,711	75,000	0	60,000	15,000	11,148
Transfers from Other Funds	0	0	0	0	0	0
Total Revenue	**25,153,908**	**800,000**	**0**	**60,000**	**15,000**	**304,600**
Expenditures by Category						
Salaries and Benefits	20,744,999	0	0	0	0	163,663
Operating	3,372,803	0	0	0	15,000	190,937
Capital Outlay	157,131	0	0	0	0	0
Capital Improvements Projects	901,148	0	0	0	0	0
Debt Service	0	0	100,000	385,000	0	0
Transfers to CIP Funds	0	0	0	0	0	0
Total Expenditures	**25,176,081**	**0**	**100,000**	**385,000**	**15,000**	**354,600**
Ending Fund Balance	**3,343,726**	**2,125,721**	**0**	**0**	**420,351**	**89,017**

2009 Summary of Major Revenue and Expenditures

	Special Funds				
	Street Tree	Subdivision Drainage	Therapeutic Recreation	Trails, Open Space and Parks	Woodstone SIMD
Beginning Fund Balance	**7,788**	**4,147,086**	**20,750**	**2,907,965**	**69,663**
Revenue by Source					
Taxes	0	0	0	6,268,800	18,376
Licenses and Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges for Services	0	2,000,000	0	0	0
Fines and Forfeits	0	0	0	0	0
Miscellaneous	12,000	0	500	125,000	3,357
Transfers from Other Funds	0	0	0	0	0
Total Revenue	**12,000**	**2,000,000**	**500**	**6,393,800**	**21,733**
Expenditures by Category					
Salaries and Benefits	0	0	0	0	0
Operating	12,000	0	500	0	21,733
Capital Outlay	0	0	0	0	0
Capital Improvements Projects	0	2,000,000	0	5,366,956	0
Debt Service	0	0	0	0	0
Transfers to CIP Funds	0	0	0	0	0
Total Expenditures	**12,000**	**2,000,000**	**500**	**5,366,956**	**21,733**
Ending Fund Balance	**7,788**	**4,147,086**	**20,750**	**3,934,809**	**69,663**

2009 Summary of Major Revenue and Expenditures

	Enterprise Funds				
	Airport	Cemeteries	Development Review	Human Services Complex	Parking System
Beginning Fund Balance	**16,802,904**	**359,879**	**942,440**	**642,070**	**3,951,383**
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	23,800,674	1,183,890	1,930,417	223,000	3,826,686
Fines and Forfeits	0	0	0	0	0
Miscellaneous	560,991	265,200	41,106	23,120	140,000
Transfers from Other Funds	0	0	0	0	132,000
Total Revenue	**24,361,665**	**1,449,090**	**1,971,523**	**246,120**	**4,098,686**
Expenditures by Category					
Salaries and Benefits	8,882,738	782,901	1,851,867	107,536	458,148
Operating	7,428,136	719,221	551,517	440,414	1,130,632
Capital Outlay	298,689	60,000	55,400	30,000	210,400
Capital Improvements Projects	150,000	0	0	0	2,834,486
Debt Service	5,233,438	0	0	0	1,052,973
Transfers to CIP Funds	0	0	0	0	529,861
Total Expenditures	**21,993,001**	**1,562,122**	**2,458,784**	**577,950**	**6,216,500**
Ending Fund Balance	**19,171,568**	**246,847**	**455,179**	**310,240**	**1,833,569**

2009 Summary of Major Revenue and Expenditures

	Enterprise Funds			
	Patty Jewett Golf Course	Pikes Peak - America's Mountain	Stormwater	Valley Hi Golf Course
Beginning Fund Balance	**835,488**	**888,586**	**8,257,861**	**310,649**
Revenue by Source				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	2,256,937	3,155,966	15,747,321	1,317,085
Fines and Forfeits	0	0	0	0
Miscellaneous	33,088	90,438	125,000	20,257
Transfers from Other Funds	0	402,750	0	0
Total Revenue	**2,290,025**	**3,649,154**	**15,872,321**	**1,337,342**
Expenditures by Category				
Salaries and Benefits	785,782	1,397,400	1,445,176	424,131
Operating	1,185,653	1,337,966	5,327,797	921,414
Capital Outlay	324,000	7,600	545,818	0
Capital Improvements Projects	175,000	850,000	8,000,000	0
Debt Service	0	81,637	495,710	0
Transfers to CIP Funds	0	0	0	0
Total Expenditures	**2,470,435**	**3,674,603**	**15,814,501**	**1,345,545**
Ending Fund Balance	**655,078**	**863,137**	**8,315,681**	**302,446**

2009 Summary of Major Revenue and Expenditures

	Internal Service Funds			
	Claims Reserve Self-Insurance	Employee Benefits Self-Insurance	Support Services	Workers' Comp. Self-Insurance
Beginning Fund Balance	**0**	**0**	**0**	**393,822**
Revenue by Source				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	25,181,538	6,610,000
Fines and Forfeits	0	0	0	0
Miscellaneous	0	0	0	0
Transfers from Other Funds	1,000,000	26,781,024	0	0
Total Revenue	**1,000,000**	**26,781,024**	**25,181,538**	**6,610,000**
Expenditures by Category				
Salaries and Benefits	0	128,707	7,800,602	801,085
Operating	1,000,000	26,652,317	17,355,787	5,808,915
Capital Outlay	0	0	25,149	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**	**26,781,024**	**25,181,538**	**6,610,000**
Ending Fund Balance	**0**	**0**	**0**	**393,822**

2009 Summary of Major Revenue and Expenditures

	Permanent Funds		
	C.D. Smith	Cemetery Endowment	Trails, Open Space and Parks Maintenance
Beginning Fund Balance	**14,400**	**0**	**0**
Revenue by Source			
Taxes	0	0	0
Licenses and Permits	0	0	0
Intergovernmental	0	0	0
Charges for Services	0	0	0
Fines and Forfeits	0	0	0
Miscellaneous	85,600	250,000	11,500
Transfers from Other Funds	0	0	0
Total Revenue	**85,600**	**250,000**	**11,500**
Expenditures by Category			
Salaries and Benefits	0	0	0
Operating	100,000	250,000	11,500
Capital Outlay	0	0	0
Capital Improvements Projects	0	0	0
Debt Service	0	0	0
Transfers to CIP Funds	0	0	0
Total Expenditures	**100,000**	**250,000**	**11,500**
Ending Fund Balance	**0**	**0**	**0**

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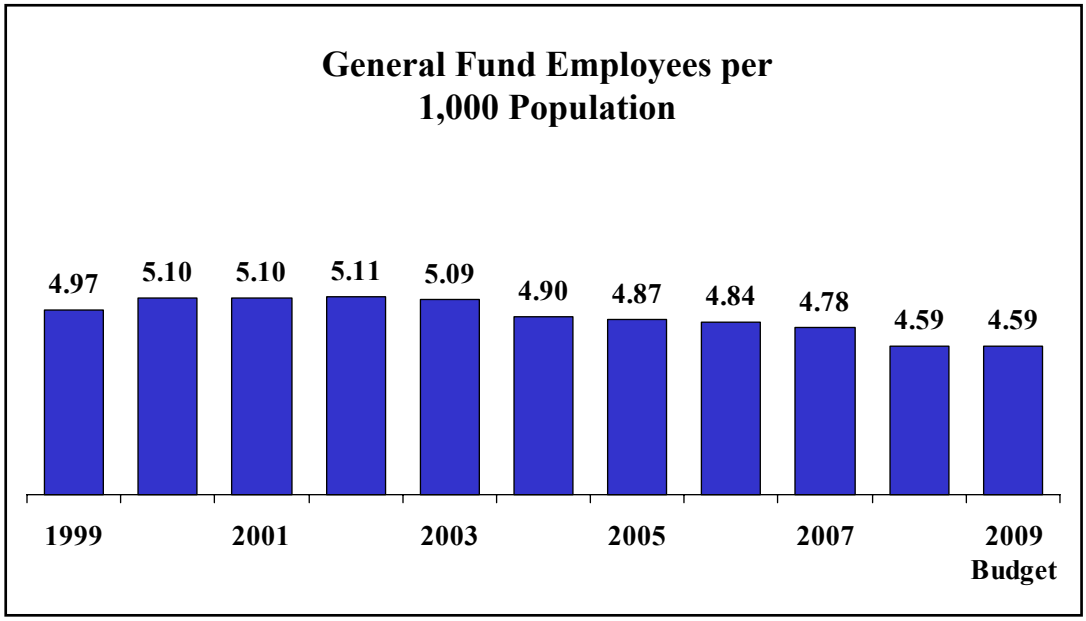
Position Summary

A total of (102.00) positions are removed from the 2009 budget. This includes a reduction of (63.00) to the General Fund, (13.00) to the Support Services Fund, and (26.00) to the Stormwater Enterprise Fund. A total of 10.50 positions are added, of which 7.75 are in the Special Revenue Funds and 2.75 in the various grant funds, bringing the net reduction to 91.50 positions.

A number of organizational changes are also incorporated into the 2009 Budget. During 2008, there were a significant number of transfers within funds (including 58.00 employees from Information Technology that moved from the Internal Services Fund and 30.00 employees that moved from the Stormwater Enterprise to the General Fund). In addition, there was a change in policy to move previously classified "special" positions to FTE positions.

Over the past 5 years, the General Fund employees per 1,000 population have decreased by 5.7%.

For 2009, there are 4.59 General Fund employees per 1,000 population.



2008 General Fund FTE	**1,865.05**
2008 Adjustments	
City Auditor	1.00
Conversion of "Special Positions" to Full Time Equivalent	26.40
Police	(1.00)
Transfer of Stormwater Enterprise employees	30.00
Transfer of Information Technology employees	58.00
Elimination of Fire positions that were not funded in 2008	(11.00)
Elimination of positions during reorganization	(2.00)
2009 Adjustments	
Elimination of positions to reduce costs	(71.00)
Police	4.00
Revenue and Collections	4.00
2009 General Fund FTE	**1,903.45**

2008 General Fund FTE Adjustments:

City Auditor: +1.00 Full-Time Position - One Principal Auditor position is added with offsetting revenue from Memorial Hospital.

Conversion of Special Employees to Full-Time Equivalent: +26.40 Full-Time Positions – The "special" classification is eliminated and these positions are now classified as FTE.

Police: (1.00) Full-Time Positions – One Senior Anlayst is eliminated.*

Transfer of Stormwater Employees: +30.00 Full-Time Positions – 30.00 positions from the Stormwater Enterprise were moved back to the General Fund in 2008. Of those, 26.00 positions are moved to the Streets Division General Fund and 4.00 to Engineering.

Transfer of Information Technology Employees: + 58.00 Full-Time Positions – A determination was made to move 58.00 employees back to the General Fund from the Internal Services Fund since the employees directly support General Fund activities.

Elimination of Fire Positions: (11.00) Full-Time Positions – The FTE count in 2008 was too high based on actual funding and the correction was made during the year to accurately reflect the funded total.

Elimination of Positions During Reorganization: (2.00) Full-Time Positions – The Traffic Engineering Manager and Public Works Director positions were eliminated during the 2008 reorganization.*

2009 General Fund FTE Adjustments:

Elimination of Positions to Reduce Costs: (71.00) Full-Time Positions – In order to balance the budget, 71.00 positions have been eliminated. The position breakdown is as follows:

- City Attorney – (10.00)
- City Clerk – (2.00)
- City Manager – (1.75)
- Fire – (3.00)
- Municipal Court – (0.50)
- Business Development - (1.00)
- Land Use Review – (3.00)
- City Engineering – (10.50)
- Public Communications – (0.50)
- Streets – (5.00)
- Forestry – (2.00)
- Parks Maintenance – (9.00)
- Parks Administration – (1.00)
- Recreation Services – (0.75)
- Transit – (3.00)
- Information Technology – (9.00)
- Human Resources Employment Division – (1.00)
- Financial Services – (5.00)
- Procurement Services – (2.00)
- Revenue and Collections – (1.00)

*These 3.00 FTE were part of the reorganization that occurred in 2008 but are included in the reduction in force figures. In addition, another 4.00 FTE are removed, for a total reduction of 78.00 General Fund FTE.

General Fund

2009 General Fund FTE Adjustments:

Police: +4.00 Full-Time Positions – Four Police Service Representatives (PSRs), one Air Mechanic and one School Resource Officer are added to the 2009 Budget. This is offset by the reduction of one Senior Analyst and one Crime Analyst. The net increase is 4.00 FTE.

Revenue and Collections: +4.00 Full-Time Positions - Four Sales Tax Investigators are added.

Support Services Fund

2008 Support Services Fund Adjustments:

Transfer of Information Technology Employees: (58.00) Full-Time Positions – 58.00 employees are moved back to the General Fund from the Internal Services Fund since the employees directly support General Fund activities.

Conversion of Special Employees to Full-Time Equivalent: +7.50 Full-Time Positions – The "special" classification is eliminated and these positions are now classified as FTE.

Elimination of Positions During Reorganization: (2.00) Full-Time Positions – The Internal Support Services Director and Administrative Technician positions were eliminated during the 2008 reorganization.

2008 Support Services Fund	**175.00**
2008 Adjustments	
Information Technology Department	(58.00)
Conversion of "Special" Positions to Full-Time Equivalent	7.50
Elimination of positions during reorganization	(2.00)
2009 Adjustments	
Elimination of positions to reduce costs	(13.00)
2009 Support Services Fund	**109.50**

2009 Support Services Fund Adjustments:

Elimination of Positions to Reduce Costs: (13.00) Full-Time Positions – To balance the budget, 13.00 positions have been eliminated. The position breakdown is as follows:

- Fleet Management – (8.00)
- Office Services – (1.00)
- Radio Communications – (2.00)
- Risk Management – (2.00)

Enterprise Funds

2008 Enterprise Fund Adjustments:

Conversion of Special Employees to Full-Time Equivalent: +1.00 Full-Time Positions – The "special" classification is eliminated and these positions are now classified as FTE.

2009 Enterprise Fund Adjustments:

Transfer of Stormwater Employees: (30.00) Full-Time Positions – 26.00 positions are transferred back to the Streets Division and 4.00 positions are transferred to the Engineering Division. in 2008.

Addition of Stormwater Employees: 4.00 Full-Time Positions – Two Customer Service Representative positions, one Senior Civil Engineer, and one Accounting Technician are added to the 2009 Budget.

Conservation Trust Fund (CTF)

2009 Enterprise Fund Adjustments:

7.00 positions are transferred from the Parks Maintenance Division to the Conservation Trust Fund (CTF) to reduce General Fund ongoing expenditures.

2009 Position Summary Table

	2006 Actual	2007 Actual	2008 Budget	2008 Authorized	2009 Budget	Difference: 2009 Budget – 2008 Authorized
General Fund						
Appointees						
City Attorney	47.00	47.00	47.00	47.00	37.00	(10.00)
City Auditor	14.00	14.00	14.00	15.00	15.00	0.00
City Clerk	10.00	10.00	10.00	10.00	8.00	(2.00)
City Manager	8.00	8.00	8.00	8.75	7.00	(1.75)
Municipal Court	43.50	43.50	44.50	45.50	45.00	(0.50)
Public Safety						
Police	829.00	829.00	817.00	816.75	820.75	4.00
Fire	415.25	415.25	417.25	402.75	399.75	(3.00)
Community Infrastructure and Development						
Economic Development						
Business Development	10.00	10.00	10.00	13.00	8.00	(5.00)
Comprehensive Planning	5.00	5.00	6.00	9.00	9.00	0.00
Housing	2.00	2.00	2.00	1.00	1.00	0.00
Community Development						
Land Use Review	29.00	29.00	30.00	27.00	24.00	(3.00)
Engineering/Traffic	99.25	99.25	111.75	116.50	110.00	(6.50)
Public Communications	5.75	5.75	6.05	6.80	6.30	(0.50)
Streets	125.50	125.50	105.00	131.00	126.00	(5.00)
Transportation and Parks						
Parks						
Cultural Services	13.75	13.75	14.00	14.00	14.00	0.00
Design and Development	5.50	5.50	5.50	6.00	6.00	0.00
Forestry	14.00	14.00	14.00	14.00	12.00	(2.00)
Parks Maintenance	84.00	84.00	84.00	83.40	74.40	(9.00)
Parks Administration	12.75	12.75	11.00	12.00	11.00	(1.00)
Recreation Services	50.25	50.25	49.25	49.25	48.50	(0.75)
Transit	1.00	1.00	1.00	12.00	9.00	(3.00)
Financial and Administrative Services						
Information Technology	0.00	0.00	0.00	63.00	54.00	(9.00)
Human Resources						
Employment Services	12.00	12.00	11.00	11.00	10.00	(1.00)
Safety Services	2.00	2.00	2.00	2.00	2.00	0.00
Financial Services	23.00	23.00	23.00	22.00	17.00	(5.00)
Procurement Services	7.75	7.75	7.75	11.75	9.75	(2.00)
Revenue and Collections	14.00	14.00	14.00	16.00	19.00	3.00
Total General Fund	1,883.25	1,883.25	1,865.05	1,966.45	1,903.45	(63.00)
Internal Services Fund – Support Services Fund						
Fleet Management	74.00	74.00	75.00	79.50	71.50	(8.00)
Information Technology	33.50	33.50	58.00	0.00	0.00	0.00
Office Services	15.00	15.00	15.00	15.00	14.00	(1.00)
Radio Communications	8.00	8.00	9.00	12.00	10.00	(2.00)
Real Estate Services	4.00	4.00	6.00	4.00	4.00	0.00
Risk Management	12.00	12.00	12.00	12.00	10.00	(2.00)
Total Internal Services Fund – Support Services Fund	**146.60**	**146.50**	**175.00**	**122.50**	**109.50**	**(13.00)**
Internal Services Fund – Claims Reserve Self-Insurance Fund						
Claims Reserve Self-Insurance	0.00	0.00	0.50	0.50	0.50	0.00
Total Claims Reserve Self-Insurance Fund	**0.00**	**0.00**	**0.50**	**0.50**	**0.50**	**0.00**
Internal Services Fund – Employee Benefits Self-Insurance Fund						
Employee Benefits Self-Insurance	0.00	0.00	2.00	2.00	2.00	0.00
Total Employee Benefits Self-Insurance Fund	**0.00**	**0.00**	**2.00**	**2.00**	**2.00**	**0.00**

2009 Position Summary Table (continued)

	2006 Actual	2007 Actual	2008 Budget	2008 Authorized	2009 Budget	Difference: 2009 Budget – 2008 Authorized
Internal Services Fund – Worker s' Compensation Fund						
Workers' Compensation	8.00	7.75	7.75	7.75	7.75	0.00
Total Workers' Compensation Fund	**8.00**	**7.75**	**7.75**	**7.75**	**7.75**	**0.00**
Enterprise Funds						
Airport	118.00	118.00	121.00	121.00	121.00	0.00
Cemeteries	12.00	12.00	11.00	11.00	11.00	0.00
Development Review Enterprise+	22.00	22.00	23.00	23.00	23.00	0.00
Human Services Complex	1.00	1.00	1.00	1.00	1.00	0.00
Parking System	8.00	8.00	8.00	8.00	8.00	0.00
Patty Jewett Golf Course	9.50	9.50	9.50	9.50	9.50	0.00
Pikes Peak – America's Mountain	21.00	21.00	20.00	19.00	19.00	0.00
Stormwater Enterprise*+	0.00	37.50	44.00	45.00	19.00	(26.00)
Valley Hi Golf Course	5.00	5.00	5.00	5.00	5.00	0.00
Total Enterprise Funds	**196.50**	**234.00**	**242.50**	**242.50**	**216.50**	**(26.00)**
Special Revenue Funds – Public Safety Sales Tax Fund						
Fire	91.00	91.00	93.00	93.00	93.00	0.00
Police	137.00	137.00	137.00	137.00	137.00	0.00
Procurement Services	2.00	2.00	2.00	2.00	2.00	0.00
Fleet Management	1.50	1.50	1.50	1.50	1.50	0.00
Human Resources	2.00	2.00	2.00	2.00	2.00	0.00
Total Special Revenue Funds – Public Safety Sales Tax Fund	**233.50**	**233.50**	**235.50**	**235.50**	**235.50**	**0.00**
Special Revenue Funds - Other						
Briargate SIMD	6.00	6.00	6.60	6.60	6.60	0.00
Cable Franchise Grant Fund	1.00	1.00	1.00	4.75	4.50	(0.25)
City CIP Construction Fund	5.00	0.00	0.00	0.00	0.00	0.00
Conservation Trust Fund (Lottery)	5.00	6.00	6.00	6.00	13.00	7.00
Nor'wood SIMD	3.00	3.00	3.00	3.00	4.00	1.00
Old Colorado City Historic District	1.00	1.00	1.00	1.00	1.00	0.00
Stetson Hills SIMD	0.00	1.00	1.00	1.00	1.00	0.00
Trails, Open Space, & Parks (TOPS)	3.25	6.50	6.50	6.00	6.00	0.00
Total Special Revenue Funds - Other	**24.25**	**24.50**	**25.10**	**28.35**	**36.10**	**7.75**
Grant Funds						
CDBG, HOME, and ESG	18.00	18.00	16.00	16.00	15.00	(1.00)
Community Dev. – Engineering	N/A	N/A	2.00	2.00	2.00	0.00
Finance & Admin Serv–I.T.	N/A	N/A	3.00	3.00	3.00	0.00
Finance & Admin Serv–Financial Services	N/A	N/A	1.00	1.00	1.00	0.00
Finance & Admin Serv–Procurement Serv	N/A	N/A	0.00	0.00	1.00	1.00
Fire – Office of Emergency Management	N/A	N/A	4.25	4.25	4.25	0.00
Fire – Office of the Fire Marshal	N/A	N/A	0.00	0.00	0.75	0.75
Police – Administrative Services	N/A	N/A	2.00	2.00	2.00	0.00
Police – Operations Support	N/A	N/A	8.00	8.00	11.00	3.00
Transp. & Parks–Parks, Rec, and Cult Serv	N/A	N/A	1.50	1.50	1.50	0.00
Transp. & Parks – Transit	N/A	N/A	15.00	15.00	14.00	(1.00)
Total Grant Funds	**18.00**	**18.00**	**52.75**	**52.75**	**55.50**	**2.75**
All Funds Total	**2,510.00**	**2,547.50**	**2,606.15**	**2,658.30**	**2,566.80**	**(91.50)**

Special positions were converted to full time equivalents (FTE) between 2008 and 2009. Accordingly, the 2008 Authorized and 2009 Budget figures may differ from those figures shown the narrative section of this budget.

* The 2007 Stormwater Enterprise budget was approved by Council on February 13, 2007.
+ Two Development Review Enterprise and Three Stormwater Enterprise Employees report to the Revenue and Collections Manager.

City Council

Lionel Rivera
Mayor
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Citizens of Colorado Springs

City Council

Summary of Department

The Colorado Springs City Council is made up of nine elected officials. City residents elect a Mayor, four Councilmembers at-large and four Councilmembers from the districts in which the candidates reside. The Vice Mayor is elected from among Councilmembers by a vote of City Council. All nine City Councilmembers are paid a modest stipend.

The Colorado Springs City Council is the City's legislative body. It sets policies, approves budgets, determines tax rates and passes ordinances and resolutions to govern the City. Council also appoints citizen volunteers to more than 40 City advisory boards, committees, and commissions; and appoints and supervises the performances of the City Manager, Utilities Director, Clerk, Attorney, Auditor and Municipal Court Judges.

City Council elections are held the first Tuesday in April in odd-numbered years. All elections are non-partisan. The Mayor of Colorado Springs is the presiding officer at all City Council meetings and is authorized to sign legal documents on behalf of the City. He represents the City on local, State and national levels. In his absence, his duties are performed by the Vice Mayor.

City Council meets in formal session at 1 p.m. on the second and fourth Tuesday of each month. Council meets in Council Chambers on the third floor of City Hall, 107 North Nevada Avenue. Informal Council meetings are held at 1 p.m. on Mondays preceding formal Council days. All City Council meetings are open to the public, except portions of meetings in which legal, land acquisition, or personnel matters are discussed.

Budget and Position Summary

General Fund

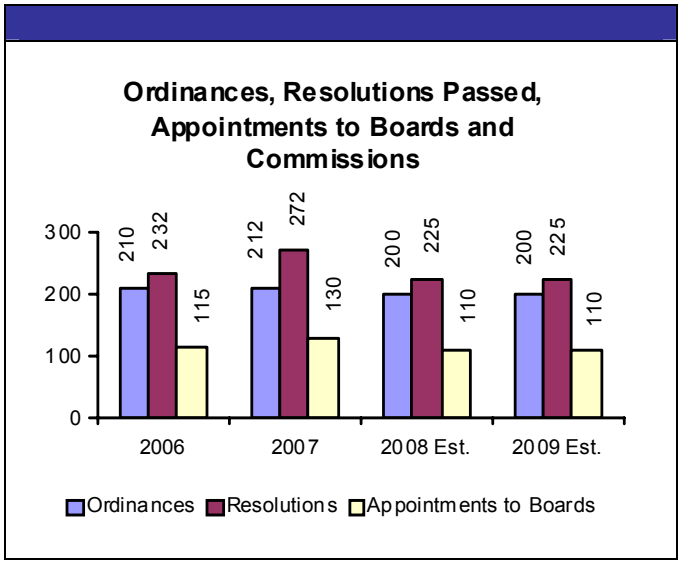
Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 63,442	$ 63,568	$ 64,615	$ 1,047	1.65%
Operating	55,684	55,344	35,827	(19,517)	(35.26)
Capital Outlay	4,575	6,400	362	(6,038)	(94.34)
Total	**$123,701**	**$125,312**	**$100,804**	**($24,508)**	**(19.56%)**

Title and Name	2008 Budget	2009 Budget	+ / -
Mayor Lionel Rivera	1.00	1.00	
Vice Mayor Larry Small	1.00	1.00	
District 1 Councilmember Scott Hente	1.00	1.00	
District 2 Councilmember Darryl Glenn	1.00	1.00	
District 3 Councilmember Jerry Heimlicher	1.00	1.00	
District 4 Councilmember Margaret Radford	1.00	1.00	
At-Large Councilmember Tom Gallagher	1.00	1.00	
At-Large Councilmember Jan Martin	1.00	1.00	
At-Large Councilmember Randy Purvis	1.00	1.00	
Total Councilmembers	**9.00**	**9.00**	**0.00**

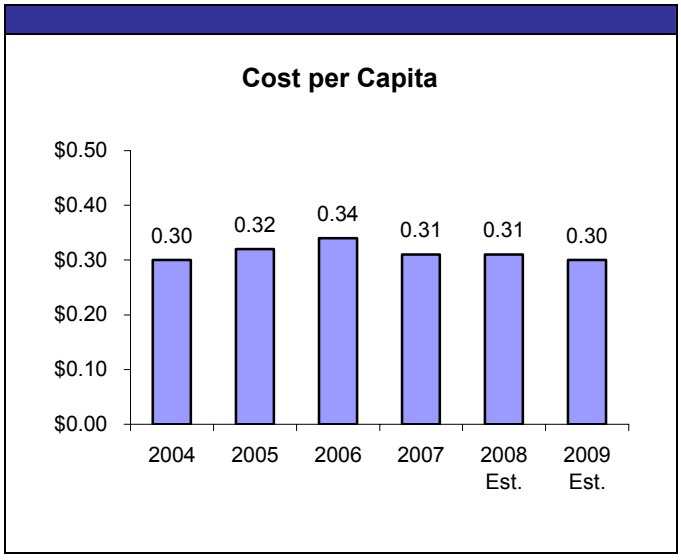
Significant Changes to the Budget

Decrease operating expenditures to reduce General Fund ongoing expenditures.

Performance Indicators



- For 2009, the number of ordinances and resolutions passed and the number of appointments to boards and commissions is anticipated to remain very close to the estimated 2008 totals.



- The cost per capita decreased in 2009 due to a decrease in City Council's budget. This cost is calculated by dividing the City Council's budget by the City of Colorado Springs projected population.

Major Objectives

- Set the vision of the City through its Strategic Plan by establishing and prioritizing strategic goals. The five strategic prioritized goals are City Services, Sustainable Growth, Economic Vitality, Quality of Life, and Civic Engagement. The Strategic Plan is reviewed and updated annually.

- Govern the City of Colorado Springs by conducting official business at Informal and Formal City Council meetings. This is accomplished by providing policy direction to the City Manager, City Attorney, City Auditor, and City Clerk; considering and voting on proposed ordinances and resolutions; and obtaining public input on matters within the jurisdiction of the City.

- Provide official representation at meetings and functions. City Councilmembers attend various meetings at the national, State, and local level as official representatives of the City of Colorado Springs. City Councilmembers also attend functions locally and are actively engaged in the community.

Budget Detail – City Council

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	55,989	56,494	56,254	56,254
51610	PERA	5,665	5,776	6,188	7,257
51615	Workers Compensation	121	123	145	124
51620	Equitable Life Insurance	165	167	165	165
51690	Medicare	879	883	816	816
Total Salaries and Benefits		**62,820**	**63,442**	**63,568**	**64,615**
52110	Office Supplies	1,999	3,841	1,180	650
52111	Paper Supplies	912	660	740	780
52120	Computer Software	0	2,788	100	100
52122	Cell Phones Equipment and Supplies	0	202	0	250
52125	General Supplies	8,597	9,021	13,407	8,395
52135	Postage	95	229	0	0
52220	Maintenance Office Machines	923	1,016	1,220	1,380
52575	Services	3,255	4,864	2,460	1,900
52605	Car Mileage	0	1,203	2,900	2,950
52615	Dues and Memberships	140	130	170	120
52625	Meeting Expenses In Town	5,062	4,943	4,017	4,917
52630	Training	2,607	2,971	2,600	2,600
52645	Subscriptions	318	93	225	0
52655	Travel Out of Town	3,860	7,075	7,967	7,967
52705	Communications	13,116	12,734	13,822	0
52735	Telephone Long Distance Calls	421	196	100	100
52736	Cell Phone Airtime	181	104	100	100
52738	Cell Phone Base Charges	1,254	2,213	2,900	2,900
52874	Office Services Printing	2,033	1,402	1,436	718
Total Operating Expenses		**44,771**	**55,684**	**55,344**	**35,827**
53010	Office Machines	0	0	1,400	0
53020	Computers Networks	2,525	4,575	5,000	0
53030	Furniture and Fixtures	0	0	0	362
Total Capital Outlay		**2,525**	**4,575**	**6,400**	**362**
Total Expenses		**110,115**	**123,701**	**125,312**	**100,804**

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City Manager's Office

Penelope Culbreth-Graft - DPA
City Manager
107 N. Nevada Ave.
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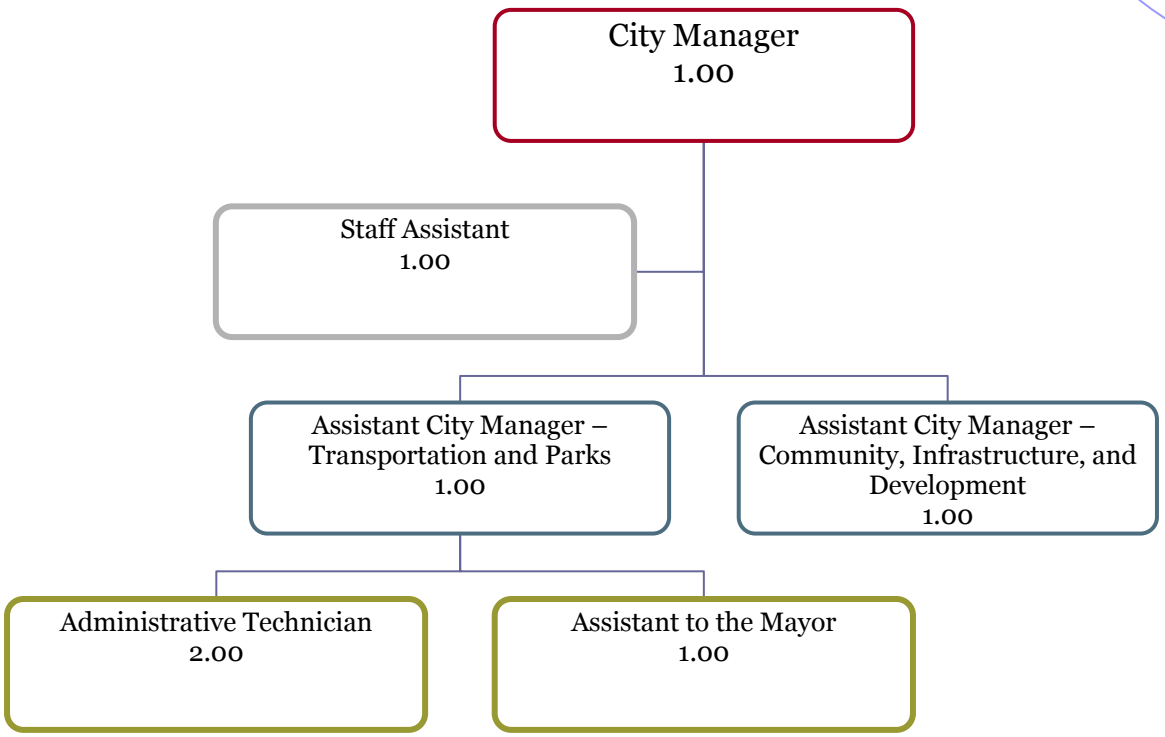


Summary of Department

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

Services include directing and coordinating all City services and operations; support of City Council agendas, coordination of organizational issues and change; communication and direction regarding City Council policy and direction; and administrative support for City Manager, City Council, and Mayoral functions including boards and commissions appointments, official visits, and the international relations program.

Budget and Position Summary

General Fund

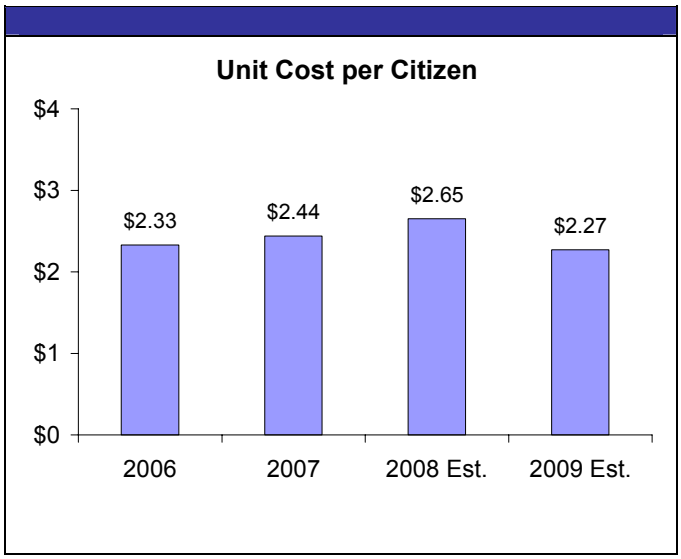
Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 910,470	$ 1,015,602	$ 903,681	($ 111,921)	(11.02%)
Operating	61,481	60,803	37,725	(23,078)	(37.96)
Capital Outlay	2,815	0	0	0	0.00
Total	**$974,767**	**$1,076,405**	**$941,406**	**($134,999)**	**(12.54%)**

Title	2008 Budget	2009 Budget	+ / -
City Manager	1.00	1.00	
Assistant City Manager	2.00	2.00	
Assistant to the City Mayor	1.00	1.00	
Assistant to the City Manager	1.00	0.00	(1.00)
Staff Assistant	0.00	1.00	1.00
Intergovernmental Liaison	1.00	0.00	(1.00)
Administrative Technician	2.75	2.00	(0.75)
Total Positions	**8.75**	**7.00**	**(1.75)**

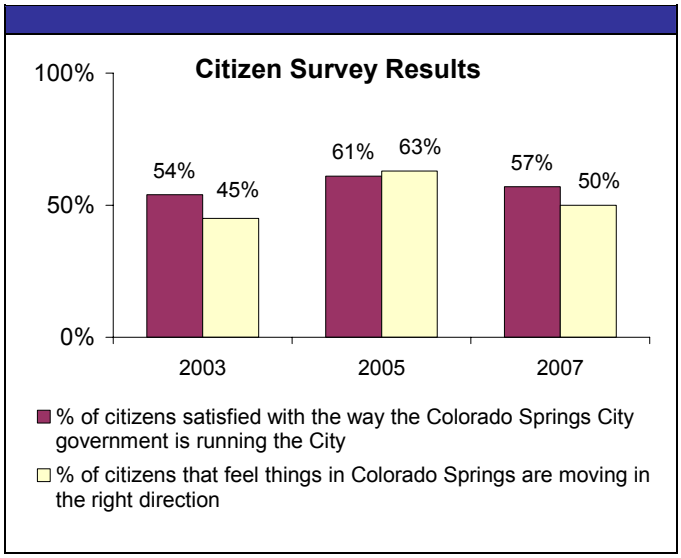
Significant Changes to the Budget

1.75 positions are eliminated to reduce ongoing expenditures.

Performance Indicators



- The 2008 unit cost per citizen is calculated by dividing the budget by the estimated population. The population estimate is 406,381 in 2008 and 414,658 in 2009. Due to reduction in staff and operating expenses, there is a 14% decrease in the unit cost per citizen for 2009.



- The percentage of citizens satisfied with the way the Colorado Springs City government is running the City and who feel the City is moving in the right direction historically rises and falls. The low of 54% and 45% respectively in 2003 occurred at a time in which revenue shortfalls were impacting operations. Satisfaction increased in the following 2005 survey to 61% and 63%. Another decline occurred in 2007, following weather events that strained City resources and services. However, this decline was not as great as the 2003 reduction. The next survey will be conducted in 2009.

Major Objectives

- **Provide leadership in directing and coordinating City operations**

  Provide executive leadership for City operations; oversee the budget and financial systems, public affairs and employee services programs; establish administrative policies; and carry out the directives of City Council.

- **Support City Council activities**

  Review and support the development of City Council meeting agendas, respond to City Council requests for information and analysis, provide administrative support for appointments to boards and commissions, support the international relations program, greet official visitors, and provide administrative support to Council members.

Budget Detail – City Manager's Office

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	638,405	697,121	827,134	741,584
51210	Overtime	88	0	200	200
51220	Seasonal Temporary	19,193	8,892	0	5,700
51240	Retirement Termination Sick	33,388	43,545	0	0
51245	Retirement Term Vacation	28,916	9,726	0	0
51260	Vacation Buy Payout	1,881	1,483	0	0
51610	PERA	77,686	82,203	104,471	91,461
51615	Workers Compensation	1,741	1,677	2,649	1,587
51620	Equitable Life Insurance	1,939	2,136	2,528	1,932
51625	Vision Care	432	491	540	444
51640	Dental Insurance	2,879	3,442	3,780	3,344
51665	Cash Back	530	0	0	0
51670	Parking for Employees	1,420	1,856	2,160	2,160
51690	Medicare	7,397	8,614	12,138	10,352
51695	City EPO Medical Plan	36,899	49,284	60,002	44,917
Total Salaries and Benefits		**852,794**	**910,470**	**1,015,602**	**903,681**
52105	Miscellaneous Operating	406	602	0	0
52110	Office Supplies	2,520	2,985	3,500	3,500
52111	Paper Supplies	0	0	1,800	0
52120	Computer Software	295	193	0	0
52122	Cell Phones Equipment and Supplies	96	100	400	200
52125	General Supplies	400	289	800	400
52135	Postage	1,063	1,299	800	1,300
52220	Maintenance Office Machines	954	1,244	1,900	1,900
52230	Maintenance Furniture and Fixtures	0	0	200	0
52575	Services	1,419	6,228	2,200	3,200
52590	Temporary Employment	5,643	0	0	0
52605	Car Mileage	223	87	0	0
52615	Dues and Memberships	2,505	2,475	3,023	3,023
52625	Meeting Expenses In Town	3,247	2,489	5,000	3,000
52630	Training	225	7,231	300	300
52635	Employee Educational Assistance	2,135	2,258	0	0
52645	Subscriptions	135	994	1,800	1,000
52655	Travel Out of Town	14,237	14,436	13,500	9,500
52705	Communications	10,747	10,089	10,700	0
52735	Telephone Long Distance Calls	780	330	1,000	322
52736	Cell Phone Airtime	907	282	2,400	400
52738	Cell Phone Base Charges	1,328	2,359	2,200	2,400
52775	Minor Equipment	0	0	500	500
52874	Office Services Printing	5,554	4,286	7,100	5,100
52875	Office Services Records	1,226	1,226	1,680	1,680
Total Operating Expenses		**56,046**	**61,481**	**60,803**	**37,725**
53010	Office Machines	0	524	0	0
53020	Computers Networks	3,797	0	0	0
53030	Furniture and Fixtures	0	2,291	0	0
Total Capital Outlay		**3,797**	**2,815**	**0**	**0**
Total Expenses		**912,636**	**974,767**	**1,076,405**	**941,406**

City Attorney

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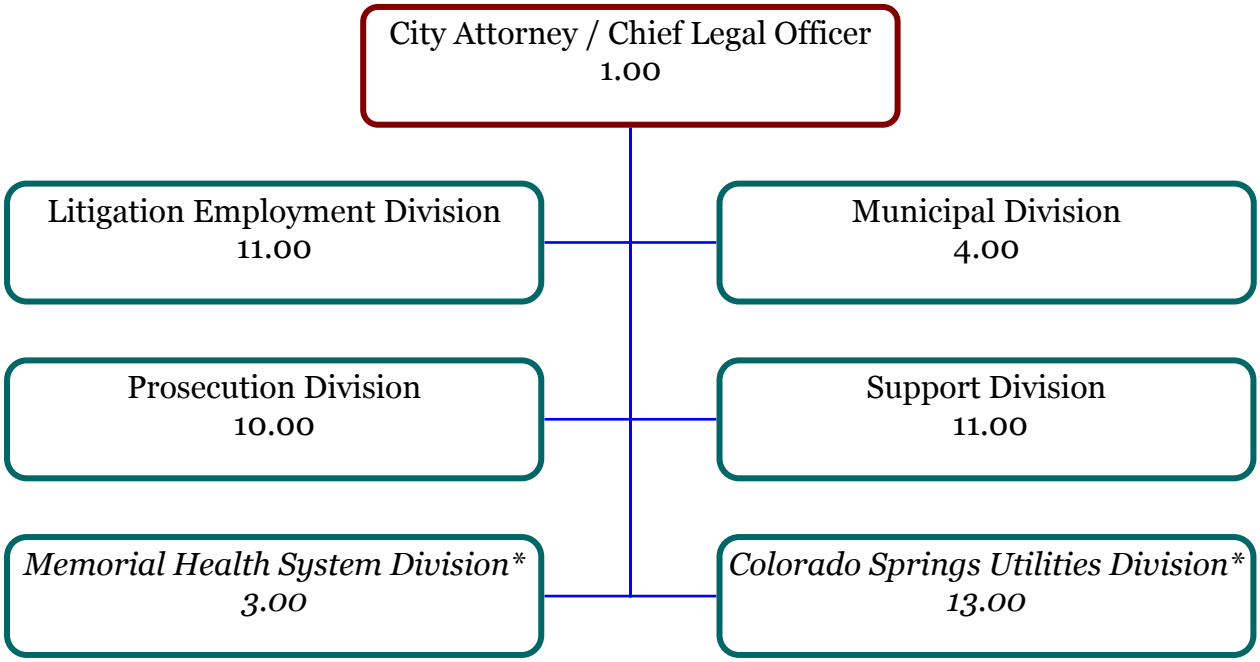


**Report directly to the City Attorney, not reflected in the General Fund total position count on page 6-2.*

Summary of Department

The City Attorney's Office is legal advisor to City Council and City Council's appointees, enterprises, boards, commissions, committees, and staff. 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. Responsibilities of the City Attorney's Office include providing legal advice to City Council, appointees, enterprises, managers, boards, commissions, and committees in all legal matters; providing litigation and legal transaction services for the City and its enterprises, including Colorado Springs Utilities and Memorial Health System; representing the City and its enterprises in employment matters; reviewing, updating and maintaining the City Code and providing legal services to special district, annexation, and finance management teams; and prosecuting City Code violations.

Budget and Position Summary

General Fund

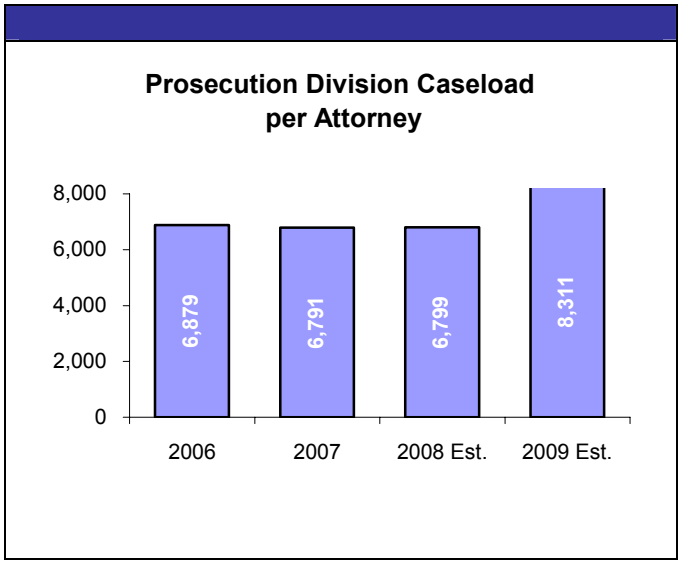
Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 3,476,954	$ 4,084,021	$ 3,552,429	($ 531,592)	(13.02%)
Operating	197,304	226,020	175,100	(50,920)	(22.53)
Capital Outlay	33,868	26,000	0	(26,000)	(100.00)
Total	**$3,708,126**	**$4,336,041**	**$3,727,529**	**($623,512)**	**(14.38%)**

Title	2008 Budget	2009 Budget	+ / -
City Attorney / Chief Legal Officer	1.00	1.00	
Manager	1.00	1.00	
Deputy City Attorney	3.00	3.00	
Assistant City Attorney	2.00	2.00	
Senior Attorney	6.00	6.00	
Attorney	2.00	1.00	(1.00)
Staff Attorney	2.00	1.00	(1.00)
Senior Prosecutor	2.00	1.00	(1.00)
Prosecutor	9.00	7.00	(2.00)
Paralegals	5.00	4.00	(1.00)
Senior Legal Assistant	1.00	1.00	
Legal Assistants	10.00	8.00	(2.00)
Senior Office Specialist	1.00	1.00	
Office Specialist	2.00	0.00	(2.00)
Total Positions	**47.00**	**37.00**	**(10.00)**

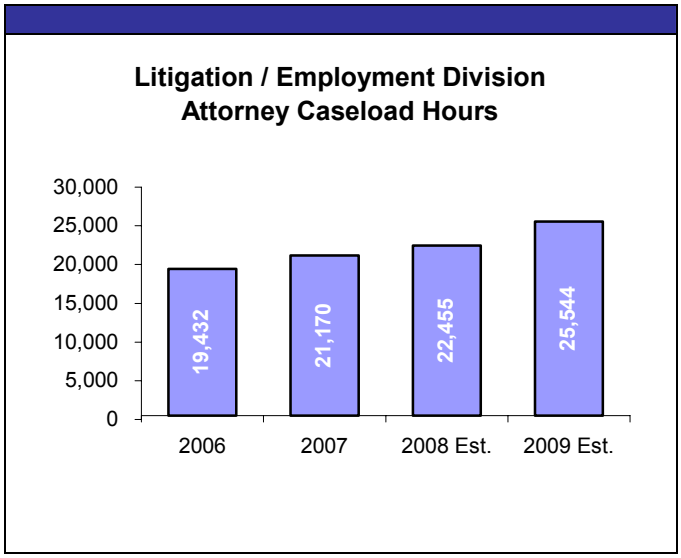
Significant Changes to the Budget

Funding for 10.0 positions is eliminated to reduce ongoing expenditures.

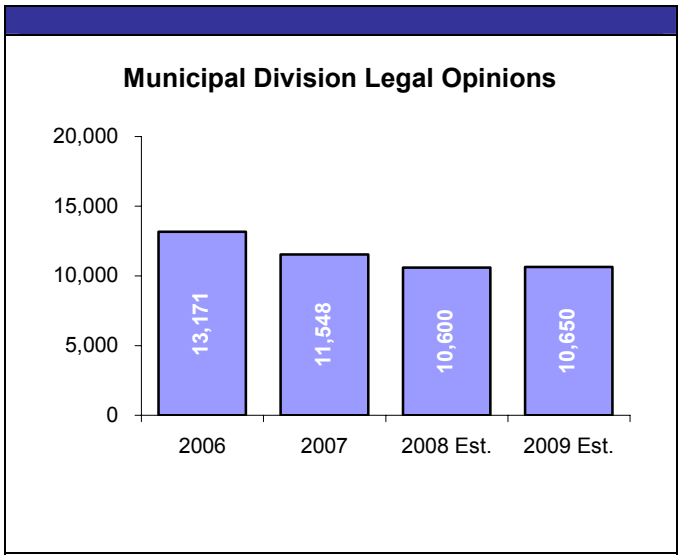
Performance Indicators



- There were 11 attorney positions in 2006 resulting in 6,879 cases per attorney. The number decreased to 6,791 cases per attorney in 2007. Cases are estimated to be approximately 6,799 in 2008. Because of budget constraint reductions in workforce measures, caseloads in 2009 will increase to approximately 8,311 cases per attorney.



- Caseload hours expended in the defense and legal representation of the City in 2006 totaled 19,432. Hours for 2007 totaled 21,170. Because of the continuing complexity of cases, hours are anticipated to be approximately 22,455 by the end of 2008. An estimated count for 2009 is 25,544.



- The number of opinions rendered to clients by the Municipal Division was 13,171 in 2006. This amount decreased in 2007 to 11,548 and is expected to decrease slightly through 2008 to approximately 10,600 because of an interoffice reorganization. Numbers should remain constant through 2009 ending with approximately 10,650.

Major Objectives

- Enhance service excellence and provide the highest professional legal services to clients. Maintain accuracy, timeliness, and communication with clients throughout the year.
- Enhance community relations by encouraging employee volunteerism in community and/or City-sponsored events. Respond to inquiries for information regarding public access to City codes, ordinances, Council rules and regulations, and other important public interest items.
- Provide organization/workforce development with a high standard of ethics and professionalism and demonstrating a true commitment to competent legal services.
- Provide professional legal services to ensure correct legal decisions regarding City financial matters.
- Provide proactive legal services explaining the law and rendering legal opinions to Council, Appointees, staff and Enterprises to assist in their responsibilities in making knowledgeable decisions.

Budget Detail – City Attorney

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	2,621,579	2,841,916	3,203,859	2,836,108
51210	Overtime	0	0	3,000	3,000
51220	Seasonal Temporary	8,853	0	58,614	50,192
51230	Shift Differential	0	1	0	0
51245	Retirement Termination Vacation	7,920	2,290	0	0
51260	Vacation Buy Payout	9,374	5,690	0	0
51265	Grip Program	725	0	0	0
51610	PERA	267,882	301,490	409,070	331,448
51615	Workers Compensation	8,919	9,608	14,204	9,585
51620	Equitable Life Insurance	8,108	8,661	18,120	7,613
51625	Vision Care	2,189	2,103	2,545	2,050
51640	Dental Insurance	14,654	14,791	17,773	15,245
51665	Cash Back	9,634	5,121	0	0
51670	Parking for Employees	6,640	6,740	8,580	7,000
51690	Medicare	33,065	35,795	46,447	39,011
51695	City EPO Medical Plan	222,157	242,749	301,809	251,177
Total Salaries and Benefits		**3,221,699**	**3,476,954**	**4,084,021**	**3,552,429**
52105	Miscellaneous Operating	14,202	41,563	0	0
52110	Office Supplies	9,600	5,980	32,000	30,500
52111	Paper Supplies	1,550	436	4,400	5,000
52120	Computer Software	46,068	3,062	15,000	14,783
52122	Cell Phones Equipment and Supplies	0	0	200	0
52125	General Supplies	0	0	500	800
52135	Postage	5,462	5,250	6,400	6,592
52165	Licenses and Tags	(2,457)	(3,900)	100	100
52220	Maintenance Office Machines	8,315	11,461	14,000	15,620
52405	Advertising Services	294	4,878	1,000	1,000
52423	Telecommunication Services	0	147	0	0
52575	Services	21,559	27,631	12,000	14,300
52576	Audit Services	2	0	0	0
52605	Car Mileage	835	2,821	3,000	3,000
52615	Dues and Memberships	12,404	12,976	16,500	17,355
52625	Meeting Expenses In Town	1,187	695	1,500	1,500
52630	Training	6,255	4,662	16,148	20,100
52645	Subscriptions	7,660	6,149	9,500	9,500
52655	Travel Out of Town	3,770	3,189	10,000	10,000
52705	Communications	54,534	56,110	60,922	0
52735	Telephone Long Distance Calls	2,179	1,089	3,800	3,800
52736	Cell Phone Airtime	146	0	100	0
52738	Cell Phone Base Charges	503	726	850	1,150
52775	Minor Equipment	543	1,781	5,000	7,000
52874	Office Services Printing	5,860	4,656	7,500	7,000
52875	Office Services Records	5,477	5,940	5,600	6,000
52893	Rental of Fleet Vehicles	40	0	0	0
Total Operating Expenses		**205,988**	**197,304**	**226,020**	**175,100**

Budget Detail – City Attorney

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
53010	Office Machines	29,953	0	0	0
53020	Computers Networks	2,919	33,868	0	0
53030	Furniture and Fixtures	1,355	0	0	0
53070	Vehicles Replacement	0	0	26,000	0
Total Capital Outlay		**34,227**	**33,868**	**26,000**	**0**
Total Expenses		**3,461,915**	**3,708,126**	**4,336,041**	**3,727,529**

City Auditor

Jeff Litchfield
City Auditor
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jlitchfield@
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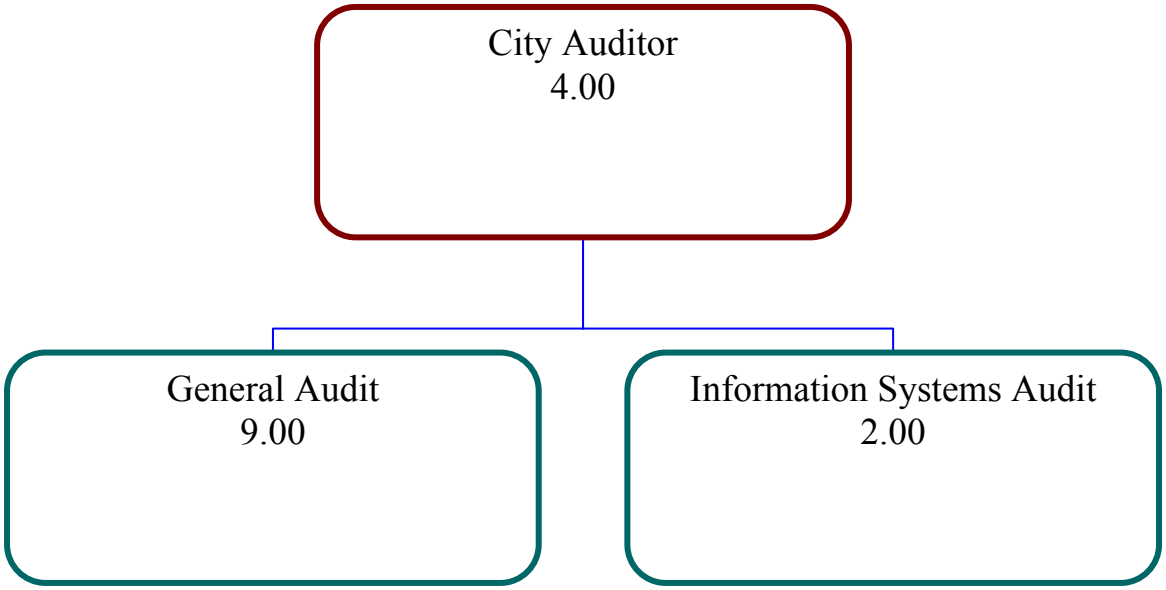
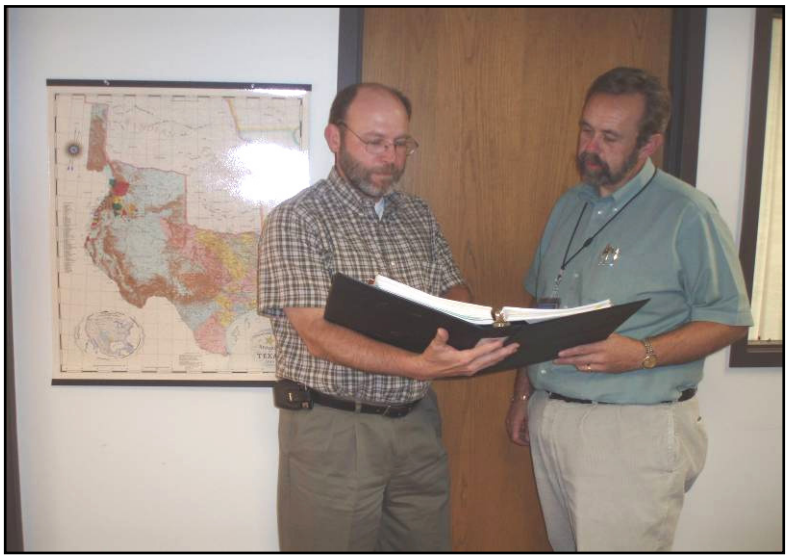




Summary of Department

The City Auditor's mission is to provide City Council an independent, objective and comprehensive auditing program for operations of the City; evaluate the adequacy of financial controls, records and operations, and the effectiveness and efficiency of organizational operations; provide the City Council, management and employees objective analyses, appraisals and recommendations for improving systems and activities. Conduct financial, regulatory, information technology, compliance, and various performance audits.

Responsibilities of the City Auditor's Office include reviewing policies, plans, procedures, laws and regulations that could have a significant impact on operations to determine whether the organizations are in overall compliance; reviewing the means to safeguard assets as well as the adequacy and effectiveness of applicable policies and practices; reviewing operations and programs to ascertain whether results are consistent with established objectives; and reviewing financial and operating information and the means used to identify, measure, classify and report such information to determine its reliability and integrity.

Budget and Position Summary

General Fund

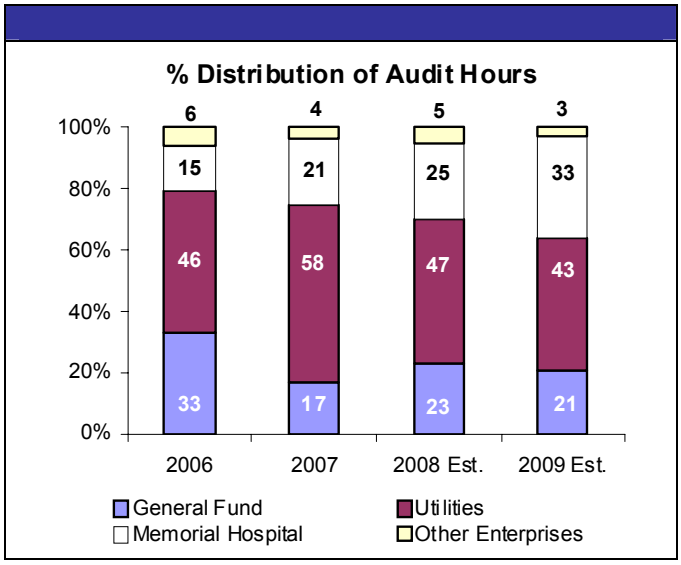
Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 1,147,465	$ 1,255,712	$ 1,357,822	$ 102,110	8.13%
Operating	60,436	64,666	46,911	(17,755)	(27.46)
Capital Outlay	10,487	2,000	0	(2,000)	(100.00)
Total	**$1,218,388**	**$1,322,378**	**$1,404,733**	**$82,355**	**6.23%**

Title	2008 Budget	2009 Budget	+ / -
City Auditor	1.00	1.00	
Assistant City Auditor	1.00	1.00	
Senior Information Systems Auditor	1.00	1.00	
Principal Auditor	0.00	1.00	1.00
Information System Auditor	2.00	2.00	
Senior Auditor	3.00	3.00	
Auditor I/II	5.00	5.00	
Administrative Technician	1.00	1.00	
Total Positions	**14.00**	**15.00**	**1.00**

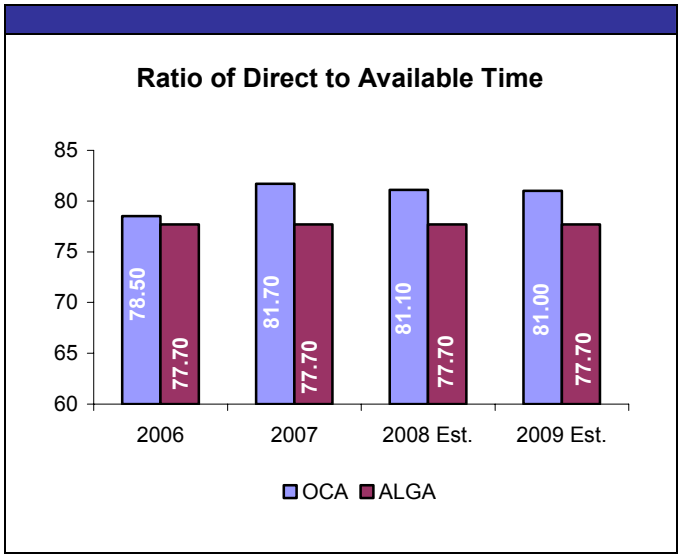
Significant Changes to the Budget

One Principal Auditor position is added with offsetting revenue from Memorial Hospital. $113,931

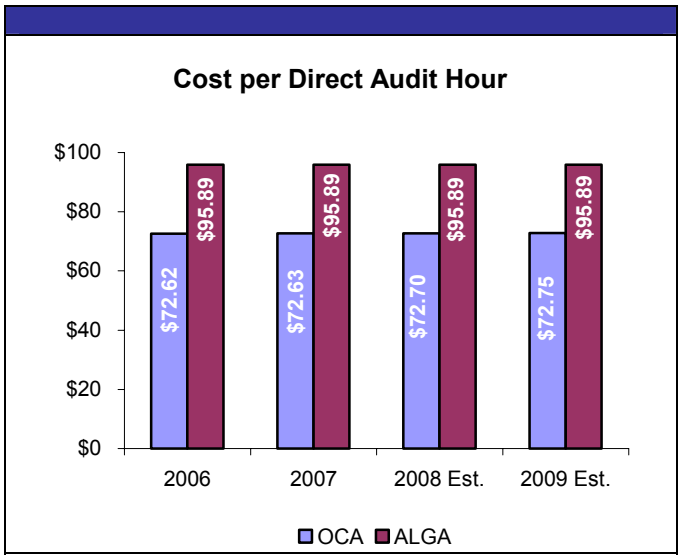
Performance Indicators



- 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 presented to the City Council.



- The Association of Local Government Auditors (ALGA) prepares a biennial benchmarking survey of their member entities. One of the statistics they gather is the relationship between available hours (defined as total hours less benefit hours) and the direct hours spent performing audit services. The graph at the left shows how the Office of the City Auditor (OCA) compares to its peer group.



- Another benchmarking statistic gathered by ALGA is the Cost per Direct Audit Hour. This is calculated by taking the budget and dividing it by the total number of hours spent performing audit services. The graph at the left shows how the Office of the City Auditor compares to its peer group.

Major Objectives

- **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.

- **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.

- **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.

Budget Detail – City Auditor

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	921,113	955,328	1,032,963	1,100,039
51220	Seasonal Temporary	0	(73)	0	0
51245	Retirement Term Vacation	1,024	559	0	0
51260	Vacation Buy Payout	4,997	4,802	0	0
51610	PERA	93,142	100,804	128,432	147,888
51615	Workers Compensation	2,659	2,761	3,264	2,033
51620	Equitable Life Insurance	2,802	2,968	3,839	3,362
51625	Vision Care	658	720	785	715
51640	Dental Insurance	4,148	4,234	4,607	5,040
51665	Cash Back	6,203	4,014	0	0
51670	Parking for Employees	2,560	3,206	4,200	3,400
51690	Medicare	12,876	13,286	14,782	16,371
51695	City EPO Medical Plan	55,944	54,855	62,840	78,974
Total Salaries and Benefits		**1,108,126**	**1,147,465**	**1,255,712**	**1,357,822**
52110	Office Supplies	4,291	4,326	3,960	3,629
52120	Computer Software	3,276	203	0	2,122
52122	Cell Phones Equipment and Supplies	0	200	0	0
52125	General Supplies	1,988	2,422	2,210	1,650
52135	Postage	274	143	260	175
52220	Maintenance Office Machines	767	540	875	645
52305	Maintenance Software	638	1,279	1,320	700
52405	Advertising Services	452	306	575	550
52465	Miscellaneous Services	0	29	0	350
52575	Services	97	300	175	130
52605	Car Mileage	458	653	475	700
52615	Dues and Memberships	4,001	3,823	4,420	4,730
52625	Meeting Expenses In Town	1,130	156	750	600
52630	Training	21,714	15,388	17,400	12,600
52645	Subscriptions	1,373	959	1,075	1,050
52655	Travel Out of Town	14,239	13,788	14,500	10,500
52705	Communications	12,289	13,632	12,970	0
52735	Telephone Long Distance Calls	303	128	210	180
52736	Cell Phone Airtime	5	15	0	0
52738	Cell Phone Base Charges	625	445	756	600
52755	Communications Equipment	90	0	0	0
52775	Minor Equipment	1,868	871	2,400	5,500
52841	DP Hardware and Other	9,611	0	0	0
52874	Office Services Printing	209	158	185	150
52875	Office Services Records	344	532	150	350
52893	Rental of Fleet Vehicles	0	140	0	0
Total Operating Expenses		**80,043**	**60,436**	**64,666**	**46,911**
53010	Office Machines	6,440	0	0	0
53030	Furniture and Fixtures	1,096	664	2,000	0
53090	Buildings and Structures	0	9,822	0	0
Total Capital Outlay		**7,536**	**10,487**	**2,000**	**0**
Total Expenses		**1,195,706**	**1,218,388**	**1,322,378**	**1,404,733**

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City Clerk

Kathryn M. Young
City Clerk
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cityclerk@
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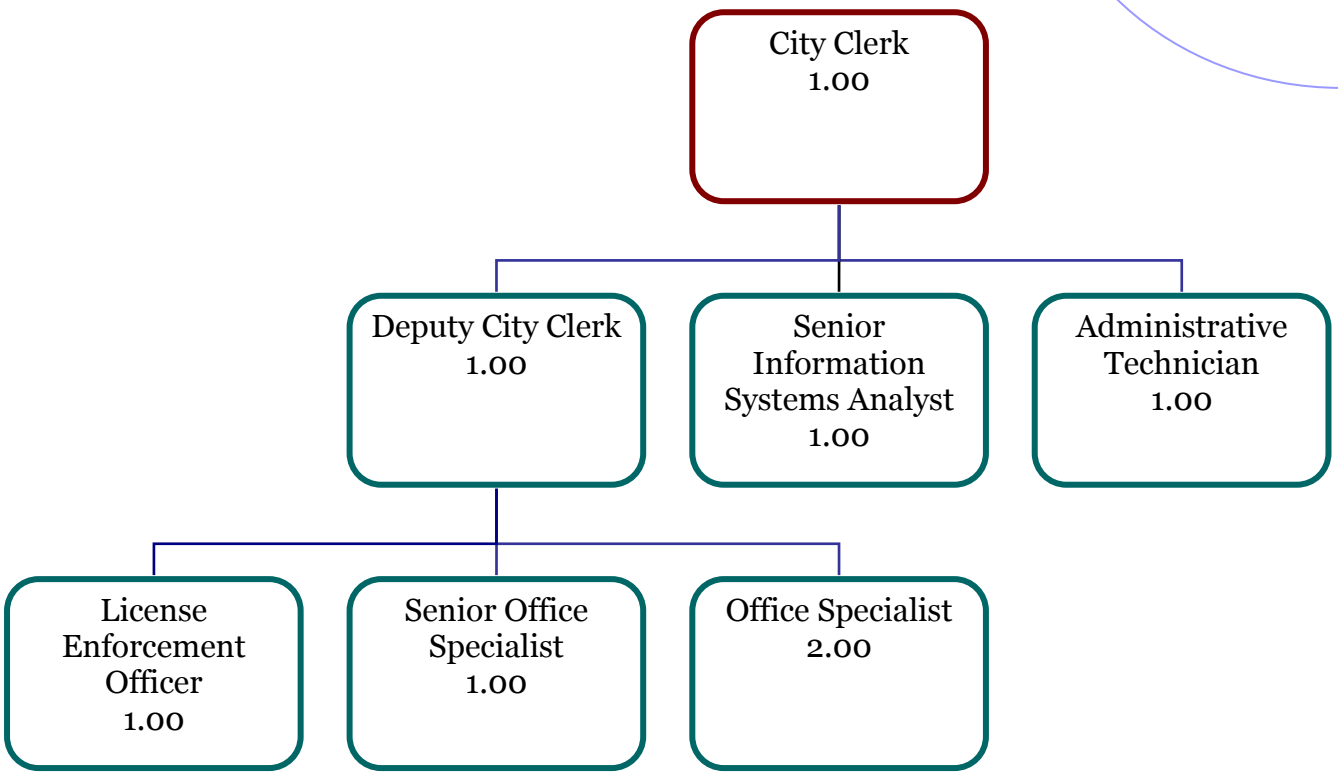


Summary of Department

The City Clerk's Office maintains custody, control, filing and storage of official City documents and records pertaining to the operation of City Government. The Clerk's Office is also responsible for preserving and protecting public records, maintaining the City seal, attesting to official documents of the City, and ensuring timely publication and posting of legal notices in compliance with the Colorado State Open Meetings Law. Another function of this office is preparing City Council agendas, attending City Council meetings, and recording and transcribing meeting actions and decisions proficiently, which is critical to the City and its operation.

Conducting municipal elections is another function of the City Clerk's Office, and staff must ensure compliance with local, State and federal laws. The election process involves accepting petitions filed by citizens for initiatives, referendums, and recalls and maintaining and enforcing the Fair Practices Act through coordination with candidates and committees.

In addition, the City Clerk's Office administers and enforces business and liquor licenses with professionalism in accordance with local and State laws and regulations and provides support to associated licensing boards. Staff conducts administrative, suspension, revocation and renewal hearings of businesses and liquor licenses.

The Clerk's Office partners with City departments, outside agencies, customers and citizens to develop and accomplish various goals and services of the City while emphasizing quality, professional customer service and satisfaction. The Clerk's Office is also responsible for accepting service of summonses and subpoenas on behalf of the City of Colorado Springs.

Budget and Position Summary

General Fund

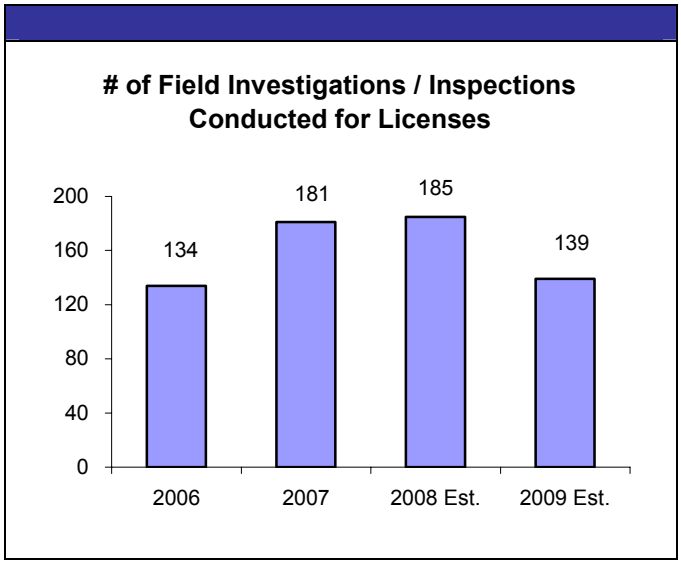
Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 705,314	$ 680,093	$ 622,127	($ 57,966)	(8.52%)
Operating	105,830	169,624	99,338	(70,286)	(41.44)
Capital Outlay	24,825	14,739	200	(14,539)	(98.64)
Total	**$835,969**	**$864,456**	**$721,665**	**($142,791)**	**(16.52%)**

Title	2008 Budget	2009 Budget	+ / -
City Clerk	1.00	1.00	
Deputy City Clerk	1.00	1.00	
Assistant Deputy City Clerk	1.00	0.00	(1.00)
Senior Information System Analyst	1.00	1.00	
Administrative Technician	1.00	1.00	
License Enforcement Officer	2.00	1.00	(1.00)
Senior Office Specialist	1.00	1.00	
Office Specialist	2.00	2.00	
Total Positions	**10.00**	**8.00**	**(2.00)**

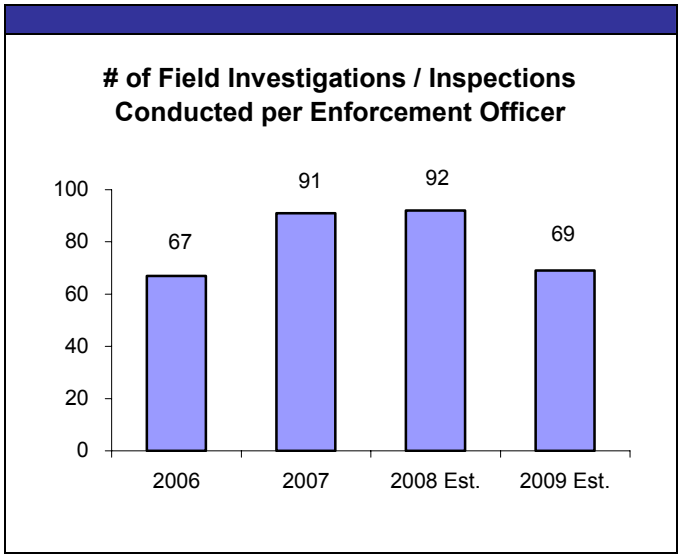
Significant Changes to the Budget

Two positions are eliminated to reduce ongoing expenditures. ($122,000)

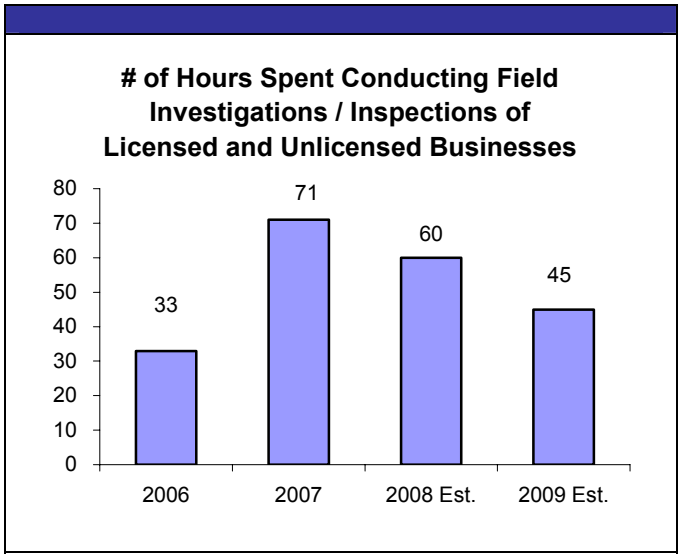
Performance Indicators



- A 25% decrease in investigation, inspection and enforcement efforts of business and liquor licenses is anticipated with the elimination of a License Enforcement Officer.
- License Enforcement Officers are assigned to enforcement responsibilities in addition to performing associated administrative tasks. Responsibilities of enforcement activity include preparatory, auditing and follow-up time spent on each license investigation.



- The City Clerk's Office manages and enforces license activities of approximately 3,800 business and liquor licenses within the City.
- The City Clerk's Office also conducts field inspections and investigations of compliant and non-compliant businesses and licenses and provides administrative support for liquor licensing transactions and processing of applications.



- A 25% reduction in the amount of hours consumed by field investigations and inspections is projected. Decreased hours are the result of reduction of costs associated with fuel, computer services, licensee contact and follow-up efforts.

Major Objectives

- Conduct municipal election as required
- Issue and enforce business and liquor licenses which ensure the health, safety, and welfare of the citizens
- Initiate a Records Management Program to ensure preservation of official City documents. Records management includes providing access to agendas, minutes, legislative records, business license information, and election information.

Budget Detail – City Clerk

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	514,996	579,699	532,960	501,097
51210	Overtime	2,565	1,464	3,250	3,250
51220	Seasonal Temporary	0	33	0	0
51610	PERA	53,583	63,196	79,737	61,884
51615	Workers Compensation	1,530	1,675	2,098	1,472
51620	Equitable Life Insurance	1,571	1,774	1,796	1,380
51625	Vision Care	448	598	600	539
51640	Dental Insurance	2,931	4,104	4,104	3,862
51655	Retired Employees Medical Insurance	0	91	0	0
51665	Cash Back	4,701	1,205	0	0
51670	Parking for Employees	1,680	1,834	1,259	1,259
51690	Medicare	4,000	4,840	8,520	6,900
51695	City EPO Medical Plan	34,211	44,801	45,769	40,484
Total Salaries and Benefits		**622,214**	**705,314**	**680,093**	**622,127**
52105	Miscellaneous Operating	16,969	10,817	12,500	6,000
52110	Office Supplies	12,756	889	6,000	2,328
52111	Paper Supplies	1,050	739	2,200	900
52120	Computer Software	967	2,863	2,800	900
52122	Cell Phones Equipment and Supplies	150	50	200	75
52125	General Supplies	9,307	5,732	6,519	4,100
52135	Postage	7,030	6,155	4,000	5,750
52165	Licenses and Tags	30	283	260	60
52220	Maintenance Office Machines	523	365	1,650	300
52225	Maintenance Computer Software	1,114	2,594	1,650	4,700
52230	Maintenance Furniture and Fixtures	0	0	300	50
52265	Maintenance Buildings and Structure	0	4,965	150	50
52305	Maintenance Software	3,424	0	4,100	1,000
52405	Advertising Services	23,685	26,232	47,000	28,750
52450	Laundry and Cleaning Services	15	0	0	0
52575	Services	5,686	-3,385	9,000	3,750
52605	Car Mileage	0	45	240	75
52615	Dues and Memberships	1,081	1,136	1,210	1,300
52625	Meeting Expenses In Town	-4,584	-5,700	1,000	450
52630	Training	185	2,427	2,000	0
52635	Employee Educational Assistance	3,535	1,545	500	0
52645	Subscriptions	869	644	624	100
52655	Travel Out of Town	5,002	6,462	6,950	2,450
52705	Communications	11,386	12,410	12,000	0
52735	Telephone Long Distance Calls	487	288	600	300
52736	Cell Phone Airtime	9	2	100	100
52738	Cell Phone Base Charges	767	732	2,300	750
52755	Communications Equipment	0	3	0	0
52765	Lease Purchase Payments	871	2,384	4,380	6,000
52775	Minor Equipment	1,513	1,254	1,675	300
52795	Rental of Equipment	4,734	1,664	0	100
52872	Maintenance Fleet Vehicles Equip	18	9	200	75
52874	Office Services Printing	27,129	19,620	32,014	26,000

Budget Detail – City Clerk

General Fund

	ACCOUNT	2006 ACTUAL	2007 ACTUAL	2008 BUDGET	2009 BUDGET
52875	Office Services Records	1,869	1,906	3,800	2,250
52893	Rental of Fleet Vehicles	0	340	0	0
52927	Tel Com Passthrough Long Distance	0	0	200	25
65105	Election Expenses	34,612	361	1,000	300
65354	Employee Training Program	0	0	502	50
Total Operating Expenses		**172,189**	**105,830**	**169,624**	**99,338**
53020	Computers Newtorks	8,190	17,329	8,739	0
53030	Furniture and Fixtures	10,334	6,315	6,000	200
53050	Machinery and Apparatus	0	1,182	0	0
Total Capital Outlay		**18,524**	**24,825**	**14,739**	**200**
Total Expenses		**812,927**	**835,969**	**864,456**	**721,665**

Municipal Court

Rick Lewis
Court Administrator
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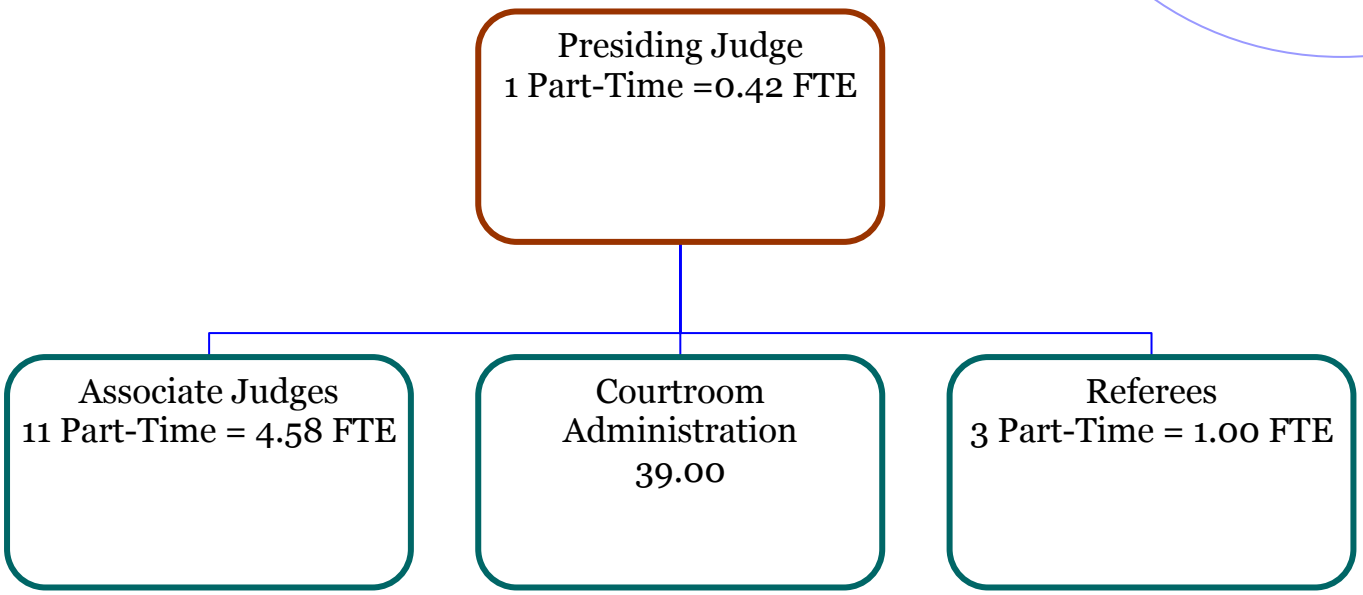


Summary of Department

The Municipal Court's mission is to enhance the quality of life of the citizens of Colorado Springs by promoting public safety, traffic safety, and respect for the administration of justice by applying sanctions for violations of the City Charter and municipal ordinances. The Municipal Court is a limited jurisdiction court of record established to hear and resolve City Charter and ordinance violations for the City of Colorado Springs. These matters involve traffic, misdemeanor, and parking violations for both adult and juvenile offenders. Services provided by the Court include adjudicating criminal misdemeanor and traffic cases, providing parking ticket resolution and enhanced revenue collection as a by-product of the court sanctioning process, providing courtroom and clerical support for improved case management, and providing probation counseling and investigative services.

Budget and Position Summary

General Fund

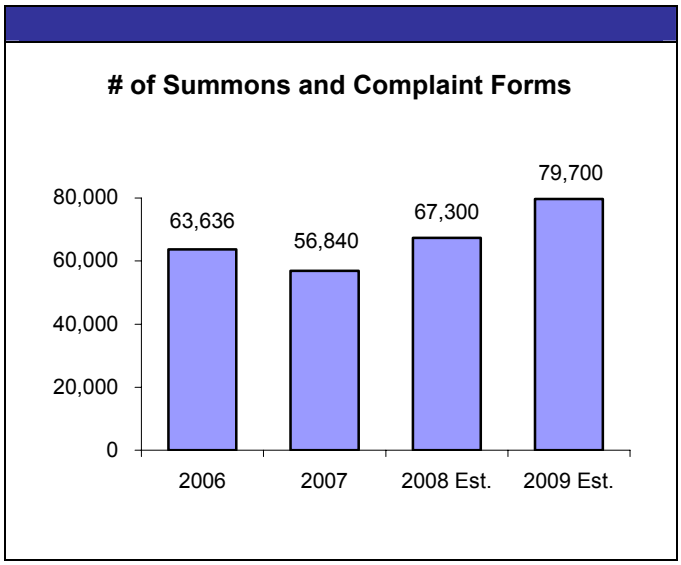
Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 2,397,386	$ 3,264,544	$ 3,152,721	($ 111,823)	(3.43%)
Operating	804,373	888,812	591,402	(297,410)	(33.46)
Capital Outlay	0	0	0	0	0.00
Total	**$3,201,759**	**$4,153,356**	**$3,744,123**	**($409,233)**	**(9.85%)**

Title	2008 Budget	2009 Budget	+ / -
Presiding Judge	0.42	0.42	
Associate Judge	4.58	4.58	
Court Administrator	1.00	1.00	
Clerk of Court	1.00	1.00	
Chief Probation Officer	1.00	1.00	
Senior Information Systems Analyst	1.00	0.50	(0.50)
Information Systems Technician	1.00	1.00	
Court Operations Supervisor	1.00	1.00	
Senior Probation Officer and Probation Officer	4.00	4.00	
Senior Probation Technician and Probation Technician	6.00	6.00	
Administrative Technician	1.00	1.00	
Senior Courtroom Assistant	1.00	1.00	
Courtroom Assistant	9.00	9.00	
Senior Municipal Court Clerk	1.00	1.00	
Municipal Court Clerk	11.50	11.50	
Court Referee	1.00	1.00	
Total Positions	**45.50**	**45.00**	**(0.50)**

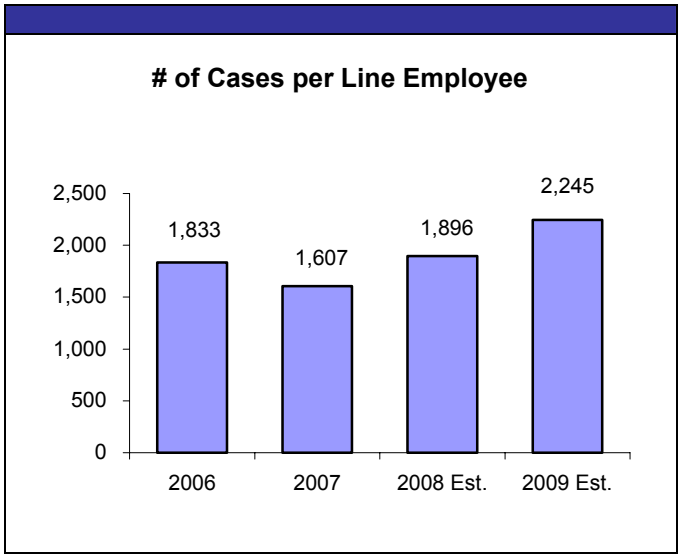
Significant Changes to the Budget

Three seasonal/temporary positions are eliminated and one regular full-time position is reduced to part-time to reduce ongoing expenditures.

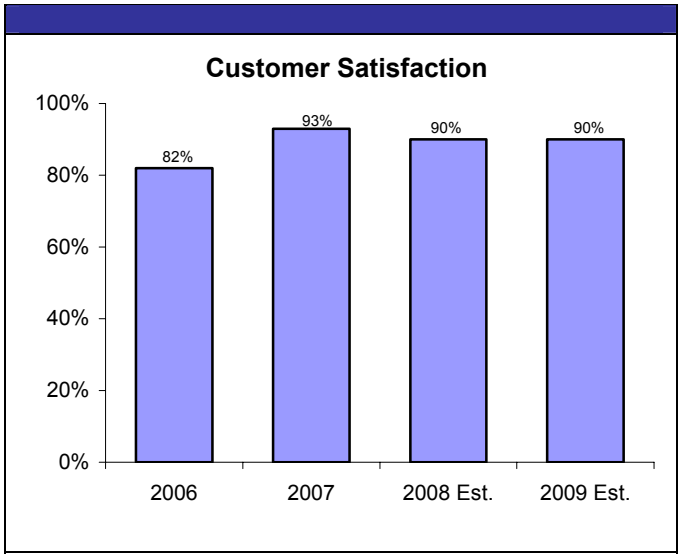
Performance Indicators



- The number of summonses filed is the traditional workload measure for the Court. These filings by Colorado Springs Police Department (CSPD) officers constitute the primary source of court workload. The number of summonses received by the Court decreased in 2007 due to a reallocation of patrol officers. This number is projected to increase in 2008 and again in 2009 as a result of CSPD's patrol activity.



- 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, the number of court cases processed per line clerk increases, provided that staffing levels remain constant.



- The degree of customer satisfaction with the Municipal Court is an essential outcome measure of performance. Customer confidence in the Municipal Court system has been consistently high for a public entity. In 2007, the format for which customer satisfaction was changed to include ratings for excellent, good, fair, and poor. The percentage provided by the satisfaction surveys is a combination of "excellent" and "good" categories.

Major Objectives

- **Promote traffic safety by focusing attention on those drivers who speed excessively and exhibit accident-causing behavior**

  Support the CSPD efforts by hearing, adjudicating, and imposing fines on traffic cases. Focus on those cases occurring at high-accident locations, construction zones, school zones, and areas involving citizen complaints. Assess the effectiveness of ongoing safety programs including traffic schools and seminars.

- **Promote public safety by focusing attention on juvenile offenders and petty offenses which, left unaddressed, can lead to more significant misbehavior and diminish the quality of life in the community**

  Provide support to CSPD Code Enforcement in its efforts to enforce no-parking code provisions. Develop effective community-based programs and local services for probationers and replace programs that are no longer in business. Continue to assess the effectiveness of City and community public safety programs including criminal case screening, diversion, teen court, counseling, juvenile referral programs, probation supervision, victim assistance and restitution. Due to the jail overcrowding situation, continue to develop and expand in-home detention and community custody programs to minimize incarceration and related costs.

- **Promote respect for the administration of justice through improvements in the Court's general operations, customer service programs, and the standardization of court process**

  Promote and support the Municipal Court Executive Leadership and Senior Staff Team. Improve and enhance the Justice Information System (JIS) for better functionality and efficiency. Develop staff retention recognition strategies and succssion planning processes. Improve public access through enhanced web-based services and the Interactive Voice Recognition (IVR) system. Enhance judicial and staff education and training programs. Establish and document Court Administration Policies and Procedures (electronic access). Participate in the Justice Advisory Council (JAC). Update the Court's videoconferencing system and ensure connectivity as line of sight changes with proposed development.

Budget Detail – Municipal Court

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	1,585,811	1,719,341	1,919,760	1,877,756
51210	Overtime	1,955	1,170	1,500	0
51220	Seasonal Temporary	694,075	134,524	838,144	69,181
51222	Judicial Compensation	0	0	0	631,743
51245	Retirement Term Vacation	2,966	4,501	0	0
51260	Vacation Buy Payout	3,256	5,203	0	0
51610	PERA	237,102	270,316	248,484	307,690
51615	Workers Compensation	5,047	5,524	5,551	5,400
51620	Equitable Life Insurance	4,834	5,326	8,060	5,000
51625	Vision Care	1,894	1,707	1,835	1,600
51640	Dental Insurance	13,360	12,944	13,097	10,710
51655	Retired Employees Medical Insurance	640	1,097	0	0
51665	Cash Back	11,386	6,838	0	0
51670	Parking for Employees	3,165	5,759	5,300	0
51690	Medicare	30,260	33,345	27,796	29,800
51695	City EPO Medical Plan	165,921	189,792	195,017	213,841
Total Salaries and Benefits		**2,761,672**	**2,397,386**	**3,264,544**	**3,152,721**
52105	Miscellaneous Operating	13	-4	0	0
52110	Office Supplies	68,176	24,123	24,000	10,000
52111	Paper Supplies	0	6,598	7,000	3,000
52120	Computer Software	5,163	1,771	2,547	0
52125	General Supplies	173	242	0	0
52135	Postage	24,342	29,343	24,000	27,700
52220	Maintenance Office Machines	0	322	100	0
52225	Maintenance Computer Software	300	0	50	50
52265	Maintenance Buildings and Structure	18,034	30,563	30,000	0
52405	Advertising Services	1,194	1,447	1,000	0
52410	Building Security Services	96,914	113,222	97,000	35,000
52419	Criminal Justice Information System	0	0	19,706	24,600
52440	Human Services	17,747	11,490	28,400	0
52445	Janitorial Services	82,390	94,580	84,900	75,400
52450	Laundry and Cleaning Services	0	119	50	50
52565	Pest Control	662	660	600	0
52573	Credit Card Fees	0	0	49,894	0
52575	Services	241,727	219,639	220,900	205,064
52578	Interpreting Services	0	0	0	27,700
52605	Car Mileage	2,172	840	700	0
52615	Dues and Memberships	905	795	1,000	1,200
52625	Meeting Expenses In Town	181	0	200	0
52630	Training	7,986	8,139	15,000	0
52635	Employee Educational Assistance	0	350	0	0
52645	Subscriptions	75	75	100	100
52655	Travel Out of Town	3,686	7,518	5,000	0
52705	Communications	50,955	54,933	54,174	797
52735	Telephone Long Distance Calls	2,008	1,137	800	900
52736	Cell Phone Airtime	374	302	100	0
52738	Cell Phone Base Charges	667	954	900	0
52743	Utilities Streetlights	26	0	0	0
52744	Energy Audits	1,834	55	0	0
52746	Utilities Electric	92,678	93,988	80,900	94,223

Budget Detail – Municipal Court

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52747	Utilities Gas	30,447	24,749	35,120	47,098
52748	Utilities Sewer	1,443	1,335	1,382	1,255
52749	Utilities Water	1,876	1,592	1,459	1,565
52775	Minor Equipment	41,894	38,016	14,800	0
52795	Rental of Equipment	8,166	8,910	29,100	27,500
52841	DP Hardware and Other	0	0	27,330	0
52873	Printing Outsource	0	15,756	20,000	0
52874	Office Services Printing	2,985	4,550	3,000	0
52875	Office Services Records	160	50	1,000	0
65014	Collections Agency Fee	23	0	0	0
65165	Jury Fees and Expenses	4,714	6,164	6,600	8,200
65356	Retirement Awards	0	50	0	0
Total Operating Expenses		**812,090**	**804,373**	**888,812**	**591,402**
Total Capital Outlay		**0**	**0**	**0**	**0**
Total Expenses		**3,573,763**	**3,201,759**	**4,153,356**	**3,744,123**

Community, Infrastructure, and Development

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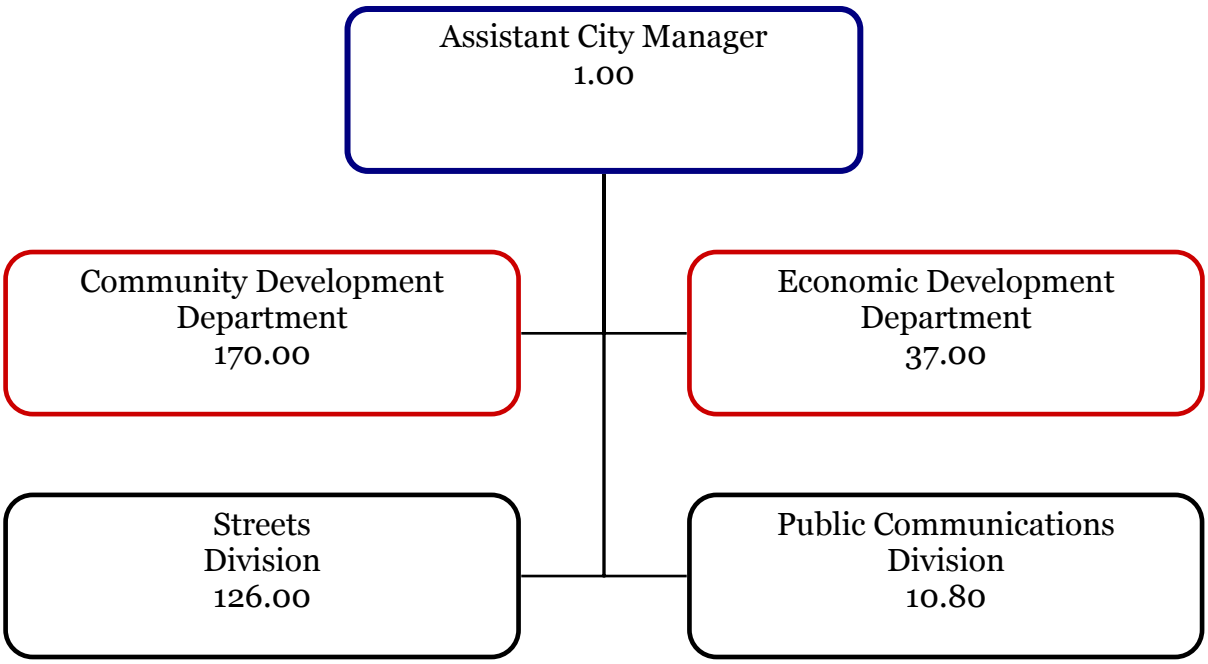
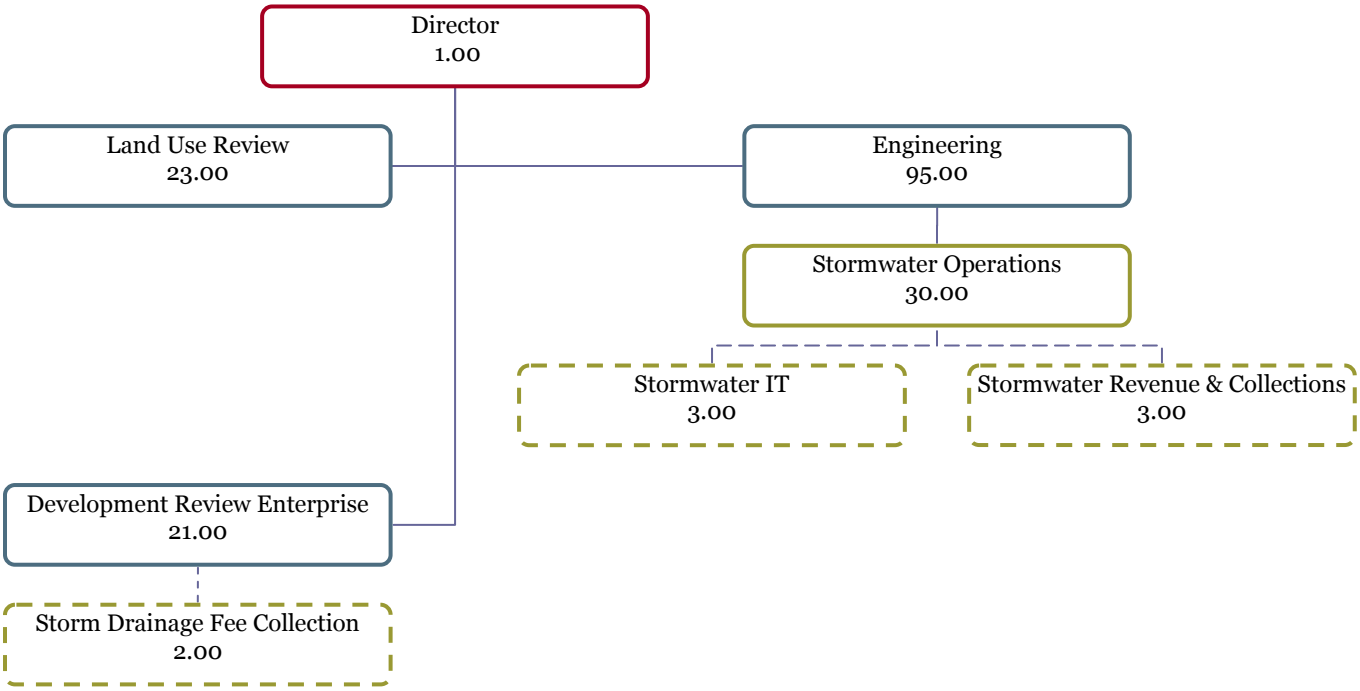


Community Development

Director
30 S. Nevada Ave.
Colorado Springs, CO
80903



Department Summary – Community Development

The Community Development Department ensures the safe and efficient construction and use of land, buildings, transportation, and drainage improvements in the city. This is done through the Land Use Review Division, Engineering Division, Development Review Enterprise, and Stormwater Operations; all of which ensure compliance with various City codes, plans, policies, standards, and other requirements.

All Funds Budget and Position Summary

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
General Fund *	$11,528,960	$14,278,644	$12,324,370	($1,954,274)	(13.69%)
PPRTA Operating and Maintenance*	11,270,034	5,057,202	6,060,677	1,003,475	19.84
PPRTA – CIP**	28,098,808	25,645,255	24,953,732	(691,523)	(2.70)
Grants	N/A	N/A	5,512,532	5,512,532	N/A
Development Review Enterprise (DRE)	1,855,296	2,371,389	2,458,784	87,395	3.69
Stormwater Enterprise (SWENT)	5,203,253	8,132,264	7,814,501	(317,763)	(3.91)
Total	**$57,956,351**	**$55,484,754**	**$59,124,596**	**$3,639,842**	**6.56%**

* These budget and actual figures do not include the CIP projects related to stormwater drainage basin plan studies.

** The Pikes Peak Rural Transportation Authority budget, funded by a one-cent sales tax, is not appropriated by the City. However, to reflect total funding dedicated to improving transportation in Colorado Springs, relevant PPRTA expenditures are included in this document. The PPRTA figure above includes the budgeted operating, maintenance, and capital improvement expenditures associated with the Engineering Division. Details for the budgeted CIP expenditures are included in the CIP section of this document.

Title	2008 Budget	2009 Budget	+ / -
Total Positions	**209.50**	**170.00**	**(39.50)**

Significant Changes to Budget

A total of 13.50 positions are eliminated to reduce ongoing expenditures. Specifically, 6.50 in Engineering, 6.00 in Land Use Review and 1.00 in Stormwater.

Two Senior Planners and an Analyst II are transferred from Land Use Review to Comprehensive Planning.

A total of 26 positions are transferred from the Stormwater Enterprise to the Streets Division in the General Fund. The enterprise is required to pay for all services provided by the General Fund employees and will be invoiced. This is a net zero impact to the Community Development Department.

Four positions are transferred from the Stormwater Enterprise to the Engineering Division in the General Fund. This is a net zero impact to the Community Development Department.

Two Customer Service positions and one Senior Civil Engineer are added to the Stormwater Enterprise.

Summary of Division – Land Use Review

The Land Use Review Division provides project management services for development projects undergoing City administrative and quasi-judicial review to ensure compliance with the Comprehensive Plan, Zoning Code, and Subdivision regulations. The Division also staffs the Public Information Counter, which provides public information regarding zoning, land use and development proposals; maintains the Department's records management system; oversees a variety of temporary use permit types (daycare, home occupation, and encroachment permits); and investigates and resolves zoning and land use violations. The Division also works with stakeholder groups on annual review and updates of zoning and subdivision codes.

Budget and Position Summary – Land Use Review

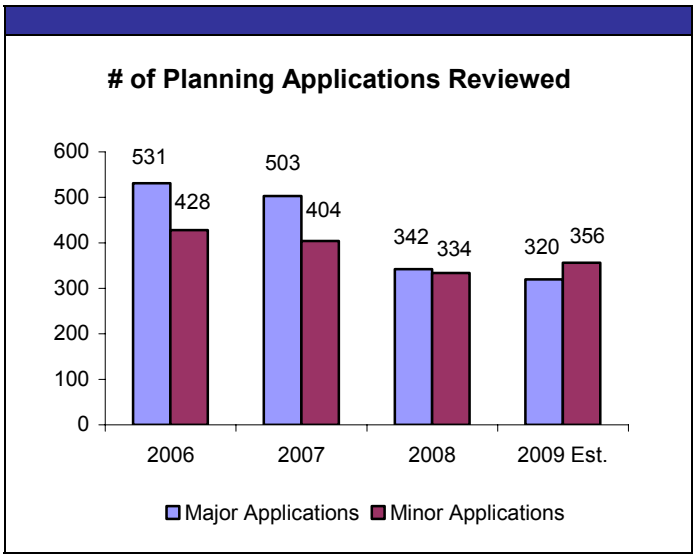
General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 2,126,213	$ 2,344,435	$ 1,877,018	($ 467,417)	(19.94%)
Operating	624,490	160,557	63,694	(96,863)	(60.33)
Capital Outlay	54,298	9,508	500	(9,008)	(94.74)
Total	**$2,805,001**	**$2,514,500**	**$1,941,211**	**($573,289)**	**(22.80%)**

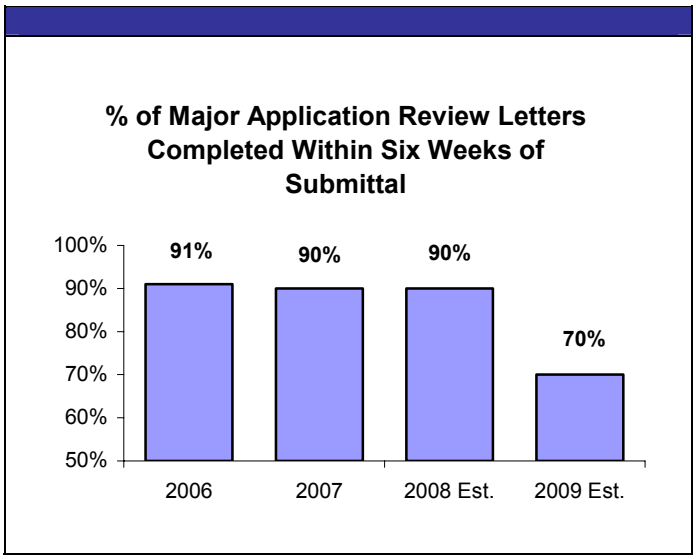
Title	2008 Budget	2009 Budget	+ / -
Community Development Director	1.00	1.00	
Land Use Review Manager	1.00	1.00	
Transportation Planning Manager	1.00	0.00	(1.00)
Senior Planner	6.00	4.00	(2.00)
Planner I/II	8.00	7.00	(1.00)
Landscape Architect II	1.00	1.00	
Analyst II	2.00	1.00	(1.00)
Land Use Inspector	3.00	3.00	
Administrative Technician	2.00	2.00	
Office Specialist	3.00	2.00	(1.00)
Office Assistant	1.00	1.00	
Planning Assistant	1.00	1.00	
Total Positions	**30.00**	**24.00**	**(6.00)**

The Landscape Architect II is funded through offsetting revenue from Colorado Springs Utilities. Additionally, the organizational chart shows the Director's position separately; but it is included in the Land Use Review Division.

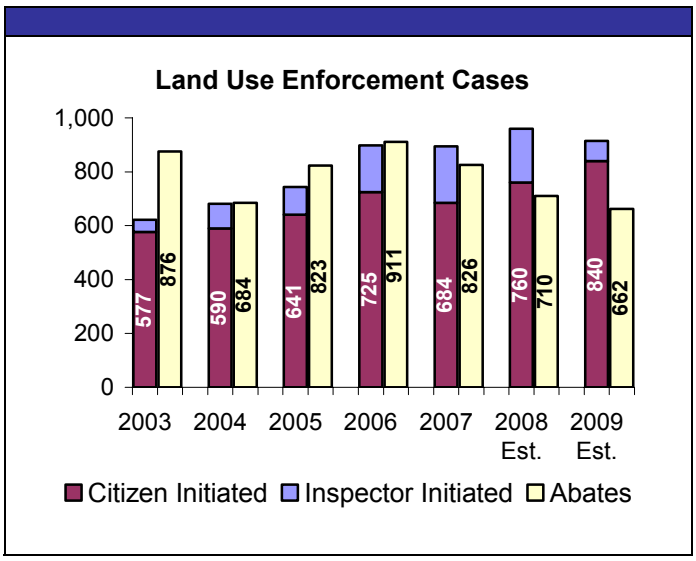
Performance Indicators – Land Use Review



- Major and minor development applications are reviewed by the Division for compliance with the Comprehensive Plan and City Code regulations. This review 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. The challenge is to ensure adequate staffing to provide overall project management and review services for the timely review of applications in a fluctuating market.
- The number of projects is estimated to remain level in 2009 with fewer major applications and more minor applications.



- 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 of submittal 80% of the time. This goal has been consistently exceeded since 2003 and, at current staffing levels, is projected to be exceeded in 2009. However, if development activity recovers in 2009 as anticipated and with pending staff reductions addressing the ongoing budget shortfalls, the 80% target may not be met in 2009.



- Two indicators are used to determine the effectiveness of the Land Use Enforcement Program in ensuring that existing and new development is in compliance with the Zoning Code and that community blight is prevented: 1) More cases are closed than opened; and 2) 25% of cases are opened via proactive enforcement efforts. Targeted efforts help to stabilize and improve commercial corridors and neighborhoods experiencing compounding code issues. Since 2006, large inspector caseloads have prevented accomplishment of either benchmark.

Major Objectives – Land Use Review

- **Process land use applications in a manner that ensures adequate public participation, a quality professional review, effective interagency collaboration, and a timely response to applicants**

  Review an expected 676 development applications in 2009. Conduct customer surveys to determine satisfaction levels with various processing benchmarks and forward the results to the City Manager at the end of the second and fourth quarters.

- **Develop modifications to the City Code as directed by City Council, requested by Planning Commission, or initiated by staff**

  Periodically perform "Code Scrubs" to the existing Zoning and Subdivision Codes to keep the codes current. Occasionally, expanded land use regulations or development standards modifications are required to address emerging land use issues within the citywide community. Both processes rely on extensive stakeholder involvement.

- **Work with the Land Use Review Advisory Board on ongoing continuous process improvements to ensure the land use review system functions at an optimal level**

  Key staff from City divisions engaged in development reviews meet quarterly with a cross section of the community to solicit feedback on the development review process. Managers and staff will strive to fully implement agreed-upon review process or code modifications.

- **Continue to implement an electronic document management system**

  Tracking and safekeeping historical land use records and improving staff and public access to them are critical functions. The Land Use Division allocates one FTE for electronic scanning of all new development application files as well as the vast number of cases previously reviewed. This program involves scanning and indexing of the file documents allowing for viewing and usage by both the internal staff and the general public.

- **Maintain an effective Land Use Enforcement Program**

  Ensure properties and developments comply with Zoning and Subdivision Codes provisions. Investigate citizen complaints regarding zoning violations. Violation reports continue to increase each year, and it is anticipated that 920 violations will be investigated during 2009.

Budget Detail – Land Use Review

General Fund

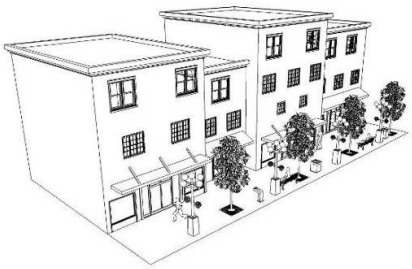
	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	1,693,625	1,662,489	1,862,571	1,479,889
51210	Overtime	1,485	3,267	1,900	1,400
51220	Seasonal Temporary	26,300	36,524	18,000	0
51240	Retirement Termination Sick	0	22,256	0	0
51245	Retirement Termination Vacation	4,066	19,021	0	0
51260	Vacation Buy Payout	7,882	4,274	0	0
51299	Salaries Reimbursements	(200)	0	0	0
51610	PERA	177,783	185,469	237,772	195,665
51615	Workers Compensation	5,041	5,151	7,823	8,506
51620	Equitable Life Insurance	5,225	5,096	7,595	3,209
51625	Vision Care	1,612	1,414	1,515	1,025
51640	Dental Insurance	10,509	10,207	10,881	8,073
51665	Cash Back	8,082	2,618	0	0
51670	Parking for Employees	4,800	4,152	7,080	6,840
51690	Medicare	19,819	20,249	26,911	17,778
51695	City EPO Medical Plan	138,664	144,025	162,387	154,635
Total Salaries and Benefits		**2,104,693**	**2,126,213**	**2,344,435**	**1,877,018**
52105	Miscellaneous Operating	1,702	(79)	0	0
52110	Office Supplies	2,628	3,137	6,796	4,951
52111	Paper Supplies	3,627	4,069	6,439	5,450
52120	Computer Software	5,214	4,786	1,250	612
52122	Cell Phones Equipment/Supplies	0	66	0	0
52125	General Supplies	6,124	6,303	5,198	1,250
52135	Postage	18,449	15,555	25,850	8,800
52165	Licenses and Tags	10	0	0	0
52220	Maintenance Office Machines	4,180	2,371	4,650	1,650
52225	Maintenance Computer Software	300	125	150	0
52405	Advertising Services	1,563	175	600	100
52431	Consulting Services	3,132	3,620	4,500	0
52440	Human Services	407,214	378,052	0	0
52573	Credit Card Fees	0	0	1,251	950
52575	Services	949	1,425	8,154	364
52605	Car Mileage	105	119	600	100
52615	Dues and Membership	5,714	5,816	7,559	4,242
52625	Meeting Expenses In-Town	3,686	3,861	3,998	3,300
52630	Training	11,186	12,317	10,605	7,945
52635	Employee Educational Assistance	1,545	1,679	3,000	2,500
52645	Subscriptions	1,536	1,277	1,729	1,488
52655	Travel Out-of-Town	5,218	2,514	5,772	2,275
52705	Communications	24,524	25,256	24,594	0
52735	Telephone Long Distance Calls	2,017	780	2,110	780
52736	Cell Phone Airtime	368	54	755	0
52738	Cell Phone Base Charges	539	766	1,649	2,250
52765	Lease Purchase Payments	148	9	0	0
52775	Minor Equipment	17,359	8,848	8,100	1,342
52795	Rental of Equipment	0	300	300	0
52874	Office Services Printing	12,599	11,202	20,826	10,000
52875	Office Services Records	394	463	3,122	3,345
52876	Pass Through Expenses	(572)	0	0	0

Budget Detail – Land Use Review

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52893	Rental of Fleet Vehicles	0	320	0	0
65160	Recruitment	0	903	1,000	0
65343	Housing Authority Staff	135,636	124,971	0	0
65672	Maintenance-News Condo Boxes	2,339	3,433	0	0
Total Operating Expenses		**679,435**	**624,490**	**160,557**	**63,694**
53010	Office Machines	10,960	11,650	9,008	0
53020	Computers Networks	2,039	2,000	0	0
53030	Furniture and Fixtures	1,020	635	500	500
53070	Vehicles Replacement	0	40,013	0	0
Total Capital Outlay		**14,019**	**54,298**	**9,508**	**500**
Total Expenses		**2,798,147**	**2,805,001**	**2,514,500**	**1,941,211**

Summary of Division – Development Review Enterprise



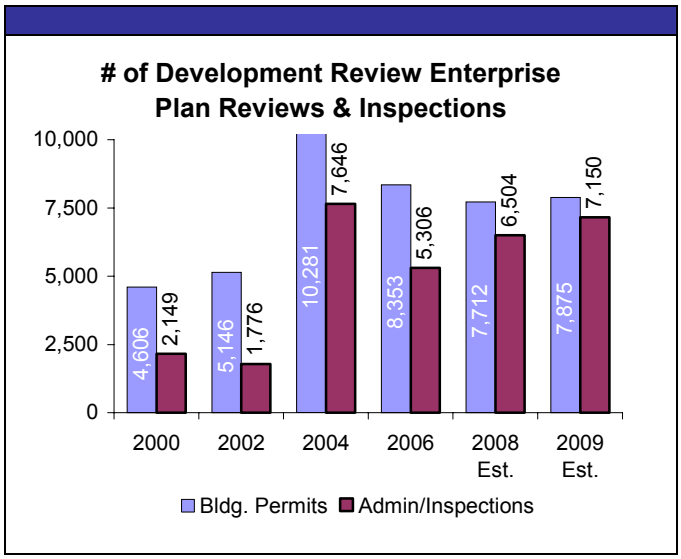
Established in 2001, the Development Review Enterprise (DRE) is responsible for the final implementation of City land use regulations and fire codes. The DRE reviews permit applications for new buildings, signs, new homes, fire protection systems, commercial and residential additions, fire construction review, and fire inspections. Additionally, the enterprise manages administrative programs including subdivision fee basin management, final landscape and irrigation plan reviews, minor amendments, plat recordation, Banning Lewis Ranch fee management, review of cellular antennas, and certificate of occupancy inspections. There are two sections of the DRE, City Planning and Fire Construction Services, both of which are located on the upper floor of the Pikes Peak Regional Development Center. Like other City enterprises, the DRE is 100% self-sufficient, raising all of its revenue from fees.

Development Review Enterprise Fund

Source of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Administrative Review Fees	$ 2,067,842	$ 2,147,599	$ 1,930,417	($ 217,182)	(10.11%)
Gain/Loss Market Value	20,245	0	0	0	0.00
Interest	46,784	28,725	41,106	12,381	43.10
Total	**$2,134,871**	**$2,176,324**	**$1,971,523**	**($204,801)**	**(9.41%)**
Uses of Funds					
Salary/Benefits	$ 1,375,867	$ 1,763,209	$ 1,851,867	$ 88,658	5.03%
Operating	471,219	545,167	551,517	6,350	1.16
Capital Outlay	8,209	63,013	55,400	(7,613)	(12.08)
Total	**$1,855,296**	**$2,371,389**	**$2,458,784**	**$87,395**	**3.69%**

Title	2008 Budget	2009 Budget	+ / -
Development Review Enterprise Manager	1.00	1.00	
Fire Construction Services Supervisor	1.00	1.00	
Fire Protection Engineer I/II	3.00	3.00	
Fire Code Examiner	1.00	1.00	
Fire Code Inspector I/II	4.00	4.00	
Planner I/II	4.00	4.00	
Landscape Architect	1.00	1.00	
Engineering Technician II	1.00	1.00	
Planning Assistant	2.00	2.00	
Land Use Inspector/Sign Specialist	1.00	1.00	
Office Specialist	2.00	2.00	
Total Positions	**21.00**	**21.00**	**0.00**

Performance Indicators – Development Review Enterprise



- After many years of growth, plan reviews at the DRE have generally flattened or decreased. There is a large decrease in the number of new residential permits; however, modest increases occurred in the number of commercial plan reviews, commercial and residential additions, and inspections. In 2009, plan review levels are expected to be comparable to 2008 as markets continue to be soft.

Major Objectives – Development Review Enterprise

- **Provide a building, 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, and fire codes**

  Ensure 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.

- **Provide efficient administrative reviews and management of minor amendments, temporary uses, administrative relief requests, irrigation and landscape plans, plat recordation services and the administration of drainage, bridge, and recording funds**

  Dedicate staff time towards these programs and support these staff by providing training and resources as needed to ensure these activities take place in a timely and accountable manner.

- **Improve the efficiency and speed of the plan review and inspection processes**

  Since fast review time is one of the most important factors in maintaining customer satisfaction, DRE will strive to 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.

Development Review Enterprise Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	1,078,964	1,113,751	1,406,927	1,484,749
51210	Overtime	7,449	4,041	6,000	6,000
51240	Retirement Termination Sick	30,883	(5,243)	0	0
51245	Retirement Termination Vacation	6,716	7,760	0	0
51260	Vacation Buy Payout	8,419	5,403	0	0
51299	Salaries Reimbursements	(12,474)	(9,707)	0	0
51435	Extra Duty Expenditure	7,201	77	0	0
51610	PERA	113,513	119,578	174,472	185,309
51615	Workers Compensation	4,343	4,623	5,162	5,162
51620	Equitable Life Insurance	3,301	3,430	7,324	7,323
51625	Vision Care	1,067	1,100	1,280	1,280
51640	Dental Insurance	7,637	7,621	8,936	8,936
51655	Retired Employee Medical Insurance	2,102	2,194	0	0
51665	Cash Back	5,774	2,046	0	0
51670	Parking for Employees	120	0	240	240
51690	Medicare	13,838	13,897	19,166	19,166
51695	City EPO Medical Plan	100,481	105,298	133,702	133,702
Total Salaries and Benefits		**1,379,334**	**1,375,867**	**1,763,209**	**1,851,867**
52105	Miscellaneous Operating	3,870	17	100	100
52110	Office Supplies	1,570	6,085	4,158	3,270
52111	Paper Supplies	226	924	1,500	1,420
52120	Computer Software	99	1,055	3,245	3,410
52122	Cell Phones Equipment/Supplies	66	8	500	530
52125	General Supplies	8,476	4,425	3,000	3,150
52135	Postage	520	734	1,052	1,050
52140	Wearing Apparel	4,134	3,536	4,725	4,450
52165	Licenses and Tags	30	0	100	100
52220	Maintenance Office Machines	715	3,025	3,250	3,410
52405	Advertising Services	0	50	700	740
52418	Computer Services	171	0	55,000	55,000
52431	Consulting Services	0	0	2,000	2,000
52560	Parking Services	0	171	630	440
52575	Services	7,547	8,121	11,600	8,700
52590	Temporary Employment	0	16,391	3,780	3,780
52615	Dues and Membership	1,885	3,583	2,472	3,750
52625	Meeting Expenses In-Town	864	558	467	450
52630	Training	3,864	6,401	6,725	7,060
52635	Employee Educational Assistance	716	0	2,250	4,500
52645	Subscriptions	1,132	1,433	1,650	1,900
52655	Travel Out-of-Town	7,898	3,276	6,054	6,360
52705	Communications	11,670	12,142	11,914	13,907
52725	Rental of Property	163,315	188,483	201,301	201,301
52735	Telephone Long Distance Calls	1,208	639	797	797
52736	Cell Phone Airtime	1,768	196	100	100
52738	Cell Phone Base Charges	2,119	4,801	4,523	4,750
52740	General Insurance-City	2,171	2,175	2,175	2,280
52775	Minor Equipment	119	1,784	3,200	3,360
52805	Admin Prorated Charges	178,811	98,748	108,825	128,277
52859	Insurance Other	5,095	5,021	5,615	5,900
52872	Maintenance Fleet Vehicles Equip	16,100	19,377	18,900	21,000

Development Review Enterprise Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52873	Printing Outsource	0	947	2,145	2,145
52874	Office Services Printing	1,323	1,224	2,100	2,100
52875	Office Services Records	0	0	61	0
65160	Recruitment	500	1,445	1,000	1,500
65170	Transfer to Other Funds	34,872	34,920	0	0
65175	Transfer to General Fund	0	0	37,363	20,000
65275	Cost of Collection	31,518	39,526	30,190	28,530
		494,370	471,219	545,167	551,517
Total Operating Expenses		**494,370**	**471,219**	**545,167**	**551,517**
53010	Office Machines	11,192	0	3,800	2,000
53020	Computers Networks	3,983	4,614	26,269	12,700
53030	Furniture and Fixtures	3,848	3,596	8,544	4,300
53040	Machinery and Apparatus	0	0	0	12,000
53070	Vehicles Replacement	0	0	24,400	24,400
Total Capital Outlay		**19,023**	**8,209**	**63,013**	**55,400**
Total Expenses		**1,892,726**	**1,855,296**	**2,371,389**	**2,458,784**

Summary of Division – Engineering

The Engineering Division provides civil engineering services including traffic engineering; planning, building and managing the City's transportation and stormwater infrastructure; managing private development activities as they affect the public infrastructure; and regulating construction work in public rights-of-way; all in an effort to improve safety, mobility and quality of life.

The engineering staff inspects and regulates the work of private developers and enforces the standards of design and construction which govern the way streets and drainage systems are built and maintained. Additionally, the staff provides services which supply a safe, efficient, and accessible transportation system; dependable stormwater flood control facilities; water quality controls and environmental protection; professional development plan reviews and inspections; and permits for construction activities within the city's rights-of-way.

The traffic staff oversees the maintenance of roadway markings and signage, work zone traffic control, the school safety and crossing guard programs, and signal infrastructure and timing and manages traffic congestion through Intelligent Transportation Systems (ITS). Additionally, staff designs and implements safety enhancement projects, participates in corridor studies and needs assessments, and partners with other government agencies to leverage resources.

The Division's primary focus and professional ethic is to provide professional services and to construct and maintain quality infrastructure while providing safer, more efficient, multimodal transportation and stormwater systems.

Budget and Position Summary –Engineering

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 7,308,868	$ 8,158,438	$ 7,312,924	($ 845,514)	(10.36%)
Operating	1,298,605	1,473,150	1,148,609	(324,541)	(22.03%)
Capital Outlay	115,140	177,630	29,883	(147,747)	(83.18%)
Total	**$8,722,613**	**$9,809,218**	**$8,491,416**	**($1,317,802)**	**(13.43%)**

Budget and Position Summary – Engineering

General Fund

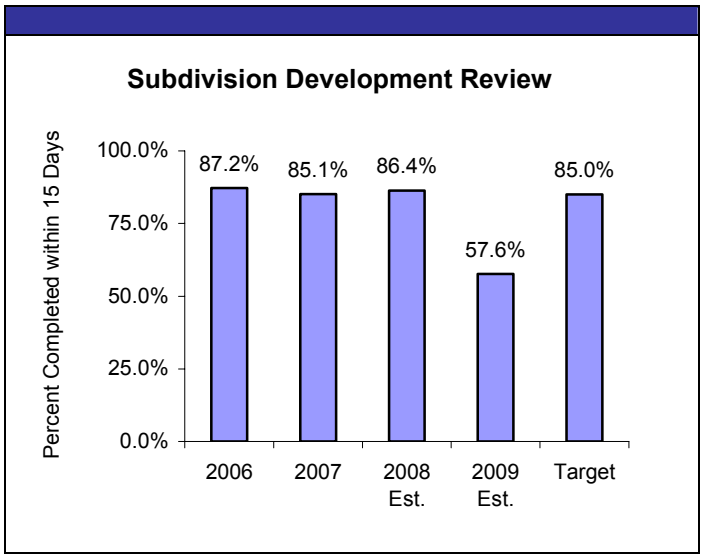
Title	2008 Budget	2009 Budget	+ / -
Senior Manager	1.00	0.00	(1.00)
Engineering Manager	1.00	1.00	
Engineering Programs Manager	1.00	1.00	
Subdivision Engineering Review Manager	1.00	1.00	
Traffic Engineering Division Manager	1.00	0.00	(1.00)
Traffic Programs Supervisor	1.00	0.00	(1.00)
Traffic Signal Supervisor	1.00	1.00	
City Engineering Inspector Supervisor	1.00	1.00	
Signs and Markings Supervisor	1.00	0.00	(1.00)
City Engineer	1.00	1.00	
Lead Engineering Inspector	3.00	5.00	2.00
Licensed Surveyor	2.00	2.00	
Principal Analyst	1.00	1.00	
Principal Traffic Engineer	3.00	2.00	(1.00)
Senior Analyst	1.00	1.00	
Analyst II	1.00	0.00	(1.00)
Senior Civil Engineer	5.00	5.00	
Senior Engineering Inspector	2.00	2.00	
Senior Traffic Engineer	5.00	5.00	
Civil Engineer I/II	4.00	5.00	1.00
Traffic Engineer II	1.00	0.00	(1.00)
Engineering Inspector I/II	10.50	9.00	(1.50)
Engineering Specialist	0.00	1.00	1.00
Engineering Technician I/II	4.00	3.00	(1.00)
Planner I	1.00	0.00	(1.00)
Electronic Maintenance Technician	1.00	1.00	
Electronic Specialist	8.00	8.00	
Senior Equipment Operator	1.00	1.00	
Equipment Operator II/III	5.00	5.00	
Graphics Technician	1.00	1.00	
Maintenance Technician II	1.00	3.00	2.00
Traffic Technician I/II	14.00	14.00	
Skilled Maintenance Technician	2.00	2.00	
Senior Skilled Maintenance Technician	2.00	2.00	
Staff Assistant	1.00	0.00	(1.00)
Office Specialist	8.00	7.00	(1.00)
Administrative Technician	2.00	2.00	
Total Positions	**99.50**	**93.00**	**(6.50)**

Budget and Position Summary – Engineering

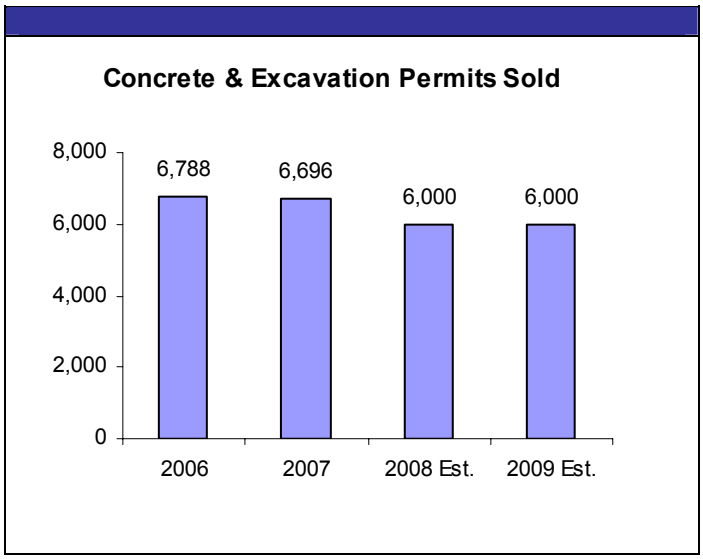
Grant Fund

Title	2008 Budget	2009 Budget	+ / -
Traffic Technician II	1.00	1.00	
Civil Engineer II	1.00	1.00	
Total Positions	**2.00**	**2.00**	

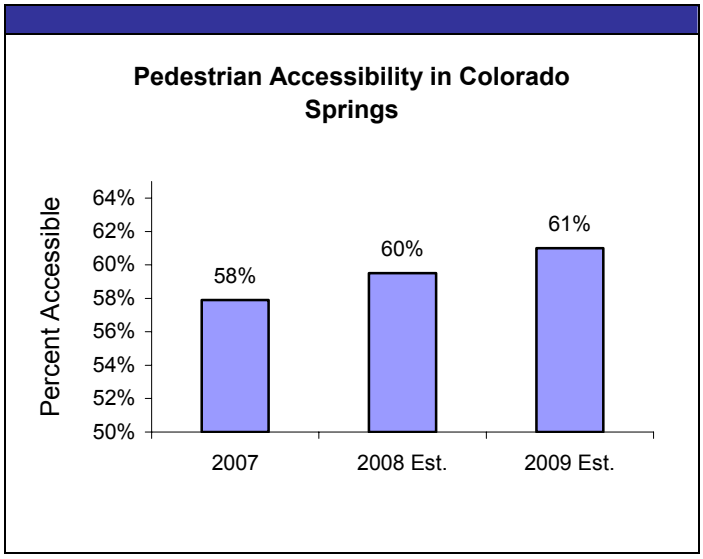
Performance Indicators – Engineering



- Engineering has a target of reviewing and commenting on development submittals within 15 working days. Historically, the Division has been able to meet this target 85% of the time. For 2009, we expect this percent to decrease significantly due to reduced staffing levels.

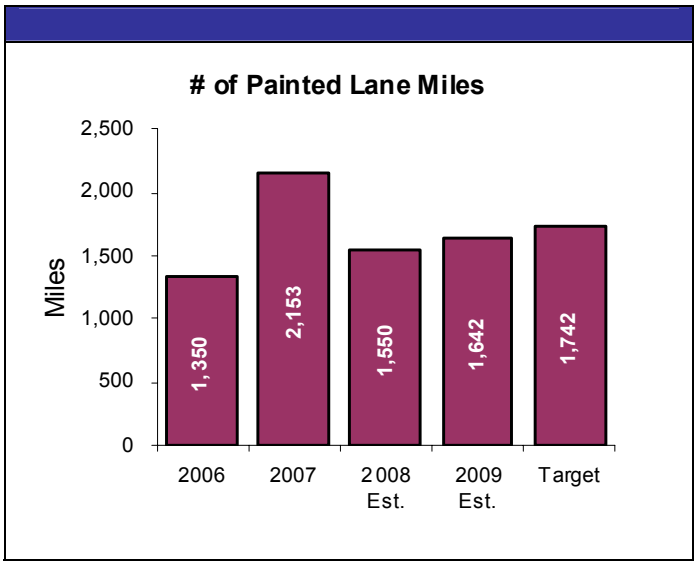


- Because of the slowdown in the building industry, the amount of concrete and excavation permits sold in 2008 decreased by approximately 10%. It is anticipated to remain flat in 2009.

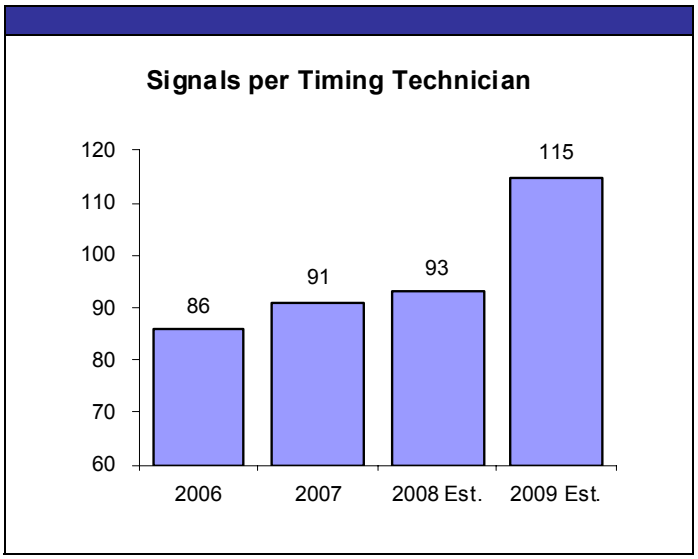


- Pedestrian accessibility shows pedestrian ramps built as a percentage of ramps needed. As new subdivisions are completed to current standards and as older neighborhoods are retrofitted, this figure will continue to rise.

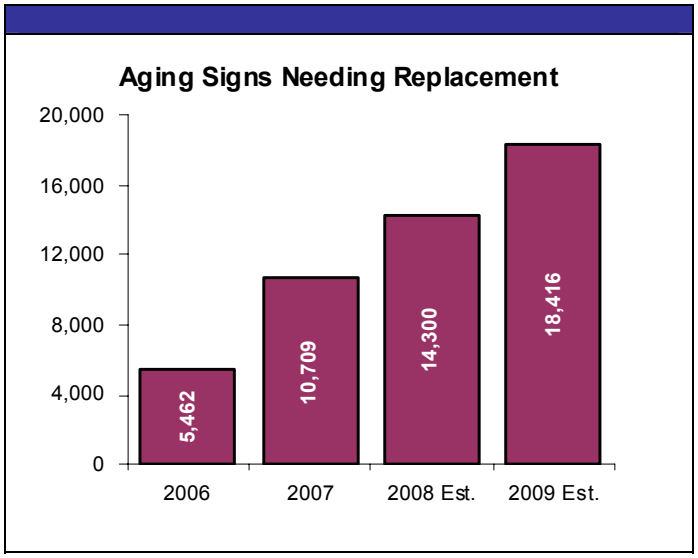
Performance Indicators – Engineering



- The lane miles painted can be affected by severe weather, progress of street overlay crews, and equipment malfunctions. In 2005, staff upgraded to hi-build paint, which is applied at twice the thickness and half the travel speed. Essentially, fewer miles are covered, but roads are striped once or twice versus three or four times annually. In 2006 and 2007, the paint was substandard due to the manufacturer's interpretation of written specifications. This issue was resolved for 2008.

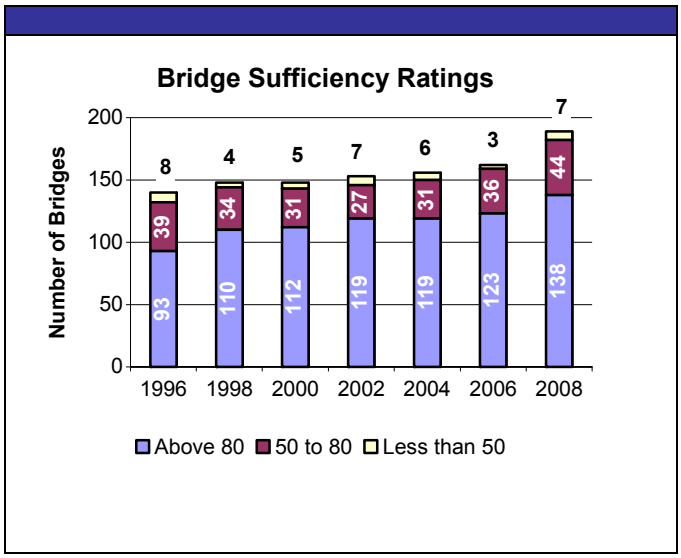


- In 2008, the Engineering Division had six signal timing technicians covering an estimated 560 signals. In 2009, the number of signal timing technicians will decrease to five as a result of duties being shifted to cover two vacant positions. With an estimated 573 signals installed by year end 2009, the number of signals maintained per timing technician will be 115.

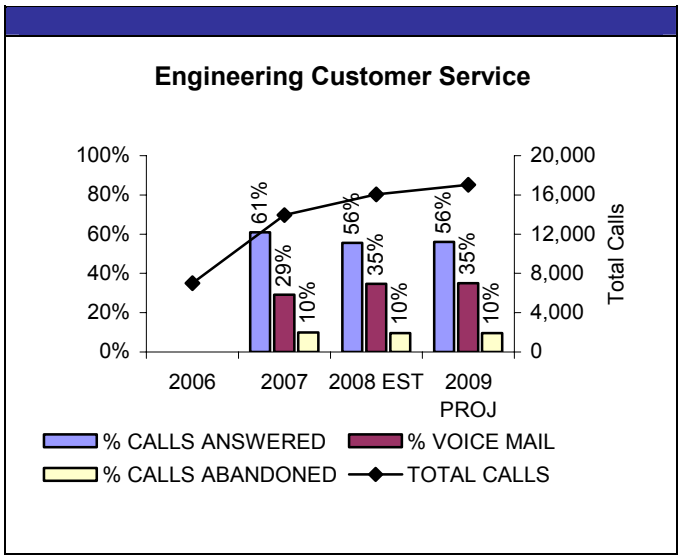


- The vinyl sign sheeting used for roadway signs has an average life span of 10 years. Based on this average, the sign division should be replacing approximately 10% of the City's signage per year. With 69,706 roadway signs installed as of 2007 plus an additional 2-3% of new installations in 2008, we should be replacing/removing approximately 7,771 of the faded and worn signs in 2009. With an average of approximately 2,200 signs installed annually between 2006 and 2008, the number of signs needing replacement continues to increase.

Performance Indicators – Engineering



- Bridge sufficiency ratings gauge the remaining life of our bridges. Most of the City's major (> 20' span) bridges are rated every 2 years. The target is to have no bridge rating less than 50. In 2008, 6 bridges (new to the City) were rated less than 50; and 3 of those are scheduled for replacement. The Vincent Drive Bridge ($7.4M) and the Hancock Avenue Bridge ($5.1M) will be completed with PPRTA funds. The Evans Avenue Bridge ($840K) will be replaced using grants. The Woodmen Road Bridge over Sand Creek is currently being replaced by El Paso County. Two Circle Drive bridges received from the State need rehabilitation and funding is being sought.



- Since 2007, Engineering has been tracking the average number of daily customer telephone inquiries at our permit counter, Engineering office, and Subdivision Review office to determine our customer service level. Call response was categorized by the percent answered by a person, the percent taken by voice mail, and the number of calls disconnected before being answered. Our goal is to have 75% of calls answered by a person, 25% taken by voicemail, and no disconnects.

Major Objectives – Engineering

- **Manage the City's public works infrastructure assets**

  Inventory all infrastructure assets in the City using Global Positioning System (GPS) and software technology for inclusion into the City's Geographic Information System (GIS). Implement an Infrastructure Asset Management System to develop maintenance, rehabilitation, repair, and replacement strategies and budgets based on asset condition ratings; provide excellent customer service for inquiries and requests related to our infrastructure assets; and provide timely and accurate reporting of resource management, asset value, and condition information.

- **Improve mobility and traffic flow through signal equipment upgrades, traffic analyses, and operational improvements**

  Include the continual review and update of traffic signal timing plans for peak hours, off-peak hours and special events; replace outdated traffic signal control systems with state-of-the-art upgrades; provide efficient and effective traffic operations through the review of infrastructure designs; participate in peer-to-peer evaluations to ensure best practices; and coordinate with other entities for projects and operational needs (i.e., El Paso County and Colorado Department of Transportation).

- **Maintain traffic safety through the installation and preservation of signs, pavement markings, and related traffic control devices**

  Maintain traffic safety features to include guardrail and concrete barriers; provide traffic control plan development, review/approval, and traffic control site inspections; improve and maintain a high level of school zone safety through traffic safety analysis and design; and enhance responsiveness to citizen requests and comments by constantly striving to improve and maintain the citizen tracking system and providing written acknowledgment within seven days.

- **Continue to implement PPRTA projects to enhance safety, mobility and efficiency of the City's transportation facilities 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 and work in conjunction with other government agencies and City departments to reduce the impact of multiple construction projects on arterial traffic flows.

- **Provide a multifunctional approach to stormwater drainage maintenance which contains rehabilitative, restorative, and routine maintenance components**

  The increased maintenance will provide an immediate and visible benefit to fee payers and will result in increased longevity of existing infrastructure and reduced long-term capital improvement project costs.

- **Ensure that new transportation and drainage system infrastructure is designed and built well**

  Balance the need to ensure quality infrastructure by regulating the work of private developers with professional and timely roadway, drainage, traffic, and utility plan reviews and inspections with the need of private developers to develop and build in an efficient and cost-effective environment.

Major Objectives – Engineering

- **Implement transportation and infrastructure improvements consistent with the needs identified through major corridor plans and safety studies to include the recommendations of the City's Intermodal Transportation Plan and East-West Mobility Study**

  Participate in major corridor studies and environmental assessments for regionally significant multi-jurisdictional facilities; develop neighborhood and school traffic calming plans in conjunction with the School Safety Program, PPRTA, and General Fund capital improvement projects; conduct needs assessments (traffic forecasts, engineering analyses, and corridor studies) to identify and prioritize transportation infrastructure improvements; participate in the five-year CIP process and federal Safe, Accountable, Flexible, Efficient Transportation Equity Act-Legacy for Users (SAFETEA-LU) funding program through the Pikes Peak Area Council of Governments (PPACG); and partner with private entities and other governmental agencies to implement transportation improvement projects.

- **Continue the expansion of the Intelligent Transportation System (ITS) to the City's major corridors to mitigate congestion and reduce travel times through the installation of video cameras, detection stations, variable message signs, and advanced traveler information systems**

  Implement incident management technology on major corridors; participate in the Statewide ITS fiber optic data communication line from Denver through Colorado Springs to Pueblo; 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.

- **Ensure a quality transportation and stormwater infrastructure**

  Ensure quality infrastructure by setting standard specifications, issuing permits, and inspecting construction activities in the city's right-of-way and by providing quality civil engineering services and project management for capital improvement projects to promote safe, efficient, and dependable transportation and drainage systems.

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	6,232,541	5,643,053	6,291,267	5,769,870
51210	Overtime	56,574	69,445	52,675	68,683
51220	Seasonal Temporary	171,462	146,938	136,080	0
51230	Shift Differential	967	508	0	0
51235	Standby	22,562	23,998	21,205	44,396
51240	Retirement Termination Sick	28,823	29,475	0	0
51245	Retirement Termination Vacation	49,074	51,190	0	0
51260	Vacation Buy Payout	15,449	10,971	0	0
51299	Salaries Reimbursements	0	(9,493)	0	0
51610	PERA	671,187	646,030	835,966	692,271
51615	Workers Compensation	65,051	62,715	79,166	60,876
51620	Equitable Life Insurance	19,330	17,649	25,464	16,481
51625	Vision Care	5,695	4,797	5,401	4,847
51640	Dental Insurance	38,939	33,701	37,699	35,845
51665	Cash Back	25,798	13,347	0	0
51670	Parking for Employees	11,040	10,658	6,432	11,488
51690	Medicare	75,184	69,076	91,795	82,011
51695	City EPO Medical Plan	565,117	484,811	575,288	526,156
Total Salaries and Benefits		**8,054,792**	**7,308,868**	**8,158,438**	**7,312,924**
52105	Miscellaneous Operating	(4)	13	0	0
52110	Office Supplies	33,063	31,060	28,035	17,264
52111	Paper Supplies	2,987	821	1,000	850
52115	Medical Supplies	2,573	3,386	1,800	1,550
52120	Computer Software	34,965	47,595	16,457	5,225
52122	Cell Phones Equipment/Supplies	2,977	3,394	3,150	3,307
52125	General Supplies	11,289	5,831	2,006	7,946
52126	Electrical Supplies	9,177	11,644	8,683	0
52127	Construction Supplies	21,181	20,070	18,526	18,526
52131	Concrete Supplies	1,507	3,670	500	500
52135	Postage	3,438	5,024	3,372	3,266
52140	Wearing Apparel	14,163	13,370	13,110	16,850
52145	Paint and Chemical	7,668	9,802	13,940	4,240
52165	Licenses and Tags	0	377	360	350
52170	Special Photography Etc.	17	0	250	0
52175	Signs	20,884	0	0	0
52190	Janitorial Supplies	1,202	2,080	1,000	1,000
52191	Stormwater Quality	213,145	0	0	0
52192	Stormwater Permit	13,130	0	0	0
52193	Drainage Board	0	(474)	0	0
52220	Maintenance Office Machines	6,010	5,415	8,350	7,885
52225	Maintenance Computer Software	5,321	4,728	4,000	9,825
52230	Maintenance Furniture/Fixtures	248	135	500	500
52235	Maintenance Machinery/Apparatus	5,702	10,231	6,308	7,023
52245	Maintenance Signals	121,759	148,776	128,742	110,000
52255	Maintenance Signs	37,622	105,644	121,094	118,200
52265	Maintenance Buildings/Structure	13,430	24,648	16,000	8,500
52305	Maintenance Software	475	0	0	0
52405	Advertising Services	7,072	4,369	4,000	2,500
52410	Building Security Services	1,145	1,199	700	700
52423	Telecommunication Services	230	240	280	0

Budget Detail – Engineering

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52431	Consulting Services	15,335	99,671	7,000	3,000
52435	Garbage Removal Services	1,525	1,174	1,000	1,269
52445	Janitorial Services	15,332	14,151	15,000	14,400
52560	Parking Services	0	0	108	0
52570	Reimbursable Services	4,522	(3,226)	0	15,000
52573	Credit Card Fees	0	0	42,395	42,395
52575	Services	8,601	5,989	13,500	6,405
52590	Temporary Employment	111,323	144,283	100,000	2,000
52591	School Crossing Guards	0	0	310,716	310,716
52605	Car Mileage	0	26	0	0
52615	Dues and Membership	5,525	7,428	4,662	4,530
52625	Meeting Expenses In-Town	4,309	3,584	4,530	4,865
52630	Training	26,946	27,977	32,000	26,907
52635	Employee Educational Assistance	7,780	3,526	0	0
52645	Subscriptions	1,451	1,169	1,629	1,360
52655	Travel Out-of-Town	24,350	16,489	16,916	1,500
52705	Communications	128,431	127,914	118,537	0
52706	Wireless Communication	2,910	2,059	4,500	21,288
52725	Rental of Property	18,847	15,096	18,500	1,200
52735	Telephone Long Distance Calls	4,167	1,982	3,725	2,730
52736	Cell Phone Airtime	14,457	(1,386)	13,000	910
52738	Cell Phone Base Charges	27,044	30,761	20,000	26,312
52743	Utilities Streetlights	814	0	0	0
52745	Utilities	123	0	0	0
52746	Utilities Electric	268,152	184,791	160,452	198,834
52747	Utilities Gas	27,235	17,539	37,319	43,327
52748	Utilities Sewer	3,239	2,667	3,313	3,684
52749	Utilities Water	3,751	3,160	4,211	5,554
52765	Lease Purchase Payments	109,863	70,192	95,688	0
52775	Minor Equipment	21,516	20,404	10,509	9,000
52795	Rental of Equipment	16,950	22,819	16,300	39,503
52874	Office Services Printing	9,353	6,560	7,947	6,930
52875	Office Services Records	4,740	4,954	3,930	5,383
52893	Rental of Fleet Vehicles	0	200	0	0
65160	Recruitment	1,652	258	0	0
65275	Cost of Collection	1,453	2,948	3,600	3,600
65356	Retirement Awards	0	400	0	0
Total Operating Expenses		**1,484,069**	**1,298,605**	**1,473,150**	**1,148,609**
53010	Office Machines	0	4,186	20,000	0
53020	Computers Networks	49,397	71,307	44,050	0
53030	Furniture and Fixtures	5,767	9,847	5,000	9,117
53050	Machinery and Apparatus	14,160	887	25,000	5,766
53070	Vehicles Replacement	157,861	28,913	83,580	0
53090	Buildings and Structures	0	0	0	15,000
Total Capital Outlay		**227,186**	**115,140**	**177,630**	**29,883**
Total Expenses		**9,766,046**	**8,722,613**	**9,809,218**	**8,491,416**

Summary of Division – Stormwater Operations

Stormwater Operations

In late 2005, City Council approved an ordinance establishing a Stormwater Enterprise. The Enterprise is a City-owned business which funds stormwater drainage capital improvement projects, maintenance and operations, and federal permit requirements in the city. The Enterprise is supported by fees paid by property owners based on the type of property owned, impervious surface on the property, and density of the property.

The Stormwater Enterprise started collecting revenue in February 2007. Since that time, more than $20 million has been received. The Enterprise has a Stormwater Advisory Committee which provides feedback to the administration and City Council while making recommendations concerning the stormwater system including project types, location of projects, and possible rate changes necessary to support the Enterprise. The General Fund portion of the stormwater operations includes $2.3 million to match the agreed upon level of effort.

Additional stormwater-related services are managed by staff and financed by the General Fund, not the Enterprise. They include the management of the City's Municipal Stormwater Discharge Permit and drainage basin concerns. The stormwater permit addresses stormwater quality with an emphasis on controlling and limiting pollutants to the City's drainage system through Best Management Practices. Maintenance of the City stormwater drainage is coordinated with the City's Streets Division and reimbursed as a fee-for-service by the Stormwater Enterprise. The Streets Division crews perform a variety of tasks including cleaning of inlets, catch basins, and pipes and removal of debris from inlets, culverts, and channels. In addition, crews repair and stabilize stream banks.

Budget and Position Summary – Stormwater Operations

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 0	$ 1,333,353	$ 1,397,242	$ 63,889	4.79%
Operating	1,346	537,943	492,500	(45,443)	(8.45)
Capital Outlay	0	83,630	2,000	(81,630)	(97.61)
Capital Projects-Stormwater	0	378,406	378,000	(406)	(0.11)
Total	**$ 1,346**	**$2,333,332**	**$2,269,742**	($63,590)	(2.73%)

The $2.3 million maintenance of effort is maintained in operating funds which includes $52,330 in the General Costs section for vehicle replacement is included.

Title	2008 Budget	2009 Budget	+ / -
Lead Engineering Inspector	1.00	1.00	
Senior Civil Engineer	3.00	3.00	
Civil Engineer II	1.00	1.00	
Engineering Inspector II	5.00	5.00	
Engineering Technician I/II	4.00	4.00	

Budget and Position Summary – Stormwater Operations

General Fund

Continued	2008	2009	
Title	**Budget**	**Budget**	**+ / -**
Senior Engineering Inspector	1.00	1.00	
Senior Office Specialist	1.00	1.00	
Stormwater Specialist	1.00	1.00	
Total Positions	**17.00**	**17.00**	**0.00**

Stormwater Enterprise Fund

Source of Funds	**2007 Actual**	**2008 Budget**	**2009 Budget**	**$ Change 2008 - 2009**	**% Change 2008 - 2009**
Stormwater Enterprise Fee	$ 15,081,000	$ 15,855,873	$ 15,671,321	($ 184,552)	(1.16%)
Groundwater System Fee	0	0	70,000	70,000	0.00
Development Review Fees	0	213,333	0	(213,333)	(100.00)
Interest	250,679	150,000	125,000	(25,000)	(16.67)
Miscellaneous	3,933	0	0	0	0.00
Gain/Loss in Market Value	93,106	0	0	0	0.00
Convenience Processing Fee	5,184	6,000	6,000	0	0.00
Total	**$15,433,902**	**$16,225,206**	**$15,872,321**	**($352,885)**	**(2.17%)**
Uses of Funds					
Salary/Benefits	$ 2,605,321	$ 3,444,143	$ 1,445,176	($1,998,967)	(58.04%)
Operating	2,081,655	2,721,663	5,327,797	2,606,134	95.76
Capital Outlay	388,236	1,470,750	545,818	(924,932)	(62.89)
Debt Service	128,041	495,708	495,710	2	0.00
CIP Projects	7,500,000	8,092,942	8,000,000	(92,942)	(1.15)
Total	**$12,703,253**	**$16,225,206**	**$15,814,501**	**($410,705)**	**(2.53%)**

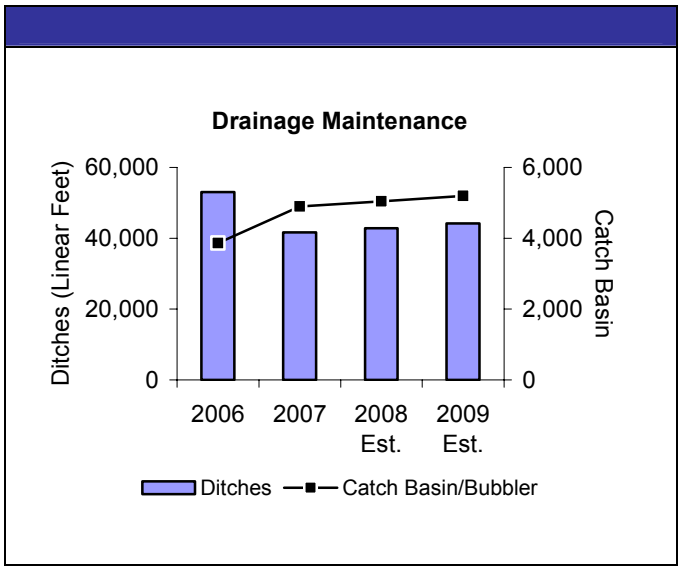
Refer to the CIP section for information on capital projects funded through the Stormwater Enterprise.

Budget and Position Summary – Stormwater Operations

Stormwater Enterprise Fund

Title	2008 Budget	2009 Budget	+ / -
Stormwater Enterprise Manager	1.00	1.00	
Stormwater Business Administrator	1.00	1.00	
Senior Civil Engineer	2.00	2.00	
Civil Engineer I/II	3.00	2.00	(1.00)
Engineering Inspector I/II	4.00	0.00	(4.00)
Engineering Technician I/II	1.00	1.00	
Senior Equipment Operator	4.00	0.00	(4.00)
Equipment Operator I/II/III	13.00	0.00	(13.00)
Skilled Maintenance Supervisor	1.00	0.00	(1.00)
Skilled Maintenance Technician	5.00	0.00	(5.00)
Office Specialist	2.00	1.00	(1.00)
Customer Service Supervisor	1.00	1.00	
Customer Service Representative	2.00	4.00	2.00
Total Positions	**40.00**	**13.00**	**(27.00)**

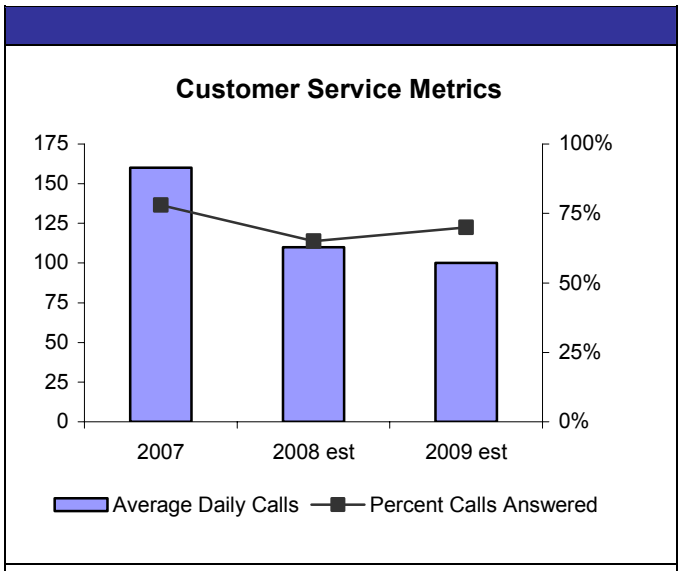
Performance Indicators – Stormwater Operations



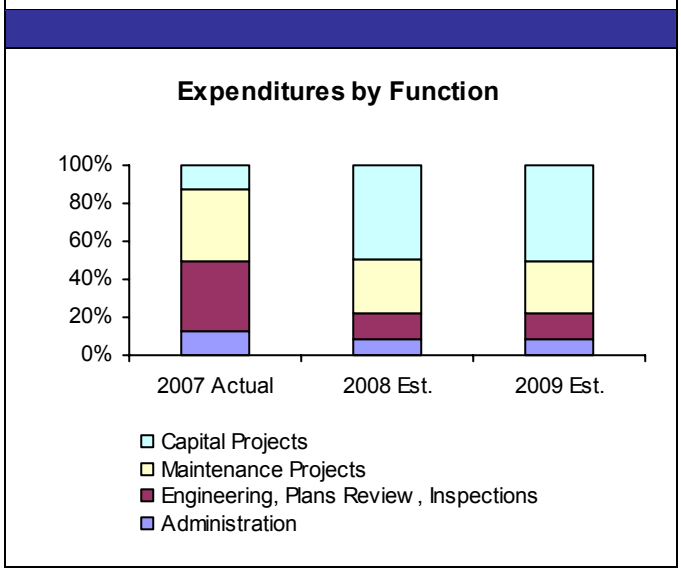
- Drainage ditches, catch basins, and siphon drains (also called "bubblers") are cleaned regularly to ensure the proper flow of stormwater. Any buildup of debris may cause water backups and localized flooding.

*Though the Stormwater Enterprise was not yet created in 2006, the City was still responsible for drainage maintenance. The quantity of ditches cleaned in 2006 was unusually high due to above-average rainfall in 2005.

Performance Indicators – Stormwater Operations



- Since the implementation of the Stormwater Enterprise in January 2007, the Customer Service Center has been tracking the average number of daily customer telephone inquiries and the average daily percentage of calls answered without going to voicemail. These measure the number of customer concerns with billing and related issues and provide an indicator of the Customer Service Center's efficiency at answering calls.



- Administrative costs include the amounts paid for billing, information technology, and customer service and business management functions within the Stormwater Enterprise.
- The goal associated with this measure is for administrative costs to equal 10% or less of total program costs each year. In 2007, administrative costs were greater than 10% of total program costs because many projects were still in the design phase. However, in both 2008 and 2009, administrative costs are projected to be below 10%.

Major Objectives – Stormwater Operations

- **Continue implementation of the Stormwater Enterprise in 2009 and refine the business and customer service functions to meet organizational and customer needs**

  Continue public communication, customer outreach and refinement and enhancements of the customer billing system, and business rules and internal procedures.

- **Effectively manage stormwater capital improvement projects by providing appropriate engineering, inspection, and project management**

  Design and construct critical stormwater capital improvement projects on time and within budget.

- **Maintain compliance with Stormwater Quality, Environmental Protection, and Americans with Disabilities Act (ADA) mandates**

  Provide stormwater water quality monitoring, ensure compliance with environmental regulations and the National Pollutant Discharge Elimination System stormwater permit program, and ensure compliance with Best Management Practices and erosion control through regular monitoring and inspections by providing educational programs to the public, and enhance pedestrian accessibility by ensuring compliance with ADA mandates.

Budget Detail – Stormwater Operations

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	0	0	1,054,200	1,136,183
51610	PERA	0	0	124,141	143,604
51615	Workers Compensation	0	0	5,904	4,484
51620	Equitable Life Insurance	0	0	8,518	2,151
51625	Vision Care	0	0	995	545
51640	Dental Insurance	0	0	7,313	4,563
51670	Parking for Employees	0	0	0	1,862
51690	Medicare	0	0	15,126	14,451
51695	City EPO Medical Plan	0	0	117,156	89,399
Total Salaries and Benefits		**0**	**0**	**1,333,353**	**1,397,242**
52110	Office Supplies	0	0	10,000	3,000
52111	Paper Supplies	0	0	2,436	1,000
52115	Medical Supplies	0	0	750	750
52120	Computer Software	0	0	5,000	2,500
52122	Cell Phones Equipment/Supplies	0	0	750	750
52125	General Supplies	0	0	9,800	2,000
52135	Postage	0	0	2,900	1,500
52140	Wearing Apparel	0	0	5,000	1,300
52145	Paint and Chemical	0	0	250	250
52165	Licenses and Tags	0	0	300	300
52191	Stormwater Quality	0	0	250,000	220,003
52192	Stormwater Permit	0	0	16,000	10,580
52220	Maintenance Office Machines	0	0	1,500	1,000
52225	Maintenance Computer Software	0	0	1,500	1,000
52235	Maintenance Machinery/Apparatus	0	0	3,000	1,000
52265	Maintenance Buildings/Structure	0	0	2,500	0
52405	Advertising Services	0	0	2,400	300
52415	Contracts and Special Projects	0	0	0	37,500
52426	Municipal Facility Runoff Control	0	0	120,000	100,000
52431	Consulting Services	0	0	9,000	0
52575	Services	0	16	1,000	400
52590	Temporary Employment	0	1,330	0	6,000
52615	Dues and Membership	0	0	1,300	450
52625	Meeting Expenses In-Town	0	0	1,500	500
52630	Training	0	0	8,500	8,500
52635	Employee Educational Assistance	0	0	3,400	3,400
52645	Subscriptions	0	0	500	100
52655	Travel Out-of-Town	0	0	4,000	1,500
52705	Communications	0	0	32,727	0
52706	Wireless Communication	0	0	1,815	4,815
52715	Rental Costs Cab	0	0	20,815	25,200
52725	Rental of Property	0	0	0	20,348
52735	Telephone Long Distance Calls	0	0	3,015	750
52736	Cell Phone Airtime	0	0	900	900
52738	Cell Phone Base Charges	0	0	250	1,600
52765	Lease Purchase Payments	0	0	0	25,204
52775	Minor Equipment	0	0	12,135	6,000
52874	Office Services Printing	0	0	1,100	1,100
52875	Office Services Records	0	0	1,900	1,000
Total Operating Expenses		**0**	**1,346**	**537,943**	**492,500**

Budget Detail – Stormwater Operations

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
53010	Office Machines	0	0	1,500	0
53020	Computers Networks	0	0	15,300	0
53030	Furniture and Fixtures	0	0	4,500	2,000
53070	Vehicles Replacement	0	0	22,130	0
53080	Vehicles Additions	0	0	30,200	0
53090	Buildings and Structures	0	0	10,000	0
Total Capital Outlay		**0**	**0**	**83,630**	**2,000**
	Drainage Basin Plan Studies	0	0	378,406	378,000
Total Capital Improvement Projects		**0**	**0**	**378,406**	**378,000**
Total Expenses		**0**	**1,346**	**$2,333,332**	**$2,269,742**

Stormwater Enterprise Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	55,847	1,640,440	2,475,991	1,148,819
51210	Overtime	0	121,044	35,000	2,000
51220	Seasonal Temporary	77,742	71,821	231,447	0
51230	Shift Differential	0	(31)	0	0
51240	Retirement Termination Sick	1,102	198,763	0	0
51245	Retirement Termination Vacation	1,943	131,672	0	0
51260	Vacation Buy Payout	0	3,173	0	0
51299	Salaries Reimbursements	0	(7,429)	0	0
51610	PERA	5,869	191,838	269,080	143,278
51615	Workers Compensation	125	41,714	61,238	3,262
51620	Equitable Life Insurance	159	4,839	16,371	3,968
51625	Vision Care	47	1,470	2,486	893
51640	Dental Insurance	297	11,387	18,792	5,681
51665	Cash Back	582	1,834	0	0
51670	Parking for Employees	120	1,642	0	3,440
51690	Medicare	811	18,274	33,055	17,712
51695	City EPO Medical Plan	3,508	172,871	300,683	116,124
Total Salaries and Benefits		**148,153**	**2,605,321**	**3,444,143**	**1,445,176**
52110	Office Supplies	2,018	6,883	23,468	17,605
52111	Paper Supplies	0	500	7,684	4,100
52115	Medical Supplies	0	594	1,640	750
52120	Computer Software	23,705	142,043	114,119	117,819
52122	Cell Phones Equipment/Supplies	0	286	3,300	2,000
52125	General Supplies	2,259	41,204	143,683	170,841
52131	Concrete Supplies	0	102,019	545,996	284,296
52135	Postage	35,618	183,352	115,613	197,863
52140	Wearing Apparel	0	3,818	6,312	4,706
52150	Seed and Fertilizer	0	0	0	1,500
52160	Fuel	0	0	192,501	192,254
52165	Licenses and Tags	0	0	600	500
52180	Asphaltic Material	0	0	0	80,000
52185	Aggregate Material	0	1,851	0	80,000
52190	Janitorial Supplies	0	0	0	500
52192	Stormwater Permit	0	0	0	500
52210	Maintenance Trees	0	0	0	25,000
52220	Maintenance Office Machines	0	2,325	1,500	3,500
52225	Maintenance Computer Software	0	0	6,000	2,500
52230	Maintenance Furniture/Fixtures	0	12	0	0
52235	Maintenance Machinery/Apparatus	0	2,065	30,119	27,619
52240	Maintenance Nonfleet Vehicles Equip	0	15,900	337,008	17,008
52265	Maintenance Buildings/Structure	887	759	0	0
52305	Maintenance Software	242	0	0	0
52405	Advertising Services	5,826	358	0	375
52415	Contracts and Special Projects	0	0	0	607,391
52431	Consulting Services	60,563	30,190	20,000	4,250
52435	Garbage Removal Services	0	169	0	700
52445	Janitorial Services	0	345	0	3,500
52560	Parking Services	0	0	2,400	1,250

Stormwater Enterprise Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52570	Reimbursable Services	0	0	0	1,966,298
52575	Services	5,616	604,231	171,145	207,874
52590	Temporary Employment	0	268,543	0	124,800
52615	Dues and Membership	0	137	1,606	1,456
52625	Meeting Expenses In-Town	0	96	1,854	1,906
52630	Training	60	3,873	16,600	17,500
52635	Employee Educational Assistance	0	34	4,500	11,500
52645	Subscriptions	0	42	2,200	1,775
52655	Travel Out-of-Town	1,006	1,862	6,500	6,250
52705	Communications	5,794	18,258	102,401	44,560
52706	Wireless Communication	0	3,213	3,107	2,707
52715	Rental Costs Cab	0	0	12,000	26,400
52725	Rental of Property	0	10,823	0	0
52735	Telephone Long Distance Calls	78	397	3,957	2,457
52736	Cell Phone Airtime	0	61	1,500	250
52738	Cell Phone Base Charges	0	2,430	2,000	2,000
52746	Utilities Electric	0	0	1,360	1,360
52747	Utilities Gas	0	0	2,536	2,536
52748	Utilities Sewer	0	0	1,640	1,640
52749	Utilities Water	0	0	932	932
52755	Communications Equipment	0	891	0	0
52775	Minor Equipment	0	25,287	25,290	51,566
52795	Rental of Equipment	0	12,520	0	211,023
52805	Admin Prorated Charges	0	485,712	588,310	635,559
52806	Payment in Lieu of Taxes	0	0	30,000	13,487
52872	Maintenance Fleet Vehicles Equip	0	45,877	10,271	84,836
52874	Office Services Printing	18,448	62,694	176,384	56,384
52875	Office Services Records	0	0	3,627	2,413
65075	Interest	0	128,041	112,325	67,209
65185	Principal	0	0	383,383	428,501
Total Operating Expenses		**162,120**	**2,209,696**	**3,217,371**	**5,823,507**
53020	Computers Networks	32,490	14,899	15,100	7,500
53030	Furniture and Fixtures	7,264	27,335	13,800	7,668
53050	Machinery and Apparatus	0	0	45,000	0
53070	Vehicles Replacement	0	47,306	130,350	530,650
53080	Vehicles Additions	0	298,696	1,266,500	0
Total Capital Outlay		**39,754**	**388,236**	**1,470,750**	**545,818**
Total CIP Projects		**0**	**7,500,000**	**8,092,942**	**8,000,000**
Total Expenses		**350,026**	**12,703,253**	**16,225,206**	**15,814,501**

Economic Development

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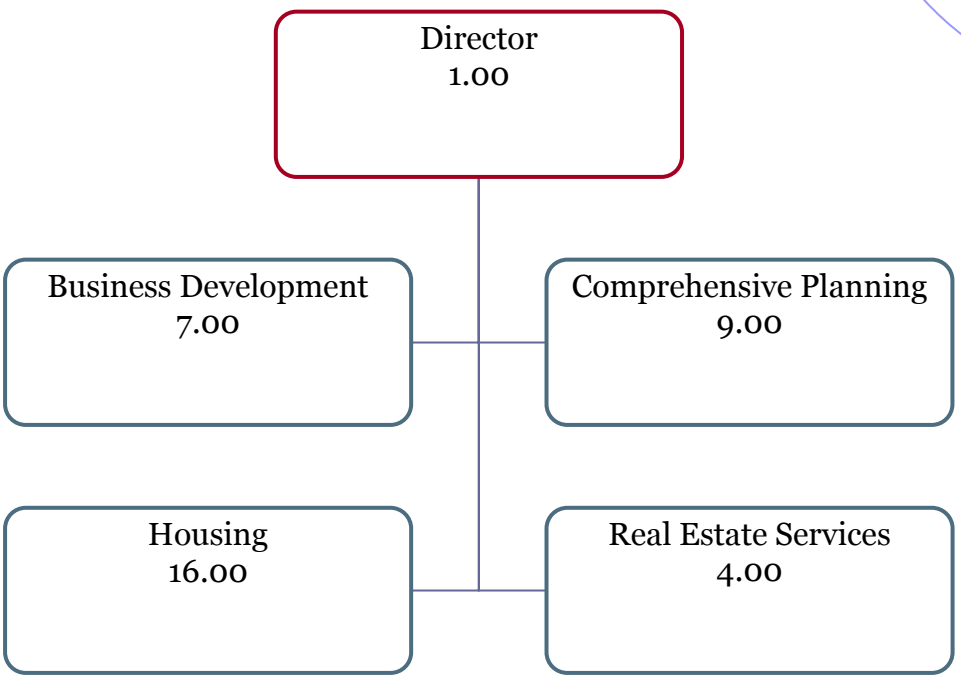


Department Summary – Economic Development

The Economic Development Department administers the business, housing, comprehensive planning, and real estate functions for the City. The integration of these functions offers an opportunity to maximize resources and increase efficiency to achieve City Council's Strategic Plan goal of Economic Vitality.

The objectives of the Department are to meet the Strategic Plan goal and strategies that support economic development efforts by:

- Attracting, retaining, and creating quality jobs to ensure a diverse economic base as well as preserve and enhance the economic base;
- Improving the quality of life for low and moderate-income citizens in the community through affordable housing development and preservation, neighborhood revitalization, human services, economic revitalization, and homeless services; and
- Developing and providing long-range land use and transportation planning objectives in order to positively guide future growth and physical development of the city while preserving and enhancing the quality of life for citizens.

One priority project for the Department is to develop economic development strategies that identify community economic development efforts, clarify the City's partnerships, and establish baselines against which the City can measure success.

All Funds Budget and Position Summary

All Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
General Fund	$ 1,585,358	$ 2,564,983	$ 2,113,768	($ 451,215)	(17.59%)
Support Services Fund	521,144	647,846	379,691	(268,155)	(41.39)
CDBG Fund	2,758,688	3,296,712	2,987,257	(309,455)	(9.39)
HOME Fund	2,310,231	1,888,281	1,852,834	(35,447)	(1.88)
HOPE III Fund	598,492	638,152	538,042	(100,110)	(15.69)
ESG Fund	112,974	112,924	112,295	(629)	(0.56)
Other Grants	N/A	N/A	255,600	255,600	N/A
Total	**$7,886,886**	**$9,148,898**	**$8,239,487**	**($1,165,011)**	**(12.73%)**

Title	2008 Budget	2009 Budget	+ / -
Total Positions	**43.00**	**37.00**	**(6.00)**

Significant Changes to the Budget

- One Administrative Technician is transferred from Housing to Business Development and eliminated in the 2009 budget. In addition, one Maintenance Crew Leader in the Housing Division is eliminated.
- Two Senior Planners and an Analyst II are transferred from Land Use Review to Comprehensive Planning.
- Four Principal Analysts and one Staff Assistant are transferred from Business Development, which previously included Budget, to Financial Services.
- The Internal Support Services Director and Administrative Technician were eliminated during the 2008 reorganization. These positions were in the 2008 Real Estate Services Budget.

Summary of Division – Business Development

This Division leads the following economic development activities:

- Develop and manage the Retail Enhancement Program which will be in its first full year in 2009. The program goals are to target geographic areas to promote infill and redevelopment, review future development near the margins of the city limits, stem sales tax leakage, increase economic activity, promote greater household spending in the local economy, and expand the quantity and variety of retail opportunities that match citizens' shopping preferences.
- Provide support to and coordinate with the Colorado Springs Urban Renewal Authority (CSURA) to encourage private investment and reinvestment which restores targeted areas with strong community benefits while strengthening the tax base of the whole city. The CSURA's objective is to facilitate development of balanced, sustainable environments where people live, work, and come together as a community.
- Provide support and funding to partner agencies such as the Economic Development Corporation (EDC), Colorado Springs Technology Incubator (CSTI), Small Business Development Center (SBDC), Procurement Technical Assistance Center (PTAC), and Cultural Office of the Pikes Peak Region (COPPeR).
- Provide liaison services through the Office of International Affairs (OIA) of the Colorado Springs International Affairs Advisory Council to coordinate international activities and programs in Colorado Springs. The OIA is a "one-stop-shop" for local companies interested in international business and trade. The OIA seeks out opportunities for businesses looking to increase their sales in international markets, encourages investments from overseas in Colorado Springs, and brings prominent officials from other countries to Colorado Springs through the International Visitors Program of the U.S. Department of State.
- Manage the Business Personal Property Tax (BPPT) Rebate program which provides a rebate, based on the El Paso County assessment, of a portion of the City taxes a primary employer pays on the market value of business equipment investments over $1 million.
- Process and coordinate the issuance of Private Activity Bonds (PAB's) which are a form of tax-exempt financing used for specific purposes that encourage private investment in creating and sustaining jobs, housing, and higher education. Bonds issued by the City under this authority are special, limited obligations of the City payable solely from the revenues of the entity on whose behalf the City has issued the bonds.
- Manage the payment-in-lieu-of taxes (PILT) economic development agreements which rebate new PILT revenue.

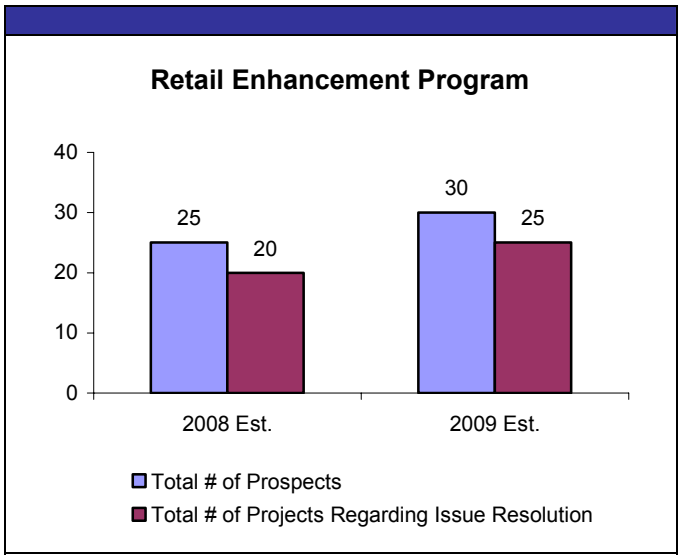
Budget and Position Summary – Business Development

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 865,356	$ 1,145,383	$ 696,736	($ 448,647)	(39.17%)
Operating	29,166	92,770	107,072	14,302	15.42
Capital Outlay	5,180	15,809	0	(15,809)	(100.00)
Total	**$899,701**	**$1,253,962**	**$803,808**	**($450,154)**	**(35.90%)**

Title	2008 Budget	2009 Budget	+ / -
Director of Economic Development	1.00	1.00	
Business Development Manager	1.00	1.00	
Principal Analyst	5.00	1.00	(4.00)
Senior Analyst	4.00	4.00	
Staff Assistant	1.00	0.00	(1.00)
Administrative Technician	1.00	1.00	
Total Positions	**13.00**	**8.00**	**(5.00)**

Performance Indicator – Business Development



- The Retail Enhancement Program (REP) is facing the challenges of weak retail sales, volatile gas prices, turmoil in the financial markets, and the resulting scaling back of expansion plans by national retailers. Despite these negative factors, retailers continue to hold a positive long-term view of Colorado Springs and remain open to expansion in our city. The projects included in the REP Project List range from small to very large. The large projects would have a significant impact on economic activity and sales tax revenue. The major issue being addressed by the REP in connection with the large projects is identifying a funding source or financing mechanism to construct the major infrastructure needs associated with these developments.

Major Objectives – Business Development

- **Facilitate the implementation and annual update of the City Strategic Plan**

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

- **Foster a pro-business environment to promote business success and expansion by working with community organizations to identify economic development strategies and partnership opportunities**

  Continue to manage existing City economic development programs, such as the Rapid Response Team process, to expedite development review and other approval processes for eligible expansion or new projects within the city. In addition, support economic development activities in targeted areas and redevelopment efforts in urban renewal areas and other strategic areas in the community.

- **Partner with appropriate agencies to provide the community with a comprehensive portfolio of core economic development services and continue to support other organizations' economic development activities, such as the Business Retention and Expansion Visitation (BREV) program, managed and coordinated by the Economic Development Corporation**

  The City Business Development Division assists existing primary employers in building government-corporate relationships and works toward resolving issues affecting the local business climate. Continue active participation as a member of the Economic Vitality Group and take appropriate actions to help at-risk primary employers remain in business in Colorado Springs. Additionally, support with funding assistance, to the extent practical, the Colorado Springs International Affairs Advisory Council's Office of International Affairs, the Colorado Springs Technology Incubator, the Cultural Office of the Pikes Peak Region, and the Small Business Development Center.

Budget Detail – Business Development

General Fund

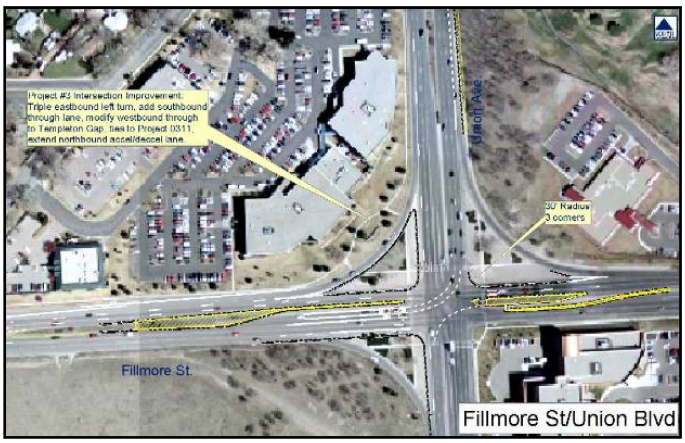
	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	517,259	677,784	937,185	588,538
51210	Overtime	966	1,771	800	510
51220	Seasonal Temporary	85,456	51,523	0	0
51240	Retirement Termination Sick	23,009	0	0	0
51245	Retirement Term Vacation	24,639	170	0	0
51260	Vacation Buy Pay Out	559	819	0	0
51299	Salaries Reimbursements	0	(5,000)	0	0
51610	PERA	71,818	78,476	116,981	76,573
51615	Workers Compensation	1,582	1,929	2,538	1,273
51620	Equitable Life Insurance	1,766	2,060	6,086	1,021
51625	Vision Care	424	477	740	264
51640	Dental Insurance	2,294	2,512	4,340	1,307
51665	Cash Back	4,755	2,958	0	0
51670	Parking For Employees	1,920	2,096	2,640	1,320
51690	Medicare	8,629	10,379	13,471	8,349
51695	City EPO Medical Plan	33,530	37,402	60,602	17,581
Total Salaries and Benefits		**778,606**	**865,356**	**1,145,383**	**696,736**
52105	Miscellaneous Operating	138	(4,210)	0	0
52110	Office Supplies	5,020	6,942	6,700	4,734
52111	Paper Supplies	45	844	2,100	2,248
52120	Computer Software	154	0	900	0
52122	Cell Phones Equip/Supplies	0	0	0	85
52125	General Supplies	15	0	0	1,137
52135	Postage	498	383	450	659
52220	Maint Office Machines	5,226	4,280	2,461	3,110
52405	Advertising Services	0	0	0	596
52431	Consulting Services	0	0	15,000	40,000
52575	Services	1,055	(9,104)	1,200	3,786
52590	Temporary Employment	0	0	350	0
52605	Car Mileage	0	0	55	380
52615	Dues And Membership	895	6,335	15,845	9,361
52625	Meeting Expenses In Town	787	629	750	1,413
52630	Training	9,935	2,625	8,085	6,840
52635	Employee Education Assist	752	697	0	0
52645	Subscriptions	293	109	15,224	15,239
52655	Travel Out Of Town	659	0	3,050	6,050
52705	Communications	11,167	10,926	12,500	0
52735	Telephone Long Dist Calls	279	190	450	587
52736	Cell Phone Airtime	0	0	0	185
52775	Minor Equipment	0	0	0	334
52874	Office Services Printing	7,743	8,312	7,500	10,132
52875	Office Services Records	153	210	150	196
Total Operating Expenses		**44,813**	**29,166**	**92,770**	**107,072**

Budget Detail – Business Development

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
53020	Computers Networks	6,789	5,180	13,115	0
53030	Furniture And Fixtures	0	0	2,694	0
Total Capital Outlay		**6,789**	**5,180**	**15,809**	**0**
Total Expenses		**830,209**	**899,701**	**1,253,962**	**803,808**

Summary of Division – Comprehensive Planning



The Comprehensive Planning Division works with citizens and elected officials to develop and provide long-range land use and transportation planning objectives in order to positively guide future growth and physical development of the city while preserving and enhancing the quality of life for citizens. The Division undertakes special projects that carry out City Council's Strategic Plan, including implementation of the Comprehensive Plan. Other responsibilities of Comprehensive Planning are to plan long and short-range transportation systems for motorized and non-motorized users with public input and in coordination with other governmental and non-governmental agencies and to prioritize transportation improvement projects for funding and implementation. This Division also evaluates and prepares recommendations on major annexations and accompanying master plans, provides neighborhood traffic mitigation/calming services, and provides technical and administrative support to the Historic Preservation Board and the Citizens' Transportation Advisory Board.

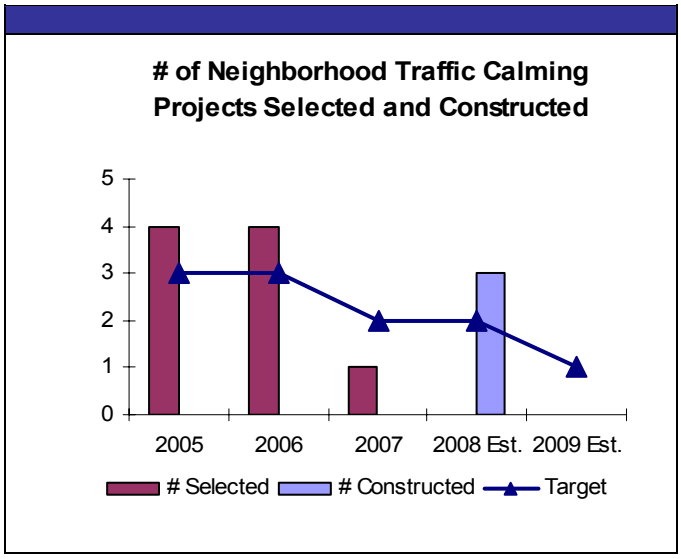
Budget and Position Summary - Comprehensive Planning

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 494,309	$ 558,744	$ 757,441	$ 198,697	35.56%
Operating	16,171	23,665	12,747	(10,918)	(46.14)
Capital Outlay	0	4,500	0	(4,500)	(100.00)
Total	**$510,480**	**$586,909**	**$770,188**	**$183,279**	**31.23%**

Title	2008 Budget	2009 Budget	+ / -
Comprehensive Planning Manager	1.00	1.00	
Senior Planner	4.00	6.00	2.00
Planner II	1.00	1.00	
Analyst II	0.00	1.00	1.00
Total Positions	**6.00**	**9.00**	**3.00**

Performance Indicator – Comprehensive Planning



- The Neighborhood Traffic Management Program addresses cut-through traffic and other traffic safety issues on neighborhood streets. Central to each project is the involvement of residents and other stakeholders to develop solutions and reach consensus on how to address their neighborhood's issues. Due to increased construction costs, budget constraints, growing project complexity and prior project commitments, staff estimates that no additional projects can be selected without additional resources. 2009 program funding has been removed from the budget.

Major Objectives – Comprehensive Planning

- **Implement, administer, and update the Comprehensive Plan**

  Perform land use analyses, prepare annual report, and review and make recommendations on annexations and major master plan amendments producing changes to the 2020 Land Use Map.

- **Develop long and short-range transportation plans that identify transportation corridor right-of-way needs and provide the basis for the transportation and traffic infrastructure improvements program**

  Implement the recommendations of the Intermodal Transportation Plan, 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. Continue to pursue federal and State funding through the Pikes Peak Area Council of Governments (PPACG) for high-priority, regionally significant transportation projects.

- **Identify areas of the city that are at risk and work with neighborhoods to promote and support conservation, redevelopment, and economic revitalization of those areas**

  Update the Comprehensive Plan Land Use Map to identify all Mature/Redevelopment Areas. Develop revitalization plans for high priority areas in cooperation with stakeholders and actively support redevelopment and revitalization efforts. Conserve neighborhoods and cultural resources through historic preservation programs and other means.

QUALITY OF LIFE

- **Promote innovative forms of development, including mixed-use, traditional neighborhood development, and planned unit development.**

  Refine the current mixed-use, traditional neighborhood development (TND) and planned unit development (PUD) zones as appropriate to improve their applicability and ease of use. Promote the use of these zone types as well as the use of a design-based code for development in the Downtown core and other suitable areas. Monitor and encourage the use of sustainable development approaches such as Leadership in Engineering and Environmental Design (LEED) design and construction.

Budget Detail – Comprehensive Planning

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	351,214	352,423	436,652	391,639
51220	Seasonal Temporary	13,554	14,675	15,212	0
51240	Retirement Termination Sick	0	22,256	0	0
51245	Retirement Term Vacation	1,496	25,288	0	0
51260	Vacation Buy Pay Out	944	1,337	0	0
51290	Budget Transfers In Organization	0	0	0	272,689
51610	PERA	37,665	42,026	56,457	53,622
51615	Workers Compensation	807	917	1,537	6,789
51620	Equitable Life Insurance	1,075	1,092	2,053	1,096
51625	Vision Care	308	291	365	300
51640	Dental Insurance	2,044	1,826	2,279	2,129
51665	Cash Back	136	0	0	0
51670	Parking For Employees	485	700	1,200	1,440
51690	Medicare	1,975	1,904	6,332	5,584
51695	City EPO Medical Plan	32,626	29,575	36,657	22,154
Total Salaries and Benefits		**444,329**	**494,309**	**558,744**	**757,441**
52110	Office Supplies	1,765	1,069	2,000	1,900
52111	Paper Supplies	427	360	500	650
52120	Computer Software	251	154	0	0
52125	General Supplies	22	359	1,200	650
52135	Postage	774	688	1,500	800
52220	Maint Office Machines	854	1,100	1,500	317
52405	Advertising Services	0	700	0	0
52575	Services	125	0	2,200	372
52615	Dues And Membership	1,480	1,643	1,643	1,417
52625	Meeting Expenses In Town	60	60	0	241
52630	Training	925	2,974	2,900	2,944
52635	Employee Education Assist	0	0	1,500	0
52645	Subscriptions	853	513	628	0
52655	Travel Out Of Town	15	555	1,500	0
52705	Communications	4,243	4,099	4,243	0
52735	Telephone Long Dist Calls	174	80	320	216
52775	Minor Equipment	0	212	0	1,850
52795	Rental Of Equipment	0	0	0	300
52874	Office Services Printing	1,482	913	1,500	450
52875	Office Services Records	475	518	531	640
65356	Retirement Awards	0	175	0	0
Total Operating Expenses		**13,925**	**16,171**	**23,665**	**12,747**
53020	Computers Networks	1,253	0	4,500	0
Total Capital Outlay		**1,253**	**0**	**4,500**	**0**
Total Expenses		**459,507**	**510,480**	**586,909**	**770,188**

Summary of Division – Housing

The Housing Division provides oversight and administration of federal grant funds and local funding that improves the quality of life for low and moderate-income citizens in the community through affordable housing development and preservation, neighborhood revitalization, human services, economic revitalization, and homeless services.

These are "before" and "after" pictures of a property that was purchased and replatted into two separate lots. The two structures were donated as a bequest for the Monument Valley Park project and moved to the lots. The structures have been rehabilitated and construction is completed. The two houses have been sold to first-time homebuyers who meet the federal income qualification guidelines.

Budget and Position Summary – Housing

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$108,607	$ 111,298	$ 25,714	($ 85,584)	(76.90%)
Operating	66,570	610,814	514,058	(96,756)	(15.84)
Capital Outlay	0	2,000	0	(2,000)	(100.00)
Total	**$175,177**	**$724,112**	**$539,772**	**($184,340)**	**(25.46%)**

Title	2008 Budget	2009 Budget	+ / -
Analyst	1.00	1.00	
Administrative Technician	1.00	0.00	(1.00)
Total Positions	**2.00**	**1.00**	**(1.00)**

Budget and Position Summary – Housing

CDBG Grant Fund

Sources of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
CDBG Entitlement	$ 2,749,781	$ 2,606,279	$ 2,511,257	($ 95,022)	(3.65%)
CDBG Prior Years Prog.Income	200,000	0	0	0	0.00
CDBG Prior Years Reprogrammed Funds	100,000	100,000	100,000	0	0.00
CDBG Estimated Prog. Income	370,000	591,546	426,000	(165,546)	(27.99)
TOTAL	**$3,419,781**	**$3,297,825**	**$3,037,257**	**($260,568)**	**(7.90%)**
Uses of Funds					
Admin. & Salary/Benefits	$ 1,360,595	$ 1,693,634	$ 1,615,637	($ 77,997)	(4.61%)
Planning Activities	23,116	28,215	28,215	0	0.00
Economic Development	0	0	0	0	0.00
Capital Improvements	497,145	590,431	490,521	(99,910)	(16.92)
Housing Rehab/Affordable Housing	480,747	541,432	430,000	(111,432)	(20.58)
Human Service Contracts (Federal and City)	397,085	418,000	403,572	(14,428)	(3.45)
Contingency	0	25,000	19,312	(5,688)	(22.75)
Public Facilities	0	0	0	0	0.00
TOTAL	**$2,758,688**	**$3,296,712**	**$2,987,257**	**($309,455)**	**(9.39%)**

HOME Grant Fund

Sources of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
HOME Entitlement	$ 1,591,480	$ 1,552,912	$ 1,537,384	($ 15,528)	(1.00%)
ADDI Homeownership Prog.	38,210	15,450	15,450	0	0.00
HOME Prior Years Prog. Income	8,115	0	0	0	0.00
HOME Prior Years Reprogrammed Funds	130,718	0	0	0	0.00
HOME Estimated Prog. Income	541,709	319,919	300,000	(19,919)	(6.23)
TOTAL	**$2,310,232**	**$1,888,281**	**$1,852,834**	**($35,447)**	**(1.88%)**
Uses of Funds					
Admin. & Salary/Benefits	$ 168,377	$ 172,596	$ 179,793	$ 7,197	4.17%
Housing Rehab/Affordable Housing	1,591,558	1,070,258	1,027,614	(42,644)	(3.98)
Tenant-Based Rental Assistance	274,026	322,500	322,500	0	0.00
PHA Second Deed of Trust	95,000	15,450	15,450	0	0.00
CHDO Administration	79,000	76,869	76,869	0	0.00
CHDO Housing Development	102,270	230,608	230,608	0	0.00
TOTAL	**$ 2,310,231**	**$1,888,281**	**$1,852,834**	**($35,447)**	**(1.88%)**

Budget and Position Summary – Housing

HOPE III Grant Fund

Sources of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Revenue	$ 598,492	$ 638,152	$ 538,042	($ 100,110)	(15.69%)
TOTAL	**$598,492**	**$638,152**	**$538,042**	**($100,110)**	**(15.69%)**
Uses of Funds					
Acquisition/Rehab/Resale	$ 598,492	$ 638,152	$ 538,042	($ 100,110)	(15.69%)
TOTAL	**$598,492**	**$638,152**	**$538,042**	**($100,110)**	**(15.69%)**

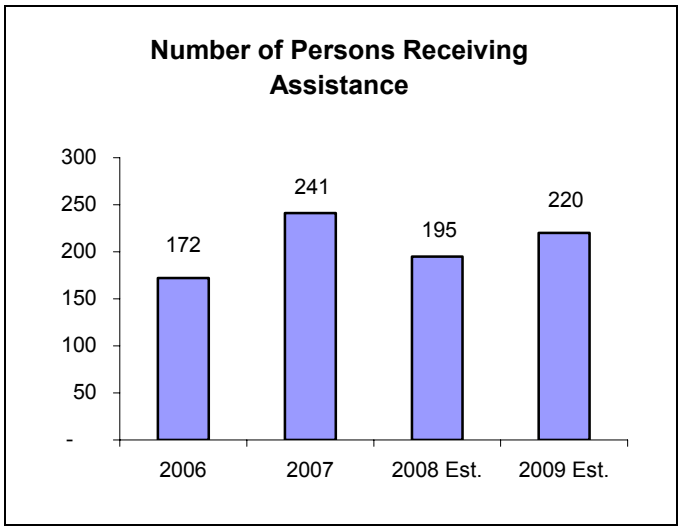
ESG Grant Fund

Sources of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
ESG Entitlement	$ 112,974	$ 112,924	$ 112,295	($ 629)	(0.56%)
Carryover ESG Funds	0	0	0	0	0.00
TOTAL	**$112,974**	**$112,924**	**$112,295**	**($629)**	**(0.56%)**
ESG Uses of Funds					
Salvation Army	$ 74,250	$ 99,000	$ 99,000	$ 0	0.00%
Urban Peak	13,974	13,924	13,295	(629)	(4.52)
Carryover	24,749	0	0	0	0.00
TOTAL	**$112,973**	**$112,924**	**$112,295**	**($629)**	**(0.56%)**

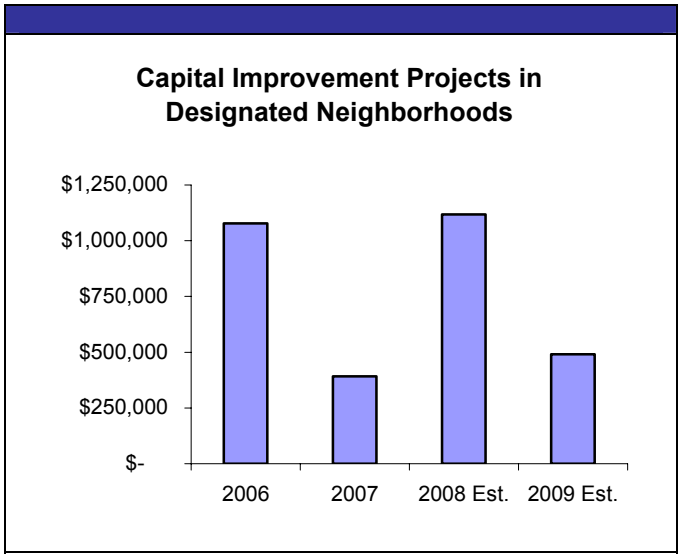
All Grant Funds

Title	2008 Budget	2009 Budget	+ / -
Housing Manager	1.00	1.00	
Analyst	4.00	4.00	
Redevelopment Specialist	4.00	4.00	
CDBG Specialist	2.00	2.00	
Maintenance Crew Leader	1.00	0.00	(1.00)
Administrative Technician	1.00	1.00	
Office Specialist	2.00	2.00	
Office Assistant	1.00	1.00	
Total Positions	**16.00**	**15.00**	**(1.00)**

Performance Indicators – Housing



- This graph details the number of persons receiving assistance to access and maintain affordable housing through various programs (down-payment assistance, rental subsidies, rental deposits and eviction prevention assistance).



- This graph details the amount of dollars expended for capital improvement projects in designated neighborhood strategy areas. This funding provides for infrastructure improvements such as sidewalk, curb and gutter, some minor drainage issues, and other safety issues. Although federal funding fluctuates, the complexity and administrative requirements for capital improvements does not change.

Major Objectives – Housing

- **Participate in the redevelopment of the mature commercial districts and redevelopment corridors**

  Provide technical assistance and funding where applicable in the above-mentioned areas to improve the identified commercial districts and redevelopment corridors.

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

  Continue concentrating efforts on affordable housing development and preservations through collaborations with both public and private partners. In addition, the housing rehabilitation program which provides an avenue to preserve affordable housing and improve housing conditions for low and moderate-income persons increases the quality of life for the residents of this community.

- **Provide funding for human service activities which address emergency services, youth services, and activities that promote self-sufficiency**

  Funding is provided from the General Fund as well as the federal block grant budget to fund programs and activities in the community that fall within the three categories listed above. The City contracts with Pikes Peak United Way to administer this process for the City. This allows the City to utilize the cadre of volunteers available to the community and provides a more cohesive process for the allocation of not only City and federal funds but also the community fund for services that United Way administers. This process alleviates a duplication of effort in the community and provides a common grant process for service providers.

Budget Detail – Housing

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	165,161	124,462	125,676	77,135
51240	Retirement Termination Sick	21,218	0	0	0
51245	Retirement Term Vacation	25,037	0	0	0
51299	Salaries Reimbursements	(103,039)	(45,822)	(47,427)	(71,339)
51610	PERA	19,566	13,248	16,606	10,347
51615	Workers Compensation	442	274	360	171
51620	Equitable Life Insurance	513	388	384	232
51625	Vision Care	155	121	120	60
51640	Dental Insurance	1,036	844	840	420
51655	Retired Employee Medical Ins	640	1,097	0	0
51690	Medicare	1,714	1,755	1,823	1,124
51695	City EPO Medical Plan	15,165	12,242	12,916	7,565
Total Salaries and Benefits		**147,609**	**108,607**	**111,298**	**25,714**
52105	Miscellaneous Operating	434	1,490	0	0
52110	Office Supplies	162	(305)	600	0
52111	Paper Supplies	153	(106)	290	0
52122	Cell Phones Equip/ Supplies	40	0	170	85
52125	General Supplies	363	0	1,000	500
52135	Postage	18	0	500	0
52220	Maintenance Office Machines	1,051	0	200	200
52405	Advertising Services	0	0	596	0
52431	Consulting Services	37,837	62,500	45,150	0
52440	Human Services	0	0	419,548	409,548
52575	Services	364	117	2,506	0
52605	Car Mileage	178	424	700	350
52615	Dues And Membership	620	25	462	0
52625	Meeting Expenses In Town	138	87	1,000	0
52635	Employee Education Assist	20	25	417	0
52645	Subscriptions	0	0	15	0
52655	Travel Out Of Town	132	88	1,000	1,000
52705	Communications	1,767	1,982	1,985	0
52735	Telephone Long Dist Calls	31	0	300	0
52736	Cell Phone Airtime	480	199	560	375
52738	Cell Phone Base Charges	347	361	0	0
52775	Minor Equipment	414	(564)	334	0
52874	Office Services Printing	733	246	764	0
52875	Office Services Records	0	0	100	0
65343	Housing Authority Staff	0	0	132,617	102,000
Total Operating Expenses		**45,281**	**66,570**	**610,814**	**514,058**
53020	Computers Networks	1,800	0	2,000	0
Total Capital Outlay		**1,800**	**0**	**2,000**	**0**
Total Expenses		**194,691**	**175,177**	**724,112**	**539,772**

CDBG Grant Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	925,108	885,257	1,189,411	1,094,573
51210	Overtime	3,672	2,365	0	0
51230	Shift Differential	2	0	0	0
51240	Retirement/Termination Sick	0	0	0	0
51245	Retirement/Term Vacation	0	1,651	0	0
51260	Vacation Buy	3,637	4,485	0	0
51299	Salaries Reimbursements	91,884	136,443	113,000	113,000
51610	PERA	102,410	91,065	141,322	141,322
51615	Worker's Compensation	4,355	4,194	5,779	5,779
51620	Equitable Life Insurance	2,740	2,555	7,443	7,443
51625	Vision Care	912	818	1,045	1,045
51640	Dental Insurance	6,565	5,880	7,735	7,735
51655	Retired Employee Medical Ins	4,296	3,382	5,000	5,000
51665	Cash Back	63	75	0	0
51670	Parking For Employees	1,440	40	0	0
51690	Medicare	8,043	7,497	17,246	17,246
51695	City EPO Medical Plan	96,774	83,711	108,202	108,202
	Total Salaries and Benefits	**1,251,898**	**1,229,418**	**1,596,183**	**1,501,345**
52105	Visa Card Purchases	135	0	0	0
52110	Office Supplies	1,845	1,963	2,200	2,000
52111	Paper Supplies	292	300	600	600
52115	Medical Supplies	0	0	50	50
52120	Software-Micro/Word Process	0	1,500	1,020	1,020
52122	Cell Phone Equipment & Supply	24	893	0	0
52125	General Supplies	1,346	1,205	1,500	1,500
52135	Postage	2,175	2,799	3,000	3,000
52170	Special, Photography, Etc	70	732	500	500
52190	Janitorial Supplies	0	6	200	200
52220	Maintenance-Office Machines	265	95	210	210
52225	Maintenance-Micros/Word Processor	0	174	510	510
52235	Maintenance-Machinery	0	0	100	100
52265	Maintenance-Buildings & Structure	11,041	53,225	20,000	20,000
52405	Advertising Services	1,367	1,565	2,000	2,000
52435	Garbage Removal Svc	445	771	450	900
52455	Lawn Maintenance	3,390	2,589	3,600	3,600
52575	Services	14,881	11,853	10,264	12,000
52575	Admin Services	0	0	0	13,903
52605	Car Mileage	64	583	400	400
52615	Dues & Membership	2,345	2,345	2,345	2,345
52625	Meeting Expenses In Town	(75)	159	200	200
52645	Subscriptions	86	124	156	156
52655	Out Of Town Travel	44	0	0	0
52705	Communications	21,514	16,892	20,640	20,640
52735	Telephone-Long Dist Calls	569	371	1,050	1,050
52736	Cell Airtime	1,340	2,180	1,340	0
52738	Cell Base	0	0	0	2,292
52765	Lease/Purchase Payments	8,576	4,957	8,891	8,891
52775	Minor Equipment	0	545	400	400
52795	Rental Of Equipment	4,811	4,840	4,740	4,740
52872	Maintenance-Fleet Vehicles/Equip	2,465	4,448	4,360	4,360
52874	Office Services Printing	954	2,229	5,125	5,125

CDBG Grant Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52875	Office Services Records	1,143	1,834	1,600	1,600
65017	Cost Of Allocation	87,726	0	0	0
65414	Homeward Pikes Peak	0	10,000	0	0
71965	Bridge Repairs	0	0	0	0
71980	Mesa Springs Resid Sidewalk	78,754	92,859	0	0
71985	Ivywild Public Improvements	216	0	0	0
72000	Resident Single Family Rhab	78,125	318,905	0	0
72005	Resident Single Family Rhab	21,974	37,409	0	0
72006	CDBG Mill Street	0	125	0	0
72010	Resident Single Family Rehab	1,166	0	0	0
72015	Resident Single Family Rehab	32,701	38	0	0
72016	Resident Single Family Rehab	8,195	0	0	0
72020	Resident Single Family Rehab	0	0	0	0
72025	Resident Single Family Rehab	1,019	-490	0	0
72030	Resident Single Family Rehab	0	0	0	0
72035	Resident Single Family Rehab	138,466	83,488	0	0
72040	Resident Single Family Rehab	1,615	0	0	0
72045	Resident Single Family Rehab	28,714	2,213	0	0
72055	Resident Single Family Rehab	50,048	28,059	0	0
72060	ADA Curb Ramp	63,585	109,874	0	0
72065	Resident Single Family Rehab	0	0	300,000	200,000
72140	Affordable Housing Develop	130,000	20,000	241,432	230,000
73122	Human Services	0	0	418,000	403,572
72205	Pikes Peak Education Fndtn	0	4,000	0	0
72206	Human Svc Boys & Girls Club	0	0	0	0
72206	Human Svc-Boys & Girls Club	3,000	6,000	0	0
72208	Human Svc-Pikes Peak Prtnr	4,000	5,300	0	0
72209	Human Svc-Salvation Army	4,000	0	0	0
72210	Human Svc-Care/Share	25,000	0	0	0
72211	Human Svc-Spec Kids & Familie	30,000	38,248	0	0
72212	Human Svc-Women Rsrc Agcy	11,250	7,488	0	0
72214	Human Svc- Partner In Housing	0	0	0	0
72215	Human Svc-Casa	16,650	31,609	0	0
72220	Human Svc-Cath Comm	15,207	0	0	0
72221	Human Svc-Big Bro/Sisters	12,100	11,035	0	0
72223	Human Svc-Boy Scouts	3,000	4,000	0	0
72225	Human Svc-Cc Nursery	47,500	45,000	0	0
72230	Human Svc-Child Adv	18,000	27,800	0	0
72240	Human Svc- Tessa	36,999	5,952	0	0
72241	Human Svc- Harbor House	0	0	0	0
72242	Human Svc-Cereb Palsy Asssoc	6,918	15,000	0	0
72245	Human Svc- 8th St Alano, Inc	0	0	0	0
72250	Human Svc-Centro De La Fam	4,000	7,000	0	0
72255	Human Svc-Co Legal Svc	0	8,500	0	0
72256	Human Svc-Hsng Auth Gcnp	51,646	51,646	0	0
72265	Human Svc-Pp Comm Action	0	11,070	0	0
72280	Human Svc- Comm& Snr Centrs	75,000	75,000	0	0
72290	Human Svc-Lulac Ntl Ed Svctr	7,560	6,532	0	0
72296	Human Svc- Hmis	0	0	0	0
72310	Human Svc-Ecum Social Minst	0	4,000	0	0
72425	Citizen Participation	915	586	3,530	3,530
72434	Planning	848	1,844	2,800	2,800

Budget Detail – Housing

CDBG Grant Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
72435	Planning	1,764	1,939	3,000	3,000
72438	Planning-Mill St Neighborhood	998	1,652	1,470	1,470
72439	Planning- Knob Hill	972	0	2,800	2,800
72440	Planning	8,377	7,821	8,565	8,565
72445	Planning	6,000	0	0	0
72455	Planning	0	0	3,250	3,250
72460	Planning	0	0	2,800	2,800
73015	Westside Resident Sidewalks	206,065	118,858	0	0
73020	Knob Hill Resident Sidewalk	0	0	0	0
73030	Adams Neighborhood Improvement	68,884	102,058	0	0
73031	Mill Street Improvements	289,558	72,507	0	0
73032	CIP Engineering Program Cost	0	0	0	0
73050	Contingency	0	0	25,000	19,312
73123	Pikes Peak Family Conn Inc.	30,734	25,281	0	0
73124	Human Svcs	7,950	6,624	0	0
73125	Knobhill Improvements	0	989	0	0
	Total Operating Expenses	**1,768,312**	**1,529,270**	**1,110,098**	**995,391**
	Total Capital Outlay	**0**	**0**	**0**	**0**
	Capital Improvements	0	0	590,431	490,521
	Total Capital Improvement Projects	**0**	**0**	**590,431**	**490,521**
	Total Organization	**3,020,210**	**2,758,688**	**3,296,712**	**2,987,257**

HOME Grant Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	0	0	35,000	0
51299	TBRA Staff Support	129,291	130,000	95,000	130,000
	Total Salaries and Benefits	**129,291**	**130,000**	**130,000**	**130,000**
52110	Office Supplies	2,244	1,729	2,500	2,500
52111	Paper Supplies	178	439	600	600
52120	Micros- Software	1,208	1,533	2,500	2,500
52122	Cell Phone Equp & Supplies	0	0	50	50
52140	Wearing Apparel	0	0	150	150
52175	Signs	137	0	400	400
52405	Advertising	101	0	1,000	1,000
52435	Garbage Removal Services	0	322	0	0
52445	Janitorial Services	4,920	11,142	5,330	10,560
52590	Temporary Employment	0	0	0	0
52605	Car Mileage	3,879	2,845	4,791	4,791
52625	In Town Mtg. Expenses	319	439	550	550
52630	Training	4,427	4,498	4,500	4,500
52645	Subscriptions	193	203	400	400
52655	Travel Out Of Town	2,036	507	4,375	4,375
52725	Rental Of Property	1,188	2,426	2,376	2,376
52743	Utilities- Street Lights	25	0	0	0
52746	Utilities- Electric	3,073	3,426	4,876	5,586
52747	Utilities-Gas	2,012	2,608	2,900	3,483
52748	Utilities-Sewer	885	1,164	1,000	1,223
52749	Utilities-Water	889	1,146	1,000	1,451
52775	Minor Equipment	384	479	798	798
52795	Rental Of Equipment	2,061	1,735	2,500	2,500
52874	Office Services- Printing	465	1,736	0	0
72040	Acquisition-Rehab-Resale	50,243	0	0	0
72070	Residential Rehab - Hillside	120,015	26,846	0	0
72080	Residential Rehab - Knobhill	10,267	35,886	0	0
72085	Residential Rhab-Mesa Sprgs	42,381	6,689	0	0
72090	Residential Rehab - Non Nsa	272,591	435,775	0	0
72091	Residential Rehab- Mill St	0	10,945	0	0
72095	Residential Rehabilitation	0	0	520,075	477,431
72105	Residential Rehab - Westside	270,652	61,696	0	0
72115	Tenant Based Rental Assist	322,500	274,026	322,500	322,500
72120	Down-Payment Assistance	40,000	95,000	15,450	15,450
72125	CHDO	224,250	102,270	230,608	230,608
72130	CHDO Administration	79,000	79,000	76,869	76,869
72135	Affordable Housing Assist	423,777	1,005,587	550,183	550,183
72315	New Construction	100,000	0	0	0
73090	Barrier Removal	17,975	8,134	0	0
	Total Operating Expenses	**2,004,274**	**2,180,231**	**1,758,281**	**1,722,834**
	Total Capital Outlay	**0**	**0**	**0**	**0**
	Total Organization	**2,133,566**	**2,310,231**	**1,888,281**	**1,852,834**

Budget Detail – Housing

HOPE REUSE III Grant Fund

Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Acquisition/Rehab/Resale	338,152	598,492	638,152	538,042
Total Operating Expenses	**338,152**	**598,492**	**638,152**	**538,042**
Total Organization	**338,152**	**598,492**	**638,152**	**538,042**

ESG Grant Fund

Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Salvation Army	74,249	74,250	99,000	99,000
Urban Peak	0	13,974	13,924	13,295
Carryover	38,275	24,749	0	0
Total Operating Expenses	**112,524**	**112,972**	**112,924**	**112,295**
Total Organization	**112,524**	**112,973**	**112,924**	**112,295**

Summary of Division – Real Estate Services

Real Estate Services (RES) is responsible for centralizing the real estate functions of the City of Colorado Springs, Colorado Springs Utilities, and the Memorial Health System. Services offered include technical support and oversight of the acquisition of land, easements, and rights-of-way including relocation services and disposition of real property interests. RES also facilitates easement vacations and encroachments, title research, and lease assistance. In addition, RES assists its customers with title and document research and functions as the custodian for the real estate files and the real estate database.

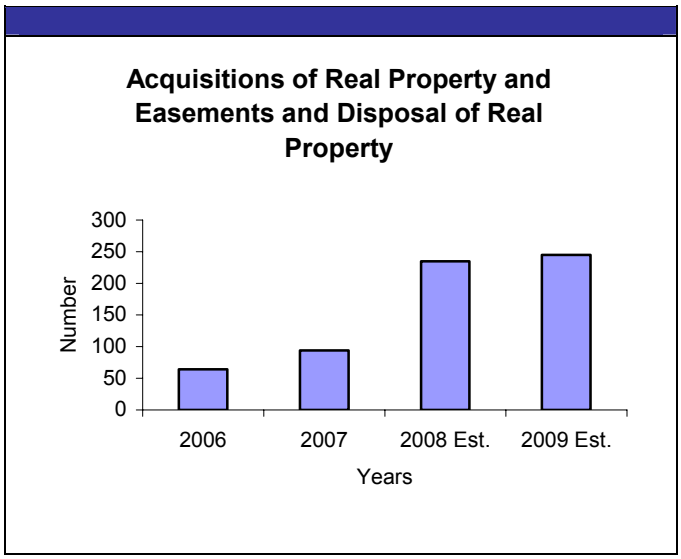
Budget and Position Summary – Real Estate Services

Support Services Fund

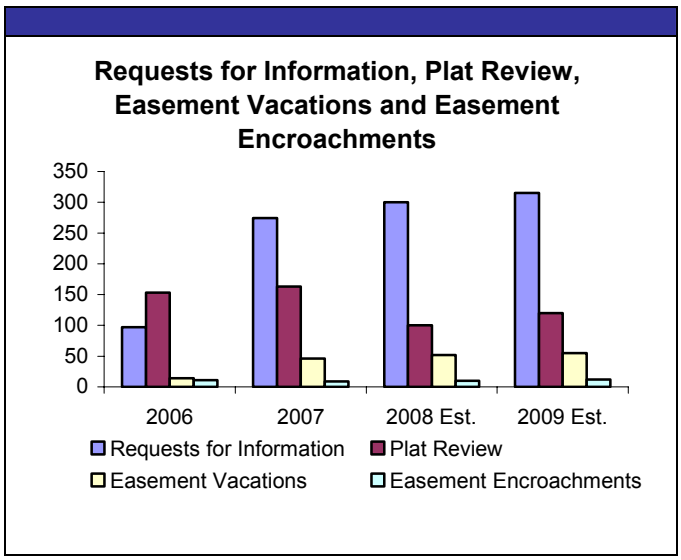
Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$416,588	$547,811	$304,078	($243,733)	(44.49%)
Operating	94,299	99,735	75,613	(24,122)	(24.19)
Capital Outlay	10,257	300	0	(300)	(100.00)
Total	$521,144	$647,846	$379,691	($268,155)	(41.39%)

Title	2008 Budget	2009 Budget	+ / -
Internal Services Director	1.00	0.00	(1.00)
Real Estate Manager	1.00	1.00	
Real Estate Specialist II	1.00	1.00	
Administrative Technician	2.00	1.00	(1.00)
Senior Office Specialist	1.00	1.00	
Total Positions	**6.00**	**4.00**	**(2.00)**

Performance Indicators – Real Estate Services



- Real Estate Services (RES) assists the City, Colorado Springs Utilities, and Memorial Health System with major projects such as the acquisition of real property and easements and disposal of real property. RES also plays a role in the acquisition of rights-of-way and in major impact projects such as the Southern Delivery System and the Woodmen Road upgrade.



- RES facilitates the processing of easement encroachments, easement vacations, and requests for information for the City enterprises, General City, and the public. RES also provides review of plat dedications in connection with Land Use Review.

Major Objectives – Real Estate Services

- **Organize and maintain all Real Estate files**

  Maintain land records for the City, Colorado Springs Utilities, and Memorial Health System. There are over 16,800 files currently archived in the RES database.

- **Assist the City of Colorado Springs, Colorado Springs Utilities, and Memorial Health System with real property and easement acquisitions and disposals**

  Conduct acquisitions and disposals of real property interests, including easements, encroachments, licenses, and leases. Oversee acquisition consultants and assist other divisions in comprehensive research of land records. RES is the custodian of all City's real property assets documents.

Budget Detail – Real Estate Services

Support Services Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	144,079	312,297	410,884	237,130
51220	Seasonal Temporary	15,946	(2,266)	34,029	0
51240	Retirement Termination Sick	719	32,810	0	0
51245	Retirement Term Vacation	(1,917)	14,181	0	0
51260	Vacation Buy Pay Out	1,341	2,993	0	0
51299	Salaries Reimbursements	0	(16,360)	0	0
51610	PERA	16,470	34,054	51,535	30,232
51615	Workers Compensation	356	698	1,683	600
51620	Equitable Life Insurance	482	979	1,285	950
51625	Vision Care	137	297	360	252
51640	Dental Insurance	1,247	2,065	2,520	1,680
51655	Retired Employee Medical Ins	5,484	4,296	4,500	4,388
51665	Cash Back	48	0	0	0
51670	Parking For Employees	890	1,442	1,440	960
51690	Medicare	2,276	4,086	6,187	3,712
51695	City EPO Medical Plan	13,783	25,017	33,388	24,174
Total Salaries and Benefits		**201,341**	**416,588**	**547,811**	**304,078**
52105	Miscellaneous Operating	0	(316)	0	0
52110	Office Supplies	593	1,117	1,450	1,000
52111	Paper Supplies	0	672	750	450
52120	Computer Software	0	0	287	0
52125	General Supplies	44	665	850	660
52135	Postage	406	433	350	300
52220	Maintenance Office Machines	396	39	450	145
52405	Advertising Services	(436)	0	0	0
52575	Services	4,350	895	927	750
52590	Temporary Employment	0	8,056	0	0
52605	Car Mileage	0	0	400	300
52615	Dues And Membership	0	25	600	0
52625	Meeting Expenses In Town	0	68	300	0
52630	Training	300	745	1,600	600
52645	Subscriptions	0	0	130	0
52655	Travel Out Of Town	0	0	3,352	0
52705	Communications	4,469	5,512	7,131	4,915
52735	Telephone Long Dist Calls	176	108	250	150
52736	Cell Phone Airtime	0	(152)	300	0
52738	Cell Phone Base Charges	0	296	700	0
52775	Minor Equipment	0	515	2,020	3,800
52795	Rental Of Equipment	1,948	2,555	4,384	6,000
52805	Admin Prorated Charges	70,426	71,292	70,404	54,639
52872	Maintenance Fleet Vehicles Eqiup	420	838	1,000	0
52874	Office Services Printing	0	935	2,100	1,904
Total Operating Expenses		**83,090**	**94,299**	**99,735**	**75,613**
53010	Office Machines	3,831	0	0	0
53020	Computers Networks	0	10,257	0	0
53030	Furniture And Fixtures	0	0	300	0
Total Capital Outlay		**3,831**	**10,257**	**300**	**0**
Total Expenses		**288,262**	**521,144**	**647,846**	**379,691**

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Public Communications

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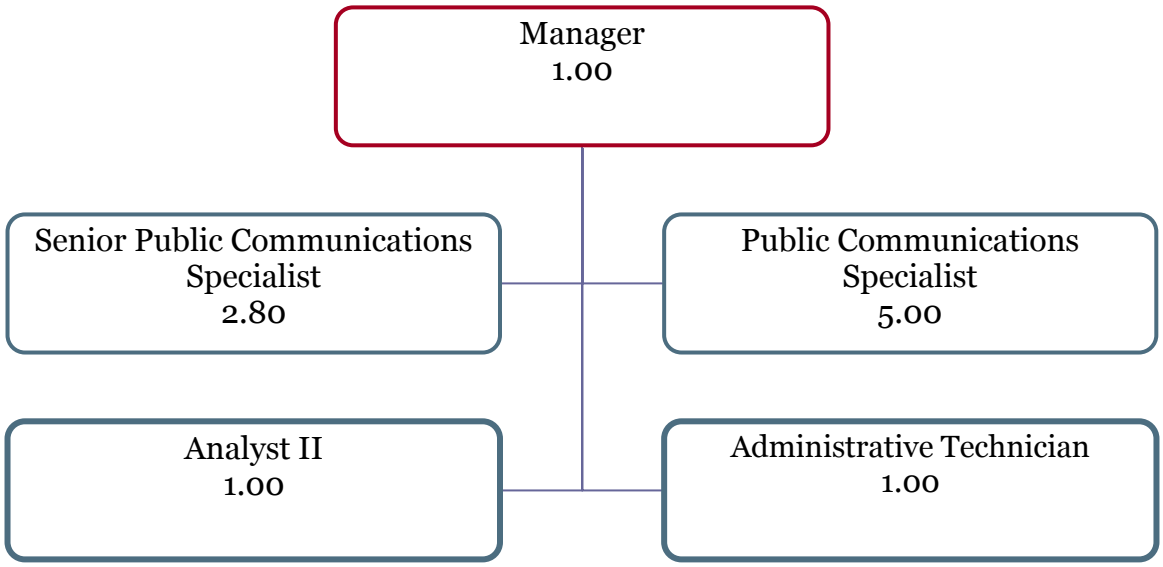


Summary of Division

The Public Communications Division provides services and programs that link the citizens of Colorado Springs and City employees in collaborative problem solving related to strategic issues, which includes public process meetings, public input, and civic engagement efforts. Specific activities include development and delivery of public information including Colorado Open Records Act (CORA) requests and SpringsTV programming; educational and informational programming targeted to public interest including Streamside Overlay, Stormwater Enterprise, Crisis Communications Network training, and PPRTA progress; public safety support, intra- and internet content development, and community relations.

Public Communications is responsible for citizen inquiries and the complaint system, as well as government affairs which tracks legislative items of importance to the City. The Division strives to encourage citizen understanding and involvement through outreach programs and participates in the strategic management of public education and the communication of City Council's goals and strategies, including expanded civic engagement.

All Funds Budget and Position Summary

All Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
General Fund	$ 634,864	$ 671,451	$ 623,904	($47,547)	(7.08%)
Cable Franchise Grant	311,633	318,600	318,600	0	0
Total	**$946,497**	**$990,051**	**$942,504**	**($47,547)**	**(4.80%)**

Title	2008 Budget	2009 Budget	+ / -
Total – All Funds	**11.80**	**10.80**	**(1.00)**

Significant Changes to the Budget

- One Public Communications Specialist and one Video Specialist position are eliminated to reduce ongoing expenditures.
- One Analyst II position is added to support the Citizen Action Center.
- Responsibility for intergovernmental affairs is transferred from the City Manager's Office to the Public Communications Division.
- The Citizens' Academy will be held every other year as a result of reducing ongoing expenditures.

Budget and Position Summary

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 575,538	$ 588,266	$ 540,781	($ 47,485)	(8.07%)
Operating	57,451	81,250	82,373	1,123	1.38
Capital Outlay	1,874	1,935	750	(1,185)	(61.24)
Total	**$634,864**	**$671,451**	**$623,904**	**($47,547)**	**(7.08%)**

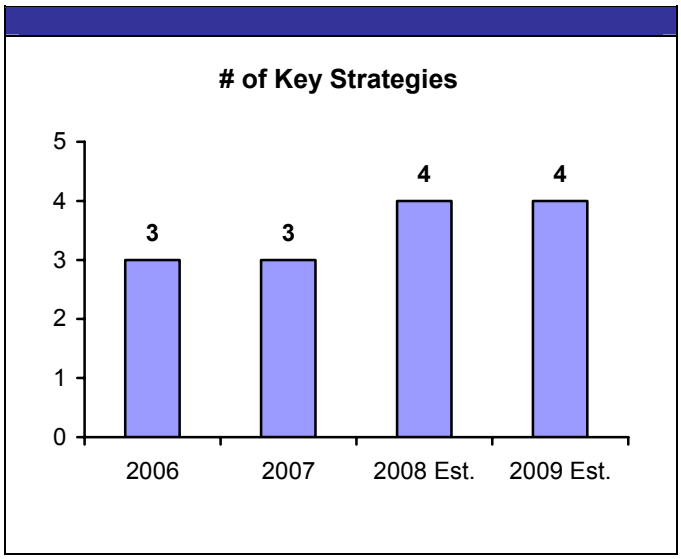
Title	2008 Budget	2009 Budget	+ / -
Public Communications Manager	1.00	1.00	
Senior Public Communications Specialist	2.80	2.80	
Public Communications Specialist I/II	2.00	0.50	(1.50)
Analyst II	0.00	1.00	1.00
Administrative Technician	1.00	1.00	
Total Positions	**6.80**	**6.30**	**(0.50)**

Grant Fund – Cable Franchise Grant

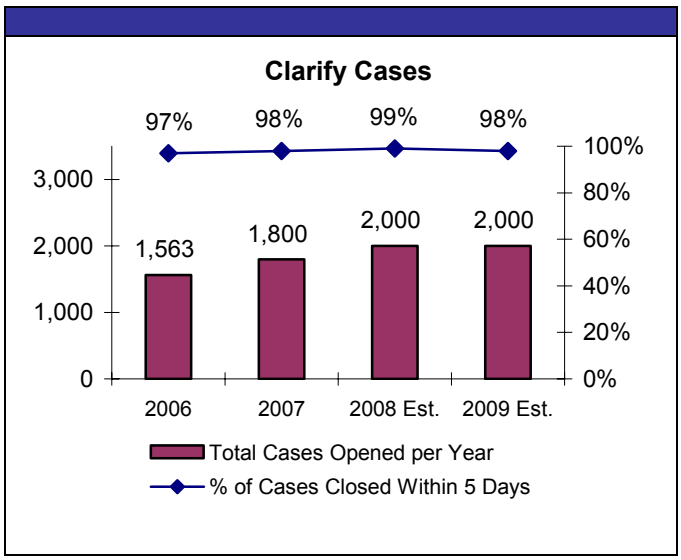
Title	2008 Budget	2009 Budget	+ / -
Public Communications Specialist I/II	4.00	4.50	0.50
Video Specialist	1.00	0.00	(1.00)
Total Positions	**5.00**	**4.50**	**(0.50)**

The Cable Franchise Grant Fund is listed in the All Funds Summary.

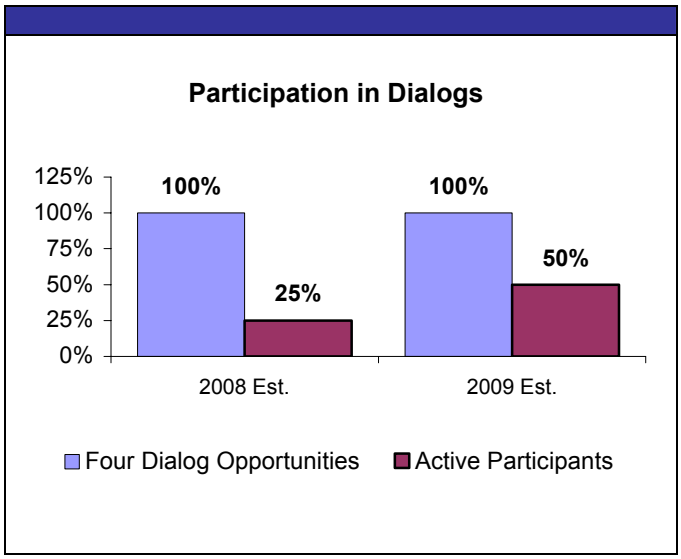
Performance Indicators



- 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 2009 are expected to be extensions of the major issues in 2008.



- We are seeing an increase in citizen input as more outreach is implemented and citizen advisory committees mature and turnover. One of the goals for 2009 will be to reinstate the Citizen Action Center which will refocus citizens on to a centralized starting point for information gathering and questions.



- Increase participation in Intergovernmental Affairs through tools and enhanced dialog opportunities.

Major Objectives

- Identify organizational-wide communications issues of strategic importance within City Council's five-year plan to focus resources, tools and messaging in support of those goals
- Partner with City Business Units to design and implement effective, strategic communications plans which encourage citizen input and develop Informed Consent
- Facilitate public and media access to information to ensure transparency and credibility for the organization
- Manage the planning, communication, and implementation of the municipal Intergovernmental Affairs issues at a local and State level
- Update the City's website
- Create the Citizen Action Center to address citizens' questions, concerns, and issues
- Manage the Agenda Planning process to insure timely, accurate delivery of Informal and Formal City Council Agendas

Budget Detail – Public Communications

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	419,957	459,752	497,387	467,425
51210	Overtime	0	0	450	450
51220	Seasonal Temporary	8,071	649	14,000	1,500
51245	Retirement Termination Vacation	2,580	0	0	0
51260	Vacation Buy Payout	3,783	4,204	0	0
51299	Salaries Reimbursements	0	0	(42,000)	(42,000)
51610	PERA	44,580	50,689	57,264	55,638
51615	Workers Compensation	962	1,027	1,408	991
51620	Equitable Life Insurance	1,275	1,444	1,577	1,253
51625	Vision Care	332	372	376	378
51640	Dental Insurance	2,273	2,570	2,538	2,669
51665	Cash Back	1,730	432	0	0
51670	Parking for Employees	1,520	1,674	1,640	1,640
51690	Medicare	5,667	6,699	6,811	6,536
51695	City EPO Medical Plan	34,805	46,027	46,815	44,301
Total Salaries and Benefits		**527,535**	**575,538**	**588,266**	**540,781**
52105	Miscellaneous Operating	(7,221)	(471)	0	0
52110	Office Supplies	2,722	2,636	4,685	8,309
52111	Paper Supplies	1,066	361	9,500	400
52120	Computer Software	1,300	1,859	800	500
52122	Cell Phones Equipment/Supplies	105	52	500	2,000
52125	General Supplies	1,154	85	2,000	450
52135	Postage	1,599	379	494	3,625
52170	Special Photography, etc.	170	80	335	4,735
52220	Maintenance Office Machines	26	90	0	300
52230	Maintenance Furniture/Fixtures	0	1,500	475	0
52405	Advertising Services	14,648	11,203	15,700	15,650
52431	Consulting Services	0	0	0	8,000
52575	Services	19,748	4,425	6,250	8,125
52590	Temporary Employment	750	594	0	1,775
52605	Car Mileage	186	120	775	1,300
52615	Dues and Membership	960	350	1,375	675
52625	Meeting Expenses In-Town	1,066	730	400	400
52630	Training	1,876	2,624	2,000	5,825
52635	Employee Educational Assistance	(1,500)	0	0	0
52645	Subscriptions	468	415	320	299
52655	Travel Out-of-Town	2,521	1,502	1,225	1,325
52705	Communications	19,296	17,635	15,066	500
52735	Telephone Long Distance Calls	371	194	625	980
52736	Cell Phone Airtime	264	71	1,050	0
52738	Cell Phone Base Charges	2,193	3,148	0	0
52775	Minor Equipment	125	10	0	0
52795	Rental of Equipment	3,060	3,321	4,950	4,700
52815	Charges Fire	174	0	0	0

Budget Detail – Public Communications

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52874	Office Services Printing	8,254	4,418	12,325	12,300
52875	Office Services Records	153	122	400	200
Total Operating Expenses		**75,536**	**57,451**	**81,250**	**82,373**
53010	Office Machines	159	1,201	735	750
53020	Computers Networks	967	623	1,200	0
53030	Furniture and Fixtures	0	50	0	0
Total Capital Outlay		**1,126**	**1,874**	**1,935**	**750**
Total Expenses		**604,196**	**634,864**	**671,451**	**623,904**

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Streets

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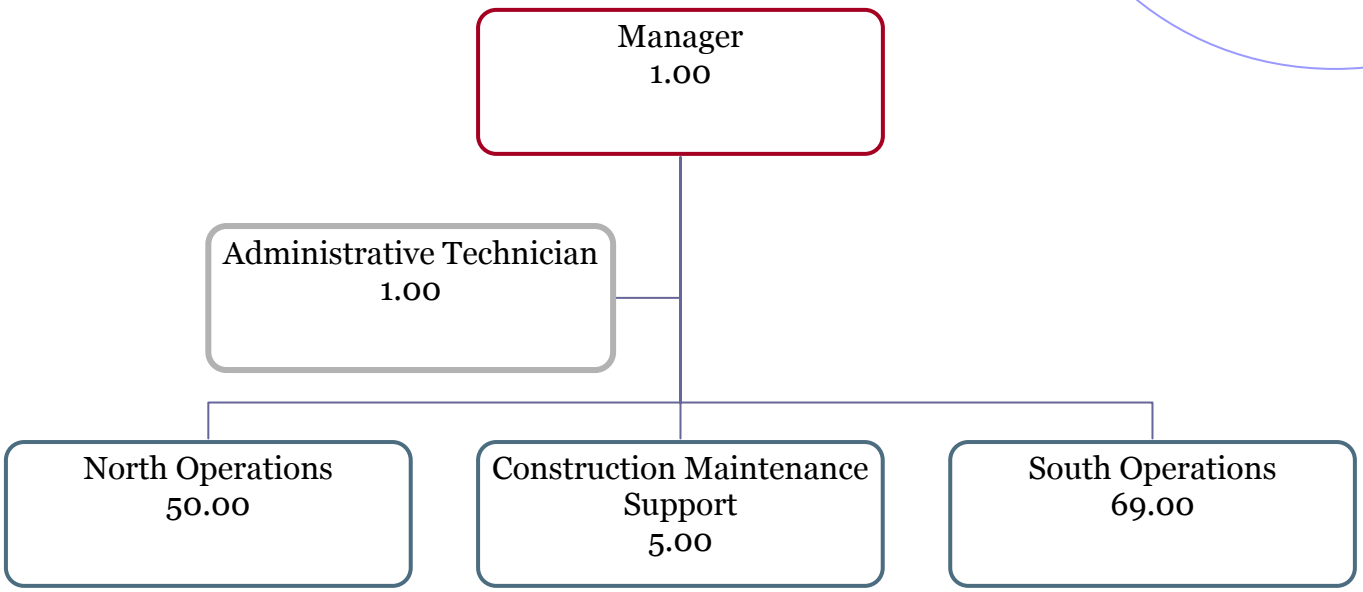


Summary of Division

The mission of the Streets Division is to ensure public safety for the citizens of Colorado Springs by providing quality maintenance and rehabilitation of public streets and drainage ways and by responding to public requests. The Streets Division has two maintenance districts. Each district is responsible for the maintenance of approximately half of the City's lane miles.

Concrete Repairs

The Streets Division manages concrete repairs to city crosspans, curb and gutter, sidewalks, and pedestrian ramps. During spring, summer, and fall, City and Pikes Peak Rural Transportation Authority (PPRTA) crews make repairs based on citizen requests and as preparation for overlay street resurfacing. Historically, sidewalk repairs were the responsibility of adjacent property owners. The City began to receive PPRTA funding in 2005 to assist with these repairs, but many of the City's sidewalks were poorly maintained and the backlog is extensive. Since 2005, the City spent over $19 million in repairs to 32 miles of sidewalks, 51 miles of curbs and gutters, and 1,957 pedestrian ramps as of mid-2008. In 2007, City and PPRTA crews were able to make badly needed concrete repairs to 2,744 addresses.

Street Sweeping

The City maintains a sweeping schedule that includes sweeping the downtown area three times a week, major arterials four times a year and residential streets twice per year. Approximately 74,000 tons of material is collected annually while sweeping 48,000 lane miles of roadway. Approximately 80% of the material collected is recycled into backfill material and for bank stabilization. During the leaf pick-up season, approximately 6,300 cubic yards of material is collected, most of which is converted into compost and made available to the general public at no charge.

Drainage Maintenance

Stormwater drainage maintenance crews perform three types of maintenance including rehabilitation, restoration, and routine. The routine, daily tasks include cleaning inlets, catch basins, and pipes and removing trash and debris from inlets, culverts, and channels. Trash in drainage ways is a problem because it is a serious cause of pollution and a flood and safety hazard. Water cannot flow as freely as it needs to during flash flooding and the trash presents additional obstacles for a victim or rescuer caught in the waters. Before the Stormwater Enterprise, there was no funding for drainage maintenance.

In-house crews now perform routine maintenance and make small repairs on a regular basis. Crews work on smaller restoration projects such as repairing and stabilizing stream banks with localized erosion problems by placing rip-rap along short sections of channel or installing 20 feet of drainage pipe. Crews also complete rehabilitation projects that include those that have not received regular maintenance and are more cost intensive, as well as emergency maintenance repairs from major storm events that have damaged structures. This is the most expensive and time-consuming type of maintenance and is usually reactive in nature.

Summary of Division

Pavement Rehabilitation and Resurfacing

The Streets Division sets priorities for street repaving based on such factors as traffic volume, drainage problems, oxidation (weather wear), deterioration, and failure of the pavement base. The City street system is continually surveyed to develop a list of candidate streets. The list is coordinated with various City and private agencies to ensure no conflicting construction plans exist for the streets. Once any conflicts are resolved, priorities are set for repaving as funding becomes available.

Snow and Ice Control

Despite the infrequency of storms, the Streets Division must be prepared for minor and major snowstorms from September through May. The Streets Division is responsible for servicing over 7,500 lane miles of roadway, extending over a 194 square-mile area. While average annual snowfall stands at 42 inches, snow can pile up quickly at varying rates throughout the city. Elevation and wind can compound accumulation thus causing an immediate impact on the ability of citizens to travel throughout the city. Hence, the need for safe and passable streets is a priority for the Streets Division. The Division uses a material called "anti-skid" on most routes. It contains up to 20% salt to melt snow and ice and aid in vehicle traction. The mix is altered in colder temperatures to include premixed salt and liquid chlorides. The addition of liquid chlorides to the salt lowers the freezing point, which enables the mixture to melt ice and snow more efficiently as the temperature drops below 25 degrees Fahrenheit.

All Funds Budget and Position Summary

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
General Fund	$ 8,118,435	$ 9,179,704	$ 10,196,095	$ 1,016,391	11.07%
PPRTA	7,962,106	13,687,062	13,682,572	(4,490)	(0.03)
Total	**$16,080,541**	**$22,866,766**	**$23,878,667**	**$1,011,901**	**4.43%**

The PPRTA budget, funded by a one-cent sales tax, is not appropriated by the City. However, to reflect total funding dedicated to improving transportation in Colorado Springs, relevant PPRTA expenditures are included in this document. The PPRTA figure above includes the budgeted operating and maintenance expenditures associated with the Streets Division. Budgeted capital improvement expenditures are included in the CIP section of this document.

Title	2008 Budget	2009 Budget	+ / -
Total Positions	**105.00**	**126.00**	**21.00**

Significant Changes to the Budget

- Funding of $584,000 for five positions and operating expenditures is eliminated. These positions are reflected in the position summary on a net basis with the transfers from the Stormwater Enterprise (SWENT).
- Funding of $1,854,966 for 26 positions, overtime, and seasonal salaries and benefits is transferred from SWENT to the General Fund. All services completed by the Streets Division for SWENT will be invoiced.
- Funding of approximately $4.5 million is eliminated from the Capital Improvements Program (CIP) for the street overlay program.
- The Streets Division will pursue other service delivery agreements for resurfacing efforts.

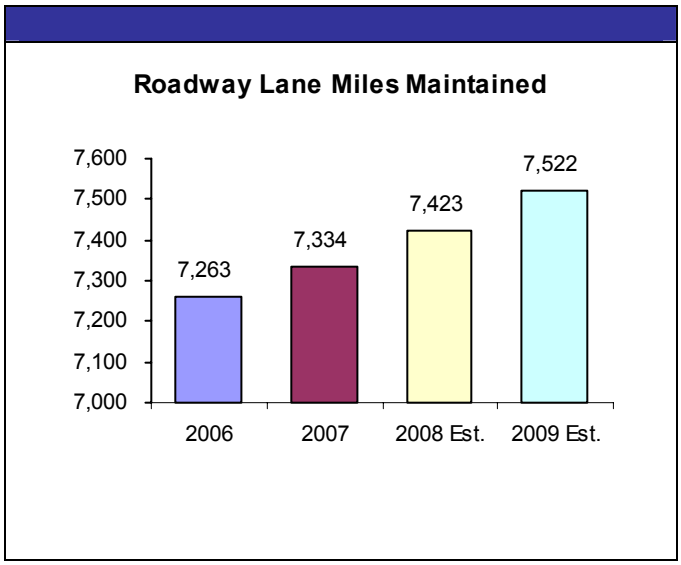
Budget and Position Summary

General Fund

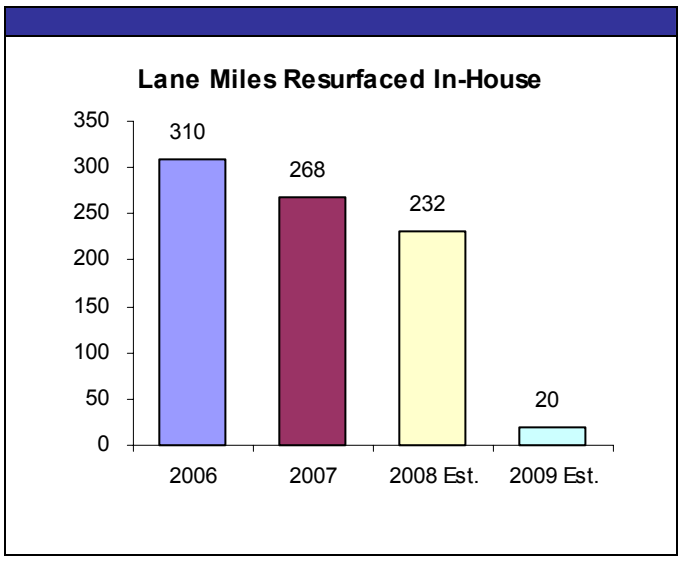
Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 6,620,433	$ 7,383,842	$ 8,646,616	$ 1,262,774	17.10%
Operating	1,165,960	1,466,220	1,536,529	70,309	4.80
Capital Outlay	332,042	329,642	12,950	(316,692)	(96.07)
Total	**$8,118,435**	**$9,179,704**	**$10,196,095**	**$1,016,391**	**11.07%**

Title	2008 Budget	2009 Budget	+ / -
Streets Manager	1.00	1.00	
Streets Operations Manager	3.00	2.00	(1.00)
Streets Program Supervisor	2.00	2.00	
Skilled Maintenance Supervisor	7.00	7.00	
Environmental Safety and Health Coordinator	1.00	1.00	
Streets Equipment Coordinator	1.00	1.00	
Engineering Inspector II	0.00	2.00	2.00
Senior Equipment Operator	11.00	14.00	3.00
Equipment Operator I	6.00	7.00	1.00
Equipment Operator II	33.00	39.00	6.00
Equipment Operator III	23.00	27.00	4.00
Maintenance Technician II	5.00	5.00	
Skilled Maintenance Technician	7.00	12.00	5.00
Streets Repair Inspector	2.00	2.00	
Communications Center Dispatcher	1.00	1.00	
Senior Office Specialist	1.00	2.00	1.00
Administrative Technician	1.00	1.00	
Total Positions	**105.00**	**126.00**	**21.00**

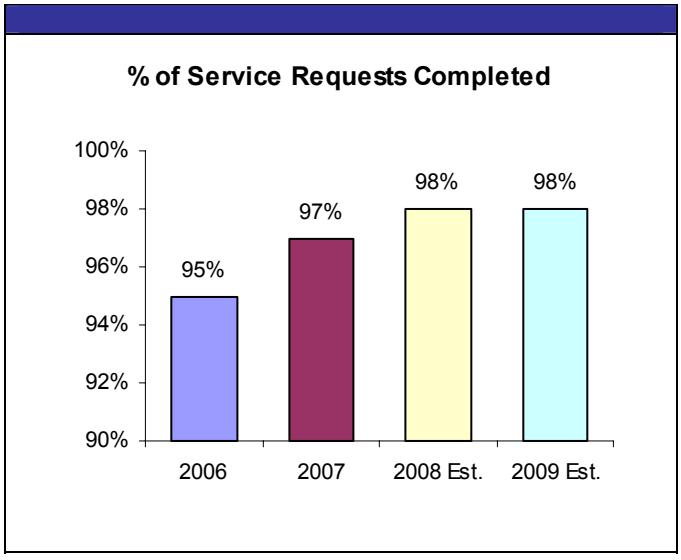
Performance Indicators



- The number of street miles maintained by the Streets Division increases annually and, therefore, adds to the City's backlog of resurfacing needs. It is a common practice within the Streets Division to convert centerline miles into lane miles. The formula is centerline miles x 4.1 equal the total number of lane miles.



- The resurfacing mileage includes all overlay, chip seal and slurry seal activities scheduled for completion by Streets Division resources. Funding of $312,000 is included in the Capital Improvements Program for resurfacing efforts. The significant decrease is due to the elimination of the $4.5 million of CIP Street Overlay funding. PPRTA funds will increase the resurfacing efforts throughout the city. In 2008, Pikes Peak Rural Transportation Authority (PPRTA) will complete 35.14 lane miles of overlay, 48.00 lane miles of chip seal and 16.60 lane miles of terminal blend tire rubber asphalt (TBTRA). Based on historical pricing and industry documentation, the cost of asphalt materials is anticipated to rise and, therefore lane miles resurfaced annually will continue to



- The number of service requests received annually continues to increase. Through the use of technology (the Internet and the Clarify tracking system), citizens are able to alert the Streets Division to those areas of concern throughout our community. PPRTA funds have been allocated to those areas involving potholes thus benefiting us to allow for timely completion of service requests through the utilization of contractor personnel. The various types of service requests completed entail drainage, pothole patching, concrete repair, and sweeping of roadways.

Major Objectives

- **Maintain and preserve the City's roadway and drainage infrastructure to provide safe and efficient services to the citizens**

  Continue enhancing key maintenance activities to include pavement rehabilitation, drainage, street sweeping, and snow and ice control. Key activities include defining and developing focused and proactive district maintenance programs and continued utilization of the Pikes Peak Rural Transportation Authority (PPRTA) personnel to assist in the completion of these tasks.

- **Focus efforts on maximizing productivity and effectiveness of the pavement rehabilitation program**

  Continue efforts to improve asphalt-paving quality and enhance production through the effective utilization of in-house staff and PPRTA contractors as well as stay abreast of asphalt technologies such as terminal blend tire rubber asphalt (TBTRA). The goal is to be able to develop and communicate a three to five-year resurfacing schedule.

- **Maintain and improve customer service.**

  Continued efforts through involvement with neighborhood and community organizations/committees along with citizen surveys will be used to evaluate the quality and type of services provided by both in-house and PPRTA personnel. Efforts such as Pothole Promotion Week will continue to actively involve citizens and businesses throughout our community. The Streets Division has found it very beneficial to utilize the community as our "eyes and ears" in determining areas in need of maintenance.

- **Improve public awareness and education of services provided.**

  In collaboration with Public Communications, Channel 18, SpringsGov.com and the use of weekly update emails, the Streets Division will keep the public apprised of in-house and PPRTA roadway improvement and rehabilitation projects. Through the use of Channel 18 and SpringsGov.com, educational videos relating to street rehabilitation and drainage maintenance will inform and educate our community. SpringsGov.com also is used to provide an overall understanding of the various work duties and responsibilities performed by both in-house and PPRTA personnel.

Budget Detail – Streets Division

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	5,240,735	4,429,345	5,208,712	6,181,530
51210	Overtime	410,116	506,146	152,366	167,366
51220	Seasonal Temporary	148,982	132,921	74,356	193,629
51230	Shift Differential	38	120	0	0
51240	Retirement Termination Sick	9,122	38,390	0	0
51245	Retirement Termination Vacation	24,582	57,716	0	0
51250	Special Assignment Pay	0	0	3,000	3,000
51260	Vacation Buy Payout	14,653	16,373	0	0
51299	Salaries Reimbursements	0	(39,906)	0	0
51610	PERA	615,484	549,693	760,646	799,122
51615	Workers Compensation	271,864	228,727	296,449	303,307
51620	Equitable Life Insurance	15,961	13,561	27,104	34,539
51625	Vision Care	6,763	5,375	6,415	7,667
51640	Dental Insurance	46,347	37,620	44,989	55,622
51665	Cash Back	16,930	6,292	0	0
51670	Parking for Employees	(20)	0	0	0
51690	Medicare	58,115	55,233	75,527	87,687
51695	City EPO Medical Plan	642,072	582,828	734,278	813,147
Total Salaries and Benefits		**7,521,743**	**6,620,433**	**7,383,842**	**8,646,616**
52002	Operating Reimbursement	0	(361,687)	0	0
52105	Miscellaneous Operating	13,398	0	0	0
52110	Office Supplies	20,140	19,032	11,836	17,668
52111	Paper Supplies	2,056	1,045	983	983
52115	Medical Supplies	0	191	0	0
52120	Computer Software	0	1,393	90	90
52122	Cell Phones Equipment/Supplies	1,434	3,429	1,700	1,500
52125	General Supplies	22,725	58,894	19,683	59,683
52131	Concrete Supplies	62,371	23,953	45,626	155,626
52135	Postage	247	353	840	840
52140	Wearing Apparel	21,979	23,246	12,229	12,229
52145	Paint and Chemical	9,805	6,108	4,524	4,524
52185	Aggregate Material	223,136	408,592	127,764	182,032
52190	Janitorial Supplies	0	1,188	0	0
52220	Maint Office Machines	3,975	1,880	4,820	4,820
52235	Maintenance Machinery and Apparatus	1,787	206	8,516	8,516
52265	Maintenance Buildings and Structures	7,922	37,084	23,647	44,088
52410	Building Security Services	0	2,962	737	20,737
52426	Municipal Facility Runoff Control	2,359	3,983	4,045	4,045
52431	Consulting Services	42,053	39,595	18,725	45,448
52435	Garbage Removal Services	3,901	4,955	11,115	11,115
52445	Janitorial Services	23,887	25,154	23,875	23,875
52560	Parking Services	0	350	569	569
52571	Snow Removal	0	145,410	380,000	380,000
52575	Services	98,480	37,276	21,491	55,491
52590	Temporary Employment	11,149	4,586	5,149	10,149
52615	Dues and Membership	1,120	975	284	284
52625	Meeting Expenses In-Town	13,632	25,249	7,125	7,125
52630	Training	9,570	4,919	4,459	4,459
52645	Subscriptions	0	330	590	590
52655	Travel Out-of-Town	3,755	5,982	8,068	8,068

Budget Detail – Streets Division

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52705	Communications	58,904	57,318	62,190	0
52725	Rental of Property	9,156	13,322	0	0
52735	Telephone Long Distance Calls	1,404	673	1,276	1,520
52736	Cell Phone Airtime	20,957	936	2,912	2,912
52738	Cell Phone Base Charges	9,401	14,168	0	14,700
52743	Utilities Streetlights	589	0	25,500	25,500
52746	Utilities Electric	56,198	50,891	21,687	32,159
52747	Utilities Gas	52,628	33,806	43,719	64,758
52748	Utilities Sewer	3,311	2,517	2,030	3,077
52749	Utilities Water	14,918	14,347	2,991	8,945
52765	Lease Purchase Payments	349,245	338,897	444,000	206,979
52775	Minor Equipment	12,583	4,817	13,111	13,111
52795	Rental of Equipment	4,119	251	5,460	5,460
52874	Office Services Printing	969	2,230	704	704
52893	Rental of Fleet Vehicles	12,750	440	2,150	2,150
65020	Aries Property Service Cost	71,560	104,540	90,000	90,000
65160	Recruitment	6,092	0	0	0
65325	Vehicle Insurance	12,649	0	0	0
65356	Retirement Awards	550	175	0	0
Total Operating Expenses		**1,298,862**	**1,165,960**	**1,466,220**	**1,536,529**
53020	Computers Networks	35,317	27,681	17,089	0
53030	Furniture and Fixtures	0	1,988	0	0
53040	Machinery and Apparatus	7,570	0	0	0
53050	Machinery and Apparatus	0	0	12,950	12,950
53070	Vehicles Replacement	1,131,898	168,473	299,603	0
53080	Vehicles Additions	0	133,899	0	0
Total Capital Outlay		**1,174,785**	**332,042**	**329,642**	**12,950**
Total Expenses		**9,995,390**	**8,118,435**	**9,179,704**	**10,196,095**

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Financial and Administrative Services

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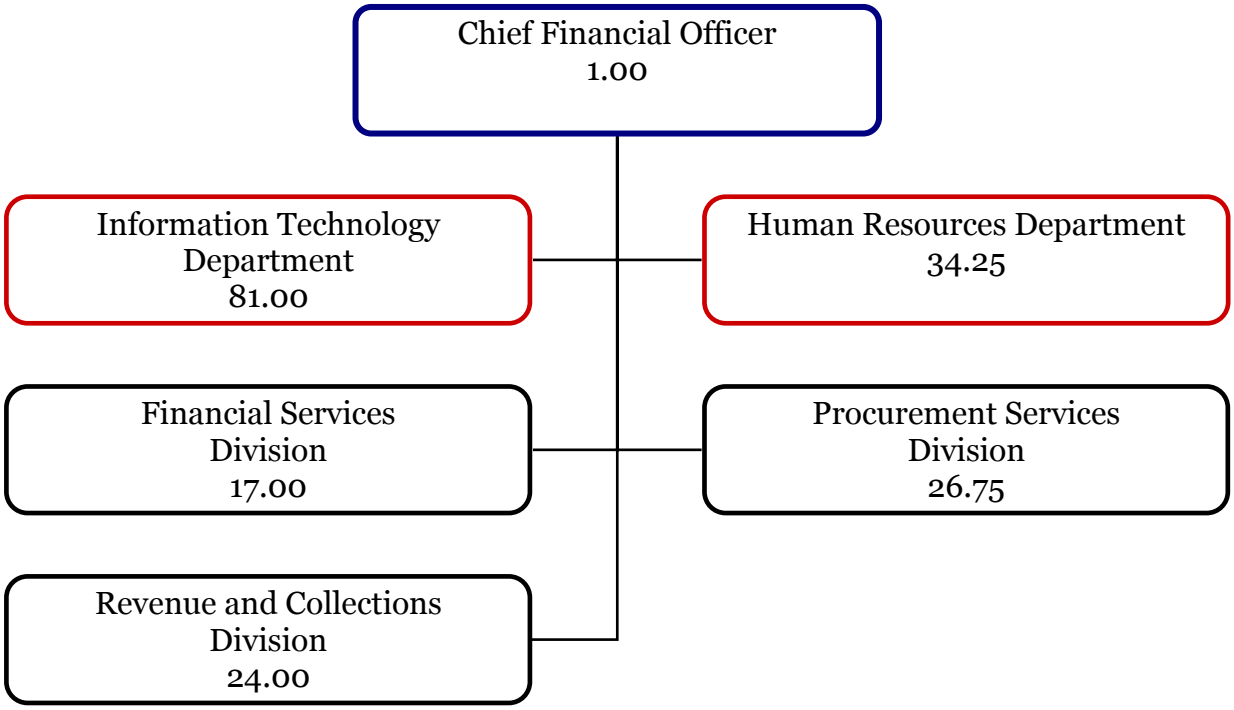

Human Resources

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Director
1.00

Employment
11.00

Risk Management
22.25

Department Summary – Human Resources

The Human Resources Department's primary role is to support the City by providing services related to human resources management to approximately 2,300 full-time employees. The department is operationally comprised of two divisions: Employment and Risk Management.

The Human Resources Department supports the City in all aspects of selection, training, and professional development of skilled employees providing the highest quality service to the community. Human Resources oversees a variety of functions including coordination of performance evaluations, employee training, course offerings, the disciplinary process, safety training, employee benefits administration, and classification and compensation.

All Funds Budget and Position Summary

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
General Fund	$ 1,279,164	$ 1,317,891	$ 1,124,146	($193,745)	(14.70%)
PSST Fund	103,450	141,534	137,955	(3,579)	(2.53)
Internal Service Funds					
Claims Reserve Fund	828,558	1,000,000	1,000,000	0	0.00
Health Insurance Fund	22,162,935	24,120,924	26,781,024	2,660,100	11.03
Support Services Fund	1,293,802	1,333,735	1,188,227	(145,508)	(10.91)
Workers' Compensation Fund	5,874,104	6,716,178	6,610,000	(106,178)	(1.58)
Total	**$31,542,013**	**$34,630,262**	**$36,841,352**	**$2,211,090**	**6.38%**

Title	2008 Budget	2009 Budget	+ / -
Total Positions	**37.25**	**34.25**	**(3.00)**

Significant Changes to the Budget

Three positions are eliminated to reduce ongoing expenditures – one in the Employment Division and two in the Risk Management Division.

Health Insurance Fund - Health insurance increases are budgeted in each department or division, but the Human Resources Department, Risk Management Division administers the Health insurance program. The total increase for health insurance costs is over $2.6 million.

Summary of Division – Employment

Attract - The City of Colorado Springs is among the community's largest employers with nearly 2,300 City employees. Our mission is to coordinate efforts to attract and retain highly qualified employees, provide a positive organizational culture with workplace practices that sustain a diverse workforce, comply with federal and State employment mandates, and facilitate high levels of individual and organizational performance. To achieve our mission, we invest in our City's future through recruitment of a diverse, high-performing workforce that provides efficient, quality service to the community. We support City employees by:

- Administering the recruitment and selection process, including supporting the online application system, coordinating skills testing and interviews, and training managers to do the best job selecting members of their teams,
- Hosting and attending career events and outreach activities to help the City stay connected with the community, and
- Complying with a variety of anti-discrimination laws, regulations, and reporting requirements relating to the workforce.

Develop – To ensure employees have the skills and knowledge to achieve the organization's goals, the Learning Resource Center provides learning and organizational development services including:

- On-site classes, workshops and learning events in the areas of business skills, leadership and diversity;
- An extensive library of books, videos, self-assessments and e-learning opportunities;
- One-on-one learning consultations and needs evaluations;
- Management programs for leadership coaching, organizational assessment, succession planning, and mentoring;
- Mandatory employee training required for compliance with the City Ethics Code, Department of Transportation drug/alcohol training and National Incident Management System emergency preparedness training;
- Survey design, administration, analysis and reporting for the City New Employee Survey, Value in People Survey, and Exit Program Survey; and
- Program management and administration for performance management, tuition reimbursement, and employee training records.

Retain – The Human Resources Department strives for the City to be an "Employer of Choice" by ensuring the organization is current with best practices and cultivating a high performing work environment by providing:

- Consultations;
- Interpretation and advice to City staff regarding questions, concerns or problems related to employment practices and Human Resources policies and procedures;
- Investigations regarding employment law, performance management, disciplinary actions and work-related interpersonal problems and conflicts; and
- A salary plan that links position classifications to their appropriate labor markets and provides a competitive level of compensation.

CITY OF COLORADO SPRINGS
We Create Community

Commitment
Respect
Excellence
Accountability
Teamwork
Ethics

Budget and Position Summary – Employment

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 937,461	$ 983,244	$ 881,914	($ 101,330)	(10.31%)
Operating	164,665	143,665	74,900	(68,765)	(47.86)
Capital Outlay	9,458	5,050	550	(4,500)	(89.11)
Total	**$1,111,584**	**$1,131,959**	**$957,364**	**($174,595)**	**(15.42%)**

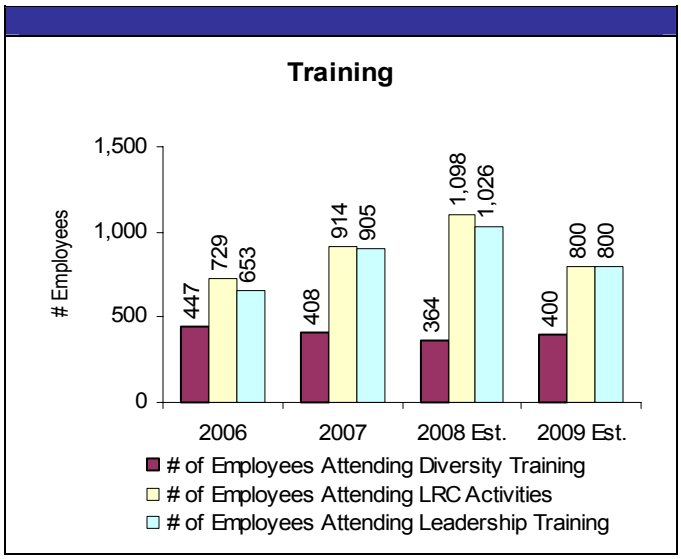
Title	2008 Budget	2009 Budget	+ / -
Senior Manager	1.00	1.00	
Manager	4.00	4.00	
Principal Analyst	1.00	0.00	(1.00)
Analyst II	1.00	1.00	
Administrative Technician	3.00	3.00	
Senior Office Specialist	1.00	1.00	
Total Positions	**11.00**	**10.00**	**(1.00)**

PSST Fund

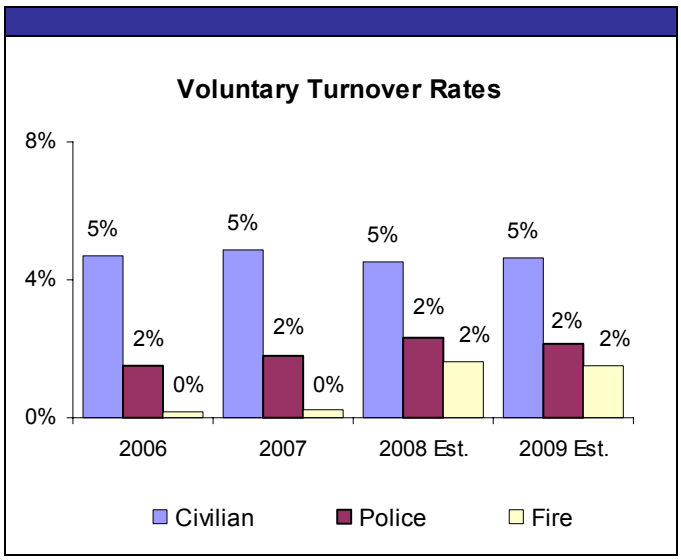
Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 101,219	$ 133,880	$ 131,960	($ 1,920)	(1.43%)
Operating	2,131	7,254	5,995	(1,259)	(17.36)
Capital Outlay	100	400	0	(400)	(100.00)
Total	**$103,450**	**$141,534**	**$137,955**	**($3,579)**	**(2.53%)**

Title	2008 Budget	2009 Budget	+ / -
Analyst II	1.00	1.00	
Senior Office Specialist	1.00	1.00	
Total Positions	**2.00**	**2.00**	**0.00**

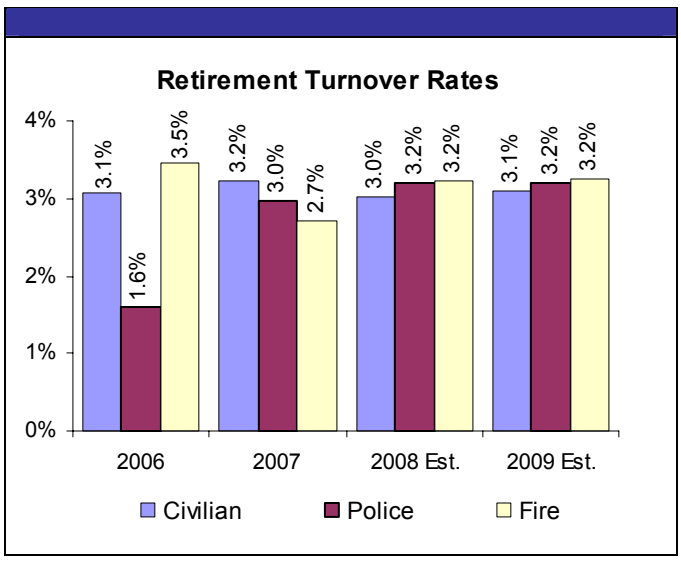
Performance Indicators – Employment



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



- The target is to maintain less than 10% voluntary turnover in both sworn and civilian regular positions. These rates do not include discharges, deaths, retirements, Reduction in Force, or incentive programs.



- The target is to maintain less than 10% normal retirement turnover in both sworn and civilian regular positions. These rates include service and disability retirements but do not include incentive programs.

Major Objectives – Employment

- **Increase the effectiveness of Human Resources programs and systems**

  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, and employee development. Design, develop, and implement creative process improvement solutions to better and more cost-effectively serve the City employees.

- **Support the organization with timely and accurate data concerning affirmative action, Equal Employment Opportunity and employee relations; recruitments; investigations; employee training and education; employee turnover; and compensation trends**

  Provide statistical information to the City Manager and department directors on a semi-annual 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 30 days.

  Conduct informative training sessions on sexual harassment. Provide seminars as needed on discrimination, the Americans with Disabilities Act, and other related topics.

- **Promote organizational and employee development to enhance performance and support diversity and inclusion activities throughout the City organization**

  Continue implementation and enhancement of City 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 learning opportunities and resources 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.

Budget Detail – Employment

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	855,199	773,923	810,853	709,902
51210	Overtime	691	106	750	0
51220	Seasonal Temporary	2,005	248	500	0
51240	Retirement Termination Sick	0	5,154	0	0
51245	Retirement Termination Vacation	4,685	74	0	0
51260	Vacation Buy Payout	246	4,403	0	0
51405	Uniform Salaries	162	0	0	0
51610	PERA	87,932	81,238	94,844	98,416
51615	Workers Compensation	3,105	1,877	1,780	1,600
51620	Equitable Life Insurance	2,623	2,409	2,548	2,300
51625	Vision Care	677	545	600	600
51640	Dental Insurance	4,893	3,732	4,000	3,300
51655	Retired Employee Medical Insurance	183	0	0	0
51665	Cash Back	5,317	2,969	2,650	2,650
51670	Parking for Employees	2,580	2,115	2,500	2,250
51690	Medicare	12,259	10,907	12,230	11,000
51695	City EPO Medical Plan	58,290	47,761	49,989	49,896
Total Salaries and Benefits		**1,040,846**	**937,461**	**983,244**	**881,914**
52105	Miscellaneous Operating	-25	0	0	0
52110	Office Supplies	8,922	5,803	6,000	5,000
52111	Paper Supplies	2,012	360	1,065	800
52120	Computer Software	5,744	3,576	2,400	2,000
52125	General Supplies	2,136	348	3,000	2,000
52135	Postage	1,285	650	1,500	700
52220	Maintenance Office Machines	230	90	250	150
52230	Maintenance Furniture and Fixtures	0	393	150	100
52265	Maintenance Buildings and Structure	9,951	0	0	0
52275	Maintenance Runways	0	-8	0	0
52575	Services	1,821	2,443	1,750	1,400
52590	Temporary Employment	8,139	31,736	7,000	5,000
52605	Car Mileage	0	282	650	500
52615	Dues and Membership	980	835	700	450
52625	Meeting Expenses In-Town	4,947	5,659	7,000	7,000
52630	Training	12,068	10,288	11,000	10,000
52635	Employee Educational Assistance	1,170	0	1,000	700
52645	Subscriptions	5,612	5,996	7,000	3,500
52655	Travel Out-of-Town	4,527	6,855	3,000	2,000
52705	Communications	21,561	19,331	18,800	0
52735	Telephone Long Distance Calls	659	277	800	400
52775	Minor Equipment	419	328	600	200
52795	Rental Of Equipment	8,389	7,312	7,500	6,000
52874	Office Services Printing	2,810	2,944	5,500	3,000
52875	Office Services Records	1,276	1,492	1,000	1,000
65160	Recruitment	38,470	32,123	21,000	7,500
65353	Diversity Training	0	-540	0	1,500
65356	Retirement Awards	10,052	11,007	14,000	0
65358	LRC & Leadership Development	25,628	15,086	21,000	14,000
Total Operating Expenses		**178,783**	**164,665**	**143,665**	**74,900**

Budget Detail – Employment

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
53010	Office Machines	351	0	300	150
53020	Computers Networks	5,998	6,187	4,000	0
53030	Furniture and Fixtures	13,921	3,271	750	400
Total Capital Outlay		**20,269**	**9,458**	**5,050**	**550**
Total Expenses		**1,239,898**	**1,111,584**	**1,131,959**	**957,364**

PSST Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	100,794	79,397	103,000	99,226
51210	Overtime	162	0	1,000	1,000
51299	Salaries Reimbursements	0	(388)	0	0
51610	PERA	9,849	8,065	11,250	13,184
51615	Workers Compensation	229	175	200	250
51620	Equitable Life Insurance	308	245	350	300
51625	Vision Care	0	43	100	60
51640	Dental Insurance	422	721	900	900
51665	Cash Back	1,560	60	100	60
51670	Parking for Employees	240	222	480	480
51690	Medicare	1,361	1,063	1,500	1,500
51695	City EPO Medical Plan	6,122	11,616	15,000	15,000
Total Salaries and Benefits		**121,047**	**101,219**	**133,880**	**131,960**
52110	Office Supplies	405	93	600	900
52111	Paper Supplies	0	0	200	250
52135	Postage	0	0	94	100
52615	Dues and Membership	0	0	200	200
52625	Meeting Expenses In-Town	0	0	200	200
52630	Training	1,345	0	1,500	1,500
52635	Employee Educational Assistance	0	0	200	200
52705	Communications	1,710	1,710	1,710	0
52735	Telephone Long Distance Calls	0	0	100	100
52775	Minor Equipment	0	0	250	300
52795	Rental of Equipment	0	0	200	350
52874	Office Services Printing	463	327	2,000	1,895
65356	Retirement Awards	125	0	0	0
Total Operating Expenses		**4,048**	**2,131**	**7,254**	**5,995**
53020	Computers Networks	0	100	400	0
Total Capital Outlay		**0**	**100**	**400**	**0**
Total Expenses		**125,094**	**103,450**	**141,534**	**137,955**

Summary of Division – Risk Management

The Risk Management Division supports the entire organization by providing a variety of services to comply with statutory mandates and to protect our assets. Responsibilities include procurement of insurance for the City and Colorado Springs Utilities, analysis of risk to control liability and loss exposures, funding for legal liability, and representation of the City and Colorado Springs Utilities in matters involving public claims. The insurance program uses various levels of self-insurance and retention to maximize protection at the lowest cost. We handle employee injury claims by providing high-quality supervised medical care, and we also manage an occupational health clinic to treat employee injuries and provide rehabilitation and physical therapy. We administer funding to pay the cost of workers' compensation and healthcare benefits. We promote health management and wellness and design a healthcare plan offering quality services in a cost- effective manner. We emphasize employee safety by committing the necessary resources and training to assure that employees have the knowledge and skills to safely perform their job duties.

The Risk Management Division:

- Investigates and responds to all liability claims brought under State and federal law on behalf of the City and Colorado Springs Utilities;
- Investigates and handles all claims under the Workers' Compensation Act, including paying benefits and helping employees recover from on-the-job injuries;
- Provides managed healthcare using a self-insured medical, dental and vision plan along with insurance benefits for life, accidental death, voluntary term life, long-term care, and short and long-term disability and flexible spending accounts;
- Examines our exposure to loss, financial risk of loss, ability to provide service to our community and employs risk management techniques to manage the probability of a loss; and
- Promotes community involvement in our risk management and insurance program and insurance requirements when contracting with the City and Colorado Springs Utilities.

Budget and Position Summary – Risk Management

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 142,753	$ 151,082	$ 159,799	$ 8,717	5.77%
Operating	24,827	34,850	6,983	(27,867)	(79.96)
Capital Outlay	0	0	0	0	0.00
Total	**$167,580**	**$185,932**	**$166,782**	**($19,150)**	**(10.30%)**

Title	2008 Budget	2009 Budget	+ / -
Risk Supervisor	1.00	1.00	
Analyst I	1.00	1.00	
Total Positions	**2.00**	**2.00**	**0.00**

Claims Reserve Self-Insurance Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 0	$ 32,522	$ 32,522	$0	0.00%
Operating	828,558	967,478	967,478	0	0.00
Capital Outlay	0	0	0	0	0.00
Total	**$828,558**	**$1,000,000**	**$1,000,000**	**$0**	**0.00%**

Title	2008 Budget	2009 Budget	+ / -
Equipment Operations Safety Specialist	0.50	0.50	
Total Positions	**0.50**	**0.50**	**0.00**

Budget and Position Summary – Risk Management

Health Insurance Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 116,327	$ 128,707	$ 128,707	$ 0	0.00%
Operating	22,046,608	23,992,217	26,652,317	2,660,100	11.09
Capital Outlay	0	0	0	0	0.00
Total	**$22,162,935**	**$24,120,924**	**$26,781,024**	**$2,660,100**	**11.03%**

Title	2008 Budget	2009 Budget	+ / -
Analyst I	1.00	1.00	
Senior Office Specialist	1.00	1.00	
Total Positions	**2.00**	**2.00**	**0.00**

Support Services Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 956,016	$ 945,931	$ 867,624	($ 78,307)	(8.28%)
Operating	333,955	350,304	320,603	(29,701)	(8.48)
Capital Outlay	3,831	37,500	0	(37,500)	(100.00)
Total	**$1,293,802**	**$1,333,735**	**$1,188,227**	**($145,508)**	**(10.91%)**

Title	2008 Budget	2009 Budget	+ / -
Manager	1.00	1.00	
Risk Supervisor	3.00	3.00	
Administrative Technician	2.00	1.00	(1.00)
Analyst I	1.00	1.00	
Claims Adjuster II	3.00	3.00	
Office Specialist	1.00	0.00	(1.00)
Senior Office Specialist	1.00	1.00	
Total Positions	**12.00**	**10.00**	**(2.00)**

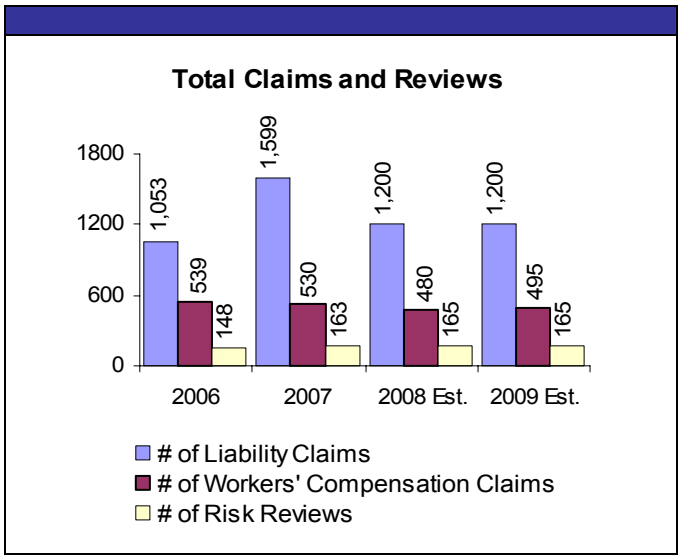
Budget and Position Summary – Risk Management

Workers' Compensation Fund

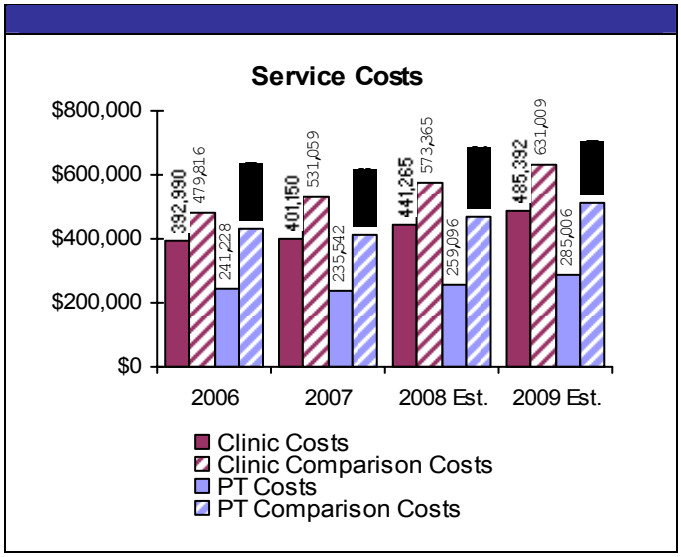
Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 – 2009	% Change 2008 – 2009
Salary/Benefits	$ 769,623	$ 833,962	$ 801,085	($32,877)	(3.94%)
Operating	5,094,963	5,854,716	5,808,915	(45,801)	(0.78%)
Capital Outlay	9,518	27,500	0	(27,500)	(100.00%)
Total	**$5,874,104**	**$6,716,178**	**$6,610,000**	**($106,178)**	**(1.58%)**

Title	2008 Budget	2009 Budget	+ / -
Risk Supervisor	1.00	1.00	
Equipment Operations Safety Specialist	0.50	0.50	
Licensed Practical Nurse	1.00	1.00	
Litigation Specialist II	1.00	1.00	
Medical Office Specialist	2.00	2.00	
Physical Therapist II	2.25	2.25	
Total Positions	**7.75**	**7.75**	**0.00**

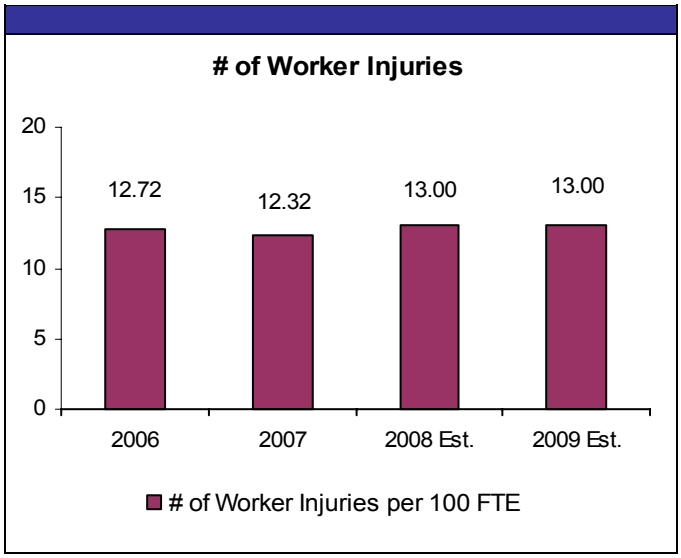
Performance Indicators - Risk Management



- Risk Management investigates the legal liability associated with claims filed against the City and Springs Utilities.
- Risk Management manages workers' compensation claims brought under statute and strives to help the employees recover from on-the-job injuries.
- Risk Management reviews operational activities and contractual insurance requirements.

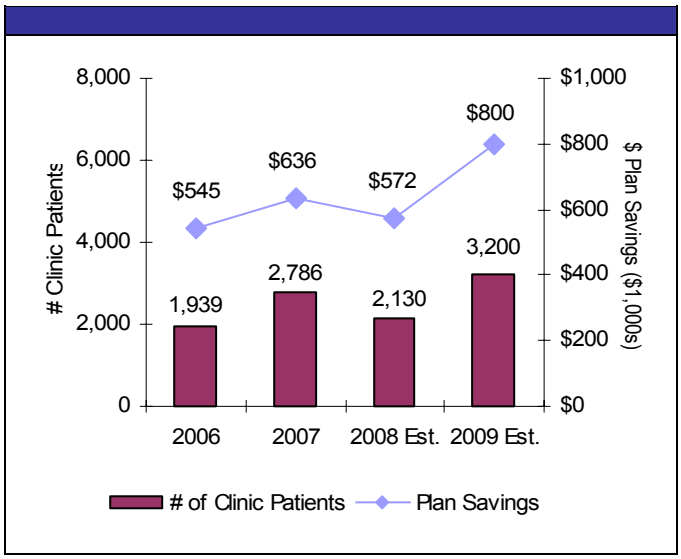


- Risk Management personnel provide occupational health and physical therapy services at a cost savings compared to community healthcare providers.

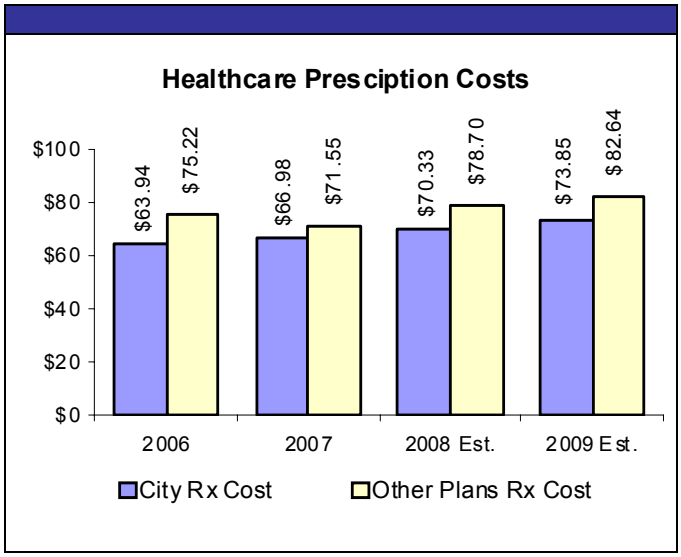


- The number of worker injuries per 100 full-time employees has remained relatively constant.

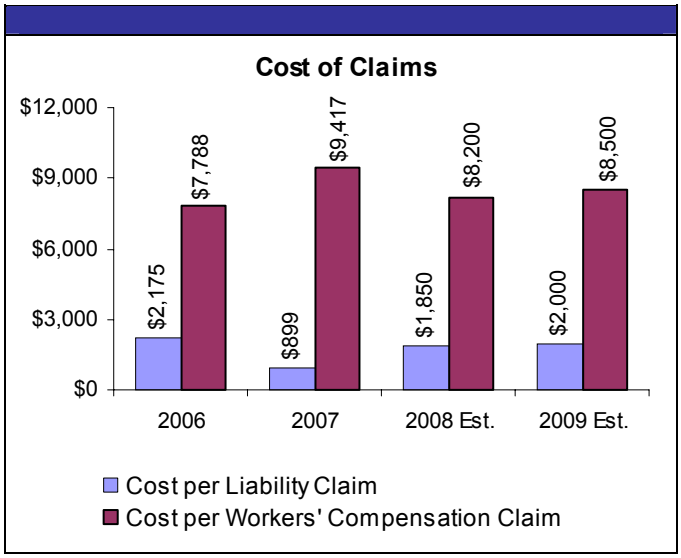
Performance Indicators – Risk Management



- The Benefits and Wellness section of Risk Management partners with El Paso County in offering medical care through County/City medical clinics for employees, their dependents, and retirees. Mercer Consultants performs a cost-benefit analysis based on employee use of the clinics. Performance is based on the number of employees that use the clinics and the comparative cost benefit.
- For 2009, the City anticipates serving 3,200 patients and Mercer Consultants project $800,000 in plan savings.



- The Benefits and Wellness section, in partnership with El Paso County, offers employees the cost-saving option of purchasing pharmacy prescriptions through County/City pharmacies. Our prescription drug plan deductibles vary depending on the type of medication prescribed, but clearly generic drugs and mail-order maintenance prescriptions offer employees a saving through lower co-payments.
- For 2009 the County/City Pharmacy Prescription cost per employee per month is estimated to be$73.85 while other Prescription Benefit Plans cost per employee per month is estimated to be $82.64



- Risk Management evaluates the cost of its closed workers' compensation claims to ensure appropriate management of medical and indemnity costs. This benchmark is measured internally.
- In addition, Risk Management 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.

Major Objectives – Risk Management

- **Provide risk management services for the City and Colorado Springs Utilities to reduce exposure to financial loss – funding for the administration of the Workers' Compensation and Liability Self-Insurance Funds and other insured programs is paid by each entity at about 50%**

  Use 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.

- **The Benefits and Wellness section will manage an employee benefit plan that meets or exceeds the strategic initiative to attract and retain high-performing individuals; the plan will continue to support a diverse workforce and consider the needs of our retirees**

  Provide a health care and benefit plan that establishes a comprehensive offering of benefits at a cost that is competitive to most Colorado companies. Strive to be the leader in offering innovative, cutting-edge benefits for our employees, retirees, and dependents to improve their overall health and well-being through collaborative community partnerships. Encourage 'smart consumerism' and wellness programs. Perform free wellness screenings for our employees, retirees, and dependents. Support the prevention and control of diabetes through participation in the Bridges to Excellence and Ten Cities Challenge programs. Participate as a member of the Colorado Business Group on Health.

- **Provide claims administration for the City and Colorado Springs Utilities to reduce exposure to financial loss.**

  Risk Management provides uniform claim adjusting for the City and Colorado Springs Utilities in investigating and evaluating the legal obligation to pay statutory benefits according to Colorado law. The payment of merited claims is made for each entity's self-insurance fund. In an effort to effectively manage claims and contain costs, the City provides certain services in-house as opposed to paying for private or outsource services. The cost for the in-house services is paid from the self-insurance fund as an offset and cost savings for similar services. To effectively provide non-emergency medical services the self-insurance fund pays for an occupational health and physical therapy clinic.

- **Administer a benefit plan that is managed efficiently and at a cost that is competitive to plans offered by most Colorado companies**

  The City is self-insured for the cost of our health care medical, dental and vision plans. Our premium costs are directly linked to our claim expenses. To be able to offer these plans at the most competitive price, we rely on our employees to be smart consumers and offer our employees a choice in seeking medical treatment under our health plan. In 2004, we partnered with El Paso County in establishing two medical clinics and selected a Pharmacy Benefit Manager vendor, Maxor. The agreement with Maxor to administer the pharmacy allows for the full disclosure of transparency pricing and drug rebates.

Budget Detail – Risk Management

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	114,414	121,791	128,201	132,628
51610	PERA	12,199	13,436	15,217	18,005
51615	Workers Compensation	255	270	358	292
51620	Equitable Life Insurance	349	374	393	531
51625	Vision Care	63	60	120	130
51640	Dental Insurance	434	726	840	910
51665	Cash Back	2,099	663	650	650
51670	Parking for Employees	240	242	240	120
51690	Medicare	1,686	1,772	1,859	1,923
51695	City EPO Medical Plan	4,380	3,419	3,204	4,610
Total Salaries and Benefits		**136,120**	**142,753**	**151,082**	**159,799**
52110	Office Supplies	2,721	829	2,500	333
52120	Computer Software	313	498	500	0
52125	General Supplies	6,988	6,009	6,000	2,500
52135	Postage	0	0	50	0
52140	Wearing Apparel	90	0	220	120
52165	Licenses and Tags	100	100	100	100
52575	Services	7,582	10,052	16,201	0
52605	Car Mileage	73	0	75	75
52615	Dues and Membership	785	810	810	130
52625	Meeting Expenses In-Town	38	117	100	0
52630	Training	3,604	2,130	3,000	1,675
52645	Subscriptions	144	165	394	0
52655	Travel Out-of-Town	1,713	501	2,750	1,250
52705	Communications	540	90	0	0
52736	Cell Phone Airtime	107	0	50	0
52738	Cell Phone Base Charges	340	811	850	800
52775	Minor Equipment	0	2,451	500	0
52874	Office Services Printing	379	264	750	0
Total Operating Expenses		**25,517**	**24,827**	**34,850**	**6,983**
Total Capital Outlay		**0**	**0**	**0**	**0**
Total Expenses		**161,637**	**167,580**	**185,932**	**166,782**

Claims Reserve Self-Insurance Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	0	0	25,236	25,236
51610	PERA	0	0	3,231	3,231
51615	Workers Compensation	0	0	56	56
51620	Equitable Life Insurance	0	0	101	101
51625	Vision Care	0	0	33	33
51640	Dental Insurance	0	0	228	228
51690	Medicare	0	0	366	366
51695	City EPO Medical Plan	0	0	3,271	3,271
Total Salaries and Benefits		**0**	**0**	**32,522**	**32,522**
52105	Miscellaneous Operating	0	1,453	0	0
52575	Services	0	1,750	0	0
60024	Safety Programs	0	0	967,478	967,478
60075	Claims Paid Development Review	2,500	1,550	0	0
60076	Claims Paid Police	43,975	133,791	0	0
60077	Claims Paid Support Service	3,301	0	0	0
60079	Legal and Admin Police	(812)	60,982	0	0
60221	Claims Paid Fire	11,455	8,075	0	0
60222	Claims Paid Public Works	118,228	203,950	0	0
60223	Claims Paid Transit	123,414	90,122	0	0
60224	Claims Paid General Costs	0	5,100	0	0
60225	Claims Paid Pikes Peak Highway	575	7,396	0	0
60227	Claims Paid Patty Jewett	153	912	0	0
60228	Claims Paid Parks And Recreation	105,225	59,428	0	0
60275	Claims Paid Regional	3,904	1,891	0	0
65210	Adjust Reserve	172,530	119,336	0	0
65230	Legal and Admin Fire	13,077	18,455	0	0
65235	Legal and Admin Public Works	23,511	91,480	0	0
65240	Legal and Admin Parks / Recreation	7,581	1,818	0	0
65245	Legal and Admin Transit	97,126	19,047	0	0
65250	Legal and Admin General Costs	0	2,024	0	0
Total Operating Expenses		**725,743**	**828,558**	**967,478**	**967,478**
Total Capital Outlay		**0**	**0**	**0**	**0**
Total Expenses		**725,743**	**828,558**	**1,000,000**	**1,000,000**

Health Insurance Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	35,652	91,046	102,149	100,305
51240	Retirement Termination Sick	0	2,815	0	0
51245	Retirement Termination Vacation	2,038	98	0	0
51299	Salaries Reimbursements	0	(711)	0	0
51610	PERA	3,757	9,482	10,726	12,289
51615	Workers Compensation	79	201	306	212
51620	Equitable Life Insurance	109	279	310	385
51625	Vision Care	63	121	317	130
51640	Dental Insurance	422	841	2,127	910
51665	Cash Back	350	455	0	0
51670	Parking For Employees	0	324	0	0
51690	Medicare	519	1,251	1,481	1,392
51695	City EPO Medical Plan	4,206	10,127	11,291	13,084
Total Salaries and Benefits		**47,195**	**116,327**	**128,707**	**128,707**
52110	Office Supplies	428	666	1,500	1,500
52125	General Supplies	0	792	0	0
52135	Postage	5,753	7,754	2,500	2,500
52575	Services	168,938	142,498	293,876	293,876
52615	Dues and Membership	5,000	5,150	5,500	5,500
52625	Meeting Expenses In-Town	100	441	0	0
52630	Training	20	864	1,500	1,500
52795	Rental of Equipment	3,625	3,408	3,625	3,625
52874	Office Services Printing	13,549	19,444	0	10,000
52875	Office Services Records	0	0	25,000	15,000
60139	Vision Claim Expenses	367,537	395,609	0	0
60140	Medical Claims Expenses	15,504,828	15,361,755	0	0
60231	Claims Incurred Not Reported	(289,917)	(1,594,546)	0	0
60238	Prescription Admin Fees	164,510	169,216	170,000	170,000
60239	Prescription Claim Expenses	3,986,870	4,373,089	0	0
60240	Dental Administrative Fees	101,402	107,467	100,000	100,000
60241	Dental Claim Expenses	1,774,149	1,915,297	0	0
60242	Vision Administrative Fees	46,375	47,327	50,000	50,000
60244	Medical Administrative Fees	503,070	527,744	504,644	504,644
60413	Dental DRB Expenses	152,085	130,385	0	0
65040	Miscellaneous	25,848	24,259	3,000	3,000
65050	Miscellaneous	0	0	5,000	5,000
65220	Reinsurance Costs	169,957	169,647	190,000	190,000
65335	Insurance Appropriation	0	0	22,147,865	24,807,965
65365	Health Programs	57,370	238,345	488,207	488,207
Total Operating Expenses		**22,761,498**	**22,046,608**	**23,992,217**	**26,652,317**
Total Capital Outlay		**0**	**0**	**0**	**0**
Total Expenses		**22,808,693**	**22,162,935**	**24,120,924**	**26,781,024**

Budget Detail – Risk Management

Support Services Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	596,667	740,925	748,803	679,813
51210	Overtime	0	57	3,186	3,186
51220	Seasonal Temporary	490	1,011	0	0
51240	Retirement Termination Sick	5,112	19,073	0	0
51245	Retirement Termination Vacation	8,303	11,407	0	0
51260	Vacation Buy Payout	0	943	0	0
51299	Salaries Reimbursements	(1,284)	(2,813)	0	0
51610	PERA	61,634	79,807	89,108	84,105
51615	Workers Compensation	2,048	2,397	3,046	2,206
51620	Equitable Life Insurance	1,920	2,374	2,287	1,964
51625	Vision Care	503	603	600	544
51640	Dental Insurance	4,080	4,984	4,968	4,755
51655	Retired Employee Medical Insurance	5,484	5,484	0	0
51665	Cash Back	645	121	0	0
51670	Parking for Employees	2,380	2,904	0	0
51690	Medicare	5,929	7,754	10,857	9,596
51695	City EPO Medical Plan	64,191	78,989	83,076	81,455
Total Salaries and Benefits		**758,101**	**956,016**	**945,931**	**867,624**
52105	Miscellaneous Operating	211	-48	3,800	0
52110	Office Supplies	9,013	8,494	7,300	6,377
52120	Computer Software	74	386	3,100	2,500
52122	Cell Phones Equipment and Supplies	198	303	400	0
52125	General Supplies	2,609	1,791	2,000	2,000
52135	Postage	3,188	3,640	3,250	3,500
52140	Wearing Apparel	0	0	75	75
52220	Maintenance Office Machines	199	0	500	500
52225	Maintenance Computer Software	0	0	4,000	1,000
52240	Maintenance Nonfleet Vehicles Equip	54	63	175	100
52415	Contracts and Special Projects	4,806	0	0	0
52565	Pest Control	0	50	0	0
52575	Services	3,632	2,713	5,000	3,285
52615	Dues and Membership	1,060	1,200	1,500	1,500
52625	Meeting Expenses In-Town	256	1,527	1,000	1,000
52630	Training	2,664	15,283	7,000	2,590
52635	Employee Educational Assistance	7,532	0	2,000	1,000
52645	Subscriptions	574	761	2,099	2,000
52655	Travel Out-of-Town	2,095	3,715	4,000	2,000
52705	Communications	17,679	22,752	22,105	22,916
52735	Telephone Long Distance Calls	751	590	1,500	1,500
52736	Cell Phone Airtime	36	47	150	305
52738	Cell Phone Base Charges	214	3,107	3,600	4,000
52775	Minor Equipment	1,126	570	2,634	2,000
52795	Rental of Equipment	8,615	8,100	10,000	10,000
52805	Admin Prorated Charges	232,394	249,636	252,985	238,949
52872	Maintenance Fleet Vehicles Equip	4,020	3,851	4,131	4,131
52874	Office Services Printing	1,811	2,739	4,000	3,875
52875	Office Services Records	1,797	2,686	2,000	3,500
Total Operating Expenses		**306,606**	**333,955**	**350,304**	**320,603**

Budget Detail – Risk Management

Support Services Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
53020	Computers Networks	5,759	3,831	10,000	0
53070	Vehicles Replacement	0	0	27,500	0
53090	Buildings and Structures	1,456	0	0	0
Total Capital Outlay		**7,215**	**3,831**	**37,500**	**0**
Total Expenses		**1,071,923**	**1,293,802**	**1,333,735**	**1,188,227**

Workers' Compensation Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	593,136	607,152	664,241	627,006
51220	Seasonal Temporary	8,069	19,867	20,000	20,000
51240	Retirement Termination Sick	3,287	7,272	0	0
51245	Retirement Termination Vacation	3,430	7,185	0	0
51260	Vacation Buy Payout	1,870	1,652	0	0
51265	Grip Program	229	0	0	0
51299	Salaries Reimbursements	(2,804)	(2,302)	0	0
51610	PERA	62,020	66,754	87,615	77,154
51615	Workers Compensation	1,530	1,593	1,499	1,547
51620	Equitable Life Insurance	1,778	1,838	1,879	2,077
51625	Vision Care	458	429	450	543
51640	Dental Insurance	3,505	3,634	3,780	4,268
51665	Cash Back	1,884	994	0	0
51670	Parking for Employees	1,960	1,815	2,000	2,000
51690	Medicare	8,585	8,815	8,908	9,969
51695	City EPO Medical Plan	41,633	42,926	43,590	56,522
Total Salaries and Benefits		**730,569**	**769,623**	**833,962**	**801,085**

Budget Detail – Risk Management

Workers' Compensation Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52110	Office Supplies	8,498	4,214	9,870	8,870
52115	Medical Supplies	44,008	33,413	52,895	50,820
52116	Pharmaceuticals	21,361	17,202	25,000	21,500
52120	Computer Software	360	585	20,500	25,175
52125	General Supplies	2,159	1,791	2,059	2,200
52135	Postage	111	123	125	125
52165	Licenses and Tags	66	149	100	100
52220	Maintenance Office Machines	1,560	0	2,000	2,000
52575	Services	143,544	172,016	101,230	101,480
52615	Dues and Membership	1,586	729	2,600	1,600
52630	Training	8,091	3,183	7,700	7,700
52635	Employee Educational Assistance	0	0	4,250	4,250
52645	Subscriptions	402	728	760	760
52655	Travel Out-of-Town	4,349	1,002	4,550	4,550
52705	Communications	1,464	1,399	500	500
52735	Telephone Long Distance Calls	62	30	100	100
52736	Cell Phone Airtime	0	13	35	35
52738	Cell Phone Base Charges	213	810	840	840
52740	General Insurance-City	407,997	407,570	360,800	360,800
52775	Minor Equipment	7,739	0	2,000	2,000
52795	Rental of Equipment	1,936	1,555	2,650	2,650
52874	Office Services Printing	1,391	966	1,750	1,250
65100	Claims and Damages City	3,046,366	2,986,126	2,218,217	2,175,425
65125	Claims and Damages Utilities	2,163,542	1,285,825	3,033,310	3,033,310
65135	Clinic Rehab Operating	2,793	3,303	875	875
65210	Adjust Reserve	1,212,908	172,232	0	0
Total Operating Expenses		**7,082,505**	**5,094,963**	**5,854,716**	**5,808,915**
53010	Office Machines	0	3,360	0	0
53020	Computers Networks	1,680	6,159	0	0
53070	Vehicles Replacement	0	0	27,500	0
Total Capital Outlay		**1,680**	**9,518**	**27,500**	**0**
Total Expenses		**7,814,755**	**5,874,104**	**6,716,178**	**6,610,000**

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Information Technology

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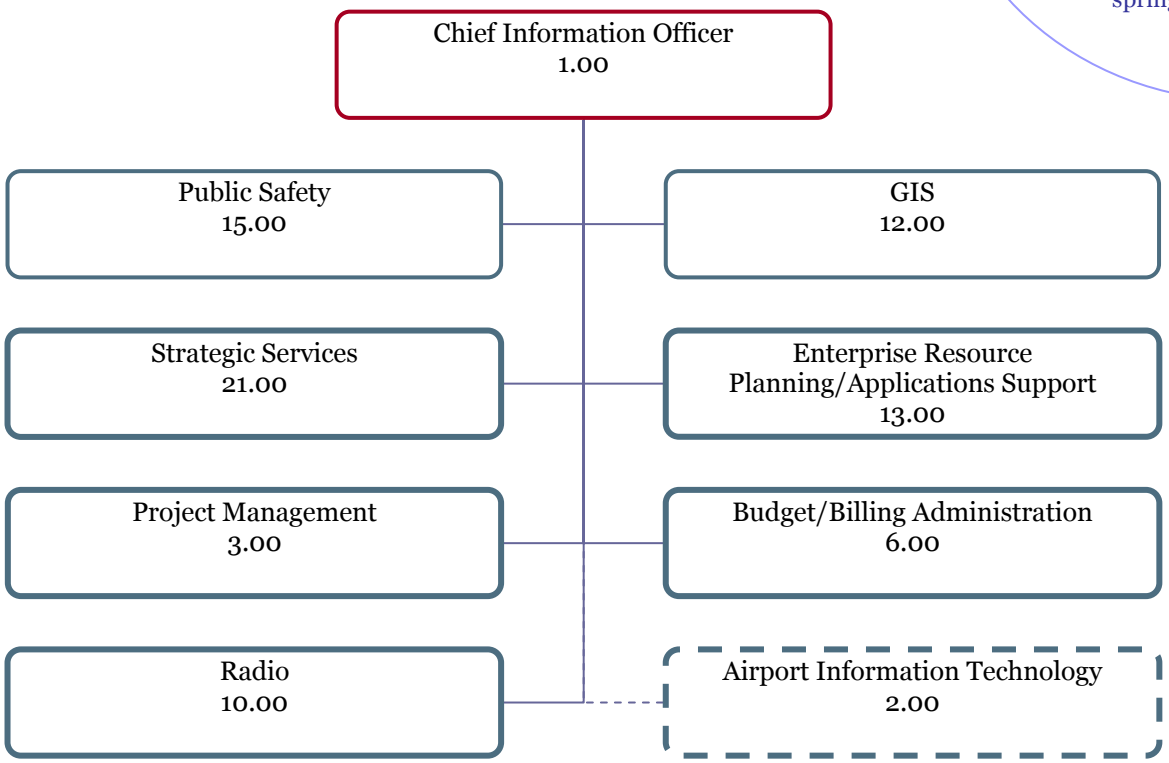
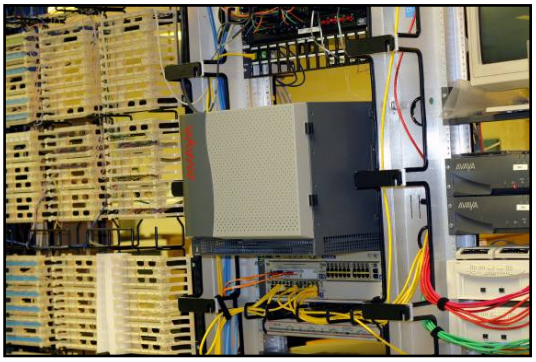


Summary of Department



The Information Technology Department consists of a number of key divisions that develop and manage technology solutions including support, upgrading, and implementation of new/existing infrastructure and systems related to the delivery of services to citizens of Colorado Springs. The infrastructure and systems include databases, Geographic Information Systems (GIS), E-services, and other business applications. The Department is made up of 81 individuals covering the following units:

- **Public Safety –** Provides integrated information management systems to address mission-critical needs of the City's Police and Fire Departments and supports the Computer Aided Dispatch (CAD), records management, mobile, and administrative applications for both departments.
- **Strategic Services –** Includes units that provide information management services to the entire City; these services include desktop and application support, network and server administration, database management, hardware and software configuration, and data security.
- **Project Management –** Focuses on process improvement and best practice project management; promotes partnering, collaboration, and innovation with staff and meeting customer service objectives while providing City departments with full lifecycle project management and application development; and leads business transformation through people, process, and enabling technology.
- **GIS -** Provides electronic mapping data used by various citizens and departments for zoning, land use, elections, public safety, economic development, transportation and is responsible for maintaining the software application used to develop City mapping data.
- **Enterprise Resource Planning (ERP) –** Provides technical support for the City's administrative applications (payroll, financial services, human resource management) while working to ensure that departments have the critical resources and technology necessary to deliver optimal services to the public; provides computerized records management, quality control and report distribution; and delivers support for data tracking and management system which enables City administration to manage employee information.
- **Budget/Billing Administration –** Performs budget, purchasing and contracts; expenditure and communications services tracking/telephone account management; and accounts payables, receivables, and billings.
- **Disaster Recovery –** Establishes an ongoing effort to ensure there are agreements and plans in place to rebuild or replace any critical systems within days of a major outage.
- **Radio Communications –** Primarily tasked with maintaining the operational quality and readiness of the City's 800 MHz radio equipment and the installation of radios and public safety equipment in Police, Fire and provides critical technical and engineering support to the City Court's video arraignment and audio systems and the City's panic alarm system in the City Administration Building and City Hall.

All Fund Budget and Position Summary

All Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
General Fund	$ 0	$ 0	$ 7,816,698	$ 7,816,698	100%
Support Services Fund	9,258,669	10,828,681	1,970,619	(8,858,062)	(81.8%)
Total	**$9,258,669**	**$10,828,681**	**$9,787,317**	**($1,041,364)**	**(9.62%)**

* In 2007 and 2008 the Information Technology Budget was in the Support Services Fund.

	2008 Budget	2009 Budget	+ / -
Total Positions	**92.00**	**81.00**	**(11.00)**

Two Airport Information Technology positions have an indirect reporting relationship to the Chief Information Officer.

Significant Changes to the Budget

- To reduce ongoing expenditures, 11 positions are eliminated.
- Information Technology is moving from the Support Services Fund to the General Fund. As a result, the Admin Prorate charge is reduced by over $575,000.
- Technology refresh for the General Fund is moving from the individual departments to the Information Technology Department. This is an increase of approximately $500,000 to Information Technology. This is offset by reductions in other General Fund departments.
- Communication line items are removed from individual General Fund budgets and transferred to the Information Technology Department as part of the continued effort to consolidate information technology functions. This is an increase of approximately $1,000,000 to Information Technology. This is offset by reductions in other General Fund departments.
- With the elimination of the Internal Support Services Administration Department, Radio Communications is moving into Information Technology.

Budget and Position Summary

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 4,954,290	$ 5,936,349	$ 5,263,343	($ 673,006)	(11.34%)
Operating	2,197,943	2,768,932	2,399,776	(369,156)	(13.33)
Capital Outlay	111,804	170,868	153,579	(17,289)	(10.12)
Total	**$7,264,037**	**$8,876,149**	**$7,816,698**	**($1,059,451)**	**(11.94%)**

* In 2007 and 2008 the Information Technology Budget was in the Support Services Fund.

Title	2008 Budget	2009 Budget	+ / -
Chief Information Officer	1.00	1.00	
Information Systems Manager	5.00	3.00	(2.00)
Information Systems Supervisor	2.00	1.00	(1.00)
Principal Information Systems Analyst	13.00	13.00	
Principal Network Engineer	2.00	1.00	(1.00)
Senior Information Systems Analyst	8.00	7.00	(1.00)
Senior Network Engineer	5.00	5.00	
Communications System Field Engineer	1.00	1.00	
Information Systems Analyst I, II, III	11.00	10.00	(1.00)
Network Engineer	2.00	1.00	(1.00)
Senior Analyst	1.00	0.00	(1.00)
Senior GIS Analyst	3.00	3.00	
GIS Analyst	3.00	2.00	(1.00)
Information Systems Technician	2.00	2.00	
Administrative Technician	1.00	1.00	
Office Specialist	3.00	3.00	
Total Positions	**63.00**	**54.00**	**(9.00)**

Budget and Position Summary

Support Services Fund – Radio Communications

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 694,590	$ 774,847	$ 754,968	($19,879)	(2.57%)
Operating	1,336,121	1,158,185	1,215,651	57,466	4.96
Capital Outlay	15,085	19,500	0	(19,500)	(100.00)
Total	**$2,045,796**	**$1,952,532**	**$1,970,619**	**$18,087**	**0.93%**

Title	2008 Budget	2009 Budget	+ / -
Communications Manager	1.00	1.00	
Communications Systems Field Engineer	1.00	0.00	(1.00)
Communications Specialist	4.00	4.00	
Communications Technician	3.00	3.00	
Communications Installer	2.00	1.00	(1.00)
Administrative Technician	1.00	1.00	
Total Positions	**12.00**	**10.00**	**(2.00)**

PSST Fund

The 11 Information Technology positions listed below report to the Chief Information Officer, but their funding is accounted for in the Police and Fire budgets under the PSST Fund.

Title	2008 Budget	2009 Budget	+ / -
Information Systems Supervisor	1.00	1.00	
Principal Information Systems Analyst	2.00	2.00	
Senior Information Systems Analyst	2.00	2.00	
Senior Network Engineer	1.00	1.00	
Information Systems Analyst I, II, III	4.00	4.00	
Senior GIS Analyst	1.00	1.00	
Total Positions	**11.00**	**11.00**	**0.00**

Budget and Position Summary

Stormwater Enterprise Fund

The three Information Technology positions below report to the Chief Information Officer, but their funding is accounted for in the Stormwater Enterprise budget.

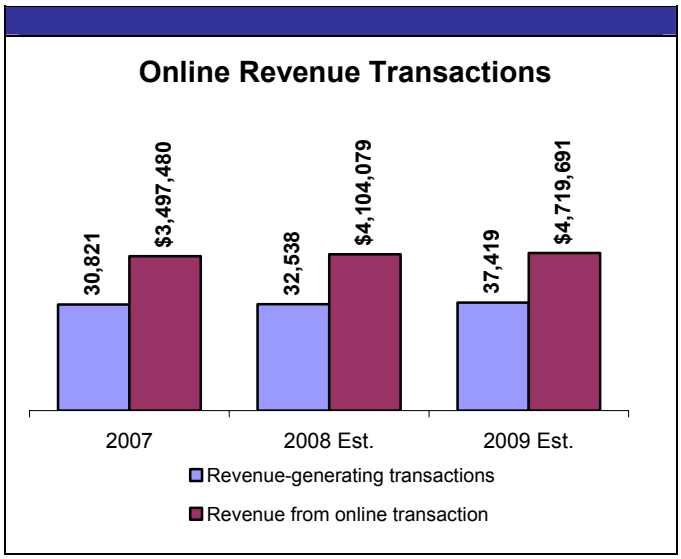
Title	2008 Budget	2009 Budget	+ / -
Principal Information Systems Analyst	1.00	1.00	
GIS Analyst	1.00	1.00	
GIS Technician	1.00	1.00	
Total Positions	**3.00**	**3.00**	**0.00**

Grant Fund

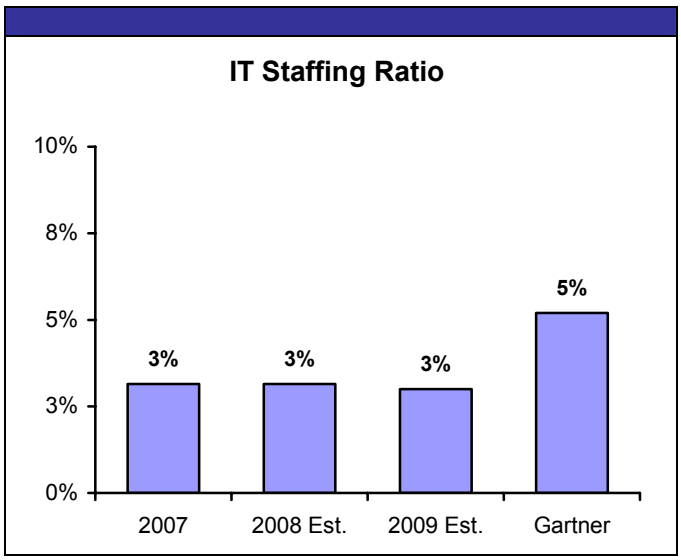
The three Information Technology positions below report to the Chief Information Officer, but their funding is accounted for in the Transit budget.

Title	2008 Budget	2009 Budget	+ / -
Senior IS Analyst – Special Federal Transit Administration Grant	1.00	1.00	
IS Analyst I, II, III – Special Federal Transit Administration Grant	1.00	1.00	
Traffic Technician II – Special Congestion Mitigation and Air Quality Grant	1.00	1.00	
Total Positions	**3.00**	**3.00**	**0.00**

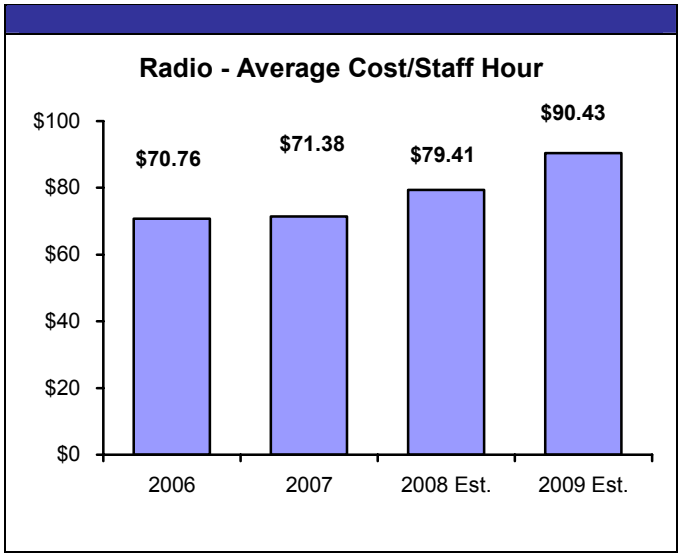
Performance Indicators



- The increase in online transactions illustrates a trend of citizens using convenient online services versus in-person over-the-counter transactions.



- The staffing ratio of Information Technology full-time equivalents (FTE) to the total City FTE count is 3%. This ratio does not include contract, temporary, grant, or volunteer personnel support. The Gartner local government average is 5%.



- The average cost per staff hour is a function of actual budget costs divided by total billable hours. In 2009, the Radio Communications Division's average cost per staff hour is projected to increase dramatically with the elimination of two positions and their resultant billable hours. All efforts will be continued to reduce costs and increase overall work efficiencies and to use temporary personnel to meet work requirements.

Major Objectives

- **Maintain the 800 MHz Public Safety Trunked Radio System**

  Provide excellent maintenance of the 800 MHz Trunking System equipment. Equipment downtime will be minimized, response times will exceed those required by the contract, and preventive maintenance will be completed on schedule.

- **Maintain the public safety and public service trunked-user and non-trunked radio communications systems**

  Maintain public safety and public service trunked user and non-trunked wireless voice and data communications networks and equipment with 24-hour-per-day, 7-day-per-week emergency technical support and repair service.

- **Provide installation services for new Police and Fire Vehicles**

  As police vehicles are 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.

- **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 possible or necessary improvement.

- **Continue and extend the use of GIS and other information sources to improve operational capabilities, business processes, and community interactions**

  Leverage the extensive amounts of community data, department, and geographic information to improve the delivery of services to the public, facilitate management of City assets and infrastructure, and enhance public safety operations. A key strategy will be to implement an enterprise GIS database that will serve data centrally, build integrity into data maintenance, and provide a platform for integration with existing non-spatial systems and eGovernment services. Improving support for core business processes will be necessary to augment existing spatial data through in-house data development projects and continued partnering with regional governmental entities.

Major Objectives

- **Support the provisioning of a variety of software and hardware platforms that enable City staff to deliver efficient and cost-effective services to citizens of Colorado Springs**

  Provide hardware, software, and printer support to City staff. Train users and administer user accounts and the operation of City computer systems to protect valuable City information and to improve City processes. By establishing and maintaining an accurate inventory of computing resources, work to ensure the best return on investment for desktop computers, laptops, servers, printers, and other computer peripherals. Ensure the sustainability of the City's Continuity of Government program and Disaster Recovery Program allowing the City to maintain operational systems during an emergency or catastrophic situation and continue all basic administrative and public safety services.

- **Provide telecommunications, interoperable systems, networks, and Internet services to City employees to facilitate communications with other agencies and the citizens of Colorado Springs**

  Manage the City's network, Internet access, and its primary telephone services and look for areas of improvement and efficiency. Information Technology provides planning, implementation, and maintenance for all of these systems, and ensures their continued operation. There are internal and external demands on these services that may require system upgrades or system replacements to provide the required functionality and capacity. These services are required to support the continued 24- hour per day, 7 day per week operation of several City departments.

- **Maintain and augment eGovernment services**

  Maintain and grow the City's 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. The City's intranet website is also a vital communication tool in providing employees with information as well as sharing information across departments. The current structure of the City's intranet will be reviewed and an improvement strategy will be identified.

- **Improve Information Security**

  Review the enterprise and departmental security requirements and anticipated future security demands and take the necessary steps to improve the overall security of City information and systems. The City will pursue a single network infrastructure with a security model for the majority of users and data. Increased security requirements for special systems and data will be addressed by the appropriate mix of encryption, firewalls, secured networks and other necessary security measures to augment existing spatial data through in-house data development projects and continued partnering with regional governmental entities.

Budget Detail – Information Technology

General Fund

	Account	2006 Actual*	2007 Actual*	2008 Budget*	2009 Budget
51205	Civilian Salaries	2,282,281	3,883,738	4,803,296	4,284,154
51210	Overtime	0	329	0	0
51220	Seasonal Temporary	645	109	0	0
51235	Standby	12,283	23,685	29,564	34,850
51240	Retirement Termination Sick	6,563	169,101	0	0
51245	Retirement Termination Vacation	20,695	153,925	500	0
51255	Conversion of Sick Leave	0	0	13,300	0
51260	Vacation Buy Payout	5,378	12,797	0	0
51299	Salaries Reimbursements	(13,165)	(116,988)	0	0
51610	PERA	239,383	421,347	589,957	513,032
51615	Workers Compensation	5,725	9,845	15,715	10,364
51620	Equitable Life Insurance	7,158	12,074	18,487	11,413
51625	Vision Care	1,517	2,585	3,030	2,412
51640	Dental Insurance	10,926	19,321	24,066	21,407
51655	Retired Employee Medical Insurance	10,145	10,877	0	11,883
51665	Cash Back	8,441	6,542	0	9,620
51670	Parking for Employees	5,040	5,408	6,270	6,500
51690	Medicare	27,910	51,382	68,171	58,095
51695	City EPO Medical Plan	158,218	288,215	363,993	299,613
Total Salaries and Benefits		**2,789,144**	**4,954,290**	**5,936,349**	**5,263,343**
52105	Miscellaneous Operating	0	29,198	0	0
52110	Office Supplies	6,892	6,475	7,085	7,600
52111	Paper Supplies	0	235	1,000	2,720
52120	Computer Software	10,092	124,660	190,269	26,000
52122	Cell Phones Equipment/Supplies	367	465	300	300
52125	General Supplies	1,020	2,920	5,957	4,957
52129	HVAC-Heat Ventilation Air Supplies	0	12,261	12,500	12,400
52135	Postage	262	218	200	200
52205	Maintenance Landscaping	1,915	275	1,200	1,200
52220	Maintenance Office Machines	3,611	3,148	3,530	9,500
52225	Maintenance Computer Software	12,736	33,746	26,576	42,683
52235	Maintenance Machinery/Apparatus	0	6,197	45,435	3,826
52265	Maintenance Buildings/Structures	5,466	40,125	3,854	5,454
52282	Maintenance Data Communication	106,174	197,242	173,600	110,635
52305	Maintenance Software	21,954	76,253	56,060	199,700
52405	Advertising Services	0	0	700	700
52410	Building Security Services	14,711	11,975	14,000	17,000
52418	Computer Services	0	0	1,500	1,500
52423	Telecommunication Services	469,986	436,666	724,861	489,308
52431	Consulting Services	15,660	25,163	0	0
52435	Garbage Removal Services	370	409	500	400
52445	Janitorial Services	6,229	6,658	9,000	7,500
52465	Miscellaneous Services	0	100	0	80,000
52575	Services	43,405	109,465	118,786	74,620
52590	Temporary Employment	4,279	6,570	0	0
52605	Car Mileage	246	166	450	1,050
52615	Dues and Membership	2,576	2,563	1,557	2,620

* In 2006, 2007, and 2008 the Information Technology Budget was in the Support Services Fund.

Budget Detail – Information Technology

General Fund

	Account	2006* Actual	2007* Actual	2008* Budget	2009 Budget
52625	Meeting Expenses I-Town	611	1,126	300	300
52630	Training	24,895	14,378	43,498	48,805
52635	Employee Educational Assistance	0	1,027	0	0
52645	Subscriptions	0	498	550	1,250
52655	Travel Out-of-Town	1,805	9,008	6,550	8,275
52705	Communications	32,338	217,119	45,652	0
52706	Wireless Communication	1,649	7,725	0	0
52725	Rental of Property	80,876	83,625	83,626	89,000
52735	Telephone Long Distance Calls	253	388	875	900
52736	Cell Phone Airtime	1,309	56	950	1,067
52738	Cell Phone Base Charges	8,581	10,730	9,030	9,600
52743	Utilities Streetlights	27	0	50	0
52745	Utilities	0	0	0	7,000
52746	Utilities Electric	29,579	32,697	25,362	37,891
52747	Utilities Gas	3,975	3,557	2,499	8,402
52748	Utilities Sewer	263	240	196	382
52749	Utilities Water	266	271	337	408
52755	Communications Equipment	0	0	0	122,500
52765	Lease Purchase Payments	7,599	14,172	50,000	50,000
52775	Minor Equipment	0	13,562	9,189	19,119
52795	Rental of Equipment	0	2,675	0	0
52805	Admin Prorated Charges	485,702	465,804	576,918	0
52840	Telecom Projects	56,147	57,302	331,715	295,905
52872	Maintenance Fleet Vehicles Equip	3,516	8,390	3,938	10,000
52874	Office Services Printing	107	91	300	325
52875	Office Services Records	345	454	237	250
52921	Telecommunication Pass-Through	134,773	55,879	52,000	55,000
52927	Telecommunications Pass-Through Long Distance	16,057	18,905	30,000	30,000
52940	Telecommunications Service Op Cost	35,155	34,675	41,000	0
60361	System Services	0	0	55,240	0
65160	Recruitment	1,000	10,439	0	0
70295	Computer Refresh	0	0	0	501,524
Total Operating Expenses		**1,654,779**	**2,197,943**	**2,768,932**	**2,399,776**
53005	Capital Expenditures Fixed Assets	0	0	0	0
53020	Computers Networks	88,408	48,489	111,444	111,579
53030	Furniture and Fixtures	70	2,341	2,000	0
53040	Machinery and Apparatus	77,304	60,974	57,424	42,000
Total Capital Outlay		**165,782**	**111,804**	**170,868**	**153,579**
Total Expenses		**4,609,705**	**7,264,037**	**8,876,149**	**7,816,698**

* In 2006, 2007 and 2008 the Information Technology Budget was in the Support Services Fund.

Support Services Fund – Radio Communications

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	404,003	447,874	535,475	532,467
51210	Overtime	28,162	20,445	2,894	2,894
51220	Seasonal Temporary	53,353	52,078	49,579	49,579
51235	Standby	26,656	28,430	20,394	20,394
51240	Retirement Termination Sick	(1,000)	11,118	0	0
51245	Retirement Termination Vacation	3,932	444	0	0
51610	PERA	52,349	58,749	71,308	61,583
51615	Workers Compensation	11,602	12,736	13,363	10,790
51620	Equitable Life Insurance	1,243	1,390	3,265	2,898
51625	Vision Care	379	362	490	429
51640	Dental Insurance	2,946	3,343	4,246	4,063
51655	Retired Employee Medical Insurance	1,097	1,097	0	0
51665	Cash Back	2,242	1,148	0	0
51690	Medicare	5,261	5,634	8,417	6,705
51695	City EPO Medical Plan	46,323	49,743	65,416	63,166
Total Salaries and Benefits		**638,548**	**694,590**	**774,847**	**754,968**
52105	Miscellaneous Operating	0	1,838	0	0
52110	Office Supplies	1,771	2,010	1,050	1,050
52111	Paper Supplies	0	0	100	100
52115	Medical Supplies	0	12	0	0
52120	Computer Software	2,016	1,887	889	889
52122	Cell Phones Equipment/Supplies	0	74	0	0
52125	General Supplies	1,198	429	600	600
52135	Postage	4,204	2,315	2,232	2,232
52140	Wearing Apparel	65	306	500	500
52145	Paint and Chemical	487	1,107	451	451
52155	Automotive	110	159	0	0
52165	Licenses and Tags	5,030	1,470	2,750	2,750
52190	Janitorial Supplies	375	453	400	400
52225	Maintenance Computer Software	4,645	1,986	571	571
52235	Maintenance Machinery/Apparatus	0	2,557	1,355	2,557
52250	Maintenance Radios Allocation	385,656	385,710	386,355	386,355
52265	Maintenance Buildings/Structures	4,665	10,661	20,697	20,697
52405	Advertising Services	200	0	0	0
52425	Environmental Services	0	1,713	0	0
52445	Janitorial Services	1,650	1,975	1,800	1,800
52575	Services	671	620	0	0
52577	Administrative Services	0	0	0	629
52590	Temporary Employment	0	18,472	37,651	67,917
52605	Car Mileage	0	20	0	0
52625	Meeting Expenses In-Town	100	223	0	0
52630	Training	2,377	170	0	0
52655	Travel Out-of-Town	1,508	717	0	0
52705	Communications	8,020	8,142	6,192	6,192
52725	Rental of Property	33,924	33,922	33,926	33,926
52735	Telephone Long Distance Calls	379	166	300	166
52736	Cell Phone Airtime	1,166	1,054	200	448
52738	Cell Phone Base Charges	40	50	0	0

Support Services Fund – Radio Communications

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52743	Utilities Streetlights	164	0	0	0
52745	Utilities	3,969	4,531	4,180	4,180
52746	Utilities Electric	8,621	11,406	13,919	15,506
52747	Utilities Gas	3,597	3,017	4,416	5,127
52748	Utilities Sewer	383	321	251	279
52749	Utilities Water	313	267	221	291
52775	Minor Equipment	11,893	32,103	9,767	4,831
52785	Radio Replacement	298,705	37,580	92,303	99,487
52795	Rental of Equipment	1,335	1,461	1,260	1,260
52805	Admin Prorated Charges	129,066	119,868	132,938	166,719
52872	Maintenance Fleet Vehicles Equip	19,313	17,982	19,798	19,798
52874	Office Services Printing	17	26	0	0
52876	Pass-Through Expenses	129,809	96,109	0	0
52879	Purchases for Resale Nextel	0	14,037	0	0
52880	Purchases for Resale	120,530	111,048	96,671	96,671
52883	Purchases for Resale Non-Stck Parts	10,408	29,780	9,628	9,628
52886	Radio Maintenance Miscellaneous	99,646	326,970	163,277	163,277
52888	Radio Maintenance PPRCN	38,666	49,395	111,537	98,367
Total Operating Expenses		**1,336,689**	**1,336,121**	**1,158,185**	**1,215,651**
53050	Machinery and Apparatus	108,270	15,085	19,500	0
Total Capital Outlay		**108,270**	**15,085**	**19,500**	**0**
Total Expenses		**2,083,507**	**2,045,796**	**1,952,532**	**1,970,619**

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Financial Services

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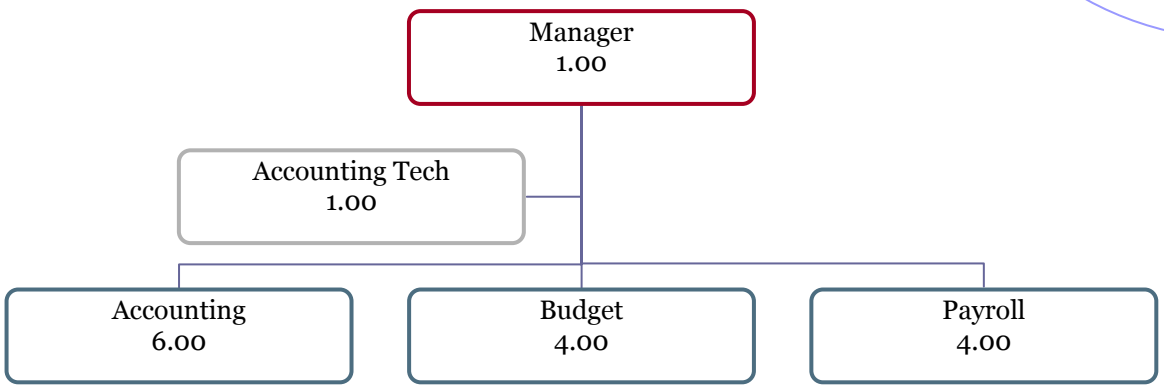


Summary

The Financial Services Division supports the City's Strategic Plan by delivering budget, accounting, and payroll services to all City Departments and Enterprises. The Division also provides accounting and payroll services to the Regional Building Authority, Housing Authority, and Emergency Services Authority and accounting services for Homeland Security Grants. The Division is responsible for payroll processing for over 3,200 employees with over 4,000 payments made on a biweekly basis, general accounting services, including investing and banking activity of approximately $400 million in expenditures and pooled cash of almost $155 million and budgeting activity for over 70 funds with total expenditures budgets of approximately $450 million. In the past four years, the Division added new services for The Regional Building Authority, Pikes Peak Rural Transportation Authority, Stormwater Enterprise and Homeland Security grants, increasing activity by over $100 million with only one additional staff person. The Division continues to achieve a high level of excellence by receiving both the Distinguished Budget Presentation Award and the Certificate of Excellence in Financial Reporting provided by the Government Financial Officers Association for the last 17 years.

Budget and Position Summary

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 1,625,918	$ 1,689,945	$ 1,542,852	($ 147,093)	(8.70%)
Operating	110,600	103,741	83,718	(20,023)	(19.30)
Capital Outlay	8,504	6,892	4,000	(2,892)	(41.96)
Total	**$1,745,022**	**$1,800,578**	**$1,630,570**	**($170,008)**	**(9.44%)**

Title	2008 Budget	2009 Budget	+ / -
Chief Financial Officer	1.00	1.00	
Manager	1.00	1.00	
Finance Supervisor	1.00	1.00	
Accounts Payable Supervisor	1.00	0.00	(1.00)
Principal Analyst	0.00	4.00	4.00
Senior Accountant	4.00	4.00	
Accountant II	2.00	2.00	
Accounting Technician	11.00	4.00	(7.00)
Staff Assistant	0.00	0.00	
Administrative Technician	2.00	0.00	(2.00)
Total Positions	**23.00**	**17.00**	**(6.00)**

The Chief Financial Officer position is in the Financial Services budget, but is not reflected on the Organization Chart on page 16-1.

Budget and Position Summary

Homeland Security Grant Fund

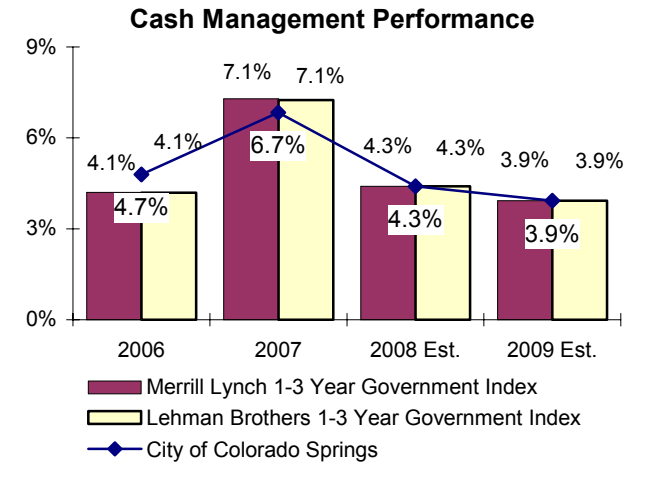
The Accountant II position below reports to the Financial Services Manager, but funding is accounted for in the Fire Department's Office of Emergency Management Division budget through the Homeland Security Grant.

Title	2008 Budget	2009 Budget	+ / -
Accountant II	1.00	1.00	
Total Positions	**1.00**	**1.00**	**0.00**

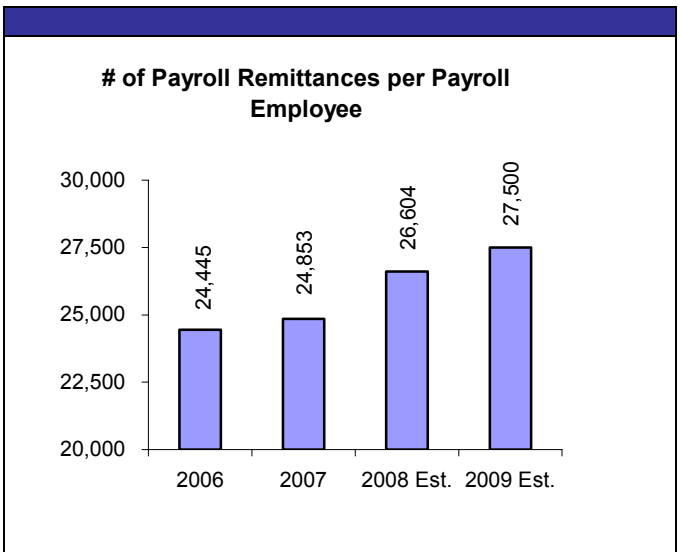
Significant Changes to the Budget

- Four Principal Analysts and one Staff Assistant are transferred from Business Development, which previously included Budget, to Financial Services.
- One Staff Assistant, one Administrative Technician, and three Accounting Technicians are eliminated to reduce ongoing expenditures.
- Three Accounting Technicians and one Accounts Payable Supervisor are transferred from the Financial Services Division to the Procurement Services Division.
- One Accounting Technician and one Administrative Technician are transferred from the Financial Services Division to the Revenue and Collections Division.

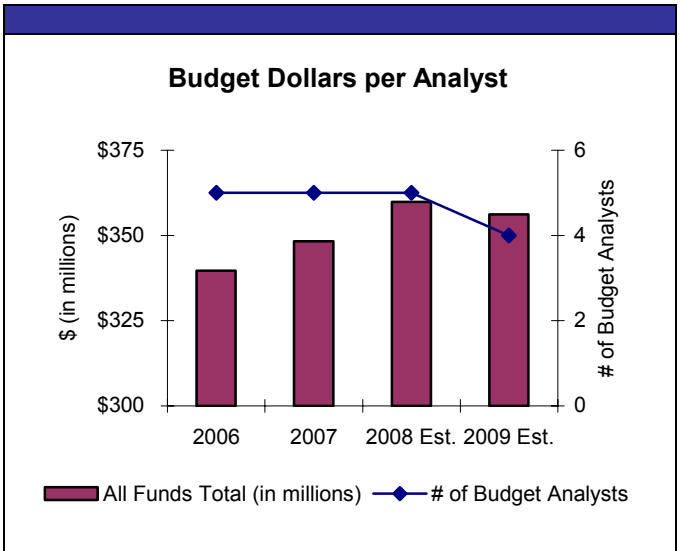
Performance Indicators



- Since 1998, the City has maintained a rating of AAA/V1+ on its operating portfolio. This is the highest rating assigned to cash management portfolios by Fitch Ratings. For 2007, the City's fair value return was 6.70% compared to the Lehman 1-3 Government Index at 7.10% and the Merrill 1-3 Government Index at 7.14% which are the benchmark comparisons for its investment portfolio. The weighted average maturity of the portfolio was 503 days.



- Since 2006, the number of payroll remittances has increased steadily while the number of payroll personnel remains at four. In 2009 the number of remittances is expected to hit 110,000. Although employee counts will be reduced during 2009, anticipated additional retirements will require final checks and other retirement remittance. In addition, during the last three years, the payroll area has assumed responsibility for the payrolls of Regional Building Authority and the Stormwater Enterprise.



- The number of analysts preparing the budget remained consistent from 2006-2008 but will drop by one analyst in 2009. The amount of budget administered has steadily risen, due to additional enterprises and increases in expenditures within the various funds.

Major Objectives

- **Provide financial reporting to internal and external customers of the financial services division**

  Accounting program objectives will continue to be linked to Strategic Plan goals. Accounting will continue to implement any new GASB pronouncements and review reporting requirements related to the generally accepted accounting principles. Updates and improvements will continue to be completed on the Comprehensive Annual Financial Report. Resources will also be used to provide additional and more user-friendly reporting to internal customers of the division.

- **Provide investment and cash management requirements of the City to achieve appropriate levels of liquidity and interest earnings**

  Continue to review and improve on investing the City's pooled cash to achieve appropriate levels of liquidity for cash needs. This includes review of cash flows each month as well as determination of needs into the future for investment purposes. Investments and cash will be managed in order to achieve appropriate levels of interest earnings for all funds of the City.

- **Establish a budget process that sets the framework for achieving Strategic Plan goals and continues the transition to an outcome-based budgeting system**

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

- **Monitor the financing of capital improvement projects and update the City's Five-Year Capital Improvements Program**

  Continue tracking the financial component of current capital improvement projects and make adjustments when necessary to ensure timely and cost-effective project completion. Update the City's Five-Year Capital Improvements Program document by collecting and maintaining a list of the City's infrastructure needs and researching potential funding mechanisms.

- **Provide payroll service to the City's Departments**

  Payroll's objectives to improve accuracy and efficiency and deliver excellent customer service will continue this year by implementing a new citywide electronic solution to time collection. The new PeopleSoft Time & Labor module will achieve policy compliance and uniformity of pay practices and address Fair Labor Standards Act concerns. It will also provide real-time labor cost reporting to each department.

Budget Detail – Financial Services

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	1,246,907	1,312,126	1,353,906	1,239,427
51210	Overtime	335	120	0	290
51220	Seasonal Temporary	0	(340)	0	0
51240	Retirement Termination Sick	0	8,502	0	0
51245	Retirement Termination Vacation	166	8,961	0	0
51260	Vacation Buy Payout	1,528	1,822	0	0
51610	PERA	128,711	140,213	176,203	156,862
51615	Workers Compensation	2,799	2,927	3,985	3,626
51620	Equitable Life Insurance	3,852	4,047	4,407	3,534
51625	Vision Care	1,037	1,023	1,052	806
51640	Dental Insurance	7,745	7,967	8,111	7,100
51665	Cash Back	9,138	5,136	0	0
51670	Parking For Employees	7,280	6,626	6,726	8,046
51690	Medicare	13,514	15,416	19,632	17,006
51695	City EPO Medical Plan	105,493	108,363	115,923	106,155
51699	Benefits Reimbursement	0	3,011	0	0
Total Salaries and Benefits		**1,528,504**	**1,625,918**	**1,689,945**	**1,542,852**
52110	Office Supplies	12,835	8,180	18,000	13,356
52111	Paper Supplies	0	0	0	1,117
52120	Computer Software	0	815	0	500
52122	Cell Phones Equip/Supplies	0	101	0	250
52125	General Supplies	0	0	0	363
52135	Postage	13,008	14,218	18,000	14,091
52220	Maintenance Office Machines	75	45	0	0
52265	Maintenance Buildings/Structure	441	0	0	0
52575	Services	5,704	3,620	5,400	3,030
52590	Temporary Employment	0	7,390	0	0
52605	Car Mileage	0	79	0	20
52615	Dues And Membership	1,645	2,277	1,300	8,764
52625	Meeting Expenses In-Town	1,350	273	0	235
52630	Training	936	2,883	3,255	6,417
52635	Employee Educational Assistance	4,718	3,591	1,200	0
52645	Subscriptions	207	1,373	175	1,250
52655	Travel Out-of-Town	6,349	6,996	1,700	4,268
52705	Communications	31,296	33,578	32,311	0
52735	Telephone Long Distance Calls	725	367	500	563
52736	Cell Phone Airtime	0	1	0	0
52738	Cell Phone Base Charges	0	425	0	1,200
52755	Communications Equipment	0	115	0	0
52775	Minor Equipment	8,617	4,507	0	0
52795	Rental Of Equipment	9,407	6,917	9,000	9,000
52874	Office Services Printing	4,753	5,990	6,000	12,340
52875	Office Services Records	6,444	6,858	6,900	6,954
65160	Recruitment	500	0	0	0
Total Operating Expenses		**109,008**	**110,600**	**103,741**	**83,718**

Budget Detail – Financial Services

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
53020	Computers Networks	4,060	6,038	4,892	0
53030	Furniture And Fixtures	0	2,466	2,000	4,000
Total Capital Outlay		**4,060**	**8,504**	**6,892**	**4,000**
Total Expenses		**1,641,572**	**1,745,022**	**1,800,578**	**1,630,570**

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Procurement Services

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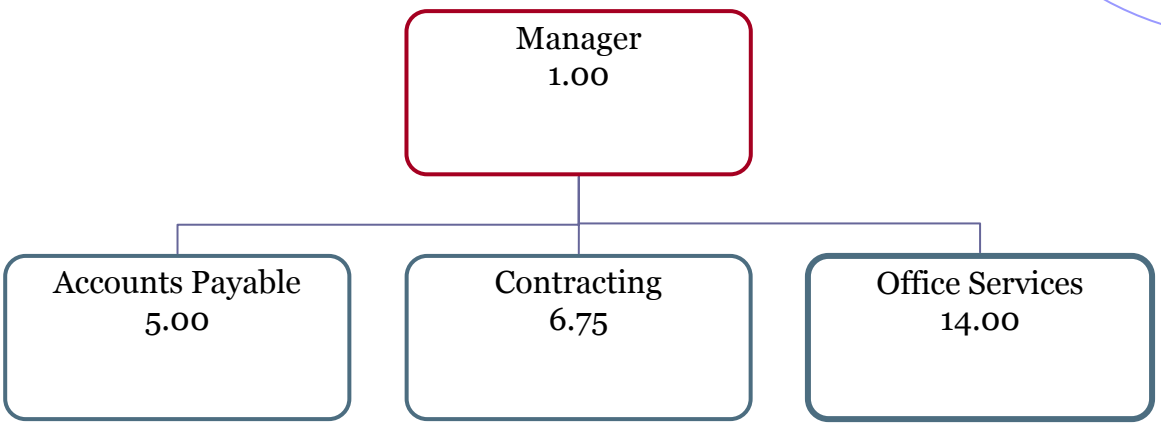


Summary of Division

The Procurement Services Division is comprised of the Contracting, Accounts Payable, and Office Services sections. These three distinct sections provide a variety of valuable services to all City departments and the citizens of Colorado Springs while maintaining one of the highest customer service ratings within the City of Colorado Springs. This Division provides services such as solicitation, negotiating and award of purchase orders and contracts for all departments and small business outreach to the community; invoice processing and payments and administration and oversight of the City's VISA card program; and mail processing and delivery and reprographic and printing services.

The Contracting section supports the City's Strategic Plan by delivering procurement and contracting services to all City departments as well as the Homeland Security Administration, Emergency Services Agency, and the Pikes Peak Rural Transportation Authority (PPRTA) through competitiveness, innovation, and compliance with procurement laws. The Contracting section is responsible for soliciting, negotiating, and awarding over 4,000 purchase orders, task orders, and formal contracts totaling over $170 million annually. The Division is one of only 16% of cities and counties nationwide that have been recognized by the National Institute of Governmental Purchasing (NIGP) for 100% professionally certified staff.

The Accounts Payable section is vital to the success of the City's Strategic Plan by disbursing timely payments for all of the City's financial obligations. These obligations range from payments against purchase orders and contracts to payments for services such as trash pickup or for utilities necessary to operate the City's facilities. The Accounts Payable section is also responsible for disbursing payments for the Emergency Services Agency, Pikes Peak Regional Communications Network, and Regional Building and invoice tracking and oversight for the PPRTA. They process over 64,000 invoices amounting to over $200 million annually for payment, and roughly 1,000 invoices are reviewed and audited for the PPRTA. Furthermore, this section is also responsible for the administration and oversight of the City's VISA card program. This program alone accounts for over 34,000 transactions totaling over $10 million annually. The success of this program can be attributed to the strength of the oversight audits that are performed on a daily basis by this section.

The Office Services section provides functional support to all City and Colorado Springs Utilities departments and employees for reprographics, mail processing, and record storage and retrieval. Office Services is responsible for processing all incoming and outgoing mail for all City and Colorado Springs Utilities departments, which includes pickup and delivery of USPS and interoffice mail and stuffing and mailing all utility bills from Colorado Springs Utilities to their customers. Office Services processed over 5.7 million pieces of incoming and outgoing mail including 2.5 million utility bills in 2007. Office Services also provides reprographic and printing services including design and layout that range from simple business cards to Council agendas, manuals, and elaborate brochures. They were directly responsible for over 8.8 million impressions valued at over $586,068 in 2007. Their final responsibility includes records management and oversight for the City. Office Services is responsible for managing over 20,000 boxes of active records stored off site. This includes on-demand retrieval, storage, and when warranted, documented destruction of the City and Colorado Springs Utilities records.

All Funds Budget and Position Summary

All Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
General Fund	$ 634,451	$ 682,425	$ 830,812	$ 148,387	21.74%
Support Services Fund	2,357,182	2,406,085	2,221,487	(184,598)	(7.67)
PSST Fund	143,359	141,533	137,955	(3,578)	(2.53)
Total	**$3,134,992**	**$3,230,043**	**$3,190,254**	**($39,789)**	**(1.23%)**

Title	2008 Budget	2009 Budget	+ / -
Total Positions	**24.75**	**26.75**	**2.00**

Significant Changes to the Budget

Three Accounts Payable Technicians and one Accounts Payable Supervisor are transferred from the Financial Services Division to the Procurement Services Division.

Two positions are eliminated to reduce ongoing expenditures.

One position is transferred from the General Fund to the Transit Grant. This is a net zero impact to the total positions.

Budget and Position Summary

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 596,845	$ 643,809	$797,285	$153,476	23.84%
Operating	37,606	38,616	33,527	(5,089)	(13.18)
Capital Outlay	0	0	0	0	0.00
Total	**$634,451**	**$682,425**	**$830,812**	**$148,387**	**21.74%**

Title	2008 Budget	2009 Budget	+ / -
Manager	1.00	1.00	
Accounts Payable Supervisor	0.00	1.00	1.00
Senior Contract Analyst	3.75	3.75	
Contract Analyst I	2.00	1.00	(1.00)
Senior Office Specialist	1.00	0.00	(1.00)
Accounting Technician	0.00	3.00	3.00
Total Positions	**7.75**	**9.75**	**2.00**

Support Services Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 863,391	$ 905,436	$851,813	($53,623)	(5.92%)
Operating	1,493,791	1,500,649	1,369,674	(130,975)	(8.73)
Capital Outlay	0	0	0	0	0.00
Total	**$2,357,182**	**$2,406,085**	**$2,221,487**	**($184,598)**	**(7.67%)**

Title	2008 Budget	2009 Budget	+ / -
Manager	1.00	1.00	
Office Services Coordinator	2.00	1.00	(1.00)
Graphics Imaging Technician	1.00	1.00	
Digital Imaging Technician	2.00	2.00	
Printing Technician I/II	2.00	2.00	
Office Specialist	6.00	6.00	
Office Assistant	1.00	1.00	
Total Positions	**15.00**	**14.00**	**(1.00)**

Budget and Position Summary

PSST Fund

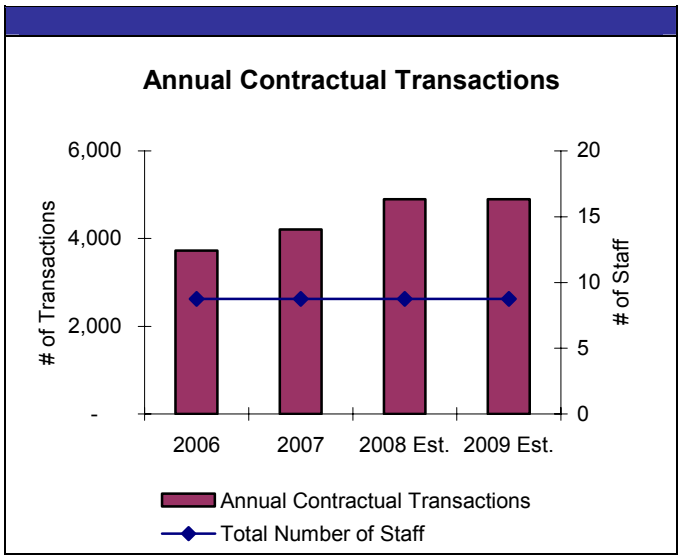
Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 133,727	$ 133,365	$ 133,365	$ 0	0.00%
Operating	9,632	8,168	4,590	(3,578)	(43.81)
Capital Outlay	0	0	0	0	0.00
Total	**$143,359**	**$141,533**	**$137,955**	**($3,578)**	**(2.53%)**

Title	2008 Budget	2009 Budget	+ / -
Contract Analyst II	1.00	1.00	
Accounting Technician	1.00	1.00	
Total Positions	**2.00**	**2.00**	**0.00**

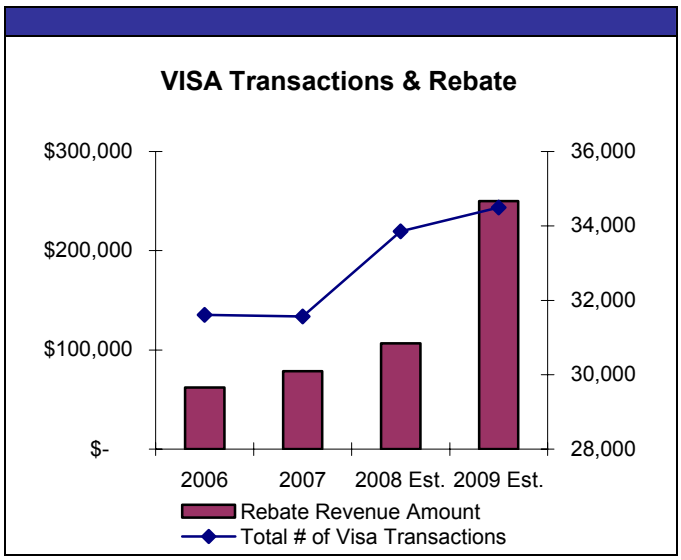
Transit Grant Fund

Title	2008 Budget	2009 Budget	+ / -
Contract Analyst I	0.00	1.00	1.00
Total Positions	**0.00**	**1.00**	**1.00**

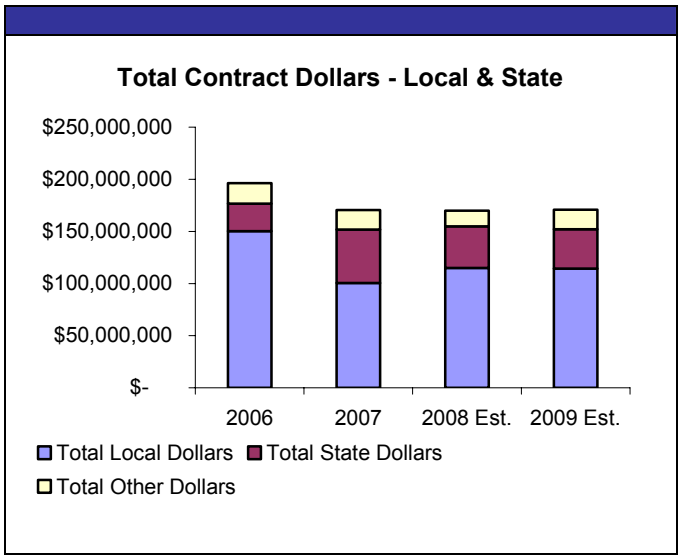
Performance Indicators



- Contracting staff has remained unchanged since 1998, at 8.75 FTE's , yet the workload in the form of annual contractual transactions (purchase orders, contracts, task orders, and master agreements) has steadily increased despite the implementation of several new processes and procedures over the last several years as an effort to maintain the workload to manageable levels.

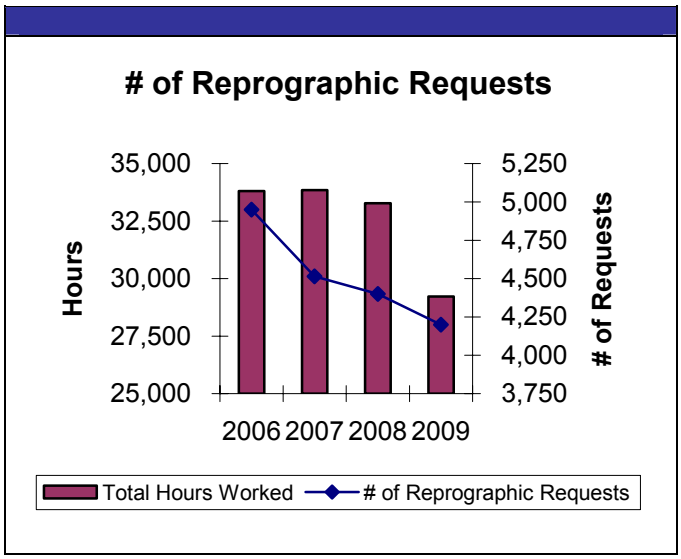


- VISA purchases accounted for 34,605 small purchase transactions totaling over $10.5 million in 2007 resulting in the largest rebate in the history of the program in the amount of $106,542. It is estimated that the VISA usage accounts for over $2.2 million in administrative savings, not including the rebate revenue it generates. The City anticipates, through the use of VISA as a payment mechanism, to increase the annual rebate revenue generated from the card usage to over $250,000 in 2009.



- In the last three years, the City of Colorado Springs has awarded an average of 67% of the total dollars obligated on contracts and purchase orders to local firms located within the Colorado Springs city limits. Eighty-nine percent (89%) of all the purchase orders and contracts awarded by the City of Colorado Springs stayed within the State of Colorado. The City of Colorado Springs awards all of its purchase orders and contracts using full and open competition and without a local preference policy, thus ensuring the taxpayers of Colorado Springs that they are obtaining the most competitive prices for all the services provided.

Performance Indicators



- Reprographics provides services for both the City and Colorado Springs Utilities. This indicator provides information on the total number of job tickets that Reprographics produced versus the number of man-hours worked. These work operations include typesetting, design, digital and press work, and bindery. In 2009, one full-time position is eliminated along with a temporary position and some overtime.

Major Objectives

- **Provide contracting services at the best value to taxpayers**

  Continue to provide taxpayers and customers with the best value in procurement and contract awards by using E-procurement and creating a fair and equitable procurement process.

- **Strengthen business partnerships through education and outreach**

  Through a series of "How to do Business with the City" seminars conducted by the Contracting section for the local vendor community, the City will strengthen the contractual business partnerships through education and outreach resulting in an increased awareness and understanding of the public procurement process and what it takes to be a best value contractor.

- **Optimize the City's cash flow by utilizing appropriate payment methods**

  The Accounts Payable section will continue to make timely payments to vendors while utilizing a variety of different payment methods such as Automated Clearing House (ACH), Check, or VISA after determining the most optimal method for maintaining the City's most efficient cash flow.

- **Increase savings and revenue generated from the City's VISA card program**

  By implementing and using the latest technology associated with purchasing card program management which is geared towards using the purchasing card as a payment method, the Accounts Payable section will increase the number of purchasing card payments and ultimately double the City's revenue in the form of rebate checks without actually increasing the number of actual purchases.

- **Provide a full compliment of professional office services for the City and Colorado Springs Utilities**

  Continue to provide the full gamut of professional office services for all City departments and Colorado Springs Utilities, including but not limited to reprographic and printing services, mail processing and delivery, and record storage and retrieval, while maintaining the highest customer service and quality satisfaction ratings within the City.

Budget Detail – Procurement Services

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	465,074	479,624	504,255	621,913
51230	Shift Differential	1	0	0	0
51245	Retirement Termination Vacation	116	0	0	0
51610	PERA	47,143	50,968	65,658	80,263
51615	Workers Compensation	1,025	1,059	1,600	1,772
51620	Equitable Life Insurance	1,431	1,464	2,141	2,544
51625	Vision Care	440	404	425	587
51640	Dental Insurance	3,129	3,045	3,179	4,546
51665	Cash Back	1,338	663	0	0
51670	Parking for Employees	1,900	1,876	2,160	2,160
51690	Medicare	5,563	5,753	7,312	8,361
51695	City EPO Medical Plan	44,972	51,989	57,079	75,139
Total Salaries and Benefits		**572,130**	**596,845**	**643,809**	**797,285**
52110	Office Supplies	5,663	2,424	7,000	10,500
52111	Paper Supplies	0	(5,032)	0	0
52120	Computer Software	675	450	0	0
52125	General Supplies	4,556	0	250	250
52135	Postage	1,316	1,377	800	800
52220	Maintenance Office Machines	545	0	300	300
52405	Advertising Services	0	0	500	0
52575	Services	571	486	0	0
52605	Car Mileage	137	422	300	300
52615	Dues and Membership	110	590	1,100	1,100
52625	Meeting Expenses In-Town	0	0	500	625
52630	Training	2,545	2,979	2,800	3,400
52645	Subscriptions	124	76	410	150
52655	Travel Out-of-Town	6,078	7,520	4,320	6,592
52705	Communications	10,029	10,022	9,936	0
52735	Telephone Long Distance Calls	694	421	500	250
52775	Minor Equipment	550	5,863	1,000	0
52795	Rental of Equipment	7,645	8,521	7,200	7,800
52874	Office Services Printing	448	875	500	260
52875	Office Services Records	916	609	1,200	1,200
Total Operating Expenses		**42,601**	**37,606**	**38,616**	**33,527**
53010	Office Machines	204	0	0	0
53030	Furniture and Fixtures	3,685	0	0	0
Total Capital Outlay		**3,889**	**0**	**0**	**0**
Total Expenses		**618,621**	**634,451**	**682,425**	**830,812**

Support Services Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	671,659	671,766	702,240	657,411
51210	Overtime	11,308	13,144	10,000	12,033
51240	Retirement Termination Sick	(7,585)	9,491	0	0
51245	Retirement Termination Vacation	5,894	5,952	0	0
51260	Vacation Buy Payout	858	1,753	0	0
51299	Salaries Reimbursements	(2,828)	(2,952)	0	0
51610	PERA	69,534	74,392	94,362	85,984
51615	Workers Compensation	4,600	4,532	5,800	4,621
51620	Equitable Life Insurance	2,063	2,095	2,532	2,317
51625	Vision Care	827	778	845	814
51640	Dental Insurance	5,866	5,392	5,867	5,775
51655	Retired Employee Medical Insurance	2,194	2,194	0	0
51665	Cash Back	4,914	2,744	0	0
51670	Parking for Employees	2,980	3,312	3,600	3,300
51690	Medicare	8,213	8,404	10,182	9,173
51695	City EPO Medical Plan	63,404	60,395	70,008	70,385
Total Salaries and Benefits		**843,900**	**863,391**	**905,436**	**851,813**
52110	Office Supplies	1,091	1,060	2,000	1,000
52115	Medical Supplies	518	125	500	125
52120	Computer Software	2,481	361	7,985	7,300
52125	General Supplies	1,721	7,812	3,000	3,000
52135	Postage	355	509	125	400
52140	Wearing Apparel	438	449	500	200
52220	Maintenance Office Machines	4,976	8,390	8,843	8,000
52280	Maintenance Roads and Bridges	0	23	0	0
52575	Services	30,726	32,447	49,300	11,395
52605	Car Mileage	0	10	0	0
52615	Dues and Membership	2,010	982	1,200	1,050
52625	Meeting Expenses In-Town	(60)	339	0	0
52630	Training	348	927	2,764	500
52645	Subscriptions	119	30	75	75
52705	Communications	13,141	13,535	13,406	14,038
52725	Rental of Property	408	0	0	0
52735	Telephone Long Distance Calls	333	255	75	75
52736	Cell Phone Airtime	17	210	60	100
52765	Lease Purchase Payments	19,032	466	65,406	72,185
52775	Minor Equipment	654	1,649	5,000	1,000
52795	Rental of Equipment	106,705	123,359	117,324	125,342
52805	Admin Prorated Charges	296,769	289,548	305,622	204,425
52872	Maintenance Fleet Vehicles Equip	8,429	10,784	10,000	12,000

Budget Detail – Procurement Services

Support Services Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52874	Office Services Printing	0	(43)	0	0
52876	Pass-Through Expenses	466,293	480,474	318,504	318,504
52878	Police and Fire Geo Info Systems	10,000	0	0	0
52880	Purchases for Resale	425,481	520,091	588,960	588,960
52883	Purchases for Resale Non-Stck Parts	283	0	0	0
65325	Vehicle Insurance	1,033	0	0	0
Total Operating Expenses		**1,393,298**	**1,493,791**	**1,500,649**	**1,369,674**
Total Capital Outlay		**0**	**0**	**0**	**0**
Total Expenses		**2,237,199**	**2,357,182**	**2,406,085**	**2,221,487**

PSST Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	90,284	101,861	101,060	101,060
51260	Vacation Buy Payout	826	764	0	0
51299	Salaries Reimbursements	-822	0	0	0
51610	PERA	9,161	10,700	12,236	12,236
51615	Workers Compensation	200	226	222	222
51620	Equitable Life Insurance	286	314	310	310
51625	Vision Care	126	121	120	120
51640	Dental Insurance	815	844	840	840
51665	Cash Back	28	0	0	0
51670	Parking for Employees	480	484	240	240
51690	Medicare	1,268	1,411	1,465	1,465
51695	City EPO Medical Plan	15,538	17,004	16,872	16,872
Total Salaries and Benefits		**118,192**	**133,727**	**133,365**	**133,365**
52110	Office Supplies	4,372	9,132	8,168	4,084
52125	General Supplies	0	0	0	506
52775	Minor Equipment	1,100	500	0	0
Total Operating Expenses		**5,472**	**9,632**	**8,168**	**4,590**
Total Capital Outlay		**0**	**0**	**0**	**0**
Total Expenses		**123,664**	**143,359**	**141,533**	**137,955**

Revenue and Collections

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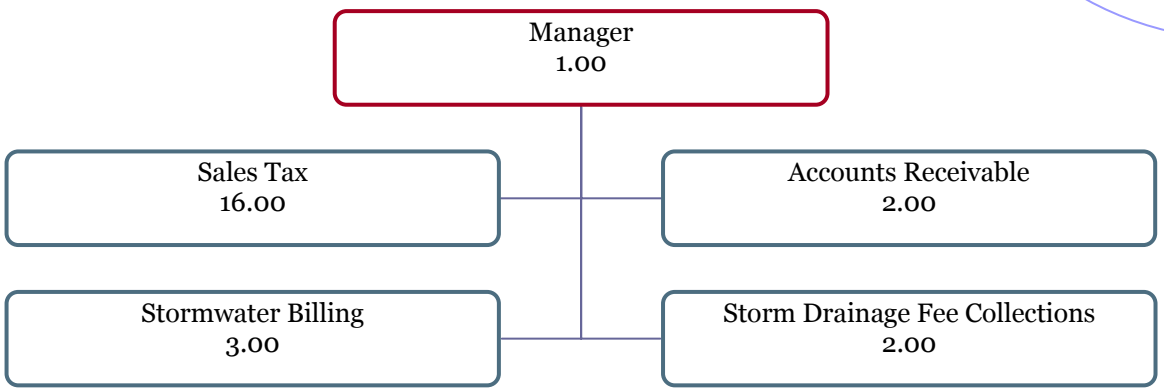


Summary of Division

The Revenue and Collections Division supports the City's Strategic Plan by administering sales taxes and accounts receivable for the City of Colorado Springs. Sales tax administration includes collecting sales and use tax from taxpayers, ensuring compliance with the City Code, delivering a high level of customer service to taxpayers, and conducting taxpayer education classes. Accounts Receivable processing includes billing and collecting the Stormwater Enterprise fee and storm drainage fees.

Budget and Position Summary

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 924,075	$ 1,028,277	$ 1,351,985	$ 323,708	31.48%
Operating	109,104	114,766	105,359	(9,407)	(8.20)
Capital Outlay	94,653	48,000	8,000	(40,000)	(83.33)
Total	**$1,127,832**	**$1,191,043**	**$1,465,344**	**$274,301**	**23.03%**

Title	2008 Budget	2009 Budget	+ / -
Revenue and Collections Manager	1.00	1.00	
Sales Tax Auditors	6.00	6.00	
Sales Tax Investigators	3.00	7.00	4.00
Sales Tax Technician	4.00	3.00	(1.00)
Accounting/Payroll Technician	0.00	1.00	1.00
Administrative Technician	0.00	1.00	1.00
Total Positions	**14.00**	**19.00**	**5.00**

Budget and Position Summary

Stormwater Enterprise Fund

Three Stormwater billing positions below report to the Revenue and Collections Manager, but their funding is accounted for in the Stormwater Enterprise budget.

Title	2008 Budget	2009 Budget	+ / -
Stormwater Finance Supervisor	1.00	1.00	
Stormwater Accounting/Payroll Technician	1.00	2.00	1.00
Total Positions	**2.00**	**3.00**	**1.00**

Development Review Enterprise Fund

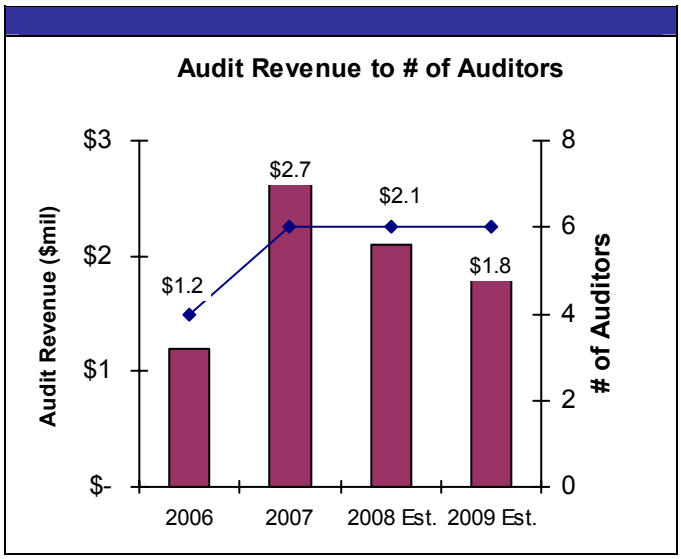
Two Storm Drainage fee collection positions below report to the Revenue and Collections Manager, but their funding is accounted for in the Development Review Enterprise budget.

Title	2008 Budget	2009 Budget	+ / -
Engineering Specialist	1.00	1.00	
Senior Office Specialist	1.00	1.00	
Total Positions	**2.00**	**2.00**	**0.00**

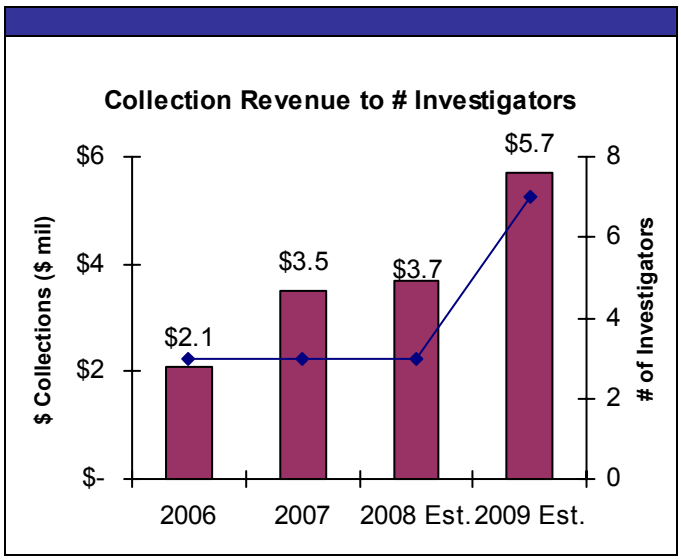
Significant Changes to Budget

- Four Sales Tax Investigator positions are added to increase compliance with the sales tax code.
- Two Accounting Technician positions are transferred from the Financial Services Division to the Revenue and Collections Division.
- One Sales Tax Technician position is eliminated to reduce ongoing expenditures.
- One Accounting Technician position is added to the Stormwater Enterprise.

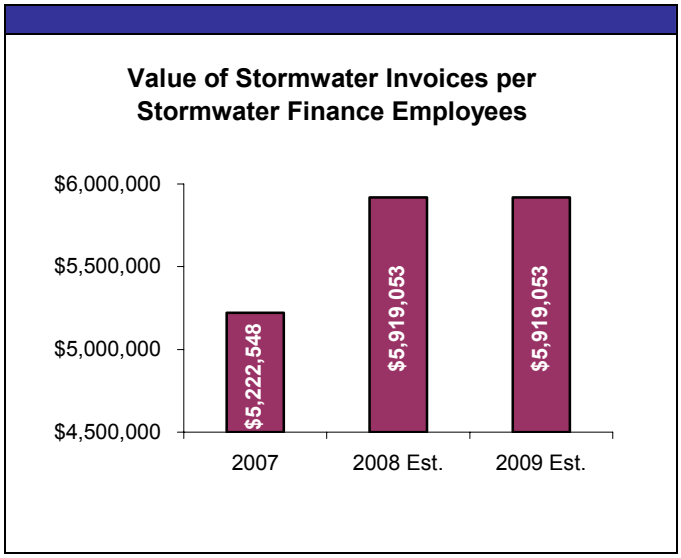
Performance Indicators



- The Revenue and Collections Division's audit staff is comprised of six sales and use tax auditors. In April 2007, two sales and use tax auditors were added. Audit revenue shows there is a sufficient amount of noncompliance.



- Prior to September, 2008, the Revenue and Collections Division's investigative staff was comprised of three investigators. In 2008, four investigators are added upon approval from City Council. The dollar amount of collections shows there is a sufficient amount of noncompliance.



- In 2006, the Accounting/Payroll section implemented the billing processes for the Stormwater Enterprise. With a staff of three employees, the Accounting/Payroll section assists in processing this new revenue stream that provides funding for needed stormwater infrastructure. These employees process approximately $6 million per employee in revenue related to this revenue stream.

Major Objectives

- **Promote fair competition in the community by ensuring no business is put at a competitive disadvantage because they are complying with the Sales and Use Tax Code**

  Work diligently to ensure that the Code is being followed by all businesses in the city limits and follow up on alleged Code violations reported by citizens and other businesses.

- **Administer the Sales and Use Tax Code fairly and accurately**

  The Code defines taxable and exempt property transactions, when taxes are due, penalties and interest that should be applied, the appeals process and various other rules that govern the administration of the City's tax code. The Code is established by Council. The Revenue and Collections Division's mission is to interpret and apply the Code in a manner that is consistent and fair to all taxpayers.

- **Provide outstanding customer service both internally and externally**

  Strive to provide the best customer service to internal customers (i.e., City employees and departments), the citizens and businesses of Colorado Springs, and others that do business with citizens in the city limits of Colorado Springs.

- **Perform billing and collections for the Stormwater Enterprise in an accurate and timely manner**

  Support the Stormwater Enterprise by providing billing and collections services; strive to bill the Stormwater customers accurately and in a timely manner; and strive to ensure accounts are properly credited and follow up on unpaid accounts in a timely manner in an effort to ensure everyone pay the amount due.

- **Receive City revenue from various departments and deposit accurately and timely**

  The accounts receivable function receives deposits from City departments and individuals daily and deposits these checks with the bank daily.

- **Oversee the billing of storm drainage fees**

  The Development Review Enterprise collects fees from developers to cover storm drainage costs. The Revenue and Collections Division oversees the collection of these fees.

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	650,708	726,667	819,133	1,055,775
51210	Overtime	17,212	2,004	4,000	5,000
51220	Seasonal Temporary	1,579	20,162	9,866	10,000
51230	Shift Differential	13	0	150	150
51245	Retirement Termination Vacation	4,402	767	0	0
51260	Vacation Buy Payout	84	2,273	0	0
51299	Salaries Reimbursements	(264)	0	0	0
51610	PERA	67,860	77,324	99,044	139,291
51615	Workers Compensation	1,449	1,615	2,332	2,896
51620	Equitable Life Insurance	1,972	2,221	3,264	4,174
51625	Vision Care	540	578	615	809
51640	Dental Insurance	4,306	5,279	5,565	6,535
51665	Cash Back	3,681	391	0	0
51670	Parking for Employees	2,120	2,280	3,073	3,073
51690	Medicare	9,435	10,183	11,620	15,501
51695	City EPO Medical Plan	55,446	72,331	69,615	108,781
Total Salaries and Benefits		**820,542**	**924,075**	**1,028,277**	**1,351,985**
52105	Miscellaneous Operating	0	-9	0	0
52110	Office Supplies	1,666	1,242	9,500	10,000
52120	Computer Software	3,342	1,335	4,100	9,000
52125	General Supplies	870	451	2,500	3,000
52135	Postage	31,546	34,850	31,369	35,000
52220	Maintenance Office Machines	0	726	550	2,000
52225	Maintenance Computer Software	0	4,806	1,650	2,000
52230	Maintenance Furniture/Fixtures	0	0	1,000	200
52410	Building Security Services	225	0	0	0
52418	Computer Services	6,088	646	9,000	0
52575	Services	3,524	22,075	9,475	3,690
52590	Temporary Employment	0	1,663	0	0
52605	Car Mileage	555	630	1,440	1,440
52615	Dues and Membership	50	321	1,450	1,500
52625	Meeting Expenses In-Town	177	0	150	500
52630	Training	1,297	10,721	7,525	12,000
52635	Employee Educational Assistance	0	-400	0	0
52645	Subscriptions	208	920	2,500	2,000
52655	Travel Out-of-Town	9,311	1,648	2,500	2,500
52705	Communications	5,260	6,490	6,000	0
52735	Telephone Long Distance Calls	985	719	1,560	2,000
52775	Minor Equipment	2,067	7,582	1,480	3,029
52795	Rental of Equipment	2,677	2,098	4,500	2,500
52874	Office Services Printing	12,006	8,558	14,017	10,000
52875	Office Services Records	1,976	1,832	2,500	2,000
52893	Rental of Fleet Vehicles	0	200	0	1,000
Total Operating Expenses		**83,831**	**109,104**	**114,766**	**105,359**

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
53020	Computers Networks	0	85,539	0	4,000
53030	Furniture and Fixtures	1,422	9,113	0	4,000
53070	Vehicles Replacement	13,951	0	48,000	0
Total Capital Outlay		**15,373**	**94,653**	**48,000**	**8,000**
Total Expenses		**919,746**	**1,127,832**	**1,191,043**	**1,465,344**

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Fire

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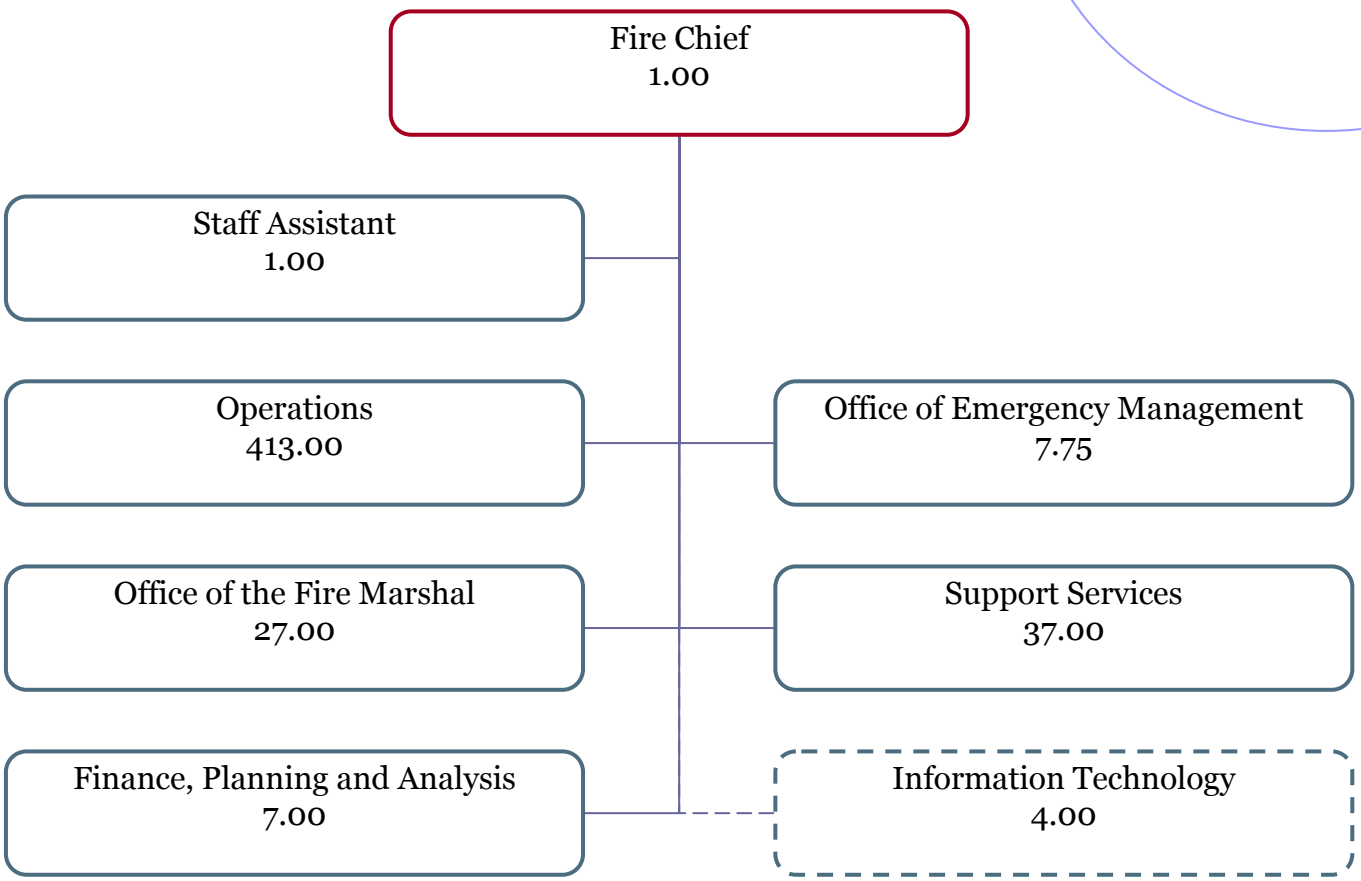


Department Summary – Fire

The mission of the Colorado Springs Fire Department (CSFD) is to mitigate the threat to life and property from fire, medical, and other emergencies through education, prevention, community preparedness, emergency response, and recovery programs. A variety of Fire Department programs including fire code enforcement, community education, emergency management, and emergency response, provide direct services to the community. The supportive fire services include fire and medical training, apparatus and facilities maintenance, communications, finance, analysis, and planning. These activities support the Fire Department's vision: "Protecting life and property today - creating a safer tomorrow."

All Funds Budget and Position Summary

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
General Fund	$ 40,282,717	$ 39,983,204	$ 40,771,468	$ 788,264	1.97%
PSST	10,875,820	10,881,091	10,642,472	(238,619)	(2.19)
Grants	991,087	3,815,959	2,600,000	(1,215,959)	(31.87)
Total	**$52,149,624**	**$54,680,254**	**$54,013,940**	**($666,314)**	**(1.22%)**

Title	2008 Budget	2009 Budget	+ / -
Civilian	58.50	55.75	(2.75)
Sworn	452.00	438.00	(14.00)
Total Positions	**510.50**	**493.75**	**(16.75)**

Four Information Technology positions have an indirect reporting relationship to the Fire Department.

Significant Changes to the Budget

To reduce ongoing expenditures or to reflect actual funding and proper number of positions, 16.75 positions are eliminated. Eleven firefighter positions are eliminated that were held vacant and were not funded in the 2008 Budget. Of the other positions eliminated, three are vacant and two are special positions. A Battalion Chief position is transferred from the General Fund to PSST and one Fire and Life Safety Educator is eliminated from the PSST to reduce ongoing expenditures.

A part-time Fire and Life Safety Educator position was increased by 0.25 during 2008.

Funding of $600,000 is included for New Hire Pension increases and an additional Old Hire Pension payment.

Funding of $380,000 is included to restore the salary and benefit baseline budget to account for underfunding that occurred in previous years.

Summary of Division – Operations

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

Budget and Position Summary – Operations

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 33,100,651	$ 31,936,118	$ 33,653,984	$ 1,717,866	5.38%
Operating	752,069	861,430	768,838	(92,592)	(10.75)
Capital Outlay	38,176	10,228	7,250	(2,978)	(29.12)
Total	**$33,890,896**	**$32,807,776**	**$34,430,072**	**$1,622,296**	**4.94%**

Title	2008 Budget	2009 Budget	+ / -
Sworn			
Fire Deputy Chief	1.00	1.00	
Battalion Chief	7.00	6.00	(1.00)
Fire Captain	18.00	18.00	
Fire Lieutenant	61.00	60.00	(1.00)
Fire Driver Engineer	78.00	81.00	3.00
Fire Paramedic	73.00	73.00	
Firefighter	124.00	110.00	(14.00)
Total Sworn	**362.00**	**349.00**	**(13.00)**
Total Positions	**362.00**	**349.00**	**(13.00)**

Budget and Position Summary – Operations

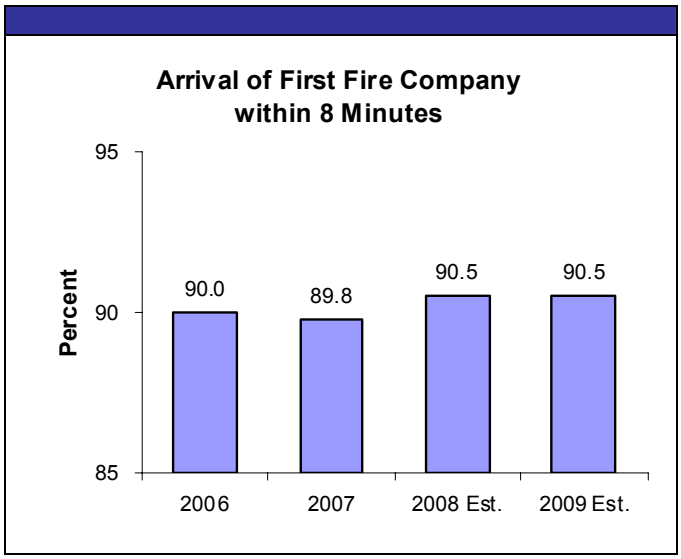
PSST Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 5,827,405	$ 6,103,635	$ 6,591,273	$ 487,638	7.99%
Operating	592,384	704,848	671,052	(33,796)	(4.79)
Capital Outlay	260,516	212,792	55,845	(156,947)	(73.76)
Total	**$6,680,305**	**$7,021,275**	**$7,318,170**	**$296,895**	**4.23%**

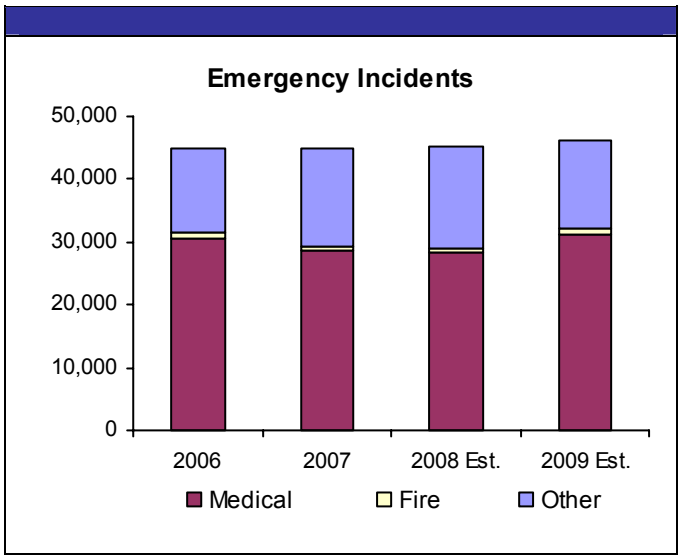
Title	2008 Budget	2009 Budget	+ / -
Sworn			
Battalion Chief	3.00	4.00	1.00
Fire Captain	2.00	2.00	
Fire Lieutenant	10.00	10.00	
Fire Paramedic	15.00	15.00	
Fire Driver Engineer	12.00	12.00	
Firefighter	21.00	21.00	
Total Sworn	**63.00**	**64.00**	**1.00**
Total Positions	**63.00**	**64.00**	**1.00**

Operations Total Civilian FTE	**0.00**	**0.00**	**0.00**
Operations Total Sworn FTE	**425.00**	**413.00**	**(12.00)**
Operations Total FTE	**425.00**	**413.00**	**(12.00)**

Performance Indicators – Operations

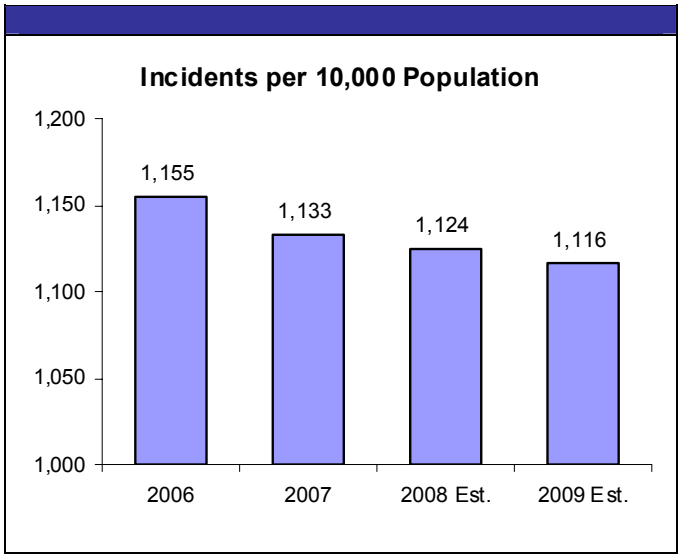


- The eight-minute response standard established in 1999 is measured as the time from when an emergency call is received by 911 until the first unit arrives on scene. In 2007, the Department achieved this benchmark 89.8% of the time. Resources added since 2002 with PSST funds have helped to maintain coverage as growth has occurred in perimeter areas.



- With changes in policies in 2006 and 2007 on responding to certain low priority calls, there has been a pause in the growth in medical incidents. Fire-related emergencies have continued to decline and represent less than 2% of the emergency incidents. Medical responses continue to be over 60% of all emergency incidents.
- The total number of emergency incidents has continued to increase.

2006	2007	2008	2009
44,779	45,012	45,134	46,287



- Since 2003, the growth in emergency incidents has slowed and, with the elimination of certain low-priority calls in 2006 and 2007, the trend shows a slight decline in the incident rate. In 2007, Colorado Springs ranked 4th (together with Corpus Christi, TX) on incidents per 10,000 population out of 24 cities (200,000+ population) reporting emergency incident data to the International City/County Management Association (ICMA). It is important to note that not all reporting departments have primary responsibility for Emergency Medical System (EMS) in their jurisdictions.

Major Objectives – Operations

- **Maintain the response standards adopted by City Council to the extent possible with budgeted resources**

  The Fire Department will continue to strive to meet the response standards set by City Council of eight minutes from the time a call is received at the Emergency Communications Center to the arrival of the first unit at the scene 90% of the time and twelve minutes from call receipt to the arrival of the minimum effective force for a structure fire (two engines and a ladder truck) 90% of the time. The Fire Department will continually evaluate and adjust the deployment of resources in support of the stated response goals.

- **Strive to reduce response times to emergency medical incidents**

  The Operations Division 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% of the time.

Summary of Division – Office of Emergency Management

The mission of the Office of Emergency Management (OEM) is to provide mitigation, preparedness, response, recovery, and coordination for large-scale emergencies and disasters, both natural and manmade, to the citizens of Colorado Springs for the purpose of saving lives and preventing property damage. The OEM develops and maintains crucial relationships with other governmental and non-governmental entities and coordinates regional preparedness activities. The OEM provides leadership and coordination to public and private entities and the general public during large multi-agency planned events, human-caused or natural hazard events, emergencies, and disasters and maintains the City's Emergency Operations Center in a state of readiness.

Budget and Position Summary – Office of Emergency Management

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 281,990	$ 313,612	$ 339,598	$ 25,986	8.29%
Operating	38,886	61,488	63,889	2,401	3.90
Capital Outlay	6,521	12,732	5,939	(6,793)	(53.35)
Total	**$327,397**	**$387,832**	**$409,426**	**$21,594**	**5.57%**

Title	2008 Budget	2009 Budget	+ / -
Civilian			
OEM Manager	1.00	1.00	
Analyst I	1.00	1.00	
Senior Office Specialist	0.50	0.50	
Total Civilian	**2.50**	**2.50**	**0.00**
Sworn			
Fire Captain	1.00	1.00	
Total Sworn	**1.00**	**1.00**	**0.00**
Total Positions	**3.50**	**3.50**	**0.00**

PSST Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 – 2009
Salary/Benefits	$ 0	$ 0	$ 0	$ 0	(0.00%)
Operating	19,504	20,089	19,888	(201)	(1.00)
Capital Outlay	0	0	0	0	(0.00)
Total	**$19,504**	**$20,089**	**$19,888**	**($201)**	**(1.00%)**

Budget and Position Summary – Office of Emergency Management

PSST Fund

Title	2008 Budget	2009 Budget	+ / -
None	0.00	0.00	
Total Positions	**0.00**	**0.00**	**0.00**

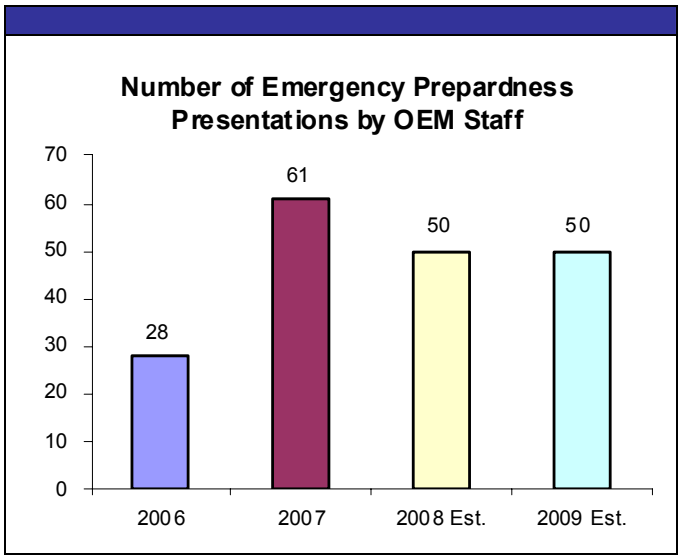
Grant Fund

Awarded Funds	2007 Budget	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
	$840,919	$2,583,684	$2,600,000	($1,215,959)	(31.87%)
Total	$840,919	$2,583,684	$2,600,000	($1,215,959)	(31.87%)

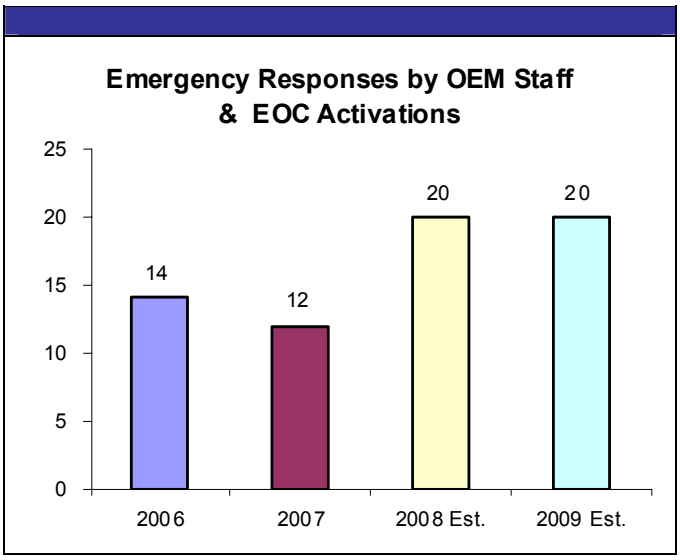
Title	2008 Budget	2009 Budget	+ / -
Civilian			
Analyst I/Senior Analyst/Principal Analyst	3.00	3.00	
Accountant II	0.75	0.75	
Senior Office Specialist	0.50	0.50	
Total Civilian	**4.25**	**4.25**	
Total Positions	**4.25**	**4.25**	**0.00**

Office of Emergency Management Total Civilian FTE	**6.75**	**6.75**	**0.00**
Office of Emergency Management Total Sworn FTE	**1.00**	**1.00**	**0.00**
Office of Emergency Management Total FTE	**7.75**	**7.75**	**0.00**

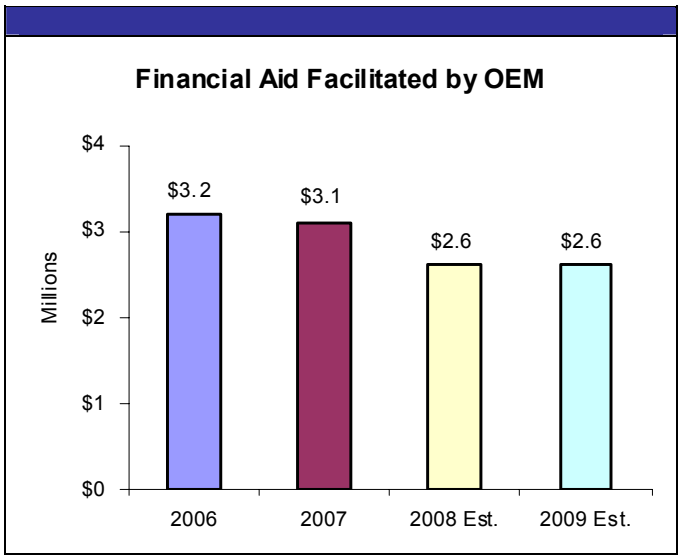
Performance Indicators – Office of Emergency Management



- 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 caused by emergencies and disasters. The number of disaster exercises and emergency preparedness presentations, community fairs, and public-information campaigns that disseminate emergency preparedness information varies annually.



- A primary function of the OEM is to fulfill response and recovery roles and responsibilities during a widespread emergency or disaster. This is accomplished by the direct response of OEM representatives to emergency incidents and by the Emergency Operations Center (EOC) activation during a disaster. Emergency incident response and coordination serves to assist citizens, businesses, and the greater community to recover from the harmful effects of emergency events.



- The OEM obtains money and equipment grants for OEM programs and other City departments and agencies. In addition, OEM assists citizens who are affected by 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.

Major Objectives – Office of Emergency Management

Continue to seek and secure grant funding and facilitate economic assistance related to emergency management and homeland security

The Office of Emergency Management (OEM) obtains money and equipment grants for OEM programs and for other City departments and agencies. In addition, OEM assists citizens affected by 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.

Continue developing and maintaining emergency plans under the Comprehensive Emergency Plan/Program umbrella

OEM has lead responsibility for these plans, including the Emergency Operations Plan, the Pre-Disaster Mitigation plan, the Metropolitan Medical Response System plan, the community evacuation plan, the Emergency Notification List, the Homeland Security Advisory System, Pandemic Flu plan, City continuity plans, and the damage assessment plan. It ensures that emergency plans for City departments are consistent with one another and meet National Incident Management System compliance and other national standards.

Citywide emergency management coordination during emergency events

A primary function of the OEM is to fulfill response and recovery roles and responsibilities during a widespread emergency or disaster. This is accomplished by the direct response of OEM representatives to emergency incidents and by Emergency Operations Center activation during a disaster. Emergency incident response and coordination serves to assist citizens, businesses, and the greater community to recover from the harmful effects of emergency events.

Enhance community preparedness

The 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 life caused by emergencies and disasters. The number of disaster exercises and emergency preparedness presentations, community fairs, and public information campaigns that disseminate emergency preparedness information varies annually. OEM's preparedness outreach programs serve to educate emergency management partners on the OEM mission and purpose and to garner support for its mission.

Major Objectives – Office of Emergency Management

- **Leverage partnerships with the private sector and non-governmental agencies**

  The OEM strives toward the development and maintenance of cooperative relationships with emergency management partners, including non-governmental agencies such as the Colorado Springs Chamber of Commerce and the American Red Cross. Neither the public nor private sector can sufficiently carry the burden to prepare for, respond to, and recover from large-scale disaster events. Enhancement of community emergency preparedness may occur from the combination of resources and capabilities of the public and private sectors.

Summary of Division – Office of the Fire Marshal

The Office of the Fire Marshal has a broad mission to promote a safer community through hazard mitigation, fire code development and enforcement, fire investigation, community education and injury prevention, enforcement of hazardous materials regulations, and the management of fire risk, especially in the wildland/urban interface. Among the activities that the Office of the Fire Marshal engages in are fire safety code compliance inspections, issuance of permits for hazardous materials, and other activities. The Office of the Fire Marshal conducts associated inspections, the development of evacuation and preparedness plans for businesses, safety educational programs for citizens of all ages, fire and arson investigations, and technical research and analysis.

Budget and Position Summary – Office of the Fire Marshal

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 1,468,334	$ 1,869,695	$ 1,463,836	($ 405,859)	(21.71%)
Operating	65,672	95,003	101,648	6,645	6.99
Capital Outlay	12,489	8,280	780	(7,500)	(90.58)
Total	**$1,546,494**	**$1,972,978**	**$1,566,264**	**($406,714)**	**(20.61%)**

Title	2008 Budget	2009 Budget	+ / -
Civilian			
Fire Marshal	1.00	1.00	
Deputy Fire Marshal	1.00	1.00	
Fire Prevention Section Supervisor	2.00	1.00	(1.00)
Fire Protection Engineer I/II	2.00	1.00	(1.00)
Principal Analyst	1.00	1.00	
Fire and Life Safety Educator	2.50	2.75	0.25
Analyst II	1.00	1.00	
Fire Code Inspector I/II	3.00	4.00	1.00
Senior Office Specialist	4.00	3.00	(1.00)
Total Civilian	**17.50**	**15.75**	**(1.75)**
Sworn			
Fire Captain	1.00	1.00	
Fire Investigator	4.00	2.00	(2.00)
Total Sworn	**5.00**	**3.00**	**(2.00)**
Total Positions	**22.50**	**18.75**	**(3.75)**

Budget and Position Summary – Office of the Fire Marshal

PSST Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 – 2009
Salary/Benefits	$ 684,343	$ 721,430	$ 689,759	($ 31,671)	(4.39%)
Operating	142,796	203,382	197,147	(6,235)	(3.07)
Capital Outlay	96,656	13,039	12,942	(97)	(0.74)
Total	**$923,795**	**$937,851**	**$899,848**	**($38,003)**	**(4.05%)**

Title	2008 Budget	2009 Budget	+ / -
Civilian			
Senior Analyst	1.00	1.00	
Program Coordinator	1.00	1.25	0.25
Fire and Life Safety Educator	1.25	0.25	(1.00)
Fire Code Inspector	1.00	1.00	
HazMat Code Specialist	1.00	1.00	
Office Specialist	1.00	1.00	
Total Civilian	**6.25**	**5.50**	**(0.75)**
Sworn			
Fire Captain	1.00	1.00	
Fire Investigator	1.00	1.00	
Total Sworn	**2.00**	**2.00**	**0.00**
Total Positions	**8.25**	**7.50**	**(0.75)**

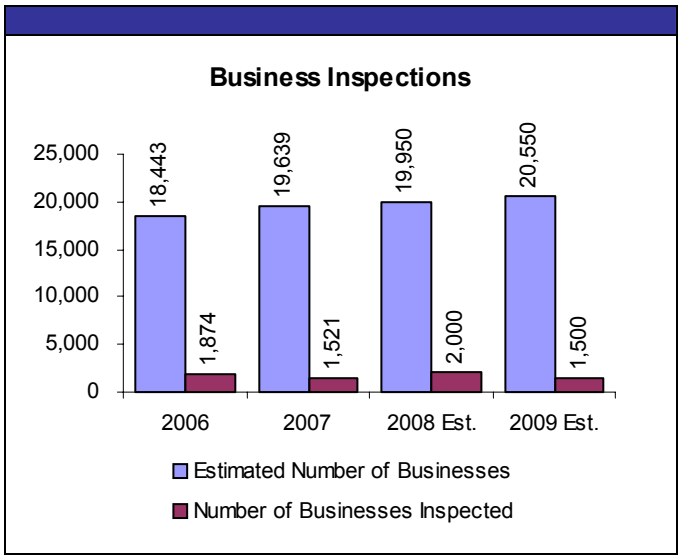
Grant Fund

Awarded Funds	2007 Budget	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 – 2009
	$ 150,168	$ 1,000,626	$0	($ 1,000,626)	(100.00%)
Total	**$150,168**	**$1,000,626**	**$0**	**($1,000,626)**	**(100.00%)**

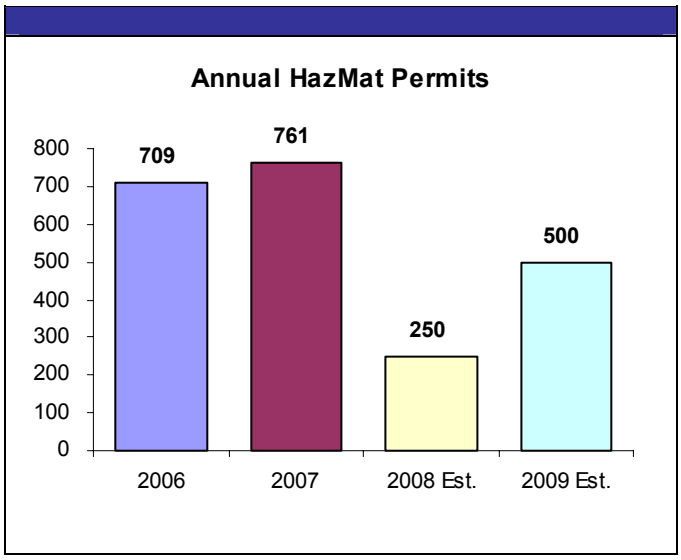
Title	2008 Budget	2009 Budget	+ / -
Civilian			
Program Coordinator	0.00	0.75	0.75
Total Civilian	**0.00**	**0.75**	**0.75**
Total Positions	**0.00**	**0.75**	**0.75**

Office of the Fire Marshal Total Civilian FTE	**23.75**	**22.00**	**(1.75)**
Office of the Fire Marshal Total Sworn FTE	**7.00**	**5.00**	**(2.00)**
Office of the Fire Marshal Total FTE	**30.75**	**27.00**	**(3.75)**

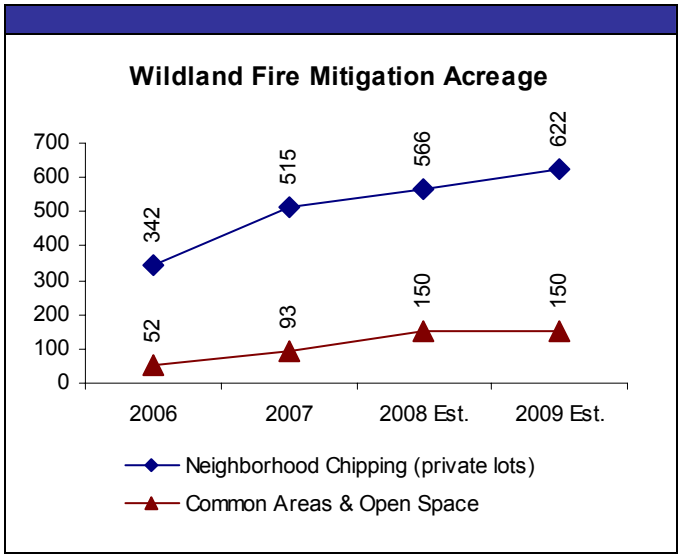
Performance Indicators – Office of the Fire Marshal



- Currently, there are approximately 19,950 businesses in Colorado Springs. Due to limited resources, a small percentage of these economic assets receive annual fire and life-safety inspections.



- The total number of annual hazardous materials permits includes materials use, storage and handling permits.
- Due to the reassignment of a hazardous materials inspector position to general fire code inspections, the number of hazardous materials permits issued annually is expected to be lower in 2008 and 2009 than in previous years.
- In 2008, inspectors began to perform complete inspections of facilities requiring hazardous materials permits rather than focusing solely on hazardous materials issues.



- The Wildland Risk Management Unit works with homeowner associations and individual homeowners in the Wildland/Urban Interface (WUI) to identify areas requiring fuels management and conducts mitigation efforts in parks and open space. There are 26,443 acres of privately owned lots and common areas in the WUI along with 10,688 acres of parks and open space.
- Acreage in common areas being targeted for 2009 -2011 are dependent upon the pending FEMA grant awards. A 25% match is necessary for the grants and volunteer projects contribute approximately 8 acres annually.

Major Objectives – Office of the Fire Marshal

- **Reduce the level of risk for wildland fires in the Wildland/Urban Interface (WUI) on 50% more acres than in 2008**

  Colorado Springs is considered a high hazard wildland environment. In an effort to protect the entire community, the Wildland Risk Management Section works with homeowners in the WUI to perform fuels mitigation. In 2009, we anticipate treating 772 acres.

- **Perform inspections of low-risk commercial occupancies utilizing fire station personnel**

  Complete a pilot program for fire station personnel to perform inspections of selected commercial occupancies and implement a department-wide company inspection program. In 2009, all fire companies will complete inspections in their districts of specific low-risk occupancies in cooperation with the Office of the Fire Marshal.

- **Continue to develop and present neighborhood programs to assist residents with the prevention of emergency incidents from a variety of risks, not just fire**

  The educational programs will be provided at the neighborhood levels that address the prevention of emergency incidents and the proper response when incidents occur. It will also instruct participants in the proper actions to take to protect life and property when incidents occur. CPR will be among the skills taught.

Summary of Division – Support Services

The Fire Department's Support Services Division ensures the operational readiness of emergency response personnel, apparatus, and equipment. This Division provides human resources functions, develops specifications for purchases, maintains apparatus and equipment, provides basic and advanced fire and medical training, and oversees required certifications. It also maintains facilities and manages capital projects.

Budget and Position Summary – Support Services

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 2,156,707	$ 2,288,020	$ 2,234,663	($ 53,357)	(2.33%)
Operating	935,230	999,359	952,193	(47,166)	(4.72)
Capital Outlay	588,230	691,144	509,601	(-181,543)	(26.27)
Total	**$3,680,166**	**$3,978,523**	**$3,696,457**	**($282,066)**	**(7.09%)**

Title	2008 Budget	2009 Budget	+ / -
Civilian			
Human Resources Manager	1.00	1.00	
Fire Facilities Coordinator	1.00	1.00	
Fire Medical Programs Coordinator	2.00	2.00	
Analyst II	1.00	1.00	
Analyst I	1.00	1.00	
Senior Fleet Technician	1.00	1.00	
Fleet Technician	2.00	2.00	
Staff Assistant	1.00	1.00	
Administrative Technician	1.00	1.00	
Fleet Inventory Specialist	1.00	0.00	(1.00)
Maintenance Technician II	1.00	1.00	
Senior Office Specialist	1.00	1.00	
Maintenance Services Worker	0.25	0.50	0.25
Total Civilian	**14.25**	**13.50**	**(0.75)**

Budget and Position Summary – Support Services

General Fund

Title	2008 Budget	2009 Budget	+ / -
Sworn			
Battalion Chief	1.00	1.00	
Fire Captain	3.00	3.00	
Fire Chief	1.00	1.00	
Fire Deputy Chief	1.00	1.00	
Fire Lieutenant	4.00	4.00	
Total Sworn	**10.00**	**10.00**	**0.00**
Total Positions	**24.25**	**23.50**	**(0.75)**

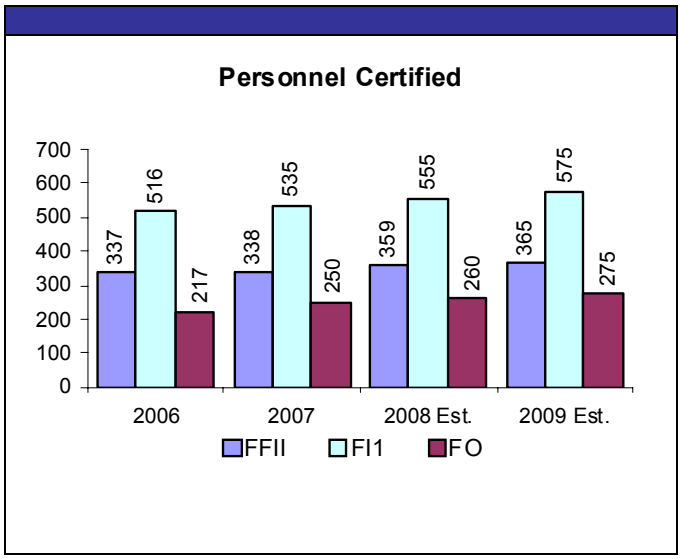
PSST Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 1,319,700	$ 1,330,725	$ 1,328,052	($ 2,673)	(0.20%)
Operating	380,687	387,934	390,281	2,347	0.60
Capital Outlay	986,404	573,915	68,562	(505,353)	(88.05)
Total	**$2,686,790**	**$2,292,574**	**$1,786,895**	**($505,679)**	**(22.06%)**

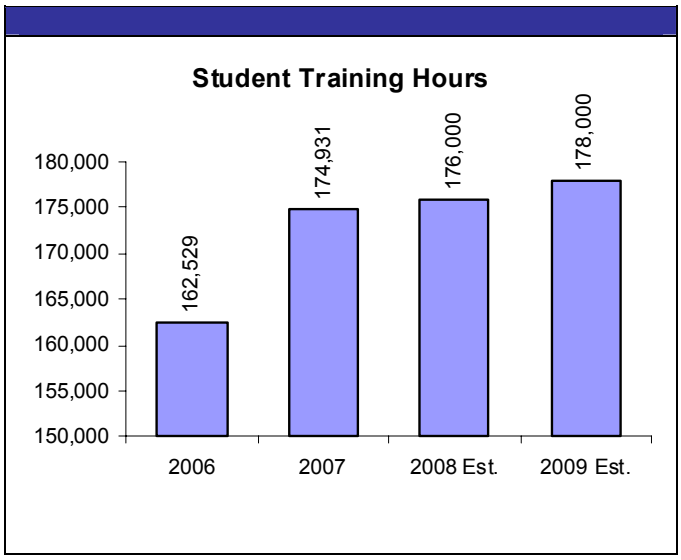
Title	2008 Budget	2009 Budget	+ / -
Civilian			
Fire Medical Programs Coordinator	1.00	1.00	
Fire and Life Safety Educator	1.00	1.00	
Fleet Technician	1.00	1.00	
Administrative Technician	1.00	1.00	
Parts/Supply Specialist	1.00	1.00	
Senior Office Specialist	2.00	2.00	
Maintenance Services Worker	0.75	0.50	(0.25)
Total Civilian	**7.75**	**7.50**	**(0.25)**
Sworn			
Battalion Chief	1.00	1.00	
Fire Captain	2.00	2.00	
Fire Lieutenant	5.00	5.00	
Total Sworn	**8.00**	**8.00**	**0.00**
Total Positions	**15.75**	**15.50**	**(0.25)**

Support Services Total Civilian FTE	**22.00**	**21.00**	**(1.00)**
Support Services Total Sworn FTE	**18.00**	**18.00**	**(0.00)**
Support Services Total FTE	**40.00**	**39.00**	**(1.00)**

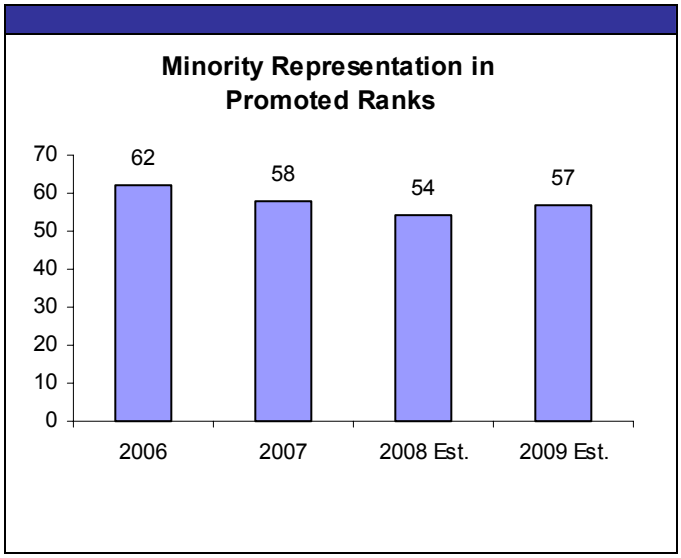
Performance Indicators – Support Services



- Personnel completing the CSFD Training Academy are required to be nationally certified as Firefighter II (FFII), Hazardous Materials Operations, and Emergency Medical Technician-basic. To be eligible for promotion to specific ranks, firefighters must obtain other certifications such as Fire Instructor I & II (FI), Fire Officer I, II & III (FO), Driver/Operator, or Paramedic.



- Student training hours have grown due to the increase in the number of sworn firefighters and the increase in training classes offered. In particular, the expanded uses of broadcast, in-station training, and self-study exams have made it possible to deliver more training to firefighters in the station.



- While minority representation in the Department's promoted ranks has declined recently, new promotional opportunities are expected in future years as current incumbents retire.

Major Objectives – Support Services

- **Maintain staffing for the Department and pursue a diverse workforce**

  This will be accomplished through recruitment and continued entry-level firefighter and promotional examinations. Recruitment efforts include targeting specific school districts, mentoring programs, firefighter orientations, and supporting the Summer Heat Fire Camp and the Pass the Torch Academy.

- **Design and implement training programs to achieve national certification of personnel and meet the Department's needs**

  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, 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.

- **Improve CSFD Mass Casualty Incident (MCI) readiness through regional cooperation, training, and deployable equipment caches**

  The Medical Division will utilize the Metropolitan Medical Response System (MMRS) and Emergency Services Agency (ESA) grant funding approved in 2008 to initiate the development of two MCI trailers, each stocked with medical supplies for 100 patients. We will continue collaborations with regional agencies to develop policy, practice joint training and exercise opportunities.

- **Coordinate with City Information Technology to update the Fire Information Reporting System (FIS)**

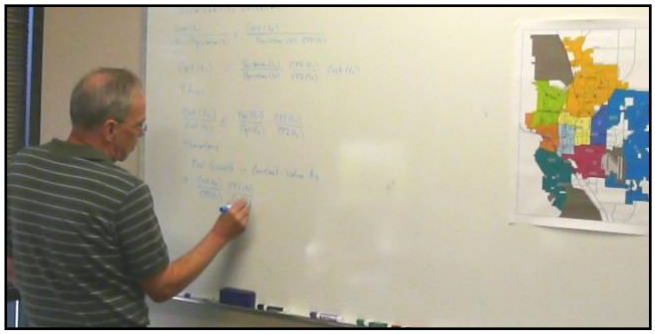
  The Fire Department's FIS currently does not provide data that supports or measures the effectiveness of emergency medical care response provided to the community. The intent is to develop a benchmarking system that will provide quality assessment data which identifies if a patient receiving care improves, remains the same, or worsens. The goal is to provide analysis that will support short-term and long-term decision making in the Fire Department.

- **Maintain or improve operational efficiency and effectiveness by providing and maintaining physical resources such as apparatus, tools, equipment and facilities necessary for the Department to accomplish its mission**

  The Division will strive to maintain operational efficiency and effectiveness and seek innovative, cost-effective improvements within the Department.

Summary of Division – Finance, Planning, and Analysis

The Finance, Planning, and Analysis Division develops and monitors the budget, coordinates purchasing, assists with grant applications, ensures compliance with grant requirements, engages in analysis of operational activities and proposals, and provides strategic planning.



Budget and Position Summary – Finance, Planning, and Analysis

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 584,924	$ 495,055	$ 503,701	$ 8,646	1.75%
Operating	222,820	300,740	125,248	(175,492)	(58.35)
Capital Outlay	30,020	40,300	40,300	0	0.00
TOTAL	**$837,764**	**$836,095**	**$669,249**	**($166,846)**	**(19.96%)**

Title	2008 Budget	2009 Budget	+ / -
Civilian			
Fire Admin Services Manager	1.00	1.00	
Principal Info Systems Analyst	1.00	1.00	
Senior Analyst	1.00	1.00	
Administrative Technician	1.00	1.00	
Total Civilian	**4.00**	**4.00**	**0.00**
Sworn			
Battalion Chief	1.00	1.00	
Total Sworn	**1.00**	**1.00**	**0.00**
Total Positions	**5.00**	**5.00**	**0.00**

PSST Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 272,466	$ 349,647	$ 371,339	$21,692	6.20%
Operating	232,287	249,332	236,009	(13,323)	(5.34)
Capital Outlay	60,673	10,323	10,323	0	0.00
Total	**$565,426**	**$609,302**	**$617,671**	**$8,369**	**1.37%**

Budget and Position Summary – Finance, Planning, and Analysis

PSST Fund

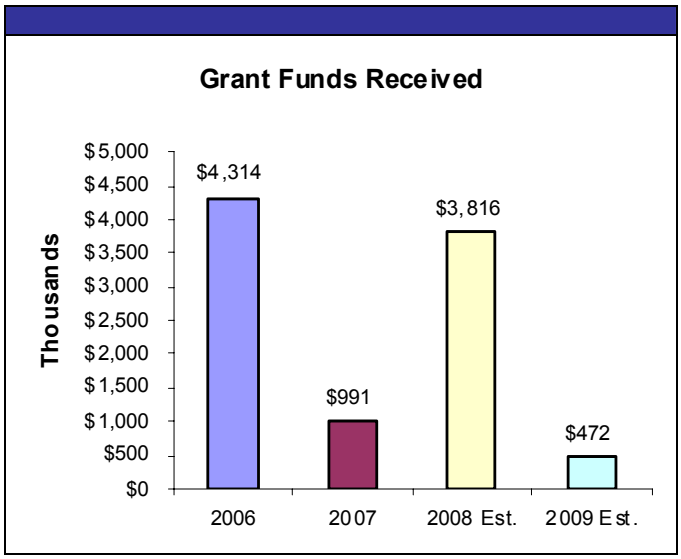
Title	2008 Budget	2009 Budget	+ / -
Civilian			
Analyst II	1.00	1.00	
Senior Office Specialist	1.00	1.00	
Total Civilian	**2.00**	**2.00**	**0.00**
Total Positions	**2.00**	**2.00**	**0.00**

Grant Fund

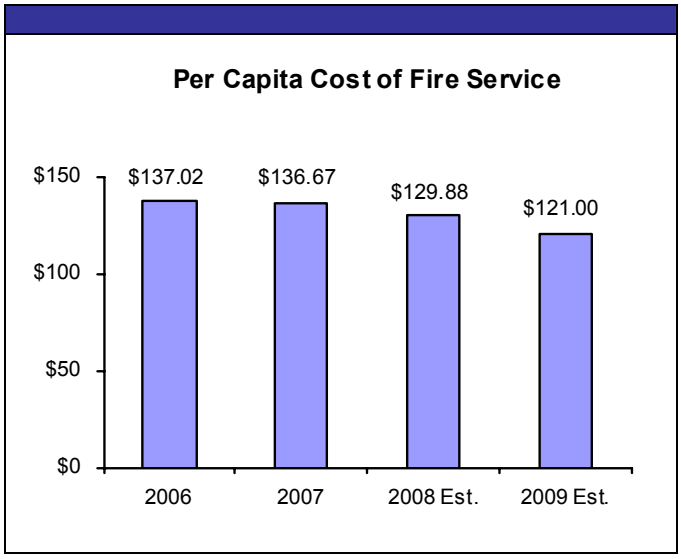
Awarded Funds	2007 Budget	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
	$0	$ 231,649	$0	($ 231,649)	(100.00%)
Total	**$0**	**$231,649**	**$0**	**($231,649)**	**(100.00%)**

Finance, Planning, and Analysis Total Civilian FTE	**6.00**	**6.00**	**0.00**
Finance, Planning, and Analysis Total Sworn FTE	**1.00**	**1.00**	**0.00**
Finance, Planning, and Analysis Total FTE	**7.00**	**7.00**	**0.00**

Performance Indicators – Finance, Planning, and Analysis



- The number of grants and the funds associated with the grants vary annually. Funds for multiyear grants are shown on the graph in the year when the funds are appropriated by City Council.



- The per capita costs of Fire Department services vary from year to year based on population growth and the total Department budget. The figures presented in the graph are not adjusted for inflation. The decrease projected for 2009 reflects the lower revenue expected for 2009.

Major Objectives – Finance, Planning, and Analysis

- **Provide analytical support to the Fire Department**

  In addition to tracking many performance measures, analyzing performance-related variables, and producing regular statistical reports, the Finance, Planning, and Analysis Division conducts many small research projects and analyses, develops forecasts using trend analysis and simulation models, and monitors local and national trends to support short-term and long-term decision making in the Fire Department.

- **Assist Fire Department programs with grant applications, monitor grants, and ensure compliance with grant requirements**

  All grant applications originating in the Fire Department must be cleared through the Finance, Planning, and Analysis Division before submission. The Division maintains copies of all grant documents, monitors performance, and ensures that all requirements for programmatic and financial reporting are met.

- **Prepare and monitor the Departmental budget**

  In addition to budgetary oversight by individual programs within the Fire Department, the Finance, Planning, and Analysis Division oversees the Departmental budget, monitors expenditures, and recommends adjustments as conditions warrant.

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	2,733,196	2,389,088	2,455,207	2,348,152
51210	Overtime	17,473	21,849	12,372	10,000
51220	Seasonal Temporary	22,354	12,101	116,854	5,000
51230	Shift Differential	700	697	0	790
51235	Standby	30,825	27,639	25,840	21,340
51240	Retirement Termination Sick	0	23,846	0	0
51245	Retirement Term Vacation	22,854	13,651	0	0
51250	Special Assignment Pay	0	(134)	0	0
51260	Vacation Buy Pay Out	23,660	22,214	0	0
51299	Salaries Reimbursements	(9,984)	(1,104)	0	0
51405	Uniform Salaries	22,897,716	24,171,774	23,855,207	24,798,949
51407	Over Hires	0	0	19,577	0
51410	Uniform Overtime	976,031	914,281	869,650	884,089
51420	Uniform Scheduled Overtime	615,006	606,292	670,961	631,604
51425	Uniform Shift Differential	553	8	560	375
51430	Uniform Special Assignment	52,215	52,968	57,097	57,556
51435	Extra Duty Expenditure	6,606	4,867	12,150	11,485
51440	Leave Pay Off	677,409	657,584	498,321	524,618
51445	Longevity	183,425	180,022	209,588	205,101
51455	Third Week	240,489	227,925	279,611	335,808
51470	Uniform Retirement Cost	165,515	97,518	167,000	167,000
51490	Paramedic Pro Pay	70,013	82,151	70,160	82,695
51610	PERA	284,941	261,036	299,827	278,067
51615	Workers Compensation	793,914	832,632	934,079	856,634
51620	Equitable Life Insurance	79,143	88,077	108,694	82,243
51625	Vision Care	19,851	18,889	19,451	21,489
51640	Dental Insurance	159,443	159,616	159,474	171,391
51645	Fire Pension Plan	4,672,572	3,803,048	2,945,925	2,642,504
51646	Oldhr Fire Pension Add Pmt	0	0	0	360,266
51655	Retired Emp Medical Ins	1,919	3,477	0	0
51665	Cash Back	86,947	29,872	0	0
51670	Parking for Employees	40	0	0	0
51690	Medicare	299,012	319,412	372,820	311,382
51695	City EPO Medical Plan	2,374,181	2,571,310	2,742,075	3,387,244
Total Salaries and Benefits		**37,498,016**	**37,592,606**	**36,902,500**	**38,195,782**
52105	Miscellaneous Operating	(365)	868	0	0
52110	Office Supplies	36,212	36,515	45,251	37,684
52111	Paper Supplies	4,285	6,543	12,017	9,096
52115	Medical Supplies	45,346	45,505	60,973	45,768
52120	Computer Software	16,040	6,823	11,473	10,114
52122	Cell Phones Equip and Suppl	1,758	712	2,245	1,857
52125	General Supplies	75,536	70,501	76,217	66,964
52126	Electrical Supplies	361	0	0	0
52127	Construction Supplies	690	1,103	2,315	2,206
52128	Plumbing Supplies	192	2,275	1,000	1,000
52130	Other Supplies	3,483	4,883	1,635	1,000

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52135	Postage	11,071	11,115	15,710	15,468
52140	Wearing Apparel	335,729	317,098	377,105	320,788
52145	Paint and Chemical	12,417	8,306	18,665	10,206
52155	Automotive	5,771	4,175	6,150	6,150
52160	Fuel	0	0	9,000	9,000
52165	Licenses and Tags	4,882	4,693	18,391	11,623
52190	Janitorial Supplies	52,834	43,235	39,730	38,528
52220	Maint Office Machines	1,282	1,596	5,110	2,624
52225	Maint Computer Software	7,305	0	0	0
52235	Maint Mach and Apparatus	35,688	20,695	25,383	22,169
52240	Maint Nonfleet Vehicles Eqp	218,077	157,385	191,154	191,154
52265	Maint Bldgs and Structure	87,526	62,118	58,521	60,411
52305	Maint Software	0	2,750	0	0
52405	Advertising Services	3,215	4,983	5,522	5,400
52415	Contracts and Spec Projects	2,000	12,000	0	0
52421	Civil Service Testing	34,434	33,989	37,500	35,040
52431	Consulting Services	0	17,570	0	3,000
52434	Towing Services	2,088	1,780	1,500	1,500
52435	Garbage Removal Services	3,899	3,837	5,440	5,440
52440	Human Services	0	8,324	0	0
52445	Janitorial Services	0	0	1,500	1,500
52450	Laundry and Cleaning Svcs	291	2,333	23,420	10,915
52455	Lawn Maintenance Service	12,936	15,279	12,230	12,230
52465	Miscellaneous Services	474	5,718	2,500	1,000
52560	Parking Services	0	0	0	170
52565	Pest Control	6,671	6,400	4,943	4,943
52573	Credit Card Fees	0	0	722	722
52575	Services	102,142	43,922	49,414	65,109
52605	Car Mileage	494	1,048	850	550
52615	Dues and Membership	6,410	6,659	9,333	8,341
52625	Meeting Expenses in Town	10,334	7,326	12,210	9,563
52630	Training	71,804	54,532	93,360	57,531
52635	Employee Education Assist	29,539	28,058	13,551	13,793
52645	Subscriptions	12,190	8,560	7,866	8,108
52655	Travel Out of Town	78,685	38,656	68,354	48,597
52705	Communications	230,174	191,739	238,560	43,575
52706	Wireless Communication	0	0	0	1,200
52735	Telephone Long Dist Calls	5,675	3,209	5,460	5,460
52736	Cell Phone Airtime	8,236	2,679	7,922	8,342
52738	Cell Phone Base Charges	15,644	29,192	21,992	42,072
52740	General Insurance-City	138,860	111,665	114,553	114,803
52743	Utilities Street Lights	618	0	170	170
52746	Utilities Electric	141,099	137,628	130,137	144,973
52747	Utilities Gas	111,043	91,061	151,756	176,189
52748	Utilities Sewer	23,152	25,718	20,792	23,120
52749	Utilities Water	28,796	31,004	27,075	35,709
52765	Lease Purchase Payments	105,283	105,283	132,848	127,293

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52775	Minor Equipment	120,917	131,359	85,108	73,636
52795	Rental of Equipment	30,432	30,207	35,320	37,419
52874	Office Services Printing	6,945	12,926	17,487	20,013
52875	Office Services Records	632	522	580	580
52893	Rental of Fleet Vehicles	0	220	0	0
65356	Retirement Awards	125	400	0	0
Total Operating Expenses		**2,301,355**	**2,014,676**	**2,318,020**	**2,011,816**
53010	Office Machines	0	0	8,598	8,598
53020	Computers Networks	74,442	33,023	26,446	0
53030	Furniture and Fixtures	35,176	37,224	18,691	12,469
53050	Machinery and Apparatus	90,337	414,790	83,580	67,434
53070	Vehicles Replacement	249,991	169,349	625,369	475,369
53090	Buildings and Structures	21,732	21,049	0	0
Total Capital Outlay		**471,678**	**675,435**	**762,684**	**563,870**
Total Expenses		**40,271,049**	**40,282,717**	**39,983,204**	**40,771,468**

PSST Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	907,258	1,036,734	1,086,055	1,078,246
51210	Overtime	4,432	8,556	3,412	8,393
51220	Seasonal Temporary	19,944	25,435	15,311	16,814
51230	Shift Differential	720	698	294	294
51235	Standby	7,020	11,160	6,525	7,713
51240	Retirement Termination Sick	0	(24,975)	0	0
51245	Retirement Term Vacation	0	(6,799)	0	0
51250	Special Assignment Pay	0	357	0	0
51260	Vacation Buy Pay Out	5,638	3,417	0	0
51299	Salaries Reimbursements	(13,824)	(13,375)	0	0
51405	Uniform Salaries	4,459,170	4,800,415	5,102,620	5,340,204
51410	Uniform Overtime	432,941	398,530	458,257	468,251
51420	Unif Sched Overtime	110,328	116,632	134,033	130,553
51421	Unif Speed Enfc Overtime	(580)	0	0	0
51425	Uniform Shift Differential	96	0	204	0
51430	Uniform Special Assignment	89,107	61,862	82,566	84,218
51435	Extra Duty Expenditure	818	192	521	520
51440	Leave Pay Off	101,688	141,194	97,131	100,424
51445	Longevity	40,601	43,550	40,614	46,568
51455	Third Week	47,739	61,127	87,448	66,134
51470	Uniform Retirement Cost	46,323	55,349	0	0
51490	Paramedic Pro Pay	14,620	15,773	13,352	16,176
51610	PERA	97,467	116,938	117,868	125,925
51615	Workers Compensation	157,911	170,609	158,929	193,547
51620	Equitable Life Insurance	16,240	19,115	20,511	20,603
51625	Vision Care	4,172	4,009	4,585	5,034
51640	Dental Insurance	33,100	35,394	37,516	38,331
51645	Fire Pension Plan	395,369	406,848	425,118	539,231
51655	Retired Emp Medical Ins	0	91	0	0
51665	Cash Back	19,662	6,519	0	0
51690	Medicare	60,353	66,813	64,626	87,502
51695	City EPO Medical Plan	488,928	541,745	547,941	605,742
Total Salaries and Benefits		**7,547,244**	**8,103,914**	**8,505,437**	**8,980,423**
52105	Miscellaneous Operating	(39)	0	0	0
52110	Office Supplies	8,239	13,041	19,929	20,132
52111	Paper Supplies	1,268	1,797	8,895	7,379
52115	Medical Supplies	18,077	26,420	27,742	27,742
52120	Computer Software	10,744	12,769	19,605	18,434
52122	Cell Phones Equip and Supp	0	3,460	6,232	6,206
52125	General Supplies	40,054	31,901	47,057	46,665
52126	Electrical Supplies	181	0	0	0
52127	Construction Supplies	1,167	2,608	6,303	15,903
52135	Postage	2,990	6,645	7,462	7,607
52140	Wearing Apparel	231,927	177,268	245,226	240,646
52145	Paint and Chemical	525	659	2,530	1,195
52160	Fuel	27,601	35,701	43,785	43,347
52165	Licenses and Tags	592	322	570	1,724
52190	Janitorial Supplies	4,616	3,021	7,415	7,053
52220	Maint Office Machines	0	568	2,976	1,824
52225	Maint Computer Software	0	636	6,493	6,440

PSST Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52235	Maint Mach and Apparatus	12,234	58,041	76,218	67,657
52240	Maint Nonfleet Vehicles Eqp	15,242	43,686	32,057	31,736
52265	Maint Bldgs and Structure	54,290	47,297	44,573	43,450
52305	Maint Software	0	8,129	0	0
52405	Advertising Services	3,931	12,057	16,457	16,553
52410	Building Security Services	16	0	0	0
52420	Employee Services	0	1,888	9,830	2,480
52421	Civil Service Testing	13,017	0	0	0
52435	Garbage Removal Services	0	473	1,060	1,049
52450	Laundry and Cleaning Svcs	320	0	1,412	1,612
52465	Miscellaneous Services	21,102	25,238	10,380	10,173
52560	Parking Services	0	0	0	20
52565	Pest Control	0	2,103	1,125	1,114
52575	Services	181,380	124,659	111,927	124,439
52605	Car Mileage	1,734	2,943	2,500	6,000
52615	Dues and Membership	2,909	3,380	5,417	5,070
52625	Meeting Expenses in Town	774	1,382	3,080	3,686
52630	Training	96,655	55,708	91,619	71,179
52635	Employee Education Assist	18,296	45,437	18,621	17,776
52645	Subscriptions	1,028	2,974	2,089	2,404
52655	Travel Out of Town	59,519	39,896	74,537	49,975
52705	Communications	39,364	238,259	165,387	151,817
52706	Wireless Communication	1,852	0	0	3,960
52725	Rental of Property	0	0	1,314	0
52735	Telephone Long Dist Calls	226	109	2,806	2,806
52736	Cell Phone Airtime	955	1,802	3,260	3,360
52738	Cell Phone Base Charges	1,421	2,522	10,457	10,457
52740	General Insurance-City	27,020	54,978	83,026	84,967
52743	Utilities Street Lights	142	0	109	108
52745	Utilities	0	0	3,238	3,210
52746	Utilities Electric	35,316	33,879	54,529	58,681
52747	Utilities Gas	29,951	24,951	60,657	74,587
52748	Utilities Sewer	2,536	2,367	8,510	9,362
52749	Utilities Water	6,466	7,729	11,101	15,339
52775	Minor Equipment	109,516	198,363	189,317	169,115
52795	Rental of Equipment	632	917	0	1,072
52873	Printing Outsource	390	0	0	0
52874	Office Services Printing	5,353	9,674	16,752	16,866
Total Operating Expenses		**1,091,528**	**1,367,658**	**1,565,585**	**1,514,377**
53020	Computers Networks	41,717	114,752	32,980	36,860
53030	Furniture and Fixtures	42,473	85,057	17,342	10,330
53050	Machinery and Apparatus	231,685	281,195	279,391	78,310
53070	Vehicles Replacement	12,000	439,533	0	0
53080	Vehicles Additions	251,560	88,810	0	0
53090	Buildings and Structures	6,344	394,901	480,356	22,172
Total Capital Outlay		**585,780**	**1,404,249**	**810,069**	**147,672**
Total Expenses		**9,224,551**	**10,875,820**	**10,881,091**	**10,642,472**

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Police

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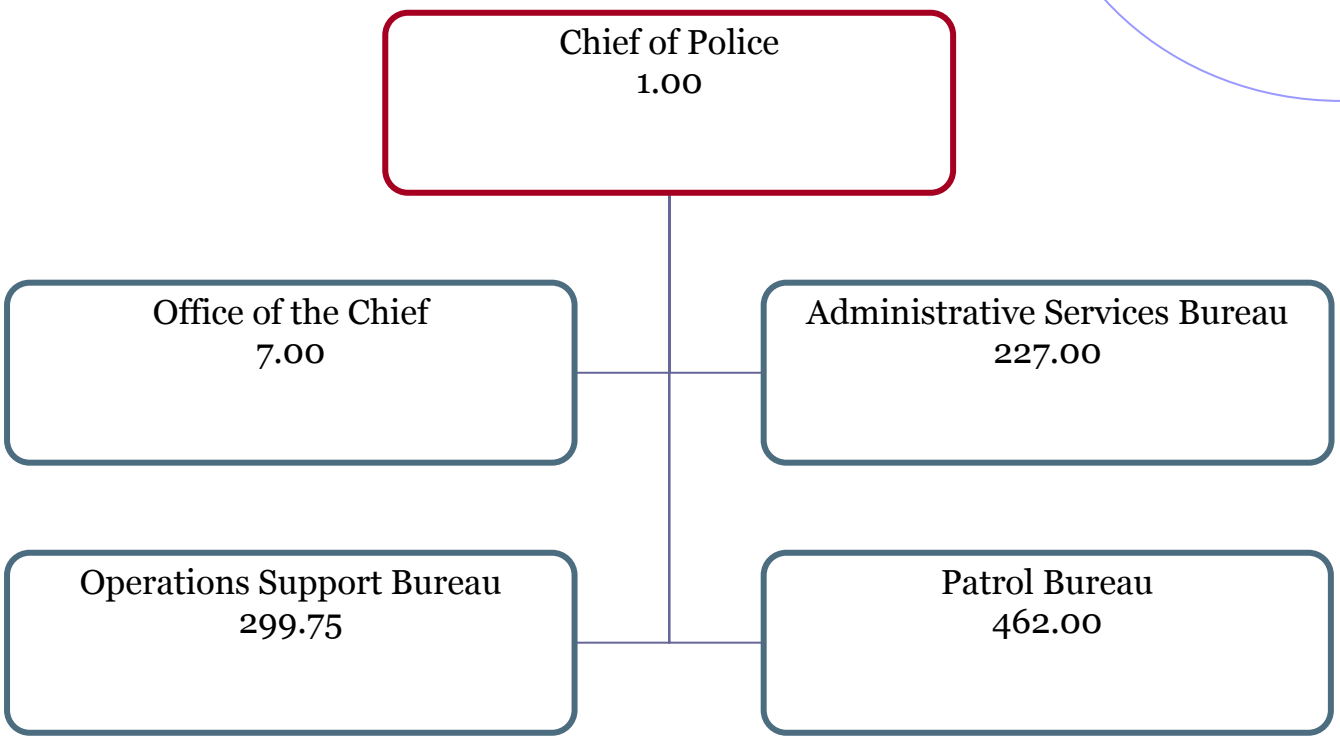


Department Summary – Police

The Colorado Springs Police Department (CSPD) provides police services with integrity and a spirit of excellence in partnership with the community to promote the quality of life in Colorado Springs.

To achieve our mission, the CSPD collaborates extensively with local, State, and federal partners from multiple community and public sectors. Partnerships are diverse and span the law enforcement and community continuum.

Investigative partners include the Internet Crimes Against Children Taskforce, Federal Bureau of Investigation (FBI) Safe Streets Task Force, Drug Enforcement Agency (DEA), Southern Colorado Task Force, and the Joint Terrorism Task Force.

CSPD partners with agencies and organizations serving youth such as the Dale House, local school districts, Junior Achievement, Colorado Springs Safe Kids Coalition, Pikes Peak Youth Council, Boy and Girl Scout Troops, and the African American Youth Leadership Conference.

CSPD also seeks opportunities to network with local military partners and has provided safety information at pre-deployment fairs. Department staff are involved with business partners such as the Downtown Partnership, Hispanic Chamber of Commerce, the Black Chamber of Commerce, and the Platte Avenue Business Association. Staff also work closely with agencies that serve victims of crime such as Trust, Education, Safety, Support, Action (TESSA), Safe Passage, Asian Pacific Development Center, and Court-Appointed Special Advocates (CASA).

Martin Luther King Holiday Committee

CSPD is increasingly working with local colleges and universities for support through research and internships. Recognizing the importance of our community's cultural diversity, CSPD Community Relations was actively involved as a member of the Martin Luther King Jr. Holiday Committee. We have also supported the Urban League of the Pikes Peak Region and El Cinco de Mayo, Inc.

Our numerous relationships are essential to gathering community input on police services, engaging our community as partners in solving community issues, and making the best use of limited resources in Colorado Springs by avoiding duplication of effort.

All Funds Budget and Position Summary

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
General Fund	$72,686,745	$73,249,245	$75,367,679	$2,118,434	2.89%
PSST	12,780,692	12,739,895	12,760,361	20,466	0.16
Grants	3,493,669	2,430,796	1,150,000	(1,280,796)	(52.69)
Total	**$88,961,106**	**$88,419,936**	**$89,278,040**	**$858,104**	**0.97%**

	2008 Budget	2009 Budget	+ / -
Total Civilian Positions	**302.00**	**307.75**	**5.75**
Total Sworn Positions	**688.00**	**689.00**	**1.00**
Total Positions	**990.00**	**996.75**	**6.75**

Significant Changes to the Budget

Includes funding for the Air Support Unit $362,000. (Eliminated during the 2008 budget process, later reinstated for 2008 using one-time funding sources.)
Includes funding to reinstate four Police Service Representative (PSR) positions eliminated during the 2008 budget process ($226,000).
Eliminates one Fleet Supervisor position to provide partial funding for the reinstatement of the Police Service Representative (PSR) positions. ($76,000)
Provides for New Hire Pension increases and an additional Old Hire Pension payment $2,200,000.
Adds one additional School Resource Officer (SRO) for School District 20, $80,000, which is offset by revenue from the district.
Eliminates one Crime Analyst position to reduce ongoing expenditures ($75,000).
The computer network and communications line items are removed from individual General Fund budgets and transferred to the Information Technology Department as part of the continued effort to consolidate information technology functions ($400,000).
Vehicle replacement funding is transferred and consolidated in General Costs ($740,000).

Summary of Bureaus – Office of the Chief

The Office of the Chief provides leadership and strategic direction for the Police Department. The Office of the Chief is responsible for the development and implementation of the Department's goals, objectives, policies, and priorities. The Chief of Police oversees and administers the development of policies and procedures for each assigned service area.

General Fund

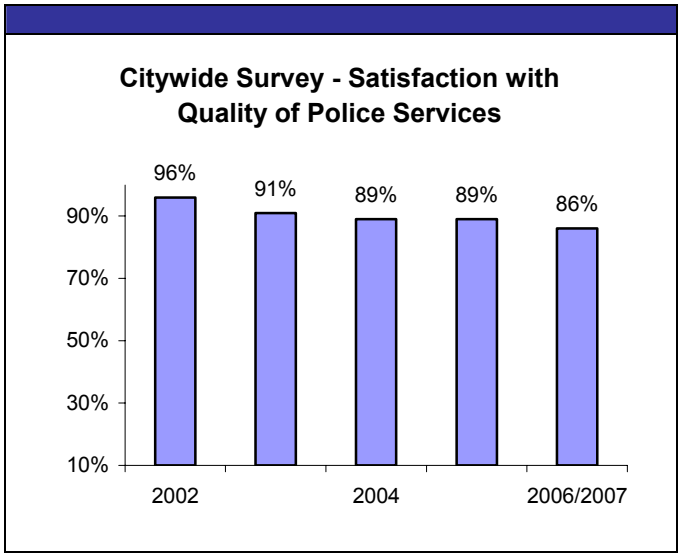
Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 796,289	$ 851,492	$899,614	$48,122	5.65%
Operating	54,827	39,339	36,201	(3,138)	(7.98)
Capital Outlay	161	0	0	0	0.00
Total	**$851,277**	**$890,831**	**$935,815**	**$44,984**	**5.05%**

Title	2008 Budget	2009 Budget	+ / -
Civilian			
Staff Assistant	1.00	1.00	
Administrative Technician	3.00	3.00	
Total Civilian	**4.00**	**4.00**	**0.00**
Sworn			
Police Chief	1.00	1.00	
Deputy Chief	3.00	3.00	
Total Sworn	**4.00**	**4.00**	**0.00**
Total Positions	**8.00**	**8.00**	**0.00**

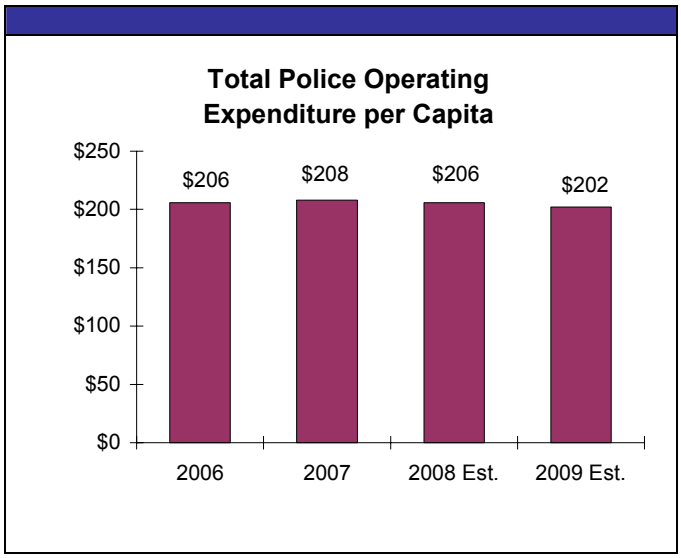
Grant Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 – 2009	% Change 2008 – 2009
Total	**$0**	**$491,790**	**$0**	**($491,790)**	**(100.00%)**

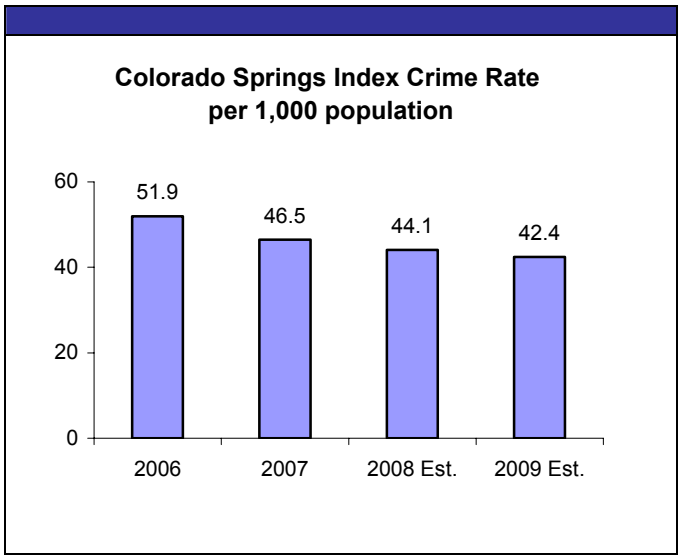
Performance Indicators – Office of the Chief



- Overall, citizens have a high level of satisfaction with the quality of police services.
- The recent downward trend has occurred over the same period that workload increased.
- Factors that influence satisfaction include prior victimization, feelings of safety in one's neighborhood, and whether citizens believe the City has enough officers to patrol and conduct crime prevention activities.
- Surveys are conducted using grant funding.
- 2008 data has not yet been compiled.



- This is a measure of fiscal responsibility.
- Nearly 92% of the Police Department budget is dedicated to salary and benefit expenses.
- The operating budget has remained relatively constant for the last ten years.
- The Department actively seeks grant funding sources that align with our operational goals.
- Citizen volunteers are a critical resource and are used as much as possible in many functions throughout the Department.
- Demand for services continues to strain resources. Personnel gained by PSST have eased this problem, but gains will diminish as demand for services increases at a faster rate than PSST collections.



- Index crimes are those tracked for comparison by the FBI and include homicide, forcible rape, robbery, aggravated assault, theft, burglary, and motor vehicle theft.
- The cases requiring increased investigative effort such as homicide, rape, and incest cases have increased despite an overall decrease in indexed crimes.
- These crimes have a significant impact on our budget as there has been a noted increase in overtime expended by the Violent Crimes section of the Investigations Division.
- Along with the important rights added by The Victim Rights Act, responsibilities for law enforcement agencies have increased.

Major Objectives - Office of the Chief

- Build greater trust with the community by continuing to employ community-based policing supported by the Department's problem-oriented policing strategy

- Provide strategic direction emphasizing the importance of community collaboration and increased civic engagement

Summary of Bureaus – Administrative Services

The Public Service Communications Center is a section of the Administrative Services Bureau. The Communications Center provides support and a sense of security to the Colorado Springs community during emergencies. The Administrative Services Bureau also includes the Evidence Unit where crime-related evidence is secured and the Records and ID Section which provides services such as fingerprinting and maintenance of criminal records.

This Bureau is responsible for the Department's continuous connection to the community and sharing of information through the Media Liaison and Community Relations Unit. Our Police Athletic League is a partnership between the CSPD and the youth members of our community.

Human resource services; fiscal and contracting services; analytical services, allocation and maintenance of the Department fleet and supplies; facilities maintenance, including the upkeep of the Police Operations Center and all patrol substations are also part of the Administrative Services Bureau.

Budget and Position Summary – Administrative Services

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 – 2009	% Change 2008 – 2009
Salary/Benefits	$12,977,076	$14,248,479	$13,740,823	($507,656)	(3.56%)
Operating	3,333,456	3,773,871	4,033,950	260,079	6.89%
Capital Outlay	1,367,280	1,205,968	36,520	(1,169,448)	(96.97%)
Total	**$17,677,812**	**$19,228,318**	**$17,811,293**	**($1,417,025)**	**(7.37%)**

Budget and Position Summary – Administrative Services

General Fund

Title	2008 Budget	2009 Budget	+ / -
Civilian			
Fiscal and Planning Manager	1.00	1.00	
Human Resources Manager	1.00	1.00	
Police Administrative Services Manager	1.00	1.00	
Public Safety Communications Manager	1.00	1.00	
Police Logistics Manager	1.00	1.00	
Police Evidence Supervisor	1.00	1.00	
Public Safety Communications Supervisor	5.00	5.00	
Police Psychologist	1.00	1.00	
Police Fleet Coordinator	1.00	0.00	(1.00)
Police Property Coordinator	1.00	1.00	
Police Court Liaison	1.00	1.00	
Principal or Senior Analyst	7.00	6.00	(1.00)
Analyst I and II	8.00	7.00	(1.00)
Emergency Response Technician	34.00	34.00	
Senior Evidence Technician	1.00	1.00	
Evidence Technician	10.00	10.00	
Public Safety Dispatcher	39.00	39.00	
ID Specialist	8.00	8.00	
ID Clerk	12.00	12.00	
Senior Office Specialist	8.00	8.00	
Office Specialist	25.00	25.00	
Administrative Technician	4.00	4.00	
Maintenance Technician II	1.00	1.00	
Total Civilian	**172.00**	**169.00**	**(3.00)**
Sworn			
Police Commander	2.00	2.00	
Police Lieutenant	4.00	4.00	
Police Sergeant	6.00	6.00	
Police Officer	12.00	12.00	
Total Sworn	**24.00**	**24.00**	**0.00**
Total Positions	**196.00**	**193.00**	**(3.00)**

Budget and Position Summary – Administrative Services

PSST Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 1,992,993	$ 2,368,085	$ 2,412,136	$ 44,051	1.86%
Operating	1,106,746	1,296,966	1,239,031	(57,935)	(4.47)
Capital Outlay	1,152,260	156,742	6,982	(149,760)	(95.55)
Total	**$4,251,999**	**$3,821,793**	**$3,658,149**	**($163,644)**	**(4.28%)**

Title	2008 Budget	2009 Budget	+ / -
Civilian			
Public Safety Communications Supervisor	1.00	1.00	
Public Safety Dispatcher	6.00	6.00	
Emergency Response Technician	3.00	3.00	
Information Systems Supervisor	0.00	1.00	1.00
Principal Information Systems Analyst	0.00	2.00	2.00
Senior Information Systems Analyst	0.00	1.00	1.00
Senior Network Engineer	0.00	1.00	1.00
Information Systems Analyst II	0.00	1.00	1.00
Information Systems Analyst I	0.00	1.00	1.00
Analyst II	3.00	3.00	
Evidence Technician	2.00	2.00	
ID Clerk	2.00	2.00	
Senior Office Specialist	1.00	1.00	
Office Specialist	1.00	1.00	
Driver	2.00	2.00	
Skilled Maintenance Supervisor	1.00	1.00	
Maintenance Technician II	1.00	1.00	
Total Civilian	**23.00**	**30.00**	**7.00***
Sworn			
Police Sergeant	2.00	2.00	
Total Sworn	**2.00**	**2.00**	**0.00**
Total PSST FTE	**25.00**	**32.00**	**7.00***

*The PSST information technology positions are reflected in the Police Department budget; however, they report to the Chief Information Officer. The 2008 Budget reflected the PSST funding for the IT positions in the Administrative Services Bureau, but the position count was erroneously reflected in the Operations Support Bureau. The 2009 Budget now properly reflects both the funding and positions in the Administrative Services Bureau.

Budget and Position Summary – Administrative Services

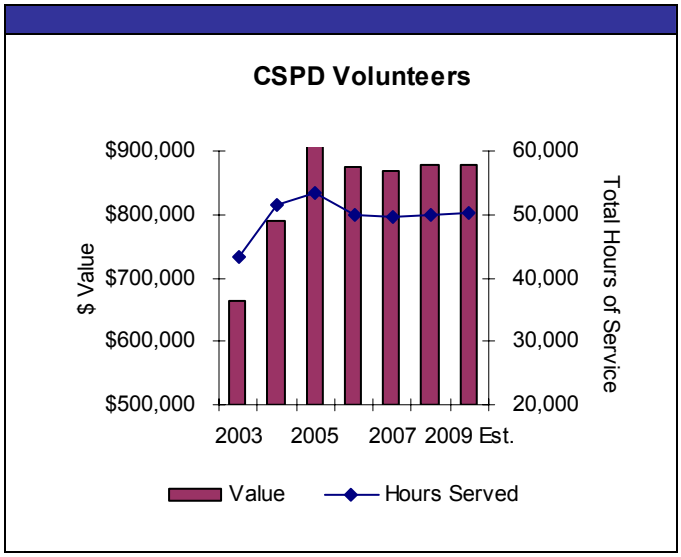
Grant Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Total	**$367,446**	**$92,474**	**$50,000**	**($42,474)**	**(45.93%)**

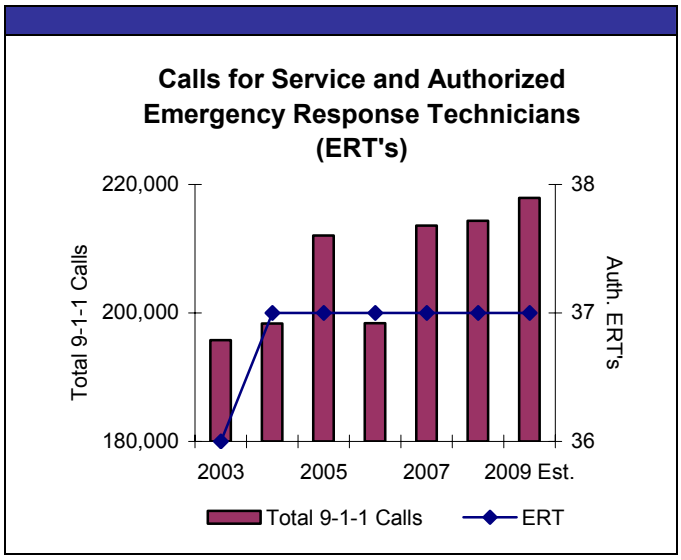
Title	2008 Budget	2009 Budget	+ / -
Civilian			
Senior Analyst - Grant	1.00	1.00	
Senior Office Specialist - Grant	1.00	1.00	
Total Civilian	**2.00**	**2.00**	**0.00**
Total Positions	**2.00**	**2.00**	**0.00**

Administrative Services Bureau Total Civilian FTE	**197.00**	**201.00**	**4.00**
Administrative Services Bureau Total Sworn FTE	**26.00**	**26.00**	**0.00**
Administrative Services Bureau Total FTE	**223.00**	**227.00**	**4.00**

Performance Indicators - Administrative Services



- CSPD offers a variety of opportunities for civic engagement through volunteerism in the Department.
- The options for volunteerism include such diverse areas as chaplaincy, traffic watch, citizen advisory boards, and victim assistance. This is an excellent opportunity for citizens to be part of the CSPD and is a cost-saving measure as well.
- If we were to replace the value of our volunteers with paid staff over the past five years, it would cost over 4 million dollars and would be the equivalent of nearly 120 full-time employees.



- The number of 9-1-1 calls has been increasing and is expected to increase for 2009.
- The number of authorized positions that receive 9-1-1 calls has remained constant since 2007.

Major Objectives – Administrative Services

- Assist in augmenting existing Department resources pursuing outside funding opportunities through federal, State, and local grants
- Meet or exceed standards set by the Commission on Accreditation for Law Enforcement Agencies
- Provide in-house training (recruits, in-service, lateral entry, remedial, supervisory, roll call, and safety), outside seminars, and workshops for specialized subject areas, career development, and career counseling for sworn personnel

- Sustain and enhance volunteer opportunities and proactively engage citizens in volunteering their time at the Department

Summary of Bureaus – Operations Support

The Operations Support Bureau consists of three divisions. The *Investigations Division* and its units investigate violent crimes including homicides, robberies, sexual assaults, and felony assaults; provide assistance to victims of crimes; investigate financial crimes such as fraudulent checks and identity theft; operate the Metro Crime Lab where DNA analyses and many other tests and evaluations of physical evidence are performed; investigate and combat the exploitation of children on the internet; and provide School Resource Officers in our high schools and middle schools.

The *Metro Vice Narcotics and Intelligence Division* performs complex investigations of major drug organizations, money laundering, and the smuggling of drugs throughout the United States. This Division also includes the Joint Terrorism Task Force which works with other local, regional, and national agencies to disseminate intelligence.

The *Specialized Enforcement Division* includes the Tactical Enforcement Unit (SWAT Unit) which handles special situations such as armed barricaded suspects, hostage situations, fugitive warrants, and terrorist activities and executes all high-risk search warrants; and the K-9 unit which responds to crimes in progress, burglaries, alarm calls, prowler calls, and street fights. The Specialized Enforcement Division also deals with quality of life issues and enforces City codes relating to the health and welfare of the community and provides an airborne police platform in the form of the Air Support Unit.

Budget and Position Summary – Operations Support

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 15,503,498	$ 21,493,029	$ 21,837,218	$ 344,189	1.60%
Operating	930,412	814,201	915,603	101,402	12.45
Capital Outlay	16,707	0	0	0	0.00
Total	**$16,450,617**	**$22,307,230**	**$22,752,821**	**$445,591**	**2.00%**

Budget and Position Summary – Operations Support

General Fund

Title	2008 Budget	2009 Budget	+ / -
Civilian			
Police Marshal Supervisor	1.00	1.00	
Marshal	8.00	8.00	
Program Coordinator	0.00	0.75	0.75
Aircraft Mechanic	0.00	1.00	1.00
Code Enforcement Officer	6.00	6.00	
Code Enforcement Supervisor	1.00	1.00	
Crime Lab Supervisor	1.00	1.00	
DNA Technical Leader	1.00	1.00	
Senior Forensic Chemist	1.00	1.00	
Forensic Chemist	1.00	1.00	
Crime Scene Technician	4.00	4.00	
DNA Analyst	1.00	1.00	
Investigative Specialist	5.00	5.00	
Police Service Representative	6.00	0.00	(6.00)
Office Assistant	1.00	1.00	
Senior Office Specialist	3.00	3.00	
Office Specialist	10.00	10.00	
Parking Enforcement Officer	1.00	1.00	
Total Civilian	**51.00**	**46.75**	**(4.25)**
Sworn			
Police Commander	3.00	3.00	
Police Lieutenant	7.00	7.00	
Police Sergeant	21.00	21.00	
Police Officer	172.00	172.00	
Total Sworn	**203.00**	**203.00**	**(0.00)**
Total Positions	**254.00**	**249.75**	**(4.25)**

Budget and Position Summary – Operations Support

PSST Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 – 2009	% Change 2008 – 2009
Salary/Benefits	$ 1,308,908	$ 1,046,202	$ 1,015,800	($ 30,402)	(2.91%)
Operating	17,607	16,814	15,203	(1,611)	(9.58)
Capital Outlay	15,582	0	0	0	0.00
Total	**$1,342,097**	**$1,063,016**	**$1,031,003**	**($32,013)**	**(3.01%)**

Title	2008 Budget	2009 Budget	+ / -
Civilian			
Information Systems Supervisor	1.00	0.00	(1.00)
Principal Information Systems Analyst	2.00	0.00	(2.00)
Senior Information Systems Analyst	1.00	0.00	(1.00)
Senior Network Engineer	1.00	0.00	(1.00)
Information Systems Analyst II	1.00	0.00	(1.00)
Information Systems Analyst I	1.00	0.00	(1.00)
Code Enforcement Officer	2.00	2.00	
Crime Scene Technician	1.00	1.00	
Office Specialist	3.00	3.00	
Total Civilian	**13.00**	**6.00**	**(7.00)***
Sworn			
Police Sergeant	1.00	1.00	
Police Officer	6.00	6.00	
Total Sworn	**7.00**	**7.00**	**0.00**
Total Positions	**20.00**	**13.00**	**(7.00)***

*The PSST information technology positions are reflected in the Police Department budget; however; they report to the Chief Information Officer. The 2008 Budget reflected the PSST funding for the IT positions in the Administrative Services Bureau, but the position count was erroneously reflected in the Operations Support Bureau. The 2009 Budget now properly reflects both the funding and position count in the Administrative Services Bureau.

Budget and Position Summary – Operations Support

Grant Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Total	**$2,020,486**	**$1,737,532**	**$1,000,000**	**($737,532)**	**(42.45%)**

Title	2008 Budget	2009 Budget	+ / -
Civilian			
Program Coordinator	1.00	1.00	
Principal Analyst	1.00	1.00	
Analyst I	0.00	3.00	3.00
Code Enforcement Officer	2.00	2.00	
Senior Office Specialist	1.00	1.00	
Office Specialist	2.00	2.00	
Total Civilian	**7.00**	**10.00**	**3.00**
Sworn			
Police Officer - Grant	1.00	1.00	
Total Sworn	**1.00**	**1.00**	**0.00**
Total Positions	**8.00**	**11.00**	**3.00**

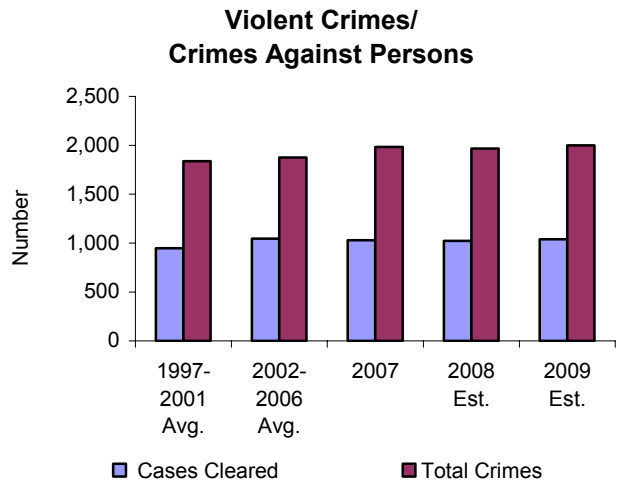
Enterprise Funds

Enterprise funding is reflected in the Parks and Transportation Business Unit, Airport Enterprise, and Parking Enterprise budgets. The personnel report to the Police Department and are reflected below.

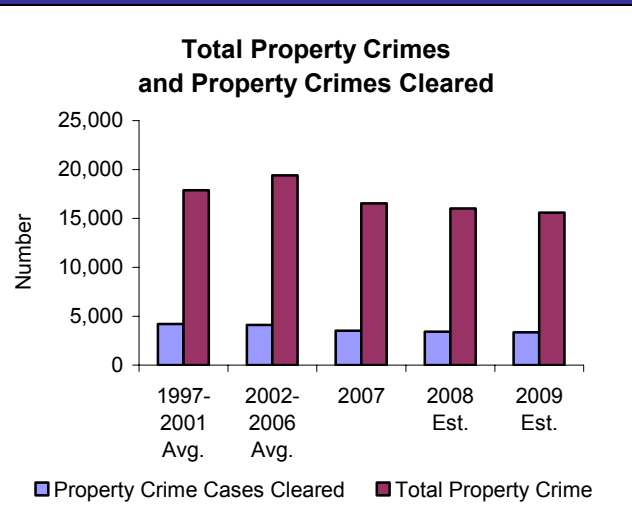
Title	2008 Budget	2009 Budget	+ / -
Civilian			
Parking Enforcement Officer - Parking Enterprise	3.00	3.00	
Parking Enforcement Officer - Airport Enterprise	2.00	2.00	
Police Service Representative - Airport Enterprise	1.00	1.00	
Total Civilian	**6.00**	**6.00**	**0.00**
Sworn			
Police Sergeant – Airport Enterprise	2.00	2.00	
Police Officer – Airport Enterprise	18.00	18.00	
Total Sworn	**20.00**	**20.00**	**0.00**
Total Enterprise Positions	**26.00**	**26.00**	**0.00**

Operations Support Bureau Total Civilian FTE	**77.00**	**68.75**	**(8.25)**
Operations Support Bureau Total Sworn FTE	**231.00**	**231.00**	**0.00**
Operations Support Bureau Total FTE	**308.00**	**299.75**	**(8.25)**

Performance Indicators - Operations Support



- Violent crimes/crimes against persons include homicides, rapes, robberies, and aggravated assaults.
- There was a spike in violent crimes in 2006 with a small decrease in 2007 and 2008. For 2009, it is expected to increase slightly.
- Over the last three years, our clearance rates have decreased slightly but are still well above the national average.
- For 2009, the estimated violent crimes clearance rate is 51.3% which is well above the national average of similar size cities of 38.3% (2006 most recent year of FBI data).
- Cases are assigned and prioritized according to solvability factors.



- Property crimes include burglaries, larcenies, and motor vehicle thefts.
- There has been an overall decrease in property crimes over the last two years and this trend is expected to continue for 2009.
- Clearance rates have stayed fairly consistent over the last ten years and are above the national average.
- Although property crimes are more common than violent crimes, violent crimes are highest priority for investigation.

Air Support Unit Statistics

	2006	2007	2008 Est.	2009 Est.
Calls for Service	1,584	1,457	1,120	1,130
Felony Arrests	89	67	81	90
Misdemeanor Arrests	76	85	82	85
Flight Hours	788	713	610	725

- The Air Support Unit responding to an emergency call for service arrives, on average, within 2 minutes which is significantly faster than a ground unit.
- The Air Support Unit has saved lives, saved police officers, prevented citizens from injury, and interrupted crimes in progress.
- Over 1,300 felony arrests have been made as a result of the Air Support Unit. These offenders may not otherwise have been caught.
- The Air Support Unit also prevents crimes through air patrol.

Major Objectives – Operations Support

- Investigate the illegal sale, possession, and distribution or manufacturing of controlled substances and enforce laws relating to prostitution, gambling, and liquor and the gathering of criminal intelligence information
- Provide professional and efficient investigative services regarding the commission of violent crimes against children and adults
- 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
- Enforce code compliance enhancing neighborhood and community health, safety, welfare, and aesthetics

Summary of Bureaus – Patrol

The Patrol Bureau consists of four divisions: Falcon, Gold Hill, Stetson Hills, and Sand Creek. The Patrol officers respond to citizens' calls for service, provide traffic enforcement/control, and engage in problem-solving efforts in collaboration with the community. Patrol officers are also involved in providing safety assessments and public awareness presentations. They are dedicated to offering prevention and proactive policing such as the Neighborhood Watch Program and educational and community-oriented services. In addition, the Patrol Bureau provides specialized enforcement services to counter gangs and illegal guns and drugs in the community through the Community Impact Team (COMMIT).

Budget and Position Summary – Patrol

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$37,311,462	$30,441,379	$33,566,876	$3,125,497	10.27%
Operating	394,798	381,487	300,874	(80,613)	(21.13%)
Capital Outlay	778	0	0	0	0
Total	**$37,707,038**	**$30,822,866**	**$33,867,750**	**$3,044,884**	**9.88%**

Title	2008 Budget	2009 Budget	+ / -
Civilian			
Police Service Representative	8.00	18.00	10.00
Senior Office Specialist	3.00	3.00	
Total Civilian	**11.00**	**21.00**	**10.00**
Sworn			
Police Commander	3.00	3.00	
Police Lieutenant	9.00	10.00	1.00
Police Sergeant	35.00	35.00	
Police Officer	301.00	301.00	
Total Sworn	**348.00**	**349.00**	**1.00**
Total Positions	**359.00**	**370.00**	**11.00**

Budget and Position Summary – Patrol

PSST Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 7,080,238	$ 7,728,876	$ 7,971,496	$ 242,620	3.14%
Operating	105,004	126,210	99,713	(26,497)	(20.99)
Capital Outlay	1,355	0	0	0	0.00
Total	**$7,186,597**	**$7,855,086**	**$8,071,209**	**$216,123**	**2.75%**

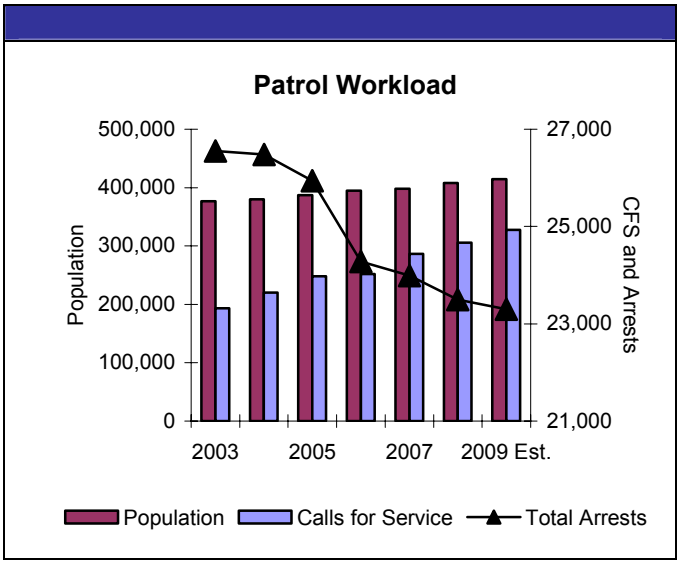
Title	2008 Budget	2009 Budget	+ / -
Civilian			
Police Service Representative	12.00	12.00	
Senior Office Specialist	1.00	1.00	
Total Civilian	**13.00**	**13.00**	**0.00**
Sworn			
Police Commander	1.00	1.00	
Police Lieutenant	3.00	3.00	
Police Sergeant	17.00	17.00	
Police Officer	58.00	58.00	
Total Sworn	**79.00**	**79.00**	**0.00**
Total Positions	**92.00**	**92.00**	**0.00**

Patrol Bureau Total Civilian FTE	**24.00**	**34.00**	**10.00**
Patrol Bureau Total Sworn FTE	**427.00**	**428.00**	**1.00**
Patrol Bureau Total FTE	**451.00**	**462.00**	**11.00**

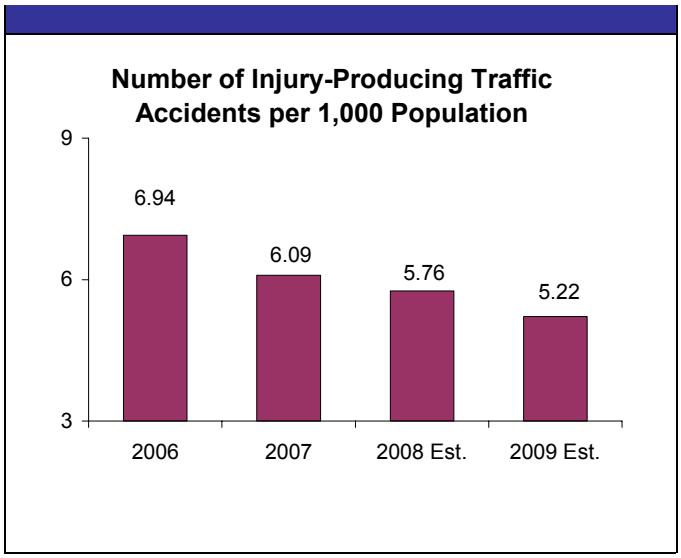
Grant Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Total	**$1,105,737**	**$109,000**	**$100,000**	**($9,000)**	**(8.26%)**

Performance Indicators - Patrol



- Calls for service increased 48% from 2003 to 2007 and are estimated to increase through 2009 by 69% from the 2003 level.
- Increases in certain calls for service impact patrol workload. For example, the number of calls involving domestic disturbances has increased 18% over the past five years. These calls have a high priority and routinely require more than one patrol unit to respond.
- CSPD has developed alternative reporting and response methods – e.g., Direct Line Reporting and Internet Crime Reporting. Officers review the reports and assign a case number, but these cases do not require direct officer involvement.



- The number of injury-producing traffic accidents per 1,000 population has continued to decrease in Colorado Springs despite an 8.3% increase in the number of vehicles registered in Colorado Springs.
- CSPD attributes this decline, in part, to additional enforcement dedicated to intersection safety and the Neighborhood Speeding Program.
- CSPD has met its target of less than 7.00 injury-producing traffic accidents per 1,000 population each year since 2006 and is well below the ICMA average of 8.10 for similar size cities.

Major Objectives - Patrol

- Strive toward decreased response times to emergency calls for service
- Ensure that Police officers continue to provide police services in accordance with community needs and available resources

- Build greater trust with the community by continuing to employ community-based policing supported by the Department's problem-oriented policing strategy

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	11,263,514	11,353,160	11,614,943	11,138,479
51210	Overtime	137,449	126,454	102,624	129,442
51215	Achievement Award	0	391	0	0
51220	Seasonal Temporary	104,347	83,658	57,007	101,307
51225	Shift Worker Holiday	184,747	195,454	149,679	180,843
51230	Shift Differential	77,088	75,483	87,704	75,156
51235	Standby	27,071	22,939	25,000	16,000
51240	Retirement Termination Sick	40,099	42,781	0	35,368
51245	Retirement Termination Vacation	79,833	51,723	0	74,768
51260	Vacation Buy Payout	142,381	154,043	0	139,208
51299	Salaries Reimbursements	-194,140	-160,496	0	0
51405	Uniform Salaries	36,758,181	37,670,575	37,825,233	38,715,376
51410	Uniform Overtime	1,045,090	1,374,048	1,023,665	1,424,965
51415	Uniform Special Overtime	162,375	178,367	549,686	155,805
51420	Uniform Scheduled Overtime (OT)	0	0	5,000	0
51421	Uniform Speeding Enforcement OT	238,416	210,271	210,000	208,000
51425	Uniform Shift Differential	211,169	212,647	229,451	218,800
51430	Uniform Special Assignment	16,535	16,666	7,770	9,190
51435	Extra Duty Expenditure	642,556	733,310	878,100	878,100
51440	Leave Payoff	70,935	150,958	0	0
51445	Longevity	277,857	295,776	236,872	281,396
51455	Third Week	144,384	183,805	262,291	154,541
51460	Uniform Hazard Duty	55,149	53,036	62,949	53,968
51465	Uniform Court Overtime	104,190	141,399	138,853	104,830
51470	Uniform Retirement Cost	174,705	72,539	0	0
51475	Uniform Master Patrolman	3,166	3,267	0	0
51481	Pilot in Command	5,902	5,132	0	5,000
51482	Police Training Officers	145,856	132,659	150,000	141,467
51610	PERA	1,208,968	1,296,561	1,404,240	1,427,634
51615	Workers Compensation	1,297,458	1,344,116	1,531,544	1,362,701
51620	Equitable Life Insurance	147,687	152,275	156,830	178,292
51625	Vision Care	42,767	40,133	55,658	41,159
51640	Dental Insurance	320,798	317,291	372,426	316,789
51650	Police Pension Plan	5,096,031	4,785,156	4,014,891	5,554,027
51651	Old Hire Police Pension Add Payment	0	0	0	525,985
51655	Retired Employee Medical Insurance	183	274	0	0
51665	Cash Back	191,810	71,361	0	0
51670	Parking for Employees	410	242	960	960
51690	Medicare	593,138	613,890	755,677	754,849
51695	City EPO Medical Plan	4,366,577	4,586,982	5,125,326	5,640,126
Total Salaries and Benefits		**65,184,682**	**66,588,326**	**67,034,379**	**70,044,531**
52105	Miscellaneous Operating	8,950	97,619	0	0
52110	Office Supplies	115,400	59,249	100,349	92,216
52111	Paper Supplies	35,475	31,834	30,540	31,005
52112	Ammunition	70,718	128,898	140,094	150,090
52120	Computer Software	18,252	43,675	13,000	55,030
52122	Cell Phones Equipment and Supplies	383	104	1,150	804
52125	General Supplies	236,018	234,831	249,813	218,395
52129	HVAC-Heat Ventilation Air Supplies	7,366	26,302	13,000	20,000
52135	Postage	44,485	39,476	44,000	45,000
52140	Wearing Apparel	414,466	347,141	458,571	503,955

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52145	Paint and Chemical	20,717	6,315	27,231	12,700
52150	Seed and Fertilizer	0	19	0	0
52155	Automotive	150,196	234,791	129,320	196,478
52160	Fuel	50,752	51,299	12,800	104,668
52165	Licenses and Tags	4,085	1,666	3,175	2,775
52175	Signs	0	2,308	860	930
52190	Janitorial Supplies	14,177	23,060	22,000	12,412
52220	Maintenance Office Machines	10,131	2,877	8,701	8,931
52225	Maintenance Computer Software	2,612	0	0	0
52230	Maintenance Furniture and Fixtures	0	252	0	0
52235	Maintenance Machinery & Apparatus	269,797	101,723	38,988	135,022
52250	Maintenance Radios Allocation	5,645	6,665	0	38,700
52265	Maintenance Buildings and Structure	161,464	137,293	120,323	136,296
52275	Maintenance Runways	178	0	0	0
52280	Maintenance Roads and Bridges	0	0	1,480	0
52305	Maintenance Software	20,614	8,200	0	0
52405	Advertising Services	7,193	8,927	50	9,987
52410	Building Security Services	53,986	4,218	7,500	23,500
52420	Employee Services	0	150	0	0
52421	Civil Service Testing	113,031	59,553	100,008	91,322
52422	Incarceration Services	158,093	146,079	251,000	167,867
52426	Municipal Facility Runoff Control	10,880	20,325	20,000	20,000
52431	Consulting Services	2,320	2,138	5,300	5,300
52434	Towing Services	295,391	356,906	401,785	398,367
52435	Garbage Removal Services	6,315	1,696	24,000	10,000
52445	Janitorial Services	177,044	141,350	192,000	160,000
52450	Laundry and Cleaning Services	2,590	2,920	2,767	2,767
52455	Lawn Maintenance Service	37,221	58,304	16,235	38,235
52465	Miscellaneous Services	42,737	-100	50,600	27,856
52565	Pest Control	3,647	2,773	4,500	2,140
52570	Reimbursable Services	41,251	55,775	44,877	44,877
52573	Credit Card Fees	0	0	3,418	3,418
52575	Services	525,445	431,998	438,130	331,713
52580	Drive Smart Program	27,178	21,255	27,405	27,500
52591	School Crossing Guards	245,436	242,604	0	0
52615	Dues and Membership	18,182	12,565	15,085	16,952
52625	Meeting Expenses In-Town	6,941	8,459	10,029	7,736
52630	Training	52,227	40,264	90,713	113,606
52635	Employee Educational Assistance	28,429	38,652	40,000	40,000
52645	Subscriptions	4,632	2,704	4,206	3,937
52655	Travel Out-of-Town	50,933	64,364	60,603	56,958
52705	Communications	290,040	114,920	295,018	105,616
52716	Rental Expense	152	0	0	0
52725	Rental of Property	135,032	137,780	148,050	146,050
52735	Telephone Long Distance Calls	14,071	14,619	20,204	14,235
52736	Cell Phone Airtime	39,054	31,245	48,034	49,452
52738	Cell Phone Base Charges	8,254	21,242	2,300	205,000
52740	General Insurance-City	17,964	18,621	0	29,864
52743	Utilities Streetlights	277	0	0	0
52744	Energy Audits	8,761	7,770	0	0
52746	Utilities Electric	352,108	318,319	348,450	388,173
52747	Utilities Gas	84,558	62,790	48,524	56,336

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52748	Utilities Sewer	15,764	18,471	71,086	79,048
52749	Utilities Water	19,556	20,769	44,432	58,606
52755	Communications Equipment	0	0	7,230	0
52757	Security Surveillance Equipment	84	0	0	0
52765	Lease Purchase Payments	29,705	29,705	29,705	29,705
52775	Minor Equipment	276,142	114,890	194,092	249,343
52795	Rental of Equipment	153,030	136,657	148,820	150,256
52863	Insurance Police	0	0	13,864	0
52873	Printing Outsource	0	10	0	0
52874	Office Services Printing	12	0	0	0
52875	Office Services Records	10,337	9,907	0	0
52908	Reprographics Police	37,401	62,309	57,000	46,952
60180	IT Software Purchases	0	255	0	0
65075	Interest	87,351	85,484	93,000	93,000
65097	Interest Old City Hall COP	137,553	137,553	137,553	137,553
65160	Recruitment	19,549	35,916	20,000	24,073
65185	Principal	0	0	40,188	40,188
65325	Vehicle Insurance	6,692	0	0	0
65356	Retirement Awards	0	868	0	0
65357	Volunteer Resources	8,792	7,830	9,009	9,009
65361	Relocation Assistance	3,828	1,433	6,733	4,724
65391	Youth Services Programs	0	14,656	0	0
Total Operating Expenses		**5,329,047**	**4,713,493**	**5,008,898**	**5,286,628**
53020	Computers Networks	329,689	217,312	323,798	0
53030	Furniture and Fixtures	9,568	36,224	0	0
53050	Machinery and Apparatus	28,983	191,623	55,800	3,800
53060	Weapons	83,159	20,597	10,100	11,100
53070	Vehicles Replacement	1,001,894	919,170	717,770	0
53080	Vehicles Additions	65,034	0	23,500	0
53090	Buildings and Structures	31,491	0	75,000	21,620
Total Capital Outlay		**1,549,818**	**1,384,926**	**1,205,968**	**36,520**
Total Expenses		**72,063,547**	**72,686,745**	**73,249,245**	**75,367,679**

PSST Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	1,944,128	2,203,562	2,577,486	2,515,187
51210	Overtime	26,277	29,262	25,621	24,989
51225	Shift Worker Holiday	25,684	31,111	5,621	5,621
51230	Shift Differential	15,464	19,051	10,395	7,838
51235	Standby	5,030	6,542	0	0
51240	Retirement Termination Sick	0	10,562	0	0
51245	Retirement Termination Vacation	1,006	5,122	0	0
51260	Vacation Buy Payout	23,987	28,382	0	0
51299	Salaries Reimbursements	(35,184)	(55,499)	0	0
51405	Uniform Salaries	5,714,177	5,699,703	6,130,012	6,302,202
51410	Uniform Overtime	381,714	236,915	180,408	180,003
51415	Uniform Special Overtime	42,080	103,146	0	0
51425	Uniform Shift Differential	40,583	43,327	67,803	51,355
51430	Uniform Special Assignment	952	1,150	1,018	0
51440	Leave Payoff	0	22,532	0	0
51445	Longevity	35,335	37,438	6,620	5,877
51455	Third Week	25,921	21,762	0	0
51460	Uniform Hazard Duty	2,954	3,614	0	0
51465	Uniform Court Overtime	15,809	24,652	11,806	24,275
51470	Uniform Retirement Cost	1,197	13,865	0	0
51482	Police Training Officers	10,965	9,915	0	20,000
51610	PERA	208,080	247,278	306,721	299,309
51615	Workers Compensation	184,706	190,038	243,575	260,441
51620	Equitable Life Insurance	23,303	24,442	43,985	44,086
51625	Vision Care	7,007	6,725	9,384	8,905
51640	Dental Insurance	50,337	51,396	62,928	62,335
51650	Police Pension Plan	468,834	491,339	520,103	527,694
51665	Cash Back	28,734	12,775	0	0
51670	Parking for Employees	8,647	10,400	0	0
51690	Medicare	91,578	97,785	127,409	127,852
51695	City EPO Medical Plan	708,638	753,846	812,268	931,463
Total Salaries and Benefits		**10,057,945**	**10,382,138**	**11,143,163**	**11,399,432**
52105	Miscellaneous Operating	358	(4,605)	0	0
52110	Office Supplies	7,715	8,126	17,508	14,851
52111	Paper Supplies	3,653	2,865	0	1,500
52112	Ammunition	0	2,813	0	0
52120	Computer Software	156,358	186,017	192,505	187,105
52122	Cell Phones Equipment and Supplies	0	374	0	0
52125	General Supplies	30,347	46,471	30,501	40,831
52129	HVAC-Heat Ventilation Air Supplies	9	2,825	8,000	8,000
52135	Postage	851	0	0	0
52140	Wearing Apparel	17,681	47,247	45,015	39,489
52145	Paint and Chemical	1,016	0	1,854	1,854
52150	Seed and Fertilizer	0	998	0	0
52155	Automotive	164,421	48,343	50,000	0
52160	Fuel	3,626	2,412	3,600	0
52165	Licenses and Tags	96	225	185	185
52175	Signs	0	684	524	524
52190	Janitorial Supplies	6,065	4,817	8,000	8,000
52220	Maintenance Office Machines	568	739	649	649

PSST Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52235	Maintenance Machine and Apparatus	18,730	21,054	27,103	27,103
52250	Maintenance Radios Allocation	19,780	20,049	18,000	18,000
52265	Maintenance Buildings and Structures	23,472	37,634	50,000	50,000
52305	Maintenance Software	3,600	0	0	0
52410	Building Security Services	95	219	0	0
52417	CSPD Core	37,581	19,131	0	0
52431	Consulting Services	365	541	6,899	3,999
52435	Garbage Removal Services	(259)	689	960	633
52445	Janitorial Services	43,463	49,066	40,000	40,000
52450	Laundry and Cleaning Services	0	361	361	361
52455	Lawn Maintenance Service	13,154	26,699	22,000	16,000
52565	Pest Control	1,731	2,194	2,000	2,000
52575	Services	60,366	41,494	139,536	109,536
52605	Car Mileage	62	0	0	0
52615	Dues and Membership	750	454	315	315
52625	Meeting Expenses In-Town	51	31	649	649
52630	Training	3,101	4,790	8,737	5,819
52645	Subscriptions	83	97	0	0
52655	Travel Out-of-Town	2,807	4,016	2,112	3,781
52705	Communications	37,898	54,984	20,676	62,192
52706	Wireless Communication	0	0	4,120	0
52725	Rental of Property	218,132	220,462	230,708	239,454
52735	Telephone Long Distance Calls	342	77	0	0
52736	Cell Phone Airtime	17,861	12,654	10,659	14,362
52737	Telecommunications	0	0	37,501	0
52738	Cell Phone Base Charges	1,179	18,822	0	4,120
52743	Utilities Streetlights	84	0	0	0
52746	Utilities Electric	71,801	80,870	70,000	71,400
52747	Utilities Gas	14,101	12,733	14,200	12,800
52748	Utilities Sewer	2,298	2,369	2,174	2,174
52749	Utilities Water	9,267	9,193	6,943	6,943
52775	Minor Equipment	64,332	36,068	32,509	30,988
52795	Rental of Equipment	14,529	12,723	25,807	20,650
52827	Charges Police	298,379	188,968	307,680	307,680
52873	Printing Outsource	0	39	0	0
65160	Recruitment	600	300	0	0
65356	Retirement Awards	0	225	0	0
70295	Special Projects Programs	797	0	0	0
Total Operating Expenses		**1,373,297**	**1,229,357**	**1,439,990**	**1,353,947**
53020	Computers Networks	2,262	265,233	60,758	0
53030	Furniture and Fixtures	20,653	22,024	0	0
53050	Machinery and Apparatus	0	301,537	0	0
53060	Weapons	0	0	35,912	6,982
53070	Vehicles Replacement	175,699	128,724	0	0
53080	Vehicles Additions	0	7,974	60,072	0
53090	Buildings and Structures	24,607	443,705	0	0
Total Capital Outlay		**223,220**	**1,169,197**	**156,742**	**6,982**
Total Expenses		**11,654,462**	**12,780,692**	**12,739,895**	**12,760,361**

Transportation and Parks

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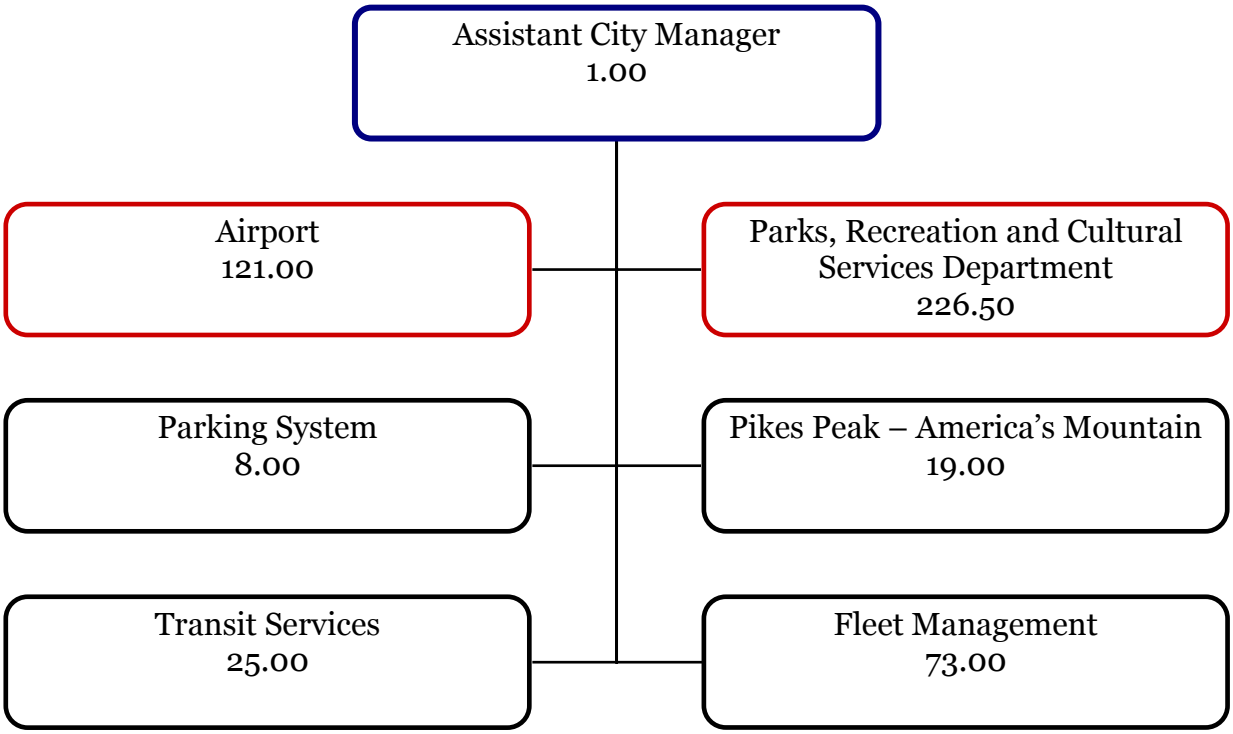

Airport

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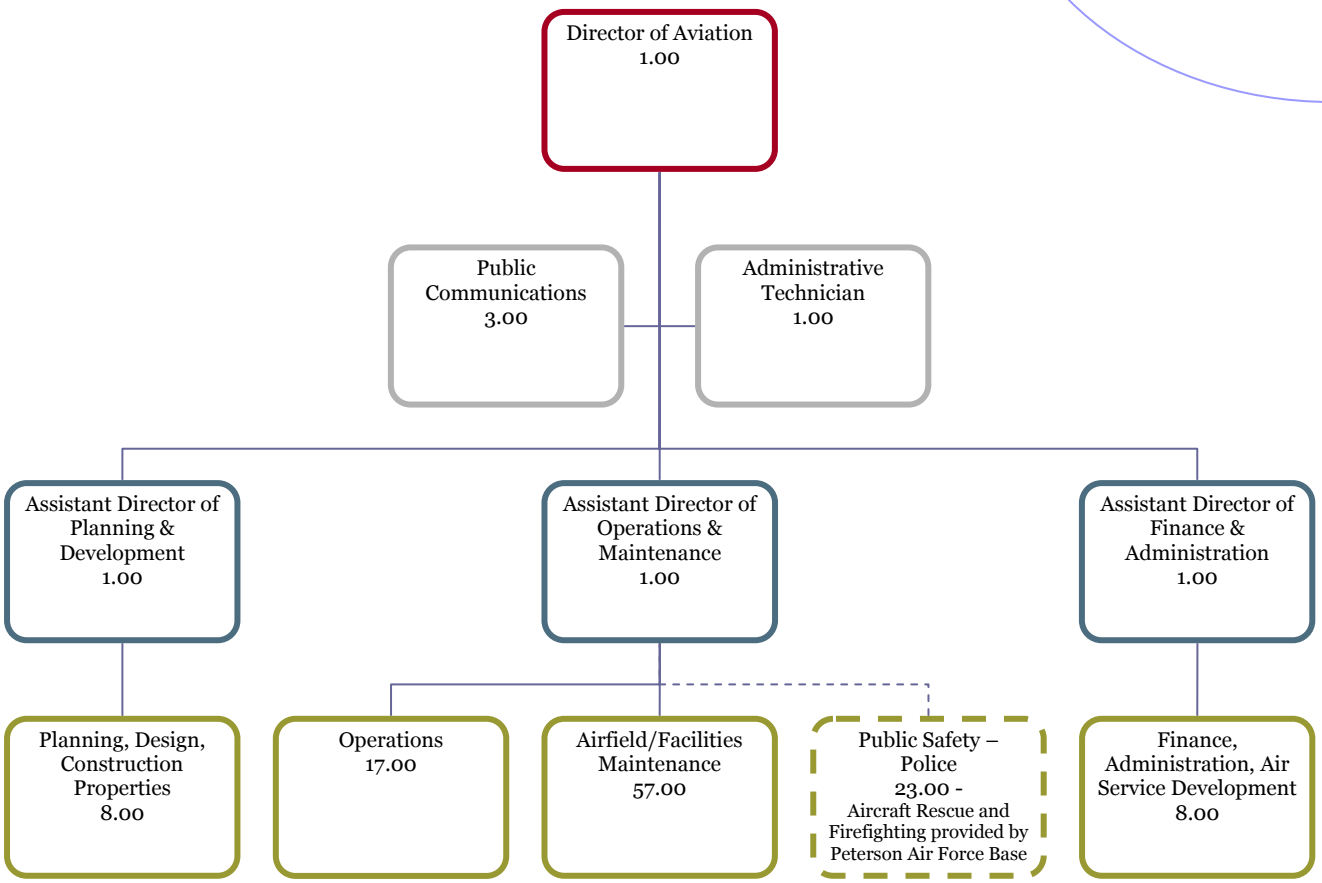


Summary of Department

The Colorado Springs Airport (COS) is a primary commercial service airport that serves most of southern Colorado as well as portions of western Kansas and northern New Mexico. More than 2 million passengers pass through COS each year where they have access to multiple carriers offering non-stop service to 11 major cities and connecting one-stop service to virtually any major airport in the world. COS also has an active corporate and general aviation population and is host to Peterson Air Force Base, home of the U.S. Air Force Space Command, Northern Command/NORAD, and the U.S. Army Forces Strategic Command.

COS and Peterson AFB are catalysts for regional economic development, providing 19,672 direct and indirect jobs in the aviation, aerospace, and defense sectors. This economic engine generates a combined economic impact of over $1.6 billion each year for the region's economy ("Economic Impact of Airports in Colorado 2008"). In future years, COS will expand its economic development efforts through its investment in Cresterra Business Center, a public-private partnership that will develop a world class trade and hospitality center on airport property.

The Colorado Springs Airport is a fully self-sustaining public enterprise that accepts no tax revenue from the local economy.

Budget and Position Summary

Airport Enterprise Fund

Source of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Airline Revenues	$ 7,622,752	$ 9,568,922	$ 10,071,854	$ 502,932	5.26%
Non-Airline Revenues					
Public Parking	6,256,899	6,990,500	6,127,600	(862,900)	(12.34%)
Rental Car	3,675,676	3,898,018	3,599,196	(298,822)	(7.67%)
Terminal Concessions/Other	4,136,691	3,998,038	4,002,024	3,986	0.10%
Transfer from Airport Capital Fund	-	-	150,000	150,000	-
Gain/Loss on Sale of Assets	339,026	-	-		
Interest Income	859,949	470,598	560,991	90,393	19.21%
Total	**$ 22,890,993**	**$ 24,926,076**	**$ 24,511,665**	**$ (414,411)**	**(1.66%)**

Uses of Funds					
Salary/Benefits	$ 7,762,583	$ 8,572,804	$ 8,882,738	$ 309,934	3.62%
Operating	5,874,380	6,983,569	7,428,136	444,567	6.37%
CIP Projects - Airport Fund	-	-	150,000	150,000	-
Capital Outlay	522,967	489,014	298,689	(190,325)	(38.92%)
Debt Service	5,648,411	5,625,613	5,233,438	(392,175)	(6.97%)
Total	**$ 19,808,340**	**$ 21,671,000**	**$ 21,993,001**	**$ 322,001**	**1.49%**

*2009 is the first year that the Airport's CIP projects are included in the budget narrative. Most of the projects are funded with grant money as detailed in the CIP section. However, for 2009 there is $150,000 in Airport Funds going toward a CIP project. Any CIP funds that were appropriated during 2007 and 2008 are not reflected above in the summary.

Airport Enterprise Fund

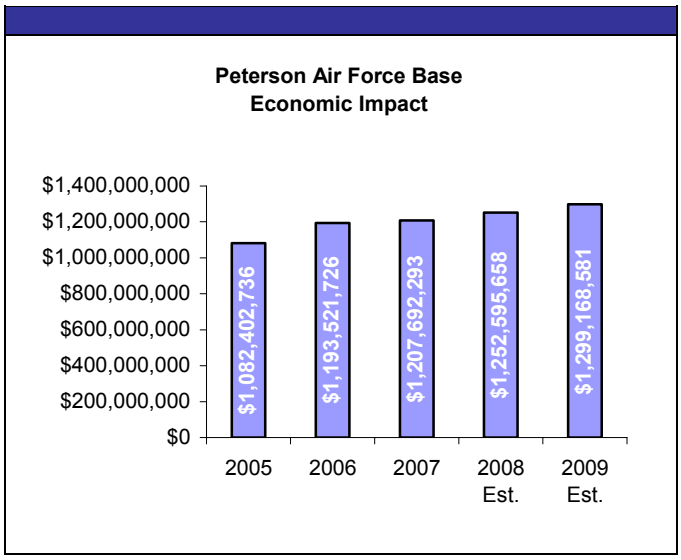
Title	2008 Budget	2009 Budget	+ / -
Director of Aviation	1.00	1.00	
Assistant Director of Aviation	3.00	3.00	
Design & Construction Manager	1.00	1.00	
Planning & Development Manager	1.00	1.00	
Properties Administrator	1.00	1.00	
Environment Safety & Health Specialist	1.00	1.00	
Engineering Technician II	1.00	1.00	
Operations Manager	1.00	1.00	
Assistant Operations Manager	1.00	1.00	
Senior Operations Agent	2.00	2.00	
Operations Agent	5.00	5.00	
Communications Center Dispatcher	5.00	5.00	
Maintenance Manager	1.00	1.00	
Assistant Maintenance Manager	1.00	1.00	
Facilities Supervisor	1.00	1.00	
Skilled Maintenance Supervisor	3.00	3.00	
Information Systems Analyst II	2.00	2.00	
Electronic Specialist	2.00	2.00	
Senior Skilled Maintenance Technician	1.00	1.00	
Electrician	2.00	2.00	
Electronic Maintenance Technician	1.00	1.00	
Skilled Maintenance Technician	6.00	6.00	
Senior Equipment Operator	2.00	2.00	
Equipment Operator I, II, III	12.00	12.00	
Maintenance Technician II	3.00	3.00	
Maintenance Service Workers	18.00	18.00	
Finance & Administration Manager	0.00	1.00	1.00
Accounting Supervisor	1.00	1.00	
Principal Analyst	1.00	0.00	(1.00)
Senior Accountant	0.00	1.00	1.00
Accountant II	1.00	0.00	(1.00)
Analyst I	1.00	1.00	
Senior Public Communications Specialist	1.00	1.00	
Administrative Technician	7.00	7.00	
Senior Office Specialist	4.00	4.00	
Office Assistant	4.00	4.00	
Police Sergeant	2.00	2.00	
Police Officer	18.00	18.00	
Police Services Representative	1.00	1.00	
Parking Enforcement Officer	2.00	2.00	
Total Positions	**121.00**	**121.00**	**0.00**

Significant Changes to the Budget

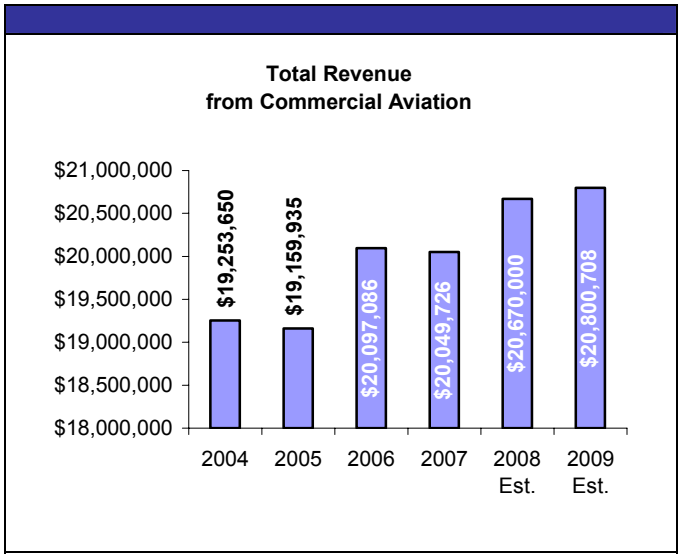
Airport Enterprise Fund

- Increased airline rates and charges slightly offset a decrease in revenue due to fewer passengers.
- Expenses increased approximately $150,000 due to contractually negotiated annual increases and the purchase of a revenue control system in parking management.
- There is an approximate $175,000 increase in 2009 to the maintenance of fleet vehicles due to costs associated with an aging fleet.
- Debt service decreased almost $400,000 per year as a result of the 1996 bonds being refunded.

Performance Indicators

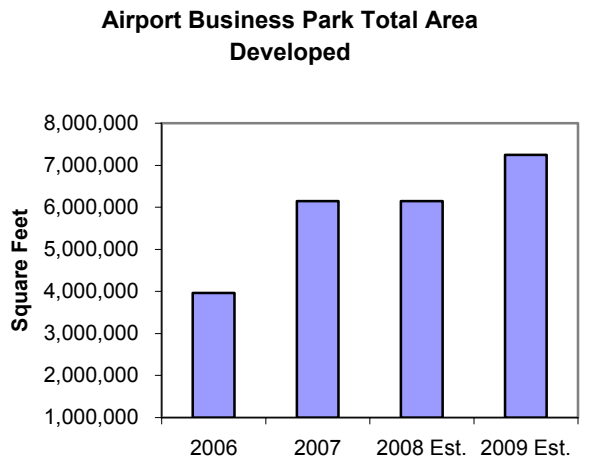


- Peterson AFB is located on land owned by the City of Colorado Springs and managed by the Colorado Springs Airport. The Airport leases the land to Peterson AFB and provides access to the Airport-owned and operated airfield in exchange for infrastructure investments and services provided by the U.S. Air Force. This unique partnership gives Peterson AFB and the Airport a cost-effective means of accomplishing its missions and has created an economic engine that is one of the primary drivers for the regional economy.

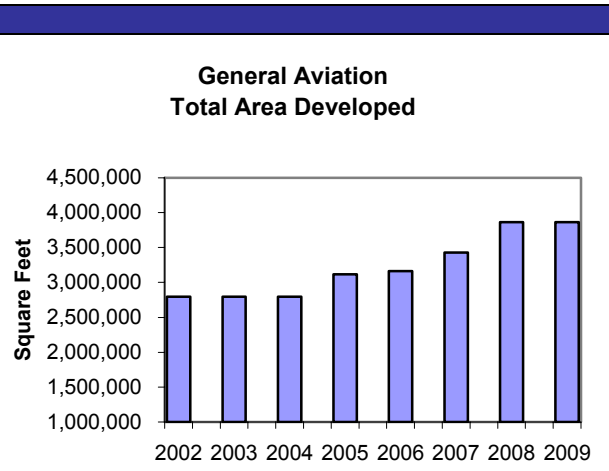


- Airline revenue is generated through the assessment of building rent, landing fees, and usage fees for passenger loading bridges and other special facilities. Passenger terminal revenue includes proceeds for parking, restaurants, gift shops, rental cars and other businesses that serve airline passengers. The combined revenue total from these sources is a good indicator of the overall level of business activity in the airline services sector at the Airport. From 2003 to 2006, revenue in this sector was stagnant. Additional airline activity and concession improvements generated revenue growth from 2006 to 2008.

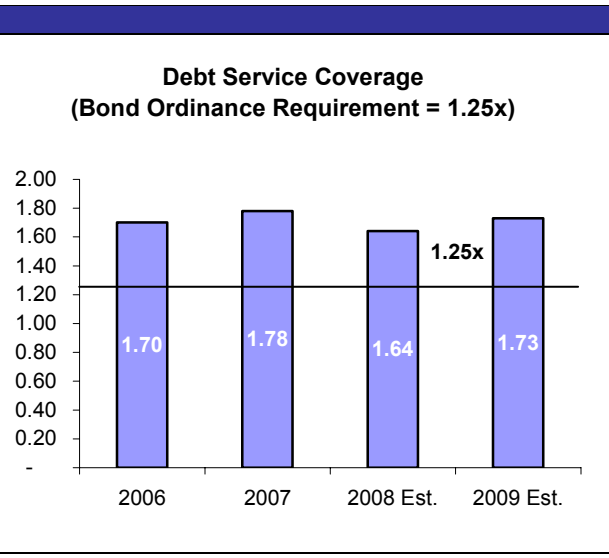
Performance Indicators



- Development activity in the Airport Business Park was initiated in 2006 with the groundbreaking of the Arrival Departure Airfield Control Group (ADACG) facility. The addition of Northrop Grumman and The Aerospace Corporation in 2007 represented a 50% increase in area under development. Completion of lease negotiations with Corporate Office Properties Trust is anticipated in late 2008, making way for two new development sites in 2009.

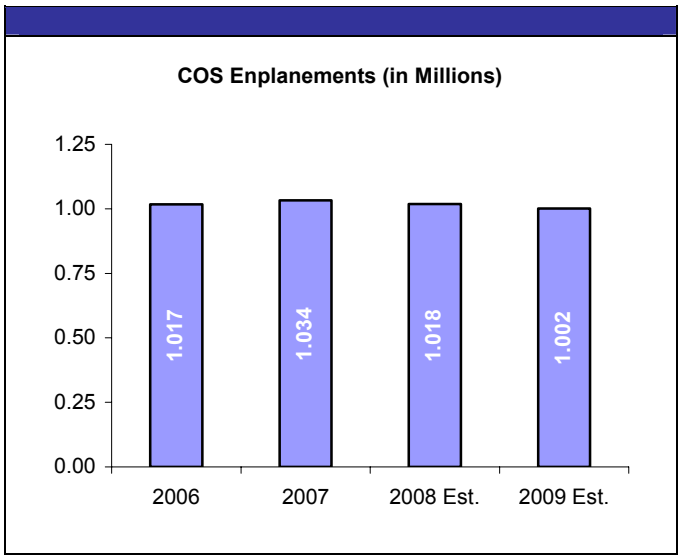


- Development activity in the Airport's General Aviation district has increased steadily over the past five years. The Airport's investment in new roadway, drainage and taxiway facilities has enabled private sector investors to develop several new hangar projects, a new airline maintenance facility, a new flight school and an aviation museum. The Airport is currently in discussions with two companies that are planning additional development in the area.

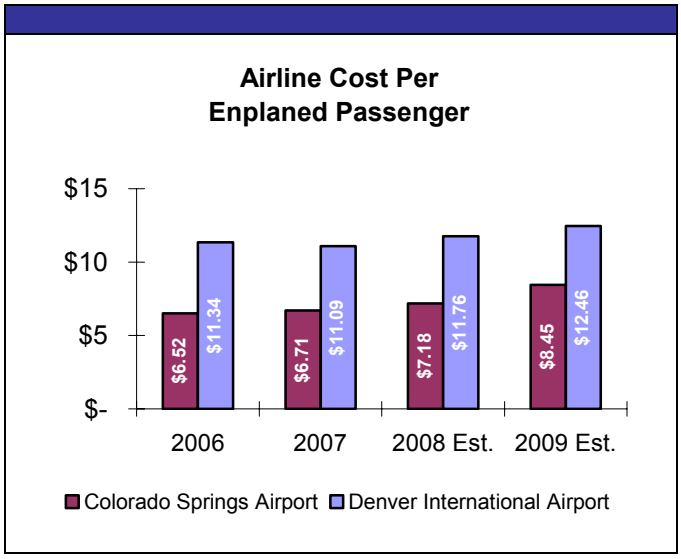


- The Debt Service Coverage Ratio depicts the Airport's net revenue divided by principal and interest requirements for the year. This industry-standard measurement gauges the level of funding available to make debt service payments in any given year. The Airport's projected debt service coverage ratio for 2008 is 1.64x. According to the Bond ordinance, the Airport is required to maintain at least a 1.25x coverage ratio. The Airport's debt ratio is stable and is projected to register 1.73x in 2009.

Performance Indicators



- Passenger enplanements for 2008 have been revised to 1.018 million from the original estimate of 1.025 million. Passenger enplanements are up 5.5% when compared to enplanements through June 2007; however, a nationwide trend for capacity reductions by the airlines is expected to offset these gains by year end. For 2009, airline capacity reductions will continue; as such, Airport staff is using a conservative 2009 enplanement estimate of 1.002 million.



- Cost per enplaned passenger is a ratio that is closely monitored by airlines to measure an airport's efficiency. It is determined by taking the total amount charged to airlines at an airport and dividing it by the number of revenue airline passengers. Over the past few years, airport costs have increased significantly due to rising security requirements and operating costs. Through the use of tight budget controls and effective financial management, the Colorado Springs Airport has been able to keep its cost per enplaned passenger in line with the industry median and well below that of its nearest competing airport.

Major Objectives

- **Develop and maintain a first-class airport facility to provide for efficient movement of air travelers from origination to destination and return.**

  The Airport will continue to develop its facilities and services to ensure the highest level of customer service and convenience. The Terminal Improvement Program was completed in 2008, and the staff's focus turned to improving customer service. In 2009, an airport-wide customer service program will be initiated in conjunction with the airlines and other terminal building tenants. In addition, the Airport will continue to work with the TSA to improve the passenger and baggage screening processes.

- **Enhance airline service and educate the community and airlines about the Airport facility and the local economy.**

  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. The Airport will continue to focus on attracting low fare service but will concentrate on working with incumbent carriers to keep current service levels in place as the airlines reduce capacity nationwide. As of midyear 2008, the Airport has seen new service added by Frontier Airlines. Overall, the Colorado Springs Airport has eight air carriers going to 11 non-stop destinations nationwide.

- **Design and construct infrastructure through implementation of the six-year Capital Improvements Program (CIP).**

  Planning, funding, and implementation of the six-year CIP are ongoing.

- **Provide public safety procedures, as established per Federal Aviation Administration (FAA) guidelines, to maintain and secure the air operations area.**

  The Airport will continue maintaining the airfield to comply with the FAA's strict standards and guidelines. In 2009, the Airport will continue to upgrade its snow removal equipment and maintenance vehicle fleet. The Airport Operations Department's capability to monitor and control operations and security functions will be improved in 2009 with an upgrade of the Airport Communications Center.

- **Develop the Business Park and promote general aviation and related support functions to further diversify airport revenue and support community economic development.**

  In late 2005, the Airport began the operational phase of the development cycle for the Airport Business Park. In 2006, building construction began for the first two tenants in the park. In mid-2007, a Request for Proposal (RFP) was issued for a master developer. Corporate Office Properties Trust was selected and completion of lease negotiations is anticipated in late-2008. In 2007, the Department of Defense completed construction of Phase I of the ADACG, a facility that will serve as an air mobility platform to deploy troops and equipment to locations all over the globe. Phase II of the ADACG is planned to be completed in late 2008. The Department of Defense is slated to begin construction of roadway improvements in mid-2008.

Airport Enterprise Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	4,373,723	4,456,915	5,179,072	5,094,574
51210	Overtime	156,663	150,828	133,456	138,350
51220	Seasonal Temporary	10,797	45,087	51,320	51,320
51225	Shift Worker Holiday	49,967	43,008	57,434	59,327
51230	Shift Differential	22,393	39,405	33,393	31,467
51235	Standby	7,527	12,998	7,229	9,997
51240	Retirement Termination Sick	31,822	67,646	0	0
51245	Retirement Termination Vacation	49,835	34,434	0	0
51260	Vacation Buy Payout	10,853	21,520	0	0
51299	Salaries Reimbursements	-21,236	-62,590	0	0
51405	Uniform Salaries	1,243,192	1,320,971	1,341,704	1,359,530
51410	Uniform Overtime	36,474	49,071	66,326	78,230
51425	Uniform Shift Differential	10,742	8,779	12,896	12,896
51430	Uniform Special Assignment	0	34	0	0
51440	Leave Payoff	17,973	2,596	0	0
51445	Longevity	12,219	14,002	13,890	13,297
51455	Third Week	6,590	11,530	5,000	7,000
51460	Uniform Hazard Duty	1,200	1,205	1,200	1,200
51465	Uniform Court Overtime	684	1,385	2,146	2,116
51470	Uniform Retirement Cost	4,341	13,747	0	0
51610	PERA	476,073	513,130	554,080	667,141
51615	Workers Compensation	128,360	135,221	140,715	128,414
51620	Equitable Life Insurance	17,628	18,042	26,106	25,726
51625	Vision Care	5,703	5,355	8,355	7,795
51640	Dental Insurance	42,054	41,942	55,659	59,024
51650	Police Pension Plan	100,993	110,068	104,791	113,331
51655	Retired Employee Medical Insurance	28,641	27,433	26,650	27,450
51665	Cash Back	32,049	14,931	20,190	14,210
51690	Medicare	74,237	80,174	85,845	84,339
51695	City EPO Medical Plan	545,975	583,715	645,347	896,004
Total Salaries and Benefits		**7,477,470**	**7,762,583**	**8,572,804**	**8,882,738**
52110	Office Supplies	25,538	31,938	29,150	29,470
52112	Ammunition	0	90	0	1,025
52115	Medical Supplies	2,705	819	2,745	2,020
52120	Computer Software	4,491	4,510	500	24,650
52122	Cell Phones Equipment/Supplies	543	2,222	1,350	2,000
52125	General Supplies	24,971	28,489	32,777	42,915
52126	Electrical Supplies	35,228	37,198	56,080	52,186
52127	Construction Supplies	13,437	18,445	18,430	16,661
52128	Plumbing Supplies	5,079	5,626	9,500	7,600
52129	HVAC-Heat Vent Air Supplies	17,392	34,550	36,300	35,200
52130	Other Supplies	3,756	5,288	3,600	5,000
52135	Postage	11,231	11,011	6,525	6,675
52140	Wearing Apparel	13,969	19,410	19,285	21,682
52145	Paint and Chemical	8,451	6,732	16,425	14,605
52146	Deicing Chemicals/Material	33,128	70,239	108,510	135,504
52150	Seed and Fertilizer	2,719	3,788	10,500	12,000
52160	Fuel	146,912	189,526	208,750	278,861
52165	Licenses and Tags	430	1,003	1,985	2,054
52170	Special Photography Etc.	107	0	300	300

Airport Enterprise Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52175	Signs	2,419	18,641	9,200	12,125
52180	Asphaltic Material	6,430	8,493	6,000	6,800
52185	Aggregate Material	421	2,706	5,000	4,800
52190	Janitorial Supplies	97,557	105,955	86,478	96,855
52195	Environmental Supplies Etc.	1,229	360	3,800	2,700
52205	Maintenance Landscaping	7,411	6,698	7,500	7,500
52215	Maintenance Grounds	15,902	22,960	39,500	34,700
52220	Maintenance Office Machines	6,700	4,284	9,412	11,049
52225	Maintenance Computer Software	4,418	3,068	20,000	15,000
52230	Maintenance Furniture/Fixtures	1,182	1,755	10,250	2,200
52235	Maintenance Machinery/Apparatus	13,970	11,830	17,150	12,650
52236	Maintenance Loading Bridges	16,760	23,768	31,400	37,008
52237	Maintenance Baggage	2,445	10,879	10,285	10,585
52250	Maintenance Radios Allocation	24,725	81,353	83,520	71,610
52265	Maintenance Buildings/Structures	158,044	129,300	238,305	233,172
52275	Maintenance Runways	65,818	200,500	230,650	242,450
52278	Maintenance Runway Lighting	16,425	60,055	59,100	63,870
52280	Maintenance Roads and Bridges	4,122	13,128	48,500	20,200
52305	Maintenance Software	35,770	26,663	28,863	36,280
52405	Advertising Services	79,618	94,547	317,225	310,993
52410	Building Security Services	12,000	14,000	12,500	14,000
52423	Telecommunication Services	36,848	36,518	40,000	40,000
52425	Environmental Services	8,100	8,980	45,000	27,975
52430	Financial Services	16,099	0	25,000	25,000
52435	Garbage Removal Services	29,291	27,548	34,930	37,464
52565	Pest Control	699	1,730	1,250	1,100
52572	Bad Debt Expense	3,103	2,900	1,500	1,500
52574	Legal Services	3,571	21,815	5,000	45,000
52575	Services	192,066	32,435	205,775	181,775
52576	Audit Services	79,400	75,000	75,000	60,000
52590	Temporary Employment	8,779	29,605	13,250	12,250
52605	Car Mileage	936	2,918	1,937	4,428
52615	Dues and Membership	30,447	43,221	32,120	31,845
52625	Meeting Expenses In-Town	13,519	19,474	30,675	21,375
52630	Training	15,600	22,827	39,095	47,595
52635	Employee Educational Assistance	7,108	6,677	7,800	14,000
52645	Subscriptions	42,986	49,744	100,634	119,385
52655	Travel Out-of-Town	22,841	27,332	40,980	45,435
52705	Communications	22,057	16,204	26,450	23,525
52735	Telephone Long Distance Calls	3,821	2,045	2,846	2,920
52736	Cell Phone Airtime	3,364	661	3,566	3,400
52738	Cell Phone Base Charges	5,958	11,339	9,440	9,440
52740	General Insurance-City	240,729	243,636	258,305	240,048
52743	Utilities Streetlights	524	0	0	0
52746	Utilities Electric	740,512	726,839	746,330	827,894
52747	Utilities Gas	248,891	176,733	269,519	192,097
52748	Utilities Sewer	14,009	22,209	13,367	29,525
52749	Utilities Water	92,880	93,438	96,586	141,523
52755	Communications Equipment	10,257	18,127	10,515	14,360
52757	Security Surveillance Equipment	21,337	18,062	52,025	7,950
52775	Minor Equipment	35,075	26,554	29,190	31,940

Airport Enterprise Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52795	Rental of Equipment	10,101	8,247	12,240	11,284
52805	Admin Prorated Charges	868,174	686,938	707,546	704,251
52859	Insurance Other	25,000	824	0	0
52872	Maintenance Fleet Vehicles Equip	511,784	595,478	572,950	748,547
52874	Office Services Printing	4,068	4,660	13,058	12,659
52970	Environmental Protection Program	16,643	0	8,873	8,873
65070	Admin Fee Airport Revenue Bonds	10,107	14,050	7,000	7,000
65075	Interest	3,659,313	3,546,516	3,525,250	3,503,526
65160	Recruitment	23,950	8,996	2,675	2,850
65207	Principal Airport Bonds	2,175,370	2,101,895	2,100,363	1,729,912
65359	Parking Management	1,523,210	1,478,790	1,603,792	1,754,968
Total Operating Expenses		**11,701,979**	**11,522,791**	**12,609,182**	**12,661,574**
53010	Office Machines	4,090	10,646	200	0
53020	Computers Networks	122,940	152,448	93,700	75,500
53030	Furniture and Fixtures	3,547	33,491	20,500	12,100
53050	Machinery and Apparatus	29,655	184,219	195,939	94,788
53070	Vehicles Replacement	79,340	39,343	49,000	45,000
53080	Vehicles Additions	81,990	0	36,000	0
53090	Buildings and Structures	28,538	100,097	86,175	57,701
65401	Radio Fund Purchases	3,237	2,723	7,500	13,600
Total Capital Outlay		**353,337**	**522,967**	**489,014**	**298,689**
Total Expenses		**19,532,786**	**19,808,340**	**21,671,000**	**21,843,001**
Total Capital Improvements		**50,433,030**	**17,695,686**	**6,835,212**	**12,768,992***

* Includes $150,000 in Airport CIP funds listed on page 21-2 and $12,168,992 in Grant CIP Funds.

Parks, Recreation and Cultural Services

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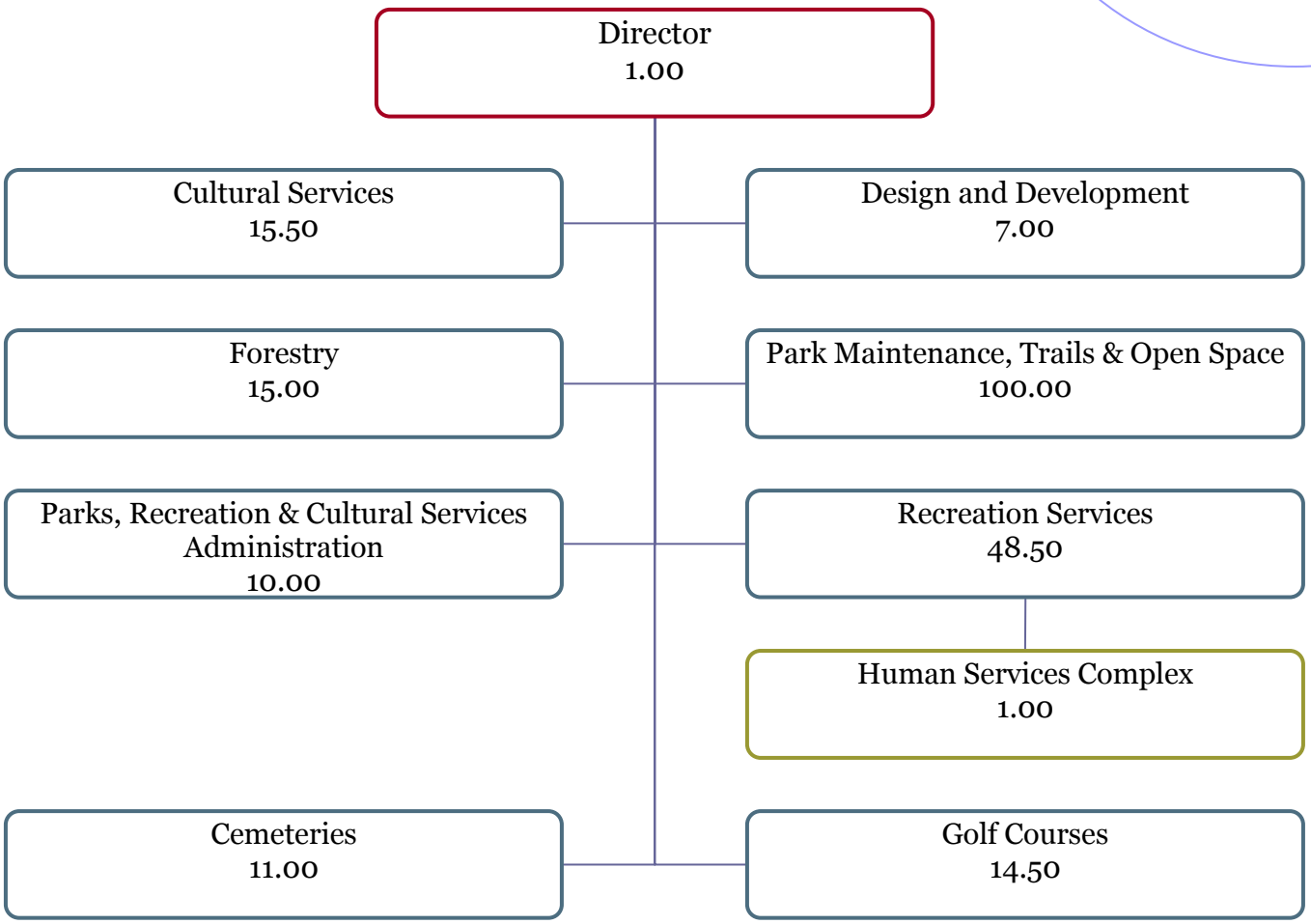


Department Summary – Parks, Recreation and Cultural Services

The mission of Parks, Recreation and Cultural Services is to serve the citizens of Colorado Springs with integrity through competent provision and management of parks, open spaces, urban forests, Special Improvement Maintenance Districts (SIMD's), facilities, and recreation services that provide or improve the quality of life and enhance the image of the city. From Colorado Springs' beginning, parks, trees, flowers and recreational pursuits were important to the community's quality of life, and this tradition has endured. We continue to care about our city, planning for the new and taking care of the old, offering park amenities and desired services to you, the citizens of Colorado Springs.

All Funds Budget and Position Summary

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
General Fund	$ 19,833,543	$ 19,909,349	$17,364,371	($2,544,978)	(12.78%)
Special Improvement Maint. Districts (SIMD's)	2,185,888	2,426,298	2,158,446	(267,852)	(11.04)
Grants	414,500	1,970,466	2,281,000	310,534	15.76
Colorado Springs Utilities	44,530	59,196	59,196	0	0.00
PPRTA*	0	365,500	377,890	12,390	3.39
Cemeteries	1,379,980	1,463,194	1,597,122	133,928	9.15
Human Services Complex	230,790	399,370	577,950	178,580	44.72
Patty Jewett Golf Course	2,032,734	2,153,745	2,470,435	316,690	14.70
Valley Hi Golf Course	1,172,641	1,254,395	1,345,545	91,150	7.27
Total	**$27,294,606**	**$30,001,513**	**$28,231,955**	**($1,769,558)**	**(5.90%)**

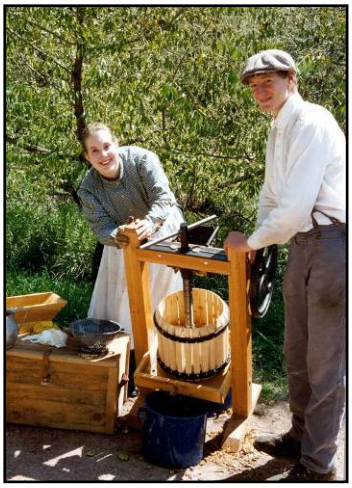
* The PPRTA budget, funded by a one-cent sales tax, is not appropriated by the City. However, to reflect total funding dedicated to improving transportation in Colorado Springs, relevant PPRTA expenditures are included in this document. The PPRTA figure above includes the budgeted operating and maintenance expenditures associated with the Parks, Recreation and Cultural Services Department. Budgeted capital improvement expenditures are included in the CIP section of this document.

Title	2008 Budget	2009 Budget	+ / -
Total Positions	**233.25**	**223.50**	**(9.75)**

Significant Changes to the Budget

Eliminate 6.75 positions to reduce General Fund ongoing expenditures by $318,000.
Eliminate the funding for the July 4th symphony contract.
Decrease the funding of supplies and temporary staffing used to maintain and repair parks.
The service and program impacts resulting from the decrease of ongoing expenditures include the reduction of adult, senior, persons with disabilities, and military outreach programs; reduction in the hours of operation and programs at Garden of the Gods, North Cheyenne Cañon, and Rockledge Ranch; and Helen Hunt Falls
Reduce seasonal salaries and benefits expenditures by $360,000.
Eliminate pruning contract funds for street tree maintenance to reduce ongoing expenditures. With its removal, forestry crews will spend more time on priority "calls for service."
A one-time transfer from the Human Services Complex Fund will be used for $275,000 in salaries and benefits at the Senior Center.
Transfer 7.00 positions and utility expenditures from the Park Maintenance Division to the Conservation Trust Fund (CTF) to reduce General Fund ongoing expenditures by $1.37 million.
Patty Jewett Enterprise Fund increased Daily 9 and 18 Hole Green fees due to a proposed fee increase and a change in the amount of rounds played. This is needed to offset the increases in utilities of $70,000 and seed and fertilizer of $21,500.
Valley Hi Enterprise Fund increased Daily 9 and 18 Hole Green fees due to a proposed fee increase and a change in the amount of rounds played. This is needed to offset the increases in utilities of $54,000 and seed and fertilizer of $11,500.

Summary of Division – Cultural Services



The Cultural Services Division is responsible for developing and implementing programs that preserve and interpret the cultural and natural history of the Pikes Peak Region. The Division manages the operations of the Colorado Springs Pioneers Museum, Rock Ledge Ranch Historic Site, Starsmore Discovery Center, Helen Hunt Falls Visitor Center, and the interpretive programs at Garden of the Gods Visitors Center. The Division is also responsible for park safety programs in Garden of the Gods and North Cheyenne Cañon, which protect both park visitors and natural resources. The Museum maintains a collection of over 75,000 artifacts, 70,000 historic photographs, and 6,000-cubic-feet of archival materials. The 1903 El Paso County Courthouse and the 1874 Rock Ledge House are both listed on the National Register of Historic Places, and North Cheyenne Cañon Park is currently under review for this designation. Finally, Cultural Services staff cares for a collection of 90 pieces of outdoor art. In addition to the annual City appropriation, the Division leverages an additional 30% in non-municipal funding derived from donations, earned income, and grants. The Division relies on the support of over 740 volunteers who provide more than 26,500 hours each year to support mission-essential activities. Over 200,000 people visit Cultural Services sites and participate in their numerous programs each year. These programs are a key element of our tourism economy and maintaining Colorado Springs' identity as a "destination city" for out-of-state visitors.

Budget and Position Summary – Cultural Services

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 1,198,526	$ 1,145,726	$ 1,139,176	($ 6,550)	(0.57%)
Operating	204,320	214,051	224,160	10,109	4.72
Capital Outlay	0	0	0	0	0.00
Total	**$1,402,846**	**$1,359,777**	**$1,363,336**	**($3,559)**	**(0.26%)**

Title	2008 Budget	2009 Budget	+ / -
Cultural Services Manager	1.00	1.00	
Museum Archivist	1.00	1.00	
Museum Curator	1.00	1.00	
Museum Exhibits Designer	1.00	1.00	
Museum Guard	1.00	1.00	
Museum Guard Supervisor	1.00	1.00	
Museum Public Program Coordinator	1.00	1.00	
Museum Registrar	1.00	1.00	
Office Specialist	1.00	1.00	
Program Coordinator	2.50	2.50	
Recreation Supervisor	1.00	1.00	
Senior Maintenance Technician	1.00	1.00	
Senior Office Specialist	0.50	0.50	
Total Positions	**14.00**	**14.00**	**0.00**

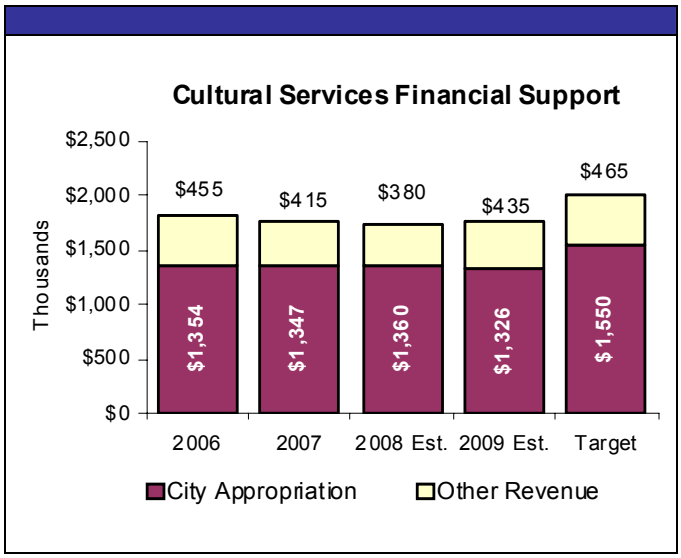
Budget and Position Summary – Cultural Services

Grant Fund

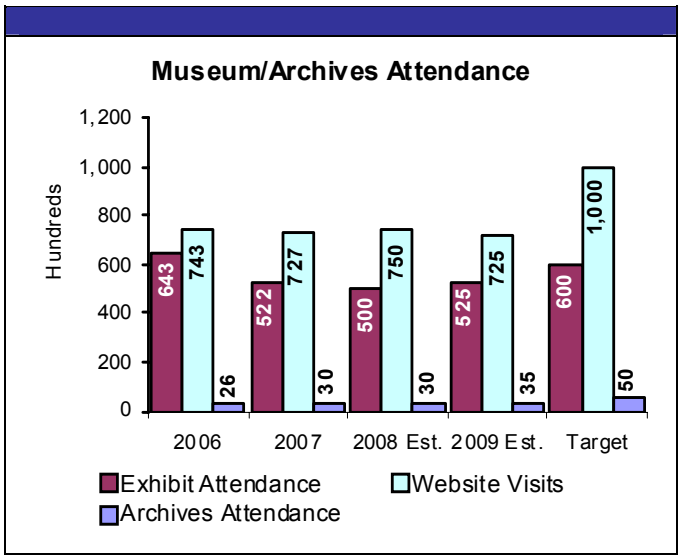
Uses of Funds	2007 Budget	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Grant Funds	$0	$ 59,400	$ 381,000	$ 321,600	541.41%
Total	**$0**	**$59,400**	**$381,000**	**$321,600**	**541.41%**

Title	2008 Budget	2009 Budget	+ / -
Administrative Technician	0.75	0.75	
Program Coordinator	0.75	0.75	
Total Positions	**1.50**	**1.50**	**0.00**

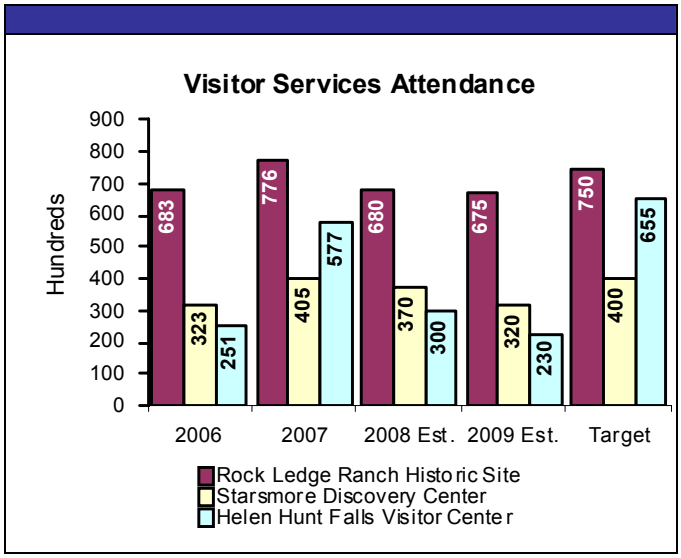
Performance Indicators – Cultural Services



- The Cultural Services Division supplements its City appropriation with donations, earned income, and grants. Virtually all education programs, exhibits, restoration projects, and artifact purchases are funded in this manner. Grants may be received in one year and expended the next. Annual variations in supplemental income may result from large one-time donations secured to complete special projects such as capital improvements. These figures do not reflect in-kind contributions or volunteer hours.



- Visitation is tied to the financial resources available for the development and implementation of programs and exhibits. Visitation trends are also related to the economy, tourism, travel tendencies, and other external factors. The largest area of growth in public contact in recent years comes through outreach efforts such as the Internet, traveling exhibits, an exhibit at the Colorado Springs Airport, curriculum materials, and other outreach activities. Over 75,000 individuals are reached through these efforts.



- Garden of the Gods (GOG) Park receives 1,700,000 visitors annually and the Visitor and Nature Center serves 800,000.
- Rock Ledge Ranch (RLR) has been on the National Register of Historic Places since 1979.
- Due to a reduction in funding, the Starsmore Discovery Center (SDC), RLR, and Helen Hunt Falls (HHF) will be closed approximately 10% of the 2008 operating hours.
- The operating days for the programs and facilities are as follows:

	2007	2008 Est.	2009 Est.
SDC	222	209	188
HHF	109	117	85
RLR	111	109	98
GOG Visitor Center	363	363	363

Major Objectives – Cultural Services

- **Provide for the protection, preservation, restoration, maintenance, and interpretation of cultural and natural resources to enhance the City's quality of life, expand educational activities for families and children, and support economic development opportunities within the Pikes Peak Region**

  To fulfill this objective, staff works to develop and implement programs, events, exhibits, and publications that foster respect and appreciation for the City's unique cultural and environmental heritage. Success is largely a factor of its ability to create productive partnerships with private support groups, corporations, community and neighborhood organizations, and individuals. These collaborations provide assistance in the form of volunteer hours and financial support that leverage City funding.

- **Systematically build upon the Department's artifact and archival collections, manage them in accordance with legal mandates, and provide access to them for researchers and community members**

  The Museum currently maintains over 75,000 artifacts, 70,000 historic photographs, and 6,000 cubic feet of archival documents. The Museum recently approved a new three-year strategic plan that outlines steps to improve the care and handling of collection materials, and the staff is working to enact these measures. The Division's staff will also continue to work to eliminate the backlog of maintenance needs for the collection of outdoor art.

- **Provide a variety of temporary and long-term exhibitions that are informative and appealing to community residents and visitors; virtually all exhibitions are paid for with non-municipal funds**

  The City operating budget covers only routine costs of installation such as paint, hardware, and the staff time necessary to conduct research and installation. In 2009, these activities will focus on the 150th anniversary of the 1859 Pikes Peak Gold Rush with a long-term exhibit titled "Going for the Gold: Pikes Peak or Bust!"

- **Develop and implement programs that demonstrate the cultural diversity of the citizens in the Pikes Peak Region**

  Cultural Services staff works 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. Additionally, the Museum is the official repository of the Negro Historical Association of Colorado Springs. These materials are frequently used in exhibits and programs. Throughout the division, every effort is made to develop and implement culturally diverse interpretive exhibits, programs, and events that increase public awareness of the contributions of racial/ethnic minorities in Colorado Springs and the surrounding area.

Budget Detail – Cultural Services

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	764,926	856,910	872,714	868,406
51210	Overtime	3,043	2,372	675	375
51220	Seasonal Temporary	203,763	201,183	132,861	97,647
51240	Retirement Termination Sick	447	0	0	0
51245	Retirement Termination Vacation	6,100	0	0	0
51260	Vacation Buy Payout	2,819	691	0	0
51299	Salaries Reimbursements	(67,813)	(101,894)	(93,656)	(74,656)
51610	PERA	99,945	112,714	110,038	124,042
51615	Workers Compensation	10,228	10,668	11,550	4,222
51620	Equitable Life Insurance	2,287	2,614	3,326	2,415
51625	Vision Care	735	756	1,055	728
51640	Dental Insurance	5,130	5,652	7,060	5,304
51665	Cash Back	4,099	3,114	0	0
51670	Parking for Employees	1,200	1,294	1,200	1,200
51690	Medicare	12,370	13,407	13,213	12,592
51695	City EPO Medical Plan	77,284	89,046	85,690	96,900
Total Salaries and Benefits		**1,126,562**	**1,198,526**	**1,145,726**	**1,139,176**
52002	Operating Reimbursement	(8,000)	0	0	0
52105	Miscellaneous Operating	1,115	9,022	0	0
52110	Office Supplies	6,328	4,963	4,755	4,180
52111	Paper Supplies	72	71	0	0
52120	Computer Software	620	0	0	0
52122	Cell Phones Equipment and Supplies	230	143	50	50
52125	General Supplies	(3,460)	22,504	22,904	21,378
52135	Postage	6,041	4,406	5,000	4,500
52140	Wearing Apparel	1,592	7,543	1,825	1,610
52145	Paint and Chemical	1,032	715	1,300	1,210
52150	Seed and Fertilizer	341	142	325	375
52165	Licenses and Tags	100	0	0	0
52175	Signs	460	465	235	260
52190	Janitorial Supplies	3,640	3,217	2,900	2,750
52215	Maintenance Grounds	773	590	150	125
52220	Maintenance Office Machines	349	90	120	120
52230	Maintenance Furniture and Fixtures	497	0	75	75
52235	Maintenance Machinery and Apparatus	52	1,327	2,450	2,650
52265	Maintenance Buildings and Structures	10,262	5,880	8,050	7,100
52405	Advertising Services	1,758	2,680	9,650	9,665
52410	Building Security Services	7,257	7,794	6,400	10,485
52435	Garbage Removal Services	246	233	405	255
52450	Laundry and Cleaning Services	301	954	675	525
52575	Services	42,679	32,058	29,850	32,019
52605	Car Mileage	608	519	1,075	1,108
52615	Dues and Membership	2,210	1,932	2,200	2,075
52625	Meeting Expenses In-Town	231	1	100	0
52630	Training	1,781	1,808	1,875	1,845
52645	Subscriptions	540	309	565	257
52655	Travel Out-of-Town	5,498	1,364	0	0
52705	Communications	15,867	0	0	0

Budget Detail – Cultural Services

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52735	Telephone Long Distance Calls	972	150	850	800
52736	Cell Phone Airtime	2,185	184	58	251
52738	Cell Phone Base Charges	3,660	3,931	4,037	3,889
52743	Utilities Streetlights	53	0	0	0
52746	Utilities Electric	58,634	56,471	51,030	56,847
52747	Utilities Gas	36,652	14,090	33,035	38,354
52748	Utilities Sewer	846	1,040	787	875
52749	Utilities Water	1,354	1,049	896	1,182
52775	Minor Equipment	9,686	8,505	7,190	5,500
52795	Rental of Equipment	5,969	3,483	5,985	4,206
52872	Maintenance Fleet Vehicles Equip	0	0	50	0
52874	Office Services Printing	6,474	4,687	7,199	7,639
52876	Pass-Through Expenses	0	1	0	0
Total Operating Expenses		**227,504**	**204,320**	**214,051**	**224,160**
Total Capital Outlay		**0**	**0**	**0**	**0**
Total Expenses		**1,354,067**	**1,402,846**	**1,359,777**	**1,363,336**

Summary of Division – Design and Development

The Design and Development Division provides comprehensive planning and construction management services for parks, trails, open space, and recreation facilities within the Colorado Springs community. Services for park related facilities include extensive public master planning, development review, park design, construction management, and oversight of volunteer construction projects. The Division manages all capital projects for the Parks, Recreation and Cultural Services Department including the Trails, Open Space and Parks (TOPS) Program, Conservation Trust Fund (Lottery), and Public Space and Development Fund. Staff landscape architects and construction managers design and build neighborhood parks, community parks, and sports complexes including recreation facilities such as spray-grounds, playgrounds, skate parks, pavilions, and ball fields throughout the community. In addition to new park construction, the Division oversees numerous park renovation and restoration projects.

Budget and Position Summary – Design and Development

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$454,072	$471,410	$478,647	$7,237	1.54%
Operating	24,091	35,883	35,883	0	0.00
Capital Outlay	0	0	0	0	0.00
Total	**$478,163**	**$507,293**	**$514,530**	**$7,237**	**1.43%**

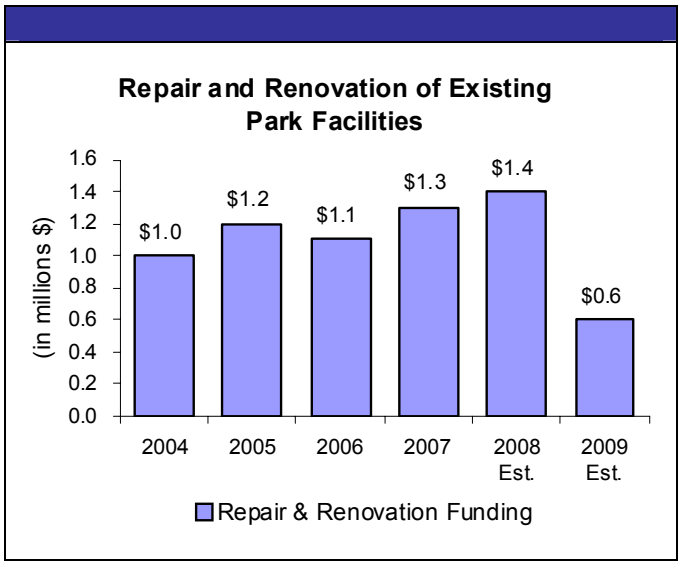
Title	2008 Budget	2009 Budget	+ / -
Park Planning and TOPS Manager	1.00	1.00	
Landscape Architect I/II	2.00	2.00	
Construction Project Specialist	2.00	2.00	
Administrative Technician	1.00	1.00	
Total Positions	**6.00**	**6.00**	**0.00**

TOPS Fund

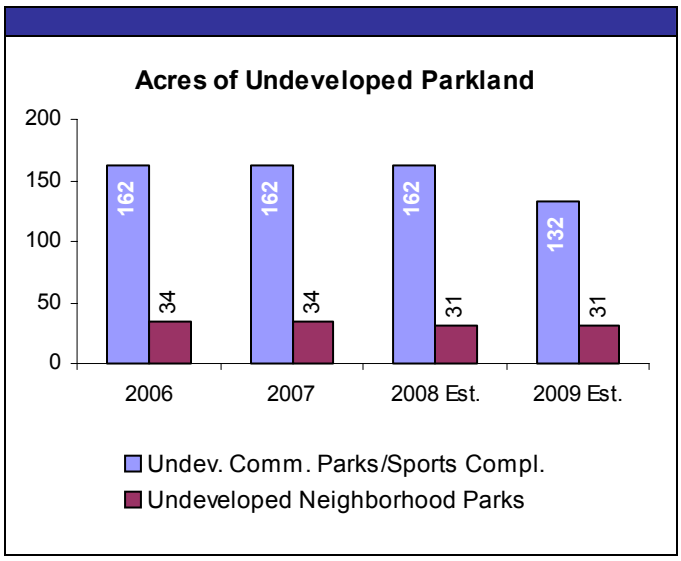
The position below reports to the Parks Department, but funding is in the CIP Budget.

Title	2008 Budget	2009 Budget	+ / -
Landscape Architect I	1.00	1.00	
Total	**1.00**	**1.00**	**0.00**

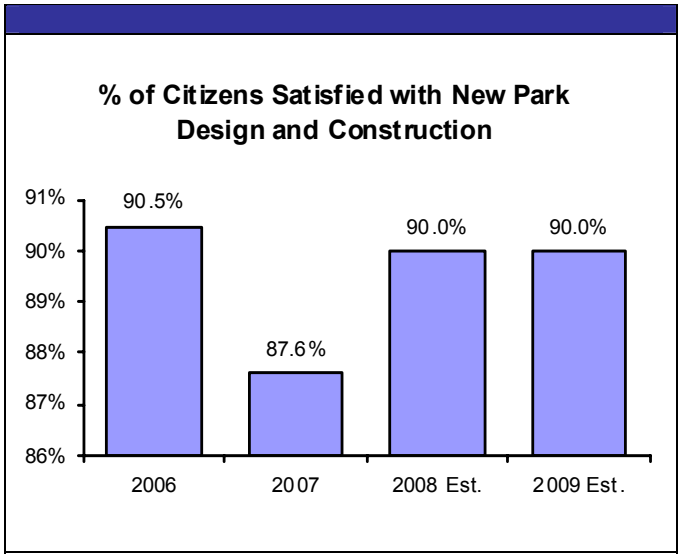
Performance Indicators – Design and Development



- The Conservation Trust Fund, which is funded by Lottery funds, is the only source of capital funding for repair and renovation of older parks and existing park facilities. As additional Conservation Trust Funds are used to replace shortfalls in the General Fund for park maintenance, available funding for repair and renovation has sharply declined. The backlog of park repair and renovation projects for 2009 is $23 million.



- Undeveloped parkland acreage represents land that will become neighborhood parks, community parks, and sports complexes. Neighborhood parks are typically five acres in size and community parks and sports complexes are at least 25 acres. According to the Parks, Recreation and Cultural Services Department Master Plan, neighborhood parks are to be located within a one-half mile radius of each other. As new neighborhoods are developed, it is important the neighborhood park be developed in a reasonable timeframe.



- This citizen questionnaire is directed to the citizens of the immediate park neighborhood and is taken one year after a new park has been designed and built. The focus of the survey is to measure the satisfaction of the neighborhood with the public process and design and construction of the park as accomplished by City landscape architects and construction management staff.

Major Objectives – Design and Development

- **Comply with the updated Parks, Recreation and Cultural Services Department Master Plan and continue to design and construct new parks and trails**

  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 2009. 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 and the Parkland Dedication Ordinance.

  When Conservation Trust Funds (Lottery) were initiated in 1984, nearly 100% of the funds were utilized for new park and trail construction. The Trails, Open Space and Parks (TOPS) fund is currently the primary source of new park and trail development. In 2008, more than 92% of the Lottery funds were utilized for renovation, repair, and maintenance and for providing staff and fiscal commitments such as debt payments. The debt payments include the debt service on the Hillside Community Center, Meadows Community Center, Skyview Adult Softball Complex, University Park, and West Creek Park. The renovation and repair funds are used to update an aging park system, meet current Americans with Disabilities Act (ADA) requirements for playgrounds, and bring buildings into compliance with code requirements. Two major park construction projects are proposed for design and development in 2009. These projects include Venezia Community Park (funding was appropriated in 2008) and a universally accessible playground at Memorial Park. Major trail projects include missing segments of the Sand Creek, Midland, and Cottonwood Creek Trails.

- **Support the Division's mission to design, renovate and construct new parks, park facilities, and trails for the citizens of the community**

  The 50 to 60 low-profile renovation and repair projects represent the majority of the workload for the Design and Development Division every year and vary 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 benefited 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.

- **Organize public input meetings in conjunction with updating the Parks, Recreation and Cultural Services Department Master Plan and design and construct of new parks and trails**

  A series of public input meetings will be scheduled for each neighborhood, community, or regional park that is scheduled for development to afford 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 capital funding can be identified during the capital budgeting process. Park sites scheduled for development are determined in accordance with the guidelines provided in the Parks, Recreation and Cultural Services Department Master Plan. .

Budget Detail – Design and Development

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	335,730	374,960	386,336	392,404
51245	Retirement Termination Vacation	8,057	0	0	0
51260	Vacation Buy Payout	2,338	1,454	0	0
51610	PERA	35,600	40,071	50,623	43,640
51615	Workers Compensation	1,698	1,851	2,755	1,916
51620	Equitable Life Insurance	1,022	1,152	1,146	1,139
51625	Vision Care	237	254	180	275
51640	Dental Insurance	1,586	1,778	1,296	1,829
51665	Cash Back	3,025	999	0	0
51690	Medicare	4,688	5,287	5,602	5,690
51695	City EPO Medical Plan	23,931	26,266	23,472	31,754
Total Salaries and Benefits		**417,912**	**454,072**	**471,410**	**478,647**
52110	Office Supplies	1,657	1,282	1,214	2,967
52111	Paper Supplies	1,449	860	1,378	1,250
52120	Computer Software	0	2,664	3,213	1,056
52125	General Supplies	1,013	3,836	3,911	1,590
52127	Construction Supplies	41	0	0	0
52135	Postage	2,771	61	757	465
52140	Wearing Apparel	59	0	0	0
52165	Licenses and Tags	500	930	880	995
52175	Signs	(101)	0	0	0
52220	Maintenance Office Machines	1,346	535	1,350	795
52225	Maintenance Computer Software	0	10	0	0
52305	Maintenance Software	4,100	5,327	0	0
52405	Advertising Services	1,333	512	920	630
52575	Services	15,923	3,563	16,563	14,910
52605	Car Mileage	330	460	500	1,200
52615	Dues and Membership	1,080	635	1,680	1,020
52625	Meeting Expenses In-Town	131	180	260	560
52630	Training	2,560	225	0	2,210
52655	Travel Out-of-Town	842	78	0	3,880
52736	Cell Phone Airtime	641	(2)	60	40
52738	Cell Phone Base Charges	1,295	763	1,205	780
52775	Minor Equipment	722	1,763	0	275
52874	Office Services Printing	276	140	850	685
52904	Reprographics Park and Recreation	40	271	1,142	575
Total Operating Expenses		**38,008**	**24,091**	**35,883**	**35,883**
Total Capital Outlay		**0**	**0**	**0**	**0**
Total Expenses		**455,920**	**478,163**	**507,293**	**514,530**

Summary of Division – Forestry

The Forestry Division is responsible for the overall management of the urban forest and the wildland/urban interface. Staff manages and maintains trees on the street rights-of-way and medians, urban parks, trail corridors, open spaces and regional parks. Tree maintenance includes pruning to maintain and enhance the health, vigor and aesthetic value of each individual tree. Forestry removes diseased, dead and dying trees for the safety and health of the urban forest. New street, median and park trees are planted to maintain the tree canopy of the existing forest and establishment of the new forest in new developments throughout the city. Forestry crews provide for and enhance public safety by clearing traffic and school zone signs and visibility obstructions and by responding to tree-related emergencies from automobile accidents to weather-related tree failures. Forestry staff also provides Private Tree Service Business License Testing and certifications.

Budget and Position Summary – Forestry

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$1,048,917	$1,079,083	$972,627	($106,456)	(9.87%)
Operating	320,494	259,374	35,615	(223,759)	(86.27)
Capital Outlay	3,669	3,700	4,200	500	13.51
Total	**$1,373,080**	**$1,342,157**	**$1,012,442**	**($329,715)**	**(24.57%)**

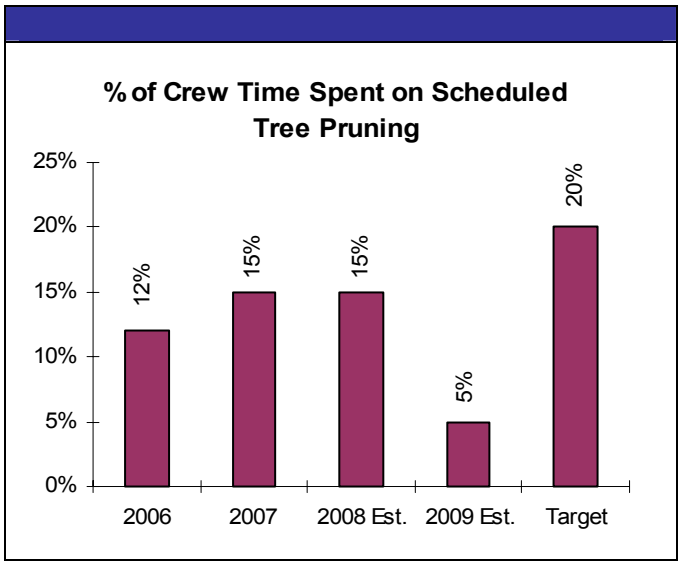
Title	2008 Budget	2009 Budget	+ / -
City Forester	1.00	1.00	
Forester	3.00	3.00	
Forestry Technician	7.00	6.00	(1.00)
Graphics Technician	1.00	1.00	
Skilled Maintenance Supervisor	2.00	1.00	(1.00)
Total Positions	**14.00**	**12.00**	**(2.00)**

Conservation Trust Fund

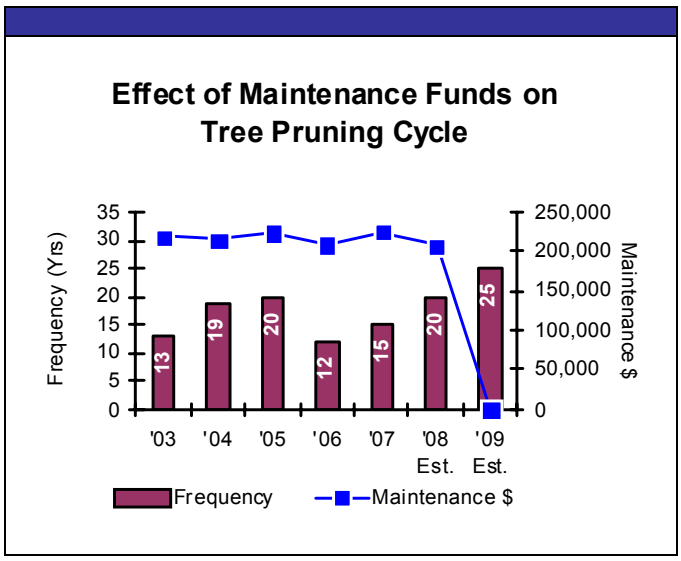
The position below reports to the Parks Department, but funding is in the CIP Budget.

Title	2008 Budget	2009 Budget	+ / -
Forestry Technician - CTF	2.00	3.00	1.00
Total Positions	**2.00**	**3.00**	**1.00**

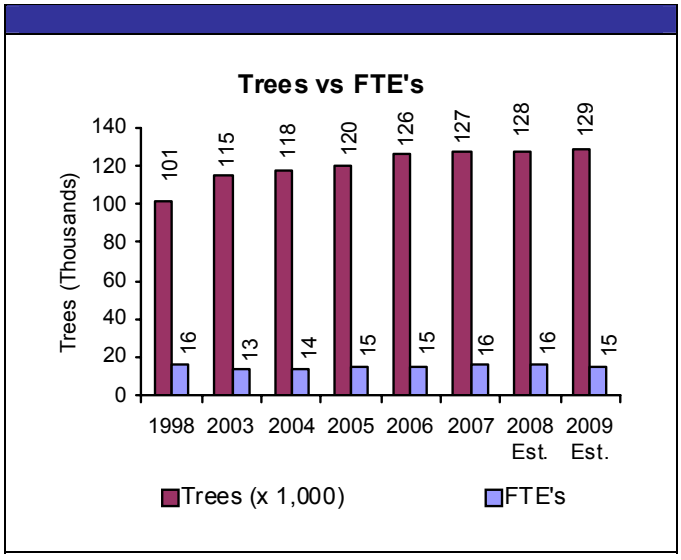
Performance Indicators – Forestry



- The safety and health of all public trees are a high priority. To accomplish this efficiently and practically, a reasonable pruning schedule/cycle is desirable.
- Forestry crews concentrate mainly on smaller-diameter, more technical, structural pruning. This is critical for the tree's future form, health, and vigor.
- Forestry crews spent an average of 15% of total hours pruning, which includes park trees.
- With the elimination of the contract funds, forestry crews will spend more time on priority calls for service rather than scheduled pruning.

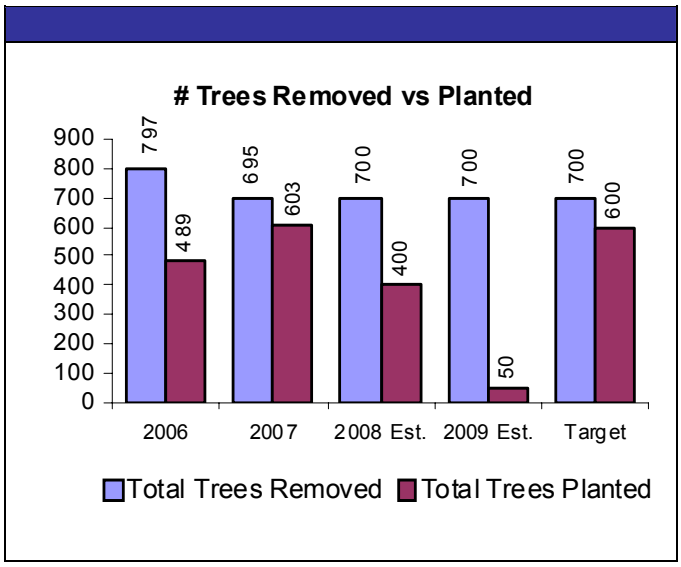


- The City's street tree population is divided into management areas with a scheduled pruning cycle. The national standard is 8 to 10 years. The goal is to have a 10-year pruning cycle. With the reduction of funding, it will be increased to 25 years or more.
- Priorities are adjusted to meet the demands of a regularly scheduled prune cycle required for health, safety, storm damage, insect/disease control, and vigor of the urban forest.
- The ability to keep a cycle low is related to resources and calls for service outside of scheduled maintenance.



- The tree inventory is based upon geographic information system (GIS) and field inventory data. The urban forest continues to grow as the result of plantings through the new home street tree and other planting programs as well as new park construction. At the same time, Forestry staff has remained static or reduced, resulting in a lower level of service and increased response times to citizen work requests.

Performance Indicators – Forestry



- The tree population expands as a result of the Department's efforts and those of commercial developments.
- Since the General Fund CIP dollars for street tree planting and park tree planting is reduced significantly and the CTF funding for tree planting is eliminated, the estimated number of trees to be planted will be reduced.

Major Objectives – Forestry

- **Provide volunteer tree planting opportunities for citizens to enhance and perpetuate the "tree canopy" through CIP funding and New Home Tree (NHT) program**

  Continue the intent of the 1976 ordinance enacting a process for the establishment of tree-lined streets in new subdivisions. With the current Tree Fee Fund established by City Council, Forestry staff will continue to issue certificates to homeowners and use the fund balance for additional tree plantings.

- **Manage and maintain the urban forest for overall health and sustainability, public safety, welfare, and benefits to the community**

  Forestry staff will coordinate and manage scheduled and unscheduled pruning, removal of diseased and dead trees, insect and disease management, and planting (including tree contracts). The Division will also support the Fire Department with vegetation management issues related to the Wildfire Mitigation program and collaborate on vegetation management issues.

Budget Detail – Forestry

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	716,949	772,109	801,285	705,709
51210	Overtime	1,622	291	1,100	0
51220	Seasonal Temporary	21,251	28,846	21,966	22,000
51240	Retirement Termination Sick	4,813	0	0	0
51245	Retirement Termination Vacation	4,546	0	0	0
51260	Vacation Buy Payout	1,708	329	0	0
51299	Salaries Reimbursements	(3,801)	(1,825)	0	0
51610	PERA	77,211	86,641	89,944	76,969
51615	Workers Compensation	50,923	55,279	61,536	56,425
51620	Equitable Life Insurance	2,181	2,370	2,426	2,028
51625	Vision Care	798	783	750	719
51640	Dental Insurance	5,215	5,377	4,930	5,247
51665	Cash Back	2,391	1,024	0	0
51690	Medicare	7,353	8,303	8,591	9,812
51695	City EPO Medical Plan	78,744	89,389	86,555	93,719
Total Salaries and Benefits		**971,905**	**1,048,917**	**1,079,083**	**972,628**
52105	Miscellaneous Operating	205	1,584	0	1,000
52110	Office Supplies	505	626	810	750
52115	Medical Supplies	1,349	1,385	1,600	1,100
52120	Computer Software	280	99	0	0
52122	Cell Phones Equipment and Supplies	338	130	0	100
52125	General Supplies	2,776	3,335	4,833	4,912
52135	Postage	0	0	0	0
52140	Wearing Apparel	2,035	2,455	1,500	3,200
52145	Paint and Chemical	1,070	134	625	600
52175	Signs	55	0	0	0
52190	Janitorial Supplies	0	273	200	250
52204	Tree Replacement	12,661	42,130	0	0
52205	Maintenance Landscaping	19,745	24,981	25,486	7,975
52210	Maintenance Trees	188,069	225,019	207,000	0
52220	Maintenance Office Machines	115	0	550	315
52225	Maintenance Computer Software	1,100	1,100	0	0
52230	Maintenance Furniture and Fixtures	145	65	80	500
52235	Maintenance Machinery and Apparatus	2,410	369	1,222	1,250
52265	Maintenance Buildings and Structures	40	178	0	0
52405	Advertising Services	0	341	0	0
52575	Services	4,816	6,291	2,000	1,250
52605	Car Mileage	29	0	0	0
52615	Dues and Membership	545	805	400	1,000
52625	Meeting Expenses In-Town	247	39	185	150
52630	Training	2,355	790	2,150	1,500
52645	Subscriptions	25	0	25	0
52655	Travel Out-of-Town	406	0	800	750
52736	Cell Phone Airtime	64	33	0	0

Budget Detail – Forestry

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52738	Cell Phone Base Charges	649	2,603	0	1,620
52775	Minor Equipment	4,780	3,583	6,408	5,433
52795	Rental of Equipment	673	645	1,000	660
52874	Office Services Printing	1,213	1,204	2,500	1,300
65352	Employee Awards Program	0	300	0	0
Total Operating Expenses		**248,700**	**320,494**	**259,374**	**35,615**
53050	Machinery and Apparatus	3,700	3,669	3,700	4,200
Total Capital Outlay		**3,700**	**3,669**	**3,700**	**4,200**
Total Expenses		**1,224,305**	**1,373,080**	**1,342,157**	**1,012,442**

Summary of Division – Parks Maintenance, Trails and Open Space

Parks Maintenance, Trails and Open Space Division provides maintenance and resource management services at City parks, trails and open spaces that enhance the beauty of the community, safeguard the public investment in built facilities and natural areas, and ensure residents and visitors have safe places for leisure and recreation. Maintenance crews maintain turf and athletic fields, repair, monitor and renovate irrigation systems, and plant and maintain flowerbeds and shrubs. Staff mechanics maintain and repair specialized landscape maintenance equipment including mowers and tractors. Construction crews erect, renovate and maintain buildings, playground structures, walkways, curbing, parking lots and fences. They are supported by a staff skilled in the plumbing and electrical trades. Parks Maintenance is responsible for graffiti removal and vandalism repair. Staff routinely inspect trails and playgrounds for hazards and make necessary repairs. Open space areas are managed to promote long-term sustainability of our natural resources while encouraging public access. Activities include mitigating noxious weeds, building and maintaining natural surface trails, and restoring wildlife habitat.

Budget and Position Summary – Park Maintenance, Trails and Open Space

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$5,528,017	$5,754,281	$4,979,020	($775,261)	(13.47%)
Operating	2,110,021	1,819,077	991,544	(827,533)	(45.49)
Capital Outlay	104,835	79,319	35,110	(44,209)	(55.74)
Total	**$7,742,873**	**$7,652,677**	**$6,005,674**	**($1,647,003)**	**(21.52%)**

Title	2008 Budget	2009 Budget	+ / -
City Horticulturist	1.00	1.00	
Equipment Operator II	1.00	1.00	
Maintenance Technician II	34.00	27.00	(7.00)
Park Ranger	3.00	3.00	
Regional Parks Supervisor	1.00	1.00	
Senior Equipment Operator	1.00	1.00	
Senior Maintenance Technician	15.00	14.00	(1.00)
Senior Office Specialist	1.00	1.00	
Senior Skilled Maintenance Technician	4.00	4.00	
SIMD Unit Administrator	0.40	0.40	
Skilled Maintenance Supervisor	9.00	8.00	(1.00)
Skilled Maintenance Technician	12.00	12.00	
Urban Parks Manager	1.00	1.00	
Total Positions	**83.40**	**74.40**	**(9.00)**

Budget and Position Summary – Parks Maintenance, Trails and Open Space

Conservation Trust Fund

The positions below report to the Parks Department, but funding is in the CIP Budget.

Title	2008 Budget	2009 Budget	+ / -
Maintenance Technician II	3.00	8.00	5.00
Skilled Maintenance Supervisor	0.00	1.00	1.00
Senior Maintenance Technician	1.00	1.00	0.00
Total Positions	**4.00**	**10.00**	**6.00**

TOPS Fund

The positions below report to the Parks Department, but funding is in the CIP Budget.

Title	2008 Budget	2009 Budget	+ / -
Maintenance Technician II	4.00	4.00	
Senior Maintenance Technician	1.00	1.00	
Total Positions	**5.00**	**5.00**	**0.00**

SIMD Funds

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
	$2,185,888	$2,426,298	$2,158,446	($267,852)	(11.04%)
Total	**$2,185,888**	**$2,426,298**	**$2,158,446**	**($267,852)**	**(11.04%)**

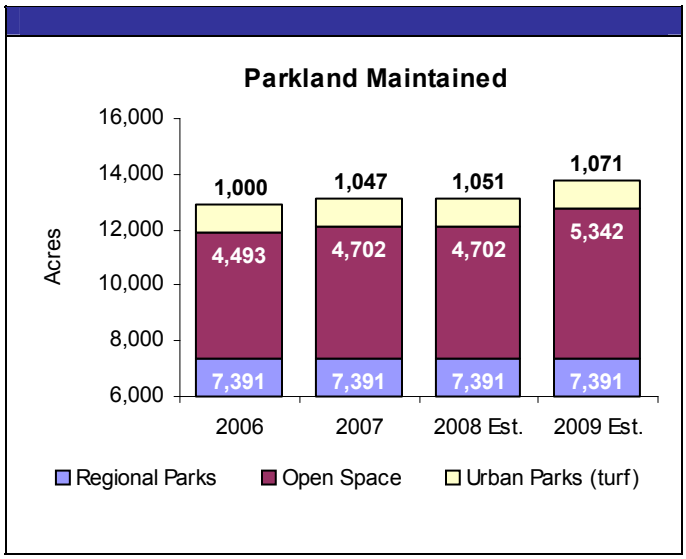
Title	2008 Budget	2009 Budget	+ / -
Forestry Technician	1.00	1.00	
Senior Maintenance Technician	9.00	9.00	
Senior Office Specialist	1.00	1.00	
SIMD Unit Administrator	0.60	0.60	
Skilled Maintenance Supervisor	1.00	1.00	
Total Positions	**12.60**	**12.60**	**0.00**

Colorado Springs Utilities

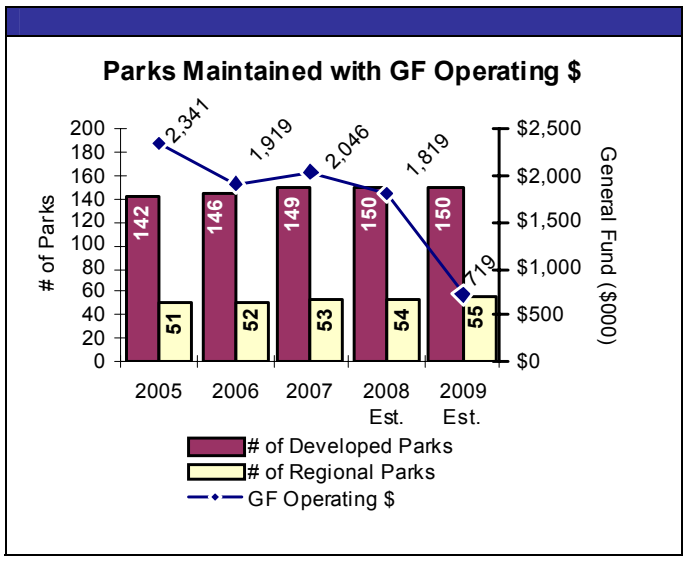
Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
	$44,530	$59,196	$59,196	$0	0.00%
Total	**$44,530**	**$59,196**	**$59,196**	**$0**	**0.00%**

Title	2008 Budget	2009 Budget	+ / -
Senior Maintenance Technician	1.00	1.00	
Total Positions	**1.00**	**1.00**	**0.00**

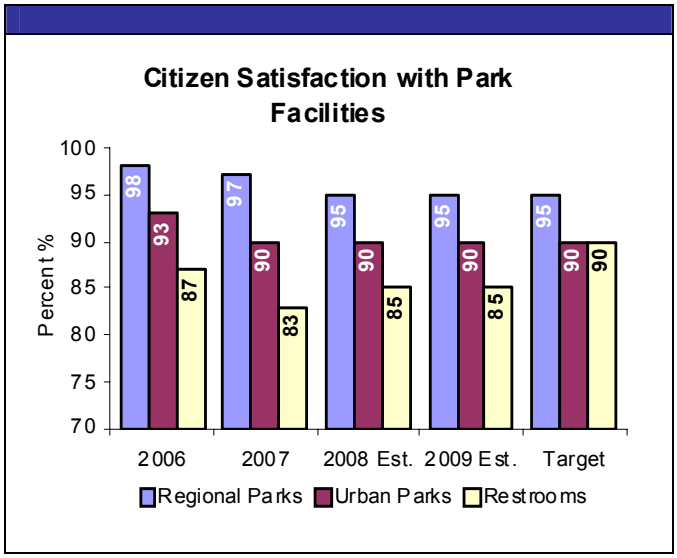
Performance Indicators– Parks Maintenance, Trails and Open Space



- Open space, sports, and urban park acreage has been growing at a consistent rate for over 13 years. This growth is supported by the passage of the Trails, Open Space and Parks (TOPS) tax in 1997 and its extension in 2002. TOPS will be in place through 2025 thus assuring the availability of capital dollars but provides minimal operational dollars necessary to maintain new acquisitions and construction.



- Although the number of parks and park acreage continues to increase General Fund operating dollars have been flat or decreasing. The use of new technologies and an assessment of park districts in 2006 have assisted in maintaining a consistent level of service throughout the expanding system. However, reduced operating budgets and the effects of inflation make attaining the same level of maintenance extremely difficult.



- The public is very satisfied with the quality of the park facilities provided. Areas of concern that usually arise are related to the cleanliness of the reserved areas and restrooms. In 2008, there was an increase in the comments regarding the presence of homeless people in the urban park pavilions and restrooms. The regional parks continue to receive very high user satisfaction marks.

Major Objectives– Parks Maintenance, Trails and Open Space

- **Explore and implement turf and facility management techniques and products that will serve to enhance the quality of maintenance and, ultimately, the product provided**

  The Park Maintenance staff will continue to explore, evaluate, and implement management techniques and products that will serve to enhance maintenance. Implementing more extensive use of fertigation systems, surfactants, modified fertilizer formulations, and updated irrigation controllers. In addition, the replacement of irrigation systems and installing extended-use trash receptacles will be completed.

- **Address the maintenance requirements of new parklands, developed parks, and facilities that are added to the system**

  Steps must be taken to assimilate new parks, trails, and open spaces into the appropriate maintenance district and provide the appropriate level of maintenance. These properties are important to the social and economic health of the neighborhoods in which they are located; and appropriate and sustainable maintenance services are required for them to protect the health, safety, and welfare of the public.

- **Continue the woody plant material propagation program at Garden of the Gods Park and expand to North Cheyenne Cañon Park**

  The appropriate care and maintenance of Garden of the Gods Park should not be understated since it is one of the three largest tourist destinations within the community. Likewise, North Cheyenne Cañon Park is a popular tourist destination and is showing a significant amount of degradation that must be addressed. Protecting and restoring the degraded areas of the these parks is an important aspect of the Division's resource management plan.

- **Implement an internal process by which aging park irrigation systems are replaced; there are over 30 park irrigation systems that are over 30 years old and must be replaced**

  Replacing and upgrading these systems will reduce water consumption, make watering turf more efficient, decrease costs, and provide a better park product to the citizens. By performing this work in-house by implementing an employee-driven process, it will reduce outsourcing costs by 30%.

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	3,692,542	3,767,878	4,036,378	3,662,199
51210	Overtime	86,043	79,329	59,305	59,415
51220	Seasonal Temporary	591,443	586,372	488,320	213,540
51230	Shift Differential	0	13	0	0
51235	Standby	0	42	0	0
51240	Retirement Termination Sick	9,625	20,519	0	0
51245	Retirement Termination Vacation	19,476	2,431	0	0
51260	Vacation Buy Payout	8,101	8,608	0	0
51299	Salaries Reimbursements	(262,378)	(149,855)	(111,527)	(111,527)
51610	PERA	452,189	475,558	543,252	440,567
51615	Workers Compensation	161,337	162,310	162,283	144,543
51620	Equitable Life Insurance	11,255	11,641	13,317	10,231
51625	Vision Care	4,425	4,361	4,180	3,823
51640	Dental Insurance	31,746	31,957	30,545	29,156
51655	Retired Employee Medical Insurance	731	1,097	0	0
51665	Cash Back	18,727	4,999	0	0
51690	Medicare	47,483	49,232	49,930	49,227
51695	City EPO Medical Plan	449,522	471,525	478,298	477,848
Total Salaries and Benefits		**5,322,268**	**5,528,017**	**5,754,281**	**4,979,022**
52002	Operating Reimbursement	2,793	14,806	0	0
52105	Miscellaneous Operating	3,759	(19,176)	0	0
52110	Office Supplies	4,684	5,466	5,653	4,265
52115	Medical Supplies	11,805	11,896	18,790	10,320
52120	Computer Software	295	2,745	0	0
52122	Cell Phones Equipment And Supplies	1,419	878	650	315
52125	General Supplies	75,886	90,706	106,570	72,005
52135	Postage	60	0	50	50
52140	Wearing Apparel	2,799	10,994	1,800	12,790
52145	Paint and Chemical	29,151	28,249	36,106	24,779
52150	Seed and Fertilizer	93,263	89,025	127,604	28,150
52165	Licenses and Tags	550	28	850	500
52170	Special Photography Etc.	2,484	0	0	0
52175	Signs	8,088	7,429	11,850	17,753
52185	Aggregate Material	3,522	(5,429)	3,500	4,500
52190	Janitorial Supplies	21,367	22,168	23,868	14,307
52215	Maintenance Grounds	20,863	44,158	49,020	28,865
52220	Maintenance Office Machines	115	738	1,150	1,080
52235	Maintenance Machinery and Apparatus	10,493	18,405	12,850	11,875
52240	Maintenance Nonfleet Vehicles Equip	55,807	54,215	58,268	53,905
52265	Maintenance Buildings and Structures	20,844	34,592	30,370	27,575
52270	Maintenance Wells and Reservoirs	47,398	37,078	73,980	56,212
52275	Maintenance Runways	26	1,032	0	0
52280	Maintenance Roads and Bridges	13,271	6,936	10,600	4,550
52282	Maintenance Data Communication	0	81	0	0
52415	Contracts and Special Projects	115	0	0	0
52426	Municipal Facility Runoff Control	37,450	339	23,889	0
52435	Garbage Removal Services	44,918	68,493	49,700	50,134
52440	Human Services	126	0	0	0
52445	Janitorial Services	40,529	44,627	41,300	40,000
52450	Laundry and Cleaning Services	706	487	475	0

Budget Detail – Parks Maintenance, Trails and Open Space

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52455	Lawn Maintenance Service	10,164	25,665	37,018	15,112
52575	Services	95,261	82,965	99,502	35,613
52586	Mesa Springs Services	(89,600)	(99,582)	0	0
52605	Car Mileage	525	642	200	0
52615	Dues and Membership	330	365	245	95
52625	Meeting Expenses In-Town	40	529	500	350
52630	Training	2,000	789	3,400	250
52635	Employee Educational Assistance	6,314	3,146	4,890	880
52645	Subscriptions	0	0	25	25
52655	Travel Out-of-Town	251	356	0	0
52705	Communications	729	989	0	0
52725	Rental of Property	828	828	828	0
52735	Telephone Long Distance Calls	189	212	0	0
52736	Cell Phone Airtime	4,114	(371)	1,160	1,020
52738	Cell Phone Base Charges	16,525	20,285	21,223	20,962
52743	Utilities Streetlights	5,933	0	0	0
52745	Utilities	(70,025)	(21,820)	0	0
52746	Utilities Electric	248,343	241,596	266,275	108,070
52747	Utilities Gas	62,710	63,469	79,810	79,810
52748	Utilities Sewer	18,946	11,164	23,009	23,009
52749	Utilities Water	959,420	1,124,723	494,832	169,294
52775	Minor Equipment	44,566	51,350	49,147	24,402
52795	Rental of Equipment	19,237	10,125	15,970	14,922
52874	Office Services Printing	8	144	200	100
52880	Purchases for Resale	229	0	0	0
52893	Rental of Fleet Vehicles	8,270	1,440	1,650	2,200
65339	North Slope	8,529	4,756	12,300	12,500
65359	Parking Management	46	0	0	0
65375	Volleyball	664	0	0	0
65381	Field Reservation and Tournaments	10,340	15,294	18,000	19,000
Total Operating Expenses		**1,919,475**	**2,110,021**	**1,819,077**	**991,544**
53050	Machinery and Apparatus	74,999	104,835	79,319	35,110
Total Capital Outlay		**74,999**	**104,835**	**79,319**	**35,110**
Total Expenses		**7,316,742**	**7,742,873**	**7,652,677**	**6,005,674**

Summary of Division – Parks, Recreation and Cultural Services Administration

Administration Division provides centralized support to the Department's various operating divisions as well as manages multiple internal and external programs. General services include accounts payable, clerical support, and personnel staffing in coordination with the Human Resources Department. Staff works to ensure a safe workplace by investigating employee accidents and providing safety training and environmental services. Administration is also the primary interface between the public and the Department. Staff processes reservations for the Department's rental facilities, coordinates special events, recruits and manages volunteers, and responds to citizen inquiries about programs and facilities. Administration cultivates public/private partnerships that allow the City to strengthen and expand programs, acquire natural areas, and build facilities. Professional grant-writing and grant management services are offered. Staff also prepare legal documents and manage contracts.

Budget and Position Summary – Parks, Recreation and Cultural Services Administration

General Fund

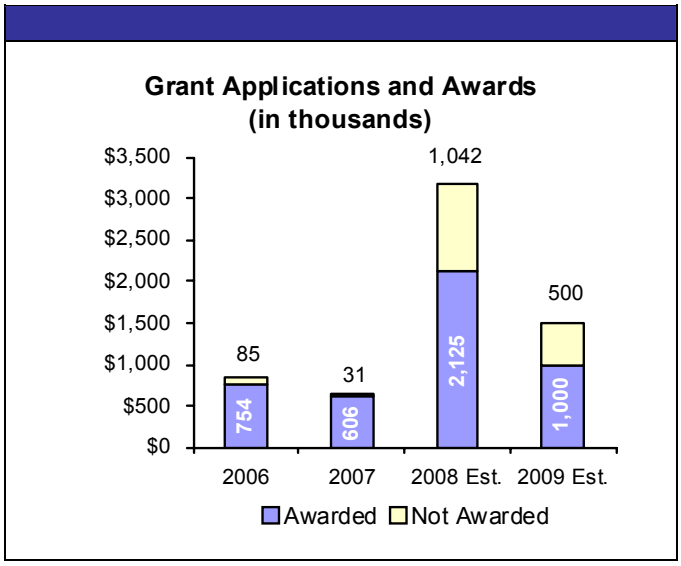
Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 860,653	$ 838,502	$ 835,994	($ 2,508)	(0.30%)
Operating	571,758	581,843	160,865	(420,978)	(72.35)
Capital Outlay	157,655	116,677	2,500	(114,177)	(97.86)
Total	**$1,590,066**	**$1,537,022**	**$999,359**	**($537,663)**	**(34.98%)**

Title	2008 Budget	2009 Budget	+ / -
Parks, Recreation and Cultural Services Director	1.00	1.00	
Parks Administration Manager	1.00	1.00	
Administrative Technician	3.00	3.00	
Analyst I	1.00	1.00	
Environmental Safety and Health Specialist	1.00	1.00	
Senior Analyst	1.00	1.00	
Office Specialist	3.00	3.00	
Staff Assistant	1.00	0.00	(1.00)
Total Positions	**12.00**	**11.00**	**(1.00)**

Grant Fund

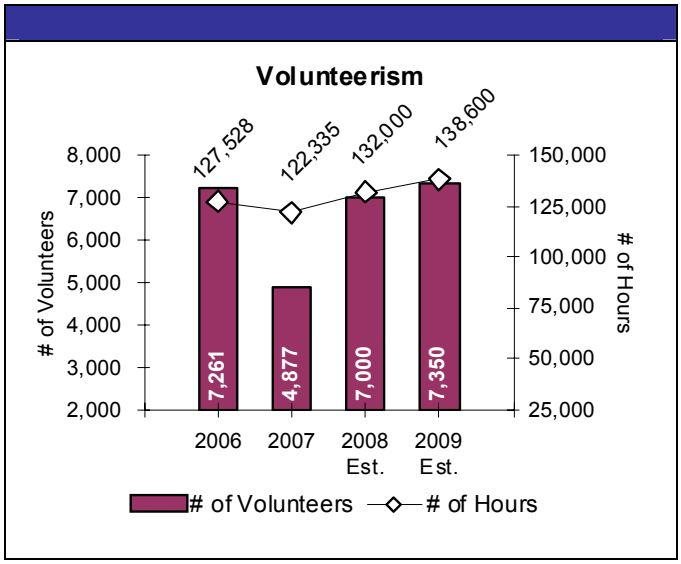
Uses of Funds	2007 Budget	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Grant Funds	$ 414,500	$ 1,911,066	$ 1,900,000	($ 11,066)	(0.58%)
Total	**$414,500**	**$1,911,066**	**$1,900,000**	**($11,066)**	**(0.58%)**

Performance Indicators – Parks, Recreation and Cultural Services Administration



- The Department regularly pursues grant funds to leverage budgeted funds and complete important projects. Grant-worthy projects, possible funding sources, and likely community partners are identified annually. Some projects require multiple phases or must be carried over into the following year. Complicated grant contracts are centrally administered. Projects identified for 2009 include historic building restoration, trail, playground and park construction, and open space acquisition.

- A customer service survey is administered to citizens who reserve parks and pavilions. The survey responses assist staff in making changes and/or responding to dissatisfied customers. Customer satisfaction continues to be high.



- Although youth sports participation continues to increase, some of these opportunities are being provided through private clubs, which does not require Department volunteers and thus impacts total hours.
- As the requests for more one-time projects increase, the focus in 2009 will be on creating more volunteer project opportunities and expanding staff involvement in the process.
- Additionally, with the increased need for routine maintenance throughout the park system, additional tracking and contact points will be established to determine the volunteer hours individuals are willing to contribute towards the Department's needs.

Major Objectives – Parks, Recreation and Cultural Services Administration

- **Develop an internship program for the Parks, Recreation and Cultural Services Department to meet the need for a more diverse workforce**

  The Department is developing an internship program to meet the need for a more diverse workforce and to support employment opportunities including the removal of barriers, which obstruct self-motivated individuals from employment in jobs of interest. By developing an effective process, areas within the Department will be identified that provide appropriate and applicable knowledge and experience for individuals pursuing internship opportunities.

- **Increase project and program funding through grant awards**

  Staff will obtain and administer grant funds to enhance parks, trails, open spaces, facilities, and programs. The goal is to receipt $750,000+ in grant funds on an annual basis. In 2009, the Department will pursue funding to purchase key open space areas, develop community parks, and complete trail corridors.

- **Continue and expand volunteer opportunities for the Parks, Recreation and Cultural Services Department**

  The Department will offer varied opportunities will ensure all citizens have the option to engage in efforts that enhance the use and attractiveness of the community.

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	751,078	680,012	665,823	669,453
51210	Overtime	112	212	1,600	1,000
51220	Seasonal Temporary	0	0	2,500	0
51240	Retirement Termination Sick	0	9,469	0	0
51245	Retirement Termination Vacation	0	11,870	0	0
51260	Vacation Buy Payout	2,833	2,988	0	0
51610	PERA	77,730	75,937	83,871	73,725
51615	Workers Compensation	1,691	1,561	1,928	1,508
51620	Equitable Life Insurance	2,326	2,198	2,655	2,035
51625	Vision Care	776	637	616	588
51640	Dental Insurance	4,768	4,360	5,002	4,254
51655	Retired Employee Medical Insurance	274	0	0	0
51665	Cash Back	2,642	1,027	0	0
51690	Medicare	5,981	5,654	7,193	10,418
51695	City EPO Medical Plan	71,613	64,728	67,314	73,013
Total Salaries and Benefits		**921,824**	**860,653**	**838,502**	**835,994**
52105	Miscellaneous Operating	0	89	0	0
52110	Office Supplies	6,569	4,300	3,850	4,000
52111	Paper Supplies	1,363	1,724	1,400	1,550
52120	Computer Software	9,474	6,691	12,600	0
52122	Cell Phones Equipment and Supplies	278	82	50	50
52125	General Supplies	7,511	4,748	2,600	3,137
52135	Postage	36,952	37,563	47,500	40,081
52140	Wearing Apparel	0	675	0	0
52220	Maintenance Office Machines	375	0	543	500
52225	Maintenance Computer Software	4,192	4,340	0	0
52265	Maintenance Buildings and Structures	15	6	0	0
52405	Advertising Services	4,869	11,611	42,500	1,500
52410	Building Security Services	2,384	13,274	15,000	15,000
52440	Human Services	68,500	68,500	68,500	0
52465	Miscellaneous Services	1,096	1,264	1,185	1,185
52573	Credit Card Fees	0	0	462	462
52575	Services	16,725	45,041	29,400	4,100
52605	Car Mileage	4,001	3,619	5,400	3,400
52615	Dues and Membership	(165)	1,127	1,115	1,000
52625	Meeting Expenses In-Town	7,212	4,885	5,563	4,000
52630	Training	80	1,425	750	500
52635	Employee Educational Assistance	399	225	0	0
52645	Subscriptions	277	0	1,145	800
52655	Travel Out-of-Town	1,301	1,437	2,910	2,100
52705	Communications	193,821	275,537	267,881	0
52735	Telephone Long Distance Calls	4,669	2,930	2,500	2,800
52736	Cell Phone Airtime	(850)	59	50	50
52738	Cell Phone Base Charges	290	1,864	1,450	1,100
52740	General Insurance-City	18,200	24,000	17,400	24,000
52765	Lease Purchase Payments	32,537	32,537	33,050	33,000
52775	Minor Equipment	3,289	4,326	439	400
52795	Rental of Equipment	11,944	12,838	12,400	12,400

Budget Detail – Parks, Recreation and Cultural Services Administration

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52874	Office Services Printing	3,773	4,918	3,900	3,600
52875	Office Services Records	718	125	300	150
65325	Vehicle Insurance	10,770	0	0	0
Total Operating Expenses		**452,567**	**571,758**	**581,843**	**160,865**
53020	Computers Networks	19,127	9,466	14,200	0
53030	Furniture and Fixtures	2,188	4,087	2,500	2,500
53070	Vehicles Replacement	404,399	144,102	99,977	0
Total Capital Outlay		**425,713**	**157,655**	**116,677**	**2,500**
Total Expenses		**1,800,104**	**1,590,066**	**1,537,022**	**999,359**

Summary of Division – Recreation Services

The Recreation Services Division (RSD) provides a myriad of recreational programs, human services and special events to citizens. RSD is responsible for the management and delivery of the City's indoor and outdoor pools, operations at Prospect Lake, the Julie Penrose Fountain, Uncle Wilber (the fountain at Acacia Park) and the spray ground at Deerfield Hills Community Center. The Division is also responsible for the Sertich Ice Center and all ice-related programs, adult and youth sports, therapeutic recreation programs, inclusion services and Paralympics Sport Clubs. RSD also includes youth and senior programs at six community centers located in low/moderate income neighborhoods; a senior center with activities, services and programs for the elderly; and management of the City Auditorium. Community Outreach programs offered through the Division includes the Mayor's 100 Teens Program, Pikes Peak Youth Council, the Daddy Daughter Dance, athletic field reservations, and the Neighborhood Block Party Program.

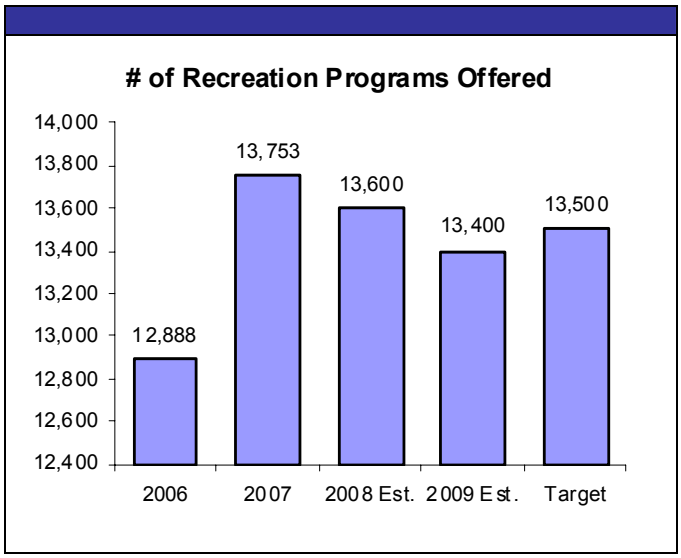
Budget and Position Summary – Recreation Services

General Fund

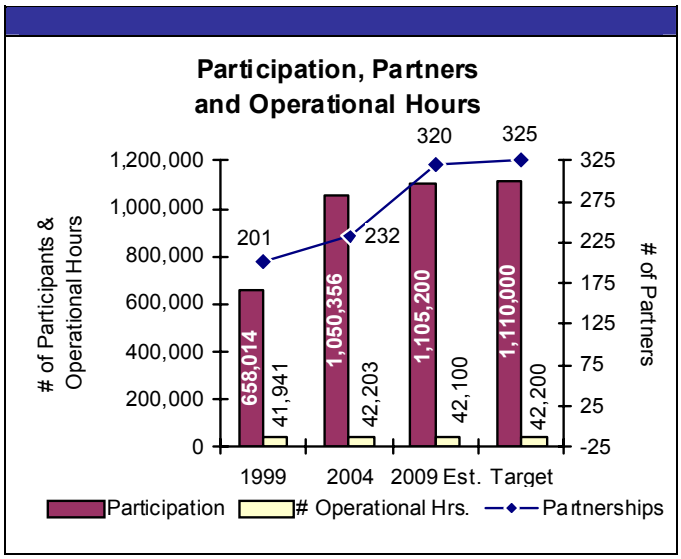
Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 5,322,604	$ 5,494,709	$5,441,413	($53,296)	(0.97%)
Operating	1,923,233	2,014,214	2,026,616	12,402	(0.62)
Capital Outlay	678	1,500	1,000	(500)	(33.33)
Total	**$7,246,515**	**$7,510,423**	**$7,469,029**	**($41,394)**	**(0.55%)**

Title	2008 Budget	2009 Budget	+ / -
Recreation Services Manager	1.00	1.00	
Maintenance Services Worker	2.75	2.75	
Maintenance Technician	3.00	3.00	
Office Specialist	2.00	1.00	(1.00)
Program Coordinator	10.75	11.00	0.25
Public Communications Specialist II	1.00	1.00	
Recreation Assistant / Therapist	8.75	7.75	(1.00)
Recreation Supervisor	8.00	7.00	(1.00)
Senior Analyst	1.00	1.00	
Senior Office Specialist / Staff Assistant	9.00	10.00	1.00
Skilled Maintenance Technician	3.00	3.00	
Total Positions	**50.25**	**48.50**	**(1.75)**

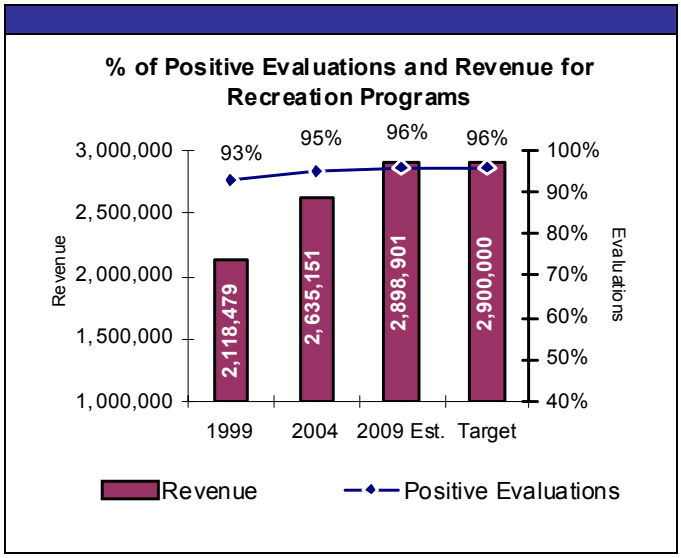
Performance Indicators – Recreation Services



- The reduction in salary and supply costs results in a decrease in programs and service levels.



- With budgets remaining constant over the last ten years, purchasing power has been diminished. To continue to meet citizens' needs, the Division has developed partnerships with outside organizations to provide programs and services. These partnerships have resulted in increased participation and service levels. These partnerships may have a formal or informal agreement and provide financial contributions, offsetting costs or cost savings toward patrons/customers and/or enhances programming. The number of partners increased over one- third in the last ten years and is expected to slightly increase in 2009.
- Participation is calculated on a turn-style type count.
- Operational hours are the actual hours the buildings are open to the public and are expected to remain constant.



- Over the last ten years, Division revenue has increased almost 37%. While program fees have increased, customer satisfaction, measured by program evaluations, has remained the same or has increased slightly. Program evaluations returned with ratings of good or excellent are considered positive ratings. Positive evaluation ratings over the last ten years have consistently been in the mid 90% range.

Major Objectives – Recreation Services

- **The City will work closely with military leadership to better serve the military community and incorporate military members and their families into the local community**

  The Therapeutic Recreation program is working with local military institutions to develop sports clubs that integrate the military Warrior Transition Unit into the Paralympics sports clubs. Additionally, the Division provides outreach services to military families at three community centers.

- **City Council and City leadership will increase involvement with local school districts to promote cooperation and synergies that will benefit community-wide K-12 education**

  Develop relationships with local school districts that support academic and extracurricular activities through youth activities. The Division provides after-school activities as well as public swim and ice-skating sessions.

- **The City will collaborate and partner with other local organizations to support local arts and culture, provide a full range of recreational opportunities, provide opportunities for intergenerational activities, and provide for full employment opportunities**

  The City will foster a community that recognizes the value of ethnic and cultural diversity. 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. The Division is dedicated to providing recreational services and programs to all citizens, as well as specialized programs and services focusing on youth, the elderly, and persons with disabilities. The Division supports diversity by sponsoring cultural events and activities in the community.

Budget Detail – Recreation Services

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	2,490,394	2,548,016	2,522,381	2,530,107
51210	Overtime	21,718	18,659	12,879	12,691
51220	Seasonal Temporary	1,702,626	1,806,489	1,940,797	1,849,294
51230	Shift Differential	912	1,639	0	0
51240	Retirement Termination Sick	5,832	8,111	0	0
51245	Retirement Termination Vacation	18,811	15,889	0	0
51260	Vacation Buy Payout	3,366	3,772	0	0
51299	Salaries Reimbursements	(9,949)	(1,817)	0	0
51610	PERA	439,304	477,322	474,077	555,175
51615	Workers Compensation	73,004	79,878	105,091	89,480
51620	Equitable Life Insurance	7,617	7,835	9,619	7,125
51625	Vision Care	2,621	2,548	2,628	2,435
51640	Dental Insurance	17,756	19,154	18,211	17,887
51655	Retired Employee Medical Insurance	731	1,097	0	0
51665	Cash Back	10,829	4,840	0	0
51690	Medicare	48,124	50,626	55,025	64,873
51695	City EPO Medical Plan	239,008	278,546	354,001	312,347
Total Salaries and Benefits		**5,072,704**	**5,322,604**	**5,494,709**	**5,441,414**
52105	Miscellaneous Operating	1,079	(10,098)	0	0
52110	Office Supplies	26,788	34,925	26,329	26,805
52111	Paper Supplies	1,435	1,099	1,392	1,390
52115	Medical Supplies	2,138	180	1,674	1,654
52120	Computer Software	4,155	4,240	3,500	4,500
52122	Cell Phones Equipment and Supplies	1,237	68	350	550
52125	General Supplies	82,279	85,348	110,725	95,294
52135	Postage	10,083	10,562	10,805	10,400
52140	Wearing Apparel	7,136	11,928	8,383	8,718
52145	Paint and Chemical	39,760	71,429	41,282	49,563
52155	Automotive	60	348	800	550
52160	Fuel	0	0	600	300
52165	Licenses and Tags	401	438	582	450
52175	Signs	169	0	192	170
52190	Janitorial Supplies	7,762	6,918	12,921	6,921
52220	Maintenance Office Machines	1,564	1,146	1,800	1,780
52225	Maintenance Computer Software	3,009	3,170	2,650	4,000
52230	Maintenance Furniture and Fixtures	505	300	600	5,700
52235	Maintenance Machinery and Apparatus	8,181	6,834	12,720	6,639
52265	Maintenance Buildings and Structures	50,151	49,271	60,708	59,143
52405	Advertising Services	21,226	23,524	26,580	64,774
52410	Building Security Services	6,931	1,382	7,100	5,436
52440	Human Services	0	551	0	0
52445	Janitorial Services	20,291	20,485	18,769	19,424
52450	Laundry and Cleaning Services	31,139	29,728	26,599	25,136
52465	Miscellaneous Services	13,989	10,549	9,752	0
52565	Pest Control	1,321	997	1,075	1,094
52573	Credit Card Fees	0	7,632	5,162	21,884
52575	Services	323,067	283,767	288,398	188,315
52590	Temporary Employment	352	106	200	300
52605	Car Mileage	10,529	10,570	13,270	15,973

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52615	Dues and Membership	1,515	2,000	1,500	1,630
52625	Meeting Expenses In-Town	1	18	100	0
52630	Training	3,831	2,397	6,950	6,700
52635	Employee Educational Assistance	0	100	0	0
52645	Subscriptions	162	0	0	0
52655	Travel Out-of-Town	5,908	2,031	5,754	3,504
52705	Communications	68,003	11	0	0
52725	Rental of Property	69,660	71,748	73,907	76,125
52735	Telephone Long Distance Calls	1,138	234	1,400	350
52736	Cell Phone Airtime	6,041	3,161	4,936	6,736
52738	Cell Phone Base Charges	8,048	6,540	6,734	8,932
52743	Utilities Streetlights	435	0	0	0
52745	Utilities	5	0	0	0
52746	Utilities Electric	300,158	286,318	277,118	308,711
52747	Utilities Gas	190,150	182,838	199,497	231,162
52748	Utilities Sewer	36,837	45,998	46,092	51,497
52749	Utilities Water	54,373	62,980	68,140	90,090
52765	Lease Purchase Payments	13,044	13,044	13,164	13,164
52775	Minor Equipment	35,256	31,377	30,081	29,881
52795	Rental of Equipment	8,289	3,979	8,300	4,790
52874	Office Services Printing	31,412	31,437	32,750	33,046
52875	Office Services Records	386	386	425	400
52880	Purchases For Resale	20,607	11,219	10,001	9,351
52893	Rental of Fleet Vehicles	2,400	0	1,700	800
60158	Comm Resources Class Reg	124	458	0	0
65356	Retirement Awards	0	550	0	0
65368	Miscellaneous Sports	21,144	19,940	21,447	19,069
65369	Softball	172,586	172,798	183,236	179,858
65370	Soccer	61,756	80,552	74,419	67,809
65371	Basketball	17,199	15,773	17,819	18,912
65373	Football	76,521	90,727	86,446	107,317
65375	Volleyball	40,376	30,980	34,928	33,058
65377	Tennis Classes and Center	175	0	0	0
65379	High School Hockey	7,720	8,098	8,500	8,500
65383	Early Childhood	7,046	5,552	10,405	11,853
65385	Teens Program	18,376	16,135	18,072	25,626
65389	Community Senior Program	505	737	867	632
65391	Youth Services Programs	7,492	11,315	29,628	15,750
65395	Therapeutic Recreation Programs	20,068	16,017	20,190	13,072
65397	White House Ranch Early Child	3,842	3,846	3,780	3,780
70295	Special Projects Programs	19,772	24,539	21,010	17,648
Total Operating Expenses		**2,009,094**	**1,923,233**	**2,014,214**	**2,026,616**
53030	Furniture and Fixtures	0	678	1,500	1,000
Total Capital Outlay		**0**	**678**	**1,500**	**1,000**
Total Expenses		**7,081,798**	**7,246,515**	**7,510,423**	**7,469,029**

Summary of Division – Human Services Complex Enterprise

The Human Services Complex is an enterprise operated as a public, nonprofit and private collaboration designed to provide comprehensive services to the elderly and the surrounding neighborhood. Tenants include the City of Colorado Springs Senior Center and a cooperative network of commercial businesses, health and human service agencies. These organizations provide services and programs for seniors in accordance with the 1985 Human Services Complex Use Plan.

Budget and Position Summary – Human Services Complex Enterprise

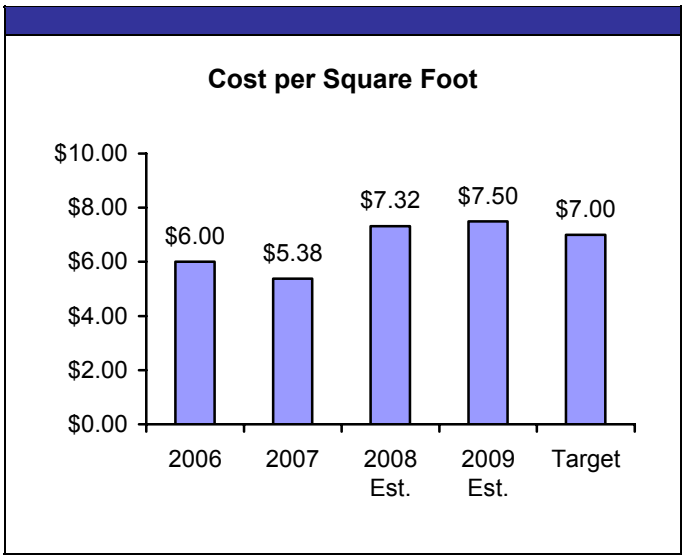
Human Services Complex Enterprise Fund

Source of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Rental Income	$ 308,535	$ 243,000	$ 210,000	($ 33,000)	(13.58%)
Interest	31,126	20,000	20,000	0	0.00
Senior Classes	13,319	7,500	13,000	5,500	73.33
Miscellaneous	17,356	1,500	3,120	1,620	108.00
Total	**$370,336**	**$272,000**	**$246,120**	**($25,880)**	**(9.51%)**

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 89,391	$ 143,667	$ 107,536	($ 36,131)	(25.15%)
Operating	139,871	180,703	440,414	259,711	143.72%
Capital Outlay	1,528	75,000	30,000	(45,000)	(60.00)
Total	**$ 230,790**	**$399,370**	**$577,950**	**$178,580**	**44.72%**

Title	2008 Budget	2009 Budget	+ / -
Maintenance Services Worker	1.00	1.00	
Total Positions	**1.00**	**1.00**	**0.00**

Performance Indicators – Human Services Complex Enterprise



- The number of occupied spaces at the Human Services Complex has been consistent since 2006; therefore, the amount of revenue is consistent as well. Operational costs are increasing each year.
- The operational costs per leased square foot for the Complex increased in 2006 with the funding of senior programs at the community centers and the Senior Center. Funding expanded again in 2007 with the development and implementation of the senior PREP program and an increase for the Stormwater Enterprise fee.

Major Objectives – Human Services Complex Enterprise

- Provide resources for the Colorado Springs Senior Center activities.
- Provide resources for Senior Programs at the various Community Centers.

Human Services Complex Enterprise Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	31,258	22,844	33,080	33,080
51210	Overtime	105	0	0	0
51220	Seasonal Temporary	53,573	54,287	84,832	48,701
51230	Shift Differential	1,270	375	1,400	1,400
51240	Retirement Termination Sick	705	(6,049)	0	0
51245	Retirement Termination Vacation	372	719	0	0
51610	PERA	8,827	9,002	13,442	13,442
51615	Workers Compensation	2,780	2,562	4,245	4,247
51620	Equitable Life Insurance	96	72	128	128
51625	Vision Care	63	48	65	65
51640	Dental Insurance	422	332	425	425
51690	Medicare	1,238	1,189	1,710	1,710
51695	City EPO Medical Plan	5,819	4,010	4,340	4,340
Total Salaries and Benefits		**106,528**	**89,391**	**143,667**	**107,536**
52125	General Supplies	735	635	1,500	1,200
52145	Paint and Chemical	271	212	300	500
52146	Deicing Chemicals and Material	24	0	0	0
52407	Travel Programs	5,211	6,131	6,000	6,200
52425	Environmental Services	11,719	3,066	10,000	5,000
52455	Lawn Maintenance Service	310	280	0	0
52575	Services	62,709	62,203	76,000	64,490
52590	Temporary Employment	0	0	300	300
52630	Training	0	0	250	200
52740	General Insurance-City	14,925	10,853	10,853	11,400
52742	Stormwater Fee	0	4,583	4,525	4,700
52743	Utilities Streetlights	26	0	0	0
52746	Utilities Electric	18,117	14,228	17,000	17,000
52747	Utilities Gas	9,819	6,343	10,356	10,400
52748	Utilities Sewer	187	0	250	1,600
52749	Utilities Water	189	0	250	2,000
52805	Admin Prorated Charges	19,421	14,472	15,376	14,795
52806	Payment in-Lieu-of Taxes	3,509	3,564	3,243	3,129
65170	Transfer to Other Funds	0	0	0	275,000
65389	Community Senior Program	1,702	1,604	6,500	6,500
65393	Senior Services Programs	11,319	11,698	18,000	16,000
Total Operating Expenses		**160,191**	**139,871**	**180,703**	**440,414**
53090	Buildings And Structures	0	1,528	75,000	30,000
Total Capital Outlay		**0**	**1,528**	**75,000**	**30,000**
Total Expenses		**266,720**	**230,790**	**399,370**	**577,950**

Summary of Division – Cemetery Enterprise

The City owns two cemeteries, operated as enterprises, which offer burial services including casket, cremation and inurnment. The Cemetery Enterprise strives to provide self-supportive, quality cemetery services for the public for the interment of the deceased in a dignified and respectful manner and to maintain the perpetual care responsibilities of the cemetery grounds. Evergreen Cemetery was established shortly after Colorado Springs was founded in 1871 and deeded to the City in 1875. Fairview Cemetery, initially established in 1895, was annexed by Colorado Springs in 1917. In addition to its primary purpose of providing burial services, the Cemetery Enterprise also cares for the grounds of both sites which includes mowing, watering, and fertilizing gravesites. With a rich past, both cemeteries also provide unique ties to the Colorado Springs community, sharing the history of the region with citizens and visitors alike.

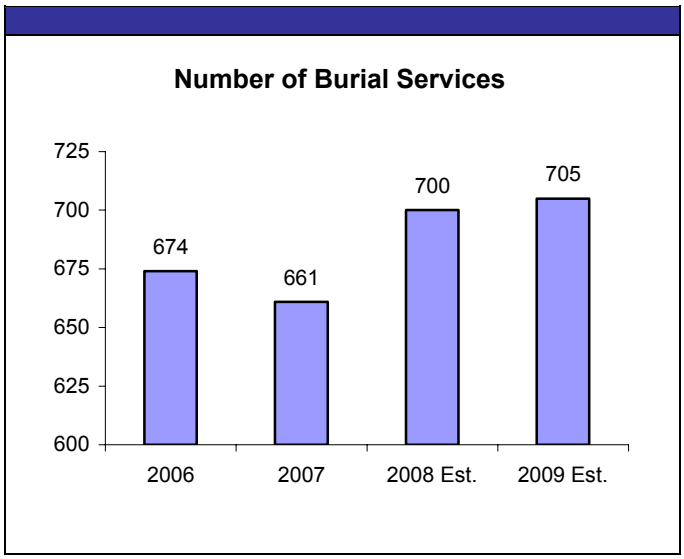
Budget and Position Summary – Cemetery Enterprise

Cemetery Enterprise Fund

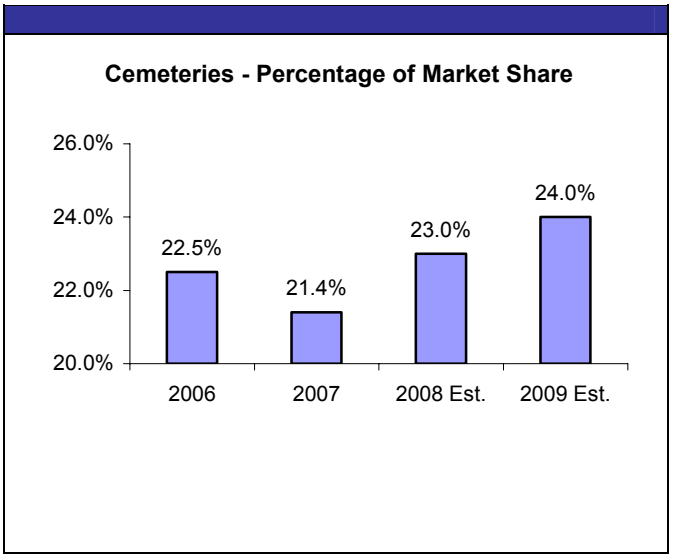
Source of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Interments and Removals	$ 458,805	$ 502,945	$ 481,745	($ 21,200)	(4.22%)
Sales of Lots	474,850	489,996	499,645	9,649	1.97
Interest - Endowment & Other	165,790	208,700	262,000	53,300	25.54
Burial Vaults & Bronze Markers	117,140	143,000	137,500	(5,500)	(3.85)
Gain/Loss on Assets	138,188	0	0	0	0.00
Miscellaneous	61,490	75,478	68,200	(7,278)	(9.64)
Total	**$1,416,264**	**$1,420,119**	**$1,449,090**	**$28,971**	**2.04%**
Uses of Funds					
Salary/Benefits	$ 734,785	$ 767,425	$ 782,901	$ 15,476	2.02%
Operating	600,195	665,096	719,221	54,125	8.14
Capital Outlay	45,000	30,673	95,000	64,327	209.72
Total	**$1,379,980**	**$1,463,194**	**$1,597,122**	**$133,928**	**9.15%**

Title	2008 Budget	2009 Budget	+ / -
Cemetery Manager	1.00	1.00	
Cemetery Supervisor	1.00	1.00	
Maintenance Supervisor	1.00	1.00	
Cemetery Technician	1.00	1.00	
Maintenance Technician II	5.00	5.00	
Equipment Operator III	1.00	1.00	
Office Specialist	1.00	1.00	
Total Positions	**11.00**	**11.00**	**0.00**

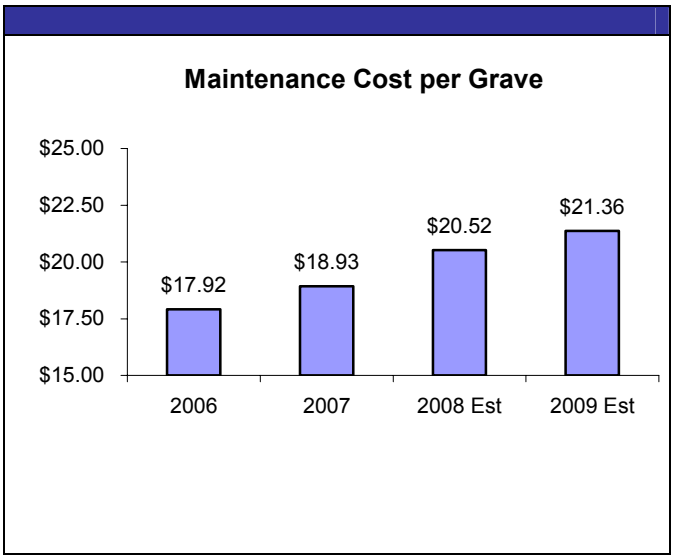
Performance Indicators – Cemetery Enterprise



- The Cemeteries performed 661 burial services in 2007. This represents a 2% drop from 2006. The death rate for El Paso County increased 6.1% and cremation dispositions increased 6.2% from the previous year. The Pikes Peak Region cremation rate is at 63.4% of all deaths compared to a national average of approximately 30%. The Cemeteries will continue to promote its facilities and focus on trying to capture more of the increasing cremation market.



- Market share for the Cemeteries is calculated by the number of burial services performed annually versus the number of deaths in El Paso County minus the deceased that were shipped out of state, donated to the anatomical board, or entombed. Factors influencing market share include the rapidly escalating cremation rate, competition from other cemeteries, and free burials for veterans at national cemeteries. Losses in market share translate into declining revenue and participation.



- Cost per gravesite maintained is calculated by dividing the annual salaries, benefits, and operating expenses less capital expenditures by 70,000 graves. The cost per gravesite maintained has increased over time as the costs to provide services increased. Significant increases in these figures foreshadow higher charges for burial sites and services which will be proposed in the 2010 Cemeteries' budget.

Major Objectives – Cemetery Enterprise

QUALITY OF LIFE

- Increase public awareness about Evergreen and Fairview cemeteries and continue work on fundraising for restoration projects.
- Maintain and improve Cemeteries' grounds appearance and honor perpetual care responsibilities.
- Continue to market Cemeteries to the public and try to attract more cremation customers.

Cemetery Enterprise Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	571,800	542,078	558,116	558,116
51210	Overtime	22,507	18,186	17,000	17,000
51220	Seasonal Temporary	23,380	9,906	12,000	26,000
51240	Retirement Termination Sick	4,070	14,954	16,000	5,000
51245	Retirement Termination Vacation	(12)	(3,720)	0	0
51260	Vacation Buy Payout	745	153	0	0
51299	Salaries Reimbursements	(732)	(153)	0	0
51610	PERA	63,258	61,388	58,534	73,510
51615	Workers Compensation	21,139	23,080	22,426	22,426
51620	Equitable Life Insurance	1,759	1,689	2,300	2,300
51625	Vision Care	693	603	800	800
51640	Dental Insurance	4,620	4,204	5,200	5,200
51655	Retired Employee Medical Insurance	6,877	7,422	10,000	9,000
51665	Cash Back	3,170	1,627	3,500	2,000
51690	Medicare	4,743	3,933	4,500	4,500
51695	City EPO Medical Plan	52,683	49,437	57,049	57,049
Total Salaries and Benefits		**780,702**	**734,785**	**767,425**	**782,901**
52110	Office Supplies	1,968	2,078	2,300	2,250
52115	Medical Supplies	0	218	400	350
52120	Computer Software	0	478	350	500
52122	Cell Phones Equipment and Supplies	30	22	100	250
52125	General Supplies	3,129	3,308	3,000	3,100
52135	Postage	734	707	850	825
52140	Wearing Apparel	384	493	500	500
52145	Paint and Chemical	0	12	250	150
52150	Seed and Fertilizer	6,858	10,863	10,000	13,000
52165	Licenses and Tags	0	16	100	50
52175	Signs	0	140	150	135
52190	Janitorial Supplies	538	464	650	500
52205	Maintenance Landscaping	0	0	750	500
52210	Maintenance Trees	17,985	13,775	25,000	26,680
52215	Maintenance Grounds	13,969	5,120	16,000	12,000
52220	Maintenance Office Machines	0	0	50	50
52225	Maintenance Computer Software	0	0	200	5,000
52235	Maintenance Machinery and Apparatus	25,658	5,097	10,500	8,000
52240	Maintenance Nonfleet Vehicles Equip	3,820	2,106	2,000	2,150
52250	Maintenance Radios Allocation	1,720	1,353	2,500	2,000
52265	Maintenance Buildings and Structures	2,665	3,661	10,000	7,500
52270	Maintenance Wells and Reservoirs	4,116	21,728	7,500	17,000
52275	Maintenance Runways	0	1,720	0	0
52405	Advertising Services	10,619	8,365	16,000	13,000
52450	Laundry/Cleaning Services	0	0	100	50
52455	Lawn Maintenance Service	0	153,975	160,952	169,000
52573	Credit Card Fees	0	0	4,778	5,000
52575	Services	111,215	63,478	72,775	61,025
52605	Car Mileage	0	0	100	100
52615	Dues and Membership	795	795	800	800
52625	Meeting Expenses In-Town	300	(362)	300	500
52630	Training	695	265	500	300

Cemetery Enterprise Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52635	Employee Educational Assistance	45	1,008	500	1,200
52645	Subscriptions	0	49	150	100
52655	Travel Out-of-Town	2,028	876	1,000	1,500
52705	Communications	6,813	5,684	10,500	5,178
52735	Telephone Long Distance Calls	123	63	250	300
52736	Cell Phone Airtime	591	344	700	500
52738	Cell Phone Base Charges	880	1,251	1,000	1,300
52740	General Insurance-City	1,503	1,515	1,600	1,800
52742	Stormwater Fee	0	935	1,200	1,200
52743	Utilities Streetlights	82	0	0	0
52746	Utilities Electric	6,441	5,491	7,600	8,466
52747	Utilities Gas	7,008	5,298	8,600	9,985
52748	Utilities Sewer	984	1,028	2,000	2,224
52749	Utilities Water	112,486	127,138	120,000	174,650
52775	Minor Equipment	1,376	1,543	1,500	1,600
52795	Rental of Equipment	0	902	300	800
52805	Admin Prorated Charges	75,318	74,592	74,082	75,204
52806	Payment in-Lieu-of Taxes	3,310	2,880	3,309	3,449
52872	Maintenance Fleet Vehicles Equip	18,209	20,871	25,000	25,500
52874	Office Services Printing	959	1,774	1,200	1,300
52875	Office Services Records	96	3,376	100	3,200
52880	Purchases for Resale	25,932	41,169	52,500	45,000
52893	Rental of Fleet Vehicles	120	380	150	300
52970	Environmental Protection Program	2,076	2,076	2,400	2,200
65356	Retirement Awards	0	75	0	0
Total Operating Expenses		**473,579**	**600,195**	**665,096**	**719,221**
53020	Computers Networks	0	1,150	0	0
53070	Vehicles Replacement	0	29,523	35,000	30,000
53090	Buildings and Structures	45,000	0	60,000	30,000
Total Capital Outlay		**45,000**	**30,673**	**95,000**	**60,000**
Total Expenses		**1,209,281**	**1,306,607**	**1,527,521**	**1,562,122**

Summary of Division – Golf Courses Enterprise

The City owns two golf courses, operated as enterprises, which are maintained for players of all abilities. The Golf Enterprise provides a high quality, affordable golf experience while being a financially responsible self supporting enterprise.

Patty Jewett Golf Course, the third oldest public course west of the Mississippi, has been City-owned since 1919. Valley Hi Golf Course was constructed in 1956 and purchased by the City in 1975. Both courses serve players of all abilities as well as provide a wide range of services including full-serve restaurants, pro-shops, lessons, leagues, golf outings, men's and women's association play and competitive tournament play.

Budget and Position Summary – Golf Courses Enterprise

Patty Jewett Enterprise Fund

Source of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Annual Permit Fees	$ 79,975	$ 93,385	$ 87,308	($ 6,077)	(6.51%)
Daily 9 and 18 Hole Green Fees	1,271,089	1,279,373	1,397,971	118,598	9.27
Cart Fees	271,273	283,476	282,588	(888)	(0.31)
Concessions	139,116	133,831	138,442	4,611	3.45
Operating Fee Daily	303,908	328,918	342,543	13,625	4.14
Miscellaneous	25,536	9,175	8,085	(1,090)	(11.88)
Interest	37,339	24,594	33,088	8,494	34.54
Total	**$2,128,236**	**$2,152,752**	**$2,290,025**	**$137,273**	**6.38%**
Uses of Funds					
Salary/Benefits	$ 675,460	$ 779,651	$ 785,782	$ 6,131	0.79%
Operating	1,032,032	1,021,494	1,185,653	164,159	16.07
Capital Outlay	325,242	352,600	324,000	(28,600)	(8.11)
CIP Projects – Patty Jewett	0	0	175,000	175,000	-
Total	**$2,032,734**	**$2,153,745**	**$2,470,435**	**$316,690**	**14.70%**

See CIP section for information on capital projects funded through the Patty Jewett Enterprise.

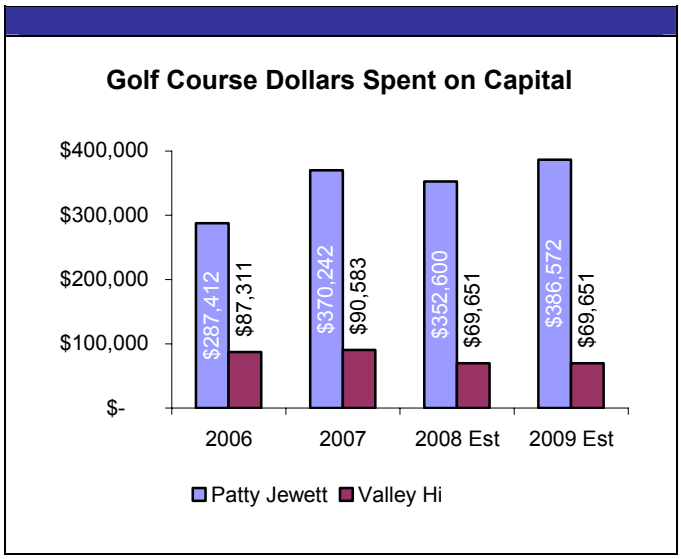
Title	2008 Budget	2009 Budget	+ / -
Golf Course Division Manager	1.00	1.00	
Golf Course Superintendent	1.00	1.00	
Maintenance Technician II	4.00	4.00	
Skilled Maintenance Technician	2.00	2.00	
Senior Office Specialist	1.00	1.00	
Public Communications Specialist	0.50	0.50	
Total Positions	**9.50**	**9.50**	**0.00**

Valley Hi Enterprise Fund

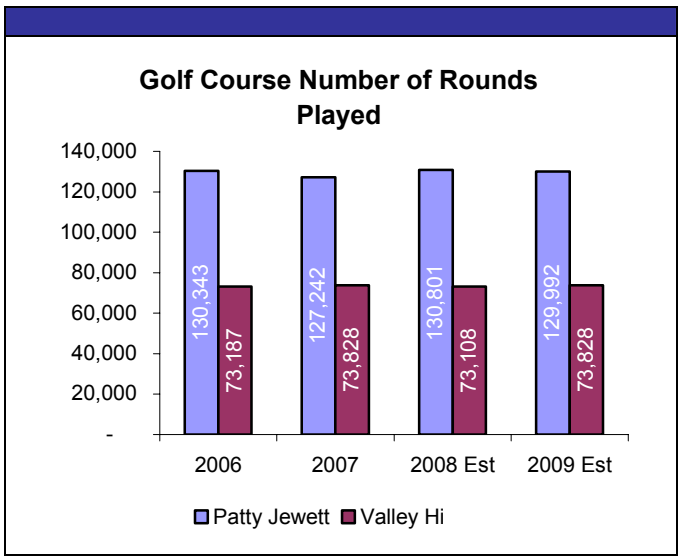
Source of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Annual Permit Fees	$ 66,500	$ 60,001	$ 63,138	$ 3,137	5.23%
Daily 9 and 18 Hole Green Fees	715,976	691,571	768,439	76,868	11.11
Cart Fees	220,080	227,916	229,250	1,334	0.59
Concessions	36,298	42,115	42,155	40	0.09
Operating Fee Daily	186,914	196,762	208,281	11,519	5.85
Lessons	1,218	1,417	1,417	0	0.00
Miscellaneous	17,688	14,530	13,655	(875)	(6.02)
Interest	18,158	11,007	11,007	0	0.00
Total	**$1,262,832**	**$1,245,319**	**$1,337,342**	**$92,023**	**7.39%**
Uses of Funds					
Salary/Benefits	$ 328,413	$ 420,607	$ 424,131	$ 3,524	0.84%
Operating	780,971	833,788	921,414	87,626	10.51
Capital Outlay	63,583	0	0	0	0.00
Total	**$1,172,641**	**$1,254,395**	**$1,345,545**	**$91,150**	**7.27%**

Title	2008 Budget	2009 Budget	+ / -
Golf Course Superintendent	1.00	1.00	
Maintenance Technician II	1.00	1.00	
Skilled Maintenance Technician	2.00	2.00	
Office Specialist	1.00	1.00	
Total Positions	**5.00**	**5.00**	**0.00**

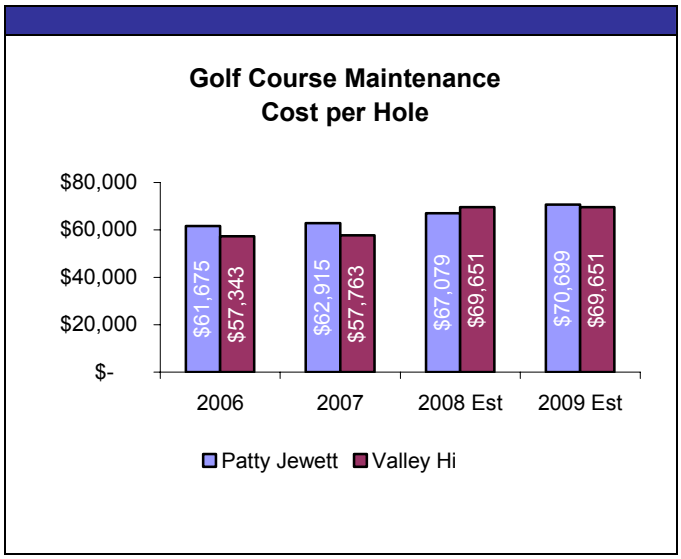
Performance Indicators – Golf Courses Enterprise



- The dollars spent on capital indicate commitment to maintaining and improving golf facilities for customers. This is a crucial aspect of maintaining the value of golf course assets and the primary function of the fee maintenance program. For 2009, $62,572 for Patty Jewett and $69,651 for Valley Hi 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 our commitment to provide a high-quality golf experience at the lowest possible cost. The cost per hole reflects a strong commitment to quality while continuing to provide a reasonably priced golf experience. These costs do not include capital expenditures as they are not considered part of the annual maintenance cost of a golf course and, therefore, are measured in separate capital categories.

Major Objectives – Golf Courses Enterprise

- Continue the Golf Course Fee Maintenance Program by proposing fee increases in 2009 to cover the cost increases in fuel, utilities, and fertilizer.
- Provide a high-quality golf experience.

Patty Jewett Enterprise Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	390,540	398,338	501,157	501,157
51210	Overtime	19,212	20,870	15,000	15,000
51220	Seasonal Temporary	104,881	94,830	109,680	114,180
51235	Standby	2,618	2,579	1,000	1,000
51240	Retirement Termination Sick	(8,602)	8,849	0	0
51245	Retirement Termination Vacation	748	7,172	0	0
51260	Vacation Buy Payout	496	1,781	0	0
51299	Salaries Reimbursements	(4,936)	(1,775)	0	0
51610	PERA	53,569	55,691	57,485	59,116
51615	Workers Compensation	15,450	15,622	13,871	13,871
51620	Equitable Life Insurance	1,321	1,322	2,282	2,282
51625	Vision Care	487	462	578	578
51640	Dental Insurance	3,250	3,186	3,983	3,983
51655	Retired Employee Medical Insurance	3,382	4,844	4,162	4,162
51665	Cash Back	1,150	85	0	0
51675	Unemployment Insurance	966	2,738	0	0
51690	Medicare	6,933	7,407	6,856	6,856
51695	City EPO Medical Plan	45,510	51,460	63,597	63,597
Total Salaries and Benefits		**636,975**	**675,460**	**779,651**	**785,782**
52105	Miscellaneous Operating	0	0	0	0
52110	Office Supplies	1,144	3,811	2,500	2,500
52115	Medical Supplies	969	1,310	1,025	1,025
52120	Computer Software	1,196	345	0	500
52122	Cell Phones Equipment and Supplies	159	156	0	0
52125	General Supplies	24,551	23,110	24,000	24,000
52135	Postage	495	23	0	0
52140	Wearing Apparel	4,467	3,678	4,000	4,500
52145	Paint and Chemical	2,551	1,033	2,000	2,000
52150	Seed and Fertilizer	97,198	103,887	87,000	108,500
52155	Automotive	3,484	3,326	3,000	3,000
52175	Signs	1,944	1,713	3,000	3,000
52190	Janitorial Supplies	4,999	6,796	5,000	5,000
52205	Maintenance Landscaping	6,174	3,713	8,000	8,000
52210	Maintenance Trees	1,640	4,725	14,000	14,000
52215	Maintenance Grounds	41,878	43,283	21,000	26,000
52220	Maintenance Office Machines	212	505	700	700
52225	Maintenance Computer Software	0	0	1,000	1,000
52230	Maintenance Furniture and Fixtures	629	0	1,250	1,250
52235	Maintenance Machinery and Apparatus	30,413	32,175	40,000	38,000
52240	Maintenance Nonfleet Vehicles Equip	2,178	12,479	3,000	3,000
52250	Maintenance Radios Allocation	894	0	0	0
52265	Maintenance Buildings and Structures	27,883	13,946	17,000	21,000
52270	Maintenance Wells and Reservoirs	34,260	28,871	33,000	33,000
52280	Maintenance Roads and Bridges	0	665	9,000	7,000
52405	Advertising Services	13,575	14,857	13,000	13,000
52450	Laundry and Cleaning Services	1,355	1,923	2,500	2,500
52565	Pest Control	0	0	600	0
52575	Services	297,521	318,627	309,776	319,776
52605	Car Mileage	0	397	1,400	400
52615	Dues and Membership	2,623	2,895	2,800	2,800

Patty Jewett Enterprise Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52625	Meeting Expenses In-Town	629	1,284	1,225	1,225
52630	Training	4,159	2,985	3,200	3,200
52645	Subscriptions	143	18	300	300
52655	Travel Out-of-Town	1,090	3,708	4,950	4,950
52705	Communications	17,506	17,989	23,435	17,914
52735	Telephone Long Distance Calls	432	152	600	600
52736	Cell Phone Airtime	217	8	0	0
52738	Cell Phone Base Charges	3,784	4,278	6,360	6,360
52740	General Insurance-City	4,699	4,812	8,162	4,162
52742	Stormwater Fee	0	7,752	8,160	8,160
52743	Utilities Streetlights	98	0	0	0
52745	Utilities	(8,515)	(9,363)	0	0
52746	Utilities Electric	45,352	44,168	41,915	50,717
52747	Utilities Gas	22,806	17,762	22,145	23,031
52748	Utilities Sewer	5,824	6,151	6,491	7,218
52749	Utilities Water	152,986	145,020	137,700	196,911
52765	Lease Purchase Payments	0	0	0	62,571
52775	Minor Equipment	7,647	7,989	12,000	12,000
52795	Rental of Equipment	2,879	64	4,000	4,000
52805	Admin Prorated Charges	126,511	121,056	103,400	103,983
52872	Maintenance Fleet Vehicles Equip	23,914	26,925	25,650	30,650
52874	Office Services Printing	372	260	1,500	1,500
52970	Environmental Protection Program	768	768	750	750
Total Operating Expenses		**1,017,693**	**1,032,032**	**1,021,494**	**1,185,653**
53050	Machinery and Apparatus	171,707	254,082	237,600	149,000
53090	Buildings and Structures	115,705	71,160	115,000	175,000
Total Capital Outlay		**287,412**	**325,242**	**352,600**	**324,000**
Total Capital Improvements		**0**	**0**	**0**	**175,000**
Total Expenses		**1,942,080**	**2,032,734**	**2,153,745**	**2,470,435**

Valley Hi Enterprise Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	156,993	165,321	249,175	249,175
51210	Overtime	5,435	5,297	3,000	3,000
51220	Seasonal Temporary	66,598	85,497	86,738	90,000
51240	Retirement Termination Sick	1,863	3,594	0	0
51245	Retirement Termination Vacation	4,258	1,756	0	0
51260	Vacation Buy Payout	1,270	930	0	0
51299	Salaries Reimbursements	(1,210)	(1,302)	0	0
51610	PERA	23,730	27,918	29,210	29,473
51615	Workers Compensation	8,721	9,742	8,526	8,526
51620	Equitable Life Insurance	597	625	1,697	1,697
51625	Vision Care	124	60	190	190
51640	Dental Insurance	1,247	844	1,750	1,750
51655	Retired Employee Medical Insurance	1,097	1,097	1,000	1,000
51665	Cash Back	81	482	0	0
51690	Medicare	3,279	3,682	3,545	3,545
51695	City EPO Medical Plan	20,897	22,869	35,776	35,776
Total Salaries and Benefits		**294,980**	**328,413**	**420,607**	**424,132**
52110	Office Supplies	1,033	1,069	630	1,130
52115	Medical Supplies	539	370	500	500
52122	Cell Phones Equipment and Supplies	186	1,040	0	0
52125	General Supplies	6,075	10,221	12,495	11,495
52135	Postage	273	750	0	0
52140	Wearing Apparel	1,729	4,319	2,500	3,000
52145	Paint and Chemical	453	1,290	3,000	1,500
52150	Seed and Fertilizer	49,422	62,219	71,400	82,886
52155	Automotive	945	725	3,575	2,575
52165	Licenses and Tags	0	16	200	200
52175	Signs	573	231	2,000	2,000
52190	Janitorial Supplies	3,276	3,012	2,000	3,000
52205	Maintenance Landscaping	2,321	3,963	5,400	4,400
52210	Maintenance Trees	6,198	1,430	7,500	7,500
52215	Maintenance Grounds	38,941	38,059	29,300	31,300
52220	Maintenance Office Machines	40	0	500	500
52225	Maintenance Computer Software	0	0	175	175
52230	Maintenance Furniture and Fixtures	0	200	1,000	1,000
52235	Maintenance Machinery and Apparatus	38,607	31,635	33,000	36,000
52240	Maintenance Nonfleet Vehicles Equip	(246)	14,099	1,837	2,337
52250	Maintenance Radios Allocation	1,254	0	0	0
52265	Maintenance Buildings and Structures	28,707	24,427	20,000	24,165
52270	Maintenance Wells and Reservoirs	22,918	29,254	26,950	30,000
52280	Maintenance Roads and Bridges	0	2,662	5,000	5,000
52405	Advertising Services	11,837	7,967	9,000	9,000
52450	Laundry and Cleaning Services	1,283	1,885	2,500	2,500
52575	Services	190,075	199,285	202,291	202,291
52605	Car Mileage	69	0	300	300
52615	Dues and Membership	2,093	2,185	1,500	2,250
52625	Meeting Expenses In-Town	0	0	180	180
52630	Training	2,088	1,865	1,000	2,000
52645	Subscriptions	18	18	200	200

Valley Hi Enterprise Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52655	Travel Out-of-Town	930	628	1,000	1,000
52705	Communications	12,361	11,897	13,734	11,330
52735	Telephone Long Distance Calls	(2,358)	31	300	300
52736	Cell Phone Airtime	27	2	0	0
52738	Cell Phone Base Charges	2,471	3,945	5,750	3,750
52740	General Insurance-City	5,778	8,951	8,951	7,951
52742	Stormwater Fee	0	7,752	8,160	8,160
52743	Utilities Streetlights	54	0	0	0
52745	Utilities	(2,600)	(2,400)	0	0
52746	Utilities Electric	36,880	35,013	30,300	36,663
52747	Utilities Gas	21,068	20,876	25,750	26,780
52748	Utilities Sewer	4,938	5,107	3,800	4,226
52749	Utilities Water	97,758	103,081	107,508	153,736
52765	Lease Purchase Payments	8,598	11,088	69,651	69,651
52775	Minor Equipment	9,958	8,042	8,400	8,400
52795	Rental of Equipment	1,091	2,671	2,200	4,200
52805	Admin Prorated Charges	85,644	76,500	69,778	71,005
52806	Payment in-Lieu-of Taxes	4,469	7,344	5,086	7,391
52872	Maintenance Fleet Vehicles Equip	28,472	31,100	22,500	32,500
52874	Office Services Printing	584	891	500	500
52970	Environmental Protection Program	4,260	4,260	4,487	4,487
Total Operating Expenses		**731,088**	**780,971**	**833,788**	**921,414**
53050	Machinery and Apparatus	17,660	0	0	0
53090	Buildings and Structures	0	63,258	0	0
Total Capital Outlay		**17,660**	**63,258**	**0**	**0**
Total Expenses		**1,043,727**	**1,172,641**	**1,254,395**	**1,345,545**

Fleet Management

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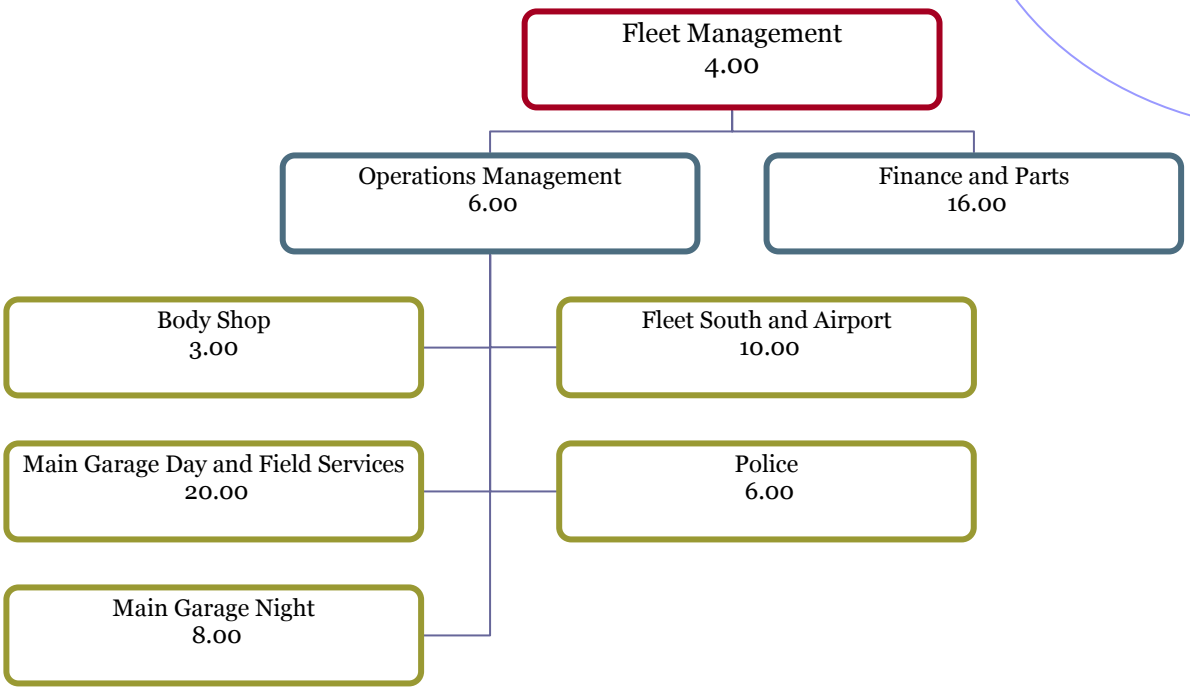
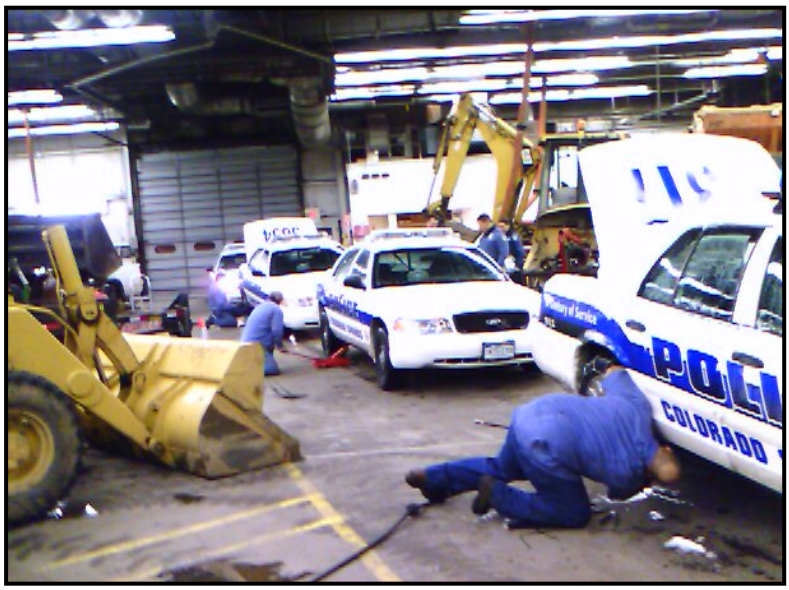




Summary of Division

Fleet Management maintains over 4,500 vehicles and pieces of equipment for the City of Colorado Springs, Colorado Springs Utilities, Pikes Peak Rural Transportation Authority (PPRTA), Stormwater, and other City Enterprises. Our technicians perform service on over 50 different types of equipment and vehicles at 9 different locations, provide mobile repairs and fuel delivery, and operate a full-service body shop operation.

Fleet provides adequate inventory and reliable sources for parts, supplies, and fuels to help control downtime and ensure the operations and maintenance requirements of all of Fleet's customers are met. They ensure a reliable supply of high quality fuel to meet the annual 2.6 million-gallon requirement for a City and Utilities-wide automated fuel system that includes both pump sites and fuel trucks.

All Funds Budget and Position Summary

All Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Support Services Fund	$ 17,019,491	$ 17,558,584	$ 19,421,514	$ 1,862,930	10.61%
PSST	102,394	106,780	105,075	(1,705)	(1.60)
PPRTA*	10,757	10,757	10,757	-	0.00
Total	**$17,132,642**	**$17,676,121**	**$19,537,346**	**$1,861,225**	**10.53%**

The PPRTA budget, funded by a one-cent sales tax, is not appropriated by the City. However, to reflect total funding dedicated to improving transportation in Colorado Springs, relevant PPRTA expenditures are included in this document. The PPRTA figure above includes the budgeted operating and maintenance expenditures associated with the Fleet Management Division.

	2008 Budget	2009 Budget	+ / -
Total Positions– All Funds	**81.00**	**73.00**	**(8.00)**

Significant Changes to the Budget

- Eight positions are eliminated to reduce ongoing expenditures.
- Fuel costs, which are approximately 41% of the Fleet budget, have increased approximately $1,250,000.
- The cost of parts, which is approximately 23% of the entire Fleet budget, has increased $900,000.

Budget and Position Summary

Support Services Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 5,365,929	$ 5,282,261	$ 5,022,119	($ 260,142)	(4.92%)
Operating	11,616,535	12,254,174	14,374,246	2,120,072	17.30
Capital Outlay	37,027	22,149	25,149	3,000	13.54
Total	**$17,019,491**	**$17,558,584**	**$19,421,514**	**$1,862,930**	**10.61%**

Title	2008 Budget	2009 Budget	+ / -
Division Manager	1.00	1.00	
Fleet Operations Manager	1.00	1.00	
Fleet Finance Manager	1.00	1.00	
Fleet Service Manager	1.00	1.00	
Environmental Safety and Health Coordinator	1.00	1.00	
Fleet Supervisor	5.00	4.00	(1.00)
Senior Fleet Technician	5.00	6.00	1.00
Fleet Technician	23.00	23.00	
Analyst I	1.00	1.00	
Body Shop Technician	2.00	1.00	(1.00)
Associate Fleet Technician	18.50	15.50	(3.00)
Assistant Fleet Technician	1.00	1.00	
Senior Skilled Maintenance Technician	1.00	1.00	
Parts/Supply Specialist	7.00	7.00	
Equipment Operator III	2.00	1.00	(1.00)
Maintenance Technician I	1.00	0.00	(1.00)
Fleet Inventory Specialist	1.00	1.00	
Equipment Operator II	1.00	1.00	
Staff Assistant	2.00	1.00	(1.00)
Administrative Technician	1.00	0.00	(1.00)
Office Specialist	3.00	3.00	
Total Support Services	**79.50**	**71.50**	**(8.00)**

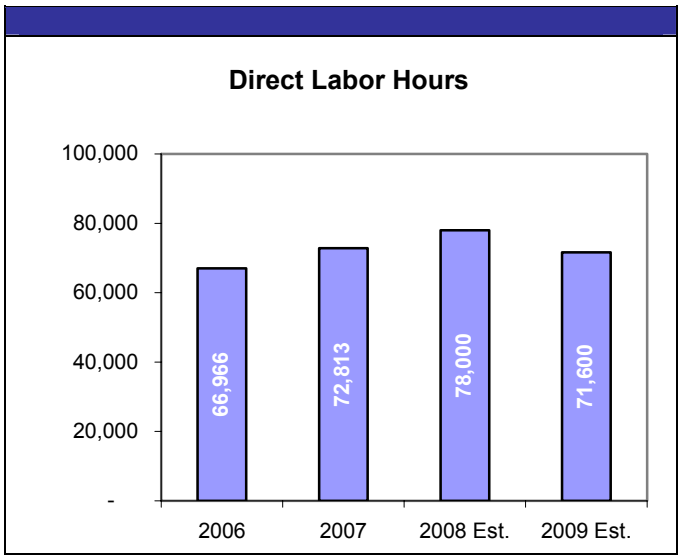
Budget and Position Summary

PSST Fund

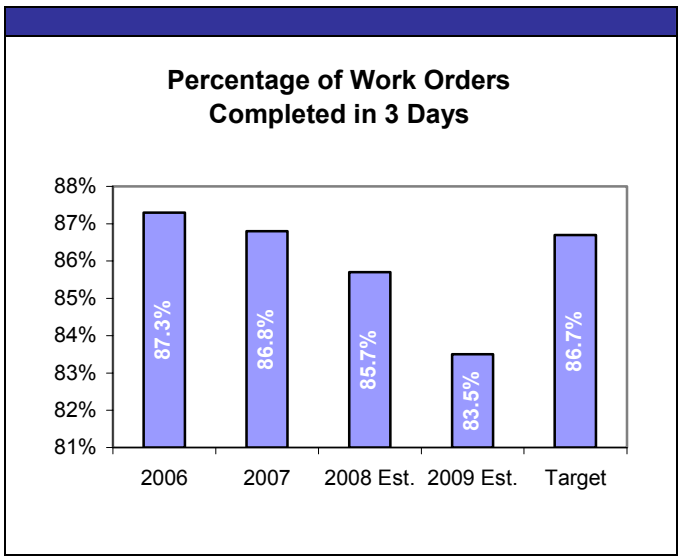
Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 98,389	$ 100,546	$ 99,819	($ 727)	(0.72%)
Operating	721	2,884	2,779	(105)	(3.64)
Capital Outlay	3,283	3,350	2,477	(873)	(26.06)
Total	**$102,394**	**$106,780**	**$105,075**	**($1,705)**	**(1.60%)**

Title	2008 Budget	2009 Budget	+ / -
Associate Fleet Technician	1.50	1.50	
Total PSST Fund	**1.50**	**1.50**	**0.00**

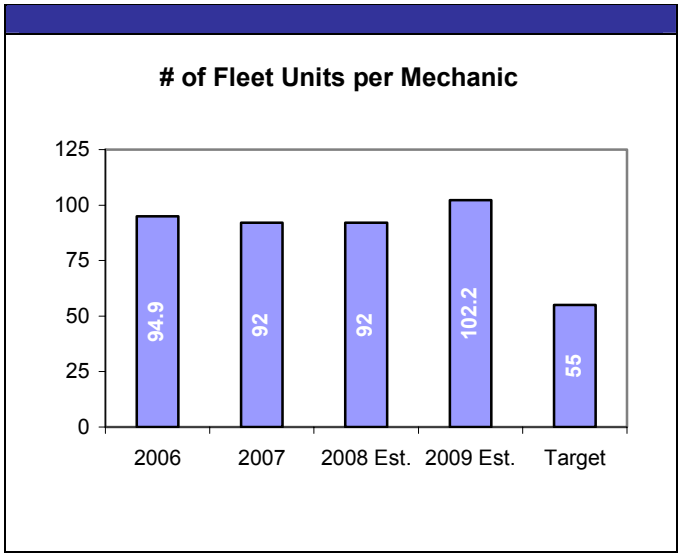
Performance Indicators



- Fleet performs scheduled maintenance and unscheduled repairs on all vehicles and equipment belonging to the City and Colorado Springs Utilities. As the fleet grows and the average age of the fleet increases, the amount of necessary work also increases which requires additional FTE's and labor hours. With the reduction of workforce necessary in 2009, the direct labor hours are expected to decrease.



- Work orders are tracked in the M4 system for both scheduled maintenance and unscheduled repairs on all vehicles and equipment belonging to the City and Colorado Springs Utilities. As the fleet grows and ages, the amount of necessary work also increases. The increased workload can influence the turnaround time on work orders. The national average for the percentage of work orders completed within three days is 90%. Fleet's objective is to increase the percentage of work orders completed.



- The City Fleet operation maintains 4,583 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 102:1 versus the national average of 55:1. By 2009, the fleet size is projected to grow to 4,598 units, which is an increase of 15 units over the 2008 amount. The overall net growth is anticipated to result in additional unscheduled and routine maintenance.

Major Objectives

- **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 Colorado Springs Utilities department customers. Those interdependent relationships will continue to be strengthened in 2009 by continual reviews of Fleet operations.

- **Support the organization's workforce-enabling process**

  In an effort to attract, develop, and retain a high performing workforce, Fleet focuses on providing clear opportunities for personal and professional development. Employees are empowered through education and specialized training that encourages a high level of productivity and quality of work. Fleet's hiring practices consist of team interviews and selection processes followed by the preparation of employees to work productively. This results-oriented approach emphasizes performance and skills-based evaluation processes. These 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.

- **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 Colorado Springs 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 providing them with direct user communications and the ability to review all maintenance details and full cost-based historical reports pertinent to the departments' equipment.

Support Services Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	3,616,238	3,876,179	3,895,792	3,666,674
51210	Overtime	140,727	122,267	89,962	89,962
51220	Seasonal Temporary	37,818	18,849	24,128	24,128
51230	Shift Differential	11,520	15,198	13,250	13,250
51235	Standby	20,006	25,788	9,599	9,900
51240	Retirement Termination Sick	17,500	88,695	0	0
51245	Retirement Termination Vacation	27,958	19,885	0	0
51250	Special Assignment Pay	0	0	616	616
51260	Vacation Buy Payout	5,089	4,719	0	0
51299	Salaries Reimbursements	(8,589)	(7,156)	0	0
51610	PERA	388,737	429,454	469,297	458,762
51615	Workers Compensation	151,472	162,580	189,296	168,272
51620	Equitable Life Insurance	11,212	12,061	12,948	10,286
51625	Vision Care	3,817	3,791	3,910	3,611
51640	Dental Insurance	27,881	28,417	28,870	27,582
51655	Retired Employee Medical Insurance	45,883	48,351	0	0
51665	Cash Back	11,901	6,605	0	0
51670	Parking for Employees	60	0	300	300
51690	Medicare	45,468	49,855	56,261	51,773
51695	City EPO Medical Plan	401,450	460,390	488,032	497,004
Total Salaries and Benefits		**4,956,149**	**5,365,929**	**5,282,261**	**5,022,119**
52110	Office Supplies	10,356	9,500	9,876	8,798
52115	Medical Supplies	1,071	125	358	366
52120	Computer Software	35,836	20,616	16,109	16,109
52122	Cell Phones Equipment/Supplies	1,837	154	358	358
52125	General Supplies	1,540	1,839	2,999	2,659
52135	Postage	97	98	188	148
52140	Wearing Apparel	9,458	8,940	11,283	8,311
52145	Paint and Chemical	0	0	160	100
52155	Automotive	13,544	3,702	7,800	4,608
52165	Licenses and Tags	2,450	3,784	5,445	16,626
52175	Signs	205	203	1,241	187
52190	Janitorial Supplies	7,708	9,205	4,002	5,247
52195	Environmental Supplies, etc.	2,339	4,117	4,920	4,148
52220	Maintenance Office Machines	1,354	2,277	900	850
52235	Maintenance Machinery/Apparatus	71,644	98,307	66,400	64,576
52265	Maintenance Buildings/Structure	2,366	2,955	2,000	900
52275	Maintenance Runways	142	0	0	0
52282	Maintenance Data Communication	0	0	258	258
52305	Maintenance Software	23,991	28,107	24,216	24,216
52405	Advertising Services	147	474	500	0
52410	Building Security Services	494	494	0	200
52415	Contracts and Special Projects	0	0	3,580	0
52425	Environmental Services	0	0	0	3,860
52426	Municipal Facility Runoff Control	6,391	6,810	12,580	12,580
52431	Consulting Services	0	(8,000)	0	0
52445	Janitorial Services	23,348	17,004	0	0
52450	Laundry/Cleaning Services	30,131	34,607	32,908	32,788
52575	Services	65,202	85,217	79,419	84,825

Support Services Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52615	Dues and Membership	1,129	2,365	896	633
52625	Meeting Expenses In-Town	677	737	448	0
52630	Training	31,414	13,718	16,327	5,327
52635	Employee Educational Assistance	6,939	975	0	0
52645	Subscriptions	1,041	1,099	38	0
52655	Travel Out-of-Town	6,909	3,448	4,862	0
52705	Communications	40,811	43,155	39,449	38,315
52725	Rental of Property	379,440	429,364	379,433	379,433
52735	Telephone Long Distance Calls	1,185	651	1,440	741
52736	Cell Phone Airtime	5,944	403	3,999	823
52738	Cell Phone Base Charges	5,040	6,505	0	3,196
52743	Utilities Streetlights	57	0	167	0
52746	Utilities Electric	25,644	30,172	29,600	32,375
52747	Utilities Gas	6,558	4,799	6,978	8,475
52748	Utilities Sewer	822	710	3,078	3,258
52749	Utilities Water	796	574	1,615	1,894
52755	Communications Equipment	677	0	272	272
52765	Lease Purchase Payments	4,066	4,141	0	0
52775	Minor Equipment	38,153	27,706	46,044	40,920
52777	Tool Allowance	21,442	0	14,475	0
52795	Rental of Equipment	31,669	32,421	32,781	26,301
52805	Admin Prorated Charges	688,683	658,716	680,137	714,415
52872	Maint Fleet Vehicles Equipment	254,847	208,120	128,888	99,812
52874	Office Services Printing	1,409	1,801	1,001	799
52875	Office Services Records	0	67	0	0
52876	Pass-through Expenses	47,443	44,617	38,207	38,207
52880	Purchases for Resale	0	896	0	0
52881	Purchases for Resale Fuel	5,240,910	5,419,539	6,842,478	8,073,301
52882	Purchases for Resale Commercial	632,796	708,445	515,000	770,341
52883	Purchases for Resale Non-Stck Parts	1,794,513	2,267,762	1,924,218	2,266,591
52884	Purchases for Resale Stck Parts	1,250,363	1,306,889	1,188,638	1,537,892
52970	Environmental Protection Program	66,204	66,204	66,205	38,206
Total Operating Expenses		**10,899,231**	**11,616,535**	**12,254,174**	**14,374,246**
53005	Capital Expend Fixed Assets	0	0	0	0
53020	Computers Networks	24,381	15,760	2,000	2,000
53050	Machinery and Apparatus	40,365	35,667	20,149	20,149
53070	Vehicles Replacement	0	0	0	3,000
53090	Buildings and Structures	7,508	0	0	0
Total Capital Outlay		**72,254**	**51,427**	**22,149**	**25,149**
Total Expenses		**15,927,634**	**17,033,891**	**17,558,584**	**19,421,514**

PSST Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	68,564	69,174	70,716	68,645
51210	Overtime	3,551	243	0	0
51235	Standby	453	247	400	400
51260	Vacation Buy Payout	855	538	0	0
51299	Salaries Reimbursements	(804)	(876)	0	0
51610	PERA	8,574	9,707	10,095	8,909
51615	Workers Compensation	4,123	4,102	5,343	5,434
51620	Equitable Life Insurance	226	278	276	277
51625	Vision Care	78	121	120	120
51640	Dental Insurance	518	844	840	840
51665	Cash Back	508	0	0	0
51690	Medicare	1,189	1,285	1,308	1,394
51695	City EPO Medical Plan	10,162	12,729	11,448	13,801
Total Salaries and Benefits		**97,997**	**98,389**	**100,546**	**99,819**
52110	Office Supplies	0	0	500	500
52115	Medical Supplies	0	0	25	20
52125	General Supplies	0	0	500	400
52140	Wearing Apparel	0	0	470	320
52450	Laundry/Cleaning Services	650	721	0	250
52705	Communications	0	0	400	400
52740	General Insurance-City	0	0	239	239
52775	Minor Equipment	161	0	0	0
52777	Tool Allowance	197	0	750	650
Total Operating Expenses		**1,008**	**721**	**2,884**	**2,779**
53050	Machinery and Apparatus	0	3,283	3,350	2,477
Total Capital Outlay		**0**	**3,283**	**3,350**	**2,477**
Total Expenses		**99,005**	**102,394**	**106,780**	**105,075**

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Parking System Enterprise

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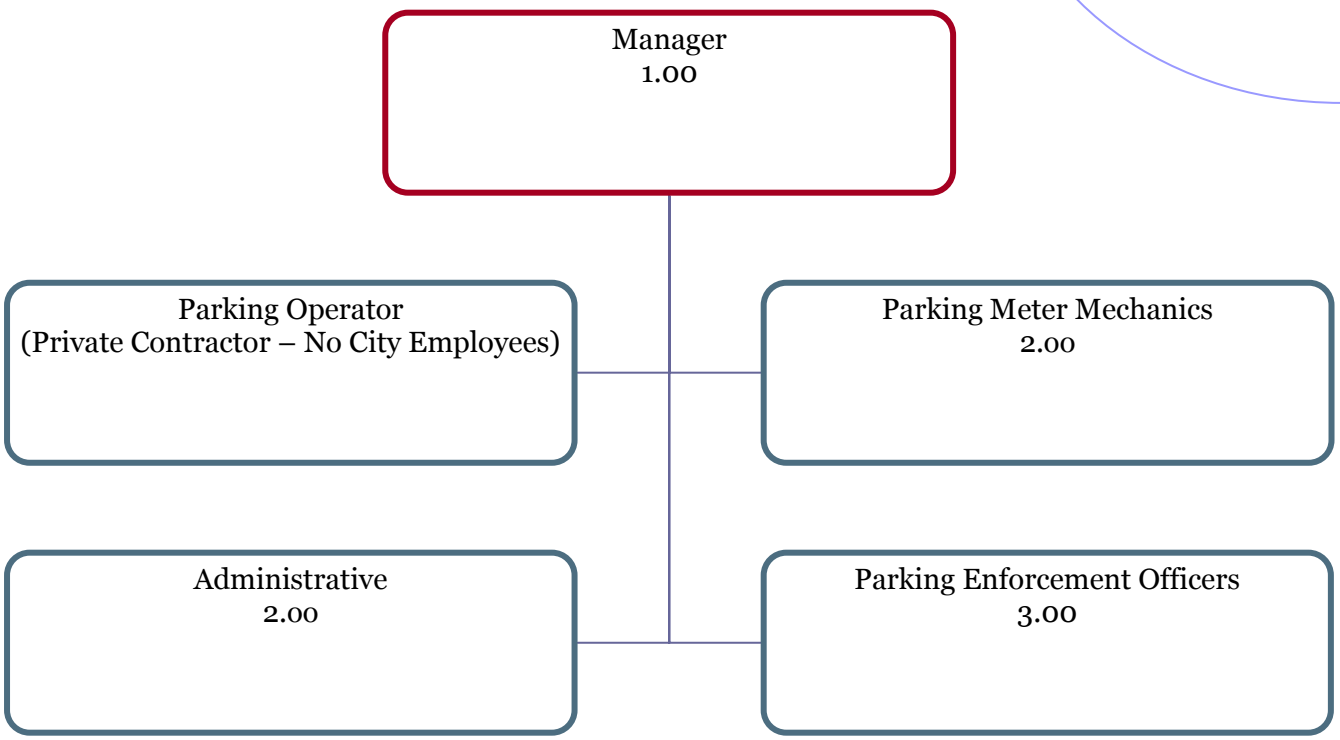


Summary of Division

The Parking System Enterprise provides public parking spaces as a key element in maintaining the economic vitality of our downtown and surrounding activity centers. Publically provided parking is an economic development tool used to attract private investment into our community and manage urban growth. The enterprise operates solely on fees collected from users. No taxpayer support is required. All proceeds from these operations are reinvested back into the community in the form of increasing the Parking System's capacity; enhancing public right-of-way; and funding parking, pedestrian, and traffic safety projects aimed at improving the health, safety, and welfare of the community.

Budget and Position Summary - Parking

Parking System Enterprise Fund

Source of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Monthly Parking	$ 1,357,253	$ 1,549,260	$ 1,540,268	($ 8,992)	(0.58%)
Transient Parking	296,471	295,310	344,022	48,712	16.50
Parking Meters and Hoods	1,810,971	2,501,315	1,902,826	(598,489)	(23.93)
Misc. Transit Lease	39,578	39,570	39,570	-	0.00
Gain/Loss Market Value	115,405	-	-		
Interest	400,511	125,000	140,000	15,000	12.00
POC Garage Loan Payment	85,484	132,000	132,000	-	0.00
Total	**$4,105,674**	**$4,642,455**	**$4,098,686**	**($543,769)**	**(11.71%)**
Use of Funds					
Salary/Benefits	$ 445,190	$ 447,302	$ 458,148	$ 10,846	2.42%
Operating	817,198	1,370,620	1,660,493	289,909	21.15
Capital Outlay	39,965	147,650	210,400	62,750	42.50
Bond Payment - Principal	420,000	435,000	480,000	45,000	10.34
Bond Payment - Interest	605,773	590,373	572,973	(17,400)	(2.95)
Capital Downtown - BID	460,000	1,073,118	2,094,486	1,021,368	95.18
Capital - On-Street Meters	65,000	65,000	65,000	-	0.00
Capital - USOC Bridge	-	-	675,000	675,000	0.00
Total	**$2,853,126**	**$4,129,063**	**$6,216,536**	**$2,087,437**	**50.55%**

Budget and Position Summary - Parking

Parking System Enterprise Fund

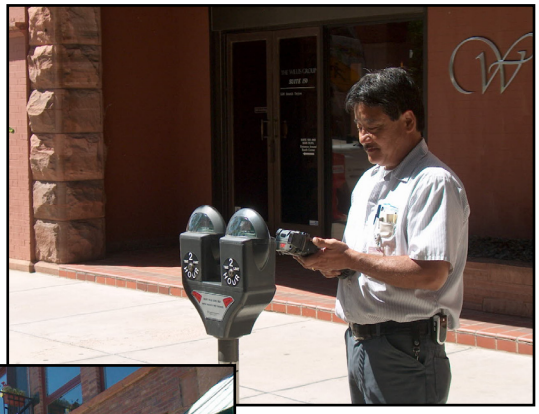
Title	2008 Budget	2009 Budget	+ / -
Parking Administrative Manager	1.00	1.00	
Analyst	1.00	1.00	
Administrative Technician	1.00	1.00	
Senior Parking Meter Mechanic	1.00	1.00	
Parking Meter Mechanic	1.00	1.00	
Parking Enforcement Officer	3.00	3.00	
Total Positions	**8.00**	**8.00**	**0.00**

Significant Changes to the Budget

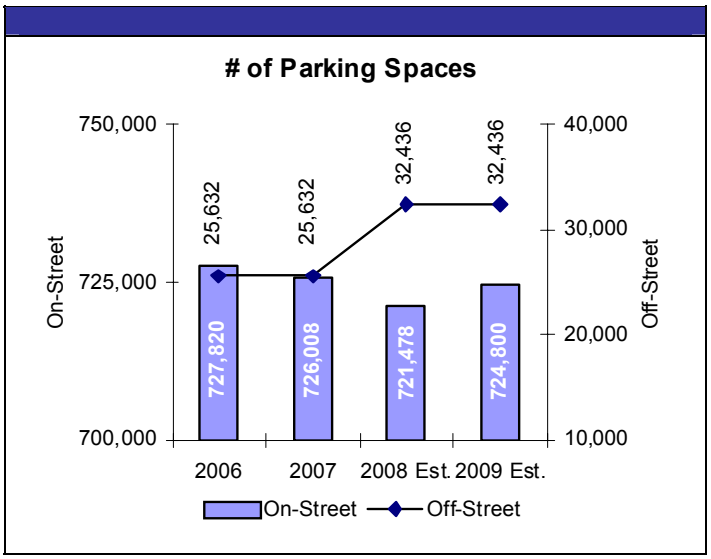
Parking System Enterprise Fund

Revenue from monthly and transient parking is projected to decrease as a result of a decline in downtown business traffic.

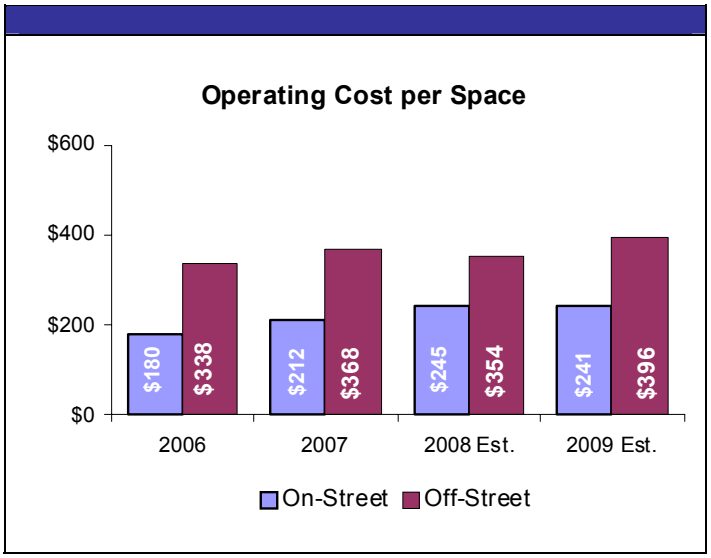
There is an increase in the Capital Improvements Program for the Downtown Business Improvement District in 2009. This is per City Council's 5-year CIP plan and the addition of a sky bridge to support the USOC project.



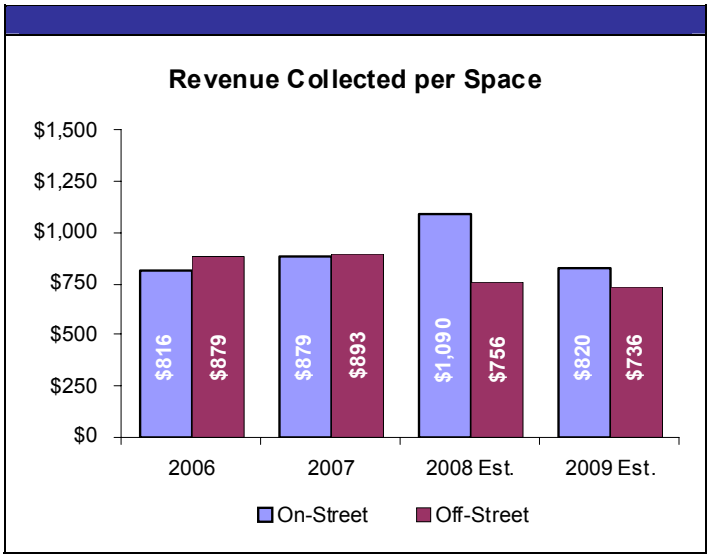
Performance Indicators



- In 2008, the number of on-street metered parking spaces has declined because of construction activity in and around the downtown area. For 2009, on-street parking is projected to increase because construction will be completed. In 2008 and 2009, the increase in off-street spaces reflects the completion of the City Administration Building parking garage expansion.



- Operational costs increased for on-street metered parking in 2008 due to the upgrade to Easy Park cards. Operational costs for off-street spaces increased due to the percentage increases in annual cost for services such as the management agreement, insurance, utilities, etc.



- Revenue generated from both on-street and off-street spaces reflect the rate increase approved by City Council in July 2006, as well as the additional spaces made available by the CAB garage expansion. Forecasts are down based on the economic downturn and decline in business activity in the downtown.

Major Objectives

- Maintain and/or enhance operations of a self-supported, cost-efficient public parking system.
- Complete final phase of the Easy Park program. Upgrade remaining meters with card readers and install two additional kiosks.
- Fund the operation of the Downtown Area Shuttle (DASH).

- Complete Capital Improvements Program projects scheduled within the Parking System's Five-year CIP Plan to include construction of streetscape improvements and medians along Nevada Avenue, plus construction of streetscape improvements on Colorado and Cascade Avenues.
- Construct the USOC pedestrian bridge between Stratton Point, which is the new home of the USOC Headquarters, and the City Parking Garage #2 which is on the southwest corner of Nevada and Colorado Avenues.

Parking Enterprise Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	307,071	320,296	330,866	352,564
51206	Wage Package Salaries	0	0	0	0
51210	Overtime	2,583	3,249	6,040	5,685
51220	Seasonal Temporary	7,556	21,546	14,705	2,250
51240	Retirement Termination Sick	3,964	6,266	0	0
51245	Retirement Termination Vacation	3,779	3,058	0	0
51260	Vacation Buy Payout	657	0	0	0
51299	Salaries Reimbursements	-1,293	-742	0	0
51606	Wage Package Benefits	0	0	0	0
51610	PERA	32,821	37,366	39,295	42,514
51615	Workers Compensation	3,519	3,738	3,607	3,606
51620	Equitable Life Insurance	945	984	1,366	1,366
51625	Vision Care	366	349	365	365
51640	Dental Insurance	2,765	2,773	2,879	2,879
51655	Retired Employee Medical Insurance	1,097	1,097	0	0
51665	Cash Back	158	538	0	0
51690	Medicare	3,934	4,295	4,669	4,668
51695	City EPO Medical Plan	37,873	40,379	43,510	42,251
Total Salaries and Benefits		**407,793**	**445,190**	**447,302**	**458,148**
52110	Office Supplies	881	814	600	600
52122	Cell Phones Equipment/Supplies	0	51	0	0
52125	General Supplies	55	311	200	225
52135	Postage	149	195	150	200
52140	Wearing Apparel	262	657	700	650
52145	Paint and Chemical	1,318	1,294	1,500	1,375
52190	Janitorial Supplies	124	90	100	100
52225	Maintenance Computer Software	0	136	0	0
52235	Maintenance Machinery/Apparatus	141	480	250	225
52260	Maintenance Meters	28,471	39,464	35,000	39,500
52265	Maintenance Buildings/Structure	15,354	7,549	20,400	20,500
52405	Advertising Services	25	1,201	500	1,000
52410	Building Security Services	44,801	49,529	46,500	48,750
52415	Contracts and Special Projects	357,878	402,152	430,500	418,790
52435	Garbage Removal Services	22,740	19,873	22,425	22,425
52573	Credit Card Fees	0	804	0	0
52575	Services	8,919	6,065	7,150	7,914
52615	Dues and Membership	910	1,390	925	925
52625	Meeting Expenses In-Town	49	0	0	0
52630	Training	0	0	1,000	0
52635	Employee Educational Assistance	40	68	1,000	0
52655	Travel Out of-Town	1,082	0	2,000	2,000
52705	Communications	15,093	14,110	17,650	14,287
52715	Rental Costs CAB	0	0	13,020	13,020
52735	Telephone Long Distance Calls	172	242	450	485
52736	Cell Phone Airtime	401	492	363	363
52738	Cell Phone Base Charges	171	648	828	1,152
52740	General Insurance-City	16,437	17,175	18,500	19,012

Parking Enterprise Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52742	Stormwater Fee	0	6,053	4,778	4,778
52743	Utilities Streetlights	132	0	250	260
52746	Utilities Electric	95,077	102,478	110,775	134,038
52748	Utilities Sewer	1,986	1,708	2,235	2,571
52749	Utilities Water	2,547	2,016	2,750	3,932
52757	Security Surveillance Equipment	0	192	0	0
52775	Minor Equipment	479	1,526	1,150	1,275
52795	Rental of Equipment	430	0	2,580	2,580
52805	Admin Prorated Charges	94,943	96,660	87,294	93,322
52806	Payment in-lieu-of Taxes	30,164	31,680	30,641	41,894
52870	ISD Departmental Computing	0	270	0	0
52872	Maintenance Fleet Vehicles Equip	3,303	8,845	2,000	1,200
52874	Office Services Printing	581	555	1,100	900
52875	Office Services Records	82	87	100	84
52878	Police and Fire Geo info System	0	39	0	0
65051	Admin Fee	300	300	300	300
65075	Interest	575,237	605,773	590,373	572,973
65175	Transfer to General Fund	0	0	502,956	759,861
65185	Principal	0	420,000	435,000	480,000
65403	Federal Funds Local Share	205,743	0	0	0
Total Operating Expenses		**1,526,477**	**1,842,971**	**2,395,993**	**2,713,466**
53005	Capital Expend Fixed Assets	0	0	0	0
53050	Machinery and Apparatus	2,400	6,326	13,750	22,400
53070	Vehicles Replacement	0	20,101	22,900	0
53090	Buildings and Structures	2,232	13,539	111,000	188,000
Total capital outlay		**4,632**	**39,965**	**147,650**	**210,400**
	Capital – Downtown BID	0	460,000	1,073,118	2,094,486
	Capital – On-Street Meters	0	65,000	65,000	65,000
	Capital – USOC Bridge	0	0	0	675,000
Total Capital Improvements		**0**	**525,000**	**1,138,118**	**2,834,486**
Total Expenses		**1,938,901**	**2,853,126**	**4,129,063**	**6,216,536**

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Pikes Peak - America's Mountain

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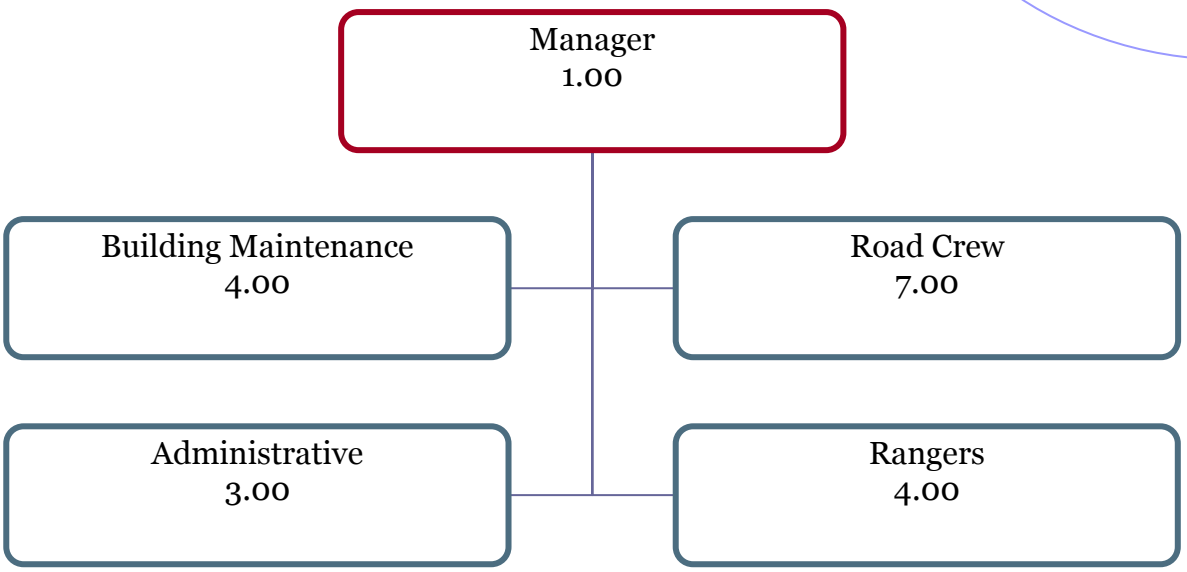


Summary of Division

Pikes Peak – America's Mountain operates the Pikes Peak Highway and the associated visitor facilities including the Summit House, Glen Cove Inn and Crystal Reservoir Gift Shop, and the recreational corridor (hiking, picnic grounds, and interpretive trail) under a Term Special Use Permit issued by the U.S. Forest Service. Revenue is generated from tollgate revenue and concessionaire fees. These fees provide visitor and Ranger services, highway maintenance and construction, facility maintenance and construction, interpretive and educational services, and special project funding such as the Erosion and Sediment Control Project.

Budget and Position Summary

Pikes Peak – America's Mountain Enterprise Fund

Source of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Tollgate Entry Fees	$ 1,950,753	$ 1,996,967	$ 1,911,738	($ 85,229)	(4.27%)
ARAMARK Concession Fee	610,213	658,896	1,242,857	583,961	88.63
Tower Optical Viewers	1,357	1,283	1,371	88	6.86
Miscellaneous	75,336	68,025	68,438	413	0.61
Gain/Loss on Sales of Assets	25,794	-	-	-	0.00
Transfer from Other Funds	780,000	797,500	402,750	(394,750)	(49.50)
Interest	34,263	22,000	22,000	-	0.00%
Total	**$3,477,716**	**$3,544,671**	**$3,649,154**	**$104,483**	**2.95%**
Uses of Funds					
Salary/Benefits	$ 1,422,284	$ 1,596,100	$ 1,397,400	($198,700)	(12.45%)
Operating	770,162	1,144,371	1,419,603	275,232	24.05
Capital Outlay	5,349	4,200	7,600	3,400	80.95
Capital - Summit House	30,000	-	-	-	0.00
Capital - Erosion Project	1,800,000	800,000	850,000	50,000	6.25
Total	**$4,027,794**	**$3,544,671**	**$3,674,603**	**$129,932**	**3.67%**

Budget and Position Summary

Pikes Peak – America's Mountain Enterprise Fund

Title	2008 Budget	2009 Budget	+ / -
Pikes Peak – America's Mountain Manager	1.00	1.00	
Heavy Equipment Supervisor	1.00	1.00	
Senior Analyst	1.00	1.00	
Senior Civil Engineer	1.00	1.00	
Maintenance Technician II	2.00	2.00	
Maintenance Technician I	1.00	1.00	
Senior Equipment Operator	3.00	3.00	
Senior Fleet Technician	1.00	1.00	
Fleet Technician	1.00	0.00	(1.00)
Equipment Operator II	2.00	2.00	
Senior Office Specialist	1.00	1.00	
Office Specialist	1.00	1.00	
Pikes Peak Highway Patrol Officers (Rangers)	4.00	4.00	
Total Positions	**20.00**	**19.00**	**(1.00)**

Significant Changes to the Budget

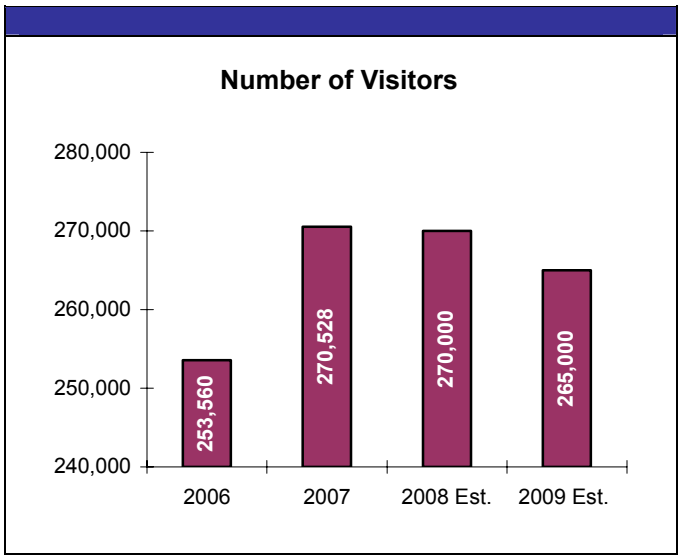
Pikes Peak – America's Mountain Enterprise Fund

The impact of decreases in visitation and the reduction of the Lodgers and Automobile Rental Tax (LART) Fund transfer are lessened by an increase in revenue associated with the new concessions contract.

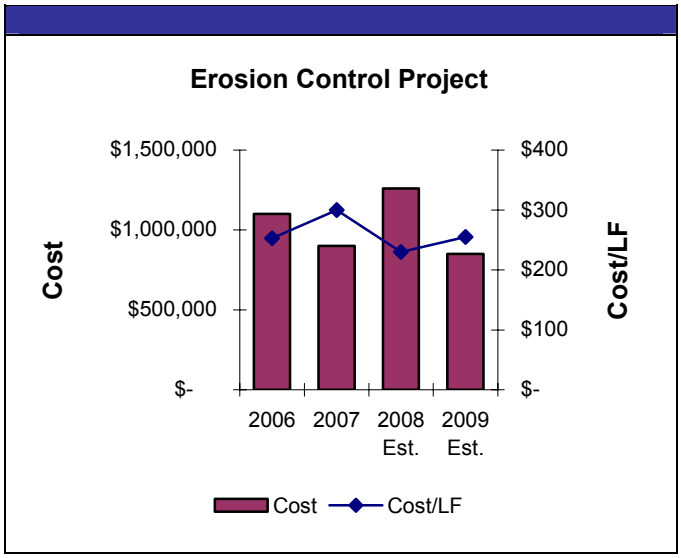
Salary and benefits decrease in 2009 due to the transfer of one employee from the Pikes Peak Enterprise to the Fleet Management Division. This is offset by an increase in operating expenses for vehicle maintenance.

Fuel costs increased by more than $110,000.

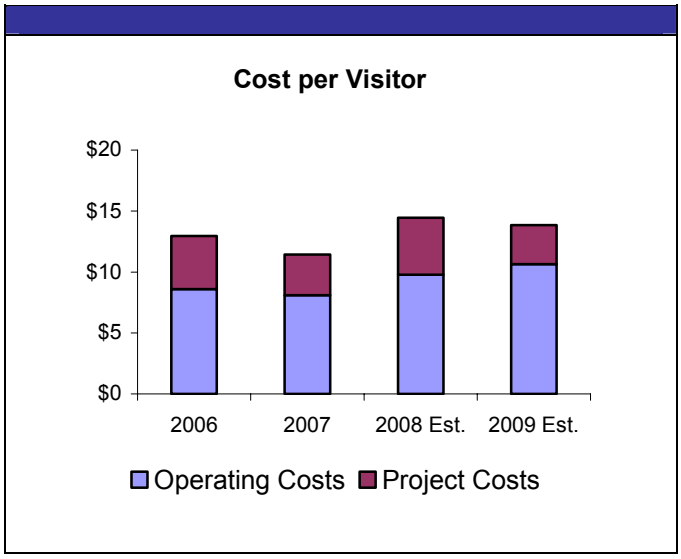
Performance Indicators



- Visitation has fluctuated since the events of 9/11 and the Hayman fire of 2002. Because of the uncertainty of fuel prices, the forecast reflects a 2% decline in the number of visitors for 2009 versus the actual number in 2007.



- The graph shows the total expenditures by Pikes Peak for the Erosion and Sedimentation Control Project and the cost per completed linear foot. Paving was postponed in 2008 due to a shortage of polymers for the asphalt oil and will be completed in 2009. Additional work on Basin 6 will also be completed in 2009. Unit costs are expected to increase by approximately 10% in 2009 so the total linear feet completed will decrease.



- This graph stacks the Erosion and Sedimentation Control Project (ESCP) expenses over the operating budget. The operating budget and the contribution to the ESCP are both projected to increase in 2009 while visitation is anticipated to decrease by approximately 2%.

Major Objectives

QUALITY OF LIFE

- Provide safe, environmentally sensitive access to *America's Mountain* through continued highway maintenance and improvements.

- **Continue work on the Erosion and Sedimentation Control Project**

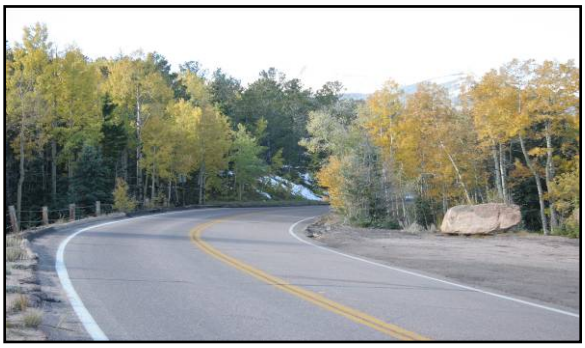
  Work on Priority Basin 6 in accordance with the CWA 401 Certification. The project continues to be our highest priority. Anticipated funds for this year's project will be from highway revenue and LART funds.

- **Maintain existing facilities**

  Repair and maintenance is required on The Summit House, which is over 40 years old. Repair and maintenance is also required on the other tourist facilities so that our visitors feel welcome and comfortable while visiting Pikes Peak – America's Mountain.

- **Develop and enhance first-class interpretive programs**

  Interpretive programs are designed to enhance the average visitor's experience on Pikes Peak. During the summer months, interpretive programs are available all week. Institute a "Meet the Ranger" program and coordinate with ARAMARK on interpretive plans for each facility.



Pikes Peak – America's Mountain Enterprise Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	938,890	959,772	1,037,088	928,143
51210	Overtime	37,110	25,333	43,656	22,860
51220	Seasonal Temporary	142,645	114,611	168,428	137,437
51240	Retirement Termination Sick	10,017	-5,038	4,600	0
51245	Retirement Termination Vacation	1,652	10,549	3,500	0
51260	Vacation Buy Payout	1,764	235	550	550
51299	Salaries Reimbursements	(2,878)	(2,967)	0	0
51610	PERA	113,367	116,831	133,690	109,792
51615	Workers Compensation	41,027	40,049	35,586	29,831
51620	Equitable Life Insurance	3,063	3,144	3,698	2,942
51625	Vision Care	1,127	1,180	1,205	1,155
51640	Dental Insurance	8,051	7,973	8,159	7,774
51655	Retired Employee Medical Insurance	8,774	8,226	8,774	8,226
51665	Cash Back	1,442	603	1,442	603
51670	Parking for Employees	0	0	1,920	200
51675	Unemployment Insurance	839	1,890	0	1,890
51690	Medicare	12,449	12,267	14,310	15,021
51695	City EPO Medical Plan	118,133	127,627	129,494	130,976
Total Salaries and Benefits		**1,437,472**	**1,422,284**	**1,596,100**	**1,397,400**
52110	Office Supplies	4,015	3,938	4,196	4,364
52115	Medical Supplies	2,291	4,067	1,358	2,268
52120	Computer Software	265	1,467	1,620	1,250
52122	Cell Phones Equipment/Supplies	90	112	150	150
52125	General Supplies	11,219	8,837	11,220	9,070
52126	Electrical Supplies	365	0	0	0
52128	Plumbing Supplies	446	441	2,086	9,500
52129	HVAC-Heat Vent Air Supplies	1,451	1,742	1,455	5,000
52135	Postage	337	400	354	420
52140	Wearing Apparel	2,290	4,534	3,920	4,550
52145	Paint and Chemical	0	0	1,500	500
52155	Automotive	13,976	27,287	13,976	0
52165	Licenses and Tags	281	676	2,200	976
52175	Signs	423	1,352	423	4,000
52190	Janitorial Supplies	1,909	1,761	4,000	3,800
52210	Maintenance Trees	0	-149	0	0
52215	Maintenance Grounds	6,902	155	200	250
52220	Maintenance Office Machines	1,525	1,630	945	1,600
52230	Maintenance Furniture/Fixtures	29	0	0	0
52235	Maintenance Machinery/Apparatus	4,842	3,452	8,342	0
52240	Maintenance Nonfleet Vehicles Equipment	4,109	20,680	5,150	216,000
52250	Maintenance Radios Allocation	9,890	17,670	10,780	17,700
52255	Maintenance Signs	0	4	0	0
52265	Maintenance Buildings/Structure	73,634	33,745	68,000	81,254
52275	Maintenance Runways	0	218	0	0
52280	Maintenance Roads and Bridges	23,671	11,308	186,500	92,000
52403	Pikes Peak Marketing	27,453	39,165	43,654	57,218
52405	Advertising Services	3,184	179	0	0

Pikes Peak – America's Mountain Enterprise Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52410	Building Security Services	0	0	1,000	1,200
52425	Environmental Services	4,043	911	2,070	2,600
52435	Garbage Removal Services	4,568	5,421	5,035	5,425
52450	Laundry/Cleaning Services	11,724	8,468	11,724	12,500
52460	Medical Service	187	0	340	340
52570	Reimbursable Services	(68,044)	(58,949)	0	0
52573	Credit Card Fees	0	0	6,906	6,906
52575	Services	43,173	26,736	14,000	31,112
52590	Temporary Employment	13,942	10,353	18,396	11,353
52605	Car Mileage	123	58	500	500
52615	Dues and Membership	122	10,975	10,350	7,000
52625	Meeting Expenses In-Town	287	305	566	550
52630	Training	3,234	1,323	3,200	3,800
52645	Subscriptions	0	34	0	50
52655	Travel Out-of-Town	963	685	1,000	1,000
52705	Communications	25,169	24,577	26,428	21,337
52735	Telephone Long Distance Calls	1,196	1,092	1,261	1,275
52736	Cell Phone Airtime	765	393	951	450
52738	Cell Phone Base Charges	1,119	1,558	1,470	1,470
52740	General Insurance-City	10,290	10,417	10,417	10,417
52746	Utilities Electric	12,155	18,009	12,704	21,791
52747	Utilities Gas	89,468	26,058	89,468	30,253
52749	Utilities Water	1,351	1,433	1,338	1,593
52765	Lease Purchase Payments	21,224	31,432	85,611	234,320
52775	Minor Equipment	11,004	7,885	10,674	12,500
52777	Tool Allowance	0	550	800	0
52785	Radio Replacement	0	0	0	5,000
52795	Rental of Equipment	8,689	15,439	8,000	8,000
52805	Admin Prorated Charges	174,486	134,832	140,910	136,524
52874	Office Services Printing	700	961	761	1,028
52875	Office Services Records	96	149	61	152
52880	Purchases for Resale	5,722	15,283	8,500	12,000
52881	Purchases for Resale Fuel	28,705	119,470	107,918	220,000
52882	Purchases for Resale Commercial	16,868	15,770	17,909	16,000
52883	Purchases for Resale Non-Stck Parts	65,337	96,275	63,930	0
52884	Purchases for Resale Stock Parts	17,035	15,484	19,702	0
52886	Radio Maintenance Miscellaneous	0	1,034	0	0
52970	Environmental Protection Program	6,792	6,792	6,800	7,650
65075	Interest	36,117	34,278	32,368	30,374
65185	Principal	0	0	49,274	51,263
65325	Vehicle Insurance	2,155	0	0	0
Total Operating Expenses		**745,360**	**770,162**	**1,144,371**	**1,419,603**

Pikes Peak – America's Mountain Enterprise Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
53005	Capital Expend Fixed Assets	0	0	0	0
53010	Office Machines	0	0	3,000	5,000
53020	Computers Networks	1,153	3,375	1,200	2,600
53050	Machinery and Apparatus	750	1,974	0	0
Total Capital Outlay		**1,903**	**5,349**	**4,200**	**7,600**
Total Capital Improvements		**780,000**	**1,830,000**	**800,000**	**850,000**
Total Expenses		**2,964,735**	**4,027,794**	**3,544,671**	**3,674,603**

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Transit Services

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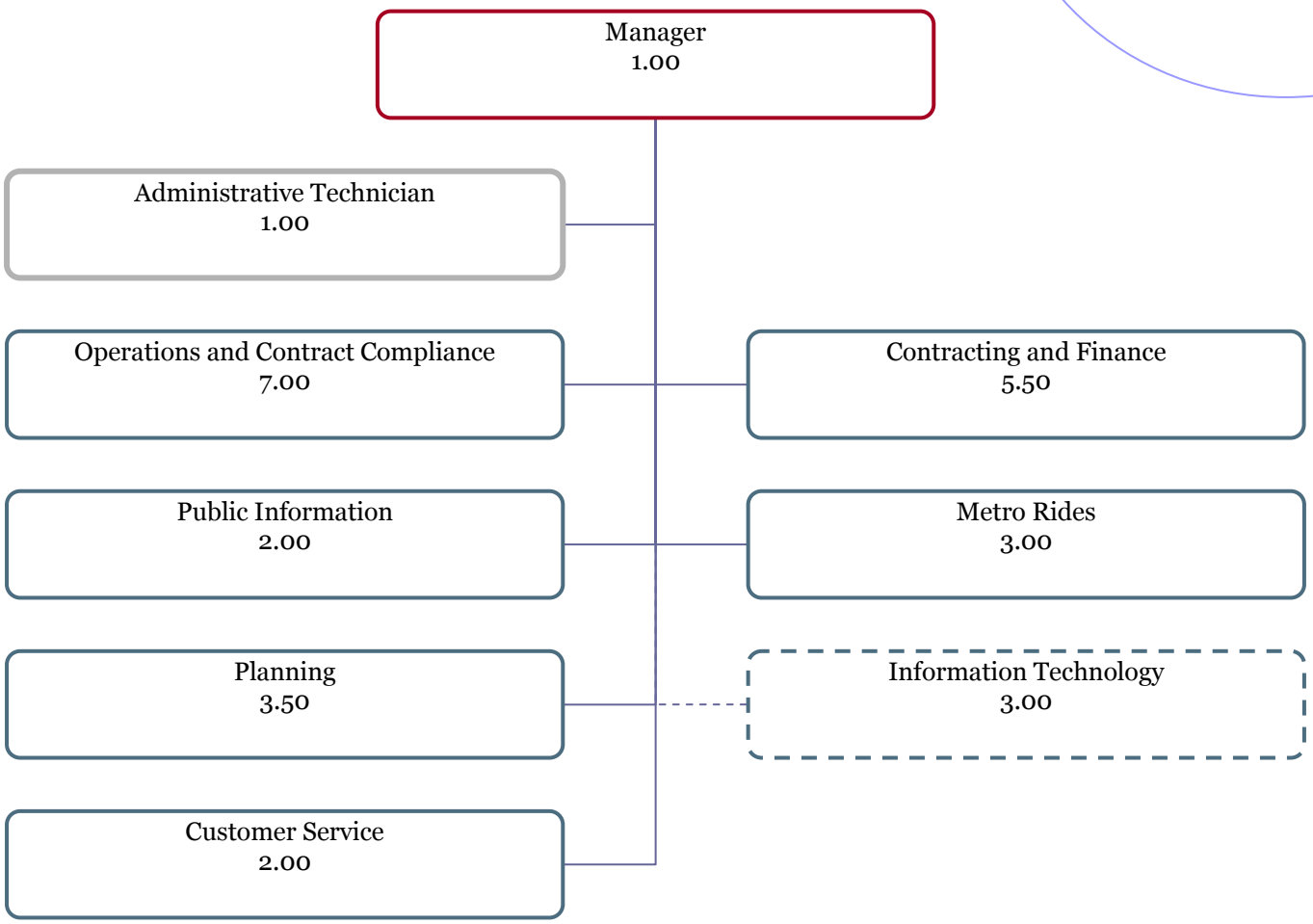


Summary of Division

Mountain Metropolitan Transit (MMT)

The City of Colorado Springs, is the primary provider of public transportation services in the Pikes Peak Region, and is a designated recipient of Federal Transit Administration program funds. The Transit Services Division (TSD), which operates MMT, directs, manages, supervises, and coordinates activities and operations of all transit and paratransit systems and rideshare programs, including the development and implementation of all short-and long-range plans. These plans enable the City to receive federal funds for public transportation services.

Metro Mobility

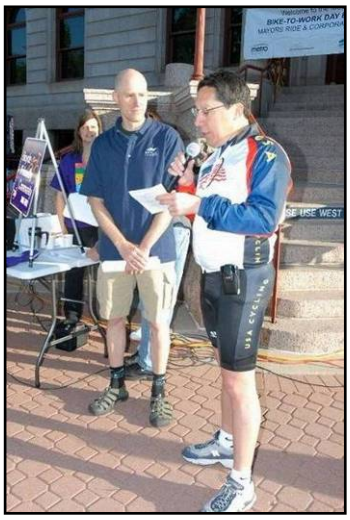
Metro Mobility is an Americans with Disabilities Act (ADA) federally mandated complimentary paratransit service, which began in 1993 and provides demand-response service for individuals with mobility needs that prevent them from using the fixed-route bus system. Metro Mobility service is provided along a 1.5-mile corridor (3/4 mile on each side) of every fixed-route during the same time the fixed-route system is operating. Metro Mobility riders are required to be certified as ADA paratransit-eligible in order to receive curb-to-curb paratransit service. TSD also provides the required eligibility certification services to determine eligible individuals. Eligible individuals can use the fixed-route bus service at no charge, which allows the City to minimize the cost of paratransit services.

Downtown Area Shuttle (DASH)

In 2003, the Pikes Peak Area Council of Governments (PPACG) awarded Congestion Mitigation and Air Quality (CMAQ) funds to the Greater Downtown Business Improvement District, Downtown Partnership, City of Colorado Springs, and Colorado College to implement a free downtown shuttle service as a three-year demonstration project. The Downtown Area Shuttle began operating on July 6, 2004. These CMAQ funds expired on March 15, 2008, and the City is continuing to operate the successful service with funds from the City's Parking Enterprise.

Summary of Division

Metro Rides



Metro Rides is a program within the TSD that began operation in 1979. The mission of the program is to promote and offer alternative transportation options to residents of the Pikes Peak Region. The program is designed to reduce congestion and pollution by encouraging more people to use carpools, vanpools, or other means of commuting instead of operating single-passenger vehicles. Metro Rides provides multimodal transportation options that include carpool matching, commuter vanpools, bicycle commuting, school pool (including bike and walk pools for children), telecommuting, and transit use through employers, media advertising, community activities, and promotional events. Approximately 2,500 calls are received annually and Metro Rides maintains a database of approximately 1,500 clients. The CMAQ program funds Metro Rides, which is administered by the PPACG. CMAQ funding is received through federal legislation for federal highway and transit projects and programs.

Front Range Express (FREX)

Operated by MMT, FREX is the first and only intercity commuter bus service connecting the Pikes Peak Region with the Denver metropolitan area. Introduced in 2004 as a CMAQ demonstration project, FREX has quickly become the most successful transportation project to date in the Pikes Peak Region, now providing 850 rides per day to commuters along the Colorado Springs – Denver transportation corridor. Now a permanent public transportation alternative, FREX continues to improve mobility options and air quality and reduce congestion along the I-25 corridor. FREX is an important indicator of demand for future front-range passenger rail service and as a result has been recognized and supported by the State of Colorado.

All Funds Budget and Position Summary

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
General Fund	$ 13,450,604	$ 11,805,135	$10,553,329	($1,251,806)	(10.60%)
PPRTA*	7,672,221	7,484,530	8,081,963	597,433	7.98
Grants	17,980,394	11,255,664	9,391,341	(1,864,323)	(16.56)
Total	**$39,103,219**	**$30,545,329**	**$28,026,633**	($2,518,696)	(8.25%)

* The Pikes Peak Rural Transportation Authority budget, funded by a one-cent sales tax, is not appropriated by the City. However, to reflect total funding dedicated to improving transportation in Colorado Springs, relevant PPRTA expenditures are included in this document. The PPRTA figure above includes the budgeted operating and maintenance expenditures associated with the Transit Services Division.

Title	2008 Budget	2009 Budget	+ / -
Total Positions	**29.50**	**25.00**	**(4.50)**

Significant Changes to the Budget

To reduce ongoing expenditures, 4.50 positions are eliminated.

Fixed-route hours totaling 23,330 are eliminated and weekend and week night service is cut; this impacts the lower ridership routes.

The 2009 reduction in grant funding is due to the lack of the local match for available grants. Potentially, Transit has the ability to apply for over $7,000,000 in grant funds which requires local matching funds.

Budget and Position Summary

General Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
Salary/Benefits	$ 1,039,338	$ 813,730	$ 700,663	($113,067)	(13.89%)
Operating	12,411,266	10,991,405	9,852,666	(1,138,739)	(10.36)
Capital Outlay	0	0	0	0	0.00
Total	**$13,450,604**	**$11,805,135**	**$10,553,329**	**($1,251,806)**	**(10.60%)**

Title	2008 Budget	2009 Budget	+ / -
Transit Services Manager	1.00	1.00	
Lead Dispatcher	1.00	1.00	
Analyst II	1.00	0.00	(1.00)
Contract Coordinator	1.00	1.00	
Dispatcher	5.00	4.00	(1.00)
Information Systems Technician	2.00	1.00	(1.00)
Public Communication Specialist II	1.00	1.00	
Total Positions	**12.00**	**9.00**	**(3.00)**

PPRTA Fund

Uses of Funds	2007 Actual	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
	$ 7,672,221	$ 7,484,530	$ 8,081,963	$ 597,433	7.98%
Total	**$7,672,221**	**$7,484,530**	**$8,081,963**	**$597,433**	**7.98%**

Title of Contract Positions Included in Fund	2008 Budget	2009 Budget	+ / -
National Transit Data (NTD) Data Collection Analyst-PPRTA Fund	0.00	0.50	0.50
Bookkeeper-PPRTA Fund	0.50	0.50	
Contract Compliance-PPRTA Fund	2.00	1.00	(1.00)
Total Positions	**2.50**	**2.00**	**(0.50)**

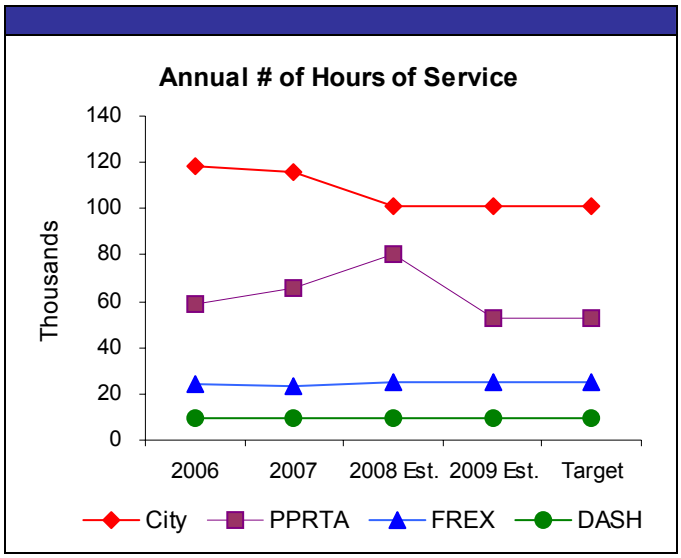
Budget and Position Summary

Grant Fund

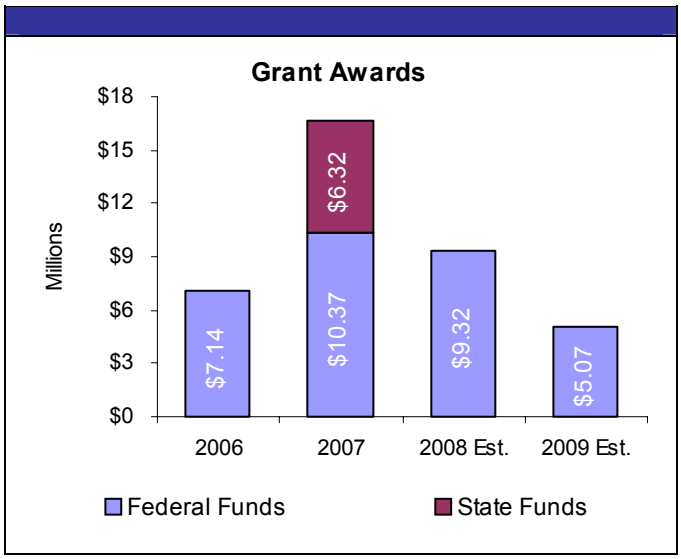
Awarded Funds	2007 Budget	2008 Budget	2009 Budget	$ Change 2008 - 2009	% Change 2008 - 2009
	$ 17,980,394	$ 11,255,664	$ 9,391,341	($ 1,864,323)	(16.56%)
Total	**$17,980,394**	**$11,255,664**	**$9,391,341**	**($1,864,323)**	**(16.56%)**

Title	2008 Budget	2009 Budget	+ / -
Transit Supervisor	3.00	2.00	(1.00)
Contracting Manager	1.00	1.00	
Senior Analyst	2.00	2.00	
Analyst II	2.00	2.00	
Accountant II	1.00	1.00	
Construction Project Specialist	1.00	1.00	
Office Specialist	3.00	3.00	
Administrative Technician	2.00	2.00	
Total Positions	**15.00**	**14.00**	**(1.00)**

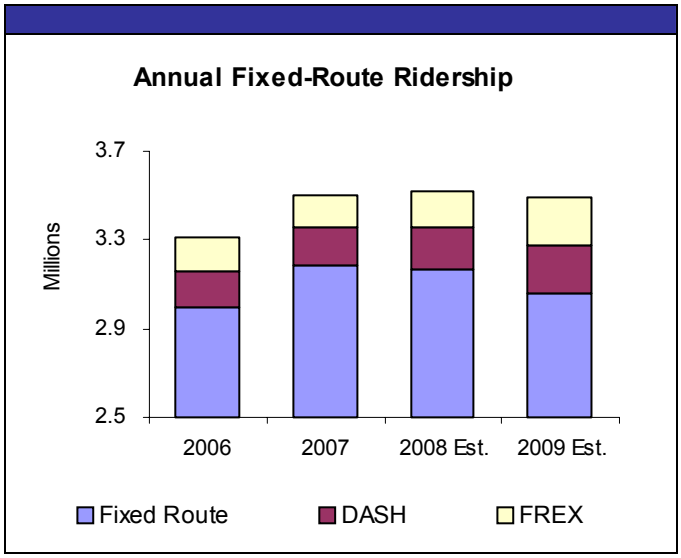
Performance Indicators



- The annual service revenue hours operated by Mountain Metropolitan Transit (MMT) are reported to the Federal Transit Administration (FTA) and included in the National Transit Database (NTD). This information is used by the NTD to calculate the annual FTA 5307 "urbanizing area formula" grant allocation. The graph reflects four different service entities in 2009: Pikes Peak Rural Transportation Authority (PPRTA), City, DASH, and Front Range Express (FREX).



- This graph indicates federal and State funds awarded to the TSD. Grant totals include monies from the Federal Transit Administration (formula and discretionary), Congestion Mitigation Air Quality, Metropolitan Planning Transit Enhancement, and State grant awards.
- The 2009 reduction in grant funding is due to the lack of the local match to access available grant funds. The local match has been reallocated to bus service. Transit has access to over $7 million in grant funds; however, the grants are only used for capital needs and are not as high a priority as delivering service.



- This graph reflects the continuous growth in MMT ridership through 2008. Ridership has steadily increased since November 2005 when the new PPRTA transit services were implemented. Fixed-route ridership in 2009 is projected to decrease by an estimated 235,179 rides or 7.39%.
- The estimated ridership for 2009 includes 3,063,320 for fixed-route service, 213,436 for FREX, and 216,852 for DASH.
- The 2009 reduction in ridership is due to an estimated reduction of 23,300 fixed-route revenue services hours to remain within the available funding.

Major Objectives

- **Develop a transit system that prioritizes delivery of service in alignment with available resources**

  Implement proposed transit service reductions and present reduced service levels to the riding public sustainable with the available resources. TSD constantly reviews alternatives for presenting the Pikes Peak Region with the highest quality transportation system permitted by the existing resources.

- **Support all transportation efforts associated with providing access to military installations**

  Continue to discuss all transit service possibilities to best serve the regional military communities. The TSD maintains collaborative partnerships with the military installations and continually seeks alternative transportation possibilities for them.

- **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**

  The TSD aggressively pursues grants in order to plan for support of future transportation improvements for the community.

- **Develop public-private partnerships to enable the City to receive State and federal funds supporting a proposed $30 to $40 million Downtown Transfer Station to accommodate future commuter rail, fixed-route, and express bus services**

  The TSD has developed collaborative public-private partnerships and is applying for State and federal grant funds to improve transportation options and spur economic development within the Colorado Springs community.

- **Continue to promote and offer alternatives to the single-occupant vehicle in the Pikes Peak Region**

  Metro Rides and Transit Services will continue to promote carpools, school pools, and commuter vanpools through public awareness campaigns and outreach programs. The best transportation systems recognize the need for balance in the type and form of service provided to citizens. This requires balancing the provision of vanpool, carpool, fixed-route bus, express bus, and paratransit services to best serve the community.

Budget Detail – Transit Services

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
51205	Civilian Salaries	$454,237	$818,897	$654,729	$522,935
51210	Overtime	2,066	8,414	0	26,040
51215	Achievement Award	0	3,884	0	0
51225	Shift Worker Holiday	3,209	7,971	0	0
51230	Shift Differential	1,141	4,181	0	0
51235	Standby	50	1,173	0	0
51245	Retirement Termination Vacation	374	842	0	0
51260	Vacation Buy Payout	2,172	1,596	0	0
51610	PERA	47,924	91,076	80,699	77,280
51615	Workers Compensation	1,101	2,092	1,627	1,301
51620	Equitable Life Insurance	1,294	2,516	1,805	1,691
51625	Vision Care	463	826	720	598
51640	Dental Insurance	3,492	6,498	5,040	4,846
51665	Cash Back	2,046	2,869	0	0
51670	Parking for Employees	23	0	0	0
51690	Medicare	6,625	12,042	8,587	8,353
51695	City EPO Medical Plan	42,708	74,462	60,523	57,619
Total Salaries and Benefits		**$568,925**	**$1,039,338**	**$813,730**	**$700,663**
52110	Office Supplies	$24,677	$19,133	$14,400	$10,455
52115	Medical Supplies	0	516	2,400	349
52135	Postage	4,078	3,541	1,200	2,030
52160	Fuel	1,349,561	911,242	1,162,303	1,078,328
52165	Licenses and Tags	0	21	0	102
52190	Janitorial Supplies	0	2,253	2,400	1,218
52192	Stormwater Permit	0	185	0	102
52205	Maintenance Landscaping	0	10,417	17,510	8,887
52220	Maintenance Office Machines	0	26,228	1,960	8,887
52225	Maintenance Computer Software	0	9,001	0	56,787
52240	Maintenance Nonfleet Vehicles Equip	0	72	3,260	1,655
52242	Maintenance Benches and Shelters	0	637	12,000	6,090
52265	Maintenance Buildings/Structures	370	104,492	78,000	71,998
52405	Advertising Services	72,156	74,385	100,000	47,200
52409	Pension Funding	0	828,103	614,341	578,500
52410	Building Security Services	0	86,834	61,000	40,602
52415	Contracts and Spec Projects	0	0	502,956	529,861
52431	Consulting Services	0	637	35,000	0
52434	Towing Services	0	0	0	2,538
52435	Garbage Removal Services	0	1,339	1,200	1,888
52440	Human Services	344,799	339,361	368,715	368,000
52445	Janitorial Services	0	27,330	23,847	13,196
52565	Pest Control	0	27	0	0
52573	Credit Card Fees	0	0	2,273	2,665
52574	Legal Services	0	245,105	200,000	101,505
52575	Services	0	5,075	0	0
52576	Audit Services	0	8,190	12,600	7,105
52615	Dues and Membership	0	49,980	78,549	49,134
52625	Meeting Expenses In-Town	7	2,244	1,800	914
52645	Subscriptions	474	1,164	843	332
52655	Travel Out-of-Town	12,676	108	2,500	1,269
52705	Communications	46,441	37,515	32,246	0

Budget Detail – Transit Services

General Fund

	Account	2006 Actual	2007 Actual	2008 Budget	2009 Budget
52706	Wireless Communication	$0	$8,604	$10,800	$10,291
52725	Rental of Property	0	25,726	19,789	20,083
52735	Telephone Long Distance Calls	3,945	2,332	3,000	1,523
52736	Cell Phone Airtime	2,226	10,179	2,760	0
52738	Cell Phone Base Charges	6,491	1,069	8,196	6,344
52740	General Insurance-City	0	75,000	75,000	75,000
52746	Utilities Electric	211	12,772	30,300	18,832
52747	Utilities Gas	0	7,053	24,720	16,526
52748	Utilities Sewer	0	222	477	295
52749	Utilities Water	0	2,314	408	337
52873	Printing Outsource	0	0	0	29,437
52874	Office Services Printing	470	31,677	35,000	11,311
52888	Radio Maintenance PPRCN	0	0	0	8,511
65023	Para Eligibility	21,046	38,362	17,470	32,360
65025	ADA Paratransit Contract	1,199,206	1,288,136	408,093	614,864
65026	ADA Supplemental	59,378	31,238	50,000	25,376
65030	Transit Service Contract	9,442,865	7,904,504	6,325,925	5,263,318
65403	Federal Funds Local Share	628,236	176,946	0	0
65405	Grant Match Salaries	0	0	174,628	229,170
65406	Grant Match Preventive Maintenance	0	0	335,400	335,400
65407	Grant Match Paratransit Offset	0	0	136,136	162,091
Total Operating Expenses		**$13,219,312**	**$12,411,266**	**$10,991,405**	**$9,852,666**
Total Capital Outlay		**0**	**0**	**0**	**0**
Total Expenses		**$13,788,237**	**$13,450,604**	**$11,805,135**	**$10,553,329**

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 – General Costs

	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Bus Passes - City Share	1,325	13	900	900
FLSA Payment	0	0	0	1,970,000
Retired Employees Insurance	1,554,531	1,576,794	1,750,000	1,700,000
Unemployment Insurance	77,256	58,821	50,000	90,000
Total Salaries and Benefits	**1,633,112**	**1,635,628**	**1,800,900**	**3,760,900**
Allocations and Internal Services Charges				
Barricading	172,656	172,656	172,652	172,652
Facilities Management	776,292	796,911	839,918	908,618
Fleet Management	6,913,049	7,912,689	8,201,784	8,788,151
Information Technology	3,579,331	3,613,920	7,081,967	0
Office Services	750,997	766,368	810,715	617,975
Radio Communications	1,504,989	1,102,224	1,150,498	1,118,832
Real Estate Services	158,863	164,112	161,223	125,864
Risk Management	481,387	684,264	528,146	387,154
Machine/Weld Shop	84,396	84,396	84,390	16,680
Property Disposal Program to Springs Utilities	44,244	44,244	44,244	44,244
Annual Financial Audit	176,210	174,315	0	158,600
Animal Control Contract	1,061,100	1,134,100	1,184,793	1,228,520
Automated Payroll/Financial System	7,641	4,904	54,000	0
Citizen Survey	0	20,000	0	25,000
City Hall/Police Training Academy COP Payment	470,405	320,522	478,712	477,962
Compensation Survey and Study	0	4,000	0	0
Continuity of Government	14,036	8,209	0	0
Dangerous Building Inspection	8,317	6,960	10,000	10,000
Dues and Memberships	319,662	322,985	338,025	368,166
Economic Development				
Colorado Springs Technology Incubator (CSTI)	0	0	50,000	50,000
Colorado Springs Office of International Affairs (CSOIA)	0	0	35,000	35,000
Economic Development Corporation (EDC)	0	0	70,000	70,000
Procurement Technical Assistance Center (PTAC)	0	0	0	10,000
Small Business Development Center (SBDC)	0	0	50,000	50,000
Shared PILT Revenue	0	0	350,000	282,000
USOC COP Payment	0	0	0	2,200,495
Election Expenses	49,278	431,068	0	500,000
Employee Awards Program	68,079	72,970	76,000	40,000
Environmental Protection Program	342,636	343,140	343,140	101,970
Firefighter Memorial Event	0	0	5,000	5,000

Budget Summary – General Costs (Continued)

	2006 Actual	2007 Actual	2008 Budget	2009 Budget
General Insurance	385,619	831,037	813,120	891,858
Health Programs	113,001	113,722	45,000	45,000
Homeward Pikes Peak	0	0	20,000	50,000
Justice Information System (JIS)	308,804	459,182	0	0
Lease-Purchase Costs – City Admin. Bldg. (CAB)	659,418	659,418	628,171	628,172
Lease-Purchase Costs – Vehicle Replacement	0	0	0	381,000
Legal Defense Reserve	188,699	165,983	170,000	180,000
Maint./Utility/Security Costs – CAB	567,888	621,891	594,558	596,612
Maint./Utility/Security Costs – City Hall	220,584	238,896	260,000	328,849
Police Memorial Event	0	50,000	0	0
Prebles Mouse and Migratory Bird	0	0	5,000	5,000
Rental and CAM Costs – PPRDC	163,901	120,021	113,551	131,439
Retirement Awards	0	75	10,000	10,000
Sales Tax Vendor Fee Reimbursement	2,138,951	2,382,311	2,139,729	2,252,439
Services	228,266	461,345	379,137	251,669
Stormwater Fee	0	0	433,050	270,000
Streetlight Program	2,304,174	4,700,004	4,550,000	4,550,000
Vehicle Replacement	183,500	8,740	0	751,510
Total Operating Expenses	**24,446,373**	**28,997,582**	**32,281,523**	**29,116,431**
City CIP Construction Fund – Ongoing CIP Projects	6,406,172	6,156,172	5,978,498	2,080,090
SCIP – Debt Service Payment	7,474,389	7,499,359	4,880,611	7,300,356
Transfer to City CIP Construction Fund – Emergency Repair and Maintenance Projects	2,782,001	1,524,746	400,000	0
Total CIP*	**16,662,562**	**15,180,277**	**11,259,109**	**9,380,446**
Organization Total	**42,742,047**	**45,813,487**	**45,341,532**	**42,257,777**

* For 2009, the total General Fund Capital Improvements Program totals $10,830,446, which includes $695,500 in anticipated interest earnings, $723,500 in savings from completed CIP projects, and $30,000 in rental income from the City CIP Construction Fund. These amounts are not reflected in the $9,380,446 above.

Expenditure Descriptions

Salary and Benefits Expenditures

Bus Passes - City Share – The City pays 50% of the cost for employees who ride the bus regularly, and the employee pays 50%. The ridership may increase slightly because of the increase in fuel costs.

Fair Labor Standards Act (FLSA) Payment – First of three payments related to the October, 2008 United States District Court settlement.

Retired Employees Insurance – The City's contribution to health and life insurance plans for retired employees. Funding for 2009 is based on actual expenditures in prior years and is anticipated to decrease slightly.

Unemployment Insurance – Set aside for paying unemployment to separated employees awarded payments by an administrative or judicial process related to the condition of the employee's termination.

Operating Expenditures

Allocation and Internal Support Charges – These funds allow for detailed accounting of charges and allocations which fund various Internal Services supporting General Fund programs. The Internal Services programs include Fleet Management, Office Services, Risk Management, Radio Services, and Real Estate Services. Additionally, Colorado Springs Utilities is paid for facilities and barricading functions from these accounts.

Annual Financial Audit – Annually, the City contracts with a private firm to provide a comprehensive financial audit.

Animal Control Contract – The City's cost for the annual contract for animal control services within the Colorado Springs city limits. Funding prior to 2006 was in the Police Department. The 2009 contract amount is $1,228,520, which includes an increase based on the Denver/Boulder/Greely Consumer Price Index.

Automated Payroll/Financial System – Funding for the automated payroll/financial system maintenance, upgrades, licenses, training, and hardware replacement. This funding is eliminated for 2009.

Citizen Survey – This is a survey conducted semiannually to collect information on various municipal topics from a statistically sound sample of city residents. This survey is used in conjunction with the City's Strategic Plan and assists in determining annual budgetary goals.

City Hall and the Police Training Academy COP Payments – The lease-purchase payment on certificates of participation (COPs) used to finance the renovation of City Hall and the acquisition of the Police Training Academy and Police Impound Lot. The $137,553 COP payment for the Police Impound Lot and Training Academy is budgeted in the Police Department's budget.

Compensation Survey and Study – The funding for a salary survey of comparable salary markets for civilian and sworn classifications. A comprehensive salary survey is not scheduled for 2009.

Continuity of Government – The Continuity of Government Plan is to ensure that the City will respond quickly to all types of natural, technological, and man-made disasters. Start-up funding for training and desktop exercises was provided in 2006 and 2007. No funding is provided for 2009.

Dangerous Building Inspections – The funding for the costs for services provided by the Pikes Peak Regional Development Center (PPRDC) 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.

Expenditure Descriptions (Continued)

Dues and Memberships – This is the City's share of membership costs for Council-approved organizations deemed beneficial to the interests of the City. These costs are shared with 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 (NLC), Sister Cities International, and U.S. Conference of Mayors. A slight increase in 2009 is based on prior year's actual expenditures.

Economic Development – This is funding for economic development efforts in 2009 including the Colorado Springs Technology Incubator (CSTI), Economic Development Corporation (EDC), Business Retention and Expansion Visitation (BREV) Program, Small Business Development Center (SBDC), Colorado Springs Office of International Affairs (CSOIA), and the Procurement Technical Assistance Center (PTAC). A total of $2,697,495 is included to fund a number of programs that encourage economic and job development. The City also has contractual agreements relating to payment in-lieu-of taxes (PILT) rebates and economic stimulus arrangements including the movement of the United States Olympic Committee (USOC) headquarters to a downtown location.

Election Expenses – The funding is for the municipal election in April 2009.

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. Previously, two award components received funding: Service Awards for $36,000 and Employee Recognition Awards for $40,000. For 2009, the Services Award program is removed.

Environmental Protection Program – This is the City's share of the Environmental Protection Program, which is included in the Colorado Springs Utilities budget.

Firefighter Memorial Event – The annual event to honor fallen firefighters.

General Insurance – For liability insurance costs for the General Fund for the contribution to the Self-Insurance Fund. A $78,738 increase is necessary for the increased rates anticipated for 2009 and some actual expenditure increases which occurred in 2008.

Health Programs – This is 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 Programs are provided by City-owned Memorial Hospital.

Homeward Pikes Peak – For 2009, funding is increased by $30,000 for continued coordination of the Colorado Springs homeless service programs. This includes counting the homeless in the community and establishing a Homeless Management Information System.

Justice Information System (JIS) – The five-year financing plan to acquire and modify a web-based JIS system for Municipal Court and the City Attorney's Office was completed in 2007. System hardware, software, development, and training costs were included in the financing.

Lease-Purchase Costs for CAB – Payments are made to Colorado Springs Utilities for the purchase of the City Administration Building (CAB). During 2003, the City entered into a lease-purchase agreement with Colorado Springs Utilities to acquire the CAB, and in 2007, the City refinanced the remaining portion of the agreement with a bank lease purchase to achieve financial savings. The 2009 payment is the second of a twenty year commitment.

Lease-Purchase Costs for Vehicle Replacements – This payment is for the purchase of vehicles and equipment with a seven-year lease at 3.35% with an annual payment of $381,000 for years 2008-2014.

Expenditure Descriptions (Continued)

Legal Defense Reserve – This is the 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. A $10,000 increase is included for 2009.

Machine/Weld Shop – This is the payment to Colorado Springs Utilities for the City's share of Machine/Weld Shop services. The amount was reduced based on a reduction of actual work provided for City functions.

Maintenance Costs/ Utilities/Security – City Administration Building (CAB) – This is funding for the CAB's security, utilities, janitorial, and facilities maintenance costs paid to Colorado Springs Utilities. For 2009, the budget is increased because of increases in utility rates and facility contract expenditures.

Maintenance Costs - City Hall/Utilities/Security – This is funding for City Hall's security, utilities, janitorial, and facilities maintenance costs paid to Colorado Springs Utilities. For 2009, the budget is increased because of increases in utilities and facility contract expenditures.

Preble's Mouse and Migratory Bird – This is funding for the development of a Regional Habitat Conservation Plan for the Prebles Mouse and migratory bird surveys. This effort is in conjunction with El Paso County and the towns of Monument and Palmer Lake.

Property Disposal Program – This is the City's allocated payment to Colorado Springs Utilities for their portion of the property disposal services provided by Springs Utilities.

Rental Costs – Pikes Peak Regional Development Center (PPRDC) – This funding is for rental payments to the PPRDC for pro rata office space and Central Area Maintenance (CAM) charges used by City operations in the PPRDC. Other entities, including the Stormwater Enterprise, Development Review Enterprise, and Colorado Springs Utilities also pay PPRDC for their assigned square footage. These annual payments are subject to change based on the details of the PPRDC COPs.

Retirement Awards – Retirement award funding is used to provide small mementos to employees, in good standing, retiring from the City and upon their parting.

Sales Tax Vendor Fee Reimbursement – Due to an accounting change, this reimbursement for sales tax collections was budgeted for the first time in 2006. This expenditure increases or decreases as the sales and use tax revenue changes. The vendor fee compensates businesses for collecting the sales tax for the City.

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

Stormwater Fee – Funding of $270,000 is included in 2009, which is a $163,050 reduction from the previous year. The budget reflects the anticipated fees needed to pay for the City's impervious surfaces.

Streetlight Program – In 2006, the Streetlight Program was transferred from Colorado Springs Utilities to the General Fund. During 2006, funding of $2,304,174 was approved for program operations from July through December. For 2007, funding for the entire program of $4.7 million was included. In 2008, some of the costs decreased in the Colorado Springs Utilities rate model and the budget was reduced by $150,000. There is no change anticipated for 2009.

Vehicle Replacement – These funds are used for cash purchases of vehicles and equipment which are not part of the City's lease purchase contract.

Capital Outlay Expenditures

City CIP Construction Fund – For 2009, $2,080,090 is budgeted in the General Fund, along with an additional $695,500 in interest earnings on the City CIP Construction Fund, $723,500 in savings from completed CIP projects, and $30,000 in rental income. These projects are for the payment on the new data center replacing Wahsatch, City matching funds for the Safe, Accountable, Flexible, Efficient Transportation Equity Act-Legacy for Users federal transportation grants, ongoing City facility repairs, street resurfacing, and the payment for repairs made to the City Administration Building, Senior Center, Sertich Ice Center, and Municipal Court building.

SCIP – Debt Service Payment – In October 2007, approximately $10.4 million of the outstanding debt was refinanced to obtain a better interest rate and generate savings to the City of approximately $4.0 million. While the debt was originally scheduled to be retired in 2015, the refinancing now extends the debt by one year, to 2016. The total SCIP debt service payment totals $7,850,356 for 2009. Of this, the General Fund will contribute $7,300,356 and the SCIP fund will contribute $550,000 in project savings, interest earnings, and a draw from the fund balance.

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. For 2009, there is no funding.

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

	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Police/Powers Bonds-1989 & Refunding-2004	$3,026,025	$3,026,325	$3,023,550	$3,023,050
Total	**$3,026,025**	**$3,026,325**	**$3,023,550**	**$3,023,050**

Overview

In April 1989, voters approved two bond issues. One for the extension of Powers Boulevard for $17,500,000 and the other for the construction of a new Police Operations Center for $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 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 general obligation debt limit per the City Charter is 10% of the assessed valuation, which is $478,029,266 for 2009. The total bonded indebtedness in 2009 is $2,935,000, which is 0.6% of the total debt limit. This leaves an available debt margin of $475,094,266, which leaves 99.4% of the City's debt limit available.

In May 1997, the City entered into a lease-purchase agreement with the City of Colorado Springs Public Facilities Authority to issue certificates of participation (COPs) for the Hillside Recreation Center in the amount of $1,615,000. The project serves as a community center for use by the general public.

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

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

In May 1999, the City issued $87,975,000 in Sales Tax Revenue Bonds. The bonds were issued for various capital improvement projects recommended by the Springs Community Improvements Program (SCIP) citizen committees. While these bonds do not count against the City's debt limit, they commit sales tax revenue to pay them. For 2008, the City refinanced approximately $10.4 million of these bonds. The 2009 payment totals $7,850,356, of which the General Fund will contribute $7,300,356, while the SCIP Fund will pay $550,000 ($325,000 from fund balance, $165,000 from project savings, and $60,000 from interest earnings).

In October 2002, the City entered into a bank lease-purchase agreement in the amount of $856,750 for the purchase of the Meadows Community Center.

In September 2007, City Council approved a bank lease-purchase agreement in the amount of $8.5 million to refinance a loan with Colorado Springs Utilities for the purchase of the City Administration Building. This is expected to generate over $600,000 in savings over the life of the agreement.

Bond Ratings

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

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

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

According to the Comprehensive Annual Financial Report for the year ended December 31, 2007, the City's latest bond ratings are as follows:

Bond/COP Issue	Moody's		Standard & Poor's		Fitch	
	Insured	Underlying	Insured	Underlying	Insured	Underlying
General Obligation Bonds – Police/Powers 1989, Refunding 2004	n/a	Aa3	n/a	AA	n/a	n/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	AA-	AA	n/a
1999 Series Sales and Use Tax Revenue Bonds – SCIP	n/a	A1	n/a	AA	n/a	n/a
2000 Series Certificates of Participation – Old City Hall Project	Aaa	A1	AAA	AA-	AAA	n/a
2003 Series Certificates of Participation – Red Rock Canyon Project	n/a	A2	n/a	n/a	n/a	n/a
2007 Series Sales and Use Tax Revenue Bonds – SCIP	Aaa	A1	AAA	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-

Debt Service Requirements

General Obligation

The following table reflects the future debt service requirements for all general obligation bonds to maturity.

Police/Powers Bonds Series 1989 & Refunding Series 2004*
Interest Rates on Debt Outstanding: 2.0% – 3.0%

Year	Principal	Interest	Total
2009	$2,935,000	$88,050	$3,023,050
Total	**$2,935,000**	**$88,050**	**$3,023,050**

*Payment is made from a portion of the General Fund property tax mill levy.

Certificates of Participation (COP)

The following tables reflect the lease-purchase agreements for certificates of participation to maturity.

Hillside Recreation Center Series 1997*
Interest Rates on Outstanding Debt: 4.00% – 5.30%

Year	Principal	Interest	Total
2009	$335,000	$17,755	$352,755
Total	**$335,000**	**$17,755**	**$352,755**

*Payment is made from the Conservation Trust Fund.

Skyview Softball Complex Series 1999*
Interest Rates on Outstanding Debt: 4.20% – 6.80%

Year	Principal	Interest	Total
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	**$2,905,000**	**$1,044,955**	**$3,949,955**

*Payment is made from the Conservation Trust Fund and the Ballfield Capital Improvements Fund.

Certificates of Participation (COP) – (Continued)

Old City Hall Project Series 2000*
Interest Rates on Outstanding Debt: 4.50% – 5.50%

Year	Principal	Interest	Total
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	**$5,365,000**	**$2,070,748**	**$7,435,748**

*Payment is made from the General Fund – General Costs and Police Department accounts.

Red Rock Canyon Project Series 2003*
Interest Rates on Outstanding Debt: 2.50%– 4.50%

Year	Principal	Interest	Total
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	**$10,845,000**	**$2,596,203**	**$13,441,203**

*Payment is made from the Conservation Trust Fund and from the Trails, Open Space and Parks Fund.

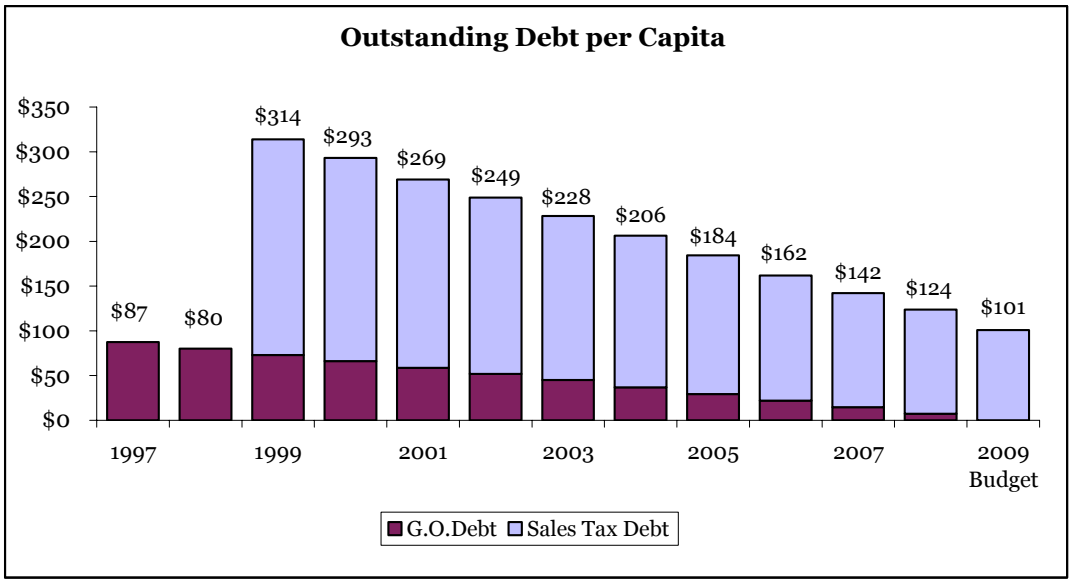
Debt Service Requirements (Continued)

Sales Tax Revenue Bonds

The following table reflects the future debt service requirements for all sales tax revenue bonds to maturity.

Springs Community Improvements Program (SCIP) – Combined Series 1999, Series 2007*
Interest Rates on Outstanding Debt: 4.00% – 5.00%

Year	Principal	Interest	Total
2009	$5,535,000	$2,315,356	$7,850,356
2010	5,785,000	2,066,581	7,851,581
2011	6,055,000	1,799,400	7,854,400
2012	6,350,000	1,497,400	7,847,400
2013	6,670,000	1,180,650	7,850,650
2014	7,000,000	847,950	7,847,950
2015	7,340,000	498,750	7,838,750
2016	2,635,000	131,750	2,766,750
Total	**$47,370,000**	**$10,337,837**	**$57,707,837**



This calculation includes the SCIP Sales Tax Bonds which account for the 1999 increase. For 2009, the G.O. is paid off and, therefore, the debt per capita is $0, and Sales Tax debt per capita is $101.

Debt Service Requirements (Continued)

Lease Financing

The following tables reflect the lease-purchase agreements with banks to maturity.

Meadows Community Center – 2002*

Year	Principal	Interest	Total
2009	$370,962	$12,423	$383,385
Total	**$370,962**	**$12,423**	**$383,385**

*Payment is made from the Conservation Trust Fund.

City Administration Building – 2007*
Interest Rate on Outstanding Debt: 4.25%

Year	Principal	Interest	Total
2009	$289,654	$338,517	$628,171
2010	302,177	325,994	628,171
2011	315,241	312,930	628,171
2012	328,870	299,301	628,171
2013	343,089	285,082	628,171
2014	357,921	270,250	628,171
2015	373,396	254,775	628,171
2016	389,539	238,632	628,171
2017	406,380	221,791	628,171
2018	423,950	204,221	628,171
2019	442,279	185,892	628,171
2020	461,400	166,771	628,171
2021	481,348	146,823	628,171
2022	502,159	126,012	628,171
2023	523,869	104,302	628,171
2024	546,518	81,653	628,171
2025	570,146	58,025	628,171
2026	594,795	33,376	628,171
2027	462,912	8,217	628,171
Total	**$8,115,643**	**$3,662,564**	**$11,935,249**

*Payment is made from the General Fund – General Costs account.

Lease-Purchase Obligations

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

Description	1-1-09 Balance*	2009 Payment	12-31-09 Remaining
Lease-Purchase Obligations	$18,534,253	$1,958,940	$16,575,232

*Balance is defined as all remaining financial obligations for principal and interest from January 1, 2009, through the retirement of all lease-purchase agreement obligations represented in the figures shown above.

Capital Improvements Program (CIP)

Total CIP for 2009

$93.3 million

CIP Summary

The City is responsible for providing the public with various needed and desired services and programs by building and maintaining capital facilities such as police and fire buildings, roads, bridges, parks, and other public buildings. Some of this infrastructure is more visible to the public eye, such as police substations and new fire stations; while other projects are virtually hidden but vitally important, such as the facility that houses the City's information and telecommunications systems. Capital improvements affect every city resident and visitor by providing the safety, transportation, recreation, and other services upon which the community depends.

Capital improvements are defined by the City as projects with a relatively high monetary value (at least $50,000), a long life (at least five years), and these projects result in the creation of a fixed asset or significant revitalization that upgrades and extends the useful life of a fixed asset. Some exceptions are made when the total dollar amount of many small but related items are grouped together and create a single capital project of considerable value. Other exceptions are made on a case-by-case basis.

This chapter contains the following information:

- The 2009 Capital Improvements Program Budget – *See pages 28-2 through 28-13*
- The 5-Year Funded Capital Improvements Program – *See pages 28-14 through 28-99*
- The 5-Year Unfunded Capital Improvements Program – *See pages 28-100 through 28-109*

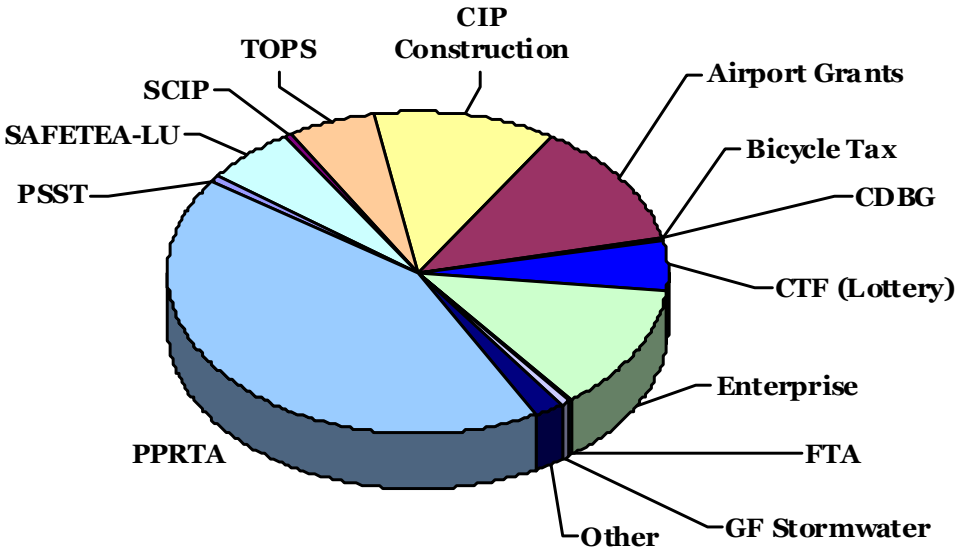
2009 Capital Improvements Program Budget

Overview

For 2009, the total capital improvements program (CIP) is $93,339,383. The total is derived from a multitude of sources, to be expended as shown below:

The City's General Fund is the primary source of funding for the CIP Construction Fund. The remaining funds are restricted in their use and can only fund projects that meet designated criteria respective to the fund.

2009 CIP - $93,339,383



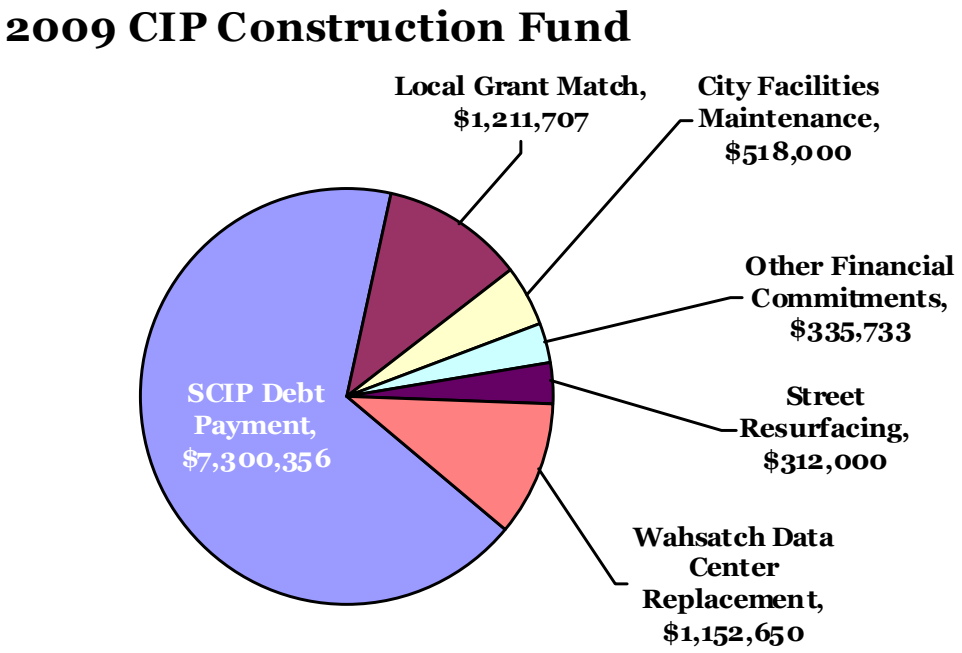
Department/Division	CIP Dollars
Airport	$12,618,992
Community Development	39,988,516
Economic Development	1,170,353
Financial Services	7,850,356
Fire	1,076,148
Fleet	338,572
Information Technology	1,152,650
Parking	2,834,486
Parks	10,630,938
Golf Courses	175,000
Pikes Peak America's Mountain	850,000
Police	150,000
Streets	13,994,572
Transit	508,800
TOTAL	**$93,339,383**

*Departments noted in yellow; Divisions in white.

2009 Capital Improvements Program Budget

CIP Construction Fund: $10,830,446

This is funded by a 2009 General Fund contribution of $9,380,446 augmented by $696,500 in anticipated interest earnings, $723,500 in savings from completed CIP projects, and $30,000 in rental income. This funds the following:



Restricted Funds: $82,508,937

This includes revenue from a number of sources, as described below:

Airport Grant Funds: This funding comes from the Airport Improvement Program (AIP) Grant funded by the federal government, as well as the Colorado Discretionary Aviation Grant. These funds are appropriated in the 2009 budget and are accepted by resolution once the contracts are received.

Bicycle Tax: The City's $4 excise tax on new bikes began in 1988 and the revenue goes toward bikeway improvements recommended in the City's Bicycle Plan.

Community Development Block Grant (CDBG): This funding is allocated by the federal government to municipalities based on census records of the recipient municipality's population, and must adhere to strict federal guidelines. The City's share of the funding must go toward identified Neighborhood Strategy Areas and are spent on public improvements in residential neighborhoods such as sidewalks, curbs, gutter, and pedestrian ramps. These funds cannot go toward the maintenance of existing facilities.

Conservation Trust Fund (CTF): This is lottery revenue distributed through the Colorado Conservation Trust Program. These funds must be spent on park-related development, renovation, and maintenance.

Restricted Funds: $82,508,937

Enterprise Funds: This is a general category of funds that includes funding for CIP projects from various City-owned Enterprises. The source of funds comes from revenue earned during the course of conducting business. It includes the Airport, Parking, Patty Jewett Golf Course, Pikes Peak – America's Mountain, and Stormwater.

Federal Transportation Administration (FTA): This is federal transportation-related funding for the City's Transit Services.

General Fund Stormwater: As part of the City Council's action to create a Stormwater Enterprise, it required that the level of effort currently expended on Stormwater activities in the General Fund be maintained. At the time of passage, that level was $2.3 million. Approximately $1.9 million of the $2.3 million level of effort is expended in the Engineering budget, where the General Fund Stormwater-related activities are coordinated; while the remaining amount of approximately $400,000 is budgeted in the CIP. While these funds are technically in the General Fund, it is categorized here as "restricted" to ensure the level of effort is maintained.

Lodgers and Automobile Rental Tax (LART): This tax funds activities and projects intended to attract visitors and enhance the economy of the city and the Pikes Peak Region. The lodgers portion of the tax is 2% while the automobile rental portion is 1%. 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.

Other Funds: This is a general category of funding that includes various sources of CIP funding. For any given project, the funds listed here simply do not easily fall into any other category. Examples include Federal Rail/Highway Safety Improvement Project Funds, energy savings, concession/player fee funding, and Passenger Facility Charges. For more information, see the bottom of page 28-13.

Pikes Peak Rural Transportation Authority (PPRTA): These funds stem from a 1.0% sales tax increase dedicated to transportation-related improvements in the region. It allocates funding such that 10% of sales tax revenue goes toward the City's transit program, 35% is for maintenance of the transportation system, and 55% goes to capital projects, which is 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.

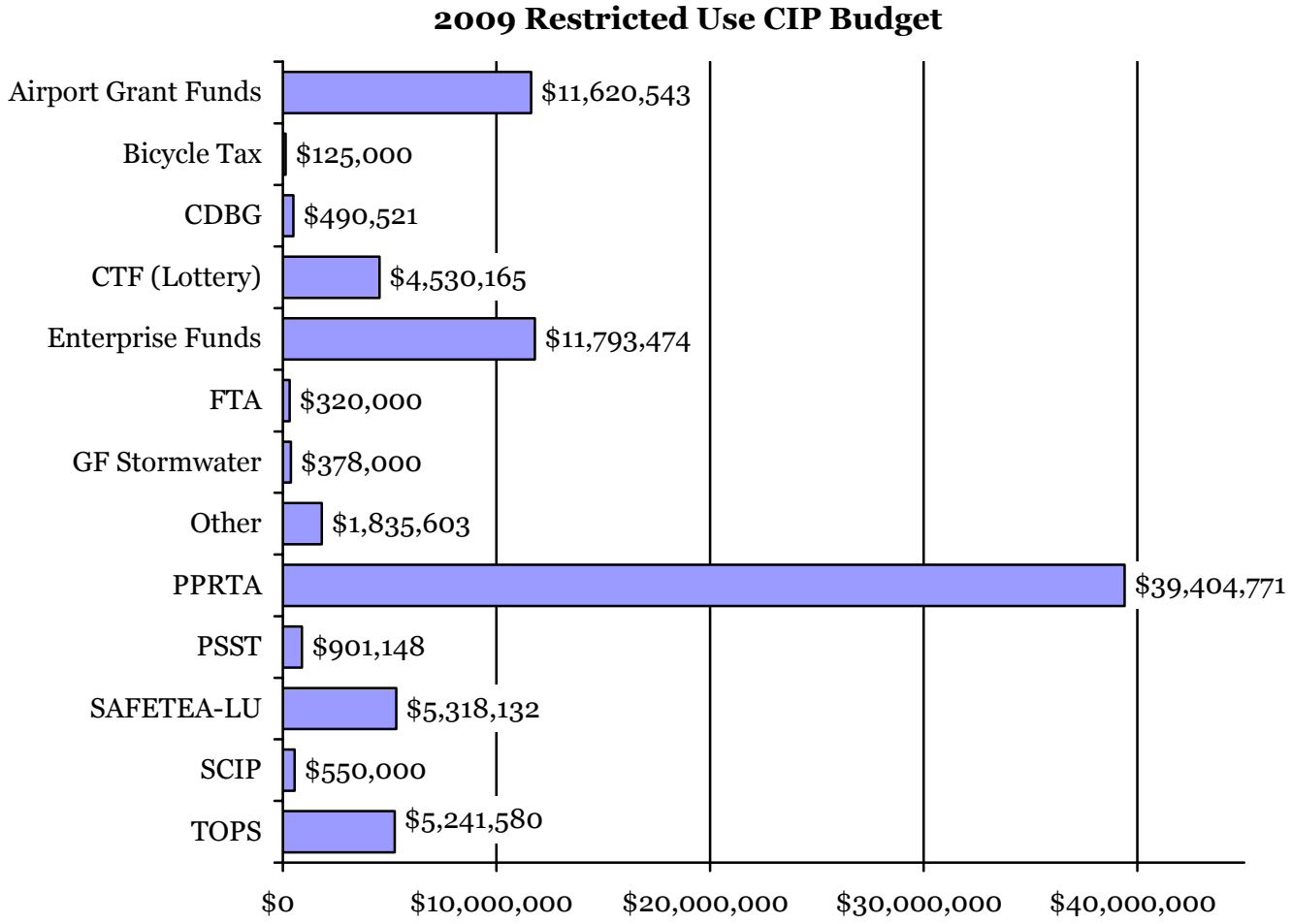
Public Safety Sales Tax (PSST): The PSST was approved by voters in the November 2001 El Paso County coordinated election. This 0.4% increase in the City's Sales and Use Tax is dedicated to funding 20 public safety projects and related operations needs.

The Safe, Accountable, Flexible, Efficient Transportation Equity Act-Legacy for Users (SAFETEA-LU): These are funds that stem from the federal gas tax revenue, which are administered by the Pikes Peak Area Council of Governments (PPACG). In general, the City receives funding annually in varying amounts according to the Transportation Improvement Program (TIP).

Restricted Funds: $82,508,937

Springs Community Improvements Program (SCIP): In April 1999, voters approved the sale of $88 million in bonds to fund 29 capital projects, and TABOR refunds funded 5 additional projects, for a total of 34 capital improvement projects. While these are now complete, a small amount of interest continues to be earned on the remaining project funds, where various amounts remain due to warranty requirements or as certain work continues to be completed.

Trails, Open Space, and Parks (TOPS): This program uses revenue from a 0.1% increase in the City's Sales and Use Tax, approved by voters in 1997, which was slated to expire in 2009, until an extension was approved by voters in 2003 (now slated to expire in 2025). Over the life of the funds, a minimum of 60% must go toward open space, a maximum of 20% goes toward parks, and another maximum of 20% toward trails.



2009 Capital Improvements Program Budget

Changes between 2008 and 2009

The CIP Budget is expanded in 2009 and includes previously unincorporated components of capital improvements in the City, including Transit and all Enterprises. In addition, some of the funds considered "maintenance" in the PPRTA have also been included as CIP funds for 2009. This has increased the CIP budget dramatically over the 2008 budget when these items were not included.

Impact on the Operating Budget

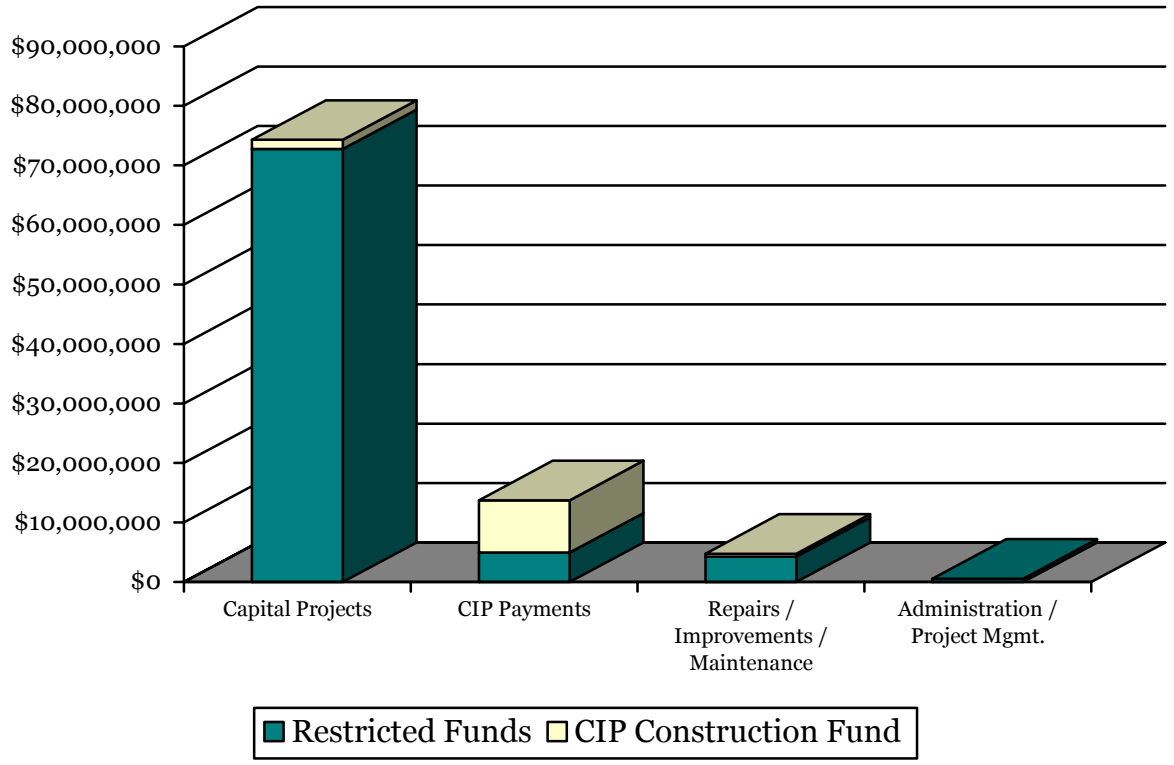
Increased operating and maintenance costs for the projects included in the 2009 budget total approximately $1.6 million. The largest is for the opening of a new fire station in the northern portion of Colorado Springs, and is estimated to cost almost $1.5 million for all the associated staffing. Many of the other projects involve negligible increases that will be absorbed into the City's current maintenance programs. See each individual project sheet for specific information on the estimated annual increase in operating and maintenance costs.

Components of the 2009 CIP Budget

The 2009 CIP Budget is primarily funded by restricted funds, and will fund construction of a number of major capital improvements throughout the city, including trails and open space acquisition, moving the Wahsatch Data Center to a new location, stormwater projects, transportation improvements, Transit projects, and improvements at the Airport.

Capital projects and purchases will receive 79.6% or approximately $74 million of CIP funding and includes the City's portion of the PPRTA funding; 14.7% or almost $14 million is for required CIP payments; 5.1% or almost $5 million goes toward capital repairs, improvements and maintenance; and 0.6% or approximately $0.5 million goes toward administration and project management.

2009 CIP Budget - Components



Existing Capital Improvement Projects

Capital improvement project funds are rolled over from year to year until the project is completed. This differs from how the majority of City funds are handled, most of which drop to the fund balance at year end. Therefore, at any given time, there are CIP projects with funding from previous years that are underway. That list is below.

Airport CIP

2007 Fog Seal/Painting/Paint Removal
2008 Bag Belt Modifications
Access Road Resurfacing
Airport Drainage Improvements Design
Aviation Way Extension
Bag Belt Modification
Carpet – 1st Floor
Cell Phone Lot
Defense Access Roads
Demo of Old Terminal Building
East Business Park
Fleet Improvements – Phase I
GA Taxi Lane
ILS Glide Slope Grading
Interior Roadway System
Interior Signage
Jet Bridge Reconfiguration
Modernization of Communications Center
North Business Park
Ramp Panel Study
Rehab of Taxiway E, G, (Design)
Rehab of Taxiway E, G, and H (P1)
Rehab of Taxiway E, G, and H (P2)
Remodel Administration Offices
Rental Car Roadway Improvements
Roadway 17L 35R Rehab
Roadway Signage
South Business Park Concept Drain
Security Modifications
South GA Taxi Lane
Taxiway C to B2
Taxiway H
TB Exp Concession Improvements
Terminal Seating (Phase I)
Vehicle Service Road – E. Perimeter
WAD Roads
WAD Taxi Lane – Fountain Blvd.
Westside Development
Westside LAV Dump

Bike Tax Fund

Bicycle Parking
Bike Commuter Map
Education Encouragement Act
Grant M – Airport Road Bike/Pedestrian Improvements
Midland Trail RR Acquisition
Off-Street Bikeway Construction
On-Street Bikeway Improvements
Projects to be Determined
Rock Island Trail Tunnel – Const/Circle
Trail Crossings at Streets
Trail Street Crossing Safety Improvement
Trail Way-finding Signage

Community Dev Block Grant (CDBG)

CDBG Fiscal Year 2007
CDBG Fiscal Year 2008
HOME Fiscal Year 2008
Projects to be Determined

General Fund

Broadmoor Bluffs Drive
Drainage Basin Planning Study Projects
Drennan Astrozon Letter of Credit
GOG/Mark Dabling Intersection
Monument Creek Letter of Credit
NEXRAD Design Storm Analysis
North Nevada Revitalization Project
Police Impound Lot
South Academy Retail Revitalization
Stormwater Mgmt Assessment Criteria
Stetson Ridge Fire Station
Street Essential Maintenance – Concrete
Templeton Gap Floodway Levee Accred

Existing Capital Improvement Projects

Conservation Trust Fund

Adult Sports Complex
America the Beautiful Fountain Ops
Building Repair to be Determined
City Auditorium Renovation
Confluence Park Redevelopment
Deerfield Hills Sprayground
Emergency Repairs
Facility Lighting
Fencing
Helen Hunt Falls Visitor Center
Hillside Community Center
Irrigation Projects to be Determined
Lottery Parks Maintenance
Maintenance of Outdoor Sculpture
Meadows Community Center Payment
Memorial Park Renovation
North Cheyenne Cañon Renovation
Palmer Park Renovation
Park Dev to be Determined
Park Equipment
Parking Lot Repair
Playground Projects to be Determined
Recreation Center Pool Complex
Red Rocks Canyon
Restrooms
Roto Chopper
Sertich Ice Center Feasibility Study
Sertich Ice Center Repairs
Sidewalk Projects to be Determined
Trail Development
Trails
University Park Trail Reimbursement
Vandalism

CIP Construction Fund

1999 Sales and Use Tax Principle & Interest
2003 Hazard Elimination
ADA Pedestrian Ramp Construction
Antiskid Storage Facility
Barnes Improvements at Powers
Bridge Repairs to be Determined
City Facilities Maintenance
Chip Seal
Cimino Drive Maintenance
Circle Dr/Bijou Intersection
Colorado Ave-Ridge Rd Drainage Improv
Community Center Maintenance
CSU Austin Bluffs at Union
CSU Chelton and Fountain
CSU Cimarron Bridge
CSU Constitution Circle Drive Intersection
Dangerous Structures
Design – 2004 Storm Drain Projects
Drainage Studies
Dublin / Powers Right of Way
Evans Bridge Local Match
Fire Facilities Repairs
Fountain Creek Drop Structure – Bear Creek
Fountain Creek Watershed
Grant Match Austin B/Union/Fillmore
Grant Match HES – Platte/Union/ Hancock
Grant Match Interquest Corridor
Grant Match – Woodmen Rd Widening
Improvement District
Local Drainage
Misc Channel Storm Sewer Repair
Neighborhood Traffic Mgmt Program
Northgate Blvd Realignment
Overlay
Paint Loops
Police Facilities Upgrades
Rustic Hills Channel Repair
Safety Improvements
Sand Creek Channel Improv - Main Stem
Sand Creek Channel – Main Stem
School Pedestrian Safety Improvements
Sidewalk Repair
Sidewalk Repair Study
Signal Addition
Slurry System
Stone Ave Drainage Improvements
Street Essential Maint Channel Maint
Street Essential Maintenance Concrete
Street Essential Maintenance Crack Seal
Street Essential Maintenance Pothole
Street Striping and Marking
Tejon Street Conversion
Traffic Signal Upgrade Match
Tree Replacement
Union Blvd / Austin Bluffs
West Fork Sand Creek Downstream Oro

Existing Capital Improvement Projects

Parking Enterprise
2006 Parking Rev Bond Expansion
CAB Garage Repairs
CIP Downtown
CIP on Street
Design/Engineer CAB Parking Expansion
Pedestrian Skybridge

Pikes Peak - America's Mountain
Erosion
Erosion/Central Federal Lands Hwy Div
Summit House

Public Safety Sales Tax
Fire Station No. 1 COP Payment
Fire Station No. 1 Remodel
Fire Station No. 8 Remodel
N/E Stetson Ridge One-Time Principle
Police Gold Hill Division
Projects to be Determined
Stetson Ridge Fire Station
Vendor Fee Collections
Ventilation Improvements

Public Space and Development
Improvements
Indigo Ranch Park Development
Memorial Park Handball Courts
Memorial Park Tennis Center Court Cover
Monument Valley Park - Mickelson
Prospect Lake Landscape
Universally Accessible Playground
Venezia Community Park Dev – Ph. 1

SCIP Fund
1999 Sales and Use Tax Principle & Interest
City Traffic Calming Phase 2
Contingency
Fountain Creek Improv – Monument to 21st

Stormwater Enterprise
CC Channel Monument Creek to Academy
CC Channel Union to Rangewood
Cottonwood Creek FEMA Grant
Emergency Stormwater Drainage Repairs
Flood Warning Ed Safety Improv
Fountain Blvd Chelton Rd Intersection
Fountain Creek Ph 1 Improvements
Fountain Creek Restoration-Gold Hill Mesa
Sand Creek Main Phase 1
Sand Creek Main Phase 1
S. Douglas Creek Restoration/Upstream of Centennial Blvd.
Stormwater Implementation

Existing Capital Improvement Projects

TOPS Fund
Administration
Blodgett OS Improvements
Blue Stem Prairie OS Trailhead
Cheyenne Mountain Property Acquisition
Cottonwood Creek Trail Academy/Union
Cottonwood Greenway-Dublin Trail
Cottonwood Trail Phase 2
Homestead Trail
Indigo Ranch Park Development
Maintenance Salary
Memorial Park Tennis Ctr Court Cover
Midland Trail
Open Space Trail Development
Pikes Peak Greenway Rock Island Underpass
Powers Trail
Projects to be Determined
Red Rocks Canyon
Red Rocks Insurance Environmental
Red Rocks Master Plan Implementation
Rock Island Trail Acquisition
Rock Island Trail-Shooks Run Pikes Peak Greenway
Rockrimmon Trail Construction
Rockrimmon Trail Planning
Red Rock Master Plan Implementation
Sand Creek Trail Crossing at Ridgeview
Sand Creek Trail – Las Vegas/Hancock
Sand Creek Trail – Powers/Rock Island
Sand Creek Trail Wildflower / Airport
Shooks Run Phase 2
South Shooks Run Trail – Pikes Peak / Costilla
Shooks Run Trail Planning
Templeton Gap Trail
Trails Acquisition and Construct
Trail Crossing Safety Improvements
Trail Way-finding Signage
Universally Accessible Playground
University Park Trail Phase 2
Venezia Community Park Dev Phase 1

It is important to note that this is not an exhaustive list. There are some grants that the City receives which fund both capital and operating expenses, but those costs are not tracked separately and are therefore not included here. In particular, this list does not contain Transit, Police, and Fire grant funds.

2009 Capital Improvements Program

	GENERAL USE	RESTRICTED USE													
FACILITIES	**CIP Construc Fund**	**Airport Grant Funds (1)**	**Bicycle Tax**	**CDBG**	**CTF (Lottery)**	**Enterprise Funds (2)**	**FTA**	**GF Storm-water (MOE $2.3M)**	**Other**	**PPRTA**	**PSST**	**SAFETEA-LU**	**SCIP Fund**	**TOPS**	**Total Funded**
Cimino Drive Maintenance (3)	30,000	0	0	0	0	0	0	0	0	0	0	0	0	0	**30,000**
City Facilities Maintenance	75,000	0	0	0	0	0	0	0	0	0	0	0	0	0	**75,000**
Community Center Repair	88,000	0	0	0	0	0	0	0	0	0	0	0	0	0	**88,000**
Fire - Existing Facility Repairs	175,000	0	0	0	0	0	0	0	0	0	0	0	0	0	**175,000**
Parking Enterprise: USOC Skybridge	0	0	0	0	0	675,000	0	0	0	0	0	0	0	0	**675,000**
Patty Jewett: Bunker Repair	0	0	0	0	0	75,000	0	0	0	0	0	0	0	0	**75,000**
Patty Jewett: Roof Repair	0	0	0	0	0	100,000	0	0	0	0	0	0	0	0	**100,000**
Police - Existing Facility Repairs	150,000	0	0	0	0	0	0	0	0	0	0	0	0	0	**150,000**
Total	**518,000**	**0**	**0**	**0**	**0**	**850,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1,368,000**

FINANCIAL COMMITMENT	**CIP Construc Fund**	**Airport Grant Funds (1)**	**Bicycle Tax**	**CDBG**	**CTF (Lottery)**	**Enterprise Funds (2)**	**FTA**	**GF Storm-water (MOE $2.3M)**	**Other**	**PPRTA**	**PSST**	**SAFETEA-LU**	**SCIP Fund**	**TOPS**	**Total Funded**
1999 SCIP Bond Debt Payment (4)	7,300,356	0	0	0	0	0	0	0	0	0	0	0	550,000	0	**7,850,356**
CAB/Senior Center/Sertich Ice Center/ Municipal Court - 2 of 15 (5)	174,233	0	0	0	0	0	0	0	89,339	0	0	0	0	0	**263,572**
Fire Station 1 - COPs	0	0	0	0	0	0	0	0	0	0	496,436	0	0	0	**496,436**
Fire Station 21 - COPs	0	0	0	0	0	0	0	0	0	0	404,712	0	0	0	**404,712**
Hillside Community Center Payback	161,500	0	0	0	191,255	0	0	0	0	0	0	0	0	0	**352,755**
Meadows Community Center Payback (6)	0	0	0	0	383,385	0	0	0	0	0	0	0	0	0	**383,385**
Red Rock Canyon Purchase Payback (7)	0	0	0	0	0	0	0	0	100,000	0	0	0	0	1,350,000	**1,450,000**
Replacement of Wahsatch Data Center	1,152,650	0	0	0	0	0	0	0	0	0	0	0	0	0	**1,152,650**
Skyview Softball Complex Payback (8)	0	0	0	0	225,000	0	0	0	131,803	0	0	0	0	0	**356,803**
University Park Payback	0	0	0	0	100,000	0	0	0	0	0	0	0	0	0	**100,000**
West Creek Park Payback	0	0	0	0	0	0	0	0	0	0	0	0	0	477,389	**477,389**
Total	**8,788,739**		**0**	**0**	**899,640**	**0**	**0**	**0**	**321,142**	**0**	**901,148**	**0**	**550,000**	**1,827,389**	**13,288,058**

PARKS AND RECREATION	**CIP Construc Fund**	**Airport Grant Funds (1)**	**Bicycle Tax**	**CDBG**	**CTF (Lottery)**	**Enterprise Funds (2)**	**FTA**	**GF Storm-water (MOE $2.3M)**	**Other**	**PPRTA**	**PSST**	**SAFETEA-LU**	**SCIP Fund**	**TOPS**	**Total Funded**
Cheyenne Mountain Open Space Acq	0	0	0	0	0	0	0	0	0	0	0	0	0	441,000	**441,000**
Cottonwood Trail - Grant Match	0	0	0	0	0	0	0	0	0	0	0	0	0	225,000	**225,000**
Emergency Repairs	0	0	0	0	120,000	0	0	0	0	0	0	0	0	0	**120,000**
Handball Courts at Memorial Park	0	0	0	0	0	0	0	0	0	0	0	0	0	50,000	**50,000**
Maintenance of Parks	0	0	0	0	2,689,957	0	0	0	0	0	0	0	0	0	**2,689,957**
Maintenance of Trails	0	0	0	0	150,000	0	0	0	0	0	0	0	0	0	**150,000**
Midland Trail - Grant Match (9)	0	0	0	0	0	0	0	0	0	0	0	0	0	650,000	**650,000**
Open Space Trail Development	0	0	0	0	0	0	0	0	0	0	0	0	0	50,000	**50,000**
Park and Trail Repairs/Renovation	0	0	0	0	550,568	0	0	0	0	0	0	0	0	0	**550,568**
Pikes Peak Greenway Improvements	0	0	0	0	0	0	0	0	0	377,890	0	0	0	0	**377,890**
Red Rock Canyon Master Plan Imp	0	0	0	0	0	0	0	0	0	0	0	0	0	250,000	**250,000**
Rock Island Trail - Ph. 3 Acquisition	0	0	0	0	0	0	0	0	0	0	0	0	0	480,000	**480,000**
Sand Creek Trail - Grant Match (9)	0	0	0	0	0	0	0	0	0	0	0	0	0	450,000	**450,000**
TOPS - 3% Administrative Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	189,397	**189,397**
TOPS - 6% Maintenance Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	378,794	**378,794**
Universally-Accessible Playground	0	0	0	0	0	0	0	0	0	0	0	0	0	250,000	**250,000**
Vandalism Repairs	0	0	0	0	120,000	0	0	0	0	0	0	0	0	0	**120,000**
Total	**0**	**0**	**0**	**0**	**3,630,525**	**0**	**0**	**0**	**0**	**377,890**	**0**	**0**	**0**	**3,414,191**	**7,422,606**

2009 Capital Improvements Program

	GENERAL USE	RESTRICTED USE													
STORMWATER	**CIP Construc Fund**	**Airport Grant Funds (1)**	**Bicycle Tax**	**CDBG**	**CTF (Lottery)**	**Enterprise Funds (2)**	**FTA**	**GF Storm-water (MOE $2.3M)**	**Other**	**PPRTA**	**PSST**	**SAFETEA-LU**	**SCIP Fund**	**TOPS**	**Total Funded**
Drainage Basin Planning Studies	0	0	0	0	0	0	0	378,000	0	0	0	0	0	0	**378,000**
Stormwater Enterprise: Cottonwood Creek Channel - Union	0	0	0	0	0	600,000	0	0	0	0	0	0	0	0	**600,000**
Stormwater Enterprise: Emergency Stormwater Repairs	0	0	0	0	0	900,000	0	0	0	0	0	0	0	0	**900,000**
Stormwater Enterprise: Flood Warning - Education & Safety	0	0	0	0	0	200,000	0	0	0	0	0	0	0	0	**200,000**
Stormwater Enterprise: Fountain Creek - Monument Creek	0	0	0	0	0	2,217,010	0	0	0	0	0	0	0	0	**2,217,010**
Stormwater Enterprise: Fountain Creek Restoration	0	0	0	0	0	600,000	0	0	0	0	0	0	0	0	**600,000**
Stormwater Enterprise: Rockrimmon Channel	0	0	0	0	0	150,000	0	0	0	0	0	0	0	0	**150,000**
Stormwater Enterprise: Sand Creek Main Stem - Ph. 1	0	0	0	0	0	1,832,990	0	0	0	0	0	0	0	0	**1,832,990**
Stormwater Enterprise: South Douglas Creek Restoration	0	0	0	0	0	1,500,000	0	0	0	0	0	0	0	0	**1,500,000**
Total	**0**	**0**	**0**	**0**	**0**	**8,000,000**	**0**	**378,000**	**0**	**0**	**0**	**0**	**0**	**0**	**8,378,000**

TRANSPORTATION	**CIP Construc Fund**	**Airport Grant Funds (1)**	**Bicycle Tax**	**CDBG**	**CTF (Lottery)**	**Enterprise Funds (2)**	**FTA**	**GF Storm-water (MOE $2.3M)**	**Other**	**PPRTA**	**PSST**	**SAFETEA-LU**	**SCIP Fund**	**TOPS**	**Total Funded**
ADA Pedestrian Ramps (10)	0	0	0	100,000	0	0	0	0	0	1,206,690	0	0	0	0	**1,306,690**
Airport: Airfield Fog Seal/Painting	0	0	0	0	0	150,000	0	0	0	0	0	0	0	0	**150,000**
Airport: Airport Layout Plan Update (11)	0	1,500,000	0	0	0	0	0	0	78,947	0	0	0	0	0	**1,578,947**
Airport: Fleet Improvements - Phase II (11)	0	250,000	0	0	0	0	0	0	250,000	0	0	0	0	0	**500,000**
Airport: Reconstruct Runway 12-30 (Design) (11)	0	540,000	0	0	0	0	0	0	28,421	0	0	0	0	0	**568,421**
Airport: Rehabilitation of Taxiways E, G, and H (11)	0	9,330,543	0	0	0	0	0	0	491,081	0	0	0	0	0	**9,821,624**
Airport Road Bike Lanes/ Sidewalks (12)	38,756	0	0	0	0	0	0	0	0	0	0	0	0	0	**38,756**
Austin Bluffs Corridor	0	0	0	0	0	0	0	0	0	1,700,000	0	0	0	0	**1,700,000**
Austin Bluffs Corridor - ITS - Phase I	81,951	0	0	0	0	0	0	0	0	0	0	394,232	0	0	**476,183**
Austin Bluffs Corridor - ITS - Phase II	121,180	0	0	0	0	0	0	0	0	0	0	484,720	0	0	**605,900**
Bicycle Infrastructure Improvements	0	0	125,000	0	0	0	0	0	0	0	0	0	0	0	**125,000**
Boulder Street Sidewalk Construc	40,000	0	0	0	0	0	0	0	0	0	0	160,000	0	0	**200,000**
Concrete - Curb, Gutter, and Sidewalk (13)	0	0	0	0	0	0	0	0	0	5,315,961	0	0	0	0	**5,315,961**
Congestion/Incident Mgmt	0	0	0	0	0	0	0	0	0	264,500	0	0	0	0	**264,500**
E. Bijou Street Bicycle Lanes	14,400	0	0	0	0	0	0	0	0	0	0	57,600	0	0	**72,000**
Las Vegas and Royer Street Railroad Crossing (14) (16)	0	0	0	0	0	0	0	0	450,000	0	0	0	0	0	**450,000**
Mill Street NSA Public Improvements	0	0	0	140,521	0	0	0	0	0	0	0	0	0	0	**140,521**
Milton E. Proby Pkwy - Ph. I	0	0	0	0	0	0	0	0	0	5,716,969	0	0	0	0	**5,716,969**
North Nevada Corridor - Design	38,106	0	0	0	0	0	0	0	0	0	0	183,310	0	0	**221,416**
On Street Bikeway Improvements	0	0	0	0	0	0	0	0	0	276,276	0	0	0	0	**276,276**
Parking Enterprise: Downtown BID Streetscape	0	0	0	0	0	2,094,486	0	0	0	0	0	0	0	0	**2,094,486**

2009 Capital Improvements Program

	GENERAL USE	RESTRICTED USE													
TRANSPORTATION cont.	**CIP Construc Fund**	**Airport Grant Funds (1)**	**Bicycle Tax**	**CDBG**	**CTF (Lottery)**	**Enterprise Funds (2)**	**FTA**	**GF Storm-water (MOE $2.3M)**	**Other**	**PPRTA**	**PSST**	**SAFETEA-LU**	**SCIP Fund**	**TOPS**	**Total Funded**
Parking Enterprise: Easy Park Meter Conversion	0	0	0	0	0	65,000	0	0	0	0	0	0	0	0	**65,000**
Pikes Peak America's Mountain: Erosion and Sediment Control (15)	0	0	0	0	0	633,988	0	0	216,012	0	0	0	0	0	**850,000**
Park-and Ride/Transfer Station Bicycle/Multi-Modal Improvements	20,800	0	0	0	0	0	0	0	0	0	0	88,000	0	0	**108,800**
Platte Avenue Corridor - ITS	119,300	0	0	0	0	0	0	0	0	0	0	477,200	0	0	**596,500**
Roadway Safety and Traffic Operations (16)		0	0	0	0	0	0	0	0	834,174	0	0	0	0	**834,174**
S. Academy Sidewalk Construc	65,000	0	0	0	0	0	0	0	0	0	0	260,000	0	0	**325,000**
Street Resurfacing (17)	312,000	0	0	0	0	0	0	0	0	7,159,921	0	0	0	0	**7,471,921**
Traffic Signal Upgrades (18)	45,727	0	0	0	0	0	0	0	0	34,301	0	219,972	0	0	**300,000**
Transit - Automatic Vehicle Location System	0	0	0	0	0	0	240,000	0	0	60,000	0	0	0	0	**300,000**
Transit - Purchase Financial System	0	0	0	0	0	0	80,000	0	0	20,000	0	0	0	0	**100,000**
W. Uintah Street Bicycle Lanes	27,800	0	0	0	0	0	0	0	0	0	0	110,000	0	0	**137,800**
Westside NSA Public Improvements	0	0	0	250,000	0	0	0	0	0	0	0	0	0	0	**250,000**
Woodmen Road Corridor	499,827	0	0	0	0	0	0	0	0	16,438,089	0	2,404,458	0	0	**19,342,374**
Woodmen Road Corridor - ITS	98,860	0	0	0	0	0	0	0	0	0	0	478,640	0	0	**577,500**
Total	**1,523,707**	**11,620,543**	**125,000**	**490,521**	**0**	**2,943,474**	**320,000**	**0**	**1,514,461**	**39,026,881**	**0**	**5,318,132**	**0**	**0**	**62,882,719**

ALL FUNDS SUMMARY	**CIP Construc Fund (19)**	**Airport Grant Funds (1)**	**Bicycle Tax**	**CDBG**	**CTF (Lottery)**	**Enterprise Funds (2)**	**FTA**	**GF Storm-water (MOE $2.3M)**	**Other**	**PPRTA**	**PSST**	**SAFETEA-LU**	**SCIP Fund**	**TOPS (20)**	**Total Funded**
FACILITIES	518,000	0	0	0	0	850,000	0	0	0	0	0	0	0	0	1,368,000
FINANCIAL COMMITMENT	8,788,739	0	0	0	899,640	0	0	0	321,142	0	901,148	0	550,000	1,827,389	13,288,058
PARKS AND RECREATION	0	0	0	0	3,630,525	0	0	0	0	377,890	0	0	0	3,414,191	7,422,606
STORMWATER	0	0	0	0	0	8,000,000	0	378,000	0	0	0	0	0	0	8,378,000
TRANSPORTATION	1,523,707	11,620,543	125,000	490,521	0	2,943,474	320,000	0	1,514,461	39,026,881	0	5,318,132	0	0	62,882,719
Total	**10,830,446**	**11,620,543**	**125,000**	**490,521**	**4,530,165**	**11,793,474**	**320,000**	**378,000**	**1,835,603**	**39,404,771**	**901,148**	**5,318,132**	**550,000**	**5,241,580**	**93,339,383**

1/ There are two sources of funding included in the Airport Grant Funds. The first is the Airport Improvement Program (AIP) Grant from the federal government. These funds are subject to federal appropriation and once received may not exactly match the figures shown above. The other source is the Colorado Discretionary Aviation Grant, which is only going toward the Fleet Improvements project.
2/ All funding listed in the Enterprise Funds column is funded by the specific Enterprise listed in the project name. Funding comes from fees charged by each specific Enterprise.
3/ Funding for the Cimino Drive Maintenance project comes from revenue received as rental income.
4/ The $550,000 in the SCIP Fund is funded by $325,000 from the SCIP Fund Balance, $165,000 in project savings, and $60,000 in anticipated 2009 interest earnings.
5/ The other source of funds for the CAB/Senior/Sertich/Court project is energy savings realized by making various energy-efficient improvements.
6/ The CIP Construction Fund dollars for the Hillside Community Center Payback comes from the debt service reserve. It is being used because 2009 is the final payment.
7/ The other source of funds for the Red Rock Canyon Payment is interest earnings on the COP payment earned in the Red Rock Canyon Fund.
9/ The other source of funds for the Skyview Softball Complex Payback comes from the Ballfield Capital Improvements Fund. Revene comes from concession revenue and player fees, and for 2009 there is a draw from the fund balance.
9/ This is overmatch funding for SAFETEA-LU funds from 2005 for Midland Trail and 2006 for Sand Creek Trail
10/ The PPRTA funding going toward the ADA Pedestrian Ramps is considered maintenance funds according to the PPRTA.
11/ The other source of funds for these projects is Passenger Facility Charges (PFCs).
12/ This is local match funding for 2008 SAFETEA-LU funds.
13/ The PPRTA funding going toward the Concrete - Sidewalk, Curb, Gutter project is considered maintenance funds according to the PPRTA.
14/ The other source of funds for the Las Vegas Street/Royer Street project is the Federal Rail/Hwy Safety Improvement Project Funds.
15/ Funding is comprised of $447,250 from the enterprise, $186,738 from the fund balance, and $216,012 in LART funds ($190,512 in general LART revenue, and $17,500 and $8,000 as a reimbursement for the Pikes Peak International Hill Climb and Pikes Peak Marathon, respectively.)
16/ Included in the Roadway Safety and Traffic Operations project is $700,000 that will go toward the Las Vegas Street/Royer Street project.
17/ The PPRTA funding going toward Street Resurfacing is considered maintenance funds according to the PPRTA.
18/ Total project is for $300,000, but $34,301 in overmatch funds will come from PPRTA maintenance funds.
19/ The sources for this funding include a 2009 General Fund contribution of $9,380,446, $695,500 in anticipated interest earnings, $723,500 in savings from completed CIP projects, and $30,000 in rental income. In addition, $378,000 in General Fund money is designated for Stormwater-related activities as part of the level of effort being maintained by the City.
20/ It is estimated that a total of $6,393,800 in TOPS revenue will be collected in 2009, with $5,241,580 being appropriated for CIP projects and $125,376 for the vendor fee. This leaves $1,026,844 available for further use (requires a supplemental appropriation).

5-Year Funded Capital Improvements Program Budget

Looking out over the next five years, the City has over $400,000,000 in planned capital improvements. This includes the projects listed in the Transportation Improvement Plan (TIP), as well as projects that are part of the Pikes Peak Rural Transportation Authority (PPRTA).

As 2009 is the only year where funds are being budgeted, the dollar values shown in years 2010-2013 are estimates that will very likely change based on revenue projections and construction schedules. However, at the very least, it gives a ballpark estimate for future planned capital projects.

The largest projects involve transportation improvements, and are primarily funded by the PPRTA. They include:

- Woodmen Road Corridor - $68.3 million
- Milton E. Proby Parkway - $39.1 million
- Street Resurfacing - $37.9 million
- Austin Bluffs Corridor - $29.6 million
- Concrete – Curb, Gutter and Sidewalk - $26.6 million
- Airport: Rehabilitation of Taxiways E, G, and H - $9.8 million
- Parking: Downtown BID Streetscape - $7.7 million
- Fillmore Street Corridor - $6.7 million
- ADA Pedestrian Ramps - $6.5 million
- Vincent Drive Bridge - $5.8 million
- Vincent Drive Extension - $5.7 million
- Hancock Avenue Bridge - $5.1 million

The following spreadsheet lists all the 2009 funded projects with the associated dollar estimates for each year between 2009 and 2013. Some projects beginning in 2010 are also included. Detailed one-page project sheets follow.

5-Year Funded Capital Improvements Program Budget

FACILITIES	2009	2010	2011	2012	2013	Total
Cimino Drive Maintenance (3)	30,000	0	0	0	0	**30,000**
City Facilities Maintenance	75,000	75,000	75,000	75,000	75,000	**375,000**
Community Center Repair	88,000	88,000	88,000	88,000	88,000	**440,000**
Fire - Existing Facility Repairs	175,000	175,000	175,000	175,000	175,000	**875,000**
Parking Enterprise: USOC Skybridge	675,000	0	0	0	0	**675,000**
Patty Jewett: Bunker Repair	75,000	0	0	0	0	**75,000**
Patty Jewett: Roof Repair	100,000	0	0	0	0	**100,000**
Police - Existing Facility Repairs	150,000	150,000	150,000	150,000	150,000	**750,000**
Total	**1,368,000**	**488,000**	**488,000**	**488,000**	**488,000**	**3,320,000**

FINANCIAL COMMITMENT	2009	2010	2011	2012	2013	Total
1999 SCIP Bond Debt Payment	7,850,356	7,851,581	7,854,400	7,847,400	7,850,650	**39,254,387**
CAB/Senior Ctr/Sertich Ice Ctr/Court - 2 of 15 (4)	263,572	267,323	271,234	273,492	273,492	**1,349,113**
Fire Station 1 - Certificates of Participation	496,436	496,436	496,436	496,436	496,436	**2,482,180**
Fire Station 21 - Certificates of Participation	404,712	404,712	404,712	404,712	404,712	**2,023,560**
Hillside Community Center Payback (5)	352,755	0	0	0	0	**352,755**
Meadows Community Center Payback	383,385	0	0	0	0	**383,385**
Red Rock Canyon Purchase Payback	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	**7,250,000**
Replacement of Wahsatch Data Center	1,152,650	1,152,650	1,152,650	1,152,650	1,152,650	**5,763,250**
Skyview Softball Complex Payback	356,803	356,903	356,403	360,183	357,963	**1,788,255**
University Park Payback	100,000	0	0	0	0	**100,000**
West Creek Park Payback	477,389	0	0	0	0	**477,389**
Total	**13,288,058**	**11,979,605**	**11,985,835**	**11,984,873**	**11,985,903**	**61,224,274**

5-Year Funded Capital Improvements Program Budget

PARKS AND RECREATION	2009	2010	2011	2012	2013	Total
Cheyenne Mountain Open Space Acquisition	441,000	0	0	0	0	**441,000**
Cottonwood Trail - Grant Match	225,000	0	0	0	0	**225,000**
Emergency Repairs	120,000	100,000	100,000	100,000	100,000	**520,000**
Handball Courts at Memorial Park	50,000	0	0	0	0	**50,000**
Maintenance of Parks	2,689,957	1,500,000	1,500,000	1,500,000	1,500,000	**8,689,957**
Maintenance of Trails	150,000	175,000	175,000	175,000	200,000	**875,000**
Midland Trail - SAFETEA-LU Grant Match (6)	650,000	0	0	0	0	**650,000**
Open Space Trail Development	50,000	50,000	50,000	50,000	50,000	**250,000**
Park and Trails Repairs/Renovation	550,568	375,000	400,000	425,000	450,000	**2,200,568**
Pikes Peak Greenway Improvements	377,890	18,895	0	0	0	**396,785**
Red Rock Canyon Master Plan Implementation	250,000	0	0	0	0	**250,000**
Rock Island Trail - Ph. 3 Acquisition	480,000	375,000	365,000	0	0	**1,220,000**
Sand Creek Trail - SAFETEA-LU Grant Match (6)	450,000	0	0	0	0	**450,000**
TOPS - 3% Administrative Costs	189,397	199,294	205,273	211,431	217,774	**1,023,169**
TOPS - 6% Maintenance Costs	378,794	398,587	410,545	422,861	435,547	**2,046,334**
Universally-Accessible Playground	250,000	0	0	0	0	**250,000**
Vandalism Repairs	120,000	110,000	120,000	130,000	140,000	**620,000**
Total	**7,422,606**	**3,301,776**	**3,325,818**	**3,014,292**	**3,093,321**	**20,157,813**

STORMWATER	2009	2010	2011	2012	2013	Total
Drainage Basin Planning Studies	378,000	370,500	363,000	355,500	348,000	**1,815,000**
Stormwater Enterprise: Cottonwood Creek Channel - Union	600,000	0	0	0	0	**600,000**
Stormwater Enterprise: Emergency Stormwater Repairs	900,000	900,000	950,000	1,000,000	1,000,000	**4,750,000**
Stormwater Enterprise: Flood Warning - Education & Safety	200,000	200,000	200,000	200,000	200,000	**1,000,000**

5-Year Funded Capital Improvements Program Budget

STORMWATER (cont.)	2009	2010	2011	2012	2013	Total
Stormwater Enterprise: Fountain Creek - Monument Creek	2,217,010	2,448,880	0	0	0	**4,665,890**
Stormwater Enterprise: Fountain Creek Restoration	600,000	0	0	0	0	**600,000**
Stormwater Enterprise: Rockrimmon Channel	150,000	1,000,000	2,250,000	0	0	**3,400,000**
Stormwater Enterprise: Sand Creek Main Stem - Ph. 1	1,832,990	0	0	0	0	**1,832,990**
Stormwater Enterprise: South Douglas Creek Restoration	1,500,000	2,000,000	0	0	0	**3,500,000**
Stormater Enterprise: Cottonwood Creek Channel - Academy to Union	0	300,000	1,015,980	0	0	**1,315,980**
Stormwater Enterprise: Sand Creek Main Stem Ph 3 - Fountain Creek to Academy	0	600,000	800,000	0	0	**1,400,000**
Stormwater Enterprise: Templeton Gap Floodway Restoration - Union to Austin Bluffs	0	0	0	700,000	349,351	**1,049,351**
Stormwater Enterprise: 31st St. Drainageway - Fountain Creek to Fontanero	0	551,120	2,784,020	4,000,000	961,253	**8,296,393**
Stormwater Enterprise: 31st St. Drainageway - Fontanero to Garden of the Gods	0	0	0	1,500,000	3,649,485	**5,149,485**
Stormwater Enterprise: West Fork Sand Creek	0	0	0	600,000	1,839,911	**2,439,911**
Total	**8,378,000**	**8,372,510**	**8,365,011**	**8,357,512**	**8,350,013**	**41,823,046**

TRANSPORTATION	2009	2010	2011	2012	2013	Total
25th Street Bridge	0	0	0	0	487,540	**487,540**
ADA Pedestrian Ramps (7)	1,306,690	1,306,690	1,306,690	1,306,690	1,306,690	**6,533,450**
Airport: Airfield Fog Seal/Painting	150,000	0	0	0	0	**150,000**
Airport: Airport Layout Plan Update (8)	1,578,947	0	0	0	0	**1,578,947**
Airport: Fleet Improvements - Phase II (8)	500,000	0	0	0	0	**500,000**
Airport: Reconstruct of Runway 12-30 (Design) (8)	568,421	0	0	0	0	**568,421**
Airport: Rehabilitation of Taxiways E, G, and H (8)	9,821,624	0	0	0	0	**9,821,624**
Airport Road Bike Lanes/ Sidewalks (9)	38,756	0	0	0	0	**38,756**

5-Year Funded Capital Improvements Program Budget

TRANSPORTATION cont.	2009	2010	2011	2012	2013	Total
Austin Bluffs Bridge Widening	0	0	0	0	3,203,836	**3,203,836**
Austin Bluffs Corridor	1,700,000	0	7,000,000	20,937,755	0	**29,637,755**
Austin Bluffs Corridor - ITS - Phase I	476,183	0	0	0	0	**476,183**
Austin Bluffs Corridor - ITS - Phase II	605,900	636,200	0	0	0	**1,242,100**
Bicycle Infrastructure Improvements	125,000	0	0	0	0	**125,000**
Boulder Street Sidewalk Construc	200,000	0	0	0	0	**200,000**
Citywide Pedestrian Access/Mobility Improvements	0	0	0	94,452	50,191	**144,643**
Concrete - Curb, Gutter, and Sidewalk (10)	5,315,961	5,315,961	5,315,961	5,315,961	5,315,961	**26,579,805**
Congestion/Incident Mgmt	264,500	264,500	264,500	264,500	264,500	**1,322,500**
E. Bijou Street Bicycle Lanes	72,000	0	0	0	0	**72,000**
Evans Avenue Bridge	0	640,000	0	0	0	**640,000**
Fillmore Street Corridor	0	0	0	0	6,686,266	**6,686,266**
Garden of the Gods/Chestnut	0	0	0	0	522,364	**522,364**
Hancock Avenue Bridge	0	0	0	0	5,070,418	**5,070,418**
Las Vegas and Royer Street Railroad Crossing (11)	450,000	0	0	0	0	**450,000**
Mill Street NSA Public Improvements	140,521	0	0	0	0	**140,521**
Milton E. Proby Pkwy - Ph. I	5,716,969	11,944,222	19,766,029	1,700,000	0	**39,127,220**
North Nevada Corridor - Design	221,416	341,490	371,623	358,536	293,853	**1,586,918**
On Street Bikeway Improvements	276,276	0	276,276	0	301,140	**853,692**
Parking Enterprise: Downtown BID Streetscape	2,094,486	1,864,096	3,819,165	0	0	**7,777,747**
Parking Enterprise: Easy Park Meter Conversion	65,000	0	0	0	0	**65,000**
Pikes Peak America's Mountain: Erosion and Sediment Control	850,000	500,000	500,000	500,000	0	**2,350,000**
Park-and Ride/Transfer Station Bicycle/Multi-Modal Improvements	108,800	0	0	0	0	**108,800**

5-Year Funded Capital Improvements Program Budget

TRANSPORTATION cont.	2009	2010	2011	2012	2013	Total
Platte Avenue Corridor - ITS	596,500	626,400	0	0	0	**1,222,900**
Roadway Safety and Traffic Operations (12)	834,174	834,174	834,174	834,174	834,174	**4,170,870**
S. Academy Sidewalk Construc	325,000	0	0	0	0	**325,000**
Street Resurfacing (13)	7,471,921	7,609,921	7,609,921	7,609,921	7,609,921	**37,911,605**
Traffic Signal Upgrades (14)	300,000	257,402	257,402	257,402	165,295	**1,237,501**
Transit - Automatic Vehicle Location System	300,000	0	0	0	0	**300,000**
Transit - Purchase Financial System	100,000	0	0	0	0	**100,000**
Vincent Drive Bridge	0	0	0	0	5,804,047	**5,804,047**
Vincent Drive Extension	0	0	3,946,042	0	1,708,812	**5,654,854**
W. Uintah Street Bicycle Lanes	137,800	0	0	0	0	**137,800**
Westside NSA Public Improvements	250,000	0	0	0	0	**250,000**
Woodmen Road Corridor	19,342,374	15,406,322	4,619,529	4,456,845	24,497,063	**68,322,133**
Woodmen Road Corridor - ITS	577,500	628,300	0	0	0	**1,205,800**
Total	**62,882,719**	**48,179,698**	**55,891,334**	**43,640,260**	**64,126,097**	**274,704,016**

ALL FUNDS SUMMARY	2009	2010	2011	2012	2013	Total
FACILITIES	1,368,000	488,000	488,000	488,000	488,000	**3,320,000**
FINANCIAL COMMITMENT	13,288,058	11,979,605	11,985,835	11,984,873	11,985,903	**61,224,274**
PARKS AND RECREATION	7,422,606	3,301,776	3,325,818	3,014,292	3,093,321	**20,157,813**
STORMWATER	8,378,000	8,372,510	8,365,011	8,357,512	8,350,013	**41,823,046**
TRANSPORTATION	62,882,719	48,179,698	55,891,334	43,640,260	64,126,097	**274,704,016**
Total	**93,339,383**	**72,321,589**	**80,055,998**	**67,484,937**	**88,043,334**	**401,245,241**

2009 CIP – Current Project Information

Project Name: Cimino Drive Maintenance **Project Type:** Facility Repair

Project Justification:
Funds are needed to maintain the properties at 25-30 Cimino Drive, which were purchased as part of the Springs Community Improvement Program's America the Beautiful Park project. The park site was developed without these properties, which were then rented out for use.

Project Description:

Estimated Completion Date: Ongoing

Project Manager and Department: Don Sides, Housing/Economic Development Department

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$	$	$	$	$	$ 0
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain): Maintenance	$30,000	$	$	$	$	$30,000
Payment	$	$	$	$	$	$ 0
TOTAL	**$30,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$30,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Other	$30,000	$	$	$	$	$30,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$30,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$30,000**

If "Other" Selected, explain: Funds come from rental payments

Increase in Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: This is part of the maintenance program.	$0
TOTAL	**$0**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: City Facilities Maintenance **Project Type:** Facility Repair

Project Justification:
City buildings require various repairs during the year, some of which may be of an emergency nature.

Project Description:
Funding to repair City buildings includes minor repairs such as plumbing and electrical, as well as those repairs that arise unexpectedly.

Estimated Completion Date: Ongoing

Project Manager and Department: Tom Monarco, Fleet (Facilities)

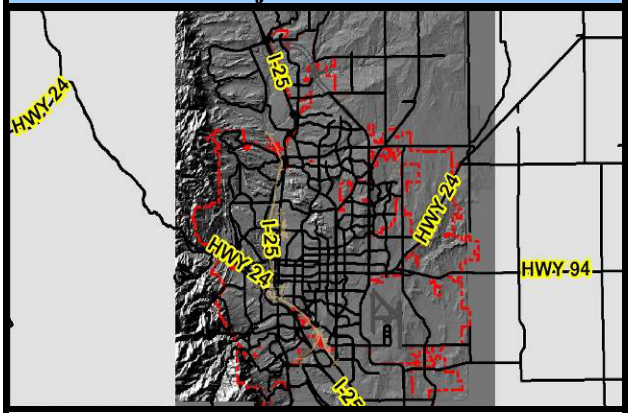
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$75,000	$75,000	$75,000	$75,000	$75,000	$375,000
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$75,000**	**$75,000**	**$75,000**	**$75,000**	**$75,000**	**$375,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
CIP Construction Funds	$75,000	$75,000	$75,000	$75,000	$75,000	$375,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$75,000**	**$75,000**	**$75,000**	**$75,000**	**$75,000**	**$375,000**

If "Other" Selected, explain:

Increase in Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: No increased operating expenses are anticipated.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Community Center Repair **Project Type:** Facility Repair

Project Justification:
Recreation Services has six community centers that need various types of repairs, including annual repairs and emergency maintenance, as well as certain renovations.

Project Description:
There are several community centers throughout the city that need ongoing maintenance and repair to keep them in proper operating condition. These facilities require ongoing maintenance to roofs, HVAC systems, repairs due to water damage, and other structural and general repairs to provide satisfactory and safe services to the public.

Estimated Completion Date: Ongoing

Project Manager and Department: Ron Cousar - Parks, Recreation, and Cultural Services Department

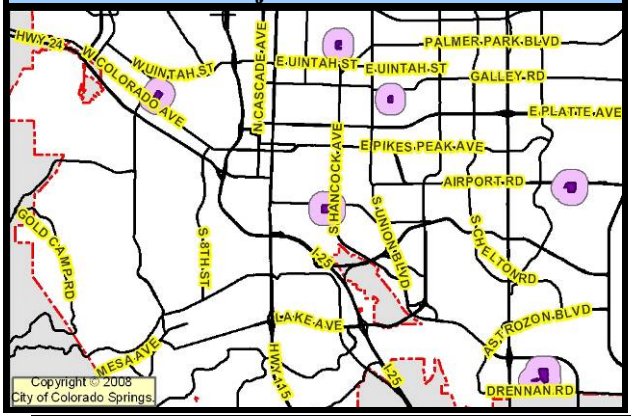
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$88,000	$88,000	$88,000	$88,000	$88,000	$440,000
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$88,000**	**$88,000**	**$88,000**	**$88,000**	**$88,000**	**$440,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
CIP Construction Funds	$88,000	$88,000	$88,000	$88,000	$88,000	$440,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$88,000**	**$88,000**	**$88,000**	**$88,000**	**$88,000**	**$440,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: No additional annual operating and maintenance costs.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Fire - Existing Facility Repairs **Project Type:** Facility Repair

Project Justification:
Ongoing need for additional funds for maintenance of Fire Department facilities. Deferring some of this maintenance could force temporary closures of stations.

Project Description:
Various needs such as ongoing apparatus door repairs/replacement, roof replacement, and landscaping at Fire Station 19, plus any emergency needs that arise during the year.

Estimated Completion Date: Ongoing

Project Manager and Department: Bob Lund, Fire Department

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$175,000	$175,000	$175,000	$175,000	$175,000	$875,000
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$175,000**	**$175,000**	**$175,000**	**$175,000**	**$175,000**	**$875,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
CIP Construction Funds	$175,000	$175,000	$175,000	$175,000	$175,000	$875,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$175,000**	**$175,000**	**$175,000**	**$175,000**	**$175,000**	**$875,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: No increased operating expenses are anticipated.	$0
TOTAL	**$0**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: USOC Skybridge **Project Type:** New Facility

Project Justification:
This skybridge was part of the economic development agreement to keep the United States Olympic Committee Headquarters in Colorado Springs.

Project Description:
A public pedestrian bridge connecting the City parking garage to Stratton Point, the new home of the USOC Headquarters.

Estimated Completion Date: December 2009

Project Manager and Department: Greg Warnke, Parking System

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$675,000	$	$	$	$	$675,000
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$0	$	$	$	$	$ 0
TOTAL	**$675,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$675,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Enterprise Funding Source	$675,000	$	$	$	$	$675,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$675,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$675,000**

If "Other" Selected, explain:

Increase in Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Minimal. Any additional costs funded from existing CAB Parking Garage budget.	$0
TOTAL	**$0**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: Patty Jewett Bunker Repair **Project Type:** Facility Repair

Project Justification:
Phase 2 of bunker replacement and repair at Patty Jewett golf course. This will complete all bunkers not completed in 2008.

Project Description:
Design concept is to provide bunkers that are easier to maintain and to enhance and prolong playability of existing bunkers on all 27 holes.

Estimated Completion Date: December 2009

Project Manager and Department: Dal Lockwood, Golf - Patty Jewett

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$75,000	$	$	$	$	$75,000
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$75,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$75,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Enterprise Funding Source	$75,000	$	$	$	$	$75,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$75,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$75,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Bunker maintenance occurs daily so this will not require additional maintenance funds.	$0
TOTAL	**$0**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: Patty Jewett Roof Repair **Project Type:** Facility Repair

Project Justification:
The roof at the Patty Jewett clubhouse has been repaired on numerous occasions and at this point needs extensive repair as well as replacement of the shingles to prevent leaks and damage to the interior.

Project Description:
Repair and replacement of shingles as well as the interior roof. The interior roof supports various HVAC devices so they will need to be removed and replaced during the repair.

Estimated Completion Date: September 2009

Project Manager and Department: Dal Lockwood, Golf - Patty Jewett

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$100,000	$	$	$	$	$100,000
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$100,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$100,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Enterprise Funding Source	$100,000	$	$	$	$	$100,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$100,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$100,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Repair or replacement of existing roof will not create any new maintenance costs.	$0
TOTAL	**$0**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: Police - Existing Facility Repair **Project Type:** Facility Repair

Project Justification:
Funds are needed to replace the car wash at the Police Operations Center (POC) as well as the carpet on the second floor of the building. The POC car wash has been in operation for over 14 years and has received heavy use. The POC was remodeled in 2007; however, funds were not available to replace the heavily worn carpet.

Project Description:
Replace car wash at the POC. Current repairs exceed $1,000 per year per car wash in labor and available parts. Replace the POC second floor carpet.

Estimated Completion Date: Approximately one month from start of project.

Project Manager and Department: Joe Curro, Logistics Support Manager, Police

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$150,000	$	$	$	$	$150,000
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$150,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$150,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
CIP Construction Funds	$150,000	$	$	$	$	$150,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$150,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$150,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Soap and minor preventive maintenance services; annual carpet cleaning.	$3,200
TOTAL	**$3,200**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: 1999 SCIP Bond Debt Payment **Project Type:** Financial Commitment

Project Justification:
Voters approved the sale of $88 million in bonds to fund 29 capital projects. In 2007, a portion of that debt was refinanced and the term extended one year to 2016. The final SCIP project, America the Beautiful Park (previously referred to as Confluence Park) was completed in September 2005.

Project Description:
The 2009 bond debt payment is $7,850,356, of which $7,300,356 is funded by the General Fund. The remaining $550,000 is from interest earnings and project savings from the SCIP Fund. If any SCIP project savings become available during 2009, staff will request a supplemental appropriation to apply it toward the payment.

Estimated Completion Date: Projects are complete. Bond will be paid off in 2016.

Project Manager and Department: Leslie Hickey, Financial Services Division

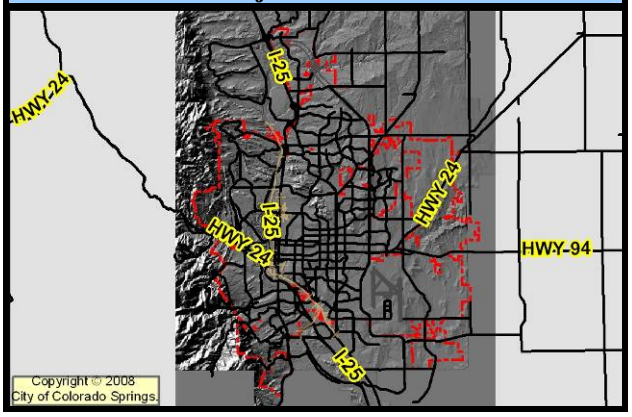
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$0	$0	$0	$0	$0	$ 0
Design	$0	$0	$0	$0	$0	$ 0
Construction	$0	$0	$0	$0	$0	$ 0
Project Management	$0	$0	$0	$0	$0	$ 0
Contingency	$0	$0	$0	$0	$0	$ 0
Miscellaneous (Explain):	$0	$0	$0	$0	$0	$ 0
Payment	$7,850,356	$7,851,581	$7,854,400	$7,847,400	$7,850,650	$39,254,387
TOTAL	**$7,850,356**	**$7,851,581**	**$7,854,400**	**$7,847,400**	**$7,850,650**	**$39,254,387**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
CIP Construction Funds	$7,300,356	$7,501,581	$7,504,400	$7,497,400	$7,500,650	$37,304,387
SCIP	$550,000	$350,000	$350,000	$350,000	$350,000	$1,950,000
	$0	$0	$0	$0	$0	$ 0
TOTAL	**$7,850,356**	**$7,851,581**	**$7,854,400**	**$7,847,400**	**$7,850,650**	**$39,254,387**

If "Other" Selected, explain:

Ongoing Operating and Maintenance Costs	Annual
Explain: All projects complete; any increase has already been absorbed.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: CAB/Senior/Sertich/Court **Project Type:** Financial Commitment

Project Justification:
The useful life of the heating and cooling systems of the CAB had been reached and the lighting system needed replacement. The Senior and Sertich Centers were identified as high energy users with antiquated equipment. City Council approved a lease-purchase for these repairs. Chiller and other repairs were also needed at the Court.

Project Description:
New boiler, cooler, energy saving light bulbs and ballasts, water conserving bathroom fixtures and a new building monitoring system. Total payment for 2009 is approximately $263,600: $89,000 from energy savings, $12,000 for the Senior and Sertich, $125,000 for work done at the CAB, and $37,233 for the Municipal Court.

Estimated Completion Date: Payments go through 2022

Project Manager and Department: Tom Monarco, Fleet (Facilities)

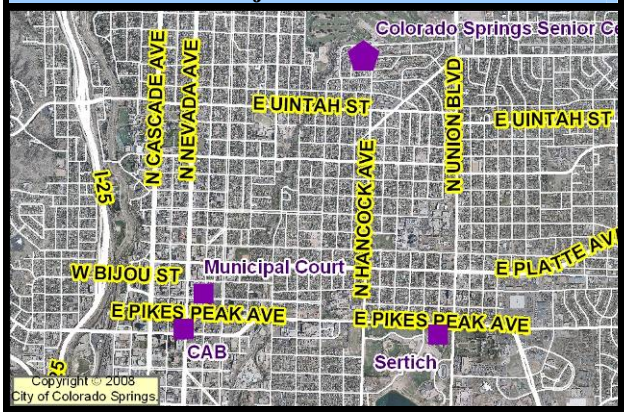
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$	$	$	$	$	$ 0
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$263,572	$267,323	$271,234	$273,492	$273,492	$1,349,113
TOTAL	**$263,572**	**$267,323**	**$271,234**	**$273,492**	**$273,492**	**$1,349,113**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
CIP Construction Funds	$174,233	$174,233	$174,233	$174,233	$174,233	$871,165
Other	$89,339	$93,090	$97,001	$99,259	$99,259	$477,948
	$	$	$	$	$	$ 0
TOTAL	**$263,572**	**$267,323**	**$271,234**	**$273,492**	**$273,492**	**$1,349,113**

If "Other" Selected, explain: The other funding comes from energy savings.

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Operating and maintenance costs expected to decrease with these improvements.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Fire Station 1 – COPs **Project Type:** New Facility

Project Justification:
Construction of replacement fire station for downtown. Current facility does not support current operational needs of the Colorado Springs Fire Department.

Project Description:
Construction of 17,000 - 20,000 sq. ft. two-story downtown fire station. Estimated construction completion is 2010.

Estimated Completion Date: 25 year COP payments

Project Manager and Department: Bob Lund, Fire Department

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$	$	$	$	$	$ 0
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$496,436	$496,436	$496,436	$496,436	$496,436	$2,482,180
TOTAL	**$496,436**	**$496,436**	**$496,436**	**$496,436**	**$496,436**	**$2,482,180**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
PSST	$496,436	$496,436	$496,436	$496,436	$496,436	$2,482,180
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$496,436**	**$496,436**	**$496,436**	**$496,436**	**$496,436**	**$2,482,180**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: No significant increased operating expenses are anticipated.	$0
TOTAL	**$0**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: Fire Station 21 - COPs **Project Type:** New Facility

Project Justification:
Construction of new fire station in Stetson Ridge.

Project Description:
Construction of 14,000 - 16,000 square foot fire station. Estimated construction completion is 2010.

Estimated Completion Date: 25 year COP payments

Project Manager and Department: Bob Lund, Fire Department

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$	$	$	$	$	$ 0
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$404,712	$404,712	$404,712	$404,712	$404,712	$2,023,560
TOTAL	**$404,712**	**$404,712**	**$404,712**	**$404,712**	**$404,712**	**$2,023,560**

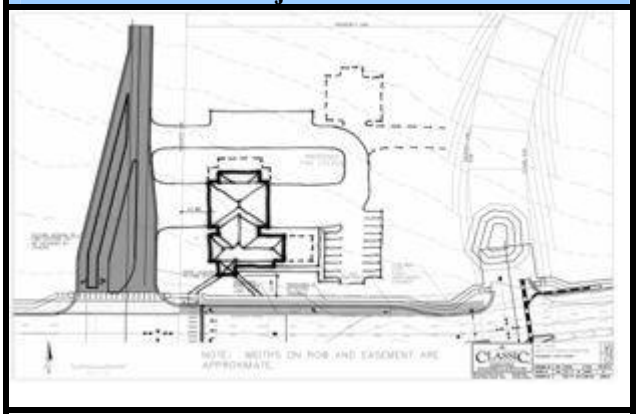
Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
PSST	$404,712	$404,712	$404,712	$404,712	$404,712	$2,023,560
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$404,712**	**$404,712**	**$404,712**	**$404,712**	**$404,712**	**$2,023,560**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Staffing needed. Funding for the increase in O&M will be determined in 2010.	$1,479,636
TOTAL	**$1,479,636**

Project Location

Project Visual



2009 CIP – Current Project Information

Project Name: Hillside Community Center Payback **Project Type:** Parks and Recreation

Project Justification:
Repayment of certificates of participation used to finance the construction of the Hillside Community Center.

Project Description:
Annual debt repayment - final payment in 2009.

Estimated Completion Date: 2009

Project Manager and Department: Chris Lieber, Parks, Recreation & Cultural Services Department

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$	$	$	$	$	$ 0
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$352,755	$	$	$	$	$352,755
TOTAL	**$352,755**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$352,755**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Conservation Trust Fund	$191,255	$	$	$	$	$191,255
Other	$161,500	$	$	$	$	$161,500
	$	$	$	$	$	$ 0
TOTAL	**$352,755**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$352,755**

If "Other" Selected, explain: The Debt Service Reserve Fund contains $161,500 that will go toward this final payment.

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: No additional operating costs anticipated.	$0
TOTAL	**$0**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: Meadows Community Ctr Payback **Project Type:** Parks and Recreation

Project Justification:
Meadows Community Center was financed as a bank lease/purchase. An annual payment is required to sustain the option.

Project Description:
Annual debt payment - final payment in 2009.

Estimated Completion Date: 2009

Project Manager and Department: Chris Lieber, Parks, Recreation & Cultural Services Department

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$	$	$	$	$	$ 0
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$383,385	$	$	$	$	$383,385
TOTAL	**$383,385**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$383,385**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Conservation Trust Fund	$383,385	$	$	$	$	$383,385
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$383,385**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$383,385**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: No additional operating costs anticipated.	$0
TOTAL	**$0**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: Red Rock Canyon Purchase Payback **Project Type:** Parks and Recreation

Project Justification:
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.

Project Description:
Fund the 2009 payment of the Red Rock Canyon Open Space loan. The TOPS payment is $1,350,000 and Conservation Trust funds totaling $100,000 will fund a portion of the payment for the parcel along Hwy 24.

Estimated Completion Date: 2018

Project Manager and Department: Chris Lieber, Parks, Recreation & Cultural Services Department

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$	$	$	$	$	$ 0
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$1,450,000	$1,450,000	$1,450,000	$1,450,000	$1,450,000	$7,250,000
TOTAL	**$1,450,000**	**$1,450,000**	**$1,450,000**	**$1,450,000**	**$1,450,000**	**$7,250,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
TOPS	$1,350,000	$1,350,000	$1,350,000	$1,350,000	$1,350,000	$6,750,000
Other	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
	$	$	$	$	$	$ 0
TOTAL	**$1,450,000**	**$1,450,000**	**$1,450,000**	**$1,450,000**	**$1,450,000**	**$7,250,000**

If "Other" Selected, explain: Funded from the Red Rock Canyon Fund.

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: No additional operating costs anticipated.	$0
TOTAL	**$0**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: Replacement of Wahsatch Data Center **Project Type:** New Facility

Project Justification:
The City currently rents the space where the existing Wahsatch Data Center is located, and the lease ends at the end of 2009. In addition, the existing site does not meet the City's needs. Therefore, a new location is needed, which will meet existing and future requirements.

Project Description:
Create a dedicated space within the Police Operations Center to house all the equipment and staff associated with the Wahsatch Data Center. This includes renovation costs, lease of new equipment such as data servers, and associated relocation expenses. Lease extends over the next seven years.

Estimated Completion Date: December 2009

Project Manager and Department: Curlie O. Matthews, Chief Information Officer, I. T. Division

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$	$	$	$	$	$ 0
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$1,152,650	$1,152,650	$1,152,650	$1,152,650	$1,152,650	$5,763,250
TOTAL	**$1,152,650**	**$1,152,650**	**$1,152,650**	**$1,152,650**	**$1,152,650**	**$5,763,250**

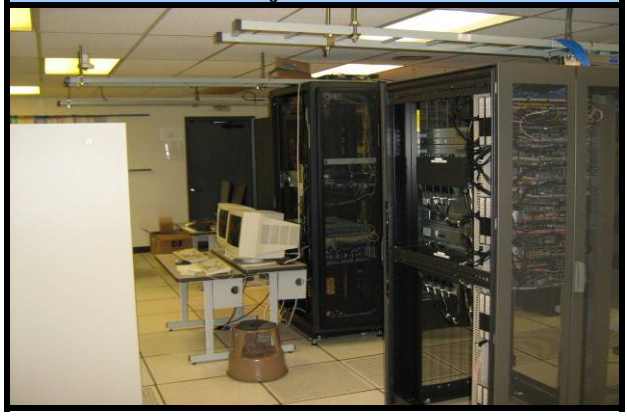
Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
CIP Construction Funds	$1,152,650	$1,152,650	$1,152,650	$1,152,650	$1,152,650	$5,763,250
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$1,152,650**	**$1,152,650**	**$1,152,650**	**$1,152,650**	**$1,152,650**	**$5,763,250**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: O&M expected to decrease as there will be no lease payment and newer equipment.	$0
TOTAL	**$0**

Project Location

Project Visual



2009 CIP – Current Project Information

Project Name: Skyview Softball Complex Payback **Project Type:** Parks and Recreation

Project Justification:
The Parks, Recreation & 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.

Project Description:
Annual payment

Estimated Completion Date: 2019

Project Manager and Department: Chris Lieber, Parks, Recreation & Cultural Services Department

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$	$	$	$	$	$ 0
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$356,803	356,903	356,403	360,183	357,963	$1,788,255
TOTAL	**$356,803**	**$356,903**	**$356,403**	**$360,183**	**$357,963**	**$1,788,255**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Conservation Trust Fund	$225,000	$225,000	$225,000	$225,000	$225,000	$1,125,000
Other	$131,803	$131,903	$131,403	$135,183	$132,963	$663,255
	$	$	$	$	$	$ 0
TOTAL	**$356,803**	**$356,903**	**$356,403**	**$360,183**	**$357,963**	**$1,788,255**

If "Other" Selected, explain: Funded by concession revenue, player fees and a small draw from the Ballfield CIP reserve.

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: No additional operating costs anticipated.	$0
TOTAL	**$0**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: University Park Trail Payback **Project Type:** Parks and Recreation

Project Justification:
The Urban Renewal Authority has agreed to fund and construct approximately 4,000 linear feet of the University Park Trail in accordance with the City Trail Standards. Funding in the amount of $100,000 in 2009 is necessary to reimburse the Urban Renewal Authority for construction of the trail.

Project Description:
Reimbursement for the construction of approximately 4,000 linear feet of the University Park Trail. This trail will connect the student population at UCCS to the Pikes Peak Greenway Trail.

Estimated Completion Date: 2009

Project Manager and Department: Chris Lieber, Parks, Recreation & Cultural Services Department

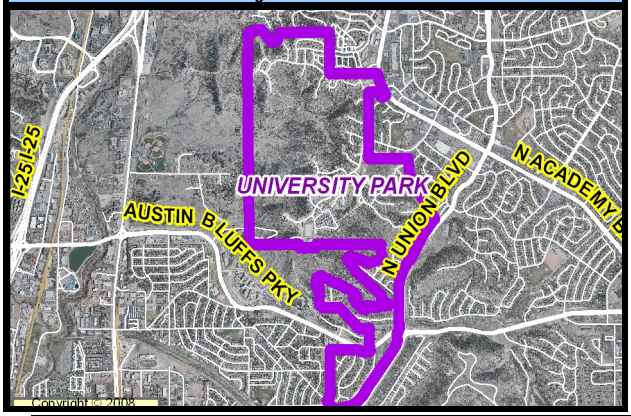
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$	$	$	$	$	$ 0
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$100,000	$	$	$	$	$100,000
TOTAL	**$100,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$100,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Conservation Trust Fund	$100,000	$	$	$	$	$100,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$100,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$100,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Trail maintenance is necessary.	$4,500
TOTAL	**$4,500**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: West Creek Park Payback **Project Type:** Parks and Recreation

Project Justification:
In accordance with a reimbursement agreement between the City and Wolfe Ranch, funding is needed to reimburse the developer for the development of West Creek Neighborhood Park.

Project Description:
Reimbursement for the 2005 construction of West Creek Neighborhood Park.

Estimated Completion Date: January 2009

Project Manager and Department: Chris Lieber, Parks, Recreation & Cultural Services Department

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$	$	$	$	$	$ 0
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$477,389	$0	$0	$0	$0	$477,389
TOTAL	**$477,389**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$477,389**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
TOPS	$477,389	$0	$0	$0	$0	$477,389
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$477,389**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$477,389**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Needed for neighborhood park maintenance.	$26,800
TOTAL	**$26,800**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: Cheyenne Mountain Open Space Acq. **Project Type:** Parks and Recreation

Project Justification:
The City of Colorado Springs in partnership with Colorado State Parks has negotiated the acquisition of approximately 960 acres of real property. The City will be acquiring approximately 472 acres, over the course of three years.

Project Description:
Fund the third and final phase of land acquisition for the Cheyenne Mountain Open Space in 2009.

Estimated Completion Date: 2009

Project Manager and Department: Chris Lieber, Parks, Recreation & Cultural Services Department

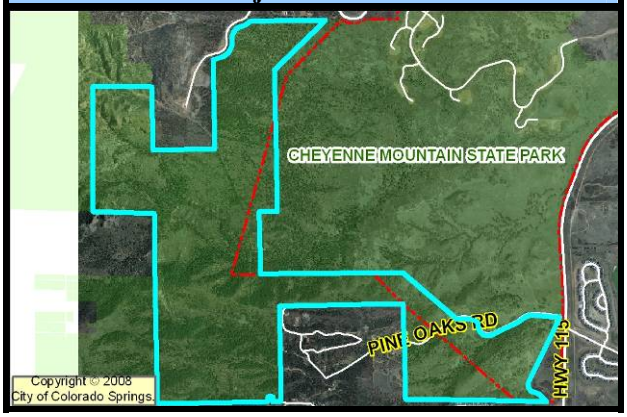
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$441,000	$	$	$	$	$441,000
Design	$	$	$	$	$	$ 0
Construction	$	$	$	$	$	$ 0
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$441,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$441,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
TOPS	$441,000	$	$	$	$	$441,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$441,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$441,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Operations and maintenance are responsibility of Colorado State Parks.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Cottonwood Trail - Grant Match **Project Type:** Parks and Recreation

Project Justification:
The Cottonwood Trail will provide a much needed missing link for commuters and recreationalists. This important segment of trail will be constructed in conjunction with the extensive drainage project between Vincent Road and Current, Inc.

Project Description:
Construction of approximately 3/4 mile of multi-use trail in accordance with the City's 2000-2010 Parks, Recreation and Trails Master Plan.

Estimated Completion Date: December 2009

Project Manager and Department: Chris Lieber, Parks, Recreation & Cultural Services Department

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$225,000	$	$	$	$	$225,000
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$225,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$225,000**

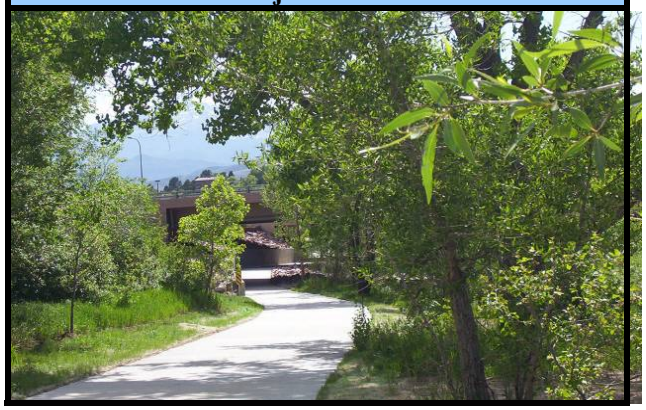
Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
TOPS	$225,000	$	$	$	$	$225,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$225,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$225,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Trail maintenance.	$3,750
TOTAL	**$3,750**

Project Location

Project Visual



2009 CIP – Current Project Information

Project Name: Emergency Repairs **Project Type:** Parks and Recreation

Project Justification:
Emergency repairs are 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 & Cultural Services Department.

Project Description:
Provide funding for emergency repairs.

Estimated Completion Date: Ongoing

Project Manager and Department: Chris Lieber, Parks, Recreation & Cultural Services Department

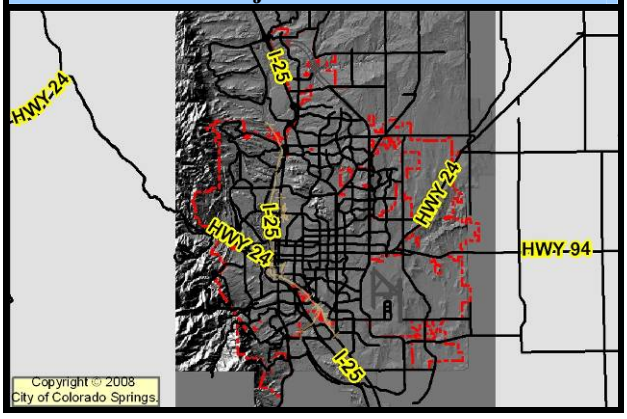
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$120,000	$100,000	$100,000	$100,000	$100,000	$520,000
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$120,000**	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$520,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Conservation Trust Fund	$120,000	$100,000	$100,000	$100,000	$100,000	$520,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$120,000**	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$520,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Minimal impact because this is already part of the ongoing maintenance program.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Handball Courts at Memorial Park **Project Type:** Parks and Recreation

Project Justification:
Handball is a growing sport across the United States, particularly among some minority populations. No public outdoor handball courts currently exist in Colorado Springs. Additional funding in the amount of $50,000 is needed to construct two handball courts.

Project Description:
Construction of two (2) handball courts in Memorial Park.

Estimated Completion Date: September 2009

Project Manager and Department: Chris Lieber, Parks, Recreation & Cultural Services Department

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$50,000	$	$	$	$	$50,000
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$50,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$50,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
TOPS	$50,000	$	$	$	$	$50,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$50,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$50,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Concrete courts require minimal maintenance.	$0
TOTAL	**$0**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: Maintenance of Parks **Project Type:** Parks and Recreation

Project Justification:
The inventory of newly completed parks has grown more rapidly than the operating funds for park maintenance. Funds are needed to maintain the grass, fountains, ponds, etc.

Project Description:
Maintenance and operating funds are being requested for the maintenance of existing parks. This includes such items as fertilizing, over-seeding, topdressing, pond, pump, and fountain maintenance, fertigation installation, utility costs, and other maintenance costs. Amount increased in 2009 as a budget balancing measure.

Estimated Completion Date: Ongoing

Project Manager and Department: Chris Lieber, Parks, Recreation & Cultural Services Department

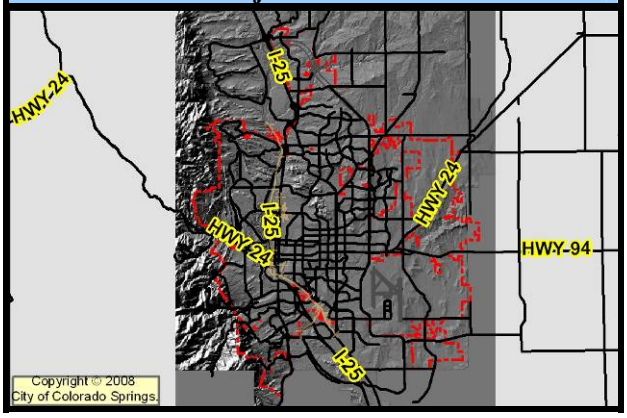
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$2,689,957	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$8,689,957
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$2,689,957**	**$1,500,000**	**$1,500,000**	**$1,500,000**	**$1,500,000**	**$8,689,957**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Conservation Trust Fund	$2,689,957	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$8,689,957
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$2,689,957**	**$1,500,000**	**$1,500,000**	**$1,500,000**	**$1,500,000**	**$8,689,957**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: These funds reflect the operating impacts of new parks that continue to be added.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Maintenance of Trails **Project Type:** Parks and Recreation

Project Justification:
The multi-use 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.

Project Description:
Continue funding for trails maintenance including surface treatments, fencing, and erosion control devices.

Estimated Completion Date: Ongoing

Project Manager and Department: Chris Lieber, Parks, Recreation & Cultural Services Department

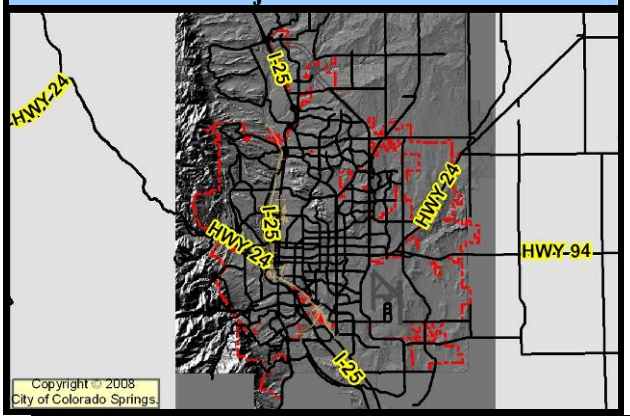
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$	$	$	$	$	$ 0
Project Management	$150,000	$175,000	$175,000	$175,000	$200,000	$875,000
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$150,000**	**$175,000**	**$175,000**	**$175,000**	**$200,000**	**$875,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Conservation Trust Fund	$150,000	$175,000	$175,000	$175,000	$200,000	$875,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$150,000**	**$175,000**	**$175,000**	**$175,000**	**$200,000**	**$875,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Minimal impact because this is already part of the ongoing maintenance program.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Midland Trail - Grant Match **Project Type:** Parks and Recreation

Project Justification:
The Midland Trail is identified as an important Tier 1 trail in the 2000-2010 Parks, Recreation and Trails Master Plan. Additional funding is needed as an overmatch for a Transportation Enhancement grant (funded by 2005 SAFETEA-LU funds).

Project Description:
Construction of approximately one mile of the Midland Trail in accordance with the Trails Master Plan.

Estimated Completion Date: November 2009

Project Manager and Department: Chris Lieber, Parks, Recreation & Cultural Services Department

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$650,000	$	$	$	$	$650,000
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$650,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$650,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
TOPS	$650,000	$	$	$	$	$650,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$650,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$650,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Trail maintenance.	$5,000
TOTAL	**$5,000**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: Open Space Trail Development **Project Type:** Parks and Recreation

Project Justification:
Additional trail development, trailhead improvements, and reclamation are needed at TOPS open space properties.

Project Description:
Provide funding for improvements at TOPS open spaces.

Estimated Completion Date: October 2009

Project Manager and Department: Chris Lieber, Parks, Recreation & Cultural Services Department

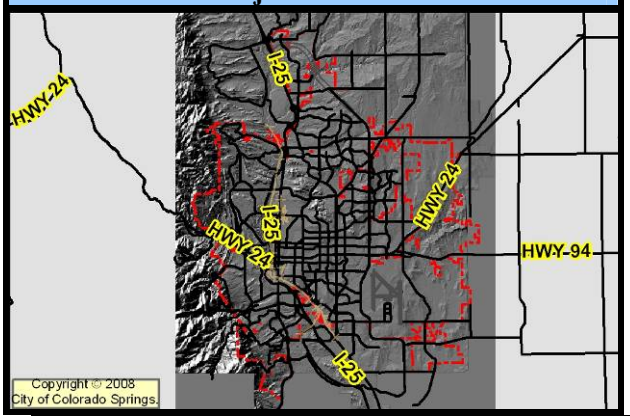
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$50,000	$50,000	$50,000	$50,000	$50,000	$250,000
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$250,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
TOPS	$50,000	$50,000	$50,000	$50,000	$50,000	$250,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$250,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Expected to slightly increase annual operating expenses but the amount is negligible.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Park & Trail Repairs/Renovation **Project Type:** Parks and Recreation

Project Justification:
Repairs are periodically needed in existing trails, park buildings, and park facilities to keep them in good operating condition. This includes restroom renovation. This is a continuing program essential to maintaining the service level to the public.

Project Description:
Provide funding for park and trail repairs and renovation.

Estimated Completion Date: Ongoing

Project Manager and Department: Chris Lieber, Parks, Recreation & Cultural Services Department

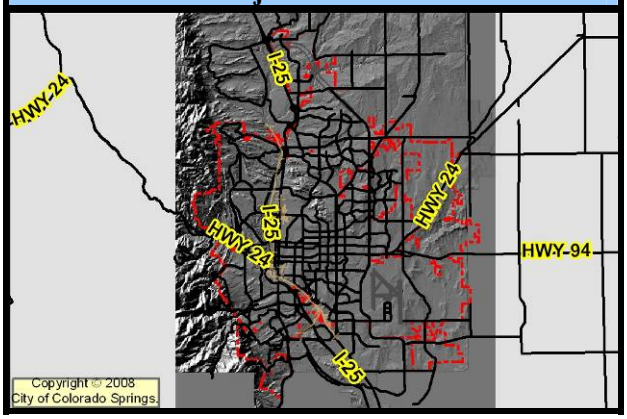
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$550,568	$375,000	$400,000	$425,000	$450,000	$2,200,568
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$550,568**	**$375,000**	**$400,000**	**$425,000**	**$450,000**	**$2,200,568**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Conservation Trust Fund	$550,568	$375,000	$400,000	$425,000	$450,000	$2,200,568
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$550,568**	**$375,000**	**$400,000**	**$425,000**	**$450,000**	**$2,200,568**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Minimal impact because this is already part of the ongoing maintenance program.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Pikes Peak Greenway Improvements **Project Type:** Parks and Recreation

Project Justification:
The Pikes Peak Greenway corridor provides numerous recreation opportunities and serves as a primary corridor for alternative transportation. Significant trail improvements are needed to pave the trail, repair damaged sections and meet current ADA requirements.

Project Description:
Project includes trail paving, repair of damaged trail, and ADA improvements along the corridor.

Estimated Completion Date: November 2009

Project Manager and Department: Chris Lieber, Parks, Recreation & Cultural Services Department

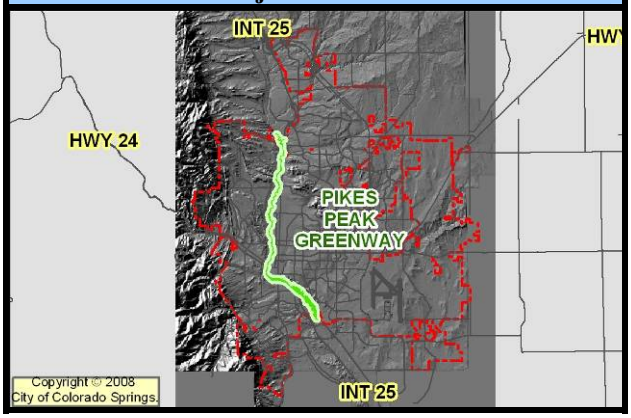
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$377,890	$18,895	$	$	$	$396,785
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$377,890**	**$18,895**	**$ 0**	**$ 0**	**$ 0**	**$396,785**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
PPRTA	$377,890	$18,895	$	$	$	$396,785
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$377,890**	**$18,895**	**$ 0**	**$ 0**	**$ 0**	**$396,785**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Improvement will reduce maintenance costs.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Red Rock Canyon Master Plan Impl. **Project Type:** Parks and Recreation

Project Justification:
In 2004, the City of Colorado Springs completed an Open Space Master Plan to guide the development of infrastructure to support public access at the Red Rock Canyon Open Space. Funding is needed to continue implementation of trailheads and master-planned facilities.

Project Description:
Trail construction, site restoration, signage, and erosion control.

Estimated Completion Date: November 2009

Project Manager and Department: Chris Lieber, Parks, Recreation & Cultural Services Department

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$250,000	$	$	$	$	$250,000
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$250,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$250,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
TOPS	$250,000	$	$	$	$	$250,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$250,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$250,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Expected to slightly increase maintenance costs but the amount is negligible.	$0
TOTAL	**$0**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: Rock Island Trail-Phase 3 Acquisition **Project Type:** Parks and Recreation

Project Justification:
The City's Parks, Recreation and Trails Master Plan identify the Rock Island Trail Corridor as an important east/west trail corridor. In 2007, the City entered into a purchase agreement with the property owner. The purchase agreement includes acquisition of five parcels of property over a five-year timeframe.

Project Description:
Fund the purchase of the third phase (5.25 acres) of the Rock Island Trail Corridor.

Estimated Completion Date: 2011

Project Manager and Department: Chris Lieber, Parks, Recreation & Cultural Services Department

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$480,000	$375,000	$365,000	$	$	$1,220,000
Design	$	$	$	$	$	$ 0
Construction	$	$	$	$	$	$ 0
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$480,000**	**$375,000**	**$365,000**	**$ 0**	**$ 0**	**$1,220,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
TOPS	$480,000	$375,000	$365,000	$	$	$1,220,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$480,000**	**$375,000**	**$365,000**	**$ 0**	**$ 0**	**$1,220,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: No additional operating costs anticipated.	$0
TOTAL	**$0**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: Sand Creek Trail - Grant Match **Project Type:** Parks and Recreation

Project Justification:
The Sand Creek Trail is identified as an important Tier 1 trail in the 2000-2010 Parks, Recreation and Trails Master Plan. Additional funding is needed as an overmatch for a Transportation Enhancement grant (funded by 2006 SAFETEA-LU funds).

Project Description:
Construction of approximately one mile of the Sand Creek Trail between the El Pomar Youth Sports Complex and Hancock Boulevard.

Estimated Completion Date: Fall 2009

Project Manager and Department: Chris Lieber, Parks, Recreation & Cultural Services Department

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$450,000	$	$	$	$	$450,000
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$450,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$450,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
TOPS	$450,000	$	$	$	$	$450,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$450,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$450,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Trail Maintenance.	$5,000
TOTAL	**$5,000**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: TOPS - 3% Administrative Costs **Project Type:** Parks and Recreation

Project Justification:
Provisions of the TOPS ordinance allocate 3% of all revenue collected over the life of the funding 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.

Project Description:
Three percent of collections will fund program administrative expenses, salaries, and benefits for a landscape architect and other support staff as necessary.

Estimated Completion Date: Ongoing

Project Manager and Department: Chris Lieber, Parks, Recreation & Cultural Services Department

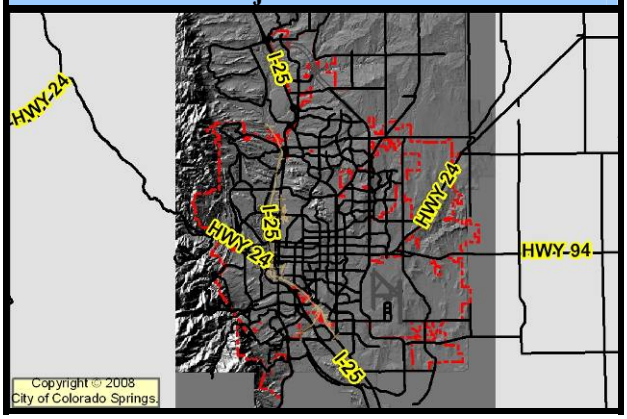
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$	$	$	$	$	$ 0
Project Management	$189,397	$199,294	$205,273	$211,431	$217,774	$1,023,169
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$189,397**	**$199,294**	**$205,273**	**$211,431**	**$217,774**	**$1,023,169**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
TOPS	$189,397	$199,294	$205,273	$211,431	$217,774	$1,023,169
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$189,397**	**$199,294**	**$205,273**	**$211,431**	**$217,774**	**$1,023,169**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Minimal impact because this is already part of the TOPS Program.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: TOPS - 6% Maintenance Costs **Project Type:** Parks and Recreation

Project Justification:
Provisions of the TOPS ordinance allocate 6% of all revenue collected over the life of the funding 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.

Project Description:
Allocate 6% of the TOPS Maintenance Fund for maintaining TOPS-funded parks, including four parks maintenance technicians, one open space maintenance technician, and three seasonal staff.

Estimated Completion Date: Ongoing

Project Manager and Department: Chris Lieber, Parks, Recreation & Cultural Services Department

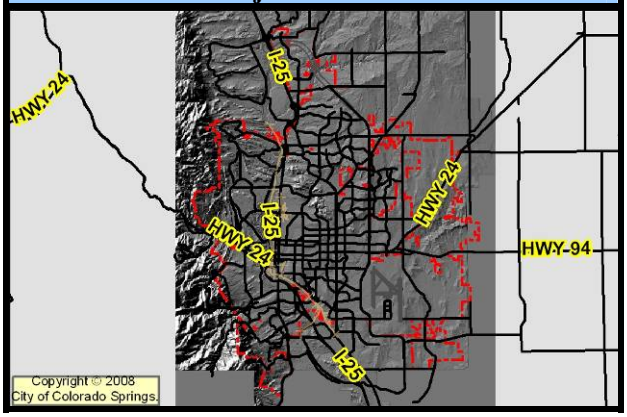
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$	$	$	$	$	$ 0
Project Management	$378,794	$398,587	$410,545	$422,861	$435,547	$2,046,334
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$378,794**	**$398,587**	**$410,545**	**$422,861**	**$435,547**	**$2,046,334**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
TOPS	$378,794	$398,587	$410,545	$422,861	$435,547	$2,046,334
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$378,794**	**$398,587**	**$410,545**	**$422,861**	**$435,547**	**$2,046,334**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Minimal impact because this is dedicated funding for the ongoing maintenance program.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Universally-Accessible Playground **Project Type:** Parks and Recreation

Project Justification:
An opportunity to address the need for a universally-accessible playground currently exists. Additional TOPS funding will be used to leverage funding from Great Outdoors Colorado. Additional private fundraising is also underway.

Project Description:
Construct universally-accessible playground at the southeast corner of Memorial Park.

Estimated Completion Date: Fall 2009

Project Manager and Department: Chris Lieber, Parks, Recreation & Cultural Services Department

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$250,000	$	$	$	$	$250,000
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$250,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$250,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
TOPS	$250,000	$	$	$	$	$250,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$250,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$250,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Playground maintenance.	$12,500
TOTAL	**$12,500**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: Vandalism Repairs **Project Type:** Parks and Recreation

Project Justification:
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.

Project Description:
Provide funding for vandalism repairs.

Estimated Completion Date: Ongoing

Project Manager and Department: Chris Lieber, Parks, Recreation & Cultural Services Department

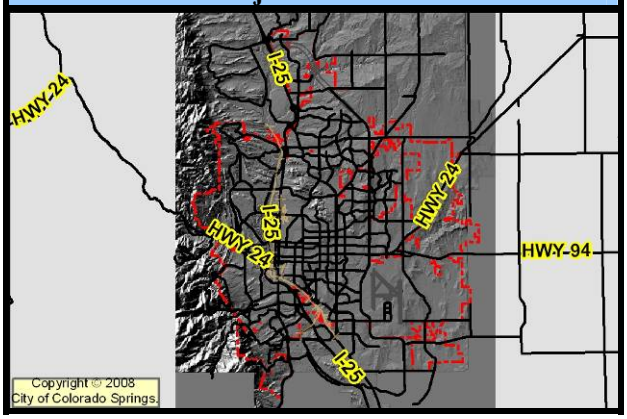
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$120,000	$110,000	$120,000	$130,000	$140,000	$620,000
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$120,000**	**$110,000**	**$120,000**	**$130,000**	**$140,000**	**$620,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Conservation Trust Fund	$120,000	$110,000	$120,000	$130,000	$140,000	$620,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$120,000**	**$110,000**	**$120,000**	**$130,000**	**$140,000**	**$620,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Minimal impact because this is already part of the ongoing maintenance program.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Drainage Basin Planning Studies **Project Type:** Stormwater

Project Justification:
These studies identify capital improvements to protect existing and future development from flooding, to protect streams and to set basin fees. Prior to 2008, a lack of funding led to no studies being completed by the City for over ten years; therefore, many studies are outdated. Also, new data and drainage concepts need to be incorporated.

Project Description:
These studies will provide current information about stormwater system deficiencies for planning capital projects, provide accurate information about the overall plan for the drainage basins, and allow for drainage basin fees to be recalculated using revised capital costs and newer land use projections.

Estimated Completion Date: 2013

Project Manager and Department: Dan Bare, Stormwater Drainage

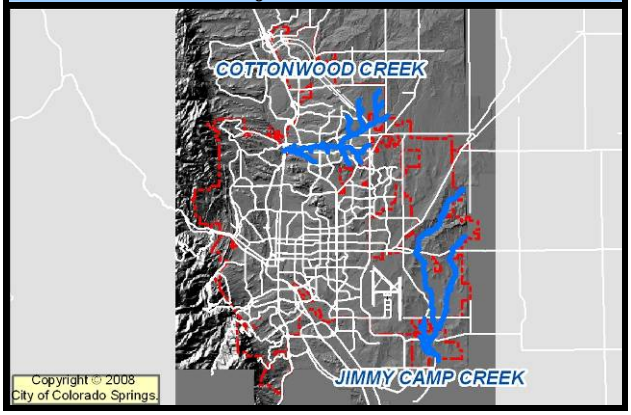
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$378,000	$370,500	$363,000	$355,500	$348,000	$1,815,000
Construction	$	$	$	$	$	$ 0
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$378,000**	**$370,500**	**$363,000**	**$355,500**	**$348,000**	**$1,815,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
General Fund Stormwater	$378,000	$370,500	$363,000	$355,500	$348,000	$1,815,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$378,000**	**$370,500**	**$363,000**	**$355,500**	**$348,000**	**$1,815,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: No additional operating costs anticipated.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Cottonwood Creek Channel - Union **Project Type:** Stormwater

Project Justification:
This area, from Union Blvd. to Rangewood Dr., experienced severe erosion and requires design and construction of grade control (drop) structures and channel improvements to reduce erosion and damage to adjacent public & private property. Will protect existing infrastructure such as the bridge at Rangewood Dr. & adjacent properties.

Project Description:
Stormwater infrastructure improvements include grouted sloping boulder drop structures, riprap bank protection, realignment of storm sewer outlets to the creek bottom, seeding and matting of upper creek banks, and willow plantings along the bank in the creek bottom. A total of $2.9 million was funded previously in 2007 and 2008.

Estimated Completion Date: May 2010

Project Manager and Department: Steve Jacobsen, Stormwater Enterprise

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$50,000	$	$	$	$	$50,000
Construction	$500,000	$	$	$	$	$500,000
Project Management	$	$	$	$	$	$ 0
Contingency	$50,000	$	$	$	$	$50,000
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$600,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$600,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Enterprise Funding Source	$600,000	$	$	$	$	$600,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$600,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$600,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Maintenance not expected for a few years after construction. When necessary, will be prioritized.	$0
TOTAL	**$0**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: Emergency Stormwater Repairs **Project Type:** Stormwater

Project Justification:
Stormwater events cause flooding, erosion, & sedimentation problems at locations throughout the city. Frequently these are localized issues that require immediate attention to address public safety, health and welfare along with protection of public and private infrastructure and property. Funding is needed to address these issues as they arise.

Project Description:
Design and construct stormwater improvements such as inlets, storm sewer, culverts, manholes, curb and gutter, roadway reconstruction, concrete channel repairs, repairs to bridges, creek and drainageway bank protection, etc., to address localized flooding, sedimentation and erosion problems.

Estimated Completion Date: Annual

Project Manager and Department: Steve Jacobsen, Stormwater Enterprise

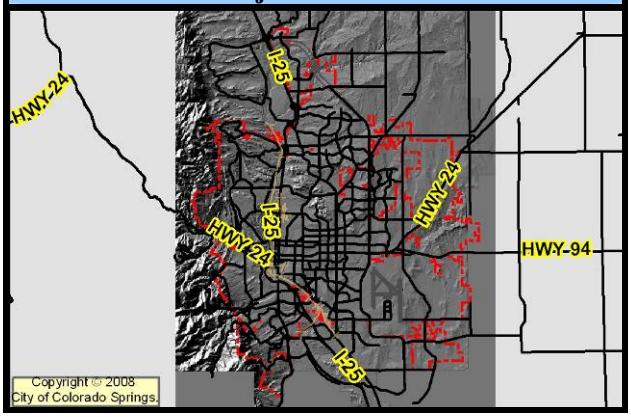
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$125,000	$125,000	$125,000	$150,000	$150,000	$675,000
Construction	$700,000	$700,000	$750,000	$775,000	$775,000	$3,700,000
Project Management	$	$	$	$	$	$ 0
Contingency	$75,000	$75,000	$75,000	$75,000	$75,000	$375,000
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$900,000**	**$900,000**	**$950,000**	**$1,000,000**	**$1,000,000**	**$4,750,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Enterprise Funding Source	$900,000	$900,000	$950,000	$1,000,000	$1,000,000	$4,750,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$900,000**	**$900,000**	**$950,000**	**$1,000,000**	**$1,000,000**	**$4,750,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Maintenance not expected for a few years after construction. When necessary, will be prioritized.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Flood Warning - Education & Safety **Project Type:** Stormwater

Project Justification:
Citizens should be informed and educated regarding the potential hazards of flash flooding. Citizens should also receive increased safety from the construction of physical improvements such as signage, fencing, handrails, and trash racks at dangerous and high-use locations.

Project Description:
Funding is provided for both 1) educational programs -- public outreach at schools and community events, TV/radio and newspaper advertisements; and 2) physical improvements (i.e. signage, fencing, handrails, trash racks, and associated improvements).

Estimated Completion Date: Annual program

Project Manager and Department: Kenneth C. Sampley, Stormwater Enterprise

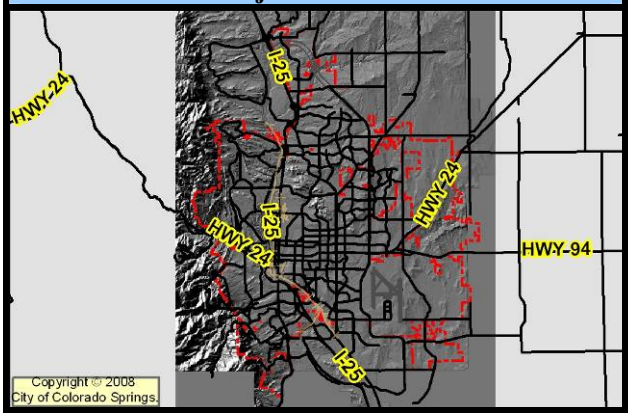
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$40,000	$38,000	$38,000	$35,000	$35,000	$186,000
Construction	$140,000	$140,000	$137,000	$137,000	$135,000	$689,000
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain): Media Programs	$20,000	$22,000	$25,000	$28,000	$30,000	$125,000
Payment	$	$	$	$	$	$ 0
TOTAL	**$200,000**	**$200,000**	**$200,000**	**$200,000**	**$200,000**	**$1,000,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Enterprise Funding Source	$200,000	$200,000	$200,000	$200,000	$200,000	$1,000,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$200,000**	**$200,000**	**$200,000**	**$200,000**	**$200,000**	**$1,000,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: No significant increase anticipated.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Fountain Creek - Monument Creek **Project Type:** Stormwater

Project Justification:
Fountain Creek is the major stormwater outfall for Colorado Springs and upstream contributing drainage areas. Significant erosion, sedimentation and flood damage threaten existing public and private infrastructure including bridges, highways, businesses, and properties. Improvements are needed for public health, safety and welfare.

Project Description:
Prepare a conceptual plan for Fountain Creek, downstream of Monument Creek, which prioritizes critical infrastructure improvements. Design and construct stormwater infrastructure in phases based on prioritized project list. Total of $2.2 million funded previously in 2007 and 2008.

Estimated Completion Date: May 2011

Project Manager and Department: Steve Jacobsen, Stormwater Enterprise

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$75,000	$75,000	$	$	$	$150,000
Design	$292,010	$348,880	$	$	$	$640,890
Construction	$1,700,000	$1,850,000	$	$	$	$3,550,000
Project Management	$	$	$	$	$	$ 0
Contingency	$150,000	$175,000	$	$	$	$325,000
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$2,217,010**	**$2,448,880**	**$ 0**	**$ 0**	**$ 0**	**$4,665,890**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Enterprise Funding Source	$2,217,010	$2,448,880	$	$	$	$4,665,890
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$2,217,010**	**$2,448,880**	**$ 0**	**$ 0**	**$ 0**	**$4,665,890**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Maintenance not expected for a few years after construction. When necessary, will be prioritized.	$0
TOTAL	**$0**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: Fountain Creek Restoration **Project Type:** Stormwater

Project Justification:
Fountain Creek adjacent to the Gold Hill Mesa and upstream of A-1 Mobile Home Park (west of 8th Street) is unstable, eroding and presents flooding, sedimentation and environmental concerns to the creek and adjacent public (U.S. Highway 24) and private (Gold Hill Mesa) property. Impacts are experienced in downstream reaches.

Project Description:
Partnership between the Stormwater Enterprise, Colorado Dept. of Transportation, and Gold Hill Mesa Partners to design and construct creek and bank improvements. A total of $3,628,170 was provided in 2008. The 2009 project will complete the remaining section of Fountain Creek in this reach.

Estimated Completion Date: December 2009

Project Manager and Department: Kenneth C. Sampley, Stormwater Enterprise

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$70,000	$	$	$	$	$70,000
Construction	$480,000	$	$	$	$	$480,000
Project Management	$	$	$	$	$	$ 0
Contingency	$50,000	$	$	$	$	$50,000
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$600,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$600,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Enterprise Funding Source	$600,000	$	$	$	$	$600,000
Other	$	$	$	$	$	$ 0
Private Contributions	$	$	$	$	$	$ 0
TOTAL	**$600,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$600,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Maintenance not expected for a few years after construction. When necessary, will be prioritized.	$0
TOTAL	**$0**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: Rockrimmon Channel **Project Type:** Stormwater

Project Justification:
Rockrimmon Channel experienced severe erosion and requires the design and construction of grade control structures and channel stabilization improvements to protect public and private property. Erosion threatens infrastructure such as bridges, roads, utility lines and residential property.

Project Description:
Conceptual design for the Rockrimmon basin from Pro Rodeo Drive to the crossing at Rockrimmon Boulevard to identify and prioritize stream stabilization improvements to include grade control, bed and bank stabilization and protection in the project basin. Design and construct improvements in phases.

Estimated Completion Date: December 2011

Project Manager and Department: Julie Pearson, Stormwater Enterprise

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$50,000	$50,000	$	$	$100,000
Design	$150,000	$150,000	$150,000	$	$	$450,000
Construction	$	$725,000	$1,925,000	$	$	$2,650,000
Project Management	$	$	$	$	$	$ 0
Contingency	$	$75,000	$125,000	$	$	$200,000
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$150,000**	**$1,000,000**	**$2,250,000**	**$ 0**	**$ 0**	**$3,400,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Enterprise Funding Source	$150,000	$1,000,000	$2,250,000	$	$	$3,400,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$150,000**	**$1,000,000**	**$2,250,000**	**$ 0**	**$ 0**	**$3,400,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Maintenance not expected for a few years after construction. When necessary, will be prioritized.	$0
TOTAL	**$0**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: Sand Creek Main Stem - Phase 1 **Project Type:** Stormwater

Project Justification:
Erosion, sedimentation and flood damage threaten existing infrastructure on Sand Creek from Academy Boulevard upstream to Platte Avenue, such as the bridge at Platte Avenue, existing utility mains and crossings, and adjacent public and private property.

Project Description:
Prepare a preliminary design to identify and prioritize storm drainage improvements including drop structures and stream bank protection in the project reach. Design and construct improvements in phases. A total of $1.6 million funded previously in 2007 and 2008.

Estimated Completion Date: May 2010

Project Manager and Department: Steve Jacobsen, Stormwater Enterprise

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$50,000	$	$	$	$	$50,000
Design	$242,990	$	$	$	$	$242,990
Construction	$1,450,000	$	$	$	$	$1,450,000
Project Management	$	$	$	$	$	$ 0
Contingency	$90,000	$	$	$	$	$90,000
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$1,832,990**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$1,832,990**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Enterprise Funding Source	$1,832,990	$	$	$	$	$1,832,990
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$1,832,990**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$1,832,990**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Maintenance not expected for a few years after construction. When necessary, will be prioritized.	$0
TOTAL	**$0**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: South Douglas Creek Restoration **Project Type:** Stormwater

Project Justification:
The project is to be funded by the Stormwater Enterprise (2008-2011). The Restoration Study is to identify necessary emergency repairs to the existing concrete channel in 2008 and provide a recommendation for the best type of replacement channel for construction through 2011.

Project Description:
This project consists of approximately 6,100 linear feet of concrete lined channel located between Centennial Blvd. and Garden of the Gods Road. The channel is bordered by residential, commercial, and manufacturing developments. Many sections of the channel have failed and are in need of critical repairs/replacement.

Estimated Completion Date: Restoration study and critical repairs March 2009; new channel by 2011.

Project Manager and Department: Steven Jacobsen, Stormwater

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$15,000	$20,000	$	$	$	$35,000
Design	$150,000	$200,000	$	$	$	$350,000
Construction	$1,170,000	$1,560,000	$	$	$	$2,730,000
Project Management	$15,000	$20,000	$	$	$	$35,000
Contingency	$150,000	$200,000	$	$	$	$350,000
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$1,500,000**	**$2,000,000**	**$ 0**	**$ 0**	**$ 0**	**$3,500,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Enterprise Funding Source	$1,500,000	$2,000,000	$	$	$	$3,500,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$1,500,000**	**$2,000,000**	**$ 0**	**$ 0**	**$ 0**	**$3,500,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Maintenance not expected for a few years after construction. When necessary, will be prioritized.	$0
TOTAL	**$0**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: ADA Pedestrian Ramps **Project Type:** Transportation

Project Justification:
The City continues to comply with ADA mandates. Ramps need to be installed at various locations within the public right-of-way per requests and needs from private citizens, school districts, agencies, and City Departments.

Project Description:
PPRTA and CDBG 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 locations determined by City staff. Approximately 445 ramps will be constructed with PPRTA funds.

Estimated Completion Date: Ongoing

Project Manager and Department: Saleem Khattak, Streets Div. /Don Sides, Housing/ Econ. Dev. Dept.

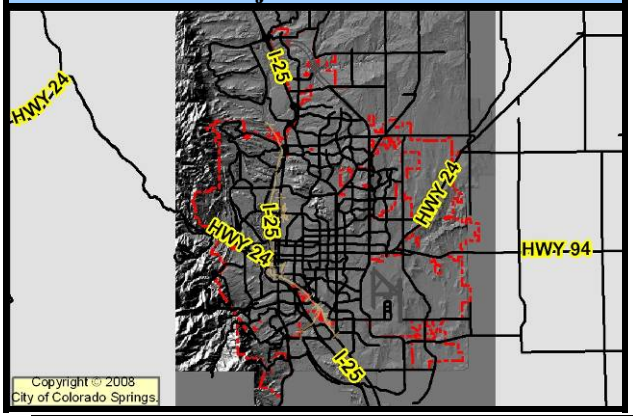
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$1,306,690	$1,306,690	$1,306,690	$1,306,690	$1,306,690	$6,533,450
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$1,306,690**	**$1,306,690**	**$1,306,690**	**$1,306,690**	**$1,306,690**	**$6,533,450**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
PPRTA	$1,206,690	$1,206,690	$1,206,690	$1,206,690	$1,206,690	$6,033,450
CDBG	$100,000	$100,000	$100,000	$100,000	$100,000	$ 500,0000
	$	$	$	$	$	$ 0
TOTAL	**$1,306,690**	**$1,306,690**	**$1,306,690**	**$1,306,690**	**$1,306,690**	**$6,533,450**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Minimal maintenance needed; part of the City's normal maintenance program.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Airfield Fog Seal/Painting **Project Type:** Transportation

Project Justification:
The proposed surfaces have not had a fog or slurry seal in many years and need to be sealed to extend the life of the pavement and further reduce operations and maintenance costs.

Project Description:
This project consists of fog sealing and painting of the high speed taxiways leading from runway 17R/35L onto taxiway C to include C-3, C-5, C-6 and C-7 from the runway edge up to the hold lines and portions of taxiway B. The fog seal will be repainted with glass beads to meet FAA specifications.

Estimated Completion Date: September 2009

Project Manager and Department: John McGinley, Airport Operations & Maintenance

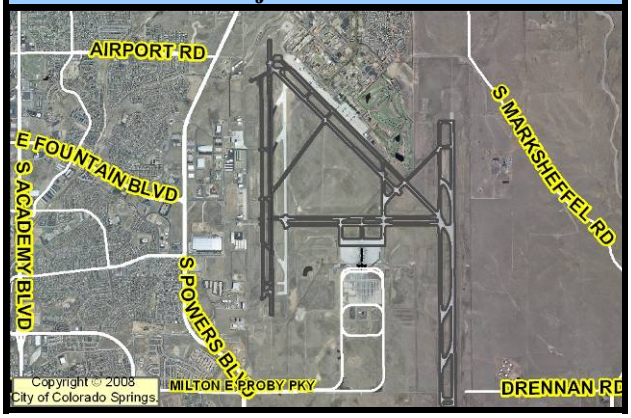
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$150,000	$	$	$	$	$150,000
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$150,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$150,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Other	$150,000	$	$	$	$	$150,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$150,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$150,000**

If "Other" Selected, explain: Airport Capital Improvement Fund

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: This project will reduce costs associated with runway/taxiway maintenance.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Airport Layout Plan Update **Project Type:** Transportation

Project Justification:
This project will assist in the preservation of safety, security, and capacity by ensuring that the airport's planning documents are current, accurately reflecting existing facilities and providing a framework for future airside, landside, and non-aeronautical development.

Project Description:
The existing Airport Master Plan and corresponding Airport Layout Plan were completed in 1999. The Airport Layout Drawing has been updated several times since this date. A comprehensive planning update is required to refine the assumptions of the existing plan.

Estimated Completion Date: October 2010

Project Manager and Department: John Faulkner, Airport Planning & Development

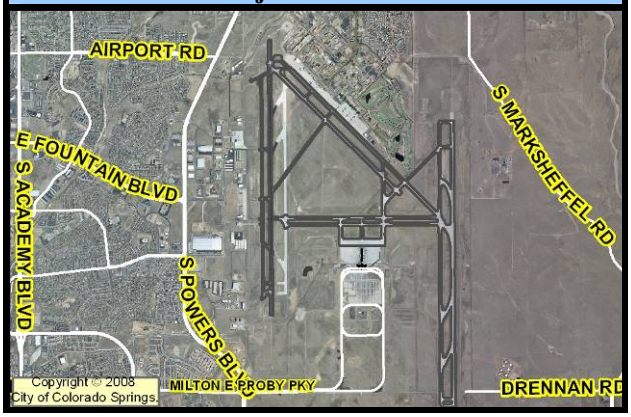
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$	$	$	$	$	$ 0
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain): Planning Project	$1,578,947	$	$	$	$	$1,578,947
Payment	$	$	$	$	$	$ 0
TOTAL	**$1,578,947**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$1,578,947**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Grants	$1,500,000	$	$	$	$	$1,500,000
Passenger Facility Charge	$78,947	$	$	$	$	$78,947
	$	$	$	$	$	$ 0
TOTAL	**$1,578,947**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$1,578,947**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: This project will not add any new operating and maintenance costs.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Fleet Improvements - Phase II **Project Type:** Transportation

Project Justification:
This project started in 2005 with various pieces of equipment, some of which replaced old items that were expensive to maintain and for which parts are no longer available. This project will present an increase in operating and maintenance costs, but it will enable the Airport to absorb greater capacity during snow events.

Project Description:
The procurement for this second phase includes one tow-behind runway broom, one runway plow truck with hitch, and two plow blades. O&M costs in 2009 are expected to be relatively low since the equipment is new. Ongoing O&M costs have been calculated based on fuel and maintenance for the first five years of the equipment's life.

Estimated Completion Date: December 2009

Project Manager and Department: John McGinley, Airport Operations & Maintenance

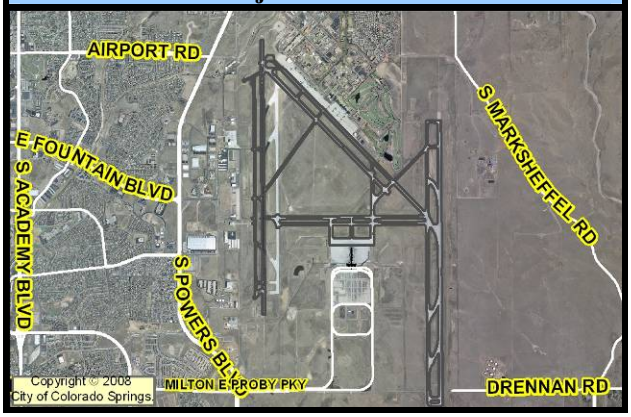
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$	$	$	$	$	$ 0
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain): Procurement	$500,000	$	$	$	$	$500,000
Payment	$	$	$	$	$	$ 0
TOTAL	**$500,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$500,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Grants	$250,000	$	$	$	$	$250,000
Passenger Facility Charge	$250,000	$	$	$	$	$250,000
	$	$	$	$	$	$ 0
TOTAL	**$500,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$500,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Estimate based on average costs over the first five years of usage.	$30,000
TOTAL	**$30,000**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Reconstruct Runway 12/30 (Design) **Project Type:** Transportation

Project Justification:
Pavement surface deterioration has become increasingly problematic. This project will preserve and enhance safety and capacity by ensuring that the Airport's crosswind runway remains in good condition and available to a diverse range of airport users.

Project Description:
The Airport intends to resurface existing asphalt pavement on Runway 12/30 in 2010. This project will evaluate the functional and structural integrity of the pavement structure and provide full design services for the resurface.

Estimated Completion Date: April 2010

Project Manager and Department: John Faulkner, Airport Planning & Development

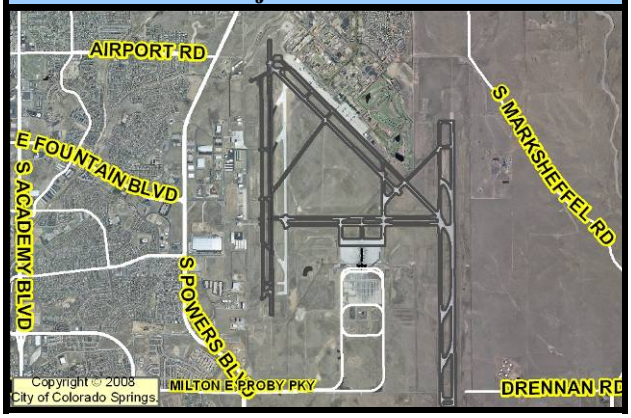
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$540,000	$	$	$	$	$540,000
Construction	$	$	$	$	$	$ 0
Project Management	$	$	$	$	$	$ 0
Contingency	$28,421	$	$	$	$	$28,421
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$568,421**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$568,421**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Grants	$540,000	$	$	$	$	$540,000
Passenger Facility Charge	$28,421	$	$	$	$	$28,421
	$	$	$	$	$	$ 0
TOTAL	**$568,421**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$568,421**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: This project will reduce costs associated with runway/taxiway maintenance.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Rehab of Taxiways E, G, H (Ph. III) **Project Type:** Transportation

Project Justification:
Concrete pavement deterioration, due to alkali-silica reaction, has become increasingly problematic. Rehabilitation is required in order to preserve safety and to prevent damage to aircraft.

Project Description:
This project involves rehabilitating a portion of Taxiways E, G, and H. This scope of work represents the third phase in the overall rehabilitation of these taxiways.

Estimated Completion Date: December 2009

Project Manager and Department: John Faulkner, Airport Planning & Development

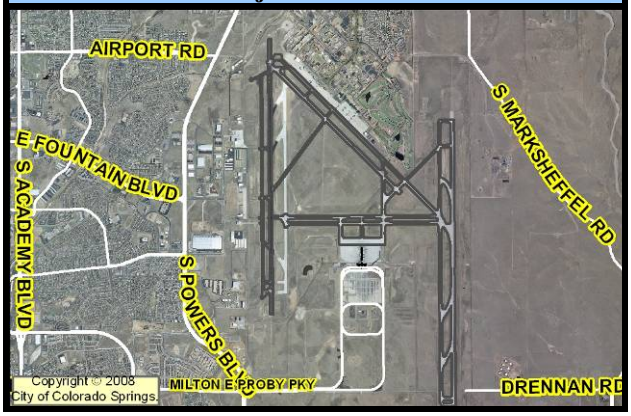
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$8,481,579	$	$	$	$	$8,481,579
Project Management	$750,000	$	$	$	$	$750,000
Contingency	$590,045	$	$	$	$	$590,045
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$9,821,624**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$9,821,624**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Grants	$9,330,543	$	$	$	$	$9,330,543
Passenger Facility Charge	$491,081	$	$	$	$	$491,081
	$	$	$	$	$	$ 0
TOTAL	**$9,821,624**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$9,821,624**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: This project will reduce costs associated with runway/taxiway maintenance.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Airport Rd. Bike Lanes / Sidewalks **Project Type:** Transportation

Project Justification:
It will enhance bicycle and pedestrian safety and access along Airport Road, a heavily traveled arterial street with many employment, service, and residential uses, and improve access to Metro Route 5, a heavily used transit route. SAFETEA-LU ($155K), Bike Tax ($20K), and Sidewalk ($20K) amounts were previously appropriated.

Project Description:
This project will construct bicycle lanes as well as sidewalks and ADA-compliant curb ramps and transit stop pads along Airport Rd. between S. Circle Dr. and Chelton Rd. There are no sidewalks along this segment although it serves a school route and heavily used transit route. The bicycle lanes will extend existing lanes west of Circle.

Estimated Completion Date: Summer 2010

Project Manager and Department: Mike Chaves, Comm Dev/Eng & Kristin Bennett, Comp Planning/Econ Dev

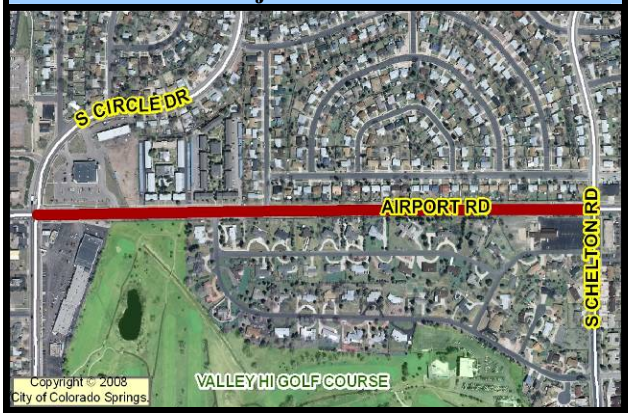
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$38,756	$	$	$	$	$38,756
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$38,756**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$38,756**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
CIP Construction Funds	$38,756	$	$	$	$	$38,756
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$38,756**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$38,756**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Maintenance of transit stops by Metro Transit staff; bike lane markings/signs by Engineering.	$750
TOTAL	**$750**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Austin Bluffs Corridor **Project Type:** Transportation

Project Justification:
The widening will address capacity issues at the intermediate intersections to improve the level of service. This project will identify and strive to mitigate noise impacts on adjacent neighborhoods and will provide upgrades to pedestrian and bicycle facilities. Drainage facilities will be improved, as current facilities are undersized.

Project Description:
The Nevada Ave. to Academy Blvd. segment will widen Austin Bluffs Parkway from 4 to 6 lanes; improve drainage, bike and pedestrian facilities. The eastern segment will widen Austin Bluffs Parkway from 4 to 6 lanes from Barnes Rd. to Old Farm, include traffic signal and turn lane upgrades.

Estimated Completion Date: TBD

Project Manager and Department: Project Manager TBD; Community Development/Engineering

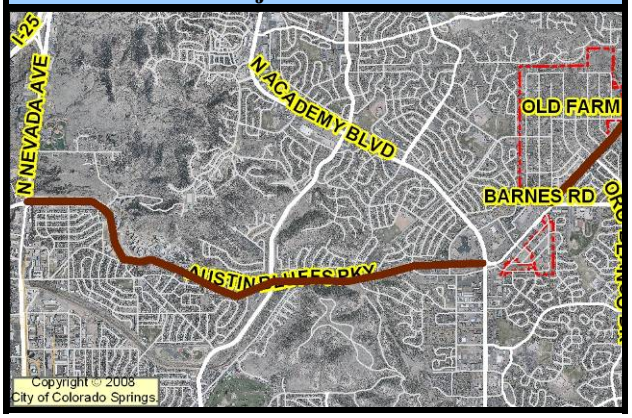
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$2,500,000	$	$	$2,500,000
Design	$1,613,000	$	$	$	$	$1,613,000
Construction	$	$	$4,245,000	$18,980,755	$	$23,225,755
Project Management	$84,000	$	$	$	$	$84,000
Contingency	$	$	$250,000	$250,000	$	$500,000
Miscellaneous (Explain): General office overhead	$3,000	$	$5,000	$7,000	$	$15,000
Payment	$	$	$	$1,700,000	$	$1,700,000
TOTAL	**$1,700,000**	**$ 0**	**$7,000,000**	**$20,937,755**	**$ 0**	**$29,637,755**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
PPRTA	$1,700,000	$	$7,000,000	$20,937,755	$	$29,637,755
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$1,700,000**	**$ 0**	**$7,000,000**	**$20,937,755**	**$ 0**	**$29,637,755**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: PPRTA funds available once maintenance is necessary beginning 3-5 years after construction.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Austin Bluffs Corridor ITS - Phase I **Project Type:** Transportation

Project Justification:
This grant funded project will enhance signal optimization and expand the Automated Traffic Management System (ATMS) along Austin Bluffs, Union and Fillmore.

Project Description:
This project will fund the installation of fiber optics, cameras, variable message signs and signal operations equipment. Additionally, the project will fund efforts to improve signal phasing, alternate routes, incident management and congestion mitigation.

Estimated Completion Date: 2010

Project Manager and Department: Scott Logan, Community Development/Engineering

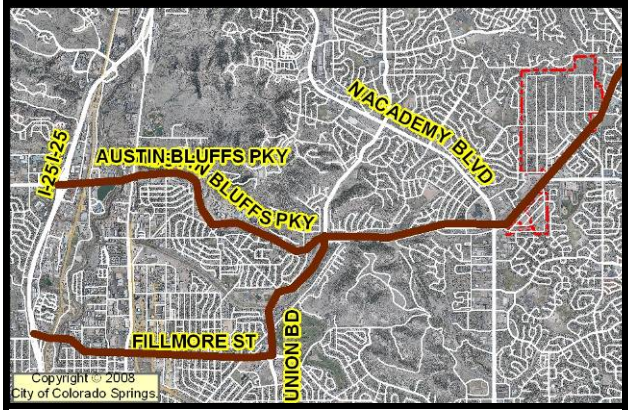
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$476,183	$	$	$	$	$476,183
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$476,183**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$476,183**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
SAFETEA-LU	$394,232	$	$	$	$	$394,232
Grants	$81,951	$	$	$	$	$81,951
	$	$	$	$	$	$ 0
TOTAL	**$476,183**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$476,183**

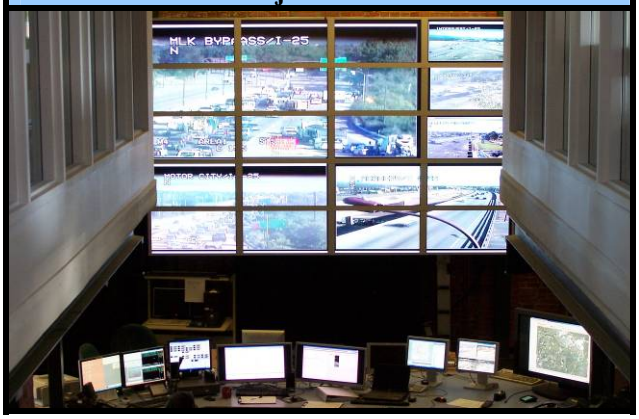
If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Ongoing operating costs include minor maintenance, power and system operations.	$2,700
TOTAL	**$2,700**

Project Location



Project Visual



2009 CIP – Current Project Information

Project Name: Austin Bluffs Corridor ITS - Phase II **Project Type:** Transportation

Project Justification:
This grant funded project will enhance signal optimization and expand the Automated Traffic Management System (ATMS) along the Austin Bluffs Corridor from Academy Blvd. to Woodmen Road.

Project Description:
This project will fund the installation of fiber optics, cameras, variable message signs and signal operations equipment. Additionally, the project will fund efforts to improve signal phasing, advanced travel management, alternate routes, incident management, congestion mitigation and public outreach.

Estimated Completion Date: 2011

Project Manager and Department: Scott Logan, Community Development/Engineering

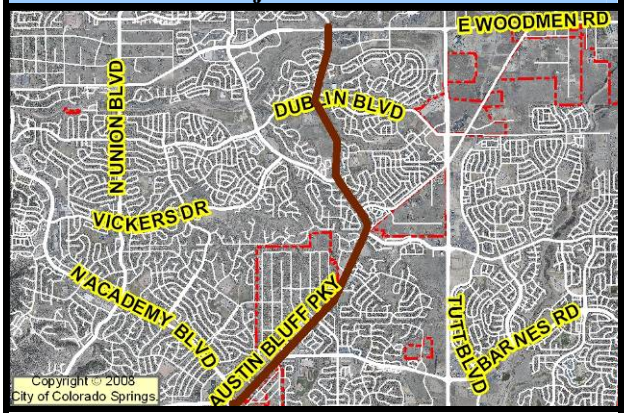
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$605,900	$636,200	$	$	$	$1,242,100
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$605,900**	**$636,200**	**$ 0**	**$ 0**	**$ 0**	**$1,242,100**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
SAFETEA-LU	$484,720	$508,960	$	$	$	$993,680
Grants	$121,180	$127,240	$	$	$	$248,420
	$	$	$	$	$	$ 0
TOTAL	**$605,900**	**$636,200**	**$ 0**	**$ 0**	**$ 0**	**$1,242,100**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs		Annual
Explain:	Ongoing operating costs include minor maintenance, power and system operations.	$5,400
	TOTAL	**$5,400**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Bicycle Infrastructure Improvements **Project Type:** Transportation

Project Justification:
The Bicycle Excise Tax, approved in 1998, is required by ordinance to be spent on projects and recommendations identified in the City's Bicycle Plan. Transportation Planning and Parks staff, with direction from the Bicycle Plan and CTAB oversight, develops a recommended list of projects to fund annually with Bicycle Tax revenue.

Project Description:
Revenue will be split among two program areas - Bicycle Infrastructure ($55,000) and Planning & Project Management ($70,000). Specific project budgets are On-Street Bikeway Improvements ($45,000), Bicycle Parking ($10,000), Project Management ($30,000), Education ($15,000), and Planning ($25,000).

Estimated Completion Date: December 2010

Project Manager and Department: Kristin Bennett, Comprehensive Planning/Economic Development Dept.

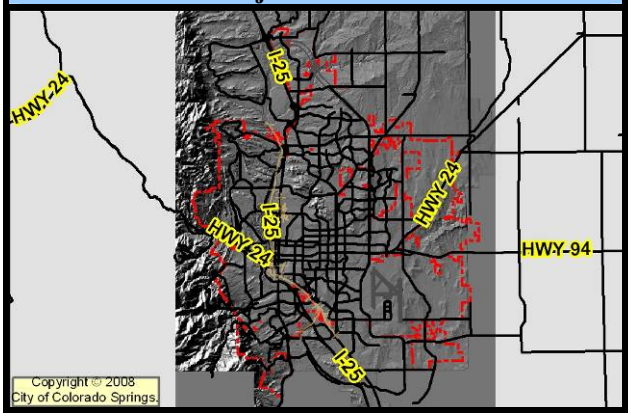
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$25,000	$	$	$	$	$25,000
Construction	$55,000	$	$	$	$	$55,000
Project Management	$30,000	$	$	$	$	$30,000
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain): Education/Encouragement	$15,000	$	$	$	$	$15,000
Payment	$	$	$	$	$	$ 0
TOTAL	**$125,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$125,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Bicycle Tax	$125,000	$	$	$	$	$125,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$125,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$125,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Maintenance of bicycle facilities and programs developed using Bicycle Tax funds.	$5,000
TOTAL	**$5,000**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Boulder St. Sidewalk Construction **Project Type:** Transportation

Project Justification:
This grant funded project will enhance pedestrian safety and access along E. Boulder Street, a moderately trafficked arterial street with numerous employment, service, and residential uses along it. It also improves access to Metro Route 5, the most productive public transit route in the Metro system.

Project Description:
This project will construct missing sidewalks and install ADA-compliant curb ramps and transit stop pads along E. Boulder Street between Wahsatch and Platte Avenue. Presently, there are several sections of the pedestrian transportation system that are inadequate and do not meet the Americans with Disabilities Act requirements.

Estimated Completion Date: Fall 2009

Project Manager and Department: Mike Chaves, Comm. Dev./Engineering & Bill Bottini, Metro Transit

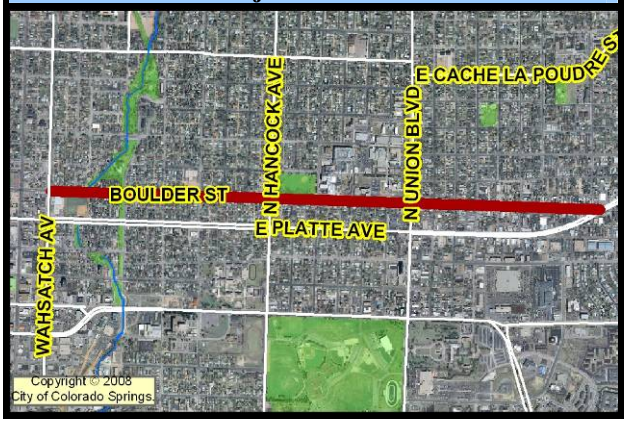
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$12,000	$	$	$	$	$12,000
Construction	$156,500	$	$	$	$	$156,500
Project Management	$1,500	$	$	$	$	$1,500
Contingency	$30,000	$	$	$	$	$30,000
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$200,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$200,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
SAFETEA-LU	$160,000	$	$	$	$	$160,000
Grants	$40,000	$	$	$	$	$40,000
	$	$	$	$	$	$ 0
TOTAL	**$200,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$200,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Maintenance of transit stops (pads, any added benches or shelters) by Metro Transit staff.	$500
TOTAL	**$500**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Concrete - Curb, Gutter, Sidewalk **Project Type:** Transportation

Project Justification:
This project will fund concrete work associated with repair of curbs, gutters, and sidewalks, and those activities associated with street resurfacing. This is being done as part of the City's annual effort to maintain roadways.

Project Description:
These funds will be used to repair broken sidewalks, curb, and gutter, as well as replace those associated with any resurfacing activities. Approximately 14.2 miles of curb and gutter, as well as 6.2 miles of sidewalk are expected to be repaired.

Estimated Completion Date: Annual

Project Manager and Department: Saleem Khattak, Street Division

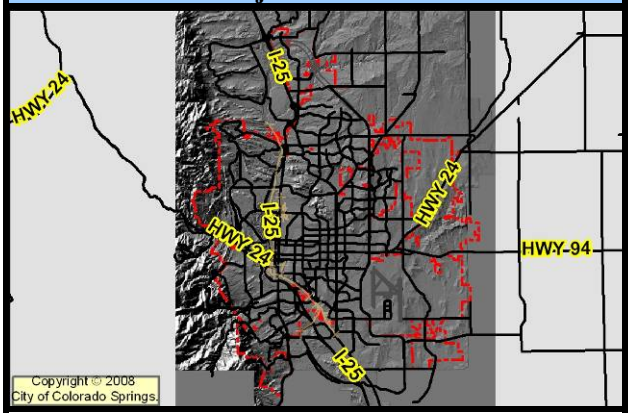
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$5,315,961	$5,315,961	$5,315,961	$5,315,961	$5,315,961	$26,579,805
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$5,315,961**	**$5,315,961**	**$5,315,961**	**$5,315,961**	**$5,315,961**	**$26,579,805**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
PPRTA	$5,315,961	$5,315,961	$5,315,961	$5,315,961	$5,315,961	$26,579,805
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$5,315,961**	**$5,315,961**	**$5,315,961**	**$5,315,961**	**$5,315,961**	**$26,579,805**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: This program is part of the City's ongoing operating and maintenance efforts.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Congestion/Incident Management **Project Type:** Transportation

Project Justification:
This program will fund projects that improve the reliability, performance and functionality of the traffic signal system and reduce congestion along the highest traveled corridors.

Project Description:
Projects include installing left-turn signal heads, adding new traffic signal poles, and completely refurbishing installations with new equipment as well as modifying traffic signal timing plans.

Estimated Completion Date: Ongoing

Project Manager and Department: Rob Helt, Community Development/Engineering

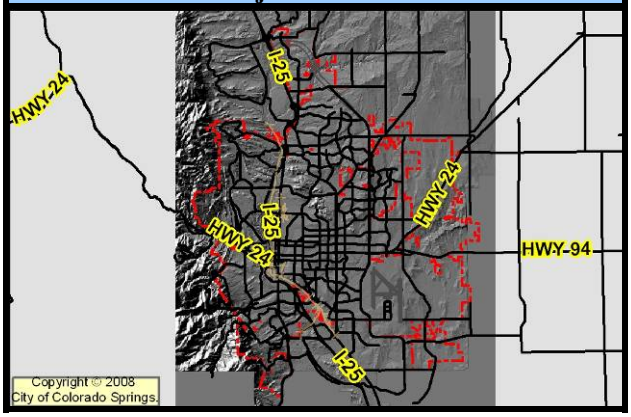
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$264,500	$264,500	$264,500	$264,500	$264,500	$1,322,500
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$264,500**	**$264,500**	**$264,500**	**$264,500**	**$264,500**	**$1,322,500**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
PPRTA	$264,500	$264,500	$264,500	$264,500	$264,500	$1,322,500
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$264,500**	**$264,500**	**$264,500**	**$264,500**	**$264,500**	**$1,322,500**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: When rebuilding existing signals, there is no additional cost for power or integration.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: E. Bijou St. Bicycle Lanes **Project Type:** Transportation

Project Justification:
This grant funded project will enhance bicycle safety and access along East Bijou Street, a moderately traveled collector street with numerous employment, service, and residential uses along it. This project is recommended in the City's Bicycle Plan and the Intermodal Transportation Plan.

Project Description:
This project will construct bicycle lanes on E. Bijou Street between Union Blvd. and Academy Blvd., connecting to existing bicycle lanes on Bijou between Academy and Murray and between Union and Hancock. The project will be coordinated with a planned street resurfacing project by the Streets Division to lower costs.

Estimated Completion Date: Fall 2009

Project Manager and Department: Kristin Bennett, Comprehensive Planning/Economic Development Dept.

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$6,500	$	$	$	$	$6,500
Construction	$54,200	$	$	$	$	$54,200
Project Management	$500	$	$	$	$	$ 500
Contingency	$10,800	$	$	$	$	$10,800
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$72,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$72,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
SAFETEA-LU	$57,600	$	$	$	$	$57,600
Grants	$14,400	$	$	$	$	$14,400
	$	$	$	$	$	$ 0
TOTAL	**$72,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$72,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Minor lane restriping and pavement marking maintenance, occasional sign replacement.	$250
TOTAL	**$250**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: Las Vegas/Royer Railroad Crossing **Project Type:** Transportation

Project Justification:
This project, funded through grant and PPRTA funds, is an important safety project. The Las Vegas and Royer crossing has been the site of several severe train and truck collisions.

Project Description:
This project will raise the Royer and Las Vegas approach grades to prevent train accidents at this location. The project also includes upgraded crossing equipment.

Estimated Completion Date: 2010

Project Manager and Department: Colleen Dawson/Dan Krueger, Community Development/Engineering

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$1,150,000	$	$	$	$	$1,150,000
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$1,150,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$1,150,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Grants	$450,000	$	$	$	$	$450,000
PPRTA	$700,000	$	$	$	$	$700,000
	$	$	$	$	$	$ 0
TOTAL	**$1,150,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$1,150,000**

If "Other" Selected, explain:

Note: PPRTA funds are included in the Roadway Safety and Traffic Operations account. See footnote #16 in the spreadsheet.

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: No additional ongoing costs anticipated.	$0
TOTAL	**$0**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: Mill Street NSA Public Improvements **Project Type:** Transportation

Project Justification:
CDBG Funds to be used for public improvements within the Mill Street Neighborhood Strategy Area. Public improvements are needed to meet City standards for sidewalks, curbs, gutters, and pedestrian ramps per the Mill Street Preservation Plan.

Project Description:
Construct public improvements (sidewalks, curb & gutters, pedestrian ramps and landscape restoration) on Cascade Avenue.

Estimated Completion Date: Summer 2009

Project Manager and Department: Don Sides, Housing/Economic Development Department

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$140,521	$	$	$	$	$140,521
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$140,521**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$140,521**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
CDBG	$140,521	$	$	$	$	$140,521
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$140,521**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$140,521**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Minimal maintenance needed; part of the City's normal maintenance program.	$0
TOTAL	**$0**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: Milton E. Proby Parkway, Phase 1 **Project Type:** Transportation

Project Justification:
Voter approved PPRTA "A-list" project to begin implementation of the previously completed South Metro Accessibility Study (SMAS) recommendations to improve surface transportation in the southern portion of Colorado Springs. Current project budget is $55,440,114 with allocations totaling $16,312,894 prior to 2009.

Project Description:
The project includes a new 4-lane expressway south of Drennan Road with an interchange at Academy/Proby and an at-grade intersection at both Hancock/Proby and Powers/Proby. The project also includes reconfiguration of existing Drennan Road, trail improvements, sound mitigation, drainage improvements, and utility relocations.

Estimated Completion Date: 2013

Project Manager and Department: Andy Garton, Community Development/Engineering

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$2,000,000	$	$	$	$	$2,000,000
Design	$1,300,427	$	$	$	$	$1,300,427
Construction	$1,318,000	$11,700,000	$19,500,000	$1,600,000	$	$34,118,000
Project Management	$	$	$	$	$	$ 0
Contingency	$880,000	$	$	$	$	$880,000
Miscellaneous (Explain): Construction Support	$218,542	$244,222	$266,029	$100,000	$	$828,793
Payment	$	$	$	$	$	$ 0
TOTAL	**$5,716,969**	**$11,944,222**	**$19,766,029**	**$1,700,000**	**$ 0**	**$39,127,220**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
PPRTA	$5,716,969	$11,944,222	$19,766,029	$1,700,000	$	$39,127,220
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$5,716,969**	**$11,944,222**	**$19,766,029**	**$1,700,000**	**$ 0**	**$39,127,220**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: PPRTA funds available once maintenance is necessary beginning 3-5 years after construction.	$0
TOTAL	**$0**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: North Nevada Corridor - Design **Project Type:** Transportation

Project Justification:
This project will implement the planned improvements identified in the North Nevada Corridor Improvement Plan, in the area between Fillmore and Austin Bluffs. Traffic circulation and safety improvements include additional traffic lanes, sidewalks, bike lanes, limited access drives and medians.

Project Description:
Provide environmental design, analysis, and documentation.

Estimated Completion Date: 2013

Project Manager and Department: Craig Blewitt, Comprehensive Planning/Economic Development Dept.

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$221,416	$341,490	$371,623	$358,536	$293,853	$1,586,918
Construction	$	$	$	$	$	$ 0
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$221,416**	**$341,490**	**$371,623**	**$358,536**	**$293,853**	**$1,586,918**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
SAFETEA-LU	$183,310	$282,720	$307,667	$296,832	$243,281	$1,313,810
Other: PPRTA	$38,106	$58,770	$63,956	$61,704	$50,572	$273,108
	$	$	$	$	$	$ 0
TOTAL	**$221,416**	**$341,490**	**$371,623**	**$358,536**	**$293,853**	**$1,586,918**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: As this is just for the design portion, no significant increase is anticipated.	$0
TOTAL	**$0**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: On-Street Bikeway Improvements **Project Type:** Transportation

Project Justification:
This project is on the 2005-2014 PPRTA Capital Project List for funding as a Group A project.

Project Description:
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.

Estimated Completion Date: 2014

Project Manager and Department: Kristin Bennett, Comprehensive Planning/Economic Development Dept.

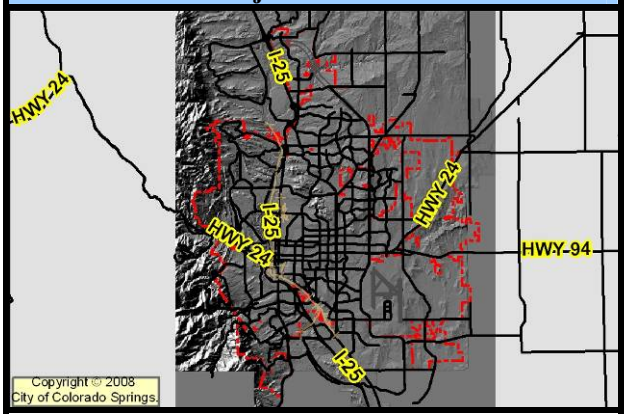
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$276,276	$	$276,276	$	$301,140	$853,692
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$276,276**	**$ 0**	**$276,276**	**$ 0**	**$301,140**	**$853,692**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
PPRTA	$276,276	$	$276,276	$	$301,140	$853,692
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$276,276**	**$ 0**	**$276,276**	**$ 0**	**$301,140**	**$853,692**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: No additional operating costs anticipated.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Downtown BID Streetscape **Project Type:** Transportation

Project Justification:
This is the continuation of the Downtown Streetscape project implemented for the original Business Improvement District (BID) and approved by City Council as part of the Parking System's 5-Year CIP Plan.

Project Description:
Construct streetscape improvements along Nevada Avenue, Colorado Avenue, Cascade Avenue and re-install the medians on Nevada Avenue between Cucharras Street and Bijou Street.

Estimated Completion Date: End of 2011

Project Manager and Department: Greg Warnke, Parking System

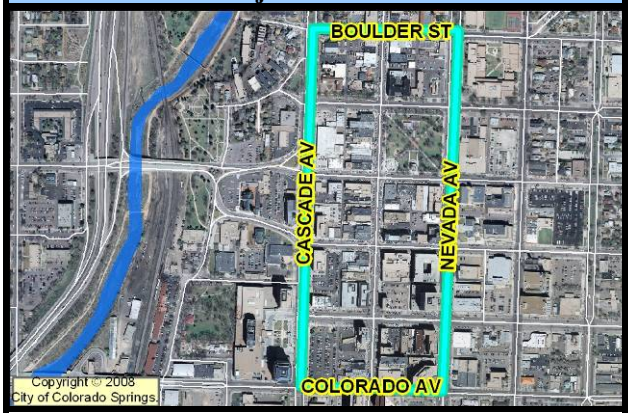
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$1,864,096	$	$	$	$1,864,096
Construction	$2,094,486	$	$3,819,165	$	$	$5,913,651
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$2,094,486**	**$1,864,096**	**$3,819,165**	**$ 0**	**$ 0**	**$7,777,747**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Enterprise Funding Source	$2,094,486	$1,864,096	$3,819,165	$	$	$7,777,747
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$2,094,486**	**$1,864,096**	**$3,819,165**	**$ 0**	**$ 0**	**$7,777,747**

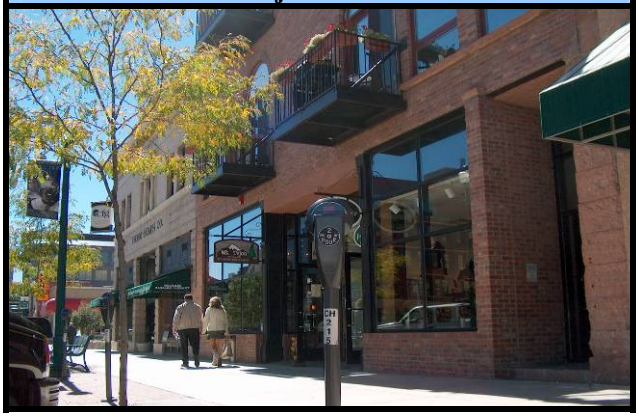
If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Operating and maintenance will be the responsibility of the Downtown BID.	$0
TOTAL	**$0**

Project Location



Project Visual



2009 CIP – Current Project Information

Project Name: Easy Park Meter Conversion **Project Type:** Transportation

Project Justification:
This is the final phase to convert the remaining on-street meters to accept the Easy Park card, as well as add two additional reloading kiosks. This project was approved by City Council as part of the 2006 parking rate increase.

Project Description:
Convert the remaining 850 on-street parking meters to accept the Easy Park card and install two additional reloading kiosks.

Estimated Completion Date: May 2009

Project Manager and Department: Greg Warnke, Parking System

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$	$	$	$	$	$ 0
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$65,000	$	$	$	$	$65,000
Payment	$	$	$	$	$	$ 0
TOTAL	**$65,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$65,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Enterprise Funding Source	$65,000	$	$	$	$	$65,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$65,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$65,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Operating and maintenance will be provided within the Parking annual budget.	$0
TOTAL	**$0**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: Erosion / Sediment Control Project **Project Type:** Transportation

Project Justification:
The City of Colorado Springs signed a consent decree to settle a lawsuit. This consent decree establishes a commitment to complete this project by 2012. It also establishes intermediate construction completion milestones for each watershed basin. Approximately $6.4 million remains unfunded.

Project Description:
Project stabilizes fill and cut slopes through various erosion control techniques; stabilizes stormwater channels by concreting the channels; and stabilizes the road surface by asphalt pavement. It establishes standardized road parameters such as width, horizontal and vertical curves, and cross-slopes.

Estimated Completion Date: December 2012

Project Manager and Department: Jack Glavan, Pikes Peak-America's Mountain

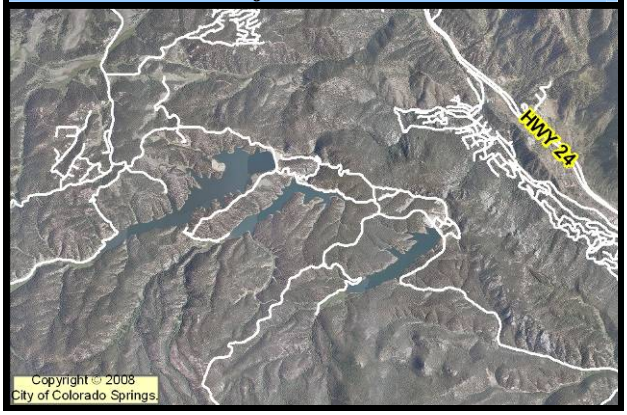
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$850,000	$1,600,000	$1,600,000	$4,500,000	$	$8,550,000
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$850,000**	**$1,600,000**	**$1,600,000**	**$4,500,000**	**$ 0**	**$8,550,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
LART	$216,012	$	$	$	$	$216,012
Enterprise Funding Source	$633,988	$500,000	$500,000	$500,000	$	$2,133,988
	$	$	$	$	$	$ 0
TOTAL	**$639,762**	**$500,000**	**$500,000**	**$500,000**	**$ 0**	**$2,139,762**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Minimal O&M needed for the first few years. Will eventually need funds for maintenance.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Park&Ride/Transf Stn Bike-Multi-Modal **Project Type:** Transportation

Project Justification:
This project improves both transit and nonmotorized travel by making bike/pedestrian improvements at existing transit facilities and stops. By providing bike parking and other pedestrian/customer improvements like lighting, shelters, and information kiosks, transit and ridesharing options become even more attractive travel options.

Project Description:
The project will add various bicycle/pedestrian improvements to 9 park-and-ride lots and transit transfer stations to enhance multi-modal connections (bike parking lockers, covered bicycle parking racks, and/or pedestrian shelters). Some funds will purchase bike parking racks for installation at various stops. All locations within the City limits.

Estimated Completion Date: July 2010

Project Manager and Department: Kristin Bennett, Comprehensive Planning/Econ Dev. and Bill Bottini/Transit

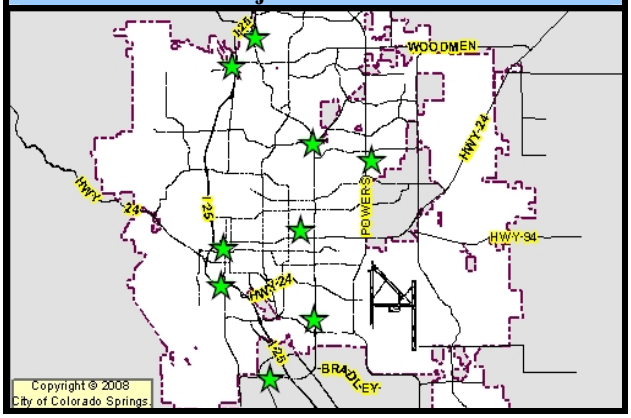
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$6,000	$	$	$	$	$6,000
Construction	$86,800	$	$	$	$	$86,800
Project Management	$1,500	$	$	$	$	$1,500
Contingency	$11,000	$	$	$	$	$11,000
Miscellaneous (Explain): Marketing	$3,500	$	$	$	$	$3,500
Debt Payment	$	$	$	$	$	$ 0
TOTAL	**$108,800**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$108,800**

Funding Sources*	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
SAFETEA-LU	$88,000	$	$	$	$	$88,000
Grants	$20,800	$	$	$	$	$20,800
TOTAL	**$108,800**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$108,800**

If "Other" Selected, explain:

Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: MetroRides to market/lease bike parking; Metro Transit will maintain all improvements.	$4,000
TOTAL	**$4,000**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Platte Avenue Corridor ITS Project **Project Type:** Transportation

Project Justification:
This grant funded project will enhance signal optimization and expand the Automated Traffic Management System (ATMS) along the Platte Avenue Corridor from Bonfoy Avenue to Hathaway Drive.

Project Description:
This project will fund the installation of fiber optics, cameras, variable message signs and signal operations equipment. Additionally, the project will fund efforts to improve signal phasing, advanced travel management, alternate routes, incident management, congestion mitigation and public outreach.

Estimated Completion Date: 2011

Project Manager and Department: Scott Logan, Community Development/Engineering

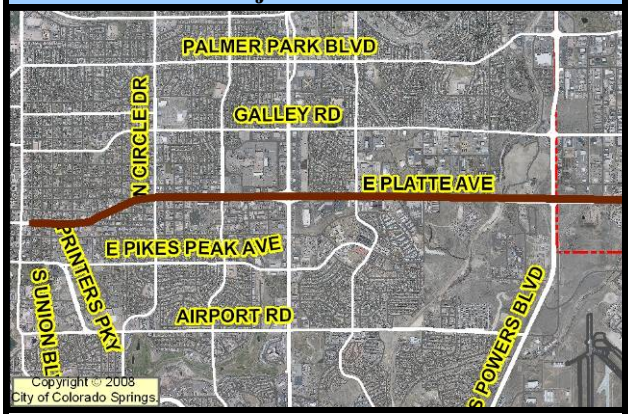
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$596,500	$626,400	$	$	$	$1,222,900
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$596,500**	**$626,400**	**$ 0**	**$ 0**	**$ 0**	**$1,222,900**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
SAFETEA-LU	$477,200	$501,120	$	$	$	$978,320
Grants	$119,300	$125,280	$	$	$	$244,580
	$	$	$	$	$	$ 0
TOTAL	**$596,500**	**$626,400**	**$ 0**	**$ 0**	**$ 0**	**$1,222,900**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Ongoing operating costs include minor maintenance, power and system operations.	$5,400
TOTAL	**$5,400**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Roadway Safety and Traffic Ops **Project Type:** Transportation

Project Justification:
This program includes intersection and corridor spot improvements to mitigate existing safety and traffic flow deficiencies. The Roadway Safety and Traffic Operations program will fund lower cost, prioritized traffic improvements to improve safety and reduce congestion along the highest traveled corridors.

Project Description:
Proposed projects include traffic lanes, signal modifications, median modifications, project designs, pedestrian facilities and other improvements along some of the City's busiest corridors and intersections. There will be $300,000 going toward the improvements being made to the Las Vegas Street/Royer Street railroad crossing.

Estimated Completion Date: Ongoing

Project Manager and Department: Colleen Dawson/Lesley Mace, Community Development/Engineering

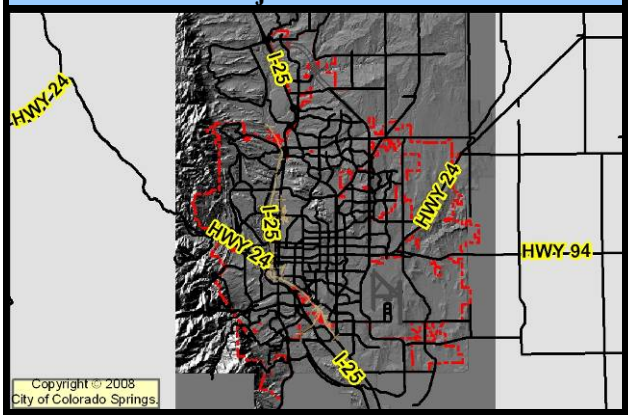
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$166,834	$166,834	$166,834	$166,834	$166,834	$834,170
Construction	$667,340	$667,340	$667,340	$667,340	$667,340	$3,336,700
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$834,174**	**$834,174**	**$834,174**	**$834,174**	**$834,174**	**$4,170,870**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
PPRTA	$834,174	$834,174	$834,174	$834,174	$834,174	$4,170,870
	$	$	$	$	$	$ 0
TOTAL	**$834,174**	**$834,174**	**$834,174**	**$834,174**	**$834,174**	**$4,170,870**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: These funds are for improvements to existing infrastructure. No increased cost.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: S. Academy Sidewalk Construction **Project Type:** Transportation

Project Justification:
This grant funded project will enhance pedestrian safety and access along S. Academy Blvd., a heavily trafficked street with numerous employment, service, and residential uses along it. It also improves access to Metro Route 25, the most heavily traveled public transit route in the Metro system.

Project Description:
This project will construct missing sidewalks and install ADA-compliant curb ramps and transit stop pads along Academy Blvd. between Airport Rd. and Drennan Rd. Presently, there are substantial sections of the pedestrian transportation system that are inadequate and do not meet the Americans with Disabilities Act requirements.

Estimated Completion Date: Fall 2009

Project Manager and Department: Mike Chaves, Comm. Dev./Engineering & Bill Bottini, Metro Transit

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$19,500	$	$	$	$	$19,500
Construction	$254,750	$	$	$	$	$254,750
Project Management	$2,000	$	$	$	$	$2,000
Contingency	$48,750	$	$	$	$	$48,750
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$325,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$325,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
SAFETEA-LU	$260,000	$	$	$	$	$260,000
Grants	$65,000	$	$	$	$	$65,000
	$	$	$	$	$	$ 0
TOTAL	**$325,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$325,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Maintenance of transit stops (pads, added benches or shelters) by Metro Transit staff.	$500
TOTAL	**$500**

Project Location

Project Visual

2009 CIP – Current Project Information

Project Name: Street Resurfacing **Project Type:** Transportation

Project Justification:
Resurfacing of various arterial, collector and residential roadways is needed throughout the City of Colorado Springs.

Project Description:
Resurfacing of the various arterial, collector and residential roadways throughout the City of Colorado Springs. Resurfacing to include the activities of overlay, chip seal and slurry seal for an estimated total of approximately 90 lane miles funded by the PPRTA.

Estimated Completion Date: Annual

Project Manager and Department: Saleem Khattak, Street Division

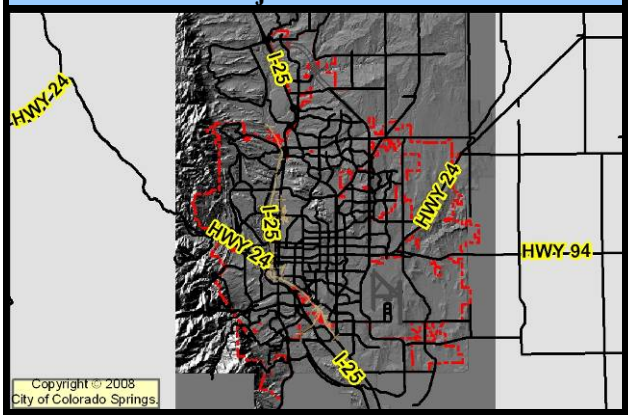
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$7,471,921	$7,609,921	$7,609,921	$7,609,921	$7,609,921	$37,911,605
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$7,471,921**	**$7,609,921**	**$7,609,921**	**$7,609,921**	**$7,609,921**	**$37,911,605**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
PPRTA	$7,159,921	$7,159,921	$7,159,921	$7,159,921	$7,159,921	$35,799,605
CIP Construction Funds	$312,000	$450,000	$450,000	$450,000	$450,000	$2,112,000
	$	$	$	$	$	$ 0
TOTAL	**$7,471,921**	**$7,609,921**	**$7,609,921**	**$7,609,921**	**$7,609,921**	**$37,911,605**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: This program is the ongoing operating and maintenance of the City's roadway system.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Traffic Signal Upgrades **Project Type:** Transportation

Project Justification:
This grant funded program addresses traffic signal deficiencies including substandard, inefficient, non-uniform or poorly positioned pedestrian signals, traffic control signals, and signal supports. These funds can be used to rehabilitate existing signals or to upgrade components within the signal system.

Project Description:
These funds will be used for traffic signal cabinet replacement and component upgrades. Federal grant funds will fund approximately $220,000, overmatch funds provided by the PPRTA total $34,300, and the local match of $45,727 is funded by the General Fund.

Estimated Completion Date: Ongoing

Project Manager and Department: Rob Helt, Community Development/Engineering

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$300,000	$257,402	$257,402	$257,402	$165,295	$1,237,501
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$300,000**	**$257,402**	**$257,402**	**$257,402**	**$165,295**	**$1,237,501**

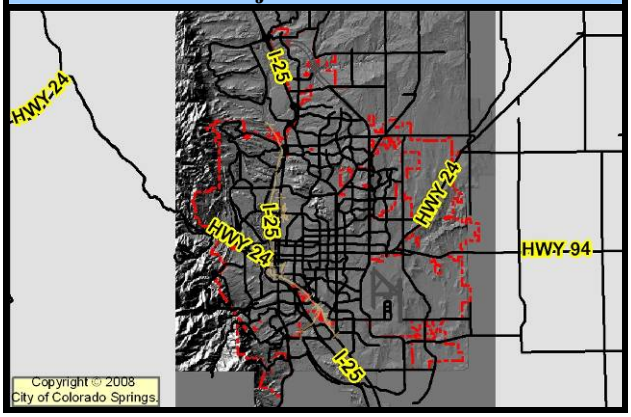
Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
SAFETEA-LU	$219,972	$155,569	$169,296	$163,334	$136,848	$845,019
CIP Construction Fund	$45,727	$51,480	$51,480	$51,480	$28,447	$ 228,614
PPRTA	$34,301	$50,353	$36,626	$42,588	$	$ 163,868
TOTAL	**$300,000**	**$257,402**	**$257,402**	**$257,402**	**$165,295**	**$1,237,501**

If "Other" Selected, explain:

Note: PPRTA funding comes from the maintenance portion. See footnote #14 on the spreadsheet.

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: When rebuilding existing signals, there are no additional power or integration costs.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Automatic Vehicle Location System **Project Type:** Transportation

Project Justification:
For 2009, Transit Services will add Automatic Passenger Counting (APC's) to the fixed route Automatic Vehicle Location System (AVL), Farebox Integration with the AVL system and additional AVL systems for fleet expansion.

Project Description:
Purchase Automatic Vehicle Location System.

Estimated Completion Date: December 2009

Project Manager and Department: Wendy Patterson, Transit Services Division

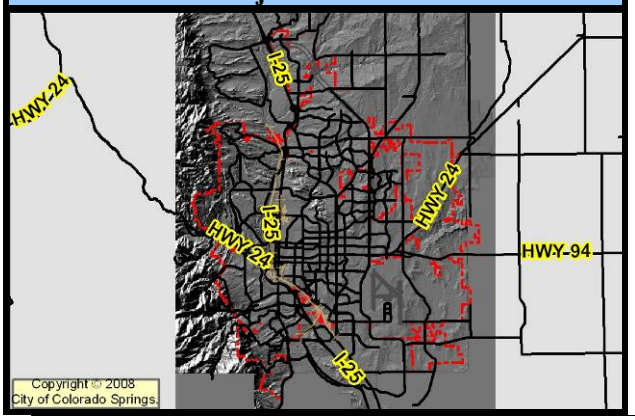
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$	$	$	$	$	$ 0
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain): IT Equipment Purchase	$300,000	$	$	$	$	$300,000
Payment	$	$	$	$	$	$ 0
TOTAL	**$300,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$300,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Grants	$240,000	$	$	$	$	$240,000
PPRTA	$60,000	$	$	$	$	$60,000
	$	$	$	$	$	$ 0
TOTAL	**$300,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$300,000**

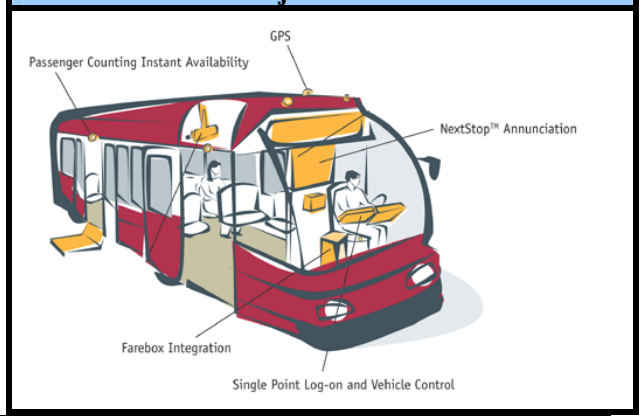
If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: TBD	$TBD
TOTAL	**$0**

Project Location



Project Visual



2009 CIP – Current Project Information

Project Name: Purchase Financial System **Project Type:** Transportation

Project Justification:
The Financial System will support Transit Services Division financial transactions, including project management and grant management functions.

Project Description:
Purchase Financial System to support Transit Services Division project management and grant management functions. The Transit Services Division is working with City IT and Finance to work through the details of the project.

Estimated Completion Date: October 2010

Project Manager and Department: Lan Rao, Transit Services Division

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$	$	$	$	$	$ 0
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain): IT Equipment Purchase	$100,000	$	$	$	$	$100,000
Payment	$	$	$	$	$	$ 0
TOTAL	**$100,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$100,000**

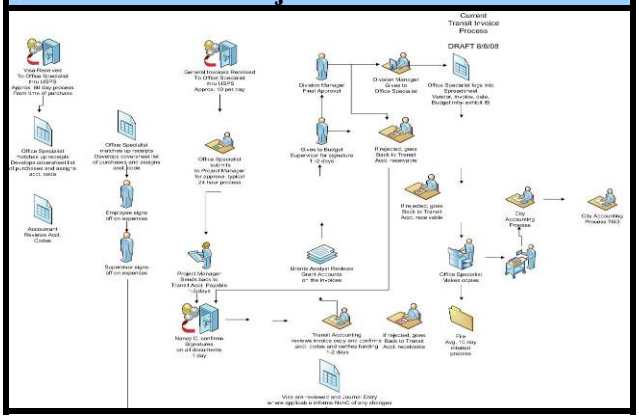
Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Grants	$80,000	$	$	$	$	$80,000
PPRTA	$20,000	$	$	$	$	$20,000
	$	$	$	$	$	$ 0
TOTAL	**$100,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$100,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: TBD	$TBD
TOTAL	**$0**

Project Location

Project Visual



2009 CIP – Current Project Information

Project Name: W. Uintah St. Bicycle Lanes **Project Type:** Transportation

Project Justification:
This grant funded project will enhance bicycle safety and access along West Uintah Street, a heavily traveled arterial street with employment, residential, and service uses along it. This project is recommended in the City's Bicycle and Intermodal Transportation Plans.

Project Description:
This project will construct bicycle lanes along W. Uintah St. between 20th St. and Walnut St., connecting to existing bicycle lanes on Mesa Rd. as well as the Pikes Peak Greenway. The project will also sign and mark a designated bicycle route between 20th and 30th Streets.

Estimated Completion Date: 2009-2010

Project Manager and Department: Kristin Bennett, Comprehensive Planning/Economic Development Dept.

One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$11,000	$	$	$	$	$11,000
Construction	$105,330	$	$	$	$	$105,330
Project Management	$800	$	$	$	$	$ 800
Contingency	$20,670	$	$	$	$	$20,670
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$137,800**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$137,800**

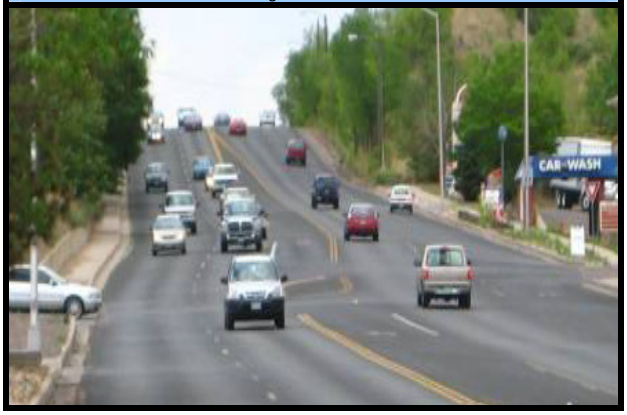
Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
SAFETEA-LU	$110,000	$	$	$	$	$110,000
Grants	$27,800	$	$	$	$	$27,800
	$	$	$	$	$	$ 0
TOTAL	**$137,800**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$137,800**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Minor lane restriping and pavement marking maintenance, occasional sign replacement.	$250
TOTAL	**$250**

Project Location

Project Visual



2009 CIP – Current Project Information

Project Name: Westside NSA Public Improvements **Project Type:** Transportation

Project Justification:
CDBG Funds to be used for public improvements within the Westside Neighborhood Strategy Area. Public improvements are needed to meet City standards for sidewalks, curbs, gutters, and pedestrian ramps per the Westside master plan.

Project Description:
Construct public improvements (sidewalks, curb & gutters, pedestrian ramps and landscape restoration) on Armstrong Avenue and Manitou Blvd.

Estimated Completion Date: Summer 2009

Project Manager and Department: Don Sides, Housing/Economic Development Department

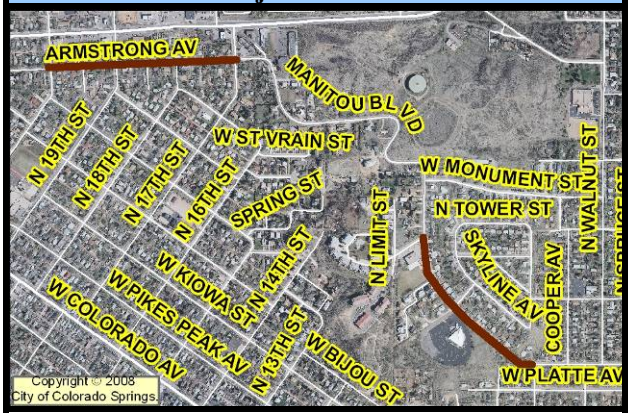
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$250,000	$	$	$	$	$250,000
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$250,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$250,000**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
CDBG	$250,000	$	$	$	$	$250,000
	$	$	$	$	$	$ 0
	$	$	$	$	$	$ 0
TOTAL	**$250,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$250,000**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Minimal maintenance needed; part of the City's normal maintenance program.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Woodmen Road Corridor **Project Type:** Transportation

Project Justification:
The Woodmen Road Corridor project extends from I-25 to US 24, a distance of approximately 11 miles. This joint City of Colorado Springs and El Paso County project will develop roadway improvements that meet the safety and capacity needs of the corridor.

Project Description:
The City portion of the project is from I-25 to Powers Blvd., a distance of approximately 5 miles. The first phase of construction of 6 lanes is from I-25 to Stinson Rd. and includes an interchange at Academy Blvd. This project will accumulate funds for future construction effort.

Estimated Completion Date: 2014 (estimate)

Project Manager and Department: Dan Krueger, Community Development/Engineering

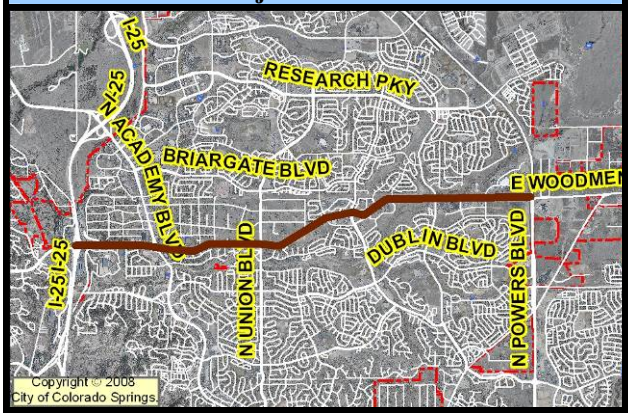
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$5,207,500	$0	$1,619,529	$1,169,345	$3,017,326	$11,013,700
Design	$1,041,500	$1,041,500	$2,821,300	$3,282,500	$0	$8,186,800
Construction	$10,436,074	$11,707,522	$0	$0	$21,136,546	$43,280,142
Project Management	$178,700	$178,700	$178,700	$0	$178,700	$714,800
Contingency	$2,473,600	$2,473,600	$0	$0	$159,491	$5,106,691
Miscellaneous (Explain):	$5,000	$5,000	$0	$5,000	$5,000	$20,000
Payment	$0	$0	$0	$0	$0	$ 0
TOTAL	**$19,342,374**	**$15,406,322**	**$4,619,529**	**$4,456,845**	**$24,497,063**	**$68,322,133**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Grants	$2,404,458	$3,514,938	$3,824,508	$3,689,822	$2,982,139	$16,415,865
PPRTA	$16,438,089	$11,160,827	$	$	$20,895,011	$48,493,927
CIP Construction Fund	$499,827	$730,557	$795,021	$767,023	$619,913	$3,412,341
TOTAL	**$19,342,374**	**$15,406,322**	**$4,619,529**	**$4,456,845**	**$24,497,063**	**$68,322,133**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: PPRTA funds available once maintenance is necessary beginning 3-5 years after construction.	$0
TOTAL	**$0**

Project Location



Project Visual

2009 CIP – Current Project Information

Project Name: Woodmen Road Corridor ITS Project **Project Type:** Transportation

Project Justification:
This grant funded project will enhance signal optimization and expand the Automated Traffic Management System (ATMS) along the Woodmen Corridor from Academy Blvd. to Powers Blvd.

Project Description:
This project will fund the installation of fiber optics, cameras, variable message signs and signal operations equipment. Additionally, the project will fund efforts to improve signal phasing, advanced travel management, alternate routes, incident management, congestion mitigation and public outreach.

Estimated Completion Date: 2011

Project Manager and Department: Scott Logan; Community Development/Engineering

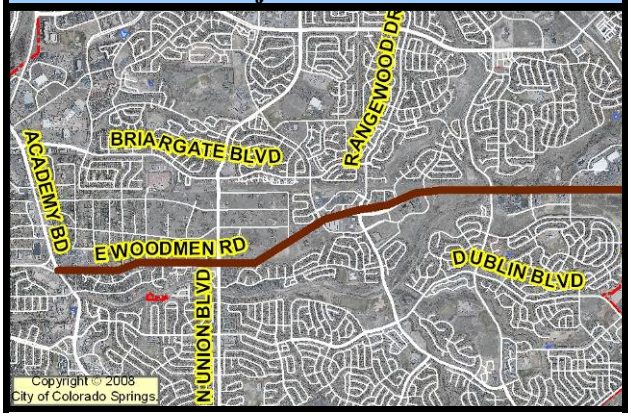
One-Time Project Costs	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
Land Acquisition	$	$	$	$	$	$ 0
Design	$	$	$	$	$	$ 0
Construction	$577,500	$649,100	$	$	$	$1,226,600
Project Management	$	$	$	$	$	$ 0
Contingency	$	$	$	$	$	$ 0
Miscellaneous (Explain):	$	$	$	$	$	$ 0
Payment	$	$	$	$	$	$ 0
TOTAL	**$577,500**	**$649,100**	**$ 0**	**$ 0**	**$ 0**	**$1,226,600**

Funding Sources	2009 Budget	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	Total
SAFETEA-LU	$478,640	$502,640	$	$	$	$981,280
Grants	$98,860	$146,460	$	$	$	$245,320
	$	$	$	$	$	$ 0
TOTAL	**$577,500**	**$649,100**	**$ 0**	**$ 0**	**$ 0**	**$1,226,600**

If "Other" Selected, explain:

Increase in Estimated Ongoing Operating and Maintenance Costs	Annual
Explain: Ongoing operating costs include minor maintenance, power and system operations.	$5,100
TOTAL	**$5,100**

Project Location



Project Visual

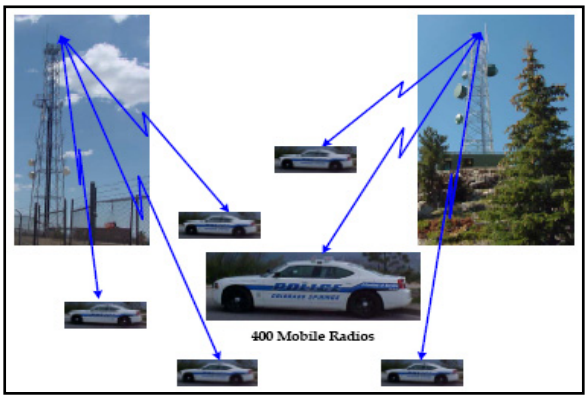
5-Year Unfunded Capital Improvements Program Budget

Department	High Priority Projects	Total Cost
GROUP A PROJECTS		
Fleet	100,000 Gallon Diesel Tanks	425,000
Police Department	800 MHz Radio Coverage Increases: Police Dept. Mobile Radio Additions	1,800,000
Community Dev - Engineering	Academy Boulevard Improvements	5,100,000
Streets Division	Concrete Curb and Gutter Replacement at Intersections♦	40,000,000
Fire Department	Emergency Operations Center■■	7,820,880
Fire Department	New Fire Station to Serve North Colorado Springs■■	5,021,017
Community Dev - Engineering	New Transportation Engineering Maintenance Facility - Phase I	7,700,000
Multi-Departmental	Northern Facility■■	21,808,063
Community Dev - Engineering	Pedestrian Transportation Facilities Infill Program	11,550,000
Community Dev - Engineering	Traffic Engineering ITS (Intelligent Transportation System)♦	2,400,000
Fire Department	Ventilation Improvements	1,121,257
	TOTAL	**104,746,217**
GROUP B PROJECTS		
Community Dev - Engineering	Airport Road Bicycle Lanes	450,000
Housing - Economic Development	Brookside Street Improvements	1,750,000
Parks, Recreation, and Cultural Services	City Auditorium Renovation	12,100,000
Streets Division	City of Colorado Springs Roadway Infrastructure♦	35,750,000
Streets Division	City of Colorado Springs Roadway Infrastructure Catch Up♦	55,000,000
Fleet	Citywide Fueling Stations Replacement (11 locations)	1,200,000
Transit Division	Downtown Transportation Station♦ ■■	16,000,000
Streets Division	Expansion of the City's Road Weather Information System (RWIS)	210,000
Parks, Recreation, and Cultural Services	Multi-use Trails (Tier 1, 39 miles)■■	7,772,160
Community Dev - Engineering	North Nevada Avenue from Fillmore to Garden of the Gods♦	10,500,000
Police Department	Upgrade Facility Power System Back-Ups (POC)	200,000
	TOTAL	**140,932,160**
GROUP C PROJECTS		
Community Dev - Engineering	Centennial Blvd Extension, Madison to I-25♦	1,725,000
Community Dev - Engineering	Hancock / Chelton Realignment♦	1,150,000
Parks, Recreation, and Cultural Services	Larry Ochs Sports Complex♦ ■■	9,085,000
Parks, Recreation, and Cultural Services	Regional Parks Maintenance Facility♦	1,200,000
Streets Division	Safety Related Building Maintenance	110,000
Parks, Recreation, and Cultural Services	Southeast Community Park♦ ■■	2,500,000
Parks, Recreation, and Cultural Services	Tutt Sports Complex♦ ■■	2,750,000
Community Dev - Engineering	W. Uintah Pedestrian/Bicycle Facilities Construction	1,200,000
Community Dev - Engineering	West Colorado Avenue Streetscape	5,250,000
	TOTAL	**24,970,000**
GROUP D PROJECTS		
Fire Department	800 Mhz Radio Coverage Increases: Airport Site Relocation	34,500
Fire Department	Bathroom Remodeling and Repair. Stations 7, 9, & 10	435,000
Fire Department	Existing Facility Repairs	354,000
Fire Department	Fire Station 3 Renovation	1,575,000
Fire Department	Fire Station 7 Renovation	1,091,500
Transit Division	Fixed Route Service Contractor Office Building	600,000
Parks, Recreation, and Cultural Services	Neighborhood Parks (Min. 2 Parks per Year for 5 Years)♦ ■■	7,250,000
Community Dev - Engineering	Templeton Gap Road Improvements	90,000
Police Department	Upgrade HVAC Ducting/Thermostats (Sand Creek & Falcon)	150,000
	TOTAL	**11,580,000**
	GRAND TOTAL	**282,228,377**

♦ Significant funding available from other sources
■■ Requires additional operating funds

Project Descriptions - Group A Projects

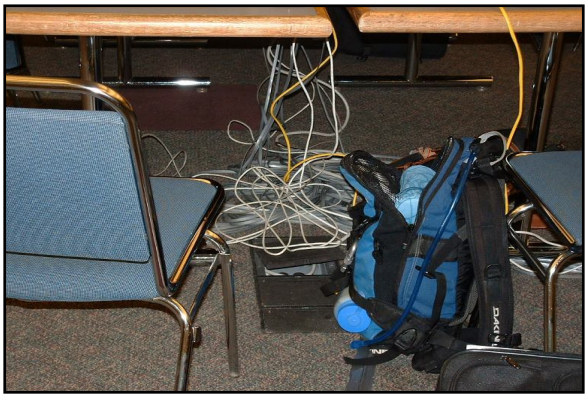
100,000 Gallon Diesel Tanks - $425,000
Diesel fuel storage is inadequate to supply the City during an extended fuel storage. At 50% availability, the City has only enough diesel storage to last approximately 11-15 days. Project would construct a 100,000 gallon diesel fuel site with both vehicle and bulk dispensers.



800 MHz Radio Coverage Increases: Police Department Mobile Radio Additions - $1,800,000
At the inception of the Pikes Peak Radio Communications Network (PPRCN) 800 MHz trunked radio network, the Police Department decided to provide each officer a portable radio. Since that time, it has been shown that portable radios in police vehicles greatly diminish the ability of the radio to perform reliably. This project seeks to remedy the situation for the officers by providing mobile radios in police vehicles.

Academy Boulevard Improvements - $5,100,000
Provide infrastructure improvements along Academy Boulevard including intersection enhancements at Austin Bluffs Parkway, Constitution Avenue, and Union Boulevard, as well as roadway improvements and drainage improvements. A corridor study will provide an assessment of deficiencies and weighting criteria ($150k). Project funding spread over five years to phase improvements.

Concrete Curb and Gutter Replacement at Intersections - $40,000,000
Assuming that curb and gutter lasts approximately 15 years, the City needs to repair/replace approximately 7% of all intersections each year. Currently, there are approximately 8,000 intersections within the city limits (and approximately 13,500 linear miles of curb). This means that the city needs to repair/replace 560 intersections per year. Currently this equates to approximately $8,000,000 per year or $40,000,000 for the length of this program. This increase will move the city closer to replacing 7% of its intersections each year.



Emergency Operations Center - $7,820,880
The City needs an Emergency Operations Center (EOC) – the physical location where City departments, enterprises, and other agencies (such as the American Red Cross or area military installations) come together during an emergency to coordinate resources, response and recovery actions. A dedicated EOC should serve as an effective and efficient facility for coordinating emergency response efforts; and can optimize communication and coordination by effective information management and presentation.

New Fire Station to Serve North Colorado Springs - $5,021,017
This project would facilitate the land purchase and construction of a new Fire Station to serve Northern Colorado Springs. As development progresses, the need for a station in this area in required to meet the 8 and 12 minute response times in the northern part of the city.

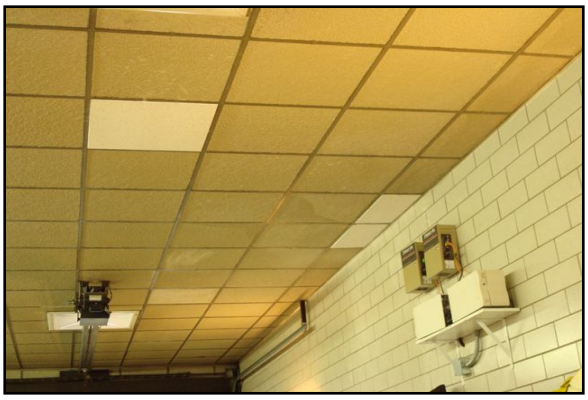
New Transportation Engineering Maintenance Facility – Phase I - $7,700,000
This project would construct a new 30,000 square foot Transportation Engineering Facility to house the signal, sign, and pavement marking operations. The current 50-year-old building is operationally and conditionally obsolete. Deficiencies include but are not limited to an inadequate shop, storage and office space; awkward/hazardous site access; unreliable/inefficient cooling/ heating; inadequate temperature control; leaky roof/skylights; non ADA-compliant restrooms; poor air quality, slip/trip hazards, poor lighting, and rodent/pigeon infestations; health/sanitation issues; and no fiber connectivity to the TMC.

Project Descriptions - Group A Projects

Northern Facility - $21,808,063
This project would create a new multi-agency facility in the northeast portion of the city. Three City departments/ divisions – Streets; Parks, Recreation, and Cultural Services; and Fleet – would locate there, allowing for better service to citizens in terms of snow removal and street repair, and increasing operating efficiencies by reducing "windshield" time and fuel savings. A detailed project description and justification is provided in the 2005 Facility Needs Assessment document created by CSU.

Pedestrian Transportation Facilities Infill Program - $11,550,000
This project is intended to construct missing sidewalks, accessible ramps, and curb/gutter (where necessary) on critical travel routes with priority given to high pedestrian use corridors such as transit and school routes and near shopping centers, medical facilities, basic services, parks, and senior facilities. Proposed program costs include staffing costs for a program manager to manage the City's substantial pedestrian infrastructure and intern staff to maintain the facilities inventory and assist with analysis for annual project prioritization.

Traffic Engineering Intelligent Transportation System (ITS) - $2,400,000
Much of the congestion experienced in Colorado Springs is related to incidents and congestion along certain routes during the peak morning and afternoon periods when motorists are traveling to and from work from every quadrant of the extended community. These funds will be used to expand the existing freeway system to the major arterials within the City. The proposed system improvements include vehicle detectors, CCTV, highway advisory radio, and variable message signs, installation of surveillance cameras, fiber optics, dynamic message signs, weather stations, vehicle detection stations, trailblazer signs, and necessary integration services.



Fire Station Ventilation Improvements - $1,121,257
Current fire stations have inadequate HVAC and exhaust systems to meet the recommended air exchanges for this type of facility. Firefighters work 24-hour shifts and are exposed to poor indoor air quality. This project would install new HVAC and apparatus bay exhaust systems in fire stations. This work includes interior and exterior modifications to ensure that the new systems operate properly. Some stations will require more work than others. The total project cost moving forward is approximately $2.5 million but there is currently $1.37 million in Public Safety Sales Tax funding dedicated to this project, leaving an unfunded balance of $1.12 million.

Project Descriptions - Group B Projects

Airport Road Bicycle Lanes - $450,000
This project will construct bicycle lanes on Airport Road between Chelton and Stewart. Currently, there are bicycle lanes on Airport between Union and South Circle. Federal SAFETEA-LU funding was programmed in FFY 2008 to add bicycle lanes between South Circle and Chelton. This project would extend the bicycle lanes to the rest of the corridor. It is a minor arterial street that carries a lower volume of traffic than adjacent E/W corridors and generally has available roadway space or ROW.

Brookside Street Improvements - $1,750,000
Brookside Street currently has no sidewalks, curb and gutter, and is an inverted crown. This project will improve Brookside with a proper crown, sidewalks, curb and gutter. It will also include installing the proper drainage facilities. There is a possibility of using CDBG funds to share in the costs which would depend on HUD's allocation at time of construction.

City Auditorium Renovation - $12,100,000
Funding is needed for extensive renovation of the City Auditorium including: safety improvements, fire sprinkler system, ADA improvements, plumbing and electrical updates, HVAC repairs, resurfacing of flooring, and interior and exterior renovation, as outlined in the 2006 Compass Report. This project is identified in the 2000-2010 Parks, Recreation and Trails Master Plan.

City of Colorado Springs Roadway Infrastructure - $35,750,000
Increase funding to increase the resurfacing program either through internal or contractor paving of more roadways. To keep the City's PQI (Pavement Quality Index) at 6 or above would require treating every roadway within the City on average once every 8-9 years, or approximately 11-12% of all roadways annually. In 2006 with PPRTA contract work and the work done by the City Street Division crews only 7.5% of the roadway system was resurfaced. This leaves deferred work of almost 200 lanes miles that still need resurfacing. This equates to a $7,150,000 shortfall, per year. For the 5-year CIP, this equates to $35,750,000.

City of Colorado Springs Roadway Infrastructure Catch Up - $55,000,000
Revitalize the City's roadway infrastructure. Maintenance of the City's roadway infrastructure has been deferred due to lack of funding for decades. This one-time infusion in the program will allow the City to bring its infrastructure back to a median level. Currently there is approximately $160,000,000 needed to bring the roadway infrastructure (asphalt and concrete) up to a level where it can be maintained on an annual basis. Only $55,000,000 is requested as there is not enough capacity with contractors or materials to finish $160,000,000 in the five-year time period covered by this program.

Citywide Fueling Stations Replacement (11 locations) - $1,200,000
This project would replace the automated fueling system at 11 fleet fueling locations. This system monitors and tracks over 2.5 million gallons of fuel annually. This system will replace a 14-year-old system that is outdated, hard to get parts for repair, and frequently breaks down. The fueling system is critical to City operations and provides information for environmental reporting and Fleet maintenance procedures.

Downtown Transportation Station - $16,000,000
This station will be a multimodal transportation station serving the fixed-route bus service, future commuter rail service, and regional express bus service. The total project cost is $16,000,000. The project is envisioned as a transit-oriented development project, leveraging FTA funds to assist in the development of high-density retail, commercial, and housing facilities, all of which support increased use of the public transportation system.

Expansion of the City's Road Weather Information System (RWIS) - $210,000
This project would add an additional five weather sensing stations to the City's current system. Knowing real time weather and pavement conditions throughout the city allows for more timely and efficient use of resources during emergency winter events as well as summer paving operations.

5-Year Unfunded Capital Improvements Program Budget

Project Descriptions - Group B Projects

Multi-Use Trails (Tier 1, 39 miles) - $7,772,160
Project includes construction of high priority trail corridors to provide alternative transportation and recreation opportunities. Project includes funding for completion of the following trail corridors: Cottonwood Trail, Sand Creek Trail, Midland Trail, Shooks Run Trail, and Rock Island Trail. Project is identified in 2000-2010 Parks, Recreation and Trails Master Plan.

North Nevada Avenue from Fillmore to Garden of the Gods - $10,500,000
Widen Nevada Avenue between Lilac Street and Austin Bluffs Parkway to 6 through-traffic lanes with median, turn lanes, bike lanes and sidewalks as recommended by the North Nevada Avenue Corridor Improvement Plan. The project will also include improved access management from Lilac Street to Austin Bluffs Pkwy. This project will reduce traffic congestion and travel delay, and improve traffic operations and safety. It will complete the Nevada Avenue corridor improvements undertaken by the N. Nevada Urban Renewal project between Austin Bluffs Parkway and north I-25.

Upgrade Facility Power System Back-Ups (POC) - $200,000
In March 2006, the UPS panel at the POC crashed. During the 3-week wait for the replacement UPS panel, a CSU power transformer was struck by lightning and went off-line for several hours. As a result, the POC was without power for several hours and the Communications Center emergency call-taking and dispatching was out of service for over one hour. This project would upgrade the POC's backup power system, installing power redundancy to the Communications Center: a Back-up UPS Panel, Back-up Battery System, Spare Parts Kit, and other improvements.

Project Descriptions - Group C Projects

Centennial Boulevard Extension, Madison to I-25 - $1,725,000
Design and construct a four-lane minor arterial extension of Centennial Boulevard to complete the connection from Fillmore Street to I-25 at the Fontanero Street interchange. Bike lanes, sidewalks and noise mitigation will be included. This project will reduce traffic congestion and delay on segments of Garden of the Gods Road and Fillmore Street, and the Garden of the Gods/I-25 and Fillmore/I-25 interchanges. This project will complete the extension being built by the private sector.

Hancock/Chelton Realignment - $1,150,000
Eliminate the curved alignment of Hancock from the west to the south and extend Chelton to the south to intersect Drennan Road and the planned Proby Expressway. Project will realign Hancock Expressway in a direct east-west configuration and make Chelton Road a more direct north-south arterial. A 2007 traffic study concluded that the Hancock/Chelton realignment project is a long-term transportation solution that will benefit the south metro region.

Larry Ochs Sports Complex - $9,085,000
New sports complex development to serve the northern reaches of Colorado Springs and meet the recreational needs of youth and adults by providing multiple sports fields, tennis courts, inline hockey courts, and other facilities for organized sports programming. A 61-acre site was purchased by the City in 2001 specifically for the development of a sports complex. This sports complex site is located near the intersection of Powers Blvd. and Highway 83. This project is identified in the 2000-2010 Parks, Recreation and Trails Master Plan.

Regional Parks Maintenance Facility - $1,200,000
Construction of a maintenance facility strategically located on the westside of the city within the Red Rock Canyon Open Space to support maintenance of open space areas and regional parks along the foothills. Major parks and open spaces that would benefit by this facility include: Garden of the Gods, Red Rock Canyon Open Space, Stratton Open Space, Cheyenne Cañon, Section 16, and Bear Creek Park. This project is identified in the 2000-2010 Parks, Recreation and Trails Master Plan.

Project Descriptions - Group C Projects

Safety-Related Building Maintenance - $110,000
Safety related corrections to Street Division facilities. In 2005 an audit was done of all Street Division facilities. Three pages of corrections were suggested. Highest priority items total $110,000; total cost of all corrections is approximately $350,000. The correction of all safety-related items is the purpose of this project.

Southeast Community Park - $2,500,000
Construct a community park at the existing community park site. This vacant community park was dedicated to the City in 2005. The future park is located at the northwest corner of Powers Boulevard and Drennan Road. This project is in the 2000-2010 Parks, Recreation and Trails Master Plan.

Tutt Sports Complex - $2,750,000
Construct a sports complex for youth and adult sports at the existing Tutt Park site. Provides recreational opportunities for youth and adults. The eastern area of Colorado Springs is currently underserved and does not meet current park service standards.

West Uintah Pedestrian/Bicycle Facilities Construction - $1,200,000
Construction of bicycle lanes, sidewalks and ramps, and retaining walls (as needed) along West Uintah Street from 21st Street to the Uintah/I-25 interchange. This will connect to existing bicycle and pedestrian facilities and to the Pikes Peak Greenway and Colorado College. West Uintah is a minor arterial street with residential and some commercial uses that lacks separated pedestrian facilities; there have been 3 pedestrian and 3 bicycle accidents since 2001.

West Colorado Avenue Streetscape - $5,250,000
Project will add curb, gutter, sidewalk and drainage facilities. Utility relocations are needed to accommodate walks and curbing. Funding includes replacement of bridge over Fountain Creek near Columbia Street; and would be multiyear, with design in the first year and construction running the following 3 years. This scope and cost estimate is only for the segment of West Colorado Avenue from 31st Street to the Manitou Springs city limit. Missing curb and sidewalk along Colorado Avenue makes pedestrian access difficult and dangerous, including a bridge which is too narrow. Lack of curb and drainage facilities cause local flooding of streets and adjacent parking lots.

Project Descriptions - Group D Projects

800 MHz Radio Coverage Increases: Airport Site Relocation - $34,500
The location of the PPRCN airport site antenna atop the airport terminal building provides good coverage in the general area around the airport, but suffers further away, limited by lack of height above the terrain. The total cost of this project is estimated at $115,000, with El Paso County responsible for 40%, and the City and Colorado Springs Utilities responsible for 30% each. Historically the area north of the airport, known generally as the Powers Corridor, has been particularly problematic for police department operations. Moving the antenna to a much higher vantage point with new 140-foot tall light poles at the edge of the new runway parking apron will provide superior area coverage.

Bathroom Remodeling and Repair – Stations 7, 9 and 10 - $435,000
Remodel or reconfigure existing fire station locker rooms to reflect the changing demographics in the fire service. PSST funds were used in 2007 to modify the locker rooms in Stations 3, 11, and 13. Current square footage allocation for female firefighters is 80% less than the square footage for male firefighters.

Existing Facility Repairs - $354,000
There is an ongoing need for additional funds for maintenance of Fire Department facilities. This project would include boiler replacement, concrete replacement, pavement maintenance, roof repairs, and new roofs at Fire Stations 4, 7, 9, and 10. Deferring some of this maintenance could force temporary closures of stations.

Project Descriptions - Group D Projects

Fire Station 3 Renovation - $1,575,000
Fire Station 3 was built in 1951 and requires modifications that will result in better workplace safety and increase the efficiency of the apparatus bay to utilize more department apparatus. Project includes repair/replace entire apparatus bay floor, repair structural cracking in the station, modify the living quarters to increase kitchen size, sleeping quarters, and weight room due to locker room modifications, and install HVAC systems to protect firefighters.

Fire Station 7 Renovation - $1,091,500
Fire Station 7 was built in 1964. The current HVAC, electrical, and plumbing systems are starting to show the many years of wear and tear. Project would install new electrical service, plumbing, and HVAC, in addition add storage space for fire department needs, as well as increase bedroom size due to future locker room modifications, and build a weight room.

Fixed-Route Service Contractor Office Building - $600,000
The total estimated cost of the facility is $3,000,000, including the National Environmental Protection Agency (NEPA) process, land acquisition, design, and construction. Required is a facility of approximately 9,000 square feet in the immediate vicinity of the Transit Services Facility with parking for approximately 100 employee vehicles. Facility is to accommodate service contractor administration and operations functions, which were relocated from the Transit Administration Building to modular office trailers in September 2006.

Neighborhood Parks (Min. 2 parks/year for 5 years) - $7,250,000
Construction of a minimum of 2 neighborhood parks per year is required to keep pace with development. Neighborhood parks provide recreational opportunities to citizens within a 1/2-mile service radius. This is detailed in the 2000-2010 Parks, Recreation and Trails Master Plan parkland dedication ordinance.

Templeton Gap Road Improvements - $90,000
Templeton Gap Road is a major collector with approximately 300-feet adjacent to the Church of God of Prophecy that is 24-feet wide and it needs to be widened to major collector standards, or 44-feet. The Cottonwood GID was responsible for the widening; however, the district went into bankruptcy in the 1990's. This project would widen a 300-foot stretch of Templeton Gap road south of Powers Boulevard to major collector standards. Work includes curb, gutter, sidewalk and asphalt.

Upgrade HVAC Ducting/Thermostats (Sand Creek and Falcon) - $150,000
In 2004, the Police Department replaced the HVAC units at Sand Creek and Falcon substations at a cost of $104,000 to address heating and cooling throughout the buildings. However, this project did not fully address employee comfort and environment. Project would improve and redesign ducting, thermostat placement, zoning, and balance system.

5-Year Unfunded Capital Improvements Program Budget

Department	Medium Priority Projects	Total Cost
Community Dev - Engineering		
	Union/Constitution Improvements	1,778,851
	North Nevada Ave Revitalization, Phase I	3,922,240
	Academy/Flintridge Improvements	346,080
	Evans Avenue Bridge at North Cheyenne Creek	288,400
	Rockrimmon/Pro Rodeo Dr Improvements	461,440
	Garden of the Gods/Forge Improvements	496,048
	Cheyenne Blvd/Tejon Improvements	922,880
	Rockrimmon/Delmonico N. Improvement	922,880
	Bijou Street Bridge at Shooks Run	3,460,800
	ADA Pedestrian Ramp Program	1,153,600
	Cresta Road Sidewalks	215,723
	Replace Sound Walls at Various Locations	1,000,000
	8th Street Corridor Improvements	4,600,000
	Lake Circle/Cresta Road Improvements	1,150,000
	21st Street Corridor Improvements	5,750,000
	Circle Drive Bridge Modification at Fountain Creek	2,875,000
	Congestion Management & Corridor Improvement Study	500,000
	Las Vegas Street Paved Shoulders	750,000
	30th Street Paved Shoulders	600,000
	TOTAL	**31,193,942**
Fire Department		
	Back-up Generators at Fire Stations 2,3,4,5,6,7,9,10,11, 12,13,15,16,& 17	1,280,000
	Burn Props at FDC to include site preparation	625,000
	Window replacement at FS 2,4,5,11,& 13	180,000
	Overhead Door replacement at all fire stations	80,000
	Installation of card readers at fire stations	115,000
	Rotomill and resurface parking area at Logistics and Transportation	125,000
	800 MHz Radio Coverage Increases - West Side Radio Site Creation	117,600
	800 MHz Radio Coverage Increases - In-Building Distribution Amplifier (BDA) Systems	250,000
	800 MHz Radio Capacity Increases - Phase 1 DFB Repeater Upgrade	66,000
	800 MHz Radio Capacity Increases - Phase 2 DFB Repeater Upgrade	27,000
	CoG / Response Enhancements - 800 MHz Transportable Site Completion	67,200
	TOTAL	**2,932,800**
Fleet		
	Fontanero Main Garage	8,000,000
	Body Shop	1,200,000
	TOTAL	**9,200,000**
Economic Development - Housing		
	Pedestrian Overpass Plaza	5,000,000
	TOTAL	**5,000,000**
Parks, Recreation, and Cultural Services		
	Memorial Park Aquatic & Fitness Center - Gym	977,500
	Sertich Ice Center - 2nd Sheet of Ice	4,000,000
	Park Playground Renovations - Citywide	400,000
	North Cheyenne Canyon - Helen Hunt Falls Visitor Center/Parking	1,500,000
	Artificial Turf Fields (2)	1,495,000
	Pioneer Museum Exterior Renovation	862,500
	Pikes Peak Greenway - Master Plan Implementation	4,480,000
	Pioneer Museum HVAC System	200,000
	Rock Ledge Ranch Master Plan Implementation	200,000
	TOTAL	**14,115,000**

5-Year Unfunded Capital Improvements Program Budget

Department	Medium Priority Projects	Total Cost
Police Department		
	Upgrade HVAC Ducting/Thermostats (POC)	250,000
	Replace STAEFA/HVAC Control System (POC)	400,000
	Paint Interior & Exterior of Facilities (POC, Training Academy, & Firing Range)	115,000
	TOTAL	**765,000**
Streets Division		
	Replace Wheeler Salt Storage Building	100,000
	Alley Maintenance	600,000
	Expansion of the Wheeler Facility	500,000
	Remodeling of the Outwest Facility	135,000
	Remodeling of the Briargate Facility	120,000
	Remodeling of the Miller Facility	110,000
	TOTAL	**1,565,000**
Transit Division		
	First and Main Transfer Station (20% local match for $800,000 project)	200,000
	Astrozon Transfer Station (20% local match for $800,000 project)	200,000
	Paratransit Facility (20% local match for 80% federal funds)	1,400,000
	TOTAL	**1,800,000**
	GRAND TOTAL	**66,571,742**

5-Year Unfunded Capital Improvements Program Budget

Department	Low Priority Projects	Total Cost
Community Dev - Engineering		
	Platte Avenue Bridge @ Sand Creek	9,740,998
	Academy/Fountain Interchange	28,840,000
	Platte Avenue Widening	4,614,400
	I-25/Cimarron Ramps	TBD
	ADA Pedestrian Ramp Program	4,614,400
	Hancock Extension (Chelton/Powers)	3,460,800
	Chelton Road/Delta Drive Improvements	1,035,000
	Lower Gold Camp Road	1,150,000
	Constitution Avenue/Paseo Improvements	25,760
	TOTAL	**53,481,358**
Fire Department		
	Parking and paving improvements at all stations	150,000
	Kitchen remodel FS 12	35,000
	Community education playground at FDC	75,000
	Metal fence installation at FS 4	15,000
	TOTAL	**275,000**
Parks, Recreation, and Cultural Services		
	Garden of the Gods Equestrian Parking Lot	55,000
	Acacia Park Bandshell	165,000
	Monument Valley Park Master Plan Implementation	500,000
	Pioneer Museum Gazebo and Plaza Restoration	150,000
	Park Restroom Renovations - Citywide	750,000
	Park Irrigation Renovations - Citywide	2,400,000
	TOTAL	**4,020,000**
Police Department		
	Replace Interior Carpet (POC & Training Academy)	250,000
	Expand Facility (Impound Lot)	200,000
	Replace Lighting/Ballasts (POC Communications Center)	65,000
	TOTAL	**515,000**
Streets Division		
	Audit Required Building Maintenance	600,000
	Long-Term Maintenance of Aries Property	2,350,000
	Storage Building (Briargate)	70,000
	Installation of a winter spray deicing system	850,000
	Columbia District Paving	1,500,000
	TOTAL	**5,370,000**
Transit Division		
	Queue Jumpers (50% local match for federal grant funds)	14,000,000
	Rapid Transit Environmental Assessment (20% local match for 80% federal grant funds)	600,000
	I-25 and State Highway 16 Park 'n Ride	2,000,000
	TOTAL	**16,600,000**
	GRAND TOTAL	**80,261,358**

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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.

Admin Pro-Rate Fees – This term is interchangeable with allocated overhead or indirect costs. The fees are collected from multiple departments, programs, or activities benefiting from the City's core services such as Accounting, Human Resources, and Information Technology.

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.

Basis of Accounting – The City's annual budget is developed using the generally accepted accounting principles (GAAP) and the budgetary basis of accounting. GAAP is determined on a modified accrual basis and budgetary is determined on an accrual basis.

Beginning Fund Balance – The unexpended amount in a fund at fiscal year end which is available for appropriation in the next fiscal year.

Budget Development Calendar – The schedule of major events in the budget process.

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 was changed to the Economic Development Fund.

Capital Improvement – A project of relatively high monetary value (at least $50,000), long life (at least five years), and the outcome of the project results in the creation of a fixed asset or a significant revitalization that upgrades and extends the useful life of a fixed asset.

Capital Improvements Program (CIP) – The program intended to build and maintain the City's infrastructure, including facilities, transportation, and parks.

Capital Outlay – A major object category which includes expenditures for land purchase, buildings (purchase or construction), improvements other than building (purchase or construction), or equipment and furniture with a unit cost in excess of $500.

Certificates of Participation (COPs) – A type of financing in which an investor purchases a share of the lease revenue of an agreement made by a municipal or governmental entity, rather than the bond being secured by those revenue.

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.

Glossary of Terms

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 Financial and Administrative Services Business Unit. It contains information regarding all general-purpose financial statements for revenue and expenditures, selected financial and demographic information, and amortization of long-term debt and selected investment portfolio data.

Conservation Trust Fund (CTF) – This fund provides funding that can be used for the acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site. This fund gets its money from the Colorado Lottery.

Contingency – An account established for the purpose of meeting unanticipated requirements.

Cost Allocation Plan – A cost allocation plan is a financial model that identifies and distributes Citywide indirect costs to benefiting departments. These indirect costs are those expenses that benefit multiple departments, programs, or activities. Examples of these indirect costs include Accounting, Human Resources, and Information Technology.

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.

Financial Services Division – The Division 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 and the five-year capital improvements program. The Division ensures an annual budget is developed that maintains fiscal integrity through efficient allocation of resources.

Fiscal Year – A 12-month period at the beginning of which the City implements a new budget based on expected revenue and expenditures and at the end of which the City determines its financial positions and the results of its operations. The City of Colorado Springs' fiscal year coincides with the calendar year January 1 through December 31.

Glossary of Terms

Full-Time Equivalent (FTE) – 40-hour per week position on an ongoing basis that is specifically authorized for ongoing funding by classification in the annual budget. Two half-time positions equal one FTE.

Fund – A budgetary and fiscal accounting mechanism for designating a sum of money or other resources set aside for the purpose of providing services and achieving objectives in accordance with State and local laws, regulations, or other limitations. Each fund constitutes an independent budgetary, fiscal, and accounting entity.

Fund Balance – The balance remaining in a fund after expenditures have been subtracted from revenue.

Geographic Information System (GIS) – A computer-based mapping and analytical tool. GIS technology integrates common database operations such as query and statistical analysis with the unique visualization and geographic analysis benefits offered by maps. These abilities distinguish GIS from other information systems and make it valuable to a wide range of public and private enterprises for explaining events, predicting outcomes, and planning strategies.

General Fund – A fund used to account for all general purpose activities of the City supported by City taxes and other nondedicated revenue such as license and permit fees, user charges, etc. This fund includes all traditional municipal expenditures such as Public Safety, Parks, and Transportation with the exception of those accounted for elsewhere.

General 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 receives revenue from the State-imposed excise taxes on gasoline and special fuels as well as various motor vehicle registration, title, and license fees and taxes.

Home Investment Partnership Act (HOME) – Federal grant funds dedicated for programs and activities which primarily benefit low and moderate-income families, individuals, and neighborhoods. Programs include but are not limited to housing rehabilitation, affordable housing development and preservation, human service activities, and capital improvement activities.

HOPE III – Federal grant funds dedicated for home ownership programs to benefit low and moderate-income families.

Human Services – These programs address emergency care and shelter, youth, and self-sufficiency services. The City currently funds these community programs with the City's General Fund and Community Development Block Grant (CDBG) funds.

Infrastructure – The underlying foundation or basic framework of the City's physical assets, buildings, roadways, etc..

Internal Service Funds – Internal Service Funds are used to account for the financing of goods or services provided by one department to other City departments on a cost-reimbursement basis. The Divisions include Fleet, Office Services, and Radio.

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, which provides 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

Glossary of Terms

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. With the creation of the Stormwater Enterprise, the City committed to maintaining a level of effort for drainage activities as well.

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 (1/1,000) of a dollar of assessed valuation of property.

Modified Accrual Basis of Accounting – A type of accounting which records revenue when measurable and available and expenses when the liability is incurred.

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 historic building for occupancy late in 2001. The building houses the City Council, the City Manager, the Business Development Division, and the Public Communications Department.

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.

Overmatch Funding – The Pikes Peak Area of Council Governments (PPACG) engages in a process to prioritize projects for State and federal transportation funding; and in 2007, an overmatch component was added. Overmatch is funding in excess of the required match (typically 20%) that local communities are willing to put toward their high priority transportation-related projects. Because there is reduced State and federal funding available, competition for these funds is greater. In order to get the most projects with the available State and federal funds, PPACG now considers overmatch funds when determining where these dollars will be dedicated.

Pay-as-You-Go for Capital Improvements – A process in which capital improvements are paid from current revenue.

Permanent Funds – These funds account for assets held by the City in a trustee capacity or as an agent for other agencies, individuals, private organizations, or governmental units. Included in this category are non-expendable trust funds and agency funds.

POC – Police Operations Center

PPRDC – Pikes Peak Regional Development Center

Pikes Peak Rural Transportation Authority (PPRTA) – Authority approved by voters in November 2004, which resulted in a 1% sales and use tax increase effective January 1, 2005, for the City of Colorado Springs, the unincorporated areas of El Paso County, Manitou Springs, and Green Mountain Falls to fund transportation capital projects and maintenance. PPRTA may be also referenced as RTA throughout the Budget document.

Glossary of Terms

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% 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 revenue and/or the receipt of revenue 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) – The federal and State governments provide grants to local governments for approved regional transportation-related projects such as bridge replacement, installation of additional traffic signals, road widening, etc. These grants usually award 80% of the total project cost - provided the City can fund the local 20% share. This program was originally authorized in 1996 and was called the Intermodal Surface Transportation Efficiency Act (ISTEA). It was then reauthorized as the Transportation Equity Act for the 21st Century (TEA-21) in 1998 and reauthorized again in 2004 as SAFETEA-LU.

Sales Tax Revenue Bonds – Those bonds issued to finance various capital improvement projects that have a definable revenue base. These bonds are secured by the City Sales Tax revenue.

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 Plan (previously known as the Strategic Action Plan) – The document comprised of goals and objectives established by City Council that sets priorities for resource allocation, establishes policy guidelines, and provides governance direction.

TABOR (Taxpayer's Bill of Rights) – An amendment to the Colorado Constitution (also referred to as Amendment I) approved by voters in 1992 that essentially limits annual growth in local government revenue to the combined percentage change in the Denver/Boulder/Greeley Consumer Price Index (CPI) and the net change in the local property tax base due to new construction. Revenue received above and beyond the annual revenue cap established by TABOR must either be refunded to city residents or retained upon voter approval.

Tax Increment Financing (TIF) – Tax increment financing is a method of redistributing tax collections within a designated area to finance public infrastructure improvements within the specified geographic area. Infrastructure improvements may include upgraded on-site drainage systems, adjacent intersection/roadway capacity/pedestrian improvements, etc.

Trails, Open Space, Parks (TOPS) Initiative – On April 1, 1997, voters approved a .01% local sales tax dedicated for the purchase of open space and development of parks and trails.

Unreserved, Undesignated Fund Balance – In accordance with its Charter, the City is required to maintain an emergency reserve in the amount of 3% 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. Due to the volatility of the General Fund Sales and Use Tax revenue, the informal policy for the unreserved, undesignated fund balance of the General Fund is 10% of the following year's budgeted expenditures. This fund balance is also referred to as the Unrestricted/Unappropriated Fund Balance.

Glossary of Terms

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 Colorado Springs Utilities.

Vendor Fee – The reimbursement for sales tax collections. This was budgeted for the first time in 2006 and is the result of an accounting change. This expenditure is offset by a matching increase in revenue.

Budget Development

Development of the annual City Budget is an ongoing process. 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 Plan goals and objectives. City Council then updates the City's Strategic Plan as necessary. The updated Strategic Plan serves as the framework for the next year's budget. A review of the financial outlook of the City General Fund (including a five-year financial forecast), the identification of key fiscal issues, and proposed budget objectives and guidelines are prepared in early spring and presented to City Council in April. This financial planning exercise provides Council the opportunity early in the budget process to give direction on the establishment of key budget 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 Financial Services Division meets with division managers to discuss guidelines and instructions and to identify emerging budget issues. Using the guidelines, divisions prepare and submit budget requests to the Financial Services Division. The Financial Services Division then analyzes the budget requests and prepares the summaries and recommendations for the City Manager's budget review sessions.

Formulation of City Manager's Recommended Budget – The City Manager conducts budget review meetings with each department to review the budget submittals from each division of the department. At these sessions, discussions occur regarding mission statements, services provided, trends in key performance indicators, and what can be accomplished with initial funding allocations. There is also a line-item review of all requested expenditures by individual expenditure account and how those expenditures relate to accomplishing the division's mission and/or Strategic Plan goals. 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 Financial Services Division then prepares the budget document.

Enhanced Public Input Session – The City holds one enhanced public input session annually. This session is an e-townhall meeting, which is typically held in early October, and is televised on Cable Channel 18 as well as simulcast on the internet at www.Springsgov.com. The e-townhall meeting gives citizens an additional opportunity to provide input on the budget development. Citizens can submit comments and questions in person or by e-mail, fax, or telephone. All input is transmitted to City Council.

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

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

Phase II – Department and Division Budget Requests — May – July

1. Budget manual distributed to departments and divisions.
2. Departments and divisions prepare budget requests.
3. Financial Services Division reviews and analyzes budget requests and prepares summaries and recommendations for City Manager's budget review sessions with departments.

Phase III – Formulation of the City Manager's Recommended Budget — August – September

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

Phase IV – Enhanced Public Input Sessions — October

1. City Council holds public input sessions to receive input on the Budget.

Phase V –Review and Approve Budget — October – November

1. City Council reviews recommended 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 Budget and setting the annual tax levy.
2. City Council sets mill levy.
3. Second reading of appropriation ordinances held adopting Budget and setting the annual tax levy.
4. Financial Services Division produces final Budget document.

2009 Budget Development Calendar

Planning

April – June	2009 financial outlook prepared and key issues defined and reported to Council
May – June	Key budget objectives developed for 2009 Budget and reported to Council
May 27	Discussion of annual prioritization of City Council strategic goals
June 10	Annual strategic goals prioritized for the 2009 Budget

Department Budget Requests

May 30	Budget manual with guidelines distributed to departments
June 2 – 19	Financial Services Division budget review meetings held with departments
June 30	Departments submit budgets to the Financial Services Division

Formulation of City Manager's Recommended Budget

July 31 – August 19	City Manager meets with Directors and their respective division managers to review budget submittals
August 20 – 22	City Manager finalizes recommended 2009 Budget
October 15	City Manager presents 2009 Budget

City Council Review for Approval of Budget

October 15 1 p.m. – 5 p.m.	**City Council Budget Work Session** Overview of 2009 Budget – City Manager <u>Budget Presentations</u> Appointees Police Fire Assistant City Manager – Transportation and Parks Assistant City Manager – Community, Infrastructure, and Development Chief Financial Officer – Financial and Administrative Services
October 16 1 p.m. – 5 p.m.	**City Council Budget Work Session** Outside Agencies/Council Committees Presentations – (i.e., PSSTOC, Economic Development Agencies, Experience Colorado Springs at Pikes Peak) Discussion of 2009 Budget reductions
October 30 7 p.m. – 9 p.m.	Formal Public Hearing/E-Townhall on the 2009 Budget

2009 Budget Development Calendar

City Council Review for Approval of Budget (continued)

November 5 1 p.m. – 5 p.m.	City Council Budget Markup Session

Final Review and Adoption

November 25	First reading of 2009 Appropriation Ordinances and Mill Levy certification
December 9	Second reading of 2009 Appropriation Ordinances; 2009 City Budget officially adopted

Financial Policies

The City of Colorado Springs ("the City") is a Colorado home rule municipality operating under its City Charter. The City functions under the direction of a City Manager who is appointed by a nine-member City Council. The purpose of these policies is to help frame resource allocation decisions and establish objectives, standards, and internal controls for the funds of the City. Financial policies have been adopted and used to frame major policy initiatives. The following policies are summarized: Budget Policy, Debt Policy, Investment Policy, Reserve Policy, and the Capital Improvements Program Policy. A number of source documents provide the financial policies for the City. The State Constitution and the City Charter provide the basic legal requirements and timelines for policies, while City Council approves goals, ordinances, and resolutions that provide more specific direction that responds to the needs of the City.

Budget Policy

Section 1 – Overview

The annual budget is a plan which provides the City Council and City Manager with the financial information necessary for the allocation of resources to accomplish the goals and objectives of the City. The provision of municipal services is accomplished through the budget. The budget, along with the annual appropriation ordinances, provides the basis for the control of expenditures and sets the financial guidelines for the City. The basic legal requirements and budget process are defined by the State Constitution and the City Charter. City Council approves the Strategic Plan goals and budget objectives.

Section 2 – Budget Philosophy

The City is committed to developing a sound financial plan for the operations and capital improvements that meet the City's Strategic Goals. The City provides a wide variety of services to the residents of the community and it is the responsibility of City Council to adopt a budget and manage the available resources to best meet the service needs for the overall good of the community. To achieve this, the City:

- Utilizes conservative growth and revenue forecasts;
- Prepares plans for operations and capital improvements;
- Allows staff to manage the operating and capital budgets, with City Council determining the allocations for both;
- Adopts financial management policies which establish guidelines for multiyear financial plans;
- Establishes budgets for all funds based on adopted policies;
- Appropriates the budget in accordance with the City Charter and State Constitution; and
- Develops a budget that minimizes the impact on direct services to the community.

Section 3 – Budget Preparation

The City identifies important community needs and develops a financial and service delivery plan to achieve those outcomes. City Council allocates funding based on current priorities and results and does not simply increase the prior year's budget. Each year in late April, the Financial Services Division prepares a projected forecast for the ensuing year's budget. In May, City Council approves specific budget objectives and the Financial Services Division prepares a budget manual for the departments with the budget objectives and guidelines for developing the following year's budget. In June and July, all departments develop revenue and expense projections for the following year and submit them to the Financial Services Division. In August, all departments present their budget to the Budget Review Committee for review and analysis. Not later than October 15, the City Manager submits a preliminary budget to City Council for review. In October, the citizens of Colorado Springs provide their feedback on the proposed budget and City Council holds worksessions on each department's budget. In November, City Council balances the budget and in early December adopts the following year's budget.

Section 4 – Colorado Springs City Charter Requirements

Budget Fiscal Year - Colorado Springs City Charter Section 7-10.

The fiscal year of the City shall commence on the first day of January and end on the last day of December of each year. (1909; 1977)

City Manager's Powers and Duties - Colorado Springs City Charter Section 4-20 (h).

On or before the third Monday in November in each year, the City Manager shall furnish to the City Council estimates in writing of the probable expenses to be incurred in the several departments of the City for the ensuing fiscal year, specifying in detail probable expenditures, including a statement of the salaries of all administrative officers and employees, and certifying the amount of money to be raised by taxation during the ensuing fiscal year to make payment of interest, sinking fund, and principal of bonded indebtedness and also the estimated amount of revenue from all sources other than tax levy. At the same time or on such later date in each year as shall be fixed by the City Council, the City Manager shall prepare and present to the City Council the annual budget for the ensuing fiscal year, which shall include interest and sinking fund on the bonded debt. The budget so prepared shall be in such detail as to the aggregate sum and the items thereof allowed to each department, office, board, or commission as the City Manager may deem advisable except such as are fixed by law.

The State Statute indicates that no later than October 15 of each year, the budget shall be submitted to the governing body. As a result, the City Manager presents the recommended budget for the ensuing fiscal year to City Council no later than October 15th of each year.

City Council Duties - Strategic Plan - Colorado Springs City Charter Section 3-10 (b).

To provide for the future of the City, Council shall maintain a strategic plan that prioritizes goals for the City and establishes measurable outcomes. The strategic plan shall include the Comprehensive Plan and a five-year capital improvements plan for municipal needs. The plan process shall consider public input. City Council shall provide the plan and goals to the City Manager for development of the municipal administrative budget.

(Refer to the Capital Improvements Program Policy)

Section 4 – Colorado Springs City Charter Requirements (continued)

Budget Process - Colorado Springs City Charter Section 7-30.

(a) The City Council shall, upon receipt of the budget, adopt the budget with or without amendment. In amending the budget, the City Council may add or increase programs or amounts and may delete or decrease any programs or amounts, except amounts required by law or for debt service on general obligation bonds or for estimated cash deficit provided, however, that no amendment to the budget shall increase the authorized expenditures to an amount greater than the total of estimated income. (1909; 1977)

(b) In adopting the budget, the City Council shall also estimate and declare the amount of money necessary to be raised by tax levy. The estimate shall take into account the amounts available from other sources to meet the expenses of the City for the ensuing fiscal year. The budget and estimate as finally adopted shall be signed by the Mayor and City Clerk and filed with the Chief Financial Officer. (1909; 1977) (Ed. note: Formerly section 41)

(c) The budget shall include all stipends and other expenses of City Council and the budget shall declare the amount of money necessary to fund the budget. Subject to any pre-existing bond covenants, the City Council's budget shall be apportioned among the City's General Fund, its Utilities funds and its Hospital fund as a reflection of City Council's direct responsibilities for all municipal and Utilities matters as well as City Council's general supervision and control of hospital matters based upon such reasonable allocation methodology as City Council may determine. (2005)

A public hearing is held on the fourth Thursday in October of each fiscal year to allow public comment upon the proposed budget.

Appropriations - Colorado Springs City Charter Section 7-50.

Upon the basis of the budget as adopted and filed, the several sums shall forthwith be appropriated by ordinance to the several purposes therein named for the ensuing fiscal year. Said ordinance shall be adopted not later than the thirty-first day of December in each year, and shall be entitled "The Annual Appropriation Ordinance." (1909; 1977) (Ed. note: Formerly Section 43)

Changes to Budget - Appropriation and Tax Levy Ordinance, Amendment - Colorado Springs City Code Article 5, Part 1, (103).

A. From time to time, the City Manager may recommend the revision and amendments to the City appropriation ordinance in order to reflect corrections of revenue and expenditures, and shall transmit the recommendation to the City Council that an amendment or amendments to the annual appropriation ordinance be adopted. The City Council shall consider the recommendations and may adopt the same with or without amendment.

B. In amending the appropriation ordinance, the City Council may reduce or omit any item or add or increase any item. By ordinance, the City Council may amend the annual tax levy and appropriation ordinances to reflect corrections of revenue and expenditures to accord with actual fact. Also, in the event of casualty, accident or unforeseen contingency, the City Council may by ordinance make a new or special appropriation. (1968 Code §3-4.2d; Ord. 76-54; 1980 Code; Ord. 93-82; Ord. 01-42)

Budget Policy

Section 5 – Level of Control and Budget Transfers

Control of expenditures is implemented at the organizational unit level. Unit level managers are responsible for all expenditures made against appropriations within their organizational unit and can allocate available resources within the unit.

Section 6 – Lapsed Appropriations

All appropriations not spent or unencumbered at the end of the fiscal year lapse into the fund balance applicable to the specific fund, except for:

- **Capital Projects** – appropriations for capital projects, which do not lapse until the project is completed and closed out; and

- **Grant Funds** – appropriations for federal or State grants which do not lapse until the expiration of the grant.

Debt Policy

Section 1 – Overview

The City recognizes the primary purpose of facilities is to support provision of services to its residents. Using debt financing to meet the capital needs of the community, the City must balance the load between debt financing and "pay-as-you-go" methods. The City realizes failure to meet the demands of growth may inhibit its continued economic viability but also realizes too much debt may have detrimental effects. The City uses lease purchase financing for the several purposes which includes the acquisition of real property and the replacement of equipment and vehicles. Lease purchases decrease the impact of the cost to the department by spreading the costs over several years and require annual appropriation by City Council.

Section 2 – Colorado Springs City Charter Requirements

Debt Limitations – Colorado Springs City Charter Section 7-80.

(a) No bonds or other evidences of indebtedness, payable in whole or in part from the proceeds of ad valorem property taxes or to which the full faith and credit of the City are pledged in writing or otherwise shall be issued, except in pursuance of an ordinance authorizing the same, and unless the question of the issuance of the bonds shall at any special or general municipal election be submitted to a vote of the qualified electors of the City and approved by a majority of those voting on the question. However, City Council pursuant to ordinance and without election may:

1. Issue local improvement district bonds;
2. Borrow money or issue bonds for the purpose of acquiring, constructing, extending or improving water, electric, gas, sewer, or other public utilities or income-producing projects provided, further, that said borrowing shall be repaid and said bonds shall be made payable solely out of the net revenue derived from the operation of the utility, utilities, or other income-producing projects, or any or all thereof. Net revenue shall mean gross revenue less all operation and maintenance expenses of the project for which the money has been borrowed or bonds issued.

Debt Policy

Section 2 – Colorado Springs City Charter Requirements (continued)

(b) The City shall not become indebted for any purpose or in any manner to an amount which, including existing indebtedness, shall exceed 10% of the assessed valuation of the taxable property within the City as shown by the last preceding assessment for City purposes provided; however, that in determining the amount of indebtedness, there shall not be included within the computation of indebtedness local improvement district bonds, revenue bonds, or general obligation bonds or other evidences of indebtedness issued for the acquisition, construction, extension, or improvement of water facilities or supplies, or both. (1909; 1922; 1951; 1965; 1977) (Ed. note: Formerly section 47)

Historically, the City's total bonded indebtedness as a percentage of total general obligation debt limit has been minimal. The total bonded indebtedness for the City in 2009 will be $2,935,000, which is 0.6% of the legal debt limit. This leaves an available debt margin of $475,094,266, which is 99.4% of the total debt limit.

The budget includes appropriations for debt service payments and reserve requirements for all outstanding debt and for debt anticipated to be issued within the ensuing budget year.

Investment Policy

Section 1 – Investment Policy Overview

Existing Colorado State Statutes provide home rule municipalities with legal authority to promulgate and implement local standards for cash and investment management operations. The purpose of this Investment Policy is to establish the investment scope, objectives, delegation of authority, standards of prudence, reporting requirements, internal controls, eligible investments and transactions, diversification requirements, risk tolerance, and safekeeping and custodial procedures for the investment of the funds of the City of Colorado Springs.

This Investment Policy was adopted by the City Council of the City of Colorado Springs by resolution on September 28, 1993. It was revised on November 8, 1994; February 27, 1996; October 8, 1996; October 26, 1999; February 12, 2002; March 9, 2004; May 24, 2005; July 11, 2006; and April 24, 2007. It replaces any previous investment guidelines formulated by members of City staff.

Section 2 – Scope

The provisions of this Investment Policy shall apply to all investable funds of the City. Trust funds, reserve accounts and bond ordinance accounts shall be subject to the standards of this Policy but may be managed by persons not under this Policy, and each manager of these funds shall establish guidelines pertaining to the following areas: delegation of authority, authorized securities and transactions, portfolio maturities and liquidity requirements, reporting and the selection of broker/dealers and custodians. Utility funds, hospital funds and moneys held in bank checking accounts for operating purposes shall be excluded from the provisions of this Investment Policy. All excess cash, except for cash in certain restricted and special accounts, shall be pooled for investment purposes. The investment income derived from the pooled investment account shall be allocated to the contributing funds based upon the proportion of the respective average balances relative to the total pooled balance. Interest earnings shall be distributed to the individual funds not less than annually.

Section 3 – Objectives

The City's principal investment objectives are:

- Preservation of capital and protection of investment principal;
- Maintenance of sufficient liquidity to meet anticipated cash flows;
- Diversification to avoid incurring unreasonable market risks;
- Attainment of a market rate of return; and
- Conformance with all applicable City, State and federal regulations.

Section 4 – Delegation of Authority

The ultimate responsibility for the investment of the funds of the City of Colorado Springs covered by this Investment Policy resides with the City Council. The City Council in turn appoints a City Manager who is then charged with direct control of the City revenue (Article VII, City Charter). The City's Chief Financial Officer is responsible for developing City policy regarding the investment and custody of the City's investable funds, as well as the City's internal procedures affecting those funds. The Chief Financial Officer and designees of the Chief Financial Officer shall implement the policies promulgated by City Council.

Section 5 – Prudence

The standard of prudence to be used for managing the City's assets shall be CRS 15-1-304, Standard for Investments, which states that investments shall be made with judgment and care. The City's overall investment program shall be designed and managed with a degree of professionalism that is worthy of the public trust.

Section 6 – Ethics and Conflicts of Interest

Elected officials and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program or which could impair or create the appearance of an impairment of their ability to make impartial investment decisions. Employees and investment officials shall disclose to the City Manager any material financial interests they have in financial institutions that conduct business with the City and they shall subordinate their personal investment transactions to those of the City.

Section 7 – Authorized Securities and Transactions

All investments of the City shall be made in accordance with Colorado Revised Statutes: CRS 11-10.5-101 et seq, Public Deposit Protection Act; CRS 11-47-101 et seq, Savings and Loan Association Public Deposit Protection Act; CRS 24-75-601 et seq, Funds Legal Investments; CRS 24-75-603, Depositories; and CRS 24-75-702, Local governments – authority to pool surplus funds.

Section 8 – Portfolio Maturities and Liquidity

To the extent possible, investments shall be matched with anticipated cash flow requirements and known future liabilities. Unless matched to a specific cash flow requirement, the City will not invest in securities maturing more than five years. The City shall maintain at least five percent (5%) of its total portfolio in instruments maturing in 30 days or less. The weighted average final maturity of the City's portfolio shall at no time exceed three years.

Section 9 – Selection of Brokers/Dealers

The Chief Financial Officer shall maintain a list of broker/dealers approved for investment purposes, and it shall be the policy of the City to purchase securities only from those authorized firms. To be eligible, a firm must meet at least one of the following criteria:

1. Be recognized as a Primary Dealer by the Federal Reserve Bank of New York, or have a Primary Dealer within their holding company structure;
2. Report voluntarily to the Federal Reserve Bank of New York, or
3. Qualify under Securities and Exchange Commission (SEC) Rule 15c-3.

Investment Policy

Section 10 – Competitive Transactions

Each investment transaction shall be competitively transacted with authorized broker/dealers. At least three broker/dealers shall be contacted for each transaction and their bid and offering prices shall be recorded. If the City is offered a security for which there is no other readily available competitive offering, then the Treasurer will document quotations for comparable or alternative securities.

Section 11 – Selection of Banks

The Chief Financial Officer shall maintain a list of banks approved to provide depository and other banking services for the City. To be eligible for authorization, a bank must be a member of the FDIC, shall qualify as a depository of public funds in the State of Colorado as defined in CRS 24-75-603 et seq. as evidenced by a certificate issued by the State Banking Board and shall have a Highline Banking Data Services Peer Group Rating of 30 or better on a scale of zero to 99 with 99 being the highest quality for the most recent reporting quarter before the time of selection, or in the judgment of the Chief Financial Officer offer adequate safety to the City.

Section 12 – Safekeeping and Custody

The Chief Financial Officer shall select one or more banks to provide safekeeping and custodial services for the City. A City-approved safekeeping agreement shall be executed with each custodian bank prior to utilizing that bank's safekeeping services.

Reserve Policy

Section 1 – Overview

The City's policy is to accumulate adequate reserves that protect the City from unforeseen reductions in revenue or uncontrollable increases in expenditures. It also is important in the debt financing of capital projects. The City maintains reserves that are required by law or contract and that serve a specific purpose. These types of reserves are considered restricted and are not available for other uses. Within specific funds, additional reserves may be maintained according to adopted policies. All expenditures of reserves must be approved by City Council. This may occur during the budget process or throughout the budget year.

Section 2 – General Fund

A top priority goal of the City Council is to improve the fiscal health of the City. Revenue projections are conservative and authorized expenditures are closely monitored. In stable economic times, the combination of these two strategies leads to revenue collections higher than actual expenditures. The net revenue is then available to first fund the TABOR reserve for emergencies required under Article X, Section 20 of the State Constitution and then the designated reserves. Year-end balances in the designated reserves may be used as a funding source in the next budget year. The General Fund reserves are funded from net revenue to maintain them at appropriate levels. The target for General Fund is 10% of the following year's expenditure budget.

Reserve Policy

Section 3 – The Taxpayer's Bill of Rights Colorado Constitution Article X, Section 20

Emergency Reserves. For use in declared emergencies only, the City shall reserve in 1991 one percent (1%) or more, in 1992 two percent (2%) or more, and in all later years three percent (3%) or more of fiscal year spending. An unused reserve shall apply to the next year's reserve. (1991) "Emergency" excludes economic conditions, revenue shortfalls, or City salary or fringe benefit increases.

Section 4 – Other Funds

Reserves are held in Enterprise, Internal Service, and some Special Revenue Funds. These reserves provide for unexpected revenue losses or unanticipated expenditures during the year. These reserves are not appropriated as part of the annual budget but may be utilized at the end of the fiscal year if necessary.

Section 5 – Debt Reserves

Debt reserves are established to protect bond holders from payment defaults. Adequate debt reserves are essential in maintaining good bond ratings and the marketability of bonds. The amount of debt reserves are established by bond ordinance for each fund in association with each bond issuance.

Capital Improvements Policy

Section 1 – Overview

The City has a significant investment in its streets, facilities, parks, natural areas and other capital improvements. In past years, the City Council and the residents of Colorado Springs through their actions have demonstrated a firm commitment to and investment in City capital projects.

Section 2 – Major Components of the Policy

The major components of the policy include:

- A City Charter amendment requires that a five-year capital improvements plan be developed, including anticipated funding sources.
- All City capital improvements will be constructed and expenditures incurred for the purpose as approved by City Council, with funds rolled over from year to year until a project is deemed complete.
- The City will use a variety of different sources to fund capital projects, with an emphasis on the "pay-as-you-go" philosophy.
- Funding for operating and maintenance costs for approved capital projects must be identified at the time projects are approved.
- Funds cannot be transferred from one active CIP project to another without City Council's approval.

City of Colorado Springs 2009 Strategic Plan

City Council adopted its first three-year municipal government strategic plan in early 1997. The plan set priorities for resource allocation, established policy guidelines, and provided governance direction.

In May 2000, City Council adopted its second strategic plan, *Direction 2000*, which was followed from 2000 to 2003. In the fall of 2003, the City initiated a strategic planning process which resulted in the 2004-2009 Strategic Action Plan. The plan was updated and reprioritized for 2005, 2006, and 2007.

For 2008, City Council completed a more comprehensive review of the strategic plan to tighten the focus of the plan to address the major strategic issues or challenges confronting the City in the next five years. This 2009 Strategic Plan affirms the prioritized strategic goals contained in the 2008 plan and a majority of the strategies, priority projects and key indicators. As a number of milestones were reached in 2008, new milestones have been added to the 2009 plan.

The City Charter requires City Council to maintain a strategic plan prioritizing City goals and establishing measurable outcomes. It also states that the plan shall include the Comprehensive Plan and the Five-year Capital Improvements Program.

Therefore the City's Strategic Plan is guided by City Council's Vision and has three components as outlined below. City departments align program plans and budget requests with the goals and strategies contained in all three components of the Strategic Plan.

Vision:

Colorado Springs - the community of choice for living, working and leisure

The Comprehensive Plan guides the physical growth and development of the city. It details objectives, policies and strategies as they relate to land use, neighborhoods, transportation, community infrastructure and services, the natural environment, and community character and appearance. The City prepares an annual report to monitor and evaluate the implementation of the Plan.

The Five-Year Capital Improvements Program compiles a vision of current capital improvements in the city and an assessment of needs in the future. The program contains the current year's Capital Improvements Program (CIP) budget, the funded Five-year CIP Program (subject to appropriation), and a prioritized list of unfunded projects needed over the next five years.

The Strategic Prioritized Goals specifically address the major issues or challenges confronting the City in the next five years. Organizations are strategic when they think, act and influence in ways that effectively promote the organization's enduring success.[1]

[1] Center for Creative Leadership

The Comprehensive Plan

The Comprehensive Plan is defined as: "A statement in words, maps, illustrations or other media of communication setting forth assumptions, objectives, definitions, policies and recommendations to guide public and private development of land within the jurisdiction of the City and consideration of other issues which enhance community character and improve the quality of life of its citizens." Adopted by ordinance in March of 2001, the Plan guides development of land by applying community objectives in the evaluation of land development proposals. Existing and planned public utilities, public improvements, natural conditions, matters of community character and quality of life were taken into consideration when establishing the Comprehensive Plan. Relevant decision makers, such as the City Council, City Planning Commission and City Departments are responsible for knowing its content when making decisions.

The status of the Comprehensive Plan is specified in the adopting ordinance and in City Council's legislative declaration contained in the City Code. In essence, the ordinance designates the Comprehensive Plan as an official planning document of the City for all land development decisions. The Plan, however, remains advisory. Section 7.1.109 of the City Code addresses its legal status:

> Section 7.1.109: Legal Status of Plan
> The contents of the Comprehensive Plan are designed to serve as a guide in the public and private development of land and as such are not binding upon the City when making specific land use decisions.

The primary way in which the Comprehensive Plan is implemented is through specific land use decisions that meet the requirements of the Zoning Code and the Subdivision Code, both of which are required to be consistent with the Comprehensive Plan policies and to implement them. (See sections 7.2.104 and 7.7.102 B.1. and F of the City Code.)

The purpose of the Comprehensive Plan is primarily "to set forth the desired sequence, patterns, and characteristics of future land development and its probable environmental, economic, and social consequences." It is also intended to provide a statement of the programs necessary to achieve that future land development pattern.

The Comprehensive Plan includes a variety of Land Use Master Plans and Citywide System Plans, such as the Intermodal Transportation Plan; the Parks, Recreation, and Trails Master Plan; and the Downtown Action Plan.

The Comprehensive Plan is advisory for specific land use decisions and its areas of consideration are quite broad. In addition to the public and private development of land, the Plan includes the correlation, integration, and coordination of natural conditions, public improvements, public utilities, public investments, community character, and quality of life into land development decisions. The Comprehensive Plan is, in fact, the only officially adopted planning document that strives to coordinate the characteristics and consequences of land development within the city. Its use is mandated by the City Code as follows:

> Section 7.1.111: Use of Comprehensive Plan:
> The City Council, all City boards and commissions, the various City groups, departments, divisions, enterprises and officials shall be responsible for knowing the contents of the Comprehensive Plan and shall consider the relevant policies set forth in the Comprehensive Plan prior to making decisions.

Five-Year Capital Improvements Program

This Five-Year Capital Improvements Program is intended to compile a vision of current capital improvements in the City of Colorado Springs, and an assessment of future needs. City staff use criteria influenced by the Comprehensive Plan to build a foundation for prioritizing the unfunded projects, and each project falls within the Strategic Prioritized Goals established by City Council.

The Five-Year Capital Improvements Program consists of the following:

1. The Annual Capital Improvements Program (CIP) Budget
   - CIP construction funds typically go toward financial commitments; infrastructure maintenance; and local grant match funds.
   - Restricted funds generally go toward public safety projects; parks development and maintenance; transportation improvements, and bicycle and trail improvements. CIP projects planned by the City's enterprises are also included.

2. The funded five-year CIP Plan
   - Includes projects planned for funding over the next five years.
   - Five-year funding plans for specific funding sources involving CIP projects are included, such as the Public Safety Sales Tax (PSST), Pikes Peak Rural Transportation Authority (PPRTA), and the Stormwater Enterprise.

3. A prioritized list of unfunded projects needed over the next five years
   - City staff identifies and establishes a prioritized list of outstanding high priority unfunded needs.
   - When funding becomes available, the projects are removed from the list.

Strategic Prioritized Goals

City Council identified *five* Strategic Prioritized Goals for this 2008 five-year Strategic Plan. These goals address the challenges confronting the community and recognize the valuable community and city assets that can be utilized to successfully meet those challenges.

For a consistent understanding, following are definitions of terms used in the plan.

Elements:

Prioritized Goals identify what the City strives to achieve to realize Council's vision.

Assumptions state fact and predictions based upon institutional knowledge and analysis that affect the development of strategies.

Strategies describe broadly how the City plans to achieve its strategic goals over the term of the plan.

Priority Projects/Initiatives describe more specifically how the City plans to achieve its goals in the near term (1-2 years).

Key Indicators are outcome measurement tools. At the end of 2007, the City will measure and determine baselines for key indicators and will measure again at the end of 2008 to report annual change and measure progress.

Other terms:

Core Services are public safety, construction and maintenance of infrastructure and land use development.

City Infrastructure is the physical system of roads, bridges, sidewalks, and drainage facilities.

Internal Infrastructure is infrastructure used by the City in the provision of municipal services, for example, fleet management, information technology, facilities, office services, radio services, telecommunications, etc.

Quality of Life is an all inclusive term that includes economic prosperity, an affordable home, gainful employment, clean air and water, quality healthcare, safe and attractive neighborhoods and working environments, ample educational and recreational opportunities, convenient transportation systems, and an active and diverse community which is rich in art and cultural amenities.

Strategic Prioritized Goals

#1 CITY SERVICES

Develop and implement fiscal sustainability policies to support core services that proactively ensure the health, safety and welfare of our citizens; attract, develop, and retain a high performing municipal workforce; and fund internal infrastructure needs.

#2 SUSTAINABLE GROWTH

Encourage and make effective use of infill, mixed use, traditional neighborhood development and redevelopment as well as employment centers to take advantage of infrastructure and transportation systems, maximize efficiencies in providing City services, and retain retail services within city limits.

#3 ECONOMIC VITALITY

Through collaboration and partnership with City enterprises, other public entities, private entities, and the military, support economic development efforts that attract, retain and create quality jobs to ensure a diverse economic base, a resilient and growing City tax base, and thriving neighborhoods.

#4 QUALITY OF LIFE

Maximize resources that provide quality of life City services and programs, including adherence to the aforementioned City Services, Sustainable Growth and Economic Vitality Goals; enhancing conveniences for our citizens; preserving environmental resources including our natural landscape; and providing the art, cultural and recreational amenities befitting the size and geographic location of Colorado Springs.

#5 CIVIC ENGAGEMENT

Fully realize the talents and positive contributions of non-profits, private and public entities, the military, civic leaders, political leaders, and engaged citizens to develop a shared sense of community and help achieve Council's vision.

Strategic Prioritized Goals

#1

Develop and implement fiscal sustainability policies to support core services that proactively ensure the health, safety and welfare of our citizens; attract, develop, and retain a high performing municipal workforce; and fund internal infrastructure needs.

Assumptions

- The City faces significant fiscal challenges with its continued dependence on sales tax revenue, policies affecting future tax revenue, revenue limitations due to TABOR, and increasing labor, benefit, and operating costs.
- The City has significant unfunded internal infrastructure liabilities.
- Combined revenue streams from Public Safety Sales Tax (PSST), Pikes Peak Rural Transportation Authority (PPRTA), Stormwater Enterprise (SWENT) and the City's General Fund are not sufficient to address all city infrastructure and operating funding needs at their highest level.
- During the City's annual budget process funding of core services will remain the priority.
- Federal grants will remain stable or decline.
- The community will continue to demand and the City will strive to provide exceptional municipal services.

Strategies

- To address long-term fiscal sustainability, the City will form a Sustainable Funding Committee consisting of citizens and business leaders who will work with the senior management of the City to help develop a long-range *Sustainable Funding Plan*. The committee will consider long-term revenue streams, financial liabilities and service models.
- In the near-term, the City will refine and clarify its financial management policies, debt management policies and budget policies.
- Through the City's annual budget process, the City will address budgetary constraints by reevaluating the level and mix of services and proposing strategic solutions that may include revenue enhancements, privatization of services and asset shedding.
- The City will implement employment policies and practices that will enhance its ability to attract, reward and retain top talent.

Priority Project/Initiative

- The Sustainable Funding Committee and senior management of the City will develop a *Sustainable Funding Plan* for the long term sustainable financing of the City's infrastructure, facilities, and services.

Key Indicators

- Biennial Issues Survey results – department job performance, meeting expectations, trust in City government
- Departmental annual reviews – including satisfaction with City services measured annually by a number of individual departments
- The Sustainable Funding Committee will present an interim report to City Council by January 12, 2009
- A draft *Sustainable Funding Plan* will be presented to City Council for consideration by June 30, 2009
- Measure City's ability to achieve and maintain the median level of employee compensation and benefits based on comparable size cities

Strategic Prioritized Goals

#2 SUSTAINABLE GROWTH

Encourage and make effective use of infill, mixed use, traditional neighborhood development and redevelopment as well as employment centers to take advantage of infrastructure and transportation systems, maximize efficiencies in providing City services, and retain retail services within city limits.

Assumptions

- Land use and density mix in new and existing neighborhoods helps sustainability.
- Increased densities and growth within the city will positively affect retail sales and revenue required to support City services.
- There are real and perceived incentives to develop on the perimeter of the city and outside the city limits.
- The City can provide incentives to encourage development in targeted areas of the city which could positively impact citizen quality of life, public safety, and the City budget.

Strategies

- The City will identify and proactively support redevelopment of areas of the city that are at risk.
- The City will promote innovative forms of development, including mixed use, traditional neighborhood development, and planned unit development.
- The City will develop strategies and implement a program to encourage, retain, and revitalize retail development within the city.

Priority Projects/Initiatives

- In conjunction with Colorado Springs Utilities, the City will research, develop and propose incentives for infill and redevelopment.
- The City will develop strategies to identify the long-term maintenance costs associated with annexations and new development.
- In conjunction with El Paso County, the City will commence a revision and update of the 1985 Cooperative Planning Agreement, including an assessment of the fiscal impact to both City and County resulting public policies which affect the location of growth.

Key Indicators

- Percent increase in new infill development and redevelopment approvals and building permits
- Track utilization of mixed-use and traditional neighborhood design zoning tools that encourage density mix, mix of residential and commercial uses, and a pedestrian-oriented development pattern
- Development of strategies to encourage infill and promote mixed use developments
- Track growth patterns inside and outside the city, and in cooperation with El Paso County and the Pikes Peak Area Council of Governments (PPACG), by June 30, 2009 commence a revision and update of the 1985 Cooperative Planning Agreement, including the possible development of locational strategies for urban and suburban growth which would result in a positive fiscal impact to both City and County

#3 ECONOMIC VITALITY

Through collaboration and partnership with City enterprises, other public entities, private entities, and the military, support economic development efforts that attract, retain and create quality jobs to ensure a diverse economic base, a resilient and growing City tax base, and thriving neighborhoods.

Assumptions

- Other public and private entities should lead primary employer attraction and retention efforts.
- Colorado Springs will be more resilient to economic downturns if it has a diverse economic base.
- Community arts, culture and recreational opportunities are valued by current citizens, are important criteria considered by prospective employers and attract tourists to the region.
- Tourism is vital to the city's economic health.
- Geographic disbursement of employment centers throughout the city will improve citizens' quality of life.

Strategies

- The City will take a leadership role in identifying target areas of the city for economic development efforts including retail revitalization.
- City Council and City leadership will increase involvement with community groups like the Chamber of Commerce and other chambers, Colorado Springs Economic Development Corporation (EDC) and the Housing and Building Association (HBA).
- The Colorado Springs Airport will develop and market the Airport Business Park to strengthen the financial position of the Airport and create economic activity in southeast Colorado Springs.
- The Colorado Springs Airport will continually strive to attract and maintain the highest possible level of commercial air service.
- In conjunction with Colorado Springs Utilities, the City will research, develop and propose an Economic Development incentives plan.
- The City will work closely with military leadership to better serve the military community and to incorporate military members and their families into the local community.

Priority Project/Initiative

- Develop City Economic Development Strategies that identify community economic development efforts, clarify the City's partnerships and establish baselines against which the City can measure success.

Key Indicators

- Number of new primary employers as a result of recruitment activities
- Employment and retail growth in targeted areas of the city
- Air service levels compared to similar-sized markets (# seats available, # non-stops, average ticket price)
- Housing Indicators, for example:
    - Median housing cost comparisons to median income
    - Percent of households able to purchase median priced home
    - Track military housing needs and ability of the City to provide for those needs.
- The Economic Development Committee with representatives from Colorado Springs Utilities and EDC will propose an interim report to City Council by March 31, 2009 and a draft incentive plan and broader Economic Development Strategies for City Council consideration by September 30, 2009.

Strategic Prioritized Goals

Maximize resources that provide quality of life City services and programs, including adherence to the aforementioned City Services, Sustainable Growth and Economic Vitality Goals; enhancing conveniences for our citizens; preserving environmental resources including our natural landscape; and providing the art, cultural and recreational amenities befitting the size and geographic location of Colorado Springs.

Assumptions

- *Quality of Life* is an all inclusive term that includes economic prosperity, an affordable home, gainful employment, clean air and water, quality healthcare, safe and attractive neighborhoods and working environments, ample educational and recreational opportunities, convenient transportation systems, and an active and diverse community which is rich in art and cultural amenities.
- As such, *Quality of Life* crosses over all Strategic Plan goals and strategies, but in particular those unique characteristics which make Colorado Springs a desirable place to live and work.
- Support of the arts not only enhances quality of life, it is an investment in the community's economic well-being.
- The arts foster vibrant neighborhoods, and urban revitalization. The arts bridge ethnic and cultural divides and build community identity, inclusion and pride.
- The community has the resources, talent and desire to sustain and in some areas, improve the well-being of its citizens.

Strategies

- The City will collaborate and partner with other local organizations to support local arts and culture, provide a full range of recreational opportunities, provide opportunities for intergenerational activities, and provide for full employment opportunities.
- The City will promote sustainable environmental policies and practices.
- The City will foster a community that recognizes the value of ethnic and cultural diversity.
- The City will collaborate with the Housing Authority, the Colorado Springs Urban Renewal Authority and other non-profit housing agencies to develop funding strategies and incentives for affordable housing.
- City Council and City leadership will increase involvement with local school districts to promote cooperation and synergies that will benefit community-wide K-12 education.

Priority Projects/Initiatives

- In cooperation with Fort Carson, the PPACG and Colorado Springs Utilities, the City will identify and promote sustainable environmental and energy policies and practices.
- The City will provide support to the Fountain Creek Vision Task Force, an ongoing regional effort to prepare a long term visioning plan for the improvement, public education and enjoyment of Fountain Creek.
- The City will provide support and resources to the arts community with the intention of developing a self-supporting arts and cultural environment.

Key Indicators

- Miles of bicycle paths, pedestrian trails, transit facilities and routes, and other alternative transportation amenities constructed over the preceding year
- *Improved* park land per 1,000 residents and number of recreation programs including senior programs
- Development of sustainable environmental policies and measure their success against other cities of comparable size
- Number of community events held in public spaces
- Participation in the United Way Quality of Life Indicator Initiative and incorporation of measures in annual progress reports

#5 CIVIC ENGAGEMENT

Fully realize the talents and positive contributions of non-profits, private and public entities, the military, civic leaders, political leaders, and engaged citizens to develop a shared sense of community and help achieve Council's vision.

Assumptions

- There is an active element of the community that is engaged in local governance issues and an element that through outreach efforts can be engaged.
- Greater engagement of the military community would benefit military members and the community at large.
- A shared community vision will promote a greater sense of community.
- Citizens in the community are willing to give both financial resources and time to enhance the social and physical attractiveness of Colorado Springs.
- As a growing and diverse city, the "Community" of Colorado Springs is comprised of a network of smaller communities. The City can act as a hub in the networking of these communities.

Strategies

- The City will promote community events and activities that foster civic engagement and inclusion.
- The City will provide a leadership role in defining the smaller communities within the greater "city Community."
- The City will provide encouragement and leadership to coalitions in the community.
- The City will provide opportunities for and will proactively work to engage citizens to volunteer time assisting government in meeting the social needs of the community.
- The City will provide community project opportunities where citizens can engage in activities that enhance the use and attractiveness of the Pikes Peak Region.
- The City will continue to provide open government access for its citizens with the continuation of newsletters, Channel 18 cable television, Citizens Academy, Community Action Teams, and other citizen out-reach programs.
- The City will develop effective tools to communicate with citizens on progress made toward achieving City Council's strategic goals.
- The City will link partnership interests and will develop messages and appropriate tools to develop and communicate a shared sense of community.

Key Indicators

- Biennial Citizen Survey Results – measure participation in community events
- Number of community events held in public spaces
- Number of volunteer opportunities and volunteer hours
- Monetary value of citizen volunteer hours
- Percent of registered voters voting
- Number of "hits" on the City Web-site
- Participation at citizen out-reach programs

Detailed Revenue Estimates

2009 General Fund Revenue

Fund	Org	Acct	Account Description	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2008-2009 Bud Change	2008-2009 % Change
Taxes									
General Property Taxes									
001	1330	45025	Taxes - Current Year	19,543,229	20,022,230	22,449,484	22,229,444	(220,040)	-0.98%
001	1330	45050	Taxes - Delinquent	32,565	5,070	0	0	0	0.00%
001	1330	45055	Taxes - Penalty	27,920	40,716	0	0	0	0.00%
Total				**19,603,715**	**20,068,017**	**22,449,484**	**22,229,444**	**(220,040)**	**-0.98%**
Specific Ownership Taxes									
001	1330	45126	State Automobile Tax	2,759,281	2,819,812	2,823,784	2,774,494	(49,290)	-1.75%
Total				**2,759,281**	**2,819,812**	**2,823,784**	**2,774,494**	**(49,290)**	**-1.75%**
General Sales and Use Tax									
001	1330	45100	Sales And Use Tax	123,815,922	127,794,303	127,228,694	125,375,987	(1,852,707)	-1.46%
Total				**123,815,922**	**127,794,303**	**127,228,694**	**125,375,987**	**(1,852,707)**	**-1.46%**
Admissions Taxes									
001	1330	45175	Admissions Tax	440,766	313,008	460,833	475,208	14,375	3.12%
Total				**440,766**	**313,008**	**460,833**	**475,208**	**14,375**	**3.12%**
Business Taxes									
001	1510	45151	3.2 Beer	40,666	40,674	44,100	46,050	1,950	4.42%
001	1510	45152	A Hotel Or Restaurant	135,071	136,894	145,600	144,600	(1,000)	-0.69%
001	1510	45153	Arts	520	600	800	600	(200)	-25.00%
001	1510	45154	Beer Or Wine	4,785	6,231	7,800	6,900	(900)	-11.54%
001	1510	45155	Clubs	3,900	3,900	3,900	3,300	(600)	-15.38%
001	1510	45156	Drug Store	300	300	0	0	0	0.00%
001	1510	45157	Package Store	33,590	33,479	36,300	33,600	(2,700)	-7.44%
001	1510	45158	Penalty On Occ Liquor Tax	453	613	500	500	0	0.00%
001	1510	45159	Race Track	300	300	300	300	0	0.00%
001	1510	45160	Tavern	37,267	36,329	42,400	39,600	(2,800)	-6.60%
Total				**256,852**	**259,320**	**281,700**	**275,450**	**(6,250)**	**-2.22%**
Total Taxes				**146,876,536**	**151,254,460**	**153,244,495**	**151,130,583**	**(2,113,912)**	**-1.38%**
Business Licenses and Permits									
001	1330	45235	Liquor Application And Fees	0	123,985	0	0	0	0.00%
001	1330	45271	State Liquor Licenses	0	41,517	0	0	0	0.00%
001	1330	45771	Alarm System Permit	103	0	0	0	0	0.00%
001	1510	45225	Tasting License	0	0	1,000	0	(1,000)	-100.0%
001	1510	45226	Amusement And Theatre	2,190	1,260	1,200	1,200	0	0.00%
001	1510	45228	Billiards Pool And Bowling	480	1,425	0	1,320	1,320	100.00%
001	1510	45229	Contractor Excavtn Cement	49,905	48,700	47,730	55,175	7,445	15.60%
001	1510	45230	Coin Operated Games	38,015	47,125	56,750	45,270	(11,480)	-20.23%
001	1510	45231	Food Peddler	9,000	7,575	8,414	9,145	731	8.69%
001	1510	45233	Garbage And Trash	16,158	15,985	16,895	16,145	(750)	-4.44%
001	1510	45235	Liquor Application And Fees	118,760	0	135,609	154,450	18,841	13.89%
001	1510	45236	Massage Parlors	200	0	0	0	0	0.00%
001	1510	45237	Massage Therapist	95,700	103,400	98,600	625	(97,975)	-99.37%
001	1510	45238	Massage Apprentice	3,260	3,180	3,000	500	(2,500)	-83.33%
001	1510	45239	Merchant Patrol	166,759	192,260	174,525	181,250	6,725	3.85%
001	1510	45240	Pawn Broker	5,125	4,333	4,495	4,685	190	4.23%
001	1510	45243	Sexually Oriented Business	4,000	4,000	4,000	4,000	0	0.00%
001	1510	45245	Taxicab	29,808	29,743	27,875	30,965	3,090	11.09%
001	1510	45246	Tree Service	3,575	4,305	4,330	4,430	100	2.31%
001	1510	45249	Escort Services Business	880	2,910	0	4,250	4,250	100.00%

Detailed Revenue Estimates

2009 General Fund Revenue

Fund	Org	Acct	Account Description	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2008-2009 Bud Change	2008-2009 % Change
001	1510	45250	Bed And Breakfast Permits	100	100	100	100	0	0.00%
001	1510	45271	State Liquor Licenses	41,094	5	42,468	40,361	(2,107)	-4.96%
001	1510	45276	Misc Licenses Permits	0	100	0	0	0	0.00%
001	1510	45277	Going Out Of Business	2,635	1,520	2,000	1,400	(600)	-30.00%
001	1510	45278	Sales Tax Licenses	28,175	27,770	27,000	27,000	0	0.00%
001	1510	45279	Alarm Licenses	39,566	40,245	36,105	40,870	4,765	13.20%
Total Business Licenses and Permits				**655,488**	**701,441**	**692,096**	**623,141**	**(68,955)**	**-9.96%**
Intergovernmental Revenue									
Federal Grants									
001	3505	45428	Fed Transit Preventive Maintenance	1,341,600	1,510,426	0	0	0	0.00%
001	3505	45429	Fed Paratransit Prev Maintenance	482,674	513,074	0	0	0	0.00%
Total				**1,824,274**	**2,023,500**	**0**	**0**	**0**	**0.00%**
State Grants				0	0	0	0	0	0.00%
State Shared Revenue									
001	1330	45451	State Cigarette Tax	1,413,523	1,343,293	1,400,000	1,271,530	(128,470)	-9.18%
001	1330	45476	Highway Users Tax - Regular	14,317,266	13,737,589	13,034,211	12,985,991	(48,220)	-0.37%
001	1330	45501	Highway Users Tax - Add Fees	1,242,517	1,342,919	1,281,560	1,276,705	(4,855)	-0.38%
001	1330	45526	Severance Tax	47,044	30,877	2,000	20,000	18,000	900.00%
Total				**17,020,350**	**16,454,678**	**15,717,771**	**15,554,226**	**(163,545)**	**-1.04%**
Other Governmental Units									
001	1330	45551	Road And Bridge	3,196,040	3,248,384	3,402,144	3,613,757	211,613	6.22%
001	1330	45576	Shared Fines	132,212	128,297	95,630	95,630	0	0.00%
Total				**3,328,252**	**3,376,680**	**3,497,774**	**3,709,387**	**211,613**	**6.05%**
Total Intergovernmental				**22,172,876**	**21,854,859**	**19,215,545**	**19,263,614**	**48,069**	**0.25%**
Charges for Services									
General Government									
001	1140	45673	Special Dist Svc Plan Fee	39,500	7,250	40,000	40,000	0	0.00%
001	1200	45631	Legal Fees	148,435	93,390	90,805	64,712	(26,093)	-28.74%
001	1330	40113	Miscellaneous	14,692	13	0	0	0	0.00%
001	1330	40150	Restitution	241	67	0	0	0	0.00%
001	1330	41770	Vending Machines	0	1,004	0	0	0	0.00%
001	1330	43140	Applied To Expenditures	0	1,962	0	0	0	0.00%
001	1330	44025	Cash Over/Short	149	392	0	0	0	0.00%
001	1330	44075	Processing Fee	0	3,900	0	0	0	0.00%
001	1330	45224	Dog Licenses	325,422	337,270	325,000	325,000	0	0.00%
001	1330	45753	Excess Police Alarms	0	50	0	0	0	0.00%
001	1330	45771	Alarm System Permit	103	0	0	0	0	0.00%
001	1330	46052	Admin Charges - Non Tax	3,745,234	3,849,178	4,064,225	3,575,368	(488,857)	-12.03%
001	1330	46055	Collect Fee EPC Bldg Use Tax	18,000	18,000	18,000	18,000	0	0.00%
001	1360	41770	Vending Machines	755	0	900	900	0	0.00%
001	1360	44025	Cash Over Short	0	35	0	0	0	0.00%
001	1510	44026	Cash Over/Short-Clerk	1	0	0	0	0	0.00%
001	1510	45712	Maps, Books, Codes, Etc	1,275	3,150	2,000	1,500	(500)	-25.00%
001	1510	45756	Photostats And Pictures	228	0	0	500	500	0.00%
001	1531	40153	Ct St Collect Warrants	(15)	(815)	0	0	0	0.00%
001	1531	40172	Collection Agency	135	(135)	0	0	0	0.00%
001	1531	44021	Over Payments	3,016	2,235	0	5,500	5,500	100.00%
001	1531	44025	Cash Over/Short	(338)	(53)	0	0	0	0.00%
001	1531	44055	Reimbursement Acct	0	700	0	700	700	100.00%
001	1531	45652	Bondsmen Judgments	8,525	10,325	9,952	4,600	(5,352)	-53.78%
001	1531	45653	Cash Bonds	5,192	(7,930)	11,286	(3,800)	(15,086)	-133.7%

2009 General Fund Revenue

Fund	Org	Acct	Account Description	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2008-2009 Bud Change	2008-2009 % Change
001	1531	45654	Court Costs	891,323	740,895	781,000	791,400	10,400	1.33%
001	1531	45655	Jury Fees	1,430	942	513	(6,600)	(7,113)	-1386%
001	1531	45656	Misc - Municipal Court	109	110	1,949	200	(1,749)	-89.74%
001	1531	45657	OJW - City	99,345	83,427	89,000	91,000	2,000	2.25%
001	1531	45658	Transcript Fee	496	1,610	513	1,700	1,187	231.38%
001	1531	45659	Warrant Costs	180,798	147,589	160,000	157,400	(2,600)	-1.63%
001	1531	45901	Miscellaneous	925	0	2,052	0	(2,052)	-100.0%
001	1531	45959	Revenue Clearing Account	(39,082)	32,257	0	500	500	100.00%
001	1531	45660	Payment Plan Fee	0	0	0	39,300	39,300	100.00%
001	1531	45661	NSF Fee	0	0	0	2,000	2,000	100.00%
001	1531	45662	Boot Fee	0	0	0	6,000	6,000	100.00%
001	4805	40113	Miscellaneous	0	3,032	0	0	0	0.00%
001	4840	43354	Utilities Develop Applicants	(4,314)	(252)	0	0	0	0.00%
001	4840	43356	Development Review Fees	884,691	888,518	1,167,573	865,786	(301,787)	-25.85%
001	4840	44025	Cash Over/Short	31	(111)	0	0	0	0.00%
001	4840	44075	Processing Fee	19,011	13,940	17,500	12,500	(5,000)	-28.57%
001	4840	44077	Zoning System Fees	2,821	4,500	2,500	4,000	1,500	60.00%
001	4840	45671	Administrative Filing Fees	1,910	1,815	0	0	0	0.00%
001	4840	45672	Maint-Newspapr Condo Boxes	3,516	1,564	3,060	0	(3,060)	-100.0%
001	4840	45694	Revocable Permits	46,558	28,980	39,853	25,320	(14,533)	-36.47%
001	4840	45711	Copies Of Documents	1,094	609	1,000	500	(500)	-50.00%
001	4840	45712	Maps, Books, Codes, Etc	0	0	0	0	0	0.00%
001	4850	43420	Info Tech Fee	0	0	0	0	0	0.00%
001	4860	43356	Development Review Fees	0	20,843	29,100	9,255	(19,845)	-68.20%
001	4865	43356	Development Review Fees	0	0	0	0	0	0.00%
001	8730	40379	Digital Orthos	0	0	0	80,000	80,000	100.00%
001	8730	42690	Other Chrgs Overhead	0	0	0	353,407	353,407	100.00%
001	8745	42640	City Chrgs Long Dist	0	0	0	30,000	30,000	100.00%
001	8745	42650	City Workorders	0	0	0	295,905	295,905	100.00%
001	6110	45691	BID Deposits	0	0	11,673	11,673	0	0.00%
Total				**6,401,211**	**6,290,256**	**6,869,455**	**6,804,226**	**(65,229)**	**-0.95%**
Public Safety									
001	2102	45756	Photostats And Pictures	2,080	1,225	0	0	0	0.00%
001	2102	45758	Special Duty Reimb	873,730	938,884	927,000	927,000	0	0.00%
001	2112	44020	Miscellaneous General	0	1,844	0	0	0	0.00%
001	2113	43359	Dilapidated Bldg Inspections	0	(500)	0	0	0	0.00%
001	2114	40113	Miscellaneous	35,532	863	2,000	15,000	13,000	650.00%
001	2114	43140	Applied To Expenditures	254	0	0	0	0	0.00%
001	2114	44020	Miscellaneous - General	2,077	(810)	0	0	0	0.00%
001	2114	44025	Cash Over/Short	(80)	20	0	0	0	0.00%
001	2114	44053	PD Parking Garage Fees	78,630	75,690	76,800	76,800	0	0.00%
001	2114	44055	Reimbursement Acct	274,800	0	0	0	0	0.00%
001	2114	45751	Auto Inspection Fees	60	40	0	0	0	0.00%
001	2114	45753	Excess Police Alarms	95,972	108,924	94,800	611,720	516,920	545.27%
001	2114	45754	Lab Fees-Police	45	0	0	0	0	0.00%
001	2114	45756	Photostats And Pictures	1,520	0	0	0	0	0.00%
001	2114	45759	Tow And Storage Charges	0	(1,714)	0	0	0	0.00%
001	2114	45761	School Resource Officer	0	0	0	799,436	799,436	100.00%
001	2114	45763	Administrative Services Fees	0	25	0	0	0	0.00%
001	2114	45775	Hazardous Material Fire	0	261	0	0	0	0.00%
001	2114	45901	Miscellaneous	559,824	558,443	724,544	0	(724,544)	-100.0%
001	2115	40113	Miscellaneous	3,186	2,383	0	0	0	0.00%
001	2115	45756	Photostats And Pictures	715	0	0	0	0	0.00%
001	2115	45764	Id Registration Fee	100	0	0	0	0	0.00%
001	2115	45766	Firing Range Maint	10,343	8,763	12,000	12,000	0	0.00%
001	2117	44025	Cash Over Short	0	(10)	0	0	0	0.00%
001	2117	45751	Auto Inspection Fees	40	0	0	0	0	0.00%
001	2117	45759	Tow And Storage Charges	123,135	0	0	0	0	0.00%

2009 General Fund Revenue

Fund	Org	Acct	Account Description	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2008-2009 Bud Change	2008-2009 % Change
001	2117	45901	Miscellaneous	31,406	66,775	84,000	84,000	0	0.00%
001	2118	40113	Miscellaneous	0	3,944	0	0	0	0.00%
001	2118	40150	Restitution	156	0	0	0	0	0.00%
001	2118	44020	Miscellaneous General	0	11	0	0	0	0.00%
001	2119	44025	Cash Over/Short	91	59	0	0	0	0.00%
001	2133	45753	Excess Police Alarms	0	150	0	0	0	0.00%
001	2119	44052	Auction Proceeds	(74,630)	0	0	0	0	0.00%
001	2119	45751	Auto Inspection Fees	120	200	0	0	0	0.00%
001	2119	45756	Photostats And Pictures	0	2,295	0	0	0	0.00%
001	2119	45759	Tow And Storage Charges	634,954	664,745	781,418	670,000	(111,418)	-14.26%
001	2119	45901	Miscellaneous	3,331	3,405	0	0	0	0.00%
001	2123	44025	Cash Over Short	0	15	0	0	0	0.00%
001	2123	45756	Photostats And Pictures	0	97,203	0	256,000	256,000	100.00%
001	2123	45758	Special Duty Reimb	0	355	0	0	0	0.00%
001	2123	45764	ID Registration Fee	0	13,365	0	37,200	37,200	100.00%
001	2131	45756	Photostats And Pictures	0	384	0	0	0	0.00%
001	2132	40113	Miscellaneous	41,883	150	0	0	0	0.00%
001	2133	40113	Miscellaneous	0	1,568	0	0	0	0.00%
001	2140	45736	Memorial Hospital	0	20	0	0	0	0.00%
001	2140	45901	Miscellaneous	35	0	0	0	0	0.00%
001	2151	45901	Miscellaneous	0	120	0	0	0	0.00%
001	2152	45757	Police Polygraph Tests	600	840	0	0	0	0.00%
001	2153	40113	Miscellaneous	0	118	0	0	0	0.00%
001	2153	44054	OT Reimbursement	5,598	10,152	0	0	0	0.00%
001	2153	45901	Miscellaneous	30	1,639	0	0	0	0.00%
001	2154	40113	Miscellaneous	5,303	8,274	0	0	0	0.00%
001	2154	45754	Lab Fees-Police	26,188	33,577	45,600	45,600	0	0.00%
001	2154	45758	Special Duty Reimbursement	200	0	0	0	0	0.00%
001	2155	44025	Cash Over/Short	79	(60)	0	0	0	0.00%
001	2155	45276	Misc Licenses Permits	8	0	0	0	0	0.00%
001	2155	45746	Fort Carson	8	0	0	0	0	0.00%
001	2155	45753	Excess Police Alarms	495	0	0	0	0	0.00%
001	2155	45756	Photostats And Pictures	234,122	176,475	249,000	0	(249,000)	-100.0%
001	2155	45758	Special Duty Reimb	267	0	0	0	0	0.00%
001	2155	45759	Tow And Storage Charges	0	5,746	0	0	0	0.00%
001	2155	45764	ID Registration Fee	38,750	24,310	33,600	0	(33,600)	-100.0%
001	2155	45901	Miscellaneous	100	0	0	0	0	0.00%
001	2160	40113	Miscellaneous	58,333	0	0	0	0	0.00%
001	2160	44025	Cash Over/Short	(15)	0	0	0	0	0.00%
001	2160	44054	OT Reimbursement	108,144	86,496	90,000	90,000	0	0.00%
001	2171	40113	Miscellaneous	0	21,420	0	0	0	0.00%
001	2171	45760	Witness Fees	668	1,179	0	0	0	0.00%
001	2171	45901	Miscellaneous	0	94	0	0	0	0.00%
001	2171	45907	Special Events	0	51,417	72,000	0	(72,000)	-100.0%
001	2172	40251	Helicopter Police	4,800	5,400	7,200	7,200	0	0.00%
001	2173	43140	Applied To Expenditures	64,791	39,090	60,000	60,000	0	0.00%
001	2173	43359	Dilapidated Bldg Inspections	0	12,425	0	0	0	0.00%
001	2173	43410	User Fees State Agencies	0	10	0	0	0	0.00%
001	2173	45752	Comm Ctr Tapes	20	0	0	0	0	0.00%
001	2174	45752	Comm Ctr Tapes	5,210	1,400	5,200	0	(5,200)	-100.0%
001	2174	45754	Lab Fees-Police	150	0	0	0	0	0.00%
001	2177	45907	Special Events	0	6,982	0	60,000	60,000	100.00%
001	2192	40113	Miscellaneous	341	0	0	0	0	0.00%
001	2210	44025	Cash Over Short	0	(1)	0	0	0	0.00%
001	2220	45777	Miscellaneous - Fire	200	0	0	0	0	0.00%
001	2230	43357	Construction Plan Review	919	(240)	0	0	0	0.00%
001	2230	43358	Final Const Inspections	138	(114)	0	0	0	0.00%
001	2230	45771	Alarm System Permit	174	0	0	0	0	0.00%
001	2230	45775	Hazardous Material - Fire	204,161	183,255	250,722	200,000	(50,722)	-20.23%

2009 General Fund Revenue

Fund	Org	Acct	Account Description	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2008-2009 Bud Change	2008-2009 % Change
001	2230	45776	Hazardous Material Search	9,464	7,620	9,000	6,000	(3,000)	-33.33%
001	2230	45777	Miscellaneous - Fire	2,305	2,204	1,200	1,200	0	0.00%
001	2230	45778	Revocable Fire Permits	22,123	22,457	15,000	16,000	1,000	6.67%
001	2230	45779	Fire Spec Duty Reimb	7,251	57	3,500	1,500	(2,000)	-57.14%
001	2230	45780	Special FP Inspections	696	435	0	0	0	0.00%
001	2230	45782	Tank Inspection & Permit Fee	17,942	19,044	15,000	15,300	300	2.00%
001	2230	45784	Hazmat Plan Review	7,025	45,612	18,000	22,600	4,600	25.56%
001	2230	45785	Off Duty Inspections	135	258	500	665	165	33.00%
001	2230	45786	Fire Development Review	53,329	46,508	33,500	36,540	3,040	9.07%
001	2230	45787	Water Main/Hydrant Plan Rev	80	0	0	0	0	0.00%
001	2230	45792	State License Inspection	22,872	28,908	20,000	26,500	6,500	32.50%
001	2230	45793	Fines - Subsequent Plan Submit	540	(692)	0	0	0	0.00%
001	2230	45794	Overtime Plan Review	0	270	500	545	45	9.00%
001	2230	45795	High Piled Stock	3,516	3,438	5,000	1,815	(3,185)	-63.70%
001	2230	45796	High Piled Inspections	10,476	13,134	7,500	20,000	12,500	166.67%
001	2230	45797	High Pile And Hazmat Permit	7,740	6,351	4,000	1,335	(2,665)	-66.63%
001	2230	45901	Miscellaneous	10	0	0	0	0	0.00%
001	2230	45956	Fines - No Plan Review	400	348	0	0	0	0.00%
001	2230	45957	Fines - No Permit	1,208	2,254	0	0	0	0.00%
001	2231	44055	Reimbursement Acct	10,133	(166)	0	0	0	0.00%
001	2231	45773	Fire-Restitution	9	0	0	0	0	0.00%
001	2231	45775	Hazardous Material - Fire	60	0	0	0	0	0.00%
001	2231	45777	Miscellaneous - Fire	2,771	1,699	1,465	1,500	35	2.39%
001	2231	45779	Fire Spec Duty Reimbursement	1,290	0	0	0	0	0.00%
001	2232	43330	Juvenile Fire Setter Fee	2,900	2,350	2,200	2,300	100	4.55%
001	2241	44055	Reimbursement Acct	786,518	123,375	200,000	100,000	(100,000)	-50.00%
001	2241	44076	High Angle Rescue Fee	0	0	3,000	0	(3,000)	-100.0%
001	2241	45773	Fire Restitution	18,697	6,191	0	0	0	0.00%
001	2241	45775	Hazardous Material - Fire	774	0	0	0	0	0.00%
001	2241	45777	Miscellaneous - Fire	2,081	2,966	500	1,780	1,280	256.00%
001	2241	45779	Fire Spec Duty Reimbursement	4,592	1,484	3,500	1,000	(2,500)	-71.43%
001	2241	45788	Woodman Valley Fire Dist Cont	0	0	0	80,000	80,000	100.00%
001	2242	45775	Hazardous Material - Fire	7,104	24,346	15,000	15,000	0	0.00%
001	2250	44055	Reimbursement Acct	0	8,670	0	0	0	0.00%
001	2270	44055	Reimbursement Acct	20,578	8,100	0	0	0	0.00%
Total				**4,483,709**	**3,596,202**	**3,874,249**	**4,304,536**	**430,287**	**11.11%**
Highways and Streets									
001	3015	43086	Grant	25,591	11,513	0	0	0	0.00%
001	3020	40113	Miscellaneous	0	0	0	800,662	800,662	100.00%
001	3020	40150	Restitution	0	30	0	0	0	0.00%
001	3020	42626	Stormwater Workorder	0	0	0	1,854,966	1,854,966	100.00%
001	3020	44020	Miscellaneous - General	2,797	0	0	0	0	0.00%
001	3020	45791	Millings Sales	19,453	3,234	15,000	15,000	0	0.00%
001	3020	45806	Pavement Degradation Fee	1,321,811	1,093,602	0	0	0	0.00%
001	3030	40113	Miscellaneous	2,797	0	0	0	0	0.00%
001	3030	43356	Development Review Fees	235,212	260,518	339,440	0	(339,440)	-100.0%
001	3030	45711	Copies Of Documents	0	550	500	500	0	0.00%
001	3030	45712	Maps, Books, Codes, Etc	307	185	438	128	(310)	-70.78%
001	3030	45802	Traffic Control Permit	408,529	478,017	427,202	451,176	23,974	5.61%
001	3030	45811	State Safety - Traffic Dev	251,883	183,187	184,836	311,040	126,204	68.28%
001	3030	45812	Traffic-Reimb From Others	92,201	54,424	102,133	74,413	(27,720)	-27.14%
001	3040	42626	Stormwater Workorder	0	0	0	111,332	111,332	100.00%
001	3040	43151	Banning Lewis Dev Rev Fees	60,207	0	0	0	0	0.00%
001	3040	43356	City Engineering Dev Rev Fees	566,671	397,242	426,667	565,437	138,770	32.52%
001	3040	45692	Concrete Permits	232,133	196,238	183,657	160,567	(23,090)	-12.57%
001	3040	45693	Maps, Books, Codes, Manuals	93	0	0	0	0	0.00%
001	3040	45695	Excavation Permits	321,187	463,984	326,218	437,032	110,814	33.97%
001	3040	45697	Inspection Overtime	0	0	0	15,000	15,000	100.00%

2009 General Fund Revenue

Fund	Org	Acct	Account Description	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2008-2009 Bud Change	2008-2009 % Change
001	3040	45699	Development Inspections Fees	486,597	316,434	490,000	405,769	(84,231)	-17.19%
001	3040	45806	Pavement Degradation Fee	0	112,325	1,077,914	1,285,713	207,799	19.28%
001	3040	45700	Sidewalk Snow Removal	0	0	0	15,000	15,000	100.00%
001	3505	40113	Miscellaneous	(1,402)	(2,397)	1,206	1,000	(206)	-17.08%
001	3505	43340	Bus Shelter Advertising	149,327	76,875	150,000	47,268	(102,732)	-68.49%
001	3505	44010	Insurance	0	32,803	0	0	0	0.00%
001	3505	44025	Cash Over/Short	(63)	(596)	0	0	0	0.00%
001	3505	44085	Advertising	107,123	109,410	100,000	92,940	(7,060)	-7.06%
001	3505	45025	Taxes Current Year	44	0	0	0	0	0.00%
001	3505	45726	Bus Pass Sales Regular	626,881	750,837	605,242	665,063	59,821	9.88%
001	3505	45728	E Ticket Sales Metro Mobility	6,550	10,189	8,829	15,404	6,575	74.47%
001	3505	45729	E Ticket Sales Regular	51,795	76,107	52,660	65,159	12,499	23.74%
001	3505	45731	Bus Bench Advertising	69,312	80,515	70,000	55,221	(14,779)	-21.11%
001	3505	45732	El Paso County	0	0	0	0	0	0.00%
001	3505	45733	Fares Regular Fixed Rte	780,437	818,032	985,157	939,581	(45,576)	-4.63%
001	3505	45734	Fountain	74,460	101,510	251,510	367,710	116,200	46.20%
001	3505	45737	Fares Metro Mobility	196,917	207,994	351,555	251,414	(100,141)	-28.49%
001	3505	45738	Amblicab Fares	18,347	21,567	15,000	17,308	2,308	15.39%
001	3505	45741	Front Range Comm Bus Fares	269,750	(110)	0	0	0	0.00%
001	3505	45742	Lattice Tower Commutations	16,847	18,579	0	18,379	18,379	100.00%
001	3505	45745	Schreiver Fares	257,100	81,550	195,000	0	(195,000)	-100.0%
001	3505	45748	UCCS Bus Service	137,691	0	0	0	0	0.00%
001	3505	46025	Interest	0	133	0	0	0	0.00%
Total				**6,788,586**	**5,954,478**	**6,360,164**	**9,040,182**	**2,680,018**	**42.14%**
Culture - Recreation									
001	4045	44025	Cash Over/Short	1	0	0	0	0	0.00%
001	4050	45894	Camps	0	19	0	0	0	0.00%
001	4050	45895	Therapeutic Programs	0	20,370	0	16,050	16,050	100.00%
001	4050	45896	Child Summer Program	15,781	0	19,500	0	(19,500)	-100.0%
001	4050	45917	CDBG Program	75,000	75,000	0	0	0	0.00%
001	4055	44025	Cash Over/Short	0	3	0	0	0	0.00%
001	4055	45898	Classes - Seniors	54,497	73,473	67,638	73,500	5,862	8.67%
001	4060	45896	Child Summer Program	0	0	0	0	0	0.00%
001	4065	45835	Program Revenue	0	750	750	0	(750)	-100.0%
001	4070	44025	Cash Over/Short	0	4	0	0	0	0.00%
001	4070	45893	Comm Programs West Side	43,277	35,835	36,000	37,000	1,000	2.78%
001	4070	45908	White House Ranch Early Chi	16,023	17,113	16,000	18,500	2,500	15.63%
001	4075	45896	Youth Program	25,710	26,594	25,300	16,700	(8,600)	-33.99%
001	4080	44025	Cash Over/Short	0	0	0	0	0	0.00%
001	4080	45896	Youth Program	7,371	9,495	12,550	9,650	(2,900)	-23.11%
001	4085	45896	Youth Program	31	0	0	0	0	0.00%
001	4085	45911	Hillside Programs	40,264	43,894	55,050	30,950	(24,100)	-43.78%
001	5110	44025	Cash Over/Short	0	(100)	0	0	0	0.00%
001	5110	45247	Park / Rec Permits/Licenses	63,533	53,011	36,822	47,932	11,110	30.17%
001	5110	45901	Miscellaneous	4,215	4,136	1,000	2,000	1,000	100.00%
001	5131	45903	North Slope Admissions	30,921	45,710	36,000	36,000	0	0.00%
001	5131	45915	GOG Academy Riding Stable Fees	25,949	26,944	19,000	19,000	0	0.00%
001	5134	45901	Miscellaneous	13	0	0	0	0	0.00%
001	5135	45901	Miscellaneous	400	0	0	0	0	0.00%
001	5212	43045	Park & Rec Special Duty	7,735	0	20,000	21,000	1,000	5.00%
001	5212	45899	Concessions - Auditorium	2,857	16,269	29,000	29,000	0	0.00%
001	5221	45897	Classes	45,567	49,120	26,000	50,000	24,000	92.31%
001	5241	45907	Special Event	3,400	3,950	9,000	9,000	0	0.00%
001	5243	40022	Helen Hunt Falls	0	0	0	6,000	6,000	100.00%
001	5311	45835	Program Revenue	441,872	432,169	423,260	443,000	19,740	4.66%
001	5313	45831	Basketball	22,775	29,086	26,660	27,600	940	3.53%
001	5313	45833	Football	14,120	11,875	18,660	23,260	4,600	24.65%
001	5313	45836	Softball	262,762	233,833	286,825	287,000	175	0.06%

2009 General Fund Revenue

Fund	Org	Acct	Account Description	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2008-2009 Bud Change	2008-2009 % Change
001	5313	45838	Volleyball	53,470	54,062	41,315	49,600	8,285	20.05%
001	5313	45840	50 Plus Sports	0	50	0	0	0	0.00%
001	5314	44025	Cash Over/Short	(3)	0	0	0	0	0.00%
001	5314	45835	Program Revenue	26,479	33,992	45,000	15,000	(30,000)	-66.67%
001	5331	40216	Aquatic Friends	0	5	0	0	0	0.00%
001	5331	42730	Resales	12,557	16,718	0	0	0	0.00%
001	5331	44025	Cash Over/Short	46	(154)	0	0	0	0.00%
001	5331	45852	Monument Valley	32,321	35,133	38,000	38,200	200	0.53%
001	5331	45853	Municipool	327,313	348,134	326,820	329,200	2,380	0.73%
001	5331	45854	Portal	40,023	45,998	50,000	50,000	0	0.00%
001	5331	45855	Prospect Lake	44,939	40,268	35,000	35,000	0	0.00%
001	5331	45857	Valley Hi	8,896	17,799	18,000	18,000	0	0.00%
001	5331	45858	Northwest Pool	146,647	164,495	180,000	181,000	1,000	0.56%
001	5331	45893	Comm Programs West Side	0	(18)	0	0	0	0.00%
001	5331	45914	Northeast Rec Center	403,029	409,838	377,949	395,600	17,651	4.67%
001	5331	45915	Gog Academy Riding Stable Fees	0	(193)	0	0	0	0.00%
001	5341	42730	Resales	0	1,233	0	0	0	0.00%
001	5341	45871	Admissions - Ice Center	104,970	103,075	81,835	94,000	12,165	14.87%
001	5341	45873	Concessions - Ice Center	13,983	13,085	11,500	11,500	0	0.00%
001	5341	45874	Lessons	62,878	59,965	63,255	63,255	0	0.00%
001	5341	45875	Miscellaneous - Ice Center	277	779	2,400	2,400	0	0.00%
001	5341	45876	Patch Skating	42,083	40,351	37,000	38,000	1,000	2.70%
001	5341	45878	Skate Sharpening	807	863	1,500	1,500	0	0.00%
001	5341	45879	Summer High School Hockey	19,200	20,000	24,950	19,200	(5,750)	-23.05%
001	5605	44025	Cash Over Short	(25)	0	0	0	0	0.00%
Total				**2,543,961**	**2,614,031**	**2,499,539**	**2,544,597**	**45,058**	**1.80%**
Total Charges for Services				**20,217,467**	**18,454,966**	**19,603,407**	**22,693,541**	**3,090,134**	**15.76%**
Fines and Forfeits									
001	1531	45951	General Violations	111,474	142,490	125,000	158,700	33,700	26.96%
001	1531	45952	Parking Meters	711,492	599,198	534,894	614,600	79,706	14.90%
001	1531	45953	Violation-Surcharge	592,655	497,208	720,000	735,200	15,200	2.11%
001	1531	45954	Traffic Violations	7,186,223	6,140,601	6,100,000	6,688,932	588,932	9.65%
Total Fines and Forfeits				**8,601,844**	**7,379,498**	**7,479,894**	**8,197,432**	**717,538**	**9.59%**
Miscellaneous Revenue									
Earnings on Deposits and Invest.									
001	1330	43180	Gain/Loss Inv Market Value	349,460	1,025,132	0	0	0	0.00%
001	1330	46025	Interest	1,517,346	1,514,877	1,135,722	1,462,000	326,278	28.73%
001	6140	43105	Bond Interest	0	41,280	0	0	0	0.00%
001	6140	46025	Interest	0	21,170	0	0	0	0.00%
Total				**1,866,806**	**2,602,458**	**1,135,722**	**1,462,000**	**326,278**	**28.73%**
Rents and Royalties									
001	2153	45905	Rental Income	0	118,000	0	118,000	118,000	100.00%
001	2177	45905	Rental Income	0	2,353	0	0	0	0.00%
001	2193	45905	Rental Income	110,000	0	118,000	0	(118,000)	-100.0%
001	4055	45906	Senior Center Rental	5,125	5,943	6,500	6,800	300	4.62%
001	4060	45906	Otis Park Rental	19,343	13,955	10,000	12,000	2,000	20.00%
001	4070	45906	West Side Rental	0	4,000	4,000	4,000	0	0.00%
001	4075	45906	Deerfield Rentals	1,280	700	3,000	4,000	1,000	33.33%
001	4080	45906	Meadows Rental	4,877	3,866	4,000	6,000	2,000	50.00%
001	4085	45906	Hillside Rental	33,442	40,551	16,500	18,800	2,300	13.94%
001	4805	45905	Rental Income	0	4,200	4,200	0	(4,200)	-100.0%
001	5110	45904	Rental - Wenger	5,188	4,006	1,250	1,250	0	0.00%
001	5131	43032	Rental Of Port A Pot	29,475	27,540	40,500	40,500	0	0.00%

2009 General Fund Revenue

Fund	Org	Acct	Account Description	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2008-2009 Bud Change	2008-2009 % Change
001	5131	45832	Field Reservations	123,916	106,023	118,000	118,000	0	0.00%
001	5131	45905	Rental Income	0	76	0	0	0	0.00%
001	5131	45906	Rentals	6,600	6,050	6,600	6,600	0	0.00%
001	5212	45891	Auditorium Rent	121,090	104,868	130,000	136,500	6,500	5.00%
001	5241	45906	Rentals	1,000	0	0	0	0	0.00%
001	5341	45872	Arena/Ice Rental	251,870	231,701	272,026	285,626	13,600	5.00%
001	5341	45877	Skate Rental	9,871	10,886	12,360	12,360	0	0.00%
Total				**723,076**	**684,717**	**746,936**	**770,436**	**23,500**	**3.15%**
Miscellaneous									
001	1110	40113	Miscellaneous	2,797	0	0	0	0	0.00%
001	1120	46054	Employee Jury Service	0	50	0	0	0	0.00%
001	1330	41400	Misc Admin Revenue	0	3,000	0	0	0	0.00%
001	1330	43055	Damage Awards	0	1,550,000	0	0	0	0.00%
001	1330	43353	Recovery	0	422,957	0	0	0	0.00%
001	1330	44020	Miscellaneous - General	258,846	(63,026)	0	0	0	0.00%
001	1330	44040	Sale Of Property	0	77	0	0	0	0.00%
001	1330	44052	Auction Proceeds	694,624	579,591	0	447,277	447,277	100.00%
001	1330	44056	Atmel Reimb From CSU	24,872	14,228	0	0	0	0.00%
001	1330	44078	Private Activity Bond (PAB) Fees	0	(34,538)	0	0	0	0.00%
001	1330	45449	Asset Forfeitures	35,673	17,793	0	0	0	0.00%
001	1330	45901	Miscellaneous	0	77	0	0	0	0.00%
001	1330	46056	Housing Authority	7,983	7,438	9,000	9,000	0	0.00%
001	1360	43156	Office Depot Rebates	0	591	1,435	16,435	15,000	1045.3%
001	1360	43157	Purchasing Rebates	62,046	78,468	70,000	283,786	213,786	305.41%
001	1510	40113	Miscellaneous	2,797	0	0	0	0	0.00%
001	2114	44015	Damage To Property	87	0	0	0	0	0.00%
001	2118	44015	Damage To Property	46,154	16,784	0	0	0	0.00%
001	5121	43050	Damaged Trees And Shrubs	5,645	6,351	53,508	53,508	0	0.00%
001	5137	46054	Employee Jury Service	0	100	0	0	0	0.00%
001	6110	40113	Miscellaneous	24,877	0	0	0	0	0.00%
001	6110	43145	Street-Banning/Lewis Services	0	0	85,925	0	(85,925)	-100.0%
001	6110	43150	Gen-Banning/Lewis Services	0	0	361,352	0	(361,352)	-100.0%
001	6110	43353	Recovery	0	1,253	0	0	0	0.00%
001	6110	44020	Miscellaneous - General	16,343	4,409	2,653	2,653	0	0.00%
001	6110	45732	El Paso County	0	(2,740)	0	0	0	0.00%
001	6110	45901	Miscellaneous	0	19,618	0	0	0	0.00%
Total				**1,182,745**	**2,622,481**	**583,873**	**812,659**	**228,786**	**39.18%**
Total Miscellaneous Revenue				**3,772,627**	**5,909,656**	**2,466,531**	**3,045,095**	**578,564**	**23.46%**
Other Financing Sources									
Payments in Lieu of Taxes									
001	1330	45611	Utilities In Lieu Of Tax	25,146,854	25,759,499	26,846,000	27,191,693	345,693	1.29%
001	1330	45612	Cemetery In Lieu Of Tax	3,310	2,880	3,309	3,309	0	0.00%
001	1330	45613	Human Srvc Comp In Lieu Tax	3,509	3,564	3,243	3,243	0	0.00%
001	1330	45615	Parking System In Lieu Of Tax	30,164	31,680	30,614	30,614	0	0.00%
001	1330	45617	Valley Hi In Lieu Of Tax	4,469	7,344	5,086	5,086	0	0.00%
001	1330	45618	Stormwater In Lieu Of Tax	0	0	2,155	2,155	0	0.00%
Total				**25,188,306**	**25,804,967**	**26,890,407**	**27,236,100**	**345,693**	**1.29%**
Shared Services									
001	1330	43190	Share Of Police Protection	79,212	88,386	81,390	81,390	0	0.00%
001	1330	46126	Share Of City Attorney	360,240	413,699	370,147	370,147	0	0.00%
001	1330	46127	Share Of City Auditor	819,100	1,140,940	1,002,325	1,191,208	188,883	18.84%
001	1330	46128	Share Of General Admin	152,772	171,138	156,970	156,970	0	0.00%
001	1330	46130	Share Of Dues/Memberships	103,008	113,479	105,833	105,833	0	0.00%
001	1330	46132	Share Of City Council	81,264	327,402	83,497	83,497	0	0.00%

Detailed Revenue Estimates

2009 General Fund Revenue

Fund	Org	Acct	Account Description	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2008-2009 Bud Change	2008-2009 % Change
001	1330	46133	Share Of Econ Dev Coordination	203,220	200,156	208,808	353,907	145,099	69.49%
001	1330	46136	Share Of City Clerk	241,176	196,936	247,801	247,801	0	0.00%
001	1330	46153	Transfer From Other Funds	256,650	160,416	836,079	1,486,297	650,218	77.77%
001	1330	46155	Transfer From Memorial Hosp	50,004	64,926	50,000	50,000	0	0.00%
001	5121	46153	Transfer From Other Funds	53,424	0	0	0	0	0.00%
Total				**2,400,070**	**2,877,478**	**3,142,849**	**4,127,049**	**984,200**	**31.32%**
Other Transfers									
001	1330	46152	Transfer From Lodgers/Auto Rental	399,198	448,116	612,056	1,098,583	486,527	79.49%
Total				**399,198**	**448,116**	**612,056**	**1,098,583**	**486,527**	**79.49%**
Capital Leases									
001	6110	43016	Loan Proceeds	0	79,400	0	0	0	0.00%
001	6110	43320	Capital Lease Proceeds	0	8,460,889	0	0	0	0.00%
Total				**0**	**8,540,289**	**0**	**0**	**0**	**0.00%**
Premium on Refunding Bonds Issued									
001	6110	43103	Bond Premium	0	953,410	0	0	0	0.00%
Total				**0**	**953,410**	**0**	**0**	**0**	**0.00%**
Proceeds from Issuance of Bonds									
001	6110	43104	Debt Issuance	0	10,405,000	0	0	0	0.00%
Total				**0**	**10,405,000**	**0**	**0**	**0**	**0.00%**
Sale of Capital Assets									
001	2118	44040	Sale Of Property	38,033	39,774	0	40,000	40,000	100.00%
001	2220	44040	Sale Of Property	0	900	0	0	0	0.00%
001	3030	44040	Sale Of Property	2,150	0	0	0	0	0.00%
001	3505	44040	Sale Of Property	25,667	52,790	0	0	0	0.00%
001	3505	44045	Sale Of Scrap	702	1,202	0	0	0	0.00%
001	6110	44040	Sale Of Property	294,097	107,164	200,000	215,000	15,000	7.50%
001	6110	44045	Sale Of Scrap	8,435	11,733	0	0	0	0.00%
Total				**369,085**	**213,564**	**200,000**	**255,000**	**55,000**	**27.50%**
Total Other Financing Sources				**28,356,659**	**49,242,824**	**30,845,312**	**32,716,732**	**1,871,420**	**6.07%**
Subtotal				230,653,496	254,797,704	233,547,280	237,670,138	4,122,858	1.77%
Draw From Fund Balance				1,454,801	0	3,707,808	811,500	(2,896,308)	-78.11%
Total Estimated Revenue				**232,108,297**	**254,797,704**	**237,255,088**	**238,481,638**	**1,226,550**	**0.52%**

Detailed Revenue Estimates

2009 Special Revenue Funds

Fund	Org	Acct	Account Description	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2008-2009 Bud Change	2008-2009 % Change
Ballfield CIP									
115	5000	41150	Miscellaneous Concessions	0	14,885	4,000	4,000	0	0.00%
115	5000	43180	Gain/Loss Inv Mkt Value	2,074	5,869	0	0	0	0.00%
115	5000	45835	Program Revenue	0	204	0	0	0	0.00%
115	5000	45836	Softball	94,881	92,395	75,000	75,000	0	0.00%
115	5000	46025	Interest	11,282	13,929	40,000	40,000	0	0.00%
			Total	**108,237**	**127,282**	**119,000**	**119,000**	**0**	**0.00%**
Bicycle Tax									
117	4700	43157	Purchasing Card Program Rebates	0	30	0	0	0	0.00%
117	5000	43180	Gain/Loss Inv Mkt Value	1,601	6,312	0	0	0	0.00%
117	5000	43325	Bicycle Excise Tax	111,463	109,226	115,000	115,000	0	0.00%
117	5000	46025	Interest	11,935	15,528	3,000	3,000	0	0.00%
			Total	**124,999**	**131,096**	**118,000**	**118,000**	**0**	**0.00%**
TOPS									
118	5901	43180	Gain/Loss Inv Mkt Value	15,823	108,797	0	0	0	0.00%
118	5901	45100	Sales And Use Tax	6,206,235	6,383,656	6,359,634	6,268,800	(90,833)	-1.43%
118	5901	45905	Rental Income	381	0	0	0	0	0.00%
118	5901	46025	Interest	180,285	269,459	90,000	125,000	35,000	38.89%
118	5902	44055	Reimbursement Acct	10,000	10,000	0	0	0	0.00%
			Total	**6,412,724**	**6,771,913**	**6,449,634**	**6,393,800**	**(55,833)**	**-0.87%**
Conservation Trust									
119	5000	43020	State Lottery Funds	4,194,072	3,918,485	3,792,209	3,911,052	118,843	3.13%
119	5000	43180	Gain/Loss Inv Mkt Value	11,553	52,731	0	0	0	0.00%
119	5000	46025	Interest	106,308	132,818	26,244	27,045	801	3.05%
			Total	**4,311,934**	**4,104,034**	**3,818,453**	**3,938,097**	**119,644**	**3.13%**
Old Colorado City Maintenance SIMD									
131	5410	45025	Taxes - Current Year	87,925	82,047	90,896	88,675	(2,221)	-2.44%
131	5410	45055	Taxes-Penalty	556	911	0	0	0	0.00%
131	5410	45126	State Automobile Tax	12,488	12,006	12,671	12,361	(310)	-2.45%
131	5410	46025	Interest	3,729	4,116	4,950	3,020	(1,930)	-38.99%
			Total	**104,698**	**99,495**	**108,517**	**104,056**	**(4,461)**	**-4.11%**
Norwood SIMD									
132	5411	43180	Gain/Loss Inv Mkt Value	2,328	6,015	0	0	0	0.00%
132	5411	45025	Taxes - Current Year	509,695	519,168	577,156	597,197	20,041	3.47%
132	5411	45050	Taxes - Delinquent	99	70	0	0	0	0.00%
132	5411	45055	Taxes-Penalty	371	479	0	0	0	0.00%
132	5411	45126	State Automobile Tax	70,978	71,378	80,456	83,249	2,793	3.47%
132	5411	46025	Interest	16,565	15,727	18,202	14,521	(3,681)	-20.22%
			Total	**600,036**	**612,836**	**675,814**	**694,967**	**19,153**	**2.83%**
Briargate SIMD									
133	5412	43180	Gain/Loss Inv Mkt Value	1,901	1,417	0	0	0	0.00%
133	5412	45025	Taxes - Current Year	668,010	677,277	782,723	794,394	11,671	1.49%
133	5412	45050	Taxes - Delinquent	89	3,730	0	0	0	0.00%
133	5412	45055	Taxes-Penalty	427	1,716	0	0	0	0.00%
133	5412	45126	State Automobile Tax	92,428	93,143	109,112	110,738	1,626	1.49%
133	5412	46025	Interest	8,441	8,491	12,758	8,803	(3,955)	-31.00%
			Total	**771,296**	**785,776**	**904,593**	**913,935**	**9,342**	**1.03%**

2009 Special Revenue Funds

Fund	Org	Acct	Account Description	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2008-2009 Bud Change	2008-2009 % Change
Stetson Hill SIMD									
134	5405	42735	Special Funds Miscellaneous	24,869	0	0	0	0	0.00%
134	5405	45025	Taxes - Current Year	188,530	199,285	244,806	257,550	12,744	5.21%
134	5405	45050	Taxes - Delinquent	24	0	0	0	0	0.00%
134	5405	45055	Taxes-Penalty	219	390	0	0	0	0.00%
134	5405	45126	State Automobile Tax	26,039	27,394	34,126	35,902	1,776	5.20%
134	5405	46025	Interest	10,683	12,849	14,318	11,148	(3,170)	-22.14%
			Total	**250,363**	**239,917**	**293,250**	**304,600**	**11,350**	**3.87%**
Woodstone SIMD									
135	5406	45025	Taxes - Current Year	14,118	14,128	16,129	16,128	(1)	-0.01%
135	5406	45055	Taxes-Penalty	7	6	0	0	0	0.00%
135	5406	45126	State Automobile Tax	1,949	1,941	2,248	2,248	0	0.00%
135	5406	46025	Interest	4,242	5,406	6,233	3,357	(2,876)	-46.14%
			Total	**20,317**	**21,481**	**24,610**	**21,733**	**(2,877)**	**-11.69%**
Gateway SIMD									
136	5407	45025	Taxes - Current Year	2,629	2,597	2,887	2,958	71	2.46%
136	5407	45055	Taxes-Penalty	7	25	0	0	0	0.00%
136	5407	45126	State Automobile Tax	371	369	402	412	10	2.49%
136	5407	46025	Interest	307	342	381	338	(43)	-11.29%
			Total	**3,314**	**3,334**	**3,670**	**3,708**	**38**	**1.04%**
Platte Ave SIMD									
137	5408	45025	Taxes - Current Year	8,563	8,597	8,672	8,672	0	0.00%
137	5408	46025	Interest	2,022	2,591	2,770	2,474	(296)	-10.69%
			Total	**10,585**	**11,187**	**11,442**	**11,146**	**(296)**	**-2.59%**
Park Dev Easement									
150	5400	46025	Interest	4,895	6,338	0	0	0	0.00%
			Total	**4,895**	**6,338**	**0**	**0**	**0**	**0.00%**
Public Space & Dev									
151	5000	40001	Roy Pring Agreement	246,890	77,417	0	0	0	0.00%
151	5000	43065	Park Fees New Ordinance	802,322	394,381	725,000	725,000	0	0.00%
151	5000	43180	Gain/Loss Inv Mkt Value	29,482	53,810	0	0	0	0.00%
151	5000	45880	Northgate	68,045	66,313	0	0	0	0.00%
151	5000	46025	Interest	130,018	121,750	75,000	75,000	0	0.00%
			Total	**1,276,757**	**713,670**	**800,000**	**800,000**	**0**	**0.00%**
Subdivision Drainage									
152	4880	40074	Fishers Canyon Drainage	0	16,828	0	0	0	0.00%
152	4880	40078	Fishers Canyon Pond	0	1,587	0	0	0	0.00%
152	4880	40080	C S Ranch	17,600	0	180,000	180,000	0	0.00%
152	4880	40087	Sand Creek Basin	181,913	48,888	400,000	400,000	0	0.00%
152	4880	40089	Templeton Gap Basin	19,595	38,155	0	0	0	0.00%
152	4880	40090	Douglas Creek Basin	22,775	985	20,000	20,000	0	0.00%
152	4880	40092	Peterson Field Basin	69,464	0	0	0	0	0.00%
152	4880	40094	Cottonwood Creek Basin	252,977	30,075	250,000	250,000	0	0.00%
152	4880	40095	Miscellaneous Basins	134,174	33,569	0	0	0	0.00%
152	4880	40096	Mesa Basin	40,599	96,699	0	0	0	0.00%
152	4880	40097	Bear Creek Basin	0	17,723	0	0	0	0.00%
152	4880	40098	Southwest Basin	278,385	371,060	0	0	0	0.00%
152	4880	40099	Blacksquirrel Creek	0	134,566	0	0	0	0.00%
152	4880	40128	Cottonwood Creek Pond	0	8,664	0	0	0	0.00%
152	4880	40129	Sand Creek Pond	285,887	151,048	550,000	550,000	0	0.00%
152	4880	40160	Sand Crk Pond Land	84,714	40,707	300,000	300,000	0	0.00%
152	4880	40161	Middle Tributary Pond	14,016	0	0	0	0	0.00%

2009 Special Revenue Funds

Fund	Org	Acct	Account Description	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2008-2009 Bud Change	2008-2009 % Change
152	4880	40249	Monument Branch Pond	49,526	0	0	0	0	0.00%
152	4880	40266	Monument Branch	587,627	32,736	0	0	0	0.00%
152	4880	40281	19th Street	22,614	0	0	0	0	0.00%
152	4880	40284	Windmill Gulch	0	0	300,000	300,000	0	0.00%
152	4880	40333	Cottonwood Surcharge	35,793	22,567	0	0	0	0.00%
152	4880	43180	Gain/Loss Inv Mkt Value	1,401	77,217	0	0	0	0.00%
152	4880	46025	Interest	127,559	176,000	0	0	0	0.00%
			Total	**2,226,620**	**1,299,074**	**2,000,000**	**2,000,000**	**0**	**0.00%**
Arterial Roadway									
153	4870	40087	Sand Creek Basin	34,520	33,910	150,000	150,000	0	0.00%
153	4870	40089	Templeton Gap Basin	1,249	4,209	0	0	0	0.00%
153	4870	40090	Douglas Creek Basin	504	1,420	0	0	0	0.00%
153	4870	40092	Peterson Field Basin	3,208	6,229	0	0	0	0.00%
153	4870	40094	Cottonwood Creek Basin	123,252	50,415	100,000	100,000	0	0.00%
153	4870	40097	Bear Creek Basin	0	1,666	0	0	0	0.00%
153	4870	40099	Blacksquirrel Creek	15,389	15,362	0	0	0	0.00%
153	4870	43180	Gain/Loss Inv Mkt Value	4,369	16,649	0	0	0	0.00%
153	4870	46025	Interest	28,474	37,781	0	0	0	0.00%
			Total	**210,966**	**167,640**	**250,000**	**250,000**	**0**	**0.00%**
Banning Lewis Ranch									
154	4885	43143	BLR Offsite Roadway Improv	0	56,924	0	113,100	113,100	100.00%
154	4885	43144	BLR Urban Svc Ext Fee	0	16,055	0	29,800	29,800	100.00%
154	4885	46025	Interest	0	1,126	0	2,100	2,100	100.00%
			Total	**0**	**74,106**	**0**	**145,000**	**145,000**	**100.00%**
Economic Development									
165	9861	40006	Principal CD Revolving	309	314	0	0	0	0.00%
165	9861	43115	Interest CD Revolving Pymt	27	21	0	0	0	0.00%
165	9861	43125	Principal Payments - ED	2,000	650	9,413	9,413	0	0.00%
165	9861	43180	Gain/Loss Inv Mkt Value	6,516	6,812	0	0	0	0.00%
165	9861	44020	Miscellaneous General	2,000	0	0	0	0	0.00%
165	9861	44078	Private Activity Bond (PAB) Fees	92,719	13,563	0	0	0	0.00%
165	9861	46025	Interest	17,296	15,819	0	0	0	0.00%
			Total	**120,867**	**37,179**	**9,413**	**9,413**	**0**	**0.00%**
LART									
166	1300	45100	Sales And Use Tax	3,664,837	4,104,813	4,397,045	4,317,793	(79,252)	-1.80%
166	1300	46025	Interest	4,763	5,838	5,000	5,000	0	0.00%
			Total	**3,669,601**	**4,110,651**	**4,402,045**	**4,322,793**	**(79,252)**	**-1.80%**
Street Tree Fee									
167	5000	43180	Gain/Loss Inv Mkt Value	4,835	5,328	0	0	0	0.00%
167	5000	46025	Interest	15,405	12,449	12,000	12,000	0	0.00%
			Total	**20,240**	**17,777**	**12,000**	**12,000**	**0**	**0.00%**
Tree City - USA									
168	5740	43050	Damaged Trees And Shrubs	19,708	0	0	0	0	0.00%
168	5740	43108	Gain/Loss Inv Mkt Value	475	0	0	0	0	0.00%
			Total	**20,183**	**0**	**0**	**0**	**0**	**0.00%**
Garfield School									
169	4200	45905	Rental Income	23,006	13,200	23,000	0	(23,000)	-100.0%
169	4200	46025	Interest	2,586	2,562	2,500	0	(2,500)	-100.0%
			Total	**25,592**	**15,762**	**25,500**	**0**	**(25,500)**	**-100.0%**

2009 Special Revenue Funds

Fund	Org	Acct	Account Description	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2008-2009 Bud Change	2008-2009 % Change
Cable Franchise									
170	1300	43180	Gain/Loss Inv Mkt Value	(2,026)	5,444	0	0	0	0.00%
170	1300	46025	Interest	6,040	15,175	0	0	0	0.00%
170	1300	46057	Cable Franchise Fee	1,124,447	1,098,803	1,047,600	1,055,549	7,949	0.76%
			Total	**1,128,461**	**1,119,422**	**1,047,600**	**1,055,549**	**7,949**	**0.76%**
PSST									
171	1330	43180	Gain/Loss Inv Mkt Value	91,630	204,585	0	0	0	0.00%
171	1330	45100	Sales And Use Tax	24,776,163	25,533,648	25,438,535	25,075,197	(363,338)	-1.43%
171	1330	45901	Miscellaneous	23	0	0	0	0	0.00%
171	1330	46025	Interest	424,161	462,402	77,050	78,711	1,661	2.16%
171	2210	44040	Sale Of Property	0	0	1,200,000	0	(1,200,000)	-100.0%
171	2250	45905	Rental Income	0	104,610	0	0	0	0.00%
			Total	**25,291,977**	**26,305,245**	**26,715,585**	**25,153,908**	**(1,561,677)**	**-5.85%**
Surplus Deficiency									
180	7920	46025	Interest	4,698	3,712	0	0	0	0.00%
			Total	**4,698**	**3,712**	**0**	**0**	**0**	**0.00%**
Woodmen Vly Water									
181	7921	43200	Assessments Receivable	94,927	93,503	123,400	118,000	(5,400)	-4.38%
181	7921	43201	Penalty On Assessments	173	239	0	0	0	0.00%
181	7921	46025	Interest	33,604	26,617	0	0	0	0.00%
			Total	**128,704**	**120,360**	**123,400**	**118,000**	**(5,400)**	**-4.38%**
Carmel Drive LID									
183	7914	43200	Assessments Receivable	34,368	4,116	10,900	5,500	(5,400)	-49.54%
183	7914	43201	Penalty On Assessments	1,853	399	0	0	0	0.00%
183	7914	46025	Interest	4,074	937	0	0	0	0.00%
			Total	**40,295**	**5,452**	**10,900**	**5,500**	**(5,400)**	**-49.54%**
Improvement Districts									
184	7911	43200	Assessments Receivable	2,620	2,620	4,700	4,700	0	0.00%
184	7911	43201	Penalty On Assessments	0	32	0	0	0	0.00%
184	7911	46025	Interest	912	674	0	0	0	0.00%
184	7912	43200	Assessments Receivable	2,516	1,185	3,400	2,300	(1,100)	-32.35%
184	7912	43201	Penalty On Assessments	30	4	0	0	0	0.00%
184	7912	46025	Interest	600	326	0	0	0	0.00%
184	7913	43200	Assessments Receivable	779	779	1,200	1,200	0	0.00%
184	7913	46025	Interest	255	189	0	0	0	0.00%
184	7918	43200	Assessments Receivable	3,027	3,027	4,700	4,700	0	0.00%
184	7918	46025	Interest	923	692	0	0	0	0.00%
184	7919	43200	Assessments Receivable	7,968	7,968	10,600	10,600	0	0.00%
184	7919	43201	Penalty On Assessments	345	276	0	0	0	0.00%
184	7919	46025	Interest	3,187	2,550	0	0	0	0.00%
184	7930	43200	Assessments Receivable	1,740	1,740	2,500	2,500	0	0.00%
184	7930	43201	Penalty On Assessments	0	35	0	0	0	0.00%
184	7930	46025	Interest	588	471	0	0	0	0.00%
184	7931	43016	Loan Proceeds	0	71,900	0	0	0	0.00%
184	7931	43200	Assessments Receivable	0	0	86,300	35,500	(50,800)	-58.86%
			Total	**25,490**	**94,467**	**113,400**	**61,500**	**(51,900)**	**-45.77%**

2009 Special Revenue Funds

Fund	Org	Acct	Account Description	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2008-2009 Bud Change	2008-2009 % Change
SCIP									
201	1300	40290	Acquisition Resale	172,495	0	0	0	0	0.00%
201	1300	43180	Gain/Loss Inv Mkt Value	15,450	50,250	0	0	0	0.00%
201	1300	44040	Sale Of Property	12,505	0	0	0	0	0.00%
201	1300	45905	Rental Income	81,126	70,406	0	0	0	0.00%
201	1300	46025	Interest	115,619	111,879	400,000	60,000	(340,000)	-85.00%
			Total	**397,195**	**232,536**	**400,000**	**60,000**	**(340,000)**	**-85.00%**
City Funded CIP Construction									
202	1300	40094	Cottonwood Creek Basin	80,938	0	0	0	0	0.00%
202	1300	42735	Special Funds Miscellaneous	33,000	0	0	0	0	0.00%
202	1300	43085	Other Share	0	124,350	0	0	0	0.00%
202	1300	43180	Gain/Loss Inv Mkt Value	132,647	221,154	0	0	0	0.00%
202	1300	45282	Dangerous Buildings	38,025	0	0	0	0	0.00%
202	1300	45905	Rental Income	0	0	0	30,000	30,000	100.00%
202	1300	46025	Interest	975,260	1,180,767	900,000	696,500	(203,500)	-22.61%
202	1300	46153	Transfer From Other Funds	16,662,562	13,424,006	11,259,109	9,380,446	(1,878,663)	-16.69%
202	3100	40094	Cottonwood Creek Basin	40,500	0	0	0	0	0.00%
202	3100	45880	Northgate	963,469	0	0	0	0	0.00%
			Total	**18,926,401**	**14,950,277**	**12,159,109**	**10,106,946**	**(2,052,163)**	**-16.88%**
Red Rock Canyon									
205	5000	43105	Bond Interest	44,971	57,344	40,000	0	(40,000)	-100.0%
205	5000	46025	Interest	4,194	8,019	0	0	0	0.00%
			Total	**49,165**	**65,363**	**40,000**	**0**	**(40,000)**	**-100.0%**
Airport Gross Rev									
401	7201	41000	Landing	2,347,086	2,160,033	3,013,113	3,315,099	301,986	10.02%
401	7201	41010	Maint Flight Landing Fees	181,737	207,092	199,215	163,566	(35,649)	-17.89%
401	7201	41030	Loading Bridges	286,902	382,854	442,341	441,152	(1,189)	-0.27%
401	7201	41050	Terminal Rent	4,579,285	4,565,755	5,583,968	5,810,382	226,414	4.05%
401	7201	41070	Diversion Landing Fees	31,447	19,007	50,000	25,000	(25,000)	-50.00%
401	7201	41080	Gate Usage	465,696	284,343	314,685	318,980	4,295	1.36%
401	7201	41081	Ground Power	20,600	22,675	15,600	22,675	7,075	45.35%
401	7201	41100	Food,Beverages	369,325	380,917	386,300	352,100	(34,200)	-8.85%
401	7201	41103	Luggage Cart	9,955	10,145	8,800	9,200	400	4.55%
401	7201	41104	Retail-Gift/Spec	399,700	462,088	436,600	428,500	(8,100)	-1.86%
401	7201	41106	Shoe Shine	2,512	2,541	2,400	2,400	0	0.00%
401	7201	41110	Advertising, Other	181,875	193,627	199,257	158,988	(40,269)	-20.21%
401	7201	41112	ATM Machine	42,116	42,623	42,000	42,000	0	0.00%
401	7201	41113	Coin Machine	591	566	550	550	0	0.00%
401	7201	41114	Telephone	864	674	850	650	(200)	-23.53%
401	7201	41120	Building Rental	258,511	284,664	295,259	333,229	37,970	12.86%
401	7201	41140	Rent Car Counters	227,444	230,127	230,000	233,000	3,000	1.30%
401	7201	41150	Miscellaneous Concessions	4,020	3,822	3,756	4,506	750	19.97%
401	7201	41200	Rent Car Privileges	3,257,709	3,290,316	3,434,796	3,135,974	(298,822)	-8.70%
401	7201	41220	RAC Return Spaces	78,120	78,120	156,000	156,000	0	0.00%
401	7201	41230	RAC Service Areas	307,240	307,240	307,222	307,222	0	0.00%
401	7201	41250	Public Parking & Fines	6,181,680	6,256,899	6,990,500	6,127,600	(862,900)	-12.34%
401	7201	41260	Ground Transportation	102,917	96,578	109,300	107,200	(2,100)	-1.92%
401	7201	41300	Fuel Sales	204,840	205,745	213,500	212,800	(700)	-0.33%
401	7201	41310	Fuel Tax-Excise & Sales Tax	708,366	727,249	628,700	549,800	(78,900)	-12.55%
401	7201	41320	Ground, Building Rents	729,056	773,374	826,387	1,063,823	237,436	28.73%
401	7201	41340	Support Building Rents	84,502	70,642	89,450	20,900	(68,550)	-76.63%
401	7201	41365	Ground,Building Rents	25,443	25,443	25,443	26,689	1,246	4.90%
401	7201	41370	Ramp Overnight	238,501	130,650	127,488	110,050	(17,438)	-13.68%
401	7201	41400	Misc Admin Revenue	91,384	184,183	56,000	50,000	(6,000)	-10.71%
401	7201	41415	Finger Printing	13,755	20,745	14,000	14,000	0	0.00%

2009 Special Revenue Funds

Fund	Org	Acct	Account Description	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2008-2009 Bud Change	2008-2009 % Change
401	7201	41416	Lost Badges	4,175	6,200	2,100	2,100	0	0.00%
401	7201	41420	Late Fees	19,132	32,130	15,900	15,900	0	0.00%
401	7201	41450	Phone Services	47,139	48,578	55,628	49,850	(5,778)	-10.39%
401	7201	41460	Cable TV Services	7,129	6,872	6,470	7,189	719	11.11%
401	7201	43070	State Share	9,500	10,685	10,000	10,000	0	0.00%
401	7201	43180	Gain/Loss Inv Mkt Value	335,727	636,374	0	0	0	0.00%
401	7201	43353	Recovery	19,316	0	0	0	0	0.00%
401	7201	44010	Insurance	0	11,135	0	0	0	0.00%
401	7201	44025	Cash Over Short	0	(5)	0	0	0	0.00%
401	7201	44040	Sale Of Property	21,406	0	0	0	0	0.00%
401	7201	44045	Sale Of Scrap	585	0	0	0	0	0.00%
401	7201	44050	Gain/Loss On Sale Of Assets	(19,811,528)	0	0	0	0	0.00%
401	7201	45233	Garbage And Trash	11,938	10,824	11,900	20,000	8,100	68.07%
401	7201	45237	Massage Therapist	0	97	0	1,600	1,600	100.00%
401	7201	45760	Witness Fees	10	0	0	0	0	0.00%
401	7201	46025	Interest	977,323	1,265,680	470,598	560,991	90,393	19.21%
401	7202	44050	Gain Loss On Sale Of Assets	(4,404)	2,749	0	0	0	0.00%
401	7203	44040	Sale Of Property	(11,560)	17,384	0	0	0	0.00%
401	7203	44050	Gain Loss On Sale Of Assets	11,560	0	0	0	0	0.00%
401	7204	44040	Sale Of Property	0	368	0	0	0	0.00%
401	7204	44045	Sale Of Scrap	0	1,773	0	0	0	0.00%
401	7204	44050	Gain Loss On Sale Of Assets	(27,979)	(3,952)	0	0	0	0.00%
401	7209	44050	Gain Loss On Sale Of Assets	(95,833)	0	0	0		0.00%
401	7210	43080	Federal Share	168,487	155,896	0	150,000	150,000	100.00%
401	7298	46151	Transfer To Other Funds	(5,834,682)	(5,648,412)	0	0	0	0.00%
401	7299	46151	Transfer To Other Funds	(2,620,160)	(3,234,997)	0	0	0	0.00%
401	7299	46153	Transfer From Other Funds	182,011	203,262	0	0	0	0.00%
			Total	**(5,157,529)**	**14,943,377**	**24,926,076**	**24,361,665**	**(564,411)**	**-2.26%**
Airport Bond									
404	7219	43105	Bond Interest	203,262	308,370	0	0	0	0.00%
404	7298	46153	Transfer From Other Funds	5,834,682	5,648,412	0	0	0	0.00%
404	7299	46151	Transfer To Other Funds	(182,011)	(426,843)	0	0	0	0.00%
			Total	**5,855,933**	**5,529,939**	**0**	**0**	**0**	**0.00%**
Airport Passenger Facility Charges									
405	7200	41090	PFC Revenues	(5,387,154)	(1,657,207)	0	0	0	0.00%
405	7200	46025	Interest	195,167	76,141	0	0	0	0.00%
405	7201	41090	PFC Revenues	0	15,665	0	0	0	0.00%
			Total	**(5,191,987)**	**(3,030,101)**	**0**	**0**	**0**	**0.00%**
Patty Jewett Golf Course									
451	7111	41705	Nonres Green Fees 9 Hole	866	0	0	0	0	0.00%
451	7111	41710	Nonres Green Fees 18 Hole	1,260	0	0	0	0	0.00%
451	7111	41720	Annual Adult	57,840	45,925	56,925	51,838	(5,087)	-8.94%
451	7111	41723	Annual Prime	0	90,431	100,387	102,050	1,663	1.66%
451	7111	41725	Annual Senior	33,390	31,950	32,075	32,670	595	1.86%
451	7111	41730	Annual Junior	3,500	2,100	4,385	2,800	(1,585)	-36.15%
451	7111	41735	Daily 18 Hole	403,392	245,570	258,128	275,660	17,532	6.79%
451	7111	41737	Daily 18 Hole Prime	0	217,560	194,012	243,450	49,438	25.48%
451	7111	41740	Daily 9 Hole	758,421	482,303	505,710	525,321	19,611	3.88%
451	7111	41743	Daily 9 Hole Prime	0	325,656	321,523	353,540	32,017	9.96%
451	7111	41745	High Schools	4,375	3,500	4,025	3,850	(175)	-4.35%
451	7111	41750	City Cart Fees Daily	246,873	271,273	283,476	282,588	(888)	-0.31%
451	7111	41755	Concessions Grill	127,867	129,216	123,931	128,542	4,611	3.72%
451	7111	41760	Concessions Pro Shop	9,900	9,900	9,900	9,900	0	0.00%
451	7111	41765	Locker Rental	3,120	5,350	5,150	4,235	(915)	-17.77%
451	7111	41775	Miscellaneous Golf	375	0	0	0	0	0.00%

2009 Special Revenue Funds

Fund	Org	Acct	Account Description	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2008-2009 Bud Change	2008-2009 % Change
451	7111	41780	Operating Fee-Daily	292,902	213,478	228,531	240,493	11,962	5.23%
451	7111	43180	Gain/Loss Inv Mkt Value	5,157	16,686	0	0	0	0.00%
451	7111	44025	Cash Over Short	21	0	0	0	0	0.00%
451	7111	44040	Sale Of Property	2,481	0	0	0	0	0.00%
451	7111	45901	Miscellaneous	24	0	0	0	0	0.00%
451	7111	46025	Interest	27,957	37,339	24,594	33,088	8,494	34.54%
			Total	**1,979,721**	**2,128,236**	**2,152,752**	**2,290,025**	**137,273**	**6.38%**
Valley Hi Golf Course									
455	7121	40113	Miscellaneous	178	0	0	0	0	0.00%
455	7121	41705	Nonres Green Fees 9 Hole	693	0	0	0	0	0.00%
455	7121	41710	Nonres Green Fees 18 Hole	4,820	0	0	0	0	0.00%
455	7121	41720	Annual Adult	31,350	35,200	31,763	33,275	1,512	4.76%
455	7121	41723	Annual Prime	0	50,379	61,000	55,682	(5,318)	-8.72%
455	7121	41725	Annual Senior	26,575	29,550	26,338	28,063	1,725	6.55%
455	7121	41730	Annual Junior	1,850	1,750	1,900	1,800	(100)	-5.26%
455	7121	41735	Daily 18 Hole	323,449	180,206	175,708	194,068	18,360	10.45%
455	7121	41737	Daily 18 Hole Prime	0	215,740	198,184	231,150	32,966	16.63%
455	7121	41740	Daily 9 Hole	307,645	219,038	221,994	235,263	13,269	5.98%
455	7121	41743	Daily 9 Hole Prime	0	100,993	95,685	107,958	12,273	12.83%
455	7121	41745	High Schools	4,725	3,850	4,725	3,850	(875)	-18.52%
455	7121	41750	City Cart Fees Daily	199,077	220,080	227,916	229,250	1,334	0.59%
455	7121	41755	Concessions Grill	36,176	28,858	34,715	34,715	0	0.00%
455	7121	41760	Concessions Pro Shop	7,440	7,440	7,400	7,440	40	0.54%
455	7121	41765	Locker Rental	525	480	555	555	0	0.00%
455	7121	41775	Miscellaneous Golf	25,555	9,586	9,250	9,250	0	0.00%
455	7121	41780	Operating Fee-Daily	172,856	136,536	135,762	152,599	16,837	12.40%
455	7121	43180	Gain/Loss Inv Mkt Value	1,466	7,677	0	0	0	0.00%
455	7121	44025	Cash Over/Short	60	0	0	0	0	0.00%
455	7121	44040	Sale Of Property	15,644	2,914	0	0	0	0.00%
455	7121	44050	Gain/Loss On Sale Of Assets	(8,000)	(6,819)	0	0	0	0.00%
455	7121	45874	Lessons	1,330	1,218	1,417	1,417	0	0.00%
455	7121	46025	Interest	13,851	18,158	11,007	11,007	0	0.00%
			Total	**1,167,263**	**1,262,832**	**1,245,319**	**1,337,342**	**92,023**	**7.39%**
Pikes Peak									
460	7300	41805	Tollgate	6,330	0	0	0	0	0.00%
460	7300	41835	Misc Pikes Peak Hwy	0	2,049	0	0	0	0.00%
460	7300	41840	Admin Revenue	60	0	0	0	0	0.00%
460	7300	44025	Cash Over Short	(2)	0	0	0	0	0.00%
460	7300	40113	Miscellaneous	232	0	0	0	0	0.00%
460	7301	41805	Tollgate	1,711,773	1,950,753	1,976,967	1,911,738	(65,229)	-3.30%
460	7301	41810	Concessions Pikes Peak Hwy	589,884	610,213	658,896	1,242,857	583,961	88.63%
460	7301	41820	Tower Optical	1,269	1,357	1,283	1,371	88	6.86%
460	7301	41835	Misc Pikes Peak Hwy	37,182	50,391	43,973	43,973	0	0.00%
460	7301	41840	Admin Revenue	15,546	24,877	24,052	24,465	413	1.72%
460	7301	43180	Gain/Loss Inv Mkt Value	10,546	22,302	0	0	0	0.00%
460	7301	44025	Cash Over/Short	(67)	896	0	0	0	0.00%
460	7301	44040	Sale Of Property	3,853	2,763	0	0	0	0.00%
460	7301	44045	Sale Of Scrap	0	814	0	0	0	0.00%
460	7301	44050	Gain/Loss On Sale Of Assets	56,030	(981)	0	0	0	0.00%
460	7301	45903	North Slope Admission	1,797	68	0	0	0	0.00%
460	7301	46025	Interest	37,516	34,263	22,000	22,000	0	0.00%
460	7301	46153	Transfer From Other Funds	797,500	780,000	817,500	402,750	(414,750)	-50.73%
			Total	**3,269,447**	**3,479,765**	**3,544,671**	**3,649,154**	**104,483**	**2.95%**

2009 Special Revenue Funds

Fund	Org	Acct	Account Description	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2008-2009 Bud Change	2008-2009 % Change
Human Service Complex									
465	7600	43180	Gain/Loss Inv Mkt Value	4,642	13,715	0	0	0	0.00%
465	7600	44010	Insurance	1,442	3,921	1,500	3,120	1,620	108.00%
465	7600	45896	Youth Program	0	(280)	0	0	0	0.00%
465	7600	45898	Classes Seniors	7,656	13,319	7,500	13,000	5,500	73.33%
465	7600	45905	Rental Income	233,943	308,535	243,000	210,000	(33,000)	-13.58%
465	7600	46025	Interest	24,938	31,126	20,000	20,000	0	0.00%
			Total	**272,622**	**370,336**	**272,000**	**246,120**	**(25,880)**	**-9.51%**
Parking System									
470	7510	42005	Bus Terminal-Garage 1	39,576	39,578	39,570	39,570	0	0.00%
470	7510	42010	Meter Hoods	4	0	0	0	0	0.00%
470	7510	42025	Monthly Parking Garage 1	452,730	459,488	464,160	450,960	(13,200)	-2.84%
470	7510	42030	Monthly Parking Garage 2	90	0	0	0	0	0.00%
470	7510	42045	Transient Parking Lot 3	206	0	0	0	0	0.00%
470	7510	42055	Transient Parking Garage 1	115,550	111,326	113,100	127,531	14,431	12.76%
470	7510	44025	Cash Over Short	(2)	(36)	0	0	0	0.00%
470	7510	44055	Reimbursement Acct	0	332	0	0	0	0.00%
470	7520	42030	Monthly Parking Garage 2	625,256	725,186	909,000	928,808	19,808	2.18%
470	7520	42050	Transient Parking Lot 4	0	1,652	0	0	0	0.00%
470	7520	42060	Transient Parking Garage 2	119,312	139,687	143,270	181,754	38,484	26.86%
470	7530	42010	Meter Hoods	48,093	46,029	36,240	48,924	12,684	35.00%
470	7530	42020	Monthly Parking Lot 3	0	1,728	0	0	0	0.00%
470	7530	42030	Monthly Parking Garage 2	40	84	0	0	0	0.00%
470	7530	42040	Parking Meters	1,595,831	1,764,942	2,465,075	1,853,902	(611,173)	-24.79%
470	7530	44025	Cash Over Short	0	5	0	0	0	0.00%
470	7540	42042	POC Garage Loan Payment	87,351	85,484	132,000	132,000	0	0.00%
470	7540	43105	Bond Interest	282,002	71,388	0	0	0	0.00%
470	7540	43180	Gain/Loss Inv Mkt Value	29,433	115,080	0	0	0	0.00%
470	7540	44025	Cash Over Short	(0)	25	0	0	0	0.00%
470	7540	46025	Interest	244,981	329,123	125,000	140,000	15,000	12.00%
470	7550	42020	Monthly Parking Lot 3	129,305	142,795	144,000	136,800	(7,200)	-5.00%
470	7550	42025	Monthly Parking Garage 1	0	0	0	0	0	0.00%
470	7550	42045	Transient Parking Lot 3	43,300	42,743	37,500	33,417	(4,083)	-10.89%
470	7550	42060	Transient Parking Garage 2	2,039	0	0	0	0	0.00%
470	7560	42035	Monthly Parking Lot 4	6,670	7,858	6,000	6,000	0	0.00%
470	7560	42050	Transient Parking Lot 4	1,253	1,063	1,440	1,320	(120)	-8.33%
470	7580	42035	Monthly Parking Lot 5	21,360	19,590	0	0	0	0.00%
470	7580	42036	Monthly Parking Lot 5	0	525	26,100	17,700		
			Total	**3,844,379**	**4,105,674**	**4,642,455**	**4,098,686**	**(543,769)**	**-11.71%**
Cemetery									
475	7400	41904	Care Of Lots	4,500	4,500	4,500	5,500	1,000	22.22%
475	7400	41905	Interments & Removals	478,995	458,805	502,945	481,745	(21,200)	-4.22%
475	7400	41910	Sales Of Lots	466,663	474,850	489,996	499,645	9,649	1.97%
475	7400	41915	Memorial Or Foundations	57,915	54,626	58,000	55,000	(3,000)	-5.17%
475	7400	41920	Miscellaneous Cemetery	(2,668)	(2,095)	7,978	3,200	(4,778)	-59.89%
475	7400	41925	Sale Of Burial Vaults	83,416	76,255	90,000	85,000	(5,000)	-5.56%
475	7400	41930	Sale Of Bronze Memorials	693	285	3,000	2,500	(500)	-16.67%
475	7400	41935	Vault Supervision Fee	41,535	40,600	50,000	50,000	0	0.00%
475	7400	41945	Contract Admin Charge	4,718	4,460	5,000	4,500	(500)	-10.00%
475	7400	43135	Interest On Endowment	162,966	151,867	195,000	250,000	55,000	28.21%
475	7400	43180	Gain/Loss Inv Mkt Value	2,409	4,941	0	0	0	0.00%
475	7400	44025	Cash Over/Short	1	0	0	0	0	0.00%
475	7400	46025	Interest	9,465	13,923	13,700	12,000	(1,700)	-12.41%
			Total	**1,310,608**	**1,416,264**	**1,420,119**	**1,449,090**	**28,971**	**2.04%**

2009 Special Revenue Funds

Fund	Org	Acct	Account Description	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2008-2009 Bud Change	2008-2009 % Change
Dev Review Enterprise									
480	4810	43180	Gain/Loss Inv Mkt Value	6,356	20,245	0	0	0	0.00%
480	4810	45763	Administrative Services Fees	1,462,390	1,677,847	1,764,435	1,629,828	(134,607)	-7.63%
480	4810	45785	Off Duty Inspections	(200)	0	0	0	0	0.00%
480	4810	45871	Sprinkler Permit Fees	(1,320)	0	0	0	0	0.00%
480	4810	46025	Interest	33,320	46,784	28,725	41,106	12,381	43.10%
480	4811	43357	Construction Plan Review	16,403	8,205	0	0	0	0.00%
480	4811	43358	Final Const Inspections	9,120	0	0	0	0	0.00%
480	4811	45763	Administrative Services Fees	3,678	0	369,577	293,730	(75,847)	-20.52%
480	4811	45771	Alarm Syst Plan Rev/Inspec	125,614	155,920	0	0	0	0.00%
480	4811	45774	Fixed Fire Protection	16,590	17,400	0	0	0	0.00%
480	4811	45777	Miscellaneous Fire	386	551	0	0	0	0.00%
480	4811	45780	Special FP Inspections	3,840	7,600	0	0	0	0.00%
480	4811	45781	Sprinkler Permit Fees	150,564	190,213	0	0	0	0.00%
480	4811	45785	Off Duty Inspections	21,300	10,100	0	0	0	0.00%
480	4811	45787	Water Main/Hydrant Plan Rev	1,214	0	0	0	0	0.00%
480	4811	45793	Fines Subsequent Plan Submittal	722	0	0	0	0	0.00%
480	4811	45794	Overtime Plan Review	18,116	0	13,587	6,859	(6,728)	-49.52%
480	4811	45957	Fines No Permit	2,865	0	0	0	0	0.00%
			Total	**1,870,958**	**2,134,872**	**2,176,324**	**1,971,523**	**(204,801)**	**-9.41%**
Stormwater Enterprise									
485	7810	42250	Groundwater Sys Fee	0	0	0	70,000	70,000	100.00%
485	7810	43095	Revenue Accrual	0	16,571	0	0	0	0.00%
485	7810	40113	Miscellaneous	0	3,933	0	0	0	0.00%
485	7810	42305	Residential Fees	0	6,291,570	6,645,386	6,629,174	(16,212)	-0.24%
485	7810	42310	Commercial Fees	0	8,213,115	8,569,482	8,402,460	(167,022)	-1.95%
485	7810	42320	Tax Exempt Org Fees	0	576,315	641,005	639,687	(1,318)	-0.21%
485	7810	43180	Gain Loss Inv Mkt Value	(11,291)	93,106	0	0	0	0.00%
485	7810	43356	Development Review Fees	0	0	213,333	0	(213,333)	-100.0%
485	7810	44075	Processing Fee	0	5,184	6,000	6,000	0	0.00%
485	7810	46025	Interest	45,584	250,679	150,000	125,000	(25,000)	-16.67%
485	7897	43085	Other Share	0	880,069	0	0	0	0.00%
			Total	**34,293**	**16,330,541**	**16,225,206**	**15,872,321**	**(352,885)**	**-2.17%**
Support Services									
501	8110	43180	Gain Loss Inv Mkt Value	178	15,792	0	0	0	0.00%
501	8110	46025	Interest	0	32,899	0	0	0	0.00%
	Fleet								
501	8121	40150	Restitution	444	178	0	0	0	0.00%
501	8121	42620	Enterprise Fund Utilities	6,632,731	7,363,352	7,476,134	8,380,056	903,922	12.09%
501	8121	42665	City Other Dept	5,190,742	6,016,864	6,075,206	6,349,005	273,800	4.51%
501	8121	42680	City Police Unit	2,257,916	2,242,936	2,121,811	2,275,569	153,759	7.25%
501	8121	42705	Other	104,649	203,875	324,644	163,576	(161,068)	-49.61%
501	8121	42710	Other Revenue	5,657	5,036	0	0	0	0.00%
501	8121	42735	Special Funds Miscellaneous	1,417,548	1,750,774	1,555,389	2,251,952	696,563	44.78%
501	8121	44040	Sale Of Property	(2,846)	0	0	0	0	0.00%
501	8121	44050	Gain/Loss On Sale Of Assets	2,846	0	0	0	0	0.00%
501	8121	45906	Rentals	40,960	10,780	5,400	1,355	(4,045)	-74.91%
501	8122	44040	Sale Of Property	(352)	0	0	0	0	0.00%
501	8122	44050	Gain/Loss On Sale Of Assets	(99)	0	0	0	0	0.00%
501	8126	45901	Miscellaneous	468	0	0	0	0	0.00%
	Office Services								
501	8138	44050	Gain/Loss On Sale Of Assets	(77,698)	0	0	0	0	0.00%
501	8139	42605	Ent Fund Util/Allocation	654,048	722,193	706,926	713,577	6,651	0.94%
501	8139	42625	Enterprise Fund Util Worder	169,670	159,972	271,706	111,717	(159,989)	-58.88%
501	8139	42630	General Fund Postage	286,535	349,606	220,618	325,451	104,833	47.52%
501	8139	42650	City Workorders	269,827	249,032	285,832	265,000	(20,832)	-7.29%

2009 Special Revenue Funds

Fund	Org	Acct	Account Description	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2008-2009 Bud Change	2008-2009 % Change
501	8139	42660	City Allocation	750,997	766,368	778,987	617,975	(161,012)	-20.67%
501	8139	42715	Other Allocation	996	996	0	0	0	0.00%
501	8139	42720	Other Billed Invoices	62,452	35,476	66,345	35,000	(31,345)	-47.25%
501	8139	42725	Other Workorders	113,084	180,701	75,672	152,767	77,095	101.88%
501	8139	42766	Utilities Contracts	16,426	11,445	0	0	0	0.00%
	Radio Communications								
501	8145	42605	Ent Fund Util/Allocation	9,996	10,835	10,000	10,000	0	0.00%
501	8145	42660	City Allocation	1,504,989	1,102,224	1,106,109	1,118,832	12,723	1.15%
501	8145	42720	Other Billed Invoices	1,286	86,946	35,731	38,845	3,114	8.72%
501	8145	42785	Rev Site Leases	83,004	256,550	184,638	188,297	3,659	1.98%
501	8145	42876	Rev To Match Pass Thru Exp	0	17,370	0	0	0	0.00%
501	8145	42879	Rev Nextel	0	153,761	0	0	0	0.00%
501	8145	42880	Rev Parts Purch Resale	3,310	3,022	0	0	0	0.00%
501	8145	42883	Rev Paging System	58,274	74,909	51,279	52,453	1,174	2.29%
501	8145	42886	Rev Non City Svcs	335,707	324,386	168,955	168,182	(773)	-0.46%
501	8145	42888	Rev PPRCN	317,216	315,206	395,820	394,010	(1,810)	-0.46%
501	8145	44050	Gain/Loss On Sale Of Assets	0	(1,900)	0	0	0	0.00%
	Claims								
501	8163	42605	Ent Fund Util/Allocation	591,780	503,643	739,924	801,073	61,149	8.26%
501	8163	42660	City Allocation	481,387	684,264	593,811	387,154	(206,657)	-34.80%
	Real Estate Services								
501	8170	42605	Ent Fund Util/Allocation	238,296	266,689	248,199	248,199	0	0.00%
501	8170	42660	City Allocation	158,863	164,112	394,648	125,864	(268,784)	-68.11%
501	8170	42710	Other Revenue	1,816	7,840	5,000	5,628	628	12.56%
	Information Technology								
501	8730	42645	City Chrgs-Programming	2,289,611	2,425,551	2,951,031	0	(2,951,031)	-100.0%
501	8735	42670	City Chrgs-Overhead	1,231,220	1,199,328	1,246,960	0	(1,246,960)	-100.0%
501	8740	42670	City Chrgs-Overhead	1,155,274	1,063,181	895,758	0	(895,758)	-100.0%
501	8740	42690	Other Chrgs Overhead	312,361	321,202	311,220	0	(311,220)	-100.0%
501	8745	42640	City Chrgs-Long Dist	19,724	25,329	30,000	0	(30,000)	-100.0%
501	8745	42650	City Workorders	57,265	79,382	601,145	0	(601,145)	-100.0%
501	8745	42686	Vireless Communication	2,297	3,520	0	0	0	0.00%
501	8745	42690	Other Chrgs Overhead	0	2,667	0	0	0	0.00%
501	8750	42660	City Allocation	0	0	503,458	0	(503,458)	-100.0%
501	8750	46153	Transfer From Other Funds	0	2,245,650	0	0	0	0.00%
501	8755	42660	City Allocation	0	0	611,538	0	(611,538)	-100.0%
501	8755	43420	Info Tech Fee	0	62,400	80,000	0	(80,000)	-100.0%
501	8760	42660	City Allocation	0	0	609,090	0	(609,090)	-100.0%
501	8765	42660	City Allocation	0	0	1,035,948	0	(1,035,948)	-100.0%
			Total	**26,750,856**	**31,516,345**	**32,774,931**	**25,181,538**	**(7,593,393)**	**-23.17%**
Claims Reserve Self-Insurance									
502	7750	40223	Contribution From Transit	105,931	75,000	0	0	0	0.00%
502	7750	40225	Contribution From PPHwy	5,000	5,000	0	0	0	0.00%
502	7750	40226	Contribution From Cemetery	1,000	1,000	0	0	0	0.00%
502	7750	40229	Contribution From Airport	25,000	0	0	0	0	0.00%
502	7750	40230	Contribution From Hum Serv	10,000	5,000	0	0	0	0.00%
502	7750	40383	Contribution From Dev Rev	2,000	2,000	0	0	0	0.00%
502	7750	43180	Gain/Loss Inv Mkt Value	20,932	32,186	0	0	0	0.00%
502	7750	44020	Miscellaneous General	117,195	500,004	1,000,000	1,000,000	0	0.00%
502	7750	46025	Interest	67,121	73,659	0	0	0	0.00%
			Total	**354,179**	**693,848**	**1,000,000**	**1,000,000**	**0**	**0.00%**
Workers Compensation Self-Insurance									
503	7720	44050	Gain Loss On Sale Of Assets	0	(1,932)	0	0	0	0.00%
503	7730	40113	Miscellaneous	745	0	0	0	0	0.00%
503	7730	42770	City Workers Comp	3,687,023	3,885,000	4,385,000	3,885,000	(500,000)	-11.40%
503	7730	42775	Utilities Workers Comp	1,593,847	1,612,412	2,600,000	2,600,000	0	0.00%

2009 Special Revenue Funds

Fund	Org	Acct	Account Description	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2008-2009 Bud Change	2008-2009 % Change
503	7730	43090	El Paso County Share	72,252	158	0	0	0	0.00%
503	7730	43180	Gain/Loss Inv Mkt Value	37,239	45,616	0	0	0	0.00%
503	7730	44050	Gain Loss On Sale Of Assets	0	(3,073)	0	0	0	0.00%
503	7730	45901	Miscellaneous	0	4	0	0	0	0.00%
503	7730	46025	Interest	111,078	101,460	125,000	125,000	0	0.00%
			Total	**5,502,184**	**5,639,645**	**7,110,000**	**6,610,000**	**(500,000)**	**-7.03%**
Employee Benefits Self-Insurance									
504	9895	40075	Retirees Insurance	353,280	353,280	0	0	0	0.00%
504	9895	40113	Miscellaneous	68	0	0	0	0	0.00%
504	9895	40138	Dental Premiums	2,150,691	2,215,103	0	0	0	0.00%
504	9895	40139	Vision Premiums	486,956	505,010	0	0	0	0.00%
504	9895	40140	Medical Premiums	17,684,989	19,022,112	0	0	0	0.00%
504	9895	40169	Employee Assist Program	0	(350)	0	0	0	0.00%
504	9895	40413	Dental Drb Premiums	119,945	109,372	0	0	0	0.00%
504	9895	42735	Special Funds Miscellaneous	30,914	72,209	0	0	0	0.00%
504	9895	43180	Gain/Loss Inv Mkt Value	83,342	143,384	0	0	0	0.00%
504	9895	43353	Recovery	656,161	0	0	0	0	0.00%
504	9895	44012	Utilities-EAP	8	0	0	0	0	0.00%
504	9895	45901	Miscellaneous	333	5,774	0	0	0	0.00%
504	9895	46025	Interest	245,698	248,461	169,628	169,628	0	0.00%
504	9895	46153	Transfer From Other Funds	0	0	23,951,296	26,611,396	2,660,100	11.11%
504	9896	40113	Miscellaneous	3,064	0	0	0	0	0.00%
504	9896	40138	Dental Premiums	1,610,460	0	0	0	0	0.00%
504	9896	40139	Vision Premiums	343,980	0	0	0	0	0.00%
504	9896	40140	Medical Premiums	11,168,844	0	0	0	0	0.00%
504	9896	43180	Gain Loss Inv Mkt Value	51,888	0	0	0	0	0.00%
504	9896	44012	Utilities EAP	117	0	0	0	0	0.00%
504	9896	46025	Interest	170,074	0	0	0	0	0.00%
			Total	**35,160,809**	**22,674,355**	**24,120,924**	**26,781,024**	**2,660,100**	**11.03%**
CD Smith									
601	9706	43180	Gain/Loss Inv Mkt Value	73,182	(31,365)	0	0	0	0.00%
601	9706	44060	Gain/Loss On Sale	(38,353)	0	0	0	0	0.00%
601	9706	46025	Interest	38,385	39,048	85,600	85,600	0	0.00%
			Total	**73,214**	**7,682**	**85,600**	**85,600**	**0**	**0.00%**
Perkins Trust									
602	9703	46025	Interest	109	133	0	0	0	0.00%
			Total	**109**	**133**	**0**	**0**	**0**	**0.00%**
Woods Trust									
603	9705	46025	Interest	132	163	0	0	0	0.00%
			Total	**132**	**163**	**0**	**0**	**0**	**0.00%**
Sabine Trust									
604	9704	46025	Interest	51	63	0	0	0	0.00%
			Total	**51**	**63**	**0**	**0**	**0**	**0.00%**
Cemetery Endowment									
605	9709	41920	Miscellaneous Cemetery	0	9,014	0		0	0.00%
605	9709	41940	Endowments	90,505	90,178	250,000	250,000	0	0.00%
605	9709	43180	Gain/Loss Inv Mkt Value	307,248	(277,847)	0	0	0	0.00%
605	9709	44050	Gain/Loss On Sale Of Assets	434,600	616,403	0	0	0	0.00%
			Total	**832,354**	**437,748**	**250,000**	**250,000**	**0**	**0.00%**

2009 Special Revenue Funds

Fund	Org	Acct	Account Description	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2008-2009 Bud Change	2008-2009 % Change
TOPS Maintenance									
607	9711	46025	Interest	10,514	13,259	11,500	11,500	0	0.00%
607	9713	46025	Interest	15,401	19,068	0	0	0	0.00%
			Total	**25,915**	**32,328**	**11,500**	**11,500**	**0**	**0.00%**
Gift Trust									
651	1199	40021	City Mgr-Economic Dev	1,242	1,562	0	0	0	0.00%
651	1199	40323	Global Advisory Gift Trust	17,976	26,402	0	0	0	0.00%
651	1199	40407	4th July Event	14,900	21,425	0	0	0	0.00%
651	1399	40002	Employee Christmas Party	3,510	3,598	0	0	0	0.00%
651	1399	40220	Tax Credit/Historical Rehab	8,999	3,688	0	0	0	0.00%
651	1399	43180	Gain/Loss Inv Mkt Value	15,723	66,006	0	0	0	0.00%
651	2199	40010	Police Employ Benefit Fund	7,023	4,365	0	0	0	0.00%
651	2199	40011	Police Flower Fund	3,105	2,842	0	0	0	0.00%
651	2199	40012	Law Enforcement Career Fair	35	(126)	0	0	0	0.00%
651	2199	40014	Teddy Bear Program	200	100	0	0	0	0.00%
651	2199	40015	Lights & Locks	0	(240)	0	0	0	0.00%
651	2199	40016	Police Comm Rel	0	1,970	0	0	0	0.00%
651	2199	40024	Police Safety Programs	11,163	4,902	0	0	0	0.00%
651	2199	40026	Scs Force	0	(200)	0	0	0	0.00%
651	2199	40068	Memorial Gift Trust	3,919	0	0	0	0	0.00%
651	2199	40071	Firefighters Memorial	0	(16)	0	0	0	0.00%
651	2199	40072	Police Schooling/Seminars	15,078	24,657	0	0	0	0.00%
651	2199	40174	Cit Gift Trust	0	10,000	0	0	0	0.00%
651	2199	40182	Police K-9	1,800	2,595	0	0	0	0.00%
651	2199	40251	Helicopter-Police	1,792	44,797	0	0	0	0.00%
651	2199	40343	Keeping Kids Alive Drive	0	(872)	0	0	0	0.00%
651	2199	40350	Police Appreciation	0	(104)	0	0	0	0.00%
651	2199	40351	Whelan Gift	729	917	0	0	0	0.00%
651	2199	40353	Gift-Intel	0	(1,332)	0	0	0	0.00%
651	2199	40357	Diwali Show Gift Trust	(31)	0	0	0	0	0.00%
651	2199	40362	Child Safety Seat Prog Trust	8,034	14,305	0	0	0	0.00%
651	2199	40389	Calea Conference	0	46,135	0	0	0	0.00%
651	2199	40415	Mervyns Fraud Program	0	(950)	0	0	0	0.00%
651	2199	40417	Cadet Gift Trust	466	1,532	0	0	0	0.00%
651	2199	40420	School Partnership Program	0	(50)	0	0	0	0.00%
651	2199	40422	CAC Gift Trust	554	147	0	0	0	0.00%
651	2199	40424	Law Enforcement Trng Corps	2,500	0	0	0	0	0.00%
651	2199	40430	Sif Gift	60,246	77,956	0	0	0	0.00%
651	2299	40019	Fire Medic Equip/Trng Trust	1,923	7,116	0	0	0	0.00%
651	2299	40190	FireWise	0	1,920	0	0	0	0.00%
651	2299	40191	Home Inspection Prog	0	29	0	0	0	0.00%
651	2299	40193	Hazardous Mat Equipment	7,726	6,736	0	0	0	0.00%
651	2299	40197	Fire Puppets And Clowns	11,192	6,585	0	0	0	0.00%
651	2299	40201	Fire Lntb	600	750	0	0	0	0.00%
651	2299	40205	Fire Gifts For Stations	2,700	3,655	0	0	0	0.00%
651	2299	40208	Fire Safety Trailer	7,975	6,103	0	0	0	0.00%
651	2299	40209	Wildland Risk	0	10,413	0	0	0	0.00%
651	2299	40257	Juvenile Fire Setter Prog	8,009	3,840	0	0	0	0.00%
651	2299	40313	Co Metropolitan Cert Board	0	(36,489)	0	0	0	0.00%
651	2299	40345	OEM Fairs	310	96	0	0	0	0.00%
651	2299	40356	Fire Senior Program	4,500	615	0	0	0	0.00%
651	2299	40370	Bus Comm Outreach Program	2,250	1,300	0	0	0	0.00%
651	2299	40387	Wildland	477	641	0	0	0	0.00%
651	2299	40388	High Angle Rescue	0	200	0	0	0	0.00%
651	2299	40396	FD Chaplain Program	200	0	0	0	0	0.00%
651	2299	40401	Fire Station No 8	560	0	0	0	0	0.00%
651	2299	40419	Bike Safety Fair	0	165	0	0	0	0.00%

2009 Special Revenue Funds

Fund	Org	Acct	Account Description	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2008-2009 Bud Change	2008-2009 % Change
651	2299	40421	Fire Mobile Computing	538	593	0	0	0	0.00%
651	2299	40437	Fire File Of Life	0	3,000	0	0	0	0.00%
651	2299	50537	Fire File For Life	2,750	0	0	0	0	0.00%
651	3099	40018	Lake Ave/Cheyenne Pw	1,675	856	0	0	0	0.00%
651	3099	40027	Santa Fe Subdivision	0	114,165	0	0	0	0.00%
651	3099	40214	Pikes Peak Preservation	31,092	39,116	0	0	0	0.00%
651	3099	40313	Co Metropolitan Cert Board	36,489	0	0	0	0	0.00%
651	3099	40358	Adelphia I-Net	3,156	3,971	0	0	0	0.00%
651	3099	40436	Bike Week	3,230	8,408	0	0	0	0.00%
651	3099	40438	Signs For Life	2,125	2,500	0	0	0	0.00%
651	4099	40038	Senior Center-General	19,265	18,810	0	0	0	0.00%
651	4099	40040	Gift-Therapeutic	773	1,245	0	0	0	0.00%
651	4099	40055	Neigh Res-Admin	438	3,479	0	0	0	0.00%
651	4099	40063	Senior Cit Gift Shop	7,981	9,726	0	0	0	0.00%
651	4099	40315	Gift-Hillside Scholarship	4,299	3,179	0	0	0	0.00%
651	4099	40317	Gift-Deerfield	949	272	0	0	0	0.00%
651	4099	40318	Gift-Meadows Park	1,674	5,836	0	0	0	0.00%
651	4099	40319	Gift-Hillside	3,439	10,900	0	0	0	0.00%
651	4099	40366	Citizens Academy	1,360	0	0	0	0	0.00%
651	4099	40400	Skyhawks	203	0	0	0	0	0.00%
651	4099	40425	Lon Chaney	7,538	5,400	0	0	0	0.00%
651	4099	40435	Colbert Sr Prog West Of I25	75,955	190,869	0	0	0	0.00%
651	4099	40270	Geo Has Study Consultants	31,530	0	0	0	0	0.00%
651	4899	40270	Geo Has Study Consultants	0	16,467	0	0	0	0.00%
651	4899	40379	Digital Orthos	253	1,384	0	0	0	0.00%
651	5199	40005	Park&Rec Volunteer	500	1,016	0	0	0	0.00%
651	5199	40017	Sand Creek Youth Soccer	740	0	0	0	0	0.00%
651	5199	40022	Helen Hunt Falls	0	1,520	0	0	0	0.00%
651	5199	40028	Cemetery Restoration	1,006	2,485	0	0	0	0.00%
651	5199	40029	Sounderman Park Scholrshp	0	(1,149)	0	0	0	0.00%
651	5199	40035	Garden Of The Gods Fndtn	215,997	112,661	0	0	0	0.00%
651	5199	40036	White House Ranch General	46,156	75,999	0	0	0	0.00%
651	5199	40039	Visitor Centers	14,566	15,100	0	0	0	0.00%
651	5199	40052	Landscape Symposium	32,089	11,794	0	0	0	0.00%
651	5199	40053	Tree Memorials	895	2,810	0	0	0	0.00%
651	5199	40056	Park&Rec Scholarships	0	(8,368)	0	0	0	0.00%
651	5199	40057	Park&Rec Maintenance	2,532	2,657	0	0	0	0.00%
651	5199	40059	Sports & Facilities	(2,631)	6,738	0	0	0	0.00%
651	5199	40060	Design & Develop	93,592	6,551	0	0	0	0.00%
651	5199	40064	White House Ranch Stock	1,883	1,035	0	0	0	0.00%
651	5199	40065	White House Ranch Restoration	4,487	1,620	0	0	0	0.00%
651	5199	40069	Aquatics	0	100	0	0	0	0.00%
651	5199	40082	Adopt-A-Park	603	758	0	0	0	0.00%
651	5199	40083	Land Acquisition	4,743	5,909	0	0	0	0.00%
651	5199	40181	Cheyenne Canon	3,076	2,880	0	0	0	0.00%
651	5199	40183	N Chey Canon Visitors Ctr	17,065	20,132	0	0	0	0.00%
651	5199	40184	Ice Center	35	0	0	0	0	0.00%
651	5199	40199	Tat/Gog Maintenance	16,017	1,047	0	0	0	0.00%
651	5199	40206	Santa Fe Trail Shepard	511	643	0	0	0	0.00%
651	5199	40207	Nancy Lewis Hospice	0	(343)	0	0	0	0.00%
651	5199	40210	N Lewis Park Maintenance	0	46,888	0	0	0	0.00%
651	5199	40211	General Forestry	410	15,843	0	0	0	0.00%
651	5199	40213	Greenhouse	5,986	6,830	0	0	0	0.00%
651	5199	40216	Aquatic Friends	20,827	2,197	0	0	0	0.00%
651	5199	40217	Springs In Bloom	700	691	0	0	0	0.00%
651	5199	40247	89th Memorial Maintenance	16,219	771	0	0	0	0.00%
651	5199	40248	Zamboni Proceeds	(35)	0	0	0	0	0.00%
651	5199	40256	Prospect Lake Boat Patrol	1,500	0	0	0	0	0.00%

2009 Special Revenue Funds

Fund	Org	Acct	Account Description	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2008-2009 Bud Change	2008-2009 % Change
651	5199	40259	Scholarship Leons Kids	495	1,415	0	0	0	0.00%
651	5199	40272	Open Space	250	10,150	0	0	0	0.00%
651	5199	40285	Myron Stratton Prop Enhancement	1,388	783	0	0	0	0.00%
651	5199	40305	Trails	51,067	16,636	0	0	0	0.00%
651	5199	40306	Mary Starsmore - Sdc	0	980	0	0	0	0.00%
651	5199	40308	JL Ranch	862	1,084	0	0	0	0.00%
651	5199	40339	Rlr-Chambers Family	0	990	0	0	0	0.00%
651	5199	40344	Parks & Rec Maps	72	153	0	0	0	0.00%
651	5199	40348	American Indian Area	1,806	210	0	0	0	0.00%
651	5199	40378	City Auditorium	2,525	2,925	0	0	0	0.00%
651	5199	40390	Goodwill Trail	1,799	2,263	0	0	0	0.00%
651	5199	40395	Gog School Prog	24,215	39,855	0	0	0	0.00%
651	5199	40397	Orchard House Roof	7,050	1,923	0	0	0	0.00%
651	5199	40398	Rlr Sprinkler Wagon	266	0	0	0	0	0.00%
651	5199	40412	GOG Veg Mgmt	924	1,160	0	0	0	0.00%
651	5199	40439	Midland Trail	60,255	2,666	0	0	0	0.00%
651	5199	40443	Memorial Park Tennis Courts	0	2,500	0	0	0	0.00%
651	5199	40444	Red Rock Canyon Gt	0	10,200	0	0	0	0.00%
651	5199	44020	Miscellaneous General	0	0	1,100,000	1,100,000	0	0.00%
651	5699	40033	Duncan Sculpture	0	2,122	0	0	0	0.00%
651	5699	40042	Museum	100,151	29,212	0	0	0	0.00%
651	5699	40043	Museum R-Heritage	0	2,200	0	0	0	0.00%
651	5699	40044	Museum U Archives	52,106	60,395	0	0	0	0.00%
651	5699	40045	Museum Rp Woods Trust	8,453	5,123	0	0	0	0.00%
651	5699	40046	Museum EB&Ws Jackson Trust	12,701	13,841	0	0	0	0.00%
651	5699	40048	Museum Dental Assoc	492	587	0	0	0	0.00%
651	5699	40050	Museum R Archives	240	180	0	0	0	0.00%
651	5699	40352	Museum U-Hoffman	2,658	3,325	0	0	0	0.00%
651	5699	40394	Sculpture Maint Account	0	850	0	0	0	0.00%
			Total	**1,293,341**	**1,360,406**	**1,100,000**	**1,100,000**	**0**	**0.00%**
Senior Programs									
653	9707	40038	Senior Center General	0	12,031	0	0	0	0.00%
653	9707	43005	G Koch Trust Fund	6,800	5,246	0	0	0	0.00%
653	9707	43010	Curtis Estate	5,874	5,874	0	0	0	0.00%
653	9707	43180	Gain/Loss Inv Mkt Value	3,602	9,172	0	0	0	0.00%
653	9707	46025	Interest	17,815	21,222	15,000	15,000	0	0.00%
			Total	**34,092**	**53,544**	**15,000**	**15,000**	**0**	**0.00%**
Therapeutic Recreation									
654	9708	46025	Interest	715	901	500	500	0	0.00%
			Total	**715**	**901**	**500**	**500**	**0**	**0.00%**

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Human Services Contracts

Introduction

For several years, the City has partnered with Pikes Peak United Way to create a seamless application process for human service agencies. This process is now managed under a master contract with Pikes Peak United Way that encompasses the application process and contractual services to nonprofit agencies for services which address identified human service needs benefiting 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 for City funds. This reduces the time spent in these efforts by City, United Way, 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. These committees reviewed all submitted proposals, attended agency presentations, and rated the proposals based on relevant criteria. These ratings were used to determine the funding recommendations to City Council.

The total combined City discretionary and CDBG funds allocated for human services in 2009 is $823,194.

Funding Detail

Agency	2008 Funded Amount	2009 Recommended Amount	Funding Source
Priority 1 – Emergency Care and Shelter			
Care and Share	$ 26,646	$ 0	City
Catholic Charities of Colorado Springs	70,000	78,000	City
Colorado Legal Services	5,000	0	CDBG
Colorado Veterans Resources Coalition	5,000	5,000	City
Gospel Shelters for Women (Liza's Place)	0	14,000	City
Harbor House Collaborative	20,000	0	City
Project Angel Heart	0	17,500	City
Salvation Army – Family Services	0	17,500	City
Salvation Army – New Hope Center	56,646	50,500	City
Southern Colorado Aids Project (S-CAP)	5,000	17,961	City
TESSA	25,000	39,831	City
Urban Peak	27,000	0	City
Subtotal	**$240,292**	**$240,292**	
Priority 2 - Youth Services			
Big Brothers Big Sisters – Community Based Mentoring	$ 0	$ 5,000	CDBG
Big Brothers Big Sisters – REACH Pikes Peak	20,000	0	CDBG
Boy Scouts of America – Learning for Life	5,000	5,000	CDBG
Boys & Girls Club of the Pikes Peak Region	8,000	10,000	CDBG
Centro de la Familia	6,000	6,800	CDBG
Children's Advocacy Center (Safe Passage)	26,000	26,800	CDBG
Colorado Springs Child Nursery Centers	38,926	35,000	CDBG
Colorado Springs Police Athletic League	5,000	0	City
Colorado Springs Teen Court	7,000	10,000	City
Community Partnership for Child Development	20,000	19,800	CDBG
Court-Appointed Special Advocates (CASA) – Dependency and Neglect Program	23,000	23,000	CDBG
Court-Appointed Special Advocates (CASA) – Supervised Exchange/Parenting Program	5,000	6,000	CDBG
Court Care for the Pikes Peak Region	0	7,800	City
FutureSelf	0	6,800	City
Girl Scouts – Wagon Wheel Council	5,000	0	City
Kid's Crossing	7,500	0	City
LULAC National Educational Service Center, Inc.	5,000	0	CDBG
Lutheran Family Services	5,000	9,300	City
Pikes Peak Educational Foundation	11,000	8,800	CDBG
Pikes Peak Family Connections – Nurturing Program	5,000	5,000	CDBG
Salvation Army – Children's Discovery Center	0	26,800	City
Urban League - Child Development Center	5,000	0	City
Women's Resource Agency - InterCept	0	7,526	CDBG
YMCA – Youth Sports	5,000	7,000	City
YMCA – Southeast 21st Century Community Learning Center	6,000	7,000	City
Youth Assessment Center	15,000	0	City
Subtotal	**$233,426**	**$233,426**	

Funding Detail

Agency	2008 Funded Amount	2009 Recommended Amount	Funding Source
Priority 3 – Self-Sufficiency			
ARC of the Pikes Peak Region	$ 0	$ 5,230	CDBG
Care and Share	0	44,000	CDBG
Cerebral Palsy Association of Colorado Springs	9,000	5,000	CDBG
Cheyenne Village	0	5,000	City
Colorado Legal Services	0	5,000	CDBG
Community and Senior Centers*	75,000	75,000	CDBG
Disability Services, Inc. (FKA: Easter Seals of Colorado)	0	6,000	CDBG
Disability Services, Inc./Pikes Peak Partnership	5,000	5,000	CDBG
Ecumenical Social Ministries, Inc. – Housing Program	10,000	0	CDBG
Harbor House Collaborative – Housing First	20,000	0	City
Homeward Pikes Peak (not included in '08 totals)	10,000	10,000	CDBG
Housing Authority – Golden Circle Nutrition Program	5,000	0	City
Housing Authority – Golden Circle Nutrition Program*	51,646	51,646	CDBG
Interfaith Hospitality Network	5,000	5,000	City
Partners in Housing – Transitional Housing/Self-Suff.	22,830	12,500	City
Pikes Peak Community Action Agency	0	5,000	CDBG
Pikes Peak Habitat for Humanity	0	5,000	City
Rocky Mountain Health Care Services – Brain Injury	10,000	8,100	City
Salvation Army – FreshStart Transitional Services	20,000	10,000	City
Service, Empowerment, Transformation (SET)	7,500	5,000	CDBG
Silver Key Senior Services – Nutritional/ Independent Living	61,000	59,000	City
Special Kids/Special Families (I-CAN)	7,500	6,000	CDBG
Special Kids/Special Families (Zach's Place)	25,000	17,000	CDBG
Women's Resource Agency	5,000	5,000	CDBG
Subtotal	**$349,476**	**$349,476**	
Total	**$823,194**	**$823,194**	

City Funds	$419,592
CDBG Funds	$266,956
*CDBG Set Aside	$136,646
Total Human Service Funds Available	$823,194

- Budgeted figures could vary within individual agency's finalized contracts as funding may change during the federal government's consolidated budgeting process.
- *2009 CDBG Set Aside funds ($136,646) 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 ($51,646)
  - Homeward Pikes Peak ($10,000)

Contract Descriptions

ARC of the Pikes Peak Region (ARC) – ARC provides free guardianship services under authority of the 4th Judicial District to individuals with developmental disabilities who are unable to speak for themselves. This program assists in securing placement, medical consent, and other emergency services for these individuals. ARC is the only local agency that will assure protection and guardianship services for persons with developmental disabilities.

Big Brothers Big Sisters (BBBS) – Community Based Mentoring –Community Based Mentoring is the original Big Brothers Big Sisters program in which each Big and Little Match meets in the community during days and times of their own choosing and determine activities based on common interests. Youth and mentor are purposefully matched - interests, preferences and backgrounds of both parties are carefully considered. The "match team" sets match goals focusing on the specific needs of the child.

Boy Scouts of America – Learning for Life – This is a community outreach program for 1st through 12th graders and their families in targeted Title I schools in Colorado Springs School District 11 and Harrison School District 2. The mission of Learning for Life is to enable youth to become responsible individuals by teaching positive character traits, career development, leadership and life skills so that they can make ethical choices and achieve their full potential.

Boys and Girls Club of the Pikes Peak Region – Youth Development is 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 135 partner agencies in Colorado Springs. The agency also operates a number of specific programs and activities that benefit the hungry in Colorado Springs, including 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. The agency provides 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 Trust, Education, Safety, Support, Action (TESSA), Centro's services have expanded to include family violence prevention and intervention, parenting support and child abuse prevention, 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 lifelong condition; and while there is no cure, specialized medical equipment and therapies help reduce the impact of CP. Early intervention is the key. CPA provides families with equipment, therapeutic recreational events, camperships, and emergency basic needs.

Cheyenne Village – This agency serves adults with developmental disabilities with the goal of helping them live as independently as possible through individualized support services. The Resident Needs Fund was established to assist the agency's clients with necessary expenses such as medical copayments, over-the-counter drugs, personal products, household items, bus passes, and clothing.

Colorado Legal Services – This agency provides the Emergency Care Through Protective Orders Program which is designed to help clients obtain Permanent Protection Orders and other needed legal orders to protect them from the violence they have been experiencing.

Contract Descriptions (continued)

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 Police Athletic League (PAL) – The mission of the PAL program is to enhance the partnership between the Colorado Springs Police Department (CSPD) and the community by providing affordable afterschool and summer activities that nurture positive development, foster community responsibility and reduce participation in juvenile crime for youth living in high crime, low-income areas of Colorado Springs.

Colorado Springs Teen Court – This program provides an alternative to the traditional sentencing for juveniles (ages 11 - 18) who are charged in Municipal Court as first-time offenders. Eligible youth 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 a Colorado Springs facility that houses up to 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 – This 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 Otis Park, Meadows Park, Hillside and West Center for Intergenerational Learning community centers.

Community Partnership for Child Development (CPCD) – This agency provides services to children, ages birth to five, and their families per year through four early childhood education programs including Early Head Start, Head Start, Colorado Preschool Program (CPP), and the Early Childhood Development Program (ECDP). The Head Start model is used in the program design and delivery of all of CPCD programs with an emphasis on prevention and early intervention, comprehensive, individualized services and opportunities for extensive family involvement.

Court-Appointed Special Advocates (CASA) Dependency and Neglect Program – 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) Supervised Exchange/Parenting Program – This program provides 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 revictimization. The program provides accountability, and courts are informed of lack of compliance and/or inappropriate behaviors.

Court Care for the Pikes Peak Region – Court Care operates a secure, free childcare service for parents, guardians and caregivers who must appear in court or conduct court-related business. Court Care specifically serves those families with cases in the City of Colorado Springs courts and the 4th Judicial District for abused and battered women as well as child abuse and drug-related charges. Court Care also serves as a resource center for families by providing information about other services they may need in the community.

Contract Descriptions (continued)

Disability Services, Inc. (FKA: Easter Seals of Colorado) – This program specifically targets the hard of hearing in the city of Colorado Springs who are unable to afford audiology services. The Audiology Department provides hearing screenings, comprehensive hearing testing, hearing aid fittings, hearing aid adjustments, and hearing aid repairs.

Disability Services, Inc. (Pikes Peak Partnership) – The program provides case management through 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, Metro Mobility paratransit service, medical equipment, support, and newsletters.

FutureSelf – The arts program provides underserved, low-income and/or adjudicated youth ages 12-19 in the Pikes Peak Region with free-of-charge arts-based workshops, ongoing programs, and exhibition and performance opportunities. Students work in small groups with a variety of artistic medium, including but not limited to sculpture, painting, textiles, printing and poetry. Long-term participants build leadership skills by mentoring new participants.

Gospel Shelters for Women – Liza's Place – The goal of this program is to help women that are homeless or coming out of incarceration improve their quality of life and become self-sufficient. Liza's Place establishes an individual case plan and provides 24/7 supervision for ladies as well as help them adapt into the community and agency resources to ensure success. The program allows women to have a sober lifestyle and seeks to reunite them with family by facilitating visitations. The women also attend classes and receive job training to become self-sufficient.

Homeward Pikes Peak – This is the coordinating agency for the homeless services providers in the community and for the continuum of care process.

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.

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 Community Action Agency – The Transitions to Independence Program is designed to move homeless persons, victims of family violence, low-income families and individuals to an independent life-style. Services include case management, support services, education, child care, transportation, budget counseling, self-development workshops, job training, employment services and other assistance to overcome obstacles to success.

Contract Descriptions (continued)

Pikes Peak Educational Foundation – The goal of this program is to assist low-income middle school students achieve the goal of a college education by providing mentoring activities with a social, physical, and cultural focus. A total of 10 students are accepted into the six-year program and must meet the general criteria of above-average grades, good behavior in school, demonstration of leadership abilities, and eligibility for the free and reduced lunch program.

Pikes Peak Family Connections, Inc. – The Nurturing Parenting Program is a nationally recognized, evidence-based, family-centered, age-specific curriculum that effectively treats and prevents child abuse and neglect. All members of the family attend the 16-week 3-hour sessions that teach behavioral constructs that include appropriate developmental expectations, empathic awareness of children's needs, alternative behavior management skills to replace corporal punishment, personal empowerment, and the value of power and independence in children. Families that complete nurturing classes show significant improvement in parenting attitudes, knowledge, and behavior.

Pikes Peak Habitat for Humanity - Habitat's House Building and Rehabilitation Program enables individuals to become homeowners by building simple, decent, affordable houses and selling them at no profit with zero interest mortgages to families earning only 25 – 50% of the medium income. In addition to a 1% down payment, partner families invest hundreds of hours of their own labor, "sweat equity", into the construction of their home. Habitat also educates families on the joys and responsibilities of homeownership.

Project Angel Heart – This agency hand-delivers food for clients and their families living with life-threatening illness. To qualify for Project Angel Heart's services, clients are screened for eligibility via documentation from a health care provider that they have been diagnosed with at least one life-threatening illness resulting in limited mobility that inhibits food preparation. Due to a combination of age, socioeconomic status and life-threatening illness, Project Angel Heart's clientele are physically and economically vulnerable. In 2007, 54% of Colorado Springs clients were 60 years of age or older, 58% were women, and 29% were people of color.

Rocky Mountain Health Care Services – The Brain Injury Program provides a full continuum of care to the brain injured population to assure the greatest possibility for success. The program assists individuals with the independent living skills needed 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.

Safe Passage – This agency provides a comfortable, private, child-friendly environment in the 4th Judicial District Court for children from birth to age 17 involved in the investigation of child abuse. Safe Passage 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.

Salvation Army – Children's Discover 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 – Family Services – This agency provides a wide variety of assistance to needy families and individuals. The Family Services program provides case management support to clients applying for assistance with rent, utilities, emergency food, clothing, day care, transportation, prescription medications, and meals for seniors and the homeless.

Contract Descriptions (continued)

Salvation Army – FreshStart Transitional Services – This is a transitional housing program with 14 apartments providing a stimulating and safe environment 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 they developed while in the program.

Salvation Army – New Hope Center – The New Hope Center is the city's only 24/7 walk-in homeless shelter. The Center provides a safe place to sleep, two meals, shower and laundry facility, and personal hygiene items. Clients are assigned a case manager to develop a plan to help them overcome the barriers that lead them to homelessness. The main objective is to move people from homelessness into transitional housing and eventually into permanent housing.

Silver Key Senior Services – Nutritional Program – This program assists older citizens (age 60 and older) residing in the Colorado Springs area. These programs are intended to supplement nutritional diets. The Meals on Wheels program delivers hot, nutritious meals Monday through Friday by volunteer staff. These meals help to improve the physical, mental, social and functional well-being of clients. Silver Key administers both TEFAP (The Emergency Food Assistance Program) and CSFP (Commodity Supplemental Food Program). Silver Key also maintains a food pantry that offers vital assistance to hundreds of clients each month.

Silver Key Senior Services – Services for Independent Living – This program provides a variety of services designed to support seniors over 60, allowing them to live safely in their own homes and out of costly facilities for as long as possible. These services are divided into four major categories, Case Management, Residential, Supportive, and Transportation services. Case Management services entail an assessment of a client's needs and implementation of a plan to meet those needs. Residential services are comprised of homemaking, companionship, personal, live-in, and respite care. Supportive services encompass home maintenance, health equipment and durable goods. Silver Key's Transportation services provide medical, personal, and recreational trips. These services are designed to ensure the safety, independence, and dignity of clients

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 participate in the Golden Circle Nutrition Program (two sites). The 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.

Southern Colorado AIDS Project (S-CAP) – The Client Services program provides emergency financial assistance, referrals to various community resources, housing assistance, and health insurance subsidy. Services are provided by case managers who are specially trained in the unique needs of HIV-infected individuals. Program goals include regaining self–sufficiency, maintaining optimal health and wellness, accessing life-extending health care, and reducing isolation and depression while adjusting to life with a debilitating and potentially terminal illness.

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 afterschool, summer, evening, weekend, and overnight care for their children.

Contract Descriptions (continued)

Special Kids/Special Families – I-CAN - The I-CAN Program is an adult care program developed at the request of parents whose children were aging out of the Zach's Place Program. Options for adult care in the Colorado Springs area are limited, especially for parents who continue to be the guardian and caregiver for their family member. The program serves clients from 18-65 years old. The program is able to accommodate the working caregiver who needs a flexible schedule in order to maintain self-sufficiency while taking care of an adult child with a disability.

Trust, Education, Safety, Support, Action (TESSA) – TESSA 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.

Women's Resource Agency – InterCept is a nurturing youth leadership program targeting at-risk teenage girls over a five year span from grades 8-12 in Harrison School District 2. The program works to break down the girls' fierce pseudo independence and encourages their recognition of the benefits of positive peer support. Participants learn to recognize similarities and tolerate differences, solve complex problems, and build self-esteem, leading to a sense of individual as well as group accomplishment. Some of the core topics addressed include substance abuse and awareness, anger management/violence and gang prevention, Whole Person Theory/nutrition education, human diversity/cultural sensitivity, depression, suicide and self-injury awareness, decision making/goal setting, reproductive health, STD's, pregnancy prevention, domestic violence training, and healthy relationships.

YMCA – 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 recreational activities. Programs include aquatics, soccer, floor hockey, T-ball, basketball, racquetball, flag football, volleyball, kid fit, dance, and fitness activities.

YMCA – Southeast 21st Century Community Learning Center – The Learning Center is a collaborative partnership between the YMCA and Harrison School District 2 to provide academic enrichment programs for Sierra High School students and through partnerships with other community agencies, provide services and activities that benefit students and their families. Specific services offered are summer enrichment programs, English Language Learner classes, homework assistance, credit recovery courses, computer classes, GED and college-to-career workshops, childcare assistance, family events and activities, and health and wellness instruction and activities. The main outcome is to improve the academic achievement of low-income, at-risk students through alternative learning opportunities and to help them graduate from high school.

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2008 – 2009 Changes to General Fund Budget

2008 General Fund Budget $237,255,088

Remove 2008 One-time Expenditures	(776,965)
Savings from 2008 Reorganization*	(303,779)
Reduction to Administrative Prorate Charges	(59,745)

Reduction of Costs (ROC's)	
Salaries and Benefits	
Council Appointees	
City Auditor	
Voluntary Furloughs	(21,500)
City Attorney	
One Week Voluntary Furlough for all General Fund Employees	(9,740)
Eliminate 1 Paralegal (Litigation Specialist II) Position	(62,888)
Eliminate 3 Office Specialist Positions	(103,055)
Eliminate 2 Legal Assistant Positions	(93,936)
Eliminates 4 Attorney Positions	(336,624)
City Clerk	
Eliminate Assistant Deputy City Clerk Position	(58,661)
Eliminate License Enforcement Officer Position	(63,807)
City Manager's Office	
Eliminate Administrative Technician Position	(39,670)
Eliminate Intergovernmental Analyst Position	(95,290)
Municipal Court	
Reduce Miscellaneous Salary and Benefits Accounts	(74,454)
Reduce Seasonal/Temporaries	(52,618)
Community, Infrastructure, and Development	
Community Development	
City Engineering – Eliminate Engineering Technician II Position	(70,815)
City Engineering – Eliminate Senior Civil Engineer Position	(111,360)
City Engineering – Eliminate Inspector Position	(35,408)
City Engineering – Eliminate Senior Office Specialist Position	(55,035)
City Engineering – Eliminate Inspector II Position	(70,815)
City Engineering – Eliminate Inspector II (Special) Position	(70,815)
City Engineering – Eliminate Civil Engineer II (Special) Position	(96,885)
City Engineering – Eliminate Analyst II Position	(74,520)
City Engineering – Eliminate Traffic Engineer II Position	(97,554)
City Engineering – Reduce Salaries	(172,393)
City Engineering – Voluntary Furlough	(75,191)
Land Use Review – Eliminate Office Specialist Position	(50,000)
Land Use Review – Eliminate Planner I Position	(64,800)
Land Use Review – Eliminate Senior Planner Position	(91,560)
Land Use Review – Voluntary Furlough	(66,905)

*A portion of the $500,000 saved by the reorganization is reflected in the ROC's.

2008 – 2009 Changes to General Fund Budget

Reduction of Costs (Continued)

Salaries and Benefits (Continued)

Economic Development	
Comprehensive Planning – Voluntary Furlough	(19,025)
Comprehensive Planning –Eliminate Administrative Technician Temporary Hire	(15,200)
Comprehensive Planning – Shift .33 Planner to the Bike Tax Fund	(30,520)
Housing – Eliminate 0.25 Principal Analyst – Transfer to CDBG Budget	(23,912)
Housing – Voluntary Furlough	(2,249)
Real Estate – Eliminate Data Entry Temporary Positions	(19,933)
Business Development – Eliminate Administrative Technician Position	(61,972)
Public Communications	
Eliminate Public Communications Specialist I – Reduce Salaries and Benefits	(57,618)
Transfer portion of Specialist II Salary and Benefits to Cable Grant	(47,110)
Streets	
Eliminate Equipment Operator I Position	(42,051)
Eliminate Equipment Operator II Position	(55,036)
Eliminate Manager Position	(104,533)
Eliminate Senior Equipment Operator Position	(64,256)
Eliminate Skilled Maintenance Supervisor Position	(80,182)
Financial and Administrative Services	
Financial Services – Eliminate Staff Assistant Position	(62,920)
Financial Services – Eliminate 3 Accounting Technician Positions	(165,105)
Financial Services – Eliminate Administrative Technician Position	(60,910)
Office Services – Eliminate Mail Processing Coordinator Position	(61,572)
Procurement Services – Eliminate Analyst II Position	(60,094)
Procurement Services – Eliminate Senior Office Position	(55,035)
Revenue and Collections – Eliminate Sales Tax Technician Position	(60,910)
Human Resources	
Employment – Reduce Salaries – Eliminate Principal Analyst Position	(93,940)
Employment – Reduce Salaries – Voluntary Furlough	(32,098)
Risk Management – Eliminate Administrative Technician and Office Specialist Positions	(112,088)
Information Technology	
Eliminate 2 Information Systems Manager Positions	(267,000)
Eliminate Information Systems Supervisor Position	(119,000)
Eliminate Network Engineer Position	(81,000)
Eliminate Principal Network Engineer Position	(122,367)
Eliminate Information Systems Analyst I Position	(69,527)
Eliminate Information Systems Analyst I Position	(69,463)
Eliminate Senior Analyst Position	(85,638)
Eliminate Senior IS Analyst Position	(102,000)
Radio Communications – Eliminate Field Engineer and Installer Positions	(122,262)

2008 – 2009 Changes to General Fund Budget

Reduction of Costs (Continued)

Salaries and Benefits (Continued)

Transportation and Parks

Parks, Recreation and Cultural Services

Cultural Services – Reduce Salaries	(32,549)
Forestry – Eliminate Benefits	(16,036)
Forestry – Eliminate Position	(64,145)
Forestry – Reduce Benefits	(12,182)
Forestry – Reduce Salaries	(48,728)
Park Maintenance, Trails and Open Space – Eliminate 3 Positions, Transfer 6 Positions	(571,195)
Park Maintenance, Trails and Open Space – Reduce Seasonal/Temporary Salaries	(279,139)
Parks Administration – Reduce Benefits	(8,000)
Parks Administration – Reduce Salaries	(32,421)
Recreation Services – Reduce Salaries	(121,633)

Transit

Eliminate One Additional Grant Funded Position	(69,196)

Fleet

Eliminate 8 Positions – Supervisor, Fleet and Maintenance Technicians, Administrative Staff	(508,406)

Operating

Council Appointees

City Auditor

Postpone the Update of Seven Machines	(1,378)
Minor Equipment – Change from a Laptop to a Desktop	(1,400)
Out-of-Town Travel	(5,000)
Training	(6,000)
Remove Modification of Office Setups	(1,750)

City Clerk

Advertising Services	(2,250)
Car Mileage	(25)
Cell Airtime	(50)
Cell Equipment Supplies	(75)
Computer Software	(100)
Credit Card Fees	(1,000)
Dues and Memberships	(200)
Educational Assistance	(50)
General Services	(750)
In-Town Meeting Expenses	(50)
Long Distance	(75)
Maintenance Software	(500)
Maintenance Computer Software	(300)
Maintenance Fleet	(25)
Miscellaneous Operating	(1,000)
Office Supplies	(235)
Office Services Records	(250)
Paper Supplies	(100)
Training	(2,300)
Travel	(3,000)

2008 – 2009 Changes to General Fund Budget

Reduction of Costs (Continued)

Operating (Continued)

City Council	
General Supplies	(5,594)
Office Supplies	(650)
Postage	(250)
Printing	(718)
Subscriptions	(225)
City Manager's Office	
Miscellaneous Operating Accounts	(3,800)
Municipal Court	
Advertising	(1,000)
Building Maintenance	(46,300)
Building Security	(70,000)
Car Mileage	(2,200)
Cell Phone Airtime	(400)
Cell Phone Base Charges	(400)
Court Interpreters	(2,700)
Credit Card Services	(13,500)
DP Hardware	(33,336)
General Services	(18,000)
General Supplies	(30,729)
Human Services	(20,000)
In-Town Meeting	(100)
Jury Fees	(1,000)
Maintenance of Office Machines	(100)
Minor Equipment	(4,700)
Outsource Printing	(25,000)
Paper	(4,000)
Pest Control	(700)
Printing	(4,600)
Records	(100)
Software	(600)
Training	(12,000)
Travel	(11,800)
Utilities-Gas	(3,556)
Community, Development and Infrastructure	
Community Development	
Engineering – Office Supplies	(4,811)
Engineering – Department Elimination Savings	(11,571)
Engineering – Miscellaneous Operating Accounts	(257,083)
Engineering – Training from Eliminated Positions	(8,093)
Land Use Review – Miscellaneous Operating Accounts	(45,513)
Stormwater Operations -Miscellaneous Operating Accounts	(6,227)

2008 – 2009 Changes to General Fund Budget

Reduction of Costs (Continued)

Operating (Continued)

Economic Development	
Comprehensive Planning – Miscellaneous Operating Accounts	(16,675)
Housing – Housing Authority Contract Reduction	(30,617)
Housing – Reduce Human Services Funding	(10,000)
Real Estate – Eliminate Subscription to Colorado Springs Business Journal	(90)
Real Estate – Reduce Printing for Archiving	(50)
Real Estate – Reduce Training for Manager and Staff	(250)
Real Estate – General Supplies	(240)
Real Estate – Office Supplies	(330)
Real Estate – Paper Supplies	(150)
Real Estate – Maintenance	(205)
Real Estate – Reduce Manual Printing	(1,591)
Business Development – Consulting Services	(70,150)
Business Development – Dues and Memberships	(2,467)
Public Communications	
Citizens Academy will be Held in 2010	(5,500)
Services	(1,500)
Temporary Employment	(3,625)
Streets	
Lease Purchase Payments	(237,021)
Financial and Administrative Services	
Human Resources	
Employment – Miscellaneous Operating Accounts	(36,450)
Risk Management – Miscellaneous Operating Accounts	(25,364)
Risk Management – Training	(5,000)
Information Technology*	
Radio Communications – Maintenance of Machinery	1,202
Radio Communications – Temporary Employment	30,266
Radio Communications – Minor Equipment	(4,936)
Office Services– General Services	(33,456)
Office Services – Rental equipment	(4,658)

*To achieve the reductions listed, some expenditure lines were increased and some decreased.

Transportation and Parks	
Parks, Recreation and Cultural Services	
Forestry – Miscellaneous Operating Accounts	(200,000)
Park Maintenance, Trails and Open Space – Miscellaneous Operating Accounts	(845,926)
Park Maintenance, Trails and Open Space – Utilities - Water (Transfer to Conservation Trust Fund)	(213,793)
Parks Administration – Miscellaneous Operating Accounts	(68,500)
Recreation Services – Miscellaneous Operating Accounts	(103,783)
Transit*	
Miscellaneous Budget Adjustments per City/PPRTA Split of Shared Expenses	(35,768)
City Fixed-Route Bus Contract (Reflects a 13.67% Reduction of Fixed-Route Service Hours)	(1,036,344)
City Share of Expenses of Fixed-Route Revenue Service Hours	(41,364)
Maintain City Funding for HSP Agencies	171,179
Fully Fund Required Pension Contribution	289,250
Fully Fund the Payment of Rent to Parking Systems for the Downtown Terminal	(4,001)
Fully Fund the Payment to the City Self-Insurance Retention Fund	75,000

2008 – 2009 Changes to General Fund Budget

Reduction of Costs (Continued)	
Operating (Continued)	
Fund the Amount Transferred to Information Technology in Excess of the Amount in the 2008 Transit Services Division Budget	(5,087)
Match for Grant Funded Salaries	12,401
Paratransit Services	(174,762)
Fuel (345,320 Gallons @ $4.00/gal - Reflects a 13.67% Service Cut)	(458,817)
Taxi Services (to Meet Zero Denial ADA Mandate)	(5,056)
*To achieve the reductions listed, some expenditure lines were increased and some decreased.	
Fleet	
Miscellaneous Operating Accounts	(25,000)
Capital Outlay	
Council Appointees	
City Clerk	
Furniture	(300)
City Council	
Office Machines	(643)
Community, Development and Infrastructure	
Community Development	
Land Use Review - Miscellaneous Capital Accounts	(3,300)
Financial and Administrative Services	
Human Resources	
Employment - Furniture	(350)
Employment - Office Machines	(250)
Risk Management – Delay Server Upgrade	(11,000)
Information Technology	
Radio Communications – Miscellaneous Capital Accounts	(19,500)
Transportation and Parks	
Parks Recreation and Cultural Services	
Park Maintenance, Trails and Open Space - Miscellaneous Capital Accounts	(39,000)

2008 – 2009 Changes to General Fund Budget

Other Reductions	
Banking Services Contract Savings	(30,000)
URA Contract Ended	(35,000)
Old City Hall Security Savings	(78,000)
Police - Eliminate Crime Analyst Position	(75,120)
Police - Eliminate Fleet Supervisor Position	(71,769)
Fire - Reduce Vehicle Replacement	(150,000)
Fire - Eliminate 3 Positions	(168,635)
General Costs - Reduce Vehicle Replacement Funding	(320,000)

Unavoidable Expenditure Increases	
Police and Fire - Additional Old Hire Pension Payment	886,251
Police and Fire - New Hire Pension Payment Increase	1,920,565
Police - Restore Air Support Unit Funding Eliminated in 2008 Budget Process	362,500
Police - Elevate Emergency Response Technician One Pay Band	59,004
Police - Provide Additional Funding for Firing Range Maintenance	10,000
Police - Reinstate 4 Police Service Representative (PSR) Positions	223,023
Fire - Restore Fire Department Funding Eliminated in 2008 Budget	380,696
Fleet - Tools	6,250
Fleet - Regulatory Maintenance Inspections	9,650
Fleet - Fuel	1,137,893
General Costs - FLSA Settlement Payment (1 of 3)	1,970,000
General Costs - USOC COP Payment	2,200,495
General Costs - Vendors Fee Reimbursement	310,710
General Costs - Animal Control Contract Annual Increase	43,727
General Costs - Election Expenses	500,000
Utility Rate Increases	540,000

Employee Compensation Changes	
PERA Increase from 11.9% to 12.8%	525,000
Health Insurance Increases	1,862,070

Capital Improvements Program (CIP)	
Replacement of Wahsatch Data Center (Includes PBX System)	1,152,650
Municipal Court HVAC Replacement	37,233
SCIP Debt Payment Increase	2,419,745
Emergency Repair and Maintenance	(400,000)
Street Resurfacing	(4,184,014)
Traffic Signal Acquisition	(210,000)
Sidewalk, Curb and Gutter	(200,000)
Additional General Fund Reduction	(494,278)

Other Budget Increases	
Business Development - Economic Development Consulting Services	75,000
Public Communications - Intergovernmental Contract and Citizen Action Center	15,000
Information Technology - Miscellaneous Operating Expenses	50,000
General Costs - Homeward Pikes Peak	30,000

2008 – 2009 Changes to General Fund Budget

Other Budget Increases Offset by Revenue [*Revenue Source*]	
City Auditor - Add Principal Auditor Position [*Memorial Hospital*]	113,931
Transfer Positions from SWENT to General Fund Streets Division [*SWENT*]	2,196,298
Transit - Downtown Shuttle [*Parking Enterprise*]	26,905
Revenue and Collections - Add 4 Sales Tax Investigators [*Audit Revenue $2,264,310*]	360,310
Engineering - Overtime for Inspections [*Reimbursable Service*]	37,946
Engineering - Sidewalk Snow Removal [*Reimbursable Service*]	15,000
Police - Addition of One School Resource Officer [*School District 20*]	82,433
Cultural Services - Helen Hunt Falls [*Helen Hunt Falls*]	6,000

Other measures to Balance the Budget	
Financial Services - Payroll/Financial System	(54,000)
General Costs – Eliminate Service Awards	(36,000)
General Costs - Other Savings	(403,186)

2009 General Fund Budget	**$238,481,638**

2008 – 2009 Position Eliminations

(Includes Positions Eliminated During 2008)

Department/Division	Title	FTE
General Fund		
Council Appointees		
City Attorney	Office Specialist	3.00
City Attorney	Legal Assistant	2.00
City Attorney	Paralegal (Litigation Specialist II)	1.00
City Attorney	Attorney	1.00
City Attorney	Attorney	1.00
City Attorney	Attorney	1.00
City Attorney	Attorney	1.00
City Clerk	Analyst II (Assistant Deputy City Clerk)	1.00
City Clerk	License Enforcement Officer	1.00
City Manager's Office	Intergovernmental Affairs Analyst	1.00
City Manager's Office	Administrative Technician	0.75
Municipal Court	Information Technology Technician (from 1.0 to 0.5)	0.50
Financial and Administrative Services		
Financial Services	Staff Assistant	1.00
Financial Services	Accounting Technician	1.00
Financial Services	Accounting Technician	1.00
Financial Services	Accounting Technician	1.00
Financial Services	Administrative Technician	1.00
Procurement Services	Senior Office Specialist	1.00
Procurement Services	Contract Analyst I	1.00
Revenue and Collections	Sales Tax Technician	1.00
Employment	Principal Analyst	1.00
Information Technology	Information Systems Manager	1.00
Information Technology	Information Systems Manager	1.00
Information Technology	Senior Information Systems Analyst	1.00
Information Technology	Information Systems Supervisor	1.00
Information Technology	Network Engineer	1.00
Information Technology	Principal Network Engineer	1.00
Information Technology	Information Systems Analyst I	1.00
Information Technology	Information Systems Analyst I	1.00
Information Technology	Senior Analyst	1.00
Community, Infrastructure and Development		
Business Development	Administrative Technician	1.00
City Engineering	Inspector II	0.50
City Engineering	Inspector II	1.00
City Engineering	Senior Office Specialist	1.00
City Engineering	Senior Civil Engineer	1.00
City Engineering	Civil Engineer II	1.00
City Engineering	Engineering Technician II	1.00
City Engineering	Inspector II	1.00
City Engineering	Analyst II	1.00
City Engineering	Traffic Engineer II	1.00
City Engineering	Traffic Program Supervisor	1.00
City Engineering	Signs and Markings Supervisor	1.00

2008 – 2009 Position Eliminations

(Includes Positions Eliminated During 2008)

Department/Division	Title	FTE
General Fund		
Land Use Review	Senior Planner	1.00
Land Use Review	Planner I	1.00
Land Use Review	Office Specialist	1.00
Public Communications	Public Communications Specialist I	1.00
Public Communications	Public Communications Specialist II	0.50
Streets	Equipment Operator I	1.00
Streets	Equipment Operator II	1.00
Streets	Senior Equipment Operator	1.00
Streets	Skilled Maintenance Supervisor	1.00
Streets	Streets Manager	1.00
Transportation and Parks		
Forestry	Forestry Technician	1.00
Forestry	Skilled Maintenance Supervisor	1.00
Parks Administration	Staff Assistant	1.00
Recreation Services	Recreation Assistant	0.75
Park Maintenance, Trails and Open Space	Maintenance Technician II	1.00
Park Maintenance, Trails and Open Space	Maintenance Technician II	1.00
Park Maintenance, Trails and Open Space	Maintenance Technician II	1.00
Park Maintenance, Trails and Open Space	Maintenance Technician II	1.00
Park Maintenance, Trails and Open Space	Maintenance Technician II	1.00
Park Maintenance, Trails and Open Space	Maintenance Technician II	1.00
Park Maintenance, Trails and Open Space	Maintenance Technician II	1.00
Park Maintenance, Trails and Open Space	Senior Maintenance Technician	1.00
Park Maintenance, Trails and Open Space	Skilled Maintenance Supervisor	1.00
Transit	Information Systems Technician	1.00
Transit	Transit Dispatcher	1.00
Transit	Analyst II	1.00
Fire		
Fire	Investigator	1.00
Fire	Investigator	1.00
Fire	Code Inspector	1.00
Fire	Senior Office Specialist	1.00
Fire	Fleet Inventory Specialist	1.00
Fire	Battalion Chief	1.00
Police		
Police	Analyst II (Crime)	1.00
Reorganization		
Reorganization	Public Works Director	1.00
Reorganization	Traffic Engineering Manager	1.00
	General Fund Total	**78.00**

2008 – 2009 Position Eliminations

(Includes Positions Eliminated During 2008)

Department/Division	Title	FTE
Support Services		
Financial and Administrative Services		
Procurement Services	Mail Processing Coordinator	1.00
Radio	Field Engineer	1.00
Radio	Installer	1.00
Risk Management	Administrative Technician	1.00
Risk Management	Office Specialist	1.00
Reorganization	Internal Support Services Director	1.00
Reorganization	Administrative Technician Internal Support	1.00
Transportation and Parks		
Fleet	Maintenance Technician	1.00
Fleet	Equipment Operator III	1.00
Fleet	Associate Fleet Technician	1.00
Fleet	Fleet Technician (Body Shop)	1.00
Fleet	Staff Assistant	1.00
Fleet	Administrative Technician	1.00
Fleet	Associate Fleet Technician	1.00
Fleet	Associate Fleet Technician	1.00
	Support Services Fund Total	15.00
	Total Positions	**93.00**

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User Fees and Charges

The fees listed in this table are the charges for services adjusted or added in 2009.

All departments followed all normal processes for approving these fee modifications. Processes included, but are not limited to, stakeholder meetings, public hearings, resolution/code adjustments, and necessary approval actions for implementation in 2009.

Program – Service Fee Description	As of Dec. 31, 2008	After Dec. 31, 2008
City Attorney		
Deputy City Attorney	$127.54	$131.23
Assistant City Attorney	$107.90	$111.03
Senior Attorney	$93.33	$96.04
Attorney	$76.31	$78.52
Staff Attorney	$58.77	$60.47
Paralegal	$60.10	$61.84
Legal Administrator	$81.26	$82.44
City Clerk		
Application Fees of New Liquor License (Effective July 1, 2009 - Approximately 25 New Applications)	$750.00	$875.00
Engineering		
Development Review Fees		
Amendment to Plat Restriction	$67.00	$70.48
Annexations	$2,120.00 + $28.00/ac ≤ 100 ac + 12 ac thereafter	$2,353.00 + $32.00/ac ≤ 100 ac + 14 ac thereafter
Building Permit to Unplatted Land	$111.00	$116.77
Building Permit Prior to Platting	$472.00	$496.54
Commercial Mobile Radio Service (CMRS) Conditional Use	$67.00	$70.48
CMRS Development Plan	$350.00	$368.20
CMRS Minor DP Amendment	$67.00	$70.48
Concept Plans (CP), Development Plans (DP) or Minor Development Plans (MDP) - Commercial (New or Major Amendment)	$389.00	$409.23
CP, DP, or MDP - Commercial HS or SS Project (New or Major Amendment)	$428.00	$450.26
CP, DP, or MDP Plans - Residential (New or Major Amendment)	$389.00	$409.23
CP, DP, or MDP - Residential HS or SS Project (New or Major Amendment)	$428.00	$450.26
Conditional Use, Use Variance and OR (Office/Residential) Zone Change (New or Major Amendment)	$67.00	$70.48

CD – Concept Plan
CMRS – Commercial Mobile Radio Service
DP – Development Plan
MDP – Minor Development Plan
MU – Mixed Use
PUD – Planned Unit Development

Program – Service Fee Description	As of Dec. 31, 2008	After Dec. 31, 2008
Engineering (continued)		
CP or DP – Mixed Use (MU) Zone	$428.00	$450.26
CP or DP – Planned Unit Development (PUD) Zone	$428.00	$450.26
Land Use Map Amendment	$67.00	$70.48
Master Plans	$628.00	$660.66
Minor Amendment to CP, DP, MDP or Conditional Use and/or UV	$67.00	$70.48
Minor Adjustment to Master Plan	$67.00	$70.48
Minor Amendment to Master Plan	$67.00	$70.48
MU Zone Change	$389.00	$409.23
Non-Use Variance	$50.00	$52.60
Preservation Easement Adjustment	$67.00	$70.48
Property Boundary Adjustment	$67.00	$70.48
PUD Plan	$389.00	$409.23
PUD Zone Change	$389.00	$409.23
Review of Geologic Hazard Reports	$267.00	$280.88
Review of Geological Hazard Exemptions	$67.00	$70.48
Subdivision Plat Commercial, PUD or MU Zones	$389.00	$409.23
Subdivision Plat Commercial, PUD or MU Zones Hillside or Streamside Project	$389.00	$450.26
Subdivision Plat Residential	$389.00	$450.26
Subdivision Plats Residential Hillside or Streamside Project	$389.00	$450.26
Street or Plat Vacations	$278.00	$292.46
Subdivision Waiver from Design Standards	$278.00	$292.46
Waiver of Replat	$67.00	$70.48
Engineering Review Fees		
Single Family with Internal Public Streets	$101.00	$106.25
Single Family with Private (or No Internal) Streets	$72.00	$75.74
Minor Plats Residential	$50.00	$52.60
Commercial / Industrial	$250.00	$263.00
Multifamily	$250.00	$263.00
Minor Plat Multifamily or Commercial Annexations	$83.00	$87.32
New Right-of-Way(ROW) Only - No Lots	$250.00	$263.00
ROW Vacation	$106.00	$111.51
Zone Change	$389.00	$409.23
Development Review Fees - Traffic		
Master Plans	$373.00 plus $5.00/acre	$382.88 plus 5.13
Minor Amendment to Master Plan	$193.00	$198.11
Development Agreements	$1,593.00	$1,635.21
PUD Zone Change	$289.00 plus $5.00/acre	$296.66 plus $5.13/acre
PUD Plan	$1,175.00 plus $20.00/acre	$1,206.14 plus $20.53/acre
CP or DP - PUD Zone	$1,245.00 plus $21.00/acre	$1,277.99 plus $21.56/acre

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Program – Service Fee Description	As of Dec. 31, 2008	After Dec. 31, 2008
Engineering (continued)		
MU Zone Change	$667.00 plus $10.00/acre	$684.67 plus $10.26/acre
CP or DP - MU Zone	$704.00 plus $10.00/acre	$722.66 plus $10.26/acre
Zone Change	$266.00 plus $2.00/acre	$273.05 plus $2.05/acre
CP, DP or MDP – Commercial (New or Major Amendment)	$694.00 plus $22.00/acre	$712.39 plus $22.58/acre
CP, DP or MDP – Residential (New or Major Amendment)	$592.00 plus $4.00/lot/unit	$607.68 plus $4.11/lot/unit
Conditional Use, Use Variance and OR (Office/Residential) Zone Change (New or Major Amendment)	$146.00	$149.87
Minor Amendment to CP, DP, MDP, CU and/or UV	$82.00	$84.17
Subdivision Plat, Commercial, PUD or MU Zones	$60.00 plus $3.00/acre	$61.59 plus $3.08/acre
Subdivision Plat, Residential	$64.00 plus $0.60/lot/unit	$65.70 plus $0.62/lot/unit
Amendment to Plat Restriction	$39.00	$40.03
Non-Use Variance - Commercial	$61.00/property; unlimited # of variances	$62.62/property; unlimited # of variances
Non-Use Variance - Residential	$61.00/property; unlimited # of variances	$62.62/property; unlimited # of variances
Property Boundary Adjustment, Waiver of Replat, Building Permit to Unplatted Land, Building Permit prior to Platting	$33.00	$33.87
Subdivision Wavier from Procedural Requirement and/or Design Standards	$453.00 only if waiving street design standards	$65.00 only if waiving street design standards
Street Name Change	$22.00	$22.58
Street or Plat Vacation	$94.00	$96.49
ELIMINATED CATEGORY: CP, DP, MDP or Subdivsion Plat Hillside/Streamside		
Development Inspection Fees		
Single Family with Private (or No Internal) Streets	$61.00	$64.17
Single Family with Public Internal Streets	$189.00	$198.83
ROW Only, No Lots	$1.40	$1.47
Multifamily	$236.00	$248.27
Commercial	$252.00	$265.10
Excavation Permit Fees		
Trenching Excavation Permit		
Non-Telecommunication Provider / Non-cable Operator		
Excavations Less than 100 Ft. Long (No Intersections)	$125.00	$131.50
Excavations 100 Ft. - 500 Ft. Long (No Intersections)	$163.00	$171.48
Excavation Over 500 Ft.	$328.00	$345.06
Excavation Involving any Intersection	$328.00	$345.06

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Program – Service Fee Description	As of Dec. 31, 2008	After Dec. 31, 2008
Engineering (continued)		
Trenching Excavation Permit		
Telecommunication Provider / Cable Operator		
Excavations Less than 100 Ft. Long (No Intersections)	$114.00	$119.93
Excavations 100 Ft. - 500 Ft. Long (No Intersections)	$153.00	$160.96
Excavation Over 500 Ft.	$305.00	$320.86
Excavation Involving any Intersection	$305.00	$320.86
Boring Permit		
Non-Telecommunication Provider / Non-cable Operator		
Less than 200 Ft.	$125.00	$131.50
200 Ft. to 550 Ft.	$245.00	$257.74
550 Ft. to 1,000 Ft.	$365.00	$383.98
Involving Intersection	$328.00	$345.06
Core/Soil Samples	$125.00	$131.50
Boring Permit		
Telecommunication Provider / Cable Operator		
Less than 200 Ft.	$114.00	$119.93
200 Ft. to 550 Ft.	$229.00	$240.91
550 Ft. to 1,000 Ft.	$343.00	$360.84
Involving Intersection	$305.00	$320.86
Core/Soil Samples	$114.00	$119.93
Pavement Degradation Fees		
Non-Telecommunication Provider / Non-cable Operator		
Arterial/Collector Pavement Age 0-5 Years (Sq. Ft.)	$3.50	$3.68
Arterial/Collector Pavement Age 6-20 Years (Sq. Ft.)	$2.50	$2.63
Residential Pavement Age 0-5 Years (Sq. Ft.)	$3.00	$3.16
Residential Pavement Age 6-20 Years	$2.50	$2.63
Telecommunication Provider / Cable Operator		
Arterial/Collector Pavement Age 0-5 Years (Sq. Ft.)	$3.40	$3.58
Arterial/Collector Pavement Age 6-20 Years (Sq. Ft.)	$2.40	$2.52
Residential Pavement Age 0-5 Years (Sq. Ft.)	$2.90	$3.05
Residential Pavement Age 6-20 Years (Sq. Ft.)	$2.40	$2.52
Concrete Permit Fees		
Type of Permit		
Sidewalk-Minimum Base Charge for 1st 100 Ft.	$22.00	$23.14
plus for each Additional Lineal Foot	$0.38	$0.40
Curb/Gutter-Minimum Base Charge for 1st 100 Ft.	$22.00	$23.14
plus for each Additional Lineal Foot	$0.38	$0.40

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Program – Service Fee Description	As of Dec. 31, 2008	After Dec. 31, 2008
Engineering (continued)		
Residential Driveway/Curb Cut	$22.00	$23.14
Commercial Driveway/Curb Cut	$22.00	$23.14
Ped Ramp	$22.00	$23.14
Crosspan	$22.00	$23.14
Square Return	$22.00	$23.14
Joint Radii/Crosspan	$22.00	$23.14
Storm Sewer Inlet	$33.00	$34.72
Structure Concrete Items	$54.00	$56.81
Others	$22.00	$23.14
Re-inspection (Re-do)	$33.00	$34.72
Comprehensive Planning		
Annexations	$2,300.00 plus $30.00/acre for the first 100 acres; $11.00/acre thereafter plus newspaper pub cost	$2,380.00 plus $31.00/acre for the first 100 acres; $11.00/acre thereafter plus newspaper pub cost
Land Use Review		
Annexations	$2,300.00 plus $30.00/acre for the first 100 acres; $11.00/acre thereafter plus newspaper pub cost	$2,385.00 plus $31.00/acre for the first 100 acres; $11.00/acre thereafter plus newspaper pub cost
Land Use Map Amendment	$870.00	$900.00
Master Plans	$1,210.00 plus $12.00/acre	$1,255.00 plus $12.00/acre
Minor Amendment to an Approved Master Plan	$690.00	$715.00
Minor Adjustment to an Approved Master Plan	$170.00	$175.00
Development Agreement	$2,225.00	$2,305.00
PUD Zone Change	$1,730.00 plus $29.00/acre	$1,795.00 plus $30.00/acre
PUD Plan	$1,730.00 plus $29.00/acre	$1,795.00 plus $30.00/acre
CD or DP in a PUD Zone	$1,730.00 plus $29.00/acre	$1,795.00 plus $30.00/acre
MU Zone Change	$1,730.00 plus $29.00/acre	$1,795.00 plus $30.00/acre
CD or DP in an MU Zone	$1,730.00 plus $29.00/acre	$1,795.00 plus $30.00/acre
Establishment of an Agricultural (A) Zone	$870.00 plus $5.00/acre	$900.00 plus $5.00/acre
Change of Zone Classification	$1,385.00 plus $11.00/acre	$1,435.00 plus $11.00/acre
CD, DP, or MDP - Commercial	$1,620.00 plus $29.00/acre	$1,680.00 plus $30.00/acre

CD – Concept Plan
CMRS – Commercial Mobile Radio Service
DP – Development Plan
MDP – Minor Development Plan
MU – Mixed Use
PUD – Planned Unit Development

Program – Service Fee Description	As of Dec. 31, 2008	After Dec. 31, 2008
Land Use Review (continued)		
CD, DP, or MDP - Commercial (Hillside or Streamside Overlay)	$1,620.00 plus $29.00/acre plus 10%	$1,680.00 plus $30.00/acre plus 10%
CD, DP, or MDP - Residential	$1,620.00 plus $5.00/lot or unit	$1,680.00 plus $5.00/lot or unit
CD, DP, or MDP - Residential (Hillside or Streamside Overlay)	$1,620.00 plus $5.00/lot or unit plus 10%	$1,680.00 plus $5.00/lot or unit plus 10%
Conditional Use-New Construction of Buildings	$1,620.00 plus $29.00/acre	$1,680.00 plus $30.00/acre
Conditional Use-Conversion of Existing Buildings	$1,265.00	$1,310.00
Use Variance-New Construction of Buildings	$1,620.00 plus $29.00 acre	$1,675 .00 plus $30.00/acre
Use Variance-Conversion of Existing Buildings	$1,265.00	$1,310.00
Minor Amendment to an Approved CD, DP, or MDP, Conditional Use or Use Variance	$300.00	$310.00
Subdivision Plat – Commercial PUD or MU Zone	$980.00 plus $24.00/acre	$1,015.00 plus $25.00/acre
Subdivision Plat – Residential	$870.00 plus $5.00/lot or unit	$900.00 plus $5.00/lot or unit
Amendment to Plat Restriction	$80.00	$600.00
CMRS Conditional Use	$2,775.00	$2,875.00
CMRS Development Plan	$1,210.00	$1,255.00
CMRS Minor Amendment	$755.00	$780.00
Non-Use Variance - Commercial	$435.00/variance for each of the first two variances; $200.00/variance thereafter	$450.00/variance for each of the first two variances; $200.00/variance thereafter
Non-Use Variance - Residential	$210.00/variance for each of the first two variances; $110.00/variance thereafter	$220.00/variance for each of the first two variances; $110.00/variance thereafter
Non-Use Variance Time Extension	$210.00	$220.00
Appeal of an Administrative Decision to Planning Commission	$170.00	$175.00
Appeal of a Planning Commission Decision to City Council	$170.00	$175.00
Property Boundary Adjustment, Waiver of Replat, Building Permit to Unplatted Land or Building Permit prior to Platting	$290.00	$300.00
Preservation Easement Adjustment	$700.00	$725.00
Subdivision Waiver from Procedural Requirements or Design Standards	$700.00	$725.00
Appeal of an Administrative Decision to Planning Commission	$170.00	$175.00

CD – Concept Plan
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Program – Service Fee Description	As of Dec. 31, 2008	After Dec. 31, 2008
Land Use Review (continued)		
Appeal of a Planning Commission Decision to City Council	$170.00	$175.00
Property Boundary Adjustment, Waiver of Replat, Building Permit to Unplatted Land or Building Permit prior to Platting	$290.00	$300.00
Preservation Easement Adjustment	$700.00	$725.00
Subdivision Waiver from Procedural Requirements or Design Standards	$700.00	$725.00
Street Name Change	$580.00	$600.00
Street or Plat Vacation	$1,160.00	$1,200.00
Human Service Establishment Administrative Permit	$225.00	$235.00
Human Service Establishment Administrative Permit for Facility, Shelter or Group Home	$225.00	$235.00
Compliance Letter Inspection	$290.00	$300.00
Zoning Verification Letter	$90.00	$95.00
Non-Conforming Use Letter	$170.00	$175.00
Rebuild Letter	$170.00	$175.00
Temporary Use Permit	$100.00 plus $22.00/month	$105 plus $23.00/month
Sexually Oriented Business Administrative Permit	$450.00	$465.00
Administrative Relief Request	$145.00/relief request for each of the first two requests; $70.00/relief request thereafter	$150.00/relief request for each of the first two requests; $70.00/relief request thereafter
Parks, Recreation and Cultural Services		
Parks, Recreation and Cultural Services Administration		
Bancroft Park	$15.00/Hr to $75.00 Max	$20.00/Hr to $80.00 Max
Picnic per Event(Reserved Areas Only)	$50.00	$60.00
Major Commercial Use Permit (National Advertising, Commercial Ventures)	$200.00/Event and Direct Costs	$240.00/Event and Direct Costs
Major Park Use (Special Events, Festivals, etc., Requiring Use Agreement), an Event is Considered a Major Park use When it Involves Police Officers, Road Closures, Bands, Tents, Vendors, and Large Groups; Also, Races and Walks are Considered a Major Park Use if Impact is Minimal but Participation Requires an Entry Fee, a Certificate of Insurance is Required	$200.00/Event and Minimum $150.00 Refundable Damage Deposit	$240.00/Event and Minimum $150.00 Refundable Damage Deposit
Minor Park Use per Day (Under 100 People, Temporary Park Permit Issued), an Event is Considered a Minor Park Use When an Organizer Requests Exclusive Use of a Park Area, but the Event does not Significantly Impact the Park, a Certificate of Insurance is Required	$50.00	$60.00

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Program – Service Fee Description	As of Dec. 31, 2008	After Dec. 31, 2008
Parks, Recreation and Cultural Services (continued)		
Parks, Recreation and Cultural Services Administration (continued)		
Vending Permit (Food, Nonalcoholic Beverages, Souvenirs)	$7.50/Unit/Hour $200.00 Blanket Permit	$10.00/Unit/Hour $250.00 Blanket Permit
Transport Vehicle	$50.00/Rental	$75.00/Rental
Adult Sports		
Summer Softball-Senior Softball 60+, per Person	$5.00	$10.00
Fall Volleyball	$245.00	$260.00
Spring Volleyball (4 Person)	$190.00	$250.00
Spring Volleyball (6 Person)	$245.00	$260.00
Winter Volleyball (4 Person)	$210.00	$290.00
Winter Volleyball (6 Person)	$280.00	$300.00
Winter Basketball	$345.00	$350.00
Spring/Fall Basketball	$300.00	$320.00
3-on3 Basketball	$75.00	$80.00
Winter Dodgeball	$230.00	$250.00
Aquatics		
Pool Rentals-Birthday Parties - Wilson Ranch, AFC & Cottonwood Pools	$95.00	$105.00
Pool Rentals-Birthday Parties - Other Aquatic Facilities	$75.00	$85.00
Lifeguard Training Classes	$90.00	$125.00
Water Safety Instructor Classes	$100.00	$175.00
Summer High School Hockey League	$175.00	$200.00
Birthday Parties (15 Persons)	$95.00	$105.00
Sertich Ice Center		
Summer High School Hockey League	$175.00	$200.00
Birthday Parties (15 Persons)	$95.00	$105.00
Arena Rental – Commercial Filming, Photo Session (per Hour)	$190.00	$200.00
Arena Rental - Hourly	$175.00	$185.00
City Auditorium		
Lon Chaney Theater-Nonprofit (12 Hours)	$175.00	$200.00
Auditorium Staff Person	$25.00	$30.00
Arena – Main Stage – Commercial (12 Hours)	$1,300.00	$1,400.00
Arena – Main Stage – Nonprofit (12 Hours)	$1,100.00	$1,150.00
Community Programs		
Little Quarterbacks	$40.00	$42.00
Young Stars Summer Day Camp	$120.00	$150.00
Youth Wrestling	$80.00	$90.00

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Program – Service Fee Description	As of Dec. 31, 2008	After Dec. 31, 2008
Parks, Recreation and Cultural Services (continued)		
Community Programs (continued)		
Youth Boxing	$82.00	$90.00
Fall Instructional Baseball	$80.00	$85.00
Camp City Voyage	$120.00	$140.00
Deerfield Hills Community Center		
Rentals-For-Profit-Room	$30.00	$35.00
Rentals-For-Profit-Entire Facility	$40.00	$50.00
Rentals-Not-For-Profit-Room	$25.00	$30.00
Rentals-Not-For-Profit-Entire Facility	$35.00	$45.00
Summer Camp Deerfield	$186.00	$205.00
Summer Blocks TT	$55.00	$61.00
Summer Blocks MWF	$73.00	$81.00
After School M-F	$47.00	$55.00
School Year EC TT	$50.00	$52.00
Spring Break	$35.00	$40.00
Full Day Features	$8.00	$10.00
Camp Sand Creek	n/a	$190.00
Hillside Community Center		
Rentals-For-Profit-Kitchen	$55.00	$60.00
Rentals-For-Profit-Room	$30.00	$35.00
Rentals-For-Profit-Gymnasium	$35.00	$45.00
Rentals-For-Profit-Entire Facility	$125.00	$135.00
Rentals-Not-For-Profit-Kitchen	$55.00	$60.00
Rentals-Not-For-Profit-Room	$25.00	$30.00
Rentals-Not-For-Profit-Gymnasium	$35.00	$45.00
YESS M-F	$40.00	$42.00
Summer Camp Elementary/Teen	$186.00	$205.00
Stepping Stones M-F	$155.00	$197.00
First Impressions M-F	$155.00	$190.00
Spring Break Elementary/Teen	$35.00	$40.00
Full-Day Features	$8.00	$9.00
Senior Ceramics (3-Hour Session; Volunteer Instructor)	$8.00	$11.00
Computer Class (Volunteer Instructor)	$14.00	$15.00
Point of View After School M-F	$20.00	$37.00
Ultimate Girl	$20.00	$35.00
Meadows Park Community Center		
Rentals-For-Profit-Room	$30.00	$35.00
Rentals-For-Profit-Gymnasium	$30.00	$35.00
Rentals-For-Profit-Entire Facility	$40.00	$50.00
Rentals-Not-For-Profit-Room	$25.00	$30.00

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Program – Service Fee Description	As of Dec. 31, 2008	After Dec. 31, 2008
Parks, Recreation and Cultural Services (continued)		
Meadows Park Community Center		
Rentals-Not-For-Profit-Gymnasium	$30.00	$35.00
Rentals-Not-For-Profit-Entire Facility	$35.00	$45.00
Summer Camp Elementary	$186.00	$205.00
Senior Ceramics (2-Hour Session; Volunteer Instructor)	$25.00	$28.00
Otis Park Community Center		
Rentals-For-Profit-Room	$30.00	$35.00
Rentals-For-Profit-Entire Facility	$40.00	$50.00
Rentals-Not-For-Profit-Room	$25.00	$30.00
Rentals-Not-For-Profit-Entire Facility	$35.00	$45.00
Colorado Springs Senior Center		
Rentals-For-Profit-Kitchen	$55.00	$60.00
Rentals-For-Profit-Room	$30.00	$35.00
Rentals-For-Profit-Entire Facility	$125.00	$135.00
Rentals-Not-For-Profit-Kitchen	$55.00	$60.00
Rentals-Not-For-Profit-Room	$25.00	$30.00
Step Aerobics (8-Week Session)	$30.00	$32.00
Sit and Tone (8-Week Session)	$28.00	$31.00
Fit Ball (8-Week Session)	$20.00	$22.00
Let's Sit and Be Fit (8-Week Session)	$28.00	$31.00
Tai Chi (8-Week Session)	$28.00	$32.00
Total Bodyworks (8-Week Session)	$40.00	$43.00
Walk Your Way to Fitness (8-Week Session)	$20.00	$21.00
Yoga (8-Week Session)	$27.00	$32.00
Weight Training (8-Week Session)	$40.00	$44.00
LeBed Method Exercise (8-Week Session)	$28.00	$32.00
Tap Dance (Volunteer Instructor) (8-Week Session)	$11.00	$16.00
Line Dance I, II and III (Volunteer Lead) (8-Week Session)	$11.00	$12.00
Stained Glass (8-Week Session)	$45.00	$50.00
Scroll Saw Magic (Volunteer Lead) (8-Week Session)	$28.00	$30.00
Wheel Throwing (Volunteer lead) (8-Week Session)	$50.00	$53.00
Step Aerobics (6-Week Session)	$21.00	$23.00
Sit and Tone (6-Week Session)	$17.00	$21.00
Let's Sit and Be Fit (6-Week Session)	$17.00	$21.00
Tai Chi (6-Week Session)	$17.00	$25.00
Total Bodyworks (6-Week Session)	$28.00	$30.00
Walk Your Way to Fitness (6-Week Session)	$14.00	$16.00
Yoga (6-Week Session)	$19.00	$23.00
Weight Training (6-Week Session)	$28.00	$33.00
Spanish (Volunteer Lead) (6-Week Session)	n/a	$11.00

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Program – Service Fee Description	As of Dec. 31, 2008	After Dec. 31, 2008
Parks, Recreation and Cultural Services (continued)		
Colorado Springs Senior Center (continued)		
Tap Dance (Volunteer Instructor) (6-Week Session)	$13.00	$14.00
Stained Glass (6-Week Session)	$45.00	$50.00
Scroll Saw Magic (Volunteer Lead) (6-Week Session)	$18.00	$25.00
Gem Stones (Volunteer Lead) (6-Week Session)	$35.00	$38.00
Clay Play (6-Week Session)	$50.00	$54.00
Basketry (Volunteer Lead) (6-Week Session)	$20.00	$21.00
Beading (Volunteer Lead) (6-Week Session)	$20.00	$21.00
Happy Painting (6-Week Session)	$50.00	$55.00
Still Life With Palette Knife (6-Week Session)	$50.00	$53.00
Watercolor by Design (6-Week Session)	$50.00	$54.00
Watercolor Bold and Free (6-Week Session)	$50.00	$54.00
Computers (Volunteer Lead) (5-Week Session)	$9.00	$11.00
Spanish (Volunteer Lead) (5-Week Session)	n/a	$7.00
Paper Casting (5-Week Session)	$10.00	$12.00
Scroll Saw Magic (Volunteer Lead) (5-Week Session)	$21.00	$22.00
Valentine Flower Arrangements (5-Week Session)	$28.00	$30.00
Magnetic Wrap Jewelry (5-Week Session)	$8.00	$9.00
Fused Glass Wind Chimes (5-Week Session)	$27.00	$34.00
Fused Glass Picture Frames (5-Week Session)	$27.00	$30.00
Garden Flowers on Yupo (5-Week session)	$20.00	$25.00
Watercolor on Yupo with LuAnn (5-Week Session)	$20.00	$25.00
Knitting Scarves (5-Week Session)	$20.00	$22.00
Painting on Wood (5-Week Session)	$20.00	$21.00
Therapeutic Recreation		
Rafting	$25.00	$27.00
Summer Camp Program	$145.00	$170.00
Leisure Lifestyles	$17.00	$20.00
Friday Afternoon Club	$40.00	$42.00
Teen SCOPE	$155.00	$183.00
BBQ Hayride	$13.00	$14.00
Cooking Class	$14.00	$15.00
West Center		
Summer Quest	$186.00	$205.00
Summer Blocks TT	$61.00	$65.00
Summer Blocks MWF	$89.00	$95.00
Building Blocks MWF	$85.00	$90.00
Spring Break M-F	$35.00	$40.00
Rock Ledge Ranch Early Childhood MWF	$135.00	$145.00
Introduction to Boxing	$6.00	$20.00
Youth Dance	$9.00	$15.00

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Program – Service Fee Description	As of Dec. 31, 2008	After Dec. 31, 2008
Parks, Recreation and Cultural Services (continued)		
West Center (continued)		
Expressive Art Work	$6.00	$18.00
Expressive Art Work II	$6.00	$18.00
Exercise	$26.00	$30.00
Tai Chi	$26.00	$30.00
Tai Chi Chen	$26.00	$30.00
Youth Sports		
Soccer (5-17 yrs)	$45.00	$47.00
Summer Blocks Park Camp MWF	$170.00	$175.00
Patty Jewett Golf Course		
Daily Fee 18-Hole Prime	$28.00	$30.00
Daily Fee 9-Hole Prime	$14.50	$15.50
Daily 18 Hole	$26.00	$28.00
Daily 9 Hole	$13.50	$14.50
High Schools	$350	$400
City Cart Fees Daily	$12.00 for 9 and $24.00 for 18	$12.50 for 9 and $25.00 for 18
Operating Fee Daily	$8.50	$9.50
Annual Permit Prime	$9.50	$10.50
Valley Hi Golf Course		
Daily 18-Hole Prime	$28.00	$30.00
Daily 9-Hole Prime	$14.50	$15.50
Daily 18 Hole	$26.00	$28.00
Daily 9 Hole	$13.50	$14.50
High Schools	$350	$400
City Cart Fees Daily	$12.00 for 9 and $24.00 for 18	$12.50 for 9 and $25.00 for 18
Operating Fee Daily	$8.50	$9.50
Annual Permit Prime	$9.50	$10.50
Police		
Alarm Site Registration - under Age 65	One-time $12.00 fee	Annual $25.00 fee
Alarm Site Registration – Age 65 and Older	One-time $12.00 fee	Annual $15.00 fee
2nd False Alarm Fee	0	$30.00
3rd False Alarm Fee	$25.00	$75.00
4th False Alarm Fee	$25.00	$100.00
5th False Alarm Fee	0	$200.00
Alarm Site Response Reinstatement Fee	0	$100.00

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Program – Service Fee Description	As of Dec. 31, 2008	After Dec. 31, 2008
Radio		
Cell Site Leasing – Base Rent (12' x 20')	$2,117.56	$2,223.44
Cell Site Leasing – Base Rent (4' x 4')	$141.18	$148.23
Cell Site Leasing – Attachment Fee	$81.44	$85.52
Stormwater Enterprise		
Groundwater System Fee	$0.00	$50.00/residential lot, paid at the time building permit is acquired
State Safety Traffic Development Fees		
Traffic Signal Maintenance per Intergovernmental Agreement (IGA)	$15,403.00	$25,920.00
Transit		
Fixed-Route Fare Increase	$1.50/trip	$1.75/trip
Paratransit Fare Increase	$2.50/trip	$3.00/trip

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Vehicle Replacement

DEPARTMENT	DESCRIPTION	COST
Police	PD Emergency Sedan (18 at $28,264)	$ 508,752
	PD Emergency SUV (1 at $42,120)	42,120
	Trailblazer (2 at $45,508)	90,710
	Subtotal	**$641,582**
Revenue and Collections	Hybrid Sedan (4 at $27,482)	$ 109,928
	Subtotal	**$109,928**
	Total	**$ 751,510**

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Ordinance No. 08-212

AN ORDINANCE MAKING THE ANNUAL TAX LEVY FOR THE CITY OF COLORADO SPRINGS FOR THE YEAR ENDING DECEMBER 31, 2009

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COLORADO SPRINGS:

Section 1. Based upon the budget presented by the City Manager, this City Council hereby estimates the property tax revenue of the City of Colorado Springs for the year 2009 to be:

General Fund:

General Property Taxes based on 4.944 mills **$22,229,444**

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 $22,229,444.

Section 3. That the property tax 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 2008 of 4.944 mills as a tax levy for City purposes to be due and payable in and during the year 2009.

	Mills
For interest on General Obligation Bonds	0.019
For redemption of General Obligation Bonds	0.646
For General Purpose	4.279
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 2009 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 shall be in full force and effect from and after its passage and publication as provided by City Charter.

Introduced, read, and passed on first reading and ordered published this 25th day of November, 2008.

Lionel Rivera
Mayor

ATTEST:

Kathryn M. Young
City Clerk

Finally passed, adopted and approved this 9th day of December 2008.

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, 2009"** was introduced and read at a regular meeting of the City Council of the City of Colorado Springs, held on November 25, 2008, that said ordinance was passed at a regular meeting of the City Council of said City, held on the 9th day of December 2008, 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 9th day of December 2008.

City Clerk

Ordinance No. 08-213

THE ANNUAL APPROPRIATIONS ORDINANCE ADOPTING THE ANNUAL BUDGET AND APPROPRIATING MONIES FOR THE SEVERAL PURPOSES NAMED IN SAID BUDGET FOR THE YEAR ENDING DECEMBER 31, 2009

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COLORADO SPRINGS:

Section 1. The City Manager prepared and presented to this City Council the annual budget for the year ending December 31, 2009, which details the aggregate sum of revenue and expenditures allowed to each department, division, agency, and fund.

Section 2. Pursuant to City Charter, the City 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 revenue of the City of Colorado Springs for the year 2009 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 2009.

	2009 Revenue	Draw from (Add to) Fund Balance	2009 Expenditure
General Fund	$237,670,138	$ 811,500	$238,481,638

Said General Fund budget includes Road and Bridge revenue of $2,270,449. Should the El Paso County Adopted 2009 Budget exclude the transfer of Road and Bridge revenue to the City, the City will reduce 2009 expenditures by immediately postponing vehicle replacement, eliminating General Fund street resurfacing funding, reducing facilities repair funding by 50 percent, and if needed, by realizing other efficiencies, implementing hiring freezes and eliminating positions.

Other Funds

	2009 Revenue	Draw from (Add to) Fund Balance	2009 Expenditure
Special Revenue Funds			
Arterial Roadway	$ 250,000	$ 150,000	$ 400,000
Ballfield Capital Improvements	119,000	12,803	131,803
Banning Lewis Ranch	145,000	(141,750)	3,250
Bicycle Tax	118,000	7,000	125,000
Briargate Special Improvement Maintenance District	913,935	0	913,935
Cable Franchise Fund	1,055,549	0	1,055,549
CDBG	3,037,257	(50,000)	2,987,257
City–Funded CIP	10,106,946	0	10,106,946
Conservation Trust (State Lottery Program)	3,938,097	592,068	4,530,165
Economic Development	9,413	211,714	221,127
Emergency Shelter Act Grant	112,295	0	112,295
Gateway Special Improvement Maintenance District	3,708	4,300	8,008
Gift Trust	1,100,000	0	1,100,000
Home Investment Partnership	1,852,834	0	1,852,834
HOPE III	538,042	0	538,042
Lodgers and Automobile Rental Tax (LART)	4,322,793	(175,654)	4,147,139
Norwood Special Improvement Maintenance District	694,967	15,001	709,968
Old Colorado City Maintenance and Security District	104,056	15,000	119,056
Platte Avenue Special Improvement Maintenance District	11,146	20,000	31,146
Public Safety Sales Tax (PSST)	25,153,908	22,173	25,176,081
Public Space and Development	800,000	(800,000)	0
Red Rock Canyon	0	100,000	100,000
Senior Programs	15,000	0	15,000
Springs Community Improvements Program (SCIP)	60,000	325,000	385,000
Stetson Hills Special Improvement Maintenance District	304,600	50,000	354,600
Street Tree	12,000	0	12,000
Subdivision Drainage	2,000,000	0	2,000,000
Therapeutic Recreation	500	0	500
Trails, Open Space and Parks (TOPS)	6,393,800	(1,026,844)	5,366,956
Woodstone Special Improvement Maintenance District	21,733	0	21,733
Enterprise Funds			
Airport Gross Income	$24,361,665	$(2,368,664)	$21,993,001
Cemetery	1,449,090	113,032	1,562,122
Development Review	1,971,523	487,261	2,458,784
Human Services Complex	246,120	331,830	577,950
Parking System Gross Income	4,098,686	2,117,814	6,216,500
Patty Jewett Golf Course	2,290,025	180,410	2,470,435
Pikes Peak – America's Mountain	3,649,154	25,449	3,674,603
Stormwater Enterprise	15,872,321	(57,820)	15,814,501
Valley Hi Golf Course	1,337,342	8,203	1,345,545

Other Funds (cont.)

	2009 Revenue	Draw from (Add to) Fund Balance	2009 Expenditure
Internal Services Funds			
Claims Reserve Self-Insurance	$ 1,000,000	$0	$ 1,000,000
Employee Benefits Self-Insurance	26,781,024	0	26,781,024
Support Services	25,181,538	0	25,181,538
Workers' Compensation Self-Insurance	6,610,000	0	6,610,000
Permanent Funds			
C. D. Smith	$ 85,600	$14,400	$ 100,000
Cemetery Endowment	250,000	0	250,000
Trails, Open Space and Parks (TOPS) Maintenance	11,500	0	11,500
Local Improvement Districts Funds			
Improvement Districts Funds	$ 61,500	$0	$ 61,500
Carmel Drive	5,500	0	5,500
Woodmen Valley	118,000	0	118,000
Grant Funds			
Grants Fund	$22,000,000	$0	$22,000,000
Airport Grants	13,000,000	0	13,000,000

Section 3. Based on the budget so adopted, this City 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 2009.

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 Chief Financial Officer.

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, 2009.

Introduced, read, and passed on first reading and ordered published this 25th day of November, 2008.

Lionel Rivera
Mayor

ATTEST:

Kathryn M. Young
City Clerk

Finally passed, adopted and approved this 9th day of December 2008.

Mayor

ATTEST:

City Clerk

I HEREBY CERTIFY, that the foregoing ordinance entitled **"THE ANNUAL APPROPRIATIONS ORDINANCE ADOPTING THE ANNUAL BUDGET AND APPROPRIATING MONIES FOR THE SEVERAL PURPOSES NAMED IN SAID BUDGET FOR THE YEAR ENDING DECEMBER 31, 2009"** was introduced and read at a regular meeting of the City Council of the City of Colorado Springs, held on November 25, 2008, that said ordinance was passed at a regular meeting of the City Council of said City, held on the 9th day of December 2008, 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 9th day of December 2008.

City Clerk

Index

All Funds Summary 2-1
Appropriation Ordinances ..... Appendix J
Budget Development ..... Appendix B
Budget Objectives viii
Cable Franchise Grant 2-6
Capital Improvements Program 28-1
City Council and Council Appointees
- City Council 4-1
- City Manager 5-1
- City Attorney 6-1
- City Auditor 7-1
- City Clerk 8-1
- Municipal Court 9-1

City Manager's Letter iii
City Organizational Chart vii
Colorado Springs at a Glance xi
Community, Infrastructure, and Development
- Community Development 10-1
- Economic Development 11-1
- Public Communications 12-1
- Streets 13-1

Community Profile xii
Conservation Trust 2-8
Debt Management 27-7
Detailed Revenue Estimates ..... Appendix E
Economic Overview and Outlook 1-1
Expenditure Overview 1-17
Expenditure Summary Table 1-30
Fees and Charges ..... Appendix H
Finance and Administrative Services
- Human Resources 14-1
- Information Technology 15-1
- Financial Services 16-1
- Procurement Services 17-1
- Revenue and Collections 18-1

Financial Policies ..... Appendix C
Fire 19-1
General Costs 27-1
General Fund, Changes to ..... Appendix G
Glossary of Terms ..... Appendix A
Guide to the Colorado Springs City Budget xiv
Human Services Contracts ..... Appendix F
Internal Services Charges/Allocations 27-1
Key Dates ..... Appendix B
Lease-Purchase Obligations 27-12
Lodgers and Automobile Rental Tax Fund 2-9
Police 20-1
Position Summary 3-1
Public Safety Sales Tax (PSST) 2-12
Revenue Overview 1-9
Revenue Summary Table 1-14
Springs Community Improvements Program (SCIP) 2-18
Strategic Plan ..... Appendix D
Taxpayer's Bill of Rights (TABOR) Calculation 1-26
Trails, Open Space and Parks (TOPS) 2-19

Transportation and Parks
Airport 21-1
Parks, Recreation and Cultural Services 22-1
Fleet Management 23-1
Parking System 24-1
Pikes Peak – America's Mountain 25-1
Transit Services 26-1
Vehicle Replacement ..... Appendix I