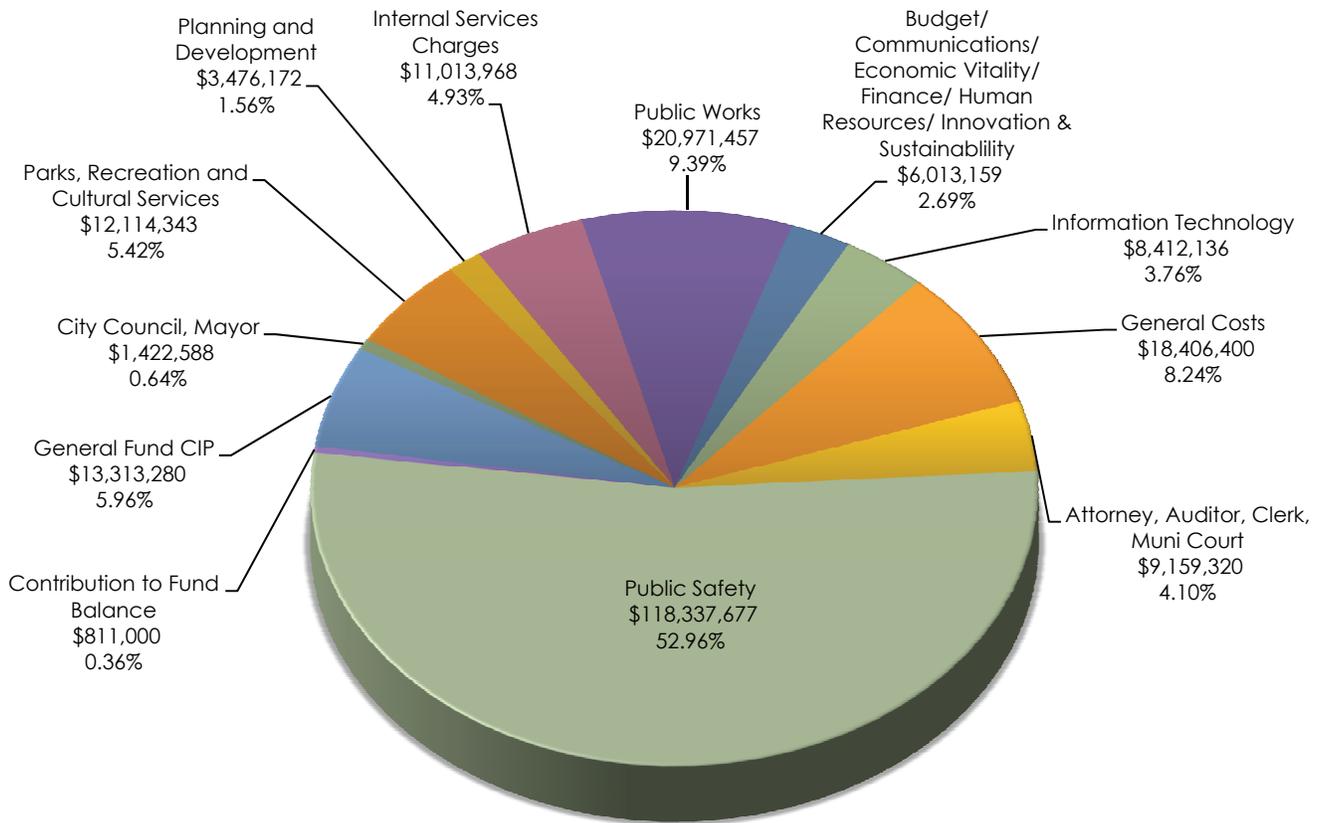


# Expenditure Overview

## General Fund Expenditure Appropriation

**\$223,451,500**

State statute requires a balanced budget; therefore, the General Fund Expenditure appropriation must equal the revenue.



	2009 Actual	2010 Actual	2011 Budget	2012 Budget	2011 to 2012 Difference
Salaries/Benefits	\$161,154,769	\$148,822,280	\$155,966,976	\$153,961,123	(\$2,005,853)
Operating	*104,460,264	42,737,084	50,609,649	52,685,938	2,076,289
Capital Outlay	850,991	764,710	2,323,452	2,680,159	356,707
Debt Service	3,024,600	0	0	0	0
CIP - Stormwater	0	0	0	0	0
CIP	4,278,085	12,834,692	13,308,923	13,313,280	4,357
Contribution to Erosion Control	0	0	1,000,000	0	(1,000,000)
Contribution to Fund Balance	0	3,749,888	0	811,000	811,000
<b>Total</b>	<b>\$273,768,709</b>	<b>\$208,908,654</b>	<b>\$223,209,000</b>	<b>\$223,451,500</b>	<b>\$242,500</b>

\* Includes \$42.5 million of Debt Refinancing/Refunding expense.

## Summary of Year over Year Changes

The 2012 General Fund Budget totals \$223.5 million. This represents a \$242,500, or 0.11%, increase from the 2011 Budget. Below is a table that summarizes the changes.

<b>2011 General Fund Budget</b>		<b>\$223,209,000</b>
<b>2011 One-time Expenditures/Expenditure Savings</b>		<b>(4,145,000)</b>
Fire, Police, Traffic - US Women's Open	(200,000)	
General Cost - Reduce election expense	(960,000)	
General Cost - FLSA settlement paid in full	(1,970,000)	
General Cost - One-time Workers' Compensation Fund contribution	(350,000)	
General Cost - Unemployment Insurance	(250,000)	
Police - One-time RMS contribution	(700,000)	
Police - Overtime	(100,000)	
PPAM - Remove GF contribution for Erosion Control project	(1,000,000)	
Transit - Remove one time funding for Human Services	(15,000)	
VAR Program	1,400,000	
<b>Unavoidable Expenditure Changes</b>		<b>5,258,383</b>
General Cost - Animal control contract increase	52,293	
General cost - Fuel cost increase	670,000	
General Cost - Increase General Fund's allocation to Office Services and other internal services changes	150,459	
General Cost - Streetlight system cost reduction	(460,976)	
General Cost - Streetlight system copper theft replacement	520,000	
General Cost - Streetlight system Development Standards Study	120,000	
General Cost - Utility rates increases	500,000	
Information Technology - Annual software maintenance	413,000	
Information Technology - Managed print services	175,000	
Information Technology - MDC purchase	800,000	
PR&CS - Increase for watering of neighborhood parks added during 2011	325,933	
PR&CS - Increase for Utility Water Rate change	283,833	
Stormwater - Additional General Fund responsibility	1,665,841	
Transit - Grant match for Procurement position and fuel cost increase	43,000	
<b>Efficiencies</b>		<b>(3,781,827)</b>
Elimination of 37.50 selected vacant positions	(2,662,738)	
Operational efficiencies	(1,119,089)	
<b>Other Department Changes</b>		<b>980,047</b>
City Auditor - One Administrative Technician position	62,864	
City Council - One Council Liaison position and operating increase	143,443	
City Council - One half time Legislative Communications position	43,000	
Communications - One position, restoration of part-time positions to full-time and equipment replacement	153,125	
Economic Vitality - Two positions and operating	311,500	
Human Resources - NeoGov and Skill Survey software	21,250	
Human Resources - Reorganization of Human Resources/Risk Management	(153,032)	
Innovation and Sustainability - Manager position, operating and 4th quarter funding for two grant positions	216,628	
Mayor's Office - Assistant to the Mayor position and operating increase	88,600	
Other changes in salary and operating cost	96,616	
PR&CS - Part time staff for North Cheyenne Canon	25,000	
PR&CS - Part time staff for Rockledge Ranch	21,653	
PR&CS - Tennis Court repair and maintenance	175,000	
Police - Elimination of Focus on Safety Program	(249,600)	
Transit - Grant match for ACT	24,000	

<b>Employee Compensation Changes</b>		<b>(255,079)</b>
Medical benefit plan premium increase of 10%	1,025,500	
Medical benefit plan cost-sharing shift to 80% employer/20% employee	(742,000)	
Police and Fire - New Hire pension payment decrease	(649,000)	
Police and Fire - Old Hire pension payment decrease	(177,909)	
Police and Fire - State Pension Plan payment increase	288,330	
<b>Capital Improvements Program (CIP) Changes</b>		<b>4,357</b>
Streets - Facilities maintenance - remedy audit findings	(125,000)	
Information Technology - Reduce transfer to CIP for Technology Refresh	(520,643)	
CIP - Contingency	629,000	
CIP - Reduction in required grant matches	(629,000)	
Planning - Enterprise Land Information System (ELIS)	650,000	
<b>Other Budget Changes Offset or Partially Offset by Revenue</b>		<b>1,370,619</b>
Police - Two Code Enforcement Officers	183,590	
Real Estate Services – Add two special positions for SDS project, one half-time temporary position	220,323	
Risk Management and Real Estate Services - Transfer from Support Services Fund to General Fund	704,456	
Streets - Trash disposal services	262,250	
<b>Contribution to Fund Balance</b>		<b>811,000</b>
<b>2012 General Fund Budget</b>		<b>\$223,451,500</b>

These changes are described more fully below:

## ***2011 One-time Expenditures / Expenditure Savings*** ***(\$4,145,000)***

In the 2011 Budget, there were a number of one-time expenditures that do not require funding for 2012, and one-time expenditure savings that are not realized in 2012. Some of the more significant one-time expenditures included the final \$1,970,000 FLSA payment, the \$1,000,000 General Fund contribution to the Pikes Peak Highway Erosion Control project, \$960,000 for the 2011 election and mayoral run-off and a \$700,000 one-time contribution for the Police Department's Records Management System (RMS). The only significant one-time expenditure savings was the \$1,400,000 salary and benefits savings from the 2010 Voluntary Attrition Retirement program. The net effect of removing the one-time expenditures and expenditure savings is a reduction in General Fund expenditures of \$4,145,000.

## ***Unavoidable Expenditure Changes*** ***\$5,258,383***

For 2012, there are a number of unavoidable cost increases, which total \$4,995,526. Unavoidable cost increases associated with employee compensation/benefits or those that have associated revenue are detailed later in the Overview.

General Cost – Animal control contract increase: There is a \$52,293 increase to the animal control contract with the Humane Society for 2012 based upon the escalation formula contained in the contract.

General Costs – Fuel cost increase: During 2011, Fleet entered into a fuel price contract for a large portion of the 2012 fuel needs that provides a low price and price assurance. However, even with the price lock, an additional \$670,000 for fuel is needed in 2012.

General Costs – Increase General Fund's allocation to Office Services and other internal services changes: The General Fund's allocation to Office Services is increased by \$170,997, and other minor changes total a reduction of \$20,518.

General Costs – Streetlight system cost reduction: A decrease of \$460,976 is included for the cost of maintaining the streetlight system in 2012. This figure was provided by Colorado Springs Utilities.

General Costs – Streetlight system copper theft replacement: \$520,000 is included for the cost of repairing streetlights damaged by copper theft. This is one-time funding for 2012.

General Costs – Streetlight system Development Standards Study: \$120,000 is included to conduct a study for reviewing and rewriting the City's streetlight standards. This is one-time funding for 2012.

General Cost - Utility rates increases: \$500,000 is included for anticipated utilities rate increases. The increase is based upon a projected 4.0% electric rate increase, 5.5% gas rate increase, 5.0% wastewater rate increase, and 12.0% water rate increase. Actual rate increases that will be proposed by Colorado Springs Utilities and approved by City Council may vary.

Information Technology - Annual software maintenance: \$413,000 is included for the annual maintenance requirements for the Police Department's Records Management Software and systems infrastructure.

Information Technology – Managed print services: \$175,000 is included for the Citywide managed print services contract.

Information Technology – MDC Purchase: \$800,000 is included for the purchase of Mobile Data Computers (MDCs) for the Police Department.

PR&CS – Increase for Watering of neighborhood parks added in 2011: \$325,933 is included to provide the water necessary to ensure the 2011 Mayor's neighborhood parks reseeding initiative is successful.

PR&CS – Increase for Utility Water Rate Change: Additional funding of \$283,833 is included for 2012 due to the termination of Utilities' pilot conservation water rate. This funding will provide irrigation at 2011 levels.

Stormwater – Additional General Fund responsibility: Since the elimination of the Stormwater Enterprise Fee in January 2010, a number of stormwater capital projects were completed and a portion of stormwater maintenance activities required to comply with the federal Municipal Separate Storm Sewer System (MS4) permit were funded with remaining Stormwater Enterprise funds. For 2011, a portion of the maintenance activities were funded in the General Fund. For 2012, the General Fund will be responsible for all activities required to comply with the MS4 permit, which requires additional funding of \$1,655,841.

Transit – Grant match for Procurement position and Fuel cost increase: \$15,000 is included for a grant match to continue funding a procurement position with Transit. Also, \$28,000 is included for the fuel cost increase.

## **Efficiencies**

**(\$3,781,827)**

Elimination of 37.50 selected vacant positions: For 2012, all departments reviewed position vacancies to determine if the positions were necessary to maintain current service levels. Based on their analysis, several departments are able to eliminate selected vacant positions. The Police Department eliminates 9.50 positions while the Fire Department eliminates 6 positions. Public Works eliminates 11.00 positions,

Parks Recreation and Cultural Services eliminates 4.00 positions, Finance eliminates 4.00, and various other Divisions eliminate 3.00 positions. This efficiency effort saves the City \$2,662,738.

Operational efficiencies: For 2012, all departments reviewed operational funding to determine what is necessary to maintain current service levels. Based on the analysis, several departments are able to reduce ongoing operating expenditures. The Police and Fire Departments reduce \$541,000, Public Works reduces \$229,000, Information Technology reduces \$338,000, and various other Divisions reduce \$11,000. This efficiency effort saves the City \$1,119,089.

## **Other Department Changes**

**\$980,047**

City Auditor - One Administrative Technician position: For 2012, one Administrative Technician position and funding of \$62,864 is included. This expense is partially off-set by revenue from Colorado Springs Utilities and Memorial Hospital.

City Council - One Council Liaison position and operating increase: During 2011, one City Council Liaison position was added. Funding of \$143,443 is included for the position and operating needs in 2012.

City Council - One half time Legislative Communications position: In 2011, the Legislative Communications position in City Council was half time. For 2012, \$43,000 is included to make this position full time.

Communications - One position and restoration of part-time positions to full time: During 2011, one Communication Specialist was added and part-time positions were restored to full-time. Funding of \$78,125 is included for these positions in 2012. Also, funding of \$75,000 is included for equipment replacement.

Economic Vitality - Two positions and operating: During 2011, the Economic Vitality Division was created and one Economic Vitality Specialist and one Business Climate Coordinator position were added. Funding of \$311,500 is included in 2012 for the salary and operating of this new Division.

General Cost - Contingency budget: Funding of \$1,500,000 is included to address unanticipated or emergency items.

Human Resources - NeoGov and Skill Survey software: Funding of \$3,750 is added for the ongoing maintenance costs of NeoGov, an on-line recruitment application system that was implemented in 2011. This system specializes in applicant tracking, online requisitions and recruitment, selection and testing, and online certification for the public sector. Funding of \$17,500 is also included for the ongoing maintenance costs of Skillsurvey, a software program used for reference checks. The system will improve the quality of hires, reduce employee turnover, and increase recruiting efficiencies.

Human Resources - Reorganization of Human Resources/Risk Management: To more accurately reflect the duties, activities and scope of work performed, one position is moved to the Workers' Compensation Fund, 2.50 positions are transferred to the Claims Reserve Fund, and 2.40 positions are transferred into the General Fund for the Occupational Health Clinic. This results in a net decrease of \$153,032 for 2012.

Innovation and Sustainability - Manager position, Operating and 4th quarter funding for two grant positions: During 2011, the Innovation and Sustainability Division was created. One manager position was added and an Analyst position was transferred into the Division. For 2012, funding of \$216,628 is included for the salary and operating of this new Division, which is focused on promoting the spirit of innovation in the organization and facilitating the financial and environmental sustainability of the City.

Mayor's Office - Assistant to the Mayor position and operating increase: During 2011, one Assistant to the Mayor position was added. For 2012, funding of \$66,200 is included for the position and \$22,400 is added for operating expenses.

PR&CS – Part-time staff for North Cheyenne Canon: \$25,000 is included for part-time staff at the Starsmore Discovery Center and the Helen Hunt Falls Visitor Center. This is one-time funding for 2012.

PR&CS – Part-time staff for Rockledge Ranch: \$21,653 is included for part-time staff at Rockledge Ranch. This General Fund increase will require \$50,000 to be raised by the Rockledge Ranch Historic Site Living History Association. This is one-time funding for 2012.

PR&CS – Tennis Court Repair and Maintenance: \$175,000 is included for repair and maintenance of tennis courts citywide. This is one-time funding for 2012.

Police – Elimination of Focus on Safety Program: During 2011, the Focus on Safety Program was discontinued. For 2012, this resulted in an expenditure savings of \$249,600.

Transit – Grant match for ACT: \$24,000 is included for grant match for Accessible Coordinated Transportation (ACT). This is one-time funding for 2012

---

## ***Employee Compensation Changes*** ***(\$255,079)***

Medical benefit plan premium increase of 10%: For 2012, the medical plan costs increase by 10% from the 2011 rates. Funding of \$1,025,500 is included to fund the employer portion of this change.

Medical benefit plan cost – sharing shift to 80% employer/20% employee: For 2012, there is a change in premium cost-sharing ratio to 80% employer/20% employee from the current 86% employer/14% employee. This change is expected to generate \$742,000 in General Fund savings.

Police and Fire – New Hire pension payment decrease: Based upon the results of the 2011 actuarial report, for 2012, the employer annual required contribution rate for sworn employees on the New Hire Police Pension Plan is 20.544%, down from 20.906% in 2011, and for sworn employees on the New Hire Fire Pension Plan is 15.542%, up from 15.095% in 2011. Although the New Hire Fire Pension rate increased, the annualized payroll decreased; therefore, there is a net reduction of cost. As a result, funding required for these plans is reduced \$649,000.

Police and Fire – Old Hire pension payment decrease: Based upon the results of the 2011 actuarial report, the City's annual required contribution to the Old Hire Police and Fire Pension Plan is decreased \$177,909. This decrease is the result of improved market performance of the assets in 2010.

Police and Fire – State pension payment increase: For 2012, an increase of \$288,330 is included in the Police and Fire State pension payments as a result of both Departments completing academies in 2011.

---

## ***Capital Improvements Program (CIP) Changes*** ***\$4,357***

For 2012, the overall Capital Improvements Program (CIP) is \$86.7 million. This total is derived from a multitude of revenue sources. Approximately 84% 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 2012 General Fund CIP Budget includes \$13.7 million for General Use expenditures (see Section 21), of which the General Fund contributes \$13.3 million, an increase of approximately \$4,400 over the 2011 budget. The 2012 General Fund contribution toward CIP is \$13,313,280 and is augmented by \$180,000 in anticipated interest earnings and \$165,000 in anticipated insurance damage settlements. The funded projects include grant match funds for federal transportation grants, the annual debt service payment on the SCIP bonds, IT infrastructure and infrastructure repairs.

Streets - Facilities maintenance - remedy audit findings: One-time funding was included in 2011 for critical Street's facilities repair and is removed for 2012.

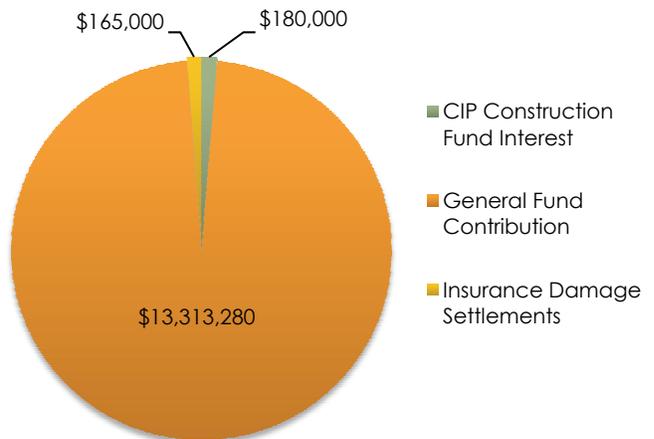
Information Technology - Reduce transfer to CIP for Technology Refresh: Reduce transfer to CIP for Technology Refresh. For 2012, these funds are budgeted in the General Fund Information Technology's capital outlay budget.

CIP – Reduction in Required Grant Matches and Contingency Account: Funding of \$629,000 is transferred to a contingency account within CIP for emergency needs due to the reduction in required grant matches for 2012.

Planning - Enterprise Land Information System (ELIS): Funding of \$650,000 is included for an Enterprise Land Information System. The total project cost is \$1.25 million, however, in future years the remainder of the cost of the software will be funded through user fees. This software provides the ability to track, monitor and review all planning activities, submittals, and approvals across multiple users and jurisdictions. Customers can use the citizen portal to check on plan application progress, respond to review comments, provide additional information electronically or request inspections without leaving their home or office. History can be stored for easy retrieval as background for future project reviews.

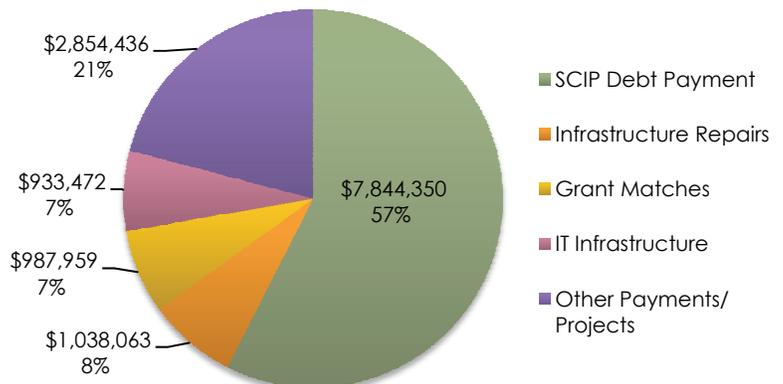
**Sources of Funds**

The funding sources include the General Fund contribution, interest earnings and insurance settlements for damage to City property. The General Fund transfer to the CIP fund varies each year depending upon grant match requirements, expected interest earned, and changes to the SCIP payment. For 2012, additional funding of \$4,357 is required.



**Uses of Funds**

The General Fund Contribution is used for funding of debt payments, grant matches, unavoidable capital expenditures and facility maintenance and repairs. These funds also include expenditures that are offset by revenue including damages to City infrastructure offset by insurance.



## **Other Budget Changes Offset or Partially Offset by Revenue **\$1,370,619****

Police – Two Code Enforcement Officers: For 2012, funding of \$183,590 was added for two Code Enforcement Officers. One position is partially funded through Community Development Block Grant (CDBG) funds in the amount of \$56,500.

Real Estate Services – Add Two Special Positions for Colorado Springs Utilities Southern Delivery System (SDS) Project and one half-time temporary position for all Real Estate services: For 2012, funding of \$220,323 is included to add two special positions for Colorado Springs Utilities South Delivery System (SDS) project. These special positions provide real estate services for the project and are anticipated to be needed for 18 months. Another part-time temporary position is added to help provide real estate services to the General City and PPRTA projects.

Risk Management and Real Estate Services Divisions – Transfer from Support Services Fund to General Fund: For 2012, funding of \$704,456 is included due to the transfer of the Risk Division and the Real Estate Division from the Support Services Fund to the General Fund. This transfer is made to comply with the general accounting principles of support service functions. This is primarily an internal accounting transfer that impacts both the General Fund and Support Services Fund.

Streets – Trash disposal services: Funding of \$262,250 is included to address trash disposal services for Streets.

## **Contribution to Fund Balance **\$811,000****

Contribution to Fund Balance: Funding of \$811,000 is included as a contribution to the fund balance, a portion, \$440,000, is to repay the amount drawn from the fund balance during 2011 to accelerate the Pikes Peak America's Mountain Erosion Control Project. In 2011, savings were realized due to the acceleration of the completion of the Pikes Peak America's Mountain's Erosion Sedimentation Control Project.

## ***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 amended 2009 Strategic Plan, 2010 Strategic Plan and 2011 Strategic Plan affirmed the prioritized goals and most strategies and priority projects; however some strategies and priority projects were postponed due to budget constraints. For 2012, due to the change in the City's form of government, the Mayor and City Council are both required to have Strategic Plans. Since it was late in 2011 when the Mayor was seated, the Mayor and City Council determined it was best to use one Strategic Plan in the development of the 2012 Budget. It is anticipated during 2012 a comprehensive strategic plan process will be completed.

Briefly, the Mayor's and City Council's strategic goals 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 2012 Budget to achieve these goals.

### **City Services**

- A Police force of 642 officers based out of four Police substations and the Police Operations Center
- A Firefighting and Emergency Response force of 413 operating out of 20 fire stations
- Level-of-effort public safety funding per the PSST ballot initiative
- Street-sweeping and snow removal services
- A limited fixed-route and paratransit public transportation system
- 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 reduced land-use development and enforcement program that supports in-fill, redevelopment and revitalization including retail revitalization
- Implementation of the ELIS system to enhance customer service
- Stormwater permit activities to comply with the Stormwater Municipal Separate Storm Sewer System (MS4) permit
- Green Team of City employees focused on sustainability efforts throughout the city
- Creation of the Innovation and Sustainability Program

### **Economic Vitality**

- A first-class airport to provide efficient movement of air travelers from origination to destination and return
- Support for the Economic Development Corporation, the Small Business Development Center and the Colorado Springs Technology Incubator
- Creation of the Mayor's Economic Vitality initiative, including the Spirit of the Springs

### **Quality of Life**

- Maintained City parks, open space and trails
- Maintained developed median, natural medians and rights-of-way
- Self-supporting recreation services programs for youth, adults, seniors, and persons with disabilities
- A number of self-supporting recreation facilities including the Serfich Ice Center and the City Auditorium
- A quality bike trail system
- Community centers operated in cooperation with non-profit partners
- 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
- A School Resource Officer program for city middle-schools and high-schools

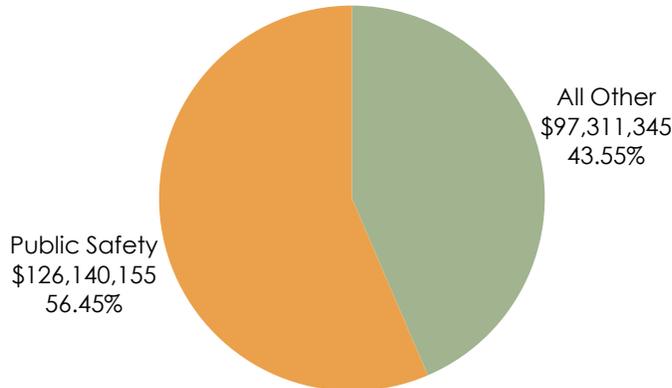
### **Civic Engagement**

- Springs TV Channel 18 programming
- SpringsGov.com website content and technical support
- Support for the Diversity Forum and its annual Diversity festival event
- Enhanced social media outreach
- Support for a number of special events including the Balloon Classic, Bicycle Week, Festival of Lights Parade, Firefighter Memorial, Pikes Peak Rodeo, Rocky Mountain State Games, Sertoma Street Breakfast, and the Veterans Day Parade

## 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 2012 General Fund Budget allocates 56.45% of total resources for public safety purposes. That percentage share is 8.8% greater than the 2002 share and translates into \$19.7 million more than the amount required by the PSST election.

### 2012 Public Safety Level of Effort



Public Safety	2012 Budget
Police	\$76,154,870
Fire	42,182,807
IT – Fire & Police	4,522,794
Internal Support – Fleet	2,561,781
Internal Support – Radio	717,903
<b>Total</b>	<b>\$126,140,155</b>

## Taxpayer's Bill of Rights (TABOR) Calculation

The revenue limitation provisions of the State 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.

Under TABOR, the annual growth formula is applied to either previous year's actual revenue or to the previous year's 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 2012 projected revenue is \$11.1 million less than the projected TABOR limit for 2012.

While the calculation of the annual TABOR revenue cap appears to be relatively straightforward, it is difficult as data for both of the growth 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 construction expressed as a percent of all taxable and nontaxable property on the assessment rolls plus the value of new annexations.

For the 2012 growth formula, the percentage change in the CPI is projected to be 3.51% and local growth is expected to be 1.00%. Thus, the combined formula increase for 2012 is projected to total 4.51%.

### Five-Year TABOR Limit

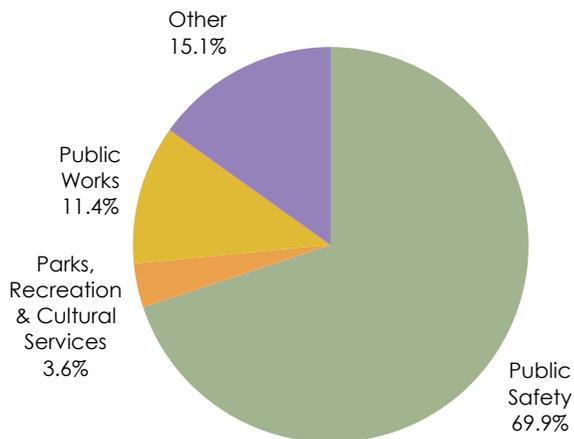
City of Colorado Springs 2008 – 2012 Projected TABOR & City Charter Revenue Limits			
Revenue			
Fiscal Year	Total Eligible Revenue	TABOR Limit	Over (Under) Limit
2008	\$221,627,126	\$244,303,161	(\$22,676,035)
2009	\$213,002,888	\$235,307,250	(\$22,304,362)
2010	\$210,163,640	\$210,815,219	(\$651,579)
2011 Est.	\$212,397,245	\$216,203,698	(\$3,806,453)
2012 Proj.	\$210,839,155	\$221,981,785	(\$11,142,630)
Revenue Limitation Estimates			
Fiscal Year	Inflation	Local Growth	Limit
2008	2.225594% +	3.273305%	= 5.498899%
2009	3.860960% +	2.311626%	= 6.172586%
2010	-0.645536% +	1.318863%	= 0.673326%
2011 Est.	1.869594% +	1.004385%	= 2.873978%
2012 Proj.	3.508169% +	1.004385%	= 4.512554%

## Employee Expenditure Distribution

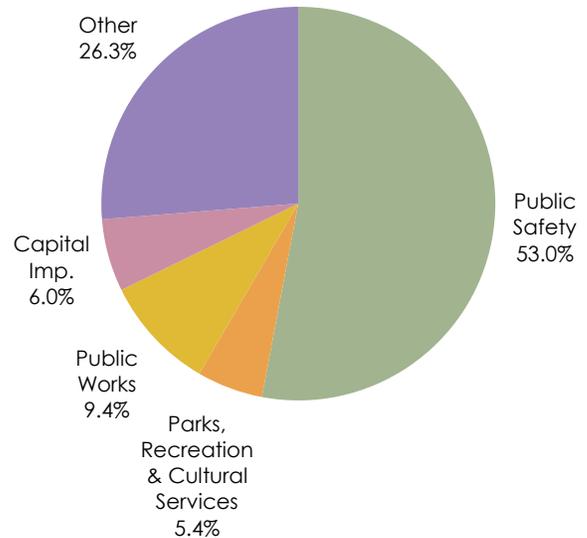
The following chart combines the number of employees and associated costs by major business center. It provides a summary view of the percent of total General Fund employees and the percent of expenditures allocated to each major business center that provides service to the citizens of Colorado Springs. Public Safety employees account for 69.9% of all General Fund employees. Of the total budget, 53% is allocated to Public Safety.

Function	Number of Employees	% of Total	Cum.* %	Expenditures	% of Total	Cum.* %
Public Safety	1,142.75	69.9	69.9	\$118,337,677	53.0	53.0
Parks, Recreation & Cultural Services	58.75	3.6	73.5	12,114,343	5.4	58.4
Public Works	186.50	11.4	84.9	20,971,457	9.4	67.8
Capital Improvements	0.00	0.0	84.9	13,313,280	6.0	73.7
Other**	246.98	15.1	100.0	58,714,743	26.3	100.0
<b>Total</b>	<b>1,634.98</b>	<b>100.0</b>	<b>100.0</b>	<b>\$223,451,500</b>	<b>100.0</b>	<b>100.0</b>

**% Employees**



**% Expenditures**



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

## 2012 Budget Expenditure Summary Table

	2009 Actual	2010 Actual	2011 Budget	2012 Budget
<b>General Fund</b>				
<b>Elected Officials</b>				
<b>City Council</b>				
Salaries/Benefits	\$64,479	\$246,670	\$242,492	\$387,712
Operating	36,335	31,926	63,439	410,964
Capital	0	0	0	0
<b>Total</b>	<b>\$100,814</b>	<b>\$278,596</b>	<b>\$305,931</b>	<b>\$798,676</b>
<b>Mayor's Office (2009-2011 is City Manager's Office)</b>				
Salaries/Benefits	\$909,344	\$587,083	\$451,489	\$550,062
Operating	32,060	18,222	49,560	73,850
Capital	0	0	0	0
<b>Total</b>	<b>\$941,404</b>	<b>\$605,305</b>	<b>\$501,049</b>	<b>\$623,912</b>
<b>Operations</b>				
<b>Budget</b>				
Salaries/Benefits	\$607,890	\$462,293	\$776,413	\$659,262
Operating	23,637	6,990	44,150	47,151
Capital	0	0	0	0
<b>Total</b>	<b>\$631,527</b>	<b>\$469,283</b>	<b>\$820,563</b>	<b>\$706,413</b>
<b>City Attorney</b>				
Salaries/Benefits	\$3,134,263	\$2,623,520	\$3,371,278	\$3,198,319
Operating	115,806	102,342	148,499	137,344
Capital	0	0	0	0
<b>Total</b>	<b>\$3,250,069</b>	<b>\$2,725,862</b>	<b>\$3,519,777</b>	<b>\$3,335,663</b>
<b>City Auditor</b>				
Salaries/Benefits	\$1,268,892	\$988,182	\$1,486,106	\$1,534,618
Operating	48,613	39,991	54,048	67,679
Capital	0	0	0	0
<b>Total</b>	<b>\$1,317,505</b>	<b>\$1,028,173</b>	<b>\$1,540,154</b>	<b>\$1,602,297</b>
<b>City Clerk</b>				
Salaries/Benefits	\$565,293	\$569,152	\$632,471	\$619,868
Operating	81,880	52,792	85,200	68,631
Capital	11,741	1,317	300	350
<b>Total</b>	<b>\$658,914</b>	<b>\$623,261</b>	<b>\$717,971</b>	<b>\$688,849</b>
<b>Communications</b>				
Salaries/Benefits	\$325,728	\$259,658	\$232,322	\$315,309
Operating	15,227	14,722	47,076	48,226
Capital	0	0	750	50,750
<b>Total</b>	<b>\$340,955</b>	<b>\$274,380</b>	<b>\$280,148</b>	<b>\$414,285</b>
<b>Economic Vitality</b>				
Salaries/Benefits	\$0	\$0	\$0	\$234,597
Operating	0	0	0	76,903
Capital	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$311,500</b>

**2012 Budget  
Expenditure Summary Table**

	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2012 Budget</b>
<b>Finance</b>				
<b>Accounts Payable</b>				
Salaries/Benefits	\$0	\$0	\$0	\$220,819
Operating	0	0	0	76,238
Capital	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$297,057</b>
<b>Controller</b>				
Salaries/Benefits	\$1,355,457	\$1,163,722	\$1,232,125	\$934,698
Operating	76,364	1,288,997	121,449	72,028
Capital	0	118	1,000	1,000
<b>Total</b>	<b>\$1,431,821</b>	<b>\$2,452,837</b>	<b>\$1,354,574</b>	<b>\$1,007,726</b>
<b>Payroll &amp; Pensions</b>				
Salaries/Benefits	\$0	\$0	\$0	\$249,428
Operating	0	0	0	23,655
Capital	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$273,083</b>
<b>Sales Tax</b>				
Salaries/Benefits	\$1,283,791	\$1,230,596	\$1,206,623	\$975,919
Operating	106,779	115,873	93,580	93,580
Capital	13,413	0	0	0
<b>Total</b>	<b>\$1,403,983</b>	<b>\$1,346,469</b>	<b>\$1,300,203</b>	<b>\$1,069,499</b>
<b>Fire</b>				
Salaries/Benefits	\$36,297,470	\$36,548,067	\$39,272,747	\$38,845,488
Operating	1,639,506	1,707,078	2,310,697	2,291,004
Capital	512,448	606,920	1,302,076	1,046,315
<b>Total</b>	<b>\$38,449,424</b>	<b>\$38,862,065</b>	<b>\$42,885,520</b>	<b>\$42,182,807</b>
<b>Human Resources</b>				
<b>Employment</b>				
Salaries/Benefits	\$746,977	\$691,159	\$723,155	\$807,067
Operating	59,400	34,094	53,860	63,544
Capital	550	0	500	500
<b>Total</b>	<b>\$806,927</b>	<b>\$725,253</b>	<b>\$777,515</b>	<b>\$871,111</b>
<b>Risk Management</b>				
Salaries/Benefits	\$0	\$0	\$0	\$325,142
Operating	0	0	0	40,008
Capital	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$365,150</b>
<b>Safety Services</b>				
Salaries/Benefits	\$154,926	\$0	\$0	\$0
Operating	2,170	0	0	0
Capital	0	0	0	0
<b>Total</b>	<b>\$157,096</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Occupational Health Clinic</b>				
Salaries/Benefits	\$0	\$0	\$0	\$162,224
Operating	0	0	0	23,730
Capital	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$185,954</b>

## 2012 Budget Expenditure Summary Table

	2009 Actual	2010 Actual	2011 Budget	2012 Budget
<b>Information Technology</b>				
Salaries/Benefits	\$4,551,185	\$4,469,715	\$4,827,341	\$4,790,000
Operating	2,150,397	1,789,716	2,217,247	2,201,493
Capital	208,575	41,699	100,000	1,420,643
<b>Total</b>	<b>\$6,910,157</b>	<b>\$6,301,130</b>	<b>\$7,144,588</b>	<b>\$8,412,136</b>
<b>Innovation &amp; Sustainability</b>				
Salaries/Benefits	\$0	\$0	\$0	\$261,495
Operating	0	0	0	31,767
Capital	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$293,262</b>
<b>Procurement Services</b>				
Salaries/Benefits	\$576,561	\$427,885	\$461,754	\$184,735
Operating	39,691	95,743	52,384	33,384
Capital	0	0	0	0
<b>Total</b>	<b>\$616,252</b>	<b>\$523,628</b>	<b>\$514,138</b>	<b>\$218,119</b>
<b>Municipal Court</b>				
Salaries/Benefits	\$2,929,205	\$2,758,944	\$2,927,745	\$2,832,915
Operating	603,471	630,236	586,479	699,596
Capital	0	0	0	0
<b>Total</b>	<b>\$3,532,676</b>	<b>\$3,389,180</b>	<b>\$3,514,224</b>	<b>\$3,532,511</b>
<b>Parks</b>				
<b>Cultural Services</b>				
Salaries/Benefits	\$936,274	\$473,571	\$768,725	\$807,974
Operating	188,973	110,306	211,589	230,387
Capital	0	0	0	0
<b>Total</b>	<b>\$1,125,247</b>	<b>\$583,877</b>	<b>\$980,314</b>	<b>\$1,038,361</b>
<b>Forestry</b>				
Salaries/Benefits	\$948,521	\$434,008	\$616,858	\$621,087
Operating	43,689	15,487	78,075	74,931
Capital	2,383	0	0	0
<b>Total</b>	<b>\$994,593</b>	<b>\$449,495</b>	<b>\$694,933</b>	<b>\$696,018</b>
<b>Park Operations &amp; Development</b>				
Salaries/Benefits	\$3,748,244	\$959,682	\$1,259,654	\$1,265,023
Operating	1,765,558	1,539,969	3,320,202	4,382,168
Capital	32,407	0	60,000	10,000
<b>Total</b>	<b>\$5,546,209</b>	<b>\$2,499,651</b>	<b>\$4,639,856</b>	<b>\$5,657,191</b>
<b>Recreation &amp; Administration</b>				
Salaries/Benefits	\$6,039,245	\$3,274,696	\$3,527,029	\$3,061,778
Operating	1,966,295	1,430,058	1,476,969	1,660,996
Capital	2,217	0	72,000	0
<b>Total</b>	<b>\$8,007,757</b>	<b>\$4,704,754</b>	<b>\$5,075,998</b>	<b>\$4,722,774</b>

## 2012 Budget Expenditure Summary Table

	2009 Actual	2010 Actual	2011 Budget	2012 Budget
<b>Planning &amp; Development</b>				
<b>Engineering Development Review</b>				
Salaries/Benefits	\$0	\$1,108,940	\$1,135,797	\$968,546
Operating	0	13,563	62,983	70,638
Capital	0	0	10,000	0
<b>Total</b>	<b>\$0</b>	<b>\$1,122,503</b>	<b>\$1,208,780</b>	<b>\$1,039,184</b>
<b>Housing</b>				
Salaries/Benefits	\$44,632	\$7,590	\$0	\$0
Operating	505,050	249,910	248,615	248,615
Capital	0	0	0	0
<b>Total</b>	<b>\$549,682</b>	<b>\$257,500</b>	<b>\$248,615</b>	<b>\$248,615</b>
<b>Land Use Review</b>				
Salaries/Benefits	\$2,430,070	\$1,363,809	\$1,514,729	\$1,559,328
Operating	51,914	43,549	116,102	80,676
Capital	0	0	0	0
<b>Total</b>	<b>\$2,481,984</b>	<b>\$1,407,358</b>	<b>\$1,630,831</b>	<b>\$1,640,004</b>
<b>Real Estate Services</b>				
Salaries/Benefits	\$0	\$0	\$0	\$499,914
Operating	0	0	0	48,455
Capital	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$548,369</b>
<b>Police</b>				
Salaries/Benefits	\$68,997,381	\$70,615,814	\$72,572,731	\$70,937,711
Operating	4,599,296	4,641,008	5,354,866	5,106,159
Capital	39,133	41,819	757,500	111,000
<b>Total</b>	<b>\$73,635,810</b>	<b>\$75,298,641</b>	<b>\$78,685,097</b>	<b>\$76,154,870</b>
<b>Public Works</b>				
<b>City Engineering</b>				
Salaries/Benefits	\$3,987,633	\$1,705,962	\$2,235,223	\$3,593,129
Operating	242,906	137,522	403,959	707,699
Capital	19,338	0	3,100	0
<b>Total</b>	<b>\$4,249,877</b>	<b>\$1,843,484</b>	<b>\$2,642,282</b>	<b>\$4,300,828</b>
<b>Streets</b>				
Salaries/Benefits	\$8,267,161	\$7,434,522	\$7,880,301	\$7,502,209
Operating	1,049,487	917,329	1,443,543	1,925,788
Capital	3,129	62,071	12,950	39,601
<b>Total</b>	<b>\$9,319,777</b>	<b>\$8,413,922</b>	<b>\$9,336,794</b>	<b>\$9,467,598</b>
<b>Traffic Engineering</b>				
Salaries/Benefits	\$3,014,573	\$2,753,295	\$3,004,364	\$2,843,019
Operating	884,827	959,750	1,049,993	1,223,547
Capital	5,657	10,766	3,276	0
<b>Total</b>	<b>\$3,905,057</b>	<b>\$3,723,811</b>	<b>\$4,057,633</b>	<b>\$4,066,566</b>
<b>Transit</b>				
Salaries/Benefits	\$683,554	\$552,696	\$581,952	\$537,729
Operating	8,218,898	1,713,919	2,555,608	2,598,736
Capital	0	0	0	0
<b>Total</b>	<b>\$8,902,452</b>	<b>\$2,266,615</b>	<b>\$3,137,560</b>	<b>\$3,136,465</b>

**2012 Budget  
Expenditure Summary Table**

	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2012 Budget</b>
<b>General Costs</b>				
Salaries/Benefits	\$7,286,020	\$5,111,049	\$2,494,000	\$1,674,000
Operating	69,132,004	13,931,027	17,702,941	16,732,400
Capital	0	0	0	0
<b>Total</b>	<b>\$76,418,024</b>	<b>\$19,042,076</b>	<b>\$20,196,941</b>	<b>\$18,406,400</b>
<b>Debt Service</b>	3,024,600	0	0	0
<b>Internal Services Charges</b>	10,780,031	11,104,965	11,188,088	11,013,968
<b>General Fund CIP</b>	4,278,085	12,834,692	13,308,923	13,313,280
<b>Contribution to Erosion Control - PPHwy</b>	0	0	1,000,000	0
<b>Contribution to Fund Balance</b>	0	3,749,888	0	811,000
<b>General Fund Total</b>	<b>\$273,768,709</b>	<b>\$208,908,654</b>	<b>\$223,209,000</b>	<b>\$223,451,500</b>

## 2012 Budget Expenditure Summary Table

	2009 Actual	2010 Actual	2011 Budget	2012 Budget
<b>Internal Services Funds</b>				
<b>Support Services Fund</b>				
<b>Fleet Management</b>				
Salaries/Benefits	\$4,923,259	\$4,884,413	\$4,612,549	\$4,643,584
Operating	14,322,322	8,477,075	13,759,776	13,815,802
Capital	19,114	304,338	584,242	500,923
<b>Total</b>	<b>\$19,264,695</b>	<b>\$13,665,826</b>	<b>\$18,956,567</b>	<b>\$18,960,309</b>
<b>Real Estate Services</b>				
Salaries/Benefits	\$300,386	\$316,510	\$312,246	\$0
Operating	74,997	75,062	56,248	0
Capital	0	0	0	0
<b>Total</b>	<b>\$375,383</b>	<b>\$391,572</b>	<b>\$368,494</b>	<b>\$0</b>
<b>Risk Management</b>				
Salaries/Benefits	\$731,373	\$901,953	\$872,202	\$0
Operating	305,013	299,094	267,521	0
Capital	0	0	0	0
<b>Total</b>	<b>\$1,036,386</b>	<b>\$1,201,047</b>	<b>\$1,139,723</b>	<b>\$0</b>
<b>Support Services Fund Total</b>	<b>\$20,676,464</b>	<b>\$15,258,446</b>	<b>\$20,464,784</b>	<b>\$18,960,309</b>
<b>Claims Reserve Fund</b>				
Salaries/Benefits	\$69,353	\$82,861	\$80,947	\$292,006
Operating	436,932	128,694	919,053	707,994
Capital	0	0	0	0
<b>Total</b>	<b>\$506,285</b>	<b>\$211,555</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>
<b>Employee Benefits Self-Insurance (Health Insurance) Fund</b>				
Salaries/Benefits	\$202,342	\$231,188	\$230,326	\$272,718
Operating	25,688,455	26,285,757	29,200,674	30,688,282
Capital	103,567	0	0	0
<b>Total</b>	<b>\$25,994,364</b>	<b>\$26,516,945</b>	<b>\$29,431,000</b>	<b>\$30,961,000</b>
<b>Office Services Fund *</b>				
Salaries/Benefits	\$806,708	\$705,568	\$789,645	\$549,379
Operating	1,221,436	1,104,273	1,228,781	1,203,770
Capital	0	0	3,291	3,291
<b>Total</b>	<b>\$2,028,144</b>	<b>\$1,809,841</b>	<b>\$2,021,717</b>	<b>\$1,756,440</b>
<b>Radio Communications Fund *</b>				
Salaries/Benefits	\$702,333	\$625,827	\$793,784	\$795,473
Operating	997,851	1,208,315	1,241,201	1,235,582
Capital	0	0	0	0
<b>Total</b>	<b>\$1,700,184</b>	<b>\$1,834,142</b>	<b>\$2,034,985</b>	<b>\$2,031,055</b>
<b>Workers' Compensation Fund</b>				
Salaries/Benefits	\$784,723	\$638,352	\$679,486	\$555,820
Operating	5,905,624	5,493,574	6,805,514	7,129,180
Capital	0	0	0	0
<b>Total</b>	<b>\$6,690,347</b>	<b>\$6,131,926</b>	<b>\$7,485,000</b>	<b>\$7,685,000</b>

\* Prior to 2012, Office Services and Radio Communications were included in the Support Services Fund. For comparison purposes the history has been reflected in the new funds.

**2012 Budget  
Expenditure Summary Table**

	2009 Actual	2010 Actual	2011 Budget	2012 Budget
<b>Public Safety Sales Tax Fund</b>				
<b>Fire</b>				
Salaries/Benefits	\$8,558,125	\$9,169,791	\$9,080,701	\$9,278,047
Operating	1,171,622	962,530	1,694,491	1,560,279
Capital	277,205	248,403	645,779	108,324
Capital Projects	893,484	0	0	500,000
<b>Total</b>	<b>\$10,900,436</b>	<b>\$10,380,724</b>	<b>\$11,420,971</b>	<b>\$11,446,650</b>
<b>Police</b>				
Salaries/Benefits	\$10,373,369	\$10,685,444	\$11,057,018	\$11,552,512
Operating	1,161,441	1,015,554	1,046,556	954,444
Capital	0	7,286	425,000	50,000
Capital Projects	0	0	0	0
<b>Total</b>	<b>\$11,534,810</b>	<b>\$11,708,284</b>	<b>\$12,528,574</b>	<b>\$12,556,956</b>
<b>Accounts Payable</b>				
Salaries/Benefits	\$0	\$0	\$0	\$59,227
Operating	0	0	0	1,600
Capital	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,827</b>
<b>Fleet Management</b>				
Salaries/Benefits	\$105,387	\$109,892	\$104,528	\$104,995
Operating	1,133	736	2,779	2,459
Capital	2,387	0	2,477	2,330
<b>Total</b>	<b>\$108,907</b>	<b>\$110,628</b>	<b>\$109,784</b>	<b>\$109,784</b>
<b>Human Resources</b>				
Salaries/Benefits	\$129,894	\$129,177	\$137,282	\$138,727
Operating	3,436	2,177	6,920	5,475
Capital	0	0	0	0
<b>Total</b>	<b>\$133,330</b>	<b>\$131,354</b>	<b>\$144,202</b>	<b>\$144,202</b>
<b>Procurement Services</b>				
Salaries/Benefits	\$145,807	\$150,317	\$138,172	\$81,875
Operating	4,590	0	6,030	1,500
Capital	0	0	0	0
<b>Total</b>	<b>\$150,397</b>	<b>\$150,317</b>	<b>\$144,202</b>	<b>\$83,375</b>
<b>Vendor Fee</b>	<b>\$261,610</b>	<b>\$39,438</b>	<b>\$0</b>	<b>\$0</b>
<b>Fund Total</b>	<b>\$23,089,490</b>	<b>\$22,520,745</b>	<b>\$24,347,733</b>	<b>\$24,401,794</b>

## 2012 Budget Expenditure Summary Table

	2009 Actual	2010 Actual	2011 Budget	2012 Budget
<b>Enterprise Funds</b>				
<b>Airport</b>				
Salaries/Benefits	\$8,424,002	\$8,377,093	\$8,972,618	\$9,046,890
Operating	6,267,287	6,040,077	6,658,305	6,806,137
Capital	232,789	104,768	145,693	143,412
Debt Service	5,233,438	5,242,688	5,237,513	5,236,360
<b>Total</b>	<b>\$20,157,516</b>	<b>\$19,764,626</b>	<b>\$21,014,129</b>	<b>\$21,232,799</b>
<b>Cemeteries</b>				
Salaries/Benefits	\$688,221	\$494,692	\$516,957	\$510,807
Operating	659,571	688,918	754,030	738,814
Capital	1,128	0	\$60,000	120,000
<b>Total</b>	<b>\$1,348,920</b>	<b>\$1,183,610</b>	<b>\$1,330,987</b>	<b>\$1,369,621</b>
<b>Development Review Enterprise</b>				
Salaries/Benefits	\$1,284,972	\$964,188	\$900,723	\$899,631
Operating	426,337	385,668	401,070	398,463
Capital	1,236	630	6,000	6,000
<b>Total</b>	<b>\$1,712,545</b>	<b>\$1,350,486</b>	<b>\$1,307,793</b>	<b>\$1,304,094</b>
<b>Human Services Complex</b>				
Salaries/Benefits	\$86,379	\$88,760	\$0	\$0
Operating	173,082	166,046	0	0
Capital	31,454	0	0	0
<b>Total</b>	<b>\$290,915</b>	<b>\$254,806</b>	<b>\$0</b>	<b>\$0</b>
<b>Parking System</b>				
Salaries/Benefits	\$543,733	\$504,844	\$551,324	\$537,400
Operating	1,744,935	992,234	963,006	954,594
Capital	93,094	61,268	41,146	26,610
Debt Service	1,051,683	1,057,195	1,058,930	1,055,980
CIP Projects	2,174,245	2,172,345	1,210,000	860,000
<b>Total</b>	<b>\$5,607,690</b>	<b>\$4,787,886</b>	<b>\$3,824,406</b>	<b>\$3,434,584</b>
<b>Patty Jewett Golf Course</b>				
Salaries/Benefits	\$736,045	\$747,767	\$795,407	\$710,967
Operating	1,153,817	1,211,580	1,174,652	1,218,976
Capital	279,093	774,368	221,000	140,000
<b>Total</b>	<b>\$2,168,955</b>	<b>\$2,733,715</b>	<b>\$2,191,059</b>	<b>\$2,069,943</b>
<b>Pikes Peak – America's Mountain</b>				
Salaries/Benefits	\$1,230,787	\$1,245,838	\$1,370,110	\$1,397,285
Operating	1,019,348	1,173,692	1,250,277	1,348,469
Capital	62,056	41,849	98,428	54,000
CIP Projects	1,081,724	2,209,020	2,150,000	1,075,000
<b>Total</b>	<b>\$3,393,915</b>	<b>\$4,670,399</b>	<b>\$4,868,815</b>	<b>\$3,874,754</b>

**2012 Budget  
Expenditure Summary Table**

	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2012 Budget</b>
<b>Enterprise Funds</b>				
<b>Stormwater Enterprise</b>				
Salaries/Benefits	\$2,362,658	\$1,992,068	\$1,365,419	\$0
Operating	8,591,636	2,108,211	465,581	1,500,000
Capital	449,071	0	0	0
CIP Projects	6,491,640	3,020,018	0	0
<b>Total</b>	<b>\$17,895,005</b>	<b>\$7,120,297</b>	<b>\$1,831,000</b>	<b>\$1,500,000</b>
<b>Valley Hi Golf Course</b>				
Salaries/Benefits	\$357,035	\$341,205	\$425,950	\$314,447
Operating	875,769	859,490	917,231	862,688
Capital	7,000	0	0	0
<b>Total</b>	<b>\$1,239,804</b>	<b>\$1,200,695</b>	<b>\$1,343,181</b>	<b>\$1,177,135</b>

This page left blank intentionally.