

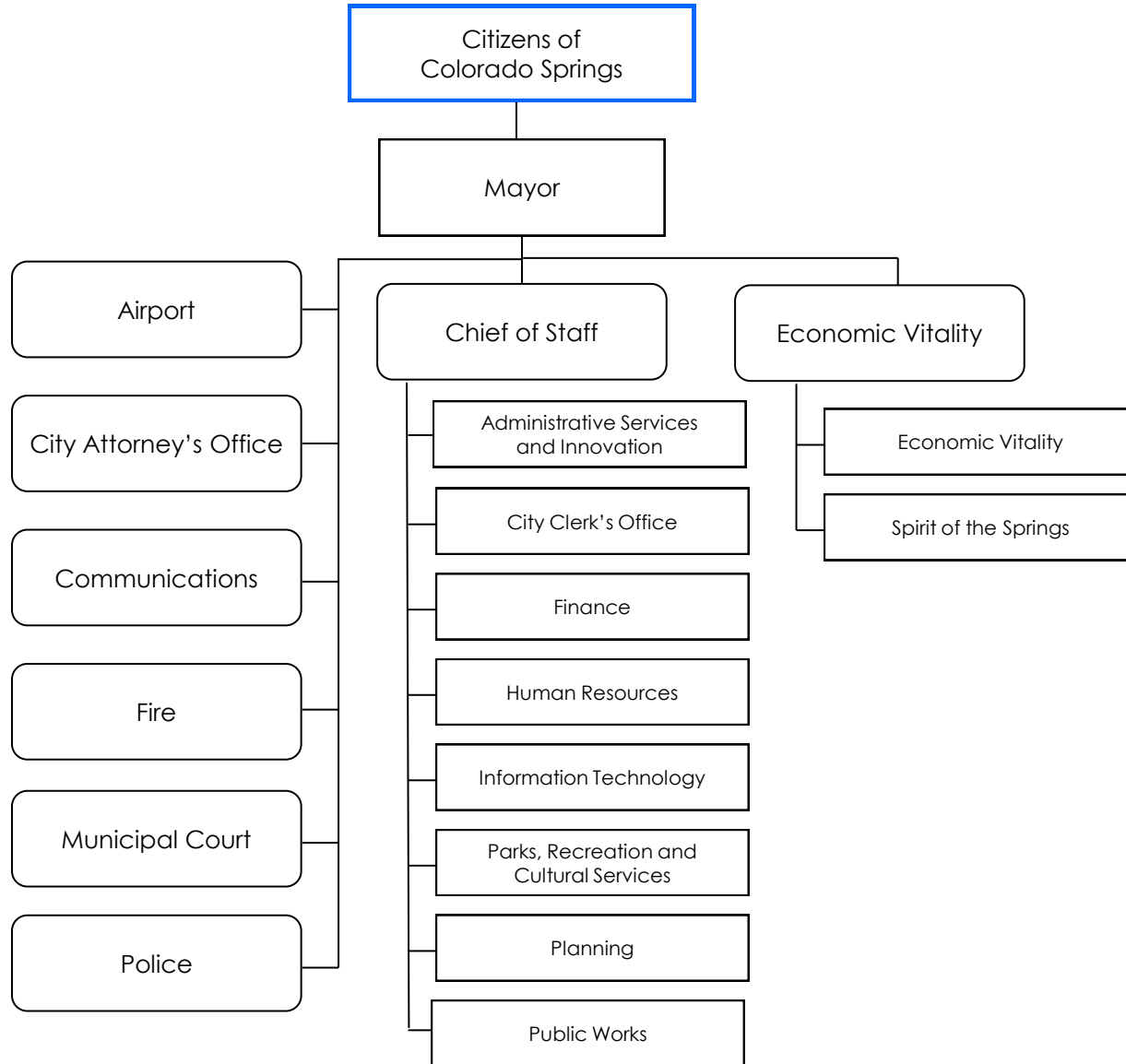


# City Council Orientation

**Laura Neumann, Chief of Staff**

# City Organizational Chart

## Executive Branch



# 2013 Improvements in Citizen Services

The 2013 General Fund Forecast includes numerous breakthrough improvements in service delivery. Following are highlights of these improvements:

**Fire and Police: increased force strength** to budgeted authorized levels; open Fire Station 21; conduct fire station based neighborhood health clinics; expand Community Service Officers program; enhance Downtown, Westside and Southeast public safety, and Citywide code enforcement.

**Parks: continue care of 275 acres of neighborhood parks** brought back in 2011, including watering, with maintenance outsourced to private contractors; increase volunteer hours by 60,000; and replace 10% of irrigated turf with xeriscaping.

**Planning: 50% reduction in fees; 33% lowering of review time; proactive customer service.**

**Public Works: Bus Service, add evening schedule;** Snow plowing, implement phase two testing; **Streets**, complete \$2 million in urgent projects via private contractors; **Streetlights**, activate 3,500 fixtures and complete long-range plan; and **Stormwater**, complete \$2 million in urgent projects via private contractors.

# City of Colorado Springs Strategic Plan

## 2013-2015 Vision, Mission, Goals, Mayoral Strategies

**Vision:** With America the Beautiful as our heritage, hard work as our foundation, and Western optimism as our guide, Colorado Springs will be a successful city where people love to live, work and vacation.

**Mission:** As stewards of the public trust, we will serve the people of Colorado Springs with core services effectively, efficiently and courteously with the wise use and management of our resources.

### Goals:

- Support an increase in private sector civilians employed by an average of 6,000 per year by being the most business and citizen friendly City of our size in the United States of America.
- Transform City Government to be fiscally sustainable within limited resources while delivering consistent quality core services.
- Build community through on-going dialog with our citizens and local, regional and State leaders; and by encouraging private sector and non-profit initiatives to improve the well-being of everyone.

### Mayoral Strategies:

- Lead the City in **continuous improvement** of customer service. Measurable outcome: Annual business and citizen survey results.
- Lead the City in **innovation and reinvention** of core functions to deliver maximum community value per tax dollar spent. Measurable outcome: Executive Branch operations completed within approved budget, annual business and citizen survey results.
- Lead the City in **celebrating and connecting** community, **working with other Front Range elected officials** in reaching mutual goals, and **achieving community partnerships** to enhance City services. Measurable outcome: Annual citizen survey results.

# 2013 Breakthrough Strategies

## Executive Branch Administration

**Lead Pension Reform:** Lead a Pensions and Health Care Solutions Team, and propose and gain support for legislation no later than January 2013 that will result in sustainable pension plans and reduce the City's pension costs.

**Improve Economy in Three Economic Priority Zones** (Southeast Colorado Springs, Downtown, UCCS/Austin Bluffs/Nevada): Action plan developed and implemented with measurable outcomes to grow jobs, enhance Quality of Life, and improve appearance of Colorado Springs neighborhoods and streetscapes by end of Q2 2013.

**Improve image of COS in three or more targeted Gateway or Gems areas of our City:**

Action plan developed and is implemented through public process with measurable outcomes by end of Q2 2103.

# 2013 Breakthrough Strategies

## Fire and Police

**Open and staff Station 21 with 15 additional fire fighters** through a 2-year Federal Grant.

**Bring fire force to authorized strength of 427** and maintain minimum daily staffing of 119 FTE as measured by average daily count of 98% or better.

**Improve Community Health:** Host two monthly neighborhood health clinics in the southern, southeastern and central portions of the city, in partnership with community health organizations.

**Bring police force to authorized strength of 635** and maintain actual sworn staffing of 98% or better.

**Increase Community Service Officers** (or equivalent) by 50% to address non-emergency calls for service and code enforcement as measured by an increased number of reports taken in person.

**Implement Strategies in the Downtown/Westside Area** to improve public safety as measured by downtown stakeholders' feelings of safety before and after strategy implementation.

- Cameras
- Increased foot patrol
- Ambassadors
- Improved lighting Tejon/Acacia
- Potential CVB presence in Acacia during season

# 2013 Breakthrough Strategies

## Parks/Planning/Public Works

**Increase Volunteerism:** Increase park volunteer hours from 140,000 to over 200,000 in 2013.

**Implement Parks Solutions Teams recommendations including:** Diligently pursue competitive municipal water rate; reduce acres of irrigated turf by 10%; prioritize delivery of maintenance services to parks with greatest use and revenue generation.

**Develop and implement a definitive plan to continue to engage and broaden non-profit and private sector in partnerships to provide park maintenance services by 1<sup>st</sup> quarter 2013.**

**Process Development Review Applications More Quickly:** Streamline review process associated with business, developer and homeowner plan reviews, reduce associated fees by 50% and review time from six 6 weeks to 4 weeks.

**Relight Streetlights and add Bus Service:** Turn on the remaining 3500 street lights, provide comprehensive street light analysis/recommendations to Mayor and add evening bus service for Citizens by close of Q1 2013.

**Increase Road and Stormwater Maintenance:** Add \$2M more in stormwater and \$2M more in Streets capital projects to be completed by private contractors.



# City Budget Overview

**Kara Skinner, Chief Financial Officer**



# Key Financial Documents

- 2013 Budget Book
- Comprehensive Annual Financial Report (CAFR)

# City Budget: Development

## Annual Budget Calendar



# City Budget Development: Stage 1

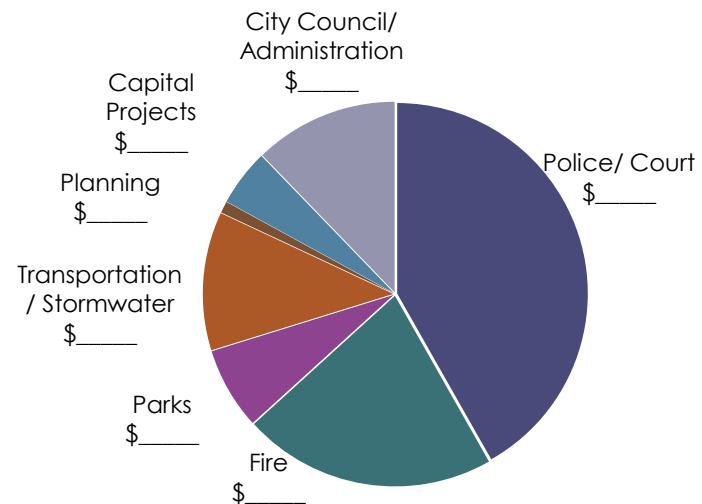
- Departments, Mayor, and Council develop **Breakthrough Strategies**
- Gather **citizen input** from Townhalls and online survey
- Budget Team prepares budget manual and financial outlook
- Budget Team begins initial budget meetings with departments

**Breakthrough Strategy:** Strategies aimed to deliver more efficient and/or effective services with measurable outcomes

*Sample: 2013 Land Use Review: Streamline review process associated with business, developer & homeowner plan reviews. Outcome: reduce associated fees by 50% and review time from 6 weeks to 4 weeks*

## **Citizen Input:**

How would you spend \$100 of the General Fund Budget?



# City Budget Development: Stage 2

Preparing a balanced budget that reflects the implementation of Breakthrough Strategies and citizens' priorities



# City Budget Development: Stage 3

## City Council Budget Review & Adoption

October



Nov-Dec

City Council reviews 2014 budget and holds budget work sessions; Public Hearing held; City Council holds final budget markup session

First reading of appropriation ordinances adopting budget, City Council sets mill levy, second reading of appropriation ordinances adopting budget; Final budget produced

### City Charter Language

#### **7-30. Budget.**

(a) The Council shall, upon receipt of the budget, adopt the budget with or without amendment. In amending the budget, the 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.

#### **7-50. Appropriation.**

Under 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".

Throughout  
the year

Supplemental appropriations reviewed and adopted to address changes in budgetary needs and emergency items

# City Budget: Financial Policy Goals

Current financial policies were adopted by the Mayor in 2011

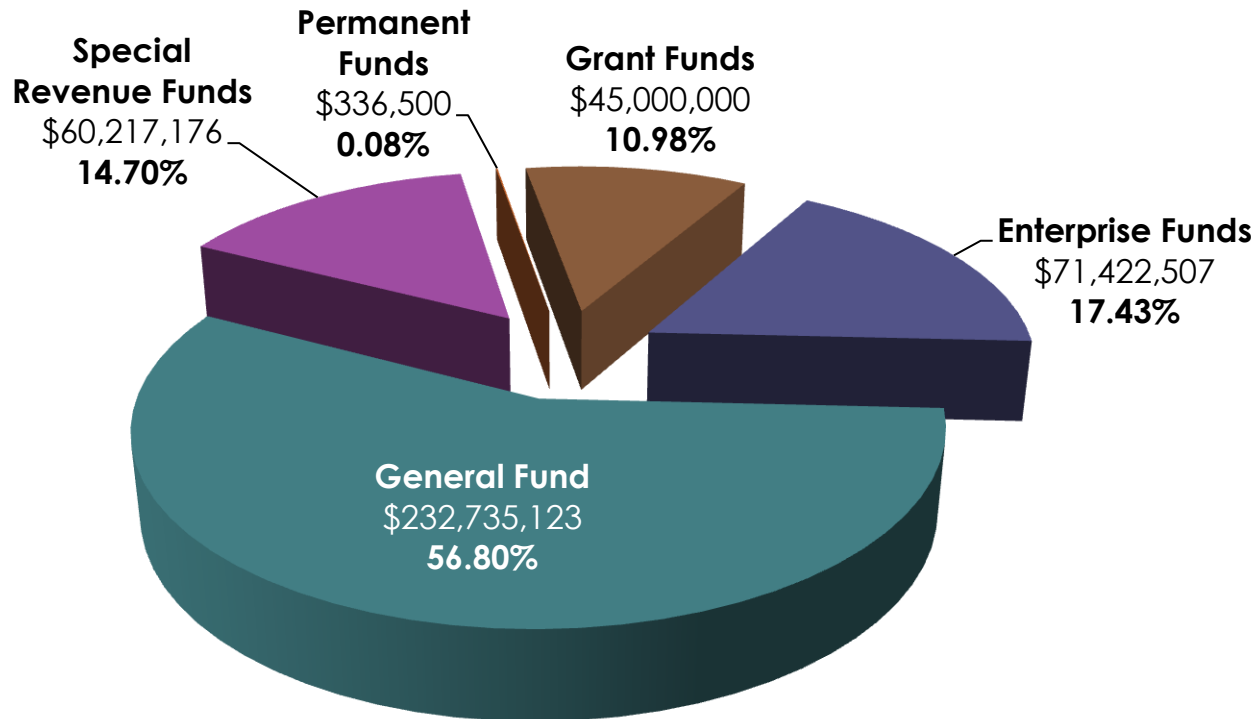
*The goals of the City's financial policies are:*

- To support sustainable municipal services
- To have a capital improvement program that adequately maintains and enhances the public's assets over their useful life
- To provide cost-effective services to citizens and visitors
- To provide financial and other service information to enable citizens to assess the costs and results of City Services
- To follow prudent and professional financial management practices to assure residents of the City of Colorado Springs and the financial community that our City government is well managed and in sound fiscal condition

# City Budget: Overview

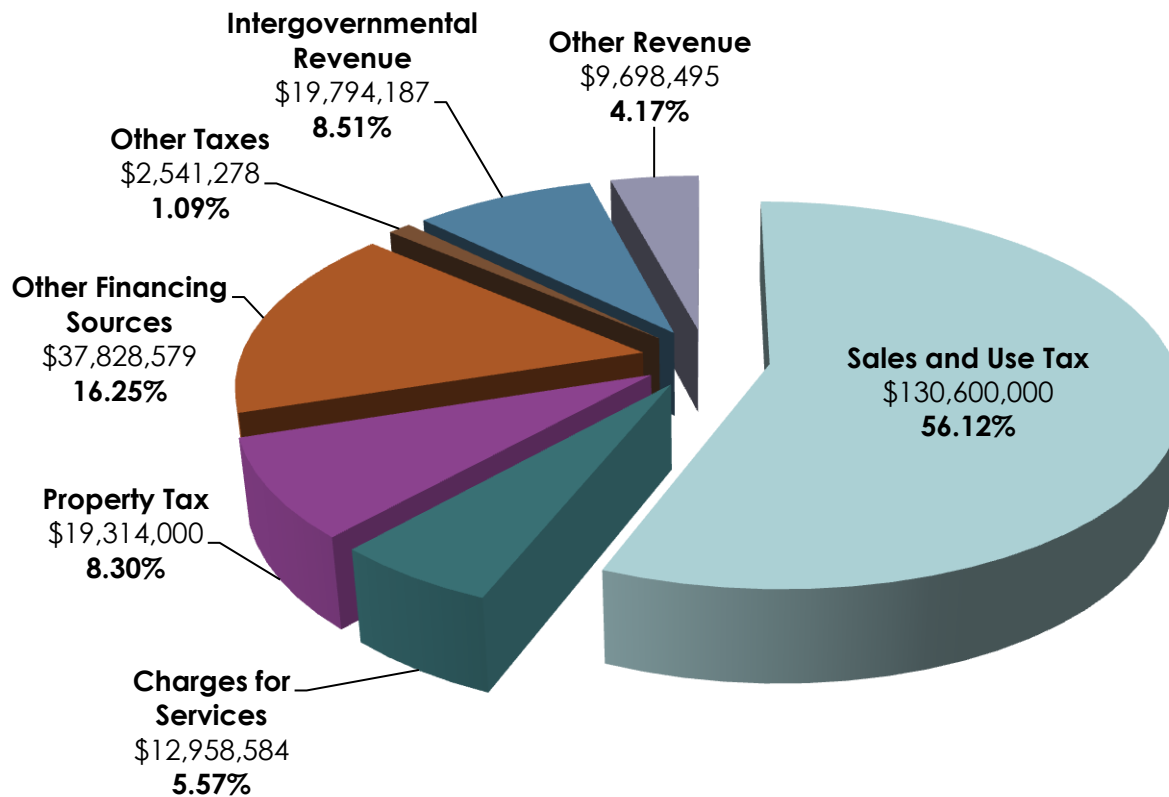
## 2013 All Funds Summary

**All Funds Total**  
**\$409,711,306**



# City Budget: Overview

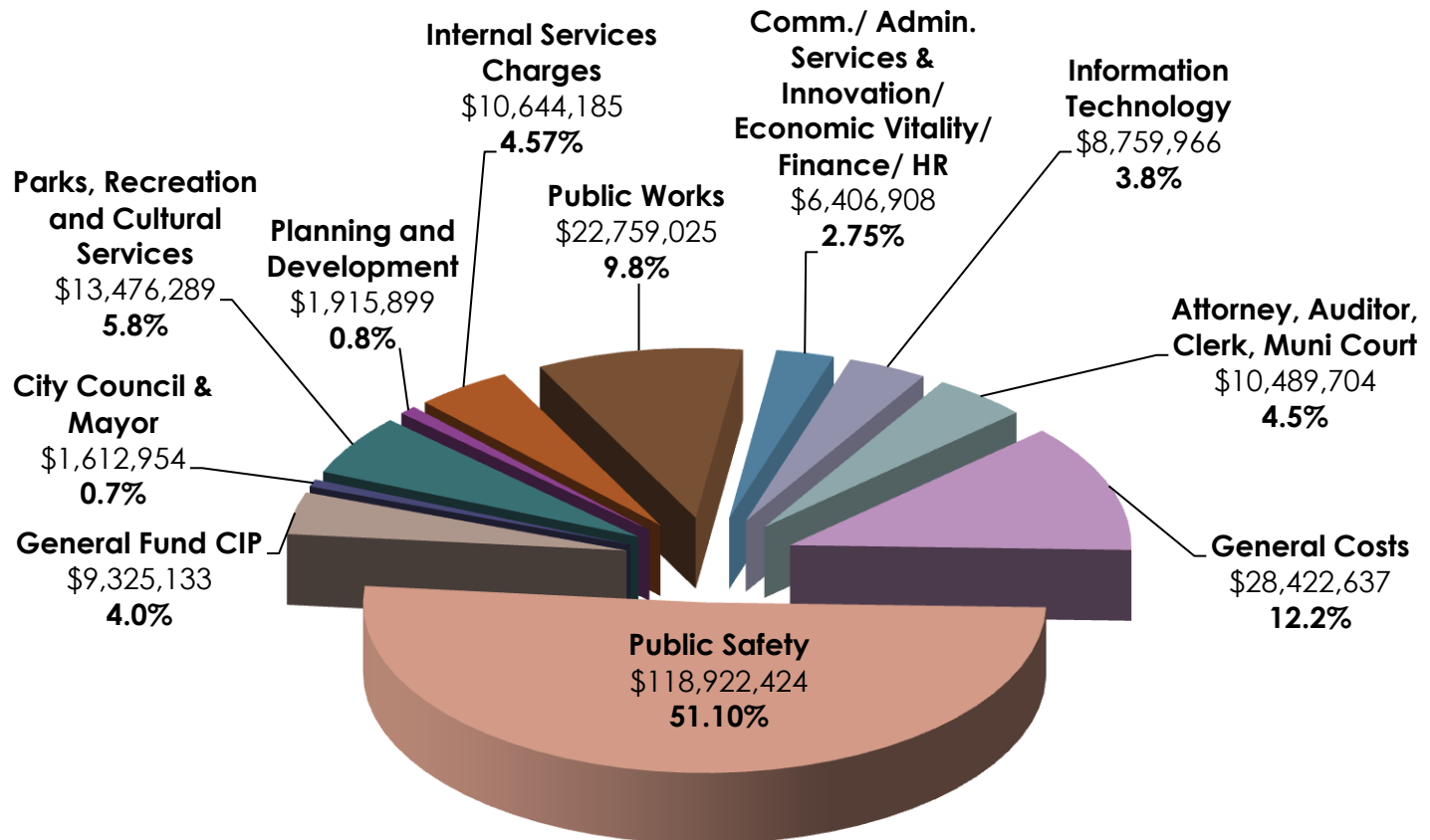
## General Fund Revenue \$232,735,123





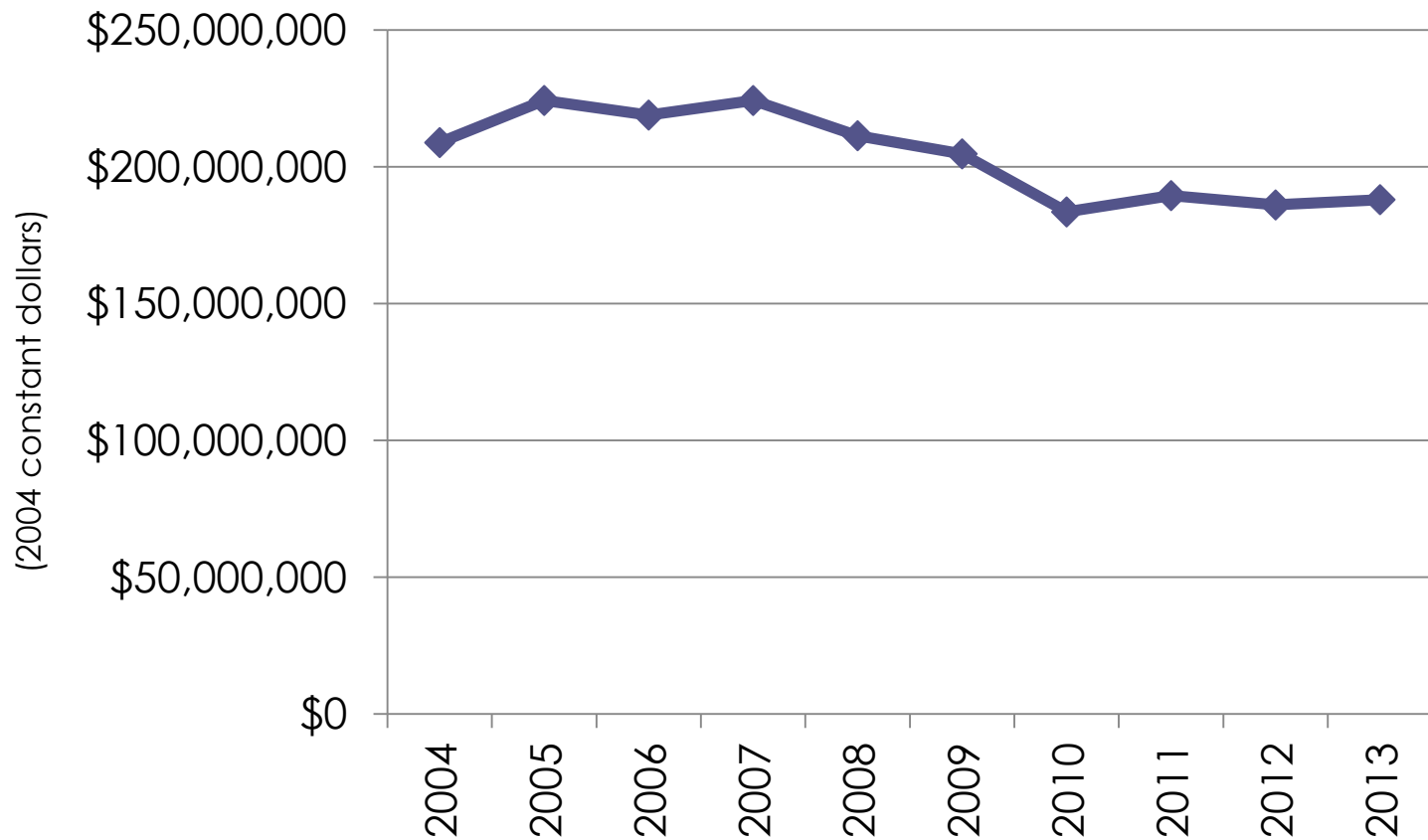
# City Budget: Overview

## General Fund Expenditures \$232,735,123



# City Budget: Overview

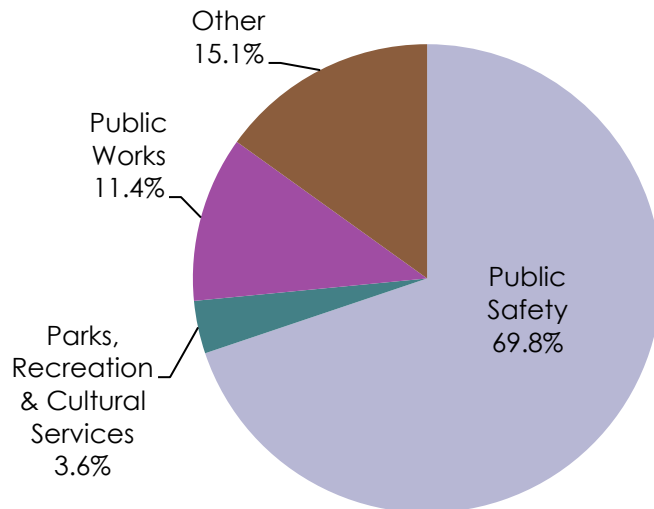
## General Fund Inflation Adjusted Budget



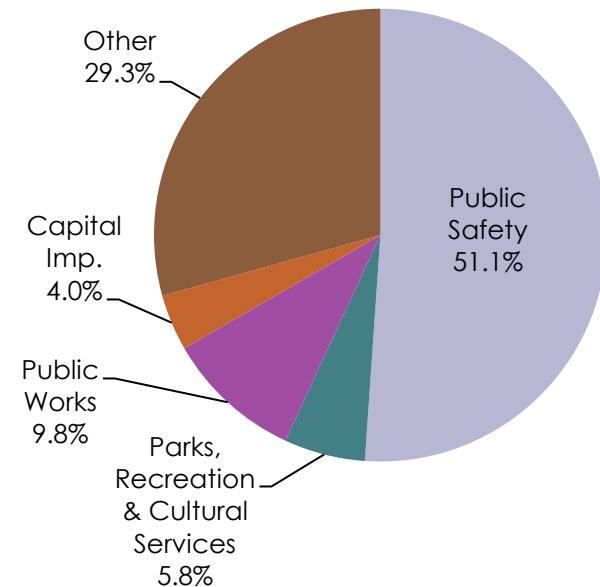
# City Budget: Overview

## General Fund Employee & Expenditures

### % Employees



### % Expenditures



**Other includes:** City Council, Mayor's Office, Administrative Services & Innovation, City Attorney, City Auditor, City Clerk, Communications, Economic Vitality, Finance, Human Resources, Information Technology, Municipal Court, Planning & Development, General Costs & Internal Support Charges



# City Budget: Sales Tax

# City Budget: Sales Tax

Local sales tax rate = 7.63%

City's General Fund portion = 2 %

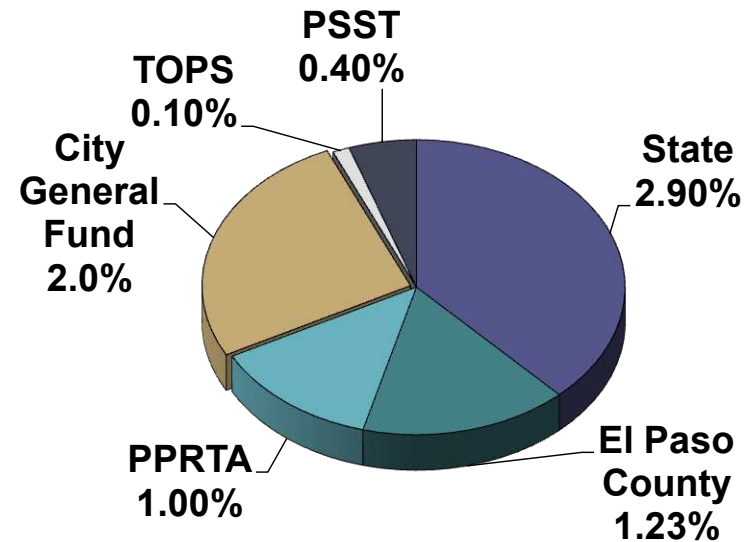
- For every \$1.00 taxable purchase, 2 cents goes to the City's General Fund for purposes such as Police, Fire, and Parks & Recreation



# City Budget: Sales Tax

The 7.63% is divided up between the state, county, and three dedicated voter-approved programs:

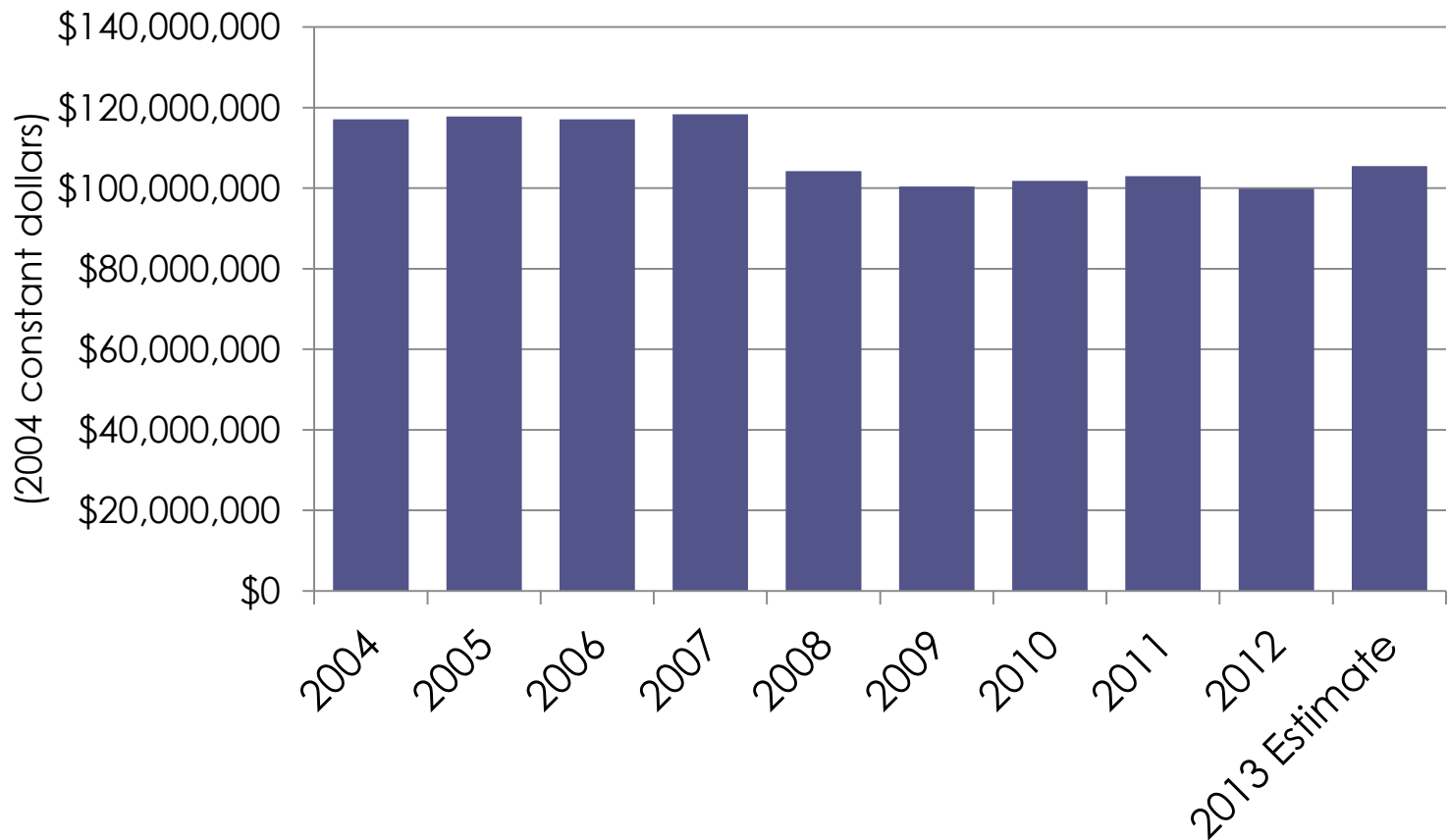
- Trails, Open Space and Parks (TOPS)\*
- Public Safety (PSST)\*
- Pikes Peak Rural Transportation Authority (PPRTA)\*



\*These three specific taxes cannot be spent on anything other than the purposes spelled out in the ballot language without voters' approval.

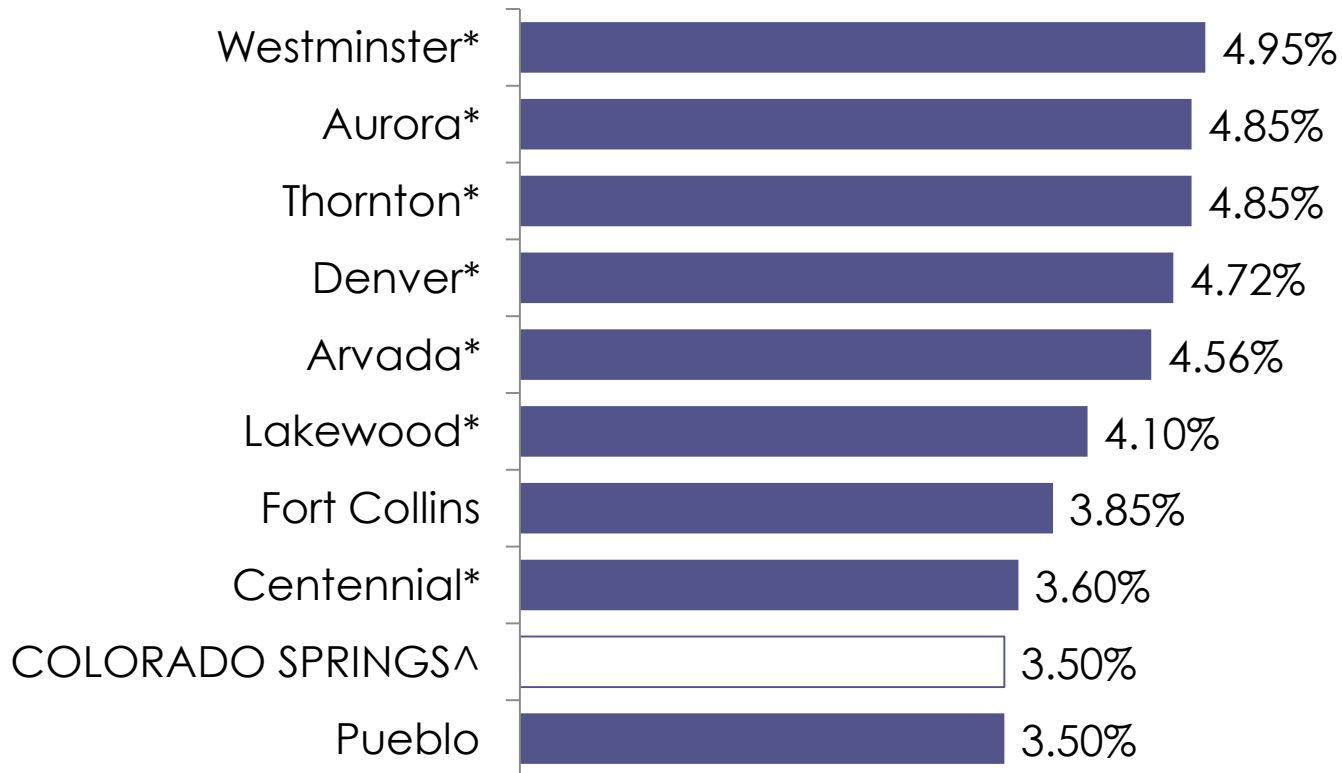
# City Budget: Sales Tax

## City Sales Tax Collection (inflation adjusted)



# City Budget: Sales Tax

## Front Range Comparison Sales and Use Tax Rates



\* Includes the RTD 1.0%, Cultural and Scientific Facilities District 0.1%, and excludes local improvement district sales taxes, State & County sales tax rates

^ Includes PPRTA 1.0% Sales Tax rate.

Source: Individual municipalities



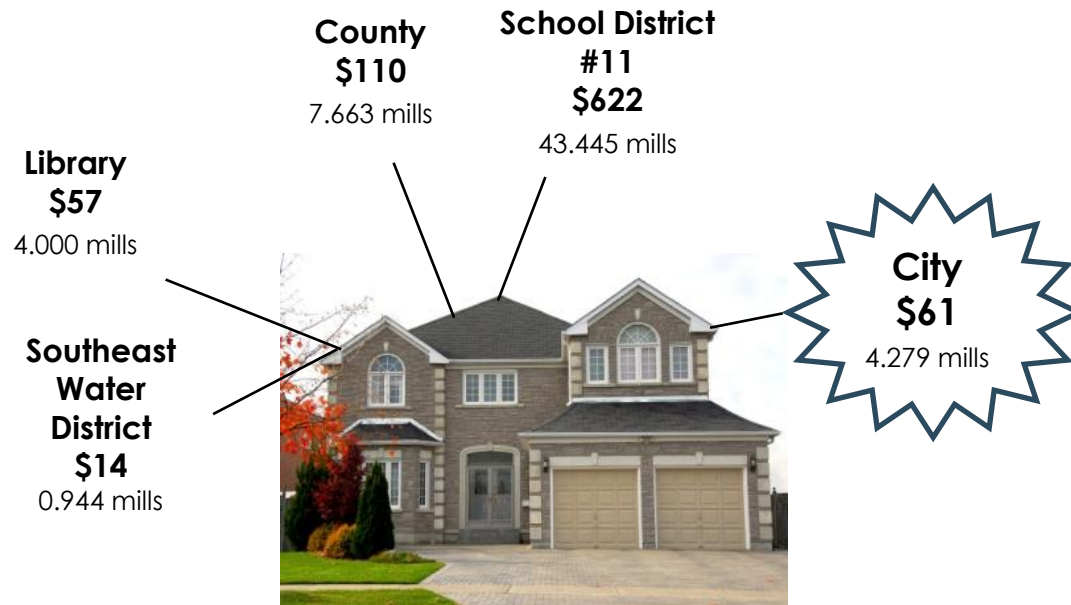


# City Budget: Property Tax

# City Budget: Property Tax

## Calculating Your Annual Property Tax

<i>market value</i>	x	<i>assessment ratio</i>	=	<i>assessed value</i>	x	<i>total mill levy</i>	=	<i>taxes</i>
\$180,000	x	7.96%	=	\$14,328	x	0.060331	=	\$864

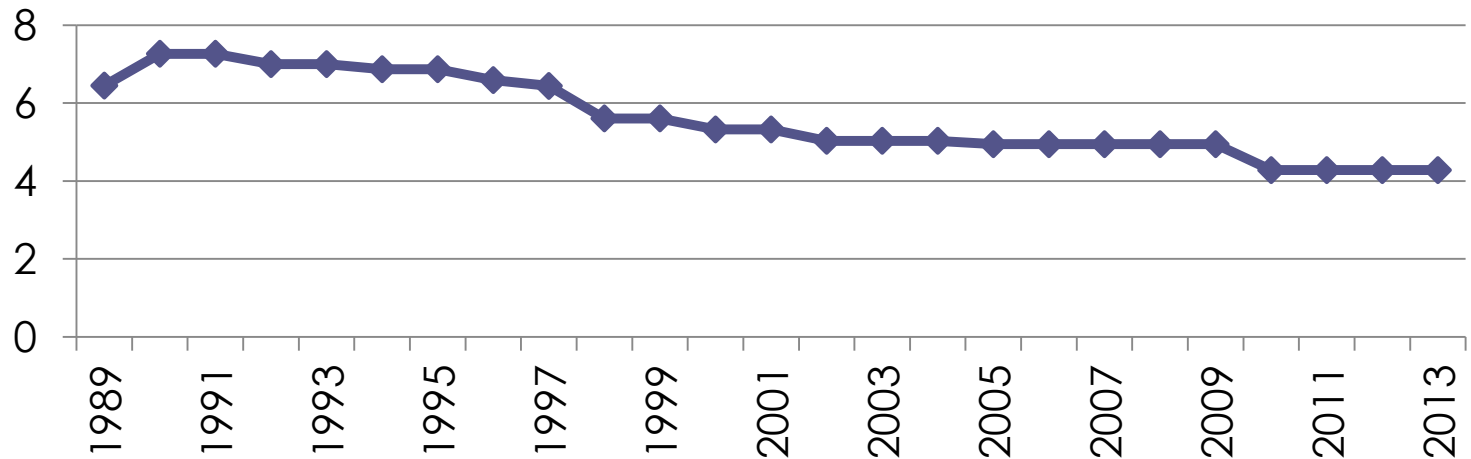


*Note:* This example is for taxes payable in 2013 and assumes a \$180,000 home in School District #11 and assumes no Special District mill levy. Other school districts have different mill levies.

total property tax rate is  
**60.331 mills**

# City Budget: Property Tax

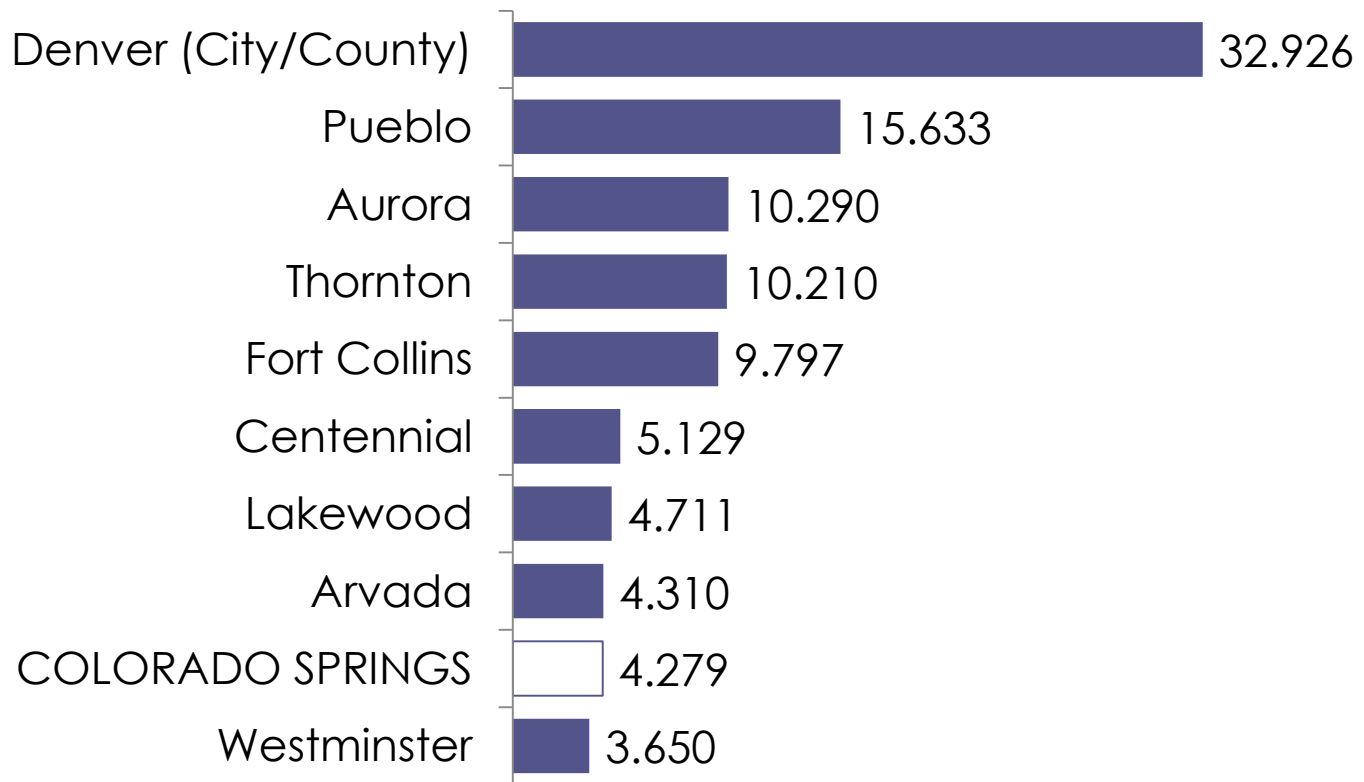
## City Property Tax Mill Levy History



- The 1990 increase of 0.817 mills was for the voter-approved general obligation bonds for the Police Operations Center and the Powers Boulevard extension.
- In April 1991, City voters passed Charter Amendment 4, which reduced the mill levy to 7.000 mills.
- In 1993, the general obligation bonds were refinanced - reducing the mill levy by 0.131 mills to 6.869 mills.
- In 1996, 1997, 1998, 2000 and 2002 the mill levy was reduced to comply with TABOR and the City Charter.
- In 2004, the general obligation bonds were refinanced - reducing the mill levy by 0.088 mills to 4.944 mills.
- In 2009, the general obligation bonds were paid off - reducing the mill levy by 0.665 mills to 4.279 mills and the mill levy has remained at 4.279 since then.

# City Budget: Property Tax

## Front Range Comparison Property Tax Rates (in mills)



2013 Total Levy

Source: State of Colorado Department of Local Affairs



# City Budget: Other Revenue Sources



# City Budget: Other Revenue Sources

- Public Safety Sales Tax (PSST)
- Trails, Open Space, and Parks (TOPS)
- Pikes Peak Rural Transportation Authority (PPRTA)

# City Budget: Other Revenue Sources



## Public Safety Sales Tax (PSST):

- 2001 ballot measure approving a .4% City sales and use tax dedicated to public safety needs
- 15 projects completed to date (\$33.3 million)
- 6 projects pending:
  - Fire station ventilation improvements
  - Replacement, renovation and new fire stations
  - Land acquisition for new fire and police substations

# City Budget: Other Revenue Sources

## Trails, Open Space, and Parks (TOPS):

- Provides a means of acquiring and preserving new open space and providing parks and trails for recreation purposes on any public site within the City and areas within the immediate vicinity
- Revenues generated from a 0.1% sales and use tax adopted by voters in April 1997, extended by voters in 2003 to expire in 2025

3%	Admin	
6%	Maintenance	
91%	Parks	20%
	Trails	20%
	Open Space	60%

April 2013 ballot modified the allowable use of the Parks category. Change allows this category to maintain all City parks – previously could only be used to purchase parks.



# City Budget: Other Revenue Sources



## Pikes Peak Rural Transportation Authority (PPRTA):

- 2004 ballot measure approving a 1% regional sales and use tax (one-cent per dollar):
  - Capital 55%
  - Maintenance 35%
  - Transit 10%
- In 2012, the capital portion of the RTA was extended to 2024

# City Budget: Other Revenue Sources

## Pikes Peak Rural Transportation Authority (PPRTA):



2013 Capital Projects	\$
Austin Bluffs Bridge Widening	\$1,364,402
Austin Bluffs Corridor Improvements	\$14,327,335
Filmore Street Corridor	\$2,435,152
Woodmen Street Corridor	\$3,467,612
Roadway Safety and Traffic Ops	\$994,408
On-Street Bikeway Improvements	\$112,041
Congestion/Incident Management	\$303,438
<b>Capital Total</b>	<b>\$23,004,388</b>

# City Budget: Other Revenue Sources



## Pikes Peak Rural Transportation Authority (PPRTA):

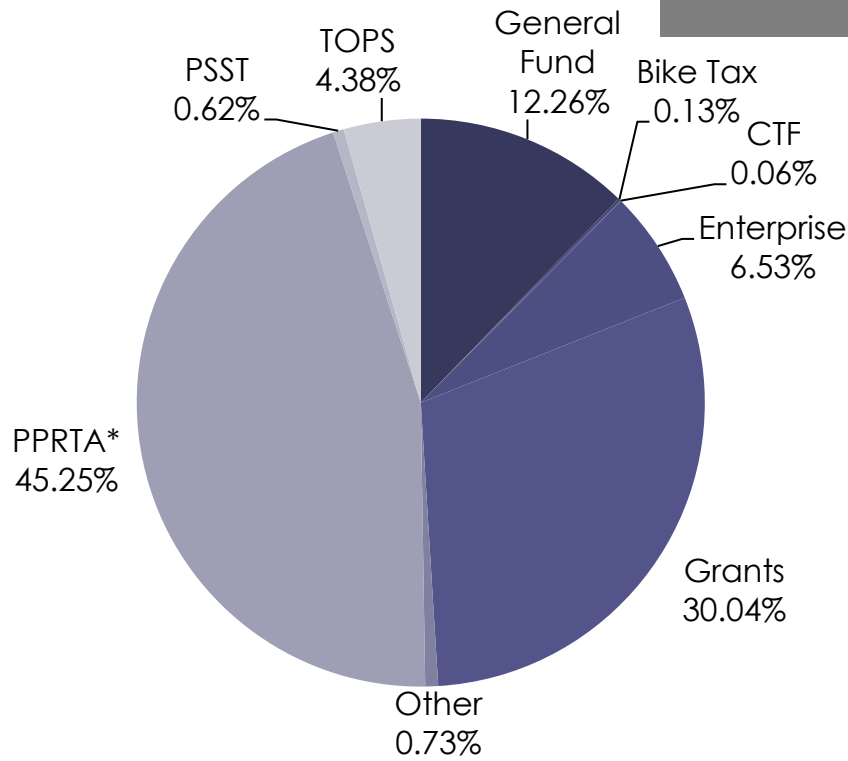
2013 Maintenance	\$
Concrete Maintenance	\$5,496,669
Street Resurfacing & Maintenance	\$6,355,523
Bridge Maintenance	\$1,889,480
Incident Management/Signal Upgrades	\$3,091,876
Safety and Traffic Ops	\$343,542
<b>Total</b>	<b>\$17,177,090</b>

The 2013 PPRTA Public Transportation Budget is \$9,972,284

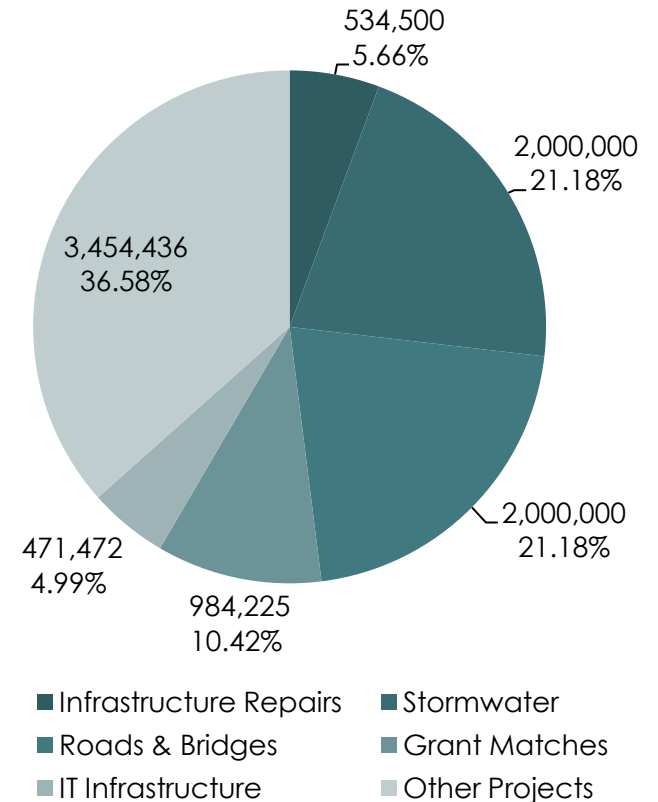
# Capital Improvements Program

**\$77,030,311** - Primarily funded by restricted funds (88%)

**2013 All Funds CIP**



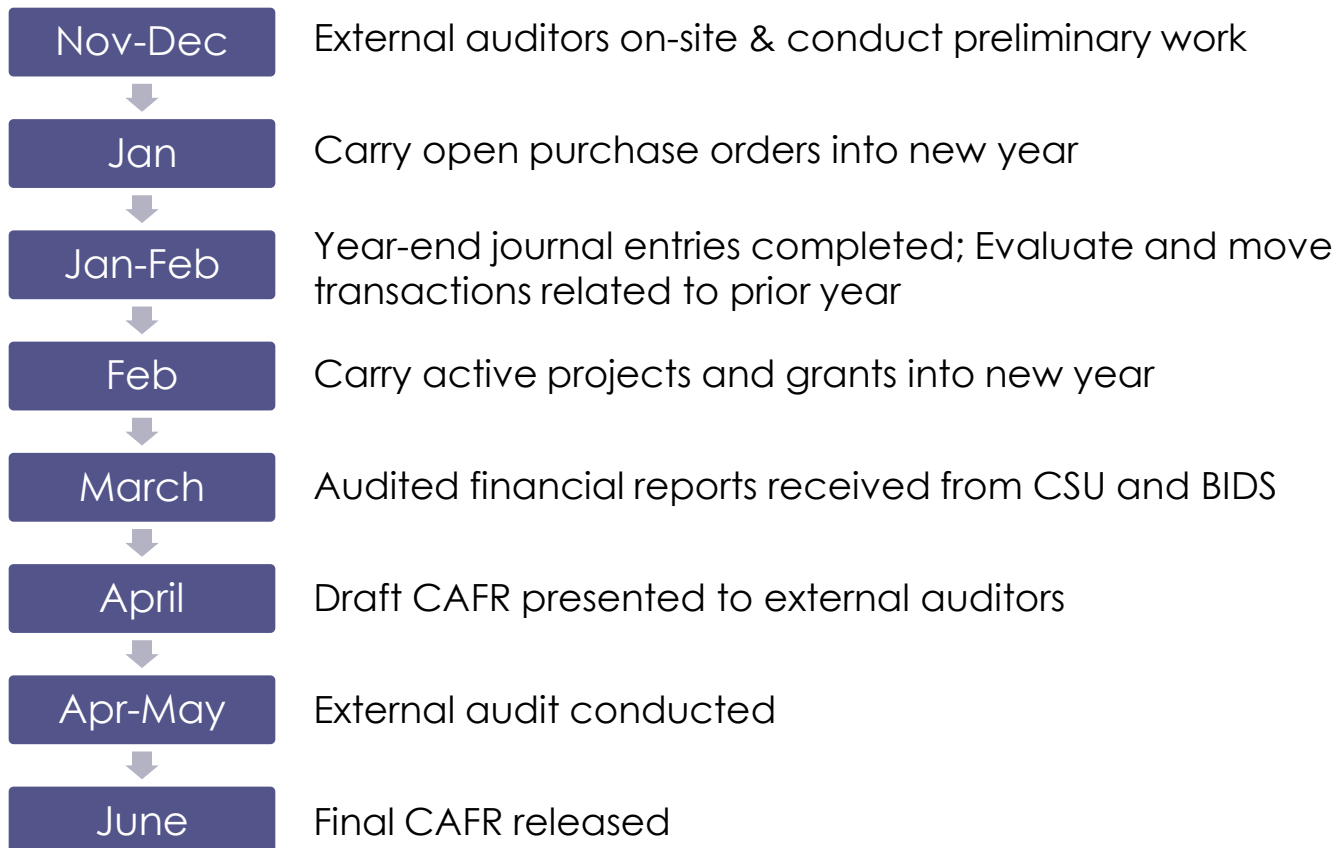
**2013 General Fund CIP**



\*see previous slides on PPRTA

# Comprehensive Annual Financial Report (CAFR)

## Annual CAFR Timeline



# Financial Reporting In-Year

- Quarterly reports
  - Sent a link
- Monthly accounting reports
  - Sent a link
- MHS Financial Report
  - 2<sup>nd</sup> meeting every month in the agenda packet
- End-of-Year Financial Report
  - April 22



# Questions