

Mayor's Office

Blessing 'Yemi' Mobolade, Mayor | (719) 385-5900 | Yemi.Mobolade@coloradosprings.gov

2024 Strategic Plan



Note: See the [City of Colorado Springs Strategic Plan](#) for more information

All Funds Summary

All Funds	Use of Funds	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	General Fund	\$1,156,918	\$1,498,201	\$1,498,201	\$2,022,419	\$524,218
	Total	\$1,156,918	\$1,498,201	\$1,498,201	\$2,022,419	\$524,218
	Positions					
	General Fund	9.50	9.50	10.75	10.75	0.00
	Total	9.50	9.50	10.75	10.75	0.00

* 2023 Amended Budget as of 8/31/2023

Significant Changes vs. 2023

- Increase of approximately \$560,000 in the General Fund mainly to fund existing positions, position transfer adjustments, pay for performance, and benefit cost adjustments
- Decrease of \$51,374 in the General Fund due to operating budget reductions
- Increase of approximately \$16,000 to move Spirit of the Springs funding to the Mayor's Office (Community Affairs) from Parks - Recreation & Administration
- Beginning in 2023, Community Diversity & Outreach and all staff as well as their responsibilities and functions (including financial history) were moved to the Mayor's Office from Human Resources, now named the Mayor's Office of Community Affairs

Mayor's Office - Overview

The Mayor is the Chief Executive Officer of the City and leads the Executive Branch. The City is provided all executive and administrative powers of home-rule status cities granted by Article XX of the Constitution of the State of Colorado. The City Charter provides the Mayor control and authority over all operational and administrative functions of the City. As the Chief Executive, the Mayor enforces all laws and ordinances, manages the Executive Branch of the Colorado Springs municipal government, and oversees implementation of the Mayor's vision, mission, goals, and strategic plan.

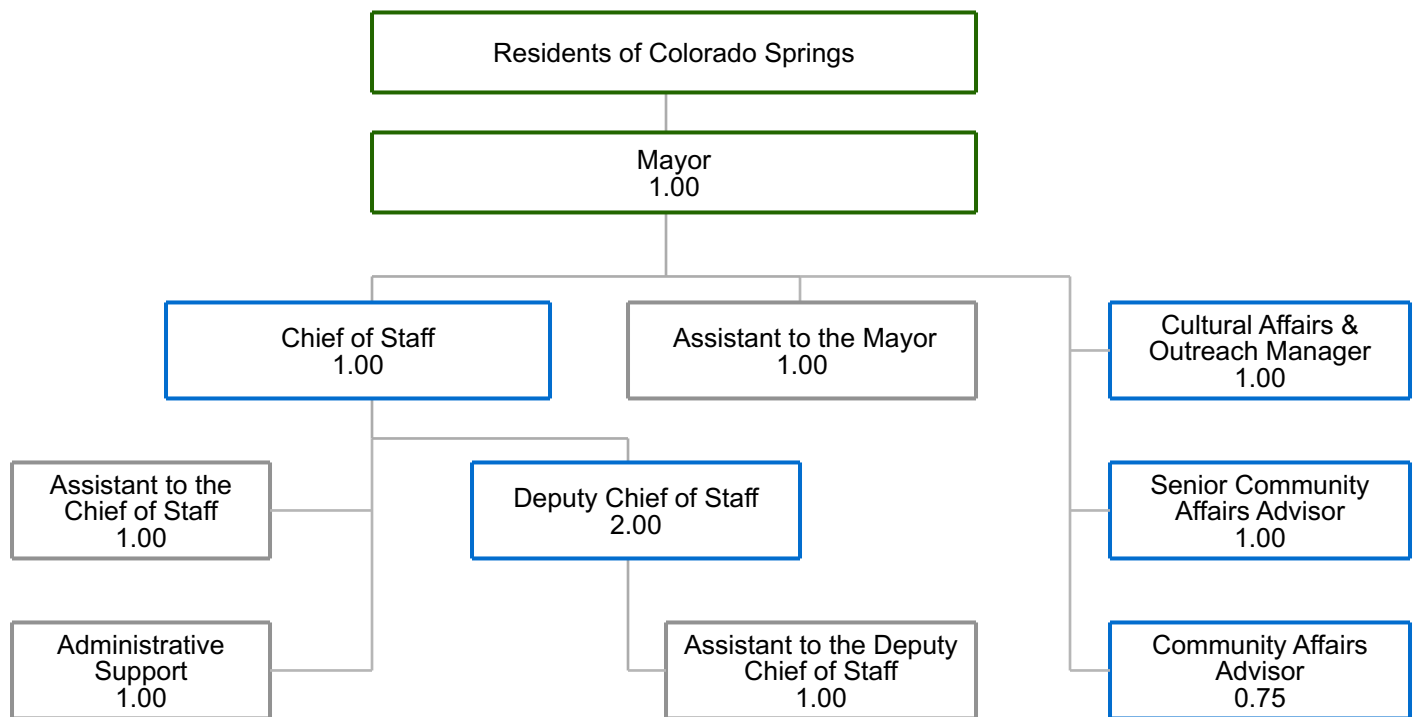
The Mayor serves as an ex officio and non-voting member of the Board of Directors of the Colorado Springs Utilities.

The Mayor's Office collaborates with and provides assistance to residents, elected officials, and municipal government operating departments. The Mayor may take command of the police and govern the City by proclamation in times of public danger or emergency.

Mayor's Office of Community Affairs

The Mayor's Office of Community Affairs provides a direct link from the City to diverse community groups through programming, dialogue, and outreach. The Mayor's Office of Community Affairs is a champion for diversity in the City of Colorado Springs and develops community outreach programs to ensure that diverse perspectives are listened to and included in local government programs, services, and civic conversations. This division represents the City on community diversity efforts and collaborates with stakeholders, community groups, not-for-profit organizations, and business leaders to ensure initiatives, resources, and tools are effectively utilized to evaluate and enhance programming. The Mayor's Office of Community Affairs is externally facing and resident focused and creates a space for diversity and collaboration in our community. Funding for this division is provided by the General Fund.

Mayor's Office - Organizational Chart



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2023, and changes occurring as part of the 2024 Budget for the General Fund.

Mayor's Office - General Fund: Summary, Funding, and Position Changes

General Fund	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Salary/Benefits/Pensions	\$988,303	\$1,106,081	\$1,391,351	\$1,391,351	\$1,908,678	\$517,327
	Operating	40,234	50,704	102,850	102,850	111,741	8,891
	Capital Outlay	0	133	4,000	4,000	2,000	(2,000)
	Total	\$1,028,537	\$1,156,918	\$1,498,201	\$1,498,201	\$2,022,419	\$524,218
	Position Title		2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Administrative Assistant I		0.50	0.50	0.00	0.00	0.00
	Administrative Assistant II		1.00	1.00	0.00	0.00	0.00
	Administrative Assistant, Senior		0.00	0.00	1.00	1.00	0.00
	Analyst I		1.00	1.00	0.00	0.00	0.00
	Assistant to the Chief of Staff		1.00	1.00	1.00	1.00	0.00
	Assistant to the Deputy Chief of Staff		0.00	0.00	1.00	1.00	0.00
	Assistant to the Mayor		1.00	1.00	1.00	1.00	0.00
	Chief of Staff		1.00	1.00	1.00	1.00	0.00
	Community Affairs Advisor		0.00	0.00	0.75	0.75	0.00
	Community Affairs Advisor, Sr		0.00	0.00	1.00	1.00	0.00
	Cultural Affair & Outreach Mgr		0.00	0.00	1.00	1.00	0.00
	Deputy Chief of Staff		1.00	1.00	2.00	2.00	0.00
	Diversity & Community Program Manager		1.00	1.00	0.00	0.00	0.00
	Mayor		1.00	1.00	1.00	1.00	0.00
	Senior Analyst		1.00	1.00	0.00	0.00	0.00
Total Positions		9.50	9.50	10.75	10.75	0.00	

* 2023 Amended Budget as of 8/31/2023

Mayor's Office - General Fund: Summary, Funding, and Position Changes

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	\$0
	Total During 2023	\$0
	For 2024	2024 Budget - * 2023 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$508,725
	Increase to fund pay for performance and pay progression	45,632
	Increase to fund medical cost adjustments	5,535
	Decrease due to operating budget reductions	(42,565)
	Total Salaries/Benefits/Pensions	\$517,327
	Operating	
	Increase to move Spirit of the Springs funding to Mayor's Office (Community Affairs) from Parks - Recreation & Administration	\$15,700
	Redistribution of Capital Outlay to Operating	2,000
	Decrease due to operating budget reductions	(8,809)
	Total Operating	\$8,891
	Capital Outlay	
	Redistribution of Capital Outlay to Operating	(\$2,000)
	Total Capital Outlay	(\$2,000)
	Total For 2024	\$524,218

Position Change	During 2023	* 2023 Amended - 2023 Original Budget
	Transfer and convert 1.00 FTE (Staff Assistant) from Economic Development to the Mayor's Office as an Executive Assistant to the Mayor's Office	1.00
	Transfer and convert 1.00 FTE (Assistant to the Mayor) from the Mayor's Office to Parks - Design & Development as a Program Administrator I	(1.00)
	Transfer and convert 1.00 FTE (Admin Assistant I) from Parks - Recreation and Administration to the Mayor's Office as a Senior Community Affairs Advisor	1.00
	Add 0.25 FTE (Community Affairs Advisor) to an existing 0.50 FTE, resulting in a 0.75 position	0.25
	Convert 1.00 FTE (Diversity & Community Program Manager) to a Cultural Affairs & Outreach Manager	0.00
	Convert 1.00 FTE (Analyst I) to a Deputy Chief of Staff - Infrastructure and Development	0.00
	Total During 2023	1.25
	For 2024	2024 Budget - * 2023 Amended Budget
	None	0.00
	Total For 2024	0.00

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Mayor's Office

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Salaries/Benefits/Pensions						
51003 - REDUCTION IN SALARIES BENEFITS	0	0	0	0	(42,565)	(42,565)
51205 - CIVILIAN SALARIES	742,781	869,185	1,040,316	1,040,316	1,514,711	474,395
51210 - OVERTIME	173	473	5,000	5,000	5,000	0
51220 - SEASONAL TEMPORARY	21,522	8,758	37,565	37,565	37,565	0
51245 - RETIREMENT TERM VACATION	27,257	3,759	0	0	0	0
51260 - VACATION BUY PAY OUT	2,825	4,830	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(1,404)	(4,893)	0	0	0	0
51610 - PERA	109,310	123,728	159,097	159,097	229,419	70,322
51615 - WORKERS COMPENSATION	1,986	2,189	1,721	1,721	1,879	158
51620 - EQUITABLE LIFE INSURANCE	1,780	2,031	4,001	4,001	5,271	1,270
51640 - DENTAL INSURANCE	3,444	3,382	4,620	4,620	4,380	(240)
51670 - PARKING FOR EMPLOYEES	3,470	3,400	3,720	3,720	3,720	0
51690 - MEDICARE	11,211	12,464	15,629	15,629	22,509	6,880
51695 - CITY EPO MEDICAL PLAN	16,134	13,156	13,868	13,868	668	(13,200)
51696 - ADVANTAGE HD MED PLAN	45,168	60,494	101,064	101,064	120,871	19,807
51697 - HRA BENEFIT TO ADV MED PLAN	2,646	3,125	4,750	4,750	5,250	500
Salaries/Benefits/Pensions Total	988,303	1,106,081	1,391,351	1,391,351	1,908,678	517,327
Operating						
52003 - REDUCTION IN OPERATING	0	0	0	0	(8,809)	(8,809)
52105 - MISCELLANEOUS OPERATING	17	27	1,000	1,000	1,000	0
52110 - OFFICE SUPPLIES	376	400	3,500	3,500	3,500	0
52111 - PAPER SUPPLIES	0	45	500	500	500	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	0	0	400	400	400	0
52122 - CELL PHONES EQUIP AND SUPPLIES	0	0	1,400	1,400	1,400	0
52125 - GENERAL SUPPLIES	7,385	3,048	5,500	5,500	5,500	0
52135 - POSTAGE	97	108	1,000	1,000	1,000	0
52465 - MISCELLANEOUS SERVICES	0	0	150	150	150	0
52560 - PARKING SERVICES	118	451	1,000	1,000	1,000	0
52565 - PEST CONTROL	7,000	0	0	0	0	0
52575 - SERVICES	1,337	6,570	10,000	10,000	8,250	(1,750)
52590 - TEMPORARY EMPLOYMENT	0	0	14,000	14,000	14,000	0
52605 - CAR MILEAGE	1,960	2,059	1,200	1,200	1,200	0
52607 - CELL PHONE ALLOWANCE	300	0	1,900	1,900	1,100	(800)
52615 - DUES AND MEMBERSHIP	175	0	2,850	2,850	2,850	0
52625 - MEETING EXPENSES IN TOWN	9,754	16,343	12,500	12,500	12,500	0
52630 - TRAINING	383	1,500	6,000	6,000	6,000	0
52645 - SUBSCRIPTIONS	284	240	500	500	500	0
52655 - TRAVEL OUT OF TOWN	1,008	13,297	20,250	20,250	22,500	2,250
52705 - COMMUNICATIONS	297	0	0	0	0	0
52738 - CELL PHONE BASE CHARGES	5,229	4,533	6,000	6,000	6,300	300
52775 - MINOR EQUIPMENT	0	0	750	750	3,250	2,500
52776 - PRINTER CONSOLIDATION COST	2,086	1,823	3,700	3,700	3,700	0
52795 - RENTAL OF EQUIPMENT	0	0	250	250	250	0
52874 - OFFICE SERVICES PRINTING	349	260	3,000	3,000	3,000	0

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Mayor's Office

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
65160 - RECRUITMENT	129	0	0	0	0	0
65163 - COMMUNITY OUTREACH	1,950	0	5,000	5,000	5,000	0
65361 - RELOCATION ASSISTANCE	0	0	500	500	0	(500)
65387 - SPIRIT OF SPRINGS OPERATING	0	0	0	0	15,700	15,700
Operating Total	40,234	50,704	102,850	102,850	111,741	8,891
Capital Outlay						
53030 - FURNITURE AND FIXTURES	0	133	4,000	4,000	2,000	(2,000)
Capital Outlay Total	0	133	4,000	4,000	2,000	(2,000)
Grand Total	1,028,537	1,156,918	1,498,201	1,498,201	2,022,419	524,218

* 2023 Amended Budget as of 8/31/2023

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Communications

Vanessa Zink, Chief Communications Officer | (719) 385-5242 | Vanessa.Zink@coloradosprings.gov

All Funds Summary

All Funds	Use of Funds	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	General Fund	\$1,513,408	\$1,807,051	\$1,807,051	\$1,798,339	(\$8,712)
	Total	\$1,513,408	\$1,807,051	\$1,807,051	\$1,798,339	(\$8,712)
	Positions					
	General Fund	12.75	13.50	13.75	13.75	0.00
	Total	12.75	13.50	13.75	13.75	0.00

* 2023 Amended Budget as of 8/31/2023

Significant Changes vs. 2023

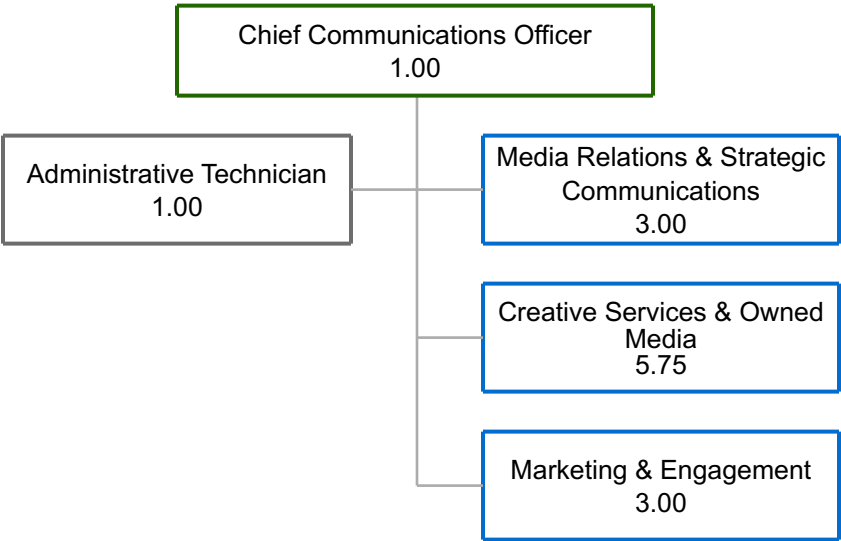
- Increase of approximately \$53,200 in the General Fund mainly to fund existing positions, pay for performance, and benefit cost adjustments offset by reduction in seasonal temporary funding
- Decrease of \$61,965 in the General Fund due to operating budget reductions

Communications - Overview

City Communications oversees mass communication efforts, working across multiple platforms to serve as the trusted source of accurate information and news. As professionals in this industry, department members aspire to be proactive, prepared, balanced communicators who provide efficient, consistent, and timely messaging through a variety of channels. Their aim is to amplify, simplify, and engage.

The department also leads efforts to brand Colorado Springs as Olympic City USA, sharing inspirational and aspirational messages to grow civic pride and economic opportunities.

Communications - Organizational Chart



Strategic Plan Update



Building Community & Collaborative Relationships

Initiatives			
3.6 Effectively reach Colorado Springs residents through varied and effective means of communication to foster trust in city government.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
3.6.1 Increase 'Likes' and engagement on social media channels by at least 15% each year.	100%	100%	100%
3.6.2 Consistently use at least 3 non-traditional forms of communication (e.g. social media, texting, etc.)	100%	100%	100%
3.6.3 Communicate with constituents in times of crisis.	100%	100%	100%
Notable Achievements			
3.6.1 Engaged with people via Facebook and Twitter for @CityofCOS and @MayorofCOS 332,094 times (.33% increase YoY), reached an audience of 131,665 (20.8% increase YoY), and showed up in people's news feeds 4,675,492 (25.4% increase YoY) times in 2021. Additionally, Communications launched a @MayorOfCOS Instagram and Tik Tok for additional communication channels and continued to reach people through Instagram for @CityOfCOS with 54,007 followers, 191,989 engagements, and 3.2M impressions.			
3.6.2 Engaged 4.1M users through ColoradoSprings.gov, processed 40,015 GoCOS! requests (22.5% increase YoY). Facilitated media stories, produced 33 "Behind the Springs" podcasts, and also produced blogs, press conferences, live video, and social media content.			
3.6.3 On November 20, 5 people were killed at the Club Q Shooting. Communications staff responded to the Joint Information Center to help support the Colorado Springs Police Department, District Attorney's office, Mayor's Office and the Pikes Peak Office of Emergency Management. Along with activating the entire communications staff on the weekend, the City also activated the Pikes Peaks Crisis Communications Network and brought in staff from supporting organizations to help respond to and inform media and residents. Staff responded to hundreds of local and national media interview requests and inquiries over the following two weeks.			



Excelling In City Services

Initiatives			
4.6 Implement and apply a consistent branding and public participation process citywide.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
4.6.1 Create and disseminate a new public participation standardized process by the end of 2020.	Complete		
4.6.2 Departments and Public Information firms to use the new standardized process a minimum of 3 times annually.	100%	100%	100%
Notable Achievements			
4.6.2 Supported other City Departments in public participation processes, in-person and online meetings, surveys, newsletter updates, and community events on a host of City projects that engaged thousands of residents. This includes, but not limited to, Blodgett Open Space Master Plan, Coleman Community Park Master Plan, Prospect Lake Aeration, Senior Center, South Downtown Railroad Underpass Realignment, South Academy Blvd. Reconstruction, Cheyenne Blvd Study, US24/Peterson Realignment, Black Forest, 30th St. Corridor Reconstruction, Marksheffel Rd. Expansion, Centennial Blvd. Extension, ConnectCOS Transportation Master Plan, RetoolCOS, Platte Ave. Study, Brownfield Grants, Parks and Recreation Month, Evacuation Training and the Midland Corridor Study.			

This Strategic Plan update identifies each department's initiatives, performance measures, and a sampling of notable achievements. The Percentage Completion section represents quantitative progress made on each performance measure. The term 'Complete' indicates that all activities of a performance measure have been fully achieved. If '-' is shown, activity has not started on the performance measure. '100%' reflects performance measure activity is satisfied and is ongoing for the life of the Strategic Plan. For the full description of each initiative and performance measure, reference the bolded ID numbers in the City's Strategic Plan beginning on Page 19 of this document.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2023, and changes occurring as part of the 2024 Budget for the General Fund.

Communications - General Fund: Summary, Funding, and Position Changes

General Fund	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Salary/Benefits/Pensions	\$1,172,532	\$1,315,931	\$1,596,060	\$1,596,060	\$1,631,813	\$35,753
	Operating	171,930	197,477	210,991	210,991	166,526	(44,465)
	Total	\$1,344,462	\$1,513,408	\$1,807,051	\$1,807,051	\$1,798,339	(\$8,712)
			2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Position Title						
	Administrative Assistant I		0.00	0.75	0.00	0.00	0.00
	Administrative Assistant, Senior		1.00	1.00	1.00	1.00	0.00
	Chief Communications Officer		1.00	1.00	1.00	1.00	0.00
	Citizen Engagement		1.00	1.00	0.00	0.00	0.00
	Communications Specialist I/II		3.00	3.00	4.00	4.00	0.00
	Communications Supervisor		3.00	3.00	2.00	2.00	0.00
	Digital Communications Specialist		1.00	1.00	0.00	0.00	0.00
	Graphic Designer		1.00	1.00	1.00	1.00	0.00
	Public Communications Manager		0.00	0.00	1.00	1.00	0.00
	Public Communications Specialist Senior		0.75	0.75	1.75	1.75	0.00
	Video Production Specialist		1.00	1.00	2.00	2.00	0.00
Total Positions		12.75	13.50	13.75	13.75	0.00	

* 2023 Amended Budget as of 8/31/2023

Communications - General Fund: Summary, Funding, and Position Changes

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	\$0
	Total During 2023	\$0
	For 2024	2024 Budget - * 2023 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	(\$8,013)
	Increase to fund pay for performance and pay progression	54,688
	Increase to fund medical cost adjustments	6,578
	Decrease due to operating budget reductions	(17,500)
	Total Salaries/Benefits/Pensions	\$35,753
	Operating	
	Decrease due to operating budget reductions	(\$44,465)
	Total Operating	(\$44,465)
	Total For 2024	(\$8,712)

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Add 1.00 FTE (Public Communications Manager)	1.00
	Eliminate 0.75 FTE (Administrative Assistant I)	(0.75)
	Total During 2023	0.25
	For 2024	2024 Budget - * 2023 Amended Budget
	None	0.00
	Total For 2024	0.00

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Communications Office

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Salaries/Benefits/Pensions						
51003 - REDUCTION IN SALARIES BENEFITS	0	0	0	0	(17,500)	(17,500)
51205 - CIVILIAN SALARIES	843,718	958,940	1,183,239	1,225,239	1,245,603	20,364
51210 - OVERTIME	2,033	108	0	0	0	0
51220 - SEASONAL TEMPORARY	68,418	56,647	59,500	17,500	17,500	0
51245 - RETIREMENT TERM VACATION	10,389	14,751	0	0	0	0
51260 - VACATION BUY PAY OUT	4,615	6,706	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(7,703)	(7,533)	0	0	0	0
51610 - PERA	126,606	143,987	176,712	176,712	192,882	16,170
51615 - WORKERS COMPENSATION	2,318	2,562	1,920	1,920	1,474	(446)
51620 - EQUITABLE LIFE INSURANCE	2,025	2,246	4,185	4,185	3,820	(365)
51640 - DENTAL INSURANCE	4,367	3,870	4,500	4,500	4,920	420
51670 - PARKING FOR EMPLOYEES	5,735	6,880	6,080	6,080	6,080	0
51690 - MEDICARE	12,946	14,410	17,360	17,360	18,924	1,564
51696 - ADVANTAGE HD MED PLAN	92,311	107,544	136,564	136,564	151,610	15,046
51697 - HRA BENEFIT TO ADV MED PLAN	4,754	4,813	6,000	6,000	6,500	500
Salaries/Benefits/Pensions Total	1,172,532	1,315,931	1,596,060	1,596,060	1,631,813	35,753
Operating						
52003 - REDUCTION IN OPERATING	0	0	0	0	(44,465)	(44,465)
52105 - MISCELLANEOUS OPERATING	0	363	250	250	250	0
52110 - OFFICE SUPPLIES	1,228	2,272	1,500	1,500	1,500	0
52111 - PAPER SUPPLIES	0	79	400	400	400	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	2,029	3,600	500	500	500	0
52122 - CELL PHONES EQUIP AND SUPPLIES	58	768	500	500	500	0
52125 - GENERAL SUPPLIES	576	1,118	1,000	1,000	1,000	0
52135 - POSTAGE	19	47	1,000	1,000	200	(800)
52170 - SPECIAL PHOTOGRAPHY ETC	290	88	1,000	1,000	1,000	0
52405 - ADVERTISING SERVICES	1,249	2,197	7,000	7,000	7,000	0
52415 - CONTRACTS AND SPEC PROJECTS	57,666	55,443	61,560	61,560	61,560	0
52560 - PARKING SERVICES	74	480	360	360	360	0
52575 - SERVICES	73,315	85,938	99,234	99,234	99,234	0
52605 - CAR MILEAGE	0	154	300	300	300	0
52615 - DUES AND MEMBERSHIP	360	250	300	300	300	0
52625 - MEETING EXPENSES IN TOWN	939	2,377	2,289	2,289	2,689	400
52630 - TRAINING	549	4,405	2,000	2,000	2,000	0
52645 - SUBSCRIPTIONS	2,461	1,969	1,500	1,500	1,500	0
52655 - TRAVEL OUT OF TOWN	0	5,577	3,400	3,400	4,600	1,200
52735 - TELEPHONE LONG DIST CALLS	0	0	100	100	0	(100)
52736 - CELL PHONE AIRTIME	0	0	100	100	0	(100)
52738 - CELL PHONE BASE CHARGES	6,620	7,211	7,498	7,498	7,698	200
52775 - MINOR EQUIPMENT	20,355	17,570	15,500	15,500	15,500	0
52776 - PRINTER CONSOLIDATION COST	1,748	1,691	1,400	1,400	1,400	0
52795 - RENTAL OF EQUIPMENT	0	0	800	800	0	(800)
52874 - OFFICE SERVICES PRINTING	2,394	3,860	1,500	1,500	1,500	0
65160 - RECRUITMENT	0	20	0	0	0	0
Operating Total	171,930	197,477	210,991	210,991	166,526	(44,465)
Grand Total	1,344,462	1,513,408	1,807,051	1,807,051	1,798,339	(8,712)

* 2023 Amended Budget as of 8/31/2023

Economic Development

Travis Easton, Deputy Chief of Staff - Infrastructure and Development | (719) 385-5955 | Travis.Easton@coloradosprings.gov

All Funds Summary

All Funds	Use of Funds	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	General Fund	\$498,884	\$726,275	\$726,275	\$549,122	(\$177,153)
	Total	\$498,884	\$726,275	\$726,275	\$549,122	(\$177,153)
	Positions					
	General Fund	5.00	5.00	4.00	3.00	(1.00)
	Total	5.00	5.00	4.00	3.00	(1.00)

* 2023 Amended Budget as of 8/31/2023

Significant Changes vs. 2023

- Decrease of approximately \$62,000 in the General Fund mainly to fund existing positions, pay for performance, and benefit cost adjustments
- Decrease of \$24,904 in the General Fund due to operating budget reductions
- Decrease of approximately \$90,000 to fund the transfer of 1.00 FTE from Economic Development to City Council and Legislative Services for a Boards & Commissions Program Administrator

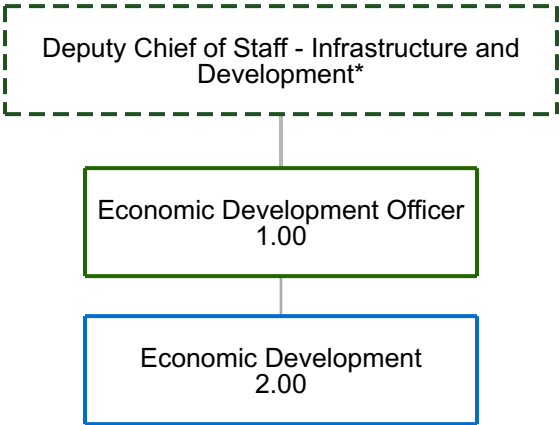
Economic Development - Overview

The Economic Development Division (EDD) is focused on enhancing the quality of life for citizens through supporting and implementing economic development fundamentals and focusing on place making. The EDD serves as the lead on development and redevelopment projects in the City of Colorado Springs. EDD staff collaboratively works with the private sector, regional economic development and government agencies, and multiple community partners to eliminate barriers to business development, catalyze investments in key business corridors, and incentivize job creation and capital investment within targeted sectors.

The City strives to become the most business-friendly municipality in the United States, as measured by:

- Successful attraction, retention, and expansion of businesses of all sizes
- Creation of quality jobs
- Growth of the local economy
- Generation of new City revenue
- Infusion of new wealth into the City by primary employers
- Favorable programs offered to incentivize job creation and capital investment
- Rapid responses to resolve issues for development and redevelopment projects
- Tools and programs to increase business speed to market
- Strong collaboration between regional economic development partners including the County, State, Economic Development Corporations, and Utilities organizations
- Support and provide tools available to specifically assist small businesses
- Overall positive and competitive business climate
- Rapid, courteous responses to all business requests for permits and approvals
- Fair regulations and requirements
- Reasonable fees and charges associated with conducting business
- Consistent, high-quality core services with limited resources
- Competitive utility rates
- Encouragement of community building and partnerships
- Ongoing dialogue with primary employers, entrepreneurs, and business groups to continuously improve the business climate

Economic Development - Organizational Chart



* The Deputy Chief of Staff - Infrastructure and Development is funded as part of the Mayor's Office budget. This position is not reflected in the position count of this division.

Strategic Plan Update



Promoting Job Creation

Initiatives			
<p>1.4 Promote the creation of primary jobs in target industries through collaboration with the region's economic and business development organizations; leveraging local, state, and federal economic development tools; and ensuring a responsive business climate to support attraction, retention, and expansion efforts of companies in Colorado Springs.</p> <p>1.5 Advance the Olympic City USA brand and tourism industry through supporting planning and infrastructure efforts in and near Downtown, catalytic projects such as City for Champions, and key events that attract visitors to the region.</p> <p>1.6 Encourage the development of a robust innovation ecosystem that supports entrepreneurs, startup companies, and small businesses that diversify our regional economy.</p>			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
1.4.1 Continue to support private investment through rapid response team and issue resolution processes, supporting at least 20 businesses annually.	100%	100%	100%
1.4.2 Collaborate with the Planning Department and Urban Renewal Authority to establish incentives to attract private investment in mature areas of the city including Downtown and Economic Opportunity Zones.	75%	100%	100%
1.4.3 Collaborate with Colorado Springs Chamber & EDC, Colorado Springs Airport, El Paso County, and other partners to develop and implement a strategic plan for activating and marketing the City's Foreign Trade Zone.	100%	100%	100%
1.4.4 In partnership with key economic partners, develop and implement a strategic plan for the region's Qualified Opportunity Zones by Q2 2020.	100%	100%	100%
1.4.5 Collaborate with the Colorado Springs Chamber and EDC to develop a formal business retention and expansion engagement process for outreach to Colorado Springs businesses and provide local and/or state incentives to at least 3 local companies.	100%	100%	100%
1.4.6 Collaborate with State, regional and local partners to provide COVID-19 businesses community assistance to support a resilient local economy.	100%	100%	100%
1.5.1 Facilitate the positive economic impact for each City for Champions project on an ongoing basis, and provide an annual update of each City for Champions project to the State Economic Development Commission and City Administration.	100%	100%	100%
1.5.2 Host two meetings per year with the RTA Advisory Board to provide updates on City for Champions projects.	100%	100%	100%
1.6.1 Lead Colorado Springs for Small Business Advancement (COSSBA) initiative with City Planning and Neighborhood Services, Colorado Springs Fire Marshal, Colorado Springs Utilities, Regional Building Department and other partners and entrepreneurs to establish and implement a unified program for building pre-inspections by Q4 2020.	100%	100%	100%
1.6.2 Increase promotion and utilization of COSopenforbiz.com annually.	50%	100%	100%
1.6.3 Develop 3-4 roadmaps to business success that facilitate continuous improvement of industry specific business support process, increase speed of development, and ensure small businesses remain open, by Q4 2021.	50%	100%	100%
1.6.4 Significant facilitation of key complex economic development/ redevelopment projects and initiatives.	100%	100%	100%
1.6.5 Facilitate investment for a healthy Southeast Colorado Springs economy through an annual increase in the number of projects and private investment in zip codes 80910 and 80916.	100%	100%	100%

Strategic Plan Update



Promoting Job Creation

Notable Achievements
1.4.1 Staff and reviewing agency partners implemented 22 Rapid Response projects between 2022 — 2023, creating around 2,000 new jobs and retaining about 2,100 employees. Total private investment in these projects was approximately \$455 million, with a construction footprint estimate covering 2.4 million ft².
1.4.5 In 2023, staff lead the analysis, review, and approval of 6 economic development agreement with qualifying primary employers for City incentives by City Council. These EDAs are expected to create over 3,000 new direct jobs, retain over 1,400 jobs, and spur over \$2 billion worth of private investment.
1.6.4 Economic Development Staff continues to meet with small, medium, and large businesses and nonprofits to support their development needs. Staff coordinated meetings with Rivian, SolidRock Community Development Corporation, Entegris, Red Gravy, among others in 2023.

This Strategic Plan update identifies each department’s initiatives, performance measures, and a sampling of notable achievements. The Percentage Completion section represents quantitative progress made on each performance measure. The term ‘Complete’ indicates that all activities of a performance measure have been fully achieved. If ‘- %’ is shown, activity has not started on the performance measure. ‘100%’ reflects performance measure activity is satisfied and is ongoing for the life of the Strategic Plan. For the full description of each initiative and performance measure, reference the bolded ID numbers in the City’s Strategic Plan beginning on Page 19 of this document.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2023, and changes occurring as part of the 2024 Budget for the General Fund.

Economic Development - General Fund: Summary, Funding, and Position Changes

General Fund	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Salary/Benefits/Pensions	\$427,830	\$441,942	\$582,890	\$582,890	\$430,641	(\$152,249)
	Operating	75,833	56,942	143,385	143,385	118,481	(24,904)
	Total	\$503,663	\$498,884	\$726,275	\$726,275	\$549,122	(\$177,153)
			2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Position Title						
	Analyst I		1.00	1.00	1.00	1.00	0.00
	Economic Development Officer		1.00	1.00	1.00	1.00	0.00
	Economic Development Specialist		2.00	2.00	1.00	0.00	(1.00)
	Senior Economic Development Specialist		1.00	1.00	1.00	1.00	0.00
	Total Positions		5.00	5.00	4.00	3.00	(1.00)
CSURA Executive Director ¹		1.00	1.00	1.00	1.00	0.00	

* 2023 Amended Budget as of 8/31/2023

¹ CSURA Executive Director is reimbursed from the Colorado Springs Urban Renewal Authority

Economic Development - General Fund: Summary, Funding, and Position Changes

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	\$0
	Total During 2023	\$0
	For 2024	2024 Budget - * 2023 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	(\$84,486)
	Increase to fund pay for performance and pay progression	19,976
	Increase to fund medical cost adjustments	2,151
	Decrease to fund the transfer of 1.00 FTE from Economic Development to City Council and Legislative Services for a Boards & Commissions Program Administrator	(89,890)
	Total Salaries/Benefits/Pensions	(\$152,249)
	Operating	
	Decrease due to operating budget reductions	(\$24,904)
	Total Operating	(\$24,904)
	Total For 2024	(\$177,153)

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Transfer and convert 1.00 FTE (Economic Development Specialist that had been converted to a Staff Assistant during 2023) to the Mayor's Office as an Executive Assistant	(1.00)
	Total During 2023	(1.00)
	For 2024	2024 Budget - * 2023 Amended Budget
	Transfer and convert 1.00 FTE (Economic Development Specialist) to City Council and Legislative Services as a Boards & Commissions Program Administrator	(1.00)
	Total For 2024	(1.00)

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Economic Development

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	* 2024 Budget - * 2023 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	344,849	350,653	456,098	456,098	345,272	(110,826)
51245 - RETIREMENT TERM VACATION	3,998	7,086	0	0	0	0
51260 - VACATION BUY PAY OUT	691	829	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(4,141)	(1,466)	0	0	0	0
51610 - PERA	48,243	50,619	67,321	67,321	51,031	(16,290)
51615 - WORKERS COMPENSATION	874	885	767	767	301	(466)
51620 - EQUITABLE LIFE INSURANCE	805	843	1,726	1,726	964	(762)
51640 - DENTAL INSURANCE	1,204	1,100	1,920	1,920	960	(960)
51670 - PARKING FOR EMPLOYEES	1,700	1,900	2,040	2,040	2,040	0
51690 - MEDICARE	4,945	5,086	6,613	6,613	5,006	(1,607)
51695 - CITY EPO MEDICAL PLAN	12,686	13,673	14,412	14,412	15,154	742
51696 - ADVANTAGE HD MED PLAN	10,979	10,026	30,243	30,243	9,413	(20,830)
51697 - HRA BENEFIT TO ADV MED PLAN	997	708	1,750	1,750	500	(1,250)
Salaries/Benefits/Pensions Total	427,830	441,942	582,890	582,890	430,641	(152,249)
Operating						
52003 - REDUCTION IN OPERATING	0	0	0	0	(24,904)	(24,904)
52105 - MISCELLANEOUS OPERATING	2,048	898	0	0	0	0
52110 - OFFICE SUPPLIES	1,636	908	750	750	750	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	0	278	300	300	5,000	4,700
52122 - CELL PHONES EQUIP AND SUPPLIES	0	0	250	250	0	(250)
52125 - GENERAL SUPPLIES	0	0	100	100	100	0
52135 - POSTAGE	1	0	150	150	100	(50)
52560 - PARKING SERVICES	0	0	50	50	150	100
52575 - SERVICES	60,371	39,731	114,735	114,735	114,135	(600)
52605 - CAR MILEAGE	0	0	500	500	500	0
52615 - DUES AND MEMBERSHIP	952	2,135	200	200	2,800	2,600
52625 - MEETING EXPENSES IN TOWN	619	7,069	4,000	4,000	3,000	(1,000)
52630 - TRAINING	3,120	1,060	750	750	750	0
52645 - SUBSCRIPTIONS	359	101	100	100	600	500
52655 - TRAVEL OUT OF TOWN	3,616	1,319	14,000	14,000	9,000	(5,000)
52736 - CELL PHONE AIRTIME	0	120	0	0	0	0
52738 - CELL PHONE BASE CHARGES	489	254	1,500	1,500	500	(1,000)
52775 - MINOR EQUIPMENT	0	1,045	500	500	500	0
52776 - PRINTER CONSOLIDATION COST	2,480	1,854	5,000	5,000	5,000	0
52874 - OFFICE SERVICES PRINTING	142	170	500	500	500	0
Operating Total	75,833	56,942	143,385	143,385	118,481	(24,904)
Grand Total	503,663	498,884	726,275	726,275	549,122	(177,153)

* 2023 Amended Budget as of 8/31/2023

Housing and Community Vitality

Steve Posey, Chief Housing Officer | (719) 385-6880 | Steve.Posey@coloradosprings.gov

All Funds Summary

All Funds	Use of Funds	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	General Fund	\$648,237	\$921,976	\$921,976	\$909,046	(\$12,930)
	General Fund Projects	0	200,000	200,000	400,000	200,000
	Grants Fund**	5,440,839	6,398,206	6,398,206	5,777,907	(620,299)
	All Funds Total	\$6,089,076	\$7,520,182	\$7,520,182	\$7,086,953	(\$433,229)
	Positions					
	General Fund	1.00	1.00	1.00	1.00	0.00
	Grants Fund	12.00	12.00	12.00	12.00	0.00
	Total	13.00	13.00	13.00	13.00	0.00

* 2023 Amended Budget as of 8/31/2023 (General Fund). The federal program year for the CDBG, HOME and ESG grants is April 1 to March 31. The Original Budget is prepared based on estimated allocations.

** The Grants Fund includes appropriation for new grant funding, and may include re-appropriation of prior year grants not awarded, as well as local match. See Grants Overview for more information. The 2022 actual amount includes actual program income and expense which may not equal the amount awarded as reported in the Grants Overview section.

Significant Changes vs. 2023

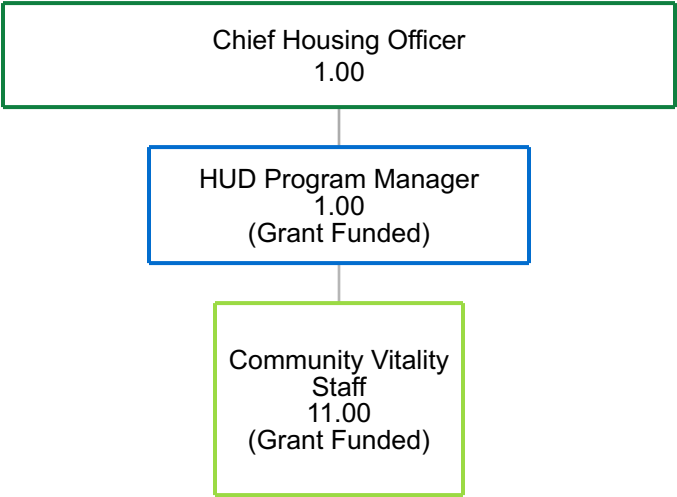
- During 2023, as part of the Mayor's First 100 Days goals and priorities, the Community Development division in the Planning Department was converted to the Housing and Community Vitality department that reports to the Deputy Chief of Staff - Infrastructure and Development
- Increase of approximately \$19,000 in the General Fund mainly to fund existing positions, pay for performance, and benefit cost adjustments
- Decrease of \$31,615 in the General Fund due to operating budget reductions
- Increase of \$200,000 in General Fund Projects for affordable housing projects funded by Private Activity Bond fees (offset by revenue)
- Decrease of approximately \$620,000 in federal grants fund appropriation based on estimates for 2024

Housing and Community Vitality - Overview

The City will make strategic investments that strengthen neighborhoods, increase the availability of quality affordable and attainable housing, engage social service providers to prevent homelessness, and support economic opportunity for the whole community. The City receives restricted federal entitlement grants and competitive grants which fund the following programs:

- *Affordable Housing Development and Rehabilitation.* Work with nonprofit and for-profit developers to encourage the development and preservation of affordable housing.
- *Neighborhood Improvement.* Encourage safe and livable neighborhoods through targeted planning, public services, economic development activities, capital improvements, and the prevention of slum and blight conditions.
- *Homeless Services Coordination and Public Facilities Improvements.* Collaborate with outside agencies and other city departments to implement a comprehensive strategy to address homelessness by funding critical services and improvements to key public facilities.

Housing and Community Vitality - Organizational Chart



Strategic Plan Update



Building Community & Collaborative Relationships

Initiatives			
3.15 Improve access to a broad range of homeless, affordable and work-force housing.			
3.16 Reduce homelessness and improve access to homeless services.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
3.15.1 Write and present to City Council for adoption an affordable housing plan that identifies housing needs for all socioeconomic classes within our community by Q3 2020.	100%	100%	100%
3.15.2 Adopt direct and indirect financial incentives by Q3 2020 that reduce upfront costs of constructing affordable housing that target individuals and families at or below the area's median income levels.	100%	100%	100%
3.15.3 Allocate a significant portion of annual Federal entitlement grants to help fund housing projects that target individuals and families at or below the area's median income levels.	100%	100%	100%
3.15.4 Adopt land use policies and standards that remove barriers and support a wide variety of innovative designs, including high density single-family and multi-family, age friendly, age-in-place and multigenerational housing.	80%	95%	95%
3.16.1 Implement and update annually the 2019 Homeless Initiative plan.	100%	100%	100%
3.16.2 Allocate a portion of the annual Federal entitlement grants to help fund permanent supportive housing, shelters, and homeless services.	100%	100%	100%
3.16.3 Maintain adequate amount of shelter beds to accommodate persons that are unsheltered and implement strategies, which increase shelter bed occupancy.	100%	100%	100%
3.16.4 Adopt direct and indirect financial incentives by Q3 2020 that reduce upfront costs of constructing permanent supportive housing and shelters.	100%	100%	100%
Notable Achievements			
3.15.1 Through Q3 & Q4 of 2022 and Q1 & Q2 of 2023 the City provided HUD grant funded assistance to 1,703 new multi-family affordable housing units under construction and with tax credits awarded; 8 units planned for assisted homeownership; 50 single family home rehabilitations; and assistance for 10 placements of low-income renters with seniors through the Sunshine Home Share program.			
3.15.2 In the Spring of 2022, through the Affordable and Attainable Multi-Family Fee Rebate Program, the City and Colorado Springs Utilities provided fee rebates for 852 affordable housing units in six projects, with a total fee rebate value of \$660,106.10. These projects are also eligible for the new sales tax refund program, which provides refunds at project completion.			
3.15.3 In 2023 the City received \$3.8 million in HUD grant funds, 62% is dedicated to affordable housing projects that target individuals and families at or below the area's median income level. Projects include housing rehabilitation for elderly and disabled homeowners, rental assistance, down payment assistance, and multi-family affordable housing construction.			
3.15.4 In 2023 the City of Colorado Springs adopted a new Unified Development Code (UDC) governing land use and zoning, which went into effect on June 5, 2023. The new code contains best practices to promote a wide range of housing development. The new R-Flex districts allow for a mix of housing types within the same development, the conversion of existing commercial zone districts to mixed-use and is expected to increase housing opportunities. Additionally, tiny house communities have been included as an option for residential development. The City will continue monitoring the implementation and considering improvements.			
3.16.1 In 2023, the WorkCOS program reported two participants moved into housing, and another moved into a leadership position. WorkCOS participants Kevin Cole and Louis Rodriguez appeared on the City's podcast . The program has grown to two teams of four participants, with plans to expand further.			
3.16.2 In Q2 2023, the City began supporting two permanent supportive housing projects for people experiencing homelessness. The Launchpad is the first of its kind in the region, using trauma-informed design to house at-risk and formerly homeless youth. The Commons is a permanent supportive housing development for individuals and families experiencing unstable housing. The City expects to provide continued support through rebate incentives to both the Launchpad and the Commons.			
3.16.3 The City continues to maintain sufficient shelter beds for all who seek it. In 2023 the number of shelter beds increased from 515 beds to 581 beds, driven by the reopening of the Salvation Army's shelter to serve families on May 12th, 2023.			

This Strategic Plan update identifies each department's initiatives, performance measures, and a sampling of notable achievements. The Percentage Completion section represents quantitative progress made on each performance measure. The term 'Complete' indicates that all activities of a performance measure have been fully achieved. If '%' is shown, activity has not started on the performance measure. '100%' reflects performance measure activity is satisfied and is ongoing for the life of the Strategic Plan. For the full description of each initiative and performance measure, reference the bolded ID numbers in the City's Strategic Plan beginning on Page 19 of this document.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2023, and changes occurring as part of the 2024 Budget for each fund including General Fund, CDBG Grant Funds, HOME Grant Funds, and ESG Grant Funds.

Housing and Community Vitality - General Fund: Summary, Funding, and Position Changes

General Fund	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Salary/Benefits/Pensions	\$0	\$80,715	\$190,530	\$190,530	\$209,215	\$18,685
	Operating	634,091	567,522	731,446	731,446	699,831	(31,615)
	Total	\$634,091	\$648,237	\$921,976	\$921,976	\$909,046	(\$12,930)
	Projects	\$25,000	\$0	\$200,000	\$200,000	\$400,000	\$200,000
	Grand Total	\$659,091	\$648,237	\$1,121,976	\$1,121,976	\$1,309,046	\$187,070
	Revenue	\$106,000	\$188,098	\$200,000	\$200,000	\$400,000	\$200,000
Position Title		2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget	
Chief Housing Officer		0.00	0.00	1.00	1.00	0.00	
Community Development Manager		0.00	1.00	0.00	0.00	0.00	
Homelessness Prevention and Response Coordinator		1.00	0.00	0.00	0.00	0.00	
Total Positions		1.00	1.00	1.00	1.00	0.00	

Funding Changes	During 2023		* 2023 Amended - 2023 Original Budget
	None		\$0
	Total During 2023		\$0
	For 2024		2024 Budget - * 2023 Amended Budget
	Salaries/Benefits/Pensions		
	Net change to fund existing positions		\$12,217
	Increase to fund pay for performance and pay progression		5,800
	Increase to fund medical cost adjustments		668
	Total Salaries/Benefits/Pensions		\$18,685
	Operating		
	Decrease due to operating budget reductions		(\$31,615)
	Total Operating		(\$31,615)
	General Fund Project		
	Increase to fund affordable housing projects funded by Private Activity Bond (PAB) fees (offset in revenue)		\$200,000
	Total General Fund Project		\$200,000
	Total For 2024		\$187,070

* 2023 Amended Budget as of 8/31/2023

Housing and Community Vitality - General Fund: Position Changes

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	0.00
	Total During 2023	0.00
	For 2024	2024 Budget - * 2023 Amended Budget
	Convert 1.00 FTE Community Development Manager to Chief Housing Officer (see significant changes)	0.00
	Total For 2024	0.00

* 2023 Amended Budget as of 8/31/2023

Housing and Community Vitality - Grant Funds

CDBG Grant Funds	Source of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	CDBG Entitlement	\$3,214,797	\$3,032,763	\$3,184,401	\$3,184,401	\$3,174,629	(\$9,772)
	Program Income	208,063	93,553	200,000	200,000	200,000	0
	Total¹	\$3,422,860	\$3,126,316	\$3,384,401	\$3,384,401	\$3,374,629	(\$9,772)

HOME Grant Funds	Source of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	HOME Entitlement	\$7,326,278	\$1,754,596	\$1,930,056	\$1,930,056	\$1,828,734	(\$101,322)
	Program Income	634,217	289,690	800,000	800,000	300,000	(500,000)
	Total¹	\$7,960,495	\$2,044,286	\$2,730,056	\$2,730,056	\$2,128,734	(\$601,322)

ESG Grant Funds	Source of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	ESG Entitlement	\$262,634	\$270,237	\$283,749	\$283,749	\$274,544	(\$9,205)
	Total¹	\$262,634	\$270,237	\$283,749	\$283,749	\$274,544	(\$9,205)

* The federal program year for the CDBG, HOME and ESG grants is April 1 to March 31. The Original Budget is prepared based on estimated allocations.

¹ The 2021 and 2022 actual amounts include actual program income and expense which may not equal the amount awarded as reported in the Grants Overview section.

Housing and Community Vitality - Grant Funds: Summary, Funding, and Position Changes

Grant Funding Summary	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	CDBG Grant	\$3,422,860	\$3,126,316	\$3,384,401	\$3,384,401	\$3,374,629	(\$9,772)
	HOME Grant	7,960,495	2,044,286	2,730,056	2,730,056	2,128,734	(601,322)
	ESG Grant	262,634	270,237	283,749	283,749	274,544	(9,205)
	Total ¹	\$11,645,989	\$5,440,839	\$6,398,206	\$6,398,206	\$5,777,907	(\$620,299)
	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget	
	Administrative Assistant, Senior	1.00	1.00	1.00	1.00	0.00	
	Analyst I	1.00	1.00	2.00	2.00	0.00	
	Analyst II	5.00	5.00	4.00	4.00	0.00	
	Business Project Manager II	1.00	1.00	1.00	1.00	0.00	
	Homelessness Prevention and Response Coordinator	0.00	1.00	1.00	1.00	0.00	
	HUD Programs Manager	1.00	1.00	1.00	1.00	0.00	
	Senior Analyst	3.00	2.00	2.00	2.00	0.00	
Total Positions	12.00	12.00	12.00	12.00	0.00		

* The federal program year for the CDBG, HOME and ESG grants is April 1 to March 31. The Original Budget is prepared based on estimated allocations.

¹ The 2021 and 2022 actual amounts include actual program income and expense which may not equal the amount awarded as reported in the Grants Overview section.

Housing and Community Vitality - Grant Funds: Summary, Funding, and Position Changes

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	\$0
	Total During 2023	\$0
	For 2024	2024 Budget - * 2023 Amended Budget
	Decrease in CDBG Grant funds due to projected entitlement	(\$9,772)
	Decrease in HOME Grant funds due to projected entitlement and program income	(601,322)
	Decrease in ESG Grant funds based on projected entitlement	(9,205)
	Total For 2024	(\$620,299)

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	0.00
	Total During 2023	0.00
	For 2024	2024 Budget - * 2023 Amended Budget
	None	0.00
	Total For 2024	0.00

* The federal program year for the CDBG, HOME and ESG grants is April 1 to March 31. The Original Budget is prepared based on estimated allocations.

Housing and Community Vitality - Projects

Projects[†]	Project	General Fund	Total Allocation
	Private Activity Bond (PAB) Fees - Affordable Housing	400,000	400,000
	Total 2024 Projects	\$400,000	\$400,000

[†] These projects are not included in the CIP Program.

City of Colorado Springs Budget Detail Report

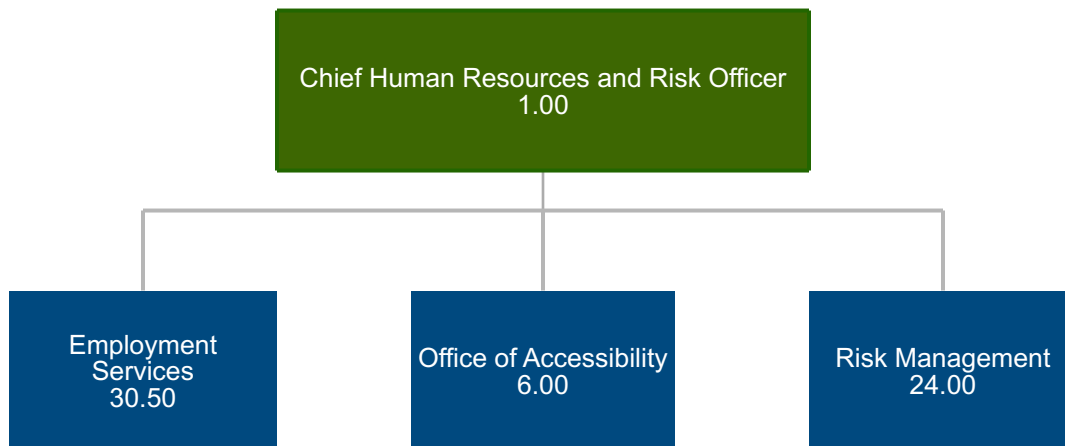
001 - GENERAL FUND
Housing and Community Vitality

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	0	63,031	149,976	149,976	165,641	15,665
51610 - PERA	0	1,203	22,136	22,136	24,482	2,346
51615 - WORKERS COMPENSATION	0	16	375	375	142	(233)
51620 - EQUITABLE LIFE INSURANCE	0	0	590	590	550	(40)
51640 - DENTAL INSURANCE	0	11	540	540	540	0
51670 - PARKING FOR EMPLOYEES	0	0	120	120	120	0
51690 - MEDICARE	0	118	2,175	2,175	2,402	227
51696 - ADVANTAGE HD MED PLAN	0	290	13,868	13,868	14,588	720
51697 - HRA BENEFIT TO ADV MED PLAN	0	16	750	750	750	0
51699 - BENEFITS REIMBURSEMENT	0	16,030	0	0	0	0
Salaries/Benefits/Pensions Total	0	80,715	190,530	190,530	209,215	18,685
Operating						
52003 - REDUCTION IN OPERATING	0	0	0	0	(31,615)	(31,615)
52105 - MISCELLANEOUS OPERATING	12	0	0	0	0	0
52110 - OFFICE SUPPLIES	2,207	1,030	2,000	2,000	2,000	0
52111 - PAPER SUPPLIES	0	0	400	400	400	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	24,886	31,507	45,495	45,495	40,000	(5,495)
52125 - GENERAL SUPPLIES	2,145	552	2,000	2,000	2,000	0
52135 - POSTAGE	324	346	350	350	300	(50)
52405 - ADVERTISING SERVICES	20	0	500	500	500	0
52440 - HUMAN SERVICES	547,825	468,237	500,000	500,000	500,000	0
52441 - TRANSIT PASSES	22,001	22,002	22,000	22,000	22,000	0
52560 - PARKING SERVICES	1,020	242	0	0	0	0
52574 - LEGAL SERVICES	0	0	5,000	5,000	5,000	0
52575 - SERVICES	2,263	12,602	105,001	105,001	115,746	10,745
52605 - CAR MILEAGE	0	0	300	300	1,000	700
52615 - DUES AND MEMBERSHIP	16,113	13,760	17,000	17,000	8,000	(9,000)
52625 - MEETING EXPENSES IN TOWN	0	2,146	1,000	1,000	500	(500)
52630 - TRAINING	10,042	7,214	24,000	24,000	26,000	2,000
52645 - SUBSCRIPTIONS	480	590	600	600	800	200
52655 - TRAVEL OUT OF TOWN	964	3,152	1,000	1,000	2,000	1,000
52738 - CELL PHONE BASE CHARGES	2,203	2,702	2,800	2,800	3,200	400
52852 - FACILITIES MGMT MAINTENANCE	650	0	0	0	0	0
52872 - MAINT FLEET VEHICLES EQP	484	251	0	0	0	0
52874 - OFFICE SERVICES PRINTING	452	1,189	2,000	2,000	2,000	0
Operating Total	634,091	567,522	731,446	731,446	699,831	(31,615)
General Fund Projects Total	25,000	0	200,000	200,000	400,000	200,000
Grand Total	659,091	648,237	1,121,976	1,121,976	1,309,046	187,070
Revenue						
46172 - REIMBURSEMENT FROM GIFT TRUSTS	0	20,000	0	0	0	0
44070 - PAB ISSUER FEES	106,000	168,098	200,000	200,000	400,000	200,000
Revenue Total	106,000	188,098	200,000	200,000	400,000	200,000

* 2023 Amended Budget as of 8/31/2023

Human Resources and Risk

Michael Sullivan, Chief Human Resources and Risk Officer | (719) 385-5117 | Michael.Sullivan@coloradosprings.gov



All Funds Summary

Division	General Fund	Other Funds	Total Budget
Employment Services	\$3,460,262	\$48,839,944	\$52,300,206
Office of Accessibility	1,315,804	0	1,315,804
Risk Management	884,277	11,134,321	12,018,598
Total	\$5,660,343	\$59,974,265	\$65,634,608
Total Positions	36.75	24.75	61.50

Human Resources and Risk

All Funds History

Use of Funds	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
General Fund	\$4,324,492	\$4,915,165	\$4,915,165	\$5,160,343	\$245,178
General Fund - CIP	583,965	750,000	750,000	500,000	(250,000)
Employee Benefits Self-Ins. Fund	39,827,473	45,468,505	45,468,505	48,839,944	3,371,439
Claims Reserve Fund	3,809,667	2,363,900	2,363,900	2,321,900	(42,000)
Workers' Comp. Fund	8,383,882	8,570,950	8,570,950	8,812,421	241,471
Total	\$56,929,479	\$62,068,520	\$62,068,520	\$65,634,608	\$3,566,088
Total Positions	58.00	60.00	61.50	61.50	0.00

* 2023 Amended Budget as of 8/31/2023

Strategic Plan Update



Excelling In City Services

Initiatives			
4.9 Provide excellent and sustainable delivery of core services by making data driven investments and decisions, to become an Employer of Choice.			
4.10 Invest in the Human Resource function by supporting continuous improvement and cross departmental collaboration to improve service delivery to citizens.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
4.9.1 Focus on Safety by expanding the Supervisor training program to include a mandatory comprehensive OSHA program module by March 2022.	80%	100%	100%
4.9.2 Initiate a mandatory inspection program that requires quarterly facility inspection and 30 day follow-up for all major city facilities by October 2020.	100%	100%	100%
4.9.3 Initiate mandatory supervisor accident investigation root cause analysis, requiring supervisor/manager corrective action by July 2023.	20%	100%	100%
4.9.4 Strive to improve the recruiting and hiring experience by the end of 2020; moving to more proactive recruiting, and incorporating Equity, Diversity and Inclusion (EDI) initiatives by 2024.	100%	100%	100%
4.9.5 Develop and implement a Succession Plan by the end of 2022.	55%	75%	100%
4.9.6 Develop and implement EDI Program by the end of 2021.	100%	100%	100%
4.9.7 Fund employee compensation at the appropriate level as the budget allows, on an ongoing basis.	25%	100%	100%
4.10.1 Review all City programs for accessibility by the end of 2022.	100%	100%	100%
4.10.2 Conduct a quarterly ADA forum in an effort to engage citizens.	100%	100%	100%
4.10.3 Identify and review all City department policies and procedures for ADA compliance by the end of 2022.	100%	100%	100%
Notable Achievements			
4.9 In 2023, the HR Department upgraded and launched a new electronic medical record in the Occupational Health Clinic to improve employee service and health.			
4.9.1 In 2023, the Safety team has created and launched the “Getting to Know the City” Manager/Supervisor training for City employees.			
4.9.2 Safety has revised the inspection process and developed a more comprehensive program in 2023.			
4.9.3 Safety completes quarterly facility inspections and follow up within 30 days. We provide feedback and then require action plans based on the feedback.			
4.9.4 In 2023, the recruiting team implemented a talent management strategy that focuses on expanding and enhancing the City of Colorado Springs's recruitment efforts and becoming expert talent identifiers. <ul style="list-style-type: none"> Identify hard to fill positions and focus recruitment efforts on niche markets such as associations, user groups, targeted appropriate social media marketing, and focused networking. Enhancing job postings to reduce bias and attract a more diverse workforce as well as modernize marketing efforts to increase applicant pipeline. Evaluate applicant metrics against EEOP report to identify and increase outreach to minority populations and community groups. 			
4.10 HR has started an “Aspiring Leaders” program, it is a seven-module series designed to give employees an opportunity to determine if they want to become future supervisors & managers. It is an opportunity to explore the core competencies of a supervisor and identify strengths and growth opportunities to become a successful leader. Participants will partner with their other team members, supervisors, and the Organizational Development team to apply the skills and tools they learn in the program to work situations. Development is 95% complete and the pilot program will begin later this year.			

Strategic Plan Update



Excelling In City Services

Notable Achievements (cont'd)

4.10.1 In Q1 2022, the review of all City programs for accessibility was completed, ahead of 12/31/2022 target date. The Colorado Cross-Disability Coalition (CCDC) awarded the City with the Kathy St. Vincent Award for Effective Communication, being the first city to publish a Transition Plan for Web Accessibility, and making all its electronic communications fully accessible.

4.10.2 During 2021, three quarterly ADA forums were held to engage citizens.

4.10.3 By the end of Q4 2021, all City department policies and procedures were reviewed for ADA compliance.



Building Community & Collaborative Relationships

Initiatives

3.9 Provide strategic city services and community partnerships to improve citizen quality of life by collaborating with other governmental agencies and military installations.

Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
3.9.1 Develop a plan to improve collaboration with military organizations and governmental agencies in recruitment efforts by 2021.	100%	100%	100%

Notable Achievements

3.9.1 In November 2021, HR was awarded the Military Friendly Employer and Military Spouse Friendly Employer certifications for 2022 in the areas of performance in hiring, supporting, and advancing the careers of veterans and military spouses. Currently, working on submitting information for 2023 award consideration.

3.9.1 In April 2022, the Fort Carson Employment Readiness Program (ERP) chose the City of Colorado Springs as an awardee for the 2nd Annual 4th Infantry Division and Fort Carson Steadfast and Loyal Award. This award honors Employer Partners who have shown exemplary commitment in employment practices that support Fort Carson Military Spouses who are seeking meaningful careers and employment stability.

This Strategic Plan update identifies each department's initiatives, performance measures, and a sampling of notable achievements. The Percentage Completion section represents quantitative progress made on each performance measure. The term 'Complete' indicates that all activities of a performance measure have been fully achieved. If '-' is shown, activity has not started on the performance measure. '100%' reflects performance measure activity is satisfied and is ongoing for the life of the Strategic Plan. For the full description of each initiative and performance measure, reference the bolded ID numbers in the City's Strategic Plan beginning on Page 19 of this document.

Employment Services

Michael Sullivan, Chief Human Resources and Risk Officer | (719) 385-5117 | Michael.Sullivan@coloradosprings.gov

All Funds Summary

All Funds	Use of Funds	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	General Fund	\$2,921,494	\$3,263,337	\$3,263,337	\$3,460,262	\$196,925
	Employee Benefits Self-Ins. Fund	39,827,473	45,468,505	45,468,505	48,839,944	3,371,439
	Total	\$42,748,967	\$48,731,842	\$48,731,842	\$52,300,206	\$3,568,364
	Positions					
	General Fund	24.00	24.00	25.50	25.50	0.00
	Employee Benefits Self-Ins. Fund	6.00	6.00	6.00	6.00	0.00
	Total	30.00	30.00	31.50	31.50	0.00

* 2023 Amended Budget as of 8/31/2023

Significant Changes vs. 2023

- Increase of approximately \$331,000 in the General Fund mainly to fund existing positions, pay for performance, and benefit cost adjustments
- Decrease of \$133,772 in the General Fund due to operating budget reductions
- Increase of approximately \$3.4 million in the Employee Benefits Self-Insurance Fund mainly due to projected increases in medical claims costs, net of a reduction to the contingent fund budget; increased costs are offset by increased revenue from employer and employee premiums

Employment Services - Overview

Employment Services - General Fund

The Employment Services Division provides services to the entire organization including candidate selection, employee training, and professional development. The Employment Services Division oversees a variety of functions including: employment law and regulations compliance enforcement; position classification and compensation; employee relations assistance; coordination of performance evaluations; employee training; course offerings; equity, diversity and inclusion resources; job reassignments due to disabilities; the disciplinary process; maintenance of employee files; and act as strategic business partners to the Directors and Chiefs. Funding for the Employment Division is provided by the General Fund. City enterprises and Internal Service Funds that receive services pay an allocated charge for services.

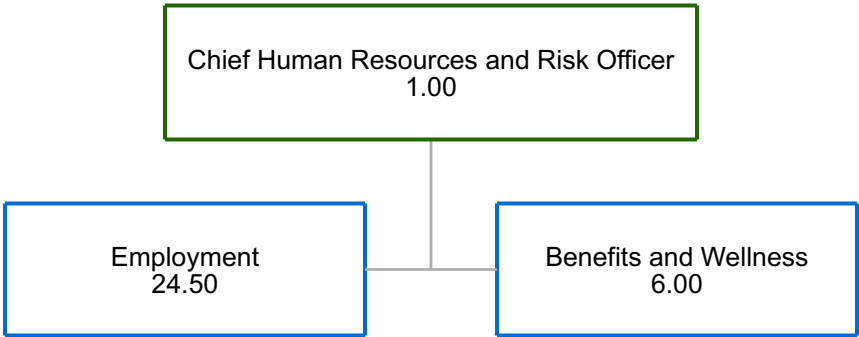
Benefits and Wellness – Employee Benefits Self-Insurance Fund

The Benefits and Wellness section designs and administers employee benefit plans and promotes health and wellness. The Benefits and Wellness section strives to design a healthcare plan that offers comprehensive benefits in a cost effective manner which incorporates wellness, prevention and health management programs for active employees, retirees, and their dependents to improve and maintain healthy lifestyle habits that help control costs. The Benefits and Wellness section provides managed healthcare using a self-insured medical and dental plan along with insurance benefits for vision, life, accidental death, voluntary term life, long-term care, short and long-term disability, and flexible spending accounts. Funding for the Benefits and Wellness program is provided through health plan monthly premiums which are shared between the employee and employer.

City Employee Medical Clinic and Pharmacy – Employee Benefits Self-Insurance Fund

The Benefits and Wellness section oversees an outsourced City Employee Medical Clinic and Pharmacy which provides significant cost savings to both the City and employees. The City Employee Medical Clinic and Pharmacy are available to all City and Colorado Springs Utilities employees and their families who are on the respective medical insurance plan. Funding for the City Employee Medical Clinic and Pharmacy is provided through health plan enrollee monthly premiums which are shared between the employee and employer, and through co-payments by clinic and pharmacy users.

Employment Services - Organizational Chart



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2023, and changes occurring as part of the 2024 Budget for each fund including General Fund and Employee Benefits Self-Insurance Fund.

Employment Services - General Fund: Summary, Funding, and Position Changes

	Use of Funds	2021	2022	2023	* 2023	2024	2024 Budget -
		Actual	Actual	Original Budget	Amended Budget	Budget	* 2023 Amended Budget
	Salary/Benefits/Pensions	\$2,183,929	\$2,716,265	\$3,124,080	\$3,124,080	\$3,321,005	\$196,925
	Operating	133,538	205,229	138,757	138,757	138,757	0
	Capital Outlay	1,895	0	500	500	500	0
	Total	\$2,319,362	\$2,921,494	\$3,263,337	\$3,263,337	\$3,460,262	\$196,925
General Fund							
	Position Title		2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Analyst I		1.00	1.00	2.00	2.00	0.00
	Analyst II		1.00	1.00	1.00	1.00	0.00
	Assistant Human Resources Dir		1.00	1.00	1.00	1.00	0.00
	Chief Human Resources Officer		1.00	1.00	1.00	1.00	0.00
	HR Supervisor		2.00	2.00	2.00	2.00	0.00
	HR Technician I		1.00	1.00	1.00	1.00	0.00
	HR Technician II		1.00	1.00	1.00	1.00	0.00
	HR Technician, Senior		2.00	2.00	1.00	1.00	0.00
	Human Resource Business Partner		2.00	2.00	2.00	2.00	0.00
	Human Resources Generalist		1.00	1.00	2.00	2.00	0.00
	Human Resources Manager		3.00	3.00	2.00	2.00	0.00
	Human Resources Mgr, C&B		0.00	0.00	1.00	1.00	0.00
	Recruiter II		2.00	2.00	2.00	2.00	0.00
	Recruiter, Senior		2.00	2.00	2.00	2.00	0.00
	Senior Analyst		2.00	2.00	2.00	2.00	0.00
	Senior HR Business Partner		2.00	2.00	2.00	2.00	0.00
	Staff Assistant		0.00	0.00	0.50	0.50	0.00
	Total Positions		24.00	24.00	25.50	25.50	0.00

* 2023 Amended Budget as of 8/31/2023

Employment Services - General Fund: Summary, Funding, and Position Changes

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	\$0
	Total During 2023	\$0
	For 2024	2024 Budget - * 2023 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$230,237
	Increase to fund pay for performance and pay progression	89,181
	Increase to fund medical cost adjustments	11,279
	Decrease due to operating budget reductions	(133,772)
	Total Salaries/Benefits/Pensions	\$196,925
	Operating	
	None	\$0
	Total Operating	\$0
	Capital Outlay	
	None	\$0
	Total Capital Outlay	\$0
	Total For 2024	\$196,925

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Add 1.50 FTEs (0.50 FTE Staff Assistant, 1.00 FTE Human Resource Generalist)	1.50
	Total During 2023	1.50
	For 2024	2024 Budget - * 2023 Amended Budget
	None	0.00
	Total For 2024	0.00

* 2023 Amended Budget as of 8/31/2023

Employment Services - Benefits Self-Insurance Fund: Summary, Funding, and Position Changes

Employee Benefits Self-Insurance Fund	Source of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Clinical Co Pay	\$191,195	\$210,516	\$180,700	\$180,700	\$180,700	\$0
	Interest/Other	1,312,872	1,392,923	0	0	46,800	46,800
	Employee & Employer Premiums	37,241,851	41,109,780	43,287,805	43,287,805	46,112,444	2,824,639
	Draw/ (Contribution) to Fund Balance **	(2,193,472)	(2,885,746)	2,000,000	2,000,000	2,500,000	500,000
	Total	\$36,552,446	\$39,827,473	\$45,468,505	\$45,468,505	\$48,839,944	\$3,371,439
	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Salary/Benefits/ Pensions	\$441,169	\$557,527	\$735,877	\$735,877	\$770,442	\$34,565
	Operating	36,110,820	39,266,541	42,748,914	42,748,914	46,351,301	3,602,387
	Operating - Contingency	0	0	1,982,714	1,982,714	1,717,201	(265,513)
	Capital Outlay	457	3,405	1,000	1,000	1,000	0
	Total	\$36,552,446	\$39,827,473	\$45,468,505	\$45,468,505	\$48,839,944	\$3,371,439
	Position Title		2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Analyst I		1.00	1.00	1.00	1.00	0.00
	Analyst II		0.00	0.00	1.00	1.00	0.00
	HR Technician I		1.00	1.00	1.00	1.00	0.00
	HR Technician, Senior		1.00	1.00	0.00	0.00	0.00
	Human Resources Manager		1.00	1.00	1.00	1.00	0.00
Senior Analyst		2.00	2.00	2.00	2.00	0.00	
Total Positions		6.00	6.00	6.00	6.00	0.00	

* 2023 Amended Budget as of 8/31/2023

** The difference between actual premiums collected and the payout of claims

Employment Services - Benefits Self-Insurance Fund: Summary, Funding, and Position Changes

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	\$0
	Total During 2023	\$0
	For 2024	2024 Budget - * 2023 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$10,954
	Increase to fund pay for performance and pay progression	18,711
	Increase to fund medical cost adjustments	4,900
	Total Salaries/Benefits/Pensions	\$34,565
	Operating	
	Net increase in operating expenses, mainly due to projected increases in medical claims costs	\$3,597,239
	Increase due to interest and investment fees	5,148
	Decrease in contingent funds	(265,513)
	Total Operating	\$3,336,874
	Capital Outlay	
	None	\$0
	Total Capital Outlay	\$0
	Total For 2024	\$3,371,439

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	0.00
	Total During 2023	0.00
	For 2024	2024 Budget - * 2023 Amended Budget
	None	0.00
	Total For 2024	0.00

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND Employment Services

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Salaries/Benefits/Pensions						
51003 - REDUCTION IN SALARIES BENEFITS	0	0	0	0	(133,772)	(133,772)
51205 - CIVILIAN SALARIES	1,705,593	2,120,886	2,441,008	2,441,008	2,675,416	234,408
51210 - OVERTIME	365	351	500	500	500	0
51220 - SEASONAL TEMPORARY	0	0	7,000	7,000	7,000	0
51245 - RETIREMENT TERM VACATION	0	14,437	0	0	0	0
51260 - VACATION BUY PAY OUT	15,854	13,650	2,000	2,000	2,000	0
51299 - SALARIES REIMBURSEMENTS	(15,784)	(17,083)	0	0	0	0
51610 - PERA	234,508	301,776	361,326	361,326	396,460	35,134
51615 - WORKERS COMPENSATION	4,304	5,302	3,893	3,893	2,930	(963)
51620 - EQUITABLE LIFE INSURANCE	4,061	4,933	9,203	9,203	8,483	(720)
51640 - DENTAL INSURANCE	8,414	9,060	9,840	9,840	11,730	1,890
51670 - PARKING FOR EMPLOYEES	8,490	11,500	7,880	7,880	7,880	0
51690 - MEDICARE	23,911	30,171	35,497	35,497	38,895	3,398
51695 - CITY EPO MEDICAL PLAN	13,797	13,135	15,831	15,831	8,718	(7,113)
51696 - ADVANTAGE HD MED PLAN	170,530	195,694	218,352	218,352	281,015	62,663
51697 - HRA BENEFIT TO ADV MED PLAN	9,886	12,453	11,750	11,750	13,750	2,000
Salaries/Benefits/Pensions Total	2,183,929	2,716,265	3,124,080	3,124,080	3,321,005	196,925
Operating						
52105 - MISCELLANEOUS OPERATING	4,492	4,631	1,789	1,789	1,789	0
52110 - OFFICE SUPPLIES	1,323	7,308	4,026	4,026	4,026	0
52111 - PAPER SUPPLIES	136	539	1,212	1,212	1,212	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	40,631	65,545	0	0	0	0
52122 - CELL PHONES EQUIP AND SUPPLIES	0	30	1,500	1,500	1,500	0
52125 - GENERAL SUPPLIES	1,261	11,235	1,250	1,250	1,250	0
52135 - POSTAGE	1,493	498	500	500	500	0
52230 - MAINT FURNITURE AND FIXTURES	0	4,420	0	0	0	0
52420 - EMPLOYEE SERVICES	0	299	0	0	0	0
52575 - SERVICES	4,588	31,974	39,147	39,147	39,147	0
52590 - TEMPORARY EMPLOYMENT	0	2,419	3,000	3,000	3,000	0
52605 - CAR MILEAGE	0	92	200	200	200	0
52607 - CELL PHONE ALLOWANCE	3,360	2,498	2,500	2,500	2,500	0
52615 - DUES AND MEMBERSHIP	5,716	8,500	675	675	675	0
52625 - MEETING EXPENSES IN TOWN	557	1,876	2,350	2,350	2,350	0
52630 - TRAINING	55,677	20,739	7,250	7,250	7,250	0
52635 - EMPLOYEE EDUCATIONAL ASSISTANCE	0	9,349	0	0	0	0
52645 - SUBSCRIPTIONS	1,509	1,042	2,500	2,500	2,500	0
52655 - TRAVEL OUT OF TOWN	0	7,467	8,000	8,000	8,000	0
52738 - CELL PHONE BASE CHARGES	1,116	2,074	729	729	729	0
52775 - MINOR EQUIPMENT	6,044	3,847	350	350	350	0
52776 - PRINTER CONSOLIDATION COST	1,799	1,796	4,000	4,000	4,000	0
52795 - RENTAL OF EQUIPMENT	0	0	50	50	50	0
52874 - OFFICE SERVICES PRINTING	461	778	729	729	729	0
65160 - RECRUITMENT	3,375	14,751	5,000	5,000	5,000	0
65353 - DIVERSITY	0	83	51,000	51,000	51,000	0
65358 - LRC & LEADERSHIP DEV	0	1,439	1,000	1,000	1,000	0
Operating Total	133,538	205,229	138,757	138,757	138,757	0

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Employment Services

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Capital Outlay						
53030 - FURNITURE AND FIXTURES	1,895	0	500	500	500	0
Capital Outlay Total	1,895	0	500	500	500	0
Grand Total	2,319,362	2,921,494	3,263,337	3,263,337	3,460,262	196,925

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

504 - EMPLOYEE BENEFITS SELF-INSURANCE FUND Employment Services

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	333,441	411,686	546,969	546,969	579,745	32,776
51210 - OVERTIME	(4)	623	1,500	1,500	1,500	0
51240 - RETIREMENT TERMINATION SICK	973	5,952	0	0	0	0
51245 - RETIREMENT TERM VACATION	11,103	4,918	0	0	0	0
51260 - VACATION BUY PAY OUT	2,813	4,558	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(2,294)	(4,285)	0	0	0	0
51610 - PERA	46,254	58,462	80,733	80,733	85,686	4,953
51615 - WORKERS COMPENSATION	1,991	2,641	890	890	618	(272)
51620 - EQUITABLE LIFE INSURANCE	791	967	2,052	2,052	1,809	(243)
51640 - DENTAL INSURANCE	1,408	2,078	3,000	3,000	3,000	0
51670 - PARKING FOR EMPLOYEES	1,640	2,450	2,400	2,400	2,400	0
51690 - MEDICARE	4,701	5,797	7,931	7,931	8,406	475
51696 - ADVANTAGE HD MED PLAN	36,054	58,800	86,402	86,402	84,028	(2,374)
51697 - HRA BENEFIT TO ADV MED PLAN	2,298	2,880	4,000	4,000	3,250	(750)
Salaries/Benefits/Pensions Total	441,169	557,527	735,877	735,877	770,442	34,565
Operating						
52110 - OFFICE SUPPLIES	7,205	4,490	5,300	5,300	5,300	0
52111 - PAPER SUPPLIES	68	0	0	0	0	0
52115 - MEDICAL SUPPLIES	24,069	24,340	40,000	40,000	40,000	0
52116 - PHARMACEUTICALS	33,814	54,356	60,000	60,000	60,000	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	153	0	0	0	0	0
52125 - GENERAL SUPPLIES	38	0	0	0	0	0
52135 - POSTAGE	5,837	7,177	9,000	9,000	9,000	0
52230 - MAINT FURNITURE AND FIXTURES	0	232	0	0	0	0
52305 - MAINT SOFTWARE & OTHER FEES	28,474	29,819	40,000	40,000	40,000	0
52460 - MEDICAL SERVICE	756,340	925,566	920,000	920,000	930,000	10,000
52560 - PARKING SERVICES	3,764	3,689	4,000	4,000	4,000	0
52568 - BANK AND INVESTMENT FEES	0	247	0	0	5,148	5,148
52573 - CREDIT CARD FEES	1,107	1,155	1,400	1,400	1,800	400
52575 - SERVICES	297,704	329,742	391,800	391,800	539,400	147,600
52590 - TEMPORARY EMPLOYMENT	0	2,628	4,000	4,000	4,000	0
52615 - DUES AND MEMBERSHIP	5,769	6,428	6,200	6,200	6,200	0
52630 - TRAINING	925	661	10,850	10,850	10,850	0
52645 - SUBSCRIPTIONS	750	848	2,000	2,000	2,000	0
52655 - TRAVEL OUT OF TOWN	0	1,087	4,000	4,000	4,000	0
52705 - COMMUNICATIONS	4,520	4,520	4,000	4,000	5,000	1,000
52738 - CELL PHONE BASE CHARGES	451	355	1,000	1,000	1,000	0
52740 - GENERAL INSURANCE-CITY	0	0	3,500	3,500	3,500	0
52775 - MINOR EQUIPMENT	0	245	4,000	4,000	4,000	0
52776 - PRINTER CONSOLIDATION COST	5,137	5,977	5,000	5,000	7,000	2,000
52874 - OFFICE SERVICES PRINTING	11,714	13,208	13,000	13,000	14,500	1,500
60139 - VISION CLAIM EXPENSES	447,103	459,847	465,000	465,000	480,000	15,000
60140 - MEDICAL CLAIMS EXPENSES	22,661,924	23,703,385	26,020,770	26,020,770	27,946,853	1,926,083
60170 - HRA BENEFIT EXPENSE	1,180,349	1,228,853	1,336,750	1,336,750	1,436,750	100,000
60171 - WELLNESS PROGRAM	22,603	19,514	30,000	30,000	35,000	5,000
60231 - CLAIMS INCURRED NOT REPORT	(1,465,000)	650,000	0	0	0	0
60238 - PRESCRIPTION ADMIN FEES	183,458	193,257	205,000	205,000	215,000	10,000

City of Colorado Springs Budget Detail Report

504 - EMPLOYEE BENEFITS SELF-INSURANCE FUND Employment Services

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
60239 - PRESCRIPTION CLAIM EXPENSES	6,811,757	6,029,834	7,054,100	7,054,100	8,012,000	957,900
60240 - DENTAL ADMINISTRATIVE FEES	109,986	113,693	130,000	130,000	140,000	10,000
60241 - DENTAL CLAIM EXPENSES	2,223,744	2,399,841	2,654,244	2,654,244	2,675,000	20,756
60243 - DIABETES TEN CITY CHALLENGE	67,630	85,327	90,000	90,000	130,000	40,000
60244 - MEDICAL ADMINISTRATIVE FEES	684,026	726,465	1,000,000	1,000,000	1,000,000	0
60286 - UTILIZATION MGMT	999,269	1,053,537	900,000	900,000	1,100,000	200,000
65140 - CONTINGENT FUNDS	0	0	1,982,714	1,982,714	1,717,201	(265,513)
65145 - CITY HEALTH MISC MEDICAL	15,270	17,354	0	0	0	0
65220 - REINSURANCE COSTS	272,214	564,233	684,000	684,000	684,000	0
65365 - HEALTH PROGRAMS	708,648	604,631	650,000	650,000	800,000	150,000
Operating Total	36,110,820	39,266,541	44,731,628	44,731,628	48,068,502	3,336,874
Capital Outlay						
53030 - FURNITURE AND FIXTURES	457	3,405	1,000	1,000	1,000	0
Capital Outlay Total	457	3,405	1,000	1,000	1,000	0
Grand Total	36,552,446	39,827,473	45,468,505	45,468,505	48,839,944	3,371,439
Revenue						
40113 - MISCELLANEOUS	7,196	79,912	0	0	0	0
40138 - DENTAL PREMIUMS	2,785,315	2,831,518	2,722,214	2,722,214	2,722,214	0
40139 - VISION PREMIUMS	447,791	454,629	419,760	419,760	419,760	0
40140 - MEDICAL PREMIUMS	34,008,745	37,823,633	40,145,831	40,145,831	42,970,470	2,824,639
40143 - UTILITY CLINIC SERVICES	155,253	172,693	140,000	140,000	140,000	0
40144 - CITY CLINIC CO PAY	35,942	37,792	40,700	40,700	40,700	0
40169 - EMPLOYEE ASSIST PROGRAM	(1)	(3)	0	0	0	0
40170 - HRA BENEFIT	1,299,513	1,365,569	0	0	0	0
43180 - GAIN LOSS INV MKT VALUE	0	(62,035)	0	0	0	0
44025 - CASH OVER SHORT	0	31	0	0	0	0
45768 - UNCLAIMED PROPERTY DISPOSITION	6,164	5,014	0	0	0	0
46025 - INTEREST	0	4,466	0	0	46,800	46,800
Revenue Total	38,745,918	42,713,219	43,468,505	43,468,505	46,339,944	2,871,439

* 2023 Amended Budget as of 8/31/2023

Office of Accessibility

Michael Sullivan, Chief Human Resources and Risk Officer | (719) 385-5117 | Michael.Sullivan@coloradosprings.gov

All Funds Summary

All Funds	Use of Funds	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	General Fund	\$645,279	\$815,576	\$815,576	\$815,804	\$228
	General Fund - CIP	583,965	750,000	750,000	500,000	(250,000)
	Total	\$1,229,244	\$1,565,576	\$1,565,576	\$1,315,804	(\$249,772)
	Positions					
	General Fund	5.00	6.00	6.00	6.00	0.00
	Total	5.00	6.00	6.00	6.00	0.00

* 2023 Amended Budget as of 8/31/2023

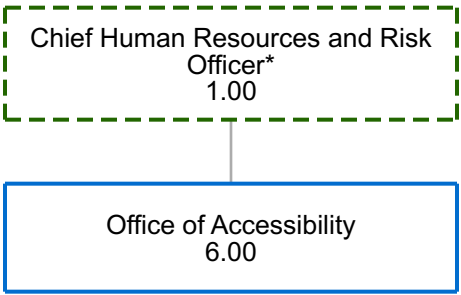
Significant Changes vs. 2023

- Increase of approximately \$36,000 in the General Fund mainly to fund existing positions, pay for performance, and benefit cost adjustments
- Decrease of \$28,036 in the General Fund due to operating budget reductions
- Decrease of \$250,000 for 2024 CIP Projects due to city-wide budget reductions

Office of Accessibility - Overview

The Office of Accessibility manages the Americans with Disabilities Act (ADA) program for all City assets. The Office is charged with implementing a comprehensive program to proactively address services, programs and activities, effective communication, policies and procedures, and to make its facilities and the public rights of way accessible as required under the ADA laws. Funding for the Office of Accessibility is provided by the General Fund.

Office of Accessibility - Organizational Chart



* The Chief Human Resources and Risk Officer is funded out of the Employment Services budget. This position is not reflected in the position count in the Budget Summary on the following page.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2023, and changes occurring as part of the 2024 Budget for the General Fund.

Office of Accessibility - General Fund: Summary, Funding, and Position Changes

General Fund	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Salary/Benefits/Pensions	\$410,476	\$618,897	\$763,581	\$763,581	\$782,309	\$18,728
	Operating	28,935	26,382	51,995	51,995	33,495	(18,500)
	Total	\$439,411	\$645,279	\$815,576	\$815,576	\$815,804	\$228
	CIP	\$365,215	\$583,965	\$750,000	\$750,000	\$500,000	(\$250,000)
	Grand Total	\$804,626	\$1,229,244	\$1,565,576	\$1,565,576	\$1,315,804	(\$249,772)
			2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Position Title						
	ADA Coordinator		4.00	4.00	4.00	4.00	0.00
ADA Manager		1.00	1.00	1.00	1.00	0.00	
Language Access Coordinator		0.00	1.00	1.00	1.00	0.00	
Total Positions		5.00	6.00	6.00	6.00	0.00	

* 2023 Amended Budget as of 8/31/2023

Office of Accessibility - General Fund: Summary, Funding, and Position Changes

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	\$0
	Total During 2023	\$0
	For 2024	2024 Budget - * 2023 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$8,771
	Increase to fund pay for performance and pay progression	23,631
	Increase to fund medical cost adjustments	3,362
	Decrease due to operating budget reductions	(17,036)
	Total Salaries/Benefits/Pensions	\$18,728
	Operating	
	Decrease to remove one-time operating costs related to 1.00 FTE Language Access Coordinator added in 2023	(\$7,500)
	Decrease due to operating budget reductions	(11,000)
	Total Operating	(\$18,500)
	Capital Outlay	
	None	\$0
	Total Capital Outlay	\$0
	CIP	
	Decrease for 2024 CIP projects due to city-wide budget reductions	(\$250,000)
	Total CIP	(\$250,000)
	Total For 2024	(\$249,772)

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	0.00
	Total During 2023	0.00
	For 2024	2024 Budget - * 2023 Amended Budget
	None	0.00
	Total For 2024	0.00

* 2023 Amended Budget as of 8/31/2023

Office of Accessibility - CIP Program

CIP Program*	Project	General Fund	Total Allocation
	Citywide ADA Compliance Projects	500,000	500,000
	Total 2024 CIP	\$500,000	\$500,000

* The funding of the CIP projects is for the current budget year and may not reflect the total project cost. For a citywide comprehensive list of CIP projects, refer to the CIP section of the Budget.

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Office of Accessibility

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Salaries/Benefits/Pensions						
51003 - REDUCTION IN SALARIES BENEFITS	0	0	0	0	(17,036)	(17,036)
51205 - CIVILIAN SALARIES	305,825	471,329	588,507	588,507	616,992	28,485
51220 - SEASONAL TEMPORARY	10,863	5,495	0	0	0	0
51245 - RETIREMENT TERM VACATION	4,066	0	0	0	0	0
51260 - VACATION BUY PAY OUT	940	3,157	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(1,584)	(1,832)	0	0	0	0
51610 - PERA	44,262	67,873	86,853	86,853	91,191	4,338
51615 - WORKERS COMPENSATION	805	1,185	972	972	650	(322)
51620 - EQUITABLE LIFE INSURANCE	736	1,086	2,231	2,231	1,920	(311)
51640 - DENTAL INSURANCE	1,321	1,909	2,580	2,580	2,160	(420)
51670 - PARKING FOR EMPLOYEES	1,050	2,250	600	600	600	0
51690 - MEDICARE	4,475	6,698	8,532	8,532	8,946	414
51696 - ADVANTAGE HD MED PLAN	35,639	56,997	69,806	69,806	73,886	4,080
51697 - HRA BENEFIT TO ADV MED PLAN	2,078	2,750	3,500	3,500	3,000	(500)
Salaries/Benefits/Pensions Total	410,476	618,897	763,581	763,581	782,309	18,728
Operating						
52003 - REDUCTION IN OPERATING	0	0	0	0	(11,000)	(11,000)
52110 - OFFICE SUPPLIES	6,222	1,634	2,000	2,000	2,000	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	459	195	0	0	0	0
52122 - CELL PHONES EQUIP AND SUPPLIES	0	0	1,000	1,000	1,000	0
52305 - MAINT SOFTWARE & OTHER FEES	17,490	19,490	20,495	20,495	20,495	0
52575 - SERVICES	3,056	1,145	6,000	6,000	6,000	0
52615 - DUES AND MEMBERSHIP	0	0	500	500	500	0
52625 - MEETING EXPENSES IN TOWN	0	0	1,500	1,500	1,500	0
52630 - TRAINING	(750)	0	3,000	3,000	3,000	0
52655 - TRAVEL OUT OF TOWN	0	0	1,000	1,000	1,000	0
52738 - CELL PHONE BASE CHARGES	2,061	2,659	3,000	3,000	3,000	0
52775 - MINOR EQUIPMENT	371	364	13,250	13,250	5,750	(7,500)
52874 - OFFICE SERVICES PRINTING	26	885	250	250	250	0
65160 - RECRUITMENT	0	10	0	0	0	0
Operating Total	28,935	26,382	51,995	51,995	33,495	(18,500)
Expense Total	439,411	645,279	815,576	815,576	815,804	228
CIP Total	365,215	583,965	750,000	750,000	500,000	(250,000)
Grand Total	804,626	1,229,244	1,565,576	1,565,576	1,315,804	(249,772)

* 2023 Amended Budget as of 8/31/2023

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Risk Management

Michael Sullivan, Chief Human Resources and Risk Officer | (719) 385-5117 | Michael.Sullivan@coloradosprings.gov

All Funds Summary

All Funds	Use of Funds	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	General Fund	\$757,719	\$836,252	\$836,252	\$884,277	\$48,025
	Claims Reserve Fund	3,809,667	2,363,900	2,363,900	2,321,900	(42,000)
	Workers' Comp Fund	8,383,882	8,570,950	8,570,950	8,812,421	241,471
	Total	\$12,951,268	\$11,771,102	\$11,771,102	\$12,018,598	\$247,496
	Positions					
	General Fund	5.25	5.25	5.25	5.25	0.00
	Claims Reserve Fund	6.00	7.00	7.00	7.00	0.00
	Workers' Comp Fund	11.75	11.75	11.75	11.75	0.00
	Total	23.00	24.00	24.00	24.00	0.00

* 2023 Amended Budget as of 8/31/2023

Significant Changes vs. 2023

- Increase of approximately \$55,000 in the General Fund mainly to fund existing positions, pay for performance, and benefit cost adjustments
- Decrease of \$6,736 in the General Fund due to operating budget reductions
- Increase of approximately \$86,000 in the Claims Reserve Fund mainly to fund existing positions, pay for performance, and benefit cost adjustments
- Decrease of approximately \$122,000 in the Claims Reserve Fund for operating contingent funds
- Increase of approximately \$58,000 in the Workers' Comp Fund mainly to fund existing positions, pay for performance, and benefit cost adjustments
- Decrease of \$100,000 in the Workers' Comp Fund to remove one-time costs related to the new Electronic Medical Records system in 2023
- Increase of approximately \$276,000 in the Workers' Comp Fund for operating contingent funds
- Planned draw from fund balance in the Workers' Comp Fund of \$2 million in order to utilize fund balance and generate cost savings across all funds; the reduction to revenue in the fund is not \$2 million because of adding Fleet positions and other changes to actual positions that have an impact to Worker's Comp Fund revenue

Risk Management - Overview

The Risk Management Division serves the entire organization by ensuring compliance with statutory mandates and protecting the City's assets. The Risk Management Division assesses risk to control liability and loss exposures by managing the property/casualty program for the city and its enterprises; processes and manages employee injury claims, as well as claims against the city; manages the occupational health clinic, physical therapy clinic, promotes health and wellness; and emphasizes employee safety. Funding for specific Risk Management activities is provided by the General Fund, Claims Reserve Fund, and Workers' Compensation Fund. City Enterprises and Internal Service Funds pay an allocated charge for services.

Safety

The Safety section ensures that employees have the knowledge and skills to safely perform job duties and administers a cost-effective program designed for safety awareness, employee feedback, guidance in training, and prevention of employee injuries. The highest practical degree of care will be used in complying with safety and health standards. Funding for the Safety program is provided by the General Fund, Claims Reserve Fund, and Workers' Compensation Fund. City Enterprises and Internal Service Funds that receive services pay an allocated charge for Safety services.

Liability Claims Administration – Claims Reserve Fund

The Liability Claims section investigates, evaluates, and settles all liability claims brought under state and federal laws for both the City and Colorado Springs Utilities. The claims adjusters investigate the legal liability associated with the claims, negotiate settlement when appropriate, and defend claims that lack merit. By placing a high priority on handling claims efficiently, this section provides a cost-effective service that is competitive with external public liability claims service providers. City enterprises and Internal Service Funds that receive services contribute annually to the fund, along with an allocated charge for liability claims services.

Workers' Compensation Claims Administration – Workers' Compensation Fund

The Workers' Compensation section manages, and controls workers' compensation claims and strives to help employees recover from work-related injuries and return to work as soon as possible. The adjusters provide prompt and fair resolution of claims. All direct costs associated with administering claims, medical, indemnity, physical therapy, and occupational therapy are budgeted in this fund.

According to City Code § 1.5.602, "The workers' compensation claim reserve fund shall maintain reserves to provide for contingency so that in any year the contribution of the workers' compensation claim reserve funds from other funds is adequate to cover the actual expenses in that year." Funding for the Workers' Compensation Fund is provided through payroll charges based upon job classification codes set by the National Council on Compensation Insurance, Inc. (NCCI), with a greater amount charged for positions with greater risk of injury. These rates are set at an adequate contribution amount from all funding sources to cover the actual expenses of the fund for that year. City enterprises and Internal Service Funds that receive services also pay an allocated charge for indirect costs associated with the Workers' Compensation Fund.

Injury leave pay is not budgeted in the Workers' Compensation Fund - all pay is budgeted in department and division budgets. Injury pay is charged to department and division budgets during the year. At the end of the year, those expenses are transferred to the Workers' Compensation Fund to reflect all costs associated with Workers' Compensation related injuries.

Risk Management - Overview (cont'd)

Physical Therapy Clinic – Workers' Compensation Fund

The Physical Therapy Clinic falls under the Workers' Compensation section. The Physical Therapy Clinic provides services to both City and Colorado Springs Utilities employees with work related injuries. The Physical Therapy Clinic staff has multiple certifications including manual physical therapy, dry needling, massage therapy, and functional movement screening. This clinic is located in the City Administration Building, which makes it convenient for many City and Utilities employees. By comparing the services with the Colorado fee schedule, a cost savings of greater than \$180,000 per year is realized for the Workers' Compensation Fund. City enterprises and Internal Service Funds that use Physical Therapy Clinic services for Workers' Compensation related injuries pay an allocated charge for those services. Colorado Springs Utilities is billed directly for physical therapy services.

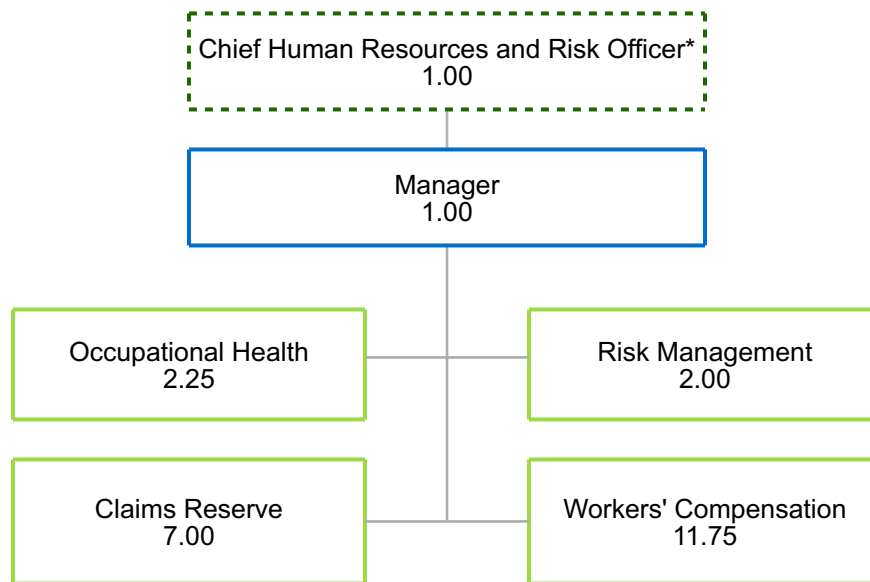
Occupational Health Clinic – Workers' Compensation Fund

The clinic's primary function is to provide services at the clinic for work related injuries and is funded by the Workers' Compensation Fund. This function provides at least \$225,000 in annual cost savings to the fund when comparing the services provided with the Colorado Workers' Compensation fee schedule. City enterprises and Internal Service Funds that use Occupational Health Clinic services for Workers' Compensation related injuries pay an allocated charge for those services.

Occupational Health Clinic – General Fund

The City owns and operates an Occupational Health Clinic. In addition to the primary service, the Clinic performs ergonomic assessments, annual physicals, CDL physicals, VNI entry and exit physicals, pre-employment physicals for sworn employees, and hearing tests for employees who work in areas with noise pollution. The Clinic began doing all pre-employment drug screenings in the fall of 2010. Located in the City Administration Building, the clinic is convenient for many City employees. City enterprises and Internal Service Funds that use these types of Occupational Health Clinic services pay an allocated charge for Occupational Health Clinic services. Non-General Fund users are direct billed for drug tests.

Risk Management - Organizational Chart



* The Chief Human Resources and Risk Officer is funded out of the Employment Services budget. This position is not reflected in the position count in the Budget Summary on the following page.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2023, and changes occurring as part of the 2024 Budget for each fund including General Fund, Claims Reserve Fund, and Workers' Compensation Fund.

Risk Management - General Fund: Summary, Funding, and Position Changes

General Fund	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Salary/Benefits/Pensions	\$590,258	\$651,365	\$679,327	\$679,327	\$734,088	\$54,761
	Operating	111,440	105,756	156,925	156,925	150,189	(6,736)
	Capital Outlay	0	598	0	0	0	0
	Total	\$701,698	\$757,719	\$836,252	\$836,252	\$884,277	\$48,025
	Revenue	\$103,930	\$124,330	\$138,747	\$138,747	\$242,682	\$103,935
	Position Title		2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Administrative Assistant I		1.00	1.00	1.00	1.00	0.00
	Manager		1.00	1.00	1.00	1.00	0.00
	Medical Assistant		0.50	0.50	0.50	0.50	0.00
	Occupational Nurse Practitioner/Physicians Assistant		0.50	0.50	0.50	0.50	0.00
	Risk Supervisor		0.25	0.25	0.25	0.25	0.00
	Safety Specialist, Senior		1.00	1.00	1.00	1.00	0.00
	Senior Analyst		1.00	1.00	1.00	1.00	0.00
	Total Positions		5.25	5.25	5.25	5.25	0.00

* 2023 Amended Budget as of 8/31/2023

Risk Management - General Fund: Summary, Funding, and Position Changes

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	\$0
	Total During 2023	\$0
	For 2024	2024 Budget - * 2023 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$39,418
	Increase to fund pay for performance and pay progression	11,866
	Increase to fund medical cost adjustments	3,477
	Total Salaries/Benefits/Pensions	\$54,761
	Operating	
	Decrease due to operating budget reductions	(\$6,736)
	Total Operating	(\$6,736)
	Total For 2024	\$48,025

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	0.00
	Total During 2023	0.00
	For 2024	2024 Budget - * 2023 Amended Budget
	None	0.00
	Total For 2024	0.00

* 2023 Amended Budget as of 8/31/2023

Risk Management - Claims Reserve Fund: Summary, Funding, and Position Changes

Claims Reserve Fund	Source of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Enterprise Contributions	\$31,500	\$19,000	\$19,000	\$19,000	\$19,000	\$0
	General Fund Contribution	1,550,000	1,000,000	1,000,000	1,000,000	1,000,000	0
	Interest/Other	10,234	(7,259)	70,900	70,900	52,900	(18,000)
	Draw/ (Contribution) to Fund Balance	(551,736)	2,797,926	1,274,000	1,274,000	1,250,000	(24,000)
	Total	\$1,039,998	\$3,809,667	\$2,363,900	\$2,363,900	\$2,321,900	(\$42,000)
	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Salary/Benefits/ Pensions	\$219,602	\$384,651	\$702,671	\$702,671	\$788,405	\$85,734
	Operating	819,388	3,397,022	1,338,906	1,338,906	1,332,926	(5,980)
	Operating - Contingency for Claims	0	0	322,323	322,323	200,569	(121,754)
	Capital Outlay	1,008	27,994	0	0	0	0
	Total	\$1,039,998	\$3,809,667	\$2,363,900	\$2,363,900	\$2,321,900	(\$42,000)
	Position Title		2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Analyst I		0.25	0.25	0.25	0.25	0.00
	Claims Adjuster I		1.00	1.00	1.00	1.00	0.00
	Claims Adjuster II		1.00	2.00	2.00	2.00	0.00
	HR Technician I		1.50	1.50	0.00	0.00	0.00
	HR Technician II		0.00	0.00	1.50	1.50	0.00
	Human Resources Manager		0.75	0.75	0.75	0.75	0.00
	Safety Specialist		0.00	0.00	0.50	0.50	0.00
	Safety Specialist, Senior		0.50	0.50	0.00	0.00	0.00
	Senior Claims Adjuster		1.00	1.00	1.00	1.00	0.00
	Total Positions		6.00	7.00	7.00	7.00	0.00

* 2023 Amended Budget as of 8/31/2023

Risk Management - Claims Reserve Fund: Summary, Funding, and Position Changes

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	\$0
	Total During 2023	\$0
	For 2024	2024 Budget - * 2023 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$57,265
	Increase to fund pay for performance and pay progression	24,670
	Increase to fund medical cost adjustments	3,799
	Total Salaries/Benefits/Pensions	\$85,734
	Operating	
	Decrease contingent funds	(\$121,754)
	Decrease to remove one-time operating costs related to 1.00 FTE Claims Adjuster II added in 2023	(4,000)
	Decrease in investment and bank fees	(1,980)
	Total Operating	(\$127,734)
	Total For 2024	(\$42,000)

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	0.00
	Total During 2023	0.00
	For 2024	2024 Budget - * 2023 Amended Budget
	None	0.00
	Total For 2024	0.00

* 2023 Amended Budget as of 8/31/2023

Risk Management - Workers' Compensation Fund: Summary, Funding, and Position Changes

Workers' Compensation Fund	Source of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Physical Therapy Clinic	\$28,015	\$12,285	\$25,000	\$25,000	\$25,000	\$0
	WC Payroll Chgs	9,024,330	9,938,694	7,802,050	7,802,050	6,628,521	(1,173,529)
	Interest	38,275	37,324	67,900	67,900	132,900	65,000
	Other Charges	(30,536)	(181,099)	26,000	26,000	26,000	0
	Draw/ (Contribution) to Fund Balance **	(3,076,867)	(1,423,322)	650,000	650,000	2,000,000	1,350,000
	Total	\$5,983,217	\$8,383,882	\$8,570,950	\$8,570,950	\$8,812,421	\$241,471
	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Salary/Benefits/ Pensions	\$972,527	\$1,172,563	\$1,325,475	\$1,325,475	\$1,383,661	\$58,186
	Operating	5,009,682	7,202,372	6,484,831	6,484,831	6,391,981	(92,850)
	Operating - Contingency for Claims	0	0	760,644	760,644	1,036,779	276,135
	Capital Outlay	1,008	8,947	0	0	0	0
	Total	\$5,983,217	\$8,383,882	\$8,570,950	\$8,570,950	\$8,812,421	\$241,471
	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget	
	Administrative Assistant, Senior	1.00	1.00	1.00	1.00	0.00	
	Analyst I	0.75	0.75	0.75	0.75	0.00	
	Claims Adjuster I/II	1.00	1.00	1.00	1.00	0.00	
	Claims Technician	1.00	1.00	1.00	1.00	0.00	
	HR Technician I	0.50	0.50	0.00	0.00	0.00	
	HR Technician II	0.00	0.00	0.50	0.50	0.00	
	Human Resources Manager	1.25	1.25	1.25	1.25	0.00	
	Medical Assistant	0.50	0.50	0.50	0.50	0.00	
	Occupational Nurse Practitioner/ Physicians Assistant	0.50	0.50	0.50	0.50	0.00	
	Physical Therapist Assistant	1.00	1.00	1.00	1.00	0.00	
	Physical Therapist II	2.00	2.00	2.00	2.00	0.00	
	Risk Supervisor	0.75	0.75	0.75	0.75	0.00	
	Safety Specialist	0.00	0.00	0.50	0.50	0.00	
	Safety Specialist, Senior	0.50	0.50	0.00	0.00	0.00	
	Senior Claims Adjuster	1.00	1.00	1.00	1.00	0.00	
	Total Positions	11.75	11.75	11.75	11.75	0.00	

* 2023 Amended Budget as of 8/31/2023

** The difference between actual employer paid revenue and the payout of claims

Risk Management - Workers' Compensation Fund: Summary, Funding, and Position Changes

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	\$0
	Total During 2023	\$0
	For 2024	2024 Budget - * 2023 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$23,327
	Increase to fund pay for performance and pay progression	27,061
	Increase to fund medical cost adjustments	7,798
	Total Salaries/Benefits/Pensions	\$58,186
	Operating	
	Increase contingent funds	\$276,135
	Decrease to remove one-time costs associated with the Electronic Medical Record system funded in 2023	(100,000)
	Increase in investment and bank fees	7,150
	Total Operating	\$183,285
	Total For 2024	\$241,471

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	0.00
	Total During 2023	0.00
	For 2024	2024 Budget - * 2023 Amended Budget
	None	0.00
	Total For 2024	0.00

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Risk Management

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	* 2024 Budget - 2023 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	450,093	496,394	512,433	512,433	548,441	36,008
51220 - SEASONAL TEMPORARY	1,250	0	0	0	0	0
51245 - RETIREMENT TERM VACATION	1,431	0	0	0	0	0
51260 - VACATION BUY PAY OUT	4,711	5,793	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(3,937)	(5,166)	0	0	0	0
51610 - PERA	61,243	68,551	75,635	75,635	81,059	5,424
51615 - WORKERS COMPENSATION	1,250	1,365	1,023	1,023	765	(258)
51620 - EQUITABLE LIFE INSURANCE	1,078	1,161	1,871	1,871	1,704	(167)
51640 - DENTAL INSURANCE	2,408	2,625	2,625	2,625	2,745	120
51670 - PARKING FOR EMPLOYEES	1,928	2,350	3,240	3,240	3,240	0
51690 - MEDICARE	6,280	6,882	7,430	7,430	7,952	522
51695 - CITY EPO MEDICAL PLAN	9,920	7,510	7,915	7,915	381	(7,534)
51696 - ADVANTAGE HD MED PLAN	50,011	61,022	64,280	64,280	84,051	19,771
51697 - HRA BENEFIT TO ADV MED PLAN	2,592	2,878	2,875	2,875	3,750	875
Salaries/Benefits/Pensions Total	590,258	651,365	679,327	679,327	734,088	54,761
Operating						
52003 - REDUCTION IN OPERATING	0	0	0	0	(6,736)	(6,736)
52110 - OFFICE SUPPLIES	2,514	2,655	4,300	4,300	4,300	0
52111 - PAPER SUPPLIES	0	76	300	300	300	0
52115 - MEDICAL SUPPLIES	7,831	5,752	5,400	5,400	7,400	2,000
52116 - PHARMACEUTICALS	9,505	15,885	45,416	45,416	42,416	(3,000)
52120 - SOFTWARE SUBSCRIPTION/LICENSE	412	226	1,115	1,115	1,115	0
52125 - GENERAL SUPPLIES	924	1,544	1,000	1,000	2,000	1,000
52135 - POSTAGE	2,065	285	5,500	5,500	5,500	0
52165 - LICENSES AND TAGS	1,192	0	1,550	1,550	1,550	0
52230 - MAINT FURNITURE AND FIXTURES	0	1,279	0	0	0	0
52240 - MAINT NONFLEET VEHICLES EQP	0	0	50	50	50	0
52305 - MAINT SOFTWARE & OTHER FEES	13,870	13,870	29,500	29,500	29,500	0
52460 - MEDICAL SERVICE	19,225	29,341	22,375	22,375	22,375	0
52560 - PARKING SERVICES	1,327	1,535	1,260	1,260	1,260	0
52568 - BANK AND INVESTMENT FEES	24	12	0	0	0	0
52575 - SERVICES	19,479	2,304	4,084	4,084	4,084	0
52590 - TEMPORARY EMPLOYMENT	25,906	6,878	6,000	6,000	6,000	0
52607 - CELL PHONE ALLOWANCE	23	540	0	0	0	0
52615 - DUES AND MEMBERSHIP	255	1,482	1,675	1,675	1,675	0
52625 - MEETING EXPENSES IN TOWN	0	0	500	500	500	0
52630 - TRAINING	633	2,071	15,000	15,000	15,000	0
52645 - SUBSCRIPTIONS	0	0	350	350	350	0
52655 - TRAVEL OUT OF TOWN	0	719	1,500	1,500	1,500	0
52706 - WIRELESS COMMUNICATION	0	0	1,500	1,500	1,500	0
52738 - CELL PHONE BASE CHARGES	1,283	972	1,500	1,500	1,500	0
52775 - MINOR EQUIPMENT	2,701	16,079	2,050	2,050	2,050	0
52776 - PRINTER CONSOLIDATION COST	2,011	1,689	3,500	3,500	3,500	0
52874 - OFFICE SERVICES PRINTING	260	562	850	850	850	0
65160 - RECRUITMENT	0	0	650	650	650	0
Operating Total	111,440	105,756	156,925	156,925	150,189	(6,736)

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Risk Management

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	* 2024 Budget - * 2023 Amended Budget
Capital Outlay						
53030 - FURNITURE AND FIXTURES	0	598	0	0	0	0
Capital Outlay Total	0	598	0	0	0	0
Grand Total	701,698	757,719	836,252	836,252	884,277	48,025
Revenue						
42605 - ENT FUND UTIL ALLOCATION	103,930	124,330	138,747	138,747	242,682	103,935
Revenue Total	103,930	124,330	138,747	138,747	242,682	103,935

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

502 - CLAIMS RESERVE FUND-LIABILITY Risk Management

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	* 2024 Budget - 2023 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	168,325	294,230	536,398	536,398	601,440	65,042
51210 - OVERTIME	145	(44)	0	0	0	0
51230 - SHIFT DIFFERENTIAL	3	0	0	0	0	0
51240 - RETIREMENT TERMINATION SICK	1,047	4,968	0	0	0	0
51245 - RETIREMENT TERM VACATION	2,159	1,228	0	0	0	0
51260 - VACATION BUY PAY OUT	632	2,048	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(404)	(1,077)	0	0	0	0
51610 - PERA	23,829	42,641	79,133	79,133	88,893	9,760
51615 - WORKERS COMPENSATION	760	2,233	3,325	3,325	5,039	1,714
51620 - EQUITABLE LIFE INSURANCE	387	679	1,861	1,861	1,749	(112)
51640 - DENTAL INSURANCE	936	1,362	2,910	2,910	3,240	330
51670 - PARKING FOR EMPLOYEES	658	1,687	840	840	840	0
51690 - MEDICARE	2,413	4,158	7,773	7,773	8,720	947
51695 - CITY EPO MEDICAL PLAN	5,379	11,137	7,231	7,231	30,701	23,470
51696 - ADVANTAGE HD MED PLAN	12,467	18,083	59,762	59,762	45,158	(14,604)
51697 - HRA BENEFIT TO ADV MED PLAN	866	1,318	3,438	3,438	2,625	(813)
Salaries/Benefits/Pensions Total	219,602	384,651	702,671	702,671	788,405	85,734
Operating						
52110 - OFFICE SUPPLIES	703	229	938	938	938	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	177	506	500	500	500	0
52122 - CELL PHONES EQUIP AND SUPPLIES	468	0	0	0	0	0
52230 - MAINT FURNITURE AND FIXTURES	0	823	0	0	0	0
52415 - CONTRACTS AND SPEC PROJECTS	3,813	3,812	7,500	7,500	7,500	0
52428 - HOSTED IT SERVICES	51,157	93,836	83,500	83,500	83,500	0
52560 - PARKING SERVICES	840	960	1,110	1,110	1,110	0
52568 - BANK AND INVESTMENT FEES	1,595	519	4,939	4,939	2,959	(1,980)
52575 - SERVICES	394	355	0	0	0	0
52590 - TEMPORARY EMPLOYMENT	0	2,631	0	0	0	0
52615 - DUES AND MEMBERSHIP	0	0	100	100	100	0
52625 - MEETING EXPENSES IN TOWN	0	0	50	50	50	0
52630 - TRAINING	0	0	5,900	5,900	5,900	0
52635 - EMPLOYEE EDUCATIONAL ASSISTANCE	0	0	2,100	2,100	2,100	0
52655 - TRAVEL OUT OF TOWN	0	0	650	650	650	0
52706 - WIRELESS COMMUNICATION	0	0	100	100	100	0
52738 - CELL PHONE BASE CHARGES	773	1,175	1,500	1,500	1,500	0
52775 - MINOR EQUIPMENT	3,709	3,656	4,200	4,200	200	(4,000)
52776 - PRINTER CONSOLIDATION COST	932	0	900	900	900	0
52872 - MAINT FLEET VEHICLES EQP	69	77	100	100	100	0
52874 - OFFICE SERVICES PRINTING	11	175	0	0	0	0
60073 - CLAIMS PAID PARKING SYSTEM	31,589	13,824	0	0	0	0
60076 - CLAIMS PAID POLICE	372,306	2,158,177	0	0	0	0
60077 - CLAIMS PAID SUPPORT SERVICE	0	333	0	0	0	0
60079 - LEGAL AND ADMIN POLICE	141,204	303,824	0	0	0	0
60221 - CLAIMS PAID FIRE	5,880	15,138	0	0	0	0
60222 - CLAIMS PAID PUBLIC WORKS	35,558	53,347	0	0	0	0
60224 - CLAIMS PAID GENERAL COST	12,411	71,137	1,224,569	1,224,569	1,224,569	0

City of Colorado Springs

Budget Detail Report

502 - CLAIMS RESERVE FUND-LIABILITY Risk Management

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
60228 - CLAIMS PAID PARK AND REC	8,800	6,667	0	0	0	0
65140 - CONTINGENT FUNDS	0	0	322,323	322,323	200,569	(121,754)
65160 - RECRUITMENT	0	0	250	250	250	0
65210 - ADJUST RESERVE	92,000	541,000	0	0	0	0
65230 - LEGAL AND ADMIN FIRE	0	3,909	0	0	0	0
65235 - LEGAL AND ADMIN PUBLIC WORK	3,990	22,292	0	0	0	0
65240 - LEGAL AND ADMIN PARK AND REC	747	16,353	0	0	0	0
65250 - LEGAL AND ADMIN GEN COSTS	45,005	80,855	0	0	0	0
65257 - LEGAL AND ADMIN PARKING SYSTEM	5,257	1,088	0	0	0	0
65259 - LEGAL AND ADMIN CEMETERY	0	324	0	0	0	0
Operating Total	819,388	3,397,022	1,661,229	1,661,229	1,533,495	(127,734)
Capital Outlay						
53020 - COMPUTERS NETWORKS	1,008	5,577	0	0	0	0
53030 - FURNITURE AND FIXTURES	0	22,417	0	0	0	0
Capital Outlay Total	1,008	27,994	0	0	0	0
Grand Total	1,039,998	3,809,667	2,363,900	2,363,900	2,321,900	(42,000)
Revenue						
40224 - CONTRIBUTION FROM GOLF	3,500	3,500	3,500	3,500	3,500	0
40226 - CONTRIBUTION FROM CEMETERY	1,000	1,000	1,000	1,000	1,000	0
40230 - CONTRIBUTION FROM SW	25,000	12,500	12,500	12,500	12,500	0
40383 - CONTRIBUTION FROM DEV REVIEW	2,000	2,000	2,000	2,000	2,000	0
43180 - GAIN LOSS INV MKT VALUE	(43,911)	(17,968)	0	0	0	0
44020 - MISCELLANEOUS GENERAL	1,550,000	1,000,000	1,000,000	1,000,000	1,000,000	0
44055 - REIMBURSEMENT ACCT	25,579	1,450	26,000	26,000	26,000	0
46025 - INTEREST	28,566	9,259	44,900	44,900	26,900	(18,000)
Revenue Total	1,591,734	1,011,741	1,089,900	1,089,900	1,071,900	(18,000)

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

503 - SELF INSURANCE-WORK COMP Risk Management

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	* 2024 Budget - 2023 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	700,854	871,053	1,001,044	1,001,044	1,055,132	54,088
51210 - OVERTIME	769	1,176	0	0	0	0
51230 - SHIFT DIFFERENTIAL	131	68	0	0	0	0
51240 - RETIREMENT TERMINATION SICK	2,919	16,786	0	0	0	0
51245 - RETIREMENT TERM VACATION	14,442	11,146	0	0	0	0
51260 - VACATION BUY PAY OUT	2,629	5,989	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(3,251)	(6,225)	0	0	0	0
51610 - PERA	96,453	123,486	147,754	147,754	155,948	8,194
51615 - WORKERS COMPENSATION	4,301	4,610	5,386	5,386	4,004	(1,382)
51620 - EQUITABLE LIFE INSURANCE	1,698	2,024	3,495	3,495	3,134	(361)
51640 - DENTAL INSURANCE	4,247	5,077	5,685	5,685	5,115	(570)
51670 - PARKING FOR EMPLOYEES	3,816	4,712	4,680	4,680	4,680	0
51690 - MEDICARE	9,902	12,292	14,515	14,515	15,300	785
51695 - CITY EPO MEDICAL PLAN	19,994	33,937	29,635	29,635	29,338	(297)
51696 - ADVANTAGE HD MED PLAN	107,829	81,211	107,843	107,843	105,885	(1,958)
51697 - HRA BENEFIT TO ADV MED PLAN	5,794	5,221	5,438	5,438	5,125	(313)
Salaries/Benefits/Pensions Total	972,527	1,172,563	1,325,475	1,325,475	1,383,661	58,186
Operating						
52110 - OFFICE SUPPLIES	1,936	5,204	4,000	4,000	4,000	0
52111 - PAPER SUPPLIES	312	90	2,850	2,850	2,850	0
52115 - MEDICAL SUPPLIES	11,082	11,125	16,525	16,525	16,525	0
52116 - PHARMACEUTICALS	1,315	2,440	5,650	5,650	5,650	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	135	989	0	0	0	0
52125 - GENERAL SUPPLIES	788	914	1,300	1,300	1,300	0
52135 - POSTAGE	142	94	200	200	200	0
52140 - WEARING APPAREL	0	40	0	0	0	0
52230 - MAINT FURNITURE AND FIXTURES	0	293	0	0	0	0
52305 - MAINT SOFTWARE & OTHER FEES	9,247	9,247	141,000	141,000	41,000	(100,000)
52415 - CONTRACTS AND SPEC PROJECTS	3,813	3,812	15,000	15,000	15,000	0
52428 - HOSTED IT SERVICES	51,332	100,268	90,350	90,350	90,350	0
52460 - MEDICAL SERVICE	86,395	78,322	80,000	80,000	80,000	0
52560 - PARKING SERVICES	906	1,976	3,100	3,100	3,100	0
52568 - BANK AND INVESTMENT FEES	2,183	2,064	7,469	7,469	14,619	7,150
52575 - SERVICES	45,522	11,277	55,457	55,457	55,457	0
52590 - TEMPORARY EMPLOYMENT	1,918	2,346	7,650	7,650	7,650	0
52607 - CELL PHONE ALLOWANCE	0	112	0	0	0	0
52615 - DUES AND MEMBERSHIP	945	1,684	2,550	2,550	2,550	0
52630 - TRAINING	377	2,749	15,500	15,500	15,500	0
52635 - EMPLOYEE EDUCATIONAL ASSISTANCE	9,695	(7,617)	13,400	13,400	13,400	0
52645 - SUBSCRIPTIONS	134	(390)	200	200	200	0
52655 - TRAVEL OUT OF TOWN	0	218	5,606	5,606	5,606	0
52705 - COMMUNICATIONS	3,663	3,663	4,000	4,000	4,000	0
52735 - TELEPHONE LONG DIST CALLS	0	0	200	200	200	0
52738 - CELL PHONE BASE CHARGES	1,142	1,003	1,050	1,050	1,050	0
52740 - GENERAL INSURANCE-CITY	442,681	497,608	355,312	355,312	355,312	0

City of Colorado Springs Budget Detail Report

503 - SELF INSURANCE-WORK COMP Risk Management

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	* 2024 Budget - * 2023 Amended Budget
52775 - MINOR EQUIPMENT	11,851	5,524	3,450	3,450	3,450	0
52776 - PRINTER CONSOLIDATION COST	5,956	6,292	8,600	8,600	8,600	0
52874 - OFFICE SERVICES PRINTING	927	848	2,100	2,100	2,100	0
60705 - WC STATE MANDATED SALARY	475,744	301,146	300,000	300,000	300,000	0
60707 - WC BENEFIT SALARY	470,440	663,529	200,000	200,000	200,000	0
65100 - CLAIMS AND DAMAGES CITY	3,517,814	4,187,241	3,636,312	3,636,312	3,636,312	0
65125 - CLAIMS AND DAMAGES UTILITIES	1,102,287	1,628,261	1,506,000	1,506,000	1,506,000	0
65140 - CONTINGENT FUNDS	0	0	760,644	760,644	1,036,779	276,135
65210 - ADJUST RESERVE	(1,251,000)	(320,000)	0	0	0	0
Operating Total	5,009,682	7,202,372	7,245,475	7,245,475	7,428,760	183,285
Capital Outlay						
53020 - COMPUTERS NETWORKS	1,008	6,782	0	0	0	0
53030 - FURNITURE AND FIXTURES	0	2,165	0	0	0	0
Capital Outlay Total	1,008	8,947	0	0	0	0
Grand Total	5,983,217	8,383,882	8,570,950	8,570,950	8,812,421	241,471
Revenue						
40132 - PHYSICAL THERAPY CLINIC	28,015	12,285	25,000	25,000	25,000	0
42750 - CITY INS EXCESS	203,356	243,997	0	0	0	0
42760 - CITY SUBROGATION	41,919	68,773	0	0	0	0
42765 - CSU SUBROGATION	5,358	0	0	0	0	0
42770 - CITY WORKERS COMP	7,999,045	8,569,948	6,699,550	6,699,550	5,526,021	(1,173,529)
42775 - UTILITIES WORKERS COMP	774,652	1,055,976	1,102,500	1,102,500	1,102,500	0
43180 - GAIN LOSS INV MKT VALUE	(57,715)	(227,832)	0	0	0	0
44055 - REIMBURSEMENT ACCT	25,579	45,170	26,000	26,000	26,000	0
45665 - COPY FEES	29	34	0	0	0	0
45768 - UNCLAIMED PROPERTY DISPOSITION	1,571	1,529	0	0	0	0
46025 - INTEREST	38,275	37,324	67,900	67,900	132,900	65,000
Revenue Total	9,060,084	9,807,204	7,920,950	7,920,950	6,812,421	(1,108,529)

* 2023 Amended Budget as of 8/31/2023

Office of Innovation

Carlos Tamayo, Manager | (719) 385-5087 | Carlos.Tamayo@coloradosprings.gov

All Funds Summary

All Funds	Use of Funds	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	General Fund	\$1,375,122	\$1,326,176	\$1,326,176	\$1,301,259	(\$24,917)
	General Fund - CIP	134,200	110,000	110,000	0	(110,000)
	Grants Fund**	350,000	0	0	0	0
	Total	\$1,859,322	\$1,436,176	\$1,436,176	\$1,301,259	(\$134,917)
	Positions					
	General Fund	6.00	6.00	6.00	6.00	0.00
	Total	6.00	6.00	6.00	6.00	0.00

* 2023 Amended Budget as of 8/31/2023

** The Grants Fund includes appropriation for new grant funding, and may include re-appropriation of prior year grants not awarded, as well as local match. See Grants Overview for more information.

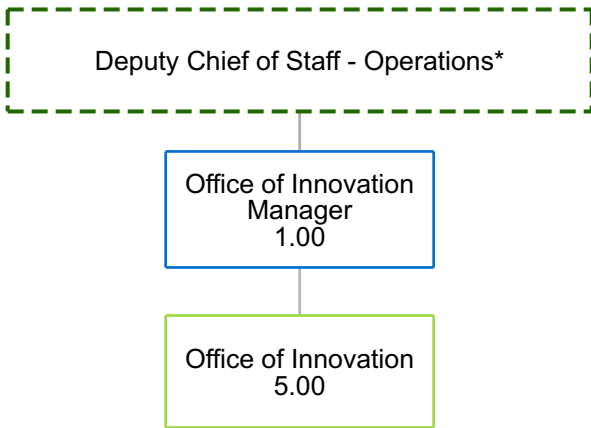
Significant Changes vs. 2023

- Increase of approximately \$16,000 in the General Fund mainly to fund existing positions, pay for performance, and benefit cost adjustments
- Decrease of \$45,475 in the General Fund due to operating budget reductions
- Increase of approximately \$4,900 in the General Fund for the Southern Colorado Educational Television Consortium (SCETC) contract
- Decrease of \$110,000 in planned General Fund - CIP projects

Office of Innovation - Overview

The Office of Innovation collaborates with other City departments and the community to improve organizational processes, implement creative solutions to overcome organizational obstacles, and ensure a sustainable and resilient future for Colorado Springs. The Office of Innovation manages and implements the Smart City Program: SmartCOS. It leads citywide sustainability efforts in partnership with regional stakeholders and manages telecommunications activities, including cable franchise agreements and 5G small cell master license agreements. The Office of Innovation also manages and implements the City's Data Management System.

Office of Innovation - Organizational Chart



* The Deputy Chief of Staff - Operations is funded as part of the Mayor's Office budget. This position is not reflected in the position count of this division.

Strategic Plan Update



Investing In Infrastructure

Initiatives			
2.4 Develop a nationally recognized smart cities program that adds value to citizens and drives economic development.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
2.4.1 Implement 10 smart city pilot projects by 2021.	90%	100%	100%
2.4.2 Scale 3 smart city pilot projects beyond the pilot phase by 2024.	50%	80%	100%
2.4.3 Conduct 4 value-add engagement efforts a year, including post-event feedback.	25%	100%	100%
Notable Achievements			
2.4.1 As of Q2 2022, the Office of Innovation has launched the following smart city pilot projects:			
<div><div><div>1. Streetlight Controllers</div><div>2. Weather Sensors</div><div>3. Electric Vehicles Readiness Plan</div><div>4. Barn Owl Pilot</div><div>5. Waste Characterization Study</div></div><div><div>6. Microgrid Readiness Plan</div><div>7. Data Management Program (DMP)</div><div>8. Digital Equity</div><div>9. Sustainability Action Plan</div><div>10. Community Air Monitor Program</div></div><div><div>11. Multi-Modal Counters</div><div>12. Smart Waste</div><div>13. Community Gardens</div><div>14. 5G</div><div>15. Kiosks</div></div></div>			
Specifics related to some of the above listed projects can be found at www.coloradosprings.gov/smartcos			
2.4.2 Since 2021 the team has scaled (4) smart city pilot projects beyond the pilot phase:			
<div><div>1. Data Management Program - PowerBI pilot kicked-off; approval received to proceed with entire DMP, proof of concept in progress, RFP released summer 2022.</div><div>2. 5G - Over 200 sites in COS, announced as 5G city in Feb. 2021.</div><div>3. Smart Fleet Pilot - Telematics will be implemented across the majority of City's vehicles and equipment.</div><div>4. Smart Building Management System</div></div>			



Building Community & Collaborative Relationships

Initiatives			
3.21 Drive sustainability initiatives that are outlined in PlanCOS.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
3.21.1 Develop a community-wide sustainability plan with input from regional stakeholders by 2021.	10%	80%	100%
3.21.2 Implement 5 impactful sustainability initiatives as outlined in the sustainability plan by 2024.	20%	80%	80%
Notable Achievements			
3.21.1 The community-wide sustainability plan titled SustainableCOS is in final draft; Innovation is waiting on next steps with our new administration before publishing.			
3.21.2 1. Air monitors are installed and collecting data, working with Communications Team to develop a website. 2. City-wide waste and recycling assessment titled WastelessCOS was kicked off with RRS consultant. 3. Community garden program, including outreach, was successful for the 2023 growing season including a dedicated webpage.			

This Strategic Plan update identifies each department's initiatives, performance measures, and a sampling of notable achievements. The Percentage Completion section represents quantitative progress made on each performance measure. The term 'Complete' indicates that all activities of a performance measure have been fully achieved. If '-' is shown, activity has not started on the performance measure. '100%' reflects performance measure activity is satisfied and is ongoing for the life of the Strategic Plan. For the full description of each initiative and performance measure, reference the bolded ID numbers in the City's Strategic Plan beginning on Page 19 of this document.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2023, and changes occurring as part of the 2024 Budget for each fund including the General Fund, Grants Fund, and Capital Improvements Program (CIP).

Office of Innovation - General Fund: Summary, Funding, and Position Changes

General Fund	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Salary/Benefits/Pensions	\$578,986	\$553,924	\$702,671	\$702,671	\$672,835	(\$29,836)
	Operating	363,223	821,071	623,505	623,505	628,424	4,919
	Capital Outlay	0	127	0	0	0	0
	Total	\$942,209	\$1,375,122	\$1,326,176	\$1,326,176	\$1,301,259	(\$24,917)
	CIP	\$0	\$134,200	\$110,000	\$110,000	\$0	(\$110,000)
	Grand Total	\$942,209	\$1,509,322	\$1,436,176	\$1,436,176	\$1,301,259	(\$134,917)
	Revenue	\$0	\$17,060	\$41,082	\$41,082	\$19,202	(\$21,880)
	Position Title		2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Analyst II		2.00	2.00	2.00	2.00	0.00
	Contract Compliance Coordinator		1.00	1.00	1.00	1.00	0.00
CRM Configuration and Improvement Specialist		1.00	1.00	0.00	0.00	0.00	
Data Management Program Manager		1.00	1.00	1.00	1.00	0.00	
Innovation Manager		1.00	1.00	1.00	1.00	0.00	
Program Administrator II		0.00	0.00	1.00	1.00	0.00	
Total Positions		6.00	6.00	6.00	6.00	0.00	

* 2023 Amended Budget as of 8/31/2023

Office of Innovation - General Fund: Summary, Funding, and Position Changes

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	\$0
	Total During 2023	\$0
	For 2024	2024 Budget - * 2023 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	(\$9,473)
	Increase to fund pay for performance and pay progression	23,338
	Increase to fund medical cost adjustments	1,774
	Decrease due to operating budget reductions	(45,475)
	Total Salaries/Benefits/Pensions	(\$29,836)
	Operating	
	Increase to fund SCETC contract increase	\$4,919
	Total Operating	\$4,919
	CIP	
	Decrease in 2024 CIP projects	(\$110,000)
	Total CIP	(\$110,000)
	Total For 2024	(\$134,917)

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	0.00
	Total During 2023	0.00
	For 2024	2024 Budget - * 2023 Amended Budget
	None	0.00
	Total For 2024	0.00

* 2023 Amended Budget as of 8/31/2023

Office of Innovation - Grants Fund: Summary and Funding Changes

Grants Fund	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Grants Fund	\$0	\$350,000	\$0	\$0	\$0	\$0
	Total	\$0	\$350,000	\$0	\$0	\$0	\$0

** The Grants Fund includes appropriation for new grant funding, and may include re-appropriation of prior year grants not awarded, as well as local match. See Grants Overview for more information.

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Office of Innovation

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Salaries/Benefits/Pensions						
51003 - REDUCTION IN SALARIES BENEFITS	0	0	0	0	(45,475)	(45,475)
51205 - CIVILIAN SALARIES	456,875	446,115	567,382	567,382	579,177	11,795
51245 - RETIREMENT TERM VACATION	10,043	1,744	0	0	0	0
51260 - VACATION BUY PAY OUT	3,027	5,388	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(4,168)	(4,922)	0	0	0	0
51610 - PERA	65,249	64,723	83,788	83,788	85,603	1,815
51615 - WORKERS COMPENSATION	1,175	1,119	882	882	620	(262)
51620 - EQUITABLE LIFE INSURANCE	1,111	1,039	2,119	2,119	1,774	(345)
51640 - DENTAL INSURANCE	1,700	1,189	1,380	1,380	1,920	540
51670 - PARKING FOR EMPLOYEES	720	1,650	1,560	1,560	1,560	0
51690 - MEDICARE	6,542	6,406	8,231	8,231	8,398	167
51695 - CITY EPO MEDICAL PLAN	10,418	21,464	28,914	28,914	30,421	1,507
51696 - ADVANTAGE HD MED PLAN	25,054	7,509	7,915	7,915	8,337	422
51697 - HRA BENEFIT TO ADV MED PLAN	1,240	500	500	500	500	0
Salaries/Benefits/Pensions Total	578,986	553,924	702,671	702,671	672,835	(29,836)
Operating						
52105 - MISCELLANEOUS OPERATING	0	27	288	288	340	52
52110 - OFFICE SUPPLIES	7,007	847	500	500	500	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	1,792	0	0	0	0	0
52125 - GENERAL SUPPLIES	0	0	500	500	500	0
52132 - CONSUMABLE SUPPLIES	(10)	0	0	0	0	0
52135 - POSTAGE	8	0	0	0	0	0
52140 - WEARING APPAREL	0	20	0	0	120	120
52415 - CONTRACTS AND SPEC PROJECTS	302,865	637,344	412,030	412,030	420,029	7,999
52575 - SERVICES	267	680	0	0	0	0
52590 - TEMPORARY EMPLOYMENT	0	0	7,200	7,200	4,140	(3,060)
52605 - CAR MILEAGE	0	0	1,200	1,200	2,612	1,412
52615 - DUES AND MEMBERSHIP	10,770	17,385	17,725	17,725	19,475	1,750
52625 - MEETING EXPENSES IN TOWN	1,850	1,550	1,044	1,044	750	(294)
52630 - TRAINING	175	4,045	5,800	5,800	5,875	75
52655 - TRAVEL OUT OF TOWN	5,233	1,837	6,000	6,000	2,400	(3,600)
52736 - CELL PHONE AIRTIME	3,358	2,953	2,880	2,880	3,920	1,040
52775 - MINOR EQUIPMENT	0	4,533	0	0	0	0
52776 - PRINTER CONSOLIDATION COST	29,908	142,214	167,688	167,688	167,688	0
52874 - OFFICE SERVICES PRINTING	0	636	650	650	75	(575)
65160 - RECRUITMENT	0	7,000	0	0	0	0
Operating Total	363,223	821,071	623,505	623,505	628,424	4,919
Capital Outlay						
53030 - FURNITURE AND FIXTURES	0	127	0	0	0	0
Capital Outlay Total	0	127	0	0	0	0
Expense Total	942,209	1,375,122	1,326,176	1,326,176	1,301,259	(24,917)
CIP Total	0	134,200	110,000	110,000	0	(110,000)
Grand Total	942,209	1,509,322	1,436,176	1,436,176	1,301,259	(134,917)

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Office of Innovation

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Revenue						
45763 - ADMINISTRATIVE SERVICES FEES	0	0	41,082	41,082	0	(41,082)
45674 - MLA-TELECOMS	0	17,060	0	0	19,202	19,202
Revenue Total	0	17,060	41,082	41,082	19,202	(21,880)

* 2023 Amended Budget as of 8/31/2023

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Support Services

Henry Martin, Manager | (719) 385-6629 | Henry.Martin@coloradosprings.gov

All Funds Summary

	Use of Funds	2022	2023	* 2023	2024	2024 Budget -
		Actual	Original Budget	Amended Budget		* 2023 Amended Budget
All Funds	General Fund	\$3,909,921	\$5,060,635	\$5,060,635	\$12,728,064	\$7,667,429
	General Fund - CIP	3,348,409	3,400,000	3,400,000	2,800,000	(600,000)
	Office Services Fund	1,861,100	1,941,165	1,941,165	1,968,301	27,136
	Radio Fund	1,503,359	1,755,798	1,755,798	1,751,526	(4,272)
	Total	\$10,622,789	\$12,157,598	\$12,157,598	\$19,247,891	\$7,090,293
	Positions					
	General Fund	31.00	34.00	49.50	77.50	28.00
	Office Services Fund	9.00	9.00	9.00	9.00	0.00
	Radio Fund	8.00	8.00	8.00	8.00	0.00
	Total	48.00	51.00	66.50	94.50	28.00

* 2023 Amended Budget as of 8/31/2023

Significant Changes vs. 2023

- Increase of approximately \$265,000 in the General Fund mainly to fund existing positions, pay for performance, and benefit cost adjustments
- Decrease of \$461,307 in the General Fund due to operating budget reductions
- Increase of \$90,400 in the General Fund to fund facilities contract increases for landscaping, janitorial, snow removal, and maintenance services
- Increase of approximately \$7,847,000 in the General Fund to fund the addition of 43.50 FTEs, operating, and capital outlay costs due to Fleet maintenance insourcing effective in 2024; previous maintenance contract was budgeted in General Costs, which has been transferred to the Fleet division of Support Services; funding for certain costs such as the parts contract, fuel, and rental of property will remain in General Costs
- Decrease of \$600,000 for General Fund - CIP facilities projects related to city-wide budget reductions
- Increase of approximately \$53,000 in Office Services Fund mainly to fund existing positions, pay for performance, and benefit cost adjustments
- Net decrease of approximately \$25,500 in Office Services Fund for adjustments to operating which includes an increase of \$26,940 to the Admin Pro-Rate charged for use of city services, and the removal of one-time 2023 capital outlay funding for the purchase of equipment
- Decrease of approximately \$4,000 in the Radio Fund mainly to fund existing positions, pay for performance, benefit cost adjustments and a decrease of approximately \$41,000 in building leasing costs; plus an increase of \$18,576 to the Admin Pro-Rate charged for use of city services

Support Services - Overview

The Support Services Department collaborates with other City departments to improve organizational processes, implement creative solutions to overcome organizational obstacles, and ensure effective support for internal services. The Department manages citywide operations, including facilities, fleet, office services, radio communications, and procurement services, and provides transparency and insight to the public and City leaders.

Facilities Management

- Manages Citywide facilities maintenance
- Manages the Citywide Facilities Committee, coordinating facility capital improvement projects and other Citywide facilities related initiatives

Fleet Management

- Manages acquisition and purchase contracts
- Manages citywide fleet maintenance that is insourced beginning in 2024
- Manages disposal process and investment recovery contract
- Develops and implements fleet replacement strategy
- Manages the City and Colorado Springs Utilities fuel strategy and operations

Office Services

- Provides printing, reprographics, and mail processing services to all City departments and Colorado Springs Utilities

Radio Communications

- Manages installation and maintenance of the radio communications infrastructure
- Manages and maintains the Regional Public Safety Paging system and infrastructure
- Manages cell service provider leasing contracts on City owned radio towers and buildings
- Maintains and operates microwave communication paths for City department's cameras, internet, and radio systems
- Installs and maintains electronic equipment supporting public safety and general City operations
 - City security cameras, Municipal Court video and audio systems, fire station alerting systems, radar guns, pole cameras, and surveillance equipment

Procurement Services

- Provides solicitation, negotiation, and award of purchase orders and contracts for all City departments including the Pikes Peak Rural Transportation Authority (PPRTA) and 2C2 programs
- Provides administration and oversight of the City's Visa card program including training, auditing, and compliance

Support Services - Functions

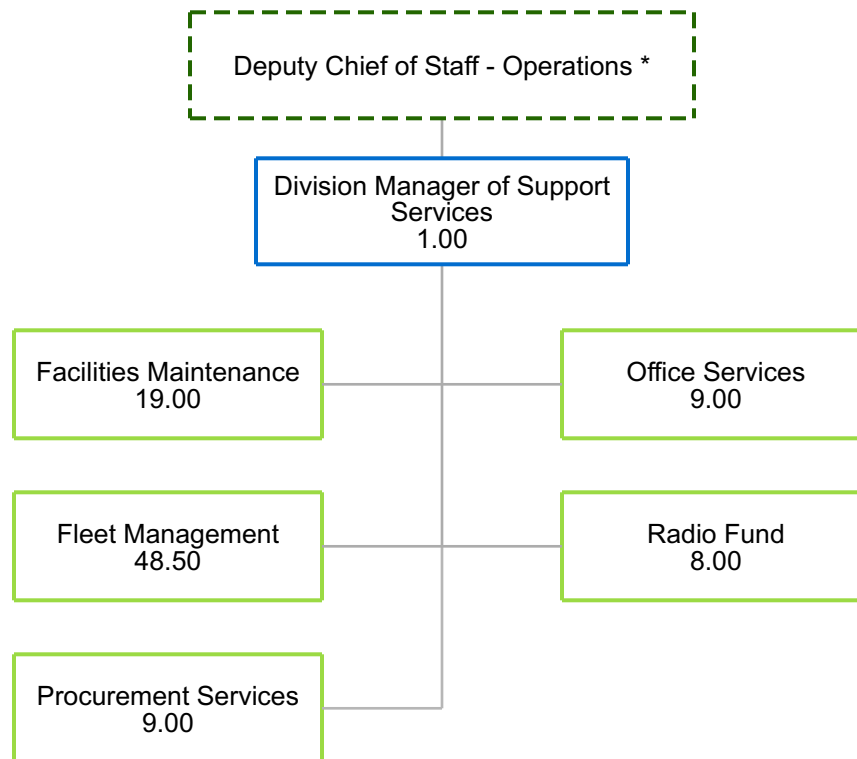
The Support Services Division manages the following functions (these amounts do not include CIP):

Support Services Functions	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget
Downtown Facilities	\$973,179	\$724,884	\$669,452	\$452,913	\$520,426
Facilities Management	1,389,236	1,574,324	2,137,756	2,354,295	2,226,983
Fleet Management **	721,552	741,210	1,164,596	1,164,596	8,874,272
Office Services	1,738,586	1,861,100	1,941,165	1,941,165	1,968,301
Radio Communications	1,589,861	1,503,359	1,755,798	1,755,798	1,751,526
Procurement Services	572,945	869,503	1,088,831	1,088,831	1,106,383
Total Support Services Functions	\$6,985,359	\$7,274,380	\$8,757,598	\$8,757,598	\$16,447,891

* 2023 Amended Budget as of 8/31/2023

** Beginning in 2024, Fleet maintenance services will be insourced; previous maintenance contract was budgeted in General Costs

Support Services - Organizational Chart



* The Deputy Chief of Staff - Operations is funded as part of the Mayor's Office budget. This position is not reflected in the position count in the following Budget Summary.

Strategic Plan Update



Building Community & Collaborative Relationships

Initiatives			
3.18 Increase citywide understanding of public procurement process and regulations.			
3.19 Increase education and outreach to local vendors.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
3.18.1 Contribute 6 educational publications to the "Friday Morning Coffee" email in 2020; increase annually thereafter to 12 by 2024.	100%	100%	100%
3.18.2 Develop and deploy Electronic Requisition training for City employees by 12/31/2020.	100%	Complete	
3.18.3 Conduct annual Electronic Requisition training sessions beginning in 2021 with the goal of 95% of electronic submissions correct on first submittal by 12/31/2024.	100%	100%	100%
3.18.4 Develop and deploy an internal Procurement Services Division (PSD) employee training program by 3/31/2020.	Complete		
3.18.5 Increase internal PSD training by one event annually beginning Q2 2020 with the goal of quarterly training by 12/31/2024.	100%	100%	100%
3.19.1 Host an annual vendor fair to teach local, regional and small businesses how to do business with the City.	100%	100%	100%
3.19.2 Increase outreach to local small business development organizations, nonprofits and regional and government partners by 25% year over year.	100%	100%	100%
Notable Achievements			
3.19.2 Created Master Purchasing Agreement Vendor Portal with regularly scheduled Contracting Connections sessions for the local vendor community. Sessions began in late September 2023 and will occur monthly going forward.			

Note: The initiatives and performance measures listed above are for Procurement Services, which became a division of the Support Services Department during Q1 2023. The Strategic Plan update for the Support Service Department are on page 303.

Strategic Plan Update



Excelling In City Services

Initiatives			
4.18 Implement business process improvements to allow for better workflow. (<i>Procurement Services Division</i>)			
4.19 Leverage technology, innovation and business improvement practices to enable citywide efficiencies. (<i>all other Support Services</i>)			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
4.18.1 Standardize electronic file retention system by the end of 2022.	100%	Complete	
4.18.2 Create and standardize procedures (SOPs) for every Procurement Services Division (PSD) process by the end of 2022.	30%	100%	100%
4.18.3 Create, deploy and standardize a metrics & process reporting tool within PSD by the end of 2020.	100%	Complete	
4.19.1 Maintain 90% operational readiness for City fleet at all times.	100%	100%	100%
4.19.2 By 2021, achieve the fleet replacement strategy of: Vehicles: 10 years/100k mile average Equipment: 12 year/4,000 hours Police Sedan/SUV: 8 years/80k mile average for police pursuit	100%	100%	—%
4.19.3 Improve the overall facility condition rating by 5% by 2024.	100%	100%	100%
4.19.4 Maintain a 90% or higher completion rating for customer requested tasks.	35%	40%	45%
4.19.5 Increase the overall Office Services revenue by 10% by 2024.	100%	100%	100%
4.19.6 Maintain a 90% or higher completion rating for scheduled preventative maintenance tasks.	50%	60%	65%
Notable Achievements			
4.18.1 Standard Operating Procedure (SOP's) creation and process guides to match updated business processes, by the end of August 2023. Metrics and dashboard development linked to E-Procurement deployment; on track to be established by the beginning of 4Q2023.			
4.19.1 In 2022 City fleet was engaged with Colorado Springs Utilities in creating a new statement of work for a new maintenance contract in 2024. In Q2 2023, the decision was made to service fleet maintenance and conduct operations independent of Colorado Springs Utilities. City Fleet is currently in the recruitment process of hiring 43 new positions in support of maintenance, fuel and administration of fleet assets.			
4.19.2 As of Q3 2023, using 12M in capital purchase, City Fleet has met most of its target goals from 2022 to 2023. Using the fleet replacement strategy to reduce the average age of vehicles by two years, equipment by one year, special units by four years, and law enforcement pursuit vehicles by two years. Current Averages: Vehicles: 9 Years/53,346 miles Equipment: 12 Years/11,877 hours Police Sedan/SUV: 5 Years/45,831 miles			
4.19.3 The BuildingCOS plan (aka Facilities Master Plan) was launched in Q3 2021. The plan was completed and accepted by the City in August 2023. In May 2022 a baseline for Facilities Condition Assessment was conducted and presented to City leadership.			
4.19.5 The new print management software was approved by the IT Prioritization board on 12/16/2021. Since that time, Certified Letter Automation and Package Tracking implementation has saved customers over \$1500 in postage based on numbers tracking data from June-August 2023. The new Web to Print software for customer ordering has been fully implemented, as of August 2023; process is currently focused on software configuration and training.			

This Strategic Plan update identifies each department's initiatives, performance measures, and a sampling of notable achievements. The Percentage Completion section represents quantitative progress made on each performance measure. The term 'Complete' indicates that all activities of a performance measure have been fully achieved. If '-' is shown, activity has not started on the performance measure. '100%' reflects performance measure activity is satisfied and is ongoing for the life of the Strategic Plan. For the full description of each initiative and performance measure, reference the bolded ID numbers in the City's Strategic Plan beginning on Page 19 of this document.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2023, and changes occurring as part of the 2024 Budget for each fund including General Fund, Office Services Fund, Radio Fund, and Capital Improvements Program (CIP).

Support Services - General Fund: Summary, Funding, and Position Changes

General Fund	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Salary/Benefits/ Pensions	\$2,391,471	\$3,055,136	\$3,800,148	\$3,800,148	\$7,967,733	\$4,167,585
	Operating	1,216,282	852,646	1,189,133	1,189,133	4,749,477	3,560,344
	Capital Outlay	49,159	2,139	71,354	71,354	10,854	(60,500)
	Total	\$3,656,912	\$3,909,921	\$5,060,635	\$5,060,635	\$12,728,064	\$7,667,429
	CIP	\$1,857,225	\$3,348,409	\$3,400,000	\$3,400,000	\$2,800,000	(\$600,000)
	Grand Total	\$5,514,137	\$7,258,330	\$8,460,635	\$8,460,635	\$15,528,064	\$7,067,429
	Revenue	\$268,148	\$353,582	\$204,359	\$204,359	\$962,654	\$758,295

* 2023 Amended Budget as of 8/31/2023

Support Services - General Fund: Summary, Funding, and Position Changes

General Fund	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Administrative Assistant II	0.00	0.00	1.00	1.00	0.00
	Analyst II	2.00	2.00	1.00	1.00	0.00
	Application Support Admin II	0.00	0.00	1.00	1.00	0.00
	Buyer II	0.00	0.00	0.00	2.00	2.00
	Construction Project Manager	0.00	1.00	1.00	1.00	0.00
	Contracting Specialist I	1.00	2.00	0.00	0.00	0.00
	Contracting Specialist II	3.00	3.00	6.00	6.00	0.00
	Dispatcher	1.00	1.00	1.00	1.00	0.00
	Driver	0.00	0.00	0.00	1.00	1.00
	Environment Safety & Health Specialist	0.00	0.00	1.00	1.00	0.00
	Facilities Manager	1.00	1.00	1.00	1.00	0.00
	Fleet Contract Manager	1.00	1.00	1.00	1.00	0.00
	Fleet Service Writer	0.00	0.00	2.00	2.00	0.00
	Fleet Services Coordinator	3.00	3.00	4.00	4.00	0.00
	Fleet Services Supervisor	0.00	0.00	1.00	1.00	0.00
	Fleet Specialist	0.00	0.00	0.00	1.00	1.00
	Fleet Technician I	0.00	0.00	0.00	6.00	6.00
	Fleet Technician II	0.00	0.00	0.00	14.00	14.00
	Fleet Technician, Senior	0.00	0.00	3.00	7.00	4.00
	Maintenance Technician II	1.00	1.00	0.00	0.00	0.00
	Procurement Buyers	3.00	3.00	3.00	3.00	0.00
	Procurement Services Manager	1.00	1.00	1.00	1.00	0.00
	Program Administrator II	0.00	0.00	2.00	2.00	0.00
	Safety Specialist	0.00	0.00	1.00	1.00	0.00
	Senior Analyst	0.00	0.00	2.00	2.00	0.00
	Senior Contracting Specialist	1.00	1.00	1.00	1.00	0.00
	Senior Skilled Maintenance Technician	1.00	1.00	1.00	1.00	0.00
	Skilled Maintenance Supervisor	4.00	4.00	4.00	4.00	0.00
	Skilled Maintenance Technician I	2.00	2.00	3.00	3.00	0.00
	Skilled Maintenance Technician II	5.00	6.00	6.00	6.00	0.00
	Staff Assistant	0.00	0.00	0.50	0.50	0.00
	Support Services Division Manager	1.00	1.00	1.00	1.00	0.00
	Total Positions	31.00	34.00	49.50	77.50	28.00

* 2023 Amended Budget as of 8/31/2023

Support Services - General Fund: Funding and Position Changes

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	\$0
	Total During 2023	\$0
	For 2024	2024 Budget - * 2023 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$157,535
	Increase to fund pay for performance and pay progression	88,134
	Increase to fund medical cost adjustments	19,859
	Decrease due to operating budget reductions	(332,366)
	Increase to fund 43.50 FTEs as part of Fleet maintenance insourcing (15.50 positions added during 2023)	4,234,423
	Total Salaries/Benefits/Pensions	\$4,167,585
	Operating	
	Increase to fund various facilities contractual increases	\$90,400
	Increase to fund operating costs due to Fleet maintenance insourcing	3,610,322
	Decrease to remove 2023 one-time funding	(11,937)
	Decrease due to operating budget reductions	(128,441)
	Total Operating	\$3,560,344
	Capital Outlay	
	Decrease to remove 2023 one-time funding	(\$62,500)
	Increase to fund capital outlay costs due to Fleet maintenance insourcing	2,500
	Decrease due to operating budget reductions	(500)
	Total Capital Outlay	(\$60,500)
	CIP	
	Decrease for 2024 CIP facilities projects due to budget reductions	(\$600,000)
	Total CIP	(\$600,000)
	Total For 2024	\$7,067,429
Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Add 15.50 FTE due to Fleet maintenance insourcing	15.50
	Total During 2023	15.50
	For 2024	2024 Budget - * 2023 Amended Budget
	Add 28.00 FTE due to Fleet maintenance insourcing	28.00
	Total For 2024	28.00

* 2023 Amended Budget as of 8/31/2023

Support Services - CIP Program

CIP Program*	Project	General Fund	Total Allocation
	Facilities Division		
	Citywide Prioritized CIP Projects	1,400,000	1,400,000
	Citywide Facilities Security	200,000	200,000
	Radio Fund		
	Radio Replacement	1,200,000	1,200,000
	Total 2024 CIP	\$2,800,000	\$2,800,000

* The funding of the CIP projects is for the current budget year and may not reflect the total project cost. For a citywide comprehensive list of CIP projects, refer to the CIP section of the Budget.

Support Services - Office Services Fund: Summary, Funding, and Position Changes

Office Services Fund	Source of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Utilities Allocation	\$198,774	\$205,178	\$199,350	\$199,350	\$230,612	\$31,262
	City Allocation	768,282	768,282	799,076	799,076	299,076	(500,000)
	Postage	361,775	359,844	350,000	350,000	350,000	0
	Workorders	357,890	429,737	412,473	412,473	412,473	0
	Other	255,389	259,753	211,060	211,060	219,760	8,700
	Total	\$1,942,110	\$2,022,794	\$1,971,959	\$1,971,959	\$1,511,921	(\$460,038)
	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Salary/Benefits/Pensions	\$632,006	\$729,618	\$759,342	\$759,342	\$811,981	\$52,639
	Operating	1,096,585	1,117,762	1,070,296	1,070,296	1,141,293	70,997
	Capital Outlay	9,995	13,720	111,527	111,527	15,027	(96,500)
	Total	\$1,738,586	\$1,861,100	\$1,941,165	\$1,941,165	\$1,968,301	\$27,136
	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget	
	Administrative Assistant I	1.00	1.00	1.00	1.00	0.00	
	Administrative Assistant II	2.00	2.00	2.00	2.00	0.00	
	Administrative Assistant, Senior	1.00	1.00	1.00	1.00	0.00	
	Digital Imaging Technician	2.00	2.00	2.00	2.00	0.00	
	Graphics Technician	1.00	1.00	1.00	1.00	0.00	
	Office Services Coordinator	1.00	1.00	0.00	0.00	0.00	
	Office Services Supervisor	0.00	0.00	1.00	1.00	0.00	
	Printing Technician	1.00	1.00	1.00	1.00	0.00	
	Total Positions	9.00	9.00	9.00	9.00	0.00	

* 2023 Amended Budget as of 8/31/2023

Support Services - Office Services Fund: Summary, Funding, and Position Changes

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	\$0
	Total During 2023	\$0
	For 2024	2024 Budget - * 2023 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$27,073
	Increase to fund pay for performance and pay progression	15,510
	Increase to fund medical cost adjustments	5,056
	Increase for reclassification of Administrative Assistant I to Administrative Assistant II	5,000
	Total Salaries/Benefits/Pensions	\$52,639
	Operating	
	Increase to fund various contract and subscription increases	\$4,057
	Increase to training budget	10,000
	Increase to temporary staffing budget	30,000
	Increase due to 2024 Admin Pro-Rate	26,940
	Total Operating	\$70,997
	Capital Outlay	
	Decrease to remove one-time costs for the purchase of equipment in 2023	(\$96,500)
	Total Capital Outlay	(\$96,500)
	Total For 2024	\$27,136
Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	0.00
	Total During 2023	0.00
	For 2024	2024 Budget - * 2023 Amended Budget
	None	0.00
	Total For 2024	0.00

* 2023 Amended Budget as of 8/31/2023

Support Services - Radio Fund: Summary, Funding, and Position Changes

Radio Fund	Source of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	City Allocation	\$1,142,543	\$1,142,543	\$1,050,568	\$1,050,568	\$620,568	(\$430,000)
	Other Revenue	427,856	379,261	344,978	344,978	354,278	9,300
	Site Leases	124,864	154,505	161,252	161,252	161,252	0
	Total	\$1,695,263	\$1,676,309	\$1,556,798	\$1,556,798	\$1,136,098	(\$420,700)
	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Salary/Benefits/Pensions	\$599,809	\$680,527	\$723,115	\$723,115	\$740,691	\$17,576
	Operating	990,052	822,832	1,032,683	1,032,683	1,010,835	(21,848)
	Total	\$1,589,861	\$1,503,359	\$1,755,798	\$1,755,798	\$1,751,526	(\$4,272)

* 2023 Amended Budget as of 8/31/2023

Support Services - Radio Fund: Summary, Funding, and Position Changes

Radio Positions	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Administrative Assistant, Senior	1.00	1.00	1.00	1.00	0.00
	Radio Communications Supervisor	1.00	1.00	1.00	1.00	0.00
	Radio Installer	2.00	2.00	2.00	2.00	0.00
	Radio Technician I/II	2.00	2.00	2.00	2.00	0.00
	Senior Radio Technician	2.00	2.00	2.00	2.00	0.00
	Total Positions	8.00	8.00	8.00	8.00	0.00

Funding Changes	During 2023		* 2023 Amended - 2023 Original Budget
	None		\$0
	Total During 2023		\$0
	For 2024		2024 Budget - * 2023 Amended Budget
	Salaries/Benefits/Pensions		
	Net change to fund existing positions		\$9,385
	Increase to fund pay for performance and pay progression		5,199
	Increase to fund medical cost adjustments		2,992
	Total Salaries/Benefits/Pensions		\$17,576
	Operating		
	Increase for bank and investment fees		\$1,023
	Increase due to 2024 Admin Pro-Rate		18,576
	Decrease due to lease ending		(41,447)
	Total Operating		(\$21,848)
	Total For 2024		(\$4,272)

* 2023 Amended Budget as of 8/31/2023

Support Services - Radio Fund: Summary, Funding, and Position Changes

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	0.00
	Total During 2023	0.00
	For 2024	2024 Budget - * 2023 Amended Budget
	None	0.00
	Total For 2024	0.00

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND Support Services

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	* 2024 Budget - * 2023 Amended Budget
Salaries/Benefits/Pensions						
51003 - REDUCTION IN SALARIES BENEFITS	0	0	0	0	(332,366)	(332,366)
51205 - CIVILIAN SALARIES	1,750,007	2,244,413	2,819,019	2,819,019	6,215,328	3,396,309
51210 - OVERTIME	11,065	5,403	0	0	0	0
51230 - SHIFT DIFFERENTIAL	738	557	0	0	0	0
51235 - STANDBY	7,448	11,198	10,000	10,000	10,000	0
51245 - RETIREMENT TERM VACATION	4,412	3,651	0	0	0	0
51260 - VACATION BUY PAY OUT	17,045	17,447	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(12,582)	(14,651)	0	0	0	0
51610 - PERA	252,183	329,757	416,134	416,134	980,636	564,502
51612 - RETIREMENT HEALTH SAVINGS	0	8,652	0	0	0	0
51615 - WORKERS COMPENSATION	45,499	52,247	46,727	46,727	102,307	55,580
51620 - EQUITABLE LIFE INSURANCE	4,192	5,314	10,447	10,447	23,082	12,635
51640 - DENTAL INSURANCE	12,181	14,258	17,280	17,280	39,510	22,230
51670 - PARKING FOR EMPLOYEES	4,150	6,900	10,080	10,080	10,080	0
51690 - MEDICARE	25,369	32,412	40,880	40,880	96,217	55,337
51695 - CITY EPO MEDICAL PLAN	39,257	61,918	65,109	65,109	67,695	2,586
51696 - ADVANTAGE HD MED PLAN	217,758	261,853	347,222	347,222	706,244	359,022
51697 - HRA BENEFIT TO ADV MED PLAN	12,749	13,807	17,250	17,250	49,000	31,750
Salaries/Benefits/Pensions Total	2,391,471	3,055,136	3,800,148	3,800,148	7,967,733	4,167,585
Operating						
52003 - REDUCTION IN OPERATING	0	0	0	0	(128,441)	(128,441)
52105 - MISCELLANEOUS OPERATING	3,994	8,290	10,600	10,600	10,500	(100)
52110 - OFFICE SUPPLIES	4,553	4,209	6,200	6,200	15,700	9,500
52120 - SOFTWARE SUBSCRIPTION/LICENSE	306	1,870	0	0	21,500	21,500
52122 - CELL PHONES EQUIP AND SUPPLIES	(173)	0	1,300	1,300	3,000	1,700
52125 - GENERAL SUPPLIES	41,676	54,257	19,400	19,400	30,200	10,800
52132 - CONSUMABLE SUPPLIES	(29,084)	(16,100)	0	0	0	0
52135 - POSTAGE	600	1,279	1,050	1,050	1,050	0
52140 - WEARING APPAREL	3,960	3,493	10,900	10,900	49,500	38,600
52153 - FLEET PARTS	0	0	0	0	2,750,000	2,750,000
52165 - LICENSES AND TAGS	3,956	3,564	4,000	4,000	6,000	2,000
52190 - JANITORIAL SUPPLIES	1,923	6,048	7,800	7,800	7,800	0
52195 - ENVIRONMENTAL SUPPLIES ETC	0	0	0	0	5,000	5,000
52205 - MAINT LANDSCAPING	0	(11,150)	0	0	7,500	7,500
52220 - MAINT OFFICE MACHINES	0	0	300	300	300	0
52235 - MAINT MACHINERY AND APPARATUS	(58)	12,575	0	0	20,000	20,000
52245 - MAINT SIGNALS	0	(24,618)	0	0	0	0
52265 - MAINT BUILDINGS AND STRUCTURE	254,777	205,940	52,000	52,000	53,000	1,000
52281 - MAINT INFRASTRUCTURE	53,770	42,589	60,000	60,000	65,000	5,000
52305 - MAINT SOFTWARE & OTHER FEES	207,479	149,641	234,500	234,500	299,500	65,000
52315 - REPAIRS FLEET	0	0	0	0	485,000	485,000
52405 - ADVERTISING SERVICES	1,767	1,494	3,500	3,500	3,500	0
52410 - BUILDING SECURITY SERVICES	217,273	(69,357)	2,000	2,000	0	(2,000)
52415 - CONTRACTS AND SPEC PROJECTS	156	70,981	0	0	0	0
52425 - ENVIRONMENTAL SERVICES	348	10,688	22,800	22,800	37,800	15,000
52434 - TOWING SERVICES	0	0	0	0	15,000	15,000
52435 - GARBAGE REMOVAL SERVICES	0	27,129	88,500	88,500	88,500	0
52445 - JANITORIAL SERVICES	113,177	143,353	142,483	142,483	202,483	60,000

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND Support Services

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	* 2024 Budget - 2023 Amended Budget
52560 - PARKING SERVICES	11,340	12,960	12,806	12,806	13,150	344
52565 - PEST CONTROL	0	1,427	1,550	1,550	2,450	900
52568 - BANK AND INVESTMENT FEES	192	180	500	500	500	0
52571 - SNOW REMOVAL	0	26,508	14,500	14,500	49,500	35,000
52573 - CREDIT CARD FEES	0	3	0	0	0	0
52575 - SERVICES	214,151	113,288	131,126	131,126	153,126	22,000
52590 - TEMPORARY EMPLOYMENT	7,371	35,952	56,750	56,750	31,750	(25,000)
52605 - CAR MILEAGE	0	0	100	100	0	(100)
52615 - DUES AND MEMBERSHIP	183	1,864	3,900	3,900	13,900	10,000
52625 - MEETING EXPENSES IN TOWN	164	1,365	200	200	200	0
52630 - TRAINING	10,163	10,229	21,000	21,000	86,000	65,000
52655 - TRAVEL OUT OF TOWN	2,091	989	6,500	6,500	6,500	0
52735 - TELEPHONE LONG DIST CALLS	0	0	100	100	0	(100)
52736 - CELL PHONE AIRTIME	12,019	12,170	15,700	15,700	18,878	3,178
52746 - UTILITIES ELECTRIC	0	(344)	0	0	0	0
52747 - UTILITIES GAS	0	(279)	0	0	0	0
52748 - UTILITIES SEWER	0	(140)	0	0	0	0
52749 - UTILITIES WATER	0	(247)	0	0	0	0
52751 - FLEET GLASS REPLACEMENT	0	0	0	0	25,000	25,000
52755 - COMMUNICATIONS EQUIPMENT	0	0	49,000	49,000	8,000	(41,000)
52757 - SECURITY SURVEILLANCE EQUIP	1,137	0	0	0	0	0
52770 - SAFETY EQUIPMENT	11,194	17,974	25,000	25,000	47,000	22,000
52775 - MINOR EQUIPMENT	16,461	22,126	46,937	46,937	60,000	13,063
52776 - PRINTER CONSOLIDATION COST	11,909	13,476	14,500	14,500	14,500	0
52777 - TOOL ALLOWANCE	0	0	20,000	20,000	38,000	18,000
52852 - FACILITIES MGMT MAINTENANCE	0	0	90,000	90,000	90,000	0
52872 - MAINT FLEET VEHICLES EQP	4,663	1,250	5,000	5,000	13,000	8,000
52874 - OFFICE SERVICES PRINTING	876	1,380	6,631	6,631	6,631	0
52881 - PURCH FOR RESALE FUEL	31,358	(45,660)	0	0	0	0
52970 - ENVIRON PROTECTION PROGRAM	0	0	0	0	22,000	22,000
60113 - MISCELLANEOUS	610	0	0	0	0	0
Operating Total	1,216,282	852,646	1,189,133	1,189,133	4,749,477	3,560,344
Capital Outlay						
53003 - REDUCTION IN CAPITAL OUTLAY	0	0	0	0	(500)	(500)
53030 - FURNITURE AND FIXTURES	49,159	2,139	8,854	8,854	11,354	2,500
53080 - VEHICLES ADDITIONS	0	0	62,500	62,500	0	(62,500)
Capital Outlay Total	49,159	2,139	71,354	71,354	10,854	(60,500)
Expense Total	3,656,912	3,909,921	5,060,635	5,060,635	12,728,064	7,667,429
CIP Total	1,857,225	3,348,409	3,400,000	3,400,000	2,800,000	(600,000)
Grand Total	5,514,137	7,258,330	8,460,635	8,460,635	15,528,064	7,067,429

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Support Services

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Revenue						
45905 - RENTAL INCOME	2,282	0	0	0	0	0
46173 - REIMBURSEMENT FR UTILITY FUND	0	47,781	0	0	0	0
46170 - REIMBURSEMENT FR OTHER FUNDS	2,064	1,570	0	0	758,295	758,295
43156 - REBATES	832	0	0	0	0	0
45763 - ADMINISTRATIVE SERVICES FEES	54,964	57,598	9,600	9,600	9,600	0
45756 - PHOTOSTATS AND PICTURES	0	566	0	0	0	0
42710 - OTHER REVENUE	10,170	33,815	49,759	49,759	49,759	0
43157 - PURCH CARD PROGRAM REBATES	197,836	212,252	145,000	145,000	145,000	0
Revenue Total	268,148	353,582	204,359	204,359	962,654	758,295

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

505 - OFFICE SERVICES Support Services

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	440,925	506,138	543,852	543,852	573,578	29,726
51210 - OVERTIME	6,264	3,308	17,000	17,000	17,000	0
51240 - RETIREMENT TERMINATION SICK	(4,867)	(10,393)	0	0	0	0
51245 - RETIREMENT TERM VACATION	6,136	6,092	0	0	0	0
51260 - VACATION BUY PAY OUT	0	2,499	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	0	(565)	0	0	0	0
51610 - PERA	62,575	75,694	80,273	80,273	84,036	3,763
51612 - RETIREMENT HEALTH SAVINGS	6,753	20,633	0	0	0	0
51615 - WORKERS COMPENSATION	2,926	3,469	3,151	3,151	2,331	(820)
51620 - EQUITABLE LIFE INSURANCE	1,071	1,197	1,879	1,879	1,651	(228)
51640 - DENTAL INSURANCE	3,163	3,506	3,180	3,180	3,180	0
51655 - RETIRED EMP MEDICAL INS	2,194	2,194	2,212	2,212	2,212	0
51670 - PARKING FOR EMPLOYEES	4,430	6,020	6,000	6,000	6,000	0
51690 - MEDICARE	5,675	6,718	7,886	7,886	8,245	359
51695 - CITY EPO MEDICAL PLAN	0	1,416	0	0	7,956	7,956
51696 - ADVANTAGE HD MED PLAN	89,667	95,801	89,159	89,159	100,792	11,633
51697 - HRA BENEFIT TO ADV MED PLAN	5,094	5,891	4,750	4,750	5,000	250
Salaries/Benefits/Pensions Total	632,006	729,618	759,342	759,342	811,981	52,639
Operating						
52105 - MISCELLANEOUS OPERATING	0	43	0	0	0	0
52110 - OFFICE SUPPLIES	398	800	1,450	1,450	1,450	0
52115 - MEDICAL SUPPLIES	0	10	150	150	150	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	2,569	1,910	12,604	12,604	15,004	2,400
52125 - GENERAL SUPPLIES	951	780	1,000	1,000	1,000	0
52130 - OTHER SUPPLIES	803	1,948	5,000	5,000	5,000	0
52135 - POSTAGE	135	189	200	200	200	0
52140 - WEARING APPAREL	434	440	400	400	400	0
52220 - MAINT OFFICE MACHINES	1,876	3,714	10,500	10,500	10,500	0
52280 - MAINT ROADS AND BRIDGES	0	159	0	0	0	0
52450 - LAUNDRY AND CLEANING SERVICES	390	544	600	600	1,300	700
52568 - BANK AND INVESTMENT FEES	440	364	1,474	1,474	2,431	957
52573 - CREDIT CARD FEES	903	1,385	1,500	1,500	1,500	0
52575 - SERVICES	207	216	5,207	5,207	5,207	0
52590 - TEMPORARY EMPLOYMENT	13,407	13,160	0	0	30,000	30,000
52605 - CAR MILEAGE	0	0	50	50	50	0
52615 - DUES AND MEMBERSHIP	0	0	550	550	550	0
52625 - MEETING EXPENSES IN TOWN	19	0	50	50	50	0
52630 - TRAINING	0	0	300	300	10,300	10,000
52645 - SUBSCRIPTIONS	0	0	100	100	100	0
52776 - PRINTER CONSOLIDATION COST	144,063	156,435	190,000	190,000	190,000	0
52795 - RENTAL OF EQUIPMENT	4,188	3,141	14,280	14,280	14,280	0
52805 - ADMIN PRORATED CHARGES	252,211	193,984	164,616	164,616	191,556	26,940
52872 - MAINT FLEET VEHICLES EQP	3,395	5,325	7,105	7,105	7,105	0
52874 - OFFICE SERVICES PRINTING	0	284	0	0	0	0
52880 - PURCHASES FOR RESALE	294,070	357,167	308,160	308,160	308,160	0
52915 - PASSTHRU MAIL	376,126	375,284	345,000	345,000	345,000	0

City of Colorado Springs Budget Detail Report

505 - OFFICE SERVICES Support Services

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
65076 - INTEREST EXPENSE-RENTALS	0	230	0	0	0	0
65350 - SERVICE AWARD	0	250	0	0	0	0
Operating Total	1,096,585	1,117,762	1,070,296	1,070,296	1,141,293	70,997
Capital Outlay						
53040 - MACHINERY AND APPARATUS	9,995	13,720	111,527	111,527	15,027	(96,500)
Capital Outlay Total	9,995	13,720	111,527	111,527	15,027	(96,500)
Grand Total	1,738,586	1,861,100	1,941,165	1,941,165	1,968,301	27,136
Revenue						
42605 - ENT FUND UTIL ALLOCATION	198,774	205,178	199,350	199,350	230,612	31,262
42625 - ENTERPRISE FUND UTIL WORDER	88,475	104,365	80,000	80,000	80,000	0
42630 - POSTAGE	361,775	359,844	350,000	350,000	350,000	0
42650 - CITY WORKORDERS	186,621	251,541	230,473	230,473	230,473	0
42660 - CITY ALLOCATION	768,282	768,282	799,076	799,076	299,076	(500,000)
42710 - OTHER REVENUE	1,886	2,633	5,000	5,000	5,000	0
42720 - OTHER BILLED INVOICES	258,442	289,236	192,660	192,660	192,660	0
42725 - OTHER WORKORDERS	82,794	73,831	102,000	102,000	102,000	0
42750 - CITY INS EXCESS	0	58	0	0	0	0
43180 - GAIN LOSS INV MKT VALUE	(12,772)	(38,527)	0	0	0	0
46025 - INTEREST	7,833	6,353	13,400	13,400	22,100	8,700
Revenue Total	1,942,110	2,022,794	1,971,959	1,971,959	1,511,921	(460,038)

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

506 - RADIO Support Services

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	444,531	505,642	528,838	528,838	540,526	11,688
51210 - OVERTIME	3,575	5,463	5,354	5,354	5,354	0
51230 - SHIFT DIFFERENTIAL	26	0	0	0	0	0
51235 - STANDBY	4,692	0	20,562	20,562	20,562	0
51240 - RETIREMENT TERMINATION SICK	4,040	13,815	0	0	0	0
51245 - RETIREMENT TERM VACATION	5,713	393	0	0	0	0
51260 - VACATION BUY PAY OUT	2,989	1,043	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(4,704)	(3,798)	0	0	0	0
51610 - PERA	63,502	72,079	78,057	78,057	79,890	1,833
51612 - RETIREMENT HEALTH SAVINGS	0	0	423	423	423	0
51615 - WORKERS COMPENSATION	18,912	21,146	22,244	22,244	16,487	(5,757)
51620 - EQUITABLE LIFE INSURANCE	1,076	1,204	1,878	1,878	1,617	(261)
51640 - DENTAL INSURANCE	2,147	2,340	2,340	2,340	2,460	120
51655 - RETIRED EMP MEDICAL INS	1,097	1,097	0	0	0	0
51690 - MEDICARE	6,492	7,229	7,668	7,668	7,838	170
51696 - ADVANTAGE HD MED PLAN	42,950	49,874	52,751	52,751	62,284	9,533
51697 - HRA BENEFIT TO ADV MED PLAN	2,771	3,000	3,000	3,000	3,250	250
Salaries/Benefits/Pensions Total	599,809	680,527	723,115	723,115	740,691	17,576
Operating						
52105 - MISCELLANEOUS OPERATING	12	33	0	0	0	0
52110 - OFFICE SUPPLIES	531	230	450	450	450	0
52111 - PAPER SUPPLIES	47	51	100	100	100	0
52125 - GENERAL SUPPLIES	464	21	300	300	300	0
52135 - POSTAGE	61	61	100	100	100	0
52140 - WEARING APPAREL	0	0	100	100	100	0
52145 - PAINT AND CHEMICAL	79	1,393	100	100	100	0
52155 - AUTOMOTIVE	5	313	50	50	50	0
52165 - LICENSES AND TAGS	0	0	1,000	1,000	1,000	0
52190 - JANITORIAL SUPPLIES	305	430	500	500	500	0
52235 - MAINT MACHINERY AND APPARATUS	0	0	1,000	1,000	1,000	0
52250 - MAINT RADIOS ALLOCATION	386,537	361,640	404,325	404,325	404,325	0
52265 - MAINT BUILDINGS AND STRUCTURE	3,318	3,688	1,500	1,500	1,500	0
52280 - MAINT ROADS AND BRIDGES	1,143	0	0	0	0	0
52445 - JANITORIAL SERVICES	3,156	3,147	2,820	2,820	2,820	0
52568 - BANK AND INVESTMENT FEES	411	330	1,320	1,320	2,343	1,023
52573 - CREDIT CARD FEES	122	42	200	200	200	0
52575 - SERVICES	1,114	1,723	1,000	1,000	1,000	0
52590 - TEMPORARY EMPLOYMENT	4,209	0	27,348	27,348	27,348	0
52607 - CELL PHONE ALLOWANCE	562	540	900	900	900	0
52630 - TRAINING	25,610	0	15,000	15,000	15,000	0
52655 - TRAVEL OUT OF TOWN	0	0	3,000	3,000	3,000	0
52725 - RENTAL OF PROPERTY	41,447	37,993	41,447	41,447	0	(41,447)
52735 - TELEPHONE LONG DIST CALLS	0	0	66	66	66	0
52736 - CELL PHONE AIRTIME	436	1,515	80	80	80	0
52738 - CELL PHONE BASE CHARGES	0	0	650	650	650	0
52746 - UTILITIES ELECTRIC	18,928	16,766	16,923	16,923	16,923	0
52747 - UTILITIES GAS	3,174	3,683	2,713	2,713	2,713	0
52748 - UTILITIES SEWER	523	456	623	623	623	0

City of Colorado Springs Budget Detail Report

506 - RADIO Support Services

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
52749 - UTILITIES WATER	964	824	853	853	853	0
52775 - MINOR EQUIPMENT	22,137	29,662	5,500	5,500	5,500	0
52776 - PRINTER CONSOLIDATION COST	1,182	1,161	1,100	1,100	1,100	0
52785 - RADIO REPLACEMENT	137,100	146,496	107,549	107,549	107,549	0
52805 - ADMIN PRORATED CHARGES	88,842	80,904	90,303	90,303	108,879	18,576
52872 - MAINT FLEET VEHICLES EQP	8,963	14,617	10,763	10,763	10,763	0
52874 - OFFICE SERVICES PRINTING	7	6	0	0	0	0
52880 - PURCHASES FOR RESALE	52,197	24,008	115,000	115,000	115,000	0
52882 - PURCH FOR RESALE COMMERCIAL	13,290	11,540	3,000	3,000	3,000	0
52883 - PURCH FOR RESALE NON STCK PART	36,650	3,456	10,000	10,000	10,000	0
52886 - RADIO MAINTENANCE MISC	136,526	76,103	165,000	165,000	165,000	0
Operating Total	990,052	822,832	1,032,683	1,032,683	1,010,835	(21,848)
Grand Total	1,589,861	1,503,359	1,755,798	1,755,798	1,751,526	(4,272)
Revenue						
41375 - LEASE REVENUE-RENTALS	0	126,931	0	0	0	0
41376 - LEASE RENT EXP RECLASS	0	(147,570)	0	0	0	0
42660 - CITY ALLOCATION	1,142,543	1,142,543	1,050,568	1,050,568	620,568	(430,000)
42720 - OTHER BILLED INVOICES	93,468	102,906	15,755	15,755	15,755	0
42750 - CITY INS EXCESS	0	500	0	0	0	0
42785 - REV SITE LEASES	124,864	154,505	161,252	161,252	161,252	0
42883 - REV PAGING SYSTEM	22,428	20,877	20,500	20,500	20,500	0
42886 - REV NON CITY SVCS	313,420	294,760	296,723	296,723	296,723	0
43180 - GAIN LOSS INV MKT VALUE	(8,696)	(30,741)	0	0	0	0
46025 - INTEREST	7,236	6,004	12,000	12,000	21,300	9,300
46030 - INTEREST INCOME-RENTALS	0	5,594	0	0	0	0
Revenue Total	1,695,263	1,676,309	1,556,798	1,556,798	1,136,098	(420,700)

* 2023 Amended Budget as of 8/31/2023