

2024 ANNUAL BUDGET

January 1, 2024



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Mayor Yemi's Values

Leadership Values

Courage
over comfort

Empathy
over apathy

Humility
"we" before "me"

Core Values

Transparent

Approachable

Proactive

City Leadership

Mayor's Office

Mayor	Blessing "Yemi" Mobolade
Chief of Staff/Chief Administrative Officer	Jamie Fabos
Deputy Chief of Staff - Operations	Ryan Trujillo
Deputy Chief of Staff - Infrastructure and Development	Travis Easton

Department Heads

Chief Communications Officer	Vanessa Zink
Chief Financial Officer	Charae McDaniel
Chief Housing and Community Vitality Officer - Acting	Katie Sunderlin
Chief Human Resources and Risk Officer - Acting	Myra Romero
Chief Information Officer	Mary Weeks
City Attorney	Wynetta Massey
City Clerk	Sarah Johnson
Director of Aviation	Greg Phillips
Economic Development Officer	Jessie Kimber
Fire Chief	Randy Royal
Office of Emergency Management Regional Director	Andrew Notbohm
Parks, Recreation and Cultural Services Director	Britt Haley
Planning and Neighborhood Services Director	Peter Wysocki
Public Works Director - Acting	Gayle Sturdivant
Police Chief	Adrian Vasquez
Presiding Municipal Court Judge/Court Administrator	HayDen W. Kane II



Blessing "Yemi" Mobolade
Mayor

City Council



Colorado Springs City Council

Council District Map

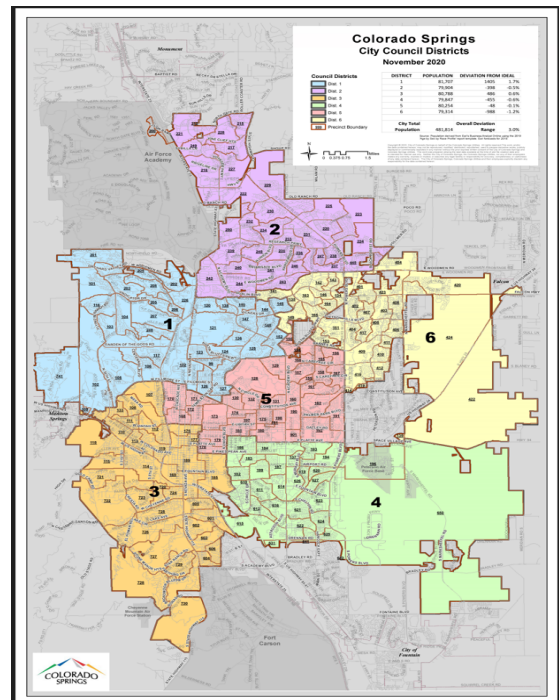
From left to right:

- Council President Pro Tem Lynette Crow-Iverson, At Large
- Councilmember Nancy Henjum, District 5
- Councilmember Dave Donelson, District 1
- Councilmember Yolanda Avila, District 4
- Councilmember David Leinweber, At Large
- Councilmember Michelle Talarico, District 3
- Councilmember Mike O'Malley, District 6
- Councilmember Brian Risley, At Large
- Council President Randy Helms, District 2

City Council's Direct Reports

- City Auditor
- Utilities Chief Executive Officer
- City Council Administrator

- Jacqueline Rowland
- Travas Deal
- Emily Evans





BLESSING 'YEMI' MOBOLADE
MAYOR

January 1, 2024

Honorable President Helms, President Pro Tem Crow-Iverson and City Councilmembers,

In accordance with the City Charter of Colorado Springs, I present to you a balanced budget focused on building support within government, building trust with our community, and addressing our most pressing and urgent issues in the areas of public safety, infrastructure, and park maintenance.

2024 BUDGET OVERVIEW

This 2024 Budget reflects the shared strategic goals and values between City Council, the Administration, and our community. Our City government is challenged by variable economic conditions and inflationary pressures. During 2023, sales tax revenue flattened and in some months declined, and we expect that to continue into 2024, with only a small anticipated increase compared to 2023 forecasted sales tax.

Property taxes are up overall, but the City cannot collect over its TABOR cap in this category, which is why property tax revenue does not provide the relief to the budget that may be expected, despite the reassessment of real property within the City during 2023. The City has capped the mill levy on property taxes to help residents who have seen steep property tax increases, many of whom are on a fixed income. By capping the City's portion of property taxes in 2022 and 2023, we prevented collecting revenue over the TABOR limit, thereby providing a "refund" to residents. And, for 2024, the City will again be capping the property tax rate and continuing to provide relief, which is in addition to the valuation reductions mandated by the State Legislature.

Looking to the expenditure side of the budget, the cost to provide our existing level of service is increasing. We, as an organization, are experiencing inflation like everyone else. The cost of covering our current commitments will exceed the amount of revenue that we anticipate collecting next year.

There are unavoidable cost increases that must be included in the budget, which include increases in contracts, health and property insurance, operating expenses, and compensation adjustments necessary to retain and attract employees.

The City of Colorado Springs values its employees, who are by far its most important asset. These dedicated public servants go above and beyond to provide high-quality services to our residents. Because we value our employees, there are conservative compensation increases proposed in the 2024 Budget to include:

- a. All Police and Fire sworn employees and positions assigned to the 911 Communications Center will receive a 4% market increase in pay.
- b. Civilian employees will be eligible for an average 2% pay increase based on performance.
- c. Civilian employees who are below market average for their position will receive a salary increase (pay progression) on their job anniversary date.

Accommodating increases in unavoidable expenses has resulted in the need to include reductions in several areas of the Budget. There are reductions included for citywide expenditure items in addition to all City departments identifying a 3.4% reduction in operational spending. The aim is to continue providing the highest level of service possible to residents, businesses and visitors.

The citywide reductions include:

- a. Reducing Capital Improvements Program (CIP) funding to only existing financial commitments and grant match requirements to leverage state and federal funding.
- b. Reducing funding for facilities-related capital projects, while maintaining funding for critical projects to avoid falling further behind in facility maintenance.
- c. Not adding new staff positions, except for those needed to insource our Fleet operations and other positions tied to increased revenue.
- d. Temporarily slowing the speed at which we are replacing non-emergent fleet vehicles.

The Departmental reductions include:

- a. Reducing salaries and benefit costs by holding vacancies open, reducing seasonal/temp staffing, and overtime hours.
- b. Reducing non-critical operating expenses.
- c. Eliminating non-critical capital expenses.

These reductions are part of the budget balancing strategy used for 2024, however, they do not fully align expenses with revenue. Therefore, it is necessary to include a one-time judicious use of reserve revenue of \$10 million. This will keep our unrestricted fund balance at approximately 17%, which is still above the Government Finance Officers Association (GFOA) recommended target of 16.7%.

This has not been an easy decision. All options for balancing the budget were explored to minimize the impact of these reductions to departments and level of service to our community.

Now, I want to highlight some of the great things happening in Colorado Springs.

Building support within government is one of my top three priorities. We are the 39th largest city in America, and as of this year, we have more than half a million residents living in our city. As we continue to grow, it is important to expand our relationship with decision-makers at the local, state, and federal levels. My team and I have already been building these important relationships. I had the opportunity to meet with congressional leaders this summer and fall to share the most pressing concerns facing our city in the areas of housing, infrastructure, Space Command, our airport, and economic development.

We are also working with our state legislators, mayors from around the state, and Governor Polis to ensure we have a good pulse on new legislation and opportunities coming from the State.

Most importantly, I am working with you, my esteemed colleagues, to ensure our local government is collaborative, innovative, and healthy. Let us continue our work together in service to the residents and future residents of Colorado Springs.

In early August, the Biden Administration announced Colorado Springs as the permanent home of U.S. Space Command. This announcement was the culmination of years of work by "Team Colorado," a delegation of local, state, and federal leaders working together in the best interests of taxpayers and national security. Because of this collaboration and advocacy at all levels of government, Colorado Springs is now the permanent home of U.S. Space Command.

Building trust with our community is the second of my top three priorities. During 2023, the Mayor's Office of Community Affairs was created. It provides a direct link from the City and Mayor's Office to diverse community groups through programming, dialogue, and outreach. Through robust community outreach, we will together ensure that diverse perspectives are listened to and we are responding to resident needs and concerns.

Addressing our most pressing and urgent issues is the third of my top three priorities. This includes providing three direct and essential City functions, which are ensuring the safety of our community, caring for infrastructure, and maintaining our parks. These are the main responsibilities of City government, and the majority of the City's budget is allocated to these three areas.

The first of these most pressing and urgent issues is **ensuring the safety of our community**, which makes public safety a top priority. While total crime incidents have fallen, and that's something to celebrate, other numbers are not trending in the right direction. Average response times for calls for service have increased, and getting to the authorized sworn strength of police officers remains a challenge and opportunity.

November of 2023 marks one year since a great tragedy struck our community at Club Q. We remember the victims, survivors and their families. Our first responders worked quickly on scene, and then tirelessly in the days and months that followed to ensure justice for the victims and their families. We are grateful for their courage and diligence.

Highlights of funding and priorities included across all funds in this 2024 Budget related to **Public Safety** are the following:

- a. Compensation increases of 4% for all Police and Fire sworn employees and civilian employees in the 911 Communications Center.
- b. Recent implementation of a continuous hiring model which will increase the number of sworn police officers hired and trained each year. This will be instrumental in addressing the critical need to achieve full staffing in sworn police positions.
- c. Continued funding for replacement of Police Department emergency vehicles and Fire Department apparatus.
- d. Full-year funding in the General Fund for the Homeless Outreach Program (HOP) in the Fire Department, which was previously partially grant funded. This program provides resources and navigation for access to healthcare, housing, and mental and behavioral health resources. We are pleased to continue this impactful program.
- e. Continued funding for the Police Department's Homeless Outreach Team (HOT) that is an investment in our community's access to housing and an improved quality of life.
 - a. \$500,000 continued funding for shelter bed operations for people experiencing homelessness.

The second of the most pressing and urgent issues is **caring for our infrastructure**. Thanks to the voters, who invested in our critical infrastructure needs over the last several years, our roads continue to improve, and our stormwater system has held up despite historic rain this summer. We had more than 14 inches of rain in May and June of 2023. Without that investment in stormwater, we would have experienced major flooding and widespread damage throughout the city.

The vastly popular 2C/2C2 initiative continues to deliver meaningful results, reducing the number of resident complaints by 90%. In terms of lane miles, we have repaved the distance from Colorado Springs to Athens, Georgia. We need to keep paving the whole way to Athens, Greece, to resurface our entire existing road system.

Nearly 70,000 potholes were filled in 2023. Residents help us greatly in this effort when they use the GoCOS app to report potholes.

The critical capital improvement work continues thanks to voter support of the Pikes Peak Rural Transportation Authority, or PPRTA. This funding is allowing us to complete major and very expensive improvement projects like the accelerated efforts underway to widen portions of Marksheffel Road, rebuild the Circle Drive bridges, reconstruct South Academy Boulevard, and make extensive updates to Black Forest Road to support the rapid growth in that part of the city.

Highlights of funding decisions included across all funds, including enterprises, in this 2024 Budget related to **Infrastructure** are the following:

- a. Increased funding of \$1.3 million in Public Works to provide two positions for traffic signal maintenance, a result of an IGA with El Paso County, and for six positions related to traffic control and work in the rights-of-way for telecommunications projects. Each of these positions is directly offset by increased revenue.
- b. Increased funding of \$250,000 for capital costs associated with adding school zones near middle and high schools, with the goal of increasing pedestrian safety at all schools over the next several years. This increased cost will be offset by increased fee revenue.
- c. \$170,000 of additional funding to Mountain Metro Transit for increased contract costs to sustain transit services, and \$180,000 increased funding for security at the Downtown Transit Center.
- d. \$1.9 million of matched funding to leverage \$15.4 million in grant funding for critical infrastructure and transportation related capital projects.
- e. \$34.8 million of capital infrastructure projects at the Colorado Springs Airport to include upgrades to the terminal, runways, and the baggage handling system.
- f. \$4.6 million of capital infrastructure projects for the Parking Enterprise to include parking garage structure improvements, parking meter replacement and streetscape projects that make our downtown area more attractive to visitors and businesses.
- g. \$16.5 million for numerous capital infrastructure projects for the Stormwater Enterprise.

The third most pressing and urgent issue is **maintaining our parks, trails, and open spaces**. Our residents love our easy access to the outdoors, which helps define our quality of life. It's what inspired the founder of our city General William Jackson Palmer over 150 years ago to envision and create a great city. It's also what brings tens of thousands of tourists every year to Olympic City USA. I am committed to the good stewardship of our natural environment, and the long-term maintenance of our park system. It's why I am excited about connecting our trails, the thrilling plans for Coleman Park on the city's east side, the reclamation of the Pike View Quarry and the future of the Jimmy Camp Creek and Corral Bluffs Open Space.

The 2024 all-funds Budget includes the following items to address **Park Maintenance**:

- a. Increased funding of \$230,000 in Parks, Recreation and Cultural Services to provide 1.5 positions to provide school programming at Rock Ledge Ranch, additional patrols at Catamount Reservoir during its closure, and additional seasonal staffing at Sertich Ice Center. These costs are directly offset by increased revenue.
- b. Increase of \$52,100 for additional services and facility maintenance at Deerfield and Hillside Community Centers (offset by increased revenue).

- c. Approximately \$4.4 million of Trails, Open Space and Parks (TOPS) funding for capital projects to include Grey Hawk Park planning and implementation, Legacy Loop trail connections, Fisher Canyon Open Space planning and implementation, and numerous irrigation, signage and planning projects.
- d. Capital funding in the Conservation Trust Fund (CTF) and the Ballfield Fund to replace artificial turf at two infields at the Skyview Sports Complex.

Across all departments and functions, we have an obligation to our residents and visitors to continue to provide excellent services, and as such, the 2024 General Fund Budget includes the following high priority items that allow us to provide the most efficient service delivery possible:

- a. Elevation of Housing and Community Vitality to a stand-alone department and appointment of a Chief Housing Officer during 2023, who reports to the Deputy Chief of Staff of Infrastructure. This department focuses on affordable housing, neighborhood improvements, homeless service coordination, and public facilities improvements.
- b. \$2.2 million of increased funding for insourcing fleet maintenance in order to increase the level of service and reduce turnaround times.
- c. \$1 million of increased funding for Information Technology for updating our backup technology at the Data Center and establishing a new Disaster Recovery location that will protect the City's ability to continue to provide services in the event of extreme weather events, a cybersecurity attack, or other disaster.
- d. \$1.3 million of continued funding for the City's Americans with Disabilities Act operating and capital projects to maintain and improve accessibility.
- e. \$500,000 increased funding to address Information Technology core infrastructure, applications, and cybersecurity.
- f. \$8.7 million for salary increases for civilian and Police and Fire sworn employees; step and market increases for Police and Fire sworn, pay progression for civilian employees, and pay for performance for civilian employees.
- g. \$7.5 million for full-year funding for the portion of compensation and added positions that were phased in during 2023, increased costs for Police and Fire sworn pensions, and for increased medical plan costs; net of decreases to worker's comp and life insurance costs that have no impact on benefit to employees.
- h. \$2.0 million to fund increased rates for insurance premiums, fuel, and utilities, as well as contractual increases, including animal law enforcement services.
- i. \$1.9 million of matched funding to leverage \$15.4 for critical infrastructure and transportation-related capital projects.

While we focus on the City's General Fund, it is important to acknowledge the City's other funding sources which are available for City services, most significantly special revenue funds which have specific designated uses. Important special revenue funds include: voter-approved 2C2 - Road tax fund, voter-approved Public Safety Sales Tax (PSST) fund, voter-approved Trails, Open Space and Parks (TOPS) fund, Conservation Trust Fund (CTF or Lottery Fund) for parks, and other federal, state and private grant funds. These designated revenue sources are critically important to the City's ability to provide core municipal services.

The 2024 Budget document provides residents an overview of the City's resources and costs of providing core municipal services. The document also provides very specific line-item expenditure details so that residents can see the City's specific spending plans. We are guided by the core values of being transparent, approachable, and proactive. The 2024 Budget represents these values by demonstrating accountability to residents and providing the highest level of financial transparency. I would like to thank all City department directors, their staff and the Budget Office – a great City team that worked collaboratively to develop the 2024 Budget and produce the 2024 Budget document before you.

Our City has many strengths and also challenges. It is up to all of us to work together to navigate through these challenges and come out better and stronger! We are committed to continuing to make a difference and finding new ways to serve and help others.

We are on an incredible journey together to build an inclusive, culturally rich, economically prosperous, safe, and vibrant world-class American city on a hill that shines brightly.

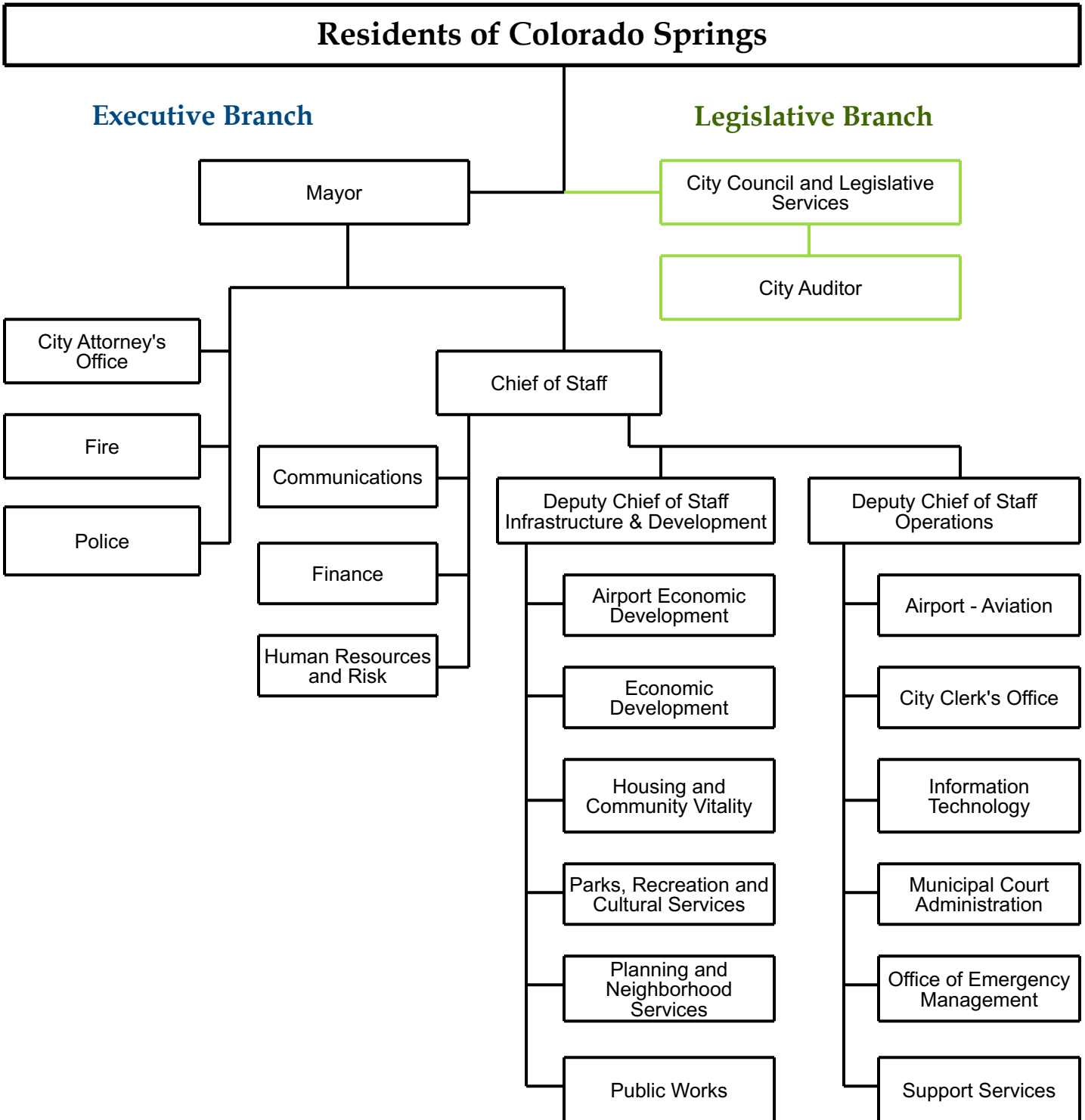
Together, WE ARE COLORADO SPRINGS.

Onward and Upward,

A handwritten signature in black ink, appearing to read "Blessing A. Mobolade". The signature is written in a cursive, flowing style.

Blessing 'Yemi' Mobolade
Mayor, City of Colorado Springs

City Organizational Chart



Boards, Commissions, and Committees

City Council Appointed Boards, Commissions, and Committees

- Airport Advisory Commission
- Art Commission of the Pikes Peak Region
- Audit Committee
- Citizens' Transportation Advisory Board
- City/County Drainage Board
- Civil Service Commission
- Council District Process Advisory Committee
- Downtown Development Authority
- Downtown Review Board
- Fire Board of Appeals
- Historic Preservation Board
- Independent Ethics Commission
- Initiative Review Committee
- Law Enforcement Transparency and Advisory Commission (LETAC)
- Lodgers and Automobile Rental Tax (LART) Citizen's Advisory Committee
- Parks, Recreation and Cultural Services Advisory Board
- Planning Commission
- Stormwater Advisory Committee
- Sustainability Advisory Board
- Trails, Open Space, and Parks (TOPS) Citizens Advisory Committee

Boards, Commissions, and Committees

Mayor Appointed - City Council Confirmed Boards, Commissions, and Committees

- Health Foundation
- Housing Authority
- Urban Renewal Authority

Mayor Committees

- 2C2 Advisory Committee
- Community Development Advisory Committee
- Wildfire Mitigation Advisory Committee

How to Participate

Applications and current vacancies to serve on City Boards, Commissions, and Committees can be found at www.coloradosprings.gov/boards.

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Springs at a Glance

Form of Government

Council-Mayor:

Nine-member Council (three Councilmembers elected at large, and six elected by district), and a popularly elected Mayor as the City's chief executive.

Demographics

Population: 497,331 (2024 est.)

Median Age¹: 36

Median Household Income¹: \$79,014 (2022 est.)

Unemployment Rate³: 3.3% (Dec 2023)

Ethnicity⁸: (2022 est.)

- White (69.7%)
- Hispanic American/Latino (18.7%)
- Black/African American (6.2%)
- American Indian/Alaska Native (1.7%)
- Asian (3.2%)
- Native Hawaiian/Pacific Islander (0.3%)
- Other race (5.1%)
- Two or more races (13.8%)

Average # of Days of Sunshine: 300

Annual Precipitation⁴: 25.48 inches (2023)

Serious Crimes per Thousand Population⁷: 37.8 per 1,000 for Jan. - Sept. 2023 for Colorado Springs (includes violent crime, murder, sexual assault, robbery, aggravated assault, burglary, larceny, auto theft, and arson).

Land Use

Elevation: 6,035 feet

Area in Square Miles⁹: 202.45

Street Lane Miles⁹: 6,456 (2023)

Parkland Acres⁵: 20,486 (2023)

Sources:

1. US Census Data (<https://data.census.gov>). 2022 ACS 1 - year estimates and QuickFacts
2. LMI Gateway, Colorado Department of Labor and Employment (<https://www.colmigateway.com>) QCEW El Paso County Q1 2023
3. LMI Gateway, Colorado Department of Labor and Employment (<https://www.colmigateway.com>) Unemployment rate reflects Colorado Springs MSA, seasonally adjusted figure.
4. Data provided by NOAA from 1949-2022 (<http://www.ncdc.noaa.gov/cagcity/time-series>)
5. Parks, Recreation and Cultural Services Department. This includes the combined number of parks, open spaces, trails, cemeteries, golf courses, SIMDs, ROWs, and median acreage the City owns/manages.
6. Pikes Peak Association of Realtors (<https://ppar.com/Documents/stats/MarketTrends/Prices.jpg>)
7. FBI Crime in the United States Data (<https://cde.ucr.cjis.gov/LATEST/webapp/#>)
8. US Census Data (<https://data.census.gov>). 2022 ACS 1 - year estimates) Hispanics may be of any race, so also are included in applicable race categories;
9. City of Colorado Springs, Cartegraph

Economics

Sales Tax Rate:

City (3.07%); County (1.23%); State (2.9%); Pikes Peak Rural Transportation Authority (1.0%)

City Property Tax Rate:

3.579 mills (2023 mill rate levied for taxes payable in 2024; includes temporary mill levy credit of 0.70 mills)

Median Sales Price of Existing Home⁶:

\$450,000 (Dec 2023)

Property Taxes Paid on a house with market value of \$450,000 in School District 11:

\$1,652 total, City share is \$108 (for taxes payable in 2024)

Key Industries (listed in order of the number of employees)²:

- Healthcare and Social Assistance
- Accommodation and Food Services
- Professional and Technical Services
- Retail Trade
- Educational Services
- Construction
- Administrative and Waste Services
- Public Administration
- Finance and Insurance
- Manufacturing

Community

Major Attractions:

- Cave of the Winds
- Cheyenne Mountain Zoo
- Garden of the Gods
- Pikes Peak – America's Mountain
- Pioneers Museum
- Pro Rodeo Hall of Fame & American Cowboy Museum
- United States Air Force Academy
- United States Olympic & Paralympic Committee (USOPC) Headquarters and Training Center
- US Olympic & Paralympic Museum
- Weidner Field/Switchbacks Football Club

Community Profile

History



General William Jackson Palmer founded Colorado Springs in 1871, envisioning a resort community always in view of Colorado's famous Pikes Peak. Within seven years, the Antlers Hotel was built; and by 1918, the renowned Broadmoor Hotel was constructed.

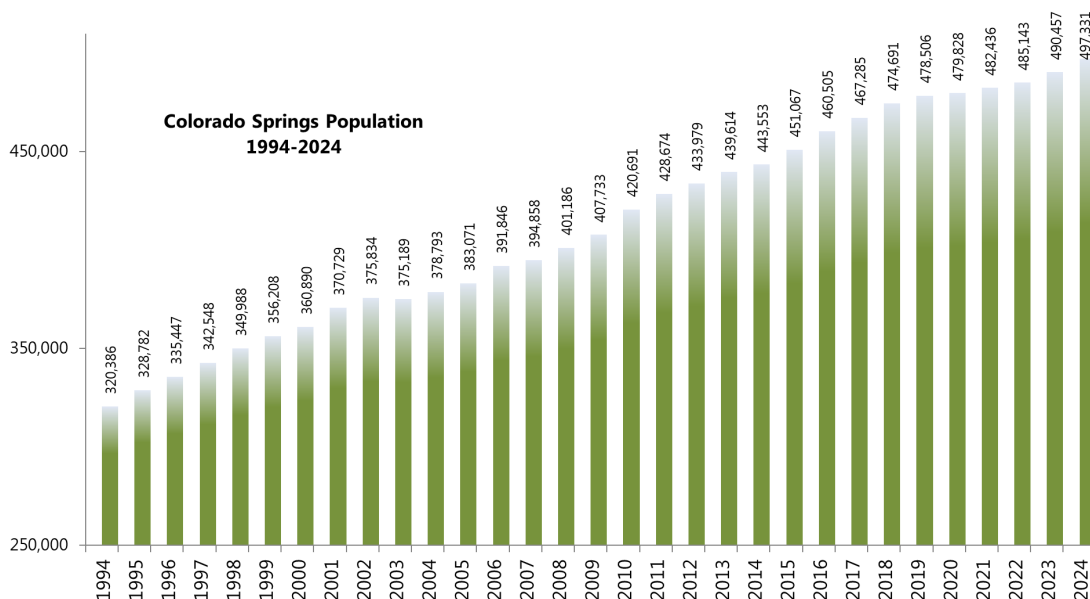
Beginning in the late 1800s, Colorado Springs became a natural health destination for tuberculosis patients because of the nearly 300 days of sunshine a year, natural mineral springs, and dry mountain air.

Throughout its history, Colorado Springs has been a popular tourist destination due to its surrounding natural beauty and magnificent climate. Some of the more visited sightseeing attractions in and around Colorado Springs include Garden of the Gods, Pikes Peak – America's Mountain, United States Olympic & Paralympic Headquarters, Training Center and Museum, Cheyenne Mountain Zoo, United States Air Force Academy, and The Broadmoor Hotel.

Population

Colorado Springs is located at the foot of Pikes Peak, 70 miles south of Denver. With a land area of 202 square miles and a 2024 estimated population of 497,331, Colorado Springs is the State's largest city in terms of area and second only to Denver in population.

The population of Colorado Springs has grown dramatically since the 1990s, increasing 56.89% from 1994 to the estimated 2024 population.



Local Economy

The economic base has become quite diversified with a mix of military installations, defense contracting, healthcare, software development, semiconductor manufacturing, telecommunications, data centers, religious and nonprofit associations, higher education, and tourism.

Area military installations are a significant factor in the local economy, constituting over 27% of all employment. Five major military installations are in the surrounding area: Fort Carson Army Base, Schriever and Peterson Space Force Bases, Cheyenne Mountain Space Force Station, and the United States Air Force Academy.

The spectacular climate makes Colorado Springs a desirable location for software development, semiconductor manufacturing, data centers, and telecommunications.

Major Private Sector Employers by Employee Count (Excluding School Districts)
Amazon
The Broadmoor
Childrens Hospital of Colorado, Colorado Springs
Penrose St. Francis Health Services/Centura Health
UCHealth Southern Colorado Region

Source: Colorado Springs Chamber & EDC - Colorado Springs MSA (May 2023)

Education

There are nine public school districts serving greater Colorado Springs with over 100 public elementary, middle, junior, and senior high schools. There are also more than 50 private, parochial, and charter schools.

In addition, Colorado Springs has more than 50 vocational and trade schools, colleges, and universities. Below is a list of the City's largest colleges and universities.

On average, Colorado Springs ranks significantly higher in educational attainment compared to the national average. On last reporting, the U.S. Census Bureau, American Community Survey reports that in 2022, 4% of Colorado Springs residents 25 and older have at least a Bachelors degree. The national average is 33.7%.

Major Post-Secondary Schools
Colorado College
Colorado Christian University
Colorado Technical University
Embry-Riddle Aeronautical University
Pikes Peak State College
United States Air Force Academy
University of Colorado at Colorado Springs
University of Phoenix
Webster University

Source: Colorado Springs Chamber & EDC (September 2023)

Government Finance Officers Association Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**City of Colorado Springs
Colorado**

For the Fiscal Year Beginning

January 01, 2023

Christopher P. Morrill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Colorado Springs, Colorado, for its Annual Budget for the fiscal year beginning January 1, 2023. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements and we will submit it to GFOA to determine its eligibility for another award.

More information on the GFOA Distinguished Budget Presentation Award is available here:

<https://www.gfoa.org/budget-award>

City of Colorado Springs



2020-2024 Strategic Plan

CITYWIDE STRATEGIC PLAN GOALS



Promoting Job Creation

Collaborate with regional partners to attract a diverse economic base to Olympic City USA. This focus includes corporate and small businesses, entrepreneurial start-ups, and Opportunity Zones to create diverse and sustainable economic growth.

Investing in Infrastructure

Continue to address infrastructure and transportation needs by providing smart and innovative mobility solutions to create a connected, safe, and accessible community. This should include trails and multi-modal access, as well as traditional modes of transit.

Cultivate the City's natural amenities to reflect its majestic landscapes for today and the future.

Building Community & Collaborative Relationships

Provide strategic city services and community partnerships to improve citizen quality of life by reducing crime, reducing the number of persons experiencing chronic homelessness, increasing affordable housing opportunities, and facilitating community investment.

Collaborate with other governmental agencies and military installations.

Excelling in City Services

Provide excellent and sustainable delivery of core services by making data driven investments and decisions.

Support continuous improvement and cross departmental collaboration to improve service delivery to residents and provide for their public safety.

CITY COUNCIL STRATEGIC PLAN

The City of Colorado Springs City Council has specific initiatives and measures of success that align with the Citywide Strategic Plan goals. Each of the City Council initiatives and measures can also be found throughout the Citywide Strategic Plan in the specified *Initiatives and Performance Measures* section.

City Council Objective	Citywide Strategic Plan Goal
Regional Collaboration	Building Community & Collaborative Relationships
Partner with local governments and regional agencies in order to share knowledge and increase efficiencies in the Pikes Peak Region	
<p><u>Conduct</u> an annual meeting with County Commissioners, and quarterly meetings between City Council and County Commissioner leadership.</p> <p><u>Continue</u> coordination between the City of Colorado Springs and Colorado Springs Utilities for Public Works and Streets projects with a reduction in duplicative street repairs.</p> <p><u>Continue</u> engagement with military installations through community opportunities such as Military Affairs Council with the Chamber of Commerce and the Pikes Peak Area Council of Governments, and establish a Councilmember as the military affairs liaison to increase direct communication with military installations.</p> <p><u>Organize</u> an annual meet and greet program with regional municipal partners including Manitou Springs, Fountain, Pueblo, Monument, etc. and attempt to identify areas of mutual concern.</p>	
Communication	Building Community & Collaborative Relationships
Increase communication with constituents at all levels of interaction in order to promote a culture of civic engagement	
<p><u>Develop</u> a Constituent Response Specialist position to increase responsiveness and consistency in public messaging.</p> <p><u>Increase</u> methods of communication to constituents through opportunities such as town halls, policy briefs, email announcements, social media messaging, etc.</p> <p><u>Develop</u> a Civics 101 training for new City employees to explain the role of City Council, the legislative process, and methods of civic engagement.</p> <p><u>Increase</u> the value of Boards and Commissions with an emphasis on action items and annual reporting requirements to City Council.</p> <p><u>Increase</u> methods and frequency of communication between Executive staff and City Council through quarterly reports and staff planning lunch updates.</p>	
Safe and Resilient Communities	Building Community & Collaborative Relationships
Identify legislative opportunities to enhance long range objectives with meaningful impacts	
<p><u>Support</u> the City's financial resiliency through work with Executive staff to develop a budgetary resiliency plan and associated metrics.</p> <p><u>Support</u> Public Safety initiatives through funding and the annual budget process.</p> <p><u>Encourage</u> connectivity across the city through innovative approaches to transportation solutions.</p> <p><u>Increase</u> public awareness and encourage legislation that proactively supports issues of affordable housing and homelessness.</p> <p><u>Increase</u> public awareness and support around issues of the Urban Tree Canopy and Wildland Urban Interface.</p>	

CITY COUNCIL STRATEGIC PLAN

City Council Objective

PlanCOS

Facilitate the implementation of the City's Comprehensive Plan, PlanCOS

Support the Executive Branch's hiring of a Planning and Land Use consultant to review and provide recommendations on City Code Chapter 7.

Actively participate in thoughtful discussion and drafting of legislation related to PlanCOS and other planning priorities.

Incentivize developers to build in underserved areas of Colorado Springs, such as the Southeast, and support general infill policies and programs through development of URA criteria.

Work with the Planning Department to develop a more complete and comprehensive understanding of the processes of Special Districts, including GIS map visualizations and debt issuance overview.

CITY COUNCIL



From left to right:

- Council President Pro Tem Lynette Crow-Iverson, At Large
- Councilmember Nancy Henjum, District 5
- Councilmember Dave Donelson, District 1
- Councilmember Yolanda Avila, District 4
- Councilmember David Leinweber, At Large
- Councilmember Michelle Talarico, District 3
- Councilmember Mike O'Malley, District 6
- Councilmember Brian Risley, At Large
- Council President Randy Helms, District 2

INITIATIVES AND PERFORMANCE MEASURES

Promoting Job Creation

Collaborate with regional partners to attract a diverse economic base to Olympic City USA. This focus includes corporate and small businesses, entrepreneurial start-ups, and Opportunity Zones to create diverse and sustainable economic growth.

Initiatives		Performance Measures	
Airport			
1.1	Continue efforts to diversify revenue through air service growth and economic development.	1.1.1	Continue to develop air service marketing program in order to sustain routes and ensure growth.
		1.1.2	Identify general aviation service gaps and pursue business opportunities by the end of 2021.
		1.1.3	Continued development of the Peak Innovation business park with 15% completion by the end of 2024.
		1.1.4	Continue to provide support for Peterson Space Force Base (PSFB) growth and development through regular meetings and ongoing collaboration.
City Clerk			
1.2	Review and update business-related City Code.	1.2.1	Annually review and update as needed Chapter 2 of the City Code.
		1.2.2	Annually update the City Clerk website and forms as related to any Code updates.
City Council			
1.3	Facilitate the implementation of the City's Comprehensive Plan, PlanCOS.	1.3.1	Support the Executive Branch's hiring of a Planning and Land Use consultant to review and provide recommendations on City Code Chapter 7.
		1.3.2	Actively participate in thoughtful discussion and drafting of legislation related to PlanCOS and other planning priorities.
		1.3.3	Incentivize developers to build in underserved areas of Colorado Springs, such as the Southeast, and support general infill policies and programs through development of URA criteria.
		1.3.4	Work with the Planning Department to develop a more complete and comprehensive understanding of the processes of Special Districts, including GIS map visualizations and debt issuance overview.

INITIATIVES AND PERFORMANCE MEASURES

Promoting Job Creation

Initiatives		Performance Measures	
Economic Development			
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.	1.4.1	Continue to support private investment through rapid response team and issue resolution processes, supporting at least 20 businesses annually.
		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.
		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.
		1.4.4	In partnership with key economic partners, develop and implement a strategic plan for the region's Qualified Opportunity Zones to attract, encourage, support, track, and measure Opportunity Zone projects and Fund investment by Q2 2020.
		1.4.5	Collaborate with the Colorado Springs Chamber & EDC to develop a formal business retention and expansion engagement process to increase outreach to Colorado Springs businesses and increase the number of local and state incentives leveraged by local companies.
		1.4.6	Collaborate with State, regional and local partners to provide COVID-19 business community assistance to support a resilient local economy.
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.	1.5.1	Facilitate the positive economic impact for each City for Champions project on an ongoing basis, and provide an annual update for each City for Champions project to the State Economic Development Commission and City Administration on the economic and fiscal impacts of each project.
		1.5.2	Host two meetings per year with the RTA Advisory Board to provide updates on City for Champions projects.

INITIATIVES AND PERFORMANCE MEASURES

Promoting Job Creation

Initiatives		Performance Measures	
Economic Development (continued)			
1.6	Encourage the development of a robust innovation ecosystem that supports entrepreneurs, startup companies, and small businesses that diversify our regional economy.	1.6.1	Lead Colorado Springs for Small Business Advancement (COSSBA) initiative with City Planning, 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.
		1.6.2	Increase promotion and utilization of COSopenforbiz.com annually.
		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. Roadmap focus include: Industry Roadmaps (General Office-Professional and Technical, Breweries, Personal Services, General Retail), Business financing roadmap, and roadmaps to keeping your business open.
		1.6.4	Annually increase the number of entrepreneurs Economic Development directly assists through the small business support process.
		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.
Fire			
1.7	Address public safety issues that impact our image and attractiveness to new businesses and residents.	1.7.1	Strive to achieve fire department construction plan review turnaround 90% of the time in less than 5 days.
		1.7.2	Continue to pursue reclassification of ISO rating from 2 to 1 by 2024.
		1.7.3	Plan and deliver two fire station "open house" events annually.
Parks, Recreation & Cultural Services			
1.8	Attract the community, visitors, and businesses to drive the economy and image of Colorado Springs.	1.8.1	Increase efficiency by implementing special event software to support event organizers and city departments by 2023.
		1.8.2	Increase visitor attendance at parkland attractions.
		1.8.3	Maintain the average golf green fees at 85% or higher of the golf rack rate.

INITIATIVES AND PERFORMANCE MEASURES

Promoting Job Creation

Initiatives		Performance Measures	
Planning and Neighborhood Services			
1.9	Support new development and redevelopment of mature areas of the City as critical influences for a resilient economy, strong and vital neighborhoods and the overall success of the City; and implement operating procedures, which streamline the land use review process.	1.9.1	Continue to implement the Experience Downtown Colorado Springs Master Plan by supporting private and public investment, and construction of new housing.
		1.9.2	Collaborate with the Economic Development Department and the Urban Renewal Authority to establish incentives that target mature areas of the city, especially Economic Opportunity Zones by Q4 2020.
		1.9.3	Create neighborhood plans using PlanCOS as the guiding document and present two neighborhood plans to City Council for adoption by Q4 2023.
		1.9.4	Rewrite and present to City Council for adoption City Code Chapter 7 using PlanCOS as the guiding document and incorporate standards and procedures that reduce barriers to infill and redevelopment, as well as promote quality development by Q3 2021.
		1.9.5	Increase the number of initial review letter responses completed within four weeks to 85% of all applications submitted.
		1.9.6	Leverage technology to improve service delivery through continued work with the IT department in the implementation of the Accela permitting and project management system by Q1 2022.
Police			
1.10	Address public safety issues that impact our image and attractiveness to new businesses and residents.	1.10.1	Affect positive change in driver behavior as indicated through crash data.
		1.10.2	Increase the number of resources, to include staffing, addressing homelessness issues and enforcement by 2021.
		1.10.3	Increase the number of referrals of persons experiencing homelessness to service providers.
		1.10.4	Collaborate with the City Attorney's Office to evaluate ordinances that address illegal street racing by 2022.
		1.10.5	By the end of 2020, examine the feasibility of a fifth police station in the downtown area.

INITIATIVES AND PERFORMANCE MEASURES

Promoting Job Creation

Initiatives		Performance Measures	
Public Works			
1.11	Leverage technology and engage stakeholders to make it easier to do business in the City.	1.11.1	By the end of Q1 2020 partner with the Chamber/EDC to identify infrastructure needs for potential new businesses in the City and use GIS to show planned infrastructure improvements.
		1.11.2	Identify two potential redundant services between a military installation and the City of Colorado Springs by end of Q1 2020.
		1.11.3	Meet with military leaders of interested installations to further discussion of redundant services, and if agreed upon, develop an Intergovernmental Service Agreement (IGSA) with at least one of the local military installations by end of Q2 2020.

INITIATIVES AND PERFORMANCE MEASURES

Investing in Infrastructure

Continue to address infrastructure and transportation needs by providing smart and innovative mobility solutions to create a connected, safe, and accessible community. This should include trails and multi-modal access, as well as traditional modes of transit.

Cultivate the City’s natural amenities to reflect its majestic landscapes for today and the future.

Initiatives		Performance Measures	
Parking			
2.1	Invest in technology to enhance the parking experience downtown.	2.1.1	Implement a mobile payment application for payment in parking meters - January 2020.
		2.1.2	Upgrade the Parking Access and Revenue Control System (PARCS) for each of the existing parking structures - Fall 2020.
		2.1.3	Push parking structure occupancy to the city website in real time - end of 2020.
		2.1.4	Implement Smart meter technology in the Southwest Downtown area - Summer 2020.
		2.1.5	Implement a progressive pricing policy for on-street meters - Summer 2020.
Parks, Recreation & Cultural Services			
2.2	Enhance and expand an interconnected system of parks, recreation and cultural services through preservation, stewardship and innovative programs.	2.2.1	Address priority capital park improvements through total funding spent annually.
		2.2.2	Improve the urban trail system through trail renovation and added trail segments; as measured by trail mileage renovated and added annually.
		2.2.3	Address facility improvements through total capital funding spent annually.
		2.2.4	Invest in stewardship and monitoring of natural resources through increased community contacts.
		2.2.5	Provide increased recreation programming on an annual basis to meet community needs as determined by the department’s recreation plan
		2.2.6	Offer diverse volunteer opportunities for community engagement by maintaining a total volunteer service value of \$3 million annually.
		2.2.7	Implement inclusive and ADA design improvements by improving accessibility at a minimum of three sites per year.

INITIATIVES AND PERFORMANCE MEASURES

Investing in Infrastructure

Initiatives		Performance Measures	
Public Works			
2.3	Address infrastructure and multi-modal transportation needs to provide a safe, connected, and accessible community.	2.3.1	Develop Mobile Ticketing for Transit Services by Q2 2021 to provide riders with increased flexibility and improve service delivery.
		2.3.2	Position the City of Colorado Springs for the future by identifying potential light rail corridors by Q2 2022.
Office of Innovation (Previously in Support Services)			
2.4	Develop a nationally recognized smart cities program that is adding value to citizens and driving economic development.	2.4.1	Implement 10 smart city pilot projects by 2021.
		2.4.2	Scale 3 smart city pilot projects beyond the pilot phase by 2024.
		2.4.3	Conduct 4 value-add engagement efforts a year, including post-event feedback.

INITIATIVES AND PERFORMANCE MEASURES

Building Community & Collaborative Relationships

Provide strategic city services and community partnerships to improve citizen quality of life by reducing crime, reducing the number of persons experiencing chronic homelessness, increasing affordable housing opportunities, and facilitating community investment.

Collaborate with other governmental agencies and military installations.

Initiatives		Performance Measures	
Airport			
3.1	Plan for the Airport of 2040, ensuring compatible land use and adequate protections for future needs.	3.1.1	Complete the 2020-2040 Airport Master Plan by the end of 2021.
		3.1.2	Establish community Compatible Land Use task force during 2020 that will include internal and external stakeholders.
		3.1.3	Develop a community education plan for airport operations and impacts by 2021.
		3.1.4	Determine key capital improvement needs for 2020-2040 by 2021, in conjunction with the Airport Master Plan.
City Auditor			
3.2	Expand awareness and collaboration with stakeholders by creating a culture of service for client organizations and their leaders.	3.2.1	Obtain performance feedback after each risk-based audit and document results. Goal of 75% of audits show positive value add.
		3.2.2	Conduct one presentation with clients per auditor annually. Develop activities to increase awareness, such as promotion of the fraud reporting hotline.
City Council			
3.3	Partner with local governments and regional agencies in order to share knowledge and increase efficiencies in the Pikes Peak Region.	3.3.1	Conduct an annual meeting with County Commissioners, and quarterly meetings between City Council and County Commissioner leadership.
		3.3.2	Continue coordination between the City of Colorado Springs and Colorado Springs Utilities for Public Works and Streets projects with a reduction in duplicative street repairs.
		3.3.3	Continue engagement with military installations through community opportunities such as Military Affairs Council with the Chamber of Commerce and the Pikes Peak Area Council of Governments, and establish a Councilmember as the military affairs liaison to increase direct communication with military installations.
		3.3.4	Organize an annual meet and greet program with regional municipal partners including Manitou Springs, Fountain, Pueblo, Monument, etc. and attempt to identify areas of mutual concern.

INITIATIVES AND PERFORMANCE MEASURES

Building Community & Collaborative Relationships

Initiatives		Performance Measures	
City Council (continued)			
3.4	Increase communication with constituents at all levels of interaction in order to promote a culture of civic engagement.	3.4.1	Develop a Constituent Response Specialist position to increase responsiveness and consistency in public messaging.
		3.4.2	Increase methods of communication to constituents through opportunities such as town halls, policy briefs, email announcements, social media messaging, etc.
		3.4.3	Develop a Civics 101 training for new City employees to explain the role of City Council, the legislative process and methods of civic engagement.
		3.4.4	Increase the value of Boards and Commissions with an emphasis on action items and annual reporting requirements to City Council.
		3.4.5	Increase methods and frequency of communication between Executive staff and City Council through quarterly reports and staff planning lunch updates.
3.5	Identify legislative opportunities to enhance long range objectives with meaningful impacts.	3.5.1	Support the City's financial resiliency through work with Executive staff to develop a budgetary resiliency plan and associated metrics.
		3.5.2	Support Public Safety initiatives through funding and the annual budget process.
		3.5.3	Encourage connectivity across the city through innovative approaches to transportation solutions.
		3.5.4	Increase public awareness and encourage legislation that proactively supports issues of affordable housing and homelessness.
		3.5.5	Increase public awareness and support around issues of the Urban Tree Canopy and Wildland Urban Interface.
Communications			
3.6	Effectively reach Colorado Springs residents through varied and effective means of communication to foster trust in city government.	3.6.1	Increase 'Likes' and engagement on social media channels by at least 15% each year.
		3.6.2	Consistently use at least 3 non-traditional forms of communication (e.g. social media, texting, etc.).
		3.6.3	Communicate with constituents in times of crisis.

INITIATIVES AND PERFORMANCE MEASURES

Building Community & Collaborative Relationships

Initiatives		Performance Measures	
Finance			
3.7	Promote a culture of service to ensure that Finance is viewed as a partner and resource.	3.7.1	Deliver a minimum of two (2) trainings or presentations per year, per division.
		3.7.2	Review and update the City Travel Policies and Procedures by the end of 2020.
		3.7.3	Initiate partnerships between City departments in order to share resources and increase efficiencies in Sales Tax enforcement by the end of 2022.
		3.7.4	Collaborate with City departments/divisions to research and identify grant opportunities related to each of the four strategic plan goals, and related initiatives, by the end of 2020.
		3.7.5	Implement new sales tax filing system - MuniRevs, to enable local businesses to file and gain account information online.
Fire			
3.8	Continually build on a solid foundation of public trust and engage the community in public safety efforts.	3.8.1	Increase by 5% the number of opportunities for citizens to be engaged in public safety through the CAPS program.
		3.8.2	Provide direct educational contacts to a minimum of 500 citizens monthly.
		3.8.3	Utilize information gathered from a public feedback survey in the development of the CSFD 2020-2024 Strategic Plan.
		3.8.4	Annually review mutual/automatic aid agreements with neighboring jurisdictions.
Human Resources and Risk			
3.9	Provide strategic city services and community partnerships to improve citizen quality of life by collaborating with other governmental agencies and military installations.	3.9.1	Develop a plan to improve collaboration with military organizations and governmental agencies in recruitment efforts by 2021.

INITIATIVES AND PERFORMANCE MEASURES

Building Community & Collaborative Relationships

Initiatives		Performance Measures	
Office of Emergency Management			
3.10	Enhance the capabilities of the emergency management program to support first response agencies and the community by continued collaboration in the development of the Pikes Peak Regional Office of Emergency Management (PPROEM).	3.10.1	Establish a PPROEM regional facility to include an advanced emergency coordination center by the 3rd quarter of 2020.
		3.10.2	Integrate, through evaluation and synthesis, the City and County emergency management plans for a PPROEM regional focus addressing the needs of participating jurisdictions by 4th quarter 2022.
		3.10.3	Develop and implement an ongoing training and exercise program starting in June of 2019 to evaluate and improve PPROEM capabilities by the 1st quarter of 2020.
		3.10.4	Obtain PPROEM EMAP accreditation by the 3rd quarter of 2023.
3.11	Develop a comprehensive PPROEM community engagement program to provide awareness of hazards, associated risks, and how to prepare for those potential impacts through inclusive planning and education efforts.	3.11.1	Assess existing programs and conduct strategic planning sessions to identify opportunities to engage with the community by 2021.
		3.11.2	Develop PPROEM Community Preparedness Outreach plan(s) and outreach activity for the public starting in June 2019 with completion during the 1st quarter 2020.
		3.11.3	Conduct ongoing PPROEM education campaigns and community events by hosting two annual severe weather workshops with response partners.
		3.11.4	As part of the ongoing PPROEM education campaigns and community events support at least 10 community special events with staffing and program volunteers.
		3.11.5	Host at least three hazard-based community workshops per year.

INITIATIVES AND PERFORMANCE MEASURES

Building Community & Collaborative Relationships

Initiatives		Performance Measures	
Office of Emergency Management (continued)			
3.12	Build community resilience and increase the region's capacity to address disasters by continuous development and expansion of community partnerships.	3.12.1	Beginning in the 3 rd quarter of 2019, conduct an annual regional emergency management conference/workshop that will address emergency management at the local level, relevant issues facing our community, and endeavors to better prepare the whole community.
		3.12.2	Increase partner agency input and abilities on the PPROEM's planning efforts and training program through stakeholder input, outreach, training, and exercises by holding at least two workshops each year to inform and gain input on plans, procedures, and training needs.
		3.12.3	Hold at least two annual Emergency Coordination Center (ECC) trainings for partner ECC staffing to build and improve their knowledge, skills, and abilities.
		3.12.4	Hold at least two exercises each year to allow those with a role and responsibility within the PPROEM program to evaluate and practice their skills and abilities to support an ECC activation.
Parking			
3.13	Partner with community stakeholders to increase the ease and utilization of both private and public parking structures to create an optimal parking experience for community events.	3.13.1	Develop a plan for evaluating the potential locations for future parking structures - Spring 2020.
		3.13.2	Partner with Mountain Metro (Transit) to implement a downtown shuttle program to service public and private needs and improve mobility - Summer 2021.
		3.13.3	Build a parking structure in the downtown area as a joint venture with a private entity that will provide both private and public parking - 4th quarter 2022.

INITIATIVES AND PERFORMANCE MEASURES

Building Community & Collaborative Relationships

Initiatives		Performance Measures	
Parks, Recreation & Cultural Services			
3.14	Build on existing relationships and partnerships with a diverse community of stakeholders to leverage resources.	3.14.1	Leverage partnerships to secure \$15 million through the Pikes Peak Summit Complex public fund-raising campaign by 2021.
		3.14.2	Pursue grant and partner funding to support parks, recreation and cultural services operations and improvements as measured by funding secured.
		3.14.3	Plan and implement the City's Sesquicentennial celebration and supporting events by the end of 2021; measured by planning and implementation steps completed.
Planning and Neighborhood Services			
3.15	Improve access to a broad range of homeless, affordable, and work-force housing.	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.
		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 medium income levels.
		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.
		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 multi-generational housing.
3.16	Reduce homelessness and improve access to homeless services.	3.16.1	Implement and update annually the 2019 Homeless Initiative plan.
		3.16.2	Allocate a portion of the annual Federal entitlement grants to help fund permanent supportive housing, shelters, and homeless services.
		3.16.3	Maintain adequate amount of shelter beds to accommodate persons that are unsheltered and implement strategies which increase shelter bed occupancy.
		3.16.4	Adopt direct and indirect financial incentives by Q3 2020 that reduce upfront costs of constructing permanent supportive housing and shelters.

INITIATIVES AND PERFORMANCE MEASURES

Building Community & Collaborative Relationships

Initiatives		Performance Measures	
Police			
3.17	Continually build on a solid foundation of public trust and engage the community in public safety efforts.	3.17.1	Maintain an average citizen trust score of at least 69/100 as measured by a digital, continuous survey.
		3.17.2	Implement a community-wide traffic safety steering committee by 2020.
		3.17.3	Evaluate the feasibility of implementing CDOT/ DOT highway signs as an educational tool in traffic safety.
		3.17.4	Expand and enhance the operations of the community response team (CRT) by 2021.
		3.17.5	Implement appropriate recommendations from the Illumination Project.
Procurement Services (now a division of Support Services)			
3.18	Increase citywide understanding of public procurement process and regulations.	3.18.1	Contribute 6 educational publications to the "Friday Morning Coffee" email in 2020; increase annually thereafter to 12 by 2024.
		3.18.2	Develop and deploy Electronic Requisition Training for City employees by 12/31/2020.
		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.
		3.18.4	Develop and deploy an internal Procurement Services Division (PSD) employee training program by 3/31/2020.
		3.18.5	Increase internal PSD training by one event annually beginning Q2 2020 with the goal of quarterly training by 12/31/2024.
3.19	Increase education and outreach to local vendors.	3.19.1	Host an annual vendor fair to teach local, regional, and small businesses how to do business with the City.
		3.19.2	Increase outreach to local small business development organizations, nonprofits, and regional and government partners (e.g. PTAC, SBDC, SCORE, SBA, Ft Carson, etc.) by 25% year over year, to increase collaboration, increase visibility of partnering & business opportunities, and to increase education among local vendors.

INITIATIVES AND PERFORMANCE MEASURES

Building Community & Collaborative Relationships

Initiatives		Performance Measures	
Public Works			
3.20	Engage and educate citizens in order to share knowledge, gather ideas, and foster trust in City government.	3.20.1	Hold an annual Public Works Citizen's Academy by end of Q3 2022.
		3.20.2	Implement a Pikes Peak Rural Transportation Authority (PPRTA) reporting and communications plan by Q1 of 2020 in an effort to improve reporting and public communication related to PPRTA projects and programs.
Office of Innovation (Previously Support Services)			
3.21	Drive sustainability initiatives that are outlined in PlanCOS.	3.21.1	Develop a community-wide sustainability plan with input from regional stakeholders by 2021.
		3.21.2	Implement 5 impactful sustainability initiatives as outlined in the sustainability plan by 2024.

INITIATIVES AND PERFORMANCE MEASURES

Excelling in City Services

Provide excellent and sustainable delivery of core services by making data driven investments and decisions.

Support continuous improvement and cross departmental collaboration to improve service delivery to residents and provide for their public safety.

Initiatives		Performance Measures	
Airport			
4.1	Ensure a safe, efficient, and financially stable airport.	4.1.1	Maintain exceptional performance in the annual FAA Part 139 inspection.
		4.1.2	Maintain exceptional performance in annual TSA audit.
		4.1.3	Maintain consistent operational readiness at 98%.
		4.1.4	Ensure airport staff utilize at least one (1) internal/ external training per year.
City Attorney			
4.2	Proactively advise and educate officials, employees, departments, and enterprises on relevant law and practices.	4.2.1	Provide a minimum of four annual training sessions to City officials, employees, departments, and enterprises.
City Auditor			
4.3	Leveraging technology and business improvement practices to deliver timely, relevant, and impactful audits.	4.3.1	Employ communication and internal quality assurance processes to achieve 75% audit recommendations implemented annually or resolved annually.
		4.3.2	Implement project management initiatives with the goal of achieving 80% audit plan completion annually.
		4.3.3	Utilize at least 250 hours a year on internal efficiency and effective continuous improvements.
City Clerk			
4.4	Leverage technology to make it easier to do business in the City.	4.4.1	Create the ability for individuals to pay license renewals online by the end of 2022.
		4.4.2	Reduce the turnaround time on processing license applications and renewals by the end of 2022.
		4.4.3	Establish the ability for individuals to log in to the website and review the status of their license application by the end of 2022.
		4.4.4	Increase the ability to generate reports with relevant and accurate data from a single source by the end of 2022.

INITIATIVES AND PERFORMANCE MEASURES

Excelling in City Services

Initiatives		Performance Measures	
City Clerk (continued)			
4.5	Implement electronic document management program for City government.	4.5.1	Administer bi-annual record management and retention trainings for all City departments.
		4.5.2	Review the remaining 500+ unassigned boxes, move them to the appropriate department's inventory, and work with the department liaisons to develop a plan for retention or disposition by the end of 2021.
		4.5.3	Conduct annual, or as needed, outreach to all city departments in order to review offsite records.
		4.5.4	Work with IT to develop an electronic document management program plan by the end of 2024.
Communications			
4.6	Implement and apply a consistent branding and public participation process citywide.	4.6.1	Create and disseminate a new public participation standardized process by the end of 2020.
		4.6.2	Departments and Public Information firms to use the new standardized process a minimum of 3 times annually.
Finance			
4.7	Leverage additional technology to enhance workflow, efficiency, and financial controls.	4.7.1	Utilize the implementation of PeopleSoft modules in order to automate processes and establish electronic workflow across Finance divisions by the end of 2023.
		4.7.2	Make it easier to do business with the City by implementing additional online payment options and web-based services available to citizens and businesses by the end of 2022.
Fire			
4.8	Improve public safety response.	4.8.1	Implement a Piloted Tiered Response Program in early 2020 and provide quarterly status reports to City Council on how this program is impacting the availability of front line apparatus to respond to high acuity incidents.
		4.8.2	Work with appropriate community stakeholders to provide a staff medical provider at the Springs Rescue Mission and similar organizations.
		4.8.3	Analyze City growth, emergency responses, and response times to forecast fire resource needs in developing areas as well as infill needs.
		4.8.4	Decrease emergency response to care facilities through CareLink by educating a minimum of 100 staff and residents per month.

INITIATIVES AND PERFORMANCE MEASURES

Excelling in City Services

Initiatives		Performance Measures	
Human Resources and Risk			
4.9	Provide excellent and sustainable delivery of core services by making data driven investments and decisions, in order to become an Employer of Choice.	4.9.1	Focus on Safety by expanding the Supervisor training program to include a mandatory comprehensive OSHA program training and expanded safety supervisory oversight module by March 2022.
		4.9.2	Initiate a mandatory inspection program that requires quarterly facility inspection and 30 day follow-up of identified deficiencies for all major city facilities by October 2020.
		4.9.3	Initiate mandatory supervisor accident investigation root cause analysis for all bodily injury reported incidents and required supervisor/ manager corrective action by July 2023.
		4.9.4	Strive to improve the recruiting and hiring experience by the end of 2020 by leveraging technology, moving to more proactive recruiting and incorporating EDI initiatives by the end of 2024.
		4.9.5	Develop and implement a Succession Plan by the end of 2022.
		4.9.6	Develop and implement Equity Diversity and Inclusion Program by the end of 2021.
		4.9.7	Fund employee compensation at the appropriate level as the budget allows on an ongoing basis.
4.10	Provide strategic city services and community partnerships to improve citizen quality of life by collaborating with other governmental agencies and military installations.	4.10.1	Review all City programs for accessibility by the end of 2022.
		4.10.2	Conduct a quarterly ADA forum in an effort to engage citizens.
		4.10.3	Identify and review all City departments policies and procedures for ADA compliance by the end of 2022.

INITIATIVES AND PERFORMANCE MEASURES

Excelling in City Services

Initiatives		Performance Measures	
Information Technology			
4.11	Ensure customers can count on IT to provide reliable support, services, and equipment to empower them to fulfill their mission.	4.11.1	Resolve 90% of incident tickets in the Service Level Agreement (SLA) timeframe.
		4.11.2	Resolve 88% of Request Fulfillment (RF) tickets in the SLA timeframe.
		4.11.3	Resolve 65% of incident and request fulfillment tickets at the first contact.
		4.11.4	Keep average wait time on all incoming calls to the Service Desk under two minutes.
Municipal Court			
4.14	Continue to provide excellent customer service at the Municipal Court.	4.14.1	Maintain a 90% satisfaction rate on comment cards.
		4.14.2	Collect at least 1,000 comment cards annually.
		4.14.3	Develop a more robust on-line comment card program.
4.15	Leverage technology to maintain and enhance the Municipal Court Records Management System.	4.15.1	Enhance the Justice Information System so that it is on supported development language, database, and operating system versions by the end of 2020.
		4.15.2	Enhance the Justice Information System to reduce the number of manual workarounds to ensure compliance with legal requirements by the end of 2020.
		4.15.3	Maintain and develop the system to achieve an e-plea/paper-on-demand environment by 2022.
4.16	Develop a succession plan to ensure continued delivery of quality and timely court services.	4.16.1	Update or develop documentation of the 200+ identified processes and procedures by 2024.
Police			
4.17	Improve public safety response.	4.17.1	Demonstrate a positive impact on crime rates.
		4.17.2	Demonstrate a positive impact on response times.
		4.17.3	Develop and implement a comprehensive strategic technology plan by 2022.
		4.17.4	Implement an intelligence-led policing model as a crime prevention and crime reduction tool by 2022.
		4.17.5	Expand the use of red light enforcement cameras by seeking opportunities to use them in crash-prone locations on state highways by 2022.

INITIATIVES AND PERFORMANCE MEASURES

Excelling in City Services

Initiatives		Performance Measures	
Support Services (includes Procurement Services)			
4.18	Implement business process improvements to allow for better workflow.	4.18.1	Standardize electronic file retention system by the end of 2022.
		4.18.2	Create and standardize procedures (SOPs) for every Procurement Services Division (PSD) process by the end of 2022.
		4.18.3	Create, deploy, and standardize a metrics & process reporting tool within PSD by the end of 2020.
4.19	Leverage technology, innovation, and business improvement practices to enable citywide efficiencies.	4.19.1	Maintain 90% operational readiness for City fleet at all times.
		4.19.2	By 2021, Achieve fleet replacement strategy of: Vehicles: 10 years / 100k mile average Equipment: 12 year / 200k hour average Police Sedan/ SUV: 8 years / 80k mile average
		4.19.3	Improve the overall facility condition rating by 5% by 2024.
		4.19.4	Maintain a 90% or higher completion rating for customer requested tasks. Maintain a 90% or higher completion rating for scheduled preventative maintenance tasks.
		4.19.5	Increase the overall Office Services revenue by 10% by 2024.

PARTNERS

- Residents
- Apartment Association
- Better Business Bureau
- Bee Vradenburg Foundation
- Bike Colorado Springs
- Colorado College
- Colorado Springs Chamber & Economic Development Corporation (EDC)
- Colorado Springs Utilities
- Council of Neighbors and Organizations
- Continuum of Care
- Cultural Office of the Pikes Peak Region
- Downtown Partnership
- El Paso County Public Health
- El Paso County
- El Pomar Foundation
- Historic Preservation Alliance of Colorado Springs
- Housing & Building Association
- Housing Authority
- Independence Center
- Innovations in Aging
- Library District
- Military Installations
- Pikes Peak State College
- Pikes Peak Small Business Development Center
- Pikes Peak Workforce Center
- Pikes Peak Area Council of Governments
- Pikes Peak Rural Transportation Authority
- Quad Innovation Partnership
- School District Superintendents
- Silver Key
- Springs Rescue Mission
- Trails & Open Space Coalition
- University of Colorado, Colorado Springs
- Visit COS
- YMCA

HOW TO GET INVOLVED

The City of Colorado Springs relies on our passionate and dedicated volunteers to help us get more done in the community. The resources below can help you get started if you want to get involved.

- Community Advancing Public Safety (CAPS)
- Parks, Recreation, and Cultural Services Volunteer Opportunities
- Boards, Commissions and Committees
- Adopt-A-Waterway
- Neighborhood Cleanup Program

For more information, please visit www.coloradosprings.gov.

DIGITAL ENGAGEMENT TOOLS

Stay engaged in the decisions, events, and projects impacting the City of Colorado Springs. Regularly access or download the mobile app below for up-to-date information.

[GoCOS Mobile App](#)

[EngageCOS](#)

[Legistar](#)

ACKNOWLEDGMENTS

The Strategic Plan is developed by the City's Budget Office in conjunction with the City's Strategic Advisory Team, City Department Heads, Chiefs, and Managers, and in consultation with City Council, El Paso County, Colorado Springs Utilities and other regional governments, community organizations, and stakeholders.

Strategic Advisory Team

Alyssa Lee	Courtney Brown
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Amanda Terrell-Orr	Greg Phillips
Andrew Notbohm	Henry Martin
Andy Richter	Jason Brahler
Anna Auwae	Joe Hollmann
Barb Van Hoy	John Crawford
Becky Ash	Julie Smith
Candy Fontecchio	Kari Vollaire
Carly Hoff	Peter Wysocki
Carol Scheideman	Sam Arnold
Charae McDaniel	Stephanie Adams
Chris Fiandaca	Victoria Classen
Chris Pappas	Yamilette Rodriguez-Mercado

Long Range Planning

As a budgeting and planning best-practice, the City develops a five-year Capital Improvement Plan (see CIP section) and a five-year financial forecast for the General Fund, 2C/2C2 Road Repair and Maintenance Tax, Public Safety Sales Tax (PSST), Trails, Open Space, and Parks Tax (TOPS), Lodgers' and Auto Rental Tax (LART), and Conservation Trust Funds (CTF). Historic information is also displayed for each of these funds.

Forecasting

While forecasts are based upon historic trends, current conditions, and expectations regarding the future, the City is also dependent upon a complex local, national and global economy. Because sales tax is the largest source of City revenue, there is a consistent level of uncertainty, as sales tax revenue is very reactive to even the slightest economic downturn or change in consumer sentiment. The forecast is useful to understand what the future financial condition of the City could be based upon a set of reasonable assumptions. However, actual outcomes will differ from the assumptions - impacting financial results. The City will make strategic adjustments to changing conditions as needed. For example, if revenue is trending under budget, the City will take actions to modify expenditures mid-year.

The City uses a blended method of forecasting and a leading indicator model based on Consumer Sentiment levels published by the University of Michigan.

Below are the assumptions that are included in the General Fund revenue and expenditure forecast.

Forecast Assumptions
Sales and Use Tax revenue assumes flat growth rate in 2024, 3% growth in 2025 and 3.5% growth in subsequent years
Property Tax revenue assumes growth rates of 4.75-6.9%, matching the TABOR allowable growth rate each year
1.5% to 4% annual revenue growth for other revenues
Employee compensation changes vary based on each years' funding for current positions and compensation increases
Healthcare costs increase by 5% annually
Pension costs for sworn and civilian increase by 3.7% annually
Operating expenditures and Capital Outlay do not increase until 2027, then an increase of 1% each year is included
The Capital Improvements Program (CIP) projected funding is based on the 5-year plan; the CIP program is fluid and as other funding mechanisms are identified, projects may drop off, and as new priorities are determined, new projects may be added
Actual expenditures are typically 2-3% under budget each year, which is factored into the projected Fund Balance
Budget reductions will be implemented as needed to ensure that expenditures do not exceed the revenue growth allowed by TABOR

Risks and Opportunities

The most significant risks to the forecasts include, but are not limited to:

- inflation and high interest rates
- economic slowdown/recession
- significant changes to primary employers
- unavoidable cost increases
- unforeseen legal settlements
- increased sales outside City limits
- unanticipated increases in unfunded liabilities

The most significant opportunities that could impact the forecast include, but are not limited to:

- population growth
- added venues and events that increase tourism
- continued attraction of new employers
- land annexation
- Space Force Command to be headquartered in Colorado Springs
- increased grant funding

Unfunded Liabilities

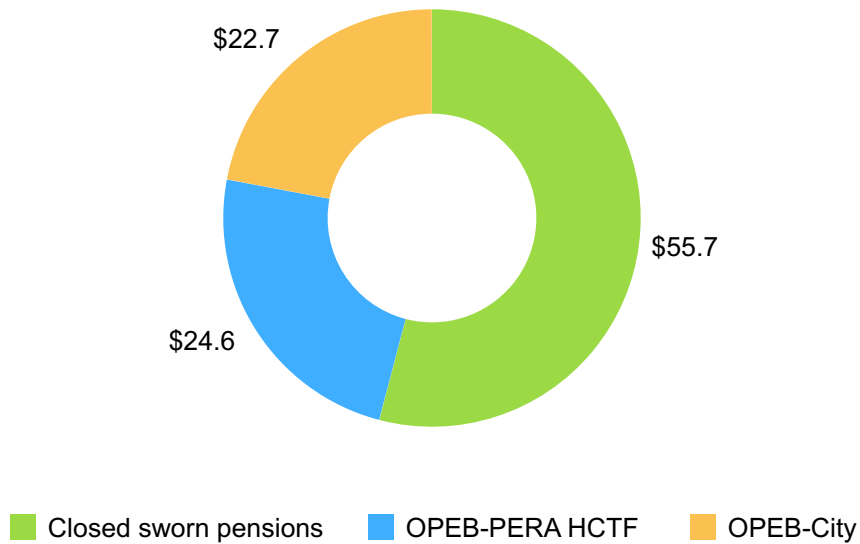
The City of Colorado Springs, like most local governments, has long-term liabilities associated with retiree pension and health benefits. Both sworn (Police and Fire) and civilian pensions, along with retiree health plans, have annual costs associated with benefits distributed in that year. Most of these plans also have accrued obligations to be paid in the future, and actuaries determine the amount of assets to be set aside now to ensure that adequate resources are available in the future. Actuarially determined amounts can vary dramatically from year to year, at times resulting in an over-funded situation rather than an unfunded liability. As of December 31, 2022, the civilian pension for all funds was over-funded by \$31.6 million. The Statewide sworn pension fund was also over-funded by \$48.1 million.

There are a number of defined benefit pension plans for former and current civilian and sworn employees. Plan participation is dependent on the type of employment and entry date.

City employees are also eligible to participate in various defined benefit post-employment benefit plans other than pensions, also known as Other Post-Employment Benefits (OPEB). Eligible retired employees of the City may receive OPEB through two different plans. First is the PERA Health Care Trust Fund (OPEB-HCTF) for former civilian employees, a cost-sharing defined benefit plan called PERACare, administered by the PERA Board. The second component of OPEB is a plan administered by the City (OPEB-CITY) for eligible retired sworn and some civilian employees to participate in the One Health private medical plan exchange until the retiree reaches the Medicare-eligible age. There are also life insurance benefits available to retirees that are administered under the OPEB-CITY plan. The net liability of both components of OPEB are determined using the economic resources measurement focus and the accrual basis of accounting.

The chart on the next page details the City's unfunded liabilities for pensions and OPEB totaling \$103.0 million, for all funds, as of December 31, 2022.

Unfunded Liabilities for OPEB and Pensions (in Millions)



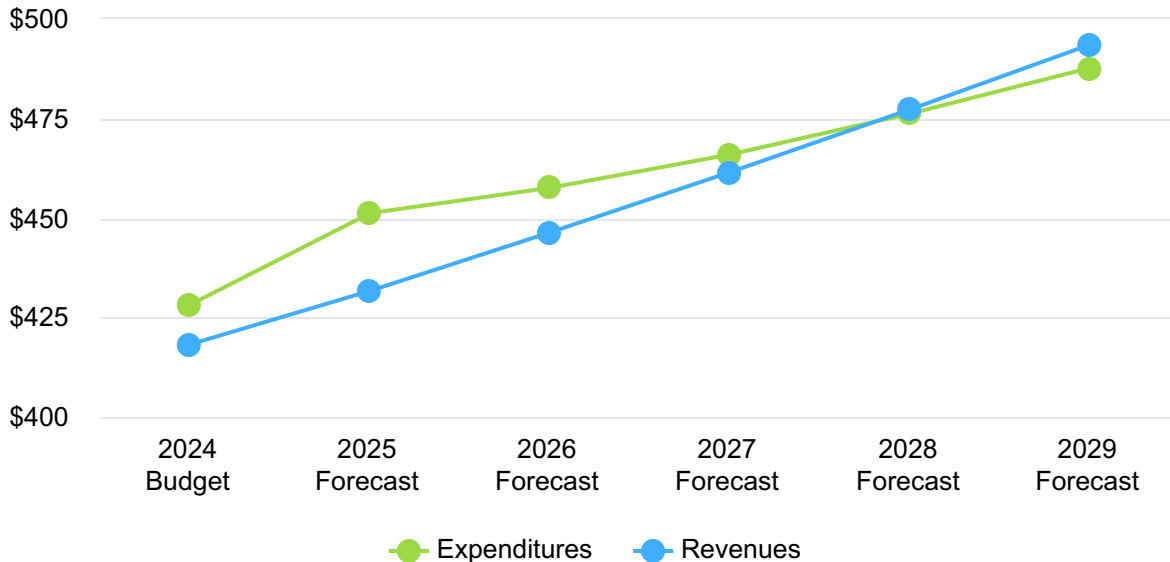
For more information on other long term liabilities, please see the Debt Overview section of this document. For more information on pensions and OPEB, please see the City's Annual Comprehensive Financial Report (ACFR), located here: <https://coloradosprings.gov/acfr>

General Fund Five-Year Financial Forecast

	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Unrestricted Beginning Fund Balance	\$83,647,870	\$73,647,870	\$67,669,694	\$67,909,626	\$72,786,434	\$83,349,499
Revenue						
Taxes - Sales and Use Tax	252,740,000	260,322,200	269,433,477	278,863,649	288,623,877	298,725,713
Taxes - Property Tax	27,705,217	29,605,795	31,086,085	32,565,783	34,194,072	35,903,776
Taxes - Other	4,054,619	4,135,711	4,218,425	4,302,794	4,388,850	4,476,627
Charges for Services	23,901,587	24,260,111	24,624,013	24,993,373	25,368,274	25,748,798
Fines	9,234,482	9,511,516	9,796,861	10,090,767	10,393,490	10,705,295
Intergovernmental	25,897,079	26,932,962	28,010,280	29,130,691	30,295,919	31,507,756
Licenses and Permits	3,849,810	3,926,806	4,005,342	4,085,449	4,167,158	4,250,501
Miscellaneous Revenue	11,259,641	11,597,430	11,945,353	12,303,714	12,672,825	13,053,010
Other Financing Sources	59,642,370	61,431,641	63,274,590	65,172,828	67,128,013	69,141,853
Total Revenue	\$418,284,805	\$431,724,172	\$446,394,426	\$461,509,048	\$477,232,478	\$493,513,329
Expenditures						
Prior Year Salaries and Benefits	291,096,643	303,453,152	311,626,147	320,031,169	328,675,679	337,567,410
Pension increases/(decreases)	1,327,178	887,167	919,903	953,847	989,044	1,025,540
Benefit cost increases/(decreases)	(335,670)	1,285,828	1,350,119	1,417,625	1,488,506	1,562,931
Changes in compensation	11,365,001	6,000,000	6,135,000	6,273,038	6,414,181	6,558,500
Total Salaries and Benefits	303,453,152	311,626,147	320,031,169	328,675,679	337,567,410	346,714,381
Operating Expenditures	122,273,575	122,273,575	122,273,575	123,496,311	124,731,274	125,978,587
Capital Outlay (Operating)	4,368,131	4,368,131	4,368,131	4,411,812	4,455,930	4,500,489
Capital Improvements (CIP projects)	6,449,460	9,261,361	7,165,429	5,564,770	5,588,395	6,588,395
General Fund Projects (non-capital)	1,423,857	1,423,857	1,423,857	1,423,857	1,423,857	1,423,857
Internal Services Charges	2,241,630	2,286,463	2,332,192	2,378,836	2,426,413	2,474,941
Budget reductions to balance	(11,925,000)	0	0	0	0	0
Total Expenditures	\$428,284,805	\$451,239,534	\$457,594,353	\$465,951,265	\$476,193,279	\$487,680,650
Budget to Budget \$ Change	7,204,253	22,954,729	6,354,819	8,356,912	10,242,014	11,487,371
Budget to Budget % Change	1.7%	5.4%	1.4%	1.8%	2.2%	2.4%
Expenditure savings - 2-3%	0	13,537,186	11,439,859	9,319,025	9,523,866	9,753,613
(Use of Reserves)/Contribution to Fund Balance	(10,000,000)	(5,978,176)	239,932	4,876,808	10,563,065	15,586,292
Unrestricted Ending Fund Balance	\$73,647,870	\$67,669,694	\$67,909,626	\$72,786,434	\$83,349,499	\$98,935,791
Unrestricted F.B. as a % of following year Expenditures	17%	15%	15%	15%	17%	20%
Mayor Yemi's Fund Balance Goal	20%	20%	20%	20%	20%	20%

Based on the information in the table above, the % of fund balance based on the following year's expenditures decreases to 15% for years 2025-2027, then increases during 2028 and 2029, resulting in Mayor Yemi's fund balance goal of 20% in 2029. Utilizing reserve funds decreases the fund balance and is necessary given the flattening sales tax revenue projected for 2024. In any given year, adjustments can be made to expenditures during the budget process and during the year to prevent the fund balance from declining.

General Fund Total Expenditures and Revenues 5 Year Forecast (In Millions)



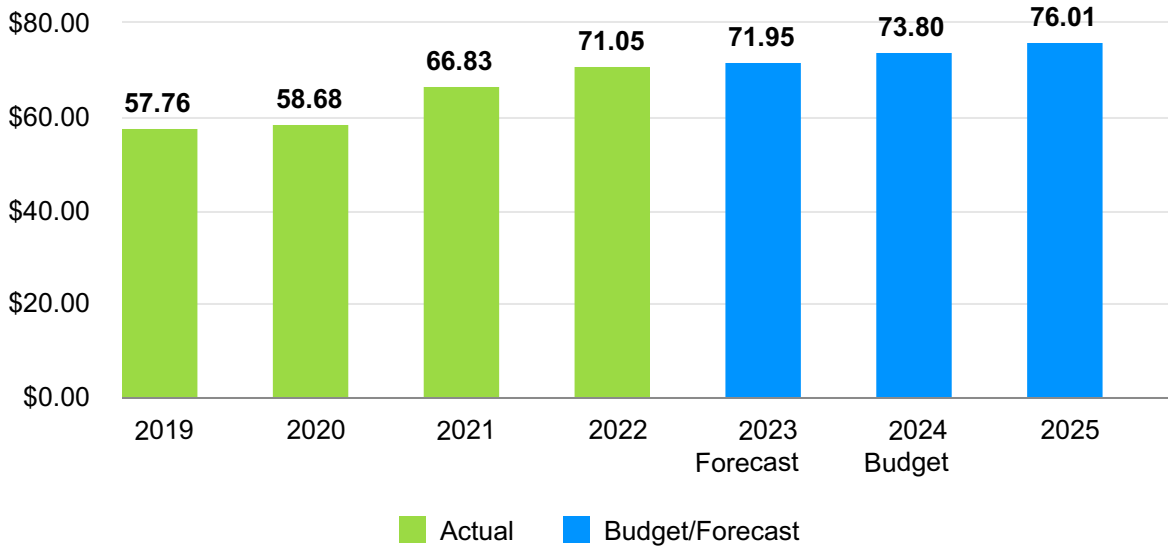
The **General Fund Total Expenditures and Revenues** graph charts the expenditure and revenue forecasts for the current budget plus the next five years.

For 2025-2029, sales tax and other General Fund revenue is projected to increase modestly, as is the case with expenditures, mostly related to compensation and benefits, along with the future need for added positions related to City growth.

Revenue forecasts are determined by expected economic activity within city-limits, in the state, and the nation. We use an average of several forecasting models, while also factoring in the current and projected economic conditions. For 2024, we anticipate slight revenue growth compared to the 2023 end-of-year forecast, but flat compared to the 2023 budget. Beginning in 2025 and for subsequent years, modest revenue growth of 3-3.5% is anticipated due to increases in population and the addition of well-paying jobs related to economic development initiatives that have brought companies to our region.

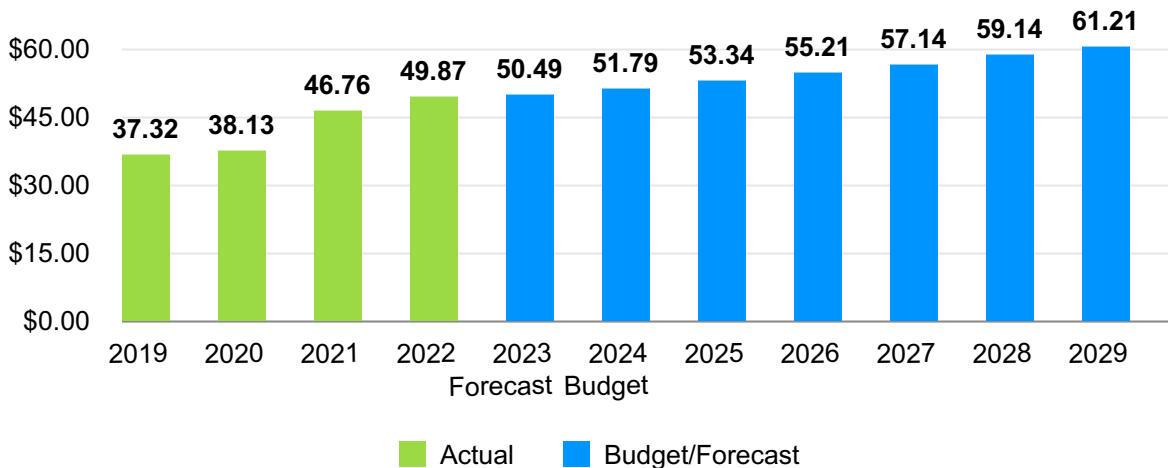
There are a number of options to address the gap between projected revenues and expenditures. In any given year, expenditures can be reduced to match anticipated revenue. This can include pausing capital projects, a hiring delay or freeze, reduction of department operating expenditures, and employee pay adjustments. Other options are rebudgeting expenditure savings or additional revenue from prior years, or taking a draw from fund balance.

2C/2C2 Sales and Use Tax History and Forecast (In Millions)



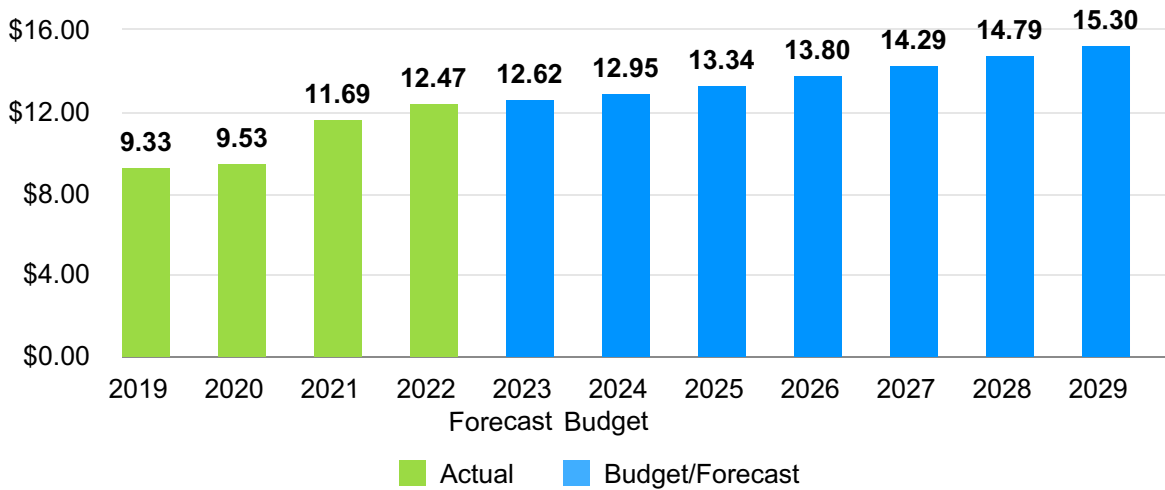
The 2C/2C2 Road Repair and Maintenance tax is a temporary sales and use tax that sunsets in 2025. The revenue is placed in a dedicated fund to be used only for funding the cost to repair roads and streets in the City. For years 2021-2025, the rate of the 2C2 tax is 0.57%, which is a reduction from the 2C tax which was 0.62%. For 2024, modest revenue growth is expected, as compared to the 2023 end-of-year forecast, but flat compared to the 2023 budget. Projections for years 2025-2029 include a 3-3.5% increase per year. For more detailed information on 2C/2C2 please refer to the All Funds Overview, or visit www.coloradosprings.gov/2c.

PSST Sales and Use Tax History and Forecast (In Millions)



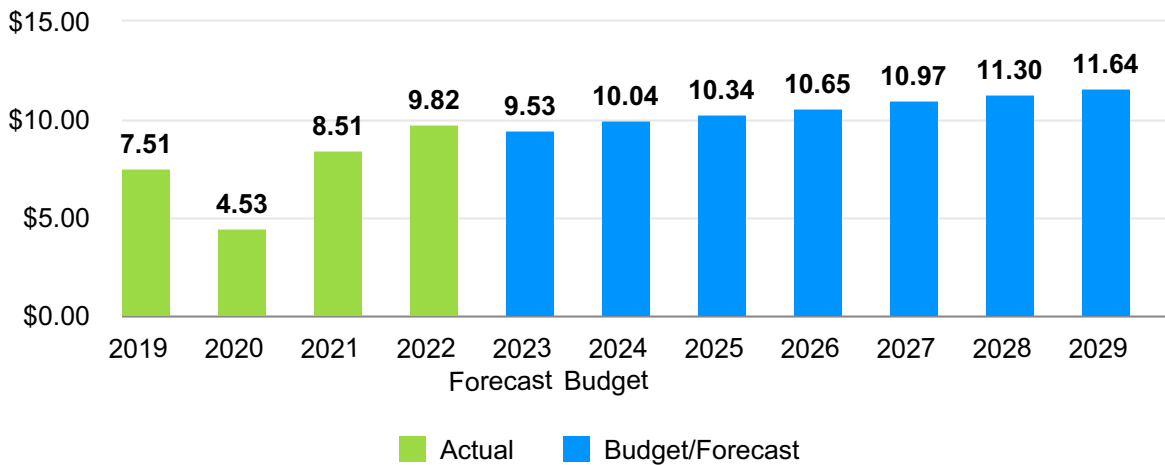
The Public Safety Sales Tax (PSST) is a 0.4% sales and use tax designated for Public Safety operations. For 2024, modest revenue growth is expected, as compared to the 2023 end-of-year forecast, but flat compared to the 2023 budget. Projections for years 2025-2029 include a 3-3.5% increase per year. For more detailed information on PSST please refer to the All Funds Overview.

TOPS Sales and Use Tax History and Forecast (In Millions)



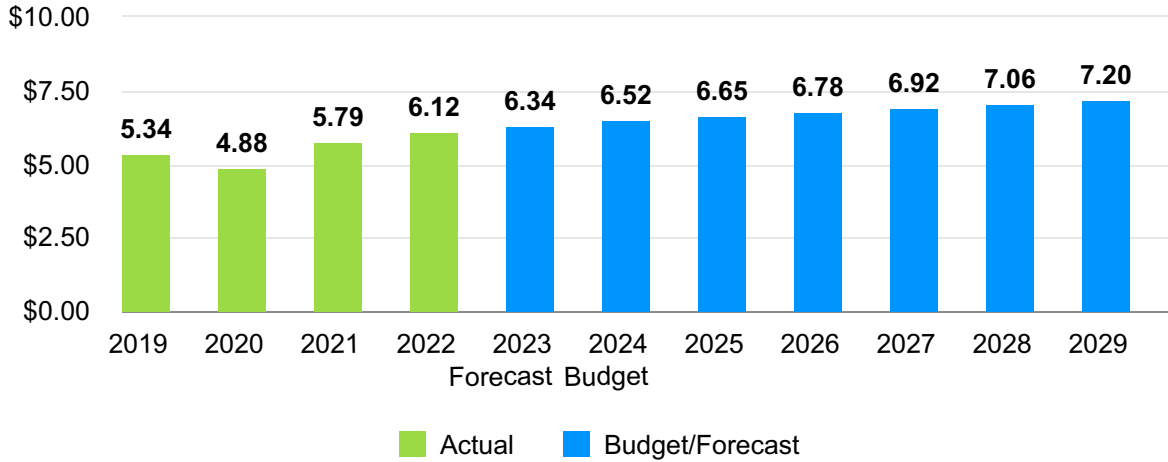
The Trails, Open Space, and Parks (TOPS) tax is a 0.1% sales and use tax designated for acquisition of open space and associated maintenance, development and maintenance of trails, and development of new parks. For 2024, modest revenue growth is expected, as compared to the 2023 end-of-year forecast, but flat compared to the 2023 budget. Projections for years 2025-2029 include a 3-3.5% increase per year. For more information on TOPS please refer to the All Funds Overview, or visit www.trailsandopenspaces.org.

LART History and Forecast (In Millions)



The purpose of the Lodgers and Auto Rental Tax (LART), a 2% lodging tax and a 1% auto rental rental tax, is to attract visitors and enhance the economy of the City and the Pikes Peak Region. The tourism industry was hard hit by the COVID-19 pandemic and related shutdowns during 2020, and the recovery was strong during 2021 and 2022. Going forward into 2023 and 2024, the LART tax revenues are flattening, though we expect increases beginning in 2025 due to the popularity of the Pikes Peak region as a tourist destination, numerous outdoor activities, new attractions and venues, and an increasing number of hotel rooms and short term rentals. LART revenue is more difficult to forecast than other sources of revenue, and is expected to grow by 3% for years 2025-2029. For more detailed information on LART please refer to the All Funds Overview, or visit www.coloradosprings.gov/city-council/page/lodgers-and-automobile-rental-tax-lart-citizens.

CTF State Lottery Funds History and Forecast (In Millions)



Conservation Trust Fund (CTF) revenue is received by the State of Colorado from apportioned lottery funds dedicated for acquisition, development, and maintenance of conservation sites. The City's portion is calculated using a formula that is largely based on population. There can be larger payouts to local governments if there is a large jackpot. As a result, this revenue source is less predictable, therefore there is a projected an increase in 2024 of 3% compared to the 2023 forecast, then a modest 2% increase for 2025-2029. For more detailed information on CTF please refer to the All Funds Overview, or visit www.cdola.colorado.gov/funding-programs/conservation-trust-fund-ctf.

2024 GENERAL FUND EXPENDITURES

\$428,284,805

2022 Actual - 2024 General Fund Budget by Department**

Department	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
City Attorney, City Clerk, Municipal Court	\$14,424,100	\$16,340,498	\$16,340,498	\$16,220,822	(\$119,676)
Positions	109.00	110.00	111.00	111.00	0.00
City Auditor	\$1,762,301	\$1,936,103	\$1,936,103	\$2,056,426	\$120,323
Positions	14.00	14.00	14.00	15.00	1.00
City Council and Legislative Services	\$1,012,682	\$1,116,652	\$1,116,652	\$1,196,930	\$80,278
Positions	8.00	8.00	8.00	9.00	1.00
Finance	\$4,998,350	\$5,714,578	\$5,714,578	\$5,947,392	\$232,814
Positions	45.00	45.00	45.00	45.00	0.00
Fire & OEM	\$68,737,216	\$73,124,885	\$73,124,885	\$76,617,248	\$3,492,363
Positions	435.50	471.00	474.50	474.50	0.00
Information Technology	\$24,836,218	\$23,720,545	\$23,720,545	\$25,038,318	\$1,317,773
Positions	94.00	92.25	92.25	92.25	0.00
Mayor & Support Services	\$13,426,982	\$16,255,479	\$16,255,479	\$24,468,592	\$8,213,113
Positions	99.50	104.25	121.75	148.75	27.00
Parks, Recreation, and Cultural Services	\$15,011,258	\$17,497,428	\$17,497,428	\$17,937,886	\$440,458
Positions	83.00	137.25	129.50	131.00	1.50
Planning and Neighborhood Services	\$6,793,857	\$8,436,411	\$8,436,411	\$8,155,721	(\$280,690)
Positions	65.00	70.00	70.00	71.00	1.00
Police	\$123,759,939	\$132,216,218	\$132,216,218	\$133,756,708	\$1,540,490
Positions	956.00	982.75	987.75	987.75	0.00
Public Works	\$37,089,477	\$43,012,864	\$43,012,864	\$43,945,278	\$932,414
Positions	258.50	273.75	273.50	281.50	8.00
General Costs	\$57,818,885	\$68,649,651	\$68,649,651	\$62,828,537	(\$5,821,114)
Internal Service Charges	\$3,257,148	\$3,146,447	\$3,146,447	\$2,241,630	(\$904,817)
General Fund CIP & Projects	\$24,876,457	\$9,912,793	\$10,912,793	\$7,873,317	(\$3,039,476)
TABOR Refund/Retention***	\$34,618,840	\$0	\$0	\$0	\$0
General Fund Expenditures	\$432,423,710	\$421,080,552	\$422,080,552	\$428,284,805	\$6,204,253
General Fund Positions	2,167.50	2,308.25	2,327.25	2,366.75	39.50

* 2023 Amended Budget as of 8/31/2023

** See Department narratives for detailed information; Department amounts do not include General Funded CIP

*** In the November 2021 coordinated election, voters approved the retention of 2021 revenue collected by the City exceeding amounts otherwise allowed to be retained and spent per TABOR of \$20,000,000 to be placed into a new Wildfire Mitigation Fund that was established per Ordinance 22-32 during 2022, and restricted for City-wide and Pikes Peak Region wildfire mitigation, prevention and evacuation planning efforts. In addition, Ordinance 22-32 also established that \$14,618,840 of General Fund revenue and \$603,284 of LART revenue that exceeded amounts allowed to be retained and spent per TABOR be refunded to ratepayers during 2022 via credit to Colorado Springs Utilities bills, for a total refund of \$15,222,124.

2024 GENERAL FUND EXPENDITURES

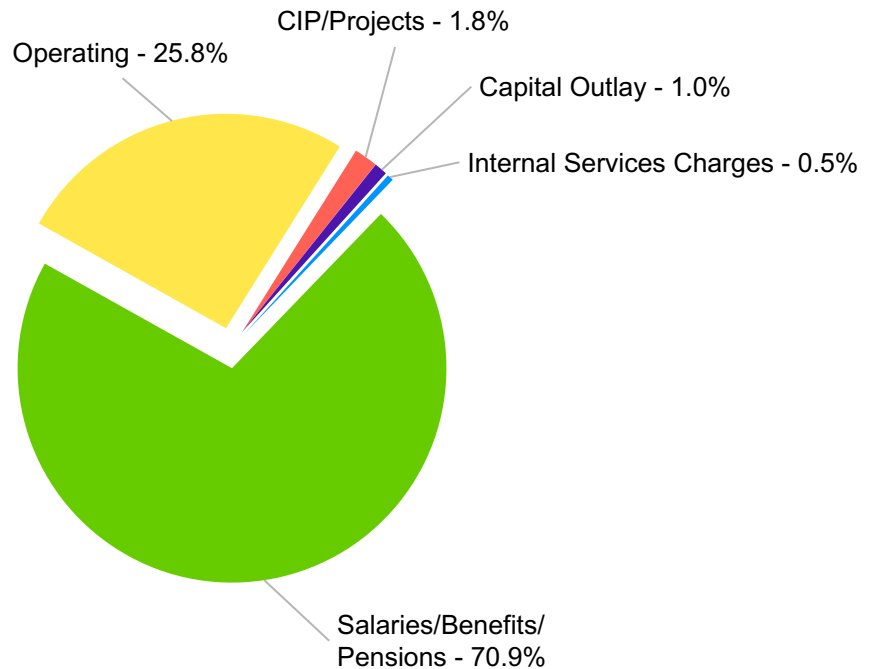
\$428,284,805

2022 Actual - 2024 General Fund Budget by Category

Category	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Salaries/ Benefits/ Pensions	\$259,973,421	\$291,096,643	\$290,979,479	\$303,453,152	\$12,473,673
Operating**	103,877,268	111,413,373	111,530,537	110,348,575	(1,181,962)
Capital Outlay	5,820,576	5,511,296	5,511,296	4,368,131	(1,143,165)
CIP/Projects	24,876,457	9,912,793	10,912,793	7,873,317	(3,039,476)
Internal Service Charges	3,257,148	3,146,447	3,146,447	2,241,630	(904,817)
TABOR Refund/Retention	34,618,840	0	0	0	0
General Fund Expenditures	\$432,423,710	\$421,080,552	\$422,080,552	\$428,284,805	\$6,204,253
**Capital Lease Purchases	\$9,033,077	\$7,853,887	\$7,853,887	\$8,588,307	\$734,420

* 2023 Amended Budget as of 8/31/2023

** Capital Lease Purchases are budgeted as part of Operating expenditures to account for the financial transaction required to record the full amount of the assets that are leased in that year. These expenditures are offset entirely by revenue recorded as proceeds from the financing source.



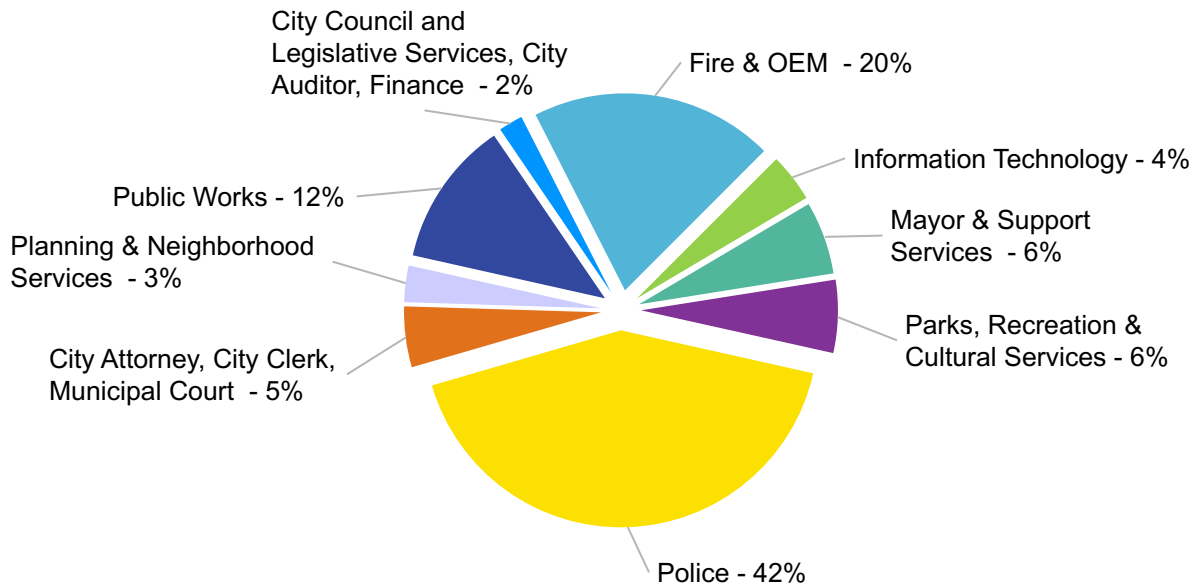
Appropriations for all funds that are not budgeted on a project-length basis lapse at year-end except for contractually encumbered and reserved appropriations. Project-length budgets are those where appropriations are initially made to individual projects and do not lapse until such time as the project is complete.

2024 Projects include: CIP Projects, Fire Department apparatus, and affordable housing projects.

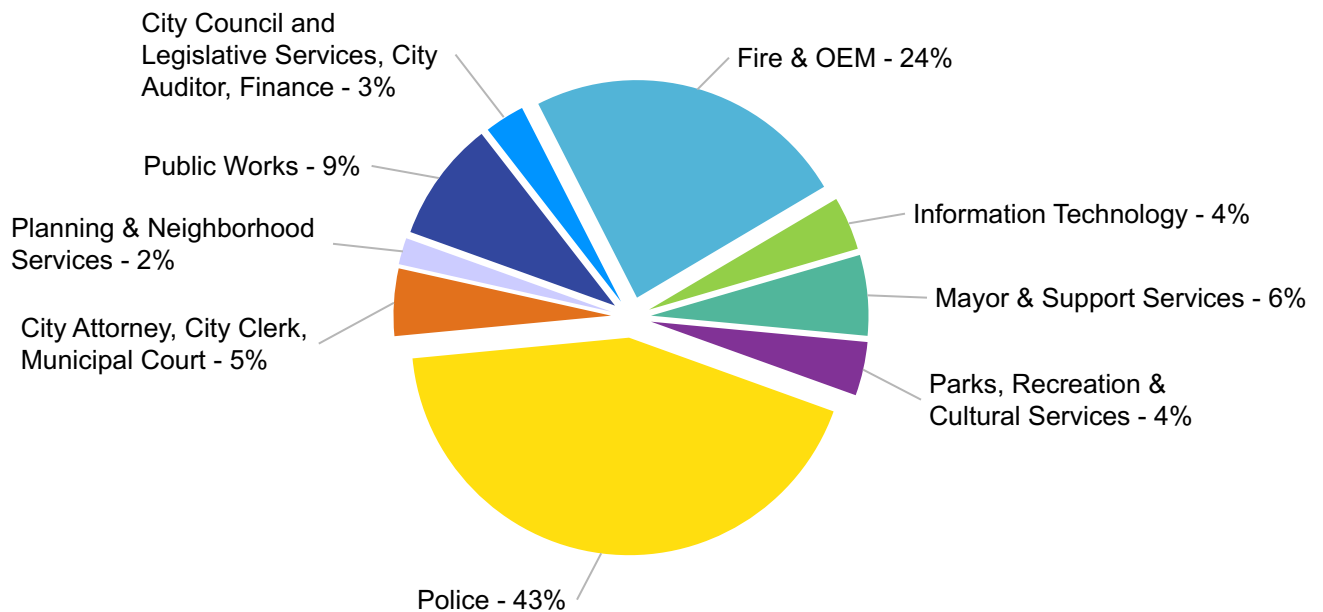
2024 GENERAL FUND EXPENDITURES

\$428,284,805

2024 Budgeted Positions by Department



2024 Budgeted Salaries/Benefits/Pensions by Department



2023 Budget – 2024 Budget Major Changes

2023 General Fund Revenue Budget	\$421,080,552
Sales tax revenue (no change compared to 2023 budget; 2.5% compared to 2023 forecast)	0
2024 net revenue increase - all sources that are not sales tax or reserves	9,004,714
Decrease use of reserve funds compared to 2023 (2024 total reserve funds utilized are \$10 million)	(1,800,461)
2024 General Fund Revenue Budget	\$428,284,805
2023 General Fund Expenditure Budget	\$421,080,552
One-time 2023 expenditure items removed	(11,291,929)
One-time Changes to Expenditures in 2024:	
Other one-time department expenditures (vehicles and equipment for added positions, offset by revenue)	130,000
Deferred revenue/land escrow projects (offset by revenue)	204,556
Allocation reductions to Office Services and Radio Fund	(1,000,000)
Reimbursement from Garden of the Gods Foundation for a maintenance vehicle (offset by revenue)	70,000
One-time funding for a vehicle for the Neighborhood Services Code Enforcement Officer added at the Markup Session	50,000
IT Data Center & Disaster Recovery (backup network and environmental considerations)	250,000
Capital Lease Proceeds related to fleet/equipment purchases (offset by revenue)	8,588,307
Citywide Salaries/Benefits/Pension Changes:	
Compensation strategy - market movement for sworn, pay progression and pay for performance for civilian	8,737,342
Reduction to employer contribution for worker's comp to reduce Worker's Comp fund balance; and reduction of employer cost for employee basic life insurance, no reduction of benefit (combined with net change for current positions in department narratives)	(1,740,912)
Net change to fund existing positions (includes step increases for sworn)	6,513,382
Sworn pension increase	1,327,178
Medical cost adjustments	1,405,242
Citywide Operating Changes:	
Insurance coverage	1,066,465
Information Technology - recurring maintenance, annual subscriptions and renewals	490,490
Reduction for annual fleet lease payment roll-off	(692,929)
Capital Improvement Program (CIP) project funding decrease*	(335,335)
Transit contract increases	497,033
Contract and utility increases	1,090,135
Department Funding Changes:	
City Auditor's Office - add 1 Auditor (offset by revenue from CSU)	82,581
Fleet maintenance insourcing - add 43.50 FTEs (15.50 of these FTEs were added during 2023; net of contract amount previously budgeted, and partially offset from revenue from enterprises including CSU for fuel admin/maintenance and a reduction to rental of property done at the Markup Session)	2,013,241
Parks, Recreation and Cultural Services - add 1.50 FTE for school programming at Rock Ledge Ranch (offset by revenue)	111,360
Planning & Neighborhood Services - add 1 Code Enforcement Officer at the Markup Session	75,000
Police - reinstatement of sworn overtime added at the Markup Session	100,000
Public Works - add 2 Traffic Signal Techs (offset by revenue per IGA with El Paso County)	205,000
Public Works - add 2 Inspectors (City Engineering), 3 Traffic Control Techs and 1 Signal Tech (Traffic Engineering) - (offset by increased fee revenue)	827,000
Public Works - Traffic Engineering - increase in capital costs of adding school zones (offset by the pedestrian safety fee increase that is a surcharge on a moving violation conviction)	250,000
Other department operating increases (offset by revenue or reduced expenditures)	106,046
City-wide department operating decreases (3.4% of 2023 General Fund budget)	(11,925,000)
2024 General Fund Expenditure Budget	\$428,284,805

*While the transfer to CIP is decreasing overall, largely related to reductions in facilities projects, there is increased funding for the IT Data Center and Disaster Recovery site, among other projects that are largely grant match or related to IGAs with neighboring jurisdictions. See CIP section for more information.

2024 Budget Markup Changes

On October 30th, 2023, City Council conducted a separate Markup Session to provide input and review changes to the Mayor's preliminary budget that was submitted on October 2nd, 2023. The following list is an overview of changes to the preliminary expenditure budget approved by City Council, by fund:

General Fund

Police

- Increase of \$100,000 for Sworn Overtime in order to partially alleviate the impact of budget reductions

Planning and Neighborhood Services

- Increase of \$125,000 to fund 1.00 Code Enforcement Officer and related one-time expense

General Costs

- Decrease of \$225,000 for rental of property for Fleet Maintenance insourcing

Lodgers and Auto Rental Tax (LART) Fund

- Increase of \$15,000 for the La Vida: Concilio Hispano de Empresas de Colorado Springs event
- Increase of \$55,000 for the Labor Day Lift Off: Hot Apple Productions event

Development Review Enterprise (DRE) Fund

- Increase of \$103,000 to fund an increase in Common Area Maintenance (CAM) charges for the Pikes Peak Regional Building Department (PPRBD) building at which DRE staff is located

Summary of Service Level Impacts in 2024

Due to the flat sales tax revenue budget between 2023 and 2024, all city General Funded departments were asked to reduce their operating budget by 3.43% in order to generate savings needed to cover employee compensation and benefit increases, along with increased costs for contracts, insurance and insourcing of fleet maintenance. Below is a list of the service level impacts by department. Existing staff in departments will experience an increased workload, resulting in potential delays in processes throughout the city.

Department	Service Impacts to the Community
CITY ATTORNEY	
City Attorney	Hold staff vacancies and reduce operating expenditures until reduction target is met
CITY AUDITOR	
City Auditor	Hold staff vacancies and reduce operating expenditures until reduction target is met
CITY CLERK	
City Clerk	Eliminate temp staffing for the record retention project, staff training and travel, reduce number of license disciplinary hearing dates
CITY COUNCIL AND LEGISLATIVE SERVICES	
City Council and Legislative Services	Hold staff vacancies and reduce operating expenditures until reduction target is met
COMMUNICATIONS	
Communications	Eliminate temp staffing and interns, web services, travel and minor equipment
ECONOMIC DEVELOPMENT	
Economic Development	Reduce partnership and sponsorship opportunities
FINANCE	
Finance	Hold staff vacancies and reduce operating expenditures until reduction target is met
FIRE DEPARTMENT	
Fire	Due to construction delays for Station 24, the sworn staff hired for this station will be utilized to offset overtime costs. Also, delay the start of the 2024 training academy to July instead of January, which will generate salary savings.
HOUSING AND COMMUNITY VITALITY	
Housing and Community Vitality	Reduce training and professional development for staff
HUMAN RESOURCES	
Employment Services	Holding staff vacancies and filling positions at lower classifications
Office of Accessibility	Delay installing looping devices for hearing-impaired persons in city facilities and utilize interns in lieu of filling a position
Risk Management	Reduce training and professional development for staff
INFORMATION TECHNOLOGY	
IT	Delay fiber mapping project and vendor management initiative; manually tracking and validating project resource hours which may cause lack of data and visibility; delay internal improvement projects and enhancements
MAYOR'S OFFICE	
Mayor's Office	Forego hiring interns; no overtime for staff
MUNICIPAL COURT	
Municipal Court	Hold staff vacancies and reduce operating expenditures until reduction target is met
OFFICE OF EMERGENCY MANAGEMENT	
Office of Emergency Management	Cancel a weather tracking contract; reduce staff travel for conferences
OFFICE OF INNOVATION	
Office of Innovation	Hold staff vacancies and reduce operating expenditures until reduction target is met
PARKS, RECREATION, AND CULTURAL SERVICES	
Park Maintenance and Operations	Transfer a portion of the mowing contracts to Conservation Trust Fund (CTF) which may impact maintenance efforts city-wide, and will cause a CTF funded capital construction project to be delayed
All divisions	Reduce seasonal temp staff through attrition which may impact programming
PLANNING AND NEIGHBORHOOD SERVICES	
Land Use Review and Neighborhood Services	Hold staff vacancies and reduce operating expenditures until reduction target is met
POLICE DEPARTMENT	
Police	Only operationally necessary purchases will occur. Areas of deferred spending will be with facilities projects, uniform replacements, technology replacement, and specialized equipment.
Police	Reduce scope of north impound lot expansion project (CIP) which will result in a reduced transfer from the General Fund to the CIP Fund for 2024 projects
Police	Keep civilian positions vacant as long as necessary to generate savings
PUBLIC WORKS	
All divisions	Hold staff vacancies and reduce operating expenditures until reduction target is met
SUPPORT SERVICES	
Facilities	Reduction to purchase of parts/equipment and the garbage removal contract
Fleet	Delay hiring 4 positions that were budgeted as part of insourcing fleet maintenance
Procurement	Reduce temporary staffing, travel and advertising

Summary of Major General Fund Unfunded Operating Requests

Requesting Division	Description	Unfunded Amount *	# of FTE Requested
City Attorney, City Clerk, Municipal Court			
City Clerk	License Enforcement Officer I	70,608	1.00
Municipal Court	Janitorial contract	22,608	—
Fire & OEM			
Fire	Apparatus Replacement	7,500,000	—
Fire	Adjust staffing levels for current sworn personnel (convert 6 firefighters to 1 Deputy Chief, 3 Battalion Chiefs and 2 Training Lieutenants)	700,724	—
Fire	Add 30 Civilian Staff in the Division of the Fire Marshal, Community and Public Health, Medical Division, Logistics and Transportation Center and Human Resources	2,904,379	30.00
Fire	Rotating equipment that is end-of-life	1,473,125	—
Fire	Facilities and apparatus management/maintenance	480,000	—
Information Technology			
IT - Information Technology	Role Bases Access Control (RBAC) Profiles	375,000	—
IT - Information Technology	Application Support Administrator II	100,000	1.00
IT - Information Technology	Service/Asset Management Tool	300,000	—
Mayor & Support Services			
Communications	Internal Communications FTE	87,672	1.00
Housing and Community Vitality	Transfer Homeless Services Coordinator and Senior Affordable Housing Coordinator to the General Fund from grant-funded	235,510	2.00
HR - Employment Services	Software - HR ticketing and leave management	230,000	—
HR - Employment Services	Certifications for staff	20,000	—
HR - Employment Services	HR Consultant - strategy, culture, employee engagement and trends	160,000	—
HR - Employment Services	Equity, Diversity and Inclusion leadership training	75,000	—
HR - Employment Services	Total Rewards Strategy	2,050,000	—
HR - Employment Services	Employee Engagement Evaluation	50,000	—
HR - Employment Services	Consolidate City Clinic and Occupational Health in a single offsite location	2,500,000	—
HR - Office of Accessibility	Senior Business Support Specialist	84,877	1.00
Office of Innovation	Data Management Program - Data Pipeline	150,000	—
Office of Innovation	Data Management Program - Data Literacy	45,000	—
Office of Innovation	Smart irrigation	50,000	—
Support Services	Contract Management FTEs and software	642,300	3.00
Support Services	Project Management FTEs	442,386	3.00
Support Services	Facilities staff and equipment	1,023,570	5.00
Parks, Recreation & Cultural Services			
Parks - Cultural Services	Garden of the Gods hourly and seasonal staff	73,130	—
Parks - Cultural Services	Public Art Administrator (per Public Art Master Plan-2020)	124,690	1.00
Parks - Cultural Services	Rock Ledge Ranch network fiber extension	60,000	—
Parks - Cultural Services	Rock Ledge Ranch utility vehicle (UTV)	21,000	—
Parks - Cultural Services	Rock Ledge Ranch marketing position (hourly)	21,240	—
Parks - Cultural Services	Rock Ledge Ranch-Business Support Specialist I	58,216	1.00
Parks - Cultural Services	Pioneers Museum janitorial services	35,000	—
Parks - Cultural Services	Visitor/Tourism staffing	402,272	3.50
Parks - Design and Development	Jimmy Camp Creek Regional Park Planning and Project Design Spec.	250,000	1.00
Parks - Park Maintenance and Operations	Increase to maintenance staff	535,015	4.75
Parks - Park Maintenance and Operations	Horticulture - Maintenance Technician I	60,654	1.00
Parks - Park Maintenance and Operations	North and South slope ATV and trail maintenance	35,000	—
Parks - Park Maintenance and Operations	Equipment Operator FTE increase	33,096	0.50
Parks - Park Maintenance and Operations	Pikes Peak South Slope vehicle	45,000	—
Parks - Park Maintenance and Operations	Pikes Peak North and South slope ATV and trail maintenance	35,000	—
Parks - Recreation and Administration	Recreation Assistant - Therapeutic Recreation Programs	81,777	1.00
Parks - Recreation and Administration	Westside Community Center facility improvements	62,016	—
Parks - Recreation and Administration	Analyst I - Marketing and Communications	88,436	1.00

Summary of Major General Fund Unfunded Operating Requests

Requesting Division	Description	Unfunded Amount *	# of FTE Requested
Planning and Neighborhood Services			
Planning and Neighborhood Services - Neighborhood Services	Street vehicle enforcement towing costs	38,800	—
Planning and Neighborhood Services - Neighborhood Services	Graffiti removal equipment	34,300	—
Planning and Neighborhood Services - Neighborhood Services	Street vehicle enforcement FTEs	120,000	1.00
Police			
Police	Quartermaster analyst - CSPD supply unit	100,000	1.00
Police	Body Worn Camera Program Evidence Technicians	150,000	2.00
Police	Real Time Crime Center Analyst	100,000	1.00
Police	Records release software	70,000	—
Police	Leica Cyclone Crime Scene Scanner License	25,000	—
Police	Application Support Admin II - track software licenses	97,000	1.00
Police	Crime Lab Quality Assurance Manager	117,000	1.00
Police	Crime Analysis Unit for Homicide Section	433,876	4.00
Police	Human Resources communication tracking system	40,000	—
Police	Gas Chromatograph	40,000	—
Police	Civilian Criminal Investigators - Homicide Team	94,348	0.75
Public Works			
Public Works - City Engineering	Program management software	10,000	—
Public Works - City Engineering	Accreditation expense	22,000	—
Public Works - Operations and Maintenance Division	PlowOps upfitting and subscription software	203,145	—
Public Works - Operations and Maintenance Division	Grapple trucks (Forestry)	695,000	—
Public Works - Operations and Maintenance Division	Material handling equipment (Forestry)	630,000	—
Public Works - Operations and Maintenance Division	DocuNav Laserfiche	73,225	—
Public Works - Operations and Maintenance Division	Staffing and equipment related to city growth	3,631,970	16.00
Public Works - Transit Services	Service improvement Route 5/25 increase Saturday frequency	252,000	—

* Unfunded requests may include one-time costs and do not reflect potential offsetting revenue.

2024 Expenditure Summary

Department	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
City Attorney, City Clerk, Municipal Court						
City Attorney						
Salaries/Benefits/Pensions	\$6,712,796	\$7,757,538	\$9,135,972	\$9,135,972	\$9,239,468	\$103,496
Operating	248,826	285,124	352,902	352,902	349,902	(3,000)
Capital Outlay	17,224	1,550	4,200	4,200	2,200	(2,000)
Total City Attorney	\$6,978,846	\$8,044,212	\$9,493,074	\$9,493,074	\$9,591,570	\$98,496
FTE - budgeted	59.00	59.00	60.00	61.00	61.00	0.00
City Clerk						
Salaries/Benefits/Pensions	\$944,587	\$1,161,258	\$1,262,557	\$1,262,557	\$1,278,187	\$15,630
Operating	114,204	142,279	158,153	158,153	145,897	(12,256)
Capital Outlay	0	500	500	500	500	0
Total City Clerk	\$1,058,791	\$1,304,037	\$1,421,210	\$1,421,210	\$1,424,584	\$3,374
FTE - budgeted	11.00	12.00	12.00	12.00	12.00	0.00
Municipal Court						
Salaries/Benefits/Pensions	\$3,570,512	\$4,074,341	\$4,352,543	\$4,326,332	\$4,175,997	(\$150,335)
Operating	879,894	1,001,510	1,073,671	1,099,882	1,028,671	(71,211)
Capital Outlay	0	0	0	0	0	0
Total Municipal Court	\$4,450,406	\$5,075,851	\$5,426,214	\$5,426,214	\$5,204,668	(\$221,546)
FTE - budgeted	37.50	38.00	38.00	38.00	38.00	0.00
City Auditor						
Salaries/Benefits/Pensions	\$1,334,944	\$1,659,972	\$1,831,146	\$1,831,146	\$1,971,469	\$140,323
Operating	61,222	51,111	104,957	104,957	84,957	(20,000)
Capital Outlay	0	51,218	0	0	0	0
Total City Auditor	\$1,396,166	\$1,762,301	\$1,936,103	\$1,936,103	\$2,056,426	\$120,323
FTE - budgeted	14.00	14.00	14.00	14.00	15.00	1.00
City Council and Legislative Services						
Salaries/Benefits/Pensions	\$790,217	\$913,107	\$986,611	\$986,611	\$1,066,889	\$80,278
Operating	83,470	92,649	128,041	128,041	128,041	0
Capital Outlay	0	6,926	2,000	2,000	2,000	0
Total City Council and Legislative Services	\$873,687	\$1,012,682	\$1,116,652	\$1,116,652	\$1,196,930	\$80,278
FTE - budgeted	8.00	8.00	8.00	8.00	9.00	1.00
Finance						
Finance						
Salaries/Benefits/Pensions	\$3,825,611	\$4,488,083	\$5,291,899	\$5,291,899	\$5,573,583	\$281,684
Operating	387,744	505,734	418,942	418,942	370,072	(48,870)
Capital Outlay	0	4,533	3,737	3,737	3,737	0
Total Finance	\$4,213,355	\$4,998,350	\$5,714,578	\$5,714,578	\$5,947,392	\$232,814
FTE - budgeted	44.00	45.00	45.00	45.00	45.00	0.00

2024 Expenditure Summary

Department	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Fire & OEM						
Fire						
Salaries/Benefits/Pensions	\$59,802,654	\$65,007,906	\$68,978,725	\$68,975,275	\$72,802,568	\$3,827,293
Operating	2,697,236	2,824,143	3,120,359	3,123,809	2,869,682	(254,127)
Capital Outlay	51,065	141,832	81,874	81,874	96,801	14,927
Total Fire	\$62,550,955	\$67,973,881	\$72,180,958	\$72,180,958	\$75,769,051	\$3,588,093
FTE - budgeted	418.50	430.50	466.00	469.50	469.50	0.00
Office of Emergency Management						
Salaries/Benefits/Pensions	\$594,625	\$631,210	\$781,287	\$781,287	\$736,501	(\$44,786)
Operating	88,651	132,125	162,640	162,640	111,696	(50,944)
Capital Outlay	0	0	0	0	0	0
Total OEM	\$683,276	\$763,335	\$943,927	\$943,927	\$848,197	(\$95,730)
FTE - budgeted	5.00	5.00	5.00	5.00	5.00	0.00
Information Technology						
Salaries/Benefits/Pensions	\$9,579,838	\$11,643,323	\$13,202,370	\$13,202,370	\$13,552,460	\$350,090
Operating	7,485,837	11,173,601	8,762,835	8,762,835	10,210,947	1,448,112
Capital Outlay	652,707	2,019,294	1,755,340	1,755,340	1,274,911	(480,429)
Total IT	\$17,718,382	\$24,836,218	\$23,720,545	\$23,720,545	\$25,038,318	\$1,317,773
FTE - budgeted	85.00	94.00	92.25	92.25	92.25	0.00
Mayor and Support Services						
Mayor's Office						
Salaries/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 Mayor's Office	\$1,028,537	\$1,156,918	\$1,498,201	\$1,498,201	\$2,022,419	\$524,218
FTE - budgeted	10.00	9.50	9.50	10.75	10.75	0.00
Communications						
Salaries/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)
Capital Outlay	0	0	0	0	0	0
Total Communications	\$1,344,462	\$1,513,408	\$1,807,051	\$1,807,051	\$1,798,339	(\$8,712)
FTE - budgeted	11.00	12.75	13.50	13.75	13.75	0.00
Economic Development						
Salaries/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)
Capital Outlay	0	0	0	0	0	0
Total Economic Development	\$503,663	\$498,884	\$726,275	\$726,275	\$549,122	(\$177,153)
FTE - budgeted	4.00	5.00	5.00	4.00	3.00	(1.00)

2024 Expenditure Summary						
Department	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Housing and Community Vitality						
Salaries/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)
Capital Outlay	0	0	0	0	0	0
Total Housing and Community Vitality	\$634,091	\$648,237	\$921,976	\$921,976	\$909,046	(\$12,930)
FTE - budgeted	1.00	1.00	1.00	1.00	1.00	0.00
Human Resources						
Employment Services						
Salaries/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 Employment Services	\$2,319,362	\$2,921,494	\$3,263,337	\$3,263,337	\$3,460,262	\$196,925
FTE - budgeted	22.00	24.00	24.00	25.50	25.50	0.00
Office of Accessibility						
Salaries/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)
Capital Outlay	0	0	0	0	0	0
Total Office of Accessibility	\$439,411	\$645,279	\$815,576	\$815,576	\$815,804	\$228
FTE - budgeted	4.00	5.00	6.00	6.00	6.00	0.00
Risk Management						
Salaries/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 Risk Management	\$701,698	\$757,719	\$836,252	\$836,252	\$884,277	\$48,025
FTE - budgeted	5.25	5.25	5.25	5.25	5.25	0.00
Total Human Resources	\$3,460,471	\$4,324,492	\$4,915,165	\$4,915,165	\$5,160,343	\$245,178
Total FTE - budgeted	31.25	34.25	35.25	36.75	36.75	0.00
Office of Innovation						
Salaries/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 Office of Innovation	\$942,209	\$1,375,122	\$1,326,176	\$1,326,176	\$1,301,259	(\$24,917)
FTE - budgeted	5.00	6.00	6.00	6.00	6.00	0.00

2024 Expenditure Summary

Department	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Support Services						
Salaries/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 Support Services	\$3,656,912	\$3,909,921	\$5,060,635	\$5,060,635	\$12,728,064	\$7,667,429
FTE - budgeted	29.00	31.00	34.00	49.50	77.50	28.00
Total Mayor & Support Services						
	\$11,570,345	\$13,426,982	\$16,255,479	\$16,255,479	\$24,468,592	\$8,213,113
Total FTE - budgeted	91.25	99.50	104.25	121.75	148.75	27.00
Parks, Recreation and Cultural Services						
Cultural Services						
Salaries/Benefits/Pensions	\$2,036,213	\$2,219,696	\$2,534,728	\$2,534,728	\$2,723,271	\$188,543
Operating	494,884	564,910	578,551	578,551	585,125	6,574
Capital Outlay	0	0	140,000	140,000	70,000	(70,000)
Total Cultural Services	\$2,531,097	\$2,784,606	\$3,253,279	\$3,253,279	\$3,378,396	\$125,117
FTE - budgeted	19.50	19.50	26.25	26.25	27.75	1.50
Design and Development						
Salaries/Benefits/Pensions	\$569,061	\$585,137	\$668,699	\$668,699	\$787,400	\$118,701
Operating	3,098	4,486	3,300	3,300	3,300	0
Capital Outlay	0	0	0	0	0	0
Total Design and Development	\$572,159	\$589,623	\$671,999	\$671,999	\$790,700	\$118,701
FTE - budgeted	6.00	5.00	5.00	6.00	6.00	0.00
Park Maintenance and Operations						
Salaries/Benefits/Pensions	\$1,969,052	\$2,317,128	\$2,609,111	\$2,609,111	\$2,833,602	\$224,491
Operating	2,285,223	2,529,642	2,315,410	2,315,410	1,913,698	(401,712)
Capital Outlay	1,032	29,535	100,000	100,000	0	(100,000)
Total Park Operations	\$4,255,307	\$4,876,305	\$5,024,521	\$5,024,521	\$4,747,300	(\$277,221)
FTE - budgeted	19.00	19.50	24.25	26.75	26.75	0.00
Recreation and Administration						
Salaries/Benefits/Pensions	\$4,176,162	\$4,880,829	\$6,491,287	\$6,491,287	\$6,903,191	\$411,904
Operating	1,591,502	1,879,895	2,056,342	2,056,342	2,118,299	61,957
Capital Outlay	68,391	0	0	0	0	0
Total Recreation and Administration	\$5,836,055	\$6,760,724	\$8,547,629	\$8,547,629	\$9,021,490	\$473,861
FTE - budgeted	36.00	39.00	81.75	70.50	70.50	0.00
Total Parks	\$13,194,618	\$15,011,258	\$17,497,428	\$17,497,428	\$17,937,886	\$440,458
Total FTE - budgeted	80.50	83.00	137.25	129.50	131.00	1.50

2024 Expenditure Summary

Department	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Planning and Neighborhood Services						
Land Use Review						
Salaries/Benefits/Pensions	\$3,235,439	\$3,966,379	\$4,602,631	\$4,602,631	\$4,456,418	(\$146,213)
Operating	166,300	295,342	217,019	217,019	207,730	(9,289)
Capital Outlay	2,133	0	0	0	0	0
Total Land Use Review	\$3,403,872	\$4,261,721	\$4,819,650	\$4,819,650	\$4,664,148	(\$155,502)
FTE - budgeted	31.00	34.00	34.00	34.00	34.00	0.00
Neighborhood Services						
Salaries/Benefits/Pensions	\$1,946,720	\$2,312,889	\$3,104,195	\$3,104,195	\$3,144,126	\$39,931
Operating	122,326	219,037	302,566	302,566	297,447	(5,119)
Capital Outlay	0	210	210,000	210,000	50,000	(160,000)
Total Neighborhood Services	\$2,069,046	\$2,532,136	\$3,616,761	\$3,616,761	\$3,491,573	(\$125,188)
FTE - budgeted	26.00	31.00	36.00	36.00	37.00	1.00
Total Planning and Neighborhood Services	\$5,472,918	\$6,793,857	\$8,436,411	\$8,436,411	\$8,155,721	(\$280,690)
Total FTE - budgeted	57.00	65.00	70.00	70.00	71.00	1.00
Police						
Salaries/Benefits/Pensions	\$106,801,970	\$111,556,481	\$123,272,241	\$123,272,241	\$125,934,576	\$2,662,335
Operating	8,695,577	12,181,876	8,758,977	8,758,977	7,759,132	(999,845)
Capital Outlay	780	21,582	185,000	185,000	63,000	(122,000)
Total Police	\$115,498,327	\$123,759,939	\$132,216,218	\$132,216,218	\$133,756,708	\$1,540,490
FTE - budgeted	928.00	956.00	982.75	987.75	987.75	0.00
Public Works						
City Engineering						
Salaries/Benefits/Pensions	\$3,656,366	\$4,263,789	\$4,400,190	\$4,400,190	\$4,496,898	\$96,708
Operating	316,008	202,587	1,391,552	1,391,552	1,505,072	113,520
Capital Outlay	0	105,665	500	500	120,000	119,500
Total City Engineering	\$3,972,374	\$4,572,041	\$5,792,242	\$5,792,242	\$6,121,970	\$329,728
FTE - budgeted	36.00	35.00	35.00	35.00	37.00	2.00
Public Works Operations and Maintenance						
Salaries/Benefits/Pensions	\$13,782,488	\$15,659,357	\$19,466,517	\$19,466,517	\$18,479,088	(\$987,429)
Operating	3,142,581	3,824,614	4,507,132	4,507,132	4,484,980	(22,152)
Capital Outlay	118,633	249,041	74,163	74,163	41,500	(32,663)
Total Public Works Operations and Maintenance	\$17,043,702	\$19,733,012	\$24,047,812	\$24,047,812	\$23,005,568	(\$1,042,244)
FTE - budgeted	179.00	195.00	210.25	210.50	210.50	0.00

2024 Expenditure Summary

Department	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Traffic Engineering						
Salaries/Benefits/Pensions	\$2,599,840	\$3,144,949	\$3,435,793	\$3,435,793	\$3,869,143	\$433,350
Operating	566,899	525,564	584,566	584,566	892,724	308,158
Capital Outlay	7,000	0	0	0	310,000	310,000
Total Traffic Engineering	\$3,173,739	\$3,670,513	\$4,020,359	\$4,020,359	\$5,071,867	\$1,051,508
FTE - budgeted	28.00	28.00	28.00	28.00	34.00	6.00
Transit						
Salaries/Benefits/Pensions	\$0	\$0	\$87,503	\$0	\$0	\$0
Operating	7,302,893	9,091,767	9,044,948	9,132,451	9,725,873	593,422
Capital Outlay	15,774	22,144	20,000	20,000	20,000	0
Total Transit	\$7,318,667	\$9,113,911	\$9,152,451	\$9,152,451	\$9,745,873	\$593,422
FTE - budgeted	0.00	0.50	0.50	0.00	0.00	0.00
Water Resources Engineering						
Salaries/Benefits/Pensions	\$0	\$0	\$0	\$0	\$0	\$0
Operating	2,644	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0
Total Water Resources Engineering	\$2,644	\$0	\$0	\$0	\$0	\$0
FTE - budgeted	0.00	0.00	0.00	0.00	0.00	0.00
Total Public Works	\$31,511,126	\$37,089,477	\$43,012,864	\$43,012,864	\$43,945,278	\$932,414
Total FTE - budgeted	243.00	258.50	273.75	273.50	281.50	8.00
General Costs						
Salaries/Benefits/Pensions	\$1,388,377	\$1,189,793	\$1,770,000	\$1,770,000	\$1,770,000	\$0
Operating	43,635,139	53,465,543	64,021,523	64,021,523	58,758,412	(5,263,111)
Capital Outlay	3,110,706	3,163,549	2,858,128	2,858,128	2,300,125	(558,003)
Total General Costs	\$48,134,222	\$57,818,885	\$68,649,651	\$68,649,651	\$62,828,537	(\$5,821,114)
Internal Service Charges	2,509,838	3,257,148	3,146,447	3,146,447	2,241,630	(904,817)
General Fund contribution to CIP Fund	10,391,339	16,715,970	8,688,936	9,688,936	6,449,460	(3,239,476)
General Fund - Projects and CIP	9,301,679	8,160,487	1,223,857	1,223,857	1,423,857	200,000
TABOR Refund/Retention	0	34,618,840	0	0	0	0
Total General Fund Budget	\$347,508,276	\$432,423,710	\$421,080,552	\$422,080,552	\$428,284,805	\$6,204,253
Total FTE - budgeted	2,081.75	2,167.50	2,308.25	2,327.25	2,366.75	39.50

* 2023 Amended Budget as of 8/31/2023

2024 Expenditure Summary

Department	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Public Safety Sales Tax (PSST) Fund						
Fire						
Salaries/Benefits/Pensions	\$16,153,683	\$19,239,460	\$20,980,663	\$20,980,663	\$21,885,016	\$904,353
Operating	1,921,521	2,457,402	3,875,845	3,875,845	2,708,628	(1,167,217)
Capital Outlay	198,350	631,133	196,256	196,256	77,256	(119,000)
Capital Projects	228,714	1,082,800	2,791,159	4,791,159	0	(4,791,159)
Total	\$18,502,268	\$23,410,795	\$27,843,923	\$29,843,923	\$24,670,900	(\$5,173,023)
FTE - budgeted	106.50	131.50	138.50	138.50	138.50	0.00
Police						
Salaries/Benefits/Pensions	\$16,399,265	\$21,465,696	\$22,658,185	\$22,658,185	\$23,032,749	\$374,564
Operating	3,253,886	4,779,980	4,666,678	4,666,678	4,258,837	(407,841)
Capital Outlay	211,454	1,011,540	1,500,000	1,500,000	0	(1,500,000)
Capital Projects	8,408	89,161	2,000,000	2,000,000	0	(2,000,000)
Total	\$19,873,013	\$27,346,377	\$30,824,863	\$30,824,863	\$27,291,586	(\$3,533,277)
FTE - budgeted	135.00	158.00	170.75	171.75	171.75	0.00
Total PSST Fund	\$38,375,281	\$50,757,172	\$58,668,786	\$60,668,786	\$51,962,486	(\$8,706,300)
Total FTE - budgeted	241.50	289.50	309.25	310.25	310.25	0.00
Enterprise Funds						
Airport						
Salaries/Benefits/Pensions	\$3,752,353	\$2,848,443	\$10,024,649	\$10,024,649	\$13,521,162	\$3,496,513
Operating	3,761,076	17,261,797	113,862,437	113,862,437	47,619,438	(66,242,999)
Capital Outlay	198,464	191,589	278,078	278,078	266,090	(11,988)
Debt Service	405,120	389,333	2,173,138	2,173,138	1,781,095	(392,043)
CIP	10,347,759	1,717,379	33,950,000	33,950,000	34,800,000	850,000
Grant	24,949,588	10,880,920	65,700,000	65,700,000	33,000,000	(32,700,000)
Total	\$43,414,360	\$33,289,461	\$225,988,302	\$225,988,302	\$130,987,785	(\$95,000,517)
FTE - budgeted	117.00	117.00	121.00	122.00	122.00	0.00
Cemetery Enterprise						
Salaries/Benefits/Pensions	\$423,970	\$525,449	\$589,378	\$589,378	\$663,466	\$74,088
Operating	1,092,154	1,204,058	1,304,775	1,304,775	1,297,695	(7,080)
Capital Outlay	0	0	0	0	0	0
Total	\$1,516,124	\$1,729,507	\$1,894,153	\$1,894,153	\$1,961,161	\$67,008
FTE - budgeted	6.00	6.00	6.00	7.00	7.00	0.00
Development Review Enterprise						
Salaries/Benefits/Pensions	\$1,990,060	\$2,593,353	\$2,971,100	\$2,971,100	\$3,103,594	\$132,494
Operating	740,075	502,782	959,258	959,258	926,964	(32,294)
Capital Outlay	104,167	3,728	15,000	15,000	77,000	62,000
Total	\$2,834,302	\$3,099,863	\$3,945,358	\$3,945,358	\$4,107,558	\$162,200
FTE - budgeted	26.00	26.00	26.00	26.00	26.00	0.00

2024 Expenditure Summary

Department	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Memorial Health System						
Salaries/Benefits/Pensions	\$2,569	(\$6,608)	\$0	\$0	\$0	\$0
Operating	4,249,530	2,536,033	5,649,152	7,115,000	5,650,417	(1,464,583)
Capital Outlay	0	0	0	0	0	0
Total	\$4,252,099	\$2,529,425	\$5,649,152	\$7,115,000	\$5,650,417	(\$1,464,583)
FTE - budgeted	0.00	0.00	0.00	0.00	0.00	0.00
Parking System						
Salaries/Benefits/Pensions	\$842,957	\$1,181,136	\$1,559,690	\$1,559,690	\$1,957,480	\$397,790
Operating	1,719,896	2,151,064	2,868,907	2,868,907	3,588,463	719,556
Capital Outlay	52,302	23,065	82,500	82,500	222,500	140,000
Debt Service	137,628	119,737	863,312	863,312	864,601	1,289
CIP Projects	2,216,605	1,533,705	6,000,000	6,000,000	4,600,000	(1,400,000)
Total	\$4,969,388	\$5,008,707	\$11,374,409	\$11,374,409	\$11,233,044	(\$141,365)
FTE - budgeted	12.00	16.00	17.75	18.50	21.50	3.00
Patty Jewett Golf Course						
Salaries/Benefits/Pensions	\$735,042	\$810,730	\$858,484	\$858,484	\$866,797	\$8,313
Operating	1,299,184	1,194,812	1,539,264	1,539,264	1,674,958	135,694
Capital Outlay	225,829	1,023,273	450,000	450,000	380,291	(69,709)
Total	\$2,260,055	\$3,028,815	\$2,847,748	\$2,847,748	\$2,922,046	\$74,298
FTE - budgeted	7.00	7.00	7.00	7.00	7.00	0.00
Pikes Peak - America's Mountain						
Salaries/Benefits/Pensions	\$1,711,314	\$2,196,789	\$2,338,012	\$2,338,012	\$2,791,810	\$453,798
Operating	2,515,518	2,622,831	3,368,300	3,368,300	3,983,352	615,052
Capital Outlay	67,020	282,395	266,200	266,200	175,000	(91,200)
Debt Service	1,357,681	1,331,957	1,949,838	1,949,838	1,946,338	(3,500)
CIP Projects	9,704,359	815,487	450,000	450,000	500,000	50,000
Total	\$15,355,892	\$7,249,459	\$8,372,350	\$8,372,350	\$9,396,500	\$1,024,150
FTE - budgeted	19.00	19.00	23.00	23.50	23.50	0.00
Stormwater Enterprise						
Salaries/Benefits/Pensions	\$3,154,129	\$3,686,592	\$4,267,049	\$4,267,049	\$4,603,842	\$336,793
Operating	9,339,981	5,080,132	7,342,145	7,342,145	7,068,098	(274,047)
Capital Outlay	53,080	278,250	0	0	0	0
CIP Projects	2,545,831	7,065,518	18,697,000	18,697,000	16,454,800	(2,242,200)
Grants	1,006,321	0	44,600,000	44,600,000	35,400,000	(9,200,000)
Total	\$16,099,342	\$16,110,492	\$74,906,194	\$74,906,194	\$63,526,740	(\$11,379,454)
FTE - budgeted	34.00	33.00	33.00	36.00	36.00	0.00
Valley Hi Golf Course						
Salaries/Benefits/Pensions	\$361,104	\$380,057	\$413,975	\$413,975	\$416,035	\$2,060
Operating	814,544	678,865	992,808	992,808	1,021,574	28,766
Capital Outlay	0	0	0	0	0	0
Total	\$1,175,648	\$1,058,922	\$1,406,783	\$1,406,783	\$1,437,609	\$30,826
FTE - budgeted	3.00	3.00	3.00	3.00	3.00	0.00

2024 Expenditure Summary

Department	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Office Services Fund						
Salaries/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
FTE - budgeted	9.00	9.00	9.00	9.00	9.00	0.00
Radio Communications Fund						
Salaries/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)
Capital Outlay	0	0	0	0	0	0
Total	\$1,589,861	\$1,503,359	\$1,755,798	\$1,755,798	\$1,751,526	(\$4,272)
FTE - budgeted	8.00	8.00	8.00	8.00	8.00	0.00
Special Revenue Funds						
TOPS						
Salaries/Benefits/Pensions	\$1,733,301	\$1,932,774	\$2,598,269	\$2,598,269	\$2,533,219	(\$65,050)
Operating	1,707,270	1,615,068	1,975,689	1,975,689	1,997,039	21,350
Capital Outlay	75,569	10,000	0	0	0	0
CIP Projects	6,250,703	5,631,772	3,730,000	11,585,000	4,396,000	(7,189,000)
Total	\$9,766,843	\$9,189,614	\$8,303,958	\$16,158,958	\$8,926,258	(\$7,232,700)
FTE - budgeted	18.50	19.50	20.75	20.00	20.00	0.00
CTF						
Salaries/Benefits/Pensions	\$4,149,505	\$4,678,518	\$5,096,651	\$5,096,651	\$5,105,743	\$9,092
Operating	526,478	891,642	981,319	981,319	1,405,793	424,474
Capital Outlay	92,435	25,863	0	0	0	0
CIP Projects	85,009	63,417	305,000	305,000	825,000	520,000
Total	\$4,853,427	\$5,659,440	\$6,382,970	\$6,382,970	\$7,336,536	\$953,566
FTE - budgeted	43.00	41.50	44.00	44.50	44.50	0.00
Internal Services Funds						
Claims Reserve						
Salaries/Benefits/Pensions	\$219,602	\$384,651	\$702,671	\$702,671	\$788,405	\$85,734
Operating	819,388	3,397,022	1,661,229	1,661,229	1,533,495	(127,734)
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)
FTE - budgeted	4.00	6.00	7.00	7.00	7.00	0.00
Employee Benefits Self-Insurance						
Salaries/Benefits/Pensions	\$441,169	\$557,527	\$735,877	\$735,877	\$770,442	\$34,565
Operating	36,110,820	39,266,541	44,731,628	44,731,628	48,068,502	3,336,874
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
FTE - budgeted	4.00	6.00	6.00	6.00	6.00	0.00

2024 Expenditure Summary

Department	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Workers' Compensation						
Salaries/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	7,245,475	7,245,475	7,428,760	183,285
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
FTE - budgeted	10.75	11.75	11.75	11.75	11.75	0.00
Special Districts (SIMDs and GID)						
Briargate SIMD						
Salaries/Benefits/Pensions	\$453,658	\$546,346	\$0	\$0	\$0	\$0
Operating	577,655	697,795	379,500	379,500	0	(379,500)
Capital Outlay	70,976	252,166	0	0	0	0
Total	\$1,102,289	\$1,496,307	\$379,500	\$379,500	\$0	(\$379,500)
FTE - budgeted	4.50	4.50	0.00	0.00	0.00	0.00
Colorado Gateway SIMD						
Salaries/Benefits/Pensions	\$0	\$0	\$234	\$234	\$234	\$0
Operating	7,167	64	6,610	6,610	10,819	4,209
Capital Outlay	0	0	0	0	0	0
Total	\$7,167	\$64	\$6,844	\$6,844	\$11,053	\$4,209
FTE - budgeted	0.00	0.00	0.00	0.00	0.00	0.00
Norwood SIMD						
Salaries/Benefits/Pensions	\$281,826	\$287,705	\$419,890	\$419,890	\$409,834	(\$10,056)
Operating	440,505	685,609	606,391	606,391	642,296	35,905
Capital Outlay	149,260	25,070	114,000	114,000	114,000	0
Total	\$871,591	\$998,384	\$1,140,281	\$1,140,281	\$1,166,130	\$25,849
FTE - budgeted	4.00	4.00	4.00	4.00	4.00	0.00
Old Colorado City SIMD						
Salaries/Benefits/Pensions	\$85,833	\$98,988	\$103,036	\$103,036	\$105,082	\$2,046
Operating	39,932	37,354	36,986	36,986	43,177	6,191
Capital Outlay	983	6,705	5,000	5,000	6,500	1,500
Total	\$126,748	\$143,047	\$145,022	\$145,022	\$154,759	\$9,737
FTE - budgeted	1.00	1.00	1.00	1.00	1.00	0.00
Platte Avenue SIMD						
Salaries/Benefits/Pensions	\$0	\$0	\$582	\$582	\$582	\$0
Operating	13,647	13,574	18,355	18,355	20,566	2,211
Capital Outlay	0	0	0	0	0	0
Total	\$13,647	\$13,574	\$18,937	\$18,937	\$21,148	\$2,211
FTE - budgeted	0.00	0.00	0.00	0.00	0.00	0.00
Stetson Hills SIMD						
Salaries/Benefits/Pensions	\$130,694	\$140,591	\$159,605	\$159,605	\$182,028	\$22,423
Operating	279,835	326,763	304,857	304,857	317,424	12,567
Capital Outlay	0	0	0	0	0	0
Total	\$410,529	\$467,354	\$464,462	\$464,462	\$499,452	\$34,990
FTE - budgeted	1.00	1.00	1.00	1.00	1.00	0.00

2024 Expenditure Summary

Department	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Woodstone SIMD						
Salaries/Benefits/Pensions	\$0	\$0	\$234	\$234	\$234	\$0
Operating	42,255	25,756	38,338	38,338	40,349	2,011
Capital Outlay	0	0	0	0	0	0
Total	\$42,255	\$25,756	\$38,572	\$38,572	\$40,583	\$2,011
FTE - budgeted	0.00	0.00	0.00	0.00	0.00	0.00
Briargate GID 2021						
Salaries/Benefits/Pensions	\$0	\$0	\$527,792	\$527,792	\$590,591	\$62,799
Operating	0	0	864,606	864,606	905,018	40,412
Capital Outlay	0	0	205,000	205,000	427,000	222,000
Total	\$0	\$0	\$1,597,398	\$1,597,398	\$1,922,609	\$325,211
FTE - budgeted	0.00	0.00	5.50	5.75	5.75	0.00
Total of Special District Funds	\$2,574,226	\$3,144,486	\$3,791,016	\$3,791,016	\$3,815,734	\$24,718
Total FTE - budgeted	10.50	10.50	11.50	11.75	11.75	0.00

* 2023 Amended Budget as of 8/31/2023

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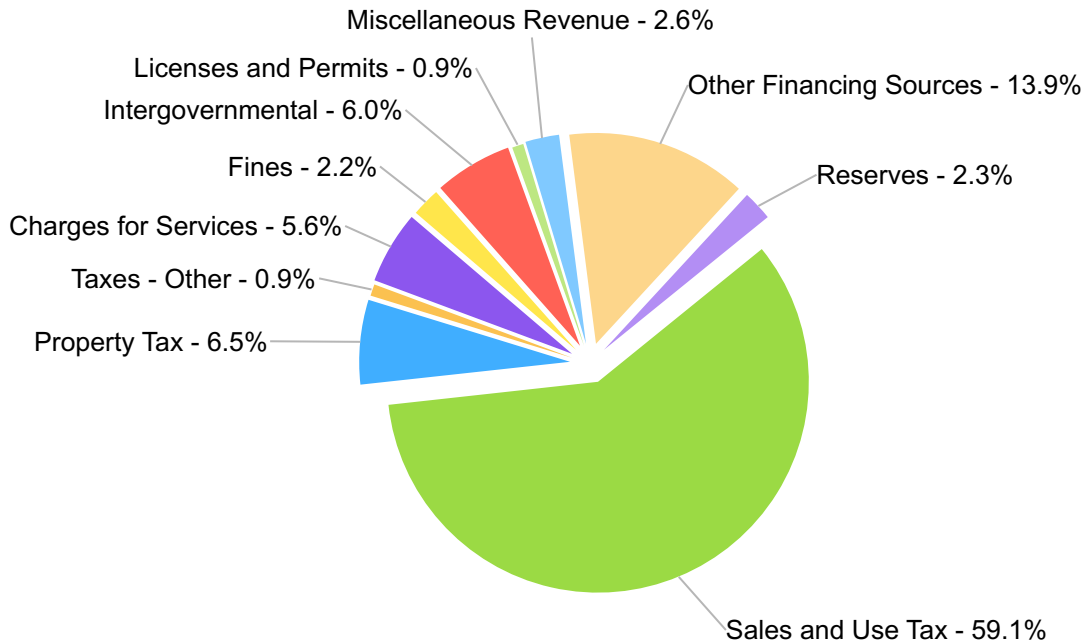
2024 GENERAL FUND REVENUE

\$428,284,805

Revenue Type	2022 Actual	2023 Budget	2023 End-of-Year Forecast	2024 Budget	2024 Budget - 2023 Budget	2024 - 2023 Budget % Change
Sales and Use Tax	\$242,946,999	\$252,740,000	\$246,421,500	\$252,740,000	\$0	0.00 %
Property Tax	26,090,296	26,055,412	25,759,819	27,705,217	1,649,805	6.33 %
Taxes - Other	3,798,860	4,049,619	3,816,033	4,054,619	5,000	0.12 %
Charges for Services	21,283,807	20,885,000	21,507,470	23,901,587	3,016,587	14.44 %
Fines	6,771,618	8,984,482	6,670,867	9,234,482	250,000	2.78 %
Intergovernmental	24,392,148	25,897,079	24,242,225	25,897,079	0	0.00 %
Licenses and Permits	3,334,487	3,358,950	3,265,227	3,849,810	490,860	14.61 %
Miscellaneous Revenue	4,859,810	10,712,285	10,835,967	11,259,641	547,356	5.11 %
Other Financing Sources*	62,495,834	56,597,264	56,463,273	59,642,370	3,045,106	5.38 %
Reserves**	0	11,800,461	11,800,461	10,000,000	(1,800,461)	(15.26)%
General Fund Revenue	\$395,973,859	\$421,080,552	\$410,782,842	\$428,284,805	\$7,204,253	1.71 %
*Capital Lease Proceeds	\$9,033,077	\$7,853,887	\$7,853,887	\$8,588,307	\$734,420	9.35 %

* Capital Lease Proceeds are budgeted as part of Other Financing Sources to account for the recording of proceeds from the financing source for the full amount of the assets that are leased in that year. This revenue entirely offsets the corresponding Capital Lease Purchase expenditure.

** Reserve funds result from the under expenditure of budgets or from the receipt of revenue which is greater than the budgeted amount in prior years.

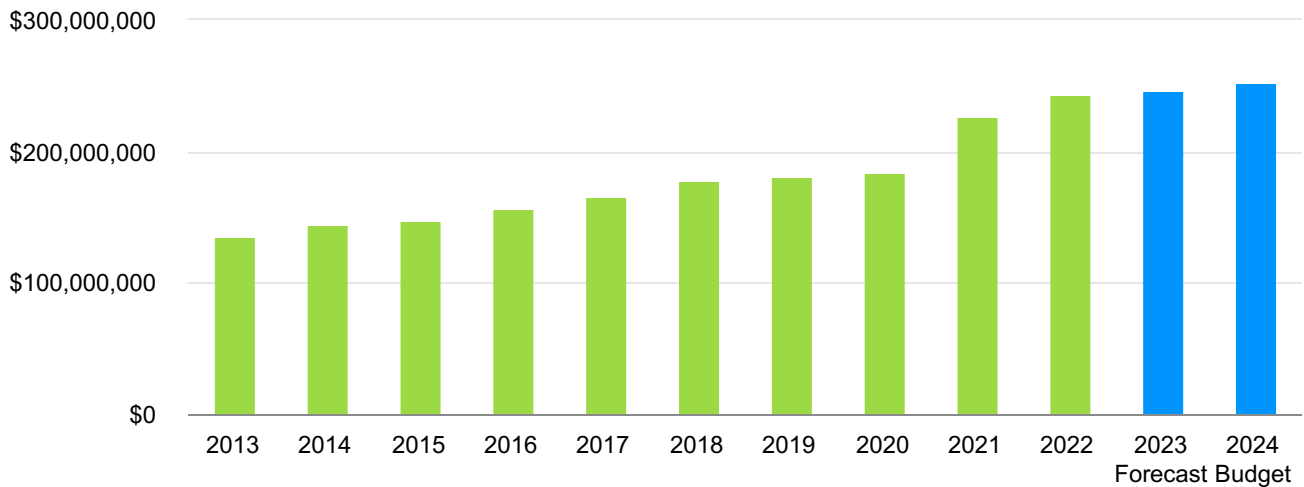


2024 GENERAL FUND SALES & USE TAX REVENUE

\$252,740,000

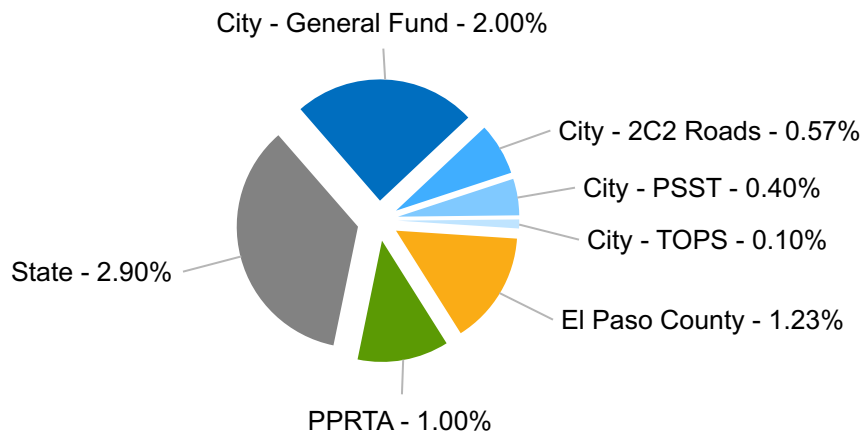
- Largest source of revenue for the City's General Fund
- Budgeted to grow 0.0% over the 2023 budget

Sales and Use Tax History and Budget



Total Local Sales Tax Rate 8.20%

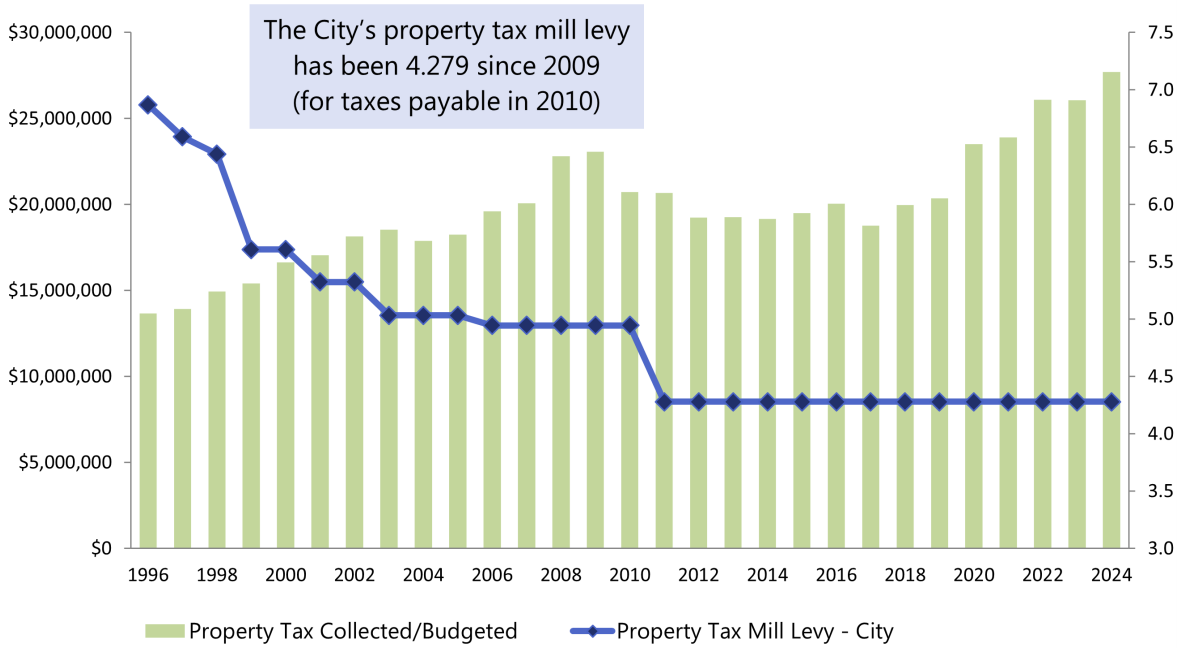
Total City Sales Tax Rate 3.07%



2024 GENERAL FUND PROPERTY TAX REVENUE

\$27,705,217

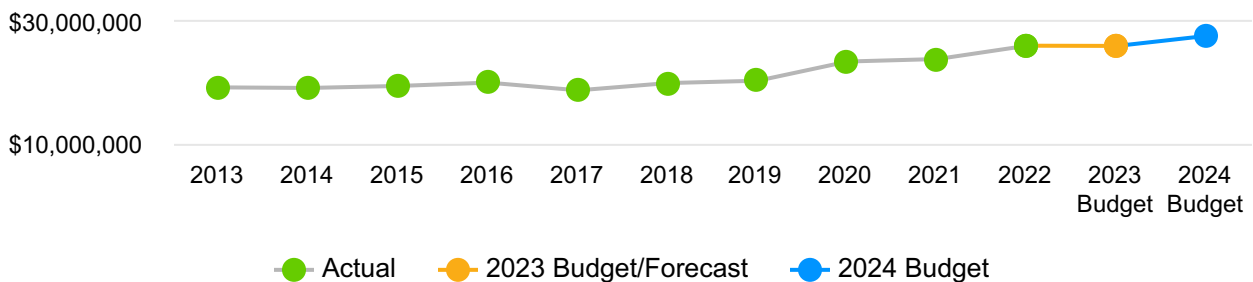
Property Tax



mill levy is stated in year the taxes are payable

The City levies an ad valorem tax on real property and business personal property within the City limits. To reward and encourage business expansion and relocation, the 2024 budget includes a 100% Business Personal Property Tax (BPPT) Tax Credit program, making the City's business tax environment more competitive and equitable across industries. Due to the reassessment of real property within the City during 2023 and the decrease in valuation and assessment rates due to SB22-238 and SB 23-23B-001, the City anticipates exceeding the TABOR Property Tax limit by approximately \$6.2 million for 2023 taxes payable in 2024. To provide some property tax relief to citizens and to reduce the property tax revenue received by the City to below the TABOR Property Tax limit, the 2024 Budget includes a temporary mill levy tax credit on real property of 0.70 mills.

Property Tax History and Budget

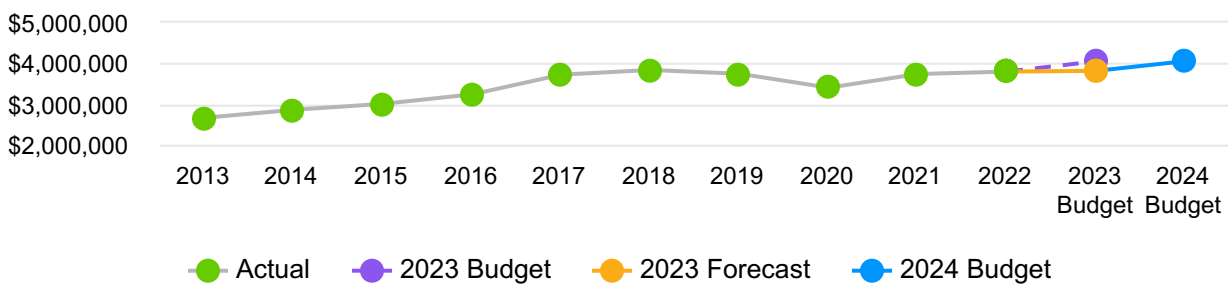


2024 GENERAL FUND OTHER TAX REVENUE

Other Taxes Revenue - \$4,054,619

Includes occupational tax on establishments selling alcoholic beverages and specific ownership taxes imposed by the State. 2020 revenue experienced a decline largely due to admissions taxes collected by movie theaters, which were closed most of the year due to the COVID-19 pandemic. The 2023 Forecast is lower than budget due to lower collection of admissions taxes and specific ownership taxes (related to automobile sales) than expected. The 2024 Budget is projected to increase slightly due to projections for occupational tax on liquor establishments.

Other Taxes Revenue History and Budget

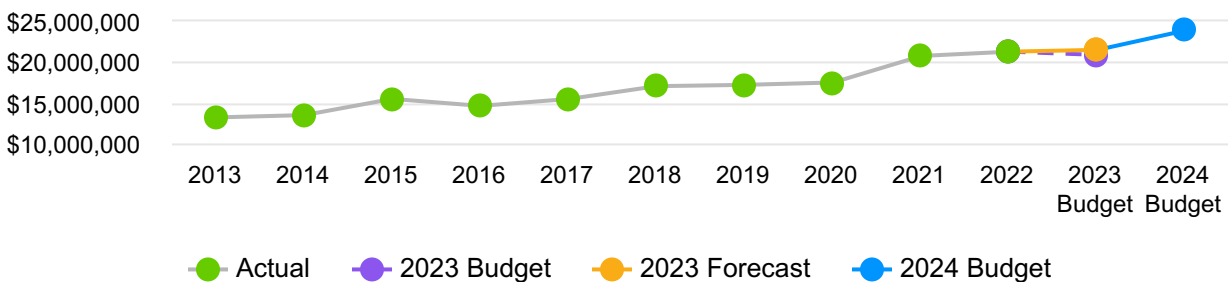


MAJOR NON-TAX REVENUE SOURCES

Charges for Services - \$23,901,587

Includes charges and fees for specific City services (i.e. plan review fees, park field rentals) and reimbursement from enterprises for provision of services. The 2023 forecasted end of year revenue is higher than budgeted due to increased revenue in Public Works for traffic control permits and pavement degradation fees, and in the Police Department for impound lot revenue. The 2024 projected increase is mainly due to increased fees in Public Works.

Charges for Services History and Budget



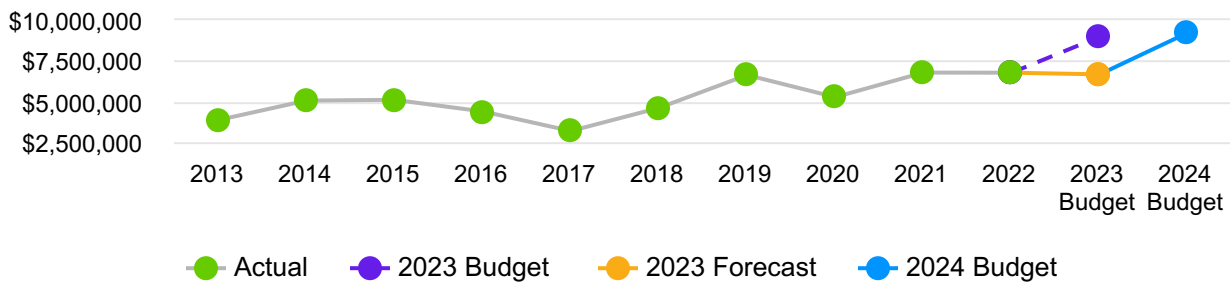
2024 GENERAL FUND

MAJOR NON-TAX REVENUE SOURCES (cont'd)

Fines - \$9,234,482

Includes fines from general violations, parking meter violations, and traffic violations. There was a large decrease in traffic violation revenue during 2020 due to the stay at home orders resulting from the COVID-19 pandemic. Even though actual revenue has not kept pace with the budget in recent years, the 2024 Budget will largely remain the same due to anticipated traffic enforcement efforts. There will also be an increase to the pedestrian safety fee in order to fund the addition of school zones.

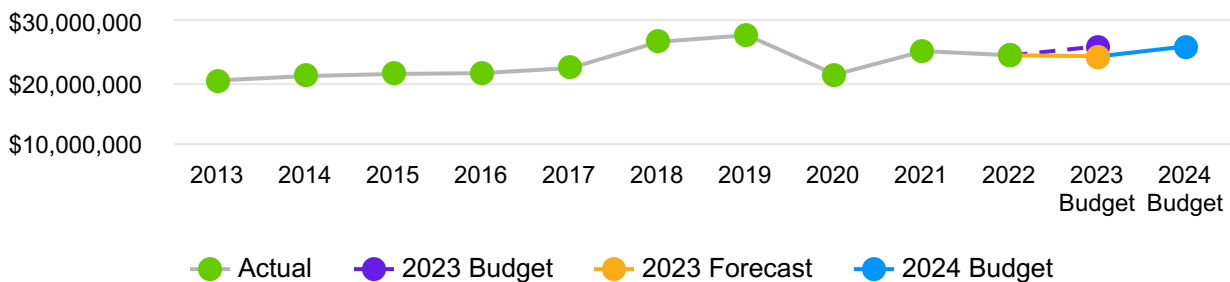
Fines History and Budget



Intergovernmental Revenue - \$25,897,079

Includes state imposed excise taxes on gasoline and special fuels and vehicle registration fees – Highway Users Tax Fund (HUTF), and the El Paso County Road and Bridge mill levy. There was a sharp decrease in HUTF revenue during 2020, as fewer drivers were on the road, reducing the amount of gasoline purchased. The 2023 Forecast is lower than Budget due to delayed collections of fees imposed by the [Colorado State Transportation Plan](#). The anticipated budget for HUTF funding is projected to remain flat for 2024 related to future impacts of the State Plan.

Intergovernmental Revenue History and Budget

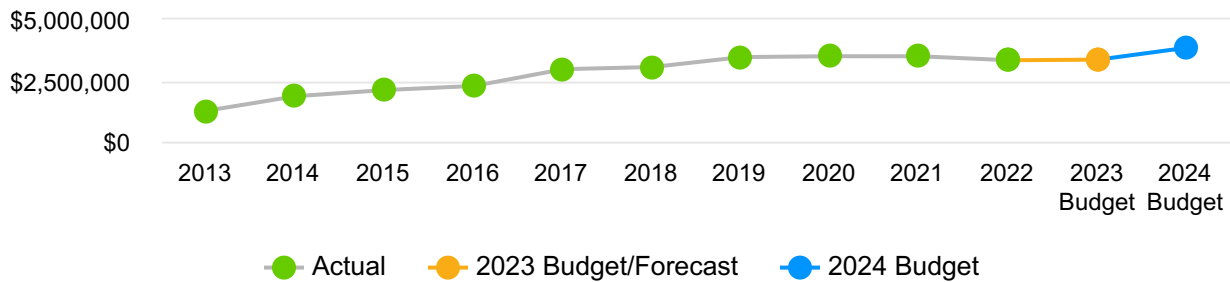


2024 GENERAL FUND MAJOR NON-TAX REVENUE SOURCES (cont'd)

Licenses and Permits - \$3,849,810

Includes revenue from City-issued licenses and permits (such as medical marijuana business licenses, liquor licenses, and concrete/excavation permits). The revenue for licenses and permits has remained fairly flat in recent years. For 2024, there is an increase in projected revenue related to a fee increase for excavation permits in Public Works.

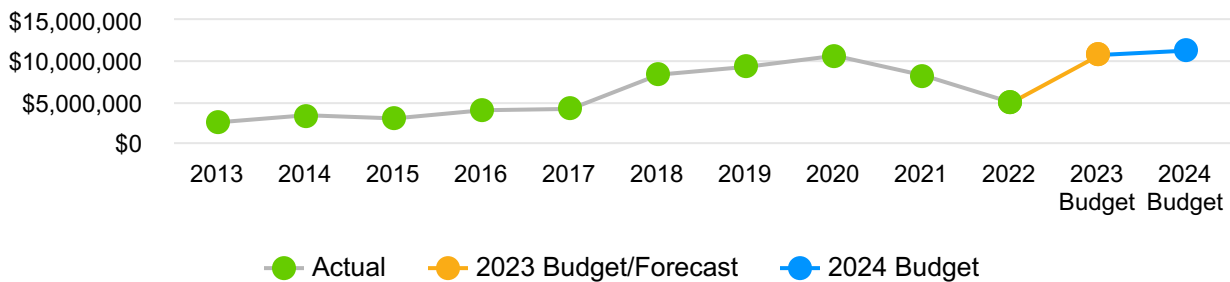
Licenses and Permits History and Budget



Miscellaneous Revenue - \$11,259,641

Includes revenue from miscellaneous sources that include, but are not exclusive to, interest income, rental revenue, rebates, and insurance. The increases in the 2024 Budget are largely related to higher interest revenue projections.

Miscellaneous Revenue History and Budget



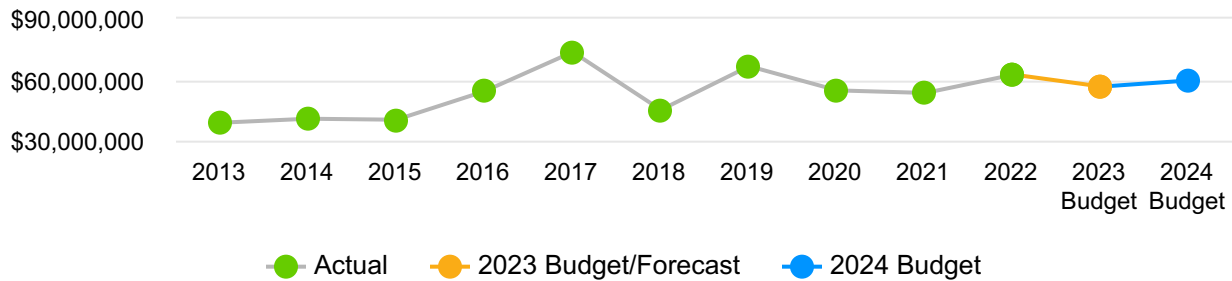
2024 GENERAL FUND

MAJOR NON-TAX REVENUE SOURCES (cont'd)

Other Financing Sources - \$59,642,370

Includes utilities surplus revenue, capital lease proceeds, as well as reimbursements from grants, gift trust funds, and sales of assets. This category is more volatile due to capital lease proceeds, which record the full amount of assets that are leased in a given year. This revenue source entirely offsets the corresponding capital lease purchase expenditure in General Costs. The increase in the 2024 Budget is due to increased capital lease proceeds, grant reimbursements, and reimbursement from Colorado Springs Utilities for contracted inspectors in Public Works as part of fiber network installation city-wide.

Other Financing Sources History and Budget



Reserve Funds - \$10,000,000

Reserve funds result from under expenditure of budget in prior fiscal years or from the receipt of revenue which is greater than the budgeted amount.

Taxpayer's Bill of Rights (TABOR) Calculation

The revenue limitation provisions of the State TABOR and the City Charter continue to impact the City's fiscal condition. TABOR establishes an annual City revenue cap. Any City revenue subject to the cap received above the annual revenue cap must be refunded to local taxpayers or can be retained upon voter approval.

Under TABOR, the annual growth formula is applied to either previous year's actual revenue or to the previous year's TABOR revenue limit, whichever is less. During periods of economic downturn and lagging City revenue collections, City revenue can fall below the TABOR revenue limit for that year. In that event, the TABOR growth formula for the next fiscal year is applied to the actual revenue amount, not the higher TABOR limit. Thus, the TABOR limit is ratcheted down. In subsequent years, when the economy and City revenue rebound, the TABOR formula increase is applied to the lower previous year's actual revenue.

While the calculation of the annual TABOR revenue cap appears to be relatively straightforward, it is difficult as data for both of the growth components is not available until well after the start of the fiscal year in question. Specifically, the Denver/Boulder/Greeley Consumer Price Index (CPI) figure is not available until early spring of the fiscal year to which it is to be applied. Similarly, the data for the local growth component is not available from the County Assessor until November of the year to which it is to be applied. Thus, in preparing the budget for the next year, it is necessary to forecast the CPI and local growth. The annual TABOR revenue cap is calculated through the application of the percentage change in the CPI and local growth for the previous calendar year to actual City revenue for the previous year. Local growth is the net change in the market value of construction expressed as a percent of all taxable and nontaxable property on the assessment rolls plus the value of new annexations.

The TABOR revenue limitation applies to total fiscal year spending, but also specifically to Property Tax revenue. For the 2024 growth formula, the percentage change in the CPI is projected to be 5.2% and local growth is expected to be 1.9%. Thus, the combined formula increase is projected to total 7.1%. Property tax revenue is not anticipated to exceed the TABOR revenue limit because of a temporary mill levy credit of the City's portion of 2023 property tax that is payable in 2024. Other General Fund revenue is not expected to exceed the TABOR revenue limit in 2024.

Level of Effort Overview

The following calculations are provided to demonstrate the commitments made to taxpayers, either as part of ballot language or as intended targets, to maintain the level of General Fund spending in each of these areas.

Pikes Peak Rural Transportation Authority (PPRTA)

General Fund Transportation Level of Effort (LOE)

	2017 Budget Maintenance of Effort Requirement	2022	2023	2024
City Engineering	\$2,418,651	\$4,830,481	\$4,596,192	\$4,705,920
Engineering Development Review <i>(combined with City Engineering during 2022, back to Planning in 2023)</i>	395,841	0	481,331	491,855
Public Works Operations and Maintenance	8,629,856	15,148,472	16,909,985	15,713,672
Traffic Engineering	3,252,558	4,087,908	4,324,196	5,065,704
Fleet Maintenance	3,246,047	4,748,450	4,684,392	6,242,199
Radio Communications	395,211	449,223	462,477	461,352
Total Transportation Maintenance	\$18,338,164	\$29,264,534	\$31,458,573	\$32,680,702
\$ Above the MOE		\$10,926,370	\$13,120,409	\$14,342,538

General Fund Transit Level of Effort (LOE)

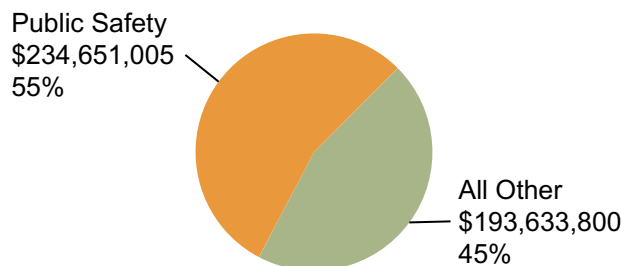
	2017 Budget Maintenance of Effort Requirement	2022	2023	2024
Transit	\$5,717,896	\$8,255,947	\$9,538,913	\$9,948,443
% change in Transit Funding		8.0%	15.5%	4.3%
\$ Above the MOE		\$2,538,051	\$3,821,017	\$4,230,547

In 2022, the PPRTA Board approved a change in the base year used to calculate the level of effort from 2004, when the initial Intergovernmental Agreement (IGA) was signed, to 2017. This change was effective for the 2023 Budget.

Public Safety Sales Tax (PSST)

The Public Safety Sales Tax (PSST) requires General Fund Public Safety budget allocations, including the Police and Fire Departments, the Office of Emergency Management, as well as the Police and Fire Functions of Fleet, IT, and Radio **be at least 47.65% of General Fund; in 2024 it is 54.79%.**

Public Safety Level of Effort



Road Maintenance

From 2012-2014, the Public Works Operations and Maintenance Division spent an average of **\$2.7 million** per year from the General Fund on **street and road maintenance**. The City is committed to maintain General Fund spending, or level of effort, on street and road maintenance at the \$2.7 million level. This 2024 Budget honors that commitment - the portion of the Public Works Operations and Maintenance budget that is specific to **street and road maintenance** is **\$4.1 million**. Therefore, the City is spending **\$1.4 million** above the level of effort amount of \$2.7 million.

Transportation – Highways and Streets City (non-PPRTA) Transportation Revenue and Expenditures

Revenue	2023 Original Budget	2024 Original Budget
Highway User Tax - Regular	\$21,921,579	\$21,921,579
Highway User Tax - Additional Fees	1,575,000	1,575,000
Road & Bridge	1,100,000	1,100,000
Line (1) HUTF & Road & Bridge Generated Transportation Revenues	\$24,596,579	\$24,596,579
Highways and streets permits and fees	\$2,851,000	\$2,851,000
Signal maintenance	2,583,230	3,357,230
<i>Highways & Streets portion of Miscellaneous-Other Revenue</i>	8,500	8,500
<i>Highways & Streets portion of Miscellaneous-Interfund Services Provided</i>	4,809,397	4,909,397
<i>Highways & Streets portion of Business Licenses and Permits</i>	1,701,000	2,203,000
<i>School Safety Surcharge portion of Court Costs and Charges</i>	532,777	782,777
Line (2) Other Revenue	\$12,485,904	\$14,111,904
Line (3) TOTAL REVENUE	\$37,082,483	\$38,708,483
Expenditures	2023 Original Budget	2024 Original Budget
<i>Highways & Streets portion of Maintenance of Condition</i>	\$20,288,669	\$21,919,446
Traffic services	4,324,196	5,375,704
Engineering	7,547,445	7,887,697
<i>Highways & Streets portion of Transfer out to capital improvement projects</i>	2,902,409	3,168,395
Transit *	3,524,487	3,524,487
Fleet maintenance, fuel, vehicle lease***	7,094,702	10,381,540
Line (4) TOTAL EXPENDITURES	\$45,681,908	\$52,257,269
Administration - 5% of the HUTF revenue **	1,174,829	1,174,829
Line (5) TOTAL EXPENDITURES INCLUDING ADMIN COSTS	\$46,856,737	\$53,432,098
Line (5) -Line(3) Total Expenditures in Excess of Total Revenue	\$9,774,254	\$14,723,615

- * No more than 15% of the total amount of HUTF revenue can be counted for transit-related operational purposes.
 ** Per HUTF CRS 43-4-208. Municipal allocation - The amount to be expended for administrative purposes shall not exceed 5% of each City's share of the funds available.
 *** For the 2024 Budget, the fleet maintenance function has been insourced.

Economic Overview

Economic Overview

The Mayor and City Council support enhancing the local business climate, retaining existing businesses and jobs, and bringing new companies and industries to Colorado Springs. The City of Colorado Springs has a portfolio of economic development programs. Economic development agreements primarily are executed with criteria that are performance-based.

The following sections display the City’s portion of shared revenue or direct payments provided for economic development efforts through Urban Renewal Areas, Economic Development Partners, Economic Development Programs, and other Economic Development Agreements.

Urban Renewal Areas

City Council has approved fifteen Urban Renewal Areas (URAs) in the City, as listed below. All fifteen have Tax Increment Financing (TIF) agreements in place for property tax sharing. Tax increment financing is a method of using tax collections within a designated area to finance public infrastructure or other improvements. Infrastructure improvements may include upgraded on-site drainage systems and adjacent intersections, roadway capacity, and pedestrian improvements, etc. Currently the Copper Ridge, City Gate 2.0, Gold Hill Mesa Commercial, Hancock Commons, Ivywild Neighborhood, Museum and Park, North Nevada Avenue, South Nevada Avenue, Tejon and Costilla, and True North Commons URAs have additional sales tax TIF sharing agreements.

Property Tax TIF

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

Property Tax Revenue *	2021 Actual	2022 Actual	2023 Projection	2024 Projection
City Auditorium URA	\$2,332	\$2,486	\$10,253	\$13,864
CityGate URA ²	1,787	1,905	2,021	0
CityGate URA 2.0	0	0	0	4,644
Copper Ridge at Northgate URA	112,961	119,928	133,904	158,265
Gold Hill Mesa URA	63,463	67,661	78,733	75,645
Gold Hill Mesa Commercial URA	0	0	0	262
Hancock Commons URA ¹	0	0	0	0
Ivywild Neighborhood URA	7,125	8,989	9,779	8,794
Museum and Park URA	0	1,769	1,901	82
North Nevada Avenue URA	133,153	129,233	158,435	126,047
South Nevada Avenue URA	5,660	9,928	10,674	19,176
Southwest Downtown URA	1,451	1,725	1,855	1,307
Tejon and Costilla URA	0	5,600	6,020	20,224
True North Commons URA ¹	0	0	0	0
Vineyard Property URA	41,816	42,592	45,791	34,272

* Property tax TIF revenue is collected by the El Paso County Treasurer and disbursed directly to the URA.

¹ These are approved URA Plans; however, based upon assessed valuation certifications from the County, there is no property tax TIF revenue expected for 2024.

² CityGate URA plan was terminated on March 14, 2023 and replaced with CityGate URA 2.0.

Urban Renewal Areas (cont'd)

Sales Tax TIF

City Council approved Resolution No. 46-06, dated April 11, 2006, adopting guidelines for the use of sales tax revenue to promote economic activity, job creation, and assist urban renewal area projects. This funding comes from a portion of the new sales tax revenue generated from the new retail businesses that locate within the designated boundaries.

Shared Sales Tax Revenue **	2021 Actual	2022 Actual	2023 Budget	2024 Budget
CityGate 2.0 URA	\$0	\$0	\$0	\$0
Copper Ridge at Northgate URA	1,488,771	1,661,894	1,500,000	1,450,000
Gold Hill Mesa Commercial URA	0	0	0	0
Hancock Commons URA	0	0	0	0
Ivywild Neighborhood URA	0	26,523	15,000	20,000
Museum and Park URA	0	0	10,000	2,500
North Nevada Avenue URA	5,112,808	5,585,833	5,200,000	5,400,000
South Nevada Avenue URA	265,029	555,024	275,000	400,000
Tejon and Costilla URA	0	107,344	25,000	135,000
True North Commons URA	0	0	0	0

** Sales tax revenue is collected by the City's Sales and Use Tax Division. The amount of shared revenue is paid to the URA.

Economic Development Partners

For 2024, the City of Colorado Springs will utilize the General Fund to partner with the following organizations:

Colorado Springs Chamber & EDC is a privately funded organization whose sole purpose is to provide primary employers with complementary, comprehensive relocation and expansion services. Colorado Springs Chamber & EDC is focused on the attraction, retention, and creation of quality jobs for the region. It is the only organization that actively works to bring into our region the primary employers who import wealth and jobs. The success of our primary employers is key to our economic vitality, the future of our community, and the preservation of our quality of life in the entire region.

Small Business Development Center (SBDC) is one of 14 Colorado Small Business Development Centers. The Colorado SBDC Network is a partnership between the Federal Small Business Administration (SBA) and the State of Colorado. The SBDC is dedicated to helping small businesses in the region achieve their goals of growth, expansion, innovation, increased productivity, management improvement, and success. In partnership with the Colorado Springs Chamber & EDC and the City, the SBDC provides one-on-one business counseling and training to business startups and existing businesses. The main objective is to foster the successful growth and development of small businesses that result in a positive economic impact.

Expenditures	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Colorado Springs Chamber & EDC	\$75,000	\$102,000	\$130,000	\$130,000
Small Business Development Center (SBDC)	115,000	115,000	115,000	115,000
Annual Expenditures	\$190,000	\$217,000	\$245,000	\$245,000

The City of Colorado Springs also provides funding to economic development partners using Lodgers and Automobile Rental Tax (LART) funds. Please see the All Funds Overview section.

Economic Development Programs

Economic Development Programs are available to all companies that meet certain criteria and have a formal agreement with the City. These programs include the Alternative Rate of Tax for manufacturing equipment, Business Personal Property Tax incentive payments, the Commercial Aeronautical Zone, and access to Private Activity Bonds.

Alternative Rate of Tax for Manufacturing Equipment

City Council authorized this program by Resolution No. 22-09, dated January 27, 2009. This program offers an incentive payment based upon a sliding scale of City sales tax paid for purchases of equipment and machinery used in manufacturing operations during a calendar year. The alternate tax rate applies to annual purchases exceeding \$5 million and decreases to zero tax on purchases over \$20 million. These payments are dependent upon the company's annual purchases of machinery and equipment, and the budget estimate may vary significantly. A supplemental appropriation may be necessary once the actual dollar amounts are known.

Business Personal Property Tax

On November 24, 2015, City Council approved Ordinance No. 15-85, which authorizes implementation of a two-year phase-in of a Business Personal Property Tax (BPPT) Tax Credit program – making the City's business tax environment more competitive and equitable across industries. Businesses pay personal property tax which is assessed on equipment used to conduct business, such as large machinery, computer equipment, desks and furniture. Starting in 2017, the proposed BPPT Tax Credit is equal to the entire amount of BPPT due and therefore, a net zero amount due is reflected on the property tax statements.

Prior to 2016, City Council reauthorized a BPPT Economic Development Agreement program in September 2004 by Resolution No. 203-04. The BPPT Agreement program was only available to primary employer companies. Companies were required to create new jobs and invest in business personal property. The length of the BPPT economic development agreement and incentive payment terms were based upon threshold values for new jobs created and investment dollars. With the phase-in of the BPPT Tax Credit program as described above, beginning in 2018, no new BPPT agreements will be added to this program.

Commercial Aeronautical Zone (CAZ)

On April 8, 2014, City Council adopted Ordinance No. 14-22 amending City Code to establish a limited sales and use tax exemption within a Commercial Aeronautical Zone (CAZ) and on August 11, 2015, City Council adopted Ordinance No. 15-48 expanding the boundaries of the CAZ to include other areas within the Enterprise Zone that are contiguous to the existing CAZ boundaries. Specifically, sales and use tax is exempt within the zone on aircraft parts used or consumed in the manufacture, maintenance, repair or overhaul of aircraft. The goal of the CAZ is to encourage new businesses to hangar aircraft, fuel, and conduct maintenance operations at the Colorado Springs Airport, thereby increasing the number of skilled and highly-paid aircraft mechanic and aeronautical engineering jobs in Colorado Springs, as well as expanding the World War II aviation museum's collection of aircraft and attracting jobs associated with the collection.

Since the creation of the CAZ in 2014, the Airport has experienced tremendous growth of new and existing tenants. In addition to increasing non-airline revenue for the Airport, the CAZ is stimulating the creation of new jobs within our community. The CAZ has been very successful in supporting the Airport's strategic initiatives, resulting in reduced operating costs while increasing non-airline revenues. Along with its enhanced marketing and air service incentive programs, the Airport is in a better position to attract new and expanded commercial air service.

Economic Development Programs (cont'd)

Private Activity Bonds

On April 28, 1998, El Paso County Board of County Commissioners and City Council jointly adopted Private Activity Bond procedures by Resolution No. 98-247 and Resolution No. 72-98. Private Activity Bonds (PABs) are a form of tax-exempt financing in which the City or County acts as the issuer. The advantage of PABs is that financing through the City or County provides funds at lower-than-market interest rates because bond proceeds are exempt from Federal and State income tax. There is no financial risk to the City or County since the bond debt is repaid by the entity requesting the PAB and financing does not constitute a debt or financial obligation of the City or County.

Economic Development Agreements

The City has performance based Economic Development Agreements (EDAs), which are negotiated based upon economic impact analysis. The budgeted amounts are estimated for the EDAs listed below:

Payments Based On Sales and Use Tax Revenue	2021 Actual	2022 Actual	2023 Budget	2024 Budget
BombBomb Inc	\$1,091	\$0	\$0	\$0
Mining Exchange	60,108	0	95,000	75,000
Museum and Park URA	0	0	0	0
Relius Medical LLC	0	0	5,000	0
SAP America, Inc.	292,969	0	0	200,000
TKC CCLXXI, LLC	0	0	5,000	0
TMC Design	23,086	0	5,000	0
CS Dual Hotel, LLC	0	0	400,000	0
Trisco Foods LLC	0	0	5,000	0
Wal-Mart	86,171	0	350,000	100,000

United States Olympic Committee (USOC) Certificate of Participation (COP) Payment

In August 2009, the City Council approved an EDA that kept the United States Olympic Committee (USOC) in Colorado Springs for the next 30 years. The EDA included funding of improvements for the USOC headquarters building, the National Governing Bodies building and the Olympic Training Center (OTC). During 2017, the City refinanced the COP, Series 2009, by issuing \$29,930,000 of Refunding Certificates of Participation, Series 2017, to take advantage of historically low interest rates. As a result, the debt service payments were reduced along with a net present value saving of \$3,896,978. In 2024, the payment increases by \$46,000.

USOC COP Payment	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Scheduled payment	\$1,756,047	\$1,799,661	\$1,844,800	\$1,890,800

Credit Public Improvement Fee Agreement

In February 2019, the City Council approved an ordinance allowing for the temporary reduction of City sales tax within a designated area for the purpose of funding public improvements to support economic development. This allows for a Credit Public Improvement Fee Agreement, for a limited period of time, that grants a credit against the City sales tax due, not to exceed 1%. The funds are to be used to construct public improvements benefiting the City and the public. In March 2019, an agreement was signed with Scheels All Sports, Inc. for a 1% Credit Public Improvement Fee for a period of 25 years.

For information about the local economy visit the UCCS College of Business at <https://business.uccs.edu/economic-forum>.

All Funds Overview

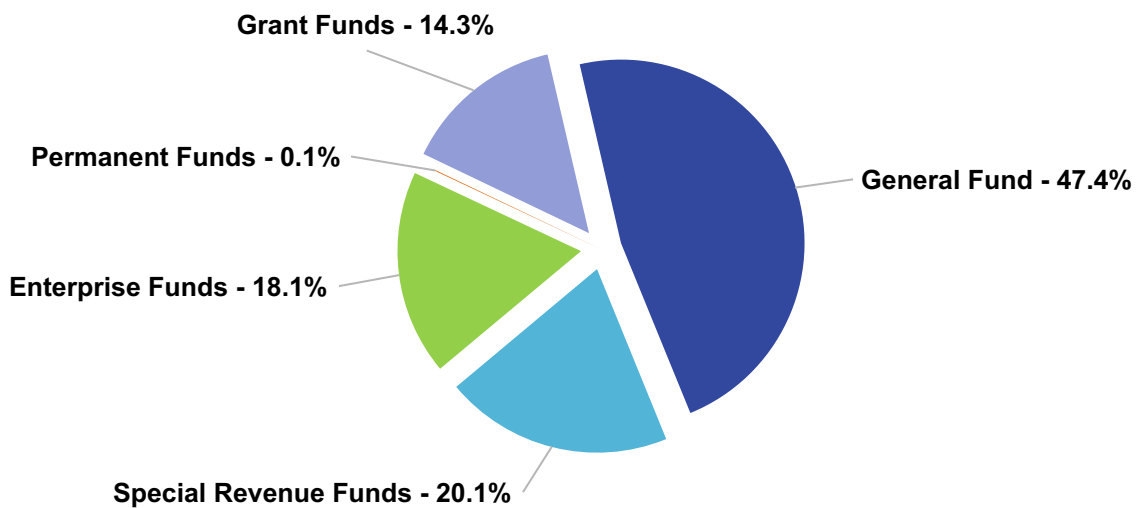
2024 All Funds Revenue and Expenditures

Fund	Amount
General Fund	\$428,284,805
Special Revenue Funds	180,812,659
Enterprise Funds	162,822,860
Airport	97,987,785
Cemeteries	1,961,161
Development Review	4,107,558
Memorial Health System	5,650,417
Parking System	11,233,044
Patty Jewett Golf Course	2,922,046
Pikes Peak - America's Mountain	9,396,500
Stormwater	28,126,740
Valley Hi Golf Course	1,437,609
Permanent Funds	500,523
Grant Funds	129,043,933
All Funds Total	\$901,464,780

Note: The total of the Internal Services Funds is \$63,694,092. A portion of this is allocated in the General Fund and Enterprise Funds.

The All Funds Total includes \$23.6 million in transfers between funds, largely to fund capital projects.

The General Fund amount includes the use of \$10 million of reserve funds.



Fund Balance Summary

Fund	Estimated Funds Available for Appropriation 1/1/23	Revenue 2023 Forecast	Expenditures 2023 Forecast	Estimated Funds Available for Appropriation 1/1/24	Revenue 2024 Budget	Expenditures 2024 Budget	Estimated Funds Available for Appropriation 1/1/25
GENERAL FUND	94,113,624	398,982,381	409,448,135	83,647,870	418,284,805	428,284,805	73,647,870
Funds Available for Appropriation 1/1/23 excludes TABOR emergency reserve of \$11,421,315							
SPECIAL REVENUE FUNDS							
<i>Parks, Recreation and Cultural Services</i>							
Ballfield CIP	199,437	82,200	247,154	34,483	84,800	110,440	8,843
Briargate GID 2021	0	1,988,982	1,597,398	391,584	2,151,299	1,922,609	620,274
Briargate SIMD	260,543	0	260,543	0	0	0	0
Colorado Avenue Gateway SIMD	8,817	5,155	6,844	7,128	6,337	11,053	2,412
Conservation Trust (CTF)	2,081,673	6,337,500	6,382,970	2,036,203	6,583,836	7,336,536	1,283,503
Norwood SIMD	466,561	1,049,179	1,140,281	375,459	1,353,014	1,166,130	562,343
Old Colorado City Maint./Sec. SIMD	22,798	144,143	145,022	21,919	167,740	154,759	34,900
Park Developer Easement Fund	188,177	3,400	259	191,318	0	191,318	0
Parkland Dedication Ordinance (PLDO)	6,372,874	2,479,000	25,190	8,826,684	2,578,000	61,080	11,343,604
Platte Avenue SIMD	24,071	11,087	18,937	16,221	11,187	21,148	6,260
Stetson Hills SIMD	144,858	423,871	464,462	104,267	562,072	499,452	166,887
Therapeutic Recreation	4,903	80	4,983	0	0	0	0
Trails, Open Space and Parks (TOPS)	7,224,930	12,623,325	8,303,958	11,544,297	13,328,000	8,926,258	15,946,039
Woodstone SIMD	37,085	24,716	38,572	23,229	31,725	40,583	14,371
<i>Planning and Neighborhood Services</i>							
Banning Lewis Ranch (BLR)	2,820,614	0	2,820,614	0	0	0	0
<i>Public Works</i>							
Arterial Roadway Bridge	2,658,259	1,000,000	1,000,000	2,658,259	1,000,000	1,000,000	2,658,259
Bicycle Tax	5,757	84,700	84,700	5,757	84,700	84,700	5,757
Road Repair, Maintenance, and Improvements Sales and Use Tax	17,354,599	71,952,953	90,281,900	(974,348)	74,657,900	73,682,900	652
Street Tree	59,934	1,700	187	61,447	2,400	264	63,583
Subdivision Drainage	16,508,498	10,000,000	10,000,000	16,508,498	10,000,000	10,000,000	16,508,498
<i>Public Safety</i>							
Public Safety Sales Tax (PSST)	14,826,275	50,493,300	60,668,786	4,650,789	52,018,833	51,962,486	4,707,136
Wildfire Mitigation	19,122,898	366,000	986,520	18,502,378	498,000	977,160	18,023,218
<i>Finance & Administration</i>							
Carryout Bag Fee	0	1,000,000	100	999,900	1,001,000	110	2,000,790
City-funded CIP	3,576,587	15,998,591	17,258,305	2,316,873	7,581,778	8,447,049	1,451,602
Gift Trust	6,367,097	4,100,000	4,100,000	6,367,097	4,100,000	4,100,000	6,367,097
Lodgers & Auto Rental Tax (LART)	1,740,037	9,531,240	11,431,988	(160,711)	10,043,661	9,945,569	(62,619)
Senior Programs	531,116	66,400	250,000	347,516	18,400	171,055	194,861
PERMANENT FUNDS							
C. D. Smith Trust	0	75,000	75,000	0	75,000	75,000	0
Cemetery Endowment Trust	0	387,550	387,550	0	393,400	393,400	0
Trails, Open Space and Parks Maint.	833,436	3,100	31,987	804,549	4,400	32,123	776,826
GRANT FUNDS							
Airport Grants	0	65,700,000	65,700,000	0	33,000,000	33,000,000	0
Grants	0	55,540,295	55,540,295	0	55,140,570	55,140,570	0
CDBG	0	3,384,401	3,384,401	0	3,374,629	3,374,629	0
Home Investment Partnership	0	2,730,056	2,730,056	0	2,128,734	2,128,734	0
Stormwater Grants	0	44,600,000	44,600,000	0	35,400,000	35,400,000	0

Fund Balance Summary (cont'd)

Fund	Unrestricted Net Position 1/1/23	Revenue 2023 Forecast	Expenditures 2023 Forecast	Estimated Unrestricted Net Position 1/1/24	Revenue 2024 Budget	Expenditures 2024 Budget	Estimated Unrestricted Net Position 1/1/25
ENTERPRISE FUNDS							
Airport	53,938,776	157,036,263	160,288,302	50,686,737	77,377,537	97,987,785	30,076,489
Cemeteries	(93,652)	1,894,153	1,894,153	(93,652)	1,961,161	1,961,161	(93,652)
Development Review	4,486,224	3,095,150	3,945,358	3,636,016	3,160,850	4,107,558	2,689,308
Memorial Health System (MHS)	1,634,877	5,679,412	7,115,000	199,289	5,690,912	5,650,417	239,784
Parking System	16,024,857	11,014,125	11,374,409	15,664,573	11,424,492	11,233,044	15,856,021
Patty Jewett Golf Course	1,911,855	3,209,238	2,847,748	2,273,345	3,243,504	2,922,046	2,594,803
Pikes Peak - America's Mtn	3,167,961	8,372,350	8,372,350	3,167,961	8,896,500	9,396,500	2,667,961
Stormwater	15,159,864	30,306,194	30,306,194	15,159,864	28,126,740	28,126,740	15,159,864
Valley Hi Golf Course	619,832	1,408,576	1,406,783	621,625	1,455,110	1,437,609	639,126
INTERNAL SERVICE FUNDS							
Claims Reserve Self-Insurance	(5,368,224)	2,363,900	2,363,900	(5,368,224)	1,071,900	2,321,900	(6,618,224)
Employee Benefits Self-Insurance	(3,693,461)	45,468,505	45,468,505	(3,693,461)	46,339,944	48,839,944	(6,193,461)
Office Services	971,685	1,971,959	1,941,165	1,002,479	1,511,921	1,968,301	546,099
Radio	889,427	1,556,798	1,755,798	690,427	1,136,098	1,751,526	74,999
Workers' Compensation	(11,468,639)	8,570,950	8,570,950	(11,468,639)	6,812,421	8,812,421	(13,468,639)

Notes

In some cases, the 2023 Revenue and Expenditures are equal to the 2023 Budget amount; however, in many cases, an end-of-year forecast is used to account for revised revenue and expenditure forecasts, or supplemental appropriations.

Unrestricted Net Position for Enterprises and Internal Service Funds include long-term assets and liabilities and does not necessarily reflect funds available for appropriation.

For some Permanent and Grant Funds, any amount of fund balance is restricted and therefore not available for appropriation - as such the amount is shown as zero.

Overview of 2024 Budgets for All Funds

This overview includes a fund balance summary and description of the City's funds, how funds interact, basis of accounting, and changes to the adopted budget. The fund balance summary indicates the beginning and ending fund balances available for appropriation as well as 2024 budgets by specific fund.

The budget document focuses primarily on the General Fund because it is the largest fund. The 2024 General Fund Budget is \$428,284,805, which is 47.5% of the total funds.

Other significant funding sources are the Special Revenue Funds. The 2024 Special Revenue Fund budgets total \$180,812,659, which is 20.1% of the total funds.

The Grant Funds budget totals \$129,043,933, which is 14.3% of the total funds for 2024.

For 2024, Enterprise Fund budgets total \$162,822,860, which is 18.1% of the total funds. The balance of the total funds is comprised of the 2024 Permanent Funds budgets, which total \$500,523.

The total of all funds is \$901,464,780.

City Services Overview

The City of Colorado Springs is a home-rule city, organized under provisions of the Colorado constitution. The City provides a full range of municipal government services to an estimated 2024 population of 497,331 residents. The services include:

- City Attorney, City Clerk, Municipal Court
- City Auditor
- City Council and Legislative Services
- Finance, General Costs
- Fire protection, Emergency Management
- Information Technology
- Mayor, Communications, Housing and Community Vitality, Economic Development, Human Resources and Risk, Support Services
- Parks, Recreation and Cultural Services
- Planning and Neighborhood Services
- Police protection
- Public Works

Also, the City owns and operates enterprise activities including:

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

Fund Structure

City revenue is designated and set aside in funds. The funds of the City of Colorado Springs are organized according to Generally Accepted Accounting Principles (GAAP). For revenue and expenditure budgets for each fund, refer to the All Funds Summary table. For additional information regarding the City's five-year financial forecast, refer to the Long Range Planning section of this budget book.

Basis of Accounting and Accounting Structure

Basis of Accounting

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

Basis of Budgeting

The budget is prepared in a manner consistent with the Colorado Revised Statutes. All funds are included within the budget along with the programs supported. The City's budget is prepared on a modified accrual basis, which is the same as the Basis of Accounting for all funds except Enterprise Funds, Internal Services Funds, and certain Permanent Funds. The budget complies with all relevant financial policies of the City.

Annual Budget Process and Budget Controls

In accordance with City Charter, Section 4-40(i), the Mayor presents a balanced budget to City Council on or before the first Monday in October of each year. The budget is considered balanced when expenditures do not exceed available resources, which include the beginning available fund balance plus current year revenue. A balanced budget may contain a draw from or contribution to the fund balance.

In accordance with City Charter, Section 7-30(a), the City Council shall, upon receipt of the budget, adopt the budget with or without amendment. In amending the budget, the Council may add or increase programs or amounts and may delete or decrease any programs or amounts, except amounts required by law or for debt service obligations or for estimated cash deficit.

As part of the annual budget cycle, budgets are adopted for all funds of the City. Budgetary controls are maintained for all funds of the City in conformance with the City Charter and Code to assure fiscally sound management.

After the annual appropriations ordinance is approved, with approval from the Chief Financial Officer, budget can be transferred within an appropriating department; however, transfers between appropriating departments or funds require City Council approval. Also, after the annual appropriations ordinance is approved, the Mayor may propose amendments to the annual appropriations ordinance. Such supplemental appropriation requests are transmitted to City Council for approval.

An encumbrance accounting system is used as a method of budgetary control.

General Fund

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

Special Revenue Funds – overseen by the Parks Department

BALLFIELD CAPITAL IMPROVEMENTS

2023 Budget: \$247,154 **2024 Budget:** \$110,440

Purpose

Provide for maintenance and improvements to baseball and softball complexes throughout the city.

Revenue source

Fees paid by softball and baseball teams upon league registration.

Designated expenditure

In 2024, the budget is for investment fees and a capital project to replace artificial turf at Skyview Sports Complex.

BRIARGATE GENERAL IMPROVEMENT DISTRICT (GID) 2021

2023 Budget: \$1,597,398 **2024 Budget:** \$1,922,609

Purpose

Beginning in 2023, the District began provision of the services previously provided by the Briargate Special Improvement Maintenance District, including all maintenance and operations of certain public improvements of general benefit to the residents of the district.

Revenue source

Assessments against all real properties in the district collected by the County and remitted to the fund, as well as a fund balance transfer from the Briargate Special Improvement Maintenance District in 2023.

Designated expenditure

Maintenance and public improvements as identified by the District advisory committee, in consultation with the Parks, Recreation and Cultural Services staff. City Council approves the budget as the ex officio Board of Directors of the district.

BRIARGATE SPECIAL IMPROVEMENT MAINTENANCE DISTRICT (SIMD)

2023 Budget: \$379,500 **2024 Budget:** \$0

Purpose

Provide for the maintenance of certain public improvements of general benefit to the residents of the district. This SIMD was inactivated during 2023.

Revenue source

After 2022, this SIMD will no longer be active. There is no new revenue in 2023.

Designated expenditure

The 2023 budget is a transfer to the new Colorado Springs Briargate General Improvement District (GID) 2021. City Council approves the budget for the district. There is no budget in 2024 due to inactivation.

COLORADO AVENUE GATEWAY SPECIAL IMPROVEMENT MAINTENANCE DISTRICT (SIMD)

2023 Budget: \$6,844 **2024 Budget:** \$11,053

Purpose

Provide for the maintenance of numerous public improvements unique to the Gateway area.

Revenue source

Assessments against all real properties in the district collected by the County and remitted to the fund.

Designated expenditure

Maintenance expenses of specific improvements as identified by the advisory committee in consultation with the Parks, Recreation and Cultural Services staff. City Council approves the budget for the district.

Special Revenue Funds – overseen by the Parks Department (cont'd)

CONSERVATION TRUST (CTF)

Purpose

To provide a means of acquiring, developing, and maintaining new conservation sites, and for capital improvements or maintenance for recreational purposes on any public sites.

Overview

Local governments receive 40% of the total revenue generated by the State Lottery, and the City share is distributed based on population. These funds are received and expended from the Conservation Trust Fund (CTF). A total of \$6,583,836 is the amount of Lottery funds expected in 2024, of which \$64,000 is interest. Additional information can be found in the Parks, Recreation and Cultural Services narratives.

CTF Budget Summary	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Operating	\$4,768,418	\$5,596,023	\$6,077,970	\$6,511,536
Projects	85,009	63,417	305,000	825,000
Total	\$4,853,427	\$5,659,440	\$6,382,970	\$7,336,536

CTF Operating Budget by District	2024 Budget
North District	\$459,931
South District	967,236
Garden of the Gods	284,417
Regional Parks & Trails	184,258
North Athletic District	913,747
South Athletic District	1,121,612
Primary Parks	361,604
Maintenance Operations	2,218,731
Total CTF Operating	\$6,511,536

CTF Capital Budget by Project	2024 Budget
Outdoor Sculpture Preservation	\$20,000
Grey Hawk Park Planning and Implementation	600,000
Skyview Sports Complex Artificial Turf Replacement - 2 infields	70,000
Study - Economic Benefits of Parks	100,000
Red Rock Canyon Landfill Monitoring	35,000
Total CTF Projects	\$825,000

NORWOOD SPECIAL IMPROVEMENT MAINTENANCE DISTRICT (SIMD)

2023 Budget: \$1,140,281

2024 Budget: \$1,166,130

Purpose

Provide for the maintenance of specified public improvements on and along certain roadways within the district.

Revenue source

Assessments against all real properties in the district collected by the County and remitted to the fund.

Designated expenditure

Maintenance of specific improvements identified by the advisory committee in consultation with the Parks, Recreation and Cultural Services staff. City Council approves the budget for the district.

Special Revenue Funds – overseen by the Parks Department (cont'd)

TRAILS, OPEN SPACE AND PARKS (TOPS) - cont'd

TOPS Budget by Category/Project	2024 Budget
Administration (3%)	\$412,370
Maintenance (6%)	\$772,671
Trails - multiple projects (20% max)	\$2,000,000
Open Space (60% min)	\$2,578,731
Project – Austin Bluffs/Univ Park Open Space Master Plan Implementation	200,000
Project – Blodgett Open Space Improvements	200,000
Project – Fisher Canyon Open Space Planning and Implementation	200,000
Project – Open Space Acquisition	70,000
Project – Open Space Wayfinding Signage	200,000
Stewardship – Education, Rangers, Land Management and Resource Management	1,708,731
Parks (20% max)	\$3,162,486
Operating – Park Maintenance	1,636,486
Project – Bricker Park Irrigation Replacement	136,000
Project – Grey Hawk Park Planning and Implementation	500,000
Project – Jimmy Camp Creek Regional Park - Assessments and Planning	250,000
Project – Otero Park Irrigation	133,000
Project – Tomah Park Irrigation	107,000
Project – Water Footprint Reduction	400,000
Total TOPS Budget by Category/Project	\$8,926,258

Administrative and Maintenance Costs

Provisions of the ordinance allocate 3% for administrative costs and 6% for maintenance of trails, open space and parks. As of April 2023, TOPS funds may be used for maintenance in any category, regardless of funding source used for acquisition.

Open Space Acquisition & Stewardship

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

Trails Land Acquisition, Development and Maintenance

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

Parkland Acquisition, Development, and Maintenance

Funding for new parkland acquisition and development will receive a maximum of 20% of revenue collected over the lifetime of the tax. Based on voter approval at the April 2023 election, this category can now be used for maintenance as well as acquisition and development.

Special Revenue Funds – overseen by the Parks Department (cont'd)

WOODSTONE SPECIAL IMPROVEMENT MAINTENANCE DISTRICT (SIMD)

2023 Budget:	\$38,572	2024 Budget:	\$40,583
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Purpose

Provide for the maintenance of certain public improvements of general benefit to the residents of the district.

Revenue source

Assessments against all real properties in the district collected by the County and remitted to the fund.

Designated expenditure

Maintenance expenses of specific improvements as identified by the advisory committee in consultation with the Parks, Recreation and Cultural Services staff. City Council approves the budget for the district.

Special Revenue Funds – overseen by the Planning and Neighborhood Services Department

BANNING LEWIS RANCH

2023 Budget:	\$3,229,705	2024 Budget:	\$0
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Purpose

Prior to the adoption of the 2018 amended and restated annexation agreement, the City collected impact fees and managed reimbursements in a manner that allowed the obligations under the original BLR Annexation Agreement to be equitably and proportionally shared.

Revenue source

No new revenues under the amended and restated annexation agreement.

Designated expenditure

In 2023, the budget is for funding of infrastructure that complies with the original BLR Annexation Agreement. There is no budget in 2024 as the fund has been inactivated.

Special Revenue Funds – overseen by the Public Works Department

ARTERIAL ROADWAY BRIDGE FUND

2023 Budget: \$1,000,000

2024 Budget: \$1,000,000

Purpose

Fund the cost of constructing/expanding freeway, expressway, and major or minor arterial roadway bridges.

Revenue source

Fees from landowners.

Designated expenditure

Capital construction costs or reimbursements to developers for arterial roadway bridges.

BICYCLE TAX

2023 Budget: \$84,700

2024 Budget: \$84,700

Purpose

Provide a funding source for bikeway improvements throughout the City.

Revenue source

An excise tax on the purchase of all new bicycles purchased in the City.

Designated expenditure

Maintenance, repair and expansion of the City's bikeway system.

STREET TREE

2023 Budget: \$187

2024 Budget: \$264

Purpose

Assure a regular program of planting and care of new trees in previously underdeveloped lots. During 2022, the oversight of this fund transferred from the Parks, Recreation and Cultural Services Department to Public Works, following the transfer of the Forestry Division.

Revenue source

Owner and developer fees collected at the time a building permit is issued along with a City match.

Designated expenditure

Bank/investment fees in 2024.

Special Revenue Funds – overseen by the Public Works Department (cont'd)

2C2 - ROAD REPAIR, MAINTENANCE, AND IMPROVEMENTS SALES AND USE TAX

Purpose

Provide a dedicated source of revenue to fund road repair, maintenance, and improvements.

Overview

In November of 2019, voters in Colorado Springs passed Issue 2C2, agreeing to continue investment in our roads with approximately \$362 million over 5 years, 2021-2025, at a reduced sales tax rate of 0.57%. This is a continuation of Issue 2C which was passed by voters in November of 2015, for 2016-2020, at a sales tax rate of 0.62%. Funding received from 2C2 will allow for paving of over 850 lane miles in years 2021-2025, and is exempt from TABOR spending and revenue limitations. This temporary increase in sales and use tax revenue will be placed in a dedicated fund to be used only for the cost to repair roads and streets throughout all areas of the City, including cost of road reconstruction where severe deterioration does not allow repair. None of this revenue will be used to hire additional City employees or purchase additional equipment for City road projects. The repair work will be contracted out to the private sector.

2024 2C2 - Road Tax Fund	
Revenue	
0.57% Sales and Use Tax and Interest	\$ 74,657,900
Total Revenue	\$ 74,657,900
Expenditures	
Special Revenue Fund-Roadway Improvements	\$ 73,682,900
Total Expenditures	\$ 73,682,900

Revenue Overview

For 2024, the estimated revenue resulting from the dedicated 0.57% portion of the City’s sales and use tax is approximately \$74.7 million. This includes estimated interest revenue of \$860,000.

Expenditure Overview

The 2C2 - Road Tax Fund is overseen by the Public Works Operations and Maintenance Division and is used to repair and/or improve roads and streets throughout all areas of the City, including cost of road reconstruction where severe deterioration does not allow repair. For 2024, funds will be used to repair and/or improve concrete such as curb and gutter, sidewalks, and pedestrian ramps in advance of overlay of the same roadway segments, and to repair and/or improve roadway segments. The expenditures are budgeted at a lower amount than revenue due to prior year revenue projected under-budget.

SUBDIVISION DRAINAGE

2023 Budget: \$10,000,000

2024 Budget: \$10,000,000

Purpose

Provide storm sewers and other facilities for the drainage and flood control of surface water.

Revenue source

Fees charged to subdivision developers.

Designated expenditure

Construction of storm sewer facilities or reimbursements to developers for construction of storm sewer facilities in the designated subdivision drainage basin.

Special Revenue Funds – overseen by Public Safety

PUBLIC SAFETY SALES TAX (PSST)

Purpose

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

Overview

In November 2001, City voters approved ballot question B4, which authorized a City sales and use tax rate increase of 0.4% to fund public safety operating and capital improvement needs. As approved by voters, all revenue from the 0.4% tax is placed in a dedicated fund (Public Safety Sales Tax Fund) and is not used to replace any local funds already budgeted for public safety operations.

Budget Summary	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Uses of Funds				
Salaries/Benefits	\$32,552,948	\$40,705,156	\$43,638,848	\$44,917,765
Operating	5,175,407	7,237,382	8,542,523	6,967,465
Capital Outlay	409,804	1,642,673	1,696,256	77,256
CIP/Projects	237,122	1,171,961	6,791,159	0
Total	\$38,375,281	\$50,757,172	\$60,668,786	\$51,962,486
Personnel				
Sworn FTEs	171.00	189.00	189.00	189.00
Civilian FTEs	70.50	100.50	121.25	121.25
Total Positions	241.50	289.50	310.25	310.25

Expenditure Overview

For 2024, approximately \$52 million of PSST revenue is projected. Given the volatility of sales and use tax revenue, and to help protect against any revenue shortfalls and unforeseen fiscal events, the fund balance target is 16.67%.

For 2024, PSST funding for the Fire Department totals \$24.7 million. The funding is used for sworn and civilian staffing, operating, and equipment.

For 2024, PSST funding for the Police Department totals \$27.3 million. The funding is used for sworn and civilian staffing, operating, and equipment.

WILDFIRE MITIGATION FUND

2023 Budget: \$986,520

2024 Budget: \$977,160

Purpose

Provide a funding source for City-wide and Pikes Peak Region wildfire mitigation, prevention and evacuation planning efforts.

Overview

In the November 2021 coordinated election, voters approved the retention of revenue collected by the City exceeding amounts otherwise allowed to be retained and spent per TABOR, of which \$20,000,000 was placed into this fund for the purpose stated above.

Revenue source

During 2022, per Ordinance 22-32, \$20,000,000 was placed into this fund, restricted for the purpose stated above. There will be interest revenue in the fund each year, which will add to the fund balance.

Expenditure Overview

Restricted for City-wide and Pikes Peak Region wildfire mitigation, prevention and evacuation planning efforts. The annual programmatic expenditure appropriation shall not exceed 5% of the balance of the fund. Estimated bank/investment fees are added to the programmatic budget each year.

Special Revenue Funds – overseen by the Finance Department

CARRYOUT BAG FEE

2023 Budget: \$0 **2024 Budget:** \$110

Purpose

To limit the use of single-use plastic, paper and Styrofoam products that effect our state’s natural resources and landfills.

Overview

In January 2023, the State of Colorado enacted the Plastic Pollution Reduction Act which requires cities to impose a ten-cent fee for single use plastic bags, paper bags, and Styrofoam carry out containers distributed by retailers, grocers, and restaurants. The City is to retain 60% of the fee, while the businesses retain 40%. All fees collected by the City are dedicated funds that must be used to pay for administrative and enforcement costs for waste programs. In 2024, plastic bags and Styrofoam will be banned from use in the state of Colorado.

Revenue source

60% of a ten-cent fee collected by retailers, grocers, and restaurants for single use plastic bags, paper bags, and Styrofoam carry out containers.

Expenditure Overview

Bank and investment fees, until an appropriate program is identified.

CITY - FUNDED CAPITAL IMPROVEMENTS PROGRAM (CIP)

Purpose

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

Overview

The General Fund’s total Capital Improvements Program (CIP) budget is \$8,447,049 in 2024 and includes bank fees for the CIP Fund of \$103,510 that are not shown in the CIP section. The General Fund transfer to the City Funded CIP Fund is \$6,449,460 which is budgeted in General Costs. The transfer from General Costs includes \$204,556 from deferred revenue/escrow accounts for Public Works capital projects. In addition, there will be two completed projects that have balances that will drop to the CIP fund balance, thereby reducing the amount of transfer necessary from the General Fund by \$865,271. Anticipated interest earnings are \$941,000. A detailed list of projects can be found in the Capital Improvements Program (CIP) section of the budget.

Budget Summary	2021 Actual	2022 Actual	2023 Budget	2024 Budget
CIP Expenditures*	\$11,886,348	\$11,744,868	\$16,958,305	\$8,447,049
Total	\$11,886,348	\$11,744,868	\$16,958,305	\$8,447,049

* In any given year, the actual funds spent may equal more than the amount appropriated because project funds are rolled over from year to year.

GIFT TRUST

2023 Budget: \$4,100,000 **2024 Budget:** \$4,100,000

Purpose

Provide a fund for gifts received by the City during the year for specific purposes.

Revenue source

Donations from private individuals or businesses.

Designated expenditure

As designated by donor.

Special Revenue Funds – overseen by the Finance Department (cont'd)

LODGERS AND AUTOMOBILE RENTAL TAX (LART)

Total Anticipated Revenues from LART: \$10,043,661

Purpose

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

Revenue Overview

Revenue resulting from the City's 2% lodging and 1% automobile rental tax are deposited into the Lodgers and Automobile Rental Tax (LART) Fund. Use of LART revenue is limited to tourism promotion and visitor attraction as well as for economic development activities.

LART revenue for 2024 is projected to be \$10,043,661, which includes \$4,000 of interest. This amount is based on a collaborative projection by VisitCOS and City Finance staff.

Expenditure Overview

The LART Fund is overseen by City Council and a City Council appointed committee called the LART Citizen's Advisory Committee (CAC). The LART CAC reviews applications for funding each year for visitor attraction and economic development related events and programs. Pursuant to City Code 2.9.110, the LART CAC makes recommendations to the City concerning expenditures of the LART Fund.

See the following table for 2024 LART proposed funding.

Organization	Event/Project Name	2024 Proposed Funding
Resolution, Tourism and Community Events		
International Association of Fire Fighters	38th Annual IAFF Fallen Fire Fighter Memorial	\$110,400
Colorado Springs Festival of Lights	Colorado Springs Festival of Lights Parade	32,200
Hot Apple Productions LLC	Colorado Springs Labor Day Lift Off	308,000
Colorado Springs Veterans Day Parade Inc.	Colorado Springs Veterans Day Parade	18,400
Pikes Peak Range Riders Foundation	Colorado Springs Western Street Breakfast	13,800
Pikes Peak Auto Hill Climb Educational Museum, Inc.	Pikes Peak International Hill Climb	119,600
Colorado Springs Rodeo Association	Pikes Peak or Bust Rodeo NFR Open	115,000
Colorado Springs Philharmonic Orchestra	Star Spangled Symphony 2024	82,800
Trails and Open Space Coalition	Starlight Spectacular	11,960
Subtotal for Resolution, Tourism and Community Events		\$812,160
Contractual Agreements		
Colorado Springs Convention & Visitors Bureau	Colorado Springs Convention & Visitors Bureau	\$5,000,000
Cultural Office of the Pikes Peak Region (COPPeR)	PeakRadar.com / Cultural Tourism Development	450,000
Colorado Springs Chamber and EDC	Business and Employee Attraction/Tourism Marketing	750,000
Colorado Springs Sports Corporation	Sports Tourism Development	1,047,273
Subtotal for Contractual Agreements		\$7,247,273

Organization	Event/Project Name	2024 Proposed Funding
Tourism/Community Events		
Pikes Peak Pickleball Association (PPPA) nonprofit	2024 Colorado Pickleball Open - Pikes Peak or Bust Tournament	\$23,000
Ciclismo 719 LLC	719 Ride	9,200
USAPA Great Plains Region Nonprofit	9th Annual USA Pickleball Great Plains Diamond Regional Tournament (GPDR)	27,600
CHD, LLC (dba Adrenaline Lacrosse)	Adrenaline Lacrosse Western Showcase and Shootout	69,000
American Junior Golf Association	Junior Golf Tournament	36,800
Colorado Springs Youth Sports, Inc.	B-Elite Invitational	9,200
Triple Crown Sports	Challenge at Pikes Peak	18,400
Triple Crown Sports	Colorado Sparklers Juniors	69,000
Colorado Springs Conservatory Foundation	Colorado Springs Conservatory Summer Musical	4,600
Triple J Rodeo	Colorado Springs Stampede	13,800
Pikes Peak Diversity Council, Inc	Community Martin Luther King Breakfast and March	11,960
Colorado Springs Amateur Hockey Association	CSAHA Tournaments- Presidents Day- Colorado Cup- and Pikes Peak Recreational	46,000
Colorado Springs Fine Arts Center at Colorado College	FAC Theatre Comany Production of 'Rent'	23,000
THRIVE Network	Fiestas Patrias 2024	138,000
Pikes Peak Marathon, Inc.	Garden of the Gods 10 Mile - 10K - Trail Run	23,000
Colorado Springs Chamber & EDC	Inbound Marketing for Colorado Springs Airport	414,000
Concilo Hispano de Empresas de Colorado Springs	La Vida	15,000
Western Museum of Mining & Industry	Miners Pumpkin Patch	9,476
Colorado Springs Youth Sports, Inc.	Peffect Game Swing into Springs Softball Tournament	13,800
Colorado Springs Youth Sports, Inc.	Perfect Game City of Heroes Softball Tournament	9,200
Colorado Springs Youth Sports, Inc.	Perfect Game Jellybean Softball Tournament	13,800
Colorado Springs Youth Sports, Inc.	Perfect Game Memorial Day Bash Softball Tournament	13,800
Colorado Springs Youth Sports, Inc.	Perfect Game Rise Above Showcase Softball Tournament	13,800
Colorado Springs Youth Sports, Inc.	Perfect Game Thunder 4 Troups Softball Tournament	18,400
PikeRide, Inc	PikeRide growth and sustainability	34,500
Pikes Peak Marathon, Inc.	Pikes Peak Marathon and Ascent	23,000
Colorado International Events dba Pikes Peak or Bust Parade	Pikes Peak or Bust Parade	18,400
Pikes Peak Outdoor Recreation Alliance	Pikes Peak Outdoor Recreation Alliance	82,800
Pikes Peak Pride	Pikes Peak Pride	36,800
Rocky Mountain Region 8 Sweet Adelines	Rocky Mountain Region 8 Regional Convention	18,400
Colorado Springs Youth Sports, Inc.	Snow Melt Ultimate Tournament	13,800
Exponential Impact	SOCO Startup Week	55,200
OnebodyEnt	Southern Colorado Juneteenth Festival	138,000
Colorado International Events dba St. Patrick's Day Parade	St Patricks Day Parade and Events	18,400
United State Space Foundation	Summer of Discovery- Beyond the Solar System and Grand Reopening!	9,200
Colorado Restaurant Association Pikes Peak Chapter	Taste of Pikes Peak	13,800
Territory Days Street Fair	Territory Days Street Fair	41,400
Colorado Springs Sports Corporation (CSSC)	The Broadmoor Winter Polo Classic	11,500
Triple Crown Sports, Inc	Triple Crown Sports Pathway Colorado	36,800

Organization	Event/Project Name	2024 Proposed Funding
University of Colorado Foundation UCCS Ent Center for Arts	UCCS Ent Center for the Arts	133,400
Par 5 Group	US Senior Open (preparing for 2025 event)	46,000
Colorado Springs Youth Sports, Inc.	USA Ultimate Mens D3 South Central Regional Championships	9,200
Subtotal for Tourism/Community Events		\$1,784,436
Capital Improvements/Other		
Rocky Mountain Field Institute	Barr Trail Stewardship & Improvements	\$13,800
Colorado Springs Youth Sports, Inc.	Kent Olin Field Plaza Construction	46,000
Rocky Mountain Field Institute	Devil's Playground Improvement	23,000
Rocky Mountain Field Institute	Garden of the Gods Stewardship Program	18,400
Subtotal for Cap. Improvements/Other		\$101,200
Subtotal of Funding for 2024		\$9,945,069
Estimated 2024 Bank/Investment Fees		500
Total 2024 LART Expenditures		\$9,945,569

SENIOR PROGRAMS

Purpose

To provide support for the YMCA Senior Center contract and the operations of the Golf Acres Complex.

Overview

Through an innovative partnership, the YMCA began operating and managing the Senior Center starting August 31, 2015. The City owns and manages the Golf Acre Complex, including property management and maintenance. There are no longer tenants or lease revenue. The YMCA will continue to operate and manage the Senior Center in the new building once construction is complete.

2024 Senior Programs	
Revenue	
Koch Trust	\$7,400
Interest	11,000
Total Revenue	\$18,400
Expenditures	
Maintenance and utilities – Golf Acres	\$19,845
Commercial management fee	10,000
YMCA contract	140,000
Bank & Investment Fees	1,210
Total Expenditures	\$171,055

Revenue Overview

For 2024, dedicated revenue from trusts is estimated to be \$7,400; and interest revenue is estimated at \$11,000.

Expenditure Overview

For 2024, an estimated payment of \$140,000 will be made per the YMCA contract to offset its operating costs. There is sufficient fund balance to cover expenditures in excess of revenue.

Enterprise Funds

These funds account for the acquisition, operation, and maintenance of the City's facilities and services that are entirely or predominantly supported by user charges or those for which the City has decided that periodic determination of the revenue earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. Additional information regarding these funds can be found in the Enterprises section of the budget book.

Internal Service Funds

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

Fund	Location in Budget Book
Claims Reserve Self-Insurance Fund	Human Resources and Risk
Employee Benefits Self-Insurance Fund	Human Resources and Risk
Office Services Fund	Support Services
Radio Fund	Support Services
Worker's Compensation Fund	Human Resources and Risk

Permanent Funds

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

C. D. SMITH TRUST FUND

2023 Budget: \$75,000 **2024 Budget:** \$75,000

Purpose

Provide funding for senior programs.

Revenue source

Income from investments on the C. D. Smith Trust.

Designated expenditure

Interest will be used to support Trust authorized expenditures for the Senior Center.

CEMETERY ENDOWMENT FUND

2023 Budget: \$75,000 **2024 Budget:** \$393,400

Purpose

Account for the investment activities of the Cemetery Endowment corpus with investment earnings used to finance cemetery operations.

Revenue source

Investment earnings and endowments.

Designated expenditure

Cemetery operations.

TRAILS, OPEN SPACE AND PARKS MAINTENANCE

2023 Budget: \$31,987 **2024 Budget:** \$32,123

Purpose

Maintain parks, trails, medians, athletic fields, open space areas, and recreational facilities for the residents of and visitors to Colorado Springs.

Revenue source

Income from endowments and interest earnings.

Designated expenditure

Parks, Recreation and Cultural Services for maintenance.

Grants Funds

The Grants Fund appropriations include appropriation for new grant funding, and may also include re-appropriation of prior year grants not awarded, as well as local match.

AIRPORT GRANTS FUND

2023 Budget: \$65,700,000

2024 Budget: \$33,000,000

Purpose

All anticipated grant revenue and interest earnings are budgeted, which streamlines the process for accepting grants. A resolution from City Council to accept a grant is only necessary if required by the granting agency.

Revenue source

Airport Improvement Program (AIP) and Colorado Discretionary Aviation Grant funds, as well as any anticipated interest earnings.

Designated expenditure

Grant activities as approved by City Council or the Mayor, as required per the granting agency, plus interest earnings for those grants eligible to earn and spend interest income.

CITY GRANTS FUND

2023 Budget: \$55,540,295

2024 Budget: \$55,140,570

Purpose

All anticipated grant revenue and interest earnings are budgeted, which streamlines the process for accepting grants. A resolution from City Council to accept a grant is only necessary if required by the granting agency.

Revenue source

Various grants as well as any anticipated interest earnings. Includes FEMA, CDBG, ESG, IJJA, and FTA grant funds, among others.

Designated expenditure

Grant activities as approved by City Council or the Mayor, as required per the granting agency, plus interest earnings for those grants eligible to earn and spend interest income.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

Purpose

To ensure decent affordable housing, to provide services to the most vulnerable in our communities, and to create jobs through the expansion and retention of businesses.

Each activity must meet one of the following national objectives for the program: benefit low- and moderate-income persons, prevention or elimination of slums or blight, or address community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community for which other funding is not available.

(See the Housing and Community Vitality narrative for details of this fund.)

EMERGENCY SHELTER GRANT (ESG)

ESG funds can be used for five program components: street outreach, emergency shelter, homelessness prevention, rapid re-housing assistance, and data collection through the Homeless Management Information System or HMIS.

(See the Housing and Community Vitality narrative for details of this fund.)

HOME INVESTMENT PARTNERSHIP (HOME)

Awarded annually as formula grants to participating jurisdictions, the program allows States and local governments to use funds for grants, direct loans, loan guarantees or other forms of credit enhancements, rental assistance or security deposits.

(See the Housing and Community Vitality narrative for details of this fund.)

Grants Funds (cont'd)

STORMWATER GRANTS

2023 Budget: \$44,600,000

2024 Budget: \$35,400,000

Purpose

All anticipated grant revenue and interest earnings are budgeted, which streamlines the process for accepting grants. A resolution from City Council to accept a grant is only necessary if required by the granting agency.

Revenue source

Various grants as well as any anticipated interest earnings. Includes FEMA, among others.

Designated expenditure

Grant activities as approved by City Council or the Mayor, as required per the granting agency, plus interest earnings for those grants eligible to earn and spend interest income

Unappropriated Funds

These funds are presented for informational purposes only as the City Council does not appropriate these funds as part of the City's budget.

Pikes Peak Rural Transportation Authority (PPRTA)

The Pikes Peak Rural Transportation Authority (PPRTA) is a collaborative effort among six regional governments to improve and maintain roads and support public transit. The members of PPRTA are the cities of Colorado Springs and Manitou Springs, El Paso County, and the towns of Green Mountain Falls, Ramah, and Calhan. The PPRTA was established by voter-approved ballot in November 2004, which authorized a 1% sales and use tax to support PPRTA goals. PPRTA funds are allocated to the various participating municipalities and are to be used for capital projects (55%), maintenance projects (35%), and transit (10%).

General Improvement Districts

The City has three General Improvement Districts (GIDs): Colorado Springs Briargate 2021, Briargate, and Marketplace at Austin Bluffs. The GIDs were created under provisions of Colorado state statutes. Each district has the power to acquire, construct or install public improvements within its own boundaries and to finance such improvements by levying a general property tax upon the benefiting property. The GIDs are legally separate entities from the City. City Council sits as the Board of Directors for each of the General Improvement Districts and is required to conduct a public hearing, set and certify the mill levy, adopt an annual budget, and appropriate the funding for the Districts. Services provided by the GIDs are entirely for the benefit of the residents of each respective district. The Colorado Springs Briargate 2021 GID was established during 2022 and began operations during 2023. This GID is different from the other two GIDs. The purpose of the district is to provide for the maintenance of certain public improvements of general benefit to the residents of the district. The public improvements consist of ongoing maintenance rather than debt service.

Colorado Springs Utilities (CSU)

Colorado Springs Utilities (CSU) is an Enterprise of the City that provides all water and wastewater collection, treatment, and distribution; electric generation, transmission, distribution and street lights; and gas distribution within the City of Colorado Springs. City Council sits as the Board of Directors for CSU and is required to set utility rates, adopt an annual budget, and appropriate funding for CSU. Although CSU is an Enterprise of the City, the CSU budget process is managed and administered separate from the City's budget process.

Funds and Department Relationship Matrix

The table below shows the departments represented within each budgeted fund for the 2024 budget.

	City Attorney, City Clerk, Municipal Court	City Auditor	City Council and Leg. Services	Finance	Fire & OEM	IT	Mayor & Support Services	Parks, Rec., and Cultural Services	Planning and Nbrhood Services	Police	Public Works	Airport	Parking System
GENERAL FUND													
General Fund	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
SPECIAL REVENUE FUNDS													
Arterial Roadway Bridge												✓	
Ballfield CIP								✓					
Bicycle Tax											✓		
Briargate GID 2021								✓					
Carryout Bag Fee				✓									
City-funded CIP					✓	✓	✓	✓			✓		
Colorado Avenue Gateway SIMD								✓					
Conservation Trust (CTF)								✓					
Gift Trust				✓									
Lodgers & Auto Rental Tax (LART)				✓									
Norwood SIMD								✓					
Old Colorado City Maint./ Sec. SIMD								✓					
Park Developer Easement Fund								✓					
Parkland Dedication Ordinance (PLDO)								✓					
Platte Avenue SIMD								✓					
Public Safety Sales Tax (PSST)					✓					✓			
Road Repair, Maintenance, and Improvements Sales and Use Tax (2C2)											✓		
Senior Programs				✓			✓						
Stetson Hills SIMD								✓					
Street Tree											✓		
Subdivision Drainage											✓		
Trails, Open Space and Parks (TOPS)								✓					
Wildfire Mitigation Fund					✓								
Woodstone SIMD								✓					
PERMANENT FUNDS													
C. D. Smith Trust				✓									
Cemetery Endowment Trust								✓					
Trails, Open Space and Parks Maint.								✓					

Funds and Department Relationship Matrix (cont'd)

	City Attorney, City Clerk, Municipal Court	City Auditor	City Council and Leg. Services	Finance	Fire & OEM	IT	Mayor & Support Services	Parks, Rec., and Cultural Services	Planning and Nbrhood Services	Police	Public Works	Airport	Parking System
GRANT FUNDS													
Airport Grants												✓	
Grants					✓		✓	✓		✓	✓		
CDBG							✓						
Home Investment Partnership							✓						
Stormwater											✓		
ENTERPRISE FUNDS													
Airport												✓	
Cemeteries								✓					
Development Review									✓				
Memorial Health System (MHS)				✓									
Parking System													✓
Patty Jewett Golf Course								✓					
Pikes Peak - America's Mtn								✓					
Stormwater											✓		
Valley Hi Golf Course								✓					
INTERNAL SERVICE FUNDS													
Claims Reserve Self-Insurance							✓						
Employee Benefits Self-Insurance							✓						
Office Services							✓						
Radio							✓						
Workers' Compensation							✓						

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Debt Overview

The City has long-term financial obligations in the form of several instruments such as Bonds, Certificates of Participation (COPs), and Leases. While Bonds are considered a multi-year obligation, the other instruments are subject to annual appropriations and, therefore, not considered debt per the Taxpayer's Bill of Rights (TABOR).

Bond Ratings

To attain the lowest possible interest rates, the City obtains a credit rating from the major rating agencies. A strong rating provides for a lower interest rate which results in a lower cost to city taxpayers. The three major rating agencies are Moody's, Standard & Poor's, and Fitch. The following table presents a comparison of their respective ratings and their meaning:

Description	Moody's Rating	Standard & Poor's Rating	Fitch Rating
Highest quality, extremely strong capacity to pay principal and interest	Aaa	AAA	AAA
High quality, very strong capacity to pay principal and interest	Aa	AA	AA
Upper-medium quality, strong capacity to pay principal and interest	A	A	A
Medium-grade quality, adequate capacity to pay principal and interest	Baa	BBB	BBB
Speculative quality, low capacity to pay principal and interest	Ba and lower	BB and lower	BB and lower

Note: Within groups, Moody's designates those bonds with strongest attributes with a 1, for instance A1 or Aa1 would be of slightly higher quality than A2 or Aa2. Standard & Poor's and Fitch attach a "+" or a "-" to indicate slight variation within the rating groups. Examples would be AA- or A+ to indicate a credit better than an "A" but less than "AA."

The City's latest bond and certificate ratings are as follows:

Description	Moody's Rating	Standard & Poor's Rating	Fitch Rating
Revenue Bonds:			
Parking Revenue Bonds	not rated	not rated	not rated
Pikes Peak America's Mountain Summit Complex Revenue Bonds	not rated	A	not rated
Certificates of Participation:			
Series 2019 -- Fire Station/Radio Shop, Police Firing Range and Sertich Ice Center Chiller	not rated	AA	not rated
Series 2017 – Refunding Bonds	not rated	AA	not rated

General Obligation Debt

General Obligation bonds are direct obligations that pledge the full faith and credit of the City for the repayment of principal and interest from property tax revenue. The City's total general obligation debt limit per the City Charter is 10% of the assessed valuation; therefore for 2024 the preliminary limit is \$902.6 million. The total general obligation bonded indebtedness in 2024 is \$0. This leaves an available debt margin of \$902.6 million or 100% of the City's debt limit.

Sales Tax Revenue Bonds

Sales Tax Revenue bonds are issued to finance the construction of various capital improvements. Sales Tax Revenues are used to repay the principal and interest of the bonds. While these bonds do not count against the City's debt limit, they commit sales tax revenue to pay them. Currently, the City has no outstanding Sales Tax Revenue Bonds.

Parking System Revenue Bonds

2015 Parking System Revenue Bonds

In 2015, the Series 1999 and Series 2006 Parking System Revenue Bonds were combined and refinanced with a principal value of \$9,520,000 at an interest rate of 2.43%.

These bonds are callable in whole on the first of any month beginning December 1, 2020, with no call premium. The 2024 payment totals \$864,601 and is paid by the Parking System Enterprise.

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2024	\$790,000	\$74,601	\$864,601
2025	810,000	55,404	865,404
2026	830,000	35,721	865,721
2027	640,000	15,552	655,552
Total	\$3,070,000	\$181,278	\$3,251,278

Pikes Peak America's Mountain Summit Complex Revenue Bonds

2018 Pikes Peak America's Mountain Summit Complex Revenue Bonds

In 2018, the Pikes Peak America's Mountain Enterprise financed \$30,050,000 of principal to complete capital improvements to the Summit Complex.

These bonds are callable in whole, or in part, on the first of any month beginning December 1, 2028, with no call premium. The 2024 payment totals \$1,946,338 and is paid by the Pikes Peak America's Mountain Enterprise.

Interest rates on outstanding debt: 3.75% – 5.25%

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2024	\$595,000	\$1,351,338	\$1,946,338
2025	625,000	1,321,588	1,946,588
2026	655,000	1,290,338	1,945,338
2027	690,000	1,257,588	1,947,588
2028	725,000	1,223,088	1,948,088
2029	760,000	1,186,838	1,946,838
2030	800,000	1,148,838	1,948,838
2031	840,000	1,108,838	1,948,838
2032	870,000	1,077,338	1,947,338
2033	915,000	1,033,838	1,948,838
2034	960,000	988,088	1,948,088
2035	1,000,000	949,688	1,949,688
2036	1,040,000	909,688	1,949,688
2037	1,080,000	868,088	1,948,088
2038	1,125,000	824,888	1,949,888
2039	1,165,000	779,888	1,944,888
2040	1,230,000	718,725	1,948,725
2041	1,295,000	654,150	1,949,150
2042	1,360,000	586,163	1,946,163
2043	1,430,000	514,763	1,944,763
2044	1,510,000	439,688	1,949,688
2045	1,585,000	360,413	1,945,413
2046	1,670,000	277,200	1,947,200
2047	1,760,000	189,525	1,949,525
2048	1,850,000	97,125	1,947,125
Total	\$27,535,000	\$21,157,700	\$48,692,700

Certificates of Participation (COP)

Certificates of Participation (COPs) are issued for particular projects and are repaid from lease payments made by the City for use of the acquired property.

Series 2019 - Fire Station/Radio Shop, Police Firing Range, and Sertich Ice Center Chiller

In September 2019, City Council approved the City to enter into a lease-purchase agreement to issue COPs in the amount of \$9.0 million for capital improvements and equipment, as follows:

- Fire Department/Radio Shop Building located at the Fire Department Complex (FDC)
- Sertich Ice Center ice chiller replacement
- New police firing range facility

The 2024 payment totals \$676,400 and is paid from Public Safety Sales Tax Fund (PSST), Conservation Trust Fund (CTF), and the General Fund - General Costs accounts.

Interest Rates on Outstanding Debt: 4.00% – 5.00%

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2024	\$340,000	\$336,400	\$676,400
2025	360,000	319,400	679,400
2026	375,000	301,400	676,400
2027	395,000	282,650	677,650
2028	415,000	262,900	677,900
2029	435,000	242,150	677,150
2030	460,000	220,400	680,400
2031	475,000	202,000	677,000
2032	495,000	183,000	678,000
2033	515,000	163,200	678,200
2034	535,000	142,600	677,600
2035	560,000	121,200	681,200
2036	580,000	98,800	678,800
2037	605,000	75,600	680,600
2038	630,000	51,400	681,400
2039	655,000	26,200	681,200
Total	\$7,830,000	\$3,029,300	\$10,859,300

Certificates of Participation (COP) (cont'd)

USOC Refunding Bonds Series 2017

In October 2009, the City entered into a lease-purchase agreement with the City of Colorado Springs Public Facilities Authority to issue COPs for the United States Olympic Committee (USOC) facilities project in the amount of \$31,470,000. The project includes office space for the USOC Headquarters in downtown Colorado Springs and certain improvements at the USOC Olympic Training Center.

In December 2017, the City exercised an advanced refunding instrument to refinance debt related to the USOC Headquarters. The City achieved nearly \$4 million in present value savings over the remaining life of the COP compared to the call date on the original 2009 USOC Project Series of November 1, 2019. The 2024 payment totals \$1,890,800 which is paid from a General Fund - General Costs account.

Interest rates on outstanding debt: 3.00% – 5.25%

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2024	\$865,000	\$1,025,800	\$1,890,800
2025	955,000	982,550	1,937,550
2026	1,060,000	934,800	1,994,800
2027	1,160,000	881,800	2,041,800
2028	1,265,000	823,800	2,088,800
2029	1,385,000	760,550	2,145,550
2030	1,510,000	687,838	2,197,838
2031	1,640,000	608,563	2,248,563
2032	1,790,000	522,463	2,312,463
2033	1,900,000	468,763	2,368,763
2034	1,965,000	409,388	2,374,388
2035	2,025,000	347,981	2,372,981
2036	2,090,000	284,700	2,374,700
2037	2,155,000	216,775	2,371,775
2038	2,225,000	146,738	2,371,738
2039	2,290,000	74,425	2,364,425
Total	\$26,280,000	\$9,176,931	\$35,456,931

Lease/Lease-Purchase Financing

State Statute 29-1-103 (3) requires that all local governments set forth in the budget document all amounts for lease-purchase agreement obligations which involve funding commitments beyond the forthcoming fiscal year.

City Administration Building – 2019

In December 2019, City Council approved a bank lease-purchase agreement in the amount of \$4.5 million to refinance the 2013 bank lease-purchase agreement for the purchase of the City Administration Building (CAB). The total payment for 2024 is \$604,850 and is made from the General Fund - General Costs account.

Interest component of payment based upon: 1.95%

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2024	\$560,000	\$44,850	\$604,850
2025	570,000	33,930	603,930
2026	580,000	22,815	602,815
2027	590,000	11,505	601,505
Total	\$2,300,000	\$113,100	\$2,413,100

Sand Creek Police Substation – 2016

In September 2016, City Council approved a lease/lease-purchase for the construction and improvement of the new Sand Creek Police Substation. The total payment for 2024 is \$1,495,470 and is made from the General Fund – General Costs account.

Interest component of payment based upon: 1.62%

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2024	\$1,425,000	\$70,470	\$1,495,470
2025	1,450,000	47,385	1,497,385
2026	1,475,000	23,895	1,498,895
Total	\$4,350,000	\$141,750	\$4,491,750

Other Lease-Purchase Obligations

<u>Description</u>	<u>1-1-2024 Balance**</u>	<u>2024 Payment</u>	<u>12-31-2024 Remaining</u>
General Fund Lease-Purchase Obligations*	\$19,097,434	\$6,052,113	\$13,045,321

* The General Fund Lease Purchase Obligations other than the CAB and the Sand Creek Police Substation.

** The balance is defined as all remaining financial obligations for principal as of January 1, 2024, through the retirement of all lease-purchase agreement obligations, and does not include new lease-purchase agreements entered into during 2024.

Airport State Infrastructure Bank (SIB) Loans

State Infrastructure Banks (SIBs) are revolving infrastructure investment funds for surface transportation that are established and administered by states. A SIB, much like a private bank, can offer a range of loans and credit assistance enhancement products. The Colorado State SIB Loan Program was enacted by the Colorado Legislature in 1998 and adopted by the Colorado Department of Transportation (CDOT) in 1999. This unique funding source is supported by the Colorado Transportation Commission and helps fund transportation facilities with funds available through a low-interest revolving loan program. As loans or other credit assistance forms are repaid to the SIB, its initial capital is replenished and can be used to support a new cycle of projects.

Airport CO SIB Loan - CDOT 2021

The total payment for 2024 is \$890,612 and is paid by the Airport Enterprise. The interest rate is 2.00%.

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2024	\$760,129	\$130,483	\$890,612
2025	775,332	115,281	890,613
2026	790,838	99,774	890,612
2027	806,655	83,957	890,612
2028	822,788	67,824	890,612
2029	839,244	51,368	890,612
2030	856,029	34,584	890,613
2031	873,149	17,463	890,612
Total	\$6,524,164	\$600,734	\$7,124,898

Airport CO SIB Loan - CDOT 2020

The total payment for 2024 is \$890,483 and is paid by the Airport Enterprise. The interest rate is 3.25%.

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2024	\$711,861	\$178,622	\$890,483
2025	734,997	155,486	890,483
2026	758,884	131,599	890,483
2027	783,548	106,935	890,483
2028	809,013	81,470	890,483
2029	835,306	55,177	890,483
2030	862,453	28,030	890,483
Total	\$5,496,062	\$737,319	\$6,233,381

Airport CO SIB Loan - CDOT 2016

The total payment for 2024 is \$392,043 and is paid by the Airport Enterprise. The interest rate is 2.50%.

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2024	\$364,051	\$27,992	\$392,043
2025	373,152	18,891	392,043
2026	382,480	9,562	392,042
Total	\$1,119,683	\$56,445	\$1,176,128

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Grants Overview

Grants Appropriation

\$129,043,933

Each year, the City of Colorado Springs appropriates an amount in the Budget to streamline the grant acceptance process. Grants received outside the Grants Appropriation require supplemental appropriations throughout the year.

The City estimates a decrease of \$42.9 million in the amount of grants to be appropriated in 2024. The prior year actual amounts shown below include the total amount of the grants appropriation that was used during that respective year. The grants appropriation amount includes grant dollars as well as matching dollars. Therefore, the grant appropriation amount each year is greater than the actual grant funds received by the City. The total for 2024 includes potential grants, both capital grants and operating grants, for which departments intend to apply, including highly competitive grants that are not guaranteed.

Contributing Entity	2021 Actual	2022 Actual	2023 Est.*	2024 Appropriation
Airport	\$24,949,588	\$10,880,920	\$65,700,000	\$33,000,000
City Clerk	0	6,075	0	0
Finance	76,050,545	0	0	0
Fire	450,040	2,892,235	1,158,658	4,573,309
Housing and Community Vitality	36,883,037	5,995,730	6,398,206	5,777,907
Human Resources	2,500	0	0	0
Municipal Court	20,000	0	0	0
Office of Emergency Management	949,537	787,897	944,877	1,000,000
Office of Innovation	0	350,000	0	0
Parks, Recreation, and Cultural Services	3,058,470	2,960,941	3,800,000	3,050,000
Planning and Neighborhood Services	0	0	40,000	0
Police	8,815,102	6,129,548	9,105,233	5,993,235
Public Works	50,679,507	29,682,207	40,207,778	40,249,482
Stormwater Enterprise	1,006,321	0	44,600,000	35,400,000
Total Grant Funding and Appropriation	\$202,864,647	\$59,685,553	\$171,954,752	\$129,043,933

* The FY 2023 original Grants Appropriation is \$171.9M (not including 2022 carry forward) which is still the estimated amount of grants to be received in FY 2023 as of August 31, 2023.

Original Grants Appropriation **	2023	2024	Variance
Capital Improvement Grants	\$132,421,437	\$83,786,700	(\$48,634,737)
Operating Grants	39,533,315	45,257,233	5,723,918
Total Original Grants Appropriation	\$171,954,752	\$129,043,933	(\$42,910,819)

** The Grants Appropriation includes anticipated federal/state/private grant funding and local grant match.

Grant Administration

Funds from federal, state, and private sources are important resources that need to be included in the City's financial plan. The City is committed to a citywide coordination of grant activities among agencies and to determine the immediate and longer-term financial consequences of accepting funding. The City evaluates grant applications and awards to determine whether proposals are consistent with city priorities, ensures that proposals are coordinated with the City's existing programs, ensures that administrative reporting and evaluation requirements are adequately addressed, assesses the need for a cash match, and evaluates the immediate and long-term financial consequences of the application. Agencies receiving the spending authority are responsible for complying with grant restrictions, applicability, and reporting. All grant funds will be expended for the purposes for which they were granted and in the time period for which they were granted.

Types of Grants

Grants facilitate capital investment and operational capacity that would otherwise be impossible for the City to accomplish due to financial constraints. Grant funding supports local capital improvement projects, local government operations, and disaster recovery efforts - these funds are designated specifically to projects and improvements in line with the intent of the grantor. Grant funding, therefore, is temporary assistance to accomplish policy or infrastructure goals on behalf of the grantor.

Capital Improvement grants fund projects involving infrastructure improvement, purchases of equipment or property, and renovation of City facilities, which result in the creation of a fixed asset or an extended useful life. Capital Improvement Grants are discussed in the Capital Improvement Program (CIP) section of this budget.

Operating grants fund programs undertaken by the City to provide services such as transit services, public safety programs, emergency management efforts, and community development programs. Grant funding awarded for operations is listed in each relevant department narrative of the Budget document.

Matching Funds

Certain grants require matching funds as the recipient's demonstration of financial commitment to the grant-funded project. Matching funds can be contributed by the General Fund and other City funds through the Budget process, or by in-kind third party contributions.

Matching funds leverage City dollars to accomplish projects that otherwise could not be undertaken due to lack of financial resources. The return on the City's investment varies depending on the structure of the grant. Grantors may require differing levels of matching funds, some of which are required by federal, state, or other grantor statute. When possible, matching funds are sought from other entities.

Formula vs. Discretionary Grants

Formula grants are awarded according to the grantor's determination of equitable distribution of grant funds to the City of Colorado Springs. These include the Community Development Block Grant (CDBG), and Transit Section 5307, among others.

Discretionary grants are generally competitive grants for which the City develops an application and the grantor determines the recipient. Discretionary grants award funds based on the viability of the proposed project, evidence of support from stakeholders, and quality of the application materials.

Grant Appropriation Detail

Type of Funding/Recipient	Anticipated Grant Funding	Budgeted Grant Match	2024 Grants Appropriation
Capital Improvement Grants			
Airport	\$31,100,000	\$1,900,000	\$33,000,000
Public Works - City Engineering	1,349,266	127,971	1,477,237
Public Works - Stormwater Enterprise	35,400,000	0	35,400,000
Public Works - Transit Services	8,337,859	5,571,604	13,909,463
Total Capital Improvement Grants	\$76,187,125	\$7,599,575	\$83,786,700
Operating Grants			
Fire	\$3,949,956	\$623,353	\$4,573,309
Housing and Community Vitality	5,777,907	0	5,777,907
Office of Emergency Management	1,000,000	0	1,000,000
Parks - Cultural Services	750,000	0	750,000
Parks - Design and Development	350,000	0	350,000
Parks - Maintenance and Operations	750,000	0	750,000
Parks - Recreation and Administration	1,200,000	0	1,200,000
Police	5,993,235	0	5,993,235
Public Works - Operations and Maintenance	9,000,000	0	9,000,000
Public Works - Transit Services	11,958,977	3,903,805	15,862,782
Total Operating Grants	\$40,730,075	\$4,527,158	\$45,257,233
Total Grants Appropriation	\$116,917,200	\$12,126,733	\$129,043,933

Capital Improvement Grants:

Capital Improvement grant funding and contributed match is included within the Capital Improvement Program All Funds Detail, in the CIP section of this budget. Match identified above is a component of the non-grant CIP funding sources, but may not make up the non-grant funded sources in their entirety.

Operating and Prior Year Anticipated Grants:

Grant funding awarded for operations is listed in each Department's budget narrative. The City's match contribution related to operating grants comes from a variety of sources, most commonly in-kind or third party contributions. Because in-kind contributions relate to expenses the City incurs regardless of receiving grant funding, contributed match is contained within each section of the budget and not identified separately. These contributions are reviewed prior to the submission of a grant application.

Prior year anticipated grants relate to grants that were not awarded in the year they were originally anticipated. Because the grants appropriation lapses each year, the amount of prior year grants not received, but still anticipated, must be included in the current year appropriation.

Coronavirus Aid, Relief, And Economic Security (CARES) Act Funding

On March 13, 2020, the President declared the Coronavirus Disease 2019 (COVID-19) pandemic of sufficient severity and magnitude to warrant an emergency declaration for all states, tribes, territories, and the District of Columbia pursuant to section 501 (b) of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. 5121-5207 (the “Stafford Act”). In response to the economic impact of responding to the COVID-19 pandemic, legislation was approved by Congress and signed into law by President Trump on March 27, 2020. This legislation is the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) and authorized more than \$2 trillion to address COVID-19 and its economic effects.

As part of the CARES Act, many federal agencies received allocations to provide grants to states and local governments for purposes specific to their organizations. The City of Colorado Springs received CARES Act funding through the Federal Aviation Administration, Federal Transit Administration, U.S. Department of Justice, and the U.S. Department of Housing and Urban Development for purposes of responding to and recovering from the COVID-19 pandemic. Additionally, El Paso County received funding directly from the U.S. Department of the Treasury, and elected to distribute a portion of that funding to jurisdictions within El Paso County, based on population.

Each grant program defines eligibility criteria for use of the funding. Beginning in fiscal year 2020, City costs identified as being eligible under a grant program will be reimbursed by that program, in some cases reducing actual expenditures in City funds. Not all grant programs listed below expire in 2023, therefore the impact of the funding will be reflected throughout the budget in the year it is planned to be utilized. Included below is a summary of CARES Act grants still active in 2023.

Funding Agency	Program	Grant Award Amount
U.S. Department of Housing and Urban Development	Community Development Block Grant-CV	3,876,249
Total CARES Act Funding		\$3,876,249

American Rescue Plan Act (ARPA) Funding

On March 11, 2021, President Biden signed the American Rescue Plan Act of 2021 into law. The American Rescue Plan Act (ARPA) of 2021 is an additional \$1.9 trillion coronavirus rescue package designed to facilitate the United States' recovery from the devastating economic and health effects of the COVID-19 pandemic. The ARPA plan included funding allocated for assistance to individuals and families, small businesses and restaurants, education and childcare, healthcare, transportation, and other impacted industries.

The City received an allocation of \$76,039,132 in ARPA State and Local Fiscal Recovery Funds (SLFRF) to support COVID-19 pandemic response and recovery efforts in Colorado Springs, Colorado. The plan for the City's use of funds was developed through a combination of community input, the City's strategic plan, needs communicated by key stakeholders, City Council input, as well as identified priorities of City Administration. The City also received funding from other federal agencies to support response and recovery of their associated sectors, detailed below.

City costs identified as being eligible under a grant program will be reimbursed by that program, therefore reducing actual expenditures in City funds. Included below is a summary of ARPA grants still active in 2023.

Funding Agency	Program	Grant Award Amount
Federal Transit Administration	American Rescue Plan Act Urbanized Area Apportionments (Section 5307)	\$7,206,979
U.S. Department of Housing and Urban Development	HOME Investment Partnership Program-American Rescue Plan	5,741,978
U.S. Department of the Treasury	Coronavirus State & Local Fiscal Recovery Funds	76,039,132
U.S. Department of the Treasury	Emergency Rental Assistance-2	5,019,709
Total ARPA Funding		\$94,007,798

The current allocation of ARPA Coronavirus State and Local Fiscal Recovery Funds is as follows:

Expenditure Category	Estimated Funding Amount
Public Health	\$21,334
Negative Economic Impacts	8,702,000
Services to Disproportionately Impacted Communities	1,728,666
Premium Pay	2,243,954
Infrastructure	25,863,000
Revenue Replacement	37,480,178
Total SLFRF Funding	\$76,039,132

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Personnel Overview

Position Changes

General Fund – Position changes from 2023 Amended Budget to 2024 Budget:

City Auditor:

- Add 1.00 CSU Auditor I (offset by revenue)

City Council and Legislative Services:

- Add 1.00 position as a transfer from Economic Development for a Boards and Commissions Program Administrator

Economic Development:

- Transfer 1.00 Economic Development Specialist position to City Council and Legislative Services

Parks, Recreation and Cultural Services:

- Add 1.00 Park Guide (offset by revenue for school programming at Rock Ledge Ranch)
- Add 0.50 Administrative Assistant (offset by revenue for school programming at Rock Ledge Ranch)

Planning and Neighborhood Services:

- Add 1.00 Code Enforcement Officer for Neighborhood Services (added at Markup)

Public Works:

- Add 2.00 Inspector II positions (City Engineering - offset by fee revenue)
- Add 6.00 Engineering Technician II positions (Traffic Engineering - offset by fee revenue, and an IGA with El Paso County for Signal Maintenance)

Support Services:

Add 28.00 positions for Fleet Maintenance insourcing (15.00 FTEs added off-cycle during 2023)

- 2.00 Buyer II positions
- 1.00 Driver position
- 1.00 Fleet Specialist position
- 6.00 Fleet Technician I positions
- 14.00 Fleet Technician II positions
- 4.00 Senior Fleet Technician positions

All Other Funds – Position changes from 2023 Amended Budget to 2024 Budget:

Parking Enterprise:

- Add 2.00 Parking Enforcement Officer I positions
- Add 1.00 Business Support Specialist I position

Benefit Changes

There is an increase in medical plan costs of \$1,405,242. Employees will have a premium increase of \$1.00 - \$92.50 per paycheck, depending on the plan. Employees will have a premium increase on vision plans of \$0.07 - \$0.25 per paycheck. No change to dental plan costs or employee paid premiums. Short-term and long-term disability will have reduced premiums, varying by age band, along with a reduction in premiums for Basic Life and Accidental Death & Dismemberment.

Pay Changes

Civilian - The 2024 budget includes funding for an average 2% pay for performance and a variable increase for pay progression for those employees that are eligible.

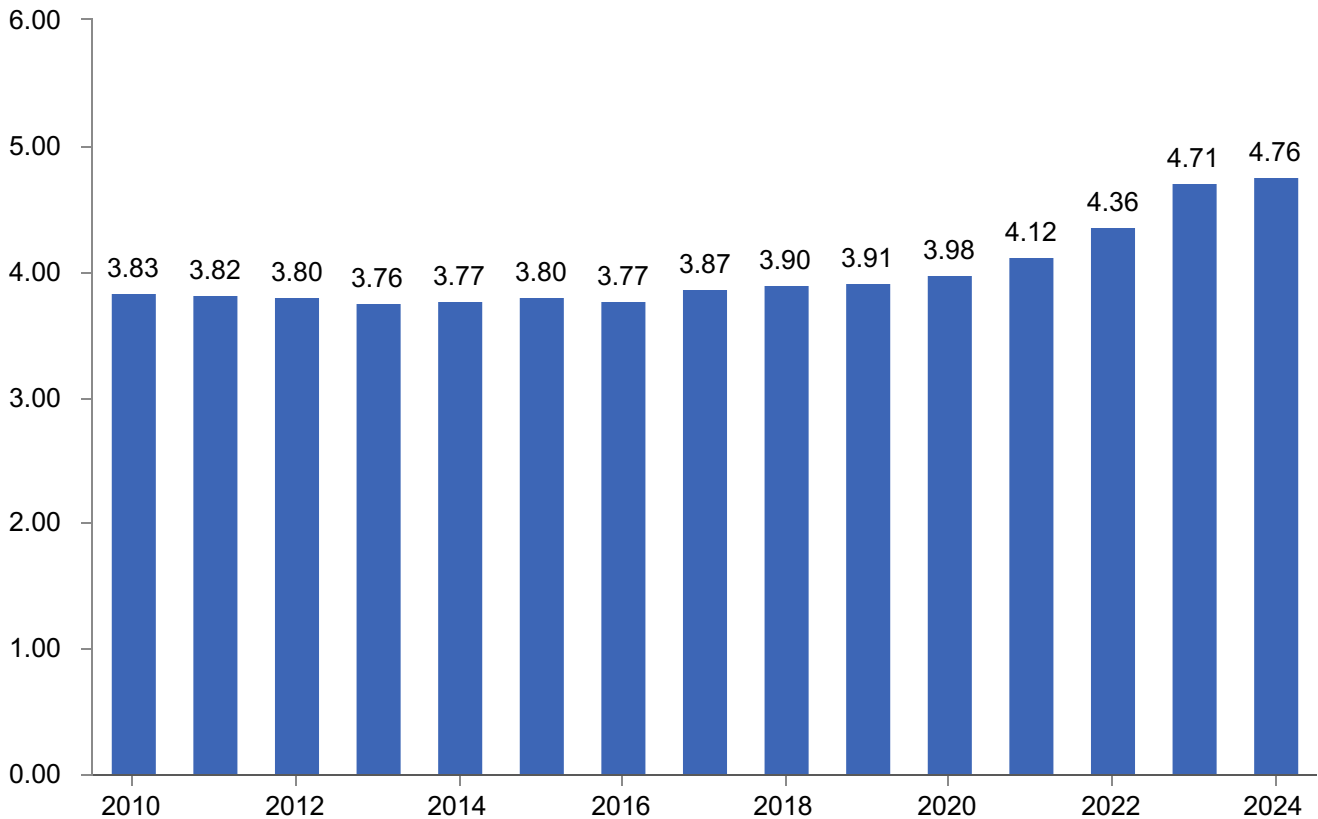
Sworn and CSPD Communications Center - The 2024 budget includes funding for 4% market movement and sworn will receive step increases.

42.50 Net positions added across all funds from 2023 Amended Budget

	2022 Amended	2023 Budget	2023 Amended	Transfer	Add	Eliminate	2024 Budget	Difference: 2023B- 2022A
General Fund	2,167.50	2,308.25	2,327.25	0.00	39.50	0.00	2,366.75	39.50
Public Safety Sales Tax Fund	289.50	309.25	310.25	0.00	0.00	0.00	310.25	0.00
Enterprise Funds	227.00	236.75	243.00	0.00	3.00	0.00	246.00	3.00
Special Revenue Funds - Other	71.50	76.25	76.25	0.00	0.00	0.00	76.25	0.00
Grant Funds	96.50	103.75	128.50	0.00	0.00	0.00	128.50	0.00
Radio Communications Fund	8.00	8.00	8.00	0.00	0.00	0.00	8.00	0.00
Office Services Fund	9.00	9.00	9.00	0.00	0.00	0.00	9.00	0.00
Workers' Compensation Fund	11.75	11.75	11.75	0.00	0.00	0.00	11.75	0.00
Employee Benefits Self - Insurance Fund	6.00	6.00	6.00	0.00	0.00	0.00	6.00	0.00
Claims Reserve Self - Insurance Fund	6.00	7.00	7.00	0.00	0.00	0.00	7.00	0.00
Total All Funds	2,892.75	3,076.00	3,127.00	0.00	42.50	0.00	3,169.50	42.50

All position totals are by funding source. Narrative organization charts reflect reporting relationship.

General Fund Employees per 1,000 Population



Since 2010, the General Fund employees per 1,000 population have increased 24.28%.

General Fund Position Change Details

	2022 Amended	2023 Budget	2023 Amended	Transfer	Add	Eliminate	2024 Budget
General Fund							
City Attorney, City Clerk, Municipal Court							
City Attorney	59.00	60.00	61.00				61.00
City Clerk	12.00	12.00	12.00				12.00
Municipal Court	38.00	38.00	38.00				38.00
City Auditor	14.00	14.00	14.00		1.00		15.00
City Council and Legislative Services	8.00	8.00	8.00	1.00			9.00
Finance	45.00	45.00	45.00				45.00
Fire							
Fire	430.50	466.00	469.50				469.50
Office of Emergency Management	5.00	5.00	5.00				5.00
Information Technology	94.00	92.25	92.25				92.25
Mayor and Support Services							
Mayor's Office	9.50	9.50	10.75				10.75
Communications	12.75	13.50	13.75				13.75
Housing and Community Vitality	1.00	1.00	1.00				1.00
Economic Development	5.00	5.00	4.00	(1.00)			3.00
Human Resources							
Employment Services	24.00	24.00	25.50				25.50
Office of Accessibility	5.00	6.00	6.00				6.00
Risk Management	5.25	5.25	5.25				5.25
Office of Innovation	6.00	6.00	6.00				6.00
Support Services	31.00	34.00	49.50		28.00		77.50
Parks, Recreation and Cultural Services							
Cultural Services	19.50	26.25	26.25		1.50		27.75
Design and Development	5.00	5.00	6.00				6.00
Park Maintenance and Operations	19.50	24.25	26.75				26.75
Recreation and Administration	39.00	81.75	70.50				70.50
Planning and Neighborhood Services							0.00
Land Use Review	34.00	34.00	34.00				34.00
Neighborhood Services	31.00	36.00	36.00		1.00		37.00
Police	956.00	982.75	987.75				987.75
Public Works							
City Engineering	35.00	35.00	35.00		2.00		37.00
Public Works Operations & Maintenance	195.00	210.25	210.50				210.50
Traffic Engineering	28.00	28.00	28.00		6.00		34.00
Transit	0.50	0.50	0.00				0.00
Total General Fund	2,167.50	2,308.25	2,327.25	0.00	39.50	0.00	2,366.75

Other Funds Position Change Details

	2022 Amended	2023 Budget	2023 Amended	Transfer	Add	Eliminate	2024 Budget
Internal Services Funds							
Office Services Fund	9.00	9.00	9.00				9.00
Radio Communications Fund	8.00	8.00	8.00				8.00
Claims Reserve Self - Insurance Fund	6.00	7.00	7.00				7.00
Employee Benefits Self - Insurance Fund	6.00	6.00	6.00				6.00
Workers' Compensation Fund	11.75	11.75	11.75				11.75
Total Internal Services Funds	40.75	41.75	41.75	0.00	0.00	0.00	41.75
Enterprise Funds							
Airport	117.00	121.00	122.00				122.00
Cemeteries	6.00	6.00	7.00				7.00
Development Review Enterprise	26.00	26.00	26.00				26.00
Parking System	16.00	17.75	18.50		3.00		21.50
Patty Jewett Golf Course	7.00	7.00	7.00				7.00
Pikes Peak - America's Mountain	19.00	23.00	23.50				23.50
Stormwater Enterprise	33.00	33.00	36.00				36.00
Valley Hi Golf Course	3.00	3.00	3.00				3.00
Total Enterprise Funds	227.00	236.75	243.00	0.00	3.00	0.00	246.00
Special Revenue Funds - Public Safety Sales Tax Fund							
Fire	131.50	138.50	138.50				138.50
Police	158.00	170.75	171.75				171.75
Total Public Safety Sales Tax Fund	289.50	309.25	310.25	0.00	0.00	0.00	310.25
Special Revenue Funds - Other							
Conservation Trust (CTF)	41.50	44.00	44.50				44.50
GID Funds	0.00	5.50	5.75				5.75
SIMD Funds	10.50	6.00	6.00				6.00
Trails, Open Space and Parks (TOPS)	19.50	20.75	20.00				20.00
Total Special Revenue Funds - Other	71.50	76.25	76.25	0.00	0.00	0.00	76.25
Grant Funds							
Fire	21.00	19.00	17.00				17.00
Housing and Community Vitality	12.00	12.00	12.00				12.00
Office of Emergency Management	3.00	3.00	4.00				4.00
Parks - Recreation and Administration	2.00	2.00	25.50				25.50
Police	26.00	35.25	37.00				37.00
Public Works - Transit	32.50	32.50	33.00				33.00
Total Grant Funds	96.50	103.75	128.50	0.00	0.00	0.00	128.50
All Funds Total	2,892.75	3,076.00	3,127.00	0.00	42.50	0.00	3,169.50

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City Attorney

Wynetta Massey, City Attorney | (719) 385-5909 | City.AttorneyMain@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	\$8,044,212	\$9,493,074	\$9,493,074	\$9,591,570	\$98,496
Total	\$8,044,212	\$9,493,074	\$9,493,074	\$9,591,570	\$98,496	
Positions						
General Fund	59.00	60.00	61.00	61.00	0.00	
Total	59.00	60.00	61.00	61.00	0.00	

* 2023 Amended Budget as of 8/31/2023

Significant Changes vs. 2023

- Increase of approximately \$429,000 in the General Fund mainly to fund existing positions, pay for performance, and benefit cost adjustments
- Decrease of \$325,523 in the General Fund due to operating budget reductions
- Beginning in 2023 the Real Estate Services Division and all staff, as well as their responsibilities and functions (including financial history), were moved to the City Attorney's Office

City Attorney - Overview

- The City Attorney’s Office is the legal advisor to the Mayor, City Council, Utilities Board, Boards and Commissions, and staff of the municipal government and City enterprises in relation to their duties as set forth in City Charter Art. XIII, § 13-80. The City Attorney’s Office:
 - Represents the City in all court cases where the City has an interest and prosecutes all cases docketed into Municipal Court
 - Provides legal representation to Colorado Springs Utilities, the Memorial Health System Enterprise, and all other City enterprises
 - Provides legal services for all transactional, operational, and employment matters on behalf of the City and all of its enterprises
 - Reviews, updates, and maintains the City Code and provides legal services for special district, annexation, and finance issues

- Real Estate Services (RES) is responsible for centralizing the real estate functions of the City of Colorado Springs, Colorado Springs Utilities, and the Colorado Springs Airport. Services include:
 - Management oversight and support services for the acquisition of land, easements, and rights-of-way; the disposal of real property interests; real property leasing services; and compliance with *The City of Colorado Springs Procedure Manual for the Acquisition and Disposition of Real Property Interests*
 - Facilitating easement vacations and encroachments
 - Conducting title review and document research
 - Providing lease assistance
 - Assisting the City and its citizens with various research requests
 - RES functions as the custodian of record for the City’s real estate files and real estate database while protecting and conserving the City’s real property assets. Although RES is General Fund supported, the General Fund recovers expenses from Colorado Springs Utilities and Colorado Springs Airport for work done on their behalf.

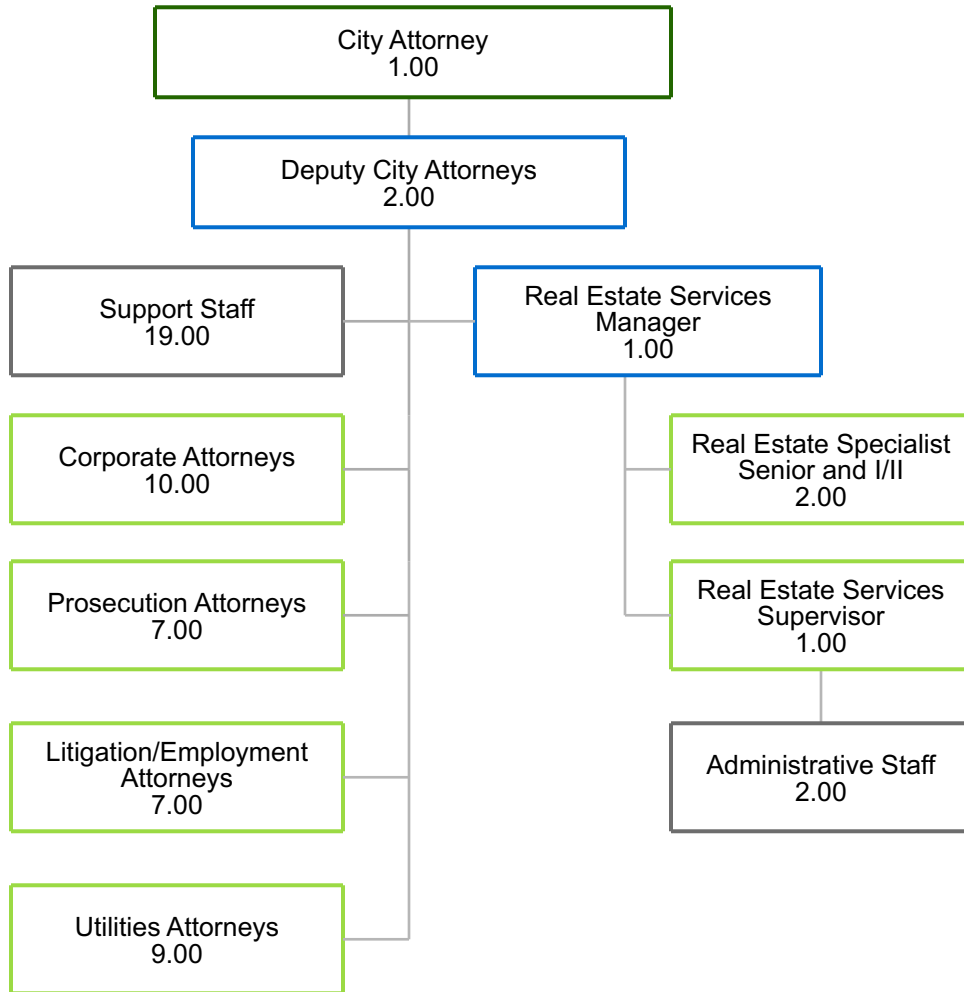
City Attorney - Functions

The City Attorney manages the following functions supported by the General Fund:

City Attorney Functions	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget
City Attorney's Office	\$6,451,492	\$7,431,082	\$8,770,031	\$8,770,031	\$8,834,759
Real Estate Services	527,354	613,130	723,043	723,043	756,811
Total City Attorney Functions	\$6,978,846	\$8,044,212	\$9,493,074	\$9,493,074	\$9,591,570

* 2023 Amended Budget as of 8/31/2023

City Attorney - Organizational Chart



Strategic Plan Update



Excelling In City Services

Initiatives			
4.2 Proactively advise and educate officials, employees, departments, and enterprises on relevant law and practices.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
4.2.1 Provide an average of four training sessions per quarter to City officials, employees, departments, and enterprises.	100%	100%	100%
Notable Achievements			
4.2.1 In 2022, conducted a total of 51 trainings to City enterprises, departments, boards, and commissions, which totaled more than 485 attendees. For the first half of 2023 a total of 47 trainings have been delivered to nearly 450 attendees. The training topics presented included: Ethics; CORA; Contract Selection, Negotiation, and Requirements; Councilmember Orientation; Employment Law; Judicial Process; and Utilities Hearing Officer 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 the General Fund.

City Attorney - 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	\$6,712,796	\$7,757,538	\$9,135,972	\$9,135,972	\$9,239,468	\$103,496	
	Operating	248,826	285,124	352,902	352,902	349,902	(3,000)	
	Capital Outlay	17,224	1,550	4,200	4,200	2,200	(2,000)	
	Total	\$6,978,846	\$8,044,212	\$9,493,074	\$9,493,074	\$9,591,570	\$98,496	
	Revenue	\$2,383,958	\$2,731,353	\$2,811,490	\$2,811,490	\$3,046,136	\$234,646	
	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget		
	Administrative Assistant I	1.00	1.00	2.00	2.00	0.00		
	Assistant Attorney	2.00	2.00	2.00	2.00	0.00		
	Associate Attorney	0.00	0.00	3.00	3.00	0.00		
	Attorney	6.00	6.00	3.00	3.00	0.00		
	Business Support Specialist I	0.00	1.00	0.00	0.00	0.00		
	Business Support Specialist II	1.00	1.00	0.00	0.00	0.00		
	Business Support Specialist, Senior	0.00	0.00	1.00	1.00	0.00		
	City Attorney	1.00	1.00	1.00	1.00	0.00		
	Deputy City Attorney	2.00	2.00	2.00	2.00	0.00		
	Division Chief	4.00	4.00	4.00	4.00	0.00		
	Legal Administrator	1.00	1.00	1.00	1.00	0.00		
Legal Secretary	7.00	7.00	7.00	7.00	0.00			
Paralegal	4.00	4.00	2.00	2.00	0.00			
Program Administrator II	1.00	1.00	1.00	1.00	0.00			
Prosecutor	5.00	5.00	4.00	4.00	0.00			
Real Estate Manager	1.00	1.00	1.00	1.00	0.00			
Real Estate Services Supervisor	0.00	0.00	1.00	1.00	0.00			
Real Estate Specialist II	1.00	1.00	1.00	1.00	0.00			
Senior Attorney	15.00	15.00	17.00	17.00	0.00			
Senior Legal Secretary	2.00	2.00	2.00	2.00	0.00			
Senior Paralegal	3.00	3.00	5.00	5.00	0.00			
Senior Real Estate Specialist	2.00	2.00	1.00	1.00	0.00			
Total Positions	59.00	60.00	61.00	61.00	0.00			

* 2023 Amended Budget as of 8/31/2023

City Attorney - 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	\$121,931
	Increase to fund pay for performance and pay progression	267,798
	Increase to fund medical cost adjustments	39,290
	Decrease due to operating budget reductions	(325,523)
	Total Salaries/Benefits/Pensions	\$103,496
	Operating	
	Decrease to remove one-time funding in 2023	(\$5,000)
	Redistribution of Capital Outlay to Operating	2,000
	Total Operating	(\$3,000)
	Capital Outlay	
Redistribution of Capital Outlay to Operating	(\$2,000)	
Total Capital Outlay	(\$2,000)	
Total For 2024	\$98,496	

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Add 1.00 FTE for Senior Attorney - Utilities (offset by revenue)	1.00
	Total During 2023	1.00
	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
City Attorney

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	(325,523)	(325,523)
51205 - CIVILIAN SALARIES	5,132,325	6,034,639	7,019,107	7,019,107	7,389,093	369,986
51210 - OVERTIME	24	188	1,500	1,500	1,500	0
51220 - SEASONAL TEMPORARY	5,477	8,291	5,000	5,000	5,000	0
51230 - SHIFT DIFFERENTIAL	54	0	0	0	0	0
51240 - RETIREMENT TERMINATION SICK	27,029	0	0	0	0	0
51245 - RETIREMENT TERM VACATION	76,840	35,786	0	0	0	0
51260 - VACATION BUY PAY OUT	27,602	33,016	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(45,959)	(48,126)	0	0	0	0
51610 - PERA	720,793	855,967	1,036,724	1,036,724	1,092,846	56,122
51612 - RETIREMENT HEALTH SAVINGS	0	0	25,000	25,000	25,000	0
51615 - WORKERS COMPENSATION	14,311	16,379	13,347	13,347	7,966	(5,381)
51620 - EQUITABLE LIFE INSURANCE	12,299	14,044	26,993	26,993	23,553	(3,440)
51640 - DENTAL INSURANCE	24,823	24,129	29,100	29,100	28,020	(1,080)
51655 - RETIRED EMP MEDICAL INS	0	0	2,000	2,000	2,000	0
51670 - PARKING FOR EMPLOYEES	18,920	24,460	27,360	27,360	27,360	0
51690 - MEDICARE	73,542	85,183	101,847	101,847	107,215	5,368
51695 - CITY EPO MEDICAL PLAN	133,837	108,074	114,932	114,932	149,920	34,988
51696 - ADVANTAGE HD MED PLAN	467,919	539,758	700,812	700,812	676,018	(24,794)
51697 - HRA BENEFIT TO ADV MED PLAN	22,960	25,750	32,250	32,250	29,500	(2,750)
Salaries/Benefits/Pensions Total	6,712,796	7,757,538	9,135,972	9,135,972	9,239,468	103,496
Operating						
52110 - OFFICE SUPPLIES	7,963	8,568	11,400	11,400	10,500	(900)
52111 - PAPER SUPPLIES	1,067	1,913	4,000	4,000	3,600	(400)
52120 - SOFTWARE SUBSCRIPTION/LICENSE	7,836	13,010	8,238	8,238	7,664	(574)
52122 - CELL PHONES EQUIP AND SUPPLIES	32	338	2,000	2,000	600	(1,400)
52125 - GENERAL SUPPLIES	694	2,996	7,851	7,851	8,351	500
52135 - POSTAGE	6,538	8,533	8,650	8,650	8,330	(320)
52165 - LICENSES AND TAGS	0	10	50	50	50	0
52220 - MAINT OFFICE MACHINES	0	0	500	500	500	0
52282 - MAINT DATA COMMUNICATION	0	0	500	500	500	0
52305 - MAINT SOFTWARE & OTHER FEES	13,259	0	14,379	14,379	14,379	0
52405 - ADVERTISING SERVICES	1,993	12,568	10,000	10,000	10,000	0
52428 - HOSTED IT SERVICES	0	0	1,500	1,500	1,500	0
52574 - LEGAL SERVICES	86,905	83,830	97,108	97,108	108,381	11,273
52575 - SERVICES	12,891	25,952	26,877	26,877	29,000	2,123
52590 - TEMPORARY EMPLOYMENT	12,261	10,306	263	263	263	0
52605 - CAR MILEAGE	3,304	3,429	4,200	4,200	4,000	(200)
52607 - CELL PHONE ALLOWANCE	1,124	1,080	2,150	2,150	1,700	(450)
52615 - DUES AND MEMBERSHIP	22,582	26,063	29,705	29,705	31,990	2,285
52625 - MEETING EXPENSES IN TOWN	1,227	360	2,038	2,038	2,038	0
52630 - TRAINING	9,789	17,371	22,400	22,400	22,000	(400)
52645 - SUBSCRIPTIONS	17,717	20,165	20,160	20,160	24,160	4,000
52655 - TRAVEL OUT OF TOWN	4,878	18,656	26,000	26,000	25,000	(1,000)
52705 - COMMUNICATIONS	20	0	0	0	0	0
52735 - TELEPHONE LONG DIST CALLS	0	0	500	500	500	0
52736 - CELL PHONE AIRTIME	0	0	360	360	360	0

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
City Attorney

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
52738 - CELL PHONE BASE CHARGES	5,344	4,618	6,236	6,236	4,336	(1,900)
52775 - MINOR EQUIPMENT	8,671	7,622	11,000	11,000	3,500	(7,500)
52776 - PRINTER CONSOLIDATION COST	18,322	17,273	27,637	27,637	18,500	(9,137)
52874 - OFFICE SERVICES PRINTING	3,577	3,093	6,600	6,600	7,600	1,000
60105 - PERA	0	(2,630)	0	0	0	0
60180 - IT SOFTWARE PURCHASES	698	0	0	0	0	0
65160 - RECRUITMENT	0	0	600	600	600	0
65352 - EMPLOYEE AWARDS PROGRAM	134	0	0	0	0	0
Operating Total	248,826	285,124	352,902	352,902	349,902	(3,000)
Capital Outlay						
53020 - COMPUTERS NETWORKS	0	1,330	0	0	0	0
53030 - FURNITURE AND FIXTURES	17,224	220	4,200	4,200	2,200	(2,000)
Capital Outlay Total	17,224	1,550	4,200	4,200	2,200	(2,000)
Grand Total	6,978,846	8,044,212	9,493,074	9,493,074	9,591,570	98,496
Revenue						
46173 - REIMBURSEMENT FR UTILITY FUND	1,863,685	1,927,747	1,878,584	1,878,584	2,149,764	271,180
45631 - LEGAL FEES **	6,720	496,964	585,000	585,000	510,000	(75,000)
46170 - REIMBURSEMENT FR OTHER FUNDS	356,523	105,117	120,370	120,370	111,000	(9,370)
42605 - ENT FUND UTIL ALLOCATION	142,100	187,519	220,236	220,236	268,072	47,836
42710 - OTHER REVENUE	11,040	12,700	7,300	7,300	7,300	0
42720 - OTHER BILLED INVOICES	3,890	1,306	0	0	0	0
Revenue Total	2,383,958	2,731,353	2,811,490	2,811,490	3,046,136	234,646

* 2023 Amended Budget as of 8/31/2023

** Reimbursement from Departments/Enterprises for Direct Costs

City Clerk

Sarah B. Johnson, City Clerk | (719) 385-5901 | CityClerk@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	\$1,304,037	\$1,421,210	\$1,421,210	\$1,424,584	\$3,374
Grants Fund**	6,075	0	0	0	0	
Total	\$1,310,112	\$1,421,210	\$1,421,210	\$1,424,584	\$3,374	
Positions						
General Fund	12.00	12.00	12.00	12.00	0.00	
Total	12.00	12.00	12.00	12.00	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 \$40,000 in the General Fund mainly to fund existing positions, pay for performance, and benefit cost adjustments
- Decrease of \$48,734 in the General Fund due to operating budget reductions
- Increase of approximately \$12,000 to fund the Laserfiche contract

City Clerk - Overview

The City Clerk's Office is the custodian of official city documents and records of proceedings of the city pertaining to the operation of city government, specifically:

- Coordinates the Citywide Records Retention Program
- Maintains the City Charter
- Keeper of the City seal
- Attests city officer signatures on official documents
- Publicizes and posts legal notices in compliance with local and state laws
- Prepares the City Council agendas, attends City Council meetings, and prepares City Council meeting minutes
- Accepts legal service of summonses and subpoenas, while ensuring appropriate distribution and processing on behalf of the city

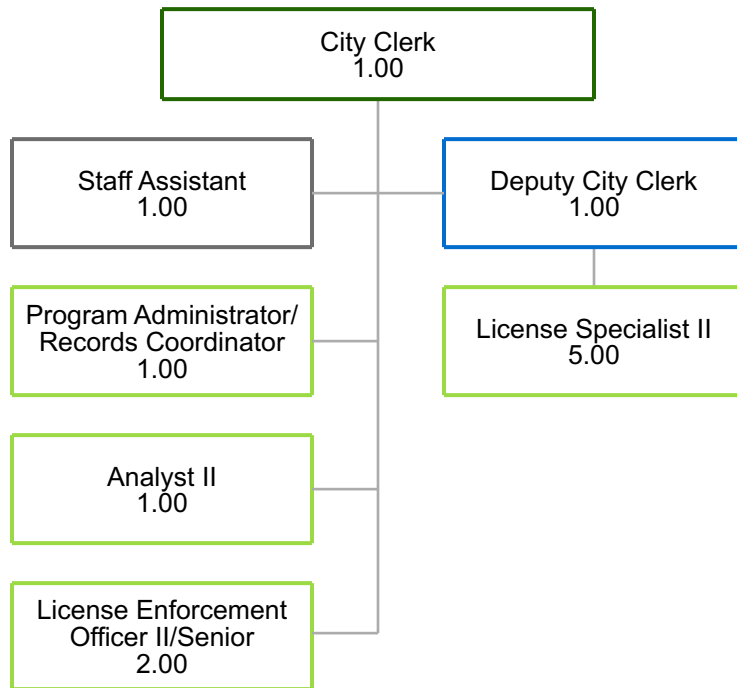
The City Clerk's Office supervises and conducts municipal elections, specifically:

- Serves as the Designated Local Election Official
- Divides the city into 6 contiguous City Council Districts that are substantially equal in population and complies with all applicable laws during the year before District council elections
- Issues, accepts, and verifies Mayoral Candidate petitions, City Council candidate petitions and all resident initiative, referendum, recall, or charter amendments/petitions
- Oversees ballot preparation, voting process, tabulation process, and certification of vote totals
- Receives candidate and committee campaign finance reports
- Maintains and enforces the applicable election sections of City Charter, City Code, State Statutes, and Federal law

The City Clerk's Office administers and enforces business licenses (approximately 4,310 licensed entities at this time). The City Clerk's Office:

- Issues and renews general business licenses, liquor licenses, and medical marijuana licenses in accordance with city and state laws and regulations, for a total of 47 distinct license/permit types
- Conducts administrative, suspension, revocation, and renewal hearings for all business licenses through coordination with the General Business, Liquor and Medical Marijuana Hearing Officers

City Clerk - Organizational Chart



Strategic Plan Update



Promoting Job Creation

Initiatives			
1.2 Review and update business-related City Code.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
1.2.1 Annually review and update as needed Chapter 2 of the City Code.	50%	70%	100%
1.2.2 Annually update the City Clerk website and forms as related to any Code updates.	100%	100%	100%
Notable Achievements			
1.2.1 In June of 2022 the City Clerk's Office in collaboration with the City Attorney's Office completed reviewing the administrative section of Chapter 2 of the City Code.			



Excelling In City Services

Initiatives			
4.4 Leverage technology to make it easier to do business in the City.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
4.4.1 Create the ability for individuals to pay license renewals online by the end of 2022.	100%	Complete	
4.4.2 Reduce the turnaround time on processing license applications and renewals by the end of 2022.	75%	80%	100%
4.4.3 Establish the ability for individuals to review business license application status online by the end of 2022.	100%	Complete	
4.4.4 Increase the ability to generate reports with relevant and accurate data from a single source by the end of 2022.	50%	60%	95%
4.5.1 Administer bi-annual record management and retention trainings for all City departments.	100%	100%	100%
4.5.2 Review the remaining 500+ unassigned boxes and work with department liaisons to develop a plan for retention or disposition by the end of 2021.	100%	100%	Complete
4.5.3 Conduct outreach to city departments to review offsite records.	50%	100%	100%
4.5.4 Work with IT to develop an electric document management program plan by the end of 2024.	20%	50%	70%
Notable Achievements			
4.4 During Q1 of 2023, the records intern scanned 2,229 documents (over 11 thousand pages) of historical agreements and data. These documents are currently being uploaded to our public document web-search page for the public to have access to this historical data.			
4.4 The City Clerk's office, in collaboration with the IT department and GIS team, developed and published a new interactive turnout map for the 2023 Municipal Election. This new feature, available on our web page, allows the public to see how many ballots have been returned per City Council District and Citywide on a daily basis during a live election.			

Strategic Plan Update



Excelling In City Services

Notable Achievements (cont'd)

4.4 During Q1 through end of Q2, conducted the Municipal General Election and the Mayoral Run-Off. Our department oversaw ballot preparations, the voting and tabulation processes, and certification of vote totals for each election. For the General Election, our office mailed 311,915 ballots to active registered voters inside city limits and for the Mayoral Run-Off election mailed 313,707 ballots to active registered voters inside city limits. All of our employees served as designated local election officials and assisted 5,577 citizens with their electoral registration, ballot issuance and replacements; excelling in their customer service. Our City Clerk team is trained and knowledgeable in election laws, code, and procedures. All of our team members are experts in conducting municipal elections, their knowledge and hard work allowed us to conduct a successful, secure, accurate, verifiable, and fair electoral process.

4.4.2 In Q2 of 2022 a new Massage business license went into effect; all applications and forms went live online. Licensees and applicants can search for business licenses, apply for a new business license, and view the status of that license.

4.4.2 During Q3, the new Liquor Retail Establishment Permit went into effect, which allows certain types of businesses to serve complimentary beverages in their stores 24 times a year. This new permit will bring new opportunities for local establishments to drive revenue in our local economy. Licensee's and applicants can search for business licenses and review the status of licenses on ACA.

4.4.2 In partnership with the State's Office of Information and Technology and the State's Liquor and Marijuana Enforcement Divisions, our department is able to complete electronic application file transfers for all Liquor and MMJ licenses and applications. This has reduced the joint state and local turn around time by 87% (from 4 months to an average of 72 hours) on licensing processing as well reducing costs to the City on postage and paper.

4.5.1 All records default inventory were sorted and identified in Q2 2022: as each department completes their review we will have removed a total of 1500 boxes past their retention schedule, a 7% reduction in boxes stored off-site. Saving the City about \$2,000 a year or 5% of the annual storage costs.

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.

City Clerk - 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	\$944,587	\$1,161,258	\$1,262,557	\$1,262,557	\$1,278,187	\$15,630
	Operating	114,204	142,279	158,153	158,153	145,897	(12,256)
	Capital Outlay	0	500	500	500	500	0
	Total	\$1,058,791	\$1,304,037	\$1,421,210	\$1,421,210	\$1,424,584	\$3,374
	Revenue **	\$1,754,684	\$1,826,464	\$1,740,830	\$1,740,830	\$1,741,210	\$380
	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget	
	Analyst II	1.00	1.00	1.00	1.00	0.00	
	City Clerk	1.00	1.00	1.00	1.00	0.00	
	Deputy City Clerk	1.00	1.00	1.00	1.00	0.00	
License Enforcement Officer	1.00	1.00	0.00	0.00	0.00		
License Enforcement Officer II	1.00	1.00	1.00	1.00	0.00		
License Enforcement Officer Sr	0.00	0.00	1.00	1.00	0.00		
License Specialist II	4.00	4.00	5.00	5.00	0.00		
Program Administrator I	0.00	0.00	1.00	1.00	0.00		
Records Retention Coordinator	1.00	1.00	0.00	0.00	0.00		
Senior License Specialist	1.00	1.00	0.00	0.00	0.00		
Staff Assistant	1.00	1.00	1.00	1.00	0.00		
Total Positions	12.00	12.00	12.00	12.00	0.00		

* 2023 Amended Budget as of 8/31/2023

** Revenue associated with licenses that the City Clerk’s Office administers and enforces are booked to the City Clerk’s Office; however, a number of other departments are involved in the administration and enforcement of licenses including the Police Department, Planning and Neighborhood Services, and the City Attorney’s Office.

City Clerk - 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	(\$3,268)
	Increase to fund pay for performance and pay progression	37,396
	Increase to fund medical cost adjustments	6,366
	Decrease due to operating budget reductions	(22,864)
	Redistribution of Salaries/Benefits/Pensions to Operating	(2,000)
	Total Salaries/Benefits/Pensions	\$15,630
	Operating	
	Decrease due to operating budget reductions	(\$25,870)
	Increase to fund the Laserfiche contract	11,614
	Redistribution of Salaries/Benefits/Pensions to Operating	2,000
	Total Operating	(\$12,256)
	Capital Outlay	
	None	\$0
Total Capital Outlay	\$0	
Total For 2024	\$3,374	
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
City Clerk

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	(22,864)	(22,864)
51205 - CIVILIAN SALARIES	686,414	816,382	941,833	941,833	970,018	28,185
51210 - OVERTIME	12,162	23,923	6,000	6,000	6,000	0
51220 - SEASONAL TEMPORARY	0	19,372	5,000	5,000	3,000	(2,000)
51230 - SHIFT DIFFERENTIAL	0	174	0	0	0	0
51240 - RETIREMENT TERMINATION SICK	0	20,711	0	0	0	0
51245 - RETIREMENT TERM VACATION	2,172	5,304	0	0	0	0
51260 - VACATION BUY PAY OUT	2,062	2,782	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(4,710)	(5,928)	0	0	0	0
51610 - PERA	94,825	123,358	139,743	139,743	143,812	4,069
51615 - WORKERS COMPENSATION	3,497	4,172	4,343	4,343	5,035	692
51620 - EQUITABLE LIFE INSURANCE	1,641	1,902	3,247	3,247	2,941	(306)
51640 - DENTAL INSURANCE	5,316	5,351	5,640	5,640	5,460	(180)
51670 - PARKING FOR EMPLOYEES	4,760	6,800	5,340	5,340	5,340	0
51690 - MEDICARE	9,699	12,184	13,729	13,729	14,109	380
51695 - CITY EPO MEDICAL PLAN	12,686	16,886	22,328	22,328	9,031	(13,297)
51696 - ADVANTAGE HD MED PLAN	107,871	102,499	109,854	109,854	130,055	20,201
51697 - HRA BENEFIT TO ADV MED PLAN	6,192	5,386	5,500	5,500	6,250	750
Salaries/Benefits/Pensions Total	944,587	1,161,258	1,262,557	1,262,557	1,278,187	15,630
Operating						
52003 - REDUCTION IN OPERATING	0	0	0	0	(25,870)	(25,870)
52110 - OFFICE SUPPLIES	1,160	2,442	3,200	3,200	3,200	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	0	0	0	0	11,614	11,614
52135 - POSTAGE	5,091	5,695	6,250	6,250	6,250	0
52165 - LICENSES AND TAGS	2,034	440	1,500	1,500	2,000	500
52405 - ADVERTISING SERVICES	12,285	14,348	13,000	13,000	15,000	2,000
52560 - PARKING SERVICES	0	0	120	120	120	0
52573 - CREDIT CARD FEES	2,460	4,177	5,100	5,100	500	(4,600)
52575 - SERVICES	77	260	900	900	400	(500)
52588 - HEARING OFFICER SERVICES	7,171	6,818	10,000	10,000	10,000	0
52590 - TEMPORARY EMPLOYMENT	0	0	1,000	1,000	1,000	0
52615 - DUES AND MEMBERSHIP	522	882	1,200	1,200	1,200	0
52625 - MEETING EXPENSES IN TOWN	135	492	1,350	1,350	1,350	0
52630 - TRAINING	763	1,885	5,400	5,400	5,400	0
52738 - CELL PHONE BASE CHARGES	1,128	1,228	1,390	1,390	1,390	0
52775 - MINOR EQUIPMENT	812	2,958	0	0	0	0
52776 - PRINTER CONSOLIDATION COST	6,081	8,310	6,100	6,100	6,100	0
52874 - OFFICE SERVICES PRINTING	996	5,766	4,000	4,000	4,000	0
52875 - CITY RECORDS MANAGEMENT	51,881	54,968	63,143	63,143	67,743	4,600
60440 - CBI BACKGROUND INVESTIGATIONS	19,521	21,660	26,500	26,500	25,500	(1,000)
65105 - ELECTION EXPENSES	2,087	9,726	8,000	8,000	9,000	1,000
65352 - EMPLOYEE AWARDS PROGRAM	0	224	0	0	0	0
Operating Total	114,204	142,279	158,153	158,153	145,897	(12,256)

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
City Clerk

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Capital Outlay						
53020 - COMPUTERS NETWORKS	0	500	500	500	500	0
Capital Outlay Total	0	500	500	500	500	0
Grand Total	1,058,791	1,304,037	1,421,210	1,421,210	1,424,584	3,374
Revenue						
44025 - CASH OVER SHORT	110	0	0	0	0	0
41397 - LATE FEES	15,410	81,580	30,000	30,000	40,000	10,000
45157 - OCCU TAX LIQUOR	327,883	338,851	340,000	340,000	345,000	5,000
45225 - LIQUOR PERMIT FEES	11,289	19,829	10,000	10,000	20,000	10,000
45229 - CONCRETE CONTRACTOR	64,874	31,845	30,000	30,000	30,000	0
45231 - MOBILE FOOD VENDOR	16,260	18,610	13,000	13,000	15,000	2,000
45232 - EXCAVATION	550	34,217	30,000	30,000	32,000	2,000
45235 - LIQUOR LICENSE FEES	252,794	263,624	260,000	260,000	260,000	0
45239 - SECURITY AGENCY/OFFICER	232,177	269,408	250,000	250,000	270,000	20,000
45240 - PAWN BROKER	2,200	2,427	2,400	2,400	2,200	(200)
45241 - MEDICAL MARIJUANA BUSINESS FEE	754,740	697,627	725,000	725,000	675,000	(50,000)
45242 - MARIJUANA CONSUMPTION CLUB	110	160	110	110	0	(110)
45243 - SEXUALLY ORIENTED BUSINESS	2,000	2,000	2,000	2,000	2,000	0
45246 - TREE SERVICE	5,390	7,260	5,000	5,000	5,000	0
45253 - BICYCLE-SHARE BUSINESS LICENSE	220	220	110	110	110	0
45279 - ALARM BUSINESS LICENCE	16,035	0	0	0	0	0
45671 - ADMINISTRATIVE FILING FEES	1,056	1,232	880	880	900	20
45673 - SPECIAL DIST SVC PLAN FEE	39,940	32,600	25,000	25,000	30,000	5,000
45712 - MAPS BOOKS CODES ETC	(85)	1,630	1,000	1,000	1,000	0
45951 - GENERAL VIOLATIONS	11,731	11,000	5,000	5,000	5,000	0
45227 - MASSAGE BUSINESS LICENSE	0	12,117	11,000	11,000	8,000	(3,000)
45252 - PEDAL-CAB AGENCY/DRIVER	0	227	330	330	0	(330)
Revenue Total	1,754,684	1,826,464	1,740,830	1,740,830	1,741,210	380

* 2023 Amended Budget as of 8/31/2023

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Municipal Court Administration

HayDen Kane II, Presiding Judge/Court Administrator | (719) 385-5928 | HayDen.Kane@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	\$5,075,851	\$5,426,214	\$5,426,214	\$5,204,668	(\$221,546)
Total	\$5,075,851	\$5,426,214	\$5,426,214	\$5,204,668	(\$221,546)	
Positions						
General Fund	41.30	41.30	41.30	41.30	41.30	0.00
Total¹	41.30	41.30	41.30	41.30	41.30	0.00

* 2023 Amended Budget as of 8/31/2023

¹ Includes part-time judges that total 3.30 in full time equivalency for budgeting purposes

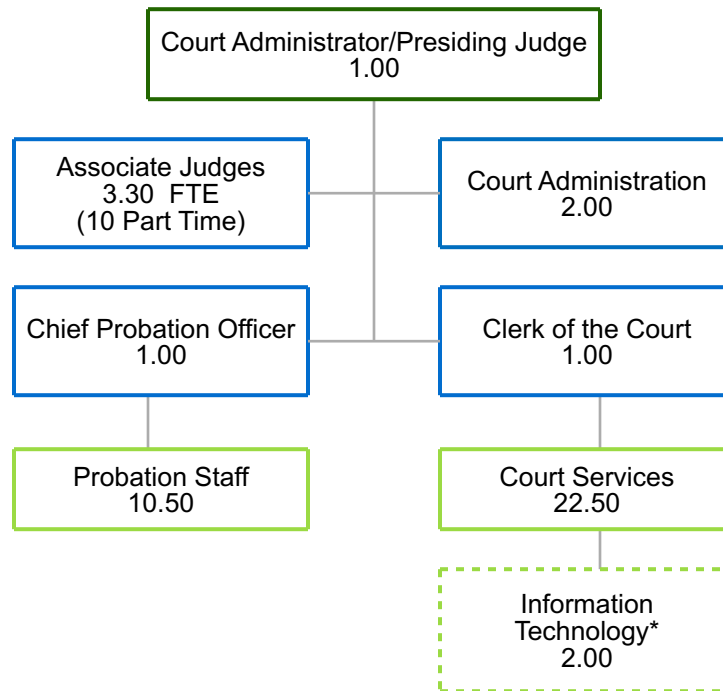
Significant Changes vs. 2023

- Increase of approximately \$10,000 in the General Fund mainly to fund existing positions, pay for performance, and benefit cost adjustments
- Decrease of \$186,068 in the General Fund due to operating budget reductions
- Decrease of \$45,000 to transfer the funding for Keep Colorado Springs Beautiful to Parks Maintenance and Operations

Municipal Court Administration - Overview

The Municipal Court’s mission is to enhance the quality of life of the residents of Colorado Springs by promoting public safety, traffic safety, and respect for the administration of justice by applying sanctions for violations of municipal ordinances. The Municipal Court is a limited jurisdiction court of record that hears and resolves criminal, traffic, and parking violations for adult and juvenile offenders. Services provided include intake processes, revenue collection as a byproduct of the court sanctioning process, courtroom and clerical support for improved case management, and probation services.

Municipal Court Administration - Organizational Chart



* The 2.00 Information Technology positions dual report to the Information Technology department and the Municipal Court, but are funded by the Municipal Court and are reflected in the Position Totals of the funding tables in the narrative.

Strategic Plan Update



Excelling In City Services

Initiatives			
4.14 Continue to provide excellent customer service at the Municipal Court.			
4.15 Leverage technology to maintain and enhance the Municipal Court Records Management System.			
4.16 Develop a succession plan to ensure continued delivery of quality and timely court services.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
4.14.1 Maintain a 90% satisfaction rate on comment cards.	94%	100%	100%
4.14.2 Collect at least 300 comment cards annually.	34%	100%	100%
4.14.3 Develop a more robust on-line comment card program.	100%	100%	100%
4.15.1 Enhance the Justice Information System so that it is on supported development language, database, and operating system versions by the end of 2020.	50%	80%	100%
4.15.2 Enhance the Justice Information System to reduce the number of manual workarounds to ensure compliance with legal requirements by the end of 2020.	50%	80%	100%
4.15.3 Maintain and develop the system to achieve an e-plea/paper-on-demand environment by 2022.	40%	60%	30%
4.16.1 Update or develop documentation of the 200+ identified processes and procedures by 2024.	60%	60%	60%
Notable Achievements			
4.14.1 Through 2023, the Court has maintained over 85% customer satisfaction rate.			
4.15.2 The RFP for the replacement of the Justice Information System was released in Q3 2022. The vendor has been selected to replace the Justice Information System (Journal Technologies). We anticipate being under contract with this vendor by Q4 2023/Q1 2024.			

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.

Municipal Court Administration - General Fund: Summary, Funding, and Position Changes

	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Salary/Benefits/Pensions		\$3,570,512	\$4,074,341	\$4,352,543	\$4,326,332	\$4,175,997
Operating		879,894	1,001,510	1,073,671	1,099,882	1,028,671	(71,211)
Total		\$4,450,406	\$5,075,851	\$5,426,214	\$5,426,214	\$5,204,668	(\$221,546)
Revenue **							
		\$7,278,669	\$7,114,866	\$9,483,649	\$9,483,649	\$9,733,649	\$250,000
	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget	
	Business Support Specialist, Senior	1.00	1.00	1.00	1.00	0.00	
Chief Probation Officer	1.00	1.00	1.00	1.00	0.00		
Clerk of Court	1.00	1.00	1.00	1.00	0.00		
Court Administrator	1.00	1.00	1.00	1.00	0.00		
Courtroom Assistant	8.00	8.00	8.00	8.00	0.00		
Municipal Court Clerk I/II	11.50	11.50	10.50	10.50	0.00		
Municipal Court Supervisor	3.00	3.00	3.00	3.00	0.00		
Pre-Sentence Investigator	0.50	0.50	0.50	0.50	0.00		
Probation Technician	4.00	4.00	4.00	4.00	0.00		
Program Administrator I	0.00	0.00	1.00	1.00	0.00		
Program Coordinator	1.00	1.00	0.00	0.00	0.00		
Senior Applications Programmer Analyst	2.00	2.00	2.00	2.00	0.00		
Senior Municipal Court Clerk	0.00	0.00	1.00	1.00	0.00		
Senior Probation Officer/ Probation Officer	3.00	3.00	3.00	3.00	0.00		
Staff Assistant	1.00	1.00	1.00	1.00	0.00		
Total FTE		38.00	38.00	38.00	38.00	0.00	
Associate Judge		3.30	3.30	3.30	3.30	0.00	
Total Positions		41.30	41.30	41.30	41.30	0.00	

* 2023 Amended Budget as of 8/31/2023

** Revenue associated with traffic violations are collected and booked to Municipal Court; however, a number of other departments are involved in the administration and enforcement including the Police Department and Information Technology Department.

Municipal Court Administration - 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	(\$106,386)
	Increase to fund pay for performance and pay progression	91,682
	Increase to fund medical cost adjustments	24,226
	Decrease due to operating budget reductions	(186,068)
	Redistribution of Operating to Salaries/Benefits/Pensions	26,211
	Total Salaries/Benefits/Pensions	(\$150,335)
	Operating	
	Decrease to move Keep Colorado Springs Beautiful funding to Parks Maintenance and Operations	(\$45,000)
	Redistribution of Operating to Salaries/Benefits/Pensions	(26,211)
Total Operating	(\$71,211)	
Total For 2024	(\$221,546)	

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
Municipal Court Administration

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	(186,068)	(186,068)
51205 - CIVILIAN SALARIES	2,201,635	2,470,528	2,661,585	2,635,374	2,658,773	23,399
51210 - OVERTIME	46	157	200	200	200	0
51220 - SEASONAL TEMPORARY	64,712	72,163	63,000	63,000	63,000	0
51222 - JUDICIAL COMPENSATION	447,826	567,209	531,189	531,189	552,134	20,945
51230 - SHIFT DIFFERENTIAL	12	0	0	0	0	0
51240 - RETIREMENT TERMINATION SICK	0	96	0	0	0	0
51245 - RETIREMENT TERM VACATION	3,352	1,898	0	0	0	0
51260 - VACATION BUY PAY OUT	12,921	10,700	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(20,164)	(22,046)	0	0	0	0
51610 - PERA	378,062	439,801	480,553	480,553	483,761	3,208
51615 - WORKERS COMPENSATION	7,976	8,940	7,224	7,224	5,740	(1,484)
51620 - EQUITABLE LIFE INSURANCE	5,264	5,799	9,461	9,461	7,655	(1,806)
51640 - DENTAL INSURANCE	16,445	16,945	18,540	18,540	18,660	120
51670 - PARKING FOR EMPLOYEES	6,940	1,800	6,340	6,340	6,340	0
51690 - MEDICARE	38,591	43,998	47,209	47,209	47,472	263
51695 - CITY EPO MEDICAL PLAN	156	11,875	13,868	13,868	15,128	1,260
51696 - ADVANTAGE HD MED PLAN	383,729	422,488	489,124	489,124	479,702	(9,422)
51697 - HRA BENEFIT TO ADV MED PLAN	23,009	21,990	24,250	24,250	23,500	(750)
Salaries/Benefits/Pensions Total	3,570,512	4,074,341	4,352,543	4,326,332	4,175,997	(150,335)
Operating						
52110 - OFFICE SUPPLIES	8,580	7,729	13,751	13,751	13,751	0
52111 - PAPER SUPPLIES	12,392	7,303	6,000	6,000	6,000	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	598	3,972	0	0	0	0
52135 - POSTAGE	22,938	27,600	20,661	20,661	20,661	0
52190 - JANITORIAL SUPPLIES	0	2,487	0	0	0	0
52230 - MAINT FURNITURE AND FIXTURES	0	10,676	0	0	0	0
52265 - MAINT BUILDINGS AND STRUCTURE	24,363	71,649	53,046	53,046	53,046	0
52305 - MAINT SOFTWARE & OTHER FEES	180	1,080	0	0	0	0
52410 - BUILDING SECURITY SERVICES	920	920	0	0	0	0
52428 - HOSTED IT SERVICES	6,125	0	0	0	0	0
52440 - HUMAN SERVICES	0	6,217	11,713	11,713	11,713	0
52445 - JANITORIAL SERVICES	42,480	86,260	88,900	88,900	88,900	0
52565 - PEST CONTROL	696	696	696	696	696	0
52571 - SNOW REMOVAL	8,798	4,530	5,300	5,300	5,300	0
52573 - CREDIT CARD FEES	21,262	20,409	18,073	18,073	18,073	0
52574 - LEGAL SERVICES	568,400	557,687	610,725	610,725	610,725	0
52575 - SERVICES	55,061	67,318	105,811	105,811	60,811	(45,000)
52578 - INTERPRETING SERVICES	35,012	43,083	51,439	51,439	51,439	0
52590 - TEMPORARY EMPLOYMENT	13,546	28,593	3,500	29,711	3,500	(26,211)
52605 - CAR MILEAGE	0	309	1,724	1,724	1,724	0
52615 - DUES AND MEMBERSHIP	1,093	3,169	1,500	1,500	1,500	0
52630 - TRAINING	8,220	2,000	9,149	9,149	9,149	0
52655 - TRAVEL OUT OF TOWN	0	476	1,849	1,849	1,849	0
52775 - MINOR EQUIPMENT	13,353	9,521	20,514	20,514	20,514	0
52776 - PRINTER CONSOLIDATION COST	25,805	29,887	27,627	27,627	27,627	0
52873 - PRINTING OUTSOURCE	0	0	4,800	4,800	4,800	0
52874 - OFFICE SERVICES PRINTING	4,338	4,221	6,823	6,823	6,823	0

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND Municipal Court Administration

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
65165 - JURY FEES AND EXPENSES	5,734	3,580	10,070	10,070	10,070	0
65352 - EMPLOYEE AWARDS PROGRAM	0	138	0	0	0	0
Operating Total	879,894	1,001,510	1,073,671	1,099,882	1,028,671	(71,211)
Grand Total	4,450,406	5,075,851	5,426,214	5,426,214	5,204,668	(221,546)
Revenue						
44025 - CASH OVER SHORT	(120)	(3)	0	0	0	0
45905 - RENTAL INCOME	0	0	3,600	3,600	3,600	0
45951 - GENERAL VIOLATIONS	35,530	27,723	68,000	68,000	68,000	0
45665 - COPY FEES	65	290	175	175	175	0
40131 - VOLUNTEER MEDICAL COVERAGE	665	500	1,000	1,000	1,000	0
44021 - OVER PAYMENTS	(1,699)	5,034	0	0	0	0
45652 - BONDSMEN JUDGEMENTS	2,925	8,475	11,000	11,000	11,000	0
45654 - COURT COSTS	297,116	260,953	375,000	375,000	375,000	0
45655 - JURY FEES	(725)	0	0	0	0	0
45656 - MISC MUNICIPAL COURT	20	223	0	0	0	0
45657 - OJW CITY	43,484	230	0	0	0	0
45658 - TRANSCRIPT FEE	683	340	2,000	2,000	2,000	0
45659 - WARRANT COSTS	124,755	81,806	95,000	95,000	95,000	0
45660 - PAYMENT PLAN FEE	200	75	10,000	10,000	10,000	0
45661 - NSF FEE	285	200	400	400	400	0
45664 - SERVICE FEE	2,075	1,375	0	0	0	0
45666 - PROBATION FEE	4,910	2,845	2,000	2,000	2,000	0
45667 - SEALING OF RECORDS	5,590	4,160	0	0	0	0
45952 - PARKING METERS	1,977,951	2,721,819	525,000	525,000	525,000	0
45953 - VIOLATION SURCHARGE	522,658	407,083	532,777	532,777	782,777	250,000
45954 - TRAFFIC VIOLATIONS	4,099,239	3,499,901	7,673,705	7,673,705	7,673,705	0
45955 - VIOLATION SURCHARGE-IT	132,170	103,042	180,000	180,000	180,000	0
45958 - COMBINED VIOLATIONS	1,130	1,050	0	0	0	0
45959 - REVENUE CLEARING ACCOUNT	29,762	(12,255)	0	0	0	0
45662 - BOOT FEE	0	0	3,992	3,992	3,992	0
Revenue Total	7,278,669	7,114,866	9,483,649	9,483,649	9,733,649	250,000

* 2023 Amended Budget as of 8/31/2023

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City Auditor

Jacqueline Rowland, City Auditor | (719) 385-5696 | Jacqueline.Rowland@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	\$1,762,301	\$1,936,103	\$1,936,103	\$2,056,426	\$120,323
Total	\$1,762,301	\$1,936,103	\$1,936,103	\$2,056,426	\$120,323	
Positions						
General Fund	14.00	14.00	14.00	15.00	1.00	
Total	14.00	14.00	14.00	15.00	1.00	

* 2023 Amended Budget as of 8/31/2023

¹ While the entire budget is included in the General Fund, the Auditor's Office invoices Enterprises for related audits and recognizes the payments as General Fund revenue.

Significant Changes vs. 2023

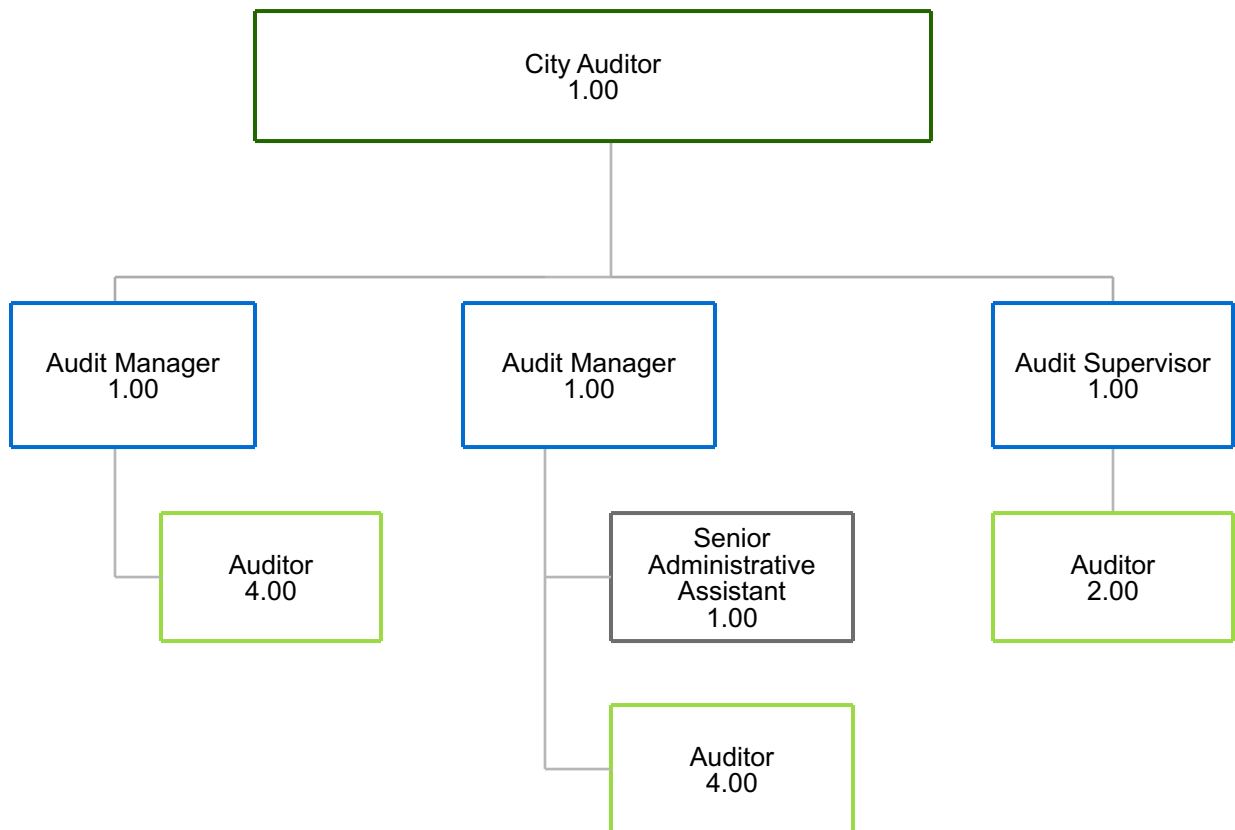
- Increase of approximately \$104,000 in the General Fund mainly to fund existing positions, pay for performance, and benefit cost adjustments
- Decrease of \$66,390 in the General Fund due to operating budget reductions
- Increase of approximately \$83,000 in the General Fund to fund 1.00 FTE CSU Auditor (offset by revenue)

City Auditor - Overview

The mission of the Office of the City Auditor is to provide City Council with an independent, objective and comprehensive auditing program for the City and its enterprises: to evaluate the adequacy of financial and operational internal controls, as well as the effectiveness and efficiency of processes; and provide the Council, Utilities Board, management, and employees objective analyses, appraisals, and recommendations for improving systems and activities.

The Audit Committee, made up of at least two members of City Council along with three residents appointed by Council, provides oversight to the City Auditor. The role of the Audit Committee is specified in an Audit Committee Charter adopted by City Council. The Audit Committee meets monthly and reviews all audit reports before they are issued publicly. All audit reports are published on the City's website.

City Auditor - Organizational Chart



Strategic Plan Update



Building Community & Collaborative Relationships

Initiatives			
3.2 Expand awareness and collaboration with stakeholders by creating a culture of service for client organizations and their leaders.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
3.2.1 Obtain performance feedback after each risk-based audit and document results. Goal of 75% of audits show positive value add.	100%	100%	100%
3.2.2 Develop activities to increase awareness, such as promotion of the Fraud Reporting Hotline.	100%	100%	100%
Notable Achievements			
3.2.2 In Q2 2022 City Auditor Podcast was created and provided to City and CSU employees and the public to promote the Fraud Reporting Hotline and increase awareness. More than 1,500 views.			
3.2.2 In 2023, increased management meetings for 2024 audit planning and have completed 43 to date. Auditor Fraud team is working monthly with City Communications to improve fraud awareness materials and activities. City Auditor staff met with new City Councilmembers and a variety of departments to increase awareness of services.			



Excelling In City Services

Initiatives			
4.3 Leveraging technology and business improvement practices to deliver timely, relevant, and impactful audits.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
4.3.1 Employ communication and internal quality assurance processes to achieve 75% audit recommendations implemented or resolved annually.	100%	100%	100%
4.3.2 Implement project management initiatives with the goal of achieving 80% audit completion annually.	100%	100%	100%
4.3.3 Utilize at least 250 hours a year on internal efficiency and effective continuous improvements.	100%	100%	100%
Notable Achievements			
<p>4.3.2 Since Q2 2022, 40 out of 51 projects on the annual work plan have been completed. Key 2023 published reports:</p> <ul style="list-style-type: none"> • Colorado Springs Utilities Enterprise Resource Planning System Implementation • Pikes Peak - America's Mountain Cash Receipts Audit • Colorado Springs Utilities Resource Management System User Access • Colorado Springs Airport Contract Administration • Colorado Springs Utilities Sustainable Energy Plan Monitoring - 2022 • City of Colorado Springs Information Technology Account Management • Colorado Springs Utilities Enterprise Balanced Scorecard • City of Colorado Springs Fire Department Sworn Overtime Trends • Colorado Springs Utilities Customer Technology Modernization Implementation • City of Colorado Springs and Colorado Springs Utilities Fleet Management and Maintenance Services Procurement <p>City of Colorado Springs Audits Colorado Springs Utilities Audits Colorado Springs Airport Audits</p>			

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.

City Auditor - 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	\$1,334,944	\$1,659,972	\$1,831,146	\$1,831,146	\$1,971,469	\$140,323	
	Operating	61,222	51,111	104,957	104,957	84,957	(20,000)	
	Capital Outlay	0	51,218	0	0	0	0	
	Total	\$1,396,166	\$1,762,301	\$1,936,103	\$1,936,103	\$2,056,426	\$120,323	
	Revenue	\$1,047,552	\$1,217,726	\$1,213,506	\$1,213,506	\$1,389,883	\$176,377	
	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		
Audit Manager	2.00	2.00	2.00	2.00	0.00			
Audit Supervisor	1.00	1.00	1.00	1.00	0.00			
Auditor I/II	3.00	3.00	2.50	3.50	1.00			
City Auditor	1.00	1.00	1.00	1.00	0.00			
Information Systems Auditor I	0.00	0.00	1.00	1.00	0.00			
Information Systems Auditor II	3.00	3.00	1.50	1.50	0.00			
Senior Auditor	3.00	3.00	4.00	4.00	0.00			
Total Positions	14.00	14.00	14.00	15.00	1.00			

* 2023 Amended Budget as of 8/31/2023

City Auditor - 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	\$48,582
	Increase to fund pay for performance and pay progression	47,799
	Increase to fund medical cost adjustments	7,751
	Increase to fund 1.00 FTE (CSU Auditor - offset by revenue)	82,581
	Decrease due to operating budget reductions	(46,390)
	Total Salaries/Benefits/Pensions	\$140,323
	Operating	
	Decrease due to operating budget reductions	(\$20,000)
	Total Operating	(\$20,000)
Total For 2024	\$120,323	

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	0.00
	Total During 2023	0.00
	For 2024	2024 Budget - * 2023 Amended Budget
	Add 1.00 FTE CSU Auditor (offset by revenue)	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
City Auditor

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	(46,390)	(46,390)
51205 - CIVILIAN SALARIES	1,024,217	1,285,709	1,406,135	1,406,135	1,547,146	141,011
51210 - OVERTIME	114	0	0	0	0	0
51220 - SEASONAL TEMPORARY	10,507	0	0	0	0	0
51260 - VACATION BUY PAY OUT	10,378	9,378	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(13,189)	(13,476)	0	0	0	0
51610 - PERA	143,269	182,129	207,546	207,546	226,591	19,045
51615 - WORKERS COMPENSATION	4,985	6,446	6,787	6,787	4,942	(1,845)
51620 - EQUITABLE LIFE INSURANCE	2,421	2,991	5,331	5,331	5,090	(241)
51640 - DENTAL INSURANCE	5,568	6,555	6,540	6,540	7,620	1,080
51670 - PARKING FOR EMPLOYEES	5,370	7,300	9,000	9,000	9,000	0
51690 - MEDICARE	14,733	18,369	20,389	20,389	23,163	2,774
51696 - ADVANTAGE HD MED PLAN	119,226	146,305	160,918	160,918	184,807	23,889
51697 - HRA BENEFIT TO ADV MED PLAN	7,345	8,266	8,500	8,500	9,500	1,000
Salaries/Benefits/Pensions Total	1,334,944	1,659,972	1,831,146	1,831,146	1,971,469	140,323
Operating						
52003 - REDUCTION IN OPERATING	0	0	0	0	(20,000)	(20,000)
52105 - MISCELLANEOUS OPERATING	12	12	0	0	0	0
52110 - OFFICE SUPPLIES	1,092	751	1,000	1,000	1,000	0
52111 - PAPER SUPPLIES	250	76	396	396	396	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	110	0	0	0	0	0
52125 - GENERAL SUPPLIES	10,925	1,749	1,600	1,600	1,600	0
52135 - POSTAGE	2	169	100	100	100	0
52305 - MAINT SOFTWARE & OTHER FEES	14,877	16,334	36,745	36,745	36,745	0
52415 - CONTRACTS AND SPEC PROJECTS	18,030	3,065	20,000	20,000	20,000	0
52575 - SERVICES	621	637	500	500	500	0
52605 - CAR MILEAGE	37	83	754	754	754	0
52607 - CELL PHONE ALLOWANCE	518	540	540	540	540	0
52615 - DUES AND MEMBERSHIP	5,642	5,041	8,500	8,500	8,500	0
52625 - MEETING EXPENSES IN TOWN	691	1,323	706	706	706	0
52630 - TRAINING	6,166	13,025	19,924	19,924	19,924	0
52645 - SUBSCRIPTIONS	131	262	267	267	267	0
52655 - TRAVEL OUT OF TOWN	(855)	1,890	10,629	10,629	10,629	0
52735 - TELEPHONE LONG DIST CALLS	0	0	35	35	35	0
52775 - MINOR EQUIPMENT	0	1,600	0	0	0	0
52776 - PRINTER CONSOLIDATION COST	2,936	4,502	3,150	3,150	3,150	0
52874 - OFFICE SERVICES PRINTING	37	52	111	111	111	0
Operating Total	61,222	51,111	104,957	104,957	84,957	(20,000)
Capital Outlay						
53030 - FURNITURE AND FIXTURES	0	21,218	0	0	0	0
53095 - IMPROVEMENT TO CAP ASSETS	0	30,000	0	0	0	0
Capital Outlay Total	0	51,218	0	0	0	0
Grand Total	1,396,166	1,762,301	1,936,103	1,936,103	2,056,426	120,323

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
City Auditor

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Revenue						
46170 - REIMBURSEMENT FR OTHER FUNDS	110,727	133,552	81,504	81,504	92,376	10,872
46173 - REIMBURSEMENT FR UTILITY FUND	936,825	1,084,174	1,132,002	1,132,002	1,297,507	165,505
Revenue Total	1,047,552	1,217,726	1,213,506	1,213,506	1,389,883	176,377

* 2023 Amended Budget as of 8/31/2023

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City Council and Legislative Services

Randy Helms, Council President, District 2 | (719) 385-5493 | Randy.Helms@coloradosprings.gov

Yolanda Avila, District 4
 Lynette Crow-Iverson, President Pro Tem, At Large
 Dave Donelson, District 1
 Nancy Henjum, District 5

David Leinweber, At Large
 Mike O'Malley, District 6
 Brian Risley, At Large
 Michelle Talarico, District 3

Emily Evans, City Council Administrator | (719) 385-5452 | Emily.Evans@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	\$1,012,682	\$1,116,652	\$1,116,652	\$1,196,930	\$80,278
Total	\$1,012,682	\$1,116,652	\$1,116,652	\$1,196,930	\$80,278	
Positions						
General Fund	8.00	8.00	8.00	9.00	1.00	
Total	8.00	8.00	8.00	9.00	1.00	

* 2023 Amended Budget as of 8/31/2023

Significant Changes vs. 2023

- Increase of approximately \$29,000 in the General Fund mainly to fund existing positions, pay for performance, and benefit cost adjustments
- Decrease of \$38,291 in the General Fund due to operating budget reductions
- Increase 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

City Council and Legislative Services - Overview

The Colorado Springs City Council acts as the City's legislative body. The City Council is composed of three (3) At Large Councilmembers and six (6) District Councilmembers. Councilmembers elect a Council President and President Pro Tem to act as Presiding Officers of City Council. Meetings are held in Council Chambers in the historic City Hall building. Regular Meetings are held on the second and fourth Tuesday of each month. Work Sessions are held on the Monday preceding Regular Meetings. Meetings are open to the public, with the exception of Closed Executive Sessions, and members of the public shall have a reasonable opportunity to be heard under the Rules and Procedures of City Council. City Council is supported by the City Council Administrator along with legislative and administrative staff. Council staff is responsible for facilitating the legislative process for City Council.

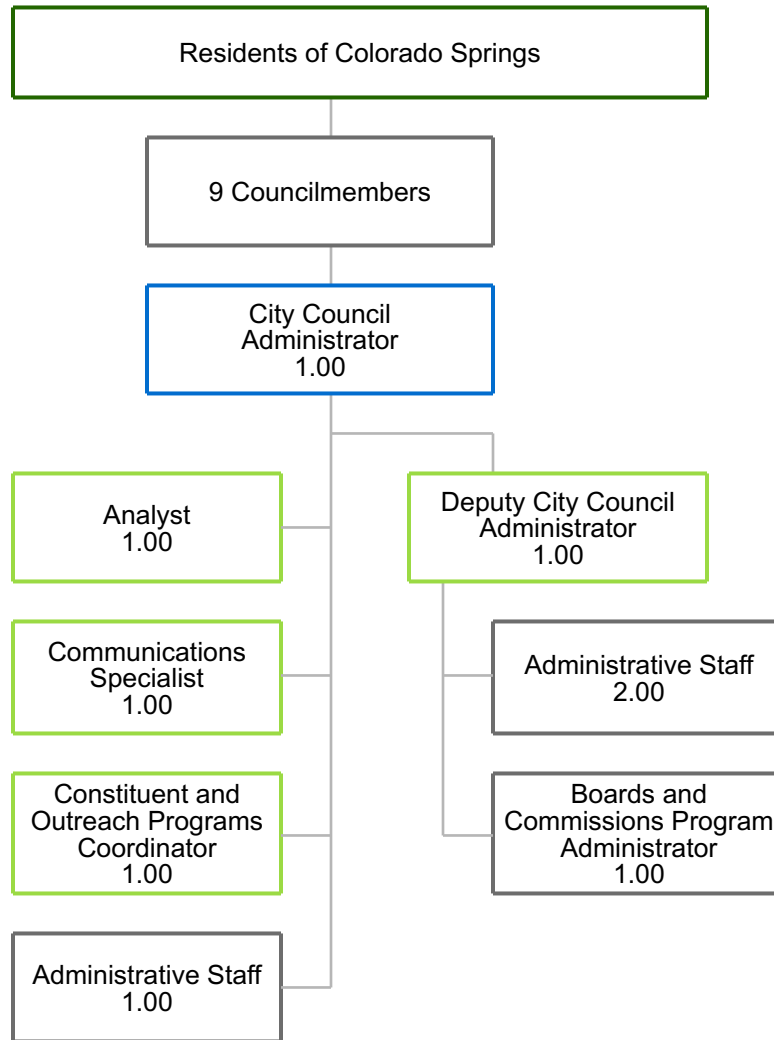
The primary responsibilities of the Colorado Springs City Council are as follows:

- Adopt the City budget, with or without amendment, and appropriate funds
- Approve the issuance of local improvement district bonds and bonds related to improving public utilities
- Set legislative policies and approve ordinances and resolutions to govern City operations
- Hear major land use items including quasi-judicial matters such as rezoning applications and appeals from the Planning Commission
- Oversee annexations and land and easement acquisitions, conveyances, and sales
- Provide an Annual Report to the Citizens on the legislative and administrative actions of City Council
- Maintain a Strategic Plan which prioritizes goals and measurable outcomes for City Council
- Confirm Mayoral appointees and appoint resident volunteers to City Council Boards, Commissions, and Committees
- Review and approve the City's personnel policies, salary schedule, and the City's purchasing and contracting rules and regulations
- Oversee the appointment and performance of the City Auditor and City Council Administrator
- Serve as the Board of Directors for Colorado Springs Utilities and oversee the appointment and performance of the Utilities Chief Executive Officer
- Serve as the regulatory authority for Colorado Springs Utilities and set rates for electric, natural gas, water, and wastewater services

The Division of Legislative Services is directed and supervised by the City Council Administrator, to assist the City Council in the exercise of its legislative powers by providing non-partisan expertise and support to the City Council to inform policy-making, engage constituents and stakeholders, and promote responsive local governance.

Legislative Services advances the legislative priorities of the City of Colorado Springs through collaboration with Councilmembers, Executive Leadership, and members of the public.

City Council and Legislative Services - Organizational Chart



Strategic Plan Update



Building Community & Collaborative Relationships

City Council Initiatives			
3.3 Regional Collaboration: Partner with local governments and regional agencies to share knowledge and increase efficiencies in the Pikes Peak Region.			
3.4 Communication: Increase communication with constituents at all levels of interaction to promote a culture of civic engagement.			
3.5 Safe & Resilient Communities: Identify legislative opportunities to enhance long range objectives with meaningful impacts.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Final 2023
3.3.1 Conduct an annual meeting with County Commissioners, and quarterly meetings between City Council and County Commissioner leadership.	75%	75%	75%
3.3.2 Continue coordination between COS and CSU for Public Works and Streets projects with a reduction in duplicative street repairs.	100%	100%	100%
3.3.3 Increase engagement with military installations through community and direct communication opportunities.	100%	100%	100%
3.3.4 Organize an annual meet and greet program with regional municipal partners to identify areas of mutual concern.	50%	50%	50%
3.4.1 Develop a Constituent Response Specialist position to increase responsiveness and consistency in public messaging.	100%	100%	100%
3.4.2 Increase methods of communication to constituents.	100%	100%	100%
3.4.3 Develop a Civics 101 training for new City employees.	100%	100%	100%
3.4.4 Increase the value of Boards and Commissions.	100%	100%	100%
3.4.5 Increase methods and frequency of communication between Executive staff and City Council.	75%	100%	100%
3.5.1 Support the City's financial resiliency through work with Executive staff to develop a budgetary resiliency plan and associated metrics.	100%	100%	100%
3.5.2 Support Public Safety initiatives through funding and the annual budget process.	100%	100%	100%
3.5.3 Encourage connectivity across the city through innovative approaches to transportation solutions.	75%	100%	100%
3.5.4 Increase public awareness and encourage legislation that proactively supports issues of affordable housing and homelessness.	75%	100%	100%
3.5.5 Increase public awareness and support on issues of the Urban Tree Canopy and Wildland Urban Interface.	100%	100%	100%
Notable Achievements			
3.4 City Council and City Council Staff created an onboarding training video for the 140 appointed volunteers who serve on the City Council Boards and Commissions.			
3.4 City Council and City Council Staff created a City Council Appointed Boards and Commissions Manual.			
3.4 Many Councilmembers participated and attended the Mayors Listening Sessions to hear from City residents on important issues impacting the City.			
3.4.2 City Council engaged in stakeholder processes to evaluate and amend several Boards, Commissions and Committees, including Food Policy Advisory Board, Human Relations Commission, and Active Transportation Advisory Committee.			
3.4.2 As part of the City Council Boards, Commissions and Committees program review, City Council Staff created a Boards, Commissions and Committees legislative template to streamline the creation or amendment of Board ordinances.			
3.4.2 Evaluated and formalized Board Member processes and procedures related to recruitment efforts, interviews and appointments. Leveraged current software to enhance Board reporting capabilities.			
3.4.2 City Council staff met with numerous Executive Departments to evaluate the legislative purpose of City Council Appointed Boards, Commissions and Committees.			
3.4.2 Established an internship role to collect volunteer stakeholder input and evaluate Board Member experiences to further identify programmatic and legislative improvements.			

Strategic Plan Update



Building Community & Collaborative Relationships

Notable Achievements (cont'd)

3.4.4 Increased outreach efforts to community organizations such as Council of Neighborhood Organizations (CONO), Steele Elementary School, Dynamic Drive Neighborhood Group, Palmer Park Neighborhood Group, Colorado College Climate Fair, Public Works Citizens' Academy, East Lake Highschool, Career Readiness Academy, The Explorer Club, 12 Stone School, and the Cub Scouts of America.

3.4.4 City Council Staff presented at the 16 week Neighborhood University Program organized by Council of Neighborhood Organizations (CONO). Neighborhood University was created to educate Colorado Springs residents on local government and effective communication with elected officials.

3.4.4 Councilmembers engaged the public at neighborhood meetings on topics of great interest to Colorado Springs residents such as, the future of the Westside Community Center and repairs of the Veterans Memorial at Memorial Park.

3.4.4 Councilmembers participated in six ConnectCOS events and actively engaged with members of the community on a variety of topics. These topics ranged from Marksheffel Road improvements to Pikes Peak Rural Transportation Authority projects.

3.4.4 City Council and City Council Staff increased distribution of the City Council Annual Report by over 200 percent, circulating the report to more than 250 individuals and organizations.



Promoting Job Creation

City Council Initiatives

1.3 PlanCOS: Facilitate the implementation of the City's Comprehensive Plan, PlanCOS.

Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Final 2023
1.3.1 Support the Executive Branch's hiring of a Planning and Land Use consultant to review and provide recommendations on City Code Ch.7.	100%	100%	100%
1.3.2 Actively participate in discussion and drafting legislation for PlanCOS.	75%	100%	100%
1.3.3 Incentivize developers to build in underserved areas of COS.	75%	100%	100%
1.3.4 Work with the Planning Department to develop a more complete and comprehensive understanding of the processes of Special Districts.	100%	100%	100%

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.

City Council and Legislative 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	\$790,217	\$913,107	\$986,611	\$986,611	\$1,066,889	\$80,278
	Operating	83,470	92,649	128,041	128,041	128,041	0
	Capital Outlay	0	6,926	2,000	2,000	2,000	0
	Total	\$873,687	\$1,012,682	\$1,116,652	\$1,116,652	\$1,196,930	\$80,278
	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget	
	Administrative Assistant II	1.00	1.00	1.00	1.00	0.00	
	Administrative Assistant, Senior	1.00	1.00	1.00	1.00	0.00	
	City Council Administrator	1.00	1.00	1.00	1.00	0.00	
Communications Specialist I/II	1.00	1.00	1.00	1.00	0.00		
Deputy City Council Administrator	1.00	1.00	1.00	1.00	0.00		
Program Administrator I	0.00	0.00	0.00	1.00	1.00		
Program Coordinator	1.00	1.00	1.00	1.00	0.00		
Senior Analyst	1.00	1.00	1.00	1.00	0.00		
Staff Assistant	1.00	1.00	1.00	1.00	0.00		
Total Positions	8.00	8.00	8.00	9.00	1.00		

* 2023 Amended Budget as of 8/31/2023

City Council and Legislative 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	\$515
	Increase to fund pay for performance and pay progression	22,624
	Increase to fund medical cost adjustments	5,540
	Decrease due to operating budget reductions	(38,291)
	Increase 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	\$80,278	
Operating		
None	\$0	
Total Operating	\$0	
Capital Outlay		
None	\$0	
Total Capital Outlay	\$0	
Total For 2024	\$80,278	

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	0.00
	Total During 2023	0.00
	For 2024	2024 Budget - * 2023 Amended Budget
Transfer 1.00 FTE from Economic Development (Economic Development Specialist) to City Council and Legislative Services (Program Administrator) for 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
City Council and Legislative 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	(38,291)	(38,291)
51205 - CIVILIAN SALARIES	570,558	658,706	714,254	714,254	791,580	77,326
51210 - OVERTIME	2,060	586	2,000	2,000	2,000	0
51220 - SEASONAL TEMPORARY	11,823	22,536	15,000	15,000	15,000	0
51230 - SHIFT DIFFERENTIAL	0	261	0	0	0	0
51245 - RETIREMENT TERM VACATION	503	1,112	0	0	0	0
51260 - VACATION BUY PAY OUT	1,209	4,082	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	0	(988)	0	0	0	0
51610 - PERA	77,092	92,321	107,638	107,638	119,199	11,561
51615 - WORKERS COMPENSATION	1,917	2,680	2,604	2,604	2,123	(481)
51620 - EQUITABLE LIFE INSURANCE	1,220	1,406	2,589	2,589	2,404	(185)
51640 - DENTAL INSURANCE	3,788	3,654	3,960	3,960	4,740	780
51670 - PARKING FOR EMPLOYEES	10,108	12,840	9,720	9,720	9,720	0
51690 - MEDICARE	7,870	9,193	10,575	10,575	11,696	1,121
51695 - CITY EPO MEDICAL PLAN	49,188	50,523	49,912	49,912	44,548	(5,364)
51696 - ADVANTAGE HD MED PLAN	49,860	51,200	65,109	65,109	97,420	32,311
51697 - HRA BENEFIT TO ADV MED PLAN	3,021	2,995	3,250	3,250	4,750	1,500
Salaries/Benefits/Pensions Total	790,217	913,107	986,611	986,611	1,066,889	80,278
Operating						
52105 - MISCELLANEOUS OPERATING	4,438	2,009	4,000	4,000	4,000	0
52110 - OFFICE SUPPLIES	630	1,028	1,011	1,011	1,011	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	3,859	2,047	1,000	1,000	1,000	0
52122 - CELL PHONES EQUIP AND SUPPLIES	64	214	100	100	100	0
52125 - GENERAL SUPPLIES	9,585	22,249	20,000	20,000	20,000	0
52135 - POSTAGE	56	3	100	100	100	0
52560 - PARKING SERVICES	30	134	150	150	150	0
52575 - SERVICES	1,418	13,945	6,500	6,500	6,500	0
52605 - CAR MILEAGE	0	601	2,500	2,500	2,500	0
52607 - CELL PHONE ALLOWANCE	727	540	1,480	1,480	1,480	0
52615 - DUES AND MEMBERSHIP	860	158	3,000	3,000	3,000	0
52625 - MEETING EXPENSES IN TOWN	21,694	16,007	26,000	26,000	26,000	0
52630 - TRAINING	7,024	1,284	2,500	2,500	2,500	0
52645 - SUBSCRIPTIONS	312	793	200	200	200	0
52655 - TRAVEL OUT OF TOWN	19,931	13,746	41,000	41,000	41,000	0
52738 - CELL PHONE BASE CHARGES	4,754	11,082	10,000	10,000	10,000	0
52776 - PRINTER CONSOLIDATION COST	5,510	3,505	4,500	4,500	4,500	0
52874 - OFFICE SERVICES PRINTING	2,578	3,304	4,000	4,000	4,000	0
Operating Total	83,470	92,649	128,041	128,041	128,041	0
Capital Outlay						
53030 - FURNITURE AND FIXTURES	0	6,926	2,000	2,000	2,000	0
Capital Outlay Total	0	6,926	2,000	2,000	2,000	0
Grand Total	873,687	1,012,682	1,116,652	1,116,652	1,196,930	80,278

* 2023 Amended Budget as of 8/31/2023

Finance

Charae McDaniel, Chief Financial Officer | (719) 385-5919 | Finance@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	\$4,998,350	\$5,714,578	\$5,714,578	\$5,947,392	\$232,814
General Fund - CIP	829,058	60,830	60,830	103,510	42,680	
Total	\$5,827,408	\$5,775,408	\$5,775,408	\$6,050,902	\$275,494	
Positions						
General Fund	45.00	45.00	45.00	45.00	0.00	
Total	45.00	45.00	45.00	45.00	0.00	

* 2023 Amended Budget as of 8/31/2023

Significant Changes vs. 2023

- Increase of approximately \$411,000 in the General Fund mainly to fund existing positions, pay for performance, and benefit cost adjustments
- Decrease of \$195,955 in the General Fund due to operating budget reductions
- Increase of approximately \$43,000 in General Fund - CIP for bank/investment fees in the CIP fund

Finance - Overview

The Finance Department is responsible for maintaining a fiscally sound organization that conforms to legal requirements and to generally accepted accounting practices and financial management principles. Services provided include accounting and financial reporting; accounts receivable, accounts payable, and payroll services; grants management, writing, and compliance; sales tax licensing, revenue collection and compliance; financial planning including annual budget preparation, long-range fiscal planning, strategic planning and capital improvement program planning; analytical support to the Mayor, City Council, Chief of Staff and departments; and capital financing.

Accounting and Accounts Receivable

- Provides accounting and financial reporting services for City departments, enterprises, component units, and federal and state grants
- Maintains accounting information for 70 funds and approximately \$901 million in expenditures
- Oversees the City's cash, investment, and debt activities
- Oversees the tracking and receipt of payments to the City

Budget

- Maintains the City's fiscal integrity through efficient allocation of resources and presents information with fiscal transparency to the Mayor, City Council, and the residents of this community
- Manages the annual budget process and prepares the annual budget document
- Provides analytical support to the Mayor, Chief of Staff, City Council, and City departments
- Conducts fiscal review of special districts in the City
- Develops and manages the City's capital improvement program

Grants Administration

- Oversees citywide grant coordination and administration to ensure proper reporting and compliance
- Identifies funding opportunities and supports preparation of proposals to maximize City grant funding
- Coordinates annual and agency specific audits related to grants
- Develops City-wide policies and procedures to guide standardized grant management
- Develops and maintains internal controls to support grant compliance

Payroll, Pensions, and Accounts Payable

- Provides time tracking, payroll, and pension support to all City departments and enterprises
- Administers payroll, new hire and job action processes
- Processes terminations, workers' compensation calculations, benefits processing and remittance to vendors, time administration, and many other payroll related activities
- Processes invoices for payment and manages encumbrances including all contracts, purchase orders and change orders
- Disburses payments for the Pikes Peak Regional Communications Network and invoice tracking/oversight for the Pikes Peak Rural Transportation Authority (PPRTA)

Sales Tax

- Collects sales and use tax from taxpayers
- Registers applicants for new sales and use tax licenses
- Interprets and ensures compliance with the City Code
- Delivers a high level of customer service to taxpayers
- Conducts taxpayer education classes

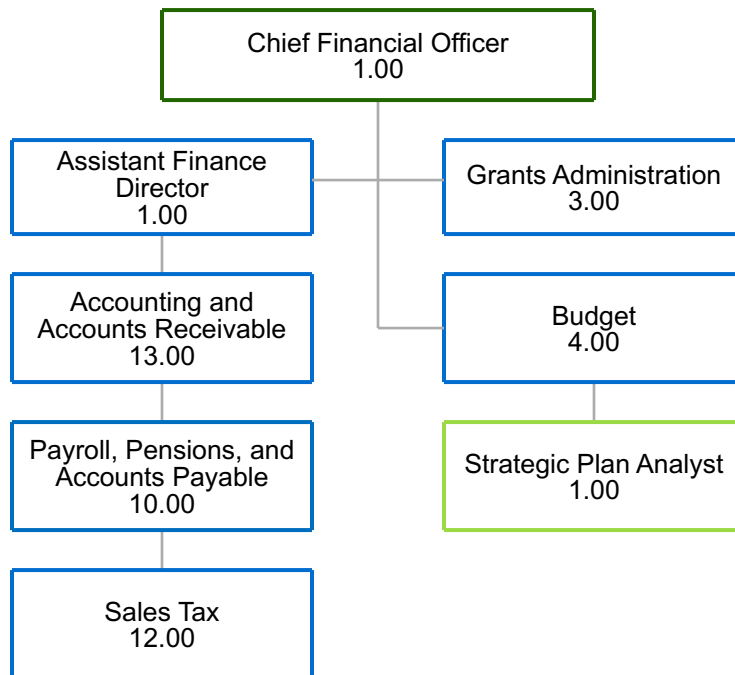
Finance - Functions

The Finance Department's functions supported by the General Fund are the following (these amounts do not include CIP):

Finance Functions	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget
Accounting, Accounts Receivable, and Grant Administration	\$1,952,018	\$2,265,524	\$2,564,932	\$2,564,932	\$2,548,714
Accounts Payable	377,826	413,601	469,695	469,695	494,225
Budget Office	604,859	646,596	763,555	763,555	765,146
Payroll and Pensions	303,447	409,911	485,729	485,729	503,515
Sales Tax	975,205	1,262,718	1,430,667	1,430,667	1,635,792
Total Finance Functions	\$4,213,355	\$4,998,350	\$5,714,578	\$5,714,578	\$5,947,392

* 2023 Amended Budget as of 8/31/2023

Finance - Organizational Chart



Strategic Plan Update



Building Community & Collaborative Relationships

Initiatives			
3.7 Promote a culture of service to ensure that Finance is viewed as a partner and resource.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
3.7.1 Deliver a minimum of two (2) trainings or presentations per year, per division.	100%	100%	100%
3.7.2 Review and update the City Travel Policies and Procedures by the end of 2020.	100%	100%	100%
3.7.3 Initiate partnerships between City departments in order to share resources and increase efficiencies in Sales Tax enforcement by the end of 2022.	100%	100%	100%
3.7.4 Collaborate with City departments/divisions to research and identify grant opportunities related to each of the four strategic plan goals, and related initiatives, by the end of 2020.	100%	100%	100%
3.7.5 Implement new sales tax filing system - MuniRevs, to enable local businesses to file and gain account information online.	100%	Complete	
Notable Achievements			
3.7.1 In 2022, Finance developed 13 training topic areas; delivering 82 trainings directly to or in conjunction with other City departments.			



Excelling In City Services

Initiatives			
4.7 Leverage additional technology to enhance workflow, efficiency and financial controls.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
4.7.1 Utilize the implementation of PeopleSoft modules in order to automate processes and establish electronic workflow across Finance divisions by the end of 2023.	100%	100%	Complete
4.7.2 Make it easier to do business with the City by implementing additional online payment options and web-based services available to citizens and businesses by the end of 2022.	100%	Complete	
Notable Achievements			
4.7.1 In March 2022, the PeopleSoft implementation of Procure-to-Pay went Live. The new functionality within the PeopleSoft Financial Software has enhanced the Procurement and Accounts Payable processes.			
4.7.1 In Q2 2022 the process to update the financial reporting software for PeopleSoft was initiated. The development and training phases commenced during Q3 2022. Expect to issue new expense by department reports by Q4 2023.			
4.7.1 On June 1, 2023, the Grants team kicked off the implementation of PeopleSoft Grants, Contracts and Project Costing and has made significant progress through Q2 and Q3 (to date). We anticipate going live with the new PeopleSoft modules and functionality on April 1, 2024.			
4.7.2 Finance has implemented three online payment options during 2022.			
4.7.2 In collaboration with IT, Finance is updating partnerships to reduce fees paid by the City for processing online credit card payments. Anticipate completion of this process by the end of 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 and Capital Improvements Program (CIP).

Finance - General Fund: Summary

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	\$3,825,611	\$4,488,083	\$5,291,899	\$5,291,899	\$5,573,583	\$281,684
Operating	387,744	505,734	418,942	418,942	370,072	(48,870)	
Capital Outlay	0	4,533	3,737	3,737	3,737	0	
Total	\$4,213,355	\$4,998,350	\$5,714,578	\$5,714,578	\$5,947,392	\$232,814	
CIP	\$3,213,471	\$829,058	\$60,830	\$60,830	\$103,510	\$42,680	
Grand Total	\$7,426,826	\$5,827,408	\$5,775,408	\$5,775,408	\$6,050,902	\$275,494	

* 2023 Amended Budget as of 8/31/2023

Finance - General Fund: Positions

General Fund Positions	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	A/P & A/R Supervisor	2.00	2.00	2.00	2.00	0.00
	Accountant I	2.00	2.00	0.00	0.00	0.00
	Accountant II	1.00	1.00	2.00	2.00	0.00
	Accounting Supervisor	1.00	1.00	1.00	1.00	0.00
	Accounting Technician II	1.00	1.00	0.00	0.00	0.00
	Analyst I	1.00	1.00	0.00	0.00	0.00
	Analyst II	2.00	2.00	5.00	5.00	0.00
	Assistant Finance Director	1.00	1.00	1.00	1.00	0.00
	Central Finance Technician I	7.00	7.00	3.00	3.00	0.00
	Central Finance Technician II	2.00	2.00	6.00	6.00	0.00
	Chief Financial Officer	1.00	1.00	1.00	1.00	0.00
	City Accounting Manager	1.00	1.00	1.00	1.00	0.00
	City Budget Manager	1.00	1.00	1.00	1.00	0.00
	City Budget Supervisor	1.00	1.00	1.00	1.00	0.00
	City Grants Manager	1.00	1.00	1.00	1.00	0.00
	Finance Lead	1.00	1.00	1.00	1.00	0.00
	Grant Writer	1.00	1.00	1.00	1.00	0.00
	Grants Analyst	1.00	1.00	1.00	1.00	0.00
	Payroll & Pension Administrator	1.00	1.00	1.00	1.00	0.00
	Sales Tax Auditor II	2.00	2.00	1.00	1.00	0.00
	Sales Tax Investigator	1.00	1.00	1.00	1.00	0.00
	Sales Tax Manager	1.00	1.00	1.00	1.00	0.00
	Sales Tax Supervisor	2.00	2.00	2.00	2.00	0.00
	Senior Accountant	4.00	4.00	4.00	4.00	0.00
	Senior Analyst	1.00	1.00	1.00	1.00	0.00
	Senior Central Finance Technician	2.00	2.00	3.00	3.00	0.00
	Senior Sales Tax Investigator	1.00	1.00	1.00	1.00	0.00
	Staff Assistant	1.00	1.00	1.00	1.00	0.00
Strategic Plan Analyst	1.00	1.00	1.00	1.00	0.00	
Total Positions	45.00	45.00	45.00	45.00	0.00	

* 2023 Amended Budget as of 8/31/2023

Finance - 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	\$231,274
	Increase to fund pay for performance and pay progression	153,737
	Increase to fund medical cost adjustments	26,128
	Decrease due to operating budget reductions	(129,455)
	Total Salaries/Benefits/Pensions	\$281,684
	Operating	
	Decrease due to transfer of software subscription costs to Information Technology	(\$11,370)
	Increase to fund Sales Tax Audit Contract	29,000
	Decrease due to operating budget reductions	(66,500)
	Total Operating	(\$48,870)
	Capital Outlay	
	None	\$0
	Total Capital Outlay	\$0
	CIP	
	Increase in 2024 CIP fund investment fees	\$42,680
Total CIP	\$42,680	
Total For 2024	\$275,494	

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

Finance - CIP Program

CIP Program*	Project	General Fund	Total Allocation
	Investment Fees for the CIP Fund**	103,510	103,510
	Total 2024 CIP	\$103,510	\$103,510

* 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.

** The investment fees listed represent fees for the entire CIP Fund, and are not displayed in the CIP chapter as a project.

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Finance

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	(129,455)	(129,455)
51205 - CIVILIAN SALARIES	2,894,994	3,430,254	3,988,744	3,988,744	4,305,045	316,301
51210 - OVERTIME	9,198	6,132	9,850	9,850	9,850	0
51220 - SEASONAL TEMPORARY	0	0	15,100	15,100	15,100	0
51230 - SHIFT DIFFERENTIAL	50	3	0	0	0	0
51245 - RETIREMENT TERM VACATION	9,263	12,959	0	0	0	0
51260 - VACATION BUY PAY OUT	16,952	15,258	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(23,153)	(25,808)	0	0	0	0
51610 - PERA	399,603	486,913	591,629	591,629	638,516	46,887
51615 - WORKERS COMPENSATION	7,012	8,268	5,955	5,955	4,574	(1,381)
51620 - EQUITABLE LIFE INSURANCE	6,885	7,960	14,761	14,761	13,436	(1,325)
51640 - DENTAL INSURANCE	17,285	16,816	19,920	19,920	19,620	(300)
51670 - PARKING FOR EMPLOYEES	16,992	22,770	21,840	21,840	21,840	0
51690 - MEDICARE	40,579	48,341	58,121	58,121	62,643	4,522
51695 - CITY EPO MEDICAL PLAN	54,158	38,065	44,744	44,744	53,058	8,314
51696 - ADVANTAGE HD MED PLAN	356,563	399,058	497,735	497,735	535,606	37,871
51697 - HRA BENEFIT TO ADV MED PLAN	19,230	21,094	23,500	23,500	23,750	250
Salaries/Benefits/Pensions Total	3,825,611	4,488,083	5,291,899	5,291,899	5,573,583	281,684
Operating						
52003 - REDUCTION IN OPERATING	0	0	0	0	(66,500)	(66,500)
52105 - MISCELLANEOUS OPERATING	4,464	466	0	0	0	0
52110 - OFFICE SUPPLIES	5,433	5,639	7,150	7,150	7,150	0
52111 - PAPER SUPPLIES	144	589	650	650	650	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	1,147	44,006	26,050	26,050	14,680	(11,370)
52125 - GENERAL SUPPLIES	1,821	2,690	50	50	50	0
52135 - POSTAGE	27,191	11,743	30,000	30,000	30,000	0
52165 - LICENSES AND TAGS	16	65	0	0	0	0
52190 - JANITORIAL SUPPLIES	0	738	0	0	0	0
52220 - MAINT OFFICE MACHINES	0	0	600	600	600	0
52418 - COMPUTER SERVICES	0	0	800	800	800	0
52560 - PARKING SERVICES	0	42	100	100	100	0
52568 - BANK AND INVESTMENT FEES	59,253	60,653	57,198	57,198	57,198	0
52573 - CREDIT CARD FEES	897	809	550	550	550	0
52575 - SERVICES	29,649	37,057	38,097	38,097	38,097	0
52576 - AUDIT SERVICES	200,249	250,625	175,000	175,000	204,000	29,000
52590 - TEMPORARY EMPLOYMENT	15,271	38,327	17,000	17,000	17,000	0
52607 - CELL PHONE ALLOWANCE	1,109	1,080	600	600	600	0
52615 - DUES AND MEMBERSHIP	3,687	7,507	5,400	5,400	5,400	0
52625 - MEETING EXPENSES IN TOWN	544	477	2,700	2,700	2,700	0
52630 - TRAINING	6,581	10,626	14,297	14,297	14,297	0
52645 - SUBSCRIPTIONS	427	442	300	300	300	0
52655 - TRAVEL OUT OF TOWN	307	2,309	10,500	10,500	10,500	0
52706 - WIRELESS COMMUNICATION	(28)	0	500	500	500	0
52736 - CELL PHONE AIRTIME	3,386	3,195	0	0	0	0
52738 - CELL PHONE BASE CHARGES	(28)	0	4,000	4,000	4,000	0
52775 - MINOR EQUIPMENT	3,362	3,103	500	500	500	0
52776 - PRINTER CONSOLIDATION COST	12,098	13,295	12,700	12,700	12,700	0

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Finance

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	* 2024 Budget - * 2023 Amended Budget
52874 - OFFICE SERVICES PRINTING	10,764	10,251	14,200	14,200	14,200	0
Operating Total	387,744	505,734	418,942	418,942	370,072	(48,870)
Capital Outlay						
53020 - COMPUTERS NETWORKS	0	4,533	0	0	0	0
53030 - FURNITURE AND FIXTURES	0	0	3,737	3,737	3,737	0
Capital Outlay Total	0	4,533	3,737	3,737	3,737	0
Expense Total	4,213,355	4,998,350	5,714,578	5,714,578	5,947,392	232,814
CIP Total	3,213,471	829,058	60,830	60,830	103,510	42,680
Grand Total	7,426,826	5,827,408	5,775,408	5,775,408	6,050,902	275,494

* 2023 Amended Budget as of 8/31/2023

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General Costs

Overview

The General Cost section of the budget provides a funding source for general expenses of City government, which are the responsibility of or benefit the organization as a whole.

General Costs - General Fund: Summary

	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Retired Employees Insurance	1,296,030	1,278,889	1,250,000	1,250,000
Unemployment Insurance	150,522	0	100,000	100,000
Other Salaries and Benefits	(17,938)	(380,293)	0	0
Special Events - Overtime	148,732	291,197	420,000	420,000
Total Salaries and Benefits	1,577,346	1,189,793	1,770,000	1,770,000
Allocations/Internal Service Charges				
Barricading	60,306	43,388	56,776	56,776
Environmental Protection Program	60,408	60,408	60,408	60,408
Machine/Weld Shop	16,972	39,611	23,623	23,623
Office Services	768,282	768,282	799,076	299,076
Radio Communications	1,142,543	1,142,543	1,050,568	620,568
Animal Control Contract	1,792,167	2,422,020	2,907,511	3,066,259
Annual Financial Audit	129,548	130,550	170,000	170,000
Capital Lease Purchase - Non-fleet	(72,714)	0	0	5,088,307
CARES Act and ARPA Operating Reimbursement	(3,005,214)	0	0	0
City Admin Building (CAB) - Lease-Purchase Payment	601,343	606,105	605,575	604,850
City Building Security Contract Management	461,327	1,202,916	1,155,996	1,181,179
Claims Reserve Self-Insurance Fund	1,550,000	1,000,000	1,000,000	1,000,000
Economic Development				
Chamber & EDC	75,000	102,000	130,000	130,000
Economic Development Agreements	440,340	0	500,000	375,000
Small Business Development Center (SBDC)	115,000	115,000	115,000	115,000
USOC COP Payment	1,756,047	1,799,661	1,844,800	1,890,800
Election Expenses	605,711	292,404	750,000	350,000
Employee Awards Program	74,906	94,479	76,000	76,000
Energy Efficiency Retrofit	99,259	99,260	0	0
Fire Station/Radio Shop, Police Firing Range, Sertich Ice Center Chiller COP Payment	169,475	169,538	169,413	169,100
Fleet Capital Lease Purchase	4,153,322	7,208,385	7,853,887	3,500,000
Fleet Lease Purchase Payments	4,459,376	5,459,376	5,809,376	5,116,447
Fleet - Mobile Fueling	123,120	143,059	132,300	132,300
Fleet - Rental of Property	0	0	0	414,840

General Costs - General Fund: Summary

	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Fleet Services and Fuel Contracts	9,832,793	10,914,809	12,864,900	6,672,556
Fleet - Vehicle Additions	563,158	280,845	558,000	0
Fleet - Vehicle Replacement	2,547,548	2,882,704	2,300,128	2,300,128
Health Programs	107,452	114,420	150,000	150,000
Insurance premiums	3,614,053	5,304,825	10,105,034	11,171,499
Legal Defense Reserve	9,576	59,633	250,000	250,000
Legal Defense Reserve - City Council	2,990	0	50,000	50,000
Legal Settlement Costs	394,130	9,130	0	0
Membership Dues	393,020	409,176	397,843	397,843
Pikes Peak Regional Building Development Rent and Common Area Maintenance (CAM) charges	129,747	129,940	129,956	59,425
Retirement Awards	18,166	13,975	15,000	15,000
Sand Creek Substation - Lease-Purchase Payment	1,497,619	1,495,587	1,498,231	1,495,470
Services	2,198,399	2,355,712	2,336,465	2,066,795
Special Events - operating	960	6,852	0	0
Stormwater Fee	519,104	656,909	450,000	650,000
TABOR Refund	0	14,618,840	0	0
TABOR Retention - to Wildfire Mitigation Fund	0	20,000,000	0	0
Utilities - consolidated program				
Utilities Electric	1,984,821	2,155,002	1,811,454	2,062,140
Utilities Gas	641,182	877,545	499,202	682,202
Utilities Sewer	131,948	142,018	147,708	191,708
Utilities Streetlight Program	4,075,198	4,075,196	4,360,000	4,753,000
Utilities Traffic Signals	304,336	318,257	284,820	284,820
Utilities Water	201,334	196,555	344,092	344,092
Utilities Water - Parks, Rec and Cultural Services	4,322,656	4,588,167	6,262,956	5,262,956
Total Operating Expenses	49,066,714	94,505,082	70,026,098	63,300,167
General Fund contribution to CIP Fund	10,391,339	16,715,970	8,688,936	6,449,460
General Fund - Projects and CIP	12,323,103	8,160,487	1,223,857	1,423,857
Total CIP	22,714,442	24,876,457	9,912,793	7,873,317
Organization Total	\$73,358,502	\$120,571,332	\$81,708,891	\$72,943,484

Expenditure Detail

SALARY AND BENEFITS EXPENDITURES

Retired Employees Insurance - The City's contribution to health and life insurance plans for retired employees.

Unemployment Insurance - Unemployment benefits to separated employees awarded payments by an administrative or judicial process related to the condition of the employee's termination.

Special Events - Overtime - Services provided by City department personnel for special events.

OPERATING EXPENDITURES

Allocations/Internal Service Charges - The City has a number of Internal Services that are accounted for in separate funds or programs. These programs/funds include Barricading, Environmental Protection, Machine/Weld Shop, Office Services, and Radio Communications. The 2024 budgeted allocation to Office Services will be reduced to allow for a draw from fund balance. The 2023 allocation to the Radio Fund was slightly reduced to allow for a draw from fund balance. The 2024 budgeted allocation to the Radio Fund will be further reduced to allow for a draw from fund balance.

Animal Control Contract - The City's cost for the Humane Society of the Pikes Peak Region (HSPPR) animal control services contract. For 2024, the contract amount is \$3,066,259.

Annual Financial Audit - Annually, the City contracts with a private firm to provide a comprehensive financial audit.

Capital Lease Purchase - Non-fleet - The financial transaction for a bank lease-purchase involves receiving the total value of the lease purchase proceeds from the financing source, which are recognized as revenue to the City; incurring an expenditure equal to the total value of the lease purchase; and making yearly installment payments to the bank. This expenditure is completely offset by revenue in General Costs. The annual payments will be made out of the CIP Fund. 2021 Actual shows a negative amount for a credit related to an IT lease of equipment. For 2024, the \$5,088,307 budget consists of \$1,088,307 for the bulk purchase of ruggedized laptops for public safety and other field workers, along with \$4,000,000 for the transaction to upgrade our City's IT Data Center and a secondary Disaster Recovery site.

CARES Act and ARPA Operating Reimbursement - In 2021, the reimbursement is largely related to the federal American Rescue Plan Act (ARPA) funding received by the City, though there is a small portion from CARES Act funding. See Grants Overview for more information.

City Administration Building (CAB) - Lease-Purchase Payment - During 2003, the City entered into a lease-purchase agreement with Colorado Springs Utilities to acquire the CAB. In 2007, the City refinanced the remaining portion of the agreement with a bank lease-purchase and in 2013, the lease-purchase was refinanced to take advantage of lower interest rates. In 2019, City Council approved a bank lease-purchase agreement in the amount of \$4.5 million to refinance the 2013 bank lease-purchase. The total payment for 2024 is \$604,850 and is made from the General Fund - General Cost account.

City Building Security Contract Management - Beginning in 2020, the City has centralized General Fund budgets from most departments and divisions into General Costs for oversight of the city-wide security contract. For the 2024 Budget, there is an overall contract increase of almost \$210,000, less approximately \$180,000 that will be transferred to the Transit Division in Public Works, as Transit now has their own separate contract.

Claims Reserve Self-Insurance Fund - The Claims Reserve Self-Insurance Fund was established in 1986 to provide a mechanism for claims adjustment, investigation, settlement, and defense of general and auto liability claims filed against the City, its officials, and employees. Expenditures in the claims reserve fund are payments of claims and related expenses pursuant to the Colorado Governmental Immunity Act and claims against the City arising under Federal Law. For 2024, the transfer from the General Fund to the Claims Reserve Self-Insurance Fund for expected 2024 claims is \$1,000,000.

Expenditure Detail (cont'd)

Economic Development - For 2024, this category includes \$130,000 in support of the Colorado Springs Chamber & EDC, \$375,000 in Economic Development Agreement payments (described more fully in the Economic Overview section), \$115,000 to support the Small Business Development Center (SBDC), and \$1,890,800 for the COP payment related to the United States Olympic Committee (USOC) Economic Development agreement.

Election Expenses - For 2024, funding of \$350,000 is included for the 2024 elections.

Employee Awards Program - As part of employee total compensation, the City has two primary employee awards programs, Service Awards (\$36,000) and Employee Recognition Awards (\$40,000).

Energy Efficiency Retrofit - For building improvements to City facilities including the City Administration Building (CAB) and Sertich Ice Center. The final payment was made in 2022.

Fire Station/Radio Shop, Police Firing Range, and Sertich Ice Center Chiller COP Payment - In September 2019, the City Council approved the City to enter into a lease-purchase agreement to issue COPs in the amount of \$9.075 million for the construction of various capital improvements, including the construction and equipping of a new fire station and radio shop at the Lester L. Williams Fire Department Complex, various equipment at Sertich Ice Center, and the construction and equipping of a new police firing range. The 2024 General Fund portion of the COP payment is \$169,100. Funding for the remainder of the COP payment is in the Public Safety Sales Tax (PSST) budgets of the Fire and Police Departments for the fire station and police firing range facility, and in the Conservation Trust Fund (CTF) budget of the Parks, Recreation and Cultural Services Department for the Sertich Ice Center chiller replacement.

Fleet Capital Lease Purchase - As part of the Fleet Replacement Strategy that was implemented in 2018, the budget includes the lease purchase of vehicles and equipment. The financial transaction for the lease involves receiving the total value of the lease purchase proceeds from the bank, which are recognized as revenue to the City; incurring an expenditure equal to the total value of the lease purchase; and making yearly installment payments to the bank. This expenditure is completely offset by revenue in General Costs. The annual payments will be made using the Fleet Lease Purchase Payments budget in General Costs.

Fleet Lease Purchase Payments - For 2024, the lease purchase payments total \$5,116,447.

Fleet - Mobile Fueling - Mobile Fueling relates to refueling city equipment and apparatus in the field.

Fleet - Rental of Property - Due to the insourcing of Fleet maintenance in 2024, there will now be a cost for rental of property.

Fleet Services and Fuel Contracts - For 2024, the City has a combined budget of \$6,672,556 for fuel, parts, and the telematics contract, all managed by the Fleet Division in Support Services. The reduction for 2024 is due to fleet maintenance insourcing, and the previously budgeted maintenance contract amount will be transferred to the Fleet Division in Support Services for salary, benefits and operating costs.

Fleet - Vehicle Additions - Police Department vehicles for new sworn officers.

Fleet - Vehicle Replacement - Includes \$2,300,128 budgeted for the Police Department fleet replacement strategy implemented in 2018.

Health Programs - Costs associated with drug-free workplace training and drug testing.

Insurance Premiums - The City's comprehensive risk management program includes various property and liability policies that provide either primary or excess coverage to protect the City from large and uncertain losses. In 2019, Colorado was declared a catastrophic hail state, resulting in large premium increases. There have been large premium increases in 2022 and again in 2023 related to coverage for law enforcement and cybersecurity. Additional increases will occur for the 2024 budget related to property, law enforcement and cybersecurity coverage.

Expenditure Detail (cont'd)

Legal Defense Reserve - This is an amount for costs not covered by self-insurance for specialized legal services and expenses associated with legal actions against the City.

Legal Defense Reserve - City Council - Legal Defense Reserve funding identified for City Council legal services.

Legal Settlement Costs - The City does not specifically budget for legal settlement costs, but does charge actual expenses to this line for tracking purposes as they occur.

Membership Dues - This includes membership dues for Sister Cities and Alliance for Innovation, Pikes Peak Area Council of Governments (PPACG), Colorado Municipal League (CML), National League of Cities (NLC), Fountain Creek Watershed Flood Control and Greenway District, "Leading Edge" teen leadership program, and Leadership Pikes Peak.

Pikes Peak Regional Building Development (PPRBD) Rent and Common Area Maintenance (CAM) charges - This funding is for payments to the PPRBD for pro rata office space used by City operations in the PPRBD, and Common Area Maintenance (CAM) charges. Other entities, including Development Review Enterprise and Colorado Springs Utilities, also pay PPRBD for their assigned square footage. Part of the payment to El Paso County included our portion for repayment of a 2012 Certificate of Participation (COP), which will be paid off during 2023. The 2024 budget is for CAM charges.

Retirement Awards - Funding is to provide small gifts to employees that are in good standing and retiring from the City.

Sand Creek Substation - Lease-Purchase Payment - In September 2016, City Council approved a lease/lease-purchase agreement for the construction and improvement of the Sand Creek Police Substation. The total payment for 2024 is \$1,495,470.

Services - For services required by the City that do not relate to or directly benefit a particular organizational division such as bonding/processing services, banking services, full cost allocation plan, financial consulting, security for downtown, lobbying, and other miscellaneous services. The 2024 budget is reduced due to a transfer of software programs to the IT department, as part of a multi-year centralization of oversight and management of software licenses and subscriptions city-wide to IT.

Special Events - Operating - For operating costs associated with the planning and operation of special events.

Stormwater Fee - The cost for the stormwater infrastructure and maintenance fee for City owned properties. The collection of this fee began July 1, 2018 and ends July 1, 2038. For 2024, the total budget is \$650,000 for anticipated fees.

TABOR Refund - The revenues received by the City during 2021 exceeded the amounts otherwise allowed to be retained and spent under City Charter and the Colorado Constitution by \$34,618,840. At the November 2021 coordinated election, the City requested, and the voters approved, the retention of \$20 million to be placed into the Wildfire Mitigation Fund in 2022. The remaining \$14,618,840 of General Fund revenue and \$603,284 of LART revenue was refunded to ratepayers via credit on Colorado Springs Utilities bills in 2022, for a total refund of \$15,222,124.

TABOR Retention - Wildfire Mitigation Fund - At the November 2021 coordinated election, the City requested, and the voters approved, the retention of \$20 million to be placed into the Wildfire Mitigation Fund to be used to increase City-wide and Pikes Peak Region wildfire mitigation, prevention and evacuation planning efforts; with the annual expenditure appropriation not exceeding 5% of the balance of the fund. The transfer of \$20 million from the General Fund to the Wildfire Mitigation Fund occurred during 2022.

Expenditure Detail (cont'd)

Utilities - Consolidated Program - The City has centralized all City utilities expenses in order to better manage utility usage and achieve sustainability goals. Beginning in 2019, the budget for Water includes an increase for Parks watering as related to the implementation of a Water Surplus transfer from Colorado Springs Utilities (CSU). The surplus transfer from CSU is intended to cover 50% of park watering beginning in 2020 and each year thereafter.

CAPITAL EXPENDITURES AND PROJECTS

General Fund Contribution to City CIP Fund - For 2024, the General Fund Capital Improvements Program (CIP) totals \$8,447,049, which includes a transfer from General Costs of \$6,449,460 and bank fees for the CIP Fund of \$103,510 that are not shown in the CIP section. The CIP total also includes \$191,318 transferred from a now-closed Park Developer Easement fund for a park-related project. There will be two other completed projects that have balances that will drop to the CIP fund balance, thereby reducing the amount of transfer necessary from the General Fund by \$865,271. The transfer from General Costs includes \$204,556 from deferred revenue/escrow accounts for Public Works capital projects. There will be approximately \$941,000 of interest earnings. All of the CIP projects are for grant match and financial commitments for transportation related projects, technology, infrastructure, and City facility repairs and maintenance.

General Fund - Projects and CIP - For 2024, the budget for projects is \$1,423,857, of which \$1,023,857 is for ongoing apparatus replacement in the Fire Department, and \$400,000 is for affordable housing projects funded by Private Activity Bond (PAB) fees collected by the Housing and Community Vitality department.

Fire

Randy Royal, Fire Chief | (719) 385-7201 | Randolph.Royal@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	\$67,973,881	\$72,180,958	\$72,180,958	\$75,769,051	\$3,588,093
General Fund Projects	6,014,176	1,023,857	1,023,857	1,023,857	0	
General Fund - CIP	692,752	2,932,955	3,932,955	392,000	(3,540,955)	
PSST	22,327,995	25,052,764	25,052,764	24,670,900	(381,864)	
PSST Projects	902,592	1,742,000	1,742,000	0	(1,742,000)	
PSST - CIP	180,208	1,049,159	3,049,159	0	(3,049,159)	
Wildfire Mitigation Fund	268,110	986,520	986,520	977,160	(9,360)	
Grants Fund**	2,892,235	1,158,658	1,158,658	4,573,309	3,414,651	
All Funds Total	\$101,251,949	\$106,126,871	\$109,126,871	\$107,406,277	(\$1,720,594)	
Positions						
General Fund	430.50	466.00	469.50	469.50	0.00	
PSST	131.50	138.50	138.50	138.50	0.00	
Grants	21.00	19.00	17.00	17.00	0.00	
Total	583.00	623.50	625.00	625.00	0.00	

* 2023 Amended Budget as of 8/31/2023

** The Grants Fund Appropriation 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 \$6,100,000 in the General Fund mainly to fund existing positions (including sworn step increases), sworn market increases, civilian pay for performance and pay progression, increase in sworn pension costs, and benefit cost adjustments
- Net increase of approximately \$234,000 in the General Fund to fully fund the Homeless Outreach Program (HOP) which was partially grant funded in 2023
- Decrease of \$2,475,120 in the General Fund due to operating budget reductions
- Decrease of approximately \$239,000 in the General Fund to remove 2023 one-time funding related to new positions
- Net decrease of approximately \$3,500,000 in General Fund - CIP which includes the removal of one-time 2023 funding for the construction of Fire Station 24, remodeling costs of Fire Station 25 in Colorado Centre, and other projects to expand service capacity at various fire stations utilizing annexation fees, and adding 2024 funding for the portion of remodeling costs for Fire Station 25 to be paid by the Colorado Centre Metropolitan District (offset by revenue per Intergovernmental Agreement (IGA))
- Increase of approximately \$900,000 in PSST to fund existing positions (including sworn step increases), sworn market increases, civilian pay for performance and pay progression, benefit cost adjustments, and an increase in sworn pension costs
- Decrease of approximately \$5,200,000 in PSST to remove 2023 one-time funding in operating, capital outlay, non-CIP projects, and CIP projects
- Increase of approximately \$3,400,000 in the Grants Fund for projected grant awards

Fire Department - Overview

The mission of the Colorado Springs Fire Department (CSFD) is to provide fire, emergency and prevention services with professionalism, compassion and excellence. The majority of Fire Department operations, which includes fire code enforcement, community education, and emergency response, provide direct services to the community. Other programs support these services, including fire and medical training, apparatus and facilities maintenance, communications, human resources, finance, analysis, and planning. The Fire Department has four primary functions as outlined below.

Operations/Medical

The *Operations/Medical Divisions* provide both emergency response and medical support functions consisting of two individual divisions. The *Operations Division* is responsible for protecting life and property through the effective delivery of emergency response. All emergency response personnel are certified emergency medical technicians (EMTs); the majority are certified at the basic level (EMT-B), but there is at least one advanced life support paramedic (EMT-P) assigned to each station daily. In the dual roles of firefighters and emergency medical responders, fire personnel provide fire suppression, basic and advanced emergency medical service, hazardous materials response, and technical rescue (including extrication at traffic accidents, high-angle rescue, swift water rescue, ice rescue, and other rescue techniques). The *Medical Division* provides oversight of the CMED (Community Medicine) function, basic and advanced medical training, oversees required certifications, and is responsible for working with the City's medical directors, under whose license CSFD personnel provide medical care. The medical directors also oversee quality assurance/continuous quality improvement programs for CSFD staff. The Community and Public Health Section, within the Medical Division, assists residents with access to the appropriate level of health care, behavioral health, and social services in a timely and cost-effective manner.

Support Services

The *Support Services Division* ensures the operational readiness of emergency response personnel, apparatus, and equipment. The Training Division provides basic and advanced fire and rescue training, officer development, and operates the Fire Department broadcast studio. The Human Resources (HR) office is responsible for establishing employment and promotional lists, managing and interpreting department policies and procedures, managing performance evaluations, and providing customer service for comprehensive HR services. Facilities/Logistics maintains all fire facilities, manages construction of capital projects, and ensures that all general, janitorial, and office supplies are provided. The CSFD Maintenance Shop maintains emergency response apparatus and equipment. The Accreditation office is responsible for the CSFD's accreditation, policies, and procedures.

Finance, Planning and Analysis

The *Finance, Planning, and Analysis Division* develops and monitors the department budget, coordinates all financial functions, assists with grant applications, ensures compliance with grant requirements, performs data analysis, engages in analysis of operational activities and proposals, develops statistical reports and analysis, and coordinates the strategic planning process. This group also coordinates all the information technology needs for the department and works with City Information Technology to implement necessary upgrades, modifications, and changes.

Fire Marshal

The *Division of the Fire Marshal* has a broad mission to promote a safer community through hazard mitigation, fire code development and enforcement, fire incident origin and cause, community education and injury prevention, enforcement of hazardous materials regulations, and the management of fire risk, especially in the wildland/urban interface (WUI). This division engages in fire safety code compliance inspections, ensuring construction plans are code compliant; issues permits for hazardous materials; develops evacuation and preparedness plans for businesses; provides safety programs for residents; and conducts residential evaluations and mitigation in the WUI. This organization consists of the Fire Prevention, Community Education and Outreach, and Wildfire Mitigation functions.

Fire Department - Functions

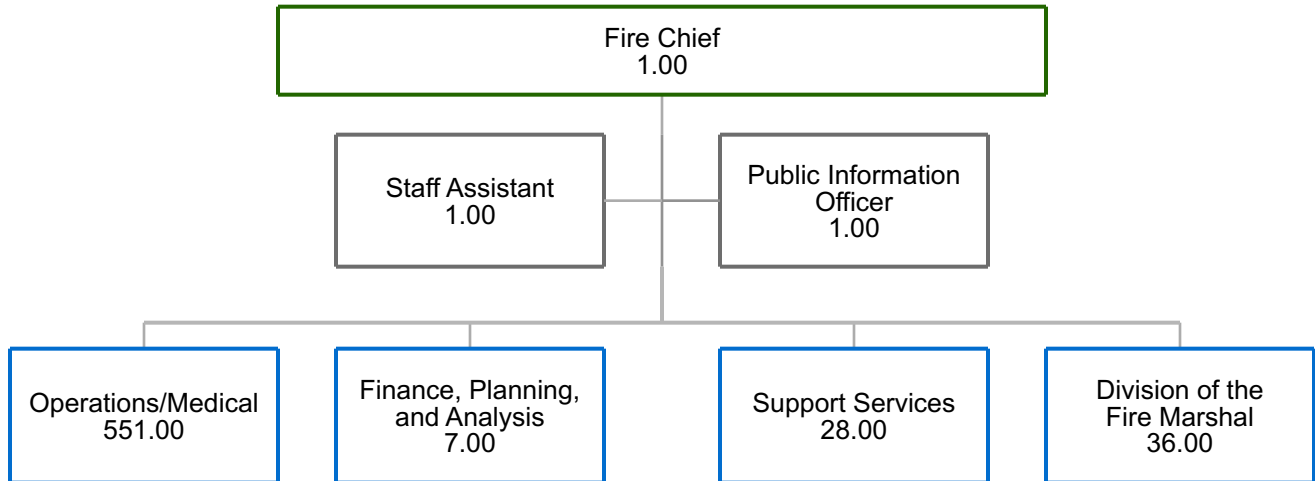
The Fire Department's direct public service functions supported by the General Fund, Public Safety Sales Tax (PSST), and the Wildfire Mitigation Fund are the following (these amounts do not include Grant Funds, CIP or Project amounts):

Fire Functions	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget
Fire Prevention	\$2,435,886	\$2,881,741	\$3,196,270	\$3,196,270	\$3,369,109
Community Education & Outreach	362,442	513,106	581,802	581,802	575,028
Wildfire Mitigation	518,224	853,204	1,760,968	1,760,968	1,800,610
Fire Operations	66,649,315	73,028,340	79,386,196	79,238,012	82,413,821
Hazardous Materials**	2,151,463	2,152,016	0	0	0
Medical Division	1,822,623	3,191,176	3,872,818	3,872,818	3,907,722
Community and Public Health	504,795	802,987	1,208,689	1,208,689	1,399,370
Direct Public Service Functions	\$74,444,748	\$83,422,570	\$90,006,743	\$89,858,559	\$93,465,660
All other support/management functions	6,379,761	7,147,416	8,213,499	8,361,683	7,951,451
All Fire Functions	\$80,824,509	\$90,569,986	\$98,220,242	\$98,220,242	\$101,417,111

* 2023 Amended Budget as of 8/31/2023

** Beginning in 2023 the Hazardous Materials budget has been consolidated and included with Fire Operations.

Fire Department - Organizational Chart



Strategic Plan Update



Promoting Job Creation

Initiatives			
1.7 Address public safety issues that impact our image and attractiveness to new businesses and residents.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
1.7.1 Achieve fire department construction plan review turnaround 90% of the time in less than 5 days.	33%	66%	100%
1.7.2 Continue to pursue reclassification of ISO rating from 2 to 1 by 2024.	10%	10%	10%
1.7.3 Plan and deliver two fire station "open house" events annually.	0%	0%	0%
Notable Achievements			
1.7.1 The CSFD plan review turnaround times improved during 2023. This improvement is beneficial to the building community and to those who are wanting to open businesses in Colorado Springs. While CSFD is not at the goal of 90% of all plans to be reviewed in less than 5 days, the overall average for the reviews is 6 days and progress is being made on this strategic imperative.			



Building Community & Collaborative Relationships

Initiatives			
3.8 Continually build on a solid foundation of public trust and engage the community in public safety efforts.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
3.8.1 Increase by 5% the number of opportunities for citizens to be engaged in public safety through the CAPS program.	100%	100%	100%
3.8.2 Provide direct educational contacts to a minimum of 500 citizens monthly.	100%	100%	100%
3.8.3 Utilize information gathered from a public feedback survey in the development of the CSFD 2020-2024 Strategic Plan.	100%	100%	100%
3.8.4 Annually review mutual/automatic aid agreements with neighboring jurisdictions.	100%	100%	100%
Notable Achievements			
3.8.2 CSFD proudly continued the community outreach program called "Living with Wildfire" in 2023. During these town hall forums CSFD spoke about the importance of planning and preparing for a wildfire event in Colorado Springs. The town halls were well attended and when looking at the entirety of the Community Education and Outreach programs, CSFD engaged over 18,000 residents directly and countless others livestreaming events via Facebook in 2023.			



Excelling In City Services

Initiatives			
4.8 Improve public safety response.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
4.8.1 Implement a Piloted Tiered Response Program in early 2020, identifying the impact on the availability of front line apparatus to respond to high acuity incidents.	100%	100%	100%
4.8.2 Work with appropriate community stakeholders to provide a staff medical provider at the Springs Rescue Mission.	100%	100%	100%

Strategic Plan Update



Excelling In City Services

Performance Measures (cont'd)	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
4.8.3 Analyze City growth, emergency responses, and response times to forecast fire resource needs in developing areas as well as infill needs.	100%	100%	100%
4.8.4 Decrease emergency response to care facilities through CareLink by educating a minimum of 100 staff and residents per month.	100%	100%	100%
Notable Achievements			
<p>4.8.1 CSFD expanded the Tiered Response program in 2023 by adding additional CMED staff and adjusted coverage to ensure CSFD is meeting the needs of the community at the most critical times with an appropriate yet alternative response that correlates to a 911 call being dispatched. It is expected that the CMED units will have responded to over 5,400 medical alarms, thus reducing the amount of calls the fire engines and fire trucks are responding to a low level medical incident, ensuring they are available for a more appropriate emergency.</p>			

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, PSST, Grant Funds, Wildfire Mitigation Fund, and Capital Improvements Program (CIP).

Fire Department - 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	\$59,802,654	\$65,007,906	\$68,978,725	\$68,975,275	\$72,802,568	\$3,827,293
	Operating	2,697,236	2,824,143	3,120,359	3,123,809	2,869,682	(254,127)
	Capital Outlay	51,065	141,832	81,874	81,874	96,801	14,927
	Total	\$62,550,955	\$67,973,881	\$72,180,958	\$72,180,958	\$75,769,051	\$3,588,093
	Projects	\$1,376,505	\$6,014,176	\$1,023,857	\$1,023,857	\$1,023,857	\$0
	CIP	\$0	\$692,752	\$2,932,955	\$3,932,955	\$392,000	(\$3,540,955)
	Grand Total	\$63,927,460	\$74,680,809	\$76,137,770	\$77,137,770	\$77,184,908	\$47,138
	Revenue	\$3,757,800	\$5,694,480	\$3,398,200	\$3,398,200	\$3,624,550	\$226,350
	Total Civilian		48.50	52.00	55.50	55.50	0.00
Total Sworn		382.00	414.00	414.00	414.00	0.00	
Total Positions		430.50	466.00	469.50	469.50	0.00	

Fire Department - General Fund: Summary, Funding, and Position Changes

General Fund Positions	Civilian Positions	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Administrative Assistant II	1.00	1.00	1.00	1.00	0.00
	Administrative Assistant, Senior	3.00	3.00	3.00	3.00	0.00
	Behavior Health Clinical Navigator I/II	2.00	4.00	2.00	2.00	0.00
	Business Support Specialist, Senior	1.00	1.00	1.00	1.00	0.00
	City Facility Administrator	1.00	1.00	1.00	1.00	0.00
	Community Behavioral Health Coordinator	0.00	0.50	1.00	1.00	0.00
	Community Health EMT	4.00	6.00	6.00	6.00	0.00
	Community Health Paramedic	6.00	4.00	4.00	4.00	0.00
	Crisis Navigator	0.00	0.00	4.00	4.00	0.00
	Deputy Fire Marshal	1.00	1.00	1.00	1.00	0.00
	EMS Field Specialist	2.00	2.00	2.00	2.00	0.00
	Fire Admin. Services Manager	1.00	1.00	1.00	1.00	0.00
	Fire and Life Safety Educator	2.00	2.00	2.00	2.00	0.00
	Fire Code Inspector I/II	8.00	8.00	2.00	2.00	0.00
	Fire Code Inspector, Senior	0.00	0.00	6.00	6.00	0.00

* 2023 Amended Budget as of 8/31/2023

Fire Department - General Fund: Summary, Funding, and Position Changes

General Fund Positions	Civilian Positions	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Fire Marshal	1.00	1.00	1.00	1.00	0.00
	Fire Prevention Compliance Coordinator	1.00	1.00	1.00	1.00	0.00
	Fire Protection Engineer I	1.00	1.00	1.00	1.00	0.00
	Fire Protection Engineer II	1.00	1.00	1.00	1.00	0.00
	Fleet Technician	1.00	1.00	1.00	1.00	0.00
	Human Resources Generalist	0.00	1.00	0.00	0.00	0.00
	Human Resources Generalist, Senior	0.00	0.00	1.00	1.00	0.00
	Human Resources Manager	1.00	1.00	1.00	1.00	0.00
	Maintenance Technician I	0.50	0.50	0.50	0.50	0.00
	Maintenance Technician II	1.00	0.00	0.00	0.00	0.00
	Program Administrator I	2.00	1.00	1.00	1.00	0.00
	Program Administrator II	0.00	1.00	1.00	1.00	0.00
	Program Administrator, Sr	0.00	0.00	1.00	1.00	0.00
	Program Coordinator	1.00	1.00	0.00	0.00	0.00
	Public Safety Communications Specialist	0.00	0.00	1.00	1.00	0.00
	Senior Analyst	2.00	3.00	3.00	3.00	0.00
	Senior Contracting Specialist	1.00	1.00	1.00	1.00	0.00
	Senior Fire Life & Safety Educator	1.00	1.00	1.00	1.00	0.00
	Senior Volunteer Coordinator	1.00	0.00	0.00	0.00	0.00
Skilled Maintenance Technician II	0.00	1.00	1.00	1.00	0.00	
Staff Assistant	1.00	1.00	1.00	1.00	0.00	
Total Civilian	48.50	52.00	55.50	55.50	0.00	

General Fund Positions	Sworn Positions	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Battalion Chief	9.00	9.00	9.00	9.00	0.00
	Fire Captain	26.00	30.00	30.00	30.00	0.00
	Fire Chief	1.00	1.00	1.00	1.00	0.00
	Fire Deputy Chief	2.00	2.00	2.00	2.00	0.00
	Fire Driver Engineer	87.00	95.00	95.00	95.00	0.00
	Fire Lieutenant	71.00	75.00	75.00	75.00	0.00
	Fire Paramedic	68.00	76.00	76.00	76.00	0.00
	Firefighter	118.00	126.00	126.00	126.00	0.00
	Total Sworn	382.00	414.00	414.00	414.00	0.00
	Total Positions	430.50	466.00	469.50	469.50	0.00

* 2023 Amended Budget as of 8/31/2023

Fire Department - General Fund: Summary, Funding, and Position Changes

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Supplemental appropriation to fund additional costs related to the construction of Fire Station 24 and the remodel of the Colorado Centre Station that will become Fire Station 25	\$1,000,000
	Total During 2023	\$1,000,000
	For 2024	2024 Budget - * 2023 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$3,171,411
	Increase to fund market movement for sworn, and pay for performance and pay progression for civilian staff	1,990,813
	Increase to fund medical cost adjustments	311,702
	Decrease due to operating budget reductions	(2,475,120)
	Net increase for 2024 sworn pension costs	594,647
	Net increase to fully fund 5.00 FTEs for the Homeless Outreach Program (HOP) which were 50% funded with grants in 2023	233,840
	Total Salaries/Benefits/Pensions	\$3,827,293
	Operating	
	Decrease to remove 2023 one-time funding	(\$239,200)
	Redistribution of Operating to Capital Outlay	(14,927)
	Total Operating	(\$254,127)
	Capital Outlay	
	Redistribution of Operating to Capital Outlay	\$14,927
	Total Capital Outlay	\$14,927
	CIP	
	Decrease to remove one-time funding for the construction of Fire Station 24, the remodel of Colorado Centre Fire Station, and projects for various Fire Stations funded by annexation fees	(\$3,932,955)
	Increase to fund the portion of remodeling costs for Fire Station 25 to be paid by the Colorado Centre Metropolitan District (offset by revenue per IGA)	392,000
	Total CIP	(\$3,540,955)
Total For 2024	\$47,138	

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Add 1.00 civilian FTE (Public Safety Communications Specialist), previously a sworn function	1.00
	Transfer the equivalent of 50% of the Homeless Outreach Program (HOP) staff, 2.50 civilian FTEs from the Grants Fund (0.50 Community Behavior Health Coordinator, 1.00 Behavioral Health Navigator, 1.00 Crisis Navigator)	2.50
	Total During 2023	3.50
	For 2024	2024 Budget - * 2023 Amended Budget
	None	0.00
	Total For 2024	0.00

* 2023 Amended Budget as of 8/31/2023

Fire Department - PSST Fund: Summary, Funding, and Position Changes

	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
PSST	Salary/Benefits/Pensions	\$16,153,683	\$19,239,460	\$20,980,663	\$20,980,663	\$21,885,016	\$904,353
	Operating	1,921,521	2,457,402	3,875,845	3,875,845	2,708,628	(1,167,217)
	Capital Outlay	198,350	631,133	196,256	196,256	77,256	(119,000)
	Total	\$18,273,554	\$22,327,995	\$25,052,764	\$25,052,764	\$24,670,900	(\$381,864)
	Projects	\$176,237	\$902,592	\$1,742,000	\$1,742,000	\$0	(\$1,742,000)
	CIP	\$52,477	\$180,208	\$1,049,159	\$3,049,159	\$0	(\$3,049,159)
	Grand Total	\$18,502,268	\$23,410,795	\$27,843,923	\$29,843,923	\$24,670,900	(\$5,173,023)
	Total Civilian		28.50	35.50	35.50	35.50	0.00
	Total Sworn		103.00	103.00	103.00	103.00	0.00
	Total Positions		131.50	138.50	138.50	138.50	0.00

* 2023 Amended Budget as of 8/31/2023

Fire Department - PSST Fund: Summary, Funding, and Position Changes

PSST Positions	Civilian Positions	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Administrative Assistant II	2.00	2.00	2.00	2.00	2.00
Administrative Assistant, Senior	2.00	2.00	2.00	2.00	2.00	0.00
Analyst I	0.00	1.00	1.00	1.00	1.00	0.00
Analyst II	2.00	1.00	1.00	1.00	1.00	0.00
Audio Visual Specialist	1.00	1.00	1.00	1.00	1.00	0.00
Community Health EMT	0.00	2.00	2.00	2.00	2.00	0.00
Community Health Paramedic	0.00	2.00	2.00	2.00	2.00	0.00
Fire and Life Safety Educator	1.00	1.00	1.00	1.00	1.00	0.00
Fire Code Inspector I/II	4.00	4.00	4.00	4.00	4.00	0.00
Fire Code Inspector, Senior	0.00	1.00	1.00	1.00	1.00	0.00
Fire IT Program Coordinator	1.00	0.00	0.00	0.00	0.00	0.00
Fire Medical Programs Coordinator	1.00	1.00	1.00	1.00	1.00	0.00
Fire Operations R&S Specialist	1.00	1.00	1.00	1.00	1.00	0.00
Fleet Services Supervisor	0.00	1.00	1.00	1.00	1.00	0.00
Fleet Technician	3.00	2.00	3.00	3.00	3.00	0.00
Forestry Technician I	0.00	2.00	2.00	2.00	2.00	0.00
Human Resources Generalist	0.00	1.00	0.00	0.00	0.00	0.00
Human Resources Generalist, Senior	0.00	0.00	1.00	1.00	1.00	0.00
Maintenance Tech I/II	2.50	2.50	2.50	2.50	2.50	0.00
Parts/Supply Specialist	1.00	1.00	1.00	1.00	1.00	0.00
Program Administrator I	1.00	1.00	2.00	2.00	2.00	0.00
Program Coordinator	2.00	3.00	2.00	2.00	2.00	0.00
Public Safety Program Administrator	1.00	0.00	0.00	0.00	0.00	0.00
Recruiter, Senior	1.00	1.00	1.00	1.00	1.00	0.00
Senior Analyst	0.00	1.00	1.00	1.00	1.00	0.00
Senior Fleet Technician	1.00	1.00	0.00	0.00	0.00	0.00
Senior HR Technician	1.00	0.00	0.00	0.00	0.00	0.00
	Total Civilian	28.50	35.50	35.50	35.50	0.00
	Sworn Positions	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Battalion Chief	5.00	5.00	5.00	5.00	5.00	0.00
Fire Captain	5.00	5.00	5.00	5.00	5.00	0.00
Fire Driver Engineer	15.00	15.00	15.00	15.00	15.00	0.00
Fire Lieutenant	18.00	18.00	18.00	18.00	18.00	0.00
Fire Paramedic	18.00	18.00	18.00	18.00	18.00	0.00
Firefighter	42.00	42.00	42.00	42.00	42.00	0.00
	Total Sworn	103.00	103.00	103.00	103.00	0.00
	Total Positions	131.50	138.50	138.50	138.50	0.00

* 2023 Amended Budget as of 8/31/2023

Fire Department - PSST Fund: Summary, Funding, and Position Changes

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
		Supplemental appropriation to fund additional costs related to the construction of Fire Station 24
	Total During 2023	\$2,000,000
For 2024	2024 Budget - * 2023 Amended Budget	
	Salaries/Benefits/Pensions	
	Net change to fund existing positions, market movement for sworn, pay for performance and pay progression for civilian staff, and net increase in sworn pension costs	\$789,774
	Increase to fund medical cost adjustments	114,579
	Total Salaries/Benefits/Pensions	\$904,353
	Operating	
	Decrease to remove 2023 one-time funding	(\$759,731)
	Decrease in funding for operating	(407,486)
	Total Operating	(\$1,167,217)
	Capital Outlay	
	Decrease to remove 2023 one-time funding for vehicles	(\$119,000)
	Total Capital Outlay	(\$119,000)
	PSST Projects	
	Decrease in 2024 non-CIP projects	(\$1,742,000)
	Total PSST Projects	(\$1,742,000)
	CIP	
	Decrease in 2024 CIP projects	(\$249,159)
	Decrease to remove one-time funding for the construction of Fire Station 24 and the remodel of Colorado Centre Fire Station 25 (\$2,000,000 for the supplemental appropriation during 2023 and \$800,000 of 2023 original budgeted funding)	(2,800,000)
	Total CIP	(\$3,049,159)
	Total For 2024	(\$5,173,023)

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
		None
	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

Fire Department - Grants Fund: Summary, Funding, and Position 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**	\$450,040	\$2,892,235	\$1,158,658	\$1,158,658	\$4,573,309	\$3,414,651
Total	\$450,040	\$2,892,235	\$1,158,658	\$1,158,658	\$4,573,309	\$3,414,651	
	Civilian Positions	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget	
	Administrative Assistant II	1.00	0.00	1.00	1.00	0.00	
	Analyst I/II	1.00	0.00	0.00	0.00	0.00	
	Behavior Health Clinical Navigator I/II	5.00	5.00	4.00	4.00	0.00	
	Community Behavioral Health Coordinator	1.00	0.50	0.00	0.00	0.00	
	Community Health EMT	1.00	0.00	1.00	1.00	0.00	
	Community Health Paramedic	7.00	7.00	6.00	6.00	0.00	
	Criminal Justice Case Navigator	1.00	1.00	1.00	1.00	0.00	
	Medical Navigator	1.00	1.00	1.00	1.00	0.00	
	Navigator Technician	1.00	0.50	0.00	0.00	0.00	
	Recovery Navigator	1.00	2.00	2.00	2.00	0.00	
	Registered Nurse Navigator II	1.00	1.00	1.00	1.00	0.00	
	Senior Office Specialist	0.00	1.00	0.00	0.00	0.00	
	Total Positions	21.00	19.00	17.00	17.00	0.00	

Note: All Grants Fund positions are special positions and not regular FTEs

** 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.

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	\$0
Total During 2023	\$0	
	For 2024	2024 Budget - * 2023 Amended Budget
Grant Awards		
Increase in projected grant awards	\$3,414,651	
Total For 2024	\$3,414,651	

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Transfer the equivalent of 50% of the Homeless Outreach Program (HOP) staff, 2.50 civilian FTEs to the General Fund (0.50 Community Behavior Health Coordinator, 1.00 Behavioral Health Navigator, 1.00 Crisis Navigator)	(2.50)
Add 0.50 special FTE (Navigator Technician)	0.50	
Total During 2023	(2.00)	
	For 2024	2024 Budget - * 2023 Amended Budget
None	0.00	
Total For 2024	0.00	

* 2023 Amended Budget as of 8/31/2023

Fire Department - Wildfire Mitigation Fund: Summary and Funding Changes

Wildfire Mitigation 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	\$155,127	\$150,500	\$150,500	\$150,500	\$0
	Operating	0	109,710	699,500	649,500	751,880	102,380
	Capital Outlay	0	0	100,000	150,000	20,000	(130,000)
	Bank Fees	0	3,273	36,520	36,520	54,780	18,260
	Grand Total	\$0	\$268,110	\$986,520	\$986,520	\$977,160	(\$9,360)

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	
	None	\$0
	Total Salaries/Benefits/Pensions	\$0
	Operating	
	Increase in funding for operating	\$102,380
	Total Operating	\$102,380
	Capital Outlay	
	Decrease in funding for capital outlay	(\$130,000)
	Total Capital Outlay	(\$130,000)
	Bank Fees	
	Increase in bank fees	\$18,260
Total CIP	\$18,260	
Total For 2024	(\$9,360)	

* 2023 Amended Budget as of 8/31/2023

Note: The Wildfire Mitigation Fund was funded and established during 2022 by Ordinance No. 22-32. Please see the All Funds Overview for more information.

Fire Department - Projects

Projects †	Project	General Fund	Total Allocation
	Vehicle and Apparatus Replacements	1,023,857	1,023,857
	Total 2024 Projects	\$1,023,857	\$1,023,857

† These projects are not included in the CIP Program.

Fire Department - CIP Program

CIP Program *	Project	General Fund	Total Allocation
	Colorado Centre Fire Station Remodel	392,000	392,000
	Total 2024 CIP	\$392,000	\$392,000

* 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
Fire

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	(2,475,120)	(2,475,120)
51205 - CIVILIAN SALARIES	2,720,773	3,759,645	4,293,853	4,293,853	4,803,961	510,108
51210 - OVERTIME	60,441	102,504	59,194	59,194	59,194	0
51220 - SEASONAL TEMPORARY	45,658	9,950	57,850	54,400	54,400	0
51230 - SHIFT DIFFERENTIAL	1,686	8,198	0	0	11,000	11,000
51235 - STANDBY	24,161	26,775	25,000	25,000	25,000	0
51240 - RETIREMENT TERMINATION SICK	97,951	39,099	88,947	88,947	143,001	54,054
51245 - RETIREMENT TERM VACATION	3,884	7,417	19,144	19,144	9,566	(9,578)
51255 - CONVERSION OF SICK LEAVE	97	0	0	0	0	0
51260 - VACATION BUY PAY OUT	49,179	59,868	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(1,164,961)	(124,720)	0	0	0	0
51405 - UNIFORM SALARIES	32,882,971	34,129,234	40,148,871	40,148,871	43,545,496	3,396,625
51410 - UNIFORM OVERTIME	5,465,810	5,010,862	1,701,163	1,701,163	1,701,163	0
51411 - UNIFORM OVERTIME-DEPLOYMENTS	0	0	150,000	150,000	150,000	0
51420 - UNIFORM SCHEDULED OVERTIME	826,946	877,214	1,006,564	1,006,564	1,180,522	173,958
51430 - UNIFORM SPECIAL ASSIGNMENT	86,060	93,246	84,358	84,358	109,238	24,880
51440 - LEAVE PAY OFF	718,983	791,312	822,788	822,788	1,013,870	191,082
51445 - LONGEVITY	183,363	184,873	207,600	207,600	197,904	(9,696)
51455 - SWORN VAC TWK	314,666	317,255	385,770	385,770	359,305	(26,465)
51470 - UNIFORM RETIREMENT COST	211,318	105,856	122,379	122,379	197,356	74,977
51490 - PARAMEDIC PRO PAY	50,578	55,318	34,915	34,915	172,482	137,567
51610 - PERA	396,312	543,420	623,182	623,182	710,026	86,844
51612 - RETIREMENT HEALTH SAVINGS	268,545	110,408	257,165	257,165	264,667	7,502
51615 - WORKERS COMPENSATION	1,869,539	2,018,821	1,834,352	1,834,352	1,455,095	(379,257)
51620 - EQUITABLE LIFE INSURANCE	85,034	92,625	168,998	168,998	150,944	(18,054)
51640 - DENTAL INSURANCE	196,778	203,724	218,814	218,814	226,410	7,596
51645 - NEW HIRE FIRE PENSION PLAN	3,804,794	3,470,695	2,666,268	2,666,268	3,260,915	594,647
51646 - OLD HIRE FIRE PENSION	3,076,512	3,076,512	3,076,512	3,076,512	3,076,512	0
51647 - STATEWIDE FIRE PENSION	2,710,284	3,195,874	3,522,882	3,522,882	4,189,551	666,669
51652 - STATEWIDE POLICE PENSION	(1)	0	0	0	0	0
51690 - MEDICARE	609,020	654,987	644,426	644,426	700,730	56,304
51695 - CITY EPO MEDICAL PLAN	405,669	373,757	388,370	388,370	394,606	6,236
51696 - ADVANTAGE HD MED PLAN	4,966,068	5,554,804	6,083,235	6,083,235	6,831,274	748,039
51697 - HRA BENEFIT TO ADV MED PLAN	249,390	258,373	286,125	286,125	283,500	(2,625)
51999 - COVID19 SAL & BEN REIMB	(1,414,854)	0	0	0	0	0
Salaries/Benefits/Pensions Total	59,802,654	65,007,906	68,978,725	68,975,275	72,802,568	3,827,293
Operating						
52002 - OPERATING REIMBURSEMENT	(53,296)	0	0	0	0	0
52105 - MISCELLANEOUS OPERATING	28,226	28,843	0	0	0	0
52110 - OFFICE SUPPLIES	15,925	15,649	32,998	32,698	38,206	5,508
52111 - PAPER SUPPLIES	1,478	1,365	4,700	4,700	4,600	(100)
52115 - MEDICAL SUPPLIES	87,415	123,659	124,612	124,612	118,893	(5,719)
52120 - SOFTWARE SUBSCRIPTION/LICENSE	53,736	56,256	66,857	92,072	90,875	(1,197)
52122 - CELL PHONES EQUIP AND SUPPLIES	1,536	244	500	500	500	0

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND Fire

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
52125 - GENERAL SUPPLIES	201,756	238,017	220,394	220,144	206,830	(13,314)
52127 - CONSTRUCTION SUPPLIES	1,860	1,044	9,338	9,338	16,074	6,736
52130 - OTHER SUPPLIES	37,158	41,250	28,600	28,600	28,600	0
52135 - POSTAGE	3,960	6,392	8,806	8,806	13,043	4,237
52140 - WEARING APPAREL	463,663	324,728	590,076	585,126	306,911	(278,215)
52145 - PAINT AND CHEMICAL	9,002	7,321	17,935	17,935	11,835	(6,100)
52155 - AUTOMOTIVE	433,570	412,478	123,400	123,400	128,486	5,086
52160 - FUEL	237	93	0	0	0	0
52165 - LICENSES AND TAGS	45,680	49,535	38,235	38,235	36,915	(1,320)
52190 - JANITORIAL SUPPLIES	1,026	21,668	54,697	54,697	54,572	(125)
52235 - MAINT MACHINERY AND APPARATUS	44,143	55,912	141,816	141,816	130,375	(11,441)
52265 - MAINT BUILDINGS AND STRUCTURE	86,759	118,674	63,630	63,630	63,630	0
52275 - MAINT RUNWAYS	(1,049)	0	0	0	0	0
52305 - MAINT SOFTWARE & OTHER FEES	38,632	2,795	43,900	43,900	41,900	(2,000)
52405 - ADVERTISING SERVICES	376	13,144	13,725	11,500	11,000	(500)
52410 - BUILDING SECURITY SERVICES	663	687	1,008	1,008	1,008	0
52421 - CIVIL SERVICE TESTING	67,120	31,217	66,109	66,109	66,109	0
52431 - CONSULTING SERVICES	12,497	21,762	20,000	20,000	20,000	0
52434 - TOWING SERVICES	1,637	5,087	3,150	3,150	3,150	0
52435 - GARBAGE REMOVAL SERVICES	19,757	16,222	15,825	15,825	15,825	0
52450 - LAUNDRY AND CLEANING SERVICES	0	0	0	0	830	830
52455 - LAWN MAINTENANCE SERVICE	0	0	1,600	1,600	1,600	0
52465 - MISCELLANEOUS SERVICES	0	35	0	0	0	0
52565 - PEST CONTROL	5,355	4,425	6,500	6,500	6,500	0
52573 - CREDIT CARD FEES	3,526	3,162	4,000	4,000	4,000	0
52575 - SERVICES	286,812	294,103	328,742	328,742	334,272	5,530
52590 - TEMPORARY EMPLOYMENT	2,163	759	1,289	1,289	2,279	990
52605 - CAR MILEAGE	998	3,152	370	370	370	0
52607 - CELL PHONE ALLOWANCE	3,281	3,492	3,850	3,850	1,680	(2,170)
52615 - DUES AND MEMBERSHIP	16,109	17,525	16,867	16,517	22,422	5,905
52625 - MEETING EXPENSES IN TOWN	5,433	10,120	21,090	13,250	13,650	400
52630 - TRAINING	127,158	116,088	204,239	201,464	200,320	(1,144)
52635 - EMPLOYEE EDUCATIONAL ASSISTANCE	13,627	(800)	0	0	0	0
52645 - SUBSCRIPTIONS	16,928	17,540	19,729	19,729	24,325	4,596
52655 - TRAVEL OUT OF TOWN	16,717	68,696	98,292	98,292	103,603	5,311
52705 - COMMUNICATIONS	14,925	0	18,900	18,900	18,900	0
52738 - CELL PHONE BASE CHARGES	58,157	43,080	54,000	54,000	62,900	8,900
52747 - UTILITIES GAS	0	50	0	0	0	0
52775 - MINOR EQUIPMENT	317,544	418,526	417,198	416,123	431,844	15,721
52776 - PRINTER CONSOLIDATION COST	25,030	29,386	30,500	30,500	26,300	(4,200)
52777 - TOOL ALLOWANCE	108	2,224	1,350	1,350	1,350	0
52874 - OFFICE SERVICES PRINTING	10,759	15,443	16,732	14,732	18,400	3,668
52999 - COVID19 OPER REIMB	(16,055)	0	0	0	0	0
65350 - SERVICE AWARD	50	0	0	0	0	0
65356 - RETIREMENT AWARDS	300	0	0	0	0	0

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Fire

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
70120 - CONTRACTUAL SERVICES	184,844	183,095	184,800	184,800	184,800	0
Operating Total	2,697,236	2,824,143	3,120,359	3,123,809	2,869,682	(254,127)
Capital Outlay						
53020 - COMPUTERS NETWORKS	2,966	0	0	0	0	0
53030 - FURNITURE AND FIXTURES	720	0	0	0	0	0
53040 - MACHINERY AND APPARATUS	(21,163)	0	0	0	0	0
53050 - MACHINERY AND APPARATUS	80,303	19,911	41,874	41,874	58,650	16,776
53070 - VEHICLES REPLACEMENT	(11,761)	0	0	0	0	0
53080 - VEHICLES ADDITIONS	0	121,921	40,000	40,000	38,151	(1,849)
Capital Outlay Total	51,065	141,832	81,874	81,874	96,801	14,927
Expense Total	62,550,955	67,973,881	72,180,958	72,180,958	75,769,051	3,588,093
General Fund Projects Total	1,376,505	6,014,176	1,023,857	1,023,857	1,023,857	0
CIP Total	0	692,752	2,932,955	3,932,955	392,000	(3,540,955)
Grand Total	63,927,460	74,680,809	76,137,770	77,137,770	77,184,908	47,138
Revenue						
41416 - LOST BADGES	0	48	0	0	0	0
44055 - REIMBURSEMENT ACCT	134,297	13,660	200,000	200,000	1,092,000	892,000
45804 - REQUESTED UNCLASSIFIED INSPECT	1,936	528	1,000	1,000	1,000	0
45775 - HAZARDOUS MATERIAL FIRE	164,457	207,993	105,800	105,800	177,800	72,000
45777 - MISCELLANEOUS FIRE	4,927	6,149	1,500	1,500	1,500	0
45778 - REVOCABLE/PREScribed PERMITS	101,932	92,653	73,500	73,500	82,000	8,500
45779 - FIRE SPEC DUTY REIMB	6,819	11,883	0	0	3,000	3,000
45780 - SPECIAL/RE- INSPECTIONS	25,643	22,017	5,200	5,200	24,000	18,800
45781 - SPRINKLER PERMIT FEES	2,684	(2,684)	0	0	0	0
45784 - HAZMAT PLAN REVIEW	35,262	54,361	43,000	43,000	37,500	(5,500)
45785 - OFF DUTY/OVERTIME INSPECTIONS	1,353	984	1,700	1,700	750	(950)
45786 - FIRE DEVELOPMENT REVIEW	72,892	67,456	88,500	88,500	61,000	(27,500)
45792 - STATE/CERTIFICATION INSPECTION	27,720	20,052	15,000	15,000	20,000	5,000
45793 - FINES SUBSEQUENT PLAN SUBMITTAL	744	0	0	0	0	0
45795 - HIGH PILE PLAN REVIEW	2,437	6,356	4,000	4,000	3,000	(1,000)
45796 - HIGH PILE INSPECTIONS	12,098	10,168	6,000	6,000	10,000	4,000
45797 - HIGH PILE AND HAZMAT PERMIT	62,420	76,588	62,000	62,000	67,000	5,000
45798 - A OCCUPANCY INSPECTIONS	79,397	79,392	69,000	69,000	80,000	11,000
45799 - SCHOOL INSPECTIONS	37,488	34,056	21,500	21,500	31,000	9,500
45801 - MARIJUANA INSPECTIONS	49,280	44,440	47,500	47,500	40,000	(7,500)
45957 - FINES/WORK WO PERMIT	4,500	2,000	2,000	2,000	2,000	0
45773 - FIRE RESTITUTION	2,730	3,908	1,000	1,000	1,000	0

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Fire

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
45788 - WOODMAN VALLEY FIRE DISTRICT	100,000	100,000	100,000	100,000	100,000	0
46174 - REIMB - AMBULANCE CONTRACT	1,283,333	1,400,000	1,400,000	1,400,000	1,400,000	0
46176 - AMR LIQUIDATED DAMAGES	1,468,451	3,442,300	1,000,000	1,000,000	240,000	(760,000)
45803 - COMMUNITY HEALTH	75,000	0	150,000	150,000	150,000	0
45755 - ALARM SITE REINSTATEMENT FEES	0	172	0	0	0	0
Revenue Total	3,757,800	5,694,480	3,398,200	3,398,200	3,624,550	226,350

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

171 - PUBLIC SAFETY SALES TAX Fire

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	1,307,337	1,713,891	2,511,035	2,511,035	2,668,183	157,148
51210 - OVERTIME	23,307	22,696	24,461	24,461	24,461	0
51220 - SEASONAL TEMPORARY	79,644	47,362	100,163	100,163	100,163	0
51230 - SHIFT DIFFERENTIAL	638	984	0	0	2,000	2,000
51235 - STANDBY	9,282	10,511	10,413	10,413	10,413	0
51240 - RETIREMENT TERMINATION SICK	88,261	69,825	32,837	32,837	58,847	26,010
51245 - RETIREMENT TERM VACATION	10,217	10,382	7,067	7,067	18,119	11,052
51260 - VACATION BUY PAY OUT	18,261	24,001	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	1,154,831	(44,920)	0	0	0	0
51405 - UNIFORM SALARIES	7,658,853	10,436,344	10,186,584	10,186,584	10,622,812	436,228
51410 - UNIFORM OVERTIME	1,295,717	1,401,725	2,052,904	2,052,904	2,052,904	0
51420 - UNIFORM SCHEDULED OVERTIME	188,316	215,967	262,828	262,828	287,624	24,796
51430 - UNIFORM SPECIAL ASSIGNMENT	27,248	30,328	31,142	31,142	20,245	(10,897)
51435 - EXTRA DUTY EXPENDITURE	59	0	0	0	0	0
51440 - LEAVE PAY OFF	174,414	208,763	223,879	223,879	247,021	23,142
51445 - LONGEVITY	59,337	61,794	66,768	66,768	64,032	(2,736)
51455 - SWORN VAC TWK	103,232	102,557	127,155	127,155	121,875	(5,280)
51470 - UNIFORM RETIREMENT COST	50,991	33,585	45,179	45,179	62,082	16,903
51490 - PARAMEDIC PRO PAY	22,537	21,514	63,457	63,457	10,000	(53,457)
51610 - PERA	196,040	253,419	371,982	371,982	394,358	22,376
51612 - RETIREMENT HEALTH SAVINGS	80,553	5,298	94,941	94,941	108,914	13,973
51615 - WORKERS COMPENSATION	472,764	536,083	458,592	458,592	381,828	(76,764)
51620 - EQUITABLE LIFE INSURANCE	21,315	24,838	51,412	51,412	39,882	(11,530)
51640 - DENTAL INSURANCE	48,786	55,197	67,189	67,189	67,530	341
51645 - NEW HIRE FIRE PENSION PLAN	1,389,267	1,498,503	1,192,188	1,192,188	1,266,135	73,947
51647 - STATEWIDE FIRE PENSION	479,178	651,964	716,760	716,760	843,226	126,466
51652 - STATEWIDE POLICE PENSION	0	(595)	0	0	0	0
51690 - MEDICARE	152,891	179,978	177,929	177,929	192,719	14,790
51695 - CITY EPO MEDICAL PLAN	104,436	127,595	129,787	129,787	144,328	14,541
51696 - ADVANTAGE HD MED PLAN	1,210,150	1,471,861	1,890,525	1,890,525	1,993,565	103,040
51697 - HRA BENEFIT TO ADV MED PLAN	60,966	68,010	83,486	83,486	81,750	(1,736)
51999 - COVID19 SAL & BEN REIMB	(335,145)	0	0	0	0	0
Salaries/Benefits/Pensions Total	16,153,683	19,239,460	20,980,663	20,980,663	21,885,016	904,353
Operating						
52002 - OPERATING REIMBURSEMENT	(1,704)	0	0	0	0	0
52105 - MISCELLANEOUS OPERATING	2,749	458	0	0	0	0
52110 - OFFICE SUPPLIES	8,185	6,620	3,925	3,925	3,705	(220)
52111 - PAPER SUPPLIES	1,150	0	150	150	50	(100)
52115 - MEDICAL SUPPLIES	69,253	57,227	55,860	55,860	55,000	(860)
52120 - SOFTWARE SUBSCRIPTION/LICENSE	180	37,715	105,899	105,899	40,373	(65,526)
52125 - GENERAL SUPPLIES	56,181	104,343	578,397	578,397	108,296	(470,101)
52127 - CONSTRUCTION SUPPLIES	3,167	11,028	0	0	0	0
52130 - OTHER SUPPLIES	939	30	0	0	0	0
52135 - POSTAGE	751	6,946	925	925	825	(100)
52140 - WEARING APPAREL	492,048	546,549	482,787	482,787	473,251	(9,536)
52145 - PAINT AND CHEMICAL	3,910	3,490	200	200	200	0

City of Colorado Springs Budget Detail Report

171 - PUBLIC SAFETY SALES TAX Fire

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
52155 - AUTOMOTIVE	52,022	65,919	415,890	415,890	314,270	(101,620)
52160 - FUEL	20,457	44,746	64,000	64,000	64,000	0
52165 - LICENSES AND TAGS	2,025	1,129	1,917	1,917	1,350	(567)
52190 - JANITORIAL SUPPLIES	45,776	47,090	875	875	475	(400)
52235 - MAINT MACHINERY AND APPARATUS	14,484	3,531	172,796	172,796	5,250	(167,546)
52240 - MAINT NONFLEET VEHICLES EQP	27,415	41,499	0	0	0	0
52265 - MAINT BUILDINGS AND STRUCTURE	53,358	36,087	59,500	59,500	59,500	0
52305 - MAINT SOFTWARE & OTHER FEES	119,673	151,645	215,500	215,500	159,862	(55,638)
52405 - ADVERTISING SERVICES	495	295	5,700	5,700	4,000	(1,700)
52410 - BUILDING SECURITY SERVICES	8,981	9,522	11,778	11,778	11,828	50
52428 - HOSTED IT SERVICES	0	720	0	0	0	0
52431 - CONSULTING SERVICES	5	17,180	0	0	0	0
52434 - TOWING SERVICES	0	180	0	0	0	0
52435 - GARBAGE REMOVAL SERVICES	2,812	3,728	2,900	2,900	2,900	0
52440 - HUMAN SERVICES	0	1,048	0	0	0	0
52450 - LAUNDRY AND CLEANING SERVICES	166,657	167,987	242,000	242,000	242,000	0
52465 - MISCELLANEOUS SERVICES	4,136	4,188	8,454	8,454	8,454	0
52565 - PEST CONTROL	830	2,348	2,700	2,700	2,700	0
52568 - BANK AND INVESTMENT FEES	4,170	3,890	4,000	4,000	4,000	0
52575 - SERVICES	62,814	154,852	208,111	208,111	169,841	(38,270)
52590 - TEMPORARY EMPLOYMENT	3,306	8,576	4,115	4,115	4,613	498
52605 - CAR MILEAGE	515	946	3,300	3,300	5,300	2,000
52607 - CELL PHONE ALLOWANCE	1,823	968	540	540	2,700	2,160
52615 - DUES AND MEMBERSHIP	1,089	1,259	10,424	10,424	11,664	1,240
52625 - MEETING EXPENSES IN TOWN	3,285	5,862	9,730	9,730	8,880	(850)
52630 - TRAINING	21,422	22,724	85,820	85,820	56,891	(28,929)
52635 - EMPLOYEE EDUCATIONAL ASSISTANCE	4,089	21,342	35,000	35,000	35,000	0
52645 - SUBSCRIPTIONS	1,702	8,944	9,270	9,270	3,435	(5,835)
52655 - TRAVEL OUT OF TOWN	13,540	26,266	42,855	42,855	52,170	9,315
52705 - COMMUNICATIONS	43,917	64,017	57,075	57,075	0	(57,075)
52706 - WIRELESS COMMUNICATION	46,442	55,198	0	0	95,075	95,075
52738 - CELL PHONE BASE CHARGES	30,417	15,946	56,500	56,500	28,000	(28,500)
52746 - UTILITIES ELECTRIC	66,072	70,689	70,430	70,430	72,120	1,690
52747 - UTILITIES GAS	43,964	67,068	44,150	44,150	61,730	17,580
52748 - UTILITIES SEWER	5,732	6,054	7,100	7,100	7,630	530
52749 - UTILITIES WATER	20,647	26,268	21,150	21,150	27,230	6,080
52775 - MINOR EQUIPMENT	196,152	317,717	568,310	568,310	289,048	(279,262)
52776 - PRINTER CONSOLIDATION COST	21,011	27,101	22,350	22,350	32,350	10,000
52777 - TOOL ALLOWANCE	0	1,441	1,800	1,800	1,800	0
52872 - MAINT FLEET VEHICLES EQP	0	1,386	0	0	0	0
52874 - OFFICE SERVICES PRINTING	4,002	6,102	12,250	12,250	11,450	(800)
65075 - INTEREST	95,725	92,038	88,162	88,162	88,162	0
65185 - PRINCIPAL	73,750	77,500	81,250	81,250	81,250	0
Operating Total	1,921,521	2,457,402	3,875,845	3,875,845	2,708,628	(1,167,217)

City of Colorado Springs Budget Detail Report

171 - PUBLIC SAFETY SALES TAX
Fire

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Capital Outlay						
53040 - MACHINERY AND APPARATUS	21,163	0	0	0	0	0
53050 - MACHINERY AND APPARATUS	120,585	128,417	150,456	150,456	31,456	(119,000)
53070 - VEHICLES REPLACEMENT	0	184,122	0	0	0	0
53080 - VEHICLES ADDITIONS	0	276,078	0	0	0	0
53090 - BUILDINGS AND STRUCTURES	56,602	42,516	45,800	45,800	45,800	0
Capital Outlay Total	198,350	631,133	196,256	196,256	77,256	(119,000)
Expense Total	18,273,554	22,327,995	25,052,764	25,052,764	24,670,900	(381,864)
PSST Projects Total	176,237	902,592	1,742,000	1,742,000	0	(1,742,000)
CIP Total	52,477	180,208	1,049,159	3,049,159	0	(3,049,159)
Grand Total	18,502,268	23,410,795	27,843,923	29,843,923	24,670,900	(5,173,023)

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

175 - WILDFIRE MITIGATION FUND Fire

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	1,087	0	0	0	0
51210 - OVERTIME	0	4,896	0	0	0	0
51220 - SEASONAL TEMPORARY	0	113,797	150,500	150,500	150,500	0
51610 - PERA	0	17,386	0	0	0	0
51615 - WORKERS COMPENSATION	0	16,230	0	0	0	0
51690 - MEDICARE	0	1,731	0	0	0	0
Salaries/Benefits/Pensions Total	0	155,127	150,500	150,500	150,500	0
Operating						
52110 - OFFICE SUPPLIES	0	13	0	0	250	250
52122 - CELL PHONES EQUIP AND SUPPLIES	0	0	1,000	1,000	0	(1,000)
52125 - GENERAL SUPPLIES	0	2,656	9,500	9,500	3,000	(6,500)
52140 - WEARING APPAREL	0	6,393	4,000	4,000	6,500	2,500
52190 - JANITORIAL SUPPLIES	0	16	0	0	0	0
52235 - MAINT MACHINERY AND APPARATUS	0	151	1,000	1,000	500	(500)
52568 - BANK AND INVESTMENT FEES	0	3,273	36,520	36,520	54,780	18,260
52575 - SERVICES	0	71,033	636,000	586,000	682,390	96,390
52590 - TEMPORARY EMPLOYMENT	0	26,928	45,000	45,000	45,000	0
52645 - SUBSCRIPTIONS	0	137	0	0	240	240
52775 - MINOR EQUIPMENT	0	2,383	3,000	3,000	4,000	1,000
52874 - OFFICE SERVICES PRINTING	0	0	0	0	10,000	10,000
Operating Total	0	112,983	736,020	686,020	806,660	120,640
Capital Outlay						
53030 - FURNITURE AND FIXTURES	0	0	100,000	0	0	0
53080 - VEHICLES ADDITIONS	0	0	0	150,000	20,000	(130,000)
Capital Outlay Total	0	0	100,000	150,000	20,000	(130,000)
Expense Total	0	268,110	986,520	986,520	977,160	(9,360)

* 2023 Amended Budget as of 8/31/2023

Note: The Wildfire Mitigation Fund was funded and established during 2022 by Ordinance No. 22-32. Please see All Funds Overview for more information.

Office of Emergency Management

Andrew Notbohm, Regional Emergency Management and Recovery Director | (719) 385-7209 | Andrew.Notbohm@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	\$763,335	\$943,927	\$943,927	\$848,197	(\$95,730)
Grants Fund**	787,897	944,877	944,877	1,000,000	55,123	
Total	\$1,551,232	\$1,888,804	\$1,888,804	\$1,848,197	(\$40,607)	
Positions						
General Fund	5.00	5.00	5.00	5.00	0.00	
Grants Fund	3.00	3.00	4.00	4.00	0.00	
Total	8.00	8.00	9.00	9.00	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.

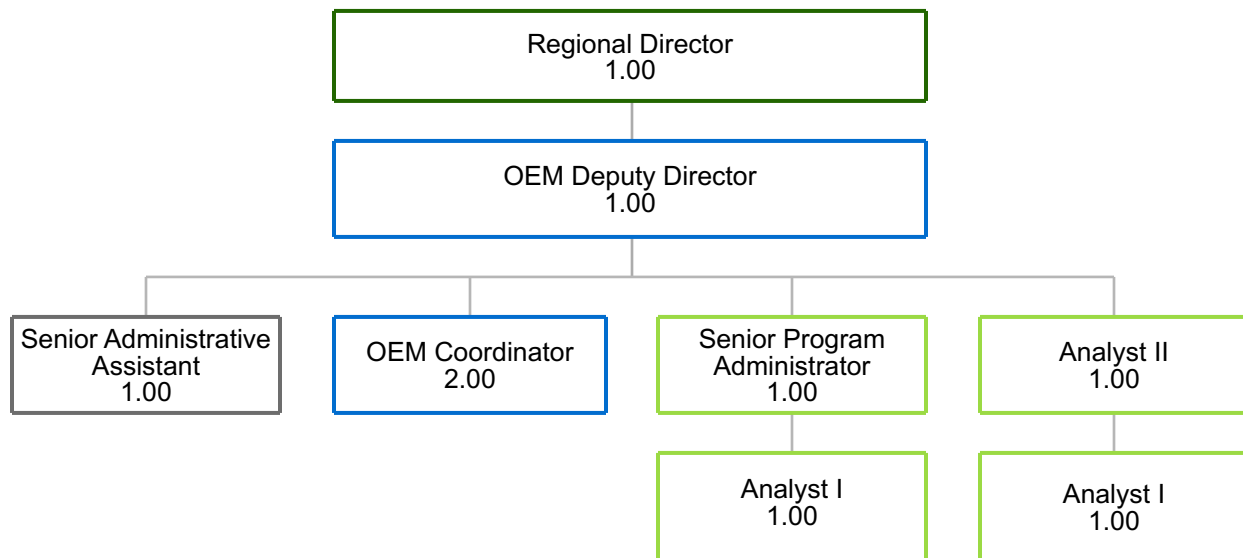
Significant Changes vs. 2023

- Net decrease of approximately \$1,400 in the General Fund for the cost of existing positions, pay for performance, and benefit cost adjustments
- Decrease of \$32,368 in General Fund due to operating budget reductions
- Decrease of approximately \$62,000 to remove one-time funding for the Emergency Management Accreditation Program in 2023
- Increase of approximately \$55,000 in the Grants Fund for projected grant awards

Office of Emergency Management - Overview

With the devastating fires, floods, and pandemics in recent years, Emergency Management has become increasingly critical to the safety of our residents. The mission of the Pikes Peak Regional Office of Emergency Management (PPROEM) is to build resilience for the whole community through risk reduction, education, emergency coordination, and disaster recovery. The PPROEM develops and maintains crucial relationships with other governmental, non-governmental entities, and the private sector to coordinate regional disaster and preparedness activities. The PPROEM provides leadership and coordination to public and private entities and the general public during large multi-agency planned events, human-caused or natural hazard events, emergencies, and disasters. Staff maintains the Regional Emergency Coordination Center in a state of readiness.

Office of Emergency Management - Organizational Chart



Strategic Plan Update



Building Community & Collaborative Relationships

Initiatives			
3.10 Enhance the capabilities of the emergency management program to support first response agencies and the community by continued collaboration in the development of the Pikes Peak Regional Office of Emergency Management (PPROEM).			
3.11 Develop a comprehensive PPROEM community engagement program to provide awareness of hazards, associated risks, and how to prepare for those potential impacts through inclusive planning and education efforts.			
3.12 Build community resilience and increase the region's capacity to address disasters by continuous development and expansion of community partnerships.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
3.10.1 Establish a PPROEM regional facility, including an advanced emergency coordination center by Q3 2020.	100%	100%	100%
3.10.2 Integrate City and County emergency management plans for a PPROEM regional focus — address the needs of participating jurisdictions by Q4 2022.	100%	100%	100%
3.10.3 Develop and implement an ongoing training and exercise program starting in June of 2019 to evaluate and improve PPROEM capabilities by Q1 2020.	100%	50%	100%
3.10.4 Obtain PPROEM EMAP accreditation by the 3rd quarter of 2023.	40%	100%	100%
3.11.1 Assess existing programs and conduct strategic planning sessions to identify opportunities to engage with the community by 2021.	50%	100%	100%
3.11.2 Develop PPROEM Community Preparedness Outreach plan(s) and activity for the public starting in June 2019, w/ completion during Q1 2020.	100%	—%	100%
3.11.3 Host two annual severe weather workshops with response partners.	100%	75%	100%
3.11.4 Support at least 10 community special events w/ staffing and program volunteers.	100%	100%	100%
3.11.5 Host at least three hazard-based community workshops per yr.	100%	100%	100%
3.12.1 Beginning Q3 2019, conduct an annual regional emergency management conference/workshop, addressing emergency management at the local level.	—%	50%	100%
3.12.2 Increase partner agency input and abilities on the PPROEM's planning efforts and training program by holding at least 2 workshops each yr.	100%	75%	100%
3.12.3 Hold at least two annual Emergency Coordination Center (ECC) trainings for partner ECC staffing.	100%	50%	100%
3.12.4 Hold at least two exercises each year to allow those with a role and responsibility w/in the PPROEM program to evaluate and practice their skills and abilities to support an ECC activation.	100%	50%	100%
Notable Achievements			
3.10.4 Pikes Peak Regional Office of Emergency Management (PPROEM) passed the initial EMAP Accreditation Assessment with 100% compliance.			
3.11.1 Completed a study on senior citizen use of Peak Alerts. Results integrated into plans and PPROEM is expanding senior programs.			
3.11.4 PPROEM has supported 31 community outreach events for Q1 and Q2 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 and Grants Fund.

Office of Emergency 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	\$594,625	\$631,210	\$781,287	\$781,287	\$736,501	(\$44,786)
	Operating	88,651	132,125	162,640	162,640	111,696	(50,944)
	Total	\$683,276	\$763,335	\$943,927	\$943,927	\$848,197	(\$95,730)
	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	
	OEM Coordinator	2.00	2.00	2.00	2.00	0.00	
	OEM Deputy Director	1.00	1.00	1.00	1.00	0.00	
	Regional Emerg Mgmt & Recovery Director	1.00	1.00	1.00	1.00	0.00	
Total Positions	5.00	5.00	5.00	5.00	0.00		

* 2023 Amended Budget as of 8/31/2023

Office of Emergency 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	(\$20,787)
	Increase to fund pay for performance and pay progression	17,269
	Increase to fund medical cost adjustments	2,155
	Decrease due to operating budget reductions	(28,263)
	Decrease to remove 2023 one-time costs for the Emergency Management Accreditation Program	(14,660)
	Redistribution of Salaries/Benefits/Pensions to Operating	(500)
	Total Salaries/Benefits/Pensions	(\$44,786)
	Operating	
	Decrease to remove 2023 one-time costs for the Emergency Management Accreditation Program	(\$47,339)
	Decrease due to operating budget reductions	(4,105)
	Redistribution of Salaries/Benefits/Pensions to Operating	500
Total Operating	(\$50,944)	
Total For 2024	(\$95,730)	

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 Emergency Management - Grants Fund: Summary, Funding, and Position 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**	\$949,537	\$787,897	\$944,877	\$944,877	\$1,000,000	\$55,123
	Total	\$949,537	\$787,897	\$944,877	\$944,877	\$1,000,000	\$55,123
	Position Titles	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	
	Homeland Security Program Coordinator	1.00	1.00	0.00	0.00	0.00	
	Program Administrator, Sr	0.00	0.00	1.00	1.00	0.00	
	Total Positions	3.00	3.00	4.00	4.00	0.00	

** 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.

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	\$0
	Total During 2023	\$0
	For 2024	2024 Budget - * 2023 Amended Budget
	Grant Awards	
	Increase in grants fund appropriation based on estimates for 2024	\$55,123
Total For 2024	\$55,123	

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Add 1.00 FTE (Analyst I)	1.00
	Total During 2023	1.00
	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
Office of Emergency Management

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	(28,263)	(28,263)
51205 - CIVILIAN SALARIES	476,673	509,474	605,334	605,334	593,056	(12,278)
51210 - OVERTIME	88	494	0	0	0	0
51220 - SEASONAL TEMPORARY	0	0	14,560	14,560	0	(14,560)
51245 - RETIREMENT TERM VACATION	3,952	0	0	0	0	0
51260 - VACATION BUY PAY OUT	2,089	3,461	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(4,208)	(6,888)	0	0	0	0
51610 - PERA	67,163	72,246	91,496	91,496	87,654	(3,842)
51615 - WORKERS COMPENSATION	6,429	7,002	9,165	9,165	6,695	(2,470)
51620 - EQUITABLE LIFE INSURANCE	1,167	1,165	2,349	2,349	1,864	(485)
51640 - DENTAL INSURANCE	1,681	1,477	1,800	1,800	2,340	540
51670 - PARKING FOR EMPLOYEES	480	600	600	600	0	(600)
51690 - MEDICARE	6,870	7,292	8,989	8,989	8,600	(389)
51696 - ADVANTAGE HD MED PLAN	30,499	33,059	44,744	44,744	61,555	16,811
51697 - HRA BENEFIT TO ADV MED PLAN	1,742	1,828	2,250	2,250	3,000	750
Salaries/Benefits/Pensions Total	594,625	631,210	781,287	781,287	736,501	(44,786)
Operating						
52003 - REDUCTION IN OPERATING	0	0	0	0	(4,105)	(4,105)
52105 - MISCELLANEOUS OPERATING	2,993	1,854	0	0	0	0
52110 - OFFICE SUPPLIES	736	7,526	2,000	2,000	8,000	6,000
52120 - SOFTWARE SUBSCRIPTION/LICENSE	0	176	1,400	1,400	0	(1,400)
52125 - GENERAL SUPPLIES	4,997	13,383	9,230	9,230	13,651	4,421
52135 - POSTAGE	4	12	181	181	50	(131)
52140 - WEARING APPAREL	1,183	2,249	3,150	3,150	3,150	0
52282 - MAINT DATA COMMUNICATION	0	14,319	0	0	0	0
52573 - CREDIT CARD FEES	0	96	0	0	0	0
52575 - SERVICES	43,636	37,528	54,300	54,300	47,200	(7,100)
52583 - PROGRAM SUPPORT	0	3,988	39,939	39,939	0	(39,939)
52605 - CAR MILEAGE	0	51	800	800	200	(600)
52615 - DUES AND MEMBERSHIP	491	1,268	1,960	1,960	1,600	(360)
52625 - MEETING EXPENSES IN TOWN	2,744	11,242	12,000	12,000	7,600	(4,400)
52630 - TRAINING	3,525	1,380	2,000	2,000	350	(1,650)
52655 - TRAVEL OUT OF TOWN	4,645	4,966	9,500	9,500	10,000	500
52706 - WIRELESS COMMUNICATION	0	6,274	6,380	6,380	6,000	(380)
52738 - CELL PHONE BASE CHARGES	5,385	6,484	5,500	5,500	7,200	1,700
52775 - MINOR EQUIPMENT	15,884	1,381	4,000	4,000	2,000	(2,000)
52776 - PRINTER CONSOLIDATION COST	1,956	5,547	2,700	2,700	6,000	3,300
52874 - OFFICE SERVICES PRINTING	223	9,126	7,600	7,600	2,800	(4,800)
65160 - RECRUITMENT	249	3,275	0	0	0	0
Operating Total	88,651	132,125	162,640	162,640	111,696	(50,944)
Grand Total	683,276	763,335	943,927	943,927	848,197	(95,730)
Revenue						
43090 - EL PASO COUNTY SHARE	0	0	31,000	31,000	0	(31,000)
46171 - REIMBURSEMENT FROM GRANTS	90,000	0	0	0	0	0
Revenue Total	90,000	0	31,000	31,000	0	(31,000)

* 2023 Amended Budget as of 8/31/2023

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Information Technology

Mary H. Weeks, Chief Information Officer | (719) 385-5364 | Mary.Weeks@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	\$24,836,218	\$23,720,545	\$23,720,545	\$25,038,318	\$1,317,773
General Fund - CIP	377,651	610,000	610,000	1,172,770	562,770	
Total	\$25,213,869	\$24,330,545	\$24,330,545	\$26,211,088	\$1,880,543	
Positions						
General Fund	94.00	92.25	92.25	92.25	0.00	
Total	94.00	92.25	92.25	92.25	0.00	

* 2023 Amended Budget as of 8/31/2023

Significant Changes vs. 2023

- Increase of approximately \$799,000 in the General Fund mainly to fund existing positions, pay for performance, and benefit cost adjustments
- Decrease of \$813,389 in the General Fund due to operating budget reductions
- Increase of approximately \$490,000 in the General Fund to fund annual software maintenance renewals and contractual obligations
- Increase of approximately \$592,000 due to transfer of software subscription costs from other departments as part of a multi-year centralization of oversight and management of software licenses and subscriptions
- Increase of \$250,000 in the General Fund to fund one-time costs associated with the IT Data Center and Disaster Recovery
- Increase of \$562,770 in General Fund - CIP for planned CIP projects for Data Center and Disaster Recovery, and refresh of ruggedized laptops, largely for public safety

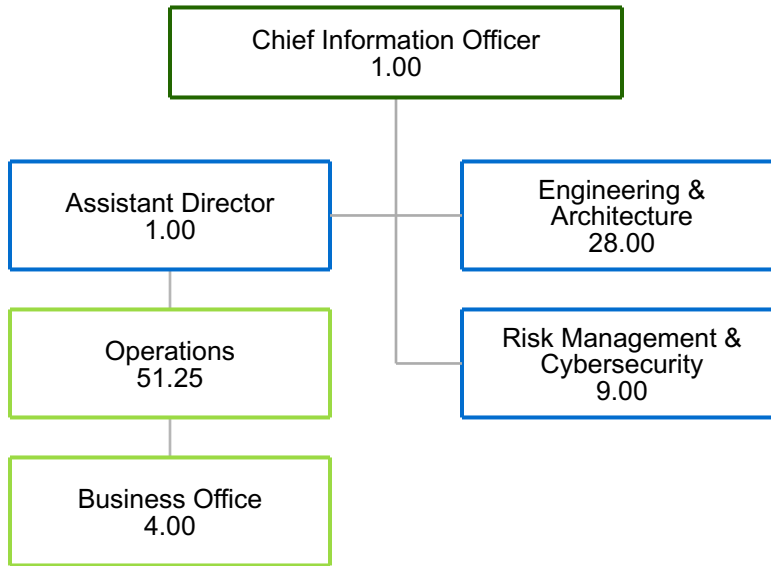
Information Technology - Overview

The mission of the Information Technology (IT) Department is to provide reliable, secure, and efficient technology solutions to the City of Colorado Springs and its residents so they can accomplish their objectives. The IT Department provides technology infrastructure, delivers and supports applications and collaboration/communication tools, utilizes Cybersecurity best practices to manage risk and protect the City, and provides IT Governance through policies, processes, standards, and technology roadmaps. Applications and hardware are kept current through technology refresh and upgrades.

The IT Department delivers value and contributes directly to achieving the City's goals through:

- Strategic Sourcing - strategic technology sourcing and vendor partnerships deliver maximum value to the departments, while 3rd party risks are managed to best protect City interests
- Cybersecurity - the Cybersecurity Program protects the City against escalating risks and maintains its ability to perform its mission
- Driving Innovation - the IT Department helps the City become more efficient and prepare for future growth through the use of integrated modern technologies designed to automate repetitive processes and improve business workflows to deliver an outstanding community experience
- Technology Leadership and Governance - the IT Department closely collaborates with departments on evaluating the technology project portfolio, demonstrating fiscal responsibility by using IT budget, assets, resources, and time to drive optimal technology solutions
- Reliable Infrastructure - a solid foundation has been built to minimize technology disruptions and allow the City to seamlessly deliver services to the community
- Operational Excellence - the IT Department ensures a great customer experience by designing, implementing, managing, and continually improving internal services

Information Technology - Organizational Chart



The organizational chart illustrates all positions that report to this department, including 2.00 positions that dual report to Information Technology and Municipal Court, funded by the Municipal Court and are reflected in the Municipal Court position totals; therefore, these positions are not counted in the position totals of the funding tables in this narrative.

Strategic Plan Update



Excelling In City Services

Initiatives			
4.11 Ensure customers can count on IT to provide reliable support, services and equipment to empower them to fulfill their mission.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
4.11.1 Resolve 90% of incident tickets in the Service Level Agreement (SLA) timeframe.	88%	90%	91%
4.11.2 Resolve 88% of Request Fulfillment tickets in the SLA timeframe.	86%	87%	88%
4.11.3 Resolve 65% of incident and request fulfillment tickets at the first contact.	65%	75%	75%
4.11.4 Keep average wait time on all incoming calls to the Service Desk under two minutes.	85%	95%	96%
Notable Achievements			
4.11 In 2023, IT worked with all City Departments to complete a Business Impact Assessment which helps prioritize when each of the over 500 applications needs to be restored in the event of a major disruption. The BIA will also help IT as it works to reduce the City's application footprint and overall application costs by consolidating tools performing the same actions.			

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 and Capital Improvements Program (CIP).

Information Technology - 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	\$9,579,838	\$11,643,323	\$13,202,370	\$13,202,370	\$13,552,460	\$350,090
	Operating	7,485,837	11,173,601	8,762,835	8,762,835	10,210,947	1,448,112
	Capital Outlay	652,707	2,019,294	1,755,340	1,755,340	1,274,911	(480,429)
	Total	\$17,718,382	\$24,836,218	\$23,720,545	\$23,720,545	\$25,038,318	\$1,317,773
	CIP	\$1,207,154	\$377,651	\$610,000	\$610,000	\$1,172,770	\$562,770
	Grand Total	\$18,925,536	\$25,213,869	\$24,330,545	\$24,330,545	\$26,211,088	\$1,880,543
	Revenue**	\$812,373	\$2,951,417	\$149,100	\$149,100	\$149,100	\$0

* 2023 Amended Budget as of 8/31/2023

** The fluctuations in revenue are related to one-time sales of Internet Protocol (IP) addresses, each of which are unique and allow digital devices connected to the internet to be pinpointed and differentiated from all other devices. There is a limited pool of available IP's worldwide and private companies purchase them in order to route their private networks. City IT acquired large blocks of IP addresses in 1997, and in 2020 it was determined that the City would not utilize these assets now or in the future. IP addresses were sold in blocks to external third parties in 2021 and 2022. During those years, IT's operating budget was increased as a result of this revenue. There is no revenue for the sale of IP addresses budgeted for 2024.

Information Technology - General Fund: Summary, Funding, and Position Changes

General Fund Positions	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Administrative Assistant I	0.00	0.50	0.50	0.50	0.00
	Analyst II	1.00	1.00	1.00	1.00	0.00
	Application Programmer Analyst	2.00	2.00	5.00	5.00	0.00
	Application Support Admin II	1.00	1.00	1.00	1.00	0.00
	Chief Information Officer	1.00	1.00	1.00	1.00	0.00
	Cyber Security Analyst	2.00	2.00	3.00	3.00	0.00
	Database Administrator	1.00	1.00	0.00	0.00	0.00
	Deputy Chief Information Officer	1.00	1.00	1.00	1.00	0.00
	GIS Analyst	3.00	3.00	0.00	0.00	0.00
	GIS Supervisor	2.00	2.00	0.00	0.00	0.00
	Information Systems Manager	4.00	4.00	3.00	3.00	0.00
	IT Project Manager II	4.00	4.00	4.00	4.00	0.00
	IT Solutions Engineer	6.00	6.00	6.00	6.00	0.00
	IT Supervisor	0.00	0.00	6.00	6.00	0.00
	ITSM Coordinator	3.00	3.00	3.00	3.00	0.00
	Network Administrator I	1.00	1.00	0.00	0.00	0.00
	Network Administrator II	1.00	1.00	2.00	2.00	0.00
	Senior Business Analyst	4.00	4.00	3.00	3.00	0.00
	Senior Cyber Security Analyst	3.00	3.00	4.00	4.00	0.00
	Senior Database Administrator	2.00	2.00	0.00	0.00	0.00
	Senior ERP Systems Analyst	8.00	8.00	8.00	8.00	0.00
	Senior IT Project Manager	2.00	2.00	1.00	1.00	0.00
	Senior IT Solutions Engineer	3.00	3.00	2.00	2.00	0.00
	Senior IT Technology Architect	3.00	3.00	3.00	3.00	0.00
	Senior Network Administrator	3.00	3.00	2.00	2.00	0.00
	Senior Systems Administrator	11.00	8.00	9.00	9.00	0.00
	Senior Technical Support Analyst	1.00	1.00	1.00	1.00	0.00
	Service Desk Manager	1.00	1.00	0.00	0.00	0.00
	Sr Applications Programmer Anl	4.00	4.00	6.00	6.00	0.00
Staff Assistant	1.00	1.00	1.00	1.00	0.00	
System Administrator II	6.00	6.00	5.00	5.00	0.00	
Systems Administrator I	0.00	0.00	1.00	1.00	0.00	
Technical Support Analyst I	4.00	4.75	4.75	4.75	0.00	
Technical Support Analyst II	5.00	5.00	5.00	5.00	0.00	
Total Positions	94.00	92.25	92.25	92.25	0.00	

* 2023 Amended Budget as of 8/31/2023

Information Technology - 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	\$388,924
	Increase to fund pay for performance and pay progression	355,945
	Increase to fund medical cost adjustments	54,121
	Decrease due to operating budget reductions	(448,900)
	Total Salaries/Benefits/Pensions	\$350,090
	Operating	
	Increase to fund recurring IT maintenance and annual subscription costs	\$148,600
	Increase due to new contractual obligations	341,890
	Redistribution of Capital Outlay to Operating	730,429
	Increase due to transfer of software subscription costs from other departments	591,682
	Decrease due to operating budget reductions	(364,489)
	Total Operating	\$1,448,112
	Capital Outlay	
	Redistribution of Capital Outlay to Operating	(\$730,429)
	Increase to fund IT Data Center and Disaster Recovery (one-time)	250,000
Total Capital Outlay	(\$480,429)	
CIP		
Net increase to CIP projects in 2024	\$562,770	
Total CIP	\$562,770	
Total For 2024	\$1,880,543	
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

Information Technology - CIP Program

CIP Program*	Project	General Fund	Total Allocation
	Citywide Camera Refresh	160,000	160,000
	Data Center and Disaster Recovery	775,000	775,000
	Getac Ruggedized Laptops for Public Safety	237,770	237,770
	Total 2024 CIP	\$1,172,770	\$1,172,770

* 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 Information Technology

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	(448,900)	(448,900)
51205 - CIVILIAN SALARIES	7,371,070	8,963,662	10,166,077	10,166,077	10,838,186	672,109
51210 - OVERTIME	33,626	56,350	0	0	0	0
51220 - SEASONAL TEMPORARY	40,480	75,030	46,050	46,050	46,050	0
51230 - SHIFT DIFFERENTIAL	570	926	0	0	0	0
51245 - RETIREMENT TERM VACATION	81,617	61,699	0	0	0	0
51260 - VACATION BUY PAY OUT	47,444	46,612	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(64,741)	(67,754)	0	0	0	0
51610 - PERA	1,038,873	1,284,769	1,549,392	1,549,392	1,608,681	59,289
51612 - RETIREMENT HEALTH SAVINGS	9,482	13,944	0	0	0	0
51615 - WORKERS COMPENSATION	23,842	29,185	25,193	25,193	18,454	(6,739)
51620 - EQUITABLE LIFE INSURANCE	17,643	20,625	40,064	40,064	34,438	(5,626)
51640 - DENTAL INSURANCE	34,050	36,290	42,300	42,300	41,340	(960)
51655 - RETIRED EMP MEDICAL INS	0	0	1,100	1,100	1,100	0
51670 - PARKING FOR EMPLOYEES	31,648	45,350	30,870	30,870	30,870	0
51690 - MEDICARE	105,482	128,100	152,185	152,185	157,822	5,637
51695 - CITY EPO MEDICAL PLAN	305,536	351,989	378,966	378,966	375,505	(3,461)
51696 - ADVANTAGE HD MED PLAN	473,956	568,968	744,698	744,698	812,664	67,966
51697 - HRA BENEFIT TO ADV MED PLAN	29,260	27,578	25,475	25,475	36,250	10,775
Salaries/Benefits/Pensions Total	9,579,838	11,643,323	13,202,370	13,202,370	13,552,460	350,090
Operating						
52003 - REDUCTION IN OPERATING	0	0	0	0	(364,489)	(364,489)
52105 - MISCELLANEOUS OPERATING	2,781	5,854	0	0	0	0
52110 - OFFICE SUPPLIES	829	482	1,200	1,200	1,200	0
52111 - PAPER SUPPLIES	0	350	700	700	700	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	321,633	1,024,874	594,000	594,000	594,000	0
52125 - GENERAL SUPPLIES	2,296	(1,645)	2,400	2,400	2,400	0
52135 - POSTAGE	237	418	120	120	120	0
52282 - MAINT DATA COMMUNICATION	306,013	399,484	574,591	574,591	574,591	0
52305 - MAINT SOFTWARE & OTHER FEES	3,445,053	4,136,917	4,629,045	4,629,045	5,711,217	1,082,172
52405 - ADVERTISING SERVICES	519	0	0	0	0	0
52423 - TELECOMMUNICATION SERVICES	449,894	383,498	414,360	414,360	414,360	0
52428 - HOSTED IT SERVICES	308,651	200,656	270,933	270,933	270,933	0
52431 - CONSULTING SERVICES	757,857	1,305,910	1,039,247	1,039,247	1,039,247	0
52560 - PARKING SERVICES	3,682	4,046	4,440	4,440	4,440	0
52573 - CREDIT CARD FEES	25	4,700	9,600	9,600	9,600	0
52575 - SERVICES	151,896	69,738	19,707	19,707	19,707	0
52590 - TEMPORARY EMPLOYMENT	1,154,794	1,125,339	674,379	674,379	674,379	0
52607 - CELL PHONE ALLOWANCE	4,348	3,623	3,780	3,780	3,780	0
52615 - DUES AND MEMBERSHIP	3,159	4,973	3,588	3,588	3,588	0
52625 - MEETING EXPENSES IN TOWN	2,669	3,490	3,600	3,600	3,600	0
52630 - TRAINING	44,619	73,734	124,550	124,550	124,550	0
52645 - SUBSCRIPTIONS	181	660	0	0	0	0
52655 - TRAVEL OUT OF TOWN	0	11,727	7,700	7,700	7,700	0
52725 - RENTAL OF PROPERTY	223,049	179,860	232,813	232,813	232,813	0
52735 - TELEPHONE LONG DIST CALLS	6,932	1,278	1,800	1,800	1,800	0
52738 - CELL PHONE BASE CHARGES	20,965	26,051	24,000	24,000	24,000	0

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND Information Technology

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
52745 - UTILITIES	1,685	1,720	1,700	1,700	1,700	0
52765 - LEASE PURCHASE PAYMENTS	79,342	79,342	79,342	79,342	809,771	730,429
52775 - MINOR EQUIPMENT	29,620	292,355	39,000	39,000	39,000	0
52776 - PRINTER CONSOLIDATION COST	150,941	4,760	4,800	4,800	4,800	0
52874 - OFFICE SERVICES PRINTING	1,345	417	840	840	840	0
65040 - MISCELLANEOUS	2,346	4,298	0	0	0	0
65160 - RECRUITMENT	8,476	0	600	600	600	0
65300 - CAPITAL LEASE PURCHASES	0	1,824,692	0	0	0	0
Operating Total	7,485,837	11,173,601	8,762,835	8,762,835	10,210,947	1,448,112
Capital Outlay						
53020 - COMPUTERS NETWORKS	652,707	2,017,957	1,747,840	1,747,840	1,267,411	(480,429)
53030 - FURNITURE AND FIXTURES	0	1,337	7,500	7,500	7,500	0
Capital Outlay Total	652,707	2,019,294	1,755,340	1,755,340	1,274,911	(480,429)
Expense Total	17,718,382	24,836,218	23,720,545	23,720,545	25,038,318	1,317,773
CIP Total	1,207,154	377,651	610,000	610,000	1,172,770	562,770
Grand Total	18,925,536	25,213,869	24,330,545	24,330,545	26,211,088	1,880,543
Revenue						
44040 - SALE OF PROPERTY	655,360	998,899	0	0	0	0
43320 - CAPITAL LEASE PROCEEDS	0	1,824,692	0	0	0	0
40379 - DIGITAL ORTHOS	9,863	7,025	8,600	8,600	8,600	0
42690 - OTHER CHRGS OVERHEAD	62,822	60,601	62,000	62,000	62,000	0
43420 - INFO TECH FEE	84,328	60,200	78,500	78,500	78,500	0
Revenue Total	812,373	2,951,417	149,100	149,100	149,100	0

* 2023 Amended Budget as of 8/31/2023

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.

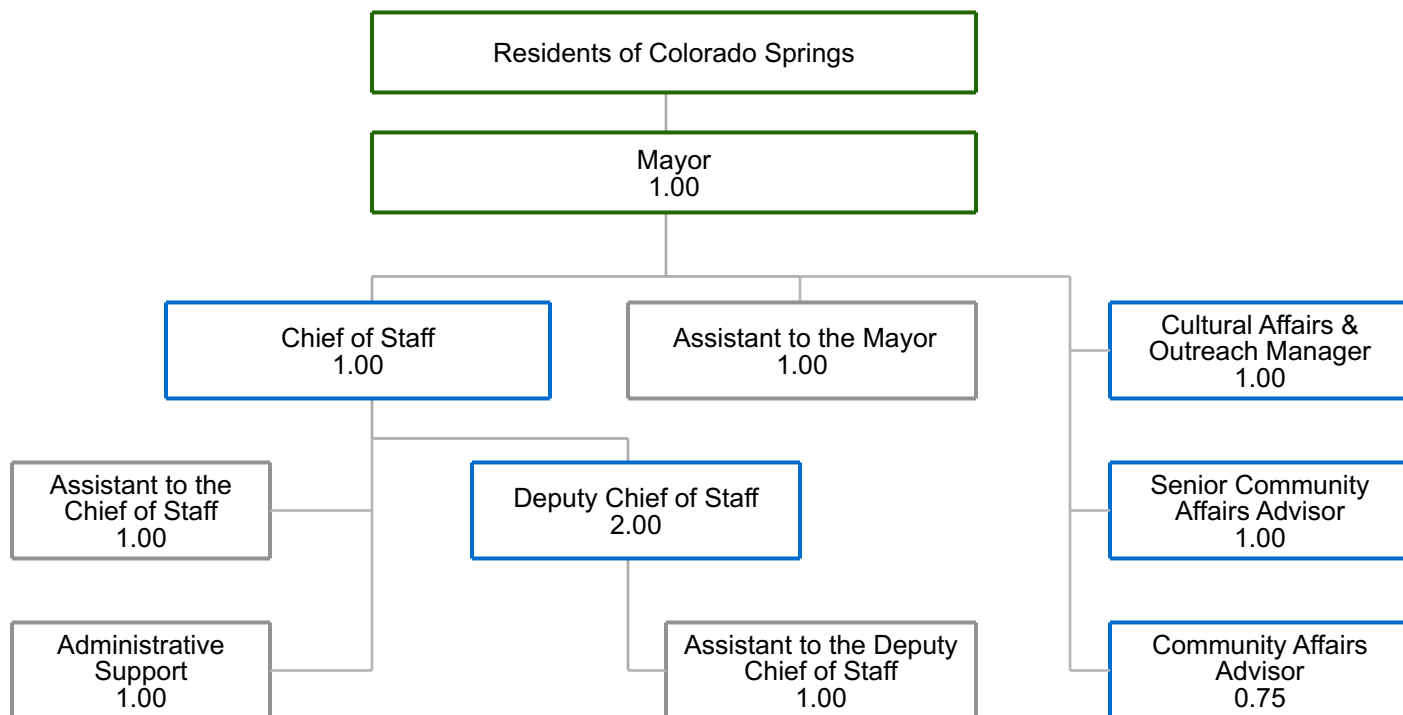
The Mayor serves as an ex officio and non-voting member of the Board of Directors of the Colorado Springs Utilities.

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 0.75 FTE (Admin Assistant I) from Parks - Recreation and Administration to the Mayor's Office as a 1.00 FTE (Senior Community Affairs Advisor)	1.00
	Convert 1.00 FTE (Assistant to the Mayor) to a 0.75 FTE (Community Affairs Advisor)	(0.25)
	Convert 0.5 FTE (Admin Assistant I) to a 1.00 FTE (Executive Assistant to the Mayor)	0.50
	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

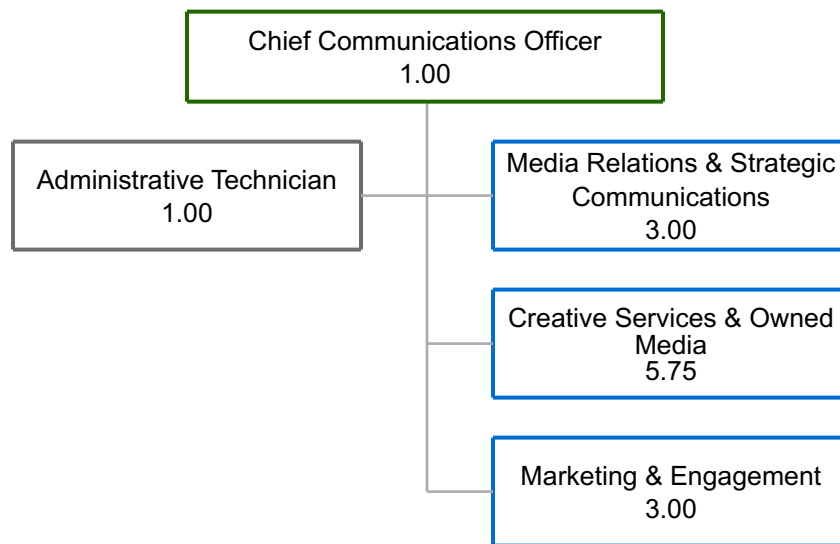
- Increase of approximately \$53,200 in the General Fund mainly to fund existing positions, pay for performance, and benefit cost adjustments offset by reduction in seasonal temporary funding
- Decrease of \$61,965 in the General Fund due to operating budget reductions

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)
	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget	
	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

Jessie Kimber, Economic Development Officer | (719) 385-5561 | Jessica.Kimber@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

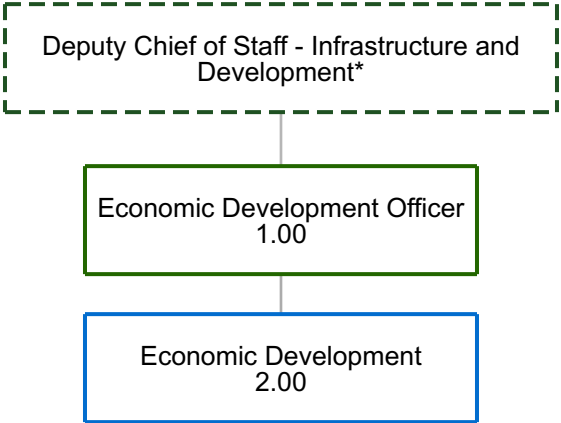
Economic Development - Overview

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)
	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	
	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

Chief Housing and Community Vitality Officer | (719) 385-5912 | HousingandDevelopmentDivision@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

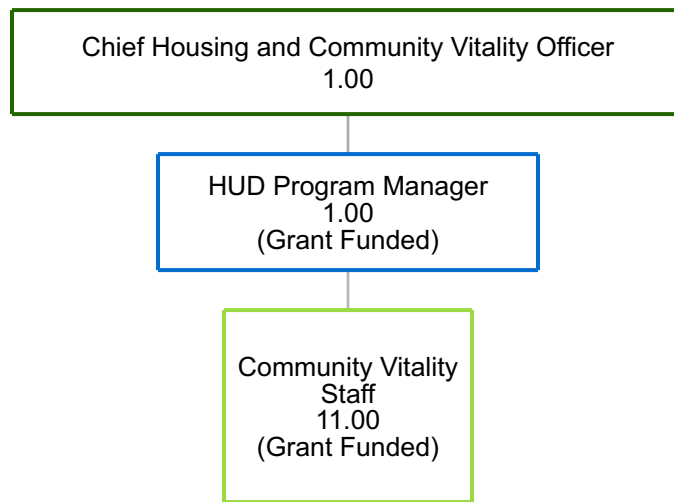
- During 2023, as part of the Mayor's First 100 Days goals and priorities, the Community Development Division in the Planning Department was converted to the Housing and Community Vitality Department that reports to the Deputy Chief of Staff - Infrastructure and Development
- Increase of approximately \$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 medium 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 and Community Vitality 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 and Community Vitality 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)
	Total¹	\$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
	Total 2024 Projects	\$400,000	\$400,000

† These projects are not included in the CIP Program.

City of Colorado Springs Budget Detail Report

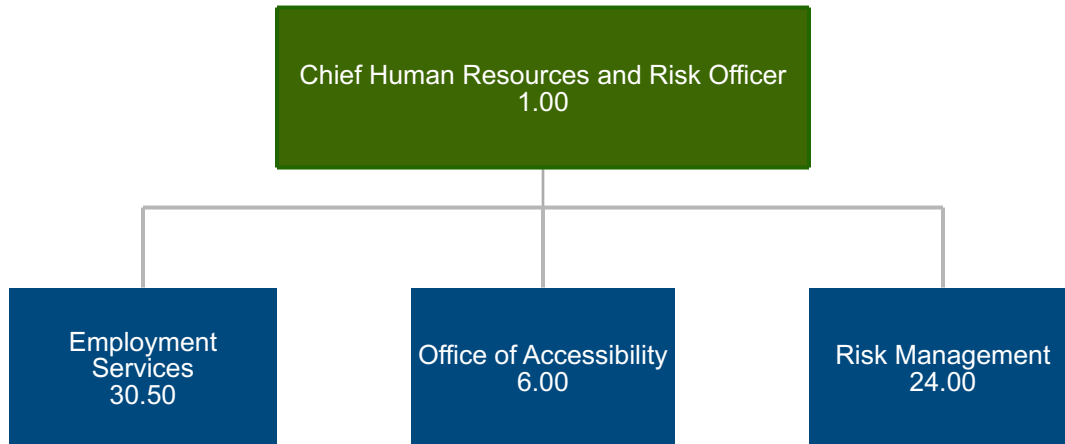
001 - GENERAL FUND
Housing and Community Vitality

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

Chief Human Resources and Risk Officer | (719) 385-5125 | HR@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

* 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

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			
<p>4.9 Provide excellent and sustainable delivery of core services by making data driven investments and decisions, to become an Employer of Choice.</p>			
<p>4.10 Invest in the Human Resource function by supporting continuous improvement and cross departmental collaboration to improve service delivery to citizens.</p>			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
<p>4.9.1 Focus on Safety by expanding the Supervisor training program to include a mandatory comprehensive OSHA program module by March 2022.</p>	80%	100%	100%
<p>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.</p>	100%	100%	100%
<p>4.9.3 Initiate mandatory supervisor accident investigation root cause analysis, requiring supervisor/manager corrective action by July 2023.</p>	20%	100%	100%
<p>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.</p>	100%	100%	100%
<p>4.9.5 Develop and implement a Succession Plan by the end of 2022.</p>	55%	75%	100%
<p>4.9.6 Develop and implement EDI Program by the end of 2021.</p>	100%	100%	100%
<p>4.9.7 Fund employee compensation at the appropriate level as the budget allows, on an ongoing basis.</p>	25%	100%	100%
<p>4.10.1 Review all City programs for accessibility by the end of 2022.</p>	100%	100%	100%
<p>4.10.2 Conduct a quarterly ADA forum in an effort to engage citizens.</p>	100%	100%	100%
<p>4.10.3 Identify and review all City department policies and procedures for ADA compliance by the end of 2022.</p>	100%	100%	100%
Notable Achievements			
<p>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.</p>			
<p>4.9.1 In 2023, the Safety team has created and launched the “Getting to Know the City” Manager/Supervisor training for City employees.</p>			
<p>4.9.2 Safety has revised the inspection process and developed a more comprehensive program in 2023.</p>			
<p>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.</p>			
<p>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.</p> <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. 			
<p>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.</p>			

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

Chief Human Resources and Risk Officer | (719) 385-5125 | HR@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 acts 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.

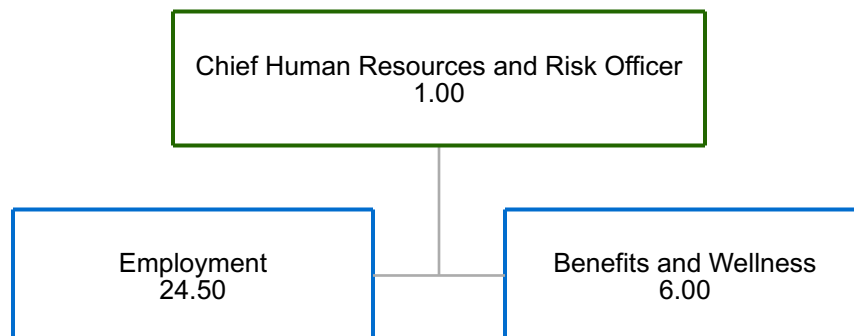
Benefits and Wellness – Employee Benefits Self-Insurance Fund

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 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 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	
	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

Chief Human Resources and Risk Officer | (719) 385-5125 | HR@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

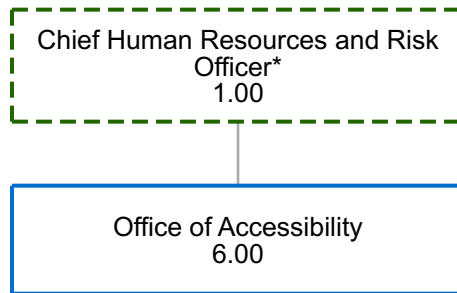
Significant Changes vs. 2023

- 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)
	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget	
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

Chief Human Resources and Risk Officer | (719) 385-5125 | HR@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.

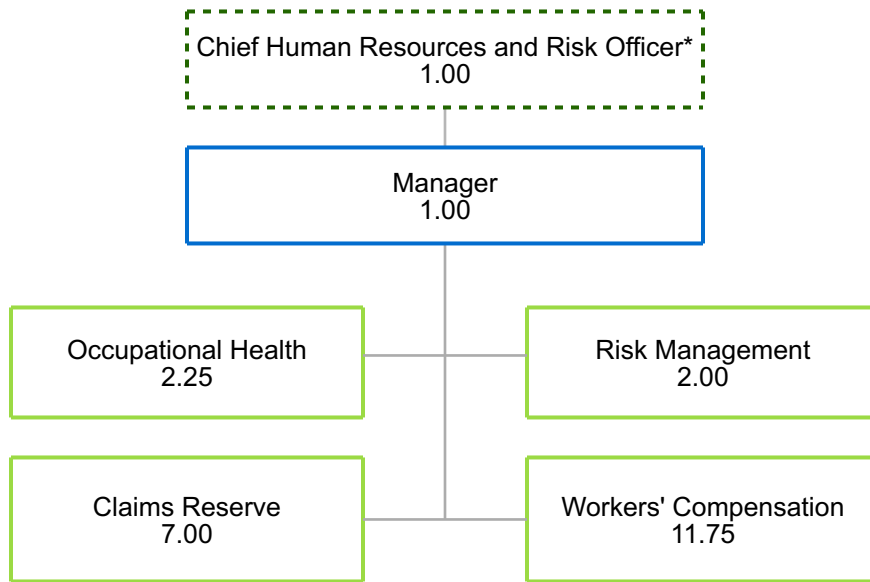
Occupational Health Clinic – Workers' Compensation Fund

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

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.

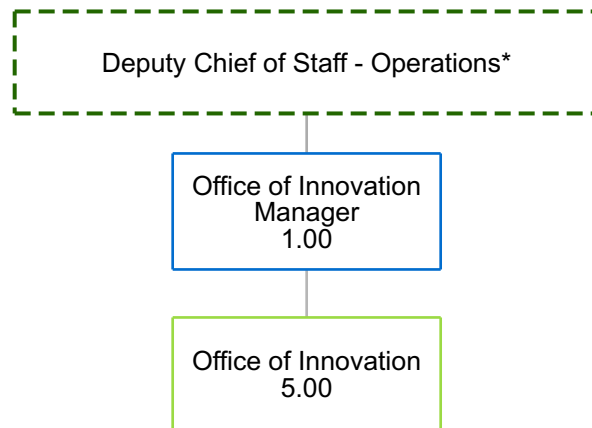
Significant Changes vs. 2023

- 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



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:			
1. Streetlight Controllers	6. Microgrid Readiness Plan	11. Multi-Modal Counters	
2. Weather Sensors	7. Data Management Program (DMP)	12. Smart Waste	
3. Electric Vehicles Readiness Plan	8. Digital Equity	13. Community Gardens	
4. Barn Owl Pilot	9. Sustainability Action Plan	14. 5G	
5. Waste Characterization Study	10. Community Air Monitor Program	15. Kiosks	
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:			
1. Data Management Program - PowerBI pilot kicked-off; approval received to proceed with entire DMP, proof of concept in progress, RFP released summer 2022.			
2. 5G - Over 200 sites in COS, announced as 5G city in Feb. 2021.			
3. Smart Fleet Pilot - Telematics will be implemented across the majority of City's vehicles and equipment.			
4. Smart Building Management System			



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

All Funds	Use of Funds	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	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 43.00 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, benefit cost adjustments; and a decrease of approximately \$25,500 for adjustments to Operating
- 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 fleet 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

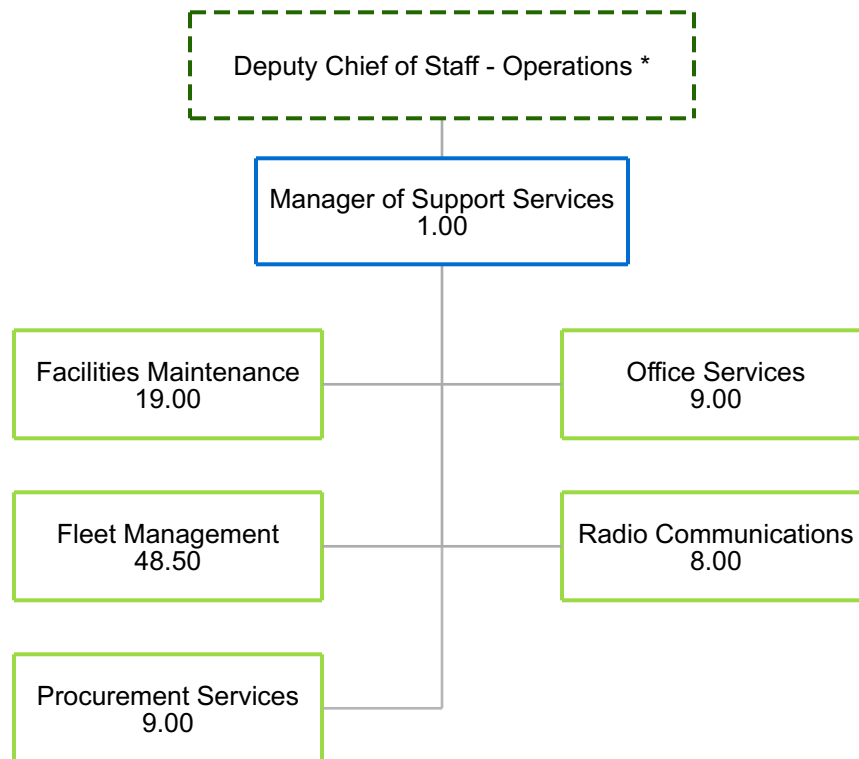
The Support Services Department manages the following functions (these amounts do not include CIP):

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	\$520,357
Facilities Management	1,389,236	1,574,324	2,137,756	2,354,295	2,227,052
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 43.00 FTEs as part of Fleet maintenance insourcing (15.00 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 15.00 FTE due to Fleet maintenance insourcing	15.00
	Add 0.50 FTE (Staff Assistant)	0.50
	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 - 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	* 2023 Amended Budget - 2024 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

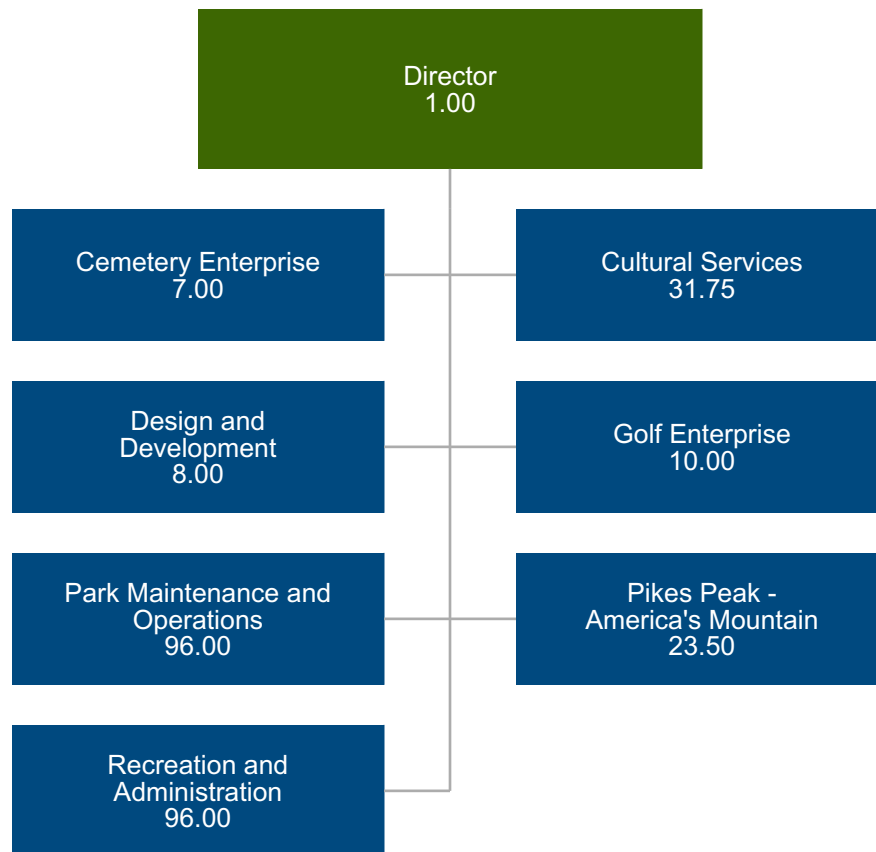
506 - RADIO Support Services

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

Parks, Recreation and Cultural Services

Britt Haley, Director | (719) 385-6530 | Britt.Haley@coloradosprings.gov



All Funds Summary

Division	General Fund	Other Funds	Total Budget
Cultural Services	\$3,378,396	\$1,541,149	\$4,919,545
Design and Development	982,018	5,143,450	6,125,468
Park Maintenance and Operations	4,747,300	15,902,181	20,649,481
Recreation and Administration	9,021,490	1,200,000	10,221,490
Total Non-Enterprises	\$18,129,204	\$23,786,780	\$41,915,984
Cemetery Enterprise *	0	1,961,161	1,961,161
Golf Enterprise *	0	4,359,655	4,359,655
Pikes Peak - America's Mountain *	0	9,396,500	9,396,500
Total All	\$18,129,204	\$39,504,096	\$57,633,300
Total Positions	131.00	142.25	273.25

* Included in the Enterprises section of the Budget Book

Parks, Recreation and Cultural Services

All Funds History

Use of Funds	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
General Fund	\$15,011,258	\$17,497,428	\$17,497,428	\$17,937,886	\$440,458
General Fund - CIP	1,337,823	0	0	191,318	191,318
Trails, Parks, and Open Space (TOPS)	3,557,842	4,573,958	4,573,958	4,530,258	(43,700)
Trails, Parks, and Open Space (TOPS) - CIP	5,631,772	3,730,000	11,585,000	4,396,000	(7,189,000)
Conservation Trust Fund (CTF)	5,596,023	6,077,970	6,077,970	6,511,536	433,566
Conservation Trust Fund (CTF) - CIP	63,417	305,000	305,000	825,000	520,000
Special Districts (SIMDs and GID)	3,144,486	3,791,016	3,791,016	3,815,734	24,718
Grants Fund**	2,960,941	3,800,000	3,800,000	3,050,000	(750,000)
Gift Trust Fund	435,029	547,587	547,587	486,732	(60,855)
Other Funds - LART	0	0	56,860	0	(56,860)
Other Funds - CIP	3,230,693	272,344	522,344	171,520	(350,824)
Total Non-Enterprises	\$40,969,284	\$40,595,303	\$48,757,163	\$41,915,984	(\$6,841,179)
Enterprise Funds	13,066,703	14,521,034	14,521,034	15,717,316	1,196,282
Total	\$54,035,987	\$55,116,337	\$63,278,197	\$57,633,300	(\$5,644,897)
Total Positions	191.50	254.50	271.75	273.25	1.50

* 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. However, the CIP table on a subsequent page of this narrative reflects only new grant funding. See Grants Overview for more information.

Strategic Plan Update



Promoting Job Creation

Initiatives			
1.8 Attract the community, visitors, and businesses to drive the economy and image of Colorado Springs.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
1.8.1 Increase efficiency by implementing special event software to support event organizers and city departments by 2023.	100%	Complete	
1.8.2 Increase visitor attendance at parkland attractions.	100%	100%	100%
1.8.3 Maintain the average golf green fees at 85% or higher of the golf rack rate.	100%	100%	100%
Notable Achievements			
1.8 The department plans to launch the Open Counter Software for special events in late 2022. Green fees at both golf courses have been over 85% throughout 2021 and 2022.			
1.8.2 Total Parkland Attraction reached 3.1 Million visitors in 2022.			



Building Community & Collaborative Relationships

Initiatives			
3.14 Build on existing relationships and partnerships with a diverse community of stakeholders to leverage resources.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
3.14.1 Leverage partnerships to secure \$15 million through the Pikes Peak Summit Complex public fund-raising campaign by 2021.	Complete		
3.14.2 Pursue grant and partner funding to support parks, recreation and cultural services operations and improvements as measured by funding secured.	100%	100%	100%
3.14.3 Plan and implement the City's Sesquicentennial celebration and supporting events by the end of 2021; measured by planning and implementation steps completed.	Complete		
Notable Achievements			
3.14.1 Pikes Peak Summit Complex - Grand opening of the new Visitors Center occurred June 2021. Generous individuals, foundations and corporate donors have contributed more than \$12.8 million of its \$15 million fundraising goal.			
3.14.2 Department partnerships include shared operations, recreation partnerships, donations, and grants. \$1.2 million in donations and grants were awarded, with another \$3 million pending approval in late 2022.			
3.14.2 Panorama Park Grand Opening - From 2018 to 2022, residents in SE COS contributed to the vision, participated in the park planning, attended community meetings, and supported all phases of project development.			
3.14.2 Grant Funding - In 2022, through a partnership with CSPD, the department was awarded the Memorial Park Safety Grant totaling \$1.7 million. The work to install new gates and lighting in the park will be completed by PRCS staff in 2023.			
3.14.2 Grant Funding - In early 2023, the department purchased Wild Horse Ranch, a 1,018-acre open space property on the city's east side. The purchase price totaled \$7.6 million sourced entirely from the TOPS fund. The department has applied for a \$1.5 million grant from GOCO to reimburse the TOPS fund and support this important acquisition.			

Strategic Plan Update



Initiatives			
2.2 Enhance and expand an interconnected system of parks, recreation and cultural services through preservation, stewardship and innovative programs.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
2.2.1 Address priority capital park improvements through total funding spent annually.	100%	100%	100%
2.2.2 Improve the urban trail system through trail renovation and added trail segments; as measured by trail mileage renovated and added annually.	100%	100%	100%
2.2.3 Address facility improvements through total capital funding spent annually.	100%	100%	100%
2.2.4 Invest in stewardship and monitoring of natural resources through increased community contacts.	100%	100%	100%
2.2.5 Provide increased recreation programming on an annual basis to meet community needs as determined by the department's recreation plan.	100%	100%	100%
2.2.6 Offer diverse volunteer opportunities for community engagement by maintaining a total volunteer service value of \$3 million annually.	100%	100%	100%
2.2.7 Implement inclusive and ADA design improvements by improving accessibility at a minimum of three sites per year.	100%	100%	100%
Notable Achievements			
2.2.2 In 2022, 12,355 linear feet of trails were added or renovated in our urban trail system.			
2.2.4 Stewardship - In 2022 the department won national recognition as a Gold Standard site with Leave No Trace, the only agency to win this award for an open space system vs. a single site.			
2.2.5 Recreation Programs - In the summer of 2023, Westside Community Center celebrated 1 year of city operations including new staff, the creation of a citizen-led working committee, and all new recreation and leisure programs to serve neighborhood demand.			
2.2.5 Volunteer Program - Halfway through 2023, the department exceeded its annual volunteer goal with over 6,400 volunteers serving 94,221 hours, a total of \$3.2 million in economic impact. (Estimated value of a volunteer in CO, \$34.36 per hour).			
2.2.7 ADA Improvements - Panorama Park (new universally accessible playground), Acacia Park (redeveloped universally accessible playground), Boulder & Thorndale Parks (accessible sport court renovations), as well as parking lot upgrades at Evergreen cemetery and Patty Jewett golf course. Late 2022 also includes an accessible dog park constructed in Antlers Park.			

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.

Cultural Services

Matt Mayberry, Manager | (719) 385-5636 | Matt.Mayberry@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	\$2,784,606	\$3,253,279	\$3,253,279	\$3,378,396	\$125,117
General Fund - CIP	72,822	0	0	0	0	
Conservation Trust Fund (CTF)	185,255	258,081	258,081	284,417	26,336	
Conservation Trust Fund (CTF) - CIP	30,100	230,000	230,000	20,000	(210,000)	
Grants Fund**	0	1,500,000	1,500,000	750,000	(750,000)	
Gift Trust Fund	435,029	547,587	547,587	486,732	(60,855)	
LART	0	0	56,860	0	(56,860)	
Total	\$3,507,812	\$5,788,947	\$5,845,807	\$4,919,545	(\$926,262)	
Positions						
General Fund	19.50	26.25	26.25	27.75	1.50	
Other Funds	2.50	4.00	4.00	4.00	0.00	
Total	22.00	30.25	30.25	31.75	1.50	

* 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 \$80,000 in the General Fund mainly to fund existing positions, pay for performance, and medical cost adjustments
- Increase of approximately \$120,000 in the General Fund to fund the addition of 1.50 FTEs and related operating for the Rock Ledge Ranch School Program (offset by revenue) and increase to part-time staff at Pioneers Museum (offset by revenue from Gift Trust support)
- Net decrease of \$145,500 in the General Fund for the removal of one-time 2023 funding for vehicles and operating of the Garden of the Gods public health, safety and visitors services
- Increase of \$70,000 in the General Fund for the purchase of a maintenance truck for Garden of the Gods (offset by a reimbursement from the Garden of the Gods Foundation)
- Increase of approximately \$26,000 in the Conservation Trust Fund mainly to fund existing positions, pay for performance, medical cost adjustments, and anticipated operating needs
- Decrease of \$210,000 in CTF - CIP for the removal of one-time 2023 funding for the HVAC replacement at the Pioneers Museum
- Decrease of \$750,000 in the Grants Fund to reflect anticipated grant awards
- Decrease of \$57,000 in LART for one-time 2023 off-cycle funding for the Colorado Springs Pioneers Museum (CSPM) @ The Plaza project (directly charged to a LART project, budget not transferred to the City CIP fund)

Cultural Services - Overview

Cultural Services is responsible for developing and implementing programs that preserve and interpret the cultural and natural history of the Pikes Peak Region. In a typical year, over 200,000 people visit Cultural Services' sites and participate in their numerous programs. This does not include the millions that visit Garden of the Gods annually. Cultural Services sites and programs are key elements of the City's tourism economy.

In addition to the annual City appropriation, the Division relies upon support from Friends organizations, donations, earned income, and grants to operate the facilities.

Cultural Services:

- Oversees the operations and programs of Garden of the Gods Park. The park welcomes more than 4 million visitors annually with support from various partner organizations, including the Garden of the Gods Visitor and Nature Center, Garden of the Gods Foundation, and the Friends of Garden of the Gods.
- Coordinates the Rock Ledge Range Historic Site – a living history museum exhibiting historical life in the Pikes Peak region from the 1770s to the early 1900s. The Living History Association raises funds to support operations.
- Manages the Colorado Springs Pioneers Museum (CSPM) with a collection of over 75,000 artifacts, 80,000 historic photographs, and 6,400 cubic feet of archival materials. The museum staff collaborates with the CSPM Board and the CSPM Foundation that provide over \$350,000 annually to support the institution.
- Maintains a collection of over 100 pieces of City-owned outdoor art, including the 1929 William Jackson Palmer sculpture and recent gifts from the Downtown Partnership and their popular Art on the Streets program. Currently all permanent pieces of public art are derived through community donations.
- Manages the visitor services and park safety patrol activities at the Starsmore Visitor and Nature Center and Helen Hunt Falls Visitor Center in North Cheyenne Cañon Park. Visitor donations help support these programs.
- Administers the archaeology programs in the city's parks and open spaces. These activities result in the documentation and preservation of cultural sites and resources, ensure that city projects comply with state and federal laws, and engage key stakeholders, including American Indian tribes. This is funded through the TOPS stewardship initiative.

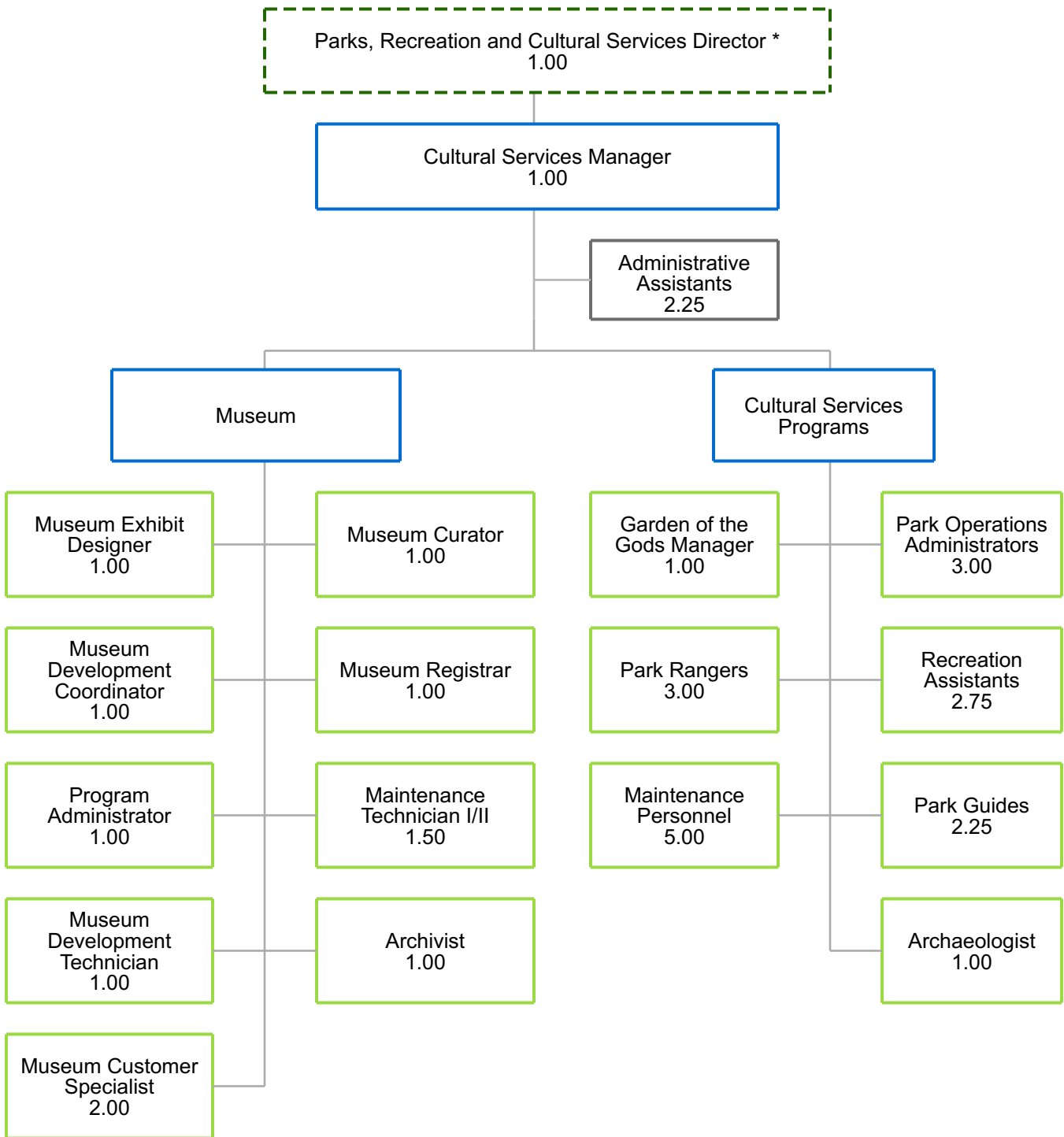
Cultural Services - Functions

Cultural Services manages the operations of the following (only General Fund support shown, no CIP):

Cultural Services Functions	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget
Garden of the Gods	\$690,296	\$679,228	\$955,307	\$955,307	\$896,914
North Cheyenne Canyon	275,774	307,556	329,144	329,144	336,701
Pioneers Museum	1,168,438	1,354,191	1,498,870	1,498,870	1,555,814
Rock Ledge Ranch	396,589	443,631	469,958	469,958	588,967
Total Cultural Services Functions	\$2,531,097	\$2,784,606	\$3,253,279	\$3,253,279	\$3,378,396

* 2023 Amended Budget as of 8/31/2023

Cultural Services - Organizational Chart



* The Parks, Recreation and Cultural Services Director position is funded as part of the PRCS Recreation and Administration 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 the General Fund, Conservation Trust Fund, Gift Trust Fund, and Grants.

Cultural 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	\$2,036,213	\$2,219,696	\$2,534,728	\$2,534,728	\$2,723,271	\$188,543	
	Operating	494,884	564,910	578,551	578,551	585,125	6,574	
	Capital Outlay	0	0	140,000	140,000	70,000	(70,000)	
	Total	\$2,531,097	\$2,784,606	\$3,253,279	\$3,253,279	\$3,378,396	\$125,117	
	CIP	\$243,006	\$72,822	\$0	\$0	\$0	\$0	
	Grand Total	\$2,774,103	\$2,857,428	\$3,253,279	\$3,253,279	\$3,378,396	\$125,117	
	Revenue	\$578,366	\$554,249	\$679,895	\$679,895	\$730,400	\$50,505	
	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget		
	Administrative Assistant I	0.00	1.25	0.50	1.00	0.50		
	Archivist	1.00	1.00	1.00	1.00	0.00		
	Business Support Specialist I	0.00	0.00	0.50	0.50	0.00		
	Cultural Services Manager	1.00	1.00	1.00	1.00	0.00		
	Maintenance Technician I	0.00	1.50	1.00	1.00	0.00		
	Maintenance Technician II	3.00	4.00	4.00	4.00	0.00		
	Museum Curator	1.00	1.00	1.00	1.00	0.00		
Museum Development Coordinator	1.00	1.00	1.00	1.00	0.00			
Museum Development Technician	1.00	1.00	1.00	1.00	0.00			
Museum Exhibit Designer	1.00	1.00	1.00	1.00	0.00			
Museum Registrar	1.00	1.00	1.00	1.00	0.00			
Museum Visitor Services Specialist	2.00	2.00	2.00	2.00	0.00			
Park Guide	0.00	1.25	1.25	2.25	1.00			
Park Operations Administrator	3.00	3.00	3.00	3.00	0.00			
Park Ranger	0.25	1.25	1.25	1.25	0.00			
Park Ranger, Senior	0.25	0.25	0.25	0.25	0.00			
Program Administrator I	0.00	0.00	1.00	1.00	0.00			
Program Coordinator	1.00	1.00	0.00	0.00	0.00			
Recreation Assistant	2.00	2.75	3.50	3.50	0.00			
Regional Parks Manager	1.00	1.00	1.00	1.00	0.00			
Total Positions	19.50	26.25	26.25	27.75	1.50			

* 2023 Amended Budget as of 8/31/2023

Cultural 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	(\$22,948)
	Increase to fund pay for performance and pay progression	87,022
	Increase to fund medical cost adjustments	16,038
	Increase to fund 1.50 FTEs for Rock Ledge Ranch School Program (offset by revenue)	99,286
	Increase to fund additional Seasonal Temp staff at Pioneers Museum (offset by revenue from Gift Trust support)	9,145
	Total Salaries/Benefits/Pensions	\$188,543
	Operating	
	Decrease to remove one-time 2023 funding for Garden of the Gods public health, safety and visitor services	(\$5,500)
	Increase to fund operating for Rock Ledge Ranch School Program (offset by revenue)	12,074
	Total Operating	\$6,574
	Capital Outlay	
Decrease to remove one-time 2023 funding for new vehicles and equipment for the Garden of the Gods public health, safety and visitor services	(\$140,000)	
Increase to fund a new vehicle (maintenance truck) (offset by a reimbursement from the Garden of the Gods Foundation)	70,000	
Total Capital Outlay	(\$70,000)	
Total For 2024	\$125,117	

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	0.00
	Total During 2023	0.00
	For 2024	2024 Budget - * 2023 Amended Budget
	Add 1.50 FTEs for the Rock Ledge Ranch School Program (1.00 Park Guide, 0.50 Administrative Assistant I) offset by revenue	1.50
Total For 2024	1.50	

* 2023 Amended Budget as of 8/31/2023

Cultural Services - TOPS Fund: Position Changes

TOPS Fund	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Archaeologist	1.00	1.00	1.00	1.00	0.00
	Total Positions	1.00	1.00	1.00	1.00	0.00
	The position above reports to Cultural Services, but funding is in the TOPS Fund listed in the Park Maintenance and Operations budget.					

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

Cultural Services - Conservation Trust Fund: Summary, Funding, and Position Changes

Conservation Trust Fund	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Salary/Benefits/Pensions	\$140,135	\$181,432	\$240,681	\$240,681	\$266,495	\$25,814
	Operating	5,488	3,823	17,400	17,400	17,922	522
	Total	\$145,623	\$185,255	\$258,081	\$258,081	\$284,417	\$26,336
	CIP	\$12,928	\$30,100	\$230,000	\$230,000	\$20,000	(\$210,000)
	Grand Total	\$158,551	\$215,355	\$488,081	\$488,081	\$304,417	(\$183,664)
	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget	
	Maintenance Technician I	0.00	1.50	1.50	1.50	0.00	
	Park Ranger	0.75	0.75	0.75	0.75	0.00	
	Park Ranger, Senior	0.75	0.75	0.75	0.75	0.00	
Total Positions	1.50	3.00	3.00	3.00	0.00		

* 2023 Amended Budget as of 8/31/2023

Cultural Services - Conservation Trust 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	\$12,324
	Increase to fund pay for performance and pay progression	11,506
	Increase to fund medical cost adjustments	1,984
	Total Salaries/Benefits/Pensions	\$25,814
	Operating	
	Increase to fund anticipated operating needs	\$522
	Total Operating	\$522
	CIP	
	Decrease to remove one-time 2023 funding for the Pioneers Museum HVAC	(\$210,000)
Total CIP	(\$210,000)	
Total For 2024	(\$183,664)	

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

Cultural Services - Gift Trust Fund: Summary and Funding Changes

Gift Trust Fund	Use/Source of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Gift Trust	\$472,166	\$435,029	\$547,587	\$547,587	\$486,732	(\$60,855)
	Total	\$472,166	\$435,029	\$547,587	\$547,587	\$486,732	(\$60,855)

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	\$0
	Total During 2023	\$0
	For 2024	2024 Budget - * 2023 Amended Budget
	Decrease to remove one-time 2023 funding in the Gift Trust	(\$60,855)
	Total For 2024	(\$60,855)

* 2023 Amended Budget as of 8/31/2023

Cultural Services - 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**	\$14,171	\$0	\$1,500,000	\$1,500,000	\$750,000	(\$750,000)
	Total	\$14,171	\$0	\$1,500,000	\$1,500,000	\$750,000	(\$750,000)

** 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.

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	\$0
	Total During 2023	\$0
	For 2024	2024 Budget - * 2023 Amended Budget
	Decrease in potential grant awards	(\$750,000)
	Total For 2024	(\$750,000)

* 2023 Amended Budget as of 8/31/2023

Cultural Services - CIP Program

CIP Program*	Project	CTF	Total Allocation
	Outdoor Sculpture Preservation	20,000	20,000
	Total 2024 CIP	\$20,000	\$20,000

* 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
Cultural 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	1,155,022	1,297,482	1,718,686	1,718,686	1,867,568	148,882
51210 - OVERTIME	2,781	9,820	0	0	0	0
51220 - SEASONAL TEMPORARY	357,968	365,218	134,060	134,060	143,205	9,145
51230 - SHIFT DIFFERENTIAL	546	1,243	0	0	0	0
51245 - RETIREMENT TERM VACATION	0	6,221	0	0	0	0
51260 - VACATION BUY PAY OUT	6,675	2,095	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(7,554)	(8,948)	0	0	0	0
51410 - UNIFORM OVERTIME	27,951	0	0	0	0	0
51610 - PERA	210,449	238,985	271,713	271,713	295,046	23,333
51612 - RETIREMENT HEALTH SAVINGS	0	3,605	0	0	0	0
51615 - WORKERS COMPENSATION	24,399	27,126	15,266	15,266	19,597	4,331
51620 - EQUITABLE LIFE INSURANCE	2,742	3,091	5,504	5,504	5,343	(161)
51640 - DENTAL INSURANCE	8,319	8,465	11,850	11,850	13,950	2,100
51670 - PARKING FOR EMPLOYEES	2,760	3,710	2,760	2,760	2,760	0
51690 - MEDICARE	21,498	23,979	26,722	26,722	28,949	2,227
51695 - CITY EPO MEDICAL PLAN	28,640	29,151	32,517	32,517	35,553	3,036
51696 - ADVANTAGE HD MED PLAN	184,427	197,870	300,462	300,462	296,113	(4,349)
51697 - HRA BENEFIT TO ADV MED PLAN	9,590	10,583	15,188	15,188	15,187	(1)
Salaries/Benefits/Pensions Total	2,036,213	2,219,696	2,534,728	2,534,728	2,723,271	188,543
Operating						
52105 - MISCELLANEOUS OPERATING	4,231	876	3,000	3,000	3,000	0
52110 - OFFICE SUPPLIES	1,187	2,026	4,520	4,520	4,520	0
52111 - PAPER SUPPLIES	251	0	490	490	490	0
52115 - MEDICAL SUPPLIES	566	0	0	0	0	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	8,038	8,277	7,850	7,850	7,850	0
52122 - CELL PHONES EQUIP AND SUPPLIES	62	1,596	90	90	90	0
52125 - GENERAL SUPPLIES	68,053	122,585	89,626	89,626	94,260	4,634
52129 - HVAC-HEAT VENTILATN AIR SUPPLI	0	0	2,023	2,023	2,023	0
52135 - POSTAGE	2,115	4,618	7,590	7,590	7,590	0
52140 - WEARING APPAREL	6,997	5,007	10,091	10,091	10,091	0
52145 - PAINT AND CHEMICAL	516	574	1,570	1,570	1,570	0
52150 - SEED AND FERTILIZER	386	0	400	400	400	0
52165 - LICENSES AND TAGS	16	0	0	0	0	0
52175 - SIGNS	710	462	1,507	1,507	1,507	0
52185 - AGGREGATE MATERIAL	8,733	2,895	0	0	0	0
52190 - JANITORIAL SUPPLIES	4,381	5,005	5,150	5,150	6,150	1,000
52215 - MAINT GROUNDS	325	355	1,000	1,000	1,000	0
52230 - MAINT FURNITURE AND FIXTURES	795	0	500	500	500	0
52235 - MAINT MACHINERY AND APPARATUS	5,090	3,725	4,794	4,794	4,794	0
52265 - MAINT BUILDINGS AND STRUCTURE	26,718	23,077	18,900	18,900	18,900	0
52305 - MAINT SOFTWARE & OTHER FEES	2,184	4,042	4,247	4,247	4,247	0
52405 - ADVERTISING SERVICES	19,436	26,933	32,500	32,500	32,500	0
52410 - BUILDING SECURITY SERVICES	55,457	49,643	72,811	72,811	72,811	0
52415 - CONTRACTS AND SPEC PROJECTS	5,978	22,008	25,500	25,500	20,500	(5,000)
52418 - COMPUTER SERVICES	10,877	10,749	13,000	13,000	13,000	0
52435 - GARBAGE REMOVAL SERVICES	5,191	5,656	1,853	1,853	1,853	0

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Cultural Services

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
52445 - JANITORIAL SERVICES	48,900	75,662	22,400	22,400	46,400	24,000
52450 - LAUNDRY AND CLEANING SERVICES	372	206	120	120	120	0
52455 - LAWN MAINTENANCE SERVICE	1,140	0	0	0	0	0
52465 - MISCELLANEOUS SERVICES	0	221	0	0	0	0
52560 - PARKING SERVICES	665	10	5,600	5,600	5,600	0
52568 - BANK AND INVESTMENT FEES	108	36	50	50	50	0
52573 - CREDIT CARD FEES	47	0	100	100	100	0
52575 - SERVICES	91,415	43,744	71,110	71,110	72,110	1,000
52579 - INSPECTIONS	25	25	0	0	0	0
52590 - TEMPORARY EMPLOYMENT	22,245	33,422	25,000	25,000	10,000	(15,000)
52595 - TRANSPORTATION SERVICES	0	56,460	56,040	56,040	56,040	0
52605 - CAR MILEAGE	1,289	1,439	694	694	694	0
52615 - DUES AND MEMBERSHIP	2,126	2,955	3,329	3,329	3,329	0
52625 - MEETING EXPENSES IN TOWN	9,963	12,968	21,640	21,640	21,640	0
52630 - TRAINING	1,997	2,803	9,952	9,952	9,952	0
52645 - SUBSCRIPTIONS	504	454	300	300	300	0
52655 - TRAVEL OUT OF TOWN	806	1,875	5,300	5,300	5,300	0
52716 - RENTAL EXPENSE	0	925	0	0	0	0
52731 - STATE CNTY PPRTA TAX	43	26	0	0	0	0
52736 - CELL PHONE AIRTIME	30	0	342	342	342	0
52738 - CELL PHONE BASE CHARGES	9,778	9,707	5,050	5,050	5,050	0
52770 - SAFETY EQUIPMENT	172	0	2,000	2,000	0	(2,000)
52775 - MINOR EQUIPMENT	39,776	5,564	24,773	24,773	22,713	(2,060)
52776 - PRINTER CONSOLIDATION COST	5,797	5,388	6,200	6,200	6,200	0
52795 - RENTAL OF EQUIPMENT	337	188	750	750	750	0
52872 - MAINT FLEET VEHICLES EQP	24	0	1,500	1,500	1,500	0
52874 - OFFICE SERVICES PRINTING	18,682	10,723	7,289	7,289	7,289	0
60042 - MUSEUM	350	0	0	0	0	0
Operating Total	494,884	564,910	578,551	578,551	585,125	6,574
Capital Outlay						
53080 - VEHICLES ADDITIONS	0	0	140,000	140,000	70,000	(70,000)
Capital Outlay Total	0	0	140,000	140,000	70,000	(70,000)
Expense Total	2,531,097	2,784,606	3,253,279	3,253,279	3,378,396	125,117
CIP Total	243,006	72,822	0	0	0	0
Grand Total	2,774,103	2,857,428	3,253,279	3,253,279	3,378,396	125,117
Revenue						
45247 - PARK AND REC PERMITS LICENSES	0	0	4,000	4,000	4,000	0
45907 - SPECIAL EVENTS	1,200	0	5,500	5,500	5,500	0
46171 - REIMBURSEMENT FROM GRANTS	105,000	104,000	122,808	122,808	122,808	0
46172 - REIMBURSEMENT FROM GIFT TRUSTS	472,166	435,029	547,587	547,587	486,732	(60,855)
45896 - YOUTH PROGRAM	0	15,220	0	0	111,360	111,360
Revenue Total	578,366	554,249	679,895	679,895	730,400	50,505

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

119 - CONSERVATION TRUST

Cultural 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	71,073	96,698	162,996	162,996	174,775	11,779
51210 - OVERTIME	142	1,542	0	0	0	0
51220 - SEASONAL TEMPORARY	29,322	35,098	8,000	8,000	8,000	0
51230 - SHIFT DIFFERENTIAL	42	128	0	0	0	0
51260 - VACATION BUY PAY OUT	604	956	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(819)	(1,063)	0	0	0	0
51610 - PERA	13,379	18,371	25,235	25,235	27,013	1,778
51615 - WORKERS COMPENSATION	4,807	6,141	3,972	3,972	4,314	342
51620 - EQUITABLE LIFE INSURANCE	169	224	343	343	475	132
51640 - DENTAL INSURANCE	813	810	1,350	1,350	1,770	420
51690 - MEDICARE	1,370	1,842	2,480	2,480	2,650	170
51695 - CITY EPO MEDICAL PLAN	9,515	10,255	10,846	10,846	11,460	614
51696 - ADVANTAGE HD MED PLAN	9,153	9,867	24,146	24,146	34,225	10,079
51697 - HRA BENEFIT TO ADV MED PLAN	565	563	1,313	1,313	1,813	500
Salaries/Benefits/Pensions Total	140,135	181,432	240,681	240,681	266,495	25,814
Operating						
52125 - GENERAL SUPPLIES	5,142	3,372	5,000	5,000	5,000	0
52185 - AGGREGATE MATERIAL	0	451	1,750	1,750	1,750	0
52415 - CONTRACTS AND SPEC PROJECTS	0	0	8,100	8,100	8,622	522
52770 - SAFETY EQUIPMENT	346	0	1,050	1,050	1,050	0
52775 - MINOR EQUIPMENT	0	0	1,500	1,500	1,500	0
Operating Total	5,488	3,823	17,400	17,400	17,922	522
Expense Total	145,623	185,255	258,081	258,081	284,417	26,336
CIP Total	12,928	30,100	230,000	230,000	20,000	(210,000)
Grand Total	158,551	215,355	488,081	488,081	304,417	(183,664)

* 2023 Amended Budget as of 8/31/2023

Design and Development

Lonna Thelen, Parks Design and Development Manager | (719) 385-6540 | Lonna.Thelen2@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	\$589,623	\$671,999	\$671,999	\$790,700	\$118,701
General Fund - CIP	1,265,001	0	0	191,318	191,318	
Trails, Parks, and Open Space (TOPS)	348,649	389,741	389,741	412,370	22,629	
Trails, Parks, and Open Space (TOPS) - CIP	4,063,549	3,330,000	11,185,000	3,620,000	(7,565,000)	
Conservation Trust Fund (CTF) - CIP	33,317	0	0	700,000	700,000	
Grants Fund**	1,427,500	350,000	350,000	350,000	0	
PLDO - CIP	2,428,053	25,190	25,190	61,080	35,890	
PPRTA - CIP	802,640	0	0	0	0	
LART - CIP	0	0	250,000	0	(250,000)	
Total	\$10,958,332	\$4,766,930	\$12,871,930	\$6,125,468	(\$6,746,462)	
Positions						
General Fund	5.00	5.00	6.00	6.00	0.00	
Other Funds	2.00	2.00	2.00	2.00	0.00	
Total	7.00	7.00	8.00	8.00	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

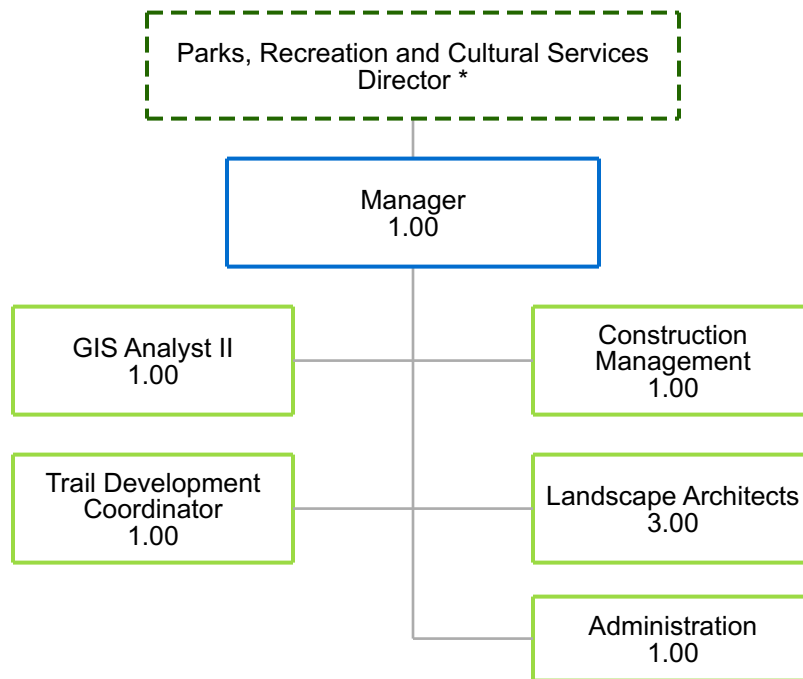
- Increase of approximately \$119,000 in the General Fund mainly to fund existing positions, pay for performance, and medical cost adjustments
- Increase of approximately \$190,000 in General Fund - CIP to fund the Black Canyon Quarry project funded by a transfer from the inactive Park Developer Easement Fund
- Net increase of approximately \$23,000 in the Trails, Parks, and Open Space (TOPS) Fund mainly to fund existing positions, pay for performance, medical cost adjustments, and operating costs
- Net decrease of approximately \$7.6 million in TOPS - CIP to remove a 2023 supplemental appropriation for land acquisition and to reflect funding planned for 2024 CIP projects
- Increase of \$700,000 in Conservation Trust Fund - CIP largely to fund the Grey Hawk Park Planning and Implementation project
- Increase of approximately \$36,000 in Parkland Dedication Ordinance (PLDO) fund for an acquisition project and investment fees
- Decrease of \$250,000 in LART - CIP for a one-time 2023 project funded off-cycle for North Cheyenne Canon Park improvements

Design and Development - Overview

Design and Development provides planning and construction management services for parks, trails, and open spaces funded by several sources including the Trails, Open Space and Parks (TOPS) Program. Responsibilities of the Design and Development staff include:

- Design and build neighborhood parks, community parks, and sports complexes, including recreation facilities such as spraygrounds, playgrounds, skate parks, pavilions, and ball fields
- Provide complete cost-efficient construction drawings and specifications
- Provide support for development of trails in accordance with the Multi-Use Trails Master Plan
- Ensure that new and renovated park development projects are completed in a safe and financially responsible manner according to current construction standards
- Review incoming TOPS Program acquisition applications and determine which properties will present the best overall value to the citizens of Colorado Springs; continue to work with the residents of Colorado Springs to develop usable and meaningful master and management plans

Design and Development - Organizational Chart



* The Parks, Recreation and Cultural Services Director position is funded as part of the PRCS Recreation and Administration 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 the General Fund, Trails, Open Space and Parks (TOPS), Conservation Trust Fund (CTF) - Capital Improvements Program (CIP), and Grants.

Design and Development - General Fund: Summary and Funding 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	\$569,061	\$585,137	\$668,699	\$668,699	\$787,400	\$118,701
	Operating	3,098	4,486	3,300	3,300	3,300	0
	Total	\$572,159	\$589,623	\$671,999	\$671,999	\$790,700	\$118,701
	CIP	\$3,071,987	\$1,265,001	\$0	\$0	\$191,318	\$191,318
	Grand Total	\$3,644,146	\$1,854,624	\$671,999	\$671,999	\$982,018	\$310,019
	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget	
Capital Projects Coordinator	0.50	0.50	0.50	0.50	0.00		
Construction Project Specialist	1.00	1.00	1.00	1.00	0.00		
GIS Analyst II	1.00	1.00	1.00	1.00	0.00		
Landscape Architect II	1.00	1.00	1.00	1.00	0.00		
Parks Development Manager	0.50	0.50	0.50	0.50	0.00		
Program Administrator I	0.00	0.00	1.00	1.00	0.00		
Senior Landscape Architect	1.00	1.00	1.00	1.00	0.00		
Total Positions	5.00	5.00	6.00	6.00	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	\$95,202
	Increase to fund pay for performance and pay progression	21,256
	Increase to fund medical cost adjustments	2,243
	Total Salaries/Benefits/Pensions	\$118,701
	CIP	
Increase for Black Canyon Quarry funded by a transfer from the inactive Park Developer Easement Fund	\$191,318	
Total CIP	\$191,318	
Total For 2024	\$310,019	

* 2023 Amended Budget as of 8/31/2023

Design and Development - General Fund: Position Changes

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	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
	Total During 2023	1.00
	For 2024	2024 Budget - * 2023 Amended Budget
	None	0.00
	Total For 2024	0.00

* 2023 Amended Budget as of 8/31/2023

Design and Development - TOPS Fund: Summary, Funding, and Position Changes

TOPS Fund	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Salary/Benefits/Pensions	\$268,309	\$310,702	\$338,538	\$338,538	\$339,817	\$1,279
	Operating	32,933	37,947	51,203	51,203	72,553	21,350
	Total	\$301,242	\$348,649	\$389,741	\$389,741	\$412,370	\$22,629
	CIP	\$6,006,176	\$4,063,549	\$3,330,000	\$11,185,000	\$3,620,000	(\$7,565,000)
	Grand Total	\$6,307,418	\$4,412,198	\$3,719,741	\$11,574,741	\$4,032,370	(\$7,542,371)
	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget	
	Capital Projects Coordinator	0.50	0.50	0.50	0.50	0.00	
	Parks Development Manager	0.50	0.50	0.50	0.50	0.00	
	Planner I	0.00	0.00	1.00	1.00	0.00	
Trail Development Coordinator	1.00	1.00	0.00	0.00	0.00		
Total Positions	2.00	2.00	2.00	2.00	0.00		

* 2023 Amended Budget as of 8/31/2023

Design and Development - TOPS Fund: Summary, Funding, and Position Changes

TOPS Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Supplemental appropriation for Wild Horse Ranch acquisition and Corral Bluffs expansion	\$7,855,000
	Total During 2023	\$7,855,000
	For 2024	2024 Budget - * 2023 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	(\$9,091)
	Increase to fund pay for performance and pay progression	8,967
	Increase to fund medical cost adjustments	1,403
	Total Salaries/Benefits/Pensions	\$1,279
	Operating	
	Increase to reflect operating needs in 2024	\$21,350
	Total Operating	\$21,350
	CIP	
	Removal of 2023 supplemental appropriation for land acquisition	(\$7,855,000)
	Increase to reflect funding planned for 2024 CIP	290,000
Total CIP	(\$7,565,000)	
Total For 2024	(\$7,542,371)	

TOPS 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

Design and Development - Conservation Trust Fund: Summary and Funding Changes

CTF Fund	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	CIP	\$72,081	\$33,317	\$0	\$0	\$700,000	\$700,000
	Total	\$72,081	\$33,317	\$0	\$0	\$700,000	\$700,000

CTF Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	\$0
	Total During 2023	\$0
	For 2024	2024 Budget - * 2023 Amended Budget
	CIP	
	Increase to reflect funding planned for 2024 CIP	\$700,000
	Total CIP	\$700,000
Total For 2024	\$700,000	

* 2023 Amended Budget as of 8/31/2023

Design and Development - 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**	\$1,962,740	\$1,427,500	\$350,000	\$350,000	\$350,000	\$0
	Total	\$1,962,740	\$1,427,500	\$350,000	\$350,000	\$350,000	\$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.

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	\$0
	Total During 2023	\$0
	For 2024	2024 Budget - * 2023 Amended Budget
	None	\$0
	Total For 2024	\$0

* 2023 Amended Budget as of 8/31/2023

Design and Development - PPRTA: Summary

PPRTA	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Capital †	\$532,621	\$802,640	\$0	\$0	\$0	\$0
	Total	\$532,621	\$802,640	\$0	\$0	\$0	\$0
† The PPRTA capital projects for the budget year are listed below in the CIP table. 2021 and 2022 Actual reported above are tracked in the City's financial system. These amounts may differ from the PPRTA Financial Statements.							
The PPRTA budget, funded by a one-cent sales tax, is not appropriated by the City. However, to reflect total funding dedicated for capital projects and maintenance of the City's transportation system, relevant PPRTA expenditures are included in this document.							

* 2023 Amended City Budget as of 8/31/2023

Design and Development - CIP Program

CIP Program *	Project	CTF	PLDO	General Fund	TOPS	Total Allocation
		Austin BI/Univ Pk Open Space Master Plan Implementation				200,000
	Blodgett Open Space Improvements				200,000	200,000
	Chamberlain Trail-South				100,000	100,000
	F150 - Black Canyon Quarry**			191,318		191,318
	Fisher Canyon Open Space Planning and Implementation				200,000	200,000
	Grey Hawk Park Planning and Implementation				500,000	500,000
	Grey Hawk Park Planning and Implementation	600,000				600,000
	Jimmy Camp Creek Regional Park-Assessments and Planning				250,000	250,000
	Legacy Loop-South Railroad Bridge Connection-GM				1,800,000	1,800,000
	Open Space Acquisition				70,000	70,000
	Open Space Wayfinding Signage Package/ Implementation				200,000	200,000
	PLDO Acquisitions		25,000			25,000
	PLDO Investment Fees		36,080			36,080
	Sand Creek Trail-Airport to Palmer Park				100,000	100,000
	Study-Economic Benefits of Parks	100,000				100,000
	Total 2024 CIP	\$700,000	\$61,080	\$191,318	\$3,620,000	\$4,572,398

* 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.

** The Black Canyon Quarry project is funded by a transfer from inactive Fund 150 - Park Developer Easement Fund.

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Design and 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	446,026	461,055	524,162	524,162	604,346	80,184
51210 - OVERTIME	3	0	0	0	0	0
51260 - VACATION BUY PAY OUT	1,301	516	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(1,341)	(1,512)	0	0	0	0
51610 - PERA	62,027	67,096	77,366	77,366	89,322	11,956
51615 - WORKERS COMPENSATION	6,728	7,742	7,704	7,704	7,138	(566)
51620 - EQUITABLE LIFE INSURANCE	1,065	1,087	1,938	1,938	1,879	(59)
51640 - DENTAL INSURANCE	1,988	1,774	1,980	1,980	2,850	870
51690 - MEDICARE	6,348	6,751	7,600	7,600	8,763	1,163
51695 - CITY EPO MEDICAL PLAN	21,932	15,953	14,412	14,412	15,154	742
51696 - ADVANTAGE HD MED PLAN	21,980	23,675	32,162	32,162	55,573	23,411
51697 - HRA BENEFIT TO ADV MED PLAN	1,004	1,000	1,375	1,375	2,375	1,000
Salaries/Benefits/Pensions Total	569,061	585,137	668,699	668,699	787,400	118,701
Operating						
52110 - OFFICE SUPPLIES	68	0	0	0	0	0
52125 - GENERAL SUPPLIES	315	1,928	450	450	600	150
52135 - POSTAGE	27	8	100	100	0	(100)
52140 - WEARING APPAREL	318	0	0	0	0	0
52305 - MAINT SOFTWARE & OTHER FEES	698	1,257	0	0	0	0
52568 - BANK AND INVESTMENT FEES	12	0	0	0	0	0
52605 - CAR MILEAGE	79	0	0	0	0	0
52607 - CELL PHONE ALLOWANCE	547	540	1,000	1,000	500	(500)
52610 - PROFESSIONAL LICENSES	0	158	1,000	1,000	1,250	250
52615 - DUES AND MEMBERSHIP	590	260	250	250	250	0
52625 - MEETING EXPENSES IN TOWN	0	107	200	200	300	100
52630 - TRAINING	0	75	300	300	400	100
52655 - TRAVEL OUT OF TOWN	80	153	0	0	0	0
52770 - SAFETY EQUIPMENT	300	0	0	0	0	0
52874 - OFFICE SERVICES PRINTING	64	0	0	0	0	0
Operating Total	3,098	4,486	3,300	3,300	3,300	0
Expense Total	572,159	589,623	671,999	671,999	790,700	118,701
CIP Total	3,071,987	1,265,001	0	0	191,318	191,318
Grand Total	3,644,146	1,854,624	671,999	671,999	982,018	310,019

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

118 - TRAILS/OPEN SPACE/PARKS FUND Design and 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	197,310	212,416	262,475	262,475	264,555	2,080
51210 - OVERTIME	820	365	0	0	0	0
51220 - SEASONAL TEMPORARY	1,988	11,898	5,000	5,000	5,000	0
51240 - RETIREMENT TERMINATION SICK	0	13,851	0	0	0	0
51245 - RETIREMENT TERM VACATION	8,816	11,443	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	0	(1,371)	0	0	0	0
51610 - PERA	28,370	34,097	39,480	39,480	39,839	359
51615 - WORKERS COMPENSATION	3,470	4,092	3,148	3,148	1,791	(1,357)
51620 - EQUITABLE LIFE INSURANCE	473	491	832	832	707	(125)
51640 - DENTAL INSURANCE	998	890	1,140	1,140	930	(210)
51690 - MEDICARE	2,911	3,419	3,879	3,879	3,909	30
51695 - CITY EPO MEDICAL PLAN	9,246	2,280	0	0	0	0
51696 - ADVANTAGE HD MED PLAN	12,943	15,818	24,746	24,746	25,499	753
51697 - HRA BENEFIT TO ADV MED PLAN	964	1,013	1,438	1,438	1,187	(251)
51699 - BENEFITS REIMBURSEMENT	0	0	(3,600)	(3,600)	(3,600)	0
Salaries/Benefits/Pensions Total	268,309	310,702	338,538	338,538	339,817	1,279
Operating						
52110 - OFFICE SUPPLIES	0	20	300	300	100	(200)
52111 - PAPER SUPPLIES	0	0	400	400	0	(400)
52125 - GENERAL SUPPLIES	604	3,220	1,000	1,000	3,500	2,500
52135 - POSTAGE	0	0	300	300	0	(300)
52265 - MAINT BUILDINGS AND STRUCTURE	2,111	0	0	0	0	0
52305 - MAINT SOFTWARE & OTHER FEES	2,693	11,018	4,000	4,000	10,300	6,300
52415 - CONTRACTS AND SPEC PROJECTS	11,111	11,933	2,500	2,500	4,000	1,500
52465 - MISCELLANEOUS SERVICES	1,169	339	0	0	0	0
52568 - BANK AND INVESTMENT FEES	8,199	6,386	27,060	27,060	41,910	14,850
52575 - SERVICES	5,083	2,326	6,000	6,000	5,000	(1,000)
52605 - CAR MILEAGE	0	0	300	300	0	(300)
52615 - DUES AND MEMBERSHIP	0	0	600	600	0	(600)
52625 - MEETING EXPENSES IN TOWN	338	538	0	0	0	0
52630 - TRAINING	100	0	1,000	1,000	0	(1,000)
52645 - SUBSCRIPTIONS	0	299	0	0	0	0
52738 - CELL PHONE BASE CHARGES	1,480	1,494	1,500	1,500	1,500	0
52775 - MINOR EQUIPMENT	0	0	5,943	5,943	5,943	0
52874 - OFFICE SERVICES PRINTING	45	101	300	300	300	0
52880 - PURCHASES FOR RESALE	0	273	0	0	0	0
Operating Total	32,933	37,947	51,203	51,203	72,553	21,350
Expense Total	301,242	348,649	389,741	389,741	412,370	22,629
CIP Total	6,006,176	4,063,549	3,330,000	11,185,000	3,620,000	(7,565,000)
Grand Total	6,307,418	4,412,198	3,719,741	11,574,741	4,032,370	(7,542,371)

* 2023 Amended Budget as of 8/31/2023

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Park Maintenance and Operations

Eric Becker, Manager | (719) 385-5902 | Eric.Becker@coloradosprings.gov

All Funds Summary

	Use of Funds	2022	2023	* 2023	2024	2024 Budget -
		Actual	Original Budget	Amended Budget	Budget	* 2023 Amended Budget
All Funds	General Fund	\$4,876,305	\$5,024,521	\$5,024,521	\$4,747,300	(\$277,221)
	Trails, Parks, and Open Space (TOPS)	3,209,193	4,184,217	4,184,217	4,117,888	(66,329)
	Trails, Parks, and Open Space (TOPS) - CIP	1,568,223	400,000	400,000	776,000	376,000
	Conservation Trust Fund (CTF)	5,410,768	5,819,889	5,819,889	6,227,119	407,230
	Conservation Trust Fund (CTF) - CIP	0	75,000	75,000	105,000	30,000
	Special Districts (SIMDs and GID)	3,144,486	3,791,016	3,791,016	3,815,734	24,718
	Grants Fund**	0	750,000	750,000	750,000	0
	Other - Projects and CIP	0	247,154	247,154	110,440	(136,714)
	Total	\$18,208,975	\$20,291,797	\$20,291,797	\$20,649,481	\$357,684
	Positions					
	General Fund	19.50	24.25	26.75	26.75	0.00
	Other Funds	66.00	69.25	69.25	69.25	0.00
	Total	85.50	93.50	96.00	96.00	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 \$363,000 in the General Fund mainly to fund existing positions, pay for performance, and medical cost adjustments
- Decrease of \$599,997 in the General Fund due to operating budget reductions
- Increase of approximately \$40,000 in the General Fund to fund additional patrols at Catamount Reservoir during its closure (offset by revenue from CSU)
- Increase in the General Fund due to the transfer from Municipal Court of \$45,000 for the Keep Colorado Springs Beautiful program
- Decrease of approximately \$138,000 in the General Fund to remove one-time 2023 funding
- Increase of approximately \$13,000 in the General Fund for a transfer from Parks Recreation and Administration
- Net decrease of approximately \$66,000 in the TOPS Fund mainly to fund existing positions, pay for performance, and medical cost adjustments
- Increase of \$376,000 in the TOPS Fund - CIP to fund planned capital improvement projects
- Net increase of approximately \$407,000 in the CTF Fund mainly to fund existing positions, pay for performance, medical cost adjustments, and anticipated operating and capital outlay needs
- Increase of \$30,000 in CTF - CIP to fund planned capital improvement projects
- Net increase of approximately \$25,000 in Special Districts to fund operating and capital outlay needs
- Net decrease of approximately \$137,000 in Other - Projects and CIP to fund planned capital improvement projects in the Ballfield Fund

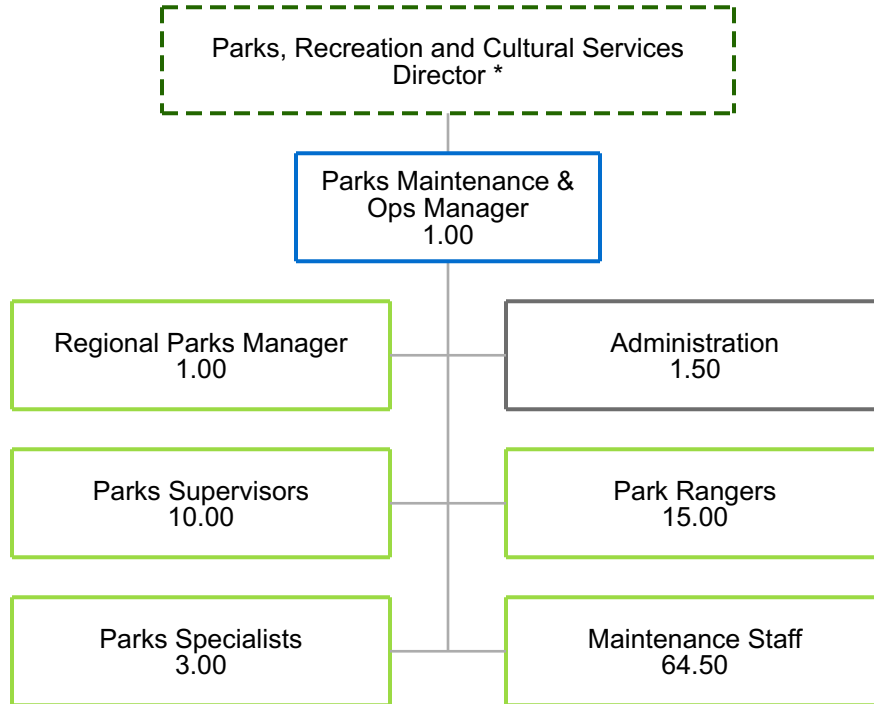
Park Maintenance and Operations - Overview

Park Maintenance and Operations provides maintenance and resource management services for City parks, trails, and open spaces that enhance the beauty of the community, safeguard the public investment in built facilities and natural areas, and ensure residents and visitors have safe places for leisure and recreation.

Maintenance and operations staff:

- Coordinate and manage turf cultural practices and water conservation programs
- Monitor and oversee contractual landscape maintenance services
- Monitor, repair, and renovate irrigation systems
- Implement and manage the Springs in Bloom Program and manage six greenhouses
- Maintain and renovate buildings and park infrastructure including lighting systems, park amenities, fencing, parking lots, roadways, pumps, swimming pools, spray grounds, and fountains
- Maintain and repair urban and regional trail systems to include trail bridges
- Inspect, maintain, and repair playground systems and structures
- Maintain and prepare athletic fields for programmed uses
- Manage open space areas including mitigation of noxious weeds, building and maintaining natural surface trails, removing and restoring illegal trails, and managing and restoring wildlife habitat
- Provide services and support to facilitate special events using park facilities
- Direct volunteer projects
- Manage six (6) Special Improvement Maintenance Districts (SIMDs) that maintain select medians and rights-of-way with each SIMD having its own City Council appointed advisory board
- Manage one (1) General Improvement District (GID) that provides maintenance of certain public improvements that are of general benefit to residents of the District

Park Maintenance and Operations - Organizational Chart



* The Parks, Recreation and Cultural Services Director position is funded as part of the PRCS Recreation and Administration 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 the General Fund, Trails, Open Space and Parks (TOPS), Conservation Trust Fund (CTF), Special Districts, and Capital Improvement Program (CIP).

Park Maintenance and Operations - 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	\$1,969,052	\$2,317,128	\$2,609,111	\$2,609,111	\$2,833,602	\$224,491
	Operating	2,285,223	2,529,642	2,315,410	2,315,410	1,913,698	(401,712)
	Capital Outlay	1,032	29,535	100,000	100,000	0	(100,000)
	Total	\$4,255,307	\$4,876,305	\$5,024,521	\$5,024,521	\$4,747,300	(\$277,221)
	Revenue	\$84,580	\$89,968	\$129,330	\$129,330	\$108,080	(\$21,250)

General Fund Positions	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Administrative Assistant I	0.00	0.75	0.00	0.00	0.00
	Administrative Assistant, Senior	0.00	0.00	0.75	0.75	0.00
	Administrative Technician	0.00	0.00	0.00	0.00	0.00
	City Horticulturist	1.00	1.00	1.00	1.00	0.00
	Environment Safety & Health Specialist	1.00	0.00	0.00	0.00	0.00
	Equipment Operator I	0.00	0.50	0.75	0.75	0.00
	Maintenance Technician I	0.00	0.75	2.25	2.25	0.00
	Natural Resource Specialist	0.25	0.25	0.25	0.25	0.00
	Park Ranger	1.50	4.50	4.50	4.50	0.00
	Park Ranger, Senior	0.25	1.25	1.25	1.25	0.00
	Parks Maintenance and Operations Manager	1.00	1.00	1.00	1.00	0.00
	Regional Parks Manager	0.75	0.75	0.75	0.75	0.00
	Senior Maintenance Technician	7.00	6.00	6.00	6.00	0.00
	Senior Skilled Maintenance Technician	2.00	2.00	2.00	2.00	0.00
	SIMD Unit Administrator	0.50	0.50	0.50	0.50	0.00
	Skilled Maintenance Supervisor	3.00	3.00	3.00	3.00	0.00
	Skilled Maintenance Technician I	0.00	0.75	0.75	0.75	0.00
	Skilled Maintenance Technician II	0.50	0.50	1.25	1.25	0.00
	Water Conservation Specialist	0.75	0.75	0.75	0.75	0.00
Total Positions	19.50	24.25	26.75	26.75	0.00	

* 2023 Amended Budget as of 8/31/2023

Park Maintenance and Operations - 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	\$249,453
	Increase to fund pay for performance and pay progression	98,706
	Increase to fund medical cost adjustments	15,058
	Decrease due to operating budget reductions	(193,000)
	Redistribution of Operating to Salaries/Benefits/Pensions	4,950
Increase to fund additional patrols at Catamount Reservoir (offset by revenue)	40,000	
Redistribution of Salaries/Benefits/Pensions from Operating for additional patrols at Catamount Reservoir	9,324	
Total Salaries/Benefits/Pensions	\$224,491	
Operating		
Increase to move Keep Colorado Springs Beautiful funding from Municipal Court	\$45,000	
Decrease due to operating budget reductions	(406,997)	
Decrease to remove one-time 2023 funding	(38,200)	
Redistribution of Operating to Salaries/Benefits/Pensions	(14,274)	
Redistribution of Operating from Parks Recreation and Administration	12,759	
Total Operating	(\$401,712)	
Capital Outlay		
Decrease to remove one-time 2023 funding for vehicles	(\$100,000)	
Total Capital Outlay	(\$100,000)	
Total For 2024	(\$277,221)	

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Add 1.75 FTEs as part of a city-wide effort to convert certain year-round hourly employees to FTEs (0.25 FTE Equipment Operator I, 0.75 FTE Maintenance Technician I, 0.75 FTE Skilled Maintenance Technician II)	1.75
	Transfer 0.75 FTE (Maintenance Technician I) from Parks Recreation and Admin	0.75
	Total During 2023	2.50
	For 2024	2024 Budget - * 2023 Amended Budget
None	0.00	
Total For 2024	0.00	

* 2023 Amended Budget as of 8/31/2023

Park Maintenance and Operations - TOPS Fund: Summary, Funding, and Position Changes

TOPS Fund	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget	
	Salary/Benefits/Pensions	\$1,464,992	\$1,622,072	\$2,259,731	\$2,259,731	\$2,193,402	(\$66,329)	
	Operating	1,674,337	1,577,121	1,924,486	1,924,486	1,924,486	0	
	Capital Outlay	75,569	10,000	0	0	0	0	
	Total	\$3,214,898	\$3,209,193	\$4,184,217	\$4,184,217	\$4,117,888	(\$66,329)	
	CIP	\$244,527	\$1,568,223	\$400,000	\$400,000	\$776,000	\$376,000	
	Grand Total	\$3,459,425	\$4,777,416	\$4,584,217	\$4,584,217	\$4,893,888	\$309,671	
Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget			
GIS Technician	0.00	0.50	0.50	0.50	0.00			
Maintenance Technician II	1.25	1.25	1.25	1.25	0.00			
Natural Resource Specialist	0.25	0.25	0.25	0.25	0.00			
Park Guide	0.00	0.75	0.00	0.00	0.00			
Park Ranger	6.75	6.75	6.75	6.75	0.00			
Park Ranger, Senior	0.75	0.75	0.75	0.75	0.00			
Regional Parks Manager	0.25	0.25	0.25	0.25	0.00			
Senior Maintenance Technician	5.00	5.00	5.00	5.00	0.00			
Senior Skilled Maintenance Technician	0.50	0.50	0.50	0.50	0.00			
Trail Project Specialist	0.75	0.75	0.75	0.75	0.00			
Total Positions	15.50	16.75	16.00	16.00	0.00			

* 2023 Amended Budget as of 8/31/2023

Park Maintenance and Operations - TOPS Fund: Summary, Funding, and Position Changes

TOPS 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	(\$121,339)
	Increase to fund pay for performance and pay progression	42,664
	Increase to fund medical cost adjustments	12,346
	Total Salaries/Benefits/Pensions	(\$66,329)
	CIP	
Increase in funding for 2024 CIP Projects	\$376,000	
Total CIP	\$376,000	
Total For 2024	\$309,671	

TOPS Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Eliminate 0.75 FTE (Park Guide)	(0.75)
	Total During 2023	(0.75)
	For 2024	2024 Budget - * 2023 Amended Budget
	None	0.00
Total For 2024	0.00	

* 2023 Amended Budget as of 8/31/2023

Park Maintenance and Operations - Conservation Trust Fund: Summary, Funding, and Position Changes

Conservation Trust Fund	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget	
	Salary/Benefits/Pensions	\$4,009,370	\$4,497,086	\$4,855,970	\$4,855,970	\$4,839,248	(\$16,722)	
	Operating	520,990	887,819	963,919	963,919	1,387,871	423,952	
	Capital Outlay	92,435	25,863	0	0	0	0	
	Total	\$4,622,795	\$5,410,768	\$5,819,889	\$5,819,889	\$6,227,119	\$407,230	
	CIP	\$0	\$0	\$75,000	\$75,000	\$105,000	\$30,000	
	Grand Total	\$4,622,795	\$5,410,768	\$5,894,889	\$5,894,889	\$6,332,119	\$437,230	
Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget			
Maintenance Technician I	0.00	1.00	1.00	1.00	0.00			
Maintenance Technician II	3.75	3.75	5.75	5.75	0.00			
Natural Resource Specialist	0.50	0.50	0.50	0.50	0.00			
Park Ranger	1.75	1.75	1.75	1.75	0.00			
Senior Equipment Operator	1.00	1.00	1.00	1.00	0.00			
Senior Maintenance Technician	20.00	20.00	18.00	18.00	0.00			
Senior Skilled Maintenance Technician	4.50	4.50	4.50	4.50	0.00			
Skilled Maintenance Supervisor	4.00	4.00	4.00	4.00	0.00			
Skilled Maintenance Technician II	4.00	4.00	4.50	4.50	0.00			
Trail Project Specialist	0.25	0.25	0.25	0.25	0.00			
Water Conservation Specialist	0.25	0.25	0.25	0.25	0.00			
Total Positions	40.00	41.00	41.50	41.50	0.00			

* 2023 Amended Budget as of 8/31/2023

Park Maintenance and Operations - Conservation Trust 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		(\$147,835)
	Increase to fund pay for performance and pay progression		95,436
	Increase to fund medical cost adjustments		35,677
	Total Salaries/Benefits/Pensions		(\$16,722)
	Operating		
Increase based on anticipated expenditures		\$23,955	
Increase to fund mowing contracts transferred from the General Fund due to General Fund operating budget decreases		399,997	
Total Operating		\$423,952	
CIP			
Increase in 2024 CIP projects		\$30,000	
Total CIP		\$30,000	
Total For 2024		\$437,230	

Position Changes	During 2023		* 2023 Amended - 2023 Original Budget
	Add 0.50 FTE (Skilled Maintenance Technician II)		0.50
	Total During 2023		0.50
	For 2024		2024 Budget - * 2023 Amended Budget
	None		0.00
Total For 2024		0.00	

* 2023 Amended Budget as of 8/31/2023

Park Maintenance and Operations - Special District Funds**: Summary, Funding, and Position Changes

Special District Funds Summary	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Briargate SIMD	\$1,102,289	\$1,496,307	\$379,500	\$379,500	\$0	(\$379,500)
	Colorado Gateway SIMD	7,167	64	6,844	6,844	11,053	4,209
	Norwood SIMD	871,591	998,384	1,140,281	1,140,281	1,166,130	25,849
	Old Colorado City SIMD	126,748	143,047	145,022	145,022	154,759	9,737
	Platte Ave SIMD	13,647	13,574	18,937	18,937	21,148	2,211
	Stetson Hills SIMD	410,529	467,354	464,462	464,462	499,452	34,990
	Woodstone SIMD	42,255	25,756	38,572	38,572	40,583	2,011
	Total SIMDs	\$2,574,226	\$3,144,486	\$2,193,618	\$2,193,618	\$1,893,125	(\$300,493)
	Briargate GID 2021	\$0	\$0	\$1,597,398	\$1,597,398	\$1,922,609	\$325,211
Grand Total	\$2,574,226	\$3,144,486	\$3,791,016	\$3,791,016	\$3,815,734	\$24,718	
Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget		
Administrative Assistant, Senior	0.00	0.00	0.25	0.25	0.00		
Maintenance Technician I	0.00	1.00	2.00	2.00	0.00		
Maintenance Technician II	1.00	1.00	1.00	1.00	0.00		
Senior Maintenance Technician	8.00	8.00	7.00	7.00	0.00		
SIMD Unit Administrator	0.50	0.00	0.00	0.00	0.00		
Skilled Maintenance Supervisor	1.00	1.00	1.00	1.00	0.00		
Special District Administrator	0.00	0.50	0.50	0.50	0.00		
Total Positions	10.50	11.50	11.75	11.75	0.00		

* 2023 Amended Budget as of 8/31/2023

** For more information about the Special Improvement Maintenance Districts (SIMDs) and the General Improvement Districts (GIDs), please see the All Funds Overview.

Park Maintenance and Operations - Special District Funds**: Summary, Funding, and Position Changes

Special District 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	(\$1,909)
	Increase to fund pay for performance and pay progression	36,149
	Increase to fund medical cost adjustments	8,972
	Increase for seasonal temporary budgets to match anticipated part time staffing needs	34,000
	Total Salaries/Benefits/Pensions	\$77,212
	Operating	
	Decrease to match anticipated expenditures	(\$275,994)
	Total Operating	(\$275,994)
	Capital Outlay	
	Increase to fund special projects for the Briargate GID 2021	\$172,000
	Increase to fund a new vehicle for the Briargate GID 2021	50,000
	Increase to match other anticipated expenditures	1,500
	Total Capital Outlay	\$223,500
	Total For 2024	\$24,718

Special District Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Add 0.25 FTE (Senior Administrative Assistant)	0.25
	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

** For more information about the Special Improvement Maintenance Districts (SIMDs) and the General Improvement Districts (GIDs), please see the All Funds Overview

Park Maintenance and Operations - 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**		\$340,000	\$0	\$750,000	\$750,000	\$750,000
Total		\$340,000	\$0	\$750,000	\$750,000	\$750,000	\$0

* 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.

Park Maintenance and Operations - CIP Program

CIP Program *	Project	CTF	TOPS	Other/ Ballfield Fund	Total Allocation
		Ballfield Fund Investment Fees			440
	Bricker Park - Irrigation Replacement		136,000		136,000
	Otero Park - Irrigation		133,000		133,000
	Red Rock Canyon Landfill Monitoring	35,000			35,000
	Skyview Sports Complex Artificial Turf Replacement-2 infields	70,000		110,000	180,000
	Tomah Park- Irrigation		107,000		107,000
	Water Footprint Reduction		400,000		400,000
	Total 2024 CIP	\$105,000	\$776,000	\$110,440	\$991,440

* 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
Parks - Park Maintenance and Operations

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	(193,000)	(193,000)
51205 - CIVILIAN SALARIES	1,285,504	1,375,590	1,736,337	1,736,337	2,002,360	266,023
51210 - OVERTIME	13,395	20,192	10,700	10,700	9,950	(750)
51220 - SEASONAL TEMPORARY	148,163	269,536	162,304	162,304	217,328	55,024
51230 - SHIFT DIFFERENTIAL	565	1,089	0	0	0	0
51235 - STANDBY	0	220	0	0	0	0
51245 - RETIREMENT TERM VACATION	12,502	33,460	0	0	0	0
51260 - VACATION BUY PAY OUT	6,669	9,942	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(11,244)	(12,766)	0	0	0	0
51610 - PERA	203,724	242,482	279,620	279,620	328,026	48,406
51612 - RETIREMENT HEALTH SAVINGS	9,340	35,453	0	0	0	0
51615 - WORKERS COMPENSATION	57,796	68,437	45,833	45,833	50,032	4,199
51620 - EQUITABLE LIFE INSURANCE	3,052	3,197	5,973	5,973	5,736	(237)
51640 - DENTAL INSURANCE	8,961	8,553	12,270	12,270	12,930	660
51690 - MEDICARE	20,846	24,351	27,563	27,563	32,187	4,624
51695 - CITY EPO MEDICAL PLAN	285	20,410	20,998	20,998	25,563	4,565
51696 - ADVANTAGE HD MED PLAN	197,770	205,369	291,638	291,638	326,428	34,790
51697 - HRA BENEFIT TO ADV MED PLAN	11,724	11,613	15,875	15,875	16,062	187
Salaries/Benefits/Pensions Total	1,969,052	2,317,128	2,609,111	2,609,111	2,833,602	224,491
Operating						
52003 - REDUCTION IN OPERATING	0	0	0	0	(406,997)	(406,997)
52105 - MISCELLANEOUS OPERATING	83	0	0	0	0	0
52110 - OFFICE SUPPLIES	2,586	9,684	1,625	1,625	1,625	0
52111 - PAPER SUPPLIES	175	0	0	0	0	0
52115 - MEDICAL SUPPLIES	0	207	2,800	2,800	650	(2,150)
52120 - SOFTWARE SUBSCRIPTION/LICENSE	1,448	358	175	175	175	0
52122 - CELL PHONES EQUIP AND SUPPLIES	380	3,689	200	200	0	(200)
52125 - GENERAL SUPPLIES	86,387	60,595	128,600	128,600	132,510	3,910
52131 - CONCRETE SUPPLIES	3,293	12,265	8,000	8,000	7,000	(1,000)
52135 - POSTAGE	14	0	0	0	0	0
52136 - FABRICATION CONSUMABLES	1,485	20,183	8,000	8,000	7,000	(1,000)
52137 - DOOR AND LOCK MATERIALS	492	5,689	0	0	0	0
52140 - WEARING APPAREL	26,742	11,879	4,980	4,980	4,980	0
52145 - PAINT AND CHEMICAL	3,532	2,649	5,100	5,100	6,600	1,500
52150 - SEED AND FERTILIZER	44,567	9,305	13,000	13,000	13,000	0
52155 - AUTOMOTIVE	0	140	0	0	0	0
52170 - SPECIAL PHOTOGRAPHY ETC	8	0	0	0	0	0
52175 - SIGNS	18,995	19,205	15,300	15,300	15,000	(300)
52185 - AGGREGATE MATERIAL	5,510	5,632	9,200	9,200	5,700	(3,500)
52190 - JANITORIAL SUPPLIES	4,685	6,955	56,850	56,850	57,400	550
52235 - MAINT MACHINERY AND APPARATUS	13	0	750	750	750	0
52240 - MAINT NONFLEET VEHICLES EQP	32,465	42,387	43,570	43,570	43,570	0
52265 - MAINT BUILDINGS AND STRUCTURE	56,571	105,778	28,539	28,539	31,414	2,875
52270 - MAINT WELLS AND RESERVOIRS	84,878	64,860	38,000	38,000	27,000	(11,000)
52275 - MAINT RUNWAYS	822	30	0	0	0	0
52280 - MAINT ROADS AND BRIDGES	0	4,027	3,500	3,500	3,500	0

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Parks - Park Maintenance and Operations

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
52291 - MAINT VANDALISM RELATED	0	2,307	0	0	2,000	2,000
52305 - MAINT SOFTWARE & OTHER FEES	0	2,513	0	0	0	0
52410 - BUILDING SECURITY SERVICES	182,891	220,867	98,486	98,486	98,486	0
52413 - SPECIAL EVENTS	190	0	0	0	0	0
52415 - CONTRACTS AND SPEC PROJECTS	117,126	191,643	40,756	40,756	40,756	0
52422 - INCARCERATION SERVICES	8,440	0	0	0	0	0
52435 - GARBAGE REMOVAL SERVICES	96,165	93,990	950	950	300	(650)
52445 - JANITORIAL SERVICES	42,471	38,906	55,000	55,000	55,000	0
52455 - LAWN MAINTENANCE SERVICE	1,110,149	1,242,255	1,327,278	1,327,278	1,327,278	0
52465 - MISCELLANEOUS SERVICES	130	445	60	60	480	420
52560 - PARKING SERVICES	0	4	0	0	0	0
52568 - BANK AND INVESTMENT FEES	228	252	109	109	109	0
52573 - CREDIT CARD FEES	400	377	550	550	550	0
52575 - SERVICES	178,350	149,271	211,300	211,300	256,300	45,000
52579 - INSPECTIONS	160	4,901	0	0	0	0
52586 - MESA SPGS SERVICES	(1,197)	(287)	0	0	0	0
52607 - CELL PHONE ALLOWANCE	6,460	6,187	0	0	550	550
52610 - PROFESSIONAL LICENSES	1,156	2,384	2,700	2,700	2,500	(200)
52615 - DUES AND MEMBERSHIP	465	2,955	0	0	0	0
52625 - MEETING EXPENSES IN TOWN	929	54	0	0	0	0
52630 - TRAINING	8,123	4,802	2,200	2,200	3,550	1,350
52635 - EMPLOYEE EDUCATIONAL ASSISTANCE	3,637	8,977	0	0	0	0
52655 - TRAVEL OUT OF TOWN	390	1,800	0	0	240	240
52705 - COMMUNICATIONS	1,621	2,848	350	350	350	0
52716 - RENTAL EXPENSE	0	82,481	100,000	100,000	100,000	0
52736 - CELL PHONE AIRTIME	0	0	150	150	100	(50)
52738 - CELL PHONE BASE CHARGES	30,125	29,521	3,350	3,350	5,350	2,000
52746 - UTILITIES ELECTRIC	141	0	1,560	1,560	0	(1,560)
52747 - UTILITIES GAS	300	0	0	0	0	0
52748 - UTILITIES SEWER	600	400	0	0	0	0
52749 - UTILITIES WATER	0	0	500	500	0	(500)
52770 - SAFETY EQUIPMENT	22,976	24,650	36,272	36,272	38,322	2,050
52775 - MINOR EQUIPMENT	77,310	14,822	56,300	56,300	19,800	(36,500)
52776 - PRINTER CONSOLIDATION COST	4,072	2,650	0	0	0	0
52795 - RENTAL OF EQUIPMENT	8,577	2,789	2,700	2,700	3,200	500
52872 - MAINT FLEET VEHICLES EQP	10	0	0	0	0	0
52874 - OFFICE SERVICES PRINTING	2,562	3,366	1,400	1,400	1,600	200
52881 - PURCH FOR RESALE FUEL	4,986	0	5,250	5,250	6,000	750
52883 - PURCH FOR RESALE NON STCK PART	137	3,610	0	0	0	0
60213 - GREENHOUSE	0	112	0	0	0	0
65339 - NORTH SLOPE	(57)	0	0	0	0	0
65352 - EMPLOYEE AWARDS PROGRAM	0	238	0	0	0	0
65369 - SOFTBALL	69	0	0	0	0	0
65370 - SOCCER	0	2,035	0	0	0	0
Operating Total	2,285,223	2,529,642	2,315,410	2,315,410	1,913,698	(401,712)

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Parks - Park Maintenance and Operations

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Capital Outlay						
53010 - OFFICE MACHINES	1,032	0	0	0	0	0
53050 - MACHINERY AND APPARATUS	0	29,535	0	0	0	0
53080 - VEHICLES ADDITIONS	0	0	100,000	100,000	0	(100,000)
Total Capital Outlay	1,032	29,535	100,000	100,000	0	(100,000)
Grand Total						
	4,255,307	4,876,305	5,024,521	5,024,521	4,747,300	(277,221)
Revenue						
45901 - MISCELLANEOUS	100	0	0	0	0	0
45903 - NORTH SLOPE ADMISSION	62,180	60,468	91,250	91,250	30,000	(61,250)
45910 - SOUTH SLOPE ADMISSION	12,300	11,500	14,080	14,080	14,080	0
45915 - GOG ACDMY RIDING STABLE FEES	10,000	18,000	9,000	9,000	9,000	0
46170 - REIMBURSEMENT FR OTHER FUNDS	0	0	0	0	40,000	40,000
46172 - REIMBURSEMENT FROM GIFT TRUSTS	0	0	15,000	15,000	15,000	0
Revenue Total	84,580	89,968	129,330	129,330	108,080	(21,250)

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

118 - TRAILS/OPEN SPACE/PARKS FUND Parks - Park Maintenance and Operations

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	852,802	1,060,828	1,231,710	1,231,710	1,180,302	(51,408)
51210 - OVERTIME	11,793	9,840	0	0	0	0
51220 - SEASONAL TEMPORARY	175,107	93,850	338,926	338,926	338,926	0
51230 - SHIFT DIFFERENTIAL	2,452	3,671	0	0	0	0
51235 - STANDBY	0	119	0	0	0	0
51245 - RETIREMENT TERM VACATION	6,459	1,839	0	0	0	0
51250 - SPECIAL ASSIGNMENT PAY	0	9,981	0	0	0	0
51260 - VACATION BUY PAY OUT	4,944	4,547	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(8,982)	(11,528)	0	0	0	0
51410 - UNIFORM OVERTIME	20,761	13,081	0	0	0	0
51425 - UNIFORM SHIFT DIFFERENTIAL	2	0	0	0	0	0
51610 - PERA	145,372	167,047	231,823	231,823	224,475	(7,348)
51615 - WORKERS COMPENSATION	45,059	48,194	37,504	37,504	25,159	(12,345)
51620 - EQUITABLE LIFE INSURANCE	2,030	2,478	3,751	3,751	3,149	(602)
51640 - DENTAL INSURANCE	7,492	7,751	8,655	8,655	8,625	(30)
51690 - MEDICARE	14,870	16,748	22,774	22,774	22,028	(746)
51695 - CITY EPO MEDICAL PLAN	12,204	16,111	13,915	13,915	25,149	11,234
51696 - ADVANTAGE HD MED PLAN	162,926	167,880	203,777	203,777	199,318	(4,459)
51697 - HRA BENEFIT TO ADV MED PLAN	9,701	9,635	10,625	10,625	10,000	(625)
51699 - BENEFITS REIMBURSEMENT	0	0	156,271	156,271	156,271	0
Salaries/Benefits/Pensions Total	1,464,992	1,622,072	2,259,731	2,259,731	2,193,402	(66,329)
Operating						
52110 - OFFICE SUPPLIES	1,662	1,707	1,200	1,200	1,200	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	1,759	198	2,750	2,750	2,750	0
52122 - CELL PHONES EQUIP AND SUPPLIES	272	539	500	500	500	0
52125 - GENERAL SUPPLIES	284,024	136,144	273,500	273,500	273,500	0
52131 - CONCRETE SUPPLIES	1,744	0	1,000	1,000	1,000	0
52136 - FABRICATION CONSUMABLES	7,265	0	8,000	8,000	8,000	0
52137 - DOOR AND LOCK MATERIALS	7,123	1,905	8,000	8,000	8,000	0
52138 - PLAYGROUND REPLACEMENT PARTS	10,790	163,732	11,000	11,000	11,000	0
52140 - WEARING APPAREL	4,057	4,316	4,000	4,000	4,000	0
52145 - PAINT AND CHEMICAL	10,821	1,066	11,000	11,000	11,000	0
52150 - SEED AND FERTILIZER	107,328	75,544	124,450	124,450	124,450	0
52160 - FUEL	7,197	7,025	7,000	7,000	7,000	0
52165 - LICENSES AND TAGS	0	14,216	0	0	0	0
52175 - SIGNS	5,789	(498)	6,100	6,100	6,100	0
52185 - AGGREGATE MATERIAL	32,516	28,775	42,000	42,000	42,000	0
52190 - JANITORIAL SUPPLIES	6,752	0	7,000	7,000	7,000	0
52210 - MAINT TREES	20,167	0	0	0	0	0
52215 - MAINT GROUNDS	5,112	0	0	0	0	0
52240 - MAINT NONFLEET VEHICLES EQP	0	0	10,000	10,000	10,000	0
52265 - MAINT BUILDINGS AND STRUCTURE	117,960	58,984	200,000	200,000	200,000	0
52270 - MAINT WELLS AND RESERVOIRS	106,539	113,551	154,503	154,503	154,503	0
52275 - MAINT RUNWAYS	3,120	0	0	0	0	0
52410 - BUILDING SECURITY SERVICES	1,007	429	0	0	0	0

City of Colorado Springs Budget Detail Report

118 - TRAILS/OPEN SPACE/PARKS FUND Parks - Park Maintenance and Operations

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
52415 - CONTRACTS AND SPEC PROJECTS	140,343	196,325	100,000	100,000	100,000	0
52435 - GARBAGE REMOVAL SERVICES	0	258	98,700	98,700	98,700	0
52445 - JANITORIAL SERVICES	0	0	49,000	49,000	49,000	0
52455 - LAWN MAINTENANCE SERVICE	199,961	421,038	200,000	200,000	200,000	0
52565 - PEST CONTROL	0	540	0	0	0	0
52568 - BANK AND INVESTMENT FEES	204	108	108	108	108	0
52575 - SERVICES	313,797	273,152	305,875	305,875	305,875	0
52579 - INSPECTIONS	950	0	0	0	0	0
52605 - CAR MILEAGE	1,067	0	0	0	0	0
52607 - CELL PHONE ALLOWANCE	535	540	3,000	3,000	3,000	0
52615 - DUES AND MEMBERSHIP	1,029	1,850	2,000	2,000	2,000	0
52625 - MEETING EXPENSES IN TOWN	47	283	300	300	300	0
52630 - TRAINING	4,037	5,802	14,300	14,300	14,300	0
52645 - SUBSCRIPTIONS	0	0	50,000	50,000	50,000	0
52655 - TRAVEL OUT OF TOWN	4,087	4,835	5,000	5,000	5,000	0
52716 - RENTAL EXPENSE	0	4,245	0	0	0	0
52738 - CELL PHONE BASE CHARGES	7,223	6,809	10,200	10,200	10,200	0
52770 - SAFETY EQUIPMENT	33,637	3,527	40,000	40,000	40,000	0
52775 - MINOR EQUIPMENT	192,059	17,047	157,000	157,000	157,000	0
52795 - RENTAL OF EQUIPMENT	165	1,253	5,000	5,000	5,000	0
52872 - MAINT FLEET VEHICLES EQP	22,380	26,507	0	0	0	0
52874 - OFFICE SERVICES PRINTING	3,233	1,206	3,000	3,000	3,000	0
65391 - YOUTH SERVICES PROGRAMS	6,579	4,163	9,000	9,000	9,000	0
Operating Total	1,674,337	1,577,121	1,924,486	1,924,486	1,924,486	0
Capital Outlay						
53030 - FURNITURE AND FIXTURES	287	0	0	0	0	0
53050 - MACHINERY AND APPARATUS	43,490	0	0	0	0	0
53080 - VEHICLES ADDITIONS	31,792	10,000	0	0	0	0
Capital Outlay Total	75,569	10,000	0	0	0	0
Expense Total	3,214,898	3,209,193	4,184,217	4,184,217	4,117,888	(66,329)
CIP Total	244,527	1,568,223	400,000	400,000	776,000	376,000
Grand Total	3,459,425	4,777,416	4,584,217	4,584,217	4,893,888	309,671

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

119 - CONSERVATION TRUST Parks - Park Maintenance and Operations

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	2,372,773	2,735,205	2,940,496	2,940,496	2,967,483	26,987
51210 - OVERTIME	113,735	111,284	38,000	38,000	70,000	32,000
51220 - SEASONAL TEMPORARY	382,272	379,346	524,648	524,648	492,648	(32,000)
51230 - SHIFT DIFFERENTIAL	3,071	3,891	0	0	0	0
51235 - STANDBY	0	1,002	0	0	0	0
51245 - RETIREMENT TERM VACATION	2,011	536	0	0	0	0
51260 - VACATION BUY PAY OUT	14,023	16,054	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(15,501)	(21,197)	0	0	0	0
51610 - PERA	394,901	460,271	511,455	511,455	511,309	(146)
51615 - WORKERS COMPENSATION	136,707	152,336	107,183	107,183	76,257	(30,926)
51620 - EQUITABLE LIFE INSURANCE	5,647	6,386	10,095	10,095	8,572	(1,523)
51640 - DENTAL INSURANCE	19,290	19,559	20,895	20,895	20,385	(510)
51690 - MEDICARE	39,143	44,716	50,243	50,243	50,168	(75)
51695 - CITY EPO MEDICAL PLAN	86,764	93,789	98,893	98,893	112,468	13,575
51696 - ADVANTAGE HD MED PLAN	432,482	471,847	530,187	530,187	507,771	(22,416)
51697 - HRA BENEFIT TO ADV MED PLAN	22,052	22,061	23,875	23,875	22,187	(1,688)
Salaries/Benefits/Pensions Total	4,009,370	4,497,086	4,855,970	4,855,970	4,839,248	(16,722)
Operating						
52110 - OFFICE SUPPLIES	31	0	0	0	0	0
52125 - GENERAL SUPPLIES	84,094	146,422	157,530	157,530	148,650	(8,880)
52128 - PLUMBING SUPPLIES	0	(1,884)	0	0	0	0
52136 - FABRICATION CONSUMABLES	14,880	1,896	15,300	15,300	1,500	(13,800)
52137 - DOOR AND LOCK MATERIALS	230	33,038	0	0	4,000	4,000
52138 - PLAYGROUND REPLACEMENT PARTS	0	10,001	0	0	0	0
52145 - PAINT AND CHEMICAL	18,073	36,070	36,650	36,650	42,900	6,250
52150 - SEED AND FERTILIZER	23,027	49,685	123,817	123,817	83,787	(40,030)
52185 - AGGREGATE MATERIAL	16,732	30,170	54,500	54,500	54,577	77
52210 - MAINT TREES	9,000	2,354	0	0	0	0
52215 - MAINT GROUNDS	20,358	12,827	47,400	47,400	52,600	5,200
52265 - MAINT BUILDINGS AND STRUCTURE	241	1,990	0	0	0	0
52270 - MAINT WELLS AND RESERVOIRS	24,283	55,594	49,300	49,300	54,086	4,786
52275 - MAINT RUNWAYS	547	585	0	0	0	0
52291 - MAINT VANDALISM RELATED	73	189	1,000	1,000	1,000	0
52414 - URBAN RENEW PROJ MGMT	0	1,637	0	0	0	0
52415 - CONTRACTS AND SPEC PROJECTS	70,743	252,833	140,212	140,212	186,866	46,654
52435 - GARBAGE REMOVAL SERVICES	0	61	0	0	0	0
52445 - JANITORIAL SERVICES	0	3,400	0	0	6,000	6,000
52455 - LAWN MAINTENANCE SERVICE	15,073	0	0	0	399,997	399,997
52568 - BANK AND INVESTMENT FEES	1,141	985	3,828	3,828	7,040	3,212
52575 - SERVICES	7,181	57,841	79,800	79,800	109,200	29,400
52607 - CELL PHONE ALLOWANCE	158	90	300	300	0	(300)
52630 - TRAINING	0	138	0	0	0	0
52757 - SECURITY SURVEILLANCE EQUIP	0	301	0	0	0	0
52770 - SAFETY EQUIPMENT	5,224	2,390	11,100	11,100	16,600	5,500
52775 - MINOR EQUIPMENT	66,314	36,259	82,675	82,675	69,675	(13,000)
52795 - RENTAL OF EQUIPMENT	1,228	10,535	18,200	18,200	7,349	(10,851)

City of Colorado Springs Budget Detail Report

119 - CONSERVATION TRUST Parks - Park Maintenance and Operations

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
65075 - INTEREST	80,409	77,312	74,057	74,057	70,644	(3,413)
65185 - PRINCIPAL	61,950	65,100	68,250	68,250	71,400	3,150
Operating Total	520,990	887,819	963,919	963,919	1,387,871	423,952
Capital Outlay						
53050 - MACHINERY AND APPARATUS	92,435	25,863	0	0	0	0
Capital Outlay Total	92,435	25,863	0	0	0	0
Expense Total	4,622,795	5,410,768	5,819,889	5,819,889	6,227,119	407,230
CIP Total	0	0	75,000	75,000	105,000	30,000
Grand Total	4,622,795	5,410,768	5,894,889	5,894,889	6,332,119	437,230

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

131- OLD COLORADO CITY SIMD Parks - Park Maintenance and Operations

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	58,171	64,988	67,993	67,993	69,693	1,700
51210 - OVERTIME	0	0	500	500	500	0
51220 - SEASONAL TEMPORARY	6,190	9,952	10,240	10,240	10,240	0
51260 - VACATION BUY PAY OUT	1,173	956	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(1,093)	(1,245)	0	0	0	0
51610 - PERA	8,995	10,736	11,405	11,405	12,000	595
51615 - WORKERS COMPENSATION	3,430	3,936	2,673	2,673	1,942	(731)
51620 - EQUITABLE LIFE INSURANCE	139	151	242	242	203	(39)
51640 - DENTAL INSURANCE	422	420	420	420	420	0
51690 - MEDICARE	927	1,084	1,120	1,120	1,178	58
51696 - ADVANTAGE HD MED PLAN	6,977	7,510	7,943	7,943	8,406	463
51697 - HRA BENEFIT TO ADV MED PLAN	502	500	500	500	500	0
Salaries/Benefits/Pensions Total	85,833	98,988	103,036	103,036	105,082	2,046
Operating						
52122 - CELL PHONES EQUIP AND SUPPLIES	0	50	0	0	0	0
52125 - GENERAL SUPPLIES	471	415	750	750	750	0
52126 - ELECTRICAL SUPPLIES	7	76	500	500	500	0
52140 - WEARING APPAREL	124	0	450	450	450	0
52145 - PAINT AND CHEMICAL	531	539	800	800	800	0
52150 - SEED AND FERTILIZER	439	513	600	600	600	0
52205 - MAINT LANDSCAPING	1,664	2,021	4,000	4,000	4,800	800
52210 - MAINT TREES	0	843	2,000	2,000	2,000	0
52215 - MAINT GROUNDS	1,310	1,800	2,000	2,000	2,000	0
52240 - MAINT NONFLEET VEHICLES EQP	37	183	300	300	300	0
52265 - MAINT BUILDINGS AND STRUCTURE	1,000	123	400	400	400	0
52270 - MAINT WELLS AND RESERVOIRS	884	1,282	2,500	2,500	2,500	0
52410 - BUILDING SECURITY SERVICES	0	0	500	500	500	0
52435 - GARBAGE REMOVAL SERVICES	1,136	1,332	1,300	1,300	5,140	3,840
52465 - MISCELLANEOUS SERVICES	36	30	0	0	0	0
52568 - BANK AND INVESTMENT FEES	40	14	77	77	88	11
52571 - SNOW REMOVAL	990	1,090	0	0	0	0
52575 - SERVICES	465	8,850	1,000	1,000	1,000	0
52630 - TRAINING	414	230	250	250	250	0
52738 - CELL PHONE BASE CHARGES	1,047	949	800	800	800	0
52746 - UTILITIES ELECTRIC	4,320	5,360	4,884	4,884	5,224	340
52747 - UTILITIES GAS	1,078	1,466	1,100	1,100	1,100	0
52748 - UTILITIES SEWER	417	420	450	450	450	0
52749 - UTILITIES WATER	6,948	7,120	8,500	8,500	8,500	0
52770 - SAFETY EQUIPMENT	0	128	250	250	250	0
52775 - MINOR EQUIPMENT	763	716	800	800	800	0
52777 - TOOL ALLOWANCE	0	304	300	300	300	0
52795 - RENTAL OF EQUIPMENT	0	0	200	200	200	0
52872 - MAINT FLEET VEHICLES EQP	1,110	1,500	2,200	2,200	2,200	0

City of Colorado Springs Budget Detail Report

131- OLD COLORADO CITY SIMD Parks - Park Maintenance and Operations

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
65365 - HEALTH PROGRAMS	0	0	75	75	75	0
71185 - SIDEWALK REPLACEMENT	14,701	0	0	0	1,200	1,200
Operating Total	39,932	37,354	36,986	36,986	43,177	6,191
Capital Outlay						
53095 - IMPROVEMENT TO CAP ASSETS	983	6,705	5,000	5,000	6,500	1,500
Capital Outlay Total	983	6,705	5,000	5,000	6,500	1,500
Grand Total	126,748	143,047	145,022	145,022	154,759	9,737
Revenue						
45025 - PROP TAXES CURRENT YEAR	108,102	128,664	128,154	128,154	150,940	22,786
45050 - PROP TAXES DELINQUENT	0	2	0	0	0	0
45055 - PROP TAXES PENALTY	397	786	0	0	0	0
45125 - SPECIFIC OWNERSHIP TAX	12,889	13,556	15,289	15,289	16,000	711
46025 - INTEREST	484	254	700	700	800	100
Revenue Total	121,872	143,262	144,143	144,143	167,740	23,597

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

132 - NORWOOD SIMD Parks - Park Maintenance and Operations

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	162,380	189,102	283,796	283,796	281,590	(2,206)
51210 - OVERTIME	26	0	1,000	1,000	1,000	0
51220 - SEASONAL TEMPORARY	47,444	22,535	32,000	32,000	32,000	0
51235 - STANDBY	241	0	0	0	0	0
51260 - VACATION BUY PAY OUT	1,410	2,638	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(2,387)	(2,456)	(22,547)	(22,547)	(22,547)	0
51610 - PERA	27,648	28,688	46,612	46,612	46,342	(270)
51615 - WORKERS COMPENSATION	10,082	9,959	11,130	11,130	7,398	(3,732)
51620 - EQUITABLE LIFE INSURANCE	392	440	1,021	1,021	805	(216)
51640 - DENTAL INSURANCE	1,395	1,388	2,160	2,160	2,040	(120)
51690 - MEDICARE	2,838	2,889	4,579	4,579	4,547	(32)
51696 - ADVANTAGE HD MED PLAN	28,671	30,845	57,389	57,389	54,159	(3,230)
51697 - HRA BENEFIT TO ADV MED PLAN	1,686	1,677	2,750	2,750	2,500	(250)
Salaries/Benefits/Pensions Total	281,826	287,705	419,890	419,890	409,834	(10,056)
Operating						
52005 - LEASE RENT EXP RECLASS	0	(21,192)	0	0	0	0
52122 - CELL PHONES EQUIP AND SUPPLIES	0	151	0	0	0	0
52125 - GENERAL SUPPLIES	3,179	6,144	4,800	4,800	4,800	0
52140 - WEARING APPAREL	1,214	1,146	1,500	1,500	1,500	0
52145 - PAINT AND CHEMICAL	2,870	3,833	6,000	6,000	6,000	0
52150 - SEED AND FERTILIZER	4,834	6,429	7,200	7,200	10,000	2,800
52205 - MAINT LANDSCAPING	4,513	39,183	20,000	20,000	10,000	(10,000)
52210 - MAINT TREES	35,328	25,831	28,000	28,000	46,000	18,000
52240 - MAINT NONFLEET VEHICLES EQP	3,570	5,325	5,000	5,000	5,000	0
52270 - MAINT WELLS AND RESERVOIRS	12,124	21,427	15,000	15,000	15,000	0
52435 - GARBAGE REMOVAL SERVICES	747	750	1,200	1,200	1,200	0
52455 - LAWN MAINTENANCE SERVICE	18,214	158,434	185,000	185,000	185,000	0
52465 - MISCELLANEOUS SERVICES	30	320	500	500	500	0
52565 - PEST CONTROL	390	1,155	2,000	2,000	2,000	0
52568 - BANK AND INVESTMENT FEES	316	257	1,012	1,012	1,771	759
52575 - SERVICES	3,386	1,064	5,000	5,000	5,000	0
52607 - CELL PHONE ALLOWANCE	0	0	200	200	200	0
52630 - TRAINING	707	1,120	900	900	1,500	600
52720 - BUILDING RIGHT OF USE EXPEND	0	60,727	0	0	0	0
52725 - RENTAL OF PROPERTY	20,327	21,192	22,145	22,145	19,141	(3,004)
52738 - CELL PHONE BASE CHARGES	2,278	1,742	1,500	1,500	1,500	0
52742 - STORMWATER FEE	85	100	0	0	0	0
52746 - UTILITIES ELECTRIC	3,233	3,225	4,884	4,884	4,884	0
52749 - UTILITIES WATER	201,752	222,404	232,000	232,000	232,000	0
52770 - SAFETY EQUIPMENT	1,010	457	1,000	1,000	1,000	0
52775 - MINOR EQUIPMENT	1,013	1,101	1,250	1,250	18,000	16,750
52777 - TOOL ALLOWANCE	506	762	1,500	1,500	1,500	0
52795 - RENTAL OF EQUIPMENT	1,684	1,762	1,800	1,800	1,800	0
52872 - MAINT FLEET VEHICLES EQP	20,009	36,412	15,000	15,000	25,000	10,000
65077 - INTEREST EXPENDITURE-LEASES	0	1,016	0	0	0	0
65186 - PRINCIPAL EXPENDITURE-LEASES	0	20,176	0	0	0	0

City of Colorado Springs Budget Detail Report

132 - NORWOOD SIMD Parks - Park Maintenance and Operations

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
71185 - SIDEWALK REPLACEMENT	0	0	2,000	2,000	2,000	0
71385 - FENCING	97,186	63,156	40,000	40,000	40,000	0
Operating Total	440,505	685,609	606,391	606,391	642,296	35,905
Capital Outlay						
53050 - MACHINERY AND APPARATUS	0	8,930	14,000	14,000	14,000	0
53070 - VEHICLES REPLACEMENT	49,641	0	0	0	0	0
53095 - IMPROVEMENT TO CAP ASSETS	99,619	16,140	100,000	100,000	100,000	0
Capital Outlay Total	149,260	25,070	114,000	114,000	114,000	0
Grand Total	871,591	998,384	1,140,281	1,140,281	1,166,130	25,849
Revenue						
43180 - GAIN LOSS INV MKT VALUE	(7,151)	1,385	0	0	0	0
43322 - OTHER FINANCING SOURCES-LEASE	0	60,727	0	0	0	0
44040 - SALE OF PROPERTY	0	2,840	0	0	0	0
45025 - PROP TAXES CURRENT YEAR	789,108	942,447	929,133	929,133	1,208,783	279,650
45050 - PROP TAXES DELINQUENT	0	1,233	0	0	0	0
45055 - PROP TAXES PENALTY	1,100	681	0	0	0	0
45125 - SPECIFIC OWNERSHIP TAX	94,310	99,797	110,846	110,846	128,131	17,285
46025 - INTEREST	5,663	4,640	9,200	9,200	16,100	6,900
Revenue Total	883,030	1,113,750	1,049,179	1,049,179	1,353,014	303,835

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

133 - BRIARGATE SIMD
Parks - Park Maintenance and Operations

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	262,542	312,350	0	0	0	0
51210 - OVERTIME	1,386	1,950	0	0	0	0
51220 - SEASONAL TEMPORARY	63,224	84,865	0	0	0	0
51235 - STANDBY	192	191	0	0	0	0
51245 - RETIREMENT TERM VACATION	53	0	0	0	0	0
51260 - VACATION BUY PAY OUT	1,416	29	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(2,051)	(1,245)	0	0	0	0
51610 - PERA	44,468	56,892	0	0	0	0
51615 - WORKERS COMPENSATION	15,878	18,817	0	0	0	0
51620 - EQUITABLE LIFE INSURANCE	628	729	0	0	0	0
51640 - DENTAL INSURANCE	2,200	2,293	0	0	0	0
51655 - RETIRED EMP MEDICAL INS	1,097	1,097	0	0	0	0
51690 - MEDICARE	4,559	5,714	0	0	0	0
51695 - CITY EPO MEDICAL PLAN	12,204	13,156	0	0	0	0
51696 - ADVANTAGE HD MED PLAN	43,173	47,241	0	0	0	0
51697 - HRA BENEFIT TO ADV MED PLAN	2,689	2,267	0	0	0	0
Salaries/Benefits/Pensions Total	453,658	546,346	0	0	0	0
Operating						
52005 - LEASE RENT EXP RECLASS	0	(25,653)	0	0	0	0
52105 - MISCELLANEOUS OPERATING	12	0	0	0	0	0
52122 - CELL PHONES EQUIP AND SUPPLIES	43	111	0	0	0	0
52125 - GENERAL SUPPLIES	3,872	5,057	0	0	0	0
52140 - WEARING APPAREL	1,433	1,248	0	0	0	0
52145 - PAINT AND CHEMICAL	3,475	4,415	0	0	0	0
52150 - SEED AND FERTILIZER	7,344	11,110	0	0	0	0
52205 - MAINT LANDSCAPING	9,364	3,932	0	0	0	0
52210 - MAINT TREES	32,669	41,364	0	0	0	0
52240 - MAINT NONFLEET VEHICLES EQP	5,566	8,637	0	0	0	0
52270 - MAINT WELLS AND RESERVOIRS	14,272	24,372	0	0	0	0
52275 - MAINT RUNWAYS	0	67	0	0	0	0
52435 - GARBAGE REMOVAL SERVICES	904	907	0	0	0	0
52455 - LAWN MAINTENANCE SERVICE	39,482	45,876	0	0	0	0
52465 - MISCELLANEOUS SERVICES	490	560	0	0	0	0
52565 - PEST CONTROL	5,245	9,264	0	0	0	0
52568 - BANK AND INVESTMENT FEES	435	258	500	500	0	(500)
52574 - LEGAL SERVICES	9,660	0	0	0	0	0
52575 - SERVICES	1,773	2,594	0	0	0	0
52576 - AUDIT SERVICES	0	0	4,000	4,000	0	(4,000)
52630 - TRAINING	1,760	2,321	0	0	0	0
52720 - BUILDING RIGHT OF USE EXPEND	0	73,511	0	0	0	0
52725 - RENTAL OF PROPERTY	24,606	25,653	0	0	0	0
52738 - CELL PHONE BASE CHARGES	1,872	2,033	0	0	0	0
52746 - UTILITIES ELECTRIC	10,768	10,690	0	0	0	0
52747 - UTILITIES GAS	3,039	4,780	0	0	0	0
52749 - UTILITIES WATER	329,275	334,001	0	0	0	0

City of Colorado Springs Budget Detail Report

133 - BRIARGATE SIMD
Parks - Park Maintenance and Operations

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
52770 - SAFETY EQUIPMENT	1,643	563	0	0	0	0
52775 - MINOR EQUIPMENT	3,238	3,461	0	0	0	0
52777 - TOOL ALLOWANCE	1,833	776	0	0	0	0
52795 - RENTAL OF EQUIPMENT	3,561	3,544	0	0	0	0
52872 - MAINT FLEET VEHICLES EQP	37,852	74,690	0	0	0	0
65077 - INTEREST EXPENDITURE-LEASES	0	1,230	0	0	0	0
65105 - ELECTION EXPENSES	21,125	0	0	0	0	0
65170 - TRANSFER TO OTHER FUNDS	0	0	375,000	375,000	0	(375,000)
65186 - PRINCIPAL EXPENDITURE-LEASES	0	24,423	0	0	0	0
71185 - SIDEWALK REPLACEMENT	571	2,000	0	0	0	0
71385 - FENCING	473	0	0	0	0	0
Operating Total	577,655	697,795	379,500	379,500	0	(379,500)
Capital Outlay						
53050 - MACHINERY AND APPARATUS	13,013	0	0	0	0	0
53070 - VEHICLES REPLACEMENT	45,666	112,421	0	0	0	0
53095 - IMPROVEMENT TO CAP ASSETS	12,297	139,745	0	0	0	0
Capital Outlay Total	70,976	252,166	0	0	0	0
Grand Total	1,102,289	1,496,307	379,500	379,500	0	(379,500)
Revenue						
43180 - GAIN LOSS INV MKT VALUE	(9,401)	1,617	0	0	0	0
43322 - OTHER FINANCING SOURCES-LEASE	0	73,511	0	0	0	0
44040 - SALE OF PROPERTY	0	20,176	0	0	0	0
45025 - PROP TAXES CURRENT YEAR	960,720	1,071,712	0	0	0	0
45050 - PROP TAXES DELINQUENT	48	79	0	0	0	0
45055 - PROP TAXES PENALTY	779	778	0	0	0	0
45125 - SPECIFIC OWNERSHIP TAX	114,651	113,590	0	0	0	0
46025 - INTEREST	7,626	4,632	0	0	0	0
Revenue Total	1,074,423	1,286,095	0	0	0	0

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

134 - STETSON HILLS SIMD Parks - Park Maintenance and Operations

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	77,951	89,170	69,901	69,901	88,954	19,053
51210 - OVERTIME	118	903	750	750	750	0
51220 - SEASONAL TEMPORARY	9,718	5,790	8,000	8,000	12,000	4,000
51235 - STANDBY	71	0	0	0	0	0
51260 - VACATION BUY PAY OUT	100	0	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	0	0	41,651	41,651	41,651	0
51610 - PERA	12,987	12,965	12,679	12,679	11,770	(909)
51615 - WORKERS COMPENSATION	4,182	4,446	2,774	2,774	1,979	(795)
51620 - EQUITABLE LIFE INSURANCE	186	210	245	245	212	(33)
51640 - DENTAL INSURANCE	672	670	540	540	540	0
51690 - MEDICARE	1,333	1,311	1,245	1,245	1,155	(90)
51696 - ADVANTAGE HD MED PLAN	22,443	24,196	21,070	21,070	22,267	1,197
51697 - HRA BENEFIT TO ADV MED PLAN	933	930	750	750	750	0
Salaries/Benefits/Pensions Total	130,694	140,591	159,605	159,605	182,028	22,423
Operating						
52005 - LEASE RENT EXP RECLASS	0	(8,923)	0	0	0	0
52122 - CELL PHONES EQUIP AND SUPPLIES	0	50	0	0	0	0
52125 - GENERAL SUPPLIES	870	2,282	2,500	2,500	2,500	0
52140 - WEARING APPAREL	469	658	500	500	1,200	700
52145 - PAINT AND CHEMICAL	1,211	1,517	2,000	2,000	2,000	0
52150 - SEED AND FERTILIZER	2,160	3,569	5,000	5,000	5,000	0
52205 - MAINT LANDSCAPING	2,126	1,662	4,000	4,000	8,000	4,000
52210 - MAINT TREES	7,026	12,324	10,000	10,000	16,000	6,000
52240 - MAINT NONFLEET VEHICLES EQP	1,783	1,641	2,250	2,250	2,250	0
52270 - MAINT WELLS AND RESERVOIRS	7,907	10,208	7,000	7,000	7,000	0
52435 - GARBAGE REMOVAL SERVICES	314	316	480	480	480	0
52455 - LAWN MAINTENANCE SERVICE	3,956	71,730	83,000	83,000	83,000	0
52465 - MISCELLANEOUS SERVICES	30	200	150	150	150	0
52565 - PEST CONTROL	660	905	1,500	1,500	1,500	0
52568 - BANK AND INVESTMENT FEES	183	93	495	495	627	132
52575 - SERVICES	730	448	2,000	2,000	2,000	0
52630 - TRAINING	210	0	600	600	600	0
52720 - BUILDING RIGHT OF USE EXPEND	0	25,569	0	0	0	0
52725 - RENTAL OF PROPERTY	8,559	8,923	9,324	9,324	8,059	(1,265)
52738 - CELL PHONE BASE CHARGES	554	507	0	0	0	0
52746 - UTILITIES ELECTRIC	1,732	1,762	3,908	3,908	3,908	0
52749 - UTILITIES WATER	100,240	103,729	115,000	115,000	115,000	0
52770 - SAFETY EQUIPMENT	310	(176)	200	200	200	0
52775 - MINOR EQUIPMENT	490	967	1,000	1,000	1,000	0
52777 - TOOL ALLOWANCE	236	530	400	400	400	0
52795 - RENTAL OF EQUIPMENT	863	0	800	800	800	0
52872 - MAINT FLEET VEHICLES EQP	12,529	11,979	2,000	2,000	5,000	3,000
65077 - INTEREST EXPENDITURE-LEASES	0	428	0	0	0	0
65186 - PRINCIPAL EXPENDITURE-LEASES	0	8,495	0	0	0	0
71185 - SIDEWALK REPLACEMENT	0	0	750	750	750	0

City of Colorado Springs Budget Detail Report

134 - STETSON HILLS SIMD Parks - Park Maintenance and Operations

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
71385 - FENCING	124,687	65,370	50,000	50,000	50,000	0
Operating Total	279,835	326,763	304,857	304,857	317,424	12,567
Grand Total	410,529	467,354	464,462	464,462	499,452	34,990
Revenue						
43322 - OTHER FINANCING SOURCES-LEASE	0	25,569	0	0	0	0
44040 - SALE OF PROPERTY	0	960	0	0	0	0
45025 - PROP TAXES CURRENT YEAR	328,985	381,834	374,673	374,673	503,049	128,376
45050 - PROP TAXES DELINQUENT	78	13	0	0	0	0
45055 - PROP TAXES PENALTY	372	402	0	0	0	0
45125 - SPECIFIC OWNERSHIP TAX	39,245	40,335	44,698	44,698	53,323	8,625
46025 - INTEREST	2,871	1,684	4,500	4,500	5,700	1,200
Revenue Total	371,551	450,797	423,871	423,871	562,072	138,201

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

135 - WOODSTONE SIMD
Parks - Park Maintenance and Operations

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Salaries/Benefits/Pensions						
51220 - SEASONAL TEMPORARY	0	0	200	200	200	0
51610 - PERA	0	0	30	30	30	0
51615 - WORKERS COMPENSATION	0	0	1	1	1	0
51690 - MEDICARE	0	0	3	3	3	0
Salaries/Benefits/Pensions Total	0	0	234	234	234	0
Operating						
52125 - GENERAL SUPPLIES	0	0	100	100	100	0
52126 - ELECTRICAL SUPPLIES	0	0	100	100	100	0
52215 - MAINT GROUNDS	778	0	2,000	2,000	4,000	2,000
52270 - MAINT WELLS AND RESERVOIRS	33,037	719	1,000	1,000	1,000	0
52455 - LAWN MAINTENANCE SERVICE	4,564	5,649	5,000	5,000	5,000	0
52465 - MISCELLANEOUS SERVICES	30	30	0	0	0	0
52568 - BANK AND INVESTMENT FEES	31	16	88	88	99	11
52571 - SNOW REMOVAL	270	0	700	700	700	0
52575 - SERVICES	60	1,062	12,000	12,000	12,000	0
52746 - UTILITIES ELECTRIC	215	217	350	350	350	0
52749 - UTILITIES WATER	1,545	1,921	2,000	2,000	2,000	0
71385 - FENCING	1,725	16,142	15,000	15,000	15,000	0
Operating Total	42,255	25,756	38,338	38,338	40,349	2,011
Grand Total	42,255	25,756	38,572	38,572	40,583	2,011
Revenue						
45025 - PROP TAXES CURRENT YEAR	19,586	21,983	21,367	21,367	27,871	6,504
45055 - PROP TAXES PENALTY	9	6	0	0	0	0
45125 - SPECIFIC OWNERSHIP TAX	2,335	2,321	2,549	2,549	2,954	405
46025 - INTEREST	570	284	800	800	900	100
Revenue Total	22,500	24,594	24,716	24,716	31,725	7,009

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

136 - COLORADO GATEWAY SIMD Parks - Park Maintenance and Operations

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Salaries/Benefits/Pensions						
51220 - SEASONAL TEMPORARY	0	0	200	200	200	0
51610 - PERA	0	0	30	30	30	0
51615 - WORKERS COMPENSATION	0	0	1	1	1	0
51690 - MEDICARE	0	0	3	3	3	0
Salaries/Benefits/Pensions Total	0	0	234	234	234	0
Operating						
52125 - GENERAL SUPPLIES	0	0	100	100	100	0
52126 - ELECTRICAL SUPPLIES	0	0	400	400	1,800	1,400
52210 - MAINT TREES	0	(3,150)	600	600	1,200	600
52215 - MAINT GROUNDS	3,616	0	300	300	300	0
52455 - LAWN MAINTENANCE SERVICE	2,405	2,969	3,600	3,600	3,600	0
52568 - BANK AND INVESTMENT FEES	4	3	10	10	19	9
52575 - SERVICES	736	0	1,000	1,000	3,200	2,200
52746 - UTILITIES ELECTRIC	406	242	600	600	600	0
Operating Total	7,167	64	6,610	6,610	10,819	4,209
Grand Total	7,167	64	6,844	6,844	11,053	4,209
Revenue						
45025 - PROP TAXES CURRENT YEAR	3,600	4,414	4,525	4,525	5,576	1,051
45050 - PROP TAXES DELINQUENT	0	3	0	0	0	0
45055 - PROP TAXES PENALTY	4	13	0	0	0	0
45125 - SPECIFIC OWNERSHIP TAX	430	475	540	540	591	51
46025 - INTEREST	66	46	90	90	170	80
Revenue Total	4,100	4,951	5,155	5,155	6,337	1,182

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City of Colorado Springs Budget Detail Report

137 - PLATTE AVE SIMD
Parks - Park Maintenance and Operations

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Salaries/Benefits/Pensions						
51220 - SEASONAL TEMPORARY	0	0	500	500	500	0
51610 - PERA	0	0	74	74	74	0
51615 - WORKERS COMPENSATION	0	0	1	1	1	0
51690 - MEDICARE	0	0	7	7	7	0
Salaries/Benefits/Pensions Total	0	0	582	582	582	0
Operating						
52125 - GENERAL SUPPLIES	0	0	150	150	150	0
52145 - PAINT AND CHEMICAL	0	222	150	150	150	0
52210 - MAINT TREES	0	4,185	4,000	4,000	5,000	1,000
52215 - MAINT GROUNDS	2,913	0	1,900	1,900	1,900	0
52270 - MAINT WELLS AND RESERVOIRS	470	940	0	0	1,200	1,200
52455 - LAWN MAINTENANCE SERVICE	5,582	6,889	7,700	7,700	7,700	0
52568 - BANK AND INVESTMENT FEES	18	11	55	55	66	11
52575 - SERVICES	3,279	0	3,000	3,000	3,000	0
52746 - UTILITIES ELECTRIC	448	415	200	200	200	0
52749 - UTILITIES WATER	937	912	1,200	1,200	1,200	0
Operating Total	13,647	13,574	18,355	18,355	20,566	2,211
Grand Total	13,647	13,574	18,937	18,937	21,148	2,211
Revenue						
45025 - PROP TAXES CURRENT YEAR	10,638	10,398	10,587	10,587	10,587	0
46025 - INTEREST	323	200	500	500	600	100
Revenue Total	10,961	10,598	11,087	11,087	11,187	100

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

160 - BRIARGATE GID 2021
Parks - Park Maintenance and Operations

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	0	347,928	347,928	365,174	17,246
51210 - OVERTIME	0	0	2,000	2,000	2,000	0
51220 - SEASONAL TEMPORARY	0	0	27,000	27,000	57,000	30,000
51299 - SALARIES REIMBURSEMENTS	0	0	(4,104)	(4,104)	(4,104)	0
51610 - PERA	0	0	60,467	60,467	60,516	49
51615 - WORKERS COMPENSATION	0	0	10,023	10,023	8,415	(1,608)
51620 - EQUITABLE LIFE INSURANCE	0	0	1,121	1,121	1,068	(53)
51640 - DENTAL INSURANCE	0	0	2,730	2,730	3,210	480
51690 - MEDICARE	0	0	5,941	5,941	5,938	(3)
51695 - CITY EPO MEDICAL PLAN	0	0	13,915	13,915	14,709	794
51696 - ADVANTAGE HD MED PLAN	0	0	57,896	57,896	73,165	15,269
51697 - HRA BENEFIT TO ADV MED PLAN	0	0	2,875	2,875	3,500	625
Salaries/Benefits/Pensions Total	0	0	527,792	527,792	590,591	62,799
Operating						
52125 - GENERAL SUPPLIES	0	0	4,000	4,000	4,000	0
52126 - ELECTRICAL SUPPLIES	0	0	1,000	1,000	1,000	0
52140 - WEARING APPAREL	0	0	1,500	1,500	2,500	1,000
52145 - PAINT AND CHEMICAL	0	0	6,000	6,000	6,000	0
52150 - SEED AND FERTILIZER	0	0	14,000	14,000	14,000	0
52205 - MAINT LANDSCAPING	0	0	6,500	6,500	15,000	8,500
52210 - MAINT TREES	0	0	30,000	30,000	62,000	32,000
52240 - MAINT NONFLEET VEHICLES EQP	0	0	6,000	6,000	6,000	0
52270 - MAINT WELLS AND RESERVOIRS	0	0	23,000	23,000	23,000	0
52435 - GARBAGE REMOVAL SERVICES	0	0	1,000	1,000	1,000	0
52455 - LAWN MAINTENANCE SERVICE	0	0	295,000	295,000	202,000	(93,000)
52565 - PEST CONTROL	0	0	6,000	6,000	6,000	0
52568 - BANK AND INVESTMENT FEES	0	0	1,331	1,331	1,980	649
52575 - SERVICES	0	0	3,000	3,000	6,500	3,500
52630 - TRAINING	0	0	3,000	3,000	3,000	0
52725 - RENTAL OF PROPERTY	0	0	26,807	26,807	23,170	(3,637)
52738 - CELL PHONE BASE CHARGES	0	0	2,200	2,200	2,200	0
52746 - UTILITIES ELECTRIC	0	0	11,668	11,668	11,668	0
52747 - UTILITIES GAS	0	0	3,500	3,500	3,500	0
52748 - UTILITIES SEWER	0	0	500	500	500	0
52749 - UTILITIES WATER	0	0	388,000	388,000	388,000	0
52770 - SAFETY EQUIPMENT	0	0	1,000	1,000	1,000	0
52775 - MINOR EQUIPMENT	0	0	4,000	4,000	48,000	44,000
52777 - TOOL ALLOWANCE	0	0	2,000	2,000	2,000	0
52795 - RENTAL OF EQUIPMENT	0	0	3,600	3,600	9,000	5,400
52872 - MAINT FLEET VEHICLES EQP	0	0	17,000	17,000	46,000	29,000
71185 - SIDEWALK REPLACEMENT	0	0	2,000	2,000	15,000	13,000
71385 - FENCING	0	0	1,000	1,000	1,000	0
Operating Total	0	0	864,606	864,606	905,018	40,412

City of Colorado Springs Budget Detail Report

160 - BRIARGATE GID 2021
Parks - Park Maintenance and Operations

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Capital Outlay						
53070 - VEHICLES REPLACEMENT	0	0	55,000	55,000	105,000	50,000
53095 - IMPROVEMENT TO CAP ASSETS	0	0	150,000	150,000	322,000	172,000
Capital Outlay Total	0	0	205,000	205,000	427,000	222,000
Grand Total	0	0	1,597,398	1,597,398	1,922,609	325,211
Revenue						
45025 - PROP TAXES CURRENT YEAR	0	0	1,431,146	1,431,146	1,928,842	497,696
45125 - SPECIFIC OWNERSHIP TAX	0	0	170,736	170,736	204,457	33,721
46025 - INTEREST	0	0	12,100	12,100	18,000	5,900
46153 - TRANSFER FROM OTHER FUNDS	0	0	375,000	375,000	0	(375,000)
Revenue Total	0	0	1,988,982	1,988,982	2,151,299	162,317

* 2023 Amended Budget as of 8/31/2023

Recreation and Administration

Kim King, Assistant Director | (719) 385-6509 | Kim.King@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	\$6,760,724	\$8,547,629	\$8,547,629	\$9,021,490	\$473,861
Grants Fund**	1,533,441	1,200,000	1,200,000	1,200,000	0	
Total	\$8,294,165	\$9,747,629	\$9,747,629	\$10,221,490	\$473,861	
Positions						
General Fund	39.00	81.75	70.50	70.50	0.00	
Other Funds	3.00	3.00	26.50	26.50	0.00	
Total	42.00	84.75	97.00	97.00	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 \$383,000 in the General Fund mainly to fund existing positions, pay for performance, and medical cost adjustments
- Increase of approximately \$67,000 in the General Fund to increase seasonal staffing at Sertich Ice Center (offset by increased revenue)
- Decrease of approximately \$16,000 to move Spirit of the Springs funding to the Mayor's Office (Community Affairs)
- Increase of \$52,100 in the General Fund for additional services and facility maintenance at Deerfield and Hillside Community Centers (offset by increased revenue)
- Decrease of approximately \$13,000 due to a transfer of Operating to Parks Maintenance and Operations

Recreation and Administration - Overview

The Recreation and Administration Division provides a myriad of recreational programs, human services, and special events to residents and visitors alike. The Division has oversight of the Sertich Ice Center and the seasonal Acacia Park outdoor ice rink; the Historic City Auditorium; Deerfield Hills, Hillside, Meadows Park, and Westside Community Centers; adult and youth sports programs; and the therapeutic recreation program.

The Administration portion of the division provides centralized support to the various operating functions, as well as manages multiple internal and external programs. General services include grant writing, accounts payable, and clerical support. Administration is also the primary interface between the public and the Department. In a typical year, staff process reservations for the Department's rental facilities, permits over 600 special events, recruits and manages over 3,000 volunteers, and responds to thousands of inquiries about programs and facilities. Administration also cultivates public/private partnerships that allow the City to strengthen and expand programs, acquire natural areas, and build facilities.

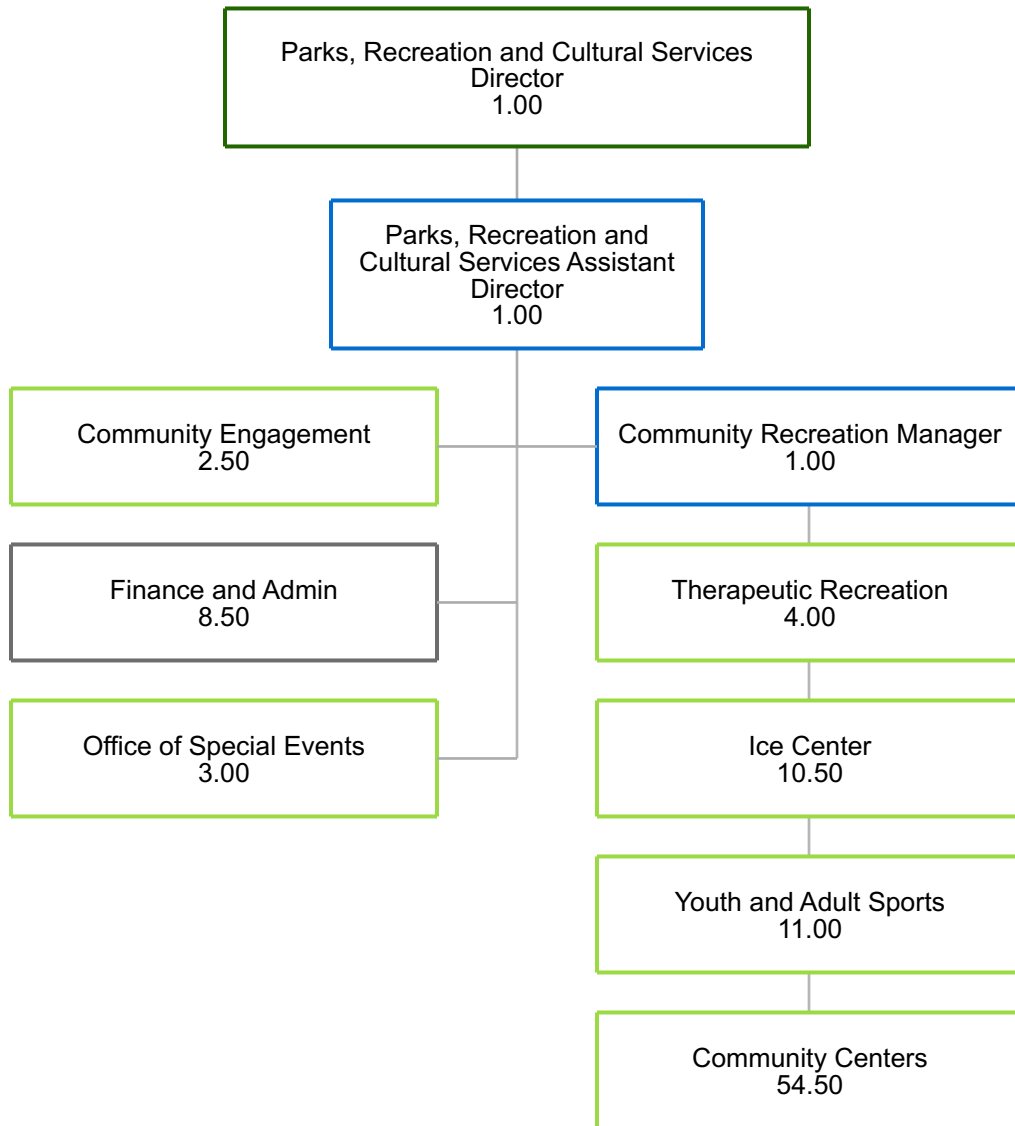
Recreation and Administration - Functions

The Division manages the following General Fund supported functions:

Recreation Program Functions	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget
Deerfield Community Center	\$389,170	\$524,335	\$786,124	\$614,259	\$639,079
Westside Community Center	100,000	161,022	371,266	403,206	367,827
Meadows Park Community Center	396,684	418,524	673,538	548,714	720,849
Hillside Community Center	550,107	672,020	809,607	955,855	1,104,406
Therapeutic Recreation	461,891	472,794	414,837	402,081	554,865
City Auditorium	13,491	9,744	63,119	63,119	51,018
Youth Sports	618,055	703,785	822,910	828,938	844,705
Adult Sports	514,452	511,359	610,388	622,367	644,696
Acacia Park Activities	191,347	313,480	209,016	205,016	188,694
Aquatics	482,491	411,525	733,314	733,314	677,987
Sertich Ice Center	764,482	839,669	873,756	967,006	994,726
Direct Public Service Functions	\$4,482,170	\$5,038,257	\$6,367,875	\$6,343,875	\$6,788,852
All other support/management functions	1,353,885	1,722,467	2,179,754	2,203,754	2,232,638
All Recreation Functions	\$5,836,055	\$6,760,724	\$8,547,629	\$8,547,629	\$9,021,490

* 2023 Amended Budget as of 8/31/2023

Recreation and Administration - Organizational Chart



The sections below and on the following pages 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, Trails, Open Space and Parks (TOPS) Fund, and Grants Fund.

Recreation and Administration - 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	\$4,176,162	\$4,880,829	\$6,491,287	\$6,491,287	\$6,903,191	\$411,904
Operating	1,591,502	1,879,895	2,056,342	2,056,342	2,118,299	61,957	
Capital Outlay	68,391	0	0	0	0	0	
Total	\$5,836,055	\$6,760,724	\$8,547,629	\$8,547,629	\$9,021,490	\$473,861	
Revenue	\$2,307,521	\$2,659,286	\$2,600,060	\$2,600,060	\$2,825,460	\$225,400	

* 2023 Amended Budget as of 8/31/2023

Recreation and Administration - General Fund: Summary, Funding, and Position Changes

General Fund Positions	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Administrative Assistant I	2.00	10.00	8.25	8.25	0.00
	Administrative Assistant II	1.00	1.00	1.00	1.00	0.00
	Administrative Assistant, Senior	1.00	1.00	1.00	1.00	0.00
	Analyst II	1.75	1.75	3.75	3.75	0.00
	Assistant Parks, Recreation and Cultural Services Director	0.00	0.00	1.00	1.00	0.00
	Business Support Specialist I	0.00	0.75	0.50	0.50	0.00
	Business Support Specialist II	2.00	2.00	2.75	2.75	0.00
	Business Support Specialist, Senior	1.00	1.00	2.00	2.00	0.00
	Child Care Worker	0.00	10.00	3.50	3.50	0.00
	Contracting Specialist II	0.50	0.50	0.50	0.50	0.00
	Environment Safety & Health Specialist	0.00	1.00	1.00	1.00	0.00
	Maintenance Services Worker	0.00	5.00	5.50	5.50	0.00
	Maintenance Technician I	0.00	2.00	2.00	2.00	0.00
	Maintenance Technician II	1.00	1.00	1.00	1.00	0.00
	Park Guide	0.00	0.50	0.00	0.00	0.00
	Park Operations Administrator	5.00	5.00	5.00	5.00	0.00
	Parks, Recreation and Cultural Services Director	1.00	1.00	1.00	1.00	0.00
	Program Administrator I	0.00	0.00	7.00	7.00	0.00
	Program Administrator, Sr	0.00	0.00	1.00	1.00	0.00
	Program Coordinator	8.00	8.00	0.00	0.00	0.00
	Public Communications Specialist II	1.00	1.00	0.00	0.00	0.00
	Recreation and Administration Manager	1.00	1.00	0.00	0.00	0.00
	Recreation Assistant	5.00	16.00	12.50	12.50	0.00
	Recreation Services Manager	1.00	1.00	1.00	1.00	0.00
	Recreation Therapist	1.00	1.00	1.00	1.00	0.00
	Senior Analyst	1.75	1.75	1.75	1.75	0.00
	Skilled Maintenance Technician II	1.00	1.00	1.00	1.00	0.00
	Special Events Coordinator	1.00	1.00	0.00	0.00	0.00
Special Events Supervisor	1.00	1.00	0.00	0.00	0.00	
Sport Site Technician	0.00	4.50	4.50	4.50	0.00	
Staff Assistant	1.00	1.00	1.00	1.00	0.00	
Total Positions	39.00	81.75	70.50	70.50	0.00	

* 2023 Amended Budget as of 8/31/2023

Recreation and Administration - 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	\$47,973
	Increase to fund pay for performance and pay progression	289,223
	Increase to fund medical cost adjustments	46,224
	Increase to fund seasonal staffing at Sertich (offset by increased revenue)	66,800
	Redistribution of Salaries/Benefits/Pensions to Operating	(38,316)
	Total Salaries/Benefits/Pensions	\$411,904
	Operating	
	Decrease to move Spirit of the Springs funding to Mayor's Office (Community Affairs)	(\$15,700)
	Redistribution of Operating to Park Maintenance and Operations	(12,759)
	Increase to services and facility maintenance at Deerfield and Hillside Community Centers (offset by increased revenue)	52,100
	Redistribution of Salaries/Benefits/Pensions to Operating	38,316
	Total Operating	\$61,957
Total For 2024	\$473,861	
Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Transfer 0.75 FTE (Maintenance Technician I) to Parks Maintenance and Operations	(0.75)
	Transfer 0.75 FTE (Admin Assistant I) to the Mayor's Office	(0.75)
	Transfer 9.75 FTE to the Grants Fund for the partnership with Harrison School District 2 for out-of-school programming at community centers	(9.75)
	Total During 2023	(11.25)
	For 2024	2024 Budget - * 2023 Amended Budget
	None	0.00
Total For 2024	0.00	

* 2023 Amended Budget as of 8/31/2023

Recreation and Administration - TOPS Fund: Summary and Position Changes

TOPS Fund	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Analyst II	0.25	0.25	0.25	0.25	0.00
	Contracting Specialist II	0.50	0.50	0.50	0.50	0.00
	Senior Analyst	0.25	0.25	0.25	0.25	0.00
	Total Positions	1.00	1.00	1.00	1.00	0.00
The positions above report to the Recreation and Administration Division, but funding is in the TOPS Fund listed in the Park Design and Development budget.						

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

Recreation and Administration - Grants Fund: Summary, Funding and Position 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**	\$741,559	\$1,533,441	\$1,200,000	\$1,200,000	\$1,200,000	\$0
	Total	\$741,559	\$1,533,441	\$1,200,000	\$1,200,000	\$1,200,000	\$0
	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget	
	Child Care Lead	0.00	0.00	6.50	6.50	0.00	
	Child Care Worker	0.00	0.00	14.00	14.00	0.00	
	Recreation Assistant	2.00	2.00	3.00	3.00	0.00	
	Recreation Assistant, Senior	0.00	0.00	2.00	2.00	0.00	
	Total Positions	2.00	2.00	25.50	25.50	0.00	

** 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.

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	\$0
	Total During 2023	\$0
	For 2024	2024 Budget - * 2023 Amended Budget
	None	\$0
	Total For 2024	\$0

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Transfer 10.50 FTE from the General Fund for the partnership with Harrison School District 2 for out-of-school programming at community centers	10.50
	Add 13.00 FTE for the partnership with Harrison School District 2 for out-of-school programming at community centers	13.00
	Total During 2023	23.50
	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
Parks - Recreation and Administration

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	2,173,992	2,661,123	4,256,774	4,280,774	4,794,059	513,285
51210 - OVERTIME	35,343	113,851	4,480	4,480	4,480	0
51220 - SEASONAL TEMPORARY	1,024,771	1,141,447	367,674	343,674	409,640	65,966
51230 - SHIFT DIFFERENTIAL	1,029	4,453	0	0	0	0
51240 - RETIREMENT TERMINATION SICK	0	611	0	0	0	0
51245 - RETIREMENT TERM VACATION	8,471	63,783	0	0	0	0
51260 - VACATION BUY PAY OUT	13,033	13,637	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(18,425)	(25,841)	0	0	0	0
51610 - PERA	458,015	529,754	685,034	685,034	762,487	77,453
51612 - RETIREMENT HEALTH SAVINGS	0	10,093	0	0	0	0
51615 - WORKERS COMPENSATION	65,239	74,272	45,681	45,681	48,496	2,815
51620 - EQUITABLE LIFE INSURANCE	5,147	6,003	11,838	11,838	13,956	2,118
51640 - DENTAL INSURANCE	14,555	15,968	38,010	38,010	28,710	(9,300)
51670 - PARKING FOR EMPLOYEES	2,520	2,880	2,180	2,180	2,180	0
51690 - MEDICARE	46,846	55,152	67,304	67,304	74,810	7,506
51695 - CITY EPO MEDICAL PLAN	30,827	44,323	52,659	52,659	85,803	33,144
51696 - ADVANTAGE HD MED PLAN	298,166	340,387	907,065	907,065	647,883	(259,182)
51697 - HRA BENEFIT TO ADV MED PLAN	16,710	18,216	47,188	47,188	30,687	(16,501)
51699 - BENEFITS REIMBURSEMENT	(77)	0	5,400	5,400	0	(5,400)
51999 - COVID19 SAL & BEN REIMB	0	(189,283)	0	0	0	0
Salaries/Benefits/Pensions Total	4,176,162	4,880,829	6,491,287	6,491,287	6,903,191	411,904
Operating						
52105 - MISCELLANEOUS OPERATING	2,357	7,198	0	0	0	0
52110 - OFFICE SUPPLIES	13,644	14,948	13,165	13,165	15,865	2,700
52111 - PAPER SUPPLIES	1,252	644	1,100	1,100	1,500	400
52115 - MEDICAL SUPPLIES	404	1,473	250	250	250	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	6,145	2,181	7,000	7,000	12,000	5,000
52122 - CELL PHONES EQUIP AND SUPPLIES	266	2,390	200	200	1,200	1,000
52125 - GENERAL SUPPLIES	46,817	63,375	81,840	81,840	77,740	(4,100)
52131 - CONCRETE SUPPLIES	279	355	0	0	0	0
52135 - POSTAGE	1,327	1,433	5,605	5,605	2,605	(3,000)
52136 - FABRICATION CONSUMABLES	0	248	0	0	0	0
52140 - WEARING APPAREL	9,696	8,816	12,650	12,650	14,450	1,800
52145 - PAINT AND CHEMICAL	734	1,686	3,825	3,825	3,975	150
52160 - FUEL	7,325	8,766	8,100	8,100	5,100	(3,000)
52165 - LICENSES AND TAGS	77	150	0	0	0	0
52175 - SIGNS	0	1,530	0	0	1,800	1,800
52190 - JANITORIAL SUPPLIES	8,072	11,154	12,550	12,550	17,550	5,000
52210 - MAINT TREES	19	0	0	0	0	0
52215 - MAINT GROUNDS	0	0	2,000	2,000	1,000	(1,000)
52230 - MAINT FURNITURE AND FIXTURES	0	0	6,000	6,000	6,000	0
52235 - MAINT MACHINERY AND APPARATUS	5,140	2,226	11,000	11,000	9,500	(1,500)
52245 - MAINT SIGNALS	13	0	0	0	0	0
52265 - MAINT BUILDINGS AND STRUCTURE	117,736	246,644	139,510	139,510	201,334	61,824
52275 - MAINT RUNWAYS	100	357	0	0	0	0
52305 - MAINT SOFTWARE & OTHER FEES	4,033	13,071	5,299	5,299	13,000	7,701

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Parks - Recreation and Administration

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
52405 - ADVERTISING SERVICES	9,454	9,397	25,000	25,000	27,000	2,000
52410 - BUILDING SECURITY SERVICES	43,116	83,676	50,568	50,568	55,804	5,236
52413 - SPECIAL EVENTS	4,671	17,404	24,900	24,900	28,900	4,000
52415 - CONTRACTS AND SPEC PROJECTS	59,374	16,858	45,000	45,000	25,000	(20,000)
52416 - CONTINUITY OF GOVERNMENT	12	0	0	0	0	0
52435 - GARBAGE REMOVAL SERVICES	273	(273)	3,029	3,029	3,029	0
52445 - JANITORIAL SERVICES	30,243	41,287	31,840	31,840	34,240	2,400
52455 - LAWN MAINTENANCE SERVICE	2,779	0	0	0	0	0
52465 - MISCELLANEOUS SERVICES	23,403	22,643	35,000	35,000	35,000	0
52560 - PARKING SERVICES	8,380	6,496	8,300	8,300	7,300	(1,000)
52565 - PEST CONTROL	2,267	2,096	2,558	2,558	6,878	4,320
52568 - BANK AND INVESTMENT FEES	168	156	162	162	162	0
52573 - CREDIT CARD FEES	74,825	86,667	81,450	81,450	87,050	5,600
52575 - SERVICES	190,179	160,007	96,465	96,465	336,209	239,744
52579 - INSPECTIONS	4,538	1,656	2,725	2,725	2,725	0
52583 - PROGRAM SUPPORT	272,474	271,144	559,014	559,014	299,417	(259,597)
52586 - MESA SPGS SERVICES	14,057	0	0	0	0	0
52590 - TEMPORARY EMPLOYMENT	0	6,104	0	0	0	0
52605 - CAR MILEAGE	3,183	4,149	11,274	11,274	9,399	(1,875)
52607 - CELL PHONE ALLOWANCE	0	270	0	0	0	0
52610 - PROFESSIONAL LICENSES	0	270	0	0	0	0
52615 - DUES AND MEMBERSHIP	4,115	4,009	6,320	6,320	8,620	2,300
52625 - MEETING EXPENSES IN TOWN	3,622	4,567	2,500	2,500	2,500	0
52630 - TRAINING	2,305	2,293	9,400	9,400	21,800	12,400
52635 - EMPLOYEE EDUCATIONAL ASSISTANCE	1,900	0	1,700	1,700	1,700	0
52645 - SUBSCRIPTIONS	1,735	11,430	5,000	5,000	5,000	0
52650 - MARKETING EXP	3,112	1,217	1,800	1,800	1,800	0
52655 - TRAVEL OUT OF TOWN	3,000	9,375	8,716	8,716	9,216	500
52716 - RENTAL EXPENSE	0	7,250	0	0	0	0
52731 - STATE CNTY PPRTA TAX	3,786	6,595	1,300	1,300	1,300	0
52736 - CELL PHONE AIRTIME	0	0	280	280	280	0
52738 - CELL PHONE BASE CHARGES	12,308	11,998	12,030	12,030	12,830	800
52740 - GENERAL INSURANCE-CITY	0	0	4,950	4,950	4,950	0
52747 - UTILITIES GAS	200	0	0	0	0	0
52770 - SAFETY EQUIPMENT	0	1,924	0	0	0	0
52775 - MINOR EQUIPMENT	6,695	25,714	8,100	8,100	7,300	(800)
52776 - PRINTER CONSOLIDATION COST	16,301	20,472	18,885	18,885	17,762	(1,123)
52795 - RENTAL OF EQUIPMENT	48,782	65,263	60,500	60,500	60,500	0
52874 - OFFICE SERVICES PRINTING	4,409	6,942	8,925	8,925	11,575	2,650
52880 - PURCHASES FOR RESALE	872	192	900	900	500	(400)
65160 - RECRUITMENT	0	1,815	0	0	0	0
65357 - VOLUNTEER RESOURCES	1,343	3,783	4,500	4,500	10,000	5,500
65359 - PARKING MGMT	0	(169)	0	0	0	0
65366 - LEARN-TO-SKATE	44,183	35,145	27,080	27,080	27,080	0
65368 - MISC SPORTS	286	1,191	6,800	6,800	6,800	0
65369 - SOFTBALL	183,636	197,450	171,341	171,341	174,341	3,000
65370 - SOCCER	79,182	107,585	85,113	85,113	92,613	7,500
65371 - BASKETBALL	12,192	16,007	10,500	10,500	10,500	0

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Parks - Recreation and Administration

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
65373 - FOOTBALL	54,633	57,143	92,888	92,888	85,388	(7,500)
65375 - VOLLEYBALL	796	989	5,655	5,655	5,655	0
65377 - TENNIS CLASSES AND CENTER	73,437	76,853	80,000	80,000	80,000	0
65385 - TEENS PROGRAM	2,034	5,524	8,000	8,000	8,000	0
65387 - SPIRIT OF SPRINGS OPERATING	11,676	15,859	15,700	15,700	0	(15,700)
65389 - COMMUNITY SENIOR PROGRAM	2,783	2,011	5,000	5,000	7,000	2,000
65391 - YOUTH SERVICES PROGRAMS	25,290	35,771	77,673	77,673	72,900	(4,773)
65395 - THERAPEUTIC RECREATION PGMS	18,057	25,045	27,407	27,407	27,407	0
Operating Total	1,591,502	1,879,895	2,056,342	2,056,342	2,118,299	61,957
Capital Outlay						
53050 - MACHINERY AND APPARATUS	68,391	0	0	0	0	0
Capital Outlay Total	68,391	0	0	0	0	0
Grand Total	5,836,055	6,760,724	8,547,629	8,547,629	9,021,490	473,861

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

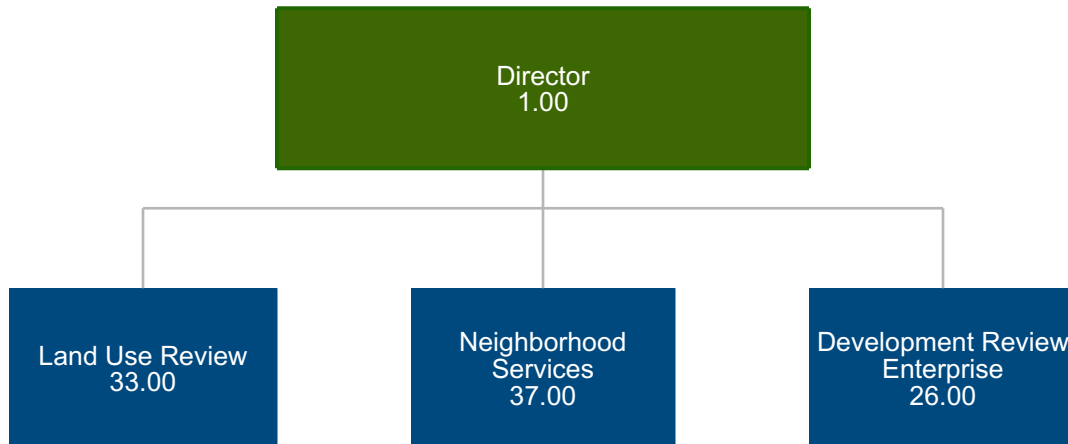
001 - GENERAL FUND
Parks - Recreation and Administration

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Revenue						
45831 - BASKETBALL	19,180	26,200	23,150	23,150	23,150	0
44025 - CASH OVER SHORT	0	5	0	0	0	0
44055 - REIMBURSEMENT ACCT	50	0	15,000	15,000	15,000	0
42785 - REV SITE LEASES	0	0	40,000	40,000	40,000	0
43040 - DONATIONS	30,000	69,290	0	0	0	0
40113 - MISCELLANEOUS	19,733	29,598	0	0	32,100	32,100
45247 - PARK AND REC PERMITS LICENSES	164,697	191,659	248,490	248,490	246,490	(2,000)
45907 - SPECIAL EVENTS	3,480	4,725	10,500	10,500	500	(10,000)
46172 - REIMBURSEMENT FROM GIFT TRUSTS	0	0	10,000	10,000	10,000	0
45836 - SOFTBALL	338,495	370,381	482,684	482,684	482,684	0
40443 - MEMORIAL PARK TENNIS COURTS	76,274	79,487	80,000	80,000	80,000	0
45895 - THERAPUTIC PROGRAMS	40,381	37,685	61,000	61,000	61,000	0
45896 - YOUTH PROGRAM	58,236	69,245	108,627	108,627	108,627	0
40317 - GIFT DEERFIELD	1,407	0	0	0	0	0
45906 - RENTALS	33,591	74,575	86,000	86,000	86,000	0
45911 - HILLSIDE PROGRAMS	25,825	38,579	41,500	41,500	41,500	0
45891 - AUDITORIUM RENT	(195)	0	0	0	0	0
45833 - FOOTBALL	149,783	178,325	226,954	226,954	226,954	0
45835 - PROGRAM REVENUE	124,059	162,036	133,775	133,775	148,775	15,000
45838 - VOLLEYBALL	3,432	4,174	10,000	10,000	10,000	0
45832 - FIELD RESERVATIONS	274,355	280,786	200,000	200,000	250,000	50,000
42730 - RESALES	32,760	64,819	8,000	8,000	40,000	32,000
45872 - ARENA ICE RENTAL	436,745	422,291	360,055	360,055	411,555	51,500
46175 - ACACIA PARK ICE RINK	188,926	231,986	195,000	195,000	225,000	30,000
45871 - ADMISSIONS ICE CENTER	138,740	157,777	131,500	131,500	136,500	5,000
45874 - LESSONS	85,799	91,983	60,402	60,402	80,402	20,000
45876 - FIGURE SKATING	38,412	43,194	41,500	41,500	41,500	0
45877 - SKATE RENTAL	19,936	27,517	18,540	18,540	22,040	3,500
45878 - SKATE SHARPENING	1,170	1,194	2,700	2,700	1,700	(1,000)
45885 - ADULT HOCKEY LEAGUES	2,250	1,775	0	0	0	0
45873 - CONCESSIONS ICE CENTER	0	0	700	700	0	(700)
45875 - MISCELLANEOUS ICE CENTER	0	0	3,983	3,983	3,983	0
Revenue Total	2,307,521	2,659,286	2,600,060	2,600,060	2,825,460	225,400

* 2023 Amended Budget as of 8/31/2023

Planning and Neighborhood Services

Peter Wysocki, Director | (719) 385-5347 | Peter.Wysocki@coloradosprings.gov



All Funds Summary

Division	General Fund	Other Funds	Total Budget
Land Use Review	4,664,148	0	4,664,148
Neighborhood Services	3,491,573	0	3,491,573
Total Non-Enterprises	\$8,155,721	\$0	\$8,155,721
Development Review Enterprise ¹	0	4,107,558	4,107,558
Total All *	\$8,155,721	\$4,107,558	\$12,263,279
Total Positions	71.00	26.00	97.00

¹ Included in the Enterprise section of the Budget Book

* Beginning in 2023, Community Development became a separate Department called Housing and Community Vitality. The Division and all staff as well as their responsibilities and functions (including financial history) have been moved to the new Housing and Community Vitality section under Mayor and Support Services. Because of this, the name of this department has changed from Planning and Community Development to Planning and Neighborhood Services.

Planning and Neighborhood Services

All Funds History

Use of Funds	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
General Fund	\$6,793,857	\$8,436,411	\$8,436,411	\$8,155,721	(\$280,690)
General Fund Projects	3,789	0	0	0	0
Grants Fund**	0	40,000	40,000	0	(40,000)
Enterprise Funds	3,099,863	3,945,358	3,945,358	4,107,558	162,200
Total	\$9,897,509	\$12,421,769	\$12,421,769	\$12,263,279	(\$158,490)
Total Positions	91.00	96.00	96.00	97.00	1.00

* 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.

Strategic Plan Update



Promoting Job Creation

Initiatives			
<p>1.9 Support new development and redevelopment of mature areas of the City as critical influences for a resilient economy, strong and vital neighborhoods and the overall success of the City; and implement operating procedures, which streamline the land use review process.</p>			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
1.9.1 Continue to implement the Experience Downtown Colorado Springs Master Plan by supporting private and public investment, and construction of new housing.	50%	75%	100%
1.9.2 Collaborate with the Economic Development Department and the Urban Renewal Authority to establish incentives that target mature areas of the city, especially Economic Opportunity Zones, by Q4 2020.	100%	100%	100%
1.9.3 Create neighborhood plans using PlanCOS as the guiding document and present two neighborhood plans to City Council for adoption by Q4 2023.	25%	85%	100%
1.9.4 Rewrite and present to City Council for adoption City Code Chapter 7 using PlanCOS as the guiding document and incorporate standards and procedures that reduce barriers to infill and redevelopment, as well as promote quality development by Q3 2021.	90%	100%	100%
1.9.5 Increase the number of initial review letter responses completed within four weeks to 85% of all applications submitted.	90%	95%	100%
1.9.6 Leverage technology to improve service delivery through continued work with the IT department in the implementation of the Accela permitting and project management system by Q1 2022.	85%	100%	100%
Notable Achievements			
<p>1.9.4 The RetoolCOS project resulted in the adoption of the Unified Development Code (UDC) in February 2023, effective June 2023.</p>			
<p>1.9.6 The department implemented Accela/DigEplan in August 2022 as the first electronic submittal and review system.</p>			

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.

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Land Use Review

Michael Tassi, Assistant Planning Director | (719) 385-5083 | Michael.Tassi@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	\$4,261,721	\$4,819,650	\$4,819,650	\$4,664,148	(\$155,502)
General Fund Project	3,789	0	0	0	0	
Grants Fund**	0	40,000	40,000	0	(40,000)	
Total	\$4,265,510	\$4,859,650	\$4,859,650	\$4,664,148	(\$195,502)	
Positions						
General Fund	34.00	34.00	34.00	34.00	0.00	
Total	34.00	34.00	34.00	34.00	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

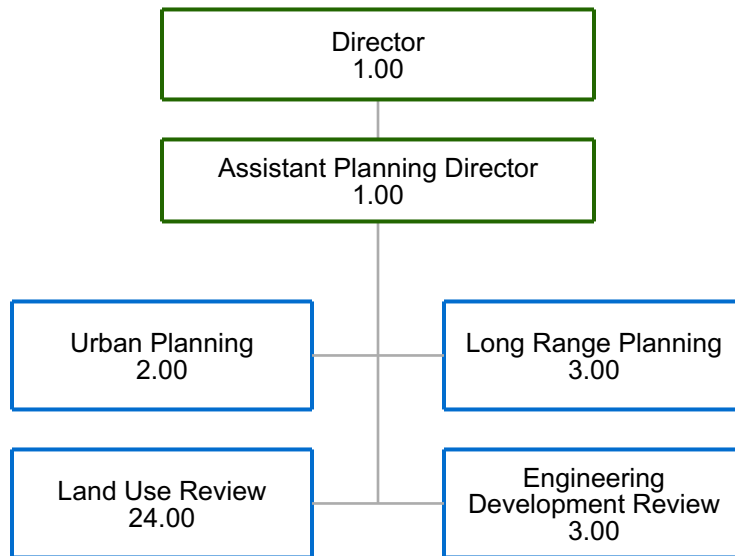
- Decrease of approximately \$5,000 in the General Fund for the cost of existing positions, pay for performance, and benefit cost adjustment
- Decrease of \$150,289 in the General Fund due to operating budget reductions
- Decrease of \$40,000 in the Grants Fund

Land Use Review - Overview

The Land Use Review Division:

- Provides project review and management services for development projects undergoing City administrative and quasi-judicial review to ensure compliance with the Comprehensive Plan and the Unified Development Code
- Maintains the records management system; oversees the revocable permit program for private uses of public rights-of-way
- Works with stakeholder groups on annual review and updates of zoning and subdivision codes
- Maintains and updates the City's Comprehensive Plan and its various components including small area plans
- Manages and facilitates corridor and revitalization planning efforts
- Provides key support for sustainability and economic development initiatives
- Implements the City's Special District Policy by processing petitions for new modifications of existing special districts
- Enforces land use regulations on private properties
- Administers the City's Short Term Rental permit process
- Provides timely engineering evaluation of subdivision plans, construction drawings, and related development documents
- Coordinates with other public entities and agencies on joint development interests and activities
- Collaborates with the Asset Management team in the Public Works - Operations and Maintenance Division to integrate new infrastructure into the City's system
- Administers and coordinates Parkland Dedication Ordinance (PLDO) and City-wide Development Impact Fees (police and fire impact fees)

Land Use Review - 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.

Land Use Review - 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	\$3,235,439	\$3,966,379	\$4,602,631	\$4,602,631	\$4,456,418	(\$146,213)
	Operating	166,300	295,342	217,019	217,019	207,730	(9,289)
	Capital Outlay	2,133	0	0	0	0	0
	Total	\$3,403,872	\$4,261,721	\$4,819,650	\$4,819,650	\$4,664,148	(\$155,502)
	Projects	\$0	\$3,789	\$0	\$0	\$0	\$0
	Grand Total	\$3,403,872	\$4,265,510	\$4,819,650	\$4,819,650	\$4,664,148	(\$155,502)
	Revenue	\$2,139,748	\$1,757,032	\$2,021,235	\$2,021,235	\$2,021,235	\$0

General Fund Positions	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Analyst II	1.00	1.00	0.00	0.00	0.00
	Assistant Planning Director	1.00	1.00	1.00	1.00	0.00
	Business Support Specialist II	1.00	1.00	1.00	1.00	0.00
	Business Support Specialist, Senior	1.00	1.00	1.00	1.00	0.00
	Engineer II	1.00	1.00	1.00	1.00	0.00
	Engineer III	1.00	1.00	1.00	1.00	0.00
	Engineering Program Manager	1.00	1.00	1.00	1.00	0.00
	Landscape Architect II	1.00	1.00	0.00	0.00	0.00
	Licensed Surveyor	1.00	1.00	1.00	1.00	0.00
	Planner I/II	8.00	8.00	9.00	9.00	0.00
	Planning & Community Development Manager	1.00	1.00	0.00	0.00	0.00
	Planning and Development Director	0.00	0.00	1.00	1.00	0.00
	Planning Manager	3.00	3.00	3.00	3.00	0.00
	Planning Supervisor	4.00	4.00	4.00	4.00	0.00
	Planning Technician II	1.00	1.00	1.00	1.00	0.00
	Program Administrator I	0.00	0.00	1.00	1.00	0.00
	Program Administrator II	0.00	0.00	1.00	1.00	0.00
	Program Coordinator	1.00	1.00	0.00	0.00	0.00
	Senior Analyst	1.00	1.00	1.00	1.00	0.00
Senior Landscape Architect	0.00	0.00	1.00	1.00	0.00	
Senior Planner	6.00	6.00	5.00	5.00	0.00	
Total Positions	34.00	34.00	34.00	34.00	0.00	

* 2023 Amended Budget as of 8/31/2023

Land Use Review - 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	(\$128,631)
	Increase to fund pay for performance and pay progression	102,454
	Increase to fund medical cost adjustments	20,964
	Decrease due to operating budget reductions	(141,000)
	Total Salaries/Benefits/Pensions	(\$146,213)
	Operating	
	Decrease due to operating budget reductions	(\$2,289)
	Decrease due to transfer of Operating to Capital Outlay	(7,000)
	Total Operating	(\$9,289)
	Capital Outlay	
	Increase due to transfer of Operating to Capital Outlay	\$7,000
	Decrease due to operating budget reductions	(7,000)
Total Capital Outlay	\$0	
Total For 2024	(\$155,502)	
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
Land Use Review - Planning

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	(141,000)	(141,000)
51205 - CIVILIAN SALARIES	2,364,210	2,953,099	3,497,298	3,497,298	3,511,041	13,743
51210 - OVERTIME	9,648	11,577	0	0	0	0
51220 - SEASONAL TEMPORARY	1,835	5,285	0	0	0	0
51245 - RETIREMENT TERM VACATION	31,067	16,828	0	0	0	0
51260 - VACATION BUY PAY OUT	18,424	19,424	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	75,133	84,842	35,000	35,000	35,000	0
51610 - PERA	332,239	421,019	516,200	516,200	518,932	2,732
51615 - WORKERS COMPENSATION	9,259	10,700	9,682	9,682	6,990	(2,692)
51620 - EQUITABLE LIFE INSURANCE	5,591	6,739	13,290	13,290	10,936	(2,354)
51640 - DENTAL INSURANCE	12,971	13,990	16,440	16,440	16,080	(360)
51670 - PARKING FOR EMPLOYEES	7,312	11,500	11,012	11,012	11,012	0
51690 - MEDICARE	33,669	41,382	50,711	50,711	50,911	200
51695 - CITY EPO MEDICAL PLAN	37,753	65,249	71,695	71,695	62,853	(8,842)
51696 - ADVANTAGE HD MED PLAN	281,151	288,792	363,553	363,553	356,163	(7,390)
51697 - HRA BENEFIT TO ADV MED PLAN	15,177	15,953	17,750	17,750	17,500	(250)
Salaries/Benefits/Pensions Total	3,235,439	3,966,379	4,602,631	4,602,631	4,456,418	(146,213)
Operating						
52003 - REDUCTION IN OPERATING	0	0	0	0	(2,289)	(2,289)
52105 - MISCELLANEOUS OPERATING	0	30	0	0	0	0
52110 - OFFICE SUPPLIES	5,394	3,251	3,000	3,000	3,599	599
52111 - PAPER SUPPLIES	315	280	800	800	800	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	4,684	5,598	5,000	5,000	15,000	10,000
52125 - GENERAL SUPPLIES	300	1,431	500	500	500	0
52135 - POSTAGE	43,683	49,157	35,499	35,499	36,000	501
52405 - ADVERTISING SERVICES	4,056	3,340	3,000	3,000	3,000	0
52415 - CONTRACTS AND SPEC PROJECTS	0	9,052	0	0	0	0
52573 - CREDIT CARD FEES	10,169	17,094	8,000	8,000	0	(8,000)
52575 - SERVICES	5,110	91,255	62,000	62,000	72,000	10,000
52605 - CAR MILEAGE	0	0	500	500	0	(500)
52607 - CELL PHONE ALLOWANCE	1,522	1,620	1,620	1,620	1,620	0
52615 - DUES AND MEMBERSHIP	7,400	8,884	10,000	10,000	10,000	0
52625 - MEETING EXPENSES IN TOWN	2,602	4,201	2,000	2,000	3,500	1,500
52630 - TRAINING	5,931	7,206	8,000	8,000	8,000	0
52645 - SUBSCRIPTIONS	1,014	50	100	100	0	(100)
52655 - TRAVEL OUT OF TOWN	7,420	12,872	12,000	12,000	15,000	3,000
52738 - CELL PHONE BASE CHARGES	2,687	2,797	2,500	2,500	3,000	500
52775 - MINOR EQUIPMENT	17,915	5,561	2,000	2,000	2,000	0
52776 - PRINTER CONSOLIDATION COST	7,160	8,269	8,000	8,000	8,000	0
52874 - OFFICE SERVICES PRINTING	20,418	24,264	20,000	20,000	24,000	4,000
60145 - SUBDIVISION RECORDING FEES	7,948	5,437	1,000	1,000	3,000	2,000
60270 - GEO HAZ STUDY CONSULTANTS	0	32,258	30,000	30,000	0	(30,000)
65160 - RECRUITMENT	10,572	1,435	1,500	1,500	1,000	(500)
Operating Total	166,300	295,342	217,019	217,019	207,730	(9,289)

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Land Use Review - Planning

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Capital Outlay						
53003 - REDUCTION IN CAPITAL OUTLAY	0	0	0	0	(7,000)	(7,000)
53020 - COMPUTERS NETWORKS	2,133	0	0	0	0	0
53030 - FURNITURE AND FIXTURES	0	0	0	0	7,000	7,000
Capital Outlay Total	2,133	0	0	0	0	0
General Fund Projects Total	0	3,789	0	0	0	0
Grand Total	3,403,872	4,265,510	4,819,650	4,819,650	4,664,148	(155,502)
Revenue						
40145 - SUBDIVISION RECORDING FEES	13,215	10,709	10,000	10,000	10,000	0
40270 - GEO HAZ STUDY CONSULTANTS	0	39,750	15,000	15,000	15,000	0
43356 - DEVELOPMENT REVIEW FEES	1,738,971	1,328,011	1,600,000	1,600,000	1,600,000	0
43366 - SHORT TERM RENTAL PERMIT FEE	179,886	171,909	200,000	200,000	200,000	0
43367 - CARPORT PERMIT	0	1,309	0	0	0	0
44075 - PROCESSING FEE	52,430	64,578	50,000	50,000	50,000	0
45672 - MAINT-NEWSPAPER CONDO BOXES	435	435	1,160	1,160	1,160	0
45675 - SM. CELL FACILITY APPLICATION	6,750	20,250	30,000	30,000	30,000	0
45694 - REVOCABLE PERMITS	62,520	15,435	15,000	15,000	15,000	0
45711 - COPIES OF DOCUMENTS	2,634	1,316	75	75	75	0
45771 - ALARM SYSTEM PERMIT	0	476	0	0	0	0
46170 - REIMBURSEMENT FR OTHER FUNDS	82,907	102,854	100,000	100,000	100,000	0
Revenue Total	2,139,748	1,757,032	2,021,235	2,021,235	2,021,235	0

* 2023 Amended Budget as of 8/31/2023

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Neighborhood Services

Mitchel Hammes, Manager | (719) 385-5583 | Mitchel.Hammes@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	\$2,532,136	\$3,616,761	\$3,616,761	\$3,491,573	(\$125,188)
Total	\$2,532,136	\$3,616,761	\$3,616,761	\$3,491,573	(\$125,188)	
Positions						
General Fund	31.00	36.00	36.00	37.00	1.00	
Total	31.00	36.00	36.00	37.00	1.00	

* 2023 Amended Budget as of 8/31/2023

Significant Changes vs. 2023

- Increase of approximately \$104,000 in the General Fund mainly to fund existing positions, pay for performance, and benefit cost adjustments
- Decrease of \$139,000 in the General Fund due to operating budget reductions
- Decrease of \$217,000 for one-time operating and capital outlay costs related to Abandoned/ Street Vehicle Enforcement Team added in 2023
- Increase of \$125,000 in the General Fund added during the Budget Markup Session to fund 1.00 FTE Code Enforcement Officer, and related one-time capital outlay expenses, including 1 vehicle

Neighborhood Services - Overview

The Neighborhood Services Division of the Planning and Neighborhood Services Department serves the City of Colorado Springs by preserving, enhancing, and engaging Colorado Springs' neighborhoods. Neighborhood Services continues to receive and resolve record numbers of complaints annually. Neighborhood Services is completing an unprecedented volume of code enforcement inspections, observed and confirmed City Code violations, abatement warrants, graffiti removals, abandoned shopping cart retrievals, and homeless camp clean-ups. Implementation of the Accela code enforcement case management system in the 1st quarter of 2023 was successful, due in large part to staff's participation and input into the development, testing, and implementation. This operational improvement has exponentially increase efficiency in case management and statistical reporting.

Abandoned/Street Vehicle Enforcement Team

The Abandoned/Street Vehicle Enforcement Team is comprised of six (6) code enforcement officers and one (1) code enforcement supervisor. Neighborhood Services is assuming enforcement of all abandoned and inoperable vehicles parked on City rights-of-way. Enforcement by Neighborhood Services' Abandoned/Street Vehicle Enforcement Team focuses solely on vehicles parked or stored on City streets for over 72 hours. All other violations of City Code that pertain to vehicles on a City street or right-of-way remain under the purview of the Colorado Springs Police Department.

Neighborhood Enforcement Team

The Neighborhood Enforcement Team investigates complaints and enforces provisions of our City Code pertaining to:

- Outside storage of personal property visible from beyond property boundaries
- Litter and debris
- Overgrown vegetation
- Maintenance of adjacent rights-of-way
- Obstruction of public ways (sidewalks & streets)
- Recreational vehicle storage in residential zones
- Unlicensed/inoperable vehicles on private property

Case Review and Escalation Team

The Case Review and Escalation Team is charged with:

- Writing and executing abatement warrants
- Managing the dilapidated property enforcement program
- Investigation and resolution of City Code provisions pertaining to land use/zoning violations
- Assumed enforcement for all sign code violations citywide in the 4th quarter of 2022 and will result in a significant increase in the number of cases managed by each staff member
- Enforcement of Short Term Rental permit violations
- Review and approve property abatement requests
- Enforcement of all other provisions of City Code under the purview of Neighborhood Services
- Other duties or special projects as assigned

Neighborhood Services - Overview (cont'd)

Quality of Life Team

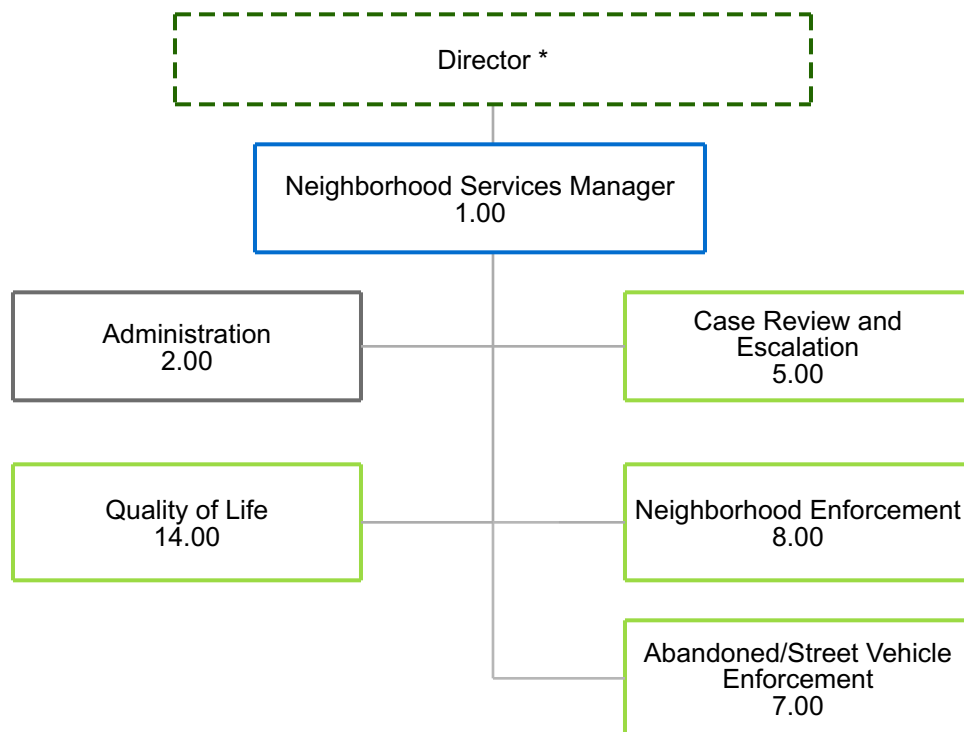
The Quality of Life Team provides a community response and abatement of:

- Graffiti
- Homeless camps
- Sanitation or overgrown vegetation when private property owners refuse
- Debris and overgrown vegetation on City owned property not maintained by another department
- Vacated homeless camps on public and private property, in partnership with the CSPD Homless Outreach Team

Administrative/Community Engagement Team

The Administrative/Community Engagement Team is responsible for the administration and management of strategic and operational division initiatives, intake of code enforcement complaints, managing stakeholder inquiries regarding the development process, developing and implementing neighborhood engagement programs, and executing the City's response and participation with stakeholders to combat homelessness in our community.

Neighborhood Services - Organizational Chart



* The Director position is funded as part of the Land Use Review 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.

Neighborhood 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	\$1,946,720	\$2,312,889	\$3,104,195	\$3,104,195	\$3,144,126	\$39,931	
	Operating	122,326	219,037	302,566	302,566	297,447	(5,119)	
	Capital Outlay	0	210	210,000	210,000	50,000	(160,000)	
	Total	\$2,069,046	\$2,532,136	\$3,616,761	\$3,616,761	\$3,491,573	(\$125,188)	
	Revenue	\$143,555	\$248,361	\$177,500	\$177,500	\$177,500	\$0	
	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget		
	Code Enforcement Officer	8.00	12.00	12.00	13.00	1.00		
Code Enforcement Supervisor	3.00	4.00	4.00	4.00	0.00			
Code Enforcement Technician	2.00	2.00	2.00	2.00	0.00			
Maintenance Tech I/II	10.00	10.00	9.00	9.00	0.00			
Neighborhood Services Manager	1.00	1.00	1.00	1.00	0.00			
Sr. Code Enforcement Officer	4.00	4.00	4.00	4.00	0.00			
Sr. Maintenance Technician	3.00	3.00	4.00	4.00	0.00			
Total Positions	31.00	36.00	36.00	37.00	1.00			

* 2023 Amended Budget as of 8/31/2023

Neighborhood 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	(\$15,780)
	Increase to fund pay for performance and pay progression	99,529
	Increase to fund medical cost adjustments	20,182
	Decrease due to operating budget reductions	(139,000)
	Increase to fund 1.00 FTE (Code Enforcement Officer) added at the Budget Markup Session	75,000
	Total Salaries/Benefits/Pensions	\$39,931
	Operating	
	Decrease to remove one-time funding related to Abandoned/Street Vehicle Enforcement radio costs	(\$7,000)
	Increase to fund building rent for equipment storage	1,881
	Total Operating	(\$5,119)
	Capital Outlay	
Decrease to remove 2023 one-time funding related to Abandoned/Street Vehicle Enforcement vehicle and equipment costs	(\$210,000)	
Increase to fund 1 new vehicle for the 1.00 FTE added at the Budget Markup Session	50,000	
Total Capital Outlay	(\$160,000)	
Total For 2024	(\$125,188)	
Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	0.00
	Total During 2023	0.00
	For 2024	2024 Budget - * 2023 Amended Budget
	Add 1.00 FTE (Code Enforcement Officer) added at the Budget Markup Session	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
Neighborhood Services - Planning

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	(139,000)	(139,000)
51205 - CIVILIAN SALARIES	1,388,803	1,664,094	2,202,214	2,202,214	2,409,050	206,836
51210 - OVERTIME	3,183	4,155	6,000	6,000	6,000	0
51235 - STANDBY	0	54	0	0	0	0
51245 - RETIREMENT TERM VACATION	391	3,670	0	0	0	0
51260 - VACATION BUY PAY OUT	7,013	6,980	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(8,369)	(10,759)	0	0	0	0
51465 - UNIFORM COURT OVERTIME	0	0	100	100	100	0
51610 - PERA	191,969	235,918	326,157	326,157	356,057	29,900
51615 - WORKERS COMPENSATION	35,866	45,935	51,139	51,139	46,709	(4,430)
51620 - EQUITABLE LIFE INSURANCE	3,341	3,891	7,665	7,665	6,992	(673)
51640 - DENTAL INSURANCE	9,772	10,373	15,120	15,120	14,160	(960)
51670 - PARKING FOR EMPLOYEES	17,930	20,890	25,680	25,680	25,680	0
51690 - MEDICARE	19,182	23,302	32,118	32,118	34,930	2,812
51695 - CITY EPO MEDICAL PLAN	43,087	35,986	35,411	35,411	40,034	4,623
51696 - ADVANTAGE HD MED PLAN	222,180	254,900	383,591	383,591	327,414	(56,177)
51697 - HRA BENEFIT TO ADV MED PLAN	12,372	13,500	19,000	19,000	16,000	(3,000)
Salaries/Benefits/Pensions Total	1,946,720	2,312,889	3,104,195	3,104,195	3,144,126	39,931
Operating						
52105 - MISCELLANEOUS OPERATING	6,150	2,051	0	0	0	0
52110 - OFFICE SUPPLIES	341	124	500	500	500	0
52111 - PAPER SUPPLIES	191	256	200	200	200	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	739	384	0	0	0	0
52122 - CELL PHONES EQUIP AND SUPPLIES	1,350	0	0	0	0	0
52125 - GENERAL SUPPLIES	2,634	2,491	1,000	1,000	1,000	0
52135 - POSTAGE	10,080	9,619	10,000	10,000	10,000	0
52140 - WEARING APPAREL	3,774	9,833	10,000	10,000	10,000	0
52235 - MAINT MACHINERY AND APPARATUS	6,414	710	5,000	5,000	5,000	0
52435 - GARBAGE REMOVAL SERVICES	0	0	78,000	78,000	78,000	0
52560 - PARKING SERVICES	0	227	100	100	100	0
52570 - REIMBURSABLE SERVICES	28,757	51,432	54,523	54,523	46,723	(7,800)
52573 - CREDIT CARD FEES	318	501	300	300	0	(300)
52575 - SERVICES	8,097	18,528	12,000	12,000	12,000	0
52605 - CAR MILEAGE	0	0	100	100	100	0
52607 - CELL PHONE ALLOWANCE	562	540	540	540	540	0
52615 - DUES AND MEMBERSHIP	284	987	1,000	1,000	1,000	0
52625 - MEETING EXPENSES IN TOWN	100	37	1,000	1,000	500	(500)
52630 - TRAINING	5,291	1,234	1,000	1,000	1,000	0
52655 - TRAVEL OUT OF TOWN	1,238	4,077	2,000	2,000	2,000	0
52705 - COMMUNICATIONS	0	1,800	0	0	2,500	2,500
52725 - RENTAL OF PROPERTY	0	81,964	76,603	76,603	78,484	1,881
52738 - CELL PHONE BASE CHARGES	23,424	24,694	24,000	24,000	25,000	1,000
52745 - UTILITIES	0	0	0	0	5,100	5,100
52775 - MINOR EQUIPMENT	18,418	3,668	21,200	21,200	14,200	(7,000)
52776 - PRINTER CONSOLIDATION COST	2,976	2,442	2,500	2,500	2,500	0
52874 - OFFICE SERVICES PRINTING	1,005	1,438	1,000	1,000	1,000	0

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Neighborhood Services - Planning

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
65352 - EMPLOYEE AWARDS PROGRAM	183	0	0	0	0	0
Operating Total	122,326	219,037	302,566	302,566	297,447	(5,119)
Capital Outlay						
53020 - COMPUTERS NETWORKS	0	0	7,500	7,500	0	(7,500)
53030 - FURNITURE AND FIXTURES	0	210	0	0	0	0
53080 - VEHICLES ADDITIONS	0	0	202,500	202,500	50,000	(152,500)
Capital Outlay Total	0	210	210,000	210,000	50,000	(160,000)
Grand Total	2,069,046	2,532,136	3,616,761	3,616,761	3,491,573	(125,188)
Revenue						
40150 - RESTITUTION	0	0	2,500	2,500	2,500	0
43356 - DEVELOPMENT REVIEW FEES	0	(500)	0	0	0	0
43359 - DILAPIDATED BLDG INSPECTIONS	500	2,500	1,000	1,000	1,000	0
44057 - PROPERTY CLEAN UP REIMBURSEMENT	47,766	35,554	60,000	60,000	60,000	0
45762 - GRAFFITI REMOVAL	1,250	822	1,000	1,000	1,000	0
45770 - CODE ENFORCEMENT INSPECTIONS	94,039	143,903	70,000	70,000	70,000	0
45808 - E-SCOOTER DEVICE FEE	0	45,000	33,000	33,000	33,000	0
45809 - E-SCOOTER PER TRIP FEE	0	21,082	10,000	10,000	10,000	0
Revenue Total	143,555	248,361	177,500	177,500	177,500	0

* 2023 Amended Budget as of 8/31/2023

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Police

Adrian Vasquez, Police Chief | (719) 444-7401 | Adrian.Vasquez@coloradosprings.gov

All Funds Summary

	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget	
						Use of Funds
All Funds	General Fund	\$123,759,939	\$132,216,218	\$132,216,218	\$133,756,708	\$1,540,490
	General Fund - CIP	624,965	317,597	317,597	0	(317,597)
	PSST	27,257,216	28,824,863	28,824,863	27,291,586	(1,533,277)
	PSST - CIP	89,161	2,000,000	2,000,000	0	(2,000,000)
	Grants Fund**	6,129,548	9,105,233	9,105,233	5,993,235	(3,111,998)
	All Funds Total	\$157,860,829	\$172,463,911	\$172,463,911	\$167,041,529	(\$5,422,382)
	Positions					
	General Fund	956.00	982.75	987.75	987.75	0.00
	PSST	158.00	170.75	171.75	171.75	0.00
	Grant Funds	26.00	35.25	37.00	37.00	0.00
Total	1,140.00	1,188.75	1,196.50	1,196.50	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 \$5.6 million in the General Fund mainly to fund existing positions (including sworn step increases), sworn market increases, civilian pay for performance and pay progression, increase in sworn pension costs, benefit cost adjustments, and increase in Sworn Overtime added during the Budget Markup Session
- Decrease of \$3,833,760 in the General Fund due to operating budget reductions; an additional \$700,000 of Police Department budget reductions will come from a decrease in the transfer from General Costs to the CIP fund related to a change in scope of the Impound Lot Expansion project which was funded in prior years (total budget reduction of \$4,533,760)
- Decrease of approximately \$271,000 in the General Fund to remove 2023 one-time funding related to new positions
- Net increase of approximately \$375,000 in PSST to fund existing positions (including sworn step increases), sworn market increases, civilian pay for performance and pay progression, increase in sworn pension costs, and benefit cost adjustments
- Decrease of approximately \$1.9 million in PSST operating and capital outlay for the removal of one-time vehicle replacements in 2023 and other adjustments related to operational needs
- Decrease of \$2 million in PSST - CIP to remove the 2023 one-time draw from PSST fund balance that was budgeted in a project for a future Training Academy
- Decrease of approximately \$3.1 million in the Grants Fund for projected grant awards

Police Department - Overview

The Colorado Springs Police Department (CSPD) provides police services in partnership with the community to promote the safety and welfare of our residents. Police services span a large continuum, from answering residents' calls for service to solving crimes. Police services also include other critical components, such as community and media outreach, victim services, traffic safety and enforcement, crime prevention, tactical operations, and crime lab services.

To achieve this mission, the CSPD collaborates extensively with local, state, and federal partners including the military, multiple communities, and other public sectors. Numerous relationships are essential to gathering community input on police services and engaging the community as partners in solving issues.

The CSPD is comprised of four components: The Office of the Chief of Police; the Patrol Operations Bureau; the Investigative and Special Operations Bureau; and the Operations Support Bureau.

The Office of the Chief of Police provides leadership and strategic direction for the Police Department. Here CSPD's commitment to providing the community with access to timely, accurate information is met; the Department's goals, objectives, and priorities are developed in accordance with best practices; and human and fiscal resources are properly managed.

The Patrol Operations Bureau consists of the Gold Hill Division, Falcon Division, Sand Creek Division, and Stetson Hills Division.

Patrol Divisions respond to calls for service, conduct criminal investigations, provide traffic and DUI enforcement, investigate traffic crashes, and engage in problem-solving efforts in collaboration with the community and our schools. Patrol officers are also involved in providing safety assessments and public awareness presentations. In addition, specially trained, non-sworn Community Service Officers assigned to each patrol division perform a variety of duties that have traditionally been handled by police officers.

The Investigative and Special Operations Bureau

The **Investigations Division** conducts investigations based on the specialized expertise needed for the type of crime being investigated. The Special Victims Section is responsible for investigating serious or sensitive offenses involving children, violent crimes against at-risk adults, felony sexual assaults, and felony crimes associated with domestic violence. The Violent Crimes Section investigates homicides, suspicious deaths, and kidnappings. The Violent Crimes Section also includes the Violent Offender Fugitive Task Force that is responsible for apprehending prolific and violent offenders. The Technical Investigations Section conducts forensic and technical analysis of digital media and devices; investigates financial crimes; and investigates and combats the exploitation of children on the Internet.

The Metro Crime Lab and the Victim Advocacy Unit are also a part of the Investigations Division. The lab's responsibilities and goals include providing impartial and professional collection, documentation, evaluation and analysis of a variety of physical evidence. The Victim Advocacy Unit is responsible for providing resources and support to victims of crimes covered by the Victim Rights Act.

The **Specialized Enforcement Division** consists of three sections. The Tactical Operations Section provides tactical, canine, and/or explosive ordnance disposal responses to calls for service. The Protective Security Section is tasked with providing security services for numerous municipal facilities and works as part of the Pikes Peak Regional Office of Emergency Management to coordinate police response and resources during critical events. The Patrol

Police Department - Overview (cont'd)

Support Section provides traffic safety and enforcement, investigates major traffic crashes, monitors and tracks sex offenders residing within the city, pilots unmanned aerial vehicles, and provides VIP security services for dignitaries visiting our community.

The Operations Support Bureau

The ***Metro Division*** works to reduce violent crime and positively impact public safety through the proactive investigation of human trafficking, vice crimes, gun crimes, motor vehicle theft, robbery, serious assault, pattern property crimes, and illegal narcotics possession, manufacturing, and distribution. The Division is also responsible for enforcement and compliance of laws and regulations affecting marijuana and liquor throughout the 4th Judicial District. The units within Metro are comprised of detectives from the Colorado Springs, Monument, and Fountain Police Departments, as well as from the El Paso County Sheriff's Office. They work closely with state and federal investigative agencies to increase public safety through threat assessments, information sharing, and criminal enforcement.

Metro's mission is augmented by the Crime Analysis Unit that oversees data and analytical processes related to law enforcement. The Crime Analysis Unit works in active collaboration with the Intelligence Unit and the department's many investigative teams to facilitate Intelligence-Led Policing within CSPD.

The ***Professional Standards Division*** is comprised of the Public Affairs Section, Internal Affairs Section, and the Evidence & Impound Section. The Public Affairs Section is responsible for the Department's continuous connection to the community through the Public Information Office (PIO) and the Community Relations Unit. Internal Affairs is responsible for investigating complaints of misconduct of CSPD employees, and the Evidence & Impound Section is responsible for maintaining the integrity of evidence, vehicles, and property collected by officers or received as found property. The Professional Standards Division is also responsible for special projects assigned by the Chief of Police.

The ***Communications Center*** is responsible for answering 911 and non-emergency calls and for dispatching police, fire and/or medical services within the City of Colorado Springs. Through the knowledge, procedures, and skills of the trained communications personnel, pre-arrival instructions are given to callers while responders are en route.

The ***Management Services Division*** is a support division responsible for a variety of functions. The Logistics Section is responsible for the security and maintenance of all police facilities, management of the department's fleet and quartermaster needs, inter-departmental mail delivery, and capital project management. The CSPD Information Technology Section administers and provides user support for law enforcement systems, interfaces, and software to include the department's body worn camera program. The Records Section processes, stores, and releases police reports; facilitates sex offender registrations; and processes persons booked into the El Paso Sheriff's Office Criminal Justice Center.

The ***Training Division*** conducts recruit training classes, provides annual in-service and firearms training for incumbent officers, and assists with a selection of training for non-sworn employees. The Training Division also provides professional development for career engagement and advancement, and ensures CSPD employees have the resources necessary to maintain strong mental health through a variety of psychological service providers and a well-established peer support program.

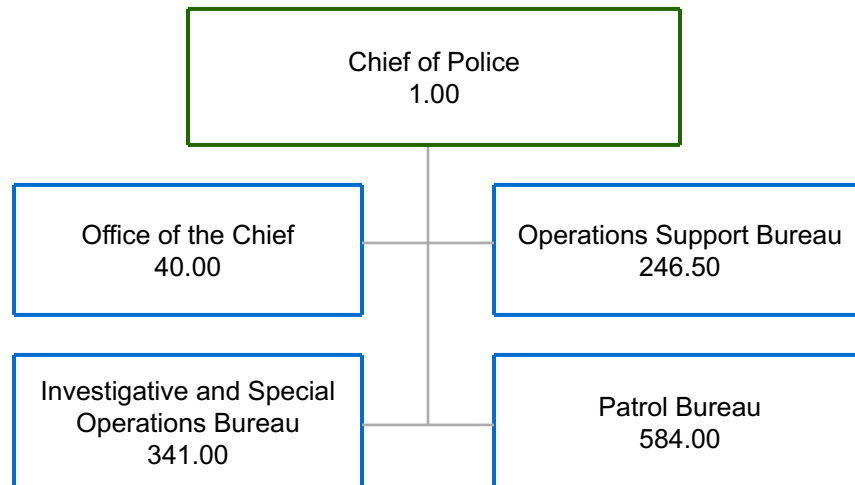
Police Department - Functions

The Police Department's direct public service functions supported by the General Fund and PSST are the following (these amounts do not include Grant Funds, CIP or Project amounts):

Police Functions	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget
Evidence	\$1,027,638	\$1,247,932	\$1,315,427	\$1,315,427	\$1,346,874
Impound Lot	1,122,718	1,485,406	1,360,798	1,360,798	1,624,582
Communications Center	5,414,160	5,747,389	9,039,736	9,039,736	8,182,518
Records and ID	3,001,672	3,705,533	3,903,146	3,903,146	3,983,911
Investigations	12,133,349	12,041,958	13,015,386	13,015,386	12,715,882
Crime Lab	1,765,101	2,175,463	2,687,225	2,687,225	2,807,703
Vice Narcotics	8,593,494	9,878,720	10,731,924	10,731,924	14,701,928
Specialized Enforcement	11,386,751	12,040,161	12,921,776	12,921,776	12,476,502
Patrol	59,985,792	66,142,988	67,902,623	67,902,623	69,096,417
Direct Public Service Functions	\$104,430,675	\$114,465,550	\$122,878,041	\$122,878,041	\$126,936,317
All other support/management functions	30,932,257	36,551,605	38,163,040	38,163,040	34,111,977
All Police Functions	\$135,362,932	\$151,017,155	\$161,041,081	\$161,041,081	\$161,048,294

* 2023 Amended Budget as of 8/31/2023

Police Department - Organizational Chart



The organizational chart illustrates all positions that report to this department including 16.00 positions that are funded in the Colorado Springs Airport enterprise fund; however, these positions are not counted in the position totals or the funding tables in this narrative.

Strategic Plan Update



Promoting Job Creation

Initiatives			
1.10 Address public safety issues that impact our image and attractiveness to new businesses and residents.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
1.10.1 Affect positive change in driver behavior as shown through crash data.	Complete		
1.10.2 Increase the number of resources, to include staffing, addressing homelessness issues and enforcement by 2021.	Complete		
1.10.3 Increase the number of referrals of persons experiencing homelessness to service providers. NOTE (n/a*): No longer reporting on this measure since data is collected by another agency and data has not been available for this report.	n/a*		
1.10.4 Collaborate with the City Attorney's Office to evaluate ordinances that address illegal street racing by 2022.	Complete		
1.10.5 By the end of 2020, examine the feasibility of a fifth police station in the downtown area.	Complete		
Notable Achievements			
1.10.1 At year-end 2022, crashes were down 17% compared to the baseline data (year-end 2019). At, mid-year 2023, crashes were down 8.5% compared to the same time period in 2022 and down 23% compared to the same time period in 2019 (baseline year).			
1.10.4 The revised Illegal Street Racing Ordinance was presented to City Council, passed on the final vote on January 24, 2023, and was approved by the Mayor on January 26, 2023.			



Excelling In City Services

Initiatives			
4.1 Improve public safety response.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
4.17.1 Demonstrate a positive impact on crime rates.	99%	99%	100%
4.17.2 Demonstrate a positive impact on response times.	93%	90%	95%
4.17.3 Develop and implement a comprehensive strategic technology plan by 2022.	90%	100%	Complete
4.17.4 Implement an intelligence-led policing model as a crime prevention and crime reduction tool by 2022.	100%	Complete	
4.17.5 Expand the use of red light enforcement cameras by seeking opportunities to use them in crash prone locations on state highways by 2022.	100%	Complete	
Notable Achievements			
4.17.1 CSPD has enhanced its social media presence with crime prevention tips, such as no-cost recommendations like ensuring garage doors are closed (to prevent burglaries) and always locking your car when parking your vehicle. These announcements serve as reminders to the community to help prevent property crime			
4.17.5 CSPD has far exceeded its initial plan of deploying red light enforcement cameras; initially nine crash-prone areas were identified for red-light cameras. As of Q2 2023, twenty cameras deployments throughout the City, capture approximately 10,000 events per month (are carefully reviewed by officers). Based on events captured by these cameras, 3,000 red-light violation citations are issued per month (on average).			

Strategic Plan Update



Building Community & Collaborative Relationships

Initiatives			
3.17 Continually build on a solid foundation of public trust and engage the community in public safety efforts.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
3.17.1 Increase the percentage of residents who agree that the police department treats people with respect compared to a baseline of the average percentage in Q1 2023 (59%). Note: In Q2 2023, this measure was modified.	99%	100%	100%
3.17.2 Implement a community-wide traffic safety steering committee by 2020.	Complete		
3.17.3 Evaluate the feasibility of implementing CDOT/ DOT highway signs as an educational tool in traffic safety by 2020.	Complete		
3.17.4 Expand and enhance the operations of the Community Response Team (CRT) by 2021.	Complete		
3.17.5 Implement appropriate recommendations from the Illumination Project.	Complete		
Notable Achievements			
3.17.1 To better understand citizen sentiments, CSPD expanded the continuous citizen survey in April 2023 from just measuring two sentiments (trust and safety) to four sentiments (safety, fairness, respect, and voice) through a series of ten questions.			
3.17.5 CSPD is engaged in a variety of programs to enhance the relationship between CSPD and the community it serves. These programs focus on providing opportunities for positive interactions between officers and community members. Since its 2021 implementation of the " PlayCOS ", CSPD held more than 75 events, donated sports equipment to more than 15 schools and 3 community centers, and has tracked over 20,000 positive police/community interactions. In 2022, CSPD partnered with the Triple Treat Gym to create the Police Athletic/Activities League (PAL) Boxing Program . CSPD officers volunteer to coach and mentor local youth at the boxing gym. Recently the PAL Boxing Team competed in the National Youth Golden Gloves Boxing tournament in Orlando and brought home two silver medals. CSPD supported the 2023 COSILoveYou Backpack bash which provided school-age children with new backpacks and school supplies.			

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, Public Safety Sales Tax (PSST), Grant Funds, and Capital Improvements Program (CIP).

Police Department - 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	\$106,801,970	\$111,556,481	\$123,272,241	\$123,272,241	\$125,934,576	\$2,662,335
	Operating	8,695,577	12,181,876	8,758,977	8,758,977	7,759,132	(999,845)
	Capital Outlay	780	21,582	185,000	185,000	63,000	(122,000)
	Total	\$115,498,327	\$123,759,939	\$132,216,218	\$132,216,218	\$133,756,708	\$1,540,490
	CIP	\$485,204	\$624,965	\$317,597	\$317,597	\$0	(\$317,597)
	Grand Total	\$115,983,531	\$124,384,904	\$132,533,815	\$132,533,815	\$133,756,708	\$1,222,893
	Revenue	\$4,459,799	\$7,174,258	\$3,476,700	\$3,476,700	\$4,178,500	\$701,800
	Total Civilian		252.00	263.75	268.75	268.75	0.00
	Total Sworn		704.00	719.00	719.00	719.00	0.00
Total Positions		956.00	982.75	987.75	987.75	0.00	

General Fund Positions	Civilian Positions	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Administrative Assistant I	2.00	2.75	1.00	1.00	0.00
	Administrative Assistant II	9.00	9.00	9.00	9.00	0.00
	Administrative Assistant, Senior	2.00	2.00	2.00	2.00	0.00
	Analyst I/II	7.00	8.00	8.00	8.00	0.00
	Application Support Admin I & II	1.00	1.00	1.00	1.00	0.00
	Background Investigator	5.00	5.00	5.00	5.00	0.00
	Background Investigator, Senior	1.00	1.00	1.00	1.00	0.00
	Business Support Specialist I	8.00	8.00	8.50	8.50	0.00
	Business Support Specialist II	16.00	16.00	18.50	18.50	0.00
	Business Support Specialist, Senior	1.00	1.00	2.00	2.00	0.00
	Civilian Criminal Investigator	1.00	8.00	8.75	8.75	0.00
	Community Service Officer I	12.00	12.00	12.00	12.00	0.00
	Community Service Officer II	8.00	8.00	8.00	8.00	0.00
	Community Service Officer Supervisor	4.00	4.00	4.00	4.00	0.00
	Crime Analysis Manager	0.00	0.00	1.00	1.00	0.00
	Crime Analysis Supervisor	1.00	1.00	0.00	0.00	0.00
	Crime Lab Manager	1.00	1.00	1.00	1.00	0.00
	Crime Lab Supervisor	1.00	1.00	1.00	1.00	0.00
	Crime Scene Investigator	3.00	3.00	1.00	1.00	0.00
DNA Analyst	1.00	1.00	1.00	1.00	0.00	

* 2023 Amended Budget as of 8/31/2023

Police Department - General Fund: Summary, Funding, and Position Changes

	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
DNA Technical Leader	1.00	1.00	1.00	1.00	0.00
Emergency Response Technician	40.00	40.00	40.50	40.50	0.00
Evidence Technician	14.00	15.00	13.00	13.00	0.00
Fingerprint Technician	10.00	10.00	10.00	10.00	0.00
Firearms Examiner	1.00	1.00	1.00	1.00	0.00
Forensic Interview Coordinator	0.00	0.00	1.00	1.00	0.00
HR Generalist, Senior	1.00	1.00	1.00	1.00	0.00
HR Supervisor	1.00	1.00	1.00	1.00	0.00
HR Technician I	2.00	2.00	1.00	1.00	0.00
HR Technician II	3.00	3.00	4.00	4.00	0.00
Investigative Specialist	4.00	4.00	3.00	3.00	0.00
IT Project Manager, Senior	1.00	1.00	1.00	1.00	0.00
Latent Fingerprint Examiner	2.00	2.00	2.00	2.00	0.00
Maintenance Technician I	1.00	1.00	1.00	1.00	0.00
Marshal	2.00	2.00	2.00	2.00	0.00
Photo Enforcement Technician	2.00	2.00	2.00	2.00	0.00
Police Admin Services Manager	2.00	2.00	2.00	2.00	0.00
Police Court Liaison	1.00	1.00	1.00	1.00	0.00
Police Evidence Manager	1.00	1.00	1.00	1.00	0.00
Police Evidence Supervisor	1.00	1.00	1.00	1.00	0.00
Police Impound Facility Supervisor	1.00	1.00	1.00	1.00	0.00
Police Logistics Support Manager	1.00	1.00	1.00	1.00	0.00
Police Psychologist	1.00	1.00	1.00	1.00	0.00
Police Quartermaster Supervisor	1.00	1.00	1.00	1.00	0.00
Police Records Manager	1.00	1.00	1.00	1.00	0.00
Polygraphist I	1.00	1.00	1.00	1.00	0.00
Polygraphist II	1.00	1.00	1.00	1.00	0.00
Program Administrator I	0.00	0.00	2.00	2.00	0.00
Program Administrator II	1.00	1.00	0.00	0.00	0.00
Program Administrator, Sr	0.00	0.00	1.00	1.00	0.00
Program Coordinator	1.00	1.00	0.00	0.00	0.00
Public Communications Specialist II	1.00	1.00	1.00	1.00	0.00
Public Safety Comm Sup Lead	3.00	3.00	3.00	3.00	0.00
Public Safety Communications Manager	1.00	1.00	1.00	1.00	0.00
Public Safety Communications Supervisor	9.00	9.00	9.00	9.00	0.00
Public Safety Dispatch Trainer	1.00	1.50	1.50	1.50	0.00
Public Safety Dispatcher	34.00	35.50	35.00	35.00	0.00

* 2023 Amended Budget as of 8/31/2023

Police Department - General Fund: Summary, Funding, and Position Changes

General Fund Positions		2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Civilian Positions					
	Records Supervisor	6.00	6.00	7.00	7.00	0.00
	Senior Analyst	4.00	4.00	5.00	5.00	0.00
	Senior Crime Scene Investigator	0.00	0.00	2.00	2.00	0.00
	Senior Evidence Technician	0.00	0.00	2.00	2.00	0.00
	Senior Forensic Chemist	2.00	2.00	2.00	2.00	0.00
	Senior Marshal	1.00	1.00	1.00	1.00	0.00
	Senior Public Communications Specialist	1.00	1.00	1.00	1.00	0.00
	Senior Skilled Maintenance Technician	0.00	0.00	1.00	1.00	0.00
	Skilled Maintenance Technician II	1.00	1.00	0.00	0.00	0.00
	Staff Assistant	1.00	1.00	1.00	1.00	0.00
	Training Specialist	2.00	2.00	2.00	2.00	0.00
	Victim Advocate Coordinator	1.00	1.00	1.00	1.00	0.00
	Volunteer Coordinator	1.00	1.00	0.00	0.00	0.00
Total Civilian	252.00	263.75	268.75	268.75	0.00	

General Fund Positions		2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Sworn Positions					
	Police Chief	1.00	1.00	1.00	1.00	0.00
	Police Commander	8.00	8.00	9.00	9.00	0.00
	Police Deputy Chief	3.00	3.00	3.00	3.00	0.00
	Police Lieutenant	22.00	22.00	22.00	22.00	0.00
	Police Officer	593.00	608.00	604.00	604.00	0.00
	Police Sergeant	77.00	77.00	80.00	80.00	0.00
	Total Sworn	704.00	719.00	719.00	719.00	0.00
	Total Positions	956.00	982.75	987.75	987.75	0.00

* 2023 Amended Budget as of 8/31/2023

Police Department - 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	\$221,653
	Increase to fund market movement for sworn, and pay for performance and pay progression for civilian staff	3,998,395
	Increase to fund medical cost adjustments	592,516
	Decrease due to operating budget reductions	(2,982,760)
	Increase in Sworn Overtime added at the Budget Markup Session	100,000
	Increase for 2024 sworn pension costs	732,531
	Total Salaries/Benefits/Pensions	\$2,662,335
	Operating	
	Decrease due to the removal of 2023 one-time costs associated with new positions	(\$270,845)
	Decrease due to operating budget reductions	(751,000)
	Redistribution of Capital Outlay to Operating	22,000
	Total Operating	(\$999,845)
	Capital Outlay	
	Decrease due to operating budget reductions	(\$100,000)
	Redistribution of Capital Outlay to Operating	(22,000)
Total Capital Outlay	(\$122,000)	
CIP		
Decrease to 2024 CIP projects	(\$317,597)	
Total CIP	(\$317,597)	
Total For 2024	\$1,222,893	

* 2023 Amended Budget as of 8/31/2023

Police Department - General Fund: Summary, Funding, and Position Changes

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Add 5.00 FTEs (4.00 Business Support Specialist II, 1.00 Records Supervisor) for implementation of a filing unit	5.00
	Total During 2023	5.00
	For 2024	2024 Budget - * 2023 Amended Budget
	None	0.00
Total For 2024	0.00	

* 2023 Amended Budget as of 8/31/2023

Police Department - PSST Fund: Summary, Funding, and Position Changes

PSST	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Salary/Benefits/Pensions	\$16,399,265	\$21,465,696	\$22,658,185	\$22,658,185	\$23,032,749	\$374,564
	Operating	3,253,886	4,779,980	4,666,678	4,666,678	4,258,837	(407,841)
	Capital Outlay	211,454	1,011,540	1,500,000	1,500,000	0	(1,500,000)
	Total	\$19,864,605	\$27,257,216	\$28,824,863	\$28,824,863	\$27,291,586	(\$1,533,277)
	CIP	\$8,408	\$89,161	\$2,000,000	\$2,000,000	\$0	(\$2,000,000)
	Grand Total	\$19,873,013	\$27,346,377	\$30,824,863	\$30,824,863	\$27,291,586	(\$3,533,277)
	Non-tax Revenue	\$51,852	\$1,319,780	\$50,000	\$50,000	\$50,000	\$0
	Total Civilian		72.00	84.75	85.75	85.75	0.00
	Total Sworn		86.00	86.00	86.00	86.00	0.00
Total Positions		158.00	170.75	171.75	171.75	0.00	

* 2023 Amended Budget as of 8/31/2023

Police Department - PSST Fund: Summary, Funding, and Position Changes

	Civilian Positions	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
PSST Positions	Administrative Assistant I/II	1.00	4.25	2.50	2.50	0.00
	Administrative Assistant, Senior	0.00	0.00	1.00	1.00	0.00
	Analyst I/II	2.00	2.00	4.00	4.00	0.00
	Application Support Admin I/II	1.00	1.00	1.00	1.00	0.00
	Background Investigator	0.00	1.00	1.00	1.00	0.00
	Business Support Specialist I/II	2.00	2.75	2.50	2.50	0.00
	Business Support Specialist, Senior	0.00	0.00	1.00	1.00	0.00
	Civilian Criminal Investigator	0.00	1.50	1.75	1.75	0.00
	Community Service Officer I	12.00	12.00	11.00	11.00	0.00
	Community Service Officer II	16.00	16.00	15.00	15.00	0.00
	Community Service Officer Manager	1.00	1.00	1.00	1.00	0.00
	Community Service Officer Supervisor	4.00	4.00	4.00	4.00	0.00
	Crime Lab Supervisor	1.00	1.00	1.00	1.00	0.00
	Crime Scene Investigator	0.00	1.00	1.00	1.00	0.00
	DNA Analyst	0.00	1.00	1.00	1.00	0.00
	Driver	2.00	2.00	2.00	2.00	0.00
	Emergency Response Technician	3.00	3.00	3.00	3.00	0.00
	Evidence Technician	4.00	5.00	4.00	4.00	0.00
	Finance Technician II	1.00	1.00	1.00	1.00	0.00
	Fingerprint Technician	3.00	3.00	3.00	3.00	0.00
	HR Generalist	0.00	1.00	1.00	1.00	0.00
	HR Supervisor	1.00	1.00	1.00	1.00	0.00
	HR Technician I	1.00	1.00	1.00	1.00	0.00
	HRIS Specialist	1.00	1.00	0.00	0.00	0.00
	Information Technology Project Manager II	1.00	1.00	1.00	1.00	0.00
	Latent Fingerprint Examiner	1.00	1.00	1.00	1.00	0.00
	Maintenance Technician I	0.00	0.75	0.75	0.75	0.00
	Police Services Representative Lead	0.00	0.00	1.00	1.00	0.00
	Program Administrator I/II	1.00	1.00	1.00	1.00	0.00
	Public Affairs Manager	0.00	0.00	1.00	1.00	0.00
	Public Communications Specialist I	0.00	0.00	0.50	0.50	0.00
	Public Safety Comm. Supervisor	1.00	1.00	1.00	1.00	0.00
	Public Safety Dispatcher	6.00	6.00	6.00	6.00	0.00
	Senior Analyst	2.00	2.00	2.00	2.00	0.00
	Senior Applications Support Administrator	2.00	2.00	2.00	2.00	0.00
	Senior Evidence Technician	0.00	0.00	1.00	1.00	0.00
	Skilled Maintenance Supervisor	1.00	1.00	1.00	1.00	0.00
	Skilled Maintenance Technician II	1.00	1.00	1.00	1.00	0.00
	Training Specialist	0.00	1.50	0.75	0.75	0.00
	Total Civilian	72.00	84.75	85.75	85.75	0.00

* 2023 Amended Budget as of 8/31/2023

Police Department - PSST Fund: Summary, Funding, and Position Changes

PSST Positions	Sworn Positions	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Police Commander	1.00	1.00	1.00	1.00	0.00
	Police Lieutenant	3.00	3.00	3.00	3.00	0.00
	Police Officer	62.00	62.00	62.00	62.00	0.00
	Police Sergeant	20.00	20.00	20.00	20.00	0.00
	Total Sworn	86.00	86.00	86.00	86.00	0.00
	Total Positions	158.00	170.75	171.75	171.75	0.00

PSST 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	(\$533,319)
	Increase to fund market movement for sworn, and pay for performance and pay progression for civilian staff	661,336
	Increase to fund medical cost adjustments	105,920
	Increase to fund 2024 sworn pension costs	140,627
	Total Salaries/Benefits/Pensions	\$374,564
	Operating	
	Decrease in funding for Operating	(\$407,841)
	Total Operating	(\$407,841)
	Capital Outlay	
	Decrease in funding for Capital Outlay	(\$1,500,000)
	Total Capital Outlay	(\$1,500,000)
	CIP	
Decrease in planned 2024 CIP projects	(\$2,000,000)	
Total CIP	(\$2,000,000)	
Total For 2024	(\$3,533,277)	

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Add 1.00 FTE (Analyst II - Police Legislative and Research Analyst)	1.00
	Total During 2023	1.00
	For 2024	2024 Budget - * 2023 Amended Budget
	None	0.00
Total For 2024	0.00	

* 2023 Amended Budget as of 8/31/2023

Police Department - Enterprise Funds: Summary, Funding, and Position Changes

Enterprise Positions		2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Civilian Positions					
	Community Service Officer I	0.00	0.00	1.00	1.00	0.00
	Community Service Officer II	0.00	0.00	2.00	2.00	0.00
	Civilian Positions	0.00	0.00	3.00	3.00	0.00
	Sworn Positions					
	Police Sergeant	1.00	1.00	1.00	1.00	0.00
	Police Officer	12.00	15.00	12.00	12.00	0.00
	Total Sworn	13.00	16.00	13.00	13.00	0.00
	Total Positions	13.00	16.00	16.00	16.00	0.00
These positions report to the Police Department, but are funded in the Airport Enterprise budget.						

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Converted 3.00 FTEs from sworn positions to Community Service Officer I/II	0.00
	Total During 2023	0.00
	For 2024	2024 Budget - * 2023 Amended Budget
	None	0.00
Total For 2023	0.00	

* 2023 Amended Budget as of 8/31/2023

Police Department - Grants Fund: Summary, Funding, and Position 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**	\$8,815,102	\$6,129,548	\$9,105,233	\$9,105,233	\$5,993,235	(\$3,111,998)
	Total	\$8,815,102	\$6,129,548	\$9,105,233	\$9,105,233	\$5,993,235	(\$3,111,998)
		2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget	
Civilian Positions							
Administrative Assistant I		0.00	0.75	0.75	0.75	0.00	
Administrative Assistant, Senior		1.00	1.00	1.00	1.00	0.00	
Analyst I/II		1.00	1.00	3.00	3.00	0.00	
Business Support Specialist II		2.00	2.00	2.00	2.00	0.00	
Civilian Criminal Investigator		3.00	10.75	10.50	10.50	0.00	
DNA Analyst		1.00	1.75	2.75	2.75	0.00	
Emergency Response Technician		6.00	6.00	6.00	6.00	0.00	
Evidence Technician		1.00	1.00	1.00	1.00	0.00	
Program Coordinator		1.00	1.00	0.00	0.00	0.00	
Public Safety Dispatch Trainer		1.00	1.00	1.00	1.00	0.00	
Public Safety Dispatcher		2.00	2.00	2.00	2.00	0.00	
Victim Advocate		7.00	7.00	7.00	7.00	0.00	
Total Positions		26.00	35.25	37.00	37.00	0.00	
Grant funding and associated positions will vary by year depending on the amount of grant fund anticipated or awarded. All grant-funded positions are special positions and not regular FTE.							

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	\$0
	Total During 2023	\$0
	For 2024	2024 Budget - * 2023 Amended Budget
Grant Awards		
Decrease due to anticipated grant awards		(\$3,111,998)
Total For 2024		(\$3,111,998)

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Add 2.00 FTEs (1.00 Analyst II, 1.00 DNA Analyst)	2.00
	Eliminated 0.25 FTE (Civilian Criminal Investigator)	(0.25)
Total During 2023	1.75	
	For 2024	2024 Budget - * 2023 Amended Budget
None		0.00
Total For 2024		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.

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Police

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	(2,982,760)	(2,982,760)
51205 - CIVILIAN SALARIES	11,351,630	13,862,922	17,971,875	17,971,875	18,185,742	213,867
51210 - OVERTIME	528,997	540,115	309,100	309,100	309,100	0
51220 - SEASONAL TEMPORARY	1,250,449	769,402	56,000	56,000	56,000	0
51225 - SHIFT WORKER HOLIDAY	222,677	223,331	177,980	177,980	219,500	41,520
51230 - SHIFT DIFFERENTIAL	146,113	148,024	151,000	151,000	159,000	8,000
51235 - STANDBY	434,312	453,567	459,500	459,500	504,500	45,000
51240 - RETIREMENT TERMINATION SICK	309,871	545,712	250,000	250,000	500,000	250,000
51245 - RETIREMENT TERM VACATION	141,972	96,754	100,000	100,000	100,000	0
51260 - VACATION BUY PAY OUT	360,971	355,144	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(459,436)	(558,022)	0	0	0	0
51405 - UNIFORM SALARIES	56,942,344	58,813,040	66,588,278	66,588,278	69,432,701	2,844,423
51410 - UNIFORM OVERTIME	1,401,462	1,852,720	1,751,012	1,751,012	1,851,012	100,000
51425 - UNIFORM SHIFT DIFFERENTIAL	179,718	169,777	183,000	183,000	308,000	125,000
51430 - UNIFORM SPECIAL ASSIGNMENT	50,808	76,824	55,000	55,000	74,500	19,500
51435 - EXTRA DUTY EXPENDITURE	1,083,819	182,906	0	0	0	0
51445 - LONGEVITY	307,243	303,416	325,650	325,650	332,500	6,850
51455 - SWORN VAC TWK	195,706	184,853	216,500	216,500	216,500	0
51460 - UNIFORM HAZARD DUTY	68,367	63,133	75,000	75,000	75,000	0
51465 - UNIFORM COURT OVERTIME	89,873	117,937	99,100	99,100	99,100	0
51470 - UNIFORM RETIREMENT COST	287,583	436,268	250,000	250,000	400,000	150,000
51482 - POLICE TRAINING OFFICERS	53,551	128,848	93,000	93,000	134,000	41,000
51610 - PERA	2,217,702	2,177,625	2,651,196	2,651,196	2,687,744	36,548
51612 - RETIREMENT HEALTH SAVINGS	278,871	555,076	340,000	340,000	500,000	160,000
51615 - WORKERS COMPENSATION	2,691,138	2,821,637	2,738,396	2,738,396	2,029,590	(708,806)
51620 - EQUITABLE LIFE INSURANCE	162,900	173,425	323,770	323,770	263,427	(60,343)
51625 - VISION CARE	4,598	0	0	0	0	0
51640 - DENTAL INSURANCE	393,947	380,486	445,013	445,013	455,400	10,387
51650 - NEW HIRE POLICE PENSION PLAN	9,348,285	8,629,022	6,585,332	6,585,332	7,317,863	732,531
51651 - OLD HIRE POLICE PENSION	2,120,342	2,120,342	2,120,342	2,120,342	2,120,342	0
51652 - STATEWIDE POLICE PENSION	3,616,900	4,243,632	4,916,992	4,916,992	5,683,340	766,348
51670 - PARKING FOR EMPLOYEES	540	600	1,080	1,080	1,080	0
51690 - MEDICARE	1,133,439	1,181,752	1,235,725	1,235,725	1,270,570	34,845
51695 - CITY EPO MEDICAL PLAN	1,266,196	1,386,121	1,530,434	1,530,434	1,415,690	(114,744)
51696 - ADVANTAGE HD MED PLAN	8,139,331	8,685,089	10,771,464	10,771,464	11,697,546	926,082
51697 - HRA BENEFIT TO ADV MED PLAN	445,535	434,210	500,502	500,502	517,589	17,087
51699 - BENEFITS REIMBURSEMENT	34,216	793	0	0	0	0
Salaries/Benefits/Pensions Total	106,801,970	111,556,481	123,272,241	123,272,241	125,934,576	2,662,335
Operating						
52003 - REDUCTION IN OPERATING	0	0	0	0	(751,000)	(751,000)
52005 - LEASE RENT EXP RECLASS	0	(1,274,337)	0	0	0	0
52105 - MISCELLANEOUS OPERATING	183,865	46,837	0	0	0	0
52110 - OFFICE SUPPLIES	35,120	39,956	76,950	76,950	80,600	3,650
52111 - PAPER SUPPLIES	12,614	13,130	21,500	21,500	22,300	800
52112 - AMMUNITION	54,950	621,681	435,100	435,100	561,520	126,420
52114 - K9 SUPPLIES	18,205	30,951	26,000	26,000	26,000	0
52115 - MEDICAL SUPPLIES	7,535	6,695	30,000	30,000	10,000	(20,000)

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Police

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
52120 - SOFTWARE SUBSCRIPTION/LICENSE	252,067	305,943	7,130	7,130	4,150	(2,980)
52122 - CELL PHONES EQUIP AND SUPPLIES	0	40	0	0	0	0
52125 - GENERAL SUPPLIES	275,584	363,937	434,950	434,950	445,950	11,000
52129 - HVAC-HEAT VENTILATN AIR SUPPLI	21,704	33,943	20,000	20,000	30,000	10,000
52132 - CONSUMABLE SUPPLIES	0	84	0	0	0	0
52135 - POSTAGE	40,797	34,171	40,000	40,000	40,000	0
52140 - WEARING APPAREL	412,041	479,729	908,336	908,336	694,160	(214,176)
52145 - PAINT AND CHEMICAL	215	11,626	12,000	12,000	12,000	0
52155 - AUTOMOTIVE	112,828	151,815	193,400	193,400	188,000	(5,400)
52160 - FUEL	14,787	13,718	15,000	15,000	15,000	0
52161 - CRIME PREVENTION	554	4,702	7,500	7,500	7,500	0
52162 - DRONE PROGRAM	21,079	11,085	10,000	10,000	10,000	0
52165 - LICENSES AND TAGS	848	372	4,690	4,690	3,960	(730)
52175 - SIGNS	0	6	0	0	0	0
52190 - JANITORIAL SUPPLIES	35,777	44,400	40,000	40,000	50,000	10,000
52216 - EOD PROGRAM	12,618	17,949	27,000	27,000	20,000	(7,000)
52220 - MAINT OFFICE MACHINES	0	701	900	900	0	(900)
52235 - MAINT MACHINERY AND APPARATUS	110,112	123,993	140,230	140,230	157,841	17,611
52238 - MAINT LARGE VEHICLES	0	303	10,000	10,000	10,000	0
52250 - MAINT RADIOS ALLOCATION	165,390	35,390	201,965	201,965	40,000	(161,965)
52265 - MAINT BUILDINGS AND STRUCTURE	79,293	177,494	140,000	140,000	140,000	0
52275 - MAINT RUNWAYS	0	27,195	0	0	0	0
52305 - MAINT SOFTWARE & OTHER FEES	11,627	49,120	9,740	9,740	6,100	(3,640)
52402 - MEMORIAL EVENT	5,036	2,869	3,750	3,750	3,750	0
52405 - ADVERTISING SERVICES	7,703	5,794	9,000	9,000	4,000	(5,000)
52410 - BUILDING SECURITY SERVICES	28,403	17,814	35,000	35,000	25,000	(10,000)
52413 - SPECIAL EVENTS	62	3,948	0	0	0	0
52415 - CONTRACTS AND SPEC PROJECTS	13,998	11,028	98,500	98,500	98,500	0
52418 - COMPUTER SERVICES	0	2,800	0	0	0	0
52420 - EMPLOYEE SERVICES	131,727	129,592	100,000	100,000	100,000	0
52421 - CIVIL SERVICE TESTING	43,857	75,380	90,695	90,695	92,695	2,000
52422 - INCARCERATION SERVICES	155,171	201,173	276,000	276,000	220,000	(56,000)
52428 - HOSTED IT SERVICES	727,010	154,588	33,858	33,858	50,000	16,142
52434 - TOWING SERVICES	584,896	940,015	700,000	700,000	950,000	250,000
52435 - GARBAGE REMOVAL SERVICES	13,884	14,648	15,000	15,000	15,000	0
52445 - JANITORIAL SERVICES	246,620	281,616	300,000	300,000	255,636	(44,364)
52455 - LAWN MAINTENANCE SERVICE	26,600	30,039	35,000	35,000	35,000	0
52465 - MISCELLANEOUS SERVICES	670,758	680,911	1,122,000	1,122,000	1,122,000	0
52560 - PARKING SERVICES	846	1,801	3,500	3,500	2,000	(1,500)
52565 - PEST CONTROL	3,425	3,572	4,000	4,000	4,000	0
52566 - KENNEL SERVICES	5,146	14,939	7,500	7,500	15,000	7,500
52567 - VETERINARY SERVICES	15,072	27,714	35,000	35,000	35,000	0
52568 - BANK AND INVESTMENT FEES	3,292	3,339	3,600	3,600	3,600	0
52571 - SNOW REMOVAL	23,239	23,805	27,000	27,000	27,000	0
52573 - CREDIT CARD FEES	8,087	10,177	9,500	9,500	9,500	0
52575 - SERVICES	2,363,522	730,770	831,540	831,540	777,005	(54,535)
52578 - INTERPRETING SERVICES	39,182	42,102	41,250	41,250	52,500	11,250
52583 - PROGRAM SUPPORT	4,073	5,357	5,000	5,000	5,000	0
52605 - CAR MILEAGE	12	13	0	0	0	0

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Police

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
52615 - DUES AND MEMBERSHIP	102,531	75,634	56,054	56,054	77,554	21,500
52625 - MEETING EXPENSES IN TOWN	14,613	10,080	44,300	44,300	51,350	7,050
52630 - TRAINING	158,503	124,995	247,800	247,800	247,800	0
52635 - EMPLOYEE EDUCATIONAL ASSISTANCE	14,540	46,085	40,000	40,000	40,000	0
52645 - SUBSCRIPTIONS	47,094	628,670	46,978	46,978	47,137	159
52650 - MARKETING EXP	0	3,620	0	0	0	0
52655 - TRAVEL OUT OF TOWN	93,439	93,207	0	0	0	0
52705 - COMMUNICATIONS	49,919	44,306	48,000	48,000	45,000	(3,000)
52706 - WIRELESS COMMUNICATION	351,473	615,874	391,431	391,431	250,000	(141,431)
52716 - RENTAL EXPENSE	0	1,779	0	0	30,000	30,000
52721 - EQUIPMENT RIGHT OF USE EXPEND	0	3,305,426	0	0	0	0
52725 - RENTAL OF PROPERTY	24,267	36,187	48,947	48,947	61,147	12,200
52730 - PASSENGER MILE TAX	3	0	0	0	0	0
52738 - CELL PHONE BASE CHARGES	21,090	10,534	2,880	2,880	6,528	3,648
52740 - GENERAL INSURANCE-CITY	1,562	1,981	1,610	1,610	1,610	0
52742 - STORMWATER FEE	416	624	575	575	650	75
52775 - MINOR EQUIPMENT	524,380	680,395	720,795	720,795	665,900	(54,895)
52776 - PRINTER CONSOLIDATION COST	142,158	222,457	170,000	170,000	170,000	0
52785 - RADIO REPLACEMENT	0	1,040	0	0	0	0
52795 - RENTAL OF EQUIPMENT	1,840	2,757	2,300	2,300	3,000	700
52874 - OFFICE SERVICES PRINTING	751	4,133	4,000	4,000	4,000	0
52902 - REPROGRAPHICS MISCELLANEOUS	0	5,900	0	0	0	0
52908 - REPROGRAPHICS POLICE	74,800	113,418	75,000	75,000	100,000	25,000
65040 - MISCELLANEOUS	1,232	580	0	0	0	0
65075 - INTEREST	49,752	46,352	62,070	62,070	42,815	(19,255)
65077 - INTEREST EXPENDITURE-LEASES	0	53,895	0	0	0	0
65150 - LEGAL DEFENSE	0	1,434	0	0	0	0
65160 - RECRUITMENT	19,983	41,330	20,000	20,000	30,000	10,000
65185 - PRINCIPAL	0	0	71,119	71,119	90,374	19,255
65186 - PRINCIPAL EXPENDITURE-LEASES	0	1,220,442	0	0	0	0
65352 - EMPLOYEE AWARDS PROGRAM	0	308	0	0	0	0
65409 - GRANT MATCH	0	0	106,034	106,034	68,000	(38,034)
Operating Total	8,695,577	12,181,876	8,758,977	8,758,977	7,759,132	(999,845)
Capital Outlay						
53003 - REDUCTION IN CAPITAL OUTLAY	0	0	0	0	(100,000)	(100,000)
53030 - FURNITURE AND FIXTURES	280	550	0	0	0	0
53050 - MACHINERY AND APPARATUS	0	12	35,000	35,000	15,000	(20,000)
53080 - VEHICLES ADDITIONS	500	11,714	0	0	0	0
53095 - IMPROVEMENT TO CAP ASSETS	0	9,306	150,000	150,000	148,000	(2,000)
Capital Outlay Total	780	21,582	185,000	185,000	63,000	(122,000)
Expense Total	115,498,327	123,759,939	132,216,218	132,216,218	133,756,708	1,540,490
CIP Total	485,204	624,965	317,597	317,597	0	(317,597)
Grand Total	115,983,531	124,384,904	132,533,815	132,533,815	133,756,708	1,222,893

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Police

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Revenue						
40113 - MISCELLANEOUS	4,498	(2,432)	0	0	0	0
40150 - RESTITUTION	8,754	43,944	6,500	6,500	7,000	500
41415 - FINGER PRINTING	2,445	3,730	2,400	2,400	3,000	600
41840 - ADMIN REVENUE	37,889	6,773	0	0	0	0
43156 - REBATES	2,199	7,016	0	0	0	0
43322 - OTHER FINANCING SOURCES-LEASE	0	3,305,426	0	0	0	0
44014 - RECYCLED MATERIALS	3,293	5,912	10,000	10,000	13,000	3,000
44020 - MISCELLANEOUS GENERAL	5,331	11,226	10,000	10,000	10,000	0
44025 - CASH OVER SHORT	13	3	0	0	0	0
44040 - SALE OF PROPERTY	119,565	2,295	65,000	65,000	0	(65,000)
44045 - SALE OF SCRAP	6,302	0	6,000	6,000	0	(6,000)
44053 - PD PARKING GARAGE FEES	67,950	70,455	69,000	69,000	70,500	1,500
44054 - OT REIMBURSEMENT	106,268	138,877	225,700	225,700	193,700	(32,000)
44055 - REIMBURSEMENT ACCT	61,159	49,414	55,000	55,000	50,000	(5,000)
44075 - PROCESSING FEE	386	370	600	600	100	(500)
45279 - ALARM BUSINESS LICENCE	6,710	27,775	29,000	29,000	29,000	0
45657 - OJW CITY	0	1,418	0	0	0	0
45663 - APPEAL FEE	25	50	0	0	0	0
45734 - FOUNTAIN	4,251	4,680	4,000	4,000	4,600	600
45752 - EXTRA DUTY-VEHICLE USAGE	63,735	86,297	60,000	60,000	85,000	25,000
45753 - EXCESS POLICE ALARMS	105,590	160,617	120,000	120,000	134,000	14,000
45754 - LAB FEES POLICE	45,350	46,092	45,000	45,000	45,000	0
45755 - ALARM SITE REINSTATEMENT FEES	900	2,000	1,000	1,000	1,500	500
45756 - PHOTOSTATS AND PICTURES	147,160	161,548	160,000	160,000	160,000	0
45757 - POLICE POLYGRAPH TESTS	0	120	0	0	0	0
45758 - EXTRA DUTY REIMBURSEMENT	933,738	173,154	0	0	0	0
45759 - TOW AND STORAGE CHARGES	557,802	757,370	575,000	575,000	750,000	175,000
45760 - WITNESS FEES	906	135	300	300	100	(200)
45761 - SCHOOL RESOURCE OFFICER	1,173,272	1,228,687	1,150,000	1,150,000	1,250,000	100,000
45764 - ID REGISTRATION FEE	52,326	49,224	50,000	50,000	47,000	(3,000)
45767 - ANNUAL ALARM REGISTRATION	833,740	722,541	725,000	725,000	725,000	0
45768 - UNCLAIMED PROPERTY DISPOSITION	101,642	102,341	100,000	100,000	100,000	0
45769 - HANGAR RENTAL	6,600	7,200	7,200	7,200	0	(7,200)
46171 - REIMBURSEMENT FROM GRANTS	0	0	0	0	500,000	500,000
Revenue Total	4,459,799	7,174,258	3,476,700	3,476,700	4,178,500	701,800

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

171 - PUBLIC SAFETY SALES TAX Police

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
51205 - CIVILIAN SALARIES	2,345,848	3,923,645	5,515,218	5,515,218	5,857,440	342,222
51210 - OVERTIME	80,421	122,986	98,900	98,900	92,884	(6,016)
51220 - SEASONAL TEMPORARY	424,417	123,457	0	0	22,000	22,000
51225 - SHIFT WORKER HOLIDAY	28,332	25,386	33,000	33,000	32,000	(1,000)
51230 - SHIFT DIFFERENTIAL	25,311	41,478	34,500	34,500	70,500	36,000
51235 - STANDBY	7,395	19,021	12,000	12,000	21,500	9,500
51240 - RETIREMENT TERMINATION SICK	56,237	61,385	60,000	60,000	60,000	0
51245 - RETIREMENT TERM VACATION	13,450	27,609	20,000	20,000	20,000	0
51260 - VACATION BUY PAY OUT	47,493	61,533	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(63,806)	(66,019)	0	0	0	0
51405 - UNIFORM SALARIES	6,005,778	9,214,884	8,516,223	8,516,223	8,610,814	94,591
51410 - UNIFORM OVERTIME	3,427,054	3,421,711	3,294,000	3,294,000	2,691,692	(602,308)
51425 - UNIFORM SHIFT DIFFERENTIAL	28,158	36,192	40,000	40,000	80,000	40,000
51430 - UNIFORM SPECIAL ASSIGNMENT	7,257	8,201	13,700	13,700	13,400	(300)
51435 - EXTRA DUTY EXPENDITURE	881	0	0	0	0	0
51445 - LONGEVITY	35,494	31,896	35,200	35,200	34,200	(1,000)
51455 - SWORN VAC TWK	29,770	14,814	30,000	30,000	25,000	(5,000)
51465 - UNIFORM COURT OVERTIME	12,890	19,934	21,500	21,500	20,500	(1,000)
51470 - UNIFORM RETIREMENT COST	58,571	35,039	0	0	0	0
51482 - POLICE TRAINING OFFICERS	7,201	12,439	21,000	21,000	16,000	(5,000)
51610 - PERA	385,223	604,555	814,048	814,048	863,470	49,422
51612 - RETIREMENT HEALTH SAVINGS	105,581	73,725	65,000	65,000	65,000	0
51615 - WORKERS COMPENSATION	291,573	367,671	407,517	407,517	288,312	(119,205)
51620 - EQUITABLE LIFE INSURANCE	20,536	25,907	53,791	53,791	42,196	(11,595)
51640 - DENTAL INSURANCE	51,354	56,815	72,960	72,960	76,560	3,600
51650 - NEW HIRE POLICE PENSION PLAN	1,236,157	1,103,312	745,568	745,568	898,296	152,728
51652 - STATEWIDE POLICE PENSION	309,373	506,881	608,259	608,259	766,858	158,599
51690 - MEDICARE	133,184	172,796	203,388	203,388	208,871	5,483
51695 - CITY EPO MEDICAL PLAN	173,870	170,901	163,885	163,885	271,565	107,680
51696 - ADVANTAGE HD MED PLAN	1,058,382	1,173,507	1,703,778	1,703,778	1,802,691	98,913
51697 - HRA BENEFIT TO ADV MED PLAN	55,880	63,748	74,750	74,750	81,000	6,250
51699 - BENEFITS REIMBURSEMENT	0	10,287	0	0	0	0
Salaries/Benefits/Pensions Total	16,399,265	21,465,696	22,658,185	22,658,185	23,032,749	374,564
Operating						
52005 - LEASE RENT EXP RECLASS	0	(118,540)	0	0	0	0
52110 - OFFICE SUPPLIES	3,787	8,811	3,750	3,750	4,000	250
52111 - PAPER SUPPLIES	1,263	1,059	1,750	1,750	2,500	750
52112 - AMMUNITION	0	0	1,500	1,500	0	(1,500)
52120 - SOFTWARE SUBSCRIPTION/LICENSE	4,163	8,998	52,945	52,945	49,070	(3,875)
52125 - GENERAL SUPPLIES	16,972	9,900	66,500	66,500	64,000	(2,500)
52129 - HVAC-HEAT VENTILATN AIR SUPPLI	5,247	16,741	9,000	9,000	10,000	1,000
52140 - WEARING APPAREL	654,149	159,986	111,786	111,786	203,740	91,954
52145 - PAINT AND CHEMICAL	0	65	0	0	0	0
52155 - AUTOMOTIVE	0	94,856	0	0	0	0
52161 - CRIME PREVENTION	295	4,481	2,500	2,500	2,500	0

City of Colorado Springs Budget Detail Report

171 - PUBLIC SAFETY SALES TAX Police

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
52165 - LICENSES AND TAGS	0	64	500	500	250	(250)
52190 - JANITORIAL SUPPLIES	6,316	7,209	10,000	10,000	10,000	0
52225 - MAINT COMPUTER SOFTWARE	0	24,457	0	0	0	0
52235 - MAINT MACHINERY AND APPARATUS	7,279	8,468	25,950	25,950	19,369	(6,581)
52250 - MAINT RADIOS ALLOCATION	22,500	164,700	22,500	22,500	165,200	142,700
52265 - MAINT BUILDINGS AND STRUCTURE	70,650	25,655	80,000	80,000	80,000	0
52305 - MAINT SOFTWARE & OTHER FEES	504,626	574,106	863,655	863,655	710,250	(153,405)
52410 - BUILDING SECURITY SERVICES	19,128	905	8,000	8,000	8,000	0
52418 - COMPUTER SERVICES	48,403	8,895	85,181	85,181	124,161	38,980
52428 - HOSTED IT SERVICES	148,609	149,718	139,783	139,783	140,783	1,000
52435 - GARBAGE REMOVAL SERVICES	4,335	3,852	6,000	6,000	6,000	0
52445 - JANITORIAL SERVICES	80,035	90,645	100,000	100,000	175,956	75,956
52455 - LAWN MAINTENANCE SERVICE	18,582	14,210	17,000	17,000	17,000	0
52565 - PEST CONTROL	1,518	1,524	3,000	3,000	3,000	0
52568 - BANK AND INVESTMENT FEES	4,170	3,890	5,000	5,000	5,000	0
52571 - SNOW REMOVAL	15,219	9,894	12,000	12,000	12,000	0
52573 - CREDIT CARD FEES	0	575	0	0	0	0
52575 - SERVICES	136,105	325,154	544,957	544,957	205,207	(339,750)
52578 - INTERPRETING SERVICES	0	0	750	750	0	(750)
52615 - DUES AND MEMBERSHIP	0	0	15,250	15,250	0	(15,250)
52625 - MEETING EXPENSES IN TOWN	8	0	250	250	0	(250)
52630 - TRAINING	700	1,954	16,250	16,250	2,250	(14,000)
52645 - SUBSCRIPTIONS	15,645	57,318	388,505	388,505	318,948	(69,557)
52655 - TRAVEL OUT OF TOWN	5,580	163	0	0	0	0
52705 - COMMUNICATIONS	19,229	19,229	19,229	19,229	19,229	0
52706 - WIRELESS COMMUNICATION	784,432	280,915	763,953	763,953	750,000	(13,953)
52716 - RENTAL EXPENSE	0	0	6,900	6,900	0	(6,900)
52720 - BUILDING RIGHT OF USE EXPEND	0	1,264,237	0	0	0	0
52725 - RENTAL OF PROPERTY	140,575	269,811	313,512	313,512	394,434	80,922
52735 - TELEPHONE LONG DIST CALLS	0	0	1,000	1,000	0	(1,000)
52746 - UTILITIES ELECTRIC	84,541	106,537	87,000	87,000	107,000	20,000
52747 - UTILITIES GAS	12,734	32,377	15,000	15,000	35,000	20,000
52748 - UTILITIES SEWER	2,872	3,407	5,000	5,000	5,000	0
52749 - UTILITIES WATER	18,000	17,354	20,000	20,000	20,000	0
52775 - MINOR EQUIPMENT	48,262	676,561	244,303	244,303	167,834	(76,469)
52827 - CHGS POLICE	46,899	38,410	150,000	150,000	75,000	(75,000)
52872 - MAINT FLEET VEHICLES EQP	104,422	96,225	250,000	250,000	150,000	(100,000)
52908 - REPROGRAPHICS POLICE	45	0	0	0	0	0
65075 - INTEREST	111,041	106,764	102,269	102,269	97,556	(4,713)
65077 - INTEREST EXPENDITURE-LEASES	0	12,784	0	0	0	0
65185 - PRINCIPAL	85,550	89,900	94,250	94,250	98,600	4,350
65186 - PRINCIPAL EXPENDITURE-LEASES	0	105,756	0	0	0	0
Operating Total	3,253,886	4,779,980	4,666,678	4,666,678	4,258,837	(407,841)

City of Colorado Springs Budget Detail Report

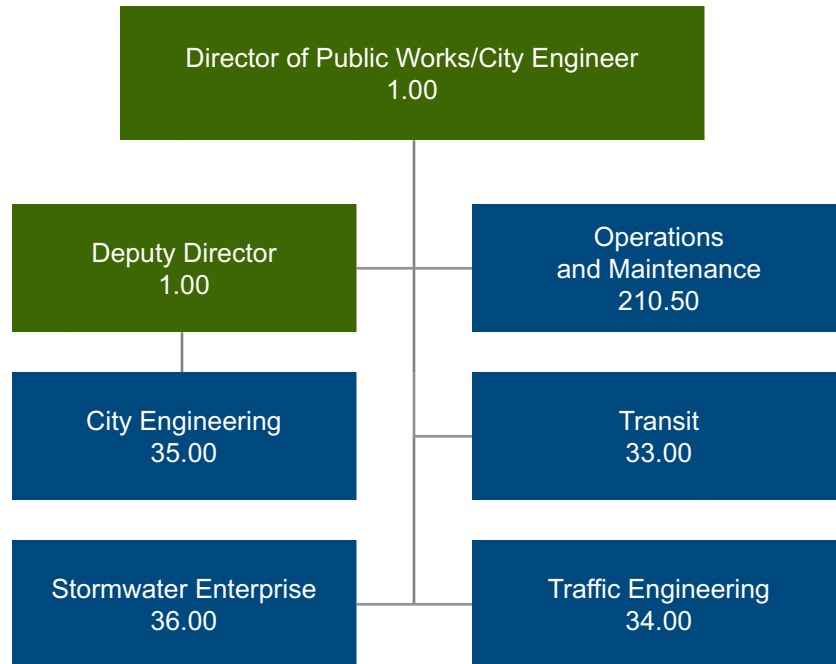
171 - PUBLIC SAFETY SALES TAX
Police

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Capital Outlay						
53020 - COMPUTERS NETWORKS	2,500	1,011	100,000	100,000	0	(100,000)
53030 - FURNITURE AND FIXTURES	106,274	0	300,000	300,000	0	(300,000)
53050 - MACHINERY AND APPARATUS	63,522	144,108	0	0	0	0
53070 - VEHICLES REPLACEMENT	0	699,968	1,000,000	1,000,000	0	(1,000,000)
53095 - IMPROVEMENT TO CAP ASSETS	39,158	166,453	100,000	100,000	0	(100,000)
Capital Outlay Total	211,454	1,011,540	1,500,000	1,500,000	0	(1,500,000)
Expense Total	19,864,605	27,257,216	28,824,863	28,824,863	27,291,586	(1,533,277)
CIP Total	8,408	89,161	2,000,000	2,000,000	0	(2,000,000)
Grand Total	19,873,013	27,346,377	30,824,863	30,824,863	27,291,586	(3,533,277)
Revenue						
43322 - OTHER FINANCING SOURCES-LEASE	0	1,264,237	0	0	0	0
44055 - REIMBURSEMENT ACCT	51,852	55,543	50,000	50,000	50,000	0
Revenue Total	51,852	1,319,780	50,000	50,000	50,000	0

* 2023 Amended Budget as of 8/31/2023

Public Works

Director of Public Works | (719) 385-5918 |



All Funds Summary

Division	General Fund	Other Funds	Total Budget
City Engineering	\$8,409,921	\$71,181,237	\$79,591,158
Operations and Maintenance	23,755,568	105,255,059	129,010,627
Traffic Engineering	5,321,367	4,932,700	10,254,067
Transit	9,745,873	49,249,438	58,995,311
Total Non-Enterprises	\$47,232,729	\$230,618,434	\$277,851,163
Stormwater Enterprise ¹	0	63,526,740	63,526,740
Total All	\$47,232,729	\$294,145,174	\$341,377,903
Total Positions	281.50	69.00	350.50

¹ Included in the Enterprises section of the Budget Book

Public Works

All Funds History

Use of Funds	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
General Fund	\$37,089,477	\$43,012,864	\$43,012,864	\$43,945,278	\$932,414
General Fund - CIP	5,958,567	8,776,923	8,776,923	3,287,451	(5,489,472)
Grants Fund (inc. Stormwater)**	29,682,207	84,807,778	84,807,778	75,649,482	(9,158,296)
Bike Tax Fund	109,489	84,700	84,700	84,700	0
Street Tree Fund	38	187	187	264	77
2C/2C2 - Road Tax Fund ¹	68,349,216	74,281,900	90,281,900	73,682,900	(16,599,000)
PPRTA - Capital ²	43,850,634	58,462,072	61,579,912	60,385,000	(1,194,912)
PPRTA - Maintenance ²	40,880,566	35,979,982	37,930,294	37,859,895	(70,399)
PPRTA - Transit Operating ³	15,684,019	17,546,279	18,346,279	18,356,193	9,914
Total Non-Enterprises	\$241,604,213	\$322,952,685	\$344,820,837	\$313,251,163	(\$31,569,674)
Stormwater Enterprise ⁴	16,110,492	30,306,194	30,306,194	28,126,740	(2,179,454)
Total All	\$257,714,705	\$353,258,879	\$375,127,031	\$341,377,903	(\$33,749,128)
Total Positions	324.00	339.25	342.50	350.50	8.00

* 2023 Amended City Budget as of 8/31/2023. The 2023 Amended Budget may also include 2023 Amended PPRTA Budget for capital and maintenance as of 8/31/2023. 2023 Amended PPRTA Transit Operating Budget as of 8/31/2023 may include additional sales tax revenue for 2021 and 2022.

** 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. However, the CIP table on a subsequent page of this narrative reflects only new grant funding. See Grants Overview for more information.

¹ In November of 2019, voters in Colorado Springs passed Issue 2C2, agreeing to continue investment in our roads for years 2021-2025, at a sales tax rate of 0.57%, reduced from 0.62% for Issue 2C that was passed by voters in November 2015, for years 2016-2020.

² Following PPRTA's budgeting practices, the 2023 Amended Budget may include 2022 unspent carryover, 2021 revenue carryover, and additional 2022 revenue. The 2023 Original Budget and 2024 Budget do not include carryover.

³ PPRTA Transit Operating funds include tax and fare revenues; it does reflect carryover for Planned Operating Reserve and grant match for obligated projects as shown in the CIP section.

⁴ In November 2017, the voters passed Ballot Issue 2A, as set forth in Resolution 89-17, creating a dedicated stormwater fee for stormwater infrastructure and maintenance all managed through an enterprise.

Note: PPRTA 2022 Actuals reported above are tracked in the City's financial system. These amounts may differ from the PPRTA Financial Statements.

Strategic Plan Update



Promoting Job Creation

Initiatives			
1.11 Leverage technology and engage stakeholders to make it easier to do business in the City.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
1.11.1 By the end of Q1 2020, partner with the Chamber/EDC to identify infrastructure needs for potential new businesses in the City and use GIS to show planned infrastructure improvements.	50%	100%	100%
1.11.2 Identify two potential redundant services between a military installation and COS by end of Q1 2020.	100%	100%	100%
1.11.3 Meet with military leaders of interested installations to further discussion of redundant services, and if agreed upon, develop an Intergovernmental Service Agreement (IGSA) with at least one of the local military installations by end of Q2 2020.	75%	100%	100%
Notable Achievements			
1.11.1 Throughout 2023, coordinated infrastructure improvements throughout Colorado Springs for roadways, bridges, traffic, and stormwater with 343 projects ArcGIS Web Application .			



Investing In Infrastructure

Initiatives			
2.3 Address infrastructure and multi-modal transportation needs to provide a safe, connected, and accessible community.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
2.3.1 Develop Mobile Ticketing for Transit Services by Q2 2021 to provide riders with increased flexibility and improve service delivery.	95%	100%	100%
2.3.2 Position COS for the future by identifying potential light rail corridors by Q2 2022.	100%	100%	100%
Notable Achievements			
2.3.1 In Q2 2022, developed Mobile Ticketing for Transit Services to provide riders with increased flexibility and improve service delivery https://www.youtube.com/watch?v=mXING0QeeHQ&t=4s . InComm/Vanilla Pay is expected to go live upon the availability of smart cards, fully completing the project by 2023.			

Strategic Plan Update



Building Community & Collaborative Relationships

Initiatives			
3.20 Engage and educate citizens in order to share knowledge, gather ideas, and foster trust in City government.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
3.20.1 Hold an annual Public Works Citizen's Academy by end of Q3 2022.	100%	100%	100%
3.20.2 Implement a Pikes Peak Rural Transportation Authority (PPRTA) reporting and communications plan by Q1 of 2020 in an effort to improve reporting and public communication related to PPRTA projects and programs.	100%	100%	100%
Notable Achievements			
3.20.1 The Public Works Department hosted its second annual Citizens Academy June 9, 2023. The event provided an in-depth look at the various divisions of the Public Works Department, to include Mountain Metro Transit, Stormwater, Forestry and more. The Citizens Academy featured a multi-site tour of multiple Public Works project and work sites, and Public Works leadership provided presentations and information. The event was open to the public.			

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.

City Engineering

Gayle Sturdivant, P.E., PMP, City Engineer | (719) 385-5628 | Gayle.Sturdivant@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	\$4,572,041	\$5,792,242	\$5,792,242	\$6,121,970	\$329,728
General Fund - CIP	3,630,042	7,195,423	7,195,423	2,287,951	(4,907,472)	
PPRTA - Capital ¹	38,399,551	54,281,072	56,882,543	56,204,000	(678,543)	
PPRTA - Maintenance ¹	10,056,902	9,000,000	10,000,000	13,500,000	3,500,000	
Grants Fund**	8,349,221	14,007,897	14,007,897	1,477,237	(12,530,660)	
Total	\$65,007,757	\$90,276,634	\$93,878,105	\$79,591,158	(\$14,286,947)	
Positions						
General Fund	35.00	35.00	35.00	37.00	2.00	
Total	35.00	35.00	35.00	37.00	2.00	

* 2023 Amended City Budget as of 8/31/2023. The 2023 Amended PPRTA Budget for capital and maintenance as of 8/31/2023 may include additional sales tax revenue for 2022 and 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. However, the CIP table on a subsequent page of this narrative reflects only new grant funding. See Grants Overview for more information.

¹ Following PPRTA's budgeting practices, the 2023 Amended Budget may include 2022 unspent carryover, 2021 revenue carryover, and additional 2022 revenue. The 2023 Original Budget and 2024 Budget do not include carryover.

Significant Changes vs. 2023

- Decrease of approximately \$10,700 in the General Fund mainly to fund existing positions, pay for performance, and benefit cost adjustments
- Decrease of \$65,957 in the General Fund due to operating budget reductions
- Increase of approximately \$306,000 in the General Fund to fund 2.00 FTEs for the ROW Management and Inspection function and related one-time operating and capital outlay costs (offset by increased fee revenue)
- Increase of \$100,000 to fund contracted inspectors for Colorado Springs Utilities (CSU) fiber installation inspections to be reimbursed by CSU
- Net decrease of approximately \$4.9 million in planned General Fund - CIP projects, largely due to one-time capital projects in 2023 funded by annexation fees
- Decrease in PPRTA Capital projects and an increase in PPRTA Maintenance based on available funding
- Decrease of approximately \$12.5 million in Grants Funds for projected grant awards, which can be highly variable year to year

City Engineering - Overview

City Engineering's primary focus is to provide professional engineering services to design, construct, inspect and accept safe, high quality, and efficient transportation infrastructure. The Division manages transportation capital projects with funding from several sources such as PPRTA, General Fund, and grants. They also oversee planning and maintenance activities for approximately 459 bridges and numerous other structures within the City's rights-of-way. The City Engineering Division is responsible for the following:

Capital Improvement Program (CIP)

- Develops short-term and long-term transportation, bridge, and other right-of-way structure programs
- Delivers more than \$60 million in capital projects from multiple funding sources annually
- Manages and oversees development of innovative transportation solutions
- Collaborates with multiple City departments and stakeholders to gain consensus and define the most efficient and cost-effective projects meeting the needs for all modalities

Engineering Support Services & Right-of-way Management

- Works with stakeholder groups to update the following Engineering Criteria Manual elements: Subdivision Policy Manual, Pavement Design Criteria Manual, Traffic Criteria Manual, and the Drainage Criteria Manual
- Develops and maintains standard construction specifications, drawings and master bid item list, and provides technical expertise to other City departments
- Provides in-house engineering and surveying to support projects and other City departments
- Provides inspection and warranty services for capital projects
- Provides inspection services for privately constructed public infrastructure
- Issues permits for and inspects work performed in the City's rights-of-way
- Reviews traffic control plans for permitted work and capital project work to help ensure safety in the public rights-of-way

City Engineering - Functions

City Engineering manages the following General Fund supported functions (these amounts do not include CIP or Projects):

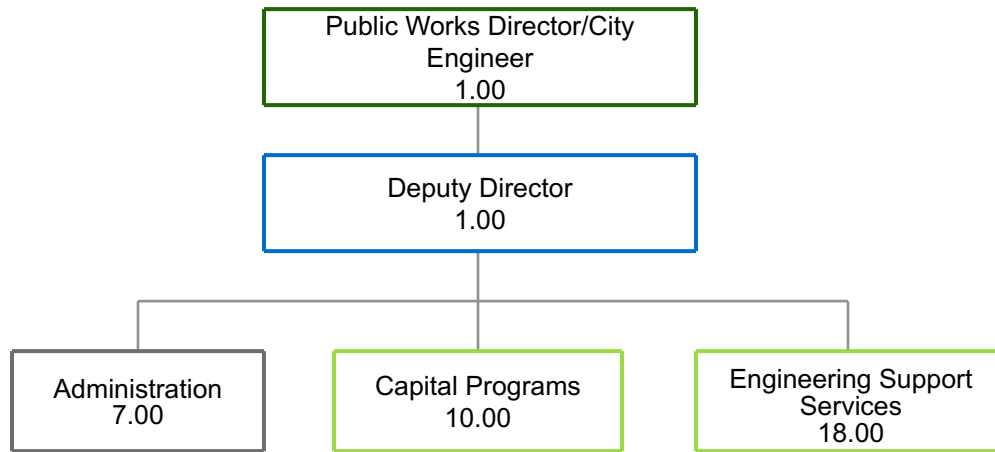
City Engineering Functions	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget
Public Works Administration	\$1,012,803	\$1,080,600	\$1,263,268	\$1,263,268	\$1,225,660
ROW Management and Inspection**	788,003	955,145	2,989,975	2,989,975	3,414,066
Engineering Development Review***	789,296	1,111,657	0	0	0
Capital Project Management	1,382,272	1,424,639	1,538,999	1,538,999	1,482,244
Total City Engineering Functions	\$3,972,374	\$4,572,041	\$5,792,242	\$5,792,242	\$6,121,970

* 2023 Amended City Budget as of 8/31/2023

** During 2021, the ROW Management and Inspection function moved from Operations and Maintenance to City Engineering, increasing in 2023 due to funding of CSU-reimbursed contracted inspectors.

*** Beginning in 2022 and finalized in 2023, the Engineering Development Review function was transferred to Planning and Neighborhood Services.

City Engineering - Organizational Chart



Note: The City Engineering Division reports to the Director of Public Works until the Deputy Director position is filled. The Deputy Director position is included in the position totals for City Engineering.

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, Pikes Peak Rural Transportation Authority (PPRTA), and Capital Improvements Program (CIP).

City Engineering - General Fund: Summary, Funding, and Position Changes

	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Salary/Benefits/Pensions	\$3,656,366	\$4,263,789	\$4,400,190	\$4,400,190	\$4,496,898	\$96,708
Operating	316,008	202,587	1,391,552	1,391,552	1,505,072	113,520	
Capital Outlay	0	105,665	500	500	120,000	119,500	
Total	\$3,972,374	\$4,572,041	\$5,792,242	\$5,792,242	\$6,121,970	\$329,728	
CIP	\$5,124,887	\$3,630,042	\$7,195,423	\$7,195,423	\$2,287,951	(\$4,907,472)	
Grand Total	\$9,097,261	\$8,202,083	\$12,987,665	\$12,987,665	\$8,409,921	(\$4,577,744)	
Revenue	\$6,576,464	\$7,154,744	\$8,052,100	\$8,052,100	\$9,479,100	\$1,427,000	
General Fund	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	3.00	3.00	3.00	3.00	0.00	
	Analyst I	2.00	2.00	1.00	1.00	0.00	
	Analyst II	1.00	1.00	1.00	1.00	0.00	
	Deputy Public Works Director/City Engineer	1.00	1.00	1.00	1.00	0.00	
	Engineer III	2.00	2.00	3.00	3.00	0.00	
	Engineering Inspector I/II	5.00	5.00	6.00	8.00	2.00	
	Engineering Inspector III Lead	6.00	6.00	5.00	5.00	0.00	
	Engineering Program Manager	1.00	1.00	0.00	0.00	0.00	
	Engineering Supervisor	3.00	3.00	3.00	3.00	0.00	
	Engineering Technician III	3.00	3.00	3.00	3.00	0.00	
	Licensed Surveyor	1.00	1.00	1.00	1.00	0.00	
	Public Communications Specialist Senior	1.00	1.00	1.00	1.00	0.00	
	Public Works Director	1.00	1.00	1.00	1.00	0.00	
	Senior Analyst	1.00	1.00	1.00	1.00	0.00	
	Senior Engineer	3.00	3.00	3.00	3.00	0.00	
	Senior Program Administrator	0.00	0.00	1.00	1.00	0.00	
	Total Positions	35.00	35.00	35.00	37.00	2.00	

* 2023 Amended City Budget as of 8/31/2023

City Engineering - 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	(\$124,077)
	Increase to fund pay for performance and pay progression	92,898
	Increase to fund medical cost adjustments	20,458
	Increase to fund 2.00 FTEs Inspectors for ROW Management and Inspection function, offset by increased fee revenue	176,406
	Decrease due to operating budget reductions	(65,957)
	Redistribution of Salaries/Benefits/Pensions to Operating	(3,020)
	Total Salaries/Benefits/Pensions	\$96,708
	Operating	
	Increase to fund the Colorado Springs Utilities (CSU) Fiber Installation inspection costs (offset by reimbursement from CSU)	\$100,000
	Increase to fund one-time operating costs related to 2.00 FTEs Inspectors (offset by fee revenue)	10,000
	Redistribution of Salaries/Benefits/Pensions to Operating	3,020
	Redistribution of Capital Outlay to Operating	500
	Total Operating	\$113,520
	Capital Outlay	
	Increase to fund one-time vehicle costs for the addition of 2.00 Inspectors (offset by fee revenue)	\$120,000
	Redistribution of Capital Outlay to Operating	(500)
	Total Capital Outlay	\$119,500
	CIP	
	Decrease in 2024 CIP Projects due to removal of 2023 one-time projects funded by annexation fees	(\$4,907,472)
Total CIP	(\$4,907,472)	
Total For 2024	(\$4,577,744)	

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	0.00
	Total During 2023	0.00
	For 2024	2024 Budget - * 2023 Amended Budget
	Add 2.00 FTEs Inspectors for the ROW Management and Inspection function, offset by increased fee revenue	2.00
	Total For 2024	2.00

* 2023 Amended City Budget as of 8/31/2023

City Engineering - PPRTA: Summary

PPRTA	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget	
	Capital†	\$7,446,015	\$38,399,551	\$54,281,072	\$56,882,543	\$56,204,000	(\$678,543)	
	Maintenance	5,625,462	10,056,902	9,000,000	10,000,000	13,500,000	3,500,000	
	Total	\$13,071,477	\$48,456,453	\$63,281,072	\$66,882,543	\$69,704,000	\$2,821,457	
	2024 PPRTA Maintenance Projects							
	Road and Bridge Repair and Maintenance						\$13,000,000	
	PPRTA Capital Project Maintenance						500,000	
	Total PPRTA Maintenance						\$13,500,000	
	† The PPRTA capital projects for the budget year are listed below in the CIP table. 2021 and 2022 Actuals reported above are tracked in the City's financial system. These amounts may differ from the PPRTA Financial Statements due to timing.							
	The PPRTA budget, funded by a one-cent sales tax, is not appropriated by the City. However, to reflect total funding dedicated for capital projects and maintenance of the City's transportation system, relevant PPRTA expenditures are included in this document.							

* 2023 Amended City Budget as of 8/31/2023. The 2023 Amended PPRTA Budget for capital and maintenance as of 8/31/2023 may include additional sales tax revenue for 2022 and 2023.

City Engineering - 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**	\$20,549,701	\$8,349,221	\$14,007,897	\$14,007,897	\$1,477,237	(\$12,530,660)
	Total	\$20,549,701	\$8,349,221	\$14,007,897	\$14,007,897	\$1,477,237	(\$12,530,660)

** 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.

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	\$0
	Total During 2023	\$0
	For 2024	2024 Budget - * 2023 Amended Budget
	Decrease in potential grant awards	(\$12,530,660)
	Total For 2024	(\$12,530,660)

* 2023 Amended Budget as of 8/31/2023

City Engineering - CIP Program

CIP Program*	Project	General Fund	Grants	PPRTA	Total Allocation
	31st St and Fontanero St Roundabout (TIP)	232,529			232,529
	8th Street Imps: Motor City Way to Fountain Creek			1,000,000	1,000,000
	Academy Blvd.: Fountain to Milton Proby Reconstruction			13,300,000	13,300,000
	Arterial Reimbursements	310,000			310,000
	Circle Dr. EB over Fountain Creek Bridge Rehabilitation			9,595,436	9,595,436
	Colorado Ave Roadway Improvements (31st St to Limit St) (TIP)	129,328			129,328
	Cumbre Vista Road Repair	119,056			119,056
	Emergency Bridge Fund			1,000,000	1,000,000
	I-25 Ramps: South Nevada/ Tejon St. Corridor Improvements			7,561,497	7,561,497
	Lake and Southgate Intersection (TIP)	202,704			202,704
	Las Vegas/Royer UPRR Crossing Relocation			2,000,000	2,000,000
	Nevada & Tejon UPRR Crossing Relocation			1,000,000	1,000,000
	Pedestrian Improvement-Citywide			687,000	687,000
	Pedestrian Improvement-School and Neighborhood			412,000	412,000
	S Cheyenne Canyon Rd 1 over Cheyenne Creek Bridge Replacement			831,607	831,607
	Sinton Trail Crossing (TIP)	1,036,363			1,036,363
	UPRR Mainline over Fontanero Bridge Replacement			18,816,460	18,816,460
	Water St & 31st St Bridge Replacement (TIP)	130,000			130,000
	Woodmen Rd: Design/EA Revaluation - SH21 to US24 (TIP)	127,971	1,349,266		1,477,237
Total 2024 CIP	\$2,287,951	\$1,349,266	\$56,204,000	\$59,841,217	

* 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
City Engineering

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	(65,957)	(65,957)
51205 - CIVILIAN SALARIES	2,712,330	3,248,890	3,344,716	3,344,716	3,431,913	87,197
51210 - OVERTIME	9,379	5,257	7,500	7,500	4,000	(3,500)
51230 - SHIFT DIFFERENTIAL	206	110	0	0	0	0
51245 - RETIREMENT TERM VACATION	4,151	3,599	0	0	0	0
51260 - VACATION BUY PAY OUT	9,692	13,456	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	98,618	12,884	(11,785)	(11,785)	(11,785)	0
51610 - PERA	373,104	456,389	493,680	493,680	507,238	13,558
51615 - WORKERS COMPENSATION	25,937	31,433	36,184	36,184	28,154	(8,030)
51620 - EQUITABLE LIFE INSURANCE	6,449	7,649	12,599	12,599	10,613	(1,986)
51640 - DENTAL INSURANCE	15,376	16,769	17,040	17,040	18,480	1,440
51670 - PARKING FOR EMPLOYEES	8,200	11,550	11,020	11,020	11,500	480
51690 - MEDICARE	38,104	45,588	48,500	48,500	49,762	1,262
51695 - CITY EPO MEDICAL PLAN	54,531	88,922	101,153	101,153	91,848	(9,305)
51696 - ADVANTAGE HD MED PLAN	284,467	304,908	323,583	323,583	401,882	78,299
51697 - HRA BENEFIT TO ADV MED PLAN	15,822	16,385	16,000	16,000	19,250	3,250
Salaries/Benefits/Pensions Total	3,656,366	4,263,789	4,400,190	4,400,190	4,496,898	96,708
Operating						
52110 - OFFICE SUPPLIES	1,020	939	2,698	2,698	2,698	0
52111 - PAPER SUPPLIES	437	539	1,152	1,152	652	(500)
52115 - MEDICAL SUPPLIES	104	282	550	550	250	(300)
52120 - SOFTWARE SUBSCRIPTION/LICENSE	30,011	24,407	2,000	2,000	11,270	9,270
52122 - CELL PHONES EQUIP AND SUPPLIES	17	229	500	500	451	(49)
52125 - GENERAL SUPPLIES	2,403	1,803	2,346	2,346	4,858	2,512
52135 - POSTAGE	1,050	1,877	6,607	6,607	2,000	(4,607)
52140 - WEARING APPAREL	937	0	1,900	1,900	1,900	0
52145 - PAINT AND CHEMICAL	272	744	200	200	300	100
52192 - STORMWATER PERMIT	0	774	4,880	4,880	2,000	(2,880)
52235 - MAINT MACHINERY AND APPARATUS	3,790	3,968	4,600	4,600	4,000	(600)
52305 - MAINT SOFTWARE & OTHER FEES	7,348	7,069	8,100	8,100	8,100	0
52415 - CONTRACTS AND SPEC PROJECTS	44,861	12,479	24,000	24,000	24,000	0
52431 - CONSULTING SERVICES	0	0	5,529	5,529	0	(5,529)
52560 - PARKING SERVICES	5,460	5,760	6,140	6,140	7,080	940
52568 - BANK AND INVESTMENT FEES	12	12	0	0	12	12
52573 - CREDIT CARD FEES	145,540	142,103	45,000	45,000	45,000	0
52575 - SERVICES	29,568	(85,657)	1,206,050	1,206,050	1,305,250	99,200
52590 - TEMPORARY EMPLOYMENT	0	18,063	0	0	16,547	16,547
52605 - CAR MILEAGE	0	129	0	0	0	0
52607 - CELL PHONE ALLOWANCE	5,040	4,860	5,560	5,560	5,560	0
52610 - PROFESSIONAL LICENSES	544	0	1,158	1,158	1,158	0
52615 - DUES AND MEMBERSHIP	1,971	2,130	2,850	2,850	2,010	(840)
52625 - MEETING EXPENSES IN TOWN	317	904	1,000	1,000	800	(200)
52630 - TRAINING	3,521	3,670	13,100	13,100	11,100	(2,000)
52655 - TRAVEL OUT OF TOWN	0	109	0	0	0	0
52706 - WIRELESS COMMUNICATION	0	0	600	600	0	(600)
52738 - CELL PHONE BASE CHARGES	9,965	11,572	14,424	14,424	7,424	(7,000)

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
City Engineering

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
52770 - SAFETY EQUIPMENT	639	3,653	6,750	6,750	5,010	(1,740)
52775 - MINOR EQUIPMENT	11,263	30,470	11,284	11,284	25,078	13,794
52776 - PRINTER CONSOLIDATION COST	5,607	5,815	7,340	7,340	5,814	(1,526)
52834 - CHGS REAL ESTATE SVCS	0	15	0	0	0	0
52874 - OFFICE SERVICES PRINTING	769	1,048	1,234	1,234	750	(484)
60145 - SUBDIVISION RECORDING FEES	0	(274)	0	0	0	0
65160 - RECRUITMENT	0	225	0	0	0	0
65275 - COST OF COLLECTION	3,542	2,870	4,000	4,000	4,000	0
Operating Total	316,008	202,587	1,391,552	1,391,552	1,505,072	113,520
Capital Outlay						
53020 - COMPUTERS NETWORKS	0	0	500	500	0	(500)
53080 - VEHICLES ADDITIONS	0	105,665	0	0	120,000	120,000
Capital Outlay Total	0	105,665	500	500	120,000	119,500
Expense Total	3,972,374	4,572,041	5,792,242	5,792,242	6,121,970	329,728
CIP Total	5,124,887	3,630,042	7,195,423	7,195,423	2,287,951	(4,907,472)
Grand Total	9,097,261	8,202,083	12,987,665	12,987,665	8,409,921	(4,577,744)
Revenue						
44025 - CASH OVER SHORT	443	0	0	0	0	0
44040 - SALE OF PROPERTY	5,060	0	0	0	0	0
43075 - CITY SHARE	0	6	0	0	0	0
45905 - RENTAL INCOME	100	100	100	100	100	0
46173 - REIMBURSEMENT FR UTILITY FUND	0	0	1,200,000	1,200,000	1,300,000	100,000
46170 - REIMBURSEMENT FR OTHER FUNDS	56,839	45,845	60,000	60,000	60,000	0
45957 - FINES/WORK WO PERMIT	0	0	0	0	50,000	50,000
43356 - DEVELOPMENT REVIEW FEES	519,315	442,413	520,000	520,000	520,000	0
45692 - CONCRETE PERMITS	416,834	312,476	390,000	390,000	390,000	0
45695 - EXCAVATION PERMITS	1,111,151	1,300,046	1,311,000	1,311,000	1,813,000	502,000
45802 - TRAFFIC CONTROL PERMIT	2,233,689	2,165,993	2,250,000	2,250,000	2,525,000	275,000
45806 - PAVEMENT DEGRADATION FEE	1,678,466	2,471,175	1,820,000	1,820,000	2,320,000	500,000
42340 - RECORDING FEE	1,646	192	0	0	0	0
45697 - INSPECTION OVERTIME	5,528	959	0	0	0	0
45699 - DEVELOPMENT INSPECTION FEE	547,393	415,539	501,000	501,000	501,000	0
Revenue Total	6,576,464	7,154,744	8,052,100	8,052,100	9,479,100	1,427,000

* 2023 Amended City Budget as of 8/31/2023

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Public Works Operations and Maintenance

Corey Farkas, Manager | (719) 385-5934 | CityOM@coloradosprings.gov

All Funds Summary

All Funds	Use of Funds	2022	2023	* 2023	2024	2024 Budget -
		Actual	Original Budget	Amended Budget	Budget	* 2023 Amended Budget
	General Fund	\$19,733,012	\$24,047,812	\$24,047,812	\$23,005,568	(\$1,042,244)
	General Fund - CIP	1,545,528	750,000	750,000	750,000	0
	Grants Fund**	0	0	0	9,000,000	9,000,000
	2C/2C2 - Road Tax Fund ¹	68,349,216	74,281,900	90,281,900	73,682,900	(16,599,000)
	PPRTA - Capital ²	0	412,000	412,000	412,000	0
	PPRTA - Maintenance ²	27,899,906	23,184,056	23,634,368	22,159,895	(1,474,473)
	Street Tree Fund	38	187	187	264	77
	Total	\$117,527,700	\$122,675,768	\$139,126,080	\$129,010,627	(\$10,115,640)
	Positions					
	General Fund	195.00	210.25	210.50	210.50	0.00
	Total	195.00	210.25	210.50	210.50	0.00

* 2023 Amended City 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.

¹ In November of 2019, voters in Colorado Springs passed Issue 2C2, agreeing to continue investment in our roads for years 2021-2025, at a sales tax rate of 0.57%, reduced from 0.62% for Issue 2C that was passed by voters in November 2015, for years 2016-2020.

² Following PPRTA's budgeting practices, the 2023 Amended Budget may include 2022 unspent carryover, 2021 revenue carryover, and additional 2022 revenue. The 2023 Original Budget and 2024 Budget do not include carryover.

Significant Changes vs. 2023

- Increase of approximately \$359,000 in the General Fund mainly to fund existing positions, pay for performance, and benefit cost adjustments
- Decrease of \$1,357,438 in the General Fund due to operating budget reductions
- During 2023, Forestry moved under Operations and Maintenance, along with personnel and financial history, due to sharing of resources, equipment and personnel, in order to further streamline the maintenance of rights-of-way and medians within one division
- Increase of approximately \$9 million in the Grants Fund due to a Forestry grant award from the U.S. Department of Agriculture to fund maintenance and improvement of trees and new tree planting in the Southeast part of the city
- During 2023, a supplemental appropriation to the 2C/2C2 - Road Tax Fund was approved by City Council in the amount of \$16,000,000 for additional capital expenditures, and is removed for 2024
- Decrease in PPRTA Maintenance based on available funding

Public Works Operations and Maintenance - Overview

The Public Works Operations and Maintenance Division's focus is to provide high quality maintenance and rehabilitation of the City's roadway, drainage, and tree canopy infrastructure. Responsibilities include:

Asset Management

- Maintain condition inventory of infrastructure assets including bridges, storm pipes and channels, roadway pavements, traffic signals, signs, pavement markings, curb and gutter, sidewalk, pedestrian ramps, trails, and more
- Analyze and monitor the conditions, costs, and life cycle of the City's infrastructure to equip decision makers with information for maintaining safe and operational public infrastructure
- Identify and locate all owned underground facilities within public rights of way alerting excavators of buried subsurface utilities to facilitate safe excavation during construction activities

Concrete Repair, Pavement Rehabilitation and Resurfacing

- Provide concrete repairs for roadway infrastructure including curb/gutter, sidewalks, pedestrian ramps, cross pans, and overlay prep for resurfacing
- Provide minor resurfacing for sections of roadway
- Prioritize street resurfacing based on surface distress, traffic volume, drainage impacts, oxidation (weather wear), deterioration, and failure of the sub-grade material
- Manage contracts for pavement resurfacing (mill/overlay, chip and slurry seal)

Forestry

- Conduct tree maintenance such as pruning to maintain and enhance the health, vigor, and aesthetic value of each individual tree
- Manage contracted services providing forest management and mitigation activities, urban tree and stump removals, and tree pruning and maintenance services
- Remove diseased, dead, and dying trees for resident safety and health of the urban forest
- Plant trees to foster sustainability and resilience, to increase canopy coverage for shade and stormwater retention, and to maintain our original forest legacy
- Provide for and enhance public safety by clearing traffic and school zone signs and visibility obstructions
- Provide emergency response and coordinate efforts to address weather-related tree failures

Signs & Markings

- Maintain the City's signs and markings system
- Install new signage and replace worn out signs to meet federal standards
- Re-stripe roadways, crosswalks, legends, and bike lanes
- Coordinate new guardrail installations and coordinate replacement of damaged guardrail

Snow, Ice Control and Emergency Weather Response

- Provide snow and emergency weather conditions response year-round to establish safe and passable streets
- Provide service for over 6,300 lane miles of roadway extending over a 200 square-mile area

Public Works Operations and Maintenance - Overview (cont'd)

2C2 - Road Tax Fund*

- Oversee paving contracts for the Overlay Program to repair and/or improve roadway segments
- Oversee pre-overlay concrete contracts for the Concrete Program to repair and/or improve concrete such as curb and gutter, sidewalks, and pedestrian ramps
- Oversee contracts for inspection and third-party testing of the individual projects

* In November of 2019, voters in Colorado Springs passed Issue 2C2, agreeing to continue investment in our roads with \$361 million over 5 years, 2021-2025, at a reduced sales tax rate of 0.57%. This is a continuation of Issue 2C which was passed by voters in November of 2015, for 2016-2020, at a sales tax rate of 0.62%.

Public Works Operations and Maintenance - Functions

Public Works Operations and Maintenance manages the following General Fund supported functions (these amounts do not include CIP or Projects):

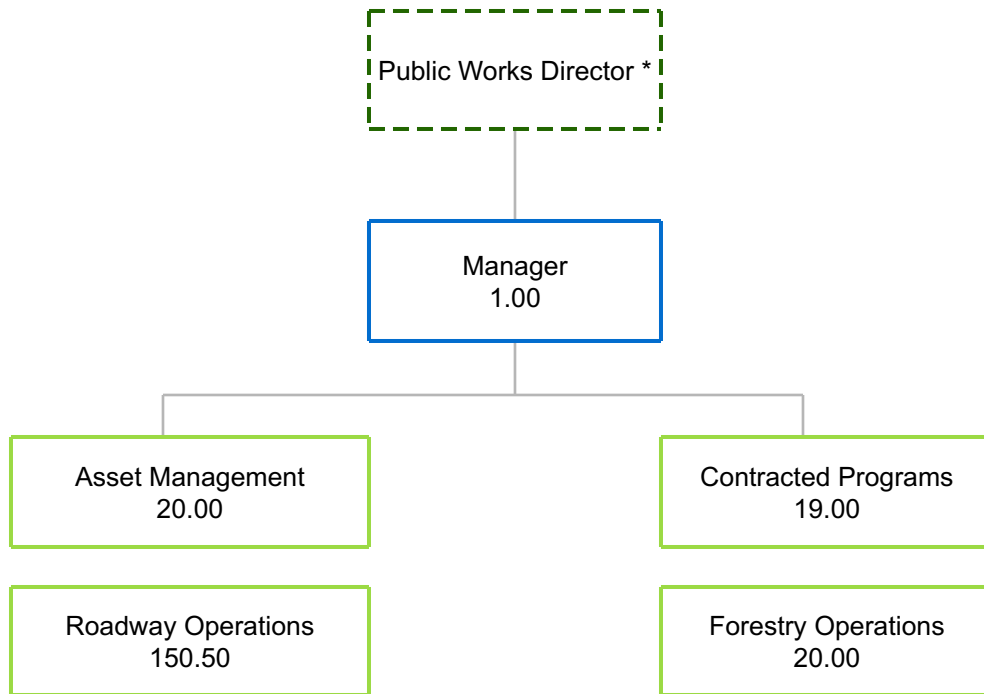
Public Works Operations and Maintenance Functions	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget
Asset Management	\$1,537,420	\$1,844,493	\$2,403,137	\$2,403,137	\$2,307,518
Contracted Programs	1,466,420	1,854,339	2,196,657	2,266,428	2,171,151
Forestry Operations***	1,880,331	2,529,007	3,022,235	3,022,235	2,656,377
Medians and Rights-of Way**	0	282,724	928,396	928,396	1,277,610
Roadway Operations	12,159,531	13,222,449	15,497,387	15,427,616	14,592,912
Total General Fund	\$17,043,702	\$19,733,012	\$24,047,812	\$24,047,812	\$23,005,568

* 2023 Amended City Budget as of 8/31/2023

** During 2022, the Medians and Rights-of-Way function was established for the Keep It Clean COS initiative. There were one-time costs in 2022 associated with the purchase of equipment.

*** During 2023, the Forestry Division was moved under Public Works Operations and Maintenance Division along with the financial history.

Public Works Operations and Maintenance - Organizational Chart



* The Public Works Director position is funded as part of City Engineering's budget. This position is not reflected in the position count in the Budget Summary on the following pages.

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, 2C/2C2 - Road Tax Fund, Pikes Peak Rural Transportation Authority (PPRTA), and Capital Improvement Program (CIP).

Public Works Operations and Maintenance - General Fund: Summary, Funding, and Position Changes

	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Use of Funds						
Salary/Benefits/Pensions	\$13,782,488	\$15,659,357	\$19,466,517	\$19,466,517	\$18,479,088	(\$987,429)
Operating	3,142,581	3,824,614	4,507,132	4,507,132	4,484,980	(22,152)
Capital Outlay	118,633	249,041	74,163	74,163	41,500	(32,663)
Total	\$17,043,702	\$19,733,012	\$24,047,812	\$24,047,812	\$23,005,568	(\$1,042,244)
CIP	\$245,927	\$1,545,528	\$750,000	\$750,000	\$750,000	\$0
Grand Total	\$17,289,629	\$21,278,540	\$24,797,812	\$24,797,812	\$23,755,568	(\$1,042,244)
Revenue	\$3,108,470	\$3,230,399	\$3,554,397	\$3,554,397	\$3,554,397	\$0
General Fund	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Analyst II	1.00	1.00	1.00	1.00	0.00
	Business Support Specialist I	0.00	0.75	0.75	0.75	0.00
	Business Support Specialist II	3.00	6.00	6.00	6.00	0.00
	Business Support Specialist, Senior	3.00	3.00	3.00	3.00	0.00
	City Forester	1.00	1.00	1.00	1.00	0.00
	Concrete Finisher I	2.00	2.00	2.00	2.00	0.00
	Concrete Finisher II	2.00	2.00	2.00	2.00	0.00
	Construction Project Manager	3.00	3.00	3.00	3.00	0.00
	Crew Leader	11.00	11.00	12.00	12.00	0.00
	District Crew Leader	1.00	1.00	0.00	0.00	0.00
	Engineering Technician II	1.00	1.00	1.00	1.00	0.00
	Engineering Technician III	0.00	0.00	1.00	1.00	0.00
	Environmental Sfty & Hlth Coor	1.00	1.00	1.00	1.00	0.00
	Equipment Operator I	46.00	48.00	47.00	47.00	0.00
	Equipment Operator II	34.00	39.00	39.00	39.00	0.00
	Forester	2.00	2.75	2.75	2.75	0.00
	Forestry Technician I	1.00	2.25	1.00	1.00	0.00
	Forestry Technician II	5.00	5.00	6.00	6.00	0.00
	GIS Analyst	2.00	2.00	2.00	2.00	0.00

* 2023 Amended City Budget as of 8/31/2023

Public Works Operations and Maintenance - 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
	GIS Technician	2.00	3.00	3.00	3.00	0.00
	Inspector I	0.00	0.50	0.50	0.50	0.00
	Inspector II	5.00	5.00	4.00	4.00	0.00
	Inspector III	7.00	7.00	8.00	8.00	0.00
	Maintenance Technician I	1.00	1.00	2.50	2.50	0.00
	Maintenance Technician II	1.00	1.00	0.00	0.00	0.00
	Public Works Asset Manager	1.00	1.00	1.00	1.00	0.00
	Public Works Asset Supervisor	1.00	1.00	1.00	1.00	0.00
	Public Works Operations Mgr	1.00	1.00	1.00	1.00	0.00
	Senior Analyst	1.00	1.00	1.00	1.00	0.00
	Senior Concrete Finisher	4.00	4.00	4.00	4.00	0.00
	Senior Equipment Operator	20.00	20.00	19.00	19.00	0.00
	Senior Forestry Technician	4.00	4.00	5.00	5.00	0.00
	Senior GIS Analyst	2.00	2.00	2.00	2.00	0.00
	Senior Maintenance Technician	1.00	1.00	0.00	0.00	0.00
	Sign Technician II	1.00	1.00	1.00	1.00	0.00
	Skilled Maintenance Supervisor	2.00	2.00	2.00	2.00	0.00
	Street Programs Supervisor	3.00	3.00	3.00	3.00	0.00
	Streets District Supervisor	10.00	10.00	11.00	11.00	0.00
	Streets Operations Manager	2.00	2.00	2.00	2.00	0.00
	Streets Operations Program Ast	1.00	1.00	1.00	1.00	0.00
	Utilities Locator I/II	6.00	7.00	5.00	5.00	0.00
	Utility Locator, Senior	0.00	0.00	2.00	2.00	0.00
Total Positions	195.00	210.25	210.50	210.50	0.00	

* 2023 Amended City Budget as of 8/31/2023

Public Works Operations and Maintenance - 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	(\$265,770)
	Increase to fund pay for performance and pay progression	504,628
	Increase to fund medical cost adjustments	119,999
	Decrease due to operating budget reductions	(1,357,438)
	Redistribution of Operating to Salaries/Benefits/Pensions	11,152
	Total Salaries/Benefits/Pensions	(\$987,429)
	Operating	
	Decrease to remove 2023 one-time operating costs for Utility Locate Team	(\$9,000)
	Redistribution of Operating to Salaries/Benefits/Pensions	(11,152)
	Redistribution of Operating to Capital Outlay	(2,000)
	Total Operating	(\$22,152)
	Capital Outlay	
	Decrease to remove one-time vehicle costs for the Utility Locate Team	(\$34,663)
	Redistribution of Operating to Capital Outlay	2,000
	Total Capital Outlay	(\$32,663)
CIP		
None	\$0	
Total CIP	\$0	
Total For 2024	(\$1,042,244)	

* 2023 Amended City Budget as of 8/31/2023

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Add 0.50 FTE Maintenance Technician I (adjustment related to the hourly FTE conversion)	0.50
	Eliminate 0.25 FTE Forestry Technician I (adjustment related to the hourly FTE conversion)	(0.25)
	Total During 2023	0.25
	For 2024	2024 Budget - * 2023 Amended Budget
	None	0.00
Total For 2024	0.00	

* 2023 Amended City Budget as of 8/31/2023

Public Works Operations and Maintenance - 2C/2C2 - Road Tax Fund: Summary

2C/2C2 - Road Tax Fund	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Special Revenue Fund - Roadway Improvements	\$56,760,254	\$68,349,216	\$74,281,900	\$90,281,900	\$73,682,900	(\$16,599,000)
	Total	\$56,760,254	\$68,349,216	\$74,281,900	\$90,281,900	\$73,682,900	(\$16,599,000)
<p>In November of 2019, voters in Colorado Springs passed Issue 2C2, agreeing to continue investment in our roads for years 2021-2025, at a sales tax rate of 0.57%, reduced from 0.62% for Issue 2C that was passed by voters in November 2015, for years 2016-2020.</p>							

* 2023 Amended City Budget as of 8/31/2023

Public Works Operations and Maintenance - PPRTA: Summary

PPRTA	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Capital [†]	\$412,000	\$0	\$412,000	\$412,000	\$412,000	\$0
	Maintenance	22,438,223	27,899,906	23,184,056	23,634,368	22,159,895	(1,474,473)
Total	\$22,850,223	\$27,899,906	\$23,596,056	\$24,046,368	\$22,571,895	(\$1,474,473)	
2024 PPRTA Maintenance Projects							
Roadway and Infrastructure Maintenance							
PPRTA Contracted Maintenance Programs						\$16,503,728	
PPRTA In-House Maintenance Programs						5,656,167	
Total PPRTA Maintenance						\$22,159,895	
<p>[†] The PPRTA capital projects for the budget year are listed below in the CIP table. 2021 and 2022 Actual reported above are tracked in the City's financial system. These amounts may differ from the PPRTA Financial Statements due to timing.</p>							
<p>The PPRTA budget, funded by a one-cent sales tax, is not appropriated by the City. However, to reflect total funding dedicated for capital projects and maintenance of the City's transportation system, relevant PPRTA expenditures are included in this document.</p>							

* 2023 Amended City Budget as of 8/31/2023

Public Works Operations and Maintenance - 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	\$0	\$0	\$0	\$9,000,000
Total		\$0	\$0	\$0	\$0	\$9,000,000	\$9,000,000

** 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.

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	
Total During 2023		\$0
Funding Changes	For 2024	2024 Budget - * 2023 Amended Budget
	Forestry grant award from the U.S. Department of Agriculture	\$9,000,000
	Total For 2024	\$9,000,000

* 2023 Amended City Budget as of 8/31/2023

Public Works Operations and Maintenance - CIP Program

CIP Program*	Project	General Fund	PPRTA	2C2 - Road Tax Fund	Total Allocation
		2C2 - Road Repair, Maintenance, and Improvements ¹			73,682,900
	Companion Drainage Improvements for Roadway Projects		412,000		412,000
	Street Pavement Improvements (MOE)	750,000			750,000
	Total 2024 CIP	\$750,000	\$412,000	\$73,682,900	\$74,844,900

* 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.

¹ Includes investment fees in addition to costs associated with the project

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND

Public Works - Operations and Maintenance Division

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	(1,357,438)	(1,357,438)
51205 - CIVILIAN SALARIES	9,340,403	10,668,751	13,297,713	13,297,713	13,716,074	418,361
51210 - OVERTIME	438,136	338,269	490,287	490,287	493,915	3,628
51220 - SEASONAL TEMPORARY	58,756	128,191	69,589	69,589	67,089	(2,500)
51230 - SHIFT DIFFERENTIAL	13,486	5,759	11,000	11,000	11,000	0
51235 - STANDBY	36,572	46,492	35,000	35,000	45,000	10,000
51240 - RETIREMENT TERMINATION SICK	0	57,619	0	0	0	0
51245 - RETIREMENT TERM VACATION	56,275	61,078	9,300	9,300	9,300	0
51260 - VACATION BUY PAY OUT	58,009	75,271	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(68,014)	(71,078)	4,500	4,500	4,500	0
51610 - PERA	1,363,803	1,592,821	1,970,819	1,970,819	2,037,138	66,319
51612 - RETIREMENT HEALTH SAVINGS	15,386	0	0	0	0	0
51615 - WORKERS COMPENSATION	510,021	568,166	629,461	629,461	512,322	(117,139)
51620 - EQUITABLE LIFE INSURANCE	22,333	24,900	46,091	46,091	39,479	(6,612)
51640 - DENTAL INSURANCE	74,433	76,847	99,000	99,000	94,500	(4,500)
51655 - RETIRED EMP MEDICAL INS	2,194	2,194	0	0	0	0
51670 - PARKING FOR EMPLOYEES	3,390	9,740	7,470	7,470	7,494	24
51675 - UNEMPLOYMENT INSURANCE	3,436	0	0	0	0	0
51690 - MEDICARE	137,154	156,842	193,613	193,613	199,856	6,243
51695 - CITY EPO MEDICAL PLAN	324,499	282,711	303,523	303,523	324,723	21,200
51696 - ADVANTAGE HD MED PLAN	1,315,107	1,549,730	2,187,901	2,187,901	2,168,636	(19,265)
51697 - HRA BENEFIT TO ADV MED PLAN	77,109	85,054	111,250	111,250	105,500	(5,750)
Salaries/Benefits/Pensions Total	13,782,488	15,659,357	19,466,517	19,466,517	18,479,088	(987,429)
Operating						
52105 - MISCELLANEOUS OPERATING	18,809	93,984	200	200	200	0
52110 - OFFICE SUPPLIES	4,481	5,181	6,888	6,888	6,700	(188)
52115 - MEDICAL SUPPLIES	562	32	500	500	500	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	5,484	3,886	31,750	31,750	30,750	(1,000)
52122 - CELL PHONES EQUIP AND SUPPLIES	323	0	2,400	2,400	1,400	(1,000)
52125 - GENERAL SUPPLIES	124,436	191,803	161,271	161,271	185,092	23,821
52131 - CONCRETE SUPPLIES	0	357	0	0	0	0
52135 - POSTAGE	385	1,848	1,000	1,000	3,250	2,250
52140 - WEARING APPAREL	3,147	2,370	4,250	4,250	6,500	2,250
52145 - PAINT AND CHEMICAL	14,097	7,385	21,750	21,750	20,000	(1,750)
52160 - FUEL	224	199	50	50	800	750
52185 - AGGREGATE MATERIAL	176	631	233	233	700	467
52192 - STORMWATER PERMIT	0	0	1,000	1,000	1,000	0
52204 - TREE REPLACEMENT	0	0	4,000	4,000	4,000	0
52210 - MAINT TREES	442,011	705,566	617,644	617,644	614,272	(3,372)
52225 - MAINT COMPUTER SOFTWARE	1,788	0	0	0	0	0
52235 - MAINT MACHINERY AND APPARATUS	27,785	9,430	100,000	100,000	75,000	(25,000)
52255 - MAINT SIGNS	413	0	0	0	0	0
52265 - MAINT BUILDINGS AND STRUCTURE	72,296	59,740	135,000	135,000	105,000	(30,000)
52270 - MAINT WELLS AND RESERVOIRS	0	320	0	0	0	0
52280 - MAINT ROADS AND BRIDGES	974	0	0	0	0	0
52281 - MAINT INFRASTRUCTURE	294,441	654,378	350,000	350,000	350,000	0

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND

Public Works - Operations and Maintenance Division

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
52410 - BUILDING SECURITY SERVICES	10,822	21,888	11,000	11,000	11,000	0
52415 - CONTRACTS AND SPEC PROJECTS	(68)	(1,716)	0	0	0	0
52425 - ENVIRONMENTAL SERVICES	0	258	1,000	1,000	1,000	0
52435 - GARBAGE REMOVAL SERVICES	10,896	23,113	9,000	9,000	20,000	11,000
52445 - JANITORIAL SERVICES	66,896	64,898	70,000	70,000	83,463	13,463
52455 - LAWN MAINTENANCE SERVICE	283,581	370,632	400,000	400,000	400,000	0
52560 - PARKING SERVICES	2,148	3,953	2,200	2,200	700	(1,500)
52565 - PEST CONTROL	1,027	612	1,100	1,100	1,100	0
52568 - BANK AND INVESTMENT FEES	132	132	84	84	192	108
52571 - SNOW REMOVAL	1,289,002	936,603	1,325,465	1,325,465	1,325,465	0
52574 - LEGAL SERVICES	0	20,524	100	100	100	0
52575 - SERVICES	236,900	273,859	394,440	394,440	382,950	(11,490)
52579 - INSPECTIONS	0	0	258	258	258	0
52590 - TEMPORARY EMPLOYMENT	83,932	171,584	500,000	500,000	485,540	(14,460)
52607 - CELL PHONE ALLOWANCE	2,324	2,700	2,480	2,480	2,900	420
52615 - DUES AND MEMBERSHIP	1,432	2,065	2,750	2,750	4,050	1,300
52625 - MEETING EXPENSES IN TOWN	0	2,451	0	0	2,500	2,500
52630 - TRAINING	14,261	25,989	40,487	40,487	34,000	(6,487)
52655 - TRAVEL OUT OF TOWN	594	3,739	4,200	4,200	6,500	2,300
52705 - COMMUNICATIONS	12,396	6,029	0	0	0	0
52725 - RENTAL OF PROPERTY	0	10,770	120,000	120,000	129,250	9,250
52738 - CELL PHONE BASE CHARGES	51,606	52,429	62,147	62,147	74,213	12,066
52770 - SAFETY EQUIPMENT	25,333	51,965	64,235	64,235	64,535	300
52775 - MINOR EQUIPMENT	15,425	21,989	32,800	32,800	22,500	(10,300)
52776 - PRINTER CONSOLIDATION COST	10,191	10,460	13,250	13,250	11,500	(1,750)
52795 - RENTAL OF EQUIPMENT	0	3,375	5,000	5,000	5,000	0
52874 - OFFICE SERVICES PRINTING	10,212	6,228	6,000	6,000	9,500	3,500
60002 - EMPLOYEE CHRISTMAS PTY/PICNIC	1,347	0	500	500	0	(500)
65352 - EMPLOYEE AWARDS PROGRAM	224	975	600	600	1,500	900
65356 - RETIREMENT AWARDS	136	0	100	100	100	0
Operating Total	3,142,581	3,824,614	4,507,132	4,507,132	4,484,980	(22,152)
Capital Outlay						
53020 - COMPUTERS NETWORKS	26,093	127,379	37,500	37,500	36,500	(1,000)
53030 - FURNITURE AND FIXTURES	4,040	10,125	2,000	2,000	5,000	3,000
53080 - VEHICLES ADDITIONS	88,500	111,537	34,663	34,663	0	(34,663)
Capital Outlay Total	118,633	249,041	74,163	74,163	41,500	(32,663)
Expense Total	17,043,702	19,733,012	24,047,812	24,047,812	23,005,568	(1,042,244)
CIP Total	245,927	1,545,528	750,000	750,000	750,000	0
Grand Total	17,289,629	21,278,540	24,797,812	24,797,812	23,755,568	(1,042,244)
Revenue						
46170 - REIMBURSEMENT FR OTHER FUNDS	3,102,174	3,224,282	3,549,397	3,549,397	3,549,397	0
40150 - RESTITUTION	1,252	1,718	0	0	0	0
40211 - GENERAL FORESTRY	120	155	0	0	0	0
43050 - DAMAGED TREES AND SHRUBS	4,924	4,244	5,000	5,000	5,000	0
Revenue Total	3,108,470	3,230,399	3,554,397	3,554,397	3,554,397	0

* 2023 Amended City Budget as of 8/31/2023

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Traffic Engineering

Todd Frisbie, P.E., PTOE, Manager | (719) 385-7628 | Todd.Frisbie@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	\$3,670,513	\$4,020,359	\$4,020,359	\$5,071,867	\$1,051,508
General Fund - CIP	194,038	831,500	831,500	249,500	(582,000)	
PPRTA - Capital ¹	4,489,441	2,648,000	3,164,369	2,648,000	(516,369)	
PPRTA - Maintenance ¹	2,923,758	3,795,926	4,295,926	2,200,000	(2,095,926)	
Grants Fund**	71,732	1,279,500	1,279,500	0	(1,279,500)	
Bike Tax	109,489	84,700	84,700	84,700	0	
Total	\$11,458,971	\$12,659,985	\$13,676,354	\$10,254,067	(\$3,422,287)	
Positions						
General Fund	28.00	28.00	28.00	34.00	6.00	
Total	28.00	28.00	28.00	34.00	6.00	

* 2023 Amended City 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. However, the CIP table on a subsequent page of this narrative reflects only new grant funding. See Grants Overview for more information.

¹ Following PPRTA's budgeting practices, the 2023 Amended Budget may include 2022 unspent carryover, 2021 revenue carryover, and additional 2022 revenue. The 2023 Original Budget and 2024 Budget do not include carryover.

Significant Changes vs. 2023

- Decrease of approximately \$2,500 in the General Fund for the cost of existing positions, pay for performance, and benefit cost adjustments
- Decrease of \$51,537 in the General Fund due to operating budget reductions
- Increase of \$335,000 in the General Fund for 2.00 FTEs and related one-time operating and capital outlay costs for additional signal maintenance per an agreement with El Paso County (offset by revenue per the IGA)
- Increase of \$520,594 for 4.00 FTEs and related one-time operating and capital outlay costs for permitting and inspection functions (offset by increased fee revenue directly tied to this program)
- Increase of \$250,000 in the General Fund for recurring capital costs for additional school zones (offset by increased fee revenue directly tied to this program)
- Decrease of \$582,000 in planned General Fund - CIP projects
- Decrease in PPRTA Capital and Maintenance projects based on available funding
- Decrease in Grants Fund based on anticipated grant awards

Traffic Engineering - Overview

The focus of the Traffic Engineering Division is to provide safe and efficient movement of vehicles, cyclists, and pedestrians within the public rights of way. The Division works to improve mobility and safety for all users of the city's transportation system. The Traffic Engineering Division is responsible for three major programs:

Traffic Operations

- Municipal Court Liaison for traffic related legal incidents including research, field investigation, and representing the City of Colorado Springs in court
- Review roadway plans for capital projects and development of new roadway corridors, roundabouts, and bike lane projects
- Provide school safety services related to school crossings and parking concerns/issues
- Conduct safety analyses of intersections and roadways and recommend measures to reduce crashes

Traffic Signal Systems

- Manage signal timing and maintenance of approximately 630 traffic signals, 100 cameras and message boards, and 180 school flasher units
- 24-hour emergency response to traffic signal malfunction/repairs
- Operate the incident management system (traffic cameras and message boards) on key arterials throughout the City
- Analyze requests for new traffic signals and additional phases to existing traffic signals

Transportation Planning

- Plan and implement roadway, bike, and pedestrian projects and programs to develop a multi-modal transportation system
- Identify and monitor projects to manage roadway congestion and mitigate unsafe locations for all modes of transportation
- Administer the School Safety Program
- Conduct intersection, corridor, and sub-area traffic analyses to support implementation plans for roadway improvements and the expansion of the City's non-motorized transportation system
- Address neighborhood parking and cut-through traffic issues
- Coordinate transportation planning efforts with other city departments, government agencies, and citizen groups in the Pikes Peak Region
- Collect traffic data, analyze, and generate traffic studies
- Administer the City's truck route program in management of city-wide designated truck routes and issuing oversize/overweight load permits
- Update and implement the City's Intermodal Transportation Plan

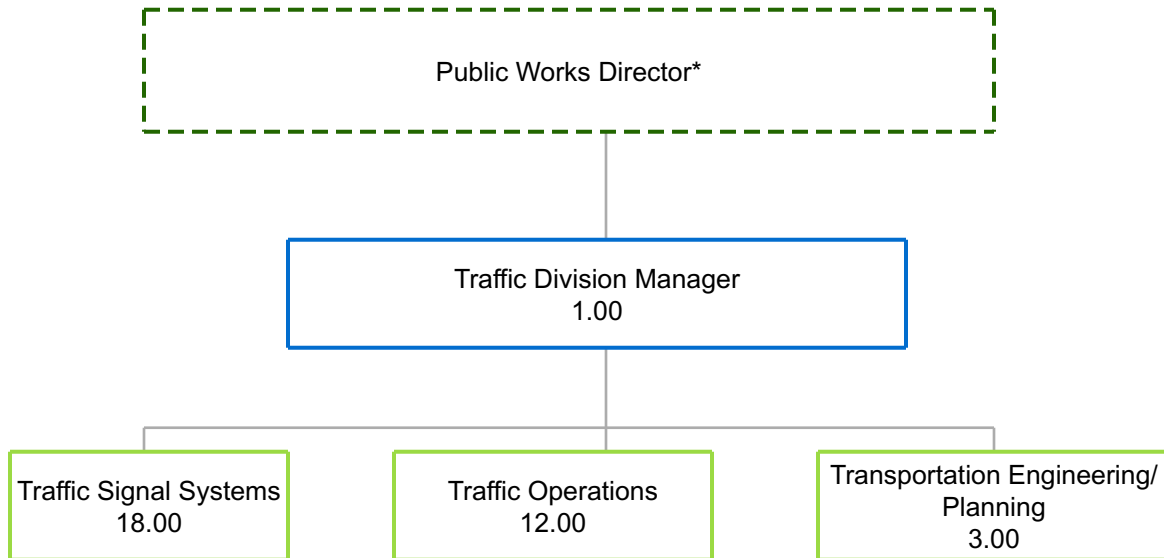
Traffic Engineering - Functions

Traffic Engineering manages the following General Fund supported functions (these amounts do not include CIP or Projects):

Traffic Engineering Functions	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget
School Safety	\$507,481	\$503,508	\$574,945	\$574,945	\$822,510
Signals Maintenance and Construction	921,065	1,069,935	1,156,473	1,156,473	1,548,067
Traffic Management Center (TMC) Operations	373,115	475,427	486,295	486,295	485,618
Transportation Planning	1,372,078	1,621,643	1,802,646	1,802,646	2,215,672
Total Traffic Engineering Functions	\$3,173,739	\$3,670,513	\$4,020,359	\$4,020,359	\$5,071,867

* 2023 Amended City Budget as of 8/31/2023

Traffic Engineering - Organizational Chart



*The Public Works Director position is funded as part of City Engineering's 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, Pikes Peak Rural Transportation Authority (PPRTA), Grants, and Capital Improvements Program (CIP).

Traffic Engineering - 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	\$2,599,840	\$3,144,949	\$3,435,793	\$3,435,793	\$3,869,143	\$433,350
	Operating	566,899	525,564	584,566	584,566	892,724	308,158
	Capital Outlay	7,000	0	0	0	310,000	310,000
	Total	\$3,173,739	\$3,670,513	\$4,020,359	\$4,020,359	\$5,071,867	\$1,051,508
	CIP	\$880,866	\$194,038	\$831,500	\$831,500	\$249,500	(\$582,000)
	Grand Total	\$4,054,605	\$3,864,551	\$4,851,859	\$4,851,859	\$5,321,367	\$469,508
	Revenue	\$343,083	\$359,529	\$341,730	\$341,730	\$840,730	\$499,000
	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget	
	Construction Project Manager	1.00	1.00	1.00	1.00	0.00	
	Engineer I	1.00	1.00	1.00	1.00	0.00	
	Engineer III	1.00	1.00	2.00	2.00	0.00	
	Engineering Division Manager	1.00	1.00	1.00	1.00	0.00	
	Engineering Program Manager	1.00	1.00	1.00	1.00	0.00	
	Engineering Supervisor	2.00	2.00	1.00	1.00	0.00	
	Engineering Technician II	7.00	7.00	7.00	13.00	6.00	
	Engineering Technician III	6.00	6.00	6.00	6.00	0.00	
	Planner II	0.00	0.00	1.00	1.00	0.00	
	Planning Supervisor	1.00	1.00	1.00	1.00	0.00	
	Senior Planner	1.00	1.00	0.00	0.00	0.00	
Senior Skilled Maintenance Technician	0.00	0.00	1.00	1.00	0.00		
Skilled Maintenance Supervisor	1.00	1.00	1.00	1.00	0.00		
Skilled Maintenance Technician I	2.00	2.00	1.00	1.00	0.00		
Skilled Maintenance Technician II	3.00	3.00	3.00	3.00	0.00		
Total Positions	28.00	28.00	28.00	34.00	6.00		

* 2023 Amended City Budget as of 8/31/2023

Traffic Engineering - 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	(\$111,459)
	Increase to fund pay for performance and pay progression	89,641
	Increase to fund medical cost adjustments	19,269
	Increase to fund 2.00 FTEs Engineering Technician II related to the agreement with El Paso County to provide signal maintenance (offset by revenue per IGA)	161,842
	Increase to fund 4.00 FTEs Engineering Technician II (3 traffic control techs and 1 signal tech) - offset by increased fee revenue	325,594
	Decrease due to operating budget reductions	(51,537)
	Total Salaries/Benefits/Pensions	\$433,350
	Operating	
	Increase to fund recurring capital costs for additional school zones	\$250,000
	Increase to fund one-time operating costs related to 6.00 added FTEs (offset by revenue from El Paso County and increased fee revenue)	58,158
	Total Operating	\$308,158
	Capital Outlay	
	Increase to fund one-time vehicle costs for the 6 added Engineering Technician II's (offset by revenue from El Paso County and increased fee revenue)	\$310,000
	Total Capital Outlay	\$310,000
	CIP	
Decrease in 2024 CIP Projects	(\$582,000)	
Total CIP	(\$582,000)	
Total For 2024	\$469,508	
Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	0.00
	Total During 2023	0.00
	For 2024	2024 Budget - * 2023 Amended Budget
	Add 4.00 FTEs Engineering Technician II (3 traffic control techs and 1 signal tech) - offset by increased fee revenue directly tied to this function	4.00
	Add 2.00 FTEs Engineering Technician II related to the IGA with El Paso County to provide signal maintenance (offset by revenue)	2.00
	Total For 2024	6.00

* 2023 Amended City Budget as of 8/31/2023

Traffic Engineering - PPRTA: Summary

PPRTA	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Capital†	\$5,483,542	\$4,489,441	\$2,648,000	\$3,164,369	\$2,648,000	(\$516,369)
	Maintenance	1,926,036	2,923,758	3,795,926	4,295,926	2,200,000	(2,095,926)
	Total	\$7,409,578	\$7,413,199	\$6,443,926	\$7,460,295	\$4,848,000	(\$2,612,295)
2024 PPRTA Maintenance Projects							
Citywide Safety and Traffic Operations						\$1,300,000	
Traffic Signal Maintenance						900,000	
Total PPRTA Maintenance						\$2,200,000	
† The PPRTA capital projects for the budget year are listed below in the CIP table. 2021 and 2022 Actuals reported above are tracked in the City's financial system. These amounts may differ from the PPRTA Financial Statements due to timing.							
The PPRTA budget, funded by a one-cent sales tax, is not appropriated by the City. However, to reflect total funding dedicated for capital projects and maintenance of the City's transportation system, relevant PPRTA expenditures are included in this document.							

* 2023 Amended City Budget as of 8/31/2023

Traffic Engineering - 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**	\$1,483,349	\$71,732	\$1,279,500	\$1,279,500	\$0	(\$1,279,500)
	Total	\$1,483,349	\$71,732	\$1,279,500	\$1,279,500	\$0	(\$1,279,500)

** 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.

Funding Changes	During 2023		* 2023 Amended - 2023 Original Budget
	None		\$0
	Total During 2023		\$0
	For 2024		2024 Budget - * 2023 Amended Budget
	Decrease in potential grant awards		(\$1,279,500)
	Total For 2024		(\$1,279,500)

* 2023 Amended Budget as of 8/31/2023

Traffic Engineering - CIP Program

CIP Program*	Project	Bike Tax	General Fund	PPRTA	Total Allocation
	Bicycle Infrastructure Improvements	84,700			84,700
	Congestion/Incident Management/Signal Improvements			412,000	412,000
	Intersection Improvements-Citywide			824,000	824,000
	On-Street Bikeway Improvements			412,000	412,000
	Roadway Safety and Traffic Operations			1,000,000	1,000,000
	Signal Addition		85,500		85,500
	Signal Upgrades		164,000		164,000
	Total 2024 CIP	\$84,700	\$249,500	\$2,648,000	\$2,982,200

* 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

Traffic Engineering

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	(51,537)	(51,537)
51205 - CIVILIAN SALARIES	1,896,754	2,214,814	2,496,314	2,496,314	2,808,490	312,176
51210 - OVERTIME	24,478	30,069	30,000	30,000	30,000	0
51220 - SEASONAL TEMPORARY	2,048	12,448	4,608	4,608	4,608	0
51230 - SHIFT DIFFERENTIAL	721	361	0	0	0	0
51235 - STANDBY	11,704	12,704	11,500	11,500	11,500	0
51240 - RETIREMENT TERMINATION SICK	0	13,022	0	0	0	0
51245 - RETIREMENT TERM VACATION	9,855	35,046	0	0	0	0
51260 - VACATION BUY PAY OUT	11,805	8,600	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(15,380)	(14,080)	0	0	0	0
51435 - EXTRA DUTY EXPENDITURE	279	0	0	0	0	0
51610 - PERA	268,119	325,891	369,136	369,136	415,773	46,637
51612 - RETIREMENT HEALTH SAVINGS	0	38,390	0	0	0	0
51615 - WORKERS COMPENSATION	36,068	42,996	48,347	48,347	36,499	(11,848)
51620 - EQUITABLE LIFE INSURANCE	4,470	5,230	9,103	9,103	8,521	(582)
51640 - DENTAL INSURANCE	12,237	12,571	13,620	13,620	17,340	3,720
51670 - PARKING FOR EMPLOYEES	480	600	600	600	600	0
51690 - MEDICARE	27,149	32,253	36,262	36,262	40,790	4,528
51695 - CITY EPO MEDICAL PLAN	31,695	32,348	34,866	34,866	1,679	(33,187)
51696 - ADVANTAGE HD MED PLAN	264,093	325,692	365,186	365,186	521,130	155,944
51697 - HRA BENEFIT TO ADV MED PLAN	13,591	15,994	16,251	16,251	23,750	7,499
51699 - BENEFITS REIMBURSEMENT	(326)	0	0	0	0	0
Salaries/Benefits/Pensions Total	2,599,840	3,144,949	3,435,793	3,435,793	3,869,143	433,350
Operating						
52105 - MISCELLANEOUS OPERATING	(22)	0	0	0	0	0
52110 - OFFICE SUPPLIES	756	1,850	1,174	1,174	1,174	0
52111 - PAPER SUPPLIES	0	0	50	50	50	0
52115 - MEDICAL SUPPLIES	0	0	285	285	285	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	30,331	204	600	600	600	0
52122 - CELL PHONES EQUIP AND SUPPLIES	0	0	250	250	527	277
52125 - GENERAL SUPPLIES	389	5,711	5,100	5,100	9,381	4,281
52127 - CONSTRUCTION SUPPLIES	4,086	7,049	8,150	8,150	8,150	0
52135 - POSTAGE	3,082	874	1,600	1,600	2,350	750
52145 - PAINT AND CHEMICAL	1,000	230	100	100	700	600
52175 - SIGNS	0	899	0	0	900	900
52190 - JANITORIAL SUPPLIES	3,044	1,513	3,000	3,000	3,000	0
52235 - MAINT MACHINERY AND APPARATUS	23	146	1,330	1,330	0	(1,330)
52245 - MAINT SIGNALS	49,118	48,897	25,000	25,000	68,408	43,408
52247 - MAINT SCHOOL FLASHERS	1,449	0	0	0	0	0
52265 - MAINT BUILDINGS AND STRUCTURE	7,533	14,061	7,000	7,000	7,355	355
52305 - MAINT SOFTWARE & OTHER FEES	10,520	12,012	4,051	4,051	12,012	7,961
52405 - ADVERTISING SERVICES	200	100	0	0	0	0
52410 - BUILDING SECURITY SERVICES	480	360	480	480	480	0
52415 - CONTRACTS AND SPEC PROJECTS	69,735	52,992	94,366	94,366	77,930	(16,436)
52435 - GARBAGE REMOVAL SERVICES	769	935	1,000	1,000	1,000	0
52445 - JANITORIAL SERVICES	5,940	5,940	6,350	6,350	6,350	0
52560 - PARKING SERVICES	2,530	2,880	3,060	3,060	3,060	0

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND

Traffic Engineering

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
52575 - SERVICES	2,012	1,833	1,570	1,570	1,570	0
52590 - TEMPORARY EMPLOYMENT	5,230	6,164	0	0	6,164	6,164
52591 - SCHOOL CROSSING GUARDS	310,716	309,006	343,988	343,988	343,988	0
52605 - CAR MILEAGE	0	(89)	0	0	0	0
52607 - CELL PHONE ALLOWANCE	562	540	1,000	1,000	600	(400)
52610 - PROFESSIONAL LICENSES	248	0	504	504	504	0
52615 - DUES AND MEMBERSHIP	1,545	2,388	7,604	7,604	4,310	(3,294)
52625 - MEETING EXPENSES IN TOWN	0	425	500	500	500	0
52630 - TRAINING	228	4,291	8,225	8,225	5,000	(3,225)
52655 - TRAVEL OUT OF TOWN	0	1,587	2,000	2,000	2,000	0
52706 - WIRELESS COMMUNICATION	9,856	10,668	11,900	11,900	4,000	(7,900)
52738 - CELL PHONE BASE CHARGES	7,639	7,983	12,000	12,000	18,700	6,700
52770 - SAFETY EQUIPMENT	4,242	3,863	5,000	5,000	6,149	1,149
52775 - MINOR EQUIPMENT	30,163	16,602	22,725	22,725	40,923	18,198
52776 - PRINTER CONSOLIDATION COST	2,926	2,997	3,784	3,784	3,784	0
52874 - OFFICE SERVICES PRINTING	569	653	820	820	820	0
71542 - SCHOOL FLASHER ADDITIONS	0	0	0	0	250,000	250,000
Operating Total	566,899	525,564	584,566	584,566	892,724	308,158
Capital Outlay						
53040 - MACHINERY AND APPARATUS	7,000	0	0	0	0	0
53080 - VEHICLES ADDITIONS	0	0	0	0	310,000	310,000
Capital Outlay Total	7,000	0	0	0	310,000	310,000
Expense Total	3,173,739	3,670,513	4,020,359	4,020,359	5,071,867	1,051,508
CIP Total	880,866	194,038	831,500	831,500	249,500	(582,000)
Grand Total	4,054,605	3,864,551	4,851,859	4,851,859	5,321,367	469,508
Revenue						
44014 - RECYCLED MATERIALS	8,745	9,936	8,500	8,500	8,500	0
45711 - COPIES OF DOCUMENTS	250	600	350	350	350	0
44019 - SIGN DAMAGE SETTLEMENTS	410	0	0	0	0	0
45811 - STATE SAFETY TRAFFIC DEV	332,880	332,880	332,880	332,880	332,880	0
45812 - TRAFFIC REIMB FROM OTHERS	798	15,230	0	0	0	0
44018 - SIGNAL DAMAGE SETTLEMENTS	0	883	0	0	0	0
45732 - EL PASO COUNTY	0	0	0	0	499,000	499,000
Revenue Total	343,083	359,529	341,730	341,730	840,730	499,000

* 2023 Amended City Budget as of 8/31/2023

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Transit

Lan Rao, Transit Division Manager | (719) 385-7478 | Lan.Rao@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	\$9,113,911	\$9,152,451	\$9,152,451	\$9,745,873	\$593,422
General Fund - CIP	110,811	0	0	0	0	
Grants Fund**	21,261,254	24,920,381	24,920,381	29,772,245	4,851,864	
PPRTA - Capital	961,642	1,121,000	1,121,000	1,121,000	0	
PPRTA - Operating ¹	15,684,019	17,546,279	18,346,279	18,356,193	9,914	
Total	\$47,131,637	\$52,740,111	\$53,540,111	\$58,995,311	\$5,455,200	
Positions						
General Fund	0.50	0.50	0.00	0.00	0.00	
Grants Fund	32.50	32.50	33.00	33.00	0.00	
Total	33.00	33.00	33.00	33.00	0.00	

* 2023 Amended City Budget as of 8/31/2023. The 2023 Amended PPRTA Budget for operating as of 8/31/2023 may include additional sales tax revenue for 2022 and 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. However, the CIP table on a subsequent page of this narrative reflects only new grant funding. See Grants Overview for more information.

¹ PPRTA Operating funds include tax and fare revenues; it does reflect carryover for Planned Operating Reserve and grant match for obligated projects as shown in the CIP section of the Budget.

Significant Changes vs. 2023

- Net increase of approximately \$171,000 in General Fund to fund transit contract increases
- Increase of approximately \$422,000 in General Fund for downtown terminal security, which includes a transfer of security expense from General Costs, as the Transit Division now has a separate security contract
- Increase of approximately \$4.85 million in the Grants Fund due to formula and competitive grants available in 2024
- Increase in PPRTA Operating based on available funding

Transit - Overview

The City of Colorado Springs is the primary provider of public transportation services in the Pikes Peak Region and is designated by the Federal Transit Administration (FTA) as the recipient of grant funding for the Colorado Springs urbanized area. Responsibilities include transit service administration, regional planning coordination, and ensuring compliance with Federal and State rules and regulations. The Transit Services Division directs and manages the activities and operations of all fixed-route, ADA paratransit, and Metro Rides services for the region. Over 90% of operations are outsourced.

Mountain Metro Fixed-Route Bus Service

- Includes service to Colorado Springs, Manitou Springs, and to parts of unincorporated El Paso County, servicing a diverse customer base
- Is the backbone of transit service in the region, providing nearly 2.2 million trips in 2022
- Maintains a farebox recovery rate of approximately 9%, averaging 11 boardings per revenue hour in 2022
- Includes a fleet of 71 buses, with 979 bus stops along 34 bus routes

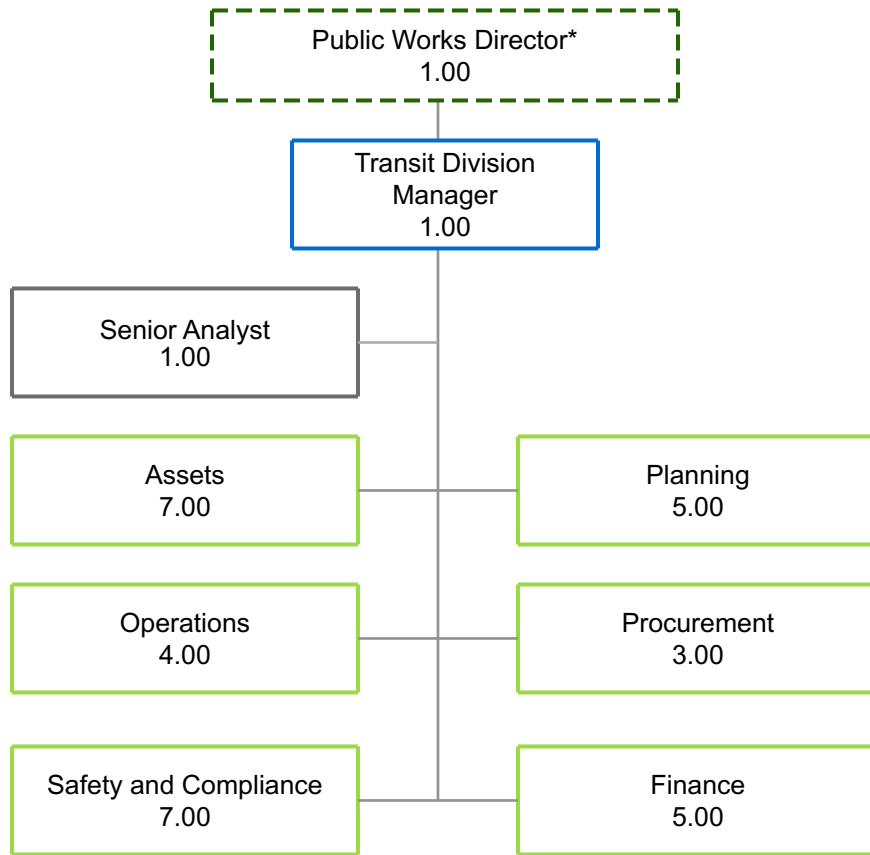
Mountain Metro Mobility – ADA/Paratransit service within Mountain Metro service area

- Provides the federally mandated Americans with Disabilities Act (ADA) complementary paratransit service, a demand-response service for individuals whose disability prevents them from using the fixed-route bus system some or all of the time
- Provides service within 3/4 mile of all local fixed routes during the same time the fixed-route system is operating
- Riders are required to be certified as eligible to receive curb-to-curb and door-to-door ADA complementary paratransit service
- Provided 105,982 passenger trips using 48 vans in 2022
- Includes a Taxi Choice program, a taxi alternative to the mobility van, for trips up to seven miles
- Provided 1,125 Taxi Choice trips in 2022

Mountain Metro Rides – Alternative Transportation

- Promotes alternative transportation options to residents of the Pikes Peak Region
- Reduces congestion and pollution by encouraging and coordinating the use of vanpools, carpools, bicycle commuting, school pool (including bike and walk pools for children as well as carpools), and transit use
- Operated seven vanpool vehicles with 35 average monthly participants in 2022

Transit - Organizational Chart



* The Public Works Director position is funded as part of City Engineering's 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, Grants Fund, and Pikes Peak Rural Transportation Authority (PPRTA).

Transit - 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	\$0	\$0	\$87,503	\$0	\$0	\$0
	Operating	7,302,893	9,091,767	9,044,948	9,132,451	9,725,873	593,422
	Capital Outlay	15,774	22,144	20,000	20,000	20,000	0
	Total	\$7,318,667	\$9,113,911	\$9,152,451	\$9,152,451	\$9,745,873	\$593,422
	CIP	\$321,408	\$110,811	\$0	\$0	\$0	\$0
	Grand Total	\$7,640,075	\$9,224,722	\$9,152,451	\$9,152,451	\$9,745,873	\$593,422
Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget		
Multimodal Division Manager	0.50	0.50	0.00	0.00	0.00		
Total Positions	0.50	0.50	0.00	0.00	0.00		

¹ Salary/Benefits/Pensions are largely grant funded

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	None	\$0
	Total During 2023	\$0
	For 2024	2024 Budget - * 2023 Amended Budget
	Operating	
	Net increase to fund contract increases	\$590,985
	Net change to fund grant match for existing salaries and benefits	(419,638)
	Increase to fund downtown terminal security and transfer existing building security budget from General Costs	422,075
	Total Operating	\$593,422
Total For 2024	\$593,422	

* 2023 Amended City Budget as of 8/31/2023

Transit - General Fund: Position Changes

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Transfer to the Grants Fund and convert 0.50 FTE Multimodal Division Manager to Transit Systems Manager	(0.50)
	Total During 2023	(0.50)
	For 2024	2024 Budget - * 2023 Amended Budget
None	0.00	
Total For 2024	0.00	

* 2023 Amended City Budget as of 8/31/2023

Transit - Grants Fund: Summary, Funding, and Position 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**	\$28,646,457	\$21,261,254	\$24,920,381	\$24,920,381	\$29,772,245	\$4,851,864
Total	\$28,646,457	\$21,261,254	\$24,920,381	\$24,920,381	\$29,772,245	\$4,851,864	
	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget	
	Administrative Assistant I	2.00	2.00	2.00	2.00	0.00	
	Administrative Assistant II	1.00	1.00	1.00	1.00	0.00	
	Analyst I	1.00	1.00	1.00	1.00	0.00	
	Analyst II	2.00	2.00	3.00	3.00	0.00	
	Application Support Admin I & II	1.00	1.00	1.00	1.00	0.00	
	Business Project Manager I	1.00	1.00	1.00	1.00	0.00	
	Buyer I/II	1.00	1.00	0.00	0.00	0.00	
	Central Finance Technician I	2.00	2.00	2.00	2.00	0.00	
	Contracting Specialist I	0.00	0.00	1.00	1.00	0.00	
	Contracting Specialist II	1.00	1.00	1.00	1.00	0.00	
	Contracting Technician II	2.00	2.00	2.00	2.00	0.00	
	Multimodal Division Manager	0.50	0.50	0.00	0.00	0.00	
	Program Administrator I	0.00	0.00	3.00	3.00	0.00	
	Program Coordinator	3.00	3.00	0.00	0.00	0.00	
	Project Design Specialist	1.00	1.00	1.00	1.00	0.00	
	Public Communications Specialist II	1.00	1.00	1.00	1.00	0.00	
	Senior Analyst	2.00	2.00	3.00	3.00	0.00	
	Senior Applications Support Admin	2.00	2.00	2.00	2.00	0.00	
	Senior Maintenance Technician	1.00	1.00	1.00	1.00	0.00	
	Senior Public Communications Specialist	1.00	1.00	1.00	1.00	0.00	
	Transit Business Ops Administrator	1.00	1.00	0.00	0.00	0.00	
	Transit Scheduler	1.00	1.00	0.00	0.00	0.00	
	Transit Services Supervisor	5.00	5.00	5.00	5.00	0.00	
	Transit Systems Manager	0.00	0.00	1.00	1.00	0.00	
	Total Positions	32.50	32.50	33.00	33.00	0.00	

* 2023 Amended City 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. However, the CIP table on a subsequent page of this narrative reflects only new grant funding. See Grants Overview for more information.

Transit - Grants 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
	Increase in anticipated grant awards	\$4,851,864
Total For 2024	\$4,851,864	

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Transfer from the General Fund and convert 0.50 FTE Multimodal Division Manager to Transit Systems Manager	0.50
	Total During 2023	0.50
	For 2024	2024 Budget - * 2023 Amended Budget
	None	0.00
Total For 2024	0.00	

* 2023 Amended City Budget as of 8/31/2023

Grants Fund	2024 CIP Grants	2024 Operating Grants	2024 Grant Appropriation **
		\$13,909,463	\$15,862,782

** 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. However, the CIP table on a subsequent page of this narrative reflects only new grant funding. See Grants Overview for more information.

Transit - PPRTA: Summary

PPRTA	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget	
	Capital [†]	\$7,491	\$961,642	\$1,121,000	\$1,121,000	\$1,121,000	\$0	
	Operating ¹	8,676,111	15,684,019	17,546,279	18,346,279	18,356,193	9,914	
	Total	\$8,683,602	\$16,645,661	\$18,667,279	\$19,467,279	\$19,477,193	\$9,914	
	2024 PPRTA Operating							
	PPRTA Fixed-Route Service					\$10,636,085		
	PPRTA ADA Paratransit Service					2,990,832		
	PPRTA Fuel (Fixed-Route)					2,146,600		
PPRTA Fuel (ADA Paratransit)					192,431			
Specialized Transportation Services					220,000			
Other Operating Costs					90,000			
PPRTA Transit Grant Match					2,080,245			
Total PPRTA Operating					\$18,356,193			
[†] The PPRTA capital projects for the budget year are listed below in the CIP table. 2021 and 2022 Actual reported above are tracked in the City's financial system. These amounts may differ from the PPRTA Financial Statements due to timing.								
The PPRTA budget, funded by a one-cent sales tax, is not appropriated by the City. However, to reflect total funding dedicated for capital projects and maintenance of the City's transportation system, relevant PPRTA expenditures are included in this document.								

* 2023 Amended City Budget as of 8/31/2023. The 2023 Amended PPRTA Budget for operating as of 8/31/2023 may include additional sales tax revenue for 2022 and 2023.

¹ PPRTA Transit Operating funds include tax and fare revenues; it does reflect carryover for Planned Operating Reserve and grant match for obligated projects as shown in the CIP section of the Budget.

Transit - CIP Program

CIP Program*	Project	Grants	PPRTA Transit Local Match ¹	PPRTA II Capital ²	Total Allocation
	Fixed Route Bus Purchase Replacement-Diesel and Hybrid Vehicles	5,910,337	3,883,723	1,081,000	10,875,060
	Safety and Security Projects	267,522	66,881		334,403
	Sidewalk/Bus Stop Improvements on Transit Routes	160,000		40,000	200,000
	Transit ITS Improvements	1,840,000	460,000		2,300,000
	Vehicle Overhauls and Engines	160,000	40,000		200,000
	Total 2024 CIP	\$8,337,859	\$4,450,604	\$1,121,000	\$13,909,463

* 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.

¹ PPRTA Local Match is included in the 2024 PPRTA Operating - Transit Grant Match amount.

² PPRTA Capital reflects the projected expenses in 2024 based on highest priority, and may differ from the 2024 PPRTA Original Budget.

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Transit

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	0	71,461	0	0	0
51610 - PERA	0	0	8,000	0	0	0
51615 - WORKERS COMPENSATION	0	0	178	0	0	0
51690 - MEDICARE	0	0	1,036	0	0	0
51696 - ADVANTAGE HD MED PLAN	0	0	6,828	0	0	0
Salaries/Benefits/Pensions Total	0	0	87,503	0	0	0
Operating						
52105 - MISCELLANEOUS OPERATING	167	75	2,000	2,000	2,000	0
52110 - OFFICE SUPPLIES	4,996	2,631	4,800	4,800	4,800	0
52120 - SOFTWARE SUBSCRIPTION/LICENSE	4,890	14,340	50,600	50,600	50,600	0
52122 - CELL PHONES EQUIP AND SUPPLIES	314	404	1,000	1,000	1,000	0
52125 - GENERAL SUPPLIES	26,093	348	6,000	6,000	6,000	0
52135 - POSTAGE	3,235	3,138	4,800	4,800	4,800	0
52140 - WEARING APPAREL	308	124	100	100	100	0
52160 - FUEL	93,886	130,355	396,821	455,049	396,821	(58,228)
52165 - LICENSES AND TAGS	7,082	9,593	11,215	11,215	11,215	0
52175 - SIGNS	0	1,973	30,000	30,000	30,000	0
52190 - JANITORIAL SUPPLIES	1,340	2,522	4,800	4,800	4,800	0
52202 - TICKET VENDING MACHINES	20,661	9,325	27,680	27,680	27,680	0
52205 - MAINT LANDSCAPING	0	13,585	40,000	40,000	40,000	0
52215 - MAINT GROUNDS	29,553	0	0	0	0	0
52220 - MAINT OFFICE MACHINES	5,846	6,049	10,800	10,800	10,800	0
52230 - MAINT FURNITURE AND FIXTURES	1,910	2,190	4,000	4,000	4,000	0
52240 - MAINT NONFLEET VEHICLES EQP	100,196	48,548	60,750	60,750	60,750	0
52241 - MAINT PARA TRANSIT PREV MAINT	279,144	21,682	20,000	20,000	20,000	0
52242 - MAINT BENCHES AND SHELTERS	200,178	786,674	10,800	10,800	10,800	0
52243 - MAINT TRANSIT PREV MAINT	1,492,246	4,437	156,980	156,980	156,980	0
52265 - MAINT BUILDINGS AND STRUCTURE	46,724	73,203	117,185	117,185	117,185	0
52281 - MAINT INFRASTRUCTURE	4,450	3,605	17,590	17,590	17,590	0
52305 - MAINT SOFTWARE & OTHER FEES	631,750	724,221	792,040	792,040	792,040	0
52405 - ADVERTISING SERVICES	77,879	70,153	127,025	127,025	127,025	0
52410 - BUILDING SECURITY SERVICES	5,854	8,704	6,032	6,032	428,107	422,075
52435 - GARBAGE REMOVAL SERVICES	3,219	2,893	3,359	3,359	3,359	0
52445 - JANITORIAL SERVICES	7,371	0	15,000	15,000	15,000	0
52465 - MISCELLANEOUS SERVICES	270	344	4,800	4,800	4,800	0
52560 - PARKING SERVICES	119	641	480	480	480	0
52573 - CREDIT CARD FEES	10,643	35,335	70,200	70,200	70,200	0
52574 - LEGAL SERVICES	(17,409)	455	10,000	10,000	10,000	0
52575 - SERVICES	6,029	4,116	0	0	0	0
52576 - AUDIT SERVICES	0	6,625	9,502	9,502	9,502	0
52590 - TEMPORARY EMPLOYMENT	9,496	3,850	0	0	0	0
52615 - DUES AND MEMBERSHIP	52,972	66,356	53,160	53,160	53,160	0
52625 - MEETING EXPENSES IN TOWN	916	842	1,000	1,000	1,000	0
52645 - SUBSCRIPTIONS	30	0	615	615	615	0
52725 - RENTAL OF PROPERTY	153,646	154,943	154,943	154,943	154,943	0
52738 - CELL PHONE BASE CHARGES	5,212	6,823	8,520	8,520	8,520	0
52746 - UTILITIES ELECTRIC	(366)	(292)	0	0	0	0

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Transit

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	* 2024 Budget - * 2023 Amended Budget
52747 - UTILITIES GAS	(196)	(183)	0	0	0	0
52748 - UTILITIES SEWER	(7)	(8)	0	0	0	0
52749 - UTILITIES WATER	(147)	(121)	0	0	0	0
52755 - COMMUNICATIONS EQUIPMENT	1,755	6,294	30,000	30,000	30,000	0
52775 - MINOR EQUIPMENT	1,175	0	0	0	0	0
52873 - PRINTING OUTSOURCE	15,060	71,647	70,110	70,110	70,110	0
52874 - OFFICE SERVICES PRINTING	1,644	1,070	1,200	1,200	1,200	0
52886 - RADIO MAINTENANCE MISC	40,460	42,772	27,496	27,496	27,496	0
52888 - RADIO MAINTENANCE PPRCN	87,835	92,031	31,254	31,254	31,254	0
65023 - PARA ELIGIBILITY	50,809	60,254	87,000	87,000	87,000	0
65025 - ADA PARATRANSIT CONTRACT	376,215	508,579	173,484	173,484	173,484	0
65026 - ADA SUPPLEMENTAL	7,873	20,033	45,000	45,000	45,000	0
65030 - TRANSIT SERVICE CONTRACT	1,771,003	4,268,624	4,166,138	4,166,138	4,757,123	590,985
65160 - RECRUITMENT	529	1,572	800	800	800	0
65405 - GRANT MATCH SALARIES	1,678,035	1,798,393	2,177,869	2,177,869	1,845,734	(332,135)
65409 - GRANT MATCH	0	0	0	29,275	0	(29,275)
Operating Total	7,302,893	9,091,767	9,044,948	9,132,451	9,725,873	593,422
Capital Outlay						
53010 - OFFICE MACHINES	15,774	2,705	20,000	20,000	20,000	0
53050 - MACHINERY AND APPARATUS	0	19,439	0	0	0	0
Capital Outlay Total	15,774	22,144	20,000	20,000	20,000	0
Expense Total	7,318,667	9,113,911	9,152,451	9,152,451	9,745,873	593,422
CIP Total	321,408	110,811	0	0	0	0
Grand Total	7,640,075	9,224,722	9,152,451	9,152,451	9,745,873	593,422

* 2023 Amended City Budget as of 8/31/2023

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Airport

Greg Phillips, Director of Aviation | (719) 550-1900 | Greg.Phillips@coloradosprings.gov

All Funds Summary

	Source of Funds	2022	2023	* 2023	2024	2024 Budget - * 2023 Amended Budget
		Actual	Original Budget	Amended Budget		
All Funds	Airport Enterprise***	\$46,710,037	\$157,036,263	\$157,036,263	\$77,377,537	(\$79,658,726)
	Grants Fund**	10,880,920	65,700,000	65,700,000	33,000,000	(32,700,000)
	Total	\$57,590,957	\$222,736,263	\$222,736,263	\$110,377,537	(\$112,358,726)
	Use of Funds					
	Airport Enterprise	\$20,691,162	\$126,338,302	\$126,338,302	\$63,187,785	(\$63,150,517)
	CIP	1,717,379	33,950,000	33,950,000	34,800,000	850,000
	Grants Fund**	10,880,920	65,700,000	65,700,000	33,000,000	(32,700,000)
	Total	\$33,289,461	\$225,988,302	\$225,988,302	\$130,987,785	(\$95,000,517)
	Positions					
	Airport Enterprise	117.00	121.00	122.00	122.00	0.00
Total	117.00	121.00	122.00	122.00	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. However, the CIP table on a subsequent page of this narrative reflects only new grant funding. See Grants Overview for more information.

***The Airport Enterprise funding includes transfers between funds of approximately \$4.8 million in 2024.

Significant Changes vs. 2023

- Net increase of approximately \$457,000 mainly to fund existing positions, pay for performance, pay progression, and medical cost adjustments
- Net increase of \$3,800,000 due to reductions of Coronavirus Aid, Relief, and Economic Security (CARES) Act and American Rescue Plan Act (ARPA) grant reimbursements for salary, benefits, and operating costs, compared to what was budgeted in 2023
- Net decrease of approximately \$64,900,000 to remove one-time 2023 operating and development costs for the Peak Innovation Business Park
- Net decrease of approximately \$2,500,000 to fund projected operating needs, including transfers between funds, capital outlay, and debt service costs
- Net increase of \$850,000 for planned capital improvement projects
- Decrease of approximately \$33 million in federal grants fund appropriation based on anticipated grants for CIP projects in 2024 (including grant match)

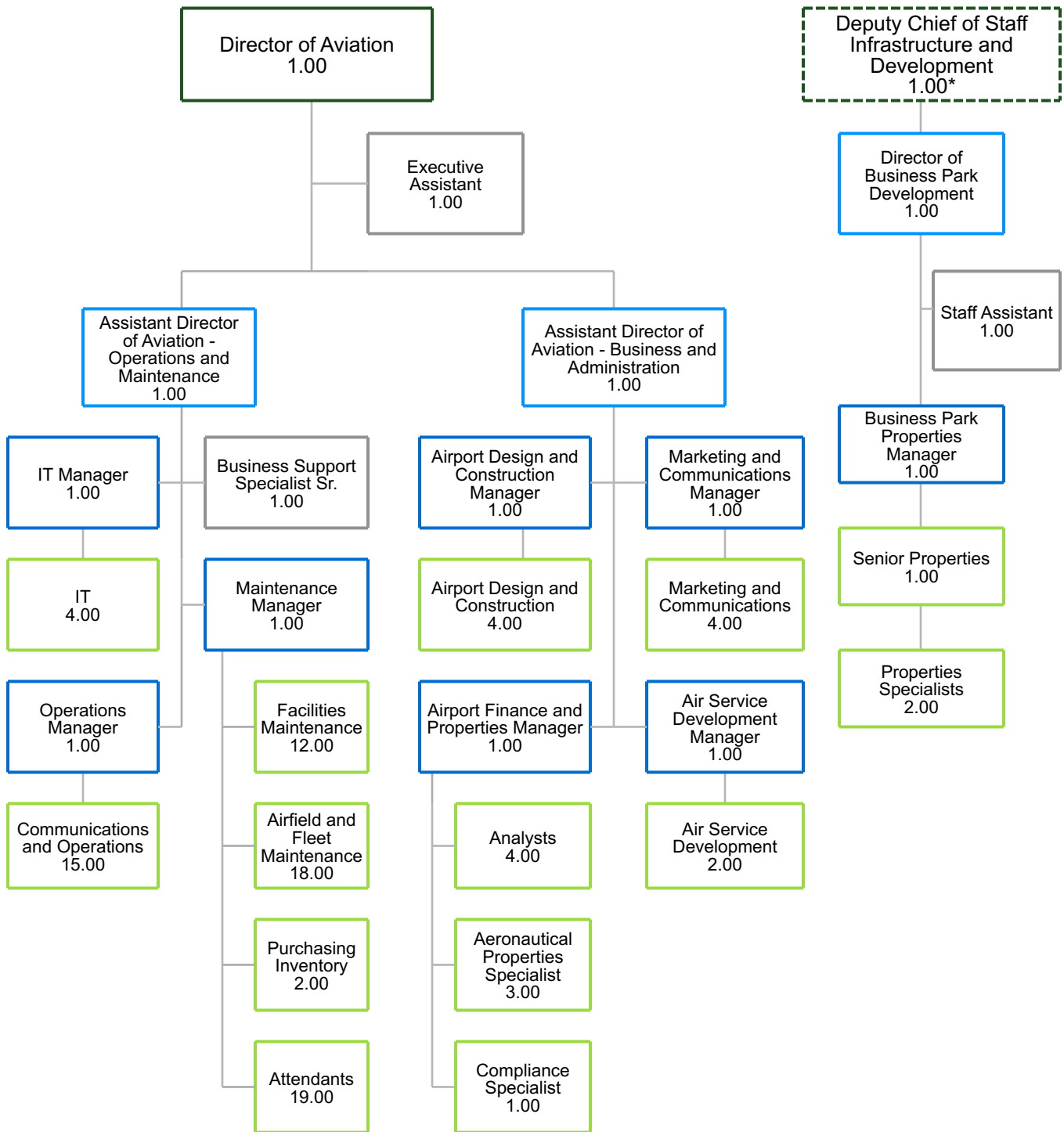
Airport - Overview

The Colorado Springs Airport (COS) is a primary small hub commercial service airport. The Airport:

- Services southern Colorado, portions of western Kansas and northern New Mexico, with a total of 2.3 million anticipated passengers in 2023. These numbers represent the highest passenger numbers in more than 22 years at COS and follow a precipitous decline during COVID-19, where only 0.7 million passengers traveled through the airport in 2020. It's clear that airport travel has returned in a big way since Southwest Airlines started service in March 2021 and the end of the pandemic.
- Currently anticipates a minimum of 34 daily departures and peak weekday departures reaching 39 in the summer of 2023, with non-stop service to at least 16 airports in 13 major cities across the U.S.
- Maintains active corporate, cargo and general aviation populations and is host to Peterson Space Force Base (SFB), home of the U.S. Air Force Space Command, NORAD/NORTHCOM, and the Army Space and Missile Defense Command, among other missions that serve the national defense.
- There continues to be significant momentum within the 1600-acre Peak Innovation Business Park for non-aeronautical development, including three separate Amazon facilities, Aerospace Corporation's Space Warfighting Center expansion, Flywheel Capital's Peak Technology Campus, a new Fortune 500 distribution facility, and the USDA Forest Service aerial firefighting base, bringing additional revenue to the Airport and jobs to the community.

According to CDOT's report on *Economic Impact of Airports in Colorado 2020 Economy*, COS generates a combined impact of over \$3.4 billion each year for the region. COS and Peterson SFB provide 25,093 direct and indirect jobs in the aviation, aerospace, and defense sectors. The Colorado Springs Airport is a fully self-sustaining public enterprise and receives no local tax revenue.

Airport - Organizational Chart



The organizational chart does not include 16.00 positions that report to the Police Department but are funded by the Airport; however, all positions funded by the Airport are reflected in the Position Totals of the funding tables in this narrative.

* The Deputy Chief of Staff - Infrastructure and Development position is funded as part of the Mayor's Office budget, and is not reflected in the position or funding tables in this narrative.

Strategic Plan Update



Promoting Job Creation

Initiatives			
1.1 Continue efforts to diversify revenue through air service growth and economic development.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
1.1.1 Continue to develop air service marketing program.	100%	100%	100%
1.1.2 Identify general aviation service gaps and pursue business opportunities by the end of 2021.	75%	80%	80%
1.1.3 Continue development of Peak Innovation Business Park w/ 15% complete by the end of 2024.	Complete		
1.1.4 Continue to provide support for Peterson Space Force Base (PSFB) growth and development through regular meetings and ongoing collaboration.	90%	100%	90%
Notable Achievements			
1.1 In 2023 air service growth has continued to expand with the following airlines now offering flight options: Avelo Airlines (Hollywood Burbank Airport), Delta (Minneapolis, MN and Atlanta, GA), and Southwest (Long Beach, CA).			



Building Community & Collaborative Relationships

Initiatives			
3.1 Plan for the Airport of 2040, ensuring compatible land use and adequate protections for future needs.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
3.1.1 Complete the 2020-2040 Airport Master Plan by the end of 2021.	90%	Complete	
3.1.2 Establish community Compatible Land Use task force during 2020.	60%	Complete	
3.1.3 Develop a community education plan for airport operations and impacts.	60%	Complete	
3.1.4 Determine key capital improvement needs for 2020-2040 by 2021.	100%	Complete	



Excelling In City Services

Initiatives			
4.1 Ensure a safe, efficient and financially stable airport.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
4.1.1 Maintain exceptional performance in the yearly FAA Part 139 inspection.	100%	100%	100%
4.1.2 Maintain exceptional performance in annual TSA audit.	100%	100%	100%
4.1.3 Maintain consistent operational readiness at 98%.	100%	98%	100%
4.1.4 Ensure airport staff utilize at least one internal/external training per year	70%	80%	100%

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 Airport Enterprise Funds.

Airport - Airport Enterprise Funds: Summary, Funding, and Position Changes

Airport Enterprise Fund	Source of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget	
	Airline Revenue	\$3,526,856	\$5,219,569	\$6,169,982	\$6,169,982	\$6,966,653	\$796,671	
	Non-Airline Revenue							
	Public Parking	5,342,245	8,258,885	9,110,644	9,110,644	10,349,358	1,238,714	
	Rental Car	4,668,549	4,764,693	5,805,582	5,805,582	5,372,917	(432,665)	
	Terminal Concessions	1,426,667	1,537,629	1,772,440	1,772,440	1,852,515	80,075	
	Interest Income	153,633	243,624	342,997	342,997	423,571	80,574	
	Ground/Building Rent	2,041,336	4,327,443	3,100,414	3,100,414	2,567,599	(532,815)	
	Other Income	(2,375,172)	(7,214,909)	2,601,032	2,601,032	2,748,002	146,970	
	Customer Facility Charges	1,421,121	1,513,545	1,846,078	1,846,078	1,752,062	(94,016)	
	Passenger Facility Charges	2,379,478	10,296,909	4,117,697	4,117,697	4,711,700	594,003	
	Peak Innovation Park	3,825,382	3,329,651	92,581,196	92,581,196	35,708,721	(56,872,475)	
	Other Revenue***	1,786,144	14,432,998	29,588,201	29,588,201	4,924,439	(24,663,762)	
	Total	\$24,196,239	\$46,710,037	\$157,036,263	\$157,036,263	\$77,377,537	(\$79,658,726)	
Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget		
Salary/Benefits/Pensions**	\$3,752,353	\$2,848,443	\$10,024,649	\$10,024,649	\$13,521,162	\$3,496,513		
Operating**	3,761,076	17,261,797	113,862,437	113,862,437	47,619,438	(66,242,999)		
Capital Outlay**	198,464	191,589	278,078	278,078	266,090	(11,988)		
Debt Service	405,120	389,333	2,173,138	2,173,138	1,781,095	(392,043)		
Total	\$8,117,013	\$20,691,162	\$126,338,302	\$126,338,302	\$63,187,785	(\$63,150,517)		
CIP	\$10,347,759	\$1,717,379	\$33,950,000	\$33,950,000	\$34,800,000	\$850,000		
Grand Total	\$18,464,772	\$22,408,541	\$160,288,302	\$160,288,302	\$97,987,785	(\$62,300,517)		

* 2023 Amended Budget as of 8/31/2023

** Actual expenditures in Salary/Benefits/Pensions, Operating and Capital Outlay for 2021 and 2022 are greatly reduced due to reimbursement from the Federal Aviation Administration (FAA) CARES Act Grant and the American Rescue Plan Act (ARPA). See Grants Overview for more information.

*** Other Revenue includes transfers between funds of approximately \$4.8 million in 2024.

Airport - Airport Enterprise Funds: Summary, Funding, and Position Changes

	Position Title	2022	2023	* 2023	2024	2024 Budget -
		Actual	Original Budget	Amended Budget	Budget	* 2023 Amended Budget
Airport Positions	Administrative Assistant I	1.00	1.00	1.00	1.00	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
	Air Service Development Manager	1.00	1.00	1.00	1.00	0.00
	Airport Customer Relations Coordinator	1.00	1.00	1.00	1.00	0.00
	Airport Design & Construction Manager	1.00	1.00	1.00	1.00	0.00
	Airport Facilities Supervisor	2.00	2.00	2.00	2.00	0.00
	Airport IT Program Manager	1.00	1.00	1.00	1.00	0.00
	Airport Marketing & Advertising Specialist	1.00	1.00	1.00	1.00	0.00
	Airport Marketing & Communications Manager	1.00	1.00	1.00	1.00	0.00
	Airport Operations Agent	3.00	3.00	3.00	3.00	0.00
	Airport Operations Manager	1.00	1.00	1.00	1.00	0.00
	Airport Planner	1.00	1.00	0.00	0.00	0.00
	Airport Properties Administrator	1.00	1.00	1.00	1.00	0.00
	Airport Properties Specialist I	4.00	4.00	4.00	4.00	0.00
	Airport Security Specialist	1.00	1.00	1.00	1.00	0.00
	Airport Senior Properties Specialist	2.00	2.00	2.00	2.00	0.00
	Analyst I	3.00	4.00	4.00	4.00	0.00
	Analyst II	2.00	2.00	2.00	2.00	0.00
	Assistant Director of Aviation	2.00	2.00	2.00	2.00	0.00
	Business Park Dev. Director	0.00	0.00	1.00	1.00	0.00
	Business Support Specialist, Senior	2.00	2.00	1.00	1.00	0.00
	Buyer II	1.00	1.00	1.00	1.00	0.00
	Comm Center Dispatcher	6.00	6.00	6.00	6.00	0.00
	Community Service Officer I †	0.00	0.00	1.00	1.00	0.00
	Community Service Officer II †	0.00	0.00	2.00	2.00	0.00
	Construction Project Manager	1.00	1.00	1.00	1.00	0.00
	Director of Aviation	1.00	1.00	1.00	1.00	0.00
	District Crew Leader	1.00	1.00	1.00	1.00	0.00
	Electronic Specialist	2.00	2.00	2.00	2.00	0.00
	Engineering Technician II	1.00	1.00	1.00	1.00	0.00
	Environment Safety & Health Specialist	1.00	1.00	1.00	1.00	0.00
Equipment Operator I, II, III	11.00	11.00	11.00	11.00	0.00	

Airport - Airport Enterprise Funds: Summary, Funding, and Position Changes

Airport Positions	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Finance and Properties Manager	0.00	0.00	1.00	1.00	0.00
	Inventory Control Technician	1.00	1.00	1.00	1.00	0.00
	Maintenance Manager	1.00	1.00	1.00	1.00	0.00
	Maintenance Service Worker	18.00	18.00	18.00	18.00	0.00
	Maintenance Technician II	3.00	3.00	3.00	3.00	0.00
	Operations Supervisor	1.00	1.00	1.00	1.00	0.00
	Police Officer (Sworn) †	12.00	15.00	12.00	12.00	0.00
	Police Sergeant (Sworn) †	1.00	1.00	1.00	1.00	0.00
	Program Administrator I	0.00	0.00	1.00	1.00	0.00
	Program Coordinator	1.00	1.00	0.00	0.00	0.00
	Public Communications Specialist Senior	1.00	1.00	1.00	1.00	0.00
	Senior Airport Operations Agent	3.00	3.00	3.00	3.00	0.00
	Senior Analyst	1.00	1.00	0.00	0.00	0.00
	Senior Equipment Operator	2.00	2.00	2.00	2.00	0.00
	Senior Fleet Technician	2.00	2.00	2.00	2.00	0.00
	Senior Planner	0.00	0.00	1.00	1.00	0.00
	Senior Skilled Maintenance Technician	3.00	3.00	3.00	3.00	0.00
	Skilled Maintenance Supervisor	2.00	2.00	2.00	2.00	0.00
	Skilled Maintenance Technician II	5.00	5.00	5.00	5.00	0.00
	Staff Assistant	1.00	1.00	2.00	2.00	0.00
	System Administrator II	2.00	2.00	2.00	2.00	0.00
	Total Positions	117.00	121.00	122.00	122.00	0.00
	† The police and community service officer personnel report to the Police Department, but are funded in the Airport Enterprise budget.					

* 2023 Amended Budget as of 8/31/2023

Airport - Airport Enterprise 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
	Salaries/Benefits/Pensions	
	Net change to fund existing positions, pay for performance, pay progression, and medical cost adjustments	\$456,513
	Increase in expense due to reduction of CARES Act and ARPA grant reimbursement compared to what was budgeted in 2023	3,040,000
	Total Salaries/Benefits/Pensions	\$3,496,513
	Operating	
	Net decrease in transfer between the Airport Operating Fund and the CIP Fund	(\$6,403,035)
	Net decrease in operating and development expenses for the Peak Innovation Business Park	(64,897,312)
	Increase in expense due to reduction of CARES Act and ARPA grant reimbursement compared to what was budgeted in 2023	760,000
	Increase in budgeted grant match in the Passenger Facility Charge (PFC) Fund	2,050,000
	Net increase for other operational adjustments	2,247,348
	Total Operating	(\$66,242,999)
	Capital Outlay	
	Net decrease for capital outlay adjustments	(\$11,988)
	Total Capital Outlay	(\$11,988)
	Debt Service	
	Net decrease in debt service adjustments	(\$392,043)
Total Debt Service	(\$392,043)	
CIP		
Net increase for planned 2024 CIP Projects	\$850,000	
Total CIP	\$850,000	
Total For 2024	(\$62,300,517)	

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Add 1.00 FTE (Business Park Development Director)	1.00
	Total During 2023	1.00
	For 2024	2024 Budget - * 2023 Amended Budget
	None	0.00
Total For 2024	0.00	

* 2023 Amended Budget as of 8/31/2023

Airport - CIP Program

CIP Program*	Project	Enterprise	Grants	Total Allocation
	Airport Converging Runway Analysis	200,000	1,100,000	1,300,000
	Airport Engineering and Construction	18,700,000		18,700,000
	Airport Exit Lane Technology	100,000	500,000	600,000
	Airport Information Technology	1,200,000		1,200,000
	Airport Infrastructure		15,000,000	15,000,000
	Airport Inline Baggage System	1,000,000		1,000,000
	Airport Planning and Environmental	3,000,000		3,000,000
	Airport Taxiway A Re-align A7-A5 Const Sched I	500,000	14,500,000	15,000,000
	Airport Taxiway B Phase II Concrete and Hotspot Design	1,100,000		1,100,000
	Airport Milton Proby Rehabilitation	9,000,000		9,000,000
Total 2024 CIP	\$34,800,000	\$31,100,000	\$65,900,000	

* 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.

Note: A portion of the Enterprise CIP projects may be funded by the Passenger Facility Charges (PFC) and Customer Facility Charges (CFC).

City of Colorado Springs Budget Detail Report

401 - AIRPORT GROSS REV FUND

Airport

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	5,382,944	6,387,818	7,220,553	7,092,027	7,662,794	570,767
51210 - OVERTIME	191,276	163,751	221,257	221,257	235,201	13,944
51220 - SEASONAL TEMPORARY	47,090	145,549	64,000	64,000	64,000	0
51225 - SHIFT WORKER HOLIDAY	54,937	72,256	63,867	63,867	65,657	1,790
51230 - SHIFT DIFFERENTIAL	38,438	47,179	47,731	47,731	79,543	31,812
51235 - STANDBY	12,566	9,092	18,781	18,781	19,781	1,000
51240 - RETIREMENT TERMINATION SICK	78,902	150,312	29,996	29,996	29,996	0
51245 - RETIREMENT TERM VACATION	125,836	64,418	24,847	24,847	14,097	(10,750)
51260 - VACATION BUY PAY OUT	30,513	28,983	14,534	14,534	21,239	6,705
51299 - SALARIES REIMBURSEMENTS	(37,806)	(39,343)	2,138	2,138	2,138	0
51405 - UNIFORM SALARIES	1,195,683	1,214,613	1,565,425	1,565,425	1,299,458	(265,967)
51410 - UNIFORM OVERTIME	157,277	189,156	173,250	173,250	181,913	8,663
51425 - UNIFORM SHIFT DIFFERENTIAL	3,938	3,825	4,039	4,039	4,039	0
51430 - UNIFORM SPECIAL ASSIGNMENT	343	597	5,000	5,000	5,000	0
51445 - LONGEVITY	14,135	14,175	14,343	14,343	14,343	0
51455 - SWORN VAC TWK	5,099	3,536	10,429	10,429	10,429	0
51460 - UNIFORM HAZARD DUTY	3,613	3,526	3,301	3,301	3,301	0
51465 - UNIFORM COURT OVERTIME	379	133	400	400	400	0
51470 - UNIFORM RETIREMENT COST	4,913	20,821	20,000	20,000	20,000	0
51482 - POLICE TRAINING OFFICERS	81	0	133	133	133	0
51610 - PERA	790,652	952,348	1,069,464	1,050,493	1,142,009	91,516
51612 - RETIREMENT HEALTH SAVINGS	0	31,823	1,142	1,142	1,142	0
51615 - WORKERS COMPENSATION	201,771	234,941	231,695	231,374	160,979	(70,395)
51620 - EQUITABLE LIFE INSURANCE	15,443	18,057	31,158	30,677	26,452	(4,225)
51640 - DENTAL INSURANCE	39,421	43,064	49,416	48,831	51,690	2,859
51650 - NEW HIRE POLICE PENSION PLAN	151,182	124,252	154,034	154,034	117,034	(37,000)
51652 - STATEWIDE POLICE PENSION	18,023	19,869	22,589	22,589	32,330	9,741
51655 - RETIRED EMP MEDICAL INS	25,227	25,227	25,646	25,646	25,646	0
51670 - PARKING FOR EMPLOYEES	120	600	0	0	0	0
51675 - UNEMPLOYMENT INSURANCE	0	0	1,206	1,206	1,206	0
51690 - MEDICARE	100,097	114,403	127,779	125,916	130,881	4,965
51695 - CITY EPO MEDICAL PLAN	287,695	326,809	352,673	352,673	359,626	6,953
51696 - ADVANTAGE HD MED PLAN	673,517	740,836	947,101	931,528	1,032,976	101,448
51697 - HRA BENEFIT TO ADV MED PLAN	38,948	43,533	47,750	46,999	49,874	2,875
51999 - COVID19 SAL & BEN REIMB	(5,904,301)	(8,484,747)	(3,040,000)	(3,040,000)	0	3,040,000
Salaries/Benefits/Pensions Total	3,747,952	2,671,412	9,525,677	9,358,606	12,865,307	3,506,701
Operating						
52110 - OFFICE SUPPLIES	6,368	6,903	6,882	6,882	6,860	(22)
52111 - PAPER SUPPLIES	235	0	4,000	4,000	4,000	0
52115 - MEDICAL SUPPLIES	2,764	1,501	2,267	2,267	2,300	33
52120 - SOFTWARE SUBSCRIPTION/ LICENSE	3,424	9,570	10,000	10,000	10,000	0
52122 - CELL PHONES EQUIP AND SUPPLIES	1,368	106	3,045	3,045	3,050	5
52125 - GENERAL SUPPLIES	45,160	73,439	35,219	35,219	30,660	(4,559)

City of Colorado Springs Budget Detail Report

401 - AIRPORT GROSS REV FUND

Airport

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
52126 - ELECTRICAL SUPPLIES	14,896	15,415	30,623	30,623	30,730	107
52127 - CONSTRUCTION SUPPLIES	12,930	14,328	16,774	16,774	16,773	(1)
52128 - PLUMBING SUPPLIES	9,931	6,683	10,100	10,100	15,000	4,900
52129 - HVAC-HEAT VENTILATN AIR SUPPLI	41,450	49,892	46,461	46,461	46,450	(11)
52130 - OTHER SUPPLIES	8,844	13,923	75,000	75,000	52,500	(22,500)
52132 - CONSUMABLE SUPPLIES	837	0	70,000	70,000	70,000	0
52135 - POSTAGE	2,622	988	2,853	2,853	3,500	647
52140 - WEARING APPAREL	20,124	20,447	29,072	29,072	29,289	217
52145 - PAINT AND CHEMICAL	61,233	96,561	78,977	78,977	83,510	4,533
52146 - DEICING CHEMICALS AND MATERIAL	8,121	90,261	103,816	103,816	153,815	49,999
52150 - SEED AND FERTILIZER	2,568	6,446	5,050	5,050	5,050	0
52160 - FUEL	182,159	232,343	245,000	245,000	269,500	24,500
52165 - LICENSES AND TAGS	287	239	335	335	340	5
52170 - SPECIAL PHOTOGRAPHY ETC	0	16	100	100	5,000	4,900
52175 - SIGNS	38,756	53,166	57,588	57,588	57,588	0
52180 - ASPHALTIC MATERIAL	24,030	2,819	36,308	36,308	36,308	0
52185 - AGGREGATE MATERIAL	0	0	5,050	5,050	5,050	0
52190 - JANITORIAL SUPPLIES	140,395	150,563	140,000	140,000	154,000	14,000
52195 - ENVIRONMENTAL SUPPLIES ETC	496	866	500	500	500	0
52205 - MAINT LANDSCAPING	4,292	358	5,500	5,500	5,500	0
52215 - MAINT GROUNDS	38,088	17,386	52,553	52,553	37,553	(15,000)
52220 - MAINT OFFICE MACHINES	37,420	23,767	43,696	43,696	43,700	4
52225 - MAINT COMPUTER SOFTWARE	10,152	0	0	0	0	0
52230 - MAINT FURNITURE AND FIXTURES	1,902	2,001	3,078	3,078	3,100	22
52235 - MAINT MACHINERY AND APPARATUS	17,066	22,710	33,282	33,282	26,875	(6,407)
52236 - MAINT LOADING BRIDGES	33,031	77,014	44,730	44,730	44,730	0
52237 - MAINT BAGGAGE	53,751	59,592	100,250	100,250	116,050	15,800
52250 - MAINT RADIOS ALLOCATION	29,765	57,609	64,050	64,050	64,000	(50)
52265 - MAINT BUILDINGS AND STRUCTURE	20,261	70,979	107,910	107,910	108,393	483
52275 - MAINT RUNWAYS	6,990	14,409	21,131	21,131	21,131	0
52278 - MAINT RNWY LIGHTING	33,765	23,658	45,402	45,402	45,400	(2)
52280 - MAINT ROADS AND BRIDGES	3,234	380	1,775	1,775	1,775	0
52305 - MAINT SOFTWARE & OTHER FEES	82,943	82,175	126,842	126,842	199,550	72,708
52405 - ADVERTISING SERVICES	828,961	691,375	1,040,103	1,040,103	1,230,100	189,997
52410 - BUILDING SECURITY SERVICES	23,367	21,624	23,000	23,000	23,000	0
52413 - SPECIAL EVENTS	0	7,886	25,000	25,000	30,000	5,000
52423 - TELECOMMUNICATION SERVICES	0	8,600	0	0	0	0
52425 - ENVIRONMENTAL SERVICES	20,535	45,904	87,425	87,425	87,425	0
52435 - GARBAGE REMOVAL SERVICES	52,033	45,908	51,816	51,816	69,191	17,375
52565 - PEST CONTROL	49	138	505	505	510	5
52568 - BANK AND INVESTMENT FEES	7,364	12,329	52,734	52,734	130,020	77,286
52572 - BAD DEBT EXPENSE	4,525	38,870	9,000	9,000	9,000	0
52573 - CREDIT CARD FEES	4,235	4,269	6,000	6,000	6,000	0
52574 - LEGAL SERVICES	292,794	344,281	250,000	250,000	267,500	17,500

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401 - AIRPORT GROSS REV FUND

Airport

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
52575 - SERVICES	456,761	634,332	1,007,721	1,007,721	1,368,449	360,728
52576 - AUDIT SERVICES	51,508	81,731	90,000	90,000	55,000	(35,000)
52590 - TEMPORARY EMPLOYMENT	160,661	224,845	228,498	228,498	253,688	25,190
52605 - CAR MILEAGE	0	0	175	175	160	(15)
52607 - CELL PHONE ALLOWANCE	2,017	2,697	3,240	3,240	3,780	540
52615 - DUES AND MEMBERSHIP	40,423	72,072	76,743	76,743	77,263	520
52625 - MEETING EXPENSES IN TOWN	18,230	12,226	14,056	14,056	15,956	1,900
52626 - COMMUNITY OR VOLUNTEER EVENT	0	6,711	27,000	27,000	29,000	2,000
52630 - TRAINING	29,653	65,774	70,680	70,680	80,243	9,563
52645 - SUBSCRIPTIONS	182,761	195,603	217,321	217,321	219,200	1,879
52650 - MARKETING EXP	49,430	44,549	25,000	25,000	25,000	0
52655 - TRAVEL OUT OF TOWN	26,868	61,371	124,996	124,996	119,193	(5,803)
52705 - COMMUNICATIONS	14,640	18,846	13,935	13,935	38,000	24,065
52735 - TELEPHONE LONG DIST CALLS	530	4	3,600	3,600	0	(3,600)
52736 - CELL PHONE AIRTIME	(28)	0	570	570	570	0
52738 - CELL PHONE BASE CHARGES	23,727	18,810	21,600	21,600	21,600	0
52740 - GENERAL INSURANCE-CITY	769,504	831,742	913,500	913,500	1,380,000	466,500
52742 - STORMWATER FEE	477,463	536,000	436,465	436,465	575,000	138,535
52746 - UTILITIES ELECTRIC	765,192	862,578	802,069	802,069	952,100	150,031
52747 - UTILITIES GAS	183,491	374,613	192,667	192,667	407,000	214,333
52748 - UTILITIES SEWER	12,692	31,084	13,989	13,989	36,000	22,011
52749 - UTILITIES WATER	224,909	227,585	160,965	160,965	238,100	77,135
52755 - COMMUNICATIONS EQUIPMENT	1,960	5,963	2,538	2,538	2,500	(38)
52757 - SECURITY SURVEILLANCE EQUIP	7,680	14,838	16,479	16,479	16,500	21
52775 - MINOR EQUIPMENT	37,902	30,013	123,996	123,996	119,005	(4,991)
52776 - PRINTER CONSOLIDATION COST	0	471	0	0	0	0
52785 - RADIO REPLACEMENT	0	807	8,736	8,736	50,000	41,264
52795 - RENTAL OF EQUIPMENT	4,457	8,575	7,590	7,590	7,550	(40)
52805 - ADMIN PRORATED CHARGES	1,259,869	1,221,873	1,476,583	1,476,583	1,886,128	409,545
52872 - MAINT FLEET VEHICLES EQP	294,896	261,557	256,480	256,480	256,230	(250)
52873 - PRINTING OUTSOURCE	0	12	0	0	0	0
52874 - OFFICE SERVICES PRINTING	2,905	31,584	9,308	9,308	11,220	1,912
52999 - COVID19 OPER REIMB	(8,321,137)	(4,423,702)	(760,000)	(760,000)	0	760,000
65030 - TRANSIT SERVICE CONTRACT	64,944	0	100,000	100,000	0	(100,000)
65070 - ADM FEE AIRPORT REV BONDS	0	750	0	0	0	0
65160 - RECRUITMENT	3,762	8,278	7,567	7,567	5,505	(2,062)
65170 - TRANSFER TO OTHER FUNDS	4,000,000	13,000,000	21,978,035	21,978,035	15,575,000	(6,403,035)
65307 - PENSION EXPENSE	(286,403)	(2,909,862)	0	0	0	0
65313 - OPEB EXPENSE	(35,015)	(64,805)	0	0	0	0
65350 - SERVICE AWARD	0	462	0	0	0	0
65352 - EMPLOYEE AWARDS PROGRAM	0	205	500	500	500	0
65356 - RETIREMENT AWARDS	224	609	205	205	205	0
65359 - PARKING MGMT	733,527	1,239,117	1,440,000	1,440,000	1,440,000	0
65401 - RADIO FUND PURCHASES	104	502	300	300	300	0
Operating Total	3,495,628	15,250,117	32,323,909	32,323,909	28,928,221	(3,395,688)

City of Colorado Springs Budget Detail Report

401 - AIRPORT GROSS REV FUND

Airport

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Capital Outlay						
53020 - COMPUTERS NETWORKS	67,305	122,351	89,890	89,890	89,890	0
53030 - FURNITURE AND FIXTURES	26,593	17,180	10,113	10,113	13,600	3,487
53050 - MACHINERY AND APPARATUS	104,566	40,470	178,075	178,075	162,600	(15,475)
53090 - BUILDINGS AND STRUCTURES	0	11,588	0	0	0	0
Capital Outlay Total	198,464	191,589	278,078	278,078	266,090	(11,988)
Grand Total	7,442,044	18,113,118	42,127,664	41,960,593	42,059,618	99,025
Revenue						
40150 - RESTITUTION	0	222,715	0	0	0	0
41000 - LANDING	1,664,051	1,629,912	1,919,731	1,919,731	2,686,820	767,089
41010 - MAINT FLIGHT LANDING FEES	85,312	148,979	161,128	161,128	473,592	312,464
41030 - LOADING BRIDGES	58,931	60,453	83,876	83,876	195,627	111,751
41031 - DUAL OPERATION PARKING POSITION	5,199	0	13,979	13,979	32,604	18,625
41050 - TERMINAL RENT	874,140	1,106,966	2,848,825	2,848,825	1,837,240	(1,011,585)
41051 - OTHER PER TURN FEES	8,892	20,259	9,472	9,472	20,000	10,528
41052 - JOINT USE SECURITY CHARGES	170,750	419,791	394,610	394,610	479,683	85,073
41053 - JOINT USE BAGGAGE CLAIM CHARGE	813,328	1,711,661	1,037,856	1,037,856	1,261,604	223,748
41070 - DIVERSION LANDING FEES	18,274	39,073	21,104	21,104	120,285	99,181
41080 - GATE USAGE	102,164	59,307	0	0	19,530	19,530
41081 - GROUND POWER	1,632	987	1,714	1,714	918	(796)
41100 - FOOD BEVERAGES	568,212	643,577	695,075	695,075	747,628	52,553
41101 - AIRPORT IMPROVEMENT FEE	0	0	140,000	140,000	0	(140,000)
41103 - LUGGAGE CART	5,174	5,527	3,291	3,291	5,000	1,709
41104 - RETAIL GIFT SPEC	525,722	559,739	627,810	627,810	712,027	84,217
41110 - ADVERTISING OTHER	319,622	321,296	300,000	300,000	380,000	80,000
41112 - ATM MACHINE	7,553	7,490	5,606	5,606	7,500	1,894
41120 - BUILDING RENTAL	369,368	671,917	904,371	904,371	457,086	(447,285)
41140 - RENT CAR COUNTERS	164,082	330,385	378,973	378,973	394,887	15,914
41150 - MISCELLANEOUS CONCESSIONS	384	0	658	658	360	(298)
41200 - RENT CAR PRIVILEGES	3,938,740	3,858,525	4,820,682	4,820,682	4,331,498	(489,184)
41220 - RAC RETURN SPACES	231,547	229,711	241,727	241,727	258,105	16,378
41230 - RAC SERVICE AREAS	334,180	346,072	364,200	364,200	388,427	24,227
41250 - PUBLIC PARKING AND FINES	5,277,776	8,185,548	8,947,066	8,947,066	10,187,050	1,239,984
41260 - GROUND TRANSPORTATION	64,469	73,337	163,578	163,578	162,308	(1,270)
41300 - FUEL SALES	286,900	270,920	355,913	355,913	362,667	6,754
41310 - FUEL TAX EXCISE AND SALES TAX	707,612	1,122,448	689,061	689,061	850,000	160,939
41320 - GROUND BUILDING RENTS	1,587,466	1,508,847	2,086,354	2,086,354	1,960,515	(125,839)
41340 - SUPPORT BUILDING RENTS	48,226	41,778	51,090	51,090	108,638	57,548
41365 - GROUND BUILDING RENTS	36,276	35,338	58,599	58,599	41,360	(17,239)
41370 - RAMP OVERNIGHT	19,298	22,181	11,687	11,687	30,000	18,313
41375 - LEASE REVENUE-RENTALS	0	6,375,680	0	0	0	0
41376 - LEASE RENT EXP RECLASS	0	(6,940,851)	0	0	0	0
41380 - TNC REVENUE	85,777	137,175	109,052	109,052	407,100	298,048

**City of Colorado Springs
Budget Detail Report**

401 - AIRPORT GROSS REV FUND

Airport

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
41400 - MISCELLANEOUS ADMIN REVENUE	65,236	(2,319,474)	180,791	180,791	130,000	(50,791)
41410 - PREMIER MEMBERSHIP	350,268	461,306	201,000	201,000	100,000	(101,000)
41415 - FINGER PRINTING	31,770	26,460	14,630	14,630	20,000	5,370
41416 - LOST BADGES	10,725	11,215	2,757	2,757	5,500	2,743
41417 - TRANSPONDER FEES	5,300	5,470	3,161	3,161	6,053	2,892
41450 - PHONE SERVICES	18,588	12,858	4,804	4,804	0	(4,804)
41460 - CABLE TV SERVICES	7,246	5,822	2,945	2,945	772	(2,173)
41500 - AIRLINE INCENTIVES	(295,115)	0	(334,000)	(334,000)	(191,250)	142,750
43070 - STATE SHARE	21,781	31,743	42,000	42,000	42,000	0
43080 - FEDERAL SHARE	275,979	489,883	396,550	396,550	311,550	(85,000)
43180 - GAIN LOSS INV MKT VALUE	(443,863)	(2,147,032)	0	0	0	0
44014 - RECYCLED MATERIALS	165	0	0	0	0	0
44020 - MISCELLANEOUS GENERAL	271,736	168,288	0	0	0	0
44025 - CASH OVER SHORT	19	0	0	0	0	0
44040 - SALE OF PROPERTY	80	32,101	0	0	0	0
44045 - SALE OF SCRAP	18,673	4,866	121,500	121,500	5,000	(116,500)
44050 - GAIN LOSS ON SALE OF ASSETS	(2,640,435)	(5,121)	0	0	0	0
44055 - REIMBURSEMENT ACCT	950,002	168,069	469,443	469,443	492,360	22,917
45233 - REFUSE	14,019	17,864	7,425	7,425	15,000	7,575
45276 - MISC LICENSES PERMITS	500	0	0	0	0	0
45768 - UNCLAIMED PROPERTY DISPOSITION	200	300	0	0	0	0
46025 - INTEREST	153,633	243,624	342,997	342,997	423,571	80,574
46030 - INTEREST INCOME-RENTALS	0	2,634,734	0	0	0	0
46154 - RESIDUAL EQUITY TRANSFER IN	(2,413,450)	(5,932,785)	0	0	0	0
Revenue Total	14,784,114	17,136,934	28,903,091	28,903,091	30,280,615	1,377,524

* 2023 Amended Budget as of 8/31/2023

**City of Colorado Springs
Budget Detail Report**

403 - AIRPORT CIP

Airport

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Operating						
None	0	0	0	0	0	0
Operating Total	0	0	0	0	0	0
Expense Total	0	0	0	0	0	0
CIP Total	(224,900)	828,372	28,900,000	28,900,000	16,900,000	(12,000,000)
Grand Total	(224,900)	828,372	28,900,000	28,900,000	16,900,000	(12,000,000)
Revenue						
41400 - MISCELLANEOUS ADMIN REVENUE	92,250	92,250	0	0	0	0
42785 - REV SITE LEASES	31,909	31,909	31,909	31,909	36,754	4,845
43040 - DONATIONS	3,553,507	1,368,022	0	0	0	0
43075 - CITY SHARE	1,215,000	0	0	0	0	0
44040 - SALE OF PROPERTY	0	(1,471,457)	0	0	0	0
44050 - GAIN LOSS ON SALE OF ASSETS	(8,209,902)	1,067,156	0	0	0	0
46025 - INTEREST	106,466	104,212	78,257	78,257	112,685	34,428
46153 - TRANSFER FROM OTHER FUNDS	4,001,487	12,999,994	29,478,035	29,478,035	4,775,000	(24,703,035)
46154 - RESIDUAL EQUITY TRANSFER IN	995,427	240,912	0	0	0	0
Revenue Total	1,786,144	14,432,998	29,588,201	29,588,201	4,924,439	(24,663,762)

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

405 - AIRPORT PFC FUND

Airport

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Operating						
52568 - BANK AND INVESTMENT FEES	853	1,680	0	0	0	0
52572 - BAD DEBT EXPENSE	0	(1)	0	0	0	0
65075 - INTEREST	405,120	229,333	215,493	215,493	178,622	(36,871)
65170 - TRANSFER TO OTHER FUNDS	1,487	(6)	0	0	0	0
65185 - PRINCIPAL	0	0	1,067,032	1,067,032	711,861	(355,171)
65409 - GRANT MATCH	122,570	583,815	1,150,000	1,150,000	3,200,000	2,050,000
Operating Total	530,030	814,821	2,432,525	2,432,525	4,090,483	1,657,958
Expense Total	530,030	814,821	2,432,525	2,432,525	4,090,483	1,657,958
CIP Total	1,169,151	881,271	5,050,000	5,050,000	17,900,000	12,850,000
Grand Total	1,699,181	1,696,092	7,482,525	7,482,525	21,990,483	14,507,958
Revenue						
41090 - PFC REVENUES	4,037,841	4,292,024	4,101,292	4,101,292	4,688,700	587,408
44050 - GAIN LOSS ON SALE OF ASSETS	(743,547)	0	0	0	0	0
46025 - INTEREST	14,435	30,632	16,405	16,405	23,000	6,595
46154 - RESIDUAL EQUITY TRANSFER IN	(929,251)	5,974,253	0	0	0	0
Revenue Total	2,379,478	10,296,909	4,117,697	4,117,697	4,711,700	594,003

* 2023 Amended Budget as of 8/31/2023

**City of Colorado Springs
Budget Detail Report**

407 - CUSTOMER FACILITY CHARGES

Airport

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Operating						
52568 - BANK AND INVESTMENT FEES	5,372	3,994	0	0	0	0
70925 - DESIGN	0	(4,804)	0	0	0	0
Operating Total	5,372	(810)	0	0	0	0
Expense Total						
	5,372	(810)	0	0	0	0
CIP Total						
	207,665	7,736	0	0	0	0
Grand Total						
	213,037	6,926	0	0	0	0
Revenue						
41096 - CFC REVENUES	1,390,430	1,441,275	1,696,078	1,696,078	1,602,062	(94,016)
46025 - INTEREST	96,867	72,270	150,000	150,000	150,000	0
46154 - RESIDUAL EQUITY TRANSFER IN	(66,176)	0	0	0	0	0
Revenue Total	1,421,121	1,513,545	1,846,078	1,846,078	1,752,062	(94,016)

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

408 - AIRPORT PEAK INNOVATION PARK

Airport

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Salary/Benefits/Pensions						
51205 - CIVILIAN SALARIES	0	125,375	367,893	496,420	494,258	(2,162)
51245 - RETIREMENT TERM VACATION	4,401	2,573	0	0	0	0
51260 - VACATION BUY PAY OUT	0	1,150	0	0	0	0
51610 - PERA	0	18,211	54,301	73,271	73,051	(220)
51615 - WORKERS COMPENSATION	0	309	709	1,030	541	(489)
51620 - EQUITABLE LIFE INSURANCE	0	285	1,400	1,882	1,605	(277)
51640 - DENTAL INSURANCE	0	822	2,040	2,625	2,310	(315)
51690 - MEDICARE	0	1,784	5,335	7,198	7,167	(31)
51696 - ADVANTAGE HD MED PLAN	0	25,431	64,544	80,117	73,798	(6,319)
51697 - HRA BENEFIT TO ADV MED PLAN	0	1,091	2,750	3,500	3,125	(375)
Salaries/Benefits/Pensions Total	4,401	177,031	498,972	666,043	655,855	(10,188)
Operating						
52130 - OTHER SUPPLIES	0	0	10,000	10,000	10,100	100
52135 - POSTAGE	0	7	0	0	0	0
52205 - MAINT LANDSCAPING	4,060	0	0	0	0	0
52568 - BANK AND INVESTMENT FEES	1,763	909	861	861	1,000	139
52571 - SNOW REMOVAL	7,742	760	0	0	0	0
52574 - LEGAL SERVICES	385	141,396	350,000	350,000	350,000	0
52575 - SERVICES	17,442	1,162,169	32,400,000	32,400,000	15,000,000	(17,400,000)
52605 - CAR MILEAGE	0	111	50	50	500	450
52607 - CELL PHONE ALLOWANCE	0	518	540	540	540	0
52625 - MEETING EXPENSES IN TOWN	0	664	0	0	0	0
52630 - TRAINING	0	0	2,100	2,100	2,100	0
52655 - TRAVEL OUT OF TOWN	0	0	4,000	4,000	6,000	2,000
52742 - STORMWATER FEE	13,676	82,371	120,977	120,977	120,977	0
52746 - UTILITIES ELECTRIC	0	2,416	0	0	0	0
52749 - UTILITIES WATER	0	16,533	0	0	0	0
52874 - OFFICE SERVICES PRINTING	0	19,148	0	0	0	0
65075 - INTEREST	0	160,000	145,388	145,388	130,483	(14,905)
65170 - TRANSFER TO OTHER FUNDS	0	0	7,500,000	7,500,000	0	(7,500,000)
65185 - PRINCIPAL	0	0	745,225	745,225	760,129	14,904
71795 - CLOSING COSTS	915	0	0	0	0	0
72620 - LAND ACQUISITION	89,183	0	40,000,000	40,000,000	0	(40,000,000)
Operating Total	135,166	1,587,002	81,279,141	81,279,141	16,381,829	(64,897,312)
Expense Total	139,567	1,764,033	81,778,113	81,945,184	17,037,684	(64,907,500)
CIP Total	9,195,843	0	0	0	0	0
Grand Total	9,335,410	1,764,033	81,778,113	81,945,184	17,037,684	(64,907,500)

**City of Colorado Springs
Budget Detail Report**

408 - AIRPORT PEAK INNOVATION PARK

Airport

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Revenue						
41320 - GROUND BUILDING RENTS	830,427	1,476,278	2,090,656	2,090,656	2,362,430	271,774
41365 - GROUND BUILDING RENTS	0	0	0	0	22,407	22,407
41400 - MISCELLANEOUS ADMIN REVENUE	34,105	33,930	30,000	30,000	53,274	23,274
41600 - GROUND RENTS BUSINESS PARK	2,400	13,979	985,155	985,155	427,656	(557,499)
42700 - OTHER VOICE DATA	500	0	22,042	22,042	0	(22,042)
44025 - CASH OVER SHORT	98	55	0	0	0	0
44040 - SALE OF PROPERTY	0	1,461,002	69,013,380	69,013,380	21,952,580	(47,060,800)
44045 - SALE OF SCRAP	262,811	47,662	100,000	100,000	100,000	0
44055 - REIMBURSEMENT ACCT	11,315	120,626	20,011,545	20,011,545	10,030,909	(9,980,636)
45905 - RENTAL INCOME	6,375	0	0	0	0	0
46025 - INTEREST	170,901	176,119	328,418	328,418	259,465	(68,953)
46154 - RESIDUAL EQUITY TRANSFER IN	2,413,450	0	0	0	0	0
46173 - REIMBURSEMENT FR UTILITY FUND	93,000	0	0	0	500,000	500,000
Revenue Total	3,825,382	3,329,651	92,581,196	92,581,196	35,708,721	(56,872,475)

* 2023 Amended Budget as of 8/31/2023

**City of Colorado Springs
Budget Detail Report**

409 - AIRPORT GRANTS

Airport

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Grant - CIP	18,960,169	12,908,539	65,700,000	65,700,000	33,000,000	(32,700,000)
Grant - Operating	14,557,881	11,512,566	0	0	0	0
CIP Total	33,518,050	24,421,105	65,700,000	65,700,000	33,000,000	(32,700,000)
Grand Total	33,518,050	24,421,105	65,700,000	65,700,000	33,000,000	(32,700,000)
Revenue						
43070 - STATE SHARE	1,802,502	1,021,118	250,000	250,000	250,000	0
43075 - CITY SHARE	3,193,836	768,195	1,150,000	1,150,000	14,000,000	12,850,000
43080 - FEDERAL SHARE	61,308,852	68,833,312	38,400,000	38,400,000	33,000,000	(5,400,000)
43085 - OTHER SHARE	1,000	0	0	0	0	0
43095 - REVENUE ACCRUAL	7,852,214	10,705,192	0	0	0	0
43230 - PREVIOUS YRS REVENUE	(41,388,319)	(56,906,711)	0	0	0	0
Revenue Total	32,770,085	24,421,106	39,800,000	39,800,000	47,250,000	7,450,000

* 2023 Amended Budget as of 8/31/2023

Cemetery Enterprise

Cheryl Godbout, Park Operations Administrator | (719) 385-6253 | Cheryl.Godbout@coloradosprings.gov

All Funds Summary

All Funds	Source of Funds	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Cemetery Enterprise	\$2,180,919	\$1,894,153	\$1,894,153	\$1,961,161	\$67,008
Total	\$2,180,919	\$1,894,153	\$1,894,153	\$1,961,161	\$67,008	
Use of Funds	Cemetery Enterprise	\$1,729,507	\$1,894,153	\$1,894,153	\$1,961,161	\$67,008
Total	\$1,729,507	\$1,894,153	\$1,894,153	\$1,961,161	\$67,008	
Positions	Cemetery Enterprise	6.00	6.00	7.00	7.00	0.00
Total	6.00	6.00	7.00	7.00	0.00	

* 2023 Amended Budget as of 8/31/2023

Significant Changes vs. 2023

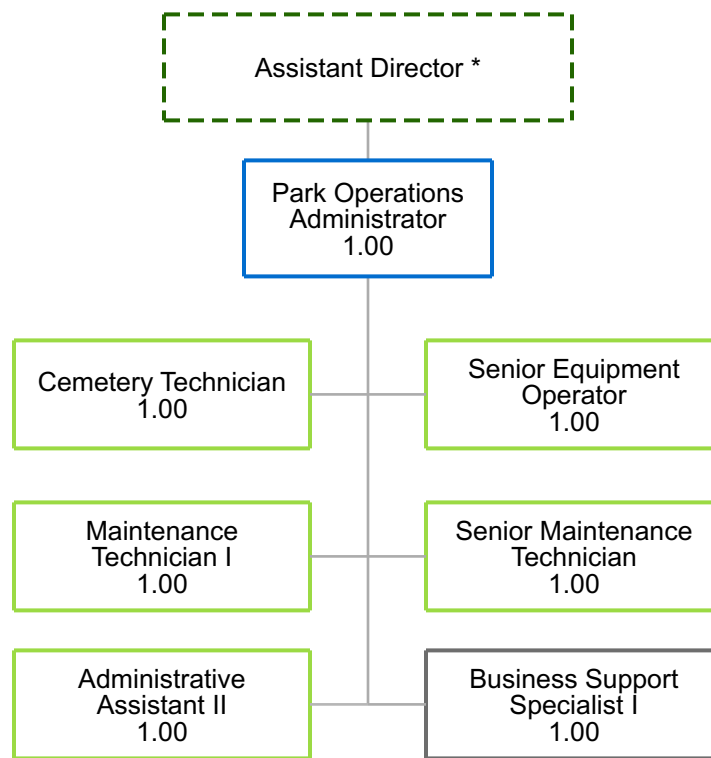
- Net increase of approximately \$74,000 mainly to fund existing positions, pay for performance, and medical cost adjustments
- Net decrease of approximately \$7,000 for anticipated operating expenses

Cemetery Enterprise - Overview

The City owns two cemeteries, operated as an enterprise, and partially supported by an endowment fund. The Cemetery Enterprise strives to provide self-supportive, quality cemetery services for the interment of the deceased in a dignified and respectful manner and to maintain the perpetual care responsibilities of the cemetery grounds.

Evergreen Cemetery was established shortly after Colorado Springs was founded in 1871 and deeded to the City in 1875. Fairview Cemetery, initially established in 1895, was annexed by Colorado Springs in 1917. The two cemeteries are home to such notable historical figures as Winfield Scott Stratton, General William Jackson Palmer, and Helen Hunt Jackson.

Cemetery Enterprise - Organizational Chart



* The Assistant Director position is funded as part of the PRCS Recreation and Administration budget in the General Fund. This position is not reflected in the position count in the Budget Summary on the following page.

2024 Strategic Plan Update

See the Parks, Recreation and Cultural Services narrative for the department's 2024 Strategic Plan update

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 Cemetery Enterprise Fund.

Cemetery Enterprise Fund - Summary, Funding, and Position Summary

Cemetery Fund	Source of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Interments and Removals	\$616,537	\$642,558	\$684,355	\$684,355	\$744,509	\$60,154
	Sales of Lots	563,491	643,321	591,150	591,150	601,150	10,000
	Interest - Endowment/Other	11,557	10,118	20,200	20,200	36,900	16,700
	Burial Vaults & Bronze Markers	118,446	123,871	128,500	128,500	128,500	0
	Miscellaneous	412,058	761,051	469,948	469,948	450,102	(19,846)
	Total	\$1,722,089	\$2,180,919	\$1,894,153	\$1,894,153	\$1,961,161	\$67,008
	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Salary/Benefits/Pensions	\$423,970	\$525,449	\$589,378	\$589,378	\$663,466	\$74,088
	Operating	1,092,154	1,204,058	1,304,775	1,304,775	1,297,695	(7,080)
Total	\$1,516,124	\$1,729,507	\$1,894,153	\$1,894,153	\$1,961,161	\$67,008	
Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget		
Administrative Assistant II	1.00	1.00	1.00	1.00	0.00		
Business Support Specialist I	0.00	0.00	1.00	1.00	0.00		
Cemetery Technician	1.00	1.00	1.00	1.00	0.00		
Maintenance Technician I	1.00	1.00	1.00	1.00	0.00		
Park Operations Administrator	1.00	1.00	1.00	1.00	0.00		
Senior Equipment Operator	1.00	1.00	1.00	1.00	0.00		
Senior Maintenance Technician	1.00	1.00	1.00	1.00	0.00		
Total Positions	6.00	6.00	7.00	7.00	0.00		

* 2023 Amended Budget as of 8/31/2023

Cemetery Enterprise 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	\$60,939
	Increase to fund pay for performance and pay progression	9,043
	Increase to fund medical cost adjustments	4,106
	Total Salaries/Benefits/Pensions	\$74,088
	Operating	
Net decrease to match anticipated expenditures	(\$7,080)	
Total Operating	(\$7,080)	
Total For 2024	\$67,008	
Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Add 1.00 FTE (Business Support Specialist I)	1.00
	Total During 2023	1.00
	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

475 - CEMETERY FUND

Cemetery Enterprise

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	253,479	346,326	380,213	380,213	434,203	53,990
51210 - OVERTIME	5,903	5,101	15,000	15,000	15,000	0
51220 - SEASONAL TEMPORARY	26,579	18,144	31,200	31,200	31,200	0
51230 - SHIFT DIFFERENTIAL	0	270	0	0	0	0
51240 - RETIREMENT TERMINATION SICK	4,214	7,056	0	0	0	0
51245 - RETIREMENT TERM VACATION	3,350	(462)	0	0	0	0
51260 - VACATION BUY PAY OUT	1,316	1,065	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(1,562)	0	0	0	0	0
51610 - PERA	38,406	51,440	60,724	60,724	68,780	8,056
51615 - WORKERS COMPENSATION	8,954	10,317	8,844	8,844	6,401	(2,443)
51620 - EQUITABLE LIFE INSURANCE	677	829	1,324	1,324	1,283	(41)
51640 - DENTAL INSURANCE	2,390	2,484	2,580	2,580	3,000	420
51655 - RETIRED EMP MEDICAL INS	9,871	9,231	9,131	9,131	9,131	0
51690 - MEDICARE	3,874	5,032	5,965	5,965	6,748	783
51695 - CITY EPO MEDICAL PLAN	21,147	27,346	28,923	28,923	16,100	(12,823)
51696 - ADVANTAGE HD MED PLAN	43,128	39,384	43,474	43,474	68,370	24,896
51697 - HRA BENEFIT TO ADV MED PLAN	2,244	1,886	2,000	2,000	3,250	1,250
Salaries/Benefits/Pensions Total	423,970	525,449	589,378	589,378	663,466	74,088
Operating						
52110 - OFFICE SUPPLIES	662	632	500	500	500	0
52111 - PAPER SUPPLIES	387	0	0	0	0	0
52115 - MEDICAL SUPPLIES	337	70	200	200	200	0
52122 - CELL PHONES EQUIP AND SUPPLIES	809	959	1,200	1,200	1,109	(91)
52125 - GENERAL SUPPLIES	1,327	1,119	1,000	1,000	1,000	0
52135 - POSTAGE	718	684	650	650	650	0
52140 - WEARING APPAREL	620	480	0	0	0	0
52150 - SEED AND FERTILIZER	1,335	10,984	13,189	13,189	10,689	(2,500)
52165 - LICENSES AND TAGS	16	0	0	0	0	0
52175 - SIGNS	7,713	0	100	100	100	0
52190 - JANITORIAL SUPPLIES	98	689	500	500	500	0
52210 - MAINT TREES	251	19,500	1,000	1,000	1,000	0
52215 - MAINT GROUNDS	8,475	11,969	10,000	10,000	10,000	0
52225 - MAINT COMPUTER SOFTWARE	7,888	0	0	0	0	0
52235 - MAINT MACHINERY AND APPARATUS	0	4,798	1,250	1,250	1,250	0
52240 - MAINT NONFLEET VEHICLES EQP	0	236	300	300	300	0
52265 - MAINT BUILDINGS AND STRUCTURE	4,296	21,569	2,200	2,200	2,200	0
52270 - MAINT WELLS AND RESERVOIRS	2,735	15,225	8,000	8,000	8,000	0
52305 - MAINT SOFTWARE & OTHER FEES	1,170	10,748	7,200	7,200	7,200	0
52405 - ADVERTISING SERVICES	410	190	500	500	500	0
52410 - BUILDING SECURITY SERVICES	21,040	30,348	23,621	23,621	20,000	(3,621)
52425 - ENVIRONMENTAL SERVICES	0	75	0	0	0	0
52430 - FINANCIAL SERVICES	0	0	1,000	1,000	1,000	0
52435 - GARBAGE REMOVAL SERVICES	1,519	970	1,700	1,700	1,700	0
52450 - LAUNDRY AND CLEANING SERVICES	0	0	50	50	50	0
52455 - LAWN MAINTENANCE SERVICE	247,505	392,089	418,569	418,569	440,599	22,030

City of Colorado Springs Budget Detail Report

475 - CEMETERY FUND Cemetery Enterprise

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
52465 - MISCELLANEOUS SERVICES	268	137	0	0	0	0
52568 - BANK AND INVESTMENT FEES	669	562	2,222	2,222	4,059	1,837
52573 - CREDIT CARD FEES	11,374	14,797	12,000	12,000	12,000	0
52575 - SERVICES	37,343	84,273	16,318	16,318	15,000	(1,318)
52590 - TEMPORARY EMPLOYMENT	12,158	0	0	0	0	0
52605 - CAR MILEAGE	0	0	100	100	100	0
52615 - DUES AND MEMBERSHIP	0	0	500	500	500	0
52625 - MEETING EXPENSES IN TOWN	0	26	250	250	250	0
52630 - TRAINING	0	285	1,000	1,000	500	(500)
52645 - SUBSCRIPTIONS	0	0	250	250	250	0
52655 - TRAVEL OUT OF TOWN	0	0	500	500	500	0
52716 - RENTAL EXPENSE	0	416	0	0	0	0
52731 - STATE CNTY PPRTA TAX	10,217	8,811	0	0	0	0
52738 - CELL PHONE BASE CHARGES	2,612	3,268	2,666	2,666	2,666	0
52740 - GENERAL INSURANCE-CITY	7,836	7,306	6,500	6,500	6,500	0
52742 - STORMWATER FEE	11,554	13,848	11,644	11,644	11,644	0
52746 - UTILITIES ELECTRIC	5,788	6,610	6,750	6,750	6,750	0
52747 - UTILITIES GAS	7,884	10,657	12,600	12,600	12,600	0
52748 - UTILITIES SEWER	3,519	4,712	1,000	1,000	1,000	0
52749 - UTILITIES WATER	476,449	442,230	441,000	441,000	430,000	(11,000)
52765 - LEASE PURCHASE PAYMENTS	0	0	88,000	88,000	88,000	0
52770 - SAFETY EQUIPMENT	768	0	0	0	0	0
52775 - MINOR EQUIPMENT	1,966	676	0	0	0	0
52776 - PRINTER CONSOLIDATION COST	402	1,251	500	500	500	0
52795 - RENTAL OF EQUIPMENT	0	0	600	600	600	0
52805 - ADMIN PRORATED CHARGES	134,461	140,326	158,275	158,275	149,358	(8,917)
52859 - INSURANCE OTHER	0	0	4,000	4,000	4,000	0
52872 - MAINT FLEET VEHICLES EQP	28,483	43,727	13,000	13,000	10,000	(3,000)
52874 - OFFICE SERVICES PRINTING	1,393	1,972	1,000	1,000	1,000	0
52875 - CITY RECORDS MANAGEMENT	0	0	200	200	200	0
52880 - PURCHASES FOR RESALE	39,360	89,876	30,000	30,000	30,000	0
52970 - ENVIRON PROTECTION PROGRAM	300	225	300	300	300	0
65170 - TRANSFER TO OTHER FUNDS	0	0	871	871	871	0
65307 - PENSION EXPENSE	(12,539)	(185,547)	0	0	0	0
65313 - OPEB EXPENSE	578	(9,720)	0	0	0	0
Operating Total	1,092,154	1,204,058	1,304,775	1,304,775	1,297,695	(7,080)
Grand Total	1,516,124	1,729,507	1,894,153	1,894,153	1,961,161	67,008
Revenue						
41904 - CARE OF LOTS	0	6,000	0	0	0	0
41905 - CASKET INTERMENTS	616,537	642,558	684,355	684,355	519,509	(164,846)
41906 - CREMATION BURIALS	0	0	0	0	225,000	225,000
41910 - SALES OF LOTS	563,491	643,321	591,150	591,150	601,150	10,000
41915 - MEMORIAL OR FOUNDATIONS	26,902	46,664	44,082	44,082	44,082	0
41920 - MISCELLANEOUS CEMETERY	2,900	3,320	3,500	3,500	3,500	0
41925 - CITY POLY VAULTS	118,246	120,982	127,000	127,000	127,000	0
41930 - SALE OF BRONZE MEMORIALS	200	2,889	1,500	1,500	1,500	0
41935 - VAULT SUPERVISION FEE	31,035	38,190	31,000	31,000	41,000	10,000

**City of Colorado Springs
Budget Detail Report**

475 - CEMETERY FUND
Cemetery Enterprise

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
41940 - ENDOWMENTS	25,574	10,329	0	0	0	0
41945 - CONTRACT ADMIN CHARGE	2,790	5,348	3,520	3,520	3,520	0
43180 - GAIN LOSS INV MKT VALUE	(19,872)	(63,714)	0	0	0	0
44040 - SALE OF PROPERTY	21,602	1,800	0	0	0	0
45768 - UNCLAIMED PROPERTY DISPOSITION	0	193	0	0	0	0
45905 - RENTAL INCOME	0	0	300	300	300	0
46025 - INTEREST	11,557	10,118	20,200	20,200	36,900	16,700
46153 - TRANSFER FROM OTHER FUNDS	321,127	712,921	387,546	387,546	357,700	(29,846)
Revenue Total	1,722,089	2,180,919	1,894,153	1,894,153	1,961,161	67,008

* 2023 Amended Budget as of 8/31/2023

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Development Review Enterprise

Peter Wysocki, Director of Planning and Neighborhood Services | (719) 385-5347 | Peter.Wysocki@coloradosprings.gov

All Funds Summary

	Source of Funds	2022	2023	* 2023	2024	2024 Budget - * 2023 Amended Budget
		Actual	Original Budget	Amended Budget		
All Funds	Development Review Enterprise	\$2,848,029	\$3,095,150	\$3,095,150	\$3,160,850	\$65,700
	Total	\$2,848,029	\$3,095,150	\$3,095,150	\$3,160,850	\$65,700
	Use of Funds					
	Development Review Enterprise	\$3,099,863	\$3,945,358	\$3,945,358	\$4,107,558	\$162,200
	Total	\$3,099,863	\$3,945,358	\$3,945,358	\$4,107,558	\$162,200
	Positions					
	Development Review Enterprise	26.00	26.00	26.00	26.00	0.00
	Total	26.00	26.00	26.00	26.00	0.00

* 2023 Amended Budget as of 8/31/2023

Significant Changes vs. 2023

- Increase of approximately \$132,000 mainly to fund existing positions, pay for performance, movements within the salary structure, and medical cost adjustments
- Net increase of approximately \$30,000 for projected operating and capital outlay needs, which includes \$103,000 in Common Area Maintenance (CAM) charges for the Pikes Peak Regional Building Department (PPRBD) building at which DRE staff is located (added at the Budget Markup Session)
- Net increase of approximately \$65,700 in revenue due to projected earned interest
- The 2024 budget reflects a draw from available fund balance of approximately \$947,000

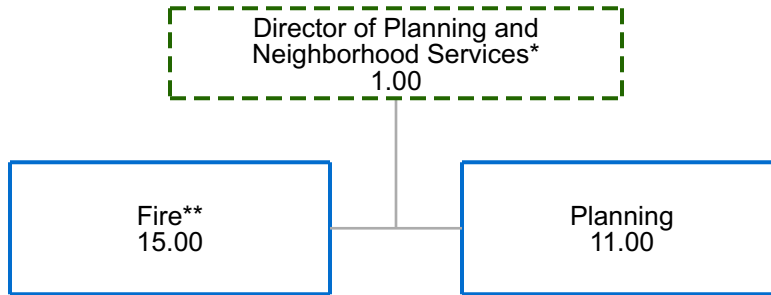
Development Review Enterprise - Overview

Established in 2001, the Development Review Enterprise (DRE) Division is responsible for the final implementation of City land use regulations and fire codes by reviewing building permits before they are issued by the Pikes Peak Regional Building Department. The DRE:

- Reviews residential, multi-family, and commercial building permits for compliance with zoning and subdivision regulations
- Conducts reviews and inspections for hillside site plan building permits to ensure compliance with the hillside ordinance and design manual
- Reviews sign permit applications, conducts sign permit inspections, and enforces sign permit code compliance
- Completes certificate of occupancy inspections for building permits and collects and manages financial assurances associated with certificate of occupancy inspections
- Collects and manages fees associated with the Parkland Dedication Ordinance, Community Development Impact Fees, and other fees associated with land use applications
- Provides contractor and public information services on a walk-in or call-in basis regarding permit review, zoning, and land use information
- Conducts reviews and inspections for Wildland Urban Interface residential homes to ensure compliance with the Fire Prevention Code and Standards
- Reviews and inspects multi-family and commercial building permits and fire protection systems in compliance with the Fire Prevention Code and Standards
- Completes certificate of occupancy inspections for building permits within the City of Colorado Springs and approved outside agencies
- Provides contractor and public information services on a walk-in or call-in basis regarding plan reviews, related inspections, and Fire Code interpretations
- Reviews and inspects auxiliary life safety systems to include Firefighter Air Replenishment System, Emergency Responder Radio Enhancement systems
- Reviews Performance Based Designs for equivalency for the Fire Prevention Code and Standards
- Provides contractor and public information services on a walk-in or call-in basis regarding scheduling, scheduled fee collection, permit review, and plan reviews

There are two sections of the DRE, City Planning-Zoning and Fire Construction Services, both of which are located on the upper floor of the Pikes Peak Regional Development Center. As a City enterprise, the DRE is 100% self-sufficient, requiring no taxpayer support.

Development Review Enterprise - Organizational Chart



* The Director position is funded as part of the Land Use Review budget in the Planning and Neighborhood Services Department. This position is not reflected in the position count in the Budget Summary on the following page.

** Fire Construction Services is managed by a Deputy Fire Marshal/Fire Captain that is not reflected in the Organizational Chart or Position Chart as the position is budgeted in, and reports to, the Division of the Fire Marshal within the Fire Department.

2024 Strategic Plan Update

See the Planning and Neighborhood Services narrative for the department's 2024 Strategic Plan Update

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 Development Review Enterprise Fund.

Development Review Enterprise Fund: Summary, Funding, and Position Changes

Enterprise Funds	Source of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Administrative Review Fees (Planning)	\$1,547,839	\$1,184,689	\$1,500,000	\$1,500,000	\$1,500,000	\$0
	Fire Service Fees	1,316,590	1,598,116	1,437,450	1,437,450	1,437,450	0
	Interest	95,283	65,224	157,700	157,700	223,400	65,700
	Total	\$2,959,712	\$2,848,029	\$3,095,150	\$3,095,150	\$3,160,850	\$65,700
	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Salary/Benefits/Pensions	\$1,990,060	\$2,593,353	\$2,971,100	\$2,971,100	\$3,103,594	\$132,494
	Operating	740,075	502,782	959,258	959,258	926,964	(32,294)
	Capital Outlay	104,167	3,728	15,000	15,000	77,000	62,000
	Total	\$2,834,302	\$3,099,863	\$3,945,358	\$3,945,358	\$4,107,558	\$162,200
Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget		
Administrative Assistant II	1.00	1.00	1.00	1.00	0.00		
Administrative Assistant, Senior	1.00	1.00	1.00	1.00	0.00		
Fire Code Inspector I/II	6.00	6.00	6.00	6.00	0.00		
Fire Protection Engineer I/II	3.00	3.00	2.00	2.00	0.00		
Inspector I	1.00	1.00	1.00	1.00	0.00		
Landscape Architect I	1.00	1.00	1.00	1.00	0.00		
Planner I	3.00	3.00	3.00	3.00	0.00		
Planner II	1.00	1.00	1.00	1.00	0.00		
Planning Manager	1.00	1.00	1.00	1.00	0.00		
Planning Technician II	2.00	2.00	1.00	1.00	0.00		
Planning Technician, Senior	1.00	1.00	2.00	2.00	0.00		
Program Coordinator	1.00	1.00	1.00	1.00	0.00		
Senior Fire Code Inspector	3.00	3.00	4.00	4.00	0.00		
Senior Fire Protection Engineer	1.00	1.00	1.00	1.00	0.00		
Total Positions	26.00	26.00	26.00	26.00	0.00		

* 2023 Amended Budget as of 8/31/2023

Development Review Enterprise 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	\$26,799
	Increase to fund pay for performance and pay progression	85,410
	Increase to fund medical cost adjustments	19,635
	Increase to overtime budget	650
	Total Salaries/Benefits/Pensions	\$132,494
	Operating	
	Increase for bank and investment fees	\$10,790
	Increase in CAM charges for the Pikes Peak Regional Building Department (PPRBD) building at which DRE staff is located (added in Budget Markup Session)	103,000
	Net decrease for other projected Operating needs	(146,084)
	Total Operating	(\$32,294)
	Capital Outlay	
Net increase based on projected Capital Outlay needs	\$62,000	
Total Capital Outlay	\$62,000	
Total For 2024	\$162,200	
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

480 - DEVELOPMENT REVIEW ENTERPRISE
Development Review Enterprise

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	1,379,637	1,804,100	2,108,070	2,108,070	2,208,606	100,536
51210 - OVERTIME	6,250	9,775	2,350	2,350	3,000	650
51220 - SEASONAL TEMPORARY	1,754	0	0	0	0	0
51230 - SHIFT DIFFERENTIAL	58	830	0	0	0	0
51240 - RETIREMENT TERMINATION SICK	5,753	36,716	0	0	0	0
51245 - RETIREMENT TERM VACATION	21,873	2,014	700	700	700	0
51260 - VACATION BUY PAY OUT	12,383	8,476	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	59,765	84,310	100,000	100,000	100,000	0
51610 - PERA	188,741	259,651	315,580	315,580	326,432	10,852
51615 - WORKERS COMPENSATION	17,690	22,955	30,358	30,358	21,079	(9,279)
51620 - EQUITABLE LIFE INSURANCE	3,350	4,349	7,686	7,686	6,698	(988)
51640 - DENTAL INSURANCE	9,762	11,335	12,000	12,000	12,960	960
51655 - RETIRED EMP MEDICAL INS	3,290	3,290	4,241	4,241	4,241	0
51670 - PARKING FOR EMPLOYEES	12	0	120	120	120	0
51690 - MEDICARE	19,139	25,715	31,002	31,002	32,025	1,023
51695 - CITY EPO MEDICAL PLAN	28,415	43,991	52,205	52,205	47,252	(4,953)
51696 - ADVANTAGE HD MED PLAN	220,735	263,080	294,038	294,038	326,731	32,693
51697 - HRA BENEFIT TO ADV MED PLAN	11,453	12,766	12,750	12,750	13,750	1,000
Salaries/Benefits/Pensions Total	1,990,060	2,593,353	2,971,100	2,971,100	3,103,594	132,494
Operating						
52105 - MISCELLANEOUS OPERATING	325	236	0	0	0	0
52110 - OFFICE SUPPLIES	3,706	3,392	2,500	2,500	3,500	1,000
52111 - PAPER SUPPLIES	388	170	1,000	1,000	700	(300)
52120 - SOFTWARE SUBSCRIPTION/LICENSE	6,520	132,530	119,500	119,500	21,000	(98,500)
52125 - GENERAL SUPPLIES	5,177	3,212	3,000	3,000	3,000	0
52135 - POSTAGE	1,839	1,982	1,500	1,500	1,000	(500)
52140 - WEARING APPAREL	7,678	6,119	8,850	8,850	7,000	(1,850)
52165 - LICENSES AND TAGS	1,247	450	0	0	0	0
52265 - MAINT BUILDINGS AND STRUCTURE	24	43,661	500	500	7,000	6,500
52405 - ADVERTISING SERVICES	680	0	0	0	0	0
52415 - CONTRACTS AND SPEC PROJECTS	0	9,053	0	0	0	0
52560 - PARKING SERVICES	2,520	3,688	3,840	3,840	3,840	0
52568 - BANK AND INVESTMENT FEES	5,263	3,613	17,347	17,347	24,574	7,227
52573 - CREDIT CARD FEES	24,524	29,989	24,000	24,000	0	(24,000)
52575 - SERVICES	2,503	7,524	2,000	2,000	3,500	1,500
52605 - CAR MILEAGE	0	0	250	250	0	(250)
52615 - DUES AND MEMBERSHIP	3,038	4,414	3,500	3,500	3,500	0
52625 - MEETING EXPENSES IN TOWN	0	229	500	500	1,000	500
52630 - TRAINING	10,326	9,094	11,500	11,500	20,500	9,000
52635 - EMPLOYEE EDUCATIONAL ASSISTANCE	0	2,594	6,000	6,000	6,000	0
52645 - SUBSCRIPTIONS	475	0	1,000	1,000	1,000	0
52655 - TRAVEL OUT OF TOWN	158	9,485	23,000	23,000	20,000	(3,000)
52725 - RENTAL OF PROPERTY	179,727	180,003	180,112	180,112	183,000	2,888
52738 - CELL PHONE BASE CHARGES	11,946	12,355	12,600	12,600	16,920	4,320
52740 - GENERAL INSURANCE-CITY	8,632	11,436	28,930	28,930	19,050	(9,880)
52775 - MINOR EQUIPMENT	4,609	1,417	5,500	5,500	5,500	0
52776 - PRINTER CONSOLIDATION COST	4,822	7,584	5,500	5,500	7,500	2,000

City of Colorado Springs Budget Detail Report

480 - DEVELOPMENT REVIEW ENTERPRISE
Development Review Enterprise

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
52805 - ADMIN PRORATED CHARGES	274,132	387,906	441,129	441,129	503,180	62,051
52859 - INSURANCE OTHER	10,510	0	0	0	0	0
52872 - MAINT FLEET VEHICLES EQP	16,333	21,404	10,000	10,000	24,000	14,000
52874 - OFFICE SERVICES PRINTING	777	258	700	700	700	0
65275 - COST OF COLLECTION	42,852	41,015	45,000	45,000	40,000	(5,000)
65307 - PENSION EXPENSE	111,440	(421,003)	0	0	0	0
65313 - OPEB EXPENSE	(2,096)	(11,223)	0	0	0	0
65352 - EMPLOYEE AWARDS PROGRAM	0	195	0	0	0	0
Operating Total	740,075	502,782	959,258	959,258	926,964	(32,294)
Capital Outlay						
53010 - OFFICE MACHINES	467	0	0	0	0	0
53020 - COMPUTERS NETWORKS	11,802	2,215	10,000	10,000	24,000	14,000
53030 - FURNITURE AND FIXTURES	571	1,513	5,000	5,000	15,000	10,000
53070 - VEHICLES REPLACEMENT	91,327	0	0	0	38,000	38,000
Capital Outlay Total	104,167	3,728	15,000	15,000	77,000	62,000
Grand Total	2,834,302	3,099,863	3,945,358	3,945,358	4,107,558	162,200
Revenue						
43180 - GAIN LOSS INV MKT VALUE	(153,988)	(312,542)	0	0	0	0
43357 - CONSTRUCTION PLAN REVIEW	390,905	428,206	461,750	461,750	461,750	0
43361 - RESIDENTIAL HILLSIDE	0	0	2,000	2,000	2,000	0
43362 - EXTRATERRITORIAL INSPECTIONS	874	0	2,500	2,500	2,500	0
43363 - TRIP FEES	61,595	89,808	44,000	44,000	44,000	0
43364 - LIMITED REVIEW FEES	0	0	2,000	2,000	2,000	0
43365 - PERMIT RENEWAL FEES	660	4,686	100	100	100	0
44040 - SALE OF PROPERTY	(4,080)	0	0	0	0	0
44050 - GAIN LOSS ON SALE OF ASSETS	4,080	0	0	0	0	0
45763 - ADMINISTRATIVE SERVICES FEES	1,610,246	1,398,992	1,400,000	1,400,000	1,400,000	0
45771 - ALARM SYSTEM PERMIT	298,045	380,325	300,000	300,000	300,000	0
45774 - FIXED FIRE PROTECTION	35,680	35,127	32,500	32,500	32,500	0
45780 - SPECIAL/RE- INSPECTIONS	36,365	30,990	28,800	28,800	28,800	0
45781 - SPRINKLER PERMIT FEES	412,380	551,363	476,750	476,750	476,750	0
45785 - OFF DUTY/OVERTIME INSPECTIONS	5,348	6,900	2,800	2,800	2,800	0
45787 - WATER MAIN HYDRANT PLAN REVIEW	69,011	70,211	65,000	65,000	65,000	0
45789 - PRE PLAN/COURTESY INSPECTIONS	1,480	300	500	500	500	0
45794 - OVERTIME PLAN REVIEW	1,690	0	9,750	9,750	9,750	0
45957 - FINES/WORK WO PERMIT	4,510	200	9,000	9,000	9,000	0
46025 - INTEREST	95,283	65,224	157,700	157,700	223,400	65,700
46170 - REIMBURSEMENT FR OTHER FUNDS	89,628	98,239	100,000	100,000	100,000	0
Revenue Total	2,959,712	2,848,029	3,095,150	3,095,150	3,160,850	65,700

* 2023 Amended Budget as of 8/31/2023

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Golf Enterprise

Pat Gentile, Superintendent | (719) 385-6931 | Pat.Gentile@coloradosprings.gov

All Funds Summary

All Funds	Source of Funds	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Patty Jewett Golf Course	\$2,853,416	\$3,209,238	\$3,209,238	\$3,243,504	\$34,266
	Valley Hi Golf Course	1,261,385	1,408,576	1,408,576	1,455,110	46,534
	Total	\$4,114,801	\$4,617,814	\$4,617,814	\$4,698,614	\$80,800
	Uses of Funds					
	Patty Jewett Golf Course	\$3,028,815	\$2,847,748	\$2,847,748	\$2,922,046	\$74,298
	Valley Hi Golf Course	1,058,922	1,406,783	1,406,783	1,437,609	30,826
	Total	\$4,087,737	\$4,254,531	\$4,254,531	\$4,359,655	\$105,124
	Positions					
	Patty Jewett Golf Course	7.00	7.00	7.00	7.00	0.00
Valley Hi Golf Course	3.00	3.00	3.00	3.00	0.00	
Total	10.00	10.00	10.00	10.00	0.00	

* 2023 Amended Budget as of 8/31/2023

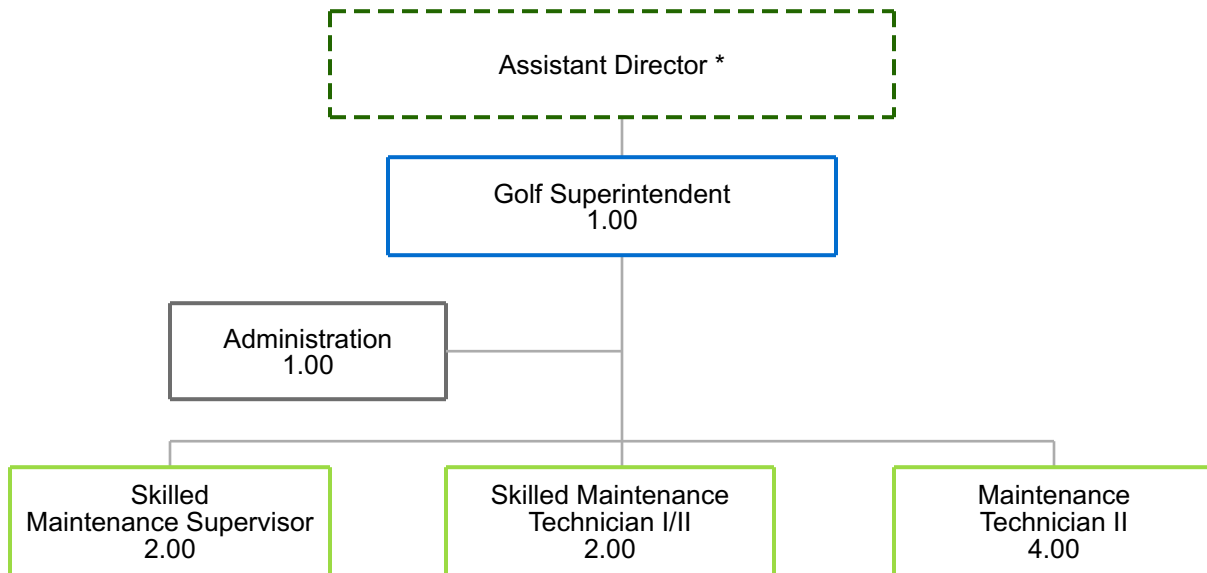
Significant Changes vs. 2023

- Net increase of approximately \$8,300 in the Patty Jewett Golf Enterprise Fund mainly to fund existing positions, pay for performance, and medical cost adjustments, including an increase to reflect seasonal staffing needs
- Net increase of approximately \$66,000 in the Patty Jewett Golf Enterprise Fund for anticipated operating and capital outlay needs
- Net increase of approximately \$2,000 in the Valley Hi Golf Enterprise Fund mainly to fund existing positions, pay for performance, and medical cost adjustments
- Increase of approximately \$29,000 to fund anticipated operating needs at Valley Hi

Golf Enterprise - Overview

The City owns two golf courses, operated as enterprises, which are maintained for players of all abilities. The Golf Enterprise provides a high quality, affordable golf experience while being a financially responsible self-supporting enterprise. Patty Jewett Golf Course, a 27-hole facility built in 1898, is the third oldest public course west of the Mississippi. It has been City-operated since 1919. Valley Hi Golf Course, an 18-hole facility, was constructed in 1956 and purchased by the City in 1975. Both courses provide a wide range of services including full-service restaurants, banquet facilities, pro-shops, lessons, leagues, golf outings, men's and women's association play, and competitive tournament play.

Golf Enterprise - Organizational Chart



* The Assistant Director position is funded as part of the PRCS Recreation and Administration budget in the General Fund. This position is not reflected in the position count in the Budget Summary on the following page.

2024 Strategic Plan Update

See the Parks, Recreation and Cultural Services narrative for the department's 2024 Strategic Plan update

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 Golf Enterprise Fund.

Patty Jewett - Golf Enterprise Fund: Summary, Funding, and Position Changes

Patty Jewett	Source of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Permit Green Fees	\$22,438	\$15,620	\$0	\$0	\$0	\$0
	18 Hole Round Green Fees	1,093,922	1,009,076	1,186,260	1,186,260	1,125,059	(61,201)
	9 Hole Round Green Fees	1,191,314	1,173,645	1,277,468	1,277,468	1,279,566	2,098
	Cart Fees	450,195	416,173	480,208	480,208	461,504	(18,704)
	Concessions	278,829	317,522	245,426	245,426	298,175	52,749
	Miscellaneous	(47,003)	(102,280)	2,000	2,000	4,000	2,000
	Interest	29,152	23,660	17,876	17,876	75,200	57,324
	Total	\$3,018,847	\$2,853,416	\$3,209,238	\$3,209,238	\$3,243,504	\$34,266
	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Salary/Benefits/Pensions	\$735,042	\$810,730	\$858,484	\$858,484	\$866,797	\$8,313	
Operating	1,299,184	1,194,812	1,539,264	1,539,264	1,674,958	135,694	
Capital Outlay	225,829	1,023,273	450,000	450,000	380,291	(69,709)	
Total	\$2,260,055	\$3,028,815	\$2,847,748	\$2,847,748	\$2,922,046	\$74,298	
Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget		
Business Support Specialist, Senior	1.00	1.00	1.00	1.00	0.00		
Golf Course Superintendent	1.00	1.00	1.00	1.00	0.00		
Maintenance Technician II	3.00	3.00	3.00	3.00	0.00		
Skilled Maintenance Supervisor	1.00	1.00	1.00	1.00	0.00		
Skilled Maintenance Technician I/II	1.00	1.00	1.00	1.00	0.00		
Total Positions	7.00	7.00	7.00	7.00	0.00		

* 2023 Amended Budget as of 8/31/2023

Patty Jewett - Golf Enterprise 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	(\$19,383)
	Increase to fund pay for performance and pay progression	13,121
	Increase to fund medical cost adjustments	4,575
	Increase to fund seasonal temporary staff	10,000
	Total Salaries/Benefits/Pensions	\$8,313
	Operating	
	Net increase to match anticipated expenditures	\$135,694
	Total Operating	\$135,694
	Capital Outlay	
	Net decrease to fund anticipated capital outlay projects	(\$123,000)
Increase to fund purchase of mowers	53,291	
Total Capital Outlay	(\$69,709)	
Total For 2024	\$74,298	

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

Valley Hi - Golf Enterprise Fund: Summary, Funding, and Position Changes

Valley Hi	Source of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Permit Green Fees	\$22,398	\$8,159	\$0	\$0	\$0	\$0
	18 Hole Green Fees	595,340	604,643	676,646	676,646	680,201	3,555
	9 Hole Green Fees	368,729	393,765	405,871	405,871	435,583	29,712
	Cart Fees	261,443	246,128	278,880	278,880	278,880	0
	Concessions	37,628	36,771	36,761	36,761	36,766	5
	Miscellaneous	(15,654)	(36,187)	480	480	880	400
	Interest	9,464	8,106	9,938	9,938	22,800	12,862
	Total	\$1,279,348	\$1,261,385	\$1,408,576	\$1,408,576	\$1,455,110	\$46,534
	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Salary/Benefits/Pensions	\$361,104	\$380,057	\$413,975	\$413,975	\$416,035	\$2,060	
Operating	814,544	678,865	992,808	992,808	1,021,574	28,766	
Total	\$1,175,648	\$1,058,922	\$1,406,783	\$1,406,783	\$1,437,609	\$30,826	
Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget		
Maintenance Technician II	1.00	1.00	1.00	1.00	0.00		
Skilled Maintenance Supervisor	1.00	1.00	1.00	1.00	0.00		
Skilled Maintenance Technician	1.00	1.00	1.00	1.00	0.00		
Total Positions	3.00	3.00	3.00	3.00	0.00		

* 2023 Amended Budget as of 8/31/2023

Valley Hi - Golf Enterprise 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	(\$2,857)
	Increase to fund pay for performance and pay progression	2,821
	Increase to fund medical cost adjustments	2,096
	Total Salaries/Benefits/Pensions	\$2,060
	Operating	
	Net increase to match anticipated expenditures	\$28,766
	Total Operating	\$28,766
	Total For 2024	\$30,826

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

451 - GOLF - PATTY JEWETT
Parks - Patty Jewett Golf Course

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	417,668	485,327	519,102	519,102	515,474	(3,628)
51210 - OVERTIME	6,179	11,936	5,000	5,000	5,000	0
51220 - SEASONAL TEMPORARY	114,945	89,948	120,000	120,000	130,000	10,000
51230 - SHIFT DIFFERENTIAL	299	584	500	500	500	0
51235 - STANDBY	2,247	2,662	3,000	3,000	3,000	0
51240 - RETIREMENT TERMINATION SICK	(5,681)	11,986	0	0	0	0
51245 - RETIREMENT TERM VACATION	6,745	4,230	0	0	0	0
51260 - VACATION BUY PAY OUT	0	865	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(953)	(865)	0	0	0	0
51610 - PERA	74,251	84,211	94,331	94,331	95,375	1,044
51615 - WORKERS COMPENSATION	20,243	21,089	13,735	13,735	9,977	(3,758)
51620 - EQUITABLE LIFE INSURANCE	1,016	1,158	1,869	1,869	1,528	(341)
51640 - DENTAL INSURANCE	2,611	2,699	2,760	2,760	2,880	120
51655 - RETIRED EMP MEDICAL INS	4,387	4,387	4,000	4,000	4,000	0
51675 - UNEMPLOYMENT INSURANCE	1,510	0	0	0	0	0
51690 - MEDICARE	7,616	8,474	9,267	9,267	9,360	93
51695 - CITY EPO MEDICAL PLAN	8,886	0	0	0	0	0
51696 - ADVANTAGE HD MED PLAN	69,056	77,742	80,670	80,670	85,203	4,533
51697 - HRA BENEFIT TO ADV MED PLAN	4,017	4,297	4,250	4,250	4,500	250
Salaries/Benefits/Pensions Total	735,042	810,730	858,484	858,484	866,797	8,313
Operating						
52110 - OFFICE SUPPLIES	1,203	1,890	1,700	1,700	1,700	0
52115 - MEDICAL SUPPLIES	717	1,275	510	510	1,000	490
52120 - SOFTWARE SUBSCRIPTION/ LICENSE	6,657	6,591	6,519	6,519	7,000	481
52122 - CELL PHONES EQUIP AND SUPPLIES	0	2	0	0	0	0
52125 - GENERAL SUPPLIES	6,693	2,031	5,100	5,100	5,100	0
52135 - POSTAGE	0	1	0	0	0	0
52140 - WEARING APPAREL	5,248	1,670	5,000	5,000	6,000	1,000
52145 - PAINT AND CHEMICAL	372	1,240	425	425	425	0
52150 - SEED AND FERTILIZER	70,545	93,216	100,000	100,000	110,000	10,000
52155 - AUTOMOTIVE	2,650	3,617	2,700	2,700	4,000	1,300
52175 - SIGNS	244	531	1,000	1,000	1,000	0
52190 - JANITORIAL SUPPLIES	10,157	10,548	8,000	8,000	10,000	2,000
52205 - MAINT LANDSCAPING	7,395	10,609	8,000	8,000	8,000	0
52210 - MAINT TREES	17,250	22,175	30,000	30,000	30,000	0
52215 - MAINT GROUNDS	16,097	28,497	25,500	25,500	25,500	0
52230 - MAINT FURNITURE AND FIXTURES	2,410	0	1,000	1,000	1,000	0
52235 - MAINT MACHINERY AND APPARATUS	31,236	31,821	25,500	25,500	35,500	10,000
52240 - MAINT NONFLEET VEHICLES EQP	109	3,539	3,000	3,000	5,000	2,000
52265 - MAINT BUILDINGS AND STRUCTURE	80,872	72,923	50,000	50,000	50,000	0
52270 - MAINT WELLS AND RESERVOIRS	31,931	23,350	25,000	25,000	25,000	0
52280 - MAINT ROADS AND BRIDGES	872	31,788	20,000	20,000	20,000	0
52405 - ADVERTISING SERVICES	0	0	2,000	2,000	2,000	0
52410 - BUILDING SECURITY SERVICES	4,877	6,403	6,000	6,000	6,000	0
52425 - ENVIRONMENTAL SERVICES	0	2,681	0	0	0	0

City of Colorado Springs Budget Detail Report

451 - GOLF - PATTY JEWETT
Parks - Patty Jewett Golf Course

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
52435 - GARBAGE REMOVAL SERVICES	9,752	11,117	9,000	9,000	9,000	0
52445 - JANITORIAL SERVICES	31,200	31,200	35,000	35,000	36,000	1,000
52450 - LAUNDRY AND CLEANING SERVICES	2,751	2,851	3,200	3,200	3,200	0
52465 - MISCELLANEOUS SERVICES	798	599	500	500	500	0
52565 - PEST CONTROL	1,583	1,548	1,500	1,500	2,500	1,000
52568 - BANK AND INVESTMENT FEES	1,637	1,264	3,641	3,641	8,272	4,631
52575 - SERVICES	291,816	320,788	270,000	270,000	300,000	30,000
52605 - CAR MILEAGE	132	0	340	340	340	0
52615 - DUES AND MEMBERSHIP	2,705	3,275	3,500	3,500	3,500	0
52630 - TRAINING	3,615	2,695	4,500	4,500	4,500	0
52645 - SUBSCRIPTIONS	0	0	100	100	100	0
52655 - TRAVEL OUT OF TOWN	369	5,661	6,500	6,500	6,500	0
52731 - STATE CNTY PPRTA TAX	7,411	6,821	7,500	7,500	7,500	0
52738 - CELL PHONE BASE CHARGES	3,844	1,471	2,500	2,500	2,500	0
52740 - GENERAL INSURANCE-CITY	42,845	43,589	80,000	80,000	82,000	2,000
52742 - STORMWATER FEE	7,648	9,058	9,000	9,000	9,000	0
52745 - UTILITIES	(12,288)	(12,837)	0	0	0	0
52746 - UTILITIES ELECTRIC	61,075	64,385	65,859	65,859	69,217	3,358
52747 - UTILITIES GAS	23,179	28,817	30,000	30,000	31,020	1,020
52748 - UTILITIES SEWER	7,884	8,013	8,792	8,792	8,792	0
52749 - UTILITIES WATER	307,820	366,767	370,000	370,000	388,130	18,130
52765 - LEASE PURCHASE PAYMENTS	7,869	5,962	99,549	99,549	99,549	0
52770 - SAFETY EQUIPMENT	1,202	401	1,020	1,020	1,500	480
52775 - MINOR EQUIPMENT	11,321	5,117	9,000	9,000	9,000	0
52776 - PRINTER CONSOLIDATION COST	1,464	1,888	1,600	1,600	1,600	0
52795 - RENTAL OF EQUIPMENT	727	333	1,500	1,500	1,500	0
52805 - ADMIN PRORATED CHARGES	190,712	166,484	152,059	152,059	198,863	46,804
52872 - MAINT FLEET VEHICLES EQP	22,197	27,769	25,000	25,000	25,000	0
52874 - OFFICE SERVICES PRINTING	156	82	425	425	425	0
52970 - ENVIRON PROTECTION PROGRAM	10,725	8,044	10,725	10,725	10,725	0
65307 - PENSION EXPENSE	(36,427)	(265,232)	0	0	0	0
65313 - OPEB EXPENSE	(4,073)	(9,516)	0	0	0	0
Operating Total	1,299,184	1,194,812	1,539,264	1,539,264	1,674,958	135,694
Capital Outlay						
53020 - COMPUTERS NETWORKS	0	12,757	0	0	0	0
53050 - MACHINERY AND APPARATUS	164,213	0	202,000	202,000	255,291	53,291
53090 - BUILDINGS AND STRUCTURES	61,616	35,063	248,000	248,000	125,000	(123,000)
53095 - IMPROVEMENT TO CAP ASSETS	0	975,453	0	0	0	0
Capital Outlay Total	225,829	1,023,273	450,000	450,000	380,291	(69,709)
Grand Total	2,260,055	3,028,815	2,847,748	2,847,748	2,922,046	74,298

City of Colorado Springs Budget Detail Report

451 - GOLF - PATTY JEWETT
Parks - Patty Jewett Golf Course

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Revenue						
41375 - LEASE REVENUE-RENTALS	0	9,715	0	0	0	0
41376 - LEASE RENT EXP RECLASS	0	(10,500)	0	0	0	0
41735 - 18 HOLE ROUND	1,093,922	1,009,076	671,750	671,750	621,236	(50,514)
41737 - 18 HOLE ROUND PRIME	0	0	512,570	512,570	503,523	(9,047)
41738 - 18 HOLE ROUND JUNIOR	0	0	1,940	1,940	300	(1,640)
41740 - 9 HOLE ROUND	1,191,314	1,173,645	745,900	745,900	734,998	(10,902)
41743 - 9 HOLE ROUND PRIME	0	0	528,258	528,258	543,798	15,540
41744 - 9 HOLE ROUND JUNIOR	0	0	3,310	3,310	770	(2,540)
41745 - HIGH SCHOOLS	1,880	4,000	2,000	2,000	4,000	2,000
41750 - CITY CART FEES DAILY	450,195	416,173	480,208	480,208	461,504	(18,704)
41755 - CONCESSIONS GRILL	268,329	307,022	234,926	234,926	287,675	52,749
41760 - CONCESSIONS PRO SHOP	10,500	10,500	10,500	10,500	10,500	0
41775 - MISCELLANEOUS GOLF	250	0	0	0	0	0
41780 - PERMIT ROUND	22,438	15,620	0	0	0	0
43180 - GAIN LOSS INV MKT VALUE	(49,133)	(105,700)	0	0	0	0
44025 - CASH OVER SHORT	0	5	0	0	0	0
44040 - SALE OF PROPERTY	0	200	0	0	0	0
46025 - INTEREST	29,152	22,210	17,876	17,876	75,200	57,324
46030 - INTEREST INCOME-RENTALS	0	1,450	0	0	0	0
Revenue Total	3,018,847	2,853,416	3,209,238	3,209,238	3,243,504	34,266

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

455 - GOLF - VALLEY HI
Parks - Valley Hi Golf Course

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	184,853	208,381	220,079	220,079	221,970	1,891
51210 - OVERTIME	647	353	2,550	2,550	2,550	0
51220 - SEASONAL TEMPORARY	76,273	62,019	88,000	88,000	88,000	0
51230 - SHIFT DIFFERENTIAL	374	411	500	500	500	0
51235 - STANDBY	2,676	2,603	3,500	3,500	3,500	0
51240 - RETIREMENT TERMINATION SICK	2,242	10,108	0	0	0	0
51245 - RETIREMENT TERM VACATION	1,675	1,436	0	0	0	0
51260 - VACATION BUY PAY OUT	1,207	1,318	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(1,206)	(1,318)	0	0	0	0
51610 - PERA	36,560	38,654	45,473	45,473	45,796	323
51615 - WORKERS COMPENSATION	12,310	12,557	7,523	7,523	5,345	(2,178)
51620 - EQUITABLE LIFE INSURANCE	442	491	797	797	670	(127)
51640 - DENTAL INSURANCE	1,386	1,380	1,380	1,380	1,380	0
51655 - RETIRED EMP MEDICAL INS	1,097	1,097	1,000	1,000	1,000	0
51675 - UNEMPLOYMENT INSURANCE	2,631	0	0	0	0	0
51690 - MEDICARE	3,735	3,877	4,468	4,468	4,494	26
51696 - ADVANTAGE HD MED PLAN	32,445	34,940	36,955	36,955	39,080	2,125
51697 - HRA BENEFIT TO ADV MED PLAN	1,757	1,750	1,750	1,750	1,750	0
Salaries/Benefits/Pensions Total	361,104	380,057	413,975	413,975	416,035	2,060
Operating						
52110 - OFFICE SUPPLIES	548	359	400	400	400	0
52115 - MEDICAL SUPPLIES	0	311	200	200	200	0
52120 - SOFTWARE SUBSCRIPTION/ LICENSE	6,519	6,519	6,924	6,924	6,924	0
52122 - CELL PHONES EQUIP AND SUPPLIES	0	50	0	0	0	0
52125 - GENERAL SUPPLIES	3,059	2,575	2,750	2,750	2,750	0
52135 - POSTAGE	0	147	0	0	0	0
52140 - WEARING APPAREL	1,599	944	2,000	2,000	2,000	0
52145 - PAINT AND CHEMICAL	119	0	0	0	0	0
52150 - SEED AND FERTILIZER	31,880	15,986	55,000	55,000	55,000	0
52155 - AUTOMOTIVE	1,656	1,538	1,250	1,250	1,250	0
52175 - SIGNS	45	139	4,500	4,500	4,500	0
52190 - JANITORIAL SUPPLIES	2,551	3,150	3,500	3,500	3,500	0
52205 - MAINT LANDSCAPING	800	883	850	850	850	0
52210 - MAINT TREES	4,000	0	5,000	5,000	5,000	0
52215 - MAINT GROUNDS	4,052	(299)	5,000	5,000	5,000	0
52230 - MAINT FURNITURE AND FIXTURES	0	0	850	850	850	0
52235 - MAINT MACHINERY AND APPARATUS	29,294	32,529	28,000	28,000	28,000	0
52240 - MAINT NONFLEET VEHICLES EQP	776	1,044	3,500	3,500	3,500	0
52265 - MAINT BUILDINGS AND STRUCTURE	77,381	24,096	32,500	32,500	32,500	0
52270 - MAINT WELLS AND RESERVOIRS	14,060	6,096	14,000	14,000	14,000	0
52280 - MAINT ROADS AND BRIDGES	1,625	0	850	850	850	0
52405 - ADVERTISING SERVICES	0	0	1,000	1,000	1,000	0
52410 - BUILDING SECURITY SERVICES	3,751	6,576	3,500	3,500	3,500	0
52425 - ENVIRONMENTAL SERVICES	0	638	0	0	0	0
52435 - GARBAGE REMOVAL SERVICES	5,622	6,663	6,000	6,000	6,000	0
52445 - JANITORIAL SERVICES	16,800	16,800	16,800	16,800	16,800	0

City of Colorado Springs Budget Detail Report

455 - GOLF - VALLEY HI
Parks - Valley Hi Golf Course

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	* 2024 Budget - 2023 Amended Budget
52450 - LAUNDRY AND CLEANING SERVICES	3,213	3,391	3,500	3,500	3,500	0
52465 - MISCELLANEOUS SERVICES	565	272	400	400	400	0
52565 - PEST CONTROL	1,300	1,224	1,500	1,500	1,500	0
52568 - BANK AND INVESTMENT FEES	529	379	1,210	1,210	2,508	1,298
52575 - SERVICES	186,192	189,656	180,000	180,000	180,000	0
52615 - DUES AND MEMBERSHIP	1,540	1,588	1,800	1,800	1,800	0
52630 - TRAINING	2,245	1,370	2,500	2,500	2,500	0
52645 - SUBSCRIPTIONS	47	0	0	0	0	0
52655 - TRAVEL OUT OF TOWN	246	2,725	3,000	3,000	3,000	0
52705 - COMMUNICATIONS	0	95	0	0	0	0
52731 - STATE CNTY PPRTA TAX	0	2,086	2,500	2,500	2,500	0
52738 - CELL PHONE BASE CHARGES	1,047	949	2,125	2,125	2,125	0
52740 - GENERAL INSURANCE-CITY	28,539	35,227	57,000	57,000	57,000	0
52742 - STORMWATER FEE	6,019	7,129	6,500	6,500	6,500	0
52745 - UTILITIES	(3,917)	(3,000)	0	0	0	0
52746 - UTILITIES ELECTRIC	38,276	42,390	41,086	41,086	43,181	2,095
52747 - UTILITIES GAS	21,104	25,256	20,000	20,000	20,680	680
52748 - UTILITIES SEWER	3,724	3,957	3,850	3,850	3,850	0
52749 - UTILITIES WATER	194,634	218,069	225,000	225,000	229,094	4,094
52765 - LEASE PURCHASE PAYMENTS	0	0	109,585	109,585	109,585	0
52770 - SAFETY EQUIPMENT	280	160	500	500	500	0
52775 - MINOR EQUIPMENT	863	509	5,000	5,000	12,400	7,400
52776 - PRINTER CONSOLIDATION COST	542	578	500	500	500	0
52795 - RENTAL OF EQUIPMENT	0	0	400	400	400	0
52805 - ADMIN PRORATED CHARGES	107,367	100,822	107,778	107,778	120,977	13,199
52872 - MAINT FLEET VEHICLES EQP	23,902	21,205	20,000	20,000	20,000	0
52874 - OFFICE SERVICES PRINTING	20	13	150	150	150	0
52970 - ENVIRON PROTECTION PROGRAM	2,550	1,913	2,550	2,550	2,550	0
65307 - PENSION EXPENSE	(10,697)	(102,984)	0	0	0	0
65313 - OPEB EXPENSE	(1,723)	(2,858)	0	0	0	0
Operating Total	814,544	678,865	992,808	992,808	1,021,574	28,766
Grand Total	1,175,648	1,058,922	1,406,783	1,406,783	1,437,609	30,826
Revenue						
41375 - LEASE REVENUE-RENTALS	0	9,715	0	0	0	0
41376 - LEASE RENT EXP RECLASS	0	(10,500)	0	0	0	0
41733 - FIRST TEE 9 HOLE	0	0	310	310	420	110
41734 - FIRST TEE 18 HOLE	0	0	10	10	230	220
41735 - 18 HOLE ROUND	595,340	604,643	371,666	371,666	361,863	(9,803)
41737 - 18 HOLE ROUND PRIME	0	0	304,370	304,370	317,508	13,138
41738 - 18 HOLE ROUND JUNIOR	0	0	600	600	600	0
41740 - 9 HOLE ROUND	368,729	393,765	269,961	269,961	294,605	24,644
41743 - 9 HOLE ROUND PRIME	0	0	135,000	135,000	139,808	4,808
41744 - 9 HOLE ROUND JUNIOR	0	0	600	600	750	150
41745 - HIGH SCHOOLS	400	800	400	400	800	400
41746 - SHORT COURSE	10	65	80	80	80	0
41750 - CITY CART FEES DAILY	261,443	246,128	278,880	278,880	278,880	0
41755 - CONCESSIONS GRILL	27,128	26,271	26,261	26,261	26,266	5
41760 - CONCESSIONS PRO SHOP	10,500	10,500	10,500	10,500	10,500	0

**City of Colorado Springs
Budget Detail Report**

455 - GOLF - VALLEY HI
Parks - Valley Hi Golf Course

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	* 2024 Budget - * 2023 Amended Budget
41780 - PERMIT ROUND	22,398	8,159	0	0	0	0
43180 - GAIN LOSS INV MKT VALUE	(15,866)	(36,465)	0	0	0	0
44025 - CASH OVER SHORT	(198)	198	0	0	0	0
46025 - INTEREST	9,464	6,656	9,938	9,938	22,800	12,862
46030 - INTEREST INCOME-RENTALS	0	1,450	0	0	0	0
Revenue Total	1,279,348	1,261,385	1,408,576	1,408,576	1,455,110	46,534

* 2023 Amended Budget as of 8/31/2023

Memorial Health System Enterprise

Charae McDaniel, Chief Financial Officer | (719) 385-5919 | Finance@coloradosprings.gov

Purpose

City Council authorized and directed that funds from the Health System Operating Lease Agreement or the Integration and Affiliation Agreement with University of Colorado Health are placed into an appropriate segregated account and shall be spent only to satisfy obligations specifically provided for in the agreements. Funds remaining after satisfying the obligations shall be transferred directly into the City controlled non-profit foundation, Colorado Springs Health Foundation, as provided for under IRS Sections 501(c)(3) and 509(a) and authorized by City Council and the Mayor pursuant to Resolution No. 89-12.

The goal of the Memorial Health System Enterprise is to satisfy those obligations and transfer funds to the foundation as required and directed in the Funds Management Agreement.

All Funds Summary

All Funds	Source of Funds	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Memorial Enterprise	\$2,529,426	\$5,679,412	\$5,679,412	\$5,690,912	\$11,500
Total	\$2,529,426	\$5,679,412	\$5,679,412	\$5,690,912	\$11,500	
Uses of Funds						
Memorial Enterprise	\$2,529,425	\$5,649,152	\$7,115,000	\$5,650,417	(\$1,464,583)	
Total	\$2,529,425	\$5,649,152	\$7,115,000	\$5,650,417	(\$1,464,583)	

* 2023 Amended Budget as of 8/31/2023

Significant Changes vs. 2023

- Increase of \$11,500 in projected interest revenue
- Net decrease of \$1,465,848 in use of funds to remove the 2023 supplemental appropriation for a transfer to UCH-MHS as a result of periodic reconciliation
- Increase of \$1,265 in projected investment fees

Memorial Health System Enterprise

Beginning in 1949, the City of Colorado Springs owned and operated Memorial Health System, dedicated to being a regional leader in providing high quality healthcare services to all residents.

Upon careful consideration, City Council considered the option of leasing the assets of Memorial Health System to an outside independent operator to ensure the best possible healthcare for the entire community. The Memorial Health System Task Force, created by City Council, recommended that City Council select the University of Colorado Health System as the exclusive bidder to be considered for this strategic partnership.

On August 28, 2012, voters approved the proposed operating lease agreement and the integration and affiliation agreement with the University of Colorado Health System. The transaction was finalized on October 1, 2012.

The Memorial Health System Enterprise remains primarily as a leasing entity. The Memorial Health System Enterprise collects lease payments and continues to incur expenditures related to excluded liabilities, such as the run-out on medical claims and workers' compensation claims incurred prior to October 1, 2012.

The sections below provide a summary of the Budget, changes that occurred after the budget was implemented for 2023, and changes occurring as part of the 2024 Memorial Health System Enterprise Fund budget.

Memorial Health System Fund: Summary and Funding Changes

Memorial Health System Enterprise Fund	Source of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Rental	\$2,700,343	\$2,609,205	\$5,612,112	\$5,612,112	\$5,612,112	\$0
	Interest	43,081	22,699	67,300	67,300	78,800	11,500
	Miscellaneous	(126,203)	(102,478)	0	0	0	0
	MHS UCH Margin Share	1,634,877	0	0	0	0	0
	Total	\$4,252,098	\$2,529,426	\$5,679,412	\$5,679,412	\$5,690,912	\$11,500
	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Salary/Benefits/Pensions	\$2,569	(\$6,608)	\$0	\$0	\$0	\$0
	Operating	4,249,530	2,536,033	5,649,152	7,115,000	5,650,417	(1,464,583)
	Total	\$4,252,099	\$2,529,425	\$5,649,152	\$7,115,000	\$5,650,417	(\$1,464,583)
Funds in excess of operational needs will be transferred to the Foundation per the Funds Management Agreement.							

Funding Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Supplemental appropriation to transfer funds to UCH-MHS as a result of periodic reconciliation	\$1,465,848
	Total During 2023	\$1,465,848
	For 2024	2024 Budget - * 2023 Amended Budget
	Operating	
	Decrease to remove the one-time transfer of funds to UCH-MHS during 2023, as a result of periodic reconciliation	(\$1,465,848)
	Increase in projected investment fees	1,265
	Total Operating	(\$1,464,583)
	Total For 2024	(\$1,464,583)

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

430 - MEMORIAL HEALTH SYSTEM FUND

Memorial Health System Enterprise

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Salaries/Benefits/Pensions						
51299 - SALARIES REIMBURSEMENTS	2,569	(6,608)	0	0	0	0
Salaries/Benefits/Pensions Total	2,569	(6,608)	0	0	0	0
Operating						
52408 - SETTLEMENT COSTS	24,000	0	0	0	0	0
52568 - BANK AND INVESTMENT FEES	2,322	1,257	7,403	7,403	8,668	1,265
52575 - SERVICES	0	0	32,000	32,000	32,000	0
60235 - MHS DEATH BENEFIT	(9,000)	4,500	0	0	0	0
65127 - CLAIMS AND DAMAGES MEMORIAL	0	5,653	14,000	14,000	14,000	0
65133 - INSURED LIAB CLAIMS MEMORIAL	4,164	0	0	0	0	0
65150 - LEGAL DEFENSE	144,702	114,586	160,000	160,000	160,000	0
65181 - RESIDUAL EQUITY TRANSFER OUT	4,083,342	2,410,037	5,435,749	6,901,597	5,435,749	(1,465,848)
Operating Total	4,249,530	2,536,033	5,649,152	7,115,000	5,650,417	(1,464,583)
Grand Total	4,252,099	2,529,425	5,649,152	7,115,000	5,650,417	(1,464,583)
Revenue						
43180 - GAIN LOSS INV MKT VALUE	(127,116)	(104,307)	0	0	0	0
46025 - INTEREST	43,081	22,699	67,300	67,300	78,800	11,500
45905 - RENTAL INCOME	2,700,343	2,609,205	5,612,112	5,612,112	5,612,112	0
40113 - MISCELLANEOUS	913	1,829	0	0	0	0
46040 - MHS UCH MARGIN SHARE	1,634,877	0	0	0	0	0
Revenue Total	4,252,098	2,529,426	5,679,412	5,679,412	5,690,912	11,500

* 2023 Amended Budget as of 8/31/2023

Parking System Enterprise

All Funds Summary

All Funds	Source of Funds	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Parking Enterprise	\$9,483,879	\$11,014,125	\$11,014,125	\$11,424,492	\$410,367
	Total	\$9,483,879	\$11,014,125	\$11,014,125	\$11,424,492	\$410,367
	Uses of Funds					
	Parking Enterprise	\$3,475,002	\$5,374,409	\$5,374,409	\$6,633,044	\$1,258,635
	Parking Enterprise - CIP	1,533,705	6,000,000	6,000,000	4,600,000	(1,400,000)
	Total	\$5,008,707	\$11,374,409	\$11,374,409	\$11,233,044	(\$141,365)
	Positions					
	Parking Enterprise	16.00	17.75	18.50	21.50	3.00
	Total	16.00	17.75	18.50	21.50	3.00

* 2023 Amended Budget as of 8/31/2023

Significant Changes vs. 2023

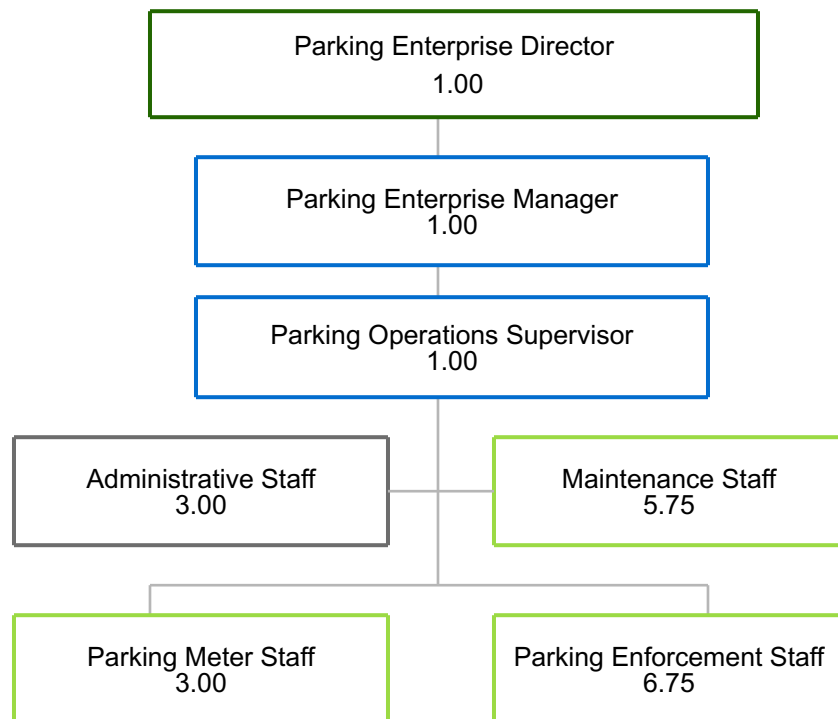
- Increase of approximately \$302,000 mainly to fund existing positions, pay for performance, and benefit cost adjustments
- Increase of approximately \$170,000 to fund addition of 3.00 FTEs (1.00 FTE Business Support Specialist I, 2.00 FTE Parking Enforcement Officers)
- Net increase of approximately \$797,000 due to increased costs for projected operating, capital outlay, and debt service
- Decrease of \$1,400,000 for planned CIP projects
- Net increase of approximately \$410,000 in revenue, mainly due to increased usage of monthly and hourly parking

Parking System Enterprise - Overview

The Parking System Enterprise provides public parking spaces as a key element in maintaining the economic vitality of downtown and surrounding activity centers. Public parking is an economic development tool used to attract private investment into the community and manage urban growth.

The Enterprise operates solely on fees collected from users. No taxpayer support is utilized. All proceeds from Parking operations are reinvested back into the community in the form of increased Parking System capacity and improved mobility options. Funding of pedestrian projects is prioritized to improve the health, safety, and welfare of the community.

Parking System Enterprise - Organizational Chart



Strategic Plan Update



Investing In Infrastructure

Initiatives			
2.1 Invest in technology to enhance the parking experience downtown.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
2.1.1 Implement a mobile payment application for payment in parking meters - January 2020.	80%	100%	100%
2.1.2 Upgrade the Parking Access and Revenue Control System (PARCS) for each of the existing parking structures - Fall 2020.	75%	100%	100%
2.1.3 Push parking structure occupancy to the city website in real time - end of 2020.	—%	60%	100%
2.1.4 Implement Smart meter technology in the Southwest Downtown area - Summer 2020.	100%	100%	Complete
2.1.5 Implement a progressive pricing policy for on street meters - Summer 2020.	Complete		
Notable Achievements			
2.1.1 In Q4 2021, replacement of all existing meters with new smart meters and kiosks with expanded payment options was completed.			
2.1.2 In Q2 2022, the installation of new parking structure access equipment at all three city parking structures was completed.			



Building Community & Collaborative Relationships

Initiatives			
3.13 Partner with community stakeholders to increase the ease and utilization of both private and public parking structures to create an optimal parking experience for community events.			
Performance Measures	Percentage Completion		
	Actual 2022	Estimated 2023	Projected 2024
3.13.1 Develop a plan for evaluating the potential locations for future parking structures - Spring 2020.	20%	50%	90%
3.13.2 Partner with Mountain Metro (Transit) to implement a downtown shuttle program to service public and private needs and improve mobility - Summer 2021.	5%	90%	Complete
3.13.3 Build a parking structure in the downtown area as a joint venture with a private entity that will provide both private and public parking - 4th quarter 2022.	—%	5%	25%
Notable Achievements			
3.13.2 In Q2 2022, the downtown shuttle program with Mountain Metro (Transit) was launched and is fully operational in 2023 running a regular route on a regular schedule.			
3.13.3 The Parking Enterprise continues to evaluate opportunities to expand publicly available parking (regardless of ownership) to create a seamless parking experience for COS customers. In Q4 2022, the Modii Parking locator was implemented to facilitate drivers locating parking opportunities throughout the downtown and Old Colorado City areas, regardless of ownership and in Q1 2023, now shows real time occupancy data and available EV charging status in City garages.			

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 Parking System Enterprise Fund.

Parking System Enterprise Fund: Summary, Funding, and Position Changes

Parking Enterprise Fund	Source of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Monthly Parking	\$2,278,416	\$2,755,731	\$2,658,625	\$2,658,625	\$3,058,291	\$399,666
	Hourly Parking	639,774	941,085	965,151	965,151	1,043,542	78,391
	Parking Meters and Hoods	4,836,298	6,094,381	6,871,026	6,871,026	6,610,120	(260,906)
	Misc. Transit Lease	153,646	154,943	157,935	157,935	162,673	4,738
	Misc. Revenue	(185,186)	(613,603)	2,002	2,002	8,040	6,038
	Interest	119,850	104,990	204,000	204,000	382,000	178,000
	POC Garage Loan Payment	49,752	46,352	155,386	155,386	159,826	4,440
	Total	\$7,892,550	\$9,483,879	\$11,014,125	\$11,014,125	\$11,424,492	\$410,367
	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Salary/Benefits/Pensions	\$842,957	\$1,181,136	\$1,559,690	\$1,559,690	\$1,957,480	\$397,790	
Operating	1,719,896	2,151,064	2,868,907	2,868,907	3,588,463	719,556	
Capital Outlay	52,302	23,065	82,500	82,500	222,500	140,000	
Debt Service	137,628	119,737	863,312	863,312	864,601	1,289	
Total	\$2,752,783	\$3,475,002	\$5,374,409	\$5,374,409	\$6,633,044	\$1,258,635	
CIP	\$2,216,605	\$1,533,705	\$6,000,000	\$6,000,000	\$4,600,000	(\$1,400,000)	
Grand Total	\$4,969,388	\$5,008,707	\$11,374,409	\$11,374,409	\$11,233,044	(\$141,365)	
Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget		
Administrative Assistant I	1.00	1.00	0.00	0.00	0.00		
Analyst II	1.00	1.00	1.00	1.00	0.00		
Business Support Specialist I	0.00	0.00	0.00	1.00	1.00		
Business Support Specialist II	0.00	0.00	1.00	1.00	0.00		
Maintenance Service Worker	1.00	1.00	1.00	1.00	0.00		
Maintenance Technician I	3.00	4.75	3.75	3.75	0.00		
Parking Administrative Manager	1.00	1.00	1.00	1.00	0.00		
Parking Enforcement Officer	3.00	3.00	4.75	6.75	2.00		
Parking Enterprise Director	1.00	1.00	1.00	1.00	0.00		
Parking Enterprise Supervisor	1.00	1.00	1.00	1.00	0.00		
Parking Meter Technician	2.00	2.00	2.00	2.00	0.00		
Senior Maintenance Technician	1.00	1.00	1.00	1.00	0.00		
Senior Parking Enforcement Officer	1.00	1.00	1.00	1.00	0.00		
Total Positions	16.00	17.75	18.50	21.50	3.00		

* 2023 Amended Budget as of 8/31/2023

Parking System Enterprise 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	\$229,409
	Increase to fund pay for performance and pay progression	60,708
	Increase to fund medical cost adjustments	12,238
	Increase to fund 3.00 FTEs (1.00 FTE Business Support Specialist I, 2.00 FTE Parking Enforcement Officers)	169,935
	Decrease to seasonal temporary and overtime due to anticipated staffing needs	(74,500)
	Total Salaries/Benefits/Pensions	\$397,790
	Operating	
	Increase in annual fees for parking software licenses	\$57,400
	Increase in Admin Pro-Rate charges based on Cost Allocation Plan	20,745
	Increase in building security services and maintenance	265,000
	Net increase for other projected operating needs	376,411
	Total Operating	\$719,556
	Capital Outlay	
	Increase to fund the purchase and replacement of vehicles	\$140,000
	Total Capital Outlay	\$140,000
Debt Service		
Net increase in annual debt service payment	\$1,289	
Total Debt Service	\$1,289	
CIP		
Net decrease in planned CIP projects	(\$1,400,000)	
Total CIP	(\$1,400,000)	
Total For 2024	(\$141,365)	

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Add 0.75 FTE (Parking Enforcement Officer I)	0.75
	Total During 2023	0.75
	For 2024	2024 Budget - * 2023 Amended Budget
	Add 3.00 FTEs (1.00 FTE Business Support Specialist I, 2.00 FTE Parking Enforcement Officer I)	3.00
Total For 2024	3.00	

* 2023 Amended Budget as of 8/31/2023

Parking System Enterprise Fund - CIP Program

CIP Program*	Project Name	Enterprise	Total Allocation
	222 Pikes Peak Ave Multimodal Facility	1,000,000	1,000,000
	CAB Parking Structure Improvements	250,000	250,000
	Old Colorado City Surface Lots	200,000	200,000
	Parking Meter Replacement	250,000	250,000
	Parking Ongoing Maintenance	250,000	250,000
	Parking Structural Maintenance Program	1,650,000	1,650,000
	Streetscape Projects	1,000,000	1,000,000
	Total 2024 CIP	\$4,600,000	\$4,600,000

* 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

470 - PARKING SYSTEM ENTERPRISE

Parking Enterprise

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	548,428	781,753	985,684	985,684	1,336,747	351,063
51210 - OVERTIME	3,439	4,395	11,000	11,000	6,500	(4,500)
51220 - SEASONAL TEMPORARY	51,435	60,078	150,000	150,000	80,000	(70,000)
51230 - SHIFT DIFFERENTIAL	50	307	0	0	0	0
51240 - RETIREMENT TERMINATION SICK	(8,190)	18,190	0	0	0	0
51245 - RETIREMENT TERM VACATION	18,049	12,893	0	0	0	0
51260 - VACATION BUY PAY OUT	4,453	2,651	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(4,269)	(4,353)	0	0	0	0
51610 - PERA	82,064	118,331	145,485	145,485	219,713	74,228
51615 - WORKERS COMPENSATION	11,958	19,503	17,672	17,672	18,735	1,063
51620 - EQUITABLE LIFE INSURANCE	1,312	1,855	3,382	3,382	3,925	543
51640 - DENTAL INSURANCE	4,048	4,794	7,200	7,200	9,120	1,920
51655 - RETIRED EMP MEDICAL INS	2,194	2,194	2,196	2,196	2,196	0
51675 - UNEMPLOYMENT INSURANCE	2,568	0	0	0	0	0
51690 - MEDICARE	8,295	11,696	14,292	14,292	21,557	7,265
51695 - CITY EPO MEDICAL PLAN	46,333	58,360	65,878	65,878	53,728	(12,150)
51696 - ADVANTAGE HD MED PLAN	66,563	84,666	149,901	149,901	194,759	44,858
51697 - HRA BENEFIT TO ADV MED PLAN	4,227	3,823	7,000	7,000	10,500	3,500
Salaries/Benefits/Pensions Total	842,957	1,181,136	1,559,690	1,559,690	1,957,480	397,790
Operating						
52110 - OFFICE SUPPLIES	10,826	2,905	10,000	10,000	7,000	(3,000)
52120 - SOFTWARE SUBSCRIPTION/ LICENSE	565	52,397	2,600	2,600	60,000	57,400
52125 - GENERAL SUPPLIES	24,183	42,110	35,000	35,000	61,000	26,000
52135 - POSTAGE	1,035	519	750	750	2,000	1,250
52140 - WEARING APPAREL	15,842	5,323	5,750	5,750	7,150	1,400
52145 - PAINT AND CHEMICAL	455	2,399	2,500	2,500	2,500	0
52160 - FUEL	124	263	300	300	300	0
52190 - JANITORIAL SUPPLIES	147	0	500	500	500	0
52235 - MAINT MACHINERY AND APPARATUS	22,170	1,080	15,000	15,000	15,000	0
52260 - MAINT METERS	27,567	27,837	35,000	35,000	35,000	0
52265 - MAINT BUILDINGS AND STRUCTURE	151,622	196,786	225,000	225,000	285,000	60,000
52410 - BUILDING SECURITY SERVICES	112,875	490,983	325,000	325,000	530,000	205,000
52415 - CONTRACTS AND SPEC PROJECTS	385,808	243,717	680,000	680,000	695,000	15,000
52423 - TELECOMMUNICATION SERVICES	0	1,667	0	0	0	0
52431 - CONSULTING SERVICES	896	0	50,000	50,000	50,000	0
52435 - GARBAGE REMOVAL SERVICES	3,641	6,459	6,000	6,000	8,300	2,300
52455 - LAWN MAINTENANCE SERVICE	4,931	0	10,000	10,000	10,000	0
52465 - MISCELLANEOUS SERVICES	10,733	25,453	110	110	36,400	36,290
52568 - BANK AND INVESTMENT FEES	6,677	5,793	22,440	22,440	42,020	19,580
52571 - SNOW REMOVAL	4,644	0	25,000	25,000	25,000	0
52573 - CREDIT CARD FEES	52,682	88,447	75,000	75,000	131,800	56,800
52574 - LEGAL SERVICES	5,676	2,567	15,000	15,000	15,000	0
52575 - SERVICES	10,273	1,310	10,500	10,500	10,500	0
52576 - AUDIT SERVICES	38,063	66,921	20,000	20,000	20,000	0
52607 - CELL PHONE ALLOWANCE	383	1,058	2,400	2,400	5,100	2,700

City of Colorado Springs Budget Detail Report

470 - PARKING SYSTEM ENTERPRISE

Parking Enterprise

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
52610 - PROFESSIONAL LICENSES	3,000	0	10,000	10,000	10,000	0
52615 - DUES AND MEMBERSHIP	2,964	2,919	4,000	4,000	4,000	0
52620 - CREDIT CARD FEES - METERS	393,877	527,808	500,000	500,000	535,000	35,000
52625 - MEETING EXPENSES IN TOWN	784	876	1,000	1,000	1,000	0
52630 - TRAINING	1,408	2,982	5,000	5,000	10,000	5,000
52645 - SUBSCRIPTIONS	1,175	2,507	2,100	2,100	10,000	7,900
52655 - TRAVEL OUT OF TOWN	2,661	5,645	10,000	10,000	20,000	10,000
52736 - CELL PHONE AIRTIME	320	44	0	0	0	0
52738 - CELL PHONE BASE CHARGES	3,127	7,120	12,000	12,000	13,760	1,760
52740 - GENERAL INSURANCE-CITY	103,725	136,409	248,706	248,706	289,287	40,581
52742 - STORMWATER FEE	2,079	2,102	2,000	2,000	2,800	800
52746 - UTILITIES ELECTRIC	92,246	95,954	94,000	94,000	106,200	12,200
52748 - UTILITIES SEWER	2,505	2,410	3,500	3,500	3,500	0
52749 - UTILITIES WATER	5,249	5,029	5,500	5,500	5,500	0
52757 - SECURITY SURVEILLANCE EQUIP	0	0	50,000	50,000	50,000	0
52775 - MINOR EQUIPMENT	57,603	103,115	20,750	20,750	113,000	92,250
52776 - PRINTER CONSOLIDATION COST	2,921	2,929	3,300	3,300	3,300	0
52805 - ADMIN PRORATED CHARGES	177,633	185,353	296,701	296,701	317,446	20,745
52872 - MAINT FLEET VEHICLES EQP	17,889	19,358	18,700	18,700	27,500	8,800
52874 - OFFICE SERVICES PRINTING	1,982	9,566	7,500	7,500	11,300	3,800
65051 - ADM FEE	300	300	300	300	300	0
65075 - INTEREST	137,628	119,737	93,312	93,312	74,601	(18,711)
65185 - PRINCIPAL	0	0	770,000	770,000	790,000	20,000
65307 - PENSION EXPENSE	(40,803)	(220,003)	0	0	0	0
65313 - OPEB EXPENSE	(4,766)	(7,353)	0	0	0	0
65352 - EMPLOYEE AWARDS PROGRAM	199	0	0	0	0	0
Operating Total	1,857,524	2,270,801	3,732,219	3,732,219	4,453,064	720,845
Capital Outlay						
53030 - FURNITURE AND FIXTURES	0	0	7,500	7,500	7,500	0
53070 - VEHICLES REPLACEMENT	29,712	23,065	40,000	40,000	100,000	60,000
53080 - VEHICLES ADDITIONS	22,590	0	35,000	35,000	115,000	80,000
Capital Outlay Total	52,302	23,065	82,500	82,500	222,500	140,000
Expense Total	2,752,783	3,475,002	5,374,409	5,374,409	6,633,044	1,258,635
CIP Total	2,216,605	1,533,705	6,000,000	6,000,000	4,600,000	(1,400,000)
Grand Total	4,969,388	5,008,707	11,374,409	11,374,409	11,233,044	(141,365)

City of Colorado Springs Budget Detail Report

470 - PARKING SYSTEM ENTERPRISE Parking Enterprise

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Revenue						
42005 - BUS TERMINAL GARAGE 1	153,646	154,943	157,935	157,935	162,673	4,738
42010 - METER HOODS	158,415	334,302	388,435	388,435	397,468	9,033
42020 - MONTHLY PARKING	198,650	190,233	2,658,625	2,658,625	3,058,291	399,666
42025 - MONTHLY PARKING GARAGE 1	521,936	594,741	0	0	0	0
42030 - MONTHLY PARKING GARAGE 2	1,522,417	1,925,362	0	0	0	0
42035 - MONTHLY PARKING LOT 4	9,063	15,635	0	0	0	0
42036 - MONTHLY PARKING LOT 5	26,350	29,760	0	0	0	0
42040 - PARKING METERS	1,211,843	1,203,129	1,326,204	1,326,204	1,050,466	(275,738)
42041 - PARKING METERS - CC	2,792,150	3,169,224	3,723,168	3,723,168	3,547,383	(175,785)
42042 - POC GARAGE LOAN PAYMENT	49,752	46,352	155,386	155,386	159,826	4,440
42043 - PARKING METERS MOBILE APP	673,890	1,387,726	1,433,219	1,433,219	1,614,803	181,584
42045 - HOURLY PARKING	185,365	224,551	965,151	965,151	1,043,542	78,391
42050 - TRANSIENT PARKING LOT 4	3,678	11,103	0	0	0	0
42055 - TRANSIENT PARKING GARAGE 1	203,708	362,139	0	0	0	0
42060 - TRANSIENT PARKING GARAGE 2	247,023	343,292	0	0	0	0
42065 - EV CHARGING	0	0	2,002	2,002	8,040	6,038
43070 - STATE SHARE	9,000	0	0	0	0	0
43180 - GAIN LOSS INV MKT VALUE	(195,956)	(612,575)	0	0	0	0
44020 - MISCELLANEOUS GENERAL	1,370	(1,075)	0	0	0	0
44025 - CASH OVER SHORT	0	47	0	0	0	0
45768 - UNCLAIMED PROPERTY DISPOSITION	400	0	0	0	0	0
46025 - INTEREST	119,850	104,990	204,000	204,000	382,000	178,000
Revenue Total	7,892,550	9,483,879	11,014,125	11,014,125	11,424,492	410,367

* 2023 Amended Budget as of 8/31/2023

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Pikes Peak - America's Mountain

Skyler Rorabaugh, Manager | (719) 385-7714 | Skyler.Rorabaugh@coloradosprings.gov

All Funds Summary

	Source of Funds	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
All Funds	Pikes Peak - America's Mountain Enterprise	\$9,533,201	\$8,372,350	\$8,372,350	\$8,896,500	\$524,150
	Total	\$9,533,201	\$8,372,350	\$8,372,350	\$8,896,500	\$524,150
	Uses of Funds					
	Pikes Peak - America's Mountain Enterprise	\$6,433,972	\$7,922,350	\$7,922,350	\$8,896,500	\$974,150
	Pikes Peak - America's Mountain Enterprise - CIP	815,487	450,000	450,000	500,000	50,000
	Total	\$7,249,459	\$8,372,350	\$8,372,350	\$9,396,500	\$1,024,150
	Positions					
	Pikes Peak - America's Mountain Enterprise	19.00	23.00	23.50	23.50	0.00
	Total	19.00	23.00	23.50	23.50	0.00

* 2023 Amended Budget as of 8/31/2023

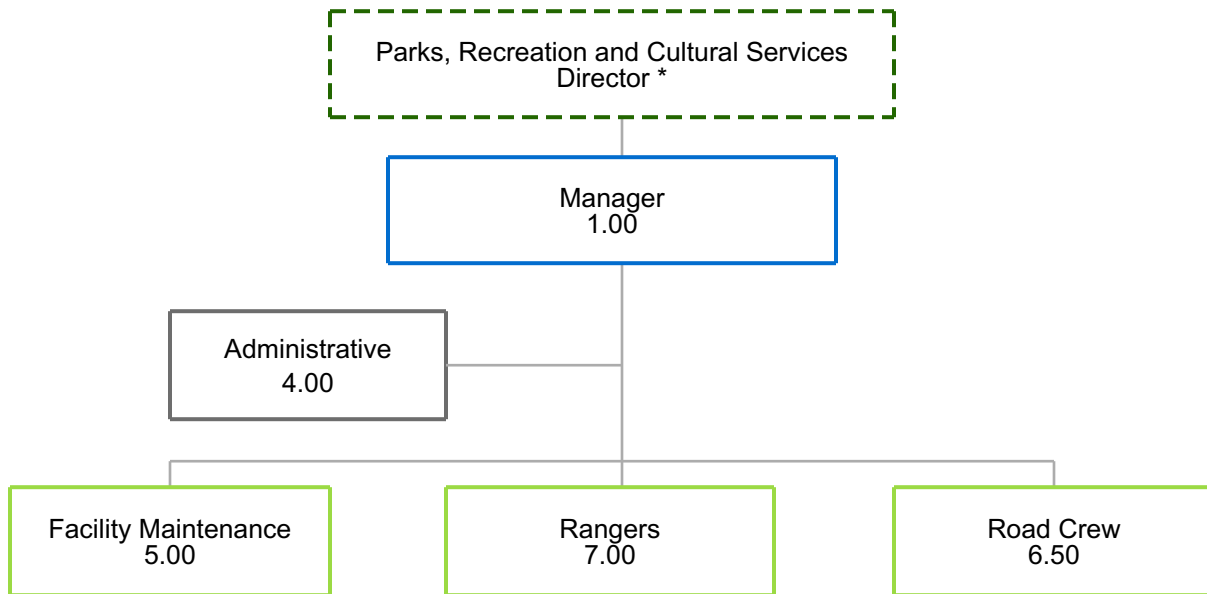
Significant Changes vs. 2023

- Net revenue increase of approximately \$524,000 due to a projected increase in concession sales
- Increase of approximately \$454,000 mainly to fund existing positions, pay for performance, medical cost adjustments, and part-time staffing needs
- Net increase of approximately \$520,000 in operating and capital outlay to fund anticipated expenditures
- Increase of \$50,000 in CIP to reflect planned CIP projects in 2024 which includes an anticipated drop to fund balance of the Glen Cove Restroom project balance in 2023 which has been re-prioritized so as to fund the Bottomless Pit Wall project

Pikes Peak - America's Mountain - Overview

Pikes Peak – America’s Mountain operates the Pikes Peak Highway under a Term Special Use Permit issued by the U.S. Forest Service. Included in the operation are the associated visitor facilities including the Summit Visitor Center, Glen Cove Inn and Crystal Reservoir Gift Shop, and the Pikes Peak Recreational Corridor for activities such as hiking, picnic grounds, and interpretive trails. Revenue is primarily generated from Gateway entry fees and concessionaire fees. These fees provide visitor and ranger services, highway maintenance and construction, facility maintenance and construction, and interpretive and educational services.

Pikes Peak - America's Mountain - Organizational Chart



* The Parks, Recreation and Cultural Services Director position is funded as part of the Recreation and Administration budget in the General Fund. This position is not reflected in the position count in the Budget Summary on the following page.

2024 Strategic Plan Update

See the Parks, Recreation and Cultural Services narrative for the department's 2024 Strategic Plan update

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 Pikes Peak – America’s Mountain Enterprise Fund.

Pikes Peak - America's Mountain Enterprise Fund: Summary, Funding, and Position Changes

Enterprise Funds	Source of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Tollgate Entry Fees	\$5,578,792	\$5,605,999	\$6,500,000	\$6,500,000	\$6,500,000	\$0
	ARAMARK Concessions	1,275,000	2,818,225	1,275,000	1,275,000	1,775,000	500,000
	Tower Optical Viewers	2,378	1,993	2,300	2,300	2,000	(300)
	Miscellaneous	77,336	29,458	157,000	157,000	191,500	34,500
	Fundraising	1,178,735	931,507	416,050	416,050	406,000	(10,050)
	Transfer from Other Funds	1,750,000	0	0	0	0	0
	Interest	95,380	146,019	22,000	22,000	22,000	0
	Total	\$9,957,621	\$9,533,201	\$8,372,350	\$8,372,350	\$8,896,500	\$524,150
	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Salary/Benefits/Pensions	\$1,711,314	\$2,196,789	\$2,338,012	\$2,338,012	\$2,791,810	\$453,798	
Operating	2,515,518	2,622,831	3,368,300	3,368,300	3,983,352	615,052	
Capital Outlay	67,020	282,395	266,200	266,200	175,000	(91,200)	
Debt Service	1,357,681	1,331,957	1,949,838	1,949,838	1,946,338	(3,500)	
Total	\$5,651,533	\$6,433,972	\$7,922,350	\$7,922,350	\$8,896,500	\$974,150	
CIP	\$9,704,359	\$815,487	\$450,000	\$450,000	\$500,000	\$50,000	
Grand Total	\$15,355,892	\$7,249,459	\$8,372,350	\$8,372,350	\$9,396,500	\$1,024,150	

* 2023 Amended Budget as of 8/31/2023

Pikes Peak - America's Mountain Enterprise Fund: Summary, Funding, and Position Changes

Enterprise Positions	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Business Support Specialist I	0.00	1.00	1.00	1.00	0.00
	Business Support Specialist II	1.00	1.00	1.00	1.00	0.00
	Equipment Operator I	0.00	0.00	1.50	1.50	0.00
	Equipment Operator II	1.00	1.00	0.00	0.00	0.00
	Fleet Technician, Senior	1.00	1.00	1.00	1.00	0.00
	Maintenance Technician I	0.00	1.00	1.00	1.00	0.00
	Maintenance Technician II	1.00	1.00	1.00	1.00	0.00
	Park Operations Administrator	1.00	1.00	1.00	1.00	0.00
	Park Ranger	4.00	5.00	5.00	5.00	0.00
	Park Ranger II	1.00	1.00	1.00	1.00	0.00
	Park Ranger, Senior	1.00	1.00	1.00	1.00	0.00
	Pikes Peak - America's Mountain Manager	1.00	1.00	1.00	1.00	0.00
	Senior Equipment Operator	2.00	2.00	2.00	2.00	0.00
	Senior Maintenance Technician	2.00	2.00	2.00	2.00	0.00
	Skilled Maintenance Supervisor	2.00	2.00	2.00	2.00	0.00
	Social Media Specialist	0.00	1.00	1.00	1.00	0.00
Streets District Crew Leader	1.00	1.00	1.00	1.00	0.00	
Total Positions	19.00	23.00	23.50	23.50	0.00	

* 2023 Amended Budget as of 8/31/2023

Pikes Peak - America's Mountain Enterprise 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, and pay for performance	\$286,089
	Increase to fund medical cost adjustments	17,709
	Increase in seasonal temporary to match anticipated part-time staffing needs	150,000
	Total Salaries/Benefits/Pensions	\$453,798
	Operating	
	Net increase to fund anticipated operating needs	\$180,455
	Increase to fund increased insurance premiums	94,644
	Increase to fund increased maintenance costs	339,953
	Total Operating	\$615,052
	Capital Outlay	
	Net decrease to match anticipated expenditures	(\$91,200)
	Total Capital Outlay	(\$91,200)
	Debt Service	
	Decrease to fund annual debt service related to the Summit Complex	(\$3,500)
	Total Debt Service	(\$3,500)
CIP		
Net increase for 2024 CIP Projects	\$50,000	
Total CIP	\$50,000	
Total For 2024	\$1,024,150	

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Add 0.50 FTE (Equipment Operator I)	0.50
	Total During 2023	0.50
	For 2024	2024 Budget - * 2023 Amended Budget
	None	0.00
	Total For 2024	0.00

* 2023 Amended Budget as of 8/31/2023

Pikes Peak - America's Mountain - CIP Program

CIP Program*	Project Name	Enterprise	Total Allocation
	Bottomless Pit Wall	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

460 - PIKES PEAK-AMERICA'S MTN
Parks - Pikes Peak Americas Mtn.

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	939,192	1,170,332	1,457,080	1,457,080	1,666,555	209,475
51210 - OVERTIME	42,057	58,568	45,000	45,000	47,000	2,000
51220 - SEASONAL TEMPORARY	243,274	332,259	226,000	226,000	376,000	150,000
51230 - SHIFT DIFFERENTIAL	4,440	5,490	4,400	4,400	4,400	0
51240 - RETIREMENT TERMINATION SICK	20,732	49,407	0	0	0	0
51245 - RETIREMENT TERM VACATION	21,679	23,830	0	0	0	0
51260 - VACATION BUY PAY OUT	6,486	12,415	5,500	5,500	7,000	1,500
51299 - SALARIES REIMBURSEMENTS	(4,673)	(5,328)	0	0	0	0
51610 - PERA	179,160	224,720	253,000	253,000	260,000	7,000
51615 - WORKERS COMPENSATION	54,648	68,154	54,000	54,000	48,385	(5,615)
51620 - EQUITABLE LIFE INSURANCE	2,301	2,768	4,000	4,000	3,154	(846)
51640 - DENTAL INSURANCE	7,586	8,064	10,820	10,820	12,292	1,472
51655 - RETIRED EMP MEDICAL INS	9,871	8,135	13,161	13,161	13,161	0
51675 - UNEMPLOYMENT INSURANCE	0	0	2,500	2,500	2,500	0
51690 - MEDICARE	18,209	22,212	24,405	24,405	25,860	1,455
51695 - CITY EPO MEDICAL PLAN	18,492	19,920	19,616	19,616	22,484	2,868
51696 - ADVANTAGE HD MED PLAN	139,667	186,421	207,028	207,028	289,767	82,739
51697 - HRA BENEFIT TO ADV MED PLAN	8,193	9,422	11,502	11,502	13,252	1,750
Salaries/Benefits/Pensions Total	1,711,314	2,196,789	2,338,012	2,338,012	2,791,810	453,798
Operating						
52110 - OFFICE SUPPLIES	3,347	4,494	3,200	3,200	3,600	400
52115 - MEDICAL SUPPLIES	3,810	3,867	2,500	2,500	3,500	1,000
52120 - SOFTWARE SUBSCRIPTION/ LICENSE	0	0	0	0	69,000	69,000
52122 - CELL PHONES EQUIP AND SUPPLIES	0	0	100	100	0	(100)
52125 - GENERAL SUPPLIES	5,313	22,145	10,700	10,700	15,000	4,300
52127 - CONSTRUCTION SUPPLIES	2,606	7,599	5,000	5,000	6,000	1,000
52135 - POSTAGE	719	1,419	700	700	700	0
52140 - WEARING APPAREL	5,080	8,890	10,000	10,000	12,000	2,000
52145 - PAINT AND CHEMICAL	122	0	1,000	1,000	1,000	0
52155 - AUTOMOTIVE	1,601	2,045	7,500	7,500	6,000	(1,500)
52165 - LICENSES AND TAGS	932	100	600	600	600	0
52175 - SIGNS	0	0	2,000	2,000	15,000	13,000
52190 - JANITORIAL SUPPLIES	8,800	9,863	9,000	9,000	10,000	1,000
52215 - MAINT GROUNDS	10	234	250	250	500	250
52235 - MAINT MACHINERY AND APPARATUS	1,904	1,812	2,500	2,500	2,500	0
52240 - MAINT NONFLEET VEHICLES EQP	0	24	0	0	0	0
52250 - MAINT RADIOS ALLOCATION	51,730	33,106	29,400	29,400	29,400	0
52265 - MAINT BUILDINGS AND STRUCTURE	74,873	200,265	351,353	351,353	566,056	214,703
52280 - MAINT ROADS AND BRIDGES	31,964	401,637	450,000	450,000	500,000	50,000
52305 - MAINT SOFTWARE & OTHER FEES	20,972	43,469	64,000	64,000	0	(64,000)
52403 - PIKES PEAK MARKETING	284,627	434,360	230,000	230,000	200,000	(30,000)
52406 - ADVERTISING REFUND PROJECTS	0	16,286	0	0	0	0
52410 - BUILDING SECURITY SERVICES	8,913	12,663	8,000	8,000	15,000	7,000

City of Colorado Springs Budget Detail Report

460 - PIKES PEAK-AMERICA'S MTN

Parks - Pikes Peak Americas Mtn.

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
52425 - ENVIRONMENTAL SERVICES	16,433	16,741	17,000	17,000	17,000	0
52435 - GARBAGE REMOVAL SERVICES	13,471	9,166	9,000	9,000	9,500	500
52450 - LAUNDRY AND CLEANING SERVICES	4,106	5,374	5,400	5,400	7,800	2,400
52465 - MISCELLANEOUS SERVICES	702	2,917	2,100	2,100	3,000	900
52560 - PARKING SERVICES	52	1,360	100	100	0	(100)
52565 - PEST CONTROL	12,195	12,644	12,000	12,000	13,000	1,000
52568 - BANK AND INVESTMENT FEES	4,857	2,370	15,000	15,000	17,300	2,300
52570 - REIMBURSABLE SERVICES	1,472	0	0	0	0	0
52573 - CREDIT CARD FEES	107,739	148,321	120,000	120,000	120,000	0
52575 - SERVICES	101,159	77,900	100,000	100,000	100,000	0
52576 - AUDIT SERVICES	31,542	0	0	0	0	0
52578 - INTERPRETING SERVICES	314	269	500	500	2,000	1,500
52579 - INSPECTIONS	736	4,274	12,000	12,000	12,000	0
52595 - TRANSPORTATION SERVICES	397,185	242,407	270,000	270,000	300,000	30,000
52605 - CAR MILEAGE	146	0	0	0	0	0
52607 - CELL PHONE ALLOWANCE	0	383	540	540	1,080	540
52615 - DUES AND MEMBERSHIP	363	1,764	1,000	1,000	2,000	1,000
52625 - MEETING EXPENSES IN TOWN	23,152	3,062	6,800	6,800	8,000	1,200
52630 - TRAINING	1,537	10,709	10,000	10,000	20,000	10,000
52635 - EMPLOYEE EDUCATIONAL ASSISTANCE	0	0	0	0	17,000	17,000
52655 - TRAVEL OUT OF TOWN	838	4,553	2,500	2,500	5,000	2,500
52705 - COMMUNICATIONS	4,382	4,799	6,000	6,000	6,000	0
52706 - WIRELESS COMMUNICATION	3,433	2,048	3,500	3,500	3,900	400
52725 - RENTAL OF PROPERTY	0	953	0	0	0	0
52736 - CELL PHONE AIRTIME	71	37	100	100	0	(100)
52738 - CELL PHONE BASE CHARGES	1,093	1,074	1,050	1,050	0	(1,050)
52740 - GENERAL INSURANCE-CITY	245,691	308,395	526,114	526,114	620,758	94,644
52746 - UTILITIES ELECTRIC	125,573	100,906	120,000	120,000	120,000	0
52747 - UTILITIES GAS	42,295	53,280	60,000	60,000	60,000	0
52748 - UTILITIES SEWER	37,498	22,628	50,000	50,000	40,000	(10,000)
52749 - UTILITIES WATER	9,847	11,689	33,000	33,000	25,000	(8,000)
52770 - SAFETY EQUIPMENT	1,055	1,895	3,000	3,000	5,000	2,000
52775 - MINOR EQUIPMENT	1,928	27,286	7,800	7,800	20,000	12,200
52776 - PRINTER CONSOLIDATION COST	2,952	3,508	3,200	3,200	3,700	500
52785 - RADIO REPLACEMENT	8,675	10,589	14,000	14,000	14,000	0
52795 - RENTAL OF EQUIPMENT	1,117	256	10,000	10,000	25,000	15,000
52805 - ADMIN PRORATED CHARGES	429,303	419,247	388,143	388,143	484,708	96,565
52872 - MAINT FLEET VEHICLES EQP	189,315	159,927	70,000	70,000	145,000	75,000
52874 - OFFICE SERVICES PRINTING	24,411	20,211	25,000	25,000	25,000	0
52880 - PURCHASES FOR RESALE	4,638	(202)	3,000	3,000	3,000	0
52881 - PURCH FOR RESALE FUEL	66,777	135,385	200,000	200,000	200,000	0
52882 - PURCH FOR RESALE COMMERCIAL	1,713	11,067	25,000	25,000	25,000	0
52883 - PURCH FOR RESALE NON STCK PART	33,003	98,628	45,000	45,000	45,000	0
52884 - PURCH FOR RESALE STOCK PARTS	99	230	0	0	0	0
52970 - ENVIRON PROTECTION PROGRAM	900	375	900	900	0	(900)
65051 - ADM FEE	750	1,575	1,750	1,750	1,750	0

City of Colorado Springs Budget Detail Report

460 - PIKES PEAK-AMERICA'S MTN

Parks - Pikes Peak Americas Mtn.

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
65075 - INTEREST	1,357,681	1,331,957	1,379,838	1,379,838	1,351,338	(28,500)
65160 - RECRUITMENT	0	1,768	0	0	0	0
65185 - PRINCIPAL	0	0	570,000	570,000	595,000	25,000
65307 - PENSION EXPENSE	60,923	(505,082)	0	0	0	0
65313 - OPEB EXPENSE	(7,246)	(18,133)	0	0	0	0
Operating Total	3,873,199	3,954,788	5,318,138	5,318,138	5,929,690	611,552
Capital Outlay						
53010 - OFFICE MACHINES	0	0	6,000	6,000	0	(6,000)
53020 - COMPUTERS NETWORKS	3,028	6,918	15,200	15,200	50,000	34,800
53030 - FURNITURE AND FIXTURES	0	249	10,000	10,000	1,000	(9,000)
53070 - VEHICLES REPLACEMENT	0	256,329	150,000	150,000	79,000	(71,000)
53080 - VEHICLES ADDITIONS	63,992	18,899	85,000	85,000	45,000	(40,000)
Capital Outlay Total	67,020	282,395	266,200	266,200	175,000	(91,200)
Expense Total	5,651,533	6,433,972	7,922,350	7,922,350	8,896,500	974,150
CIP Total	9,704,359	815,487	450,000	450,000	500,000	50,000
Grand Total	15,355,892	7,249,459	8,372,350	8,372,350	9,396,500	1,024,150
Revenue						
41375 - LEASE REVENUE-RENTALS	0	1,227,531	0	0	0	0
41376 - LEASE RENT EXP RECLASS	0	(1,275,000)	0	0	0	0
41805 - TOLLGATE	5,578,792	5,605,999	6,500,000	6,500,000	6,500,000	0
41810 - CONCESSIONS PIKES PEAK HWY	1,275,000	2,818,225	1,275,000	1,275,000	1,775,000	500,000
41820 - TOWER OPTICAL	2,378	1,993	2,300	2,300	2,000	(300)
41835 - MISC PIKES PEAK HWY	127,464	161,522	75,500	75,500	160,000	84,500
41840 - ADMIN REVENUE	31,274	33,491	1,500	1,500	1,500	0
43040 - DONATIONS	1,178,735	931,507	416,050	416,050	406,000	(10,050)
43180 - GAIN LOSS INV MKT VALUE	(262,465)	(190,612)	0	0	0	0
44025 - CASH OVER SHORT	665	1,220	0	0	0	0
44040 - SALE OF PROPERTY	76,668	0	0	0	0	0
44045 - SALE OF SCRAP	0	597	0	0	0	0
44050 - GAIN LOSS ON SALE OF ASSETS	41,550	4,263	0	0	0	0
45768 - UNCLAIMED PROPERTY DISPOSITION	0	5,978	0	0	0	0
45903 - NORTH SLOPE ADMISSION	62,180	60,468	80,000	80,000	30,000	(50,000)
46025 - INTEREST	95,380	61,278	22,000	22,000	22,000	0
46030 - INTEREST INCOME-RENTALS	0	84,741	0	0	0	0
46172 - REIMBURSEMENT FROM GIFT TRUSTS	1,750,000	0	0	0	0	0
Revenue Total	9,957,621	9,533,201	8,372,350	8,372,350	8,896,500	524,150

* 2023 Amended Budget as of 8/31/2023

Stormwater Enterprise

Richard Mulledy, P.E., Manager | (719) 385-5034 | Richard.Mulledy@coloradosprings.gov

All Funds Summary

	All Funds					
	Source of Funds	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Stormwater Enterprise	\$24,945,751	\$30,306,194	\$30,306,194	\$28,126,740	(\$2,179,454)	
Total	\$24,945,751	\$30,306,194	\$30,306,194	\$28,126,740	(\$2,179,454)	
Uses of Funds						
Stormwater Enterprise	\$9,044,974	\$11,609,194	\$11,609,194	\$11,671,940	\$62,746	
Stormwater Enterprise - CIP	7,065,518	18,697,000	18,697,000	16,454,800	(2,242,200)	
Stormwater Enterprise Total	\$16,110,492	\$30,306,194	\$30,306,194	\$28,126,740	(\$2,179,454)	
General Fund	\$0	\$0	\$0	\$0	\$0	
General Fund - CIP	478,148	0	0	0	0	
General Fund Total	\$478,148	\$0	\$0	\$0	\$0	
Grants Fund**	\$0	\$44,600,000	\$44,600,000	\$35,400,000	(\$9,200,000)	
All Funds Total	\$16,588,640	\$74,906,194	\$74,906,194	\$63,526,740	(\$11,379,454)	
Positions						
Stormwater Enterprise	33.00	33.00	36.00	36.00	0.00	
Total	33.00	33.00	36.00	36.00	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. However, the CIP table on a subsequent page of this narrative reflects only new grant funding. See Grants Overview for more information.

Significant Changes vs. 2023

- Increase of approximately \$333,000 mainly to fund existing positions, pay for performance, and benefit cost adjustments
- Decrease of approximately \$270,000 for other planned operating needs
- Decrease of approximately \$2.2 million in CIP for planned projects
- Decrease of \$9.2 million in Stormwater Grant Appropriation for anticipated grant awards

Stormwater Enterprise - Overview

The primary focus of the Stormwater Enterprise is to implement programs to responsibly manage the City's stormwater system. This includes the management of the City's Municipal Separate Storm Sewer System (MS4) Permit, management of the City's drainage basins, stormwater development reviews, stormwater capital construction projects, stormwater infrastructure maintenance, and administration of the Enterprise. Responsibilities include:

Management of the MS4 Permit

- Administers the City's Municipal Separate Storm Sewer System (MS4) Permit to ensure compliance with federal and state stormwater regulations including education, pollution prevention, inspections, development documentation review, and construction controls

Drainage Maintenance

- Evaluation and implementation of drainage improvements to address street flooding, drainage way repairs, and failing infrastructure
- Maintenance of the City stormwater system includes maintaining detention ponds and pipes, and removal of debris from inlets, culverts, and channels. In addition, crews maintain, repair, and stabilize municipally owned stream banks

Stormwater Development Reviews and Inspections

- This includes review and approval of all drainage reports, municipal drainage discharge permits, drainage basin planning studies, grading and erosion control plans and narratives, and all other drainage related documents
- Inspection of the stormwater infrastructure occurs to ensure compliance with the City's criteria

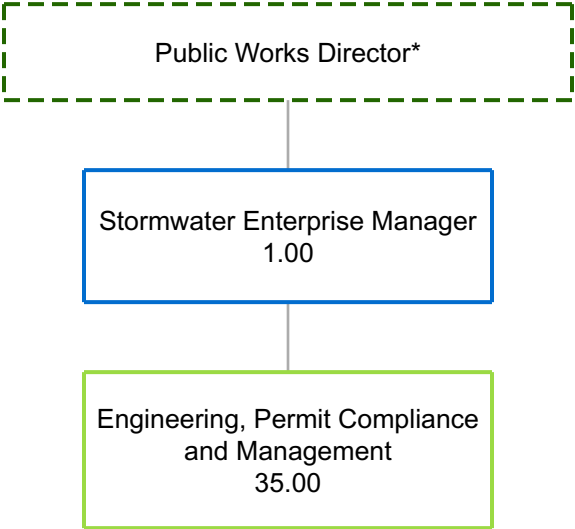
Capital Construction Projects

- Plans and manages stormwater capital construction projects

Business Administration

- Supports the fee assessment and collection, billing coordination, customer service and GIS support along with budgeting, revenue and financial tracking and reporting

Stormwater Enterprise - Organizational Chart



* The Public Works Director position is funded as part of the City Engineering budget in the General Fund. This position is not reflected in the position count in the Budget Summary on the following page.

2024 Strategic Plan Update

See the Public Works narrative for the department's 2024 Strategic Plan update

The sections below and on the following page 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 Stormwater Enterprise Fund, General Fund.

Stormwater Enterprise Fund: Summary, Funding, and Position Changes

Enterprise Funds	Source of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Reimbursement from Other Funds	\$191,954	\$107,371	\$60,000	\$60,000	\$60,000	\$0
	Residential Fees	10,462,981	14,054,428	13,862,295	13,862,295	14,128,733	266,438
	Non-Residential Fees	8,857,232	10,383,421	11,499,336	11,499,336	11,872,563	373,227
	Permits and Fees	932,805	910,647	1,104,000	1,104,000	1,163,667	59,667
	Miscellaneous	27,408	(510,116)	3,780,563	3,780,563	901,777	(2,878,786)
	Total	\$20,472,380	\$24,945,751	\$30,306,194	\$30,306,194	\$28,126,740	(\$2,179,454)
	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Salary/Benefits/Pensions	\$3,154,129	\$3,686,592	\$4,267,049	\$4,267,049	\$4,603,842	\$336,793
Operating	9,339,981	5,080,132	7,342,145	7,342,145	7,068,098	(274,047)	
Capital Outlay	53,080	278,250	0	0	0	0	
Total	\$12,547,190	\$9,044,974	\$11,609,194	\$11,609,194	\$11,671,940	\$62,746	
CIP	\$2,545,831	\$7,065,518	\$18,697,000	\$18,697,000	\$16,454,800	(\$2,242,200)	
Grand Total	\$15,093,021	\$16,110,492	\$30,306,194	\$30,306,194	\$28,126,740	(\$2,179,454)	

* 2023 Amended Budget as of 8/31/2023

Stormwater Enterprise Fund: Summary, Funding, and Position Changes

Enterprise Positions	Position Title	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Administrative Assistant II	1.00	1.00	0.00	0.00	0.00
	Business Support Specialist II	0.00	0.00	2.00	2.00	0.00
	Construction Project Manager	1.00	1.00	1.00	1.00	0.00
	Engineer I	2.00	2.00	7.00	7.00	0.00
	Engineer II	2.00	2.00	2.00	2.00	0.00
	Engineer III	3.00	3.00	1.00	1.00	0.00
	Engineering Division Manager	1.00	1.00	1.00	1.00	0.00
	Engineering Program Manager	2.00	2.00	2.00	2.00	0.00
	Engineering Specialist	1.00	1.00	1.00	1.00	0.00
	Engineering Supervisor	2.00	2.00	2.00	2.00	0.00
	Engineering Technician I	1.00	1.00	0.00	0.00	0.00
	Engineering Technician II	3.00	3.00	3.00	3.00	0.00
	GIS Analyst, Senior	1.00	1.00	1.00	1.00	0.00
	Inspector I	1.00	1.00	0.00	0.00	0.00
	Inspector II	4.00	4.00	4.00	4.00	0.00
	Inspector III	3.00	3.00	3.00	3.00	0.00
	MS4 Permit Coordinator	1.00	1.00	1.00	1.00	0.00
	Program Administrator II	1.00	1.00	0.00	0.00	0.00
	Program Administrator, Sr	0.00	0.00	1.00	1.00	0.00
Senior Analyst	0.00	0.00	1.00	1.00	0.00	
Senior Engineer	2.00	2.00	2.00	2.00	0.00	
Water Quality Program Manager	1.00	1.00	1.00	1.00	0.00	
Total Positions	33.00	33.00	36.00	36.00	0.00	

* 2023 Amended Budget as of 8/31/2023

Stormwater Enterprise 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	\$198,707
	Increase to fund pay for performance and pay progression	109,133
	Increase to fund medical cost adjustments	25,253
	Increase to fund employee parking	2,700
	Increase to fund employee standby	1,000
	Total Salaries/Benefits/Pensions	\$336,793
	Operating	
	Increase in Admin Pro-Rate charges based on Cost Allocation Plan	\$42,020
	Decrease funding for Development Review Consultants	(350,000)
	Increase to fund projected operating expenses	33,933
	Total Operating	(\$274,047)
	CIP	
	Decrease for planned CIP projects	(\$2,242,200)
Total CIP	(\$2,242,200)	
Total For 2024	(\$2,179,454)	

Position Changes	During 2023	* 2023 Amended - 2023 Original Budget
	Add 3.00 FTEs (2.00 Engineer I, 1.00 Senior Analyst)	3.00
	Total During 2023	3.00
	For 2024	2024 Budget - * 2023 Amended Budget
	None	0.00
	Total For 2024	0.00

* 2023 Amended Budget as of 8/31/2023

Stormwater Enterprise - General Fund: Summary

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	\$0	\$0	\$0	\$0	\$0
	Operating	2,644	0	0	0	0	0
	Total	\$2,644	\$0	\$0	\$0	\$0	\$0
	CIP [†]	\$2,770,172	\$478,148	\$0	\$0	\$0	\$0
	Grand Total	\$2,772,816	\$478,148	\$0	\$0	\$0	\$0

* 2023 Amended Budget as of 8/31/2023

[†] In April of 2017, voters approved the retention and spending of \$6 million that exceeded the TABOR revenue limitation, received by the City during fiscal years 2016 and 2017 (appropriated in 2017 and 2018 respectively). The ballot item required that funds only be used for stormwater projects located within and benefiting the City of Colorado Springs. The totals shown in 2021 and 2022 Actuals include spending of the \$6.0 million for the TABOR Revenue Retention on stormwater projects, along with amounts that were previously budgeted in projects at the time when the stormwater function was in the General Fund.

Stormwater Enterprise - Grants

Grants Fund	Use of Funds	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
	Grants Fund**	\$1,006,321	\$0	\$44,600,000	\$44,600,000	\$35,400,000	(\$9,200,000)
	Total	\$1,006,321	\$0	\$44,600,000	\$44,600,000	\$35,400,000	(\$9,200,000)

Funding Changes	During 2023		* 2023 Amended - 2023 Original Budget
	None		\$0
	Total During 2023		\$0
	For 2024		2024 Budget - * 2023 Amended Budget
	Decrease in potential grant funding		(\$9,200,000)
	Total For 2024		(\$9,200,000)

* 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. However, the CIP table on a subsequent page of this narrative reflects only new grant funding. See Grants Overview for more information.

Stormwater Enterprise - CIP Program

CIP Program*	Project	Grants	Stormwater Enterprise	Total Allocation
	Stormwater CIP Projects ¹		16,454,800	16,454,800
	Cottonwood Creek at Powers	10,000,000		10,000,000
	Pine Creek at Margarita	25,000,000		25,000,000
	Monument Creek at Mark Dabling	400,000		400,000
	Total For 2024	\$35,400,000	\$16,454,800	\$51,854,800
<p>¹ Each year the City and Pueblo County will prioritize the CIP projects for the following year. These projects are needed to meet the City's obligations under the federal Clean Water Act, its MS4 discharge permit and/or the Intergovernmental Agreement between the City and Pueblo County dated April 27, 2016.</p> <p>The specific projects for the current budget year are listed below:</p> <ul style="list-style-type: none"> Barnes Outfall Pond Cottonwood Creek - Academy to Union Cottonwood Creek - Pinkerton to Powers Downtown Drainage Improvements Middle Tributary North Nevada Area Drainage Improvements Park Vista Pikes Peak and Academy Detention Facility Pine Creek Channel Improvements Ph II Sand Creek at Coleman Park South Douglas below Sinton Road Storage Sand Creek Pond 2 USAFA-Black Squirrel Creek Phase II Valley Hi Concrete Channel Conversion West Fork Sand Creek - Platte to Galley 				

* 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

485 - STORMWATER ENTERPRISE
Stormwater Enterprise

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	2,467,596	2,726,757	3,179,117	3,179,117	3,440,266	261,149
51210 - OVERTIME	9,358	6,024	8,200	8,200	8,200	0
51220 - SEASONAL TEMPORARY	0	8,541	20,000	20,000	20,000	0
51230 - SHIFT DIFFERENTIAL	0	104	0	0	0	0
51235 - STANDBY	10,804	11,857	11,000	11,000	12,000	1,000
51240 - RETIREMENT TERMINATION SICK	(124,366)	65,051	0	0	0	0
51245 - RETIREMENT TERM VACATION	35,739	17,210	0	0	0	0
51260 - VACATION BUY PAY OUT	16,275	12,678	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(24,693)	(22,471)	0	0	0	0
51610 - PERA	340,399	384,033	472,190	472,190	511,423	39,233
51615 - WORKERS COMPENSATION	22,841	25,949	31,148	31,148	22,523	(8,625)
51620 - EQUITABLE LIFE INSURANCE	5,932	6,397	11,923	11,923	10,757	(1,166)
51640 - DENTAL INSURANCE	12,856	13,067	15,120	15,120	16,380	1,260
51670 - PARKING FOR EMPLOYEES	7,990	10,900	11,700	11,700	14,400	2,700
51690 - MEDICARE	34,834	38,363	46,388	46,388	50,174	3,786
51695 - CITY EPO MEDICAL PLAN	76,466	108,091	115,961	115,961	116,077	116
51696 - ADVANTAGE HD MED PLAN	248,654	261,437	329,302	329,302	365,392	36,090
51697 - HRA BENEFIT TO ADV MED PLAN	13,444	12,604	15,000	15,000	16,250	1,250
Salaries/Benefits/Pensions Total	3,154,129	3,686,592	4,267,049	4,267,049	4,603,842	336,793
Operating						
52002 - OPERATING REIMBURSEMENT	3,147,611	3,261,986	3,458,023	3,458,023	3,458,023	0
52110 - OFFICE SUPPLIES	0	0	500	500	500	0
52111 - PAPER SUPPLIES	136	409	600	600	600	0
52120 - SOFTWARE SUBSCRIPTION/ LICENSE	171,828	213,425	162,250	162,250	181,400	19,150
52122 - CELL PHONES EQUIP AND SUPPLIES	0	59	1,000	1,000	1,000	0
52125 - GENERAL SUPPLIES	728	862	1,500	1,500	1,500	0
52135 - POSTAGE	6,451	7,513	6,500	6,500	7,500	1,000
52140 - WEARING APPAREL	0	3,858	0	0	0	0
52160 - FUEL	7,560	10,997	12,500	12,500	18,000	5,500
52191 - STORMWATER QUALITY	313,177	340,378	460,000	460,000	460,000	0
52192 - STORMWATER PERMIT	14,113	10,939	14,200	14,200	14,200	0
52305 - MAINT SOFTWARE & OTHER FEES	35,627	11,480	20,000	20,000	20,000	0
52415 - CONTRACTS AND SPEC PROJECTS	141,896	174,702	550,000	550,000	550,000	0
52426 - MUN FAC RUNOFF CONTROL	0	55	10,000	10,000	10,000	0
52430 - FINANCIAL SERVICES	466,701	411,624	1,150,000	1,150,000	1,150,000	0
52431 - CONSULTING SERVICES	938,786	1,411,043	500,000	500,000	150,000	(350,000)
52560 - PARKING SERVICES	7,140	8,160	8,160	8,160	8,160	0
52568 - BANK AND INVESTMENT FEES	9,645	13,288	15,653	15,653	41,420	25,767
52573 - CREDIT CARD FEES	4,809	7,714	8,400	8,400	8,400	0
52574 - LEGAL SERVICES	1,662	386	100,000	100,000	100,000	0
52575 - SERVICES	18,860	8,519	20,000	20,000	20,000	0

**City of Colorado Springs
Budget Detail Report**

485 - STORMWATER ENTERPRISE
Stormwater Enterprise

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
52576 - AUDIT SERVICES	12,364	67,042	201,000	201,000	76,000	(125,000)
52590 - TEMPORARY EMPLOYMENT	62,240	18,788	30,000	30,000	30,000	0
52607 - CELL PHONE ALLOWANCE	2,782	2,542	2,700	2,700	2,700	0
52615 - DUES AND MEMBERSHIP	3,416	3,143	4,100	4,100	4,100	0
52625 - MEETING EXPENSES IN TOWN	549	561	600	600	600	0
52630 - TRAINING	8,454	5,333	12,500	12,500	12,500	0
52635 - EMPLOYEE EDUCATIONAL ASSISTANCE	5,881	4,075	0	0	0	0
52645 - SUBSCRIPTIONS	108	108	0	0	0	0
52655 - TRAVEL OUT OF TOWN	1,896	17,962	4,000	4,000	4,000	0
52706 - WIRELESS COMMUNICATION	2,290	1,922	2,000	2,000	2,000	0
52738 - CELL PHONE BASE CHARGES	12,270	12,592	13,200	13,200	13,200	0
52740 - GENERAL INSURANCE-CITY	39,415	23,521	47,515	47,515	52,267	4,752
52770 - SAFETY EQUIPMENT	1,287	1,318	2,500	2,500	2,500	0
52775 - MINOR EQUIPMENT	18,974	17,428	10,000	10,000	15,000	5,000
52776 - PRINTER CONSOLIDATION COST	4,800	4,616	4,800	4,800	4,800	0
52805 - ADMIN PRORATED CHARGES	815,745	839,853	457,444	457,444	587,228	129,784
52872 - MAINT FLEET VEHICLES EQP	12,436	22,524	15,000	15,000	25,000	10,000
52874 - OFFICE SERVICES PRINTING	3,128	1,648	3,500	3,500	3,500	0
52975 - ILLICIT DISCHARGE CLEANUP COST	39,934	25,519	30,000	30,000	30,000	0
65160 - RECRUITMENT	2,965	7,691	2,000	2,000	2,000	0
65170 - TRANSFER TO OTHER FUNDS	1,003,846	0	0	0	0	0
65307 - PENSION EXPENSE	1,905,129	(1,927,656)	0	0	0	0
65313 - OPEB EXPENSE	93,342	32,205	0	0	0	0
Operating Total	9,339,981	5,080,132	7,342,145	7,342,145	7,068,098	(274,047)
Capital Outlay						
53070 - VEHICLES REPLACEMENT	0	204,290	0	0	0	0
53080 - VEHICLES ADDITIONS	53,080	73,960	0	0	0	0
Capital Outlay Total	53,080	278,250	0	0	0	0
Expense Total	12,547,190	9,044,974	11,609,194	11,609,194	11,671,940	62,746
CIP Total	2,545,831	7,065,518	18,697,000	18,697,000	16,454,800	(2,242,200)
Grand Total	15,093,021	16,110,492	30,306,194	30,306,194	28,126,740	(2,179,454)

**City of Colorado Springs
Budget Detail Report**

485 - STORMWATER ENTERPRISE
Stormwater Enterprise

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Revenue						
41400 - MISCELLANEOUS ADMIN REVENUE	0	0	3,637,263	3,637,263	524,577	(3,112,686)
43180 - GAIN LOSS INV MKT VALUE	(86,856)	(623,629)	0	0	0	0
45768 - UNCLAIMED PROPERTY DISPOSITION	639	2,347	0	0	0	0
46025 - INTEREST	71,227	104,381	142,300	142,300	376,200	233,900
46170 - REIMBURSEMENT FR OTHER FUNDS	191,954	107,371	60,000	60,000	60,000	0
45901 - MISCELLANEOUS	42,198	0	0	0	0	0
43356 - DEVELOPMENT REVIEW FEES	769,105	633,032	804,000	804,000	864,637	60,637
42340 - RECORDING FEE	0	2,285	1,000	1,000	1,000	0
40486 - STORMWATER EDUC OUTREACH	200	4,500	0	0	0	0
42305 - RESIDENTIAL FEES	10,462,981	14,054,428	13,862,295	13,862,295	14,128,733	266,438
42310 - NON-RESIDENTIAL FEES	8,857,232	10,383,421	11,499,336	11,499,336	11,872,563	373,227
42350 - EROSION CONTROL PERMITS	163,700	277,615	300,000	300,000	299,030	(970)
Revenue Total	20,472,380	24,945,751	30,306,194	30,306,194	28,126,740	(2,179,454)

* 2023 Amended Budget as of 8/31/2023

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND

Stormwater Enterprise f/k/a Water
Resources Engineering

Acct # - Description	2021 Actual	2022 Actual	2023 Original Budget	* 2023 Amended Budget	2024 Budget	2024 Budget - * 2023 Amended Budget
Operating						
52574 - LEGAL SERVICES	2,644	0	0	0	0	0
Operating Total	2,644	0	0	0	0	0
Expense Total	2,644	0	0	0	0	0
General Fund CIP Total **	2,770,172	478,148	0	0	0	0
Grand Total	2,772,816	478,148	0	0	0	0

* 2023 Amended Budget as of 8/31/2023

** In April of 2017, voters approved the retention and spending of \$6 million that exceeded the TABOR revenue limitation, received by the City during fiscal years 2016 and 2017 (appropriated in 2017 and 2018 respectively). The ballot item required that funds only be used for stormwater projects located within and benefiting the City of Colorado Springs. The total shown for 2021 and 2022 Actuals include spending of the \$6.0 million for the TABOR Revenue Retention on stormwater projects, along with amounts that were previously budgeted in projects at the time when the stormwater function was in the General Fund.

Capital Improvements Program (CIP)

The City is responsible for building and maintaining capital facilities such as police and fire facilities, roads, bridges, parks, and other public buildings. Some of this infrastructure is more visible to the public eye, such as construction of a new fire station or updating an intersection, while other projects are less visible but still vitally important, such as technology infrastructure.

Capital improvements are defined by the City as projects with a relatively high monetary value (at least \$50,000), a long life, and resulting in the creation of a capital asset or significant revitalization that upgrades and extends the useful life of a capital asset. Capital improvements are not only critical to our City's infrastructure; they affect every city resident and visitor by providing safety, mobility, recreation, and other services upon which the community depends.

\$8.3 Million General Fund CIP



- Decrease of approximately \$8.6 million as compared to 2023 General Fund CIP
- General Fund grant match of almost \$1.9 million is leveraging approximately \$15.4 million in grant funded projects for capital improvements

\$328.3 M Restricted CIP

- Approximately \$4.4 million in TOPS funding for trail and parkland expansion, open space planning, and local park improvements including \$1.8 million in grant match
- Grant funds of \$76.2 million for critical roadway improvements, bridge rehabilitation projects, airport improvements, bus purchases, multimodal projects, and stormwater projects

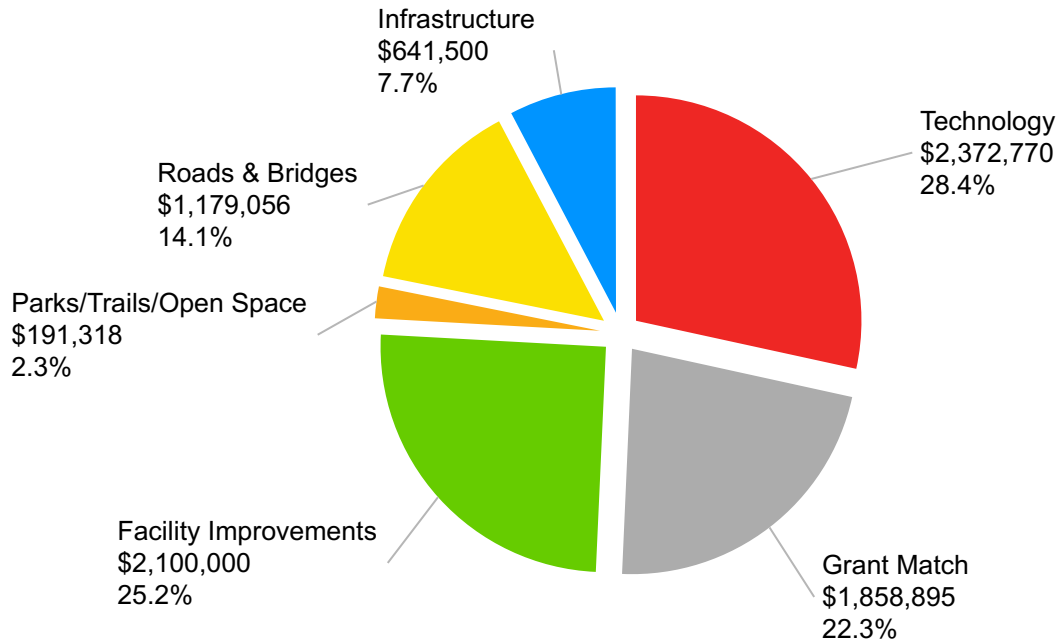


\$336.6 Million Total 2024 CIP

↓ Decrease of \$35.5 million in total CIP funds

For 2024, the total General Fund contribution toward capital improvement projects is \$8,343,539.

2024 General Fund CIP Projects



Roads & Bridges

- Funding for Cumbre Vista road repair (offset by previously collected developer fees), and approximately \$1.1 million as part of the City's maintenance of effort on road improvements and arterial reimbursements.

Grant Match for Capital Projects

- Includes approximately \$1,859,000 in match dollars for projects that address traffic congestion, safety, and trail crossing improvement projects.

Technology

- Funding for technology projects to enhance customer service, security, and improve efficiency, including annual lease-purchase payments for the following: \$1.2 million for the radio replacement project, approximately \$238,000 for replacement of ruggedized laptops for public safety staff, and \$775,000 for the IT data center upgrade and disaster recovery site.

Facility Improvements

- Critical repair and maintenance of City facilities such as police stations, fire stations, parks/recreation facilities, ADA compliance, and security projects.

Infrastructure

- Includes \$392,000 for the Colorado Centre Fire Station remodel, that will become Colorado Springs Fire Station 25 (offset by revenue per IGA with Colorado Centre Metropolitan District), as well as funding for traffic signals at intersections to address safety and congestion (offset by one-time revenue from El Paso County per IGA and previously collected developer fees).

Parks/Trails/Open Space

- Includes \$191,318 for Black Canyon Quarry (funded by a transfer from the inactive Park Developer Easement Fund).

2024 General Fund CIP

The table below provides a brief description of the 2024 General Fund CIP Plan Projects. The transfer from the General Fund to the CIP Fund includes investment fees of \$103,510 not shown in this table.

		Project Name	Project Description	2024
2024 General Fund CIP Plan		31st St and Fontanero St Roundabout (TIP)	Funds grant match to establish a roundabout at 31st and Fontanero Street to address safety and heavy traffic volume (grant match)	\$232,529
		Arterial Reimbursements	Funds arterial reimbursements to subdividers/developers for infrastructure improvements	310,000
		Citywide ADA Compliance Projects	Funds prioritized maintenance of City facilities to address ADA compliance	500,000
		Citywide Camera Refresh	Funds a refresh plan for the City's digital security cameras	160,000
		Citywide Facilities Security	Addresses Facilities Committee prioritized City facility security projects	200,000
		Citywide Prioritized CIP Projects	Addresses Facilities Committee prioritized City facility critical maintenance projects	1,400,000
		Colorado Ave Roadway Improvements (31st St to Limit St) (TIP)	Funds roadway improvements on Colorado Ave. from 31st Street to Limit Street (grant match)	129,328
		Colorado Centre Fire Station Remodel	Funds the remodel of Colorado Centre Fire Station that will become Colorado Springs Fire Station 25 (offset by revenue per IGA with Colorado Centre Metropolitan District)	392,000
		Cumbre Vista Road Repair	Funds road repairs on Cumbre Vista Road (offset by previously collected developer fees)	119,056
		Data Center and Disaster Recovery	Funds the lease-purchase payment for IT data center upgrade and disaster recovery site	775,000
		F150 - Black Canyon Quarry	Funds the Black Canyon Quarry project (offset by a transfer from the inactive Park Developer Easement Fund)	191,318
		Getac Ruggedized Laptops for Public Safety	Funds the lease-purchase payment for the replacement of ruggedized laptops for public safety staff	237,770
		Lake and Southgate Intersection (TIP)	Funds improvements to the intersection of Lake Ave and Southgate Road (grant match)	202,704
		Radio Replacement	Funds the annual lease-purchase payment for the replacement of 2,300 handheld radios that were deployed in 2020	1,200,000
		Signal Addition	Funds the addition of traffic signals throughout the City	85,500
		Signal Upgrades	Funds traffic signal upgrades (offset by one-time revenue from El Paso County per IGA)	164,000
		Sinton Trail Crossing (TIP)	Funds the widening and height maximization of the Sinton Trail crossing under Centennial Blvd. (grant match)	1,036,363
		Street Pavement Improvements (MOE)	Funds maintenance of effort for street and road improvements	750,000
	Water St & 31st St Bridge Replacement (TIP)	Funds the bridge replacement at Water Street and 31st Street (grant match)	130,000	
	Woodmen Rd: Design/EA Revaluation - SH21 to US24 (TIP)	Funds the design to add two additional travel lanes from SH 21 to US 24 (grant match)	127,971	
				\$8,343,539

2024 and Five-Year General Fund CIP Plan

The Five-Year General Fund CIP Plan for 2024-2028 currently includes the projects listed in the table below. It is important to remember that the CIP program is fluid and as other funding mechanisms are identified, projects may drop off, and as new priorities are determined, new projects may be added on.

		2024	2025	2026	2027	2028	Total
Five-Year General Fund CIP Plan	31st St and Fontanero St Roundabout (TIP)	\$232,529					\$232,529
	Arterial Reimbursements	310,000	310,000	310,000	310,000	310,000	1,550,000
	Citywide ADA Compliance Projects	500,000	750,000	750,000	750,000	750,000	3,500,000
	Citywide Camera Refresh	160,000	160,000	100,000			420,000
	Citywide Emergency Facilities Maintenance		300,000	300,000	300,000	300,000	1,200,000
	Citywide Facilities Security	200,000	400,000	400,000	400,000	400,000	1,800,000
	Citywide Prioritized CIP Projects	1,400,000	2,000,000	2,000,000	2,000,000	2,000,000	9,400,000
	Colorado Ave Roadway Improvements (31st St to Limit St) (TIP)	129,328					129,328
	Colorado Centre Fire Station Remodel	392,000					392,000
	Cumbre Vista Road Repair	119,056					119,056
	Data Center and Disaster Recovery	775,000	775,000	775,000	775,000	775,000	3,875,000
	F150 - Black Canyon Quarry	191,318					191,318
	Fuel Island Infrastructure Improvements		75,600	42,000	42,000	65,625	225,225
	Getac Ruggedized Laptops for Public Safety	237,770	403,722	530,775	978,775	530,775	2,681,817
	Lake and Southgate Intersection (TIP)	202,704	202,704				405,408
	MMOF Trail Crossing 2023 (TIP)		426,500				426,500
	Radio Replacement	1,200,000	1,200,000	1,500,659			3,900,659
	Signal Addition	85,500					85,500
	Signal Upgrades	164,000					164,000
	Sinton Trail Crossing (TIP)	1,036,363	1,036,363				2,072,726
Street Pavement Improvements (MOE)	750,000	750,000	750,000	750,000	750,000	3,750,000	
Water St & 31st St Bridge Replacement (TIP)	130,000	130,000				260,000	
Woodmen Rd: Design/EA Revaluation - SH21 to US24 (TIP)	127,971	507,424				635,395	
	\$8,343,539	\$9,427,313	\$7,458,434	\$6,305,775	\$5,881,400	\$37,416,461	

2024 and Five-Year General Fund CIP Plan

The table below gives a breakdown of the Five-Year General Fund CIP Plan by department.

Department	2024	2025	2026	2027	2028	Total 5-Year
Fire	\$392,000	\$0	\$0	\$0	\$0	\$392,000
Human Resources	500,000	750,000	750,000	750,000	750,000	3,500,000
Information Technology	1,172,770	1,338,722	1,405,775	1,753,775	1,305,775	6,976,817
Public Works/Non-Stormwater	3,287,451	3,362,991	1,060,000	1,060,000	1,060,000	9,830,442
Support Services	2,800,000	3,975,600	4,242,659	2,742,000	2,765,625	16,525,884
Total	\$8,343,539	\$9,427,313	\$7,458,434	\$6,305,775	\$5,881,400	\$37,416,461

Fire

- \$392,000 in 2024 for the Colorado Centre Fire Station remodel, that will become Colorado Springs Fire Station 25 (offset by revenue per IGA with Colorado Centre Metropolitan District).

Human Resources

- \$3.5 million in years 2024-2028 for maintenance of City facilities to address ADA compliance projects managed by the Office of Accessibility.

Information Technology

- \$2,681,817 in years 2024-2028 for replacement of ruggedized laptops for public safety staff. This project will be financed by a lease purchase agreement and the final payment will be made in 2028.
- \$420,000 in years 2024-2026 to fund a refresh plan for the City's digital security cameras.
- \$3,875,000 in years 2024-2028 to fund the annual lease-purchase payment for the data center upgrade and disaster recovery site.

Public Works

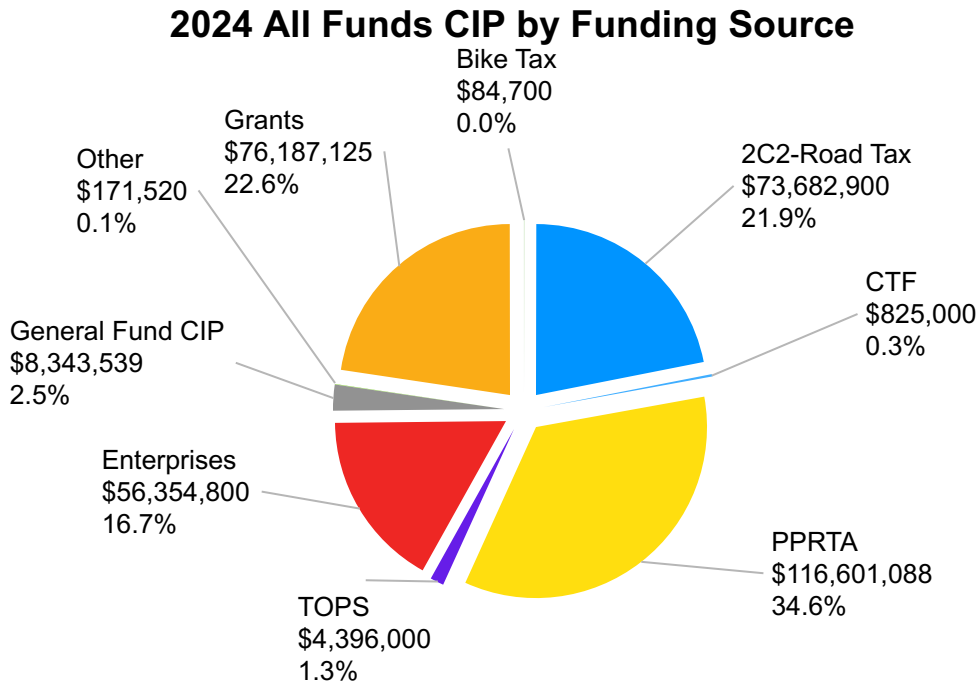
- City Engineering – approximately \$3.7 million in 2024-2025 to match \$15.4 million in grant funded projects for roadway and intersection improvements, bridge replacement at Water St. and 31st St., improvement of a trail crossing, 31st St Roundabout, and the design of road improvements for Woodmen Road; \$119,000 in 2024 for Cumbre Vista Road repair (funded by previously collected developer fees), and \$1,550,000 in years 2024-2028 (\$310,000/yr.) for arterial roadway bridge reimbursements to subdividers/developers for infrastructure improvements.
- Public Works Operations and Maintenance – approximately \$3.8 million over the 2024-2028 CIP plan as part of the City's maintenance of effort on street and road improvements.
- Traffic Engineering – \$426,500 in 2025 to match \$853,000 in grant funded projects for the trail crossing at Homestead/Woodmen/Skyline, \$85,500 in 2024 for traffic signal additions (offset by previously collected developer fees), and \$164,000 in 2024 for traffic signal upgrades (offset by one-time revenue from El Paso County per IGA).

Support Services

- \$3.9 million in years 2024-2026 for annual lease payment for replacement of 2,300 handheld radios that were deployed in 2020 (Motorola ended support of prior radios as of 12/31/2020). The total cost of this project is estimated to be \$8.7 million.
- Approximately \$12.4 million in 2024-2028 for maintenance of City facilities to address emergency maintenance, prioritized critical maintenance, and facility security.
- Approximately \$225,000 in 2025-2028 for infrastructure improvements to the City's fuel stations.

The 2024 All Funds CIP Budget is primarily comprised of restricted revenue sources or funds (approximately 97.5%) for a number of major capital improvements throughout the City, including various transportation improvements, facility improvements, park projects, and IT infrastructure.

For 2024, the All Funds CIP budget is \$336.6 million and is derived from the sources shown below:



The 2023 original CIP Program budget totaled \$372.1 million, of which \$16.9 million was funded by the General Fund. For 2024, there is a decrease of approximately \$8.6 million in General Fund CIP and a net decrease of approximately \$35 million across all funds. This decrease is due to several factors—**1**) \$2.7 million net decrease in Enterprise Funding due to a decrease in Parking System and Stormwater projects and an increase in Airport projects; **2**) \$599,000 decrease to 2C2 - Road Tax funding due to revenue projections; **3**) approximately \$4.6 million increase in PPRTA funding; **4**) approximately \$26.2 million decrease to Grant Funds related to capital projects; **5**) \$2.0 million net decrease to other funds.

Fund	2022 Budget	2023 Budget	2024 Budget	Variance 2023-2024 Budget
2C/2C2 - Road Tax	\$65,455,950	\$74,281,900	\$73,682,900	(\$599,000)
PPRTA	110,835,637	111,988,333	116,601,088	4,612,755
PSST	300,000	3,049,159	0	(3,049,159)
TOPS	2,630,000	3,730,000	4,396,000	666,000
CTF	95,000	305,000	825,000	520,000
Enterprises	56,790,634	59,097,000	56,354,800	(2,742,200)
Bike Tax	84,700	84,700	84,700	0
General Fund CIP	16,952,710	16,897,475	8,343,539	(8,553,936)
Grants	46,865,599	102,434,988	76,187,125	(26,247,863)
Other	4,516,771	272,344	171,520	(100,824)
Total	\$304,527,001	\$372,140,899	\$336,646,672	(\$35,494,227)

2024 All Funds CIP Detail – by Project Type

Roads & Bridges: Includes critical transportation projects such as street and road maintenance, bridge replacements, intersection improvements to increase safety and maintain critical infrastructure, as well as pavement repairs and overlay of Milton E Proby Parkway, the major east-west arterial roadway for the Airport. Funding for these projects includes General Fund, PPRTA funds, grants, Airport Enterprise funds, and the 2C2 - Road Tax Fund.

Stormwater: Includes stormwater and drainage projects to maintain critical infrastructure and responsibly manage the City's stormwater system. As of July 1, 2018, all stormwater projects are managed and funded under the Stormwater Enterprise.

Infrastructure Improvements: Includes the remodel of a fire station in order to add capacity as the City's new Station 25, bicycle infrastructure, safety, and accessibility improvement projects completed by Public Works, upgrades and maintenance to traffic signals, replacement of the bottomless pit wall at Pikes Peak - America's Mountain (PPAM), and various Airport projects for ongoing infrastructure and runway improvements. Funding for these projects includes Bicycle Tax, PPRTA, grants, General Fund, Enterprise funds (Airport and PPAM), and agreements with external entities.

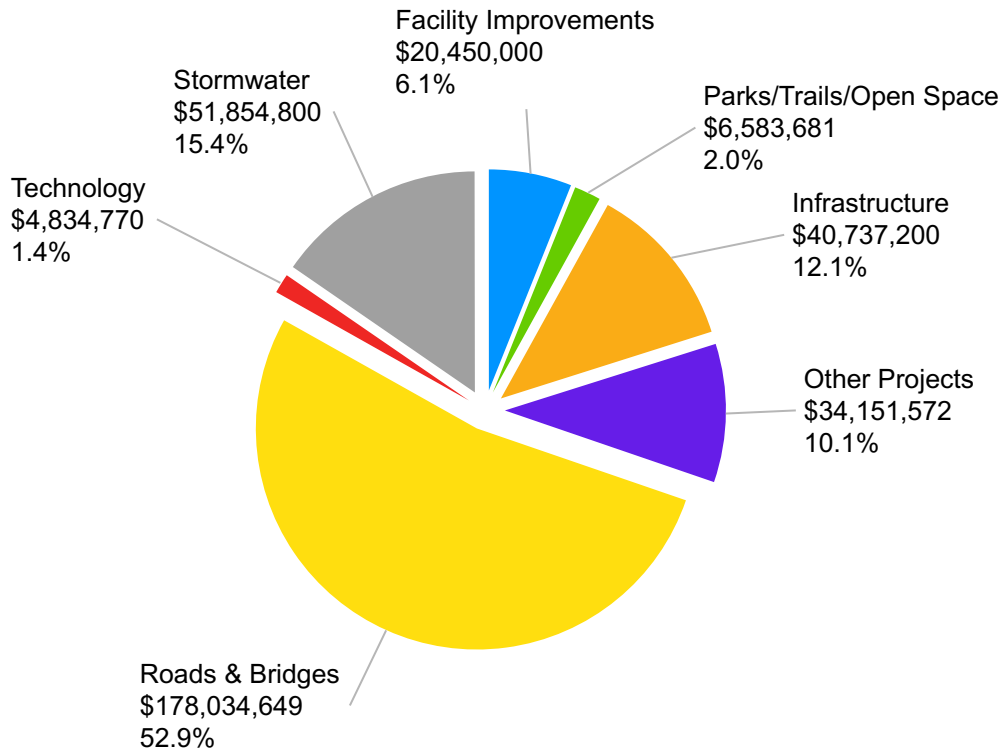
Technology: Includes technology projects to enhance customer service, improve efficiency, and safety. 2024 projects include the annual lease-purchase payments for the following: the radio replacement project, ruggedized laptops for public safety staff, the IT data center upgrade and disaster recovery site, parking meter replacement and technology improvements at the Airport. Funding for these projects includes PPRTA, General Fund, and Enterprise funds (Airport and Parking).

Facility Improvements: Includes the repair and maintenance of City facilities such as the police stations, fire stations, and parks/recreation facilities, ADA compliance, and security projects; ongoing projects at Parking facilities; as well as ongoing facility improvements and updates to the Airport. Funding for these projects includes General Fund, grants, and Enterprise funds (Airport and Parking).

Park/Trail Improvements: Includes upgrades and improvements to parks, irrigation systems, trails, and open spaces. Funding for these projects includes General Fund, CTF, TOPS, PLDO, Ballfield funds, other funding sources such as Friends Groups, and can include private donations.

Other Payments/Projects: Includes financial commitments for major projects such as replacement of Transit buses, Transit safety, security, bus maintenance, and bus stop improvements, professional fees for the development of a Downtown Multimodal Facility, Airport terminal studies and runway analysis, streetscape projects, investment fees, and other equipment related expenditures. Funding for these projects include General Fund, Enterprise funds (Parking and Airport), grants, PPRTA, and Ballfield funds.

2024 All Funds CIP By Project Type



Impact on Operating Budget

\$1,015,299

Increased operating and maintenance costs for CIP projects with 2024 funding are estimated at \$1,015,299, for estimated ongoing annual maintenance for the following types of projects:

- Technology (software) \$311,000
- Parks/Trails/Open Space 140,000
- Facility/Infrastructure Improvements 499,299
- Other (Airport Fleet) 65,000

Many of the other CIP projects involve marginal increases that will be absorbed into the City’s current maintenance programs.

2024 All Funds CIP Detail

Project	Restricted Funds										2024 Allocation
	General Fund ²	Bike Tax	CTF	Enterprise	Grant	PLDO	PPRTA ³	TOPS	2C2-Road Tax	Other ¹	
222 Pikes Peak Ave Multimodal Facility				1,000,000							1,000,000
2C2-Road Repair, Maintenance, and Improvements									73,682,900		73,682,900
31st St and Fontanero St Roundabout (TIP)	232,529										232,529
8th Street Imps: Motor City Way to Fountain Creek							1,000,000				1,000,000
Academy Blvd.: Fountain to Milton Proby Reconstruction							13,300,000				13,300,000
Airport Converging Runway Analysis				200,000	1,100,000						1,300,000
Airport Engineering and Construction				18,700,000							18,700,000
Airport Exit Lane Technology				100,000	500,000						600,000
Airport Information Technology				1,200,000							1,200,000
Airport Infrastructure					15,000,000						15,000,000
Airport Inline Baggage System				1,000,000							1,000,000
Airport Milton Proby Rehabilitation				9,000,000							9,000,000
Airport Planning and Environmental				3,000,000							3,000,000
Airport Taxiway A Re-align A7-A5 Const Sched I				500,000	14,500,000						15,000,000
Airport Taxiway B Phase II Concrete and Hotspot Design				1,100,000							1,100,000
Arterial Reimbursements	310,000										310,000
Austin Bl/Univ Pk Open Space Master Plan Implementation								200,000			200,000
Ballfield Fund Investment Fees										440	440
Bicycle Infrastructure Improvements		84,700									84,700
Blodgett Open Space Improvements								200,000			200,000
Bottomless Pit Wall				500,000							500,000
Bricker Park - Irrigation Replacement								136,000			136,000
CAB Parking Structure Improvements				250,000							250,000
Chamberlain Trail-South								100,000			100,000
Circle Dr. EB over Fountain Creek Bridge Rehabilitation							9,595,436				9,595,436
Citywide ADA Compliance Projects	500,000										500,000
Citywide Camera Refresh	160,000										160,000
Citywide Facilities Security	200,000										200,000
Citywide Prioritized CIP Projects	1,400,000										1,400,000
Colorado Ave Roadway Improvements (31st St to Limit St) (TIP)	129,328										129,328
Colorado Centre Fire Station Remodel	392,000										392,000
Companion Drainage Improvements for Roadway Projects							412,000				412,000
Congestion/Incident Management/Signal Improvements							412,000				412,000
Cottonwood Creek at Powers					10,000,000						10,000,000
Cumbre Vista Road Repair	119,056										119,056
Data Center and Disaster Recovery	775,000										775,000

2024 All Funds CIP Detail

Project	Restricted Funds										2024 Allocation
	General Fund ²	Bike Tax	CTF	Enterprise	Grant	PLDO	PPRTA ³	TOPS	2C2-Road Tax	Other ¹	
Emergency Bridge Fund							1,000,000				1,000,000
F150 - Black Canyon Quarry	191,318										191,318
Fisher Canyon Open Space Planning and Implementation								200,000			200,000
Fixed Route Bus Purchase Replacement-Hybrid Vehicles					5,910,337		4,964,723				10,875,060
Getac Ruggedized Laptops for Public Safety	237,770										237,770
Grey Hawk Park Planning and Implementation			600,000					500,000			1,100,000
I-25 Ramps: South Nevada/ Tejon St. Corridor Improvements							7,561,497				7,561,497
Intersection Improvements-Citywide							824,000				824,000
Jimmy Camp Creek Regional Park-Assessments and Planning								250,000			250,000
Lake and Southgate Intersection (TIP)	202,704										202,704
Las Vegas/Royer UPRR Crossing Relocation							2,000,000				2,000,000
Legacy Loop-South Railroad Bridge Connection-GM								1,800,000			1,800,000
Monument Creek at Mark Dabbling					400,000						400,000
Nevada & Tejon UPRR Crossing Relocation							1,000,000				1,000,000
Old Colorado City Surface Lots				200,000							200,000
On-Street Bikeway Improvements							412,000				412,000
Open Space Acquisition								70,000			70,000
Open Space Wayfinding Signage Package/Implementation								200,000			200,000
Otero Park - Irrigation								133,000			133,000
Outdoor Sculpture Preservation			20,000								20,000
Parking Meter Replacement				250,000							250,000
Parking Ongoing Maintenance				250,000							250,000
Parking Structural Maintenance Program				1,650,000							1,650,000
Pedestrian Improvement-Citywide							687,000				687,000
Pedestrian Improvement-School and Neighborhood							412,000				412,000
Pine Creek at Margarita					25,000,000						25,000,000
PLDO Acquisitions							25,000				25,000
PLDO Investment Fees							36,080				36,080
PPRTA Capital Project Maintenance							500,000				500,000
PPRTA Contracted Maintenance Programs							16,503,728				16,503,728
PPRTA In-House Maintenance Programs							5,656,167				5,656,167
PPRTA Road and Bridge Repair and Maintenance							13,000,000				13,000,000
PPRTA Safety and Traffic Operations							1,300,000				1,300,000
PPRTA Transit Operating							13,905,589				13,905,589
Radio Replacement	1,200,000										1,200,000
Red Rock Canyon Landfill Monitoring			35,000								35,000

2024 All Funds CIP Detail

Project	Restricted Funds										2024 Allocation
	General Fund ²	Bike Tax	CTF	Enterprise	Grant	PLDO	PPRTA ³	TOPS	2C2-Road Tax	Other ¹	
Roadway Safety and Traffic Operations							1,000,000				1,000,000
S Cheyenne Canyon Rd 1 over Cheyenne Creek Bridge Replacement							831,607				831,607
Safety and Security Projects					267,522		66,881				334,403
Sand Creek Trail-Airport to Palmer Park								100,000			100,000
Sidewalk/Bus Stop Improvements on Transit Routes					160,000		40,000				200,000
Signal Addition	85,500										85,500
Signal Upgrades	164,000										164,000
Sinton Trail Crossing (TIP)	1,036,363										1,036,363
Skyview Sports Complex Artificial Turf Replacement-2 infields			70,000							110,000	180,000
Stormwater Projects				16,454,800							16,454,800
Street Pavement Improvements (MOE)	750,000										750,000
Streetscape Projects				1,000,000							1,000,000
Study-Economic Benefits of Parks			100,000								100,000
Tomah Park- Irrigation								107,000			107,000
Traffic Signal Maintenance							900,000				900,000
Transit ITS Improvements					1,840,000		460,000				2,300,000
UPRR Mainline over Fontanero Bridge Replacement							18,816,460				18,816,460
Vehicle Overhauls and Engines					160,000		40,000				200,000
Water Footprint Reduction								400,000			400,000
Water St & 31st St Bridge Replacement (TIP)	130,000										130,000
Woodmen Rd: Design/EA Revaluation - SH21 to US24 (TIP)	127,971				1,349,266						1,477,237
Total 2024 CIP	\$8,343,539	\$84,700	\$825,000	\$56,354,800	\$76,187,125	\$61,080	\$116,601,088	\$4,396,000	\$73,682,900	\$110,440	\$336,646,672

1 Other funding source is the Ballfield Fund

2 The total 2024 CIP (GF) amount does not include Investment Fees - please refer to the Finance section of the Budget

3 PPRTA includes the Capital and Maintenance Funds, and Transit operating funds.

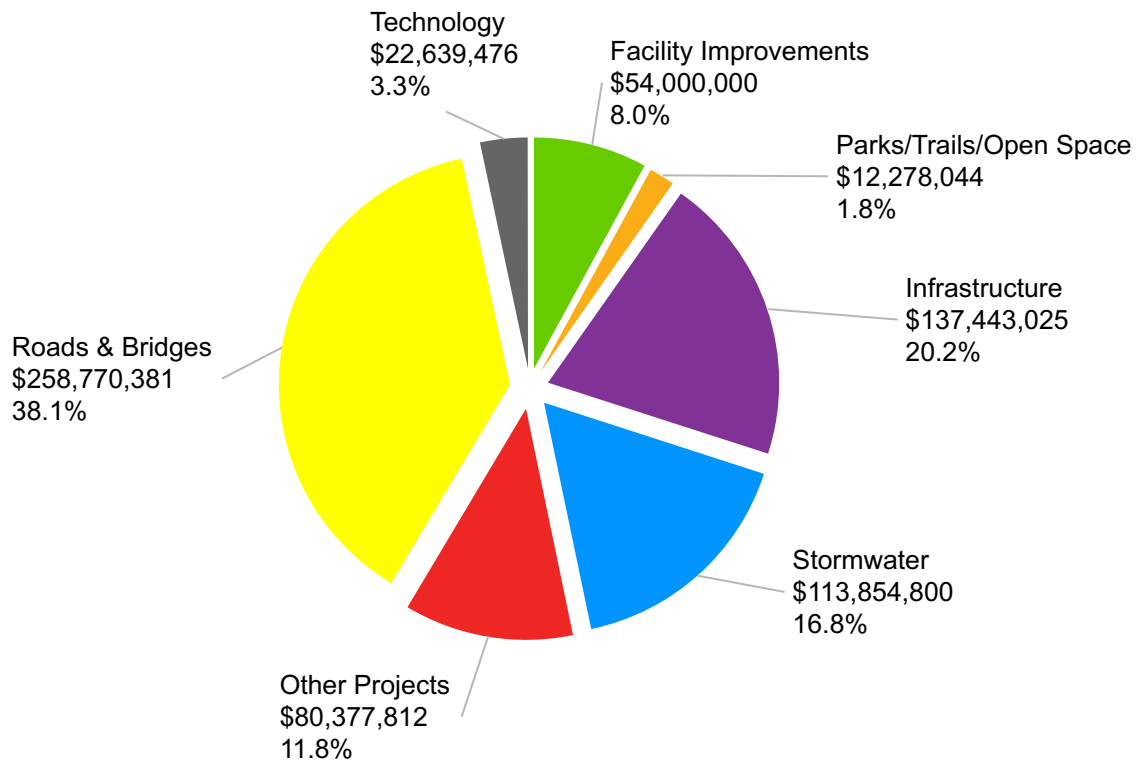
Over the next five years, the City has approximately \$679.4 million in planned capital improvements. This includes projects from all funding sources such as Grant funds, Airport Passenger Facility Charges (PFC) funds, Airport Customer Facility Charges (CFC), the Parkland Dedication Ordinance (PLDO) fund, Pikes Peak Rural Transportation Authority (PPRTA) capital projects, the Trails, Open Space and Parks (TOPS) Fund, Conservation Trust Fund (CTF), 2C2 - Road Repair, Maintenance, and Improvements Sales and Use Tax Fund (2C2 - Road Tax Fund), and General Fund projects as prioritized in the 2024-2028 General Fund CIP Plan.



Since 2024 is the only year that funds are budgeted and appropriated, the dollar values for years 2025-2028 are estimates that will very likely change based on anticipated costs, revenue projections, and construction schedules, as well as future years' changing priorities. However, it serves as a reasonable estimate for future planned capital projects.

Below is a summary of the five-year Capital Program by project type. The following pages include all projects anticipated between 2024 and 2028.

2024-2028 All Funds CIP by Project Type



Five-Year All Funds CIP Plan Detail

Project	2024	2025	2026	2027	2028	Total
222 Pikes Peak Ave Multimodal Facility	1,000,000	20,000,000	—	—	—	21,000,000
2C2-Road Repair, Maintenance, and Improvements	73,682,900	73,000,000	—	—	12,500,000	159,182,900
31st St and Fontanero St Roundabout (TIP)	232,529	—	—	—	15,500,000	15,732,529
8th Street Imps: Motor City Way to Fountain Creek	1,000,000	—	—	—	7,200,000	8,200,000
Academy Blvd.: Fountain to Milton Proby Reconstruction	13,300,000	—	—	—	—	13,300,000
ADA-Paratransit Vehicles	—	875,917	—	963,508	—	1,839,425
Airport Converging Runway Analysis	1,300,000	—	—	—	—	1,300,000
Airport Engineering and Construction	18,700,000	6,000,000	—	600,000	—	25,300,000
Airport Exit Lane Technology	600,000	—	—	—	—	600,000
Airport Facilities Projects	—	150,000	—	—	—	150,000
Airport Fleet	—	—	1,330,000	130,000	—	1,460,000
Airport Future AIP Grant Projects	—	29,000,000	23,000,000	17,500,000	—	69,500,000
Airport Inbound Baggage System	—	1,200,000	3,500,000	—	—	4,700,000
Airport Information Technology	1,200,000	2,200,000	2,100,000	2,000,000	—	7,500,000
Airport Infrastructure	15,000,000	—	—	—	2,000,000	17,000,000
Airport Inline Baggage System	1,000,000	8,500,000	—	—	—	9,500,000
Airport Milton Proby Rehabilitation	9,000,000	—	—	—	—	9,000,000
Airport Planning and Environmental	3,000,000	2,000,000	2,000,000	2,000,000	2,000,000	11,000,000
Airport Taxiway A Re-align A7-A5 Const Sched I	15,000,000	—	—	—	—	15,000,000
Airport Taxiway B Phase II Concrete and Hotspot Design	1,100,000	—	—	—	2,000,000	3,100,000
Arterial Reimbursements	310,000	310,000	310,000	310,000	—	1,240,000
Austin Bl/Univ Pk Open Space Master Plan Implementation	200,000	—	—	—	—	200,000
Ballfield Fund Investment Fees	440	—	—	—	1,000,000	1,000,440
Bicycle Infrastructure Improvements	84,700	84,700	84,700	84,700	—	338,800
Blodgett Open Space Improvements	200,000	—	—	—	1,000,000	1,200,000
Bottomless Pit Wall	500,000	—	—	—	—	500,000
Bricker Park - Irrigation Replacement	136,000	—	—	—	—	136,000
CAB Parking Structure Improvements	250,000	250,000	250,000	—	—	750,000
Chamberlain Trail-South	100,000	—	—	—	775,000	875,000
Circle Dr. EB over Fountain Creek Bridge Rehabilitation	9,595,436	—	—	—	—	9,595,436
Citywide ADA Compliance Projects	500,000	750,000	750,000	750,000	750,000	3,500,000
Citywide Camera Refresh	160,000	160,000	100,000	—	—	420,000
Citywide Emergency Facilities Maintenance	—	300,000	300,000	300,000	750,000	1,650,000
Citywide Facilities Security	200,000	400,000	400,000	400,000	—	1,400,000
Citywide Prioritized CIP Projects	1,400,000	2,000,000	2,000,000	2,000,000	885,223	8,285,223
Colorado Ave Roadway Improvements (31st St to Limit St) (TIP)	129,328	214,602	—	—	530,775	874,705
Colorado Centre Fire Station Remodel	392,000	—	—	—	—	392,000

Five-Year All Funds CIP Plan Detail

Project	2024	2025	2026	2027	2028	Total
Companion Drainage Improvements for Roadway Projects	412,000	—	—	—	—	412,000
Congestion/Incident Management/Signal Improvements	412,000	—	—	—	400,000	812,000
Cottonwood Creek at Powers	10,000,000	—	—	—	330,000	10,330,000
Cumbre Vista Road Repair	119,056	—	—	—	347,980	467,036
Data Center and Disaster Recovery	775,000	775,000	775,000	775,000	310,000	3,410,000
Emergency Bridge Fund	1,000,000	—	—	—	—	1,000,000
F150 - Black Canyon Quarry	191,318	—	—	—	—	191,318
Fisher Canyon Open Space Planning and Implementation	200,000	—	—	—	—	200,000
Fixed Route Bus Purchase Replacement-Hybrid Vehicles	10,875,060	—	2,032,554	—	250,000	13,157,614
Fixed Route Vehicle - Electric Vehicles Purchase	—	3,224,000	—	—	250,000	3,474,000
Fuel Island Infrastructure Improvements	—	75,600	42,000	42,000	300,000	459,600
Getac Ruggedized Laptops for Public Safety	237,770	403,722	530,775	978,775	—	2,151,042
Grey Hawk Park Planning and Implementation	1,100,000	400,000	—	—	—	1,500,000
I-25 Ramps: South Nevada/ Tejon St. Corridor Improvements	7,561,497	—	—	—	—	7,561,497
Intersection Improvements-Citywide	824,000	—	—	—	—	824,000
Jimmy Camp Creek Regional Park-Assessments and Planning	250,000	150,000	150,000	150,000	—	700,000
Julie Penrose Fountain at America the Beautiful Park periodic cleaning and restoration	—	—	—	—	200,000	200,000
Lake and Southgate Intersection (TIP)	202,704	202,704	—	—	198,847	604,255
Las Vegas/Royer UPRR Crossing Relocation	2,000,000	—	—	—	—	2,000,000
Legacy Loop-South Railroad Bridge Connection-GM	1,800,000	1,900,000	—	—	150,000	3,850,000
MMOF Trail Crossing 2023 (TIP)	—	426,500	—	—	—	426,500
Monument Creek at Mark Dabbling	400,000	—	—	—	—	400,000
Nevada & Tejon UPRR Crossing Relocation	1,000,000	—	—	—	—	1,000,000
Old Colorado City Surface Lots	200,000	—	—	—	—	200,000
On-Street Bikeway Improvements	412,000	—	—	—	—	412,000
Open Space Acquisition	70,000	70,000	—	—	—	140,000
Open Space Wayfinding Signage Package/Implementation	200,000	200,000	—	—	—	400,000
Otero Park - Irrigation	133,000	—	—	—	—	133,000
Outdoor Sculpture Preservation	20,000	20,000	20,000	20,000	—	80,000
Parking Meter Replacement	250,000	250,000	250,000	250,000	—	1,000,000
Parking Ongoing Maintenance	250,000	250,000	250,000	250,000	—	1,000,000
Parking Structural Maintenance Program	1,650,000	1,450,000	1,450,000	1,000,000	—	5,550,000
Pedestrian Improvement-Citywide	687,000	—	—	—	—	687,000
Pedestrian Improvement-School and Neighborhood	412,000	—	—	—	—	412,000
Pine Creek at Margarita	25,000,000	—	—	—	—	25,000,000
Playground Renovation & Replacement	—	400,000	—	400,000	—	800,000
PLDO Acquisitions	25,000	—	—	—	—	25,000
PLDO Investment Fees	36,080	—	—	—	—	36,080
PPRTA Capital Project Maintenance	500,000	—	—	—	—	500,000
PPRTA Contracted Maintenance Programs	16,503,728	—	—	—	—	16,503,728

Five-Year All Funds CIP Plan Detail

Project	2024	2025	2026	2027	2028	Total
PPRTA In-House Maintenance Programs	5,656,167	—	—	—	—	5,656,167
PPRTA Road and Bridge Repair and Maintenance	13,000,000	—	—	—	—	13,000,000
PPRTA Safety and Traffic Operations	1,300,000	—	—	—	—	1,300,000
PPRTA Transit Operating	13,905,589	—	—	—	65,625	13,971,214
Radio Replacement	1,200,000	1,200,000	1,500,659	—	—	3,900,659
Red Rock Canyon Landfill Monitoring	35,000	35,000	35,000	35,000	—	140,000
Roadway Safety and Traffic Operations	1,000,000	—	—	—	—	1,000,000
S Cheyenne Canyon Rd 1 over Cheyenne Creek Bridge Replacement	831,607	—	—	—	—	831,607
Safety and Security Projects	334,403	337,747	341,124	344,535	—	1,357,809
Sand Creek Trail-Airport to Palmer Park	100,000	—	—	—	—	100,000
Sidewalk/Bus Stop Improvements on Transit Routes	200,000	192,999	194,928	196,878	35,000	819,805
Signal Addition	85,500	—	—	—	—	85,500
Signal Upgrades	164,000	—	—	—	—	164,000
Sinton Trail Crossing (TIP)	1,036,363	1,036,363	—	—	—	2,072,726
Skyview Sports Complex Artificial Turf Replacement-2 infields	180,000	—	—	—	—	180,000
Stormwater Projects	16,454,800	15,500,000	15,500,000	15,500,000	—	62,954,800
Street Pavement Improvements (MOE)	750,000	750,000	750,000	750,000	—	3,000,000
Streetscape Projects	1,000,000	1,000,000	1,000,000	1,000,000	—	4,000,000
Study-Economic Benefits of Parks	100,000	—	—	—	—	100,000
Tomah Park- Irrigation	107,000	—	—	—	20,000	127,000
Traffic Signal Maintenance	900,000	—	—	—	—	900,000
Transit ITS Improvements	2,300,000	750,000	750,000	—	—	3,800,000
UPRR Mainline over Fontanero Bridge Replacement	18,816,460	—	—	—	—	18,816,460
Vehicle Overhauls and Engines	200,000	200,000	200,000	200,000	68,000	868,000
Water Footprint Reduction	400,000	—	400,000	—	—	800,000
Water St & 31st St Bridge Replacement (TIP)	130,000	130,000	—	—	—	260,000
Woodmen Rd: Design/EA Revaluation - SH21 to US24 (TIP)	1,477,237	2,948,426	—	—	—	4,425,663
Total by Year	\$336,646,672	\$181,673,280	\$62,296,740	\$48,930,396	\$49,816,450	\$679,363,538

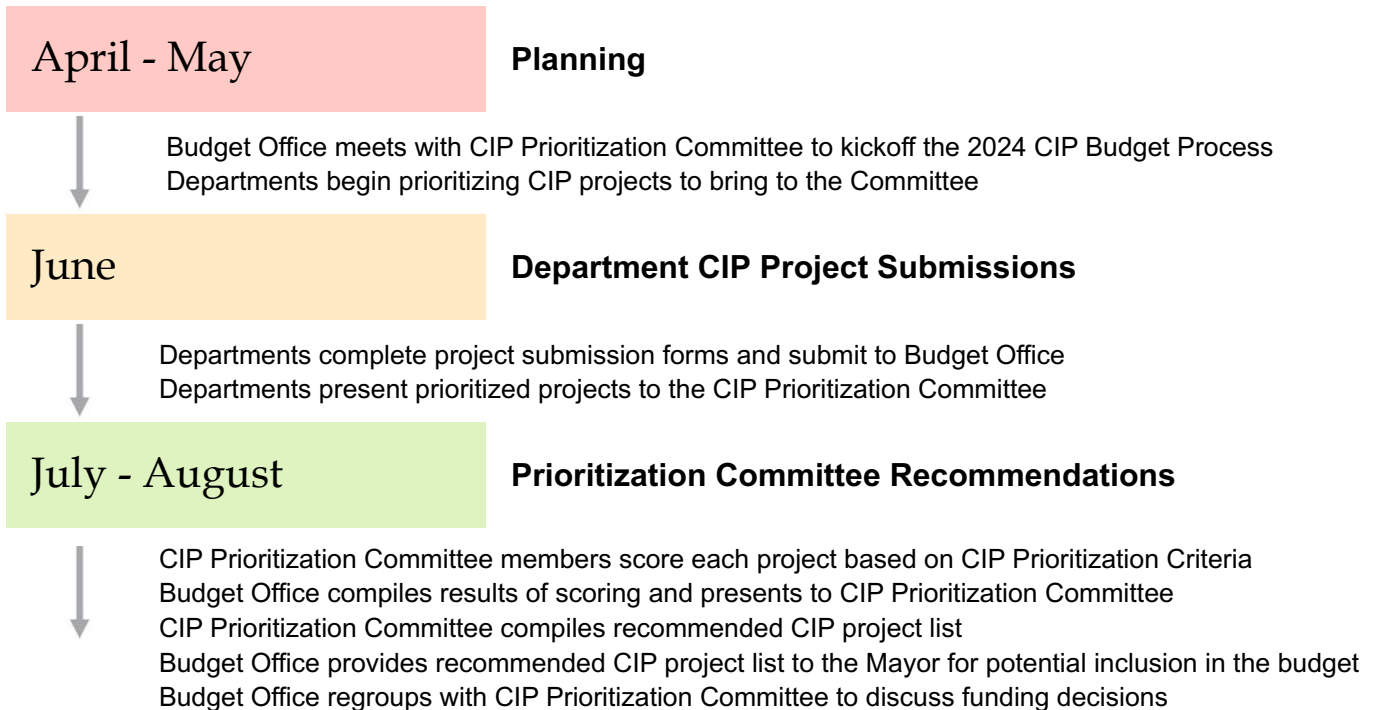
General Fund Five-Year CIP Prioritization Process

The following strategies were incorporated into the City's 2024-2028 Five-Year CIP Plan:

- Develop a five-year CIP program on an annual basis
- Consider funding strategies to address the backlog of needs
- Address ongoing and deferred maintenance
- Reassess use of City facilities/space to maximize utilization
- Enhance infrastructure development standards to provide a high return on investment
- Renovate or develop infrastructure, roads and buildings, with a low-impact, low-energy approach to reduce long-term maintenance and operating costs

The Five-Year CIP Plan was updated in 2023 after reviewing the projects with multi-year funding that were in the 2023-2027 plan, and evaluating new project requests for funding in years of 2024-2028. There is a CIP Prioritization Committee that consists of representatives from each department that may have CIP projects. This Committee meets during the budget process to review and rank capital projects based upon CIP prioritization criteria, which is reviewed annually to ensure the criteria reflects the priorities of the City. That project ranking is then used to develop the Five-Year CIP Plan.

General Fund CIP Prioritization Timeline:



General Fund Five-Year CIP Prioritization Criteria:

Tier 1	Possible Points	Tier 2	Possible Points
A. Safety Issues	15	A. Scalability/Eligibility for Financing	5
B. Inoperability	15	B. Infill	5
C. Economic Impact	10	C. Level of Service/Efficiency Generation	5
D. Leveraging Other Funding	10	D. Link to Other CIP Projects	5
		E. Direct Tie to Existing Plans	5
Total Points Available	50	Total Points Available	25

General Fund Facilities Capital Projects

In 2014, a Citywide Facilities Maintenance Committee was established to coordinate facilities maintenance issues, and provide annual funding recommendations as part of the budget process on citywide facilities maintenance projects to minimize the City's risk exposure and maximize the use of its funds to address the highest priority needs. The committee consists of members from each department that have separate and distinct facilities in addition to representatives from Communications, IT, Office of Accessibility, Planning and Neighborhood Services, Risk Management, and the Budget Office.

The Committee uses a data based prioritization in order to assess facilities maintenance needs across the City. The Committee also works with the City's ADA Coordinator, who conducts assessments of City facilities and public areas. The Committee further recognizes the importance of the safety and security projects and works with all departments with facilities to evaluate and prioritize the safety and security needs in all City facilities.

CIP Project Status

Many CIP projects take more than one budget year to complete—in those cases, the unspent budget carries forward to the next year, which does not require new appropriation. Once the project is complete, any remaining balance is returned to the fund balance; or in some cases, at the request of the Department, approval may be granted to transfer the remaining balance to another project.

New projects not included in the original budget allocation are presented to City Council for approval of a supplemental appropriation. In other cases, there are ongoing projects that receive new budget allocations annually, which are added to current CIP projects—such projects may include On-Street Bikeway Improvements, Maintenance of Outdoor Sculptures, Open Space Acquisitions, Ongoing Parking Maintenance, Citywide Emergency Facility Repairs, etc., as well as those with annual COP/ lease payments.

The table on the following pages provides a list of the General Fund projects included in the 2024-2028 Five-Year CIP Plan, along with the Fire Apparatus replacement project, and Private Activity Bond (PAB) fees to be used for affordable housing projects. These projects are included in the 2024 budget appropriation to receive 2024 funding from the General Fund.

CIP Project Status

Project Name	Total All Funds Project Cost	TOTAL GENERAL FUND APPROPRIATION					CURRENT GENERAL FUND FIVE-YEAR PLAN					Total General Fund Amount 2019-2028
		2019	2020	2021	2022	2023	2024 Est.	2025 Est.	2026 Est.	2027 Est.	2028 Est.	
222 Pikes Peak Ave Multimodal Facility (fka Downtown Transit Center)	212,086,555		100,000		500,000	800,000						1,400,000
30th Street Roadway and Safety Improvements (TIP)	21,223,394	496,081	2,466,096	538,591								3,500,768
31st St and Fontanero St Roundabout (TIP)	4,536,881				780,798		232,529					1,013,327
Academy Boulevard Reconstruction: Airport Road to Academy Loop (TIP)	715,119			41,822								41,822
Annex Fee - FD - St 04	11,422					11,422						11,422
Annex Fee - FD - St 10	25,237					25,237						25,237
Annex Fee - FD - St 11	19,662					19,662						19,662
Annex Fee - FD - St 12	47,414					47,414						47,414
Annex Fee - FD - St 15	145,168					145,168						145,168
Annex Fee - FD - St 17	328,177					328,177						328,177
Annex Fee - FD - St 19	13,473					13,473						13,473
Annex Fee - FD - St 20	1,470					1,470						1,470
Annex Fee - FD - St 21	885,464					885,464						885,464
Annex Fee - FD - St 22	27,732					27,732						27,732
Annex Fee - PD - Falcon	49,716					49,716						49,716
Annex Fee - PD - Gold Hill	2,625					2,625						2,625
Annex Fee - PD - Sand Creek	11,960					11,960						11,960
Annex Fee - PD - Stetson Hills	253,296					253,296						253,296
Arterial Reimbursements	Ongoing	150,000	150,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000	2,780,000
Automatic External Defibrillators (AEDs)- Est. Lease Pmt (4 yrs)	840,000	210,000	210,000									420,000
Cascade Ave over Cheyenne Run Bridge Replacement	1,600,000	526,586										526,586
Citywide ADA Compliance Projects	Ongoing	600,000	600,000	750,000	750,000	750,000	500,000	750,000	750,000	750,000	750,000	6,950,000
Citywide Camera Refresh	800,000			200,000	120,000	160,000	160,000	160,000	100,000			900,000
Citywide Emergency Facilities Maintenance	Ongoing	300,000	342,060	391,490	390,000	180,000		300,000	300,000	300,000	300,000	2,803,550
Citywide Facilities Large Operating Needs	300,000	300,000										300,000
Citywide Facilities Maintenance	Ongoing	1,749,000	507,000	2,192,053	1,447,310	740,000	1,400,000	2,000,000	2,000,000	2,000,000	2,000,000	16,035,363
Citywide Facilities Security	Ongoing	400,000	235,000	350,000	252,690	1,280,000	200,000	400,000	400,000	400,000	400,000	4,317,690
Colorado Ave Roadway Improvements (31st St to Limit St) (TIP)	343,390						129,328					129,328
Colorado Centre Fire Station Remodel	2,227,736					1,427,736	392,000					1,819,736
CSFD Conex - Training PPE/Equipment, Wildland Mitigation Building	250,000				250,000							250,000
Cumbre Vista Road Repair	119,056						119,056					119,056
Data Center and Disaster Recovery	3,875,000						775,000	775,000	775,000	775,000	775,000	3,875,000
Data Management Program	570,000					110,000						110,000
Energy Efficiency Retrofits	2,904,134	174,233	174,233	174,233	174,212							696,911
Envision Shooks Run SIP Project 13 - Design Only	400,000			400,000								400,000
Fire Apparatus	Ongoing	1,023,857	2,023,857	1,023,857	1,023,857	1,023,857	1,023,857	1,023,857	1,023,857	1,023,857	1,023,857	11,238,570
Fire Station #24 construction/equipment/ apparatus (Hwy 83/Interquest)	8,500,000				8,500,000							8,500,000
F150 - Black Canyon Quarry	191,318						191,318					191,318
Fuel Island Infrastructure Improvements	Ongoing			81,900	92,400			75,600	42,000	42,000	65,625	399,525
Galley Widening Dev	180,000			180,000								180,000

Project Name	Total All Funds Project Cost	TOTAL GENERAL FUND APPROPRIATION					CURRENT GENERAL FUND FIVE-YEAR PLAN					Total General Fund Amount 2019-2028
		2019	2020	2021	2022	2023	2024 Est.	2025 Est.	2026 Est.	2027 Est.	2028 Est.	
Getac Ruggedized Laptops for Public Safety	3,723,259						237,770	403,722	530,775	978,775	530,775	2,681,817
HES-Printers Parkway & Parkside	934,751			27,544								27,544
Lake and Southgate Intersection (TIP)	2,905,408						202,704	202,704				405,408
Marksheffel - BLR	2,709,800					2,709,800						2,709,800
MDC Replacement-Est. Pmt (5 yrs)	2,250,000	360,000	180,000	450,000	450,000	450,000						1,890,000
MMOF Trail Crossing 2023 (TIP)	1,706,000					426,500		426,500				853,000
MMT Route 6 Accessibility Improvements	331,830	15,110										15,110
Northgate Blvd Realignment	1,959,714					1,959,714						1,959,714
PAB Fees - Affordable Housing	Ongoing			200,000	200,000	200,000	400,000	400,000	400,000	400,000	400,000	2,600,000
Parallelogram Lift	253,500		50,700									50,700
Parks 2018 TABOR Projects	6,984,844	6,984,844										6,984,844
Parks Water	Ongoing	383,754	845,270	1,530,781								2,759,805
Paseo Road Bridge Replacement	1,019,171		19,399	58,467								77,866
PeopleSoft - Enterprise Resource Planning (ERP) Strategy	9,650,000	880,000										880,000
Pioneers Museum HVAC				3,000,000	2,787,500							5,787,500
POC Generator	1,883,000	400,000		452,500	1,050,931							1,903,431
Police Impound - North Lot and Building Expansion	750,000				750,000							750,000
Public Safety Firing Range	230,000		230,000									230,000
Radio Replacement-Est. Pmt (10 yrs)	8,740,000	900,000		1,200,000	1,065,000	1,200,000	1,200,000	1,200,000	1,500,659			8,265,659
Route 1 & 7 Pedestrian/Transit Accessibility (TIP)	667,853		54,692									54,692
Route 4 (Cheyenne Blvd) Improvements (TIP)	814,470	85,172	77,721									162,893
Route 8 Pedestrian/Transit Accessibility (TIP)	1,289,168	53,658										53,658
Route 12 Phase 4 Enhancements	693,463		98,679									98,679
Shooks Run Trail Improvements (TIP)	182,279					36,456						36,456
Signal Addition	Ongoing		210,000	273,600	525,000	405,000	85,500					1,499,100
Signal Upgrades	164,000						164,000					164,000
Sinton Trail Crossing (TIP)	6,145,450					1,000,000	1,036,363	1,036,363				3,072,726
Smart Lighting	2,605,072			195,400								195,400
Snow & Ice Control (S&I) Liquid Storage Capacity Increase	800,000			800,000								800,000
Stormwater CIP Projects	460,000,000		329,828									329,828
Street Pavement Improvements (MOE)	Ongoing	1,000,000	1,000,000		595,300	750,000	750,000	750,000	750,000	750,000	750,000	7,095,300
Tejon / Cheyenne Blvd Roundabout (TIP)	1,954,239		3,841									3,841
Transit Bus Storage	9,500,000	400,000										400,000
Transportation Plan	500,000	250,000										250,000
Vegas & Royer UPRR	43,111			43,111								43,111
Water St & 31st St Bridge Replacement (TIP)	260,000						130,000	130,000				260,000
Westside Community Center	750,000	300,000										300,000
Woodmen Rd: Design/EA Revaluation - SH21 to US24 (TIP)	6,783,010					379,453	127,971	507,424				1,014,848
Grand Total	\$802,668,791	\$17,942,295	\$9,908,376	\$14,865,349	\$22,014,998	\$18,121,332	\$9,767,396	\$10,851,170	\$8,882,291	\$7,729,632	\$7,305,257	\$127,388,096

NOTE: The Total Project Cost for the "TIP" projects includes various funding sources in addition to the General Fund appropriation, such as grant funds, PPRTA grant match, etc.

Appropriations for all funds that are not budgeted on a project-length basis lapse at year-end except for contractually encumbered and reserved appropriations. Project-length budgets are those where appropriations are initially made to individual projects and do not lapse until the project is complete. 2024 Projects are: CIP projects, Fire Apparatus replacement, and PAB fees to be used for affordable housing projects. The Fire Apparatus replacement project, PAB Fees-Affordable Housing, and the Parks Water project are not capital improvement projects and, therefore, are not included in the CIP Chapter.

In 2016, the City of Colorado Springs negotiated an Intergovernmental Agreement (IGA) with Pueblo County in order to resolve a dispute regarding Colorado Springs Utilities' 1041 Permit for the Southern Delivery System and the City's funding of its stormwater control program. On April 20, 2016, City Council passed Resolution No. 36-16 approving the IGA, which commits to fund \$460 million from 2016 to 2035. In July 2016, the draft Stormwater Program Implementation Plan was released, which provides greater details of the program—including the programs described below.

MS4 Program Implementation. The City's Municipal Separate Storm Sewer System Permit (MS4) Program was developed to protect public health, safety, and the environment by complying with the conditions of the MS4 permit issued to the City by CDPHE. The MS4 permit requires the City to implement best management practices (BMPs) to minimize the effect of urban runoff on water quality. The MS4 Program addresses residential/commercial development, industrial sites, construction sites, municipal facilities, and illicit discharges through reviews, inspections, enforcement, and education/outreach.

The City's goal is to have an MS4 Program with the following attributes:

- Compliant program – assures full compliance with MS4 permit conditions
- Sustainable program – has long-term sustainability in terms of financing and staffing
- Proactive program – anticipates changes in MS4 and other environmental program regulations
- Beneficial program – protects and enhances water quality within the watershed
- Cost-effective program – develops efficiencies and balances MS4 needs with capital project needs

Capital Program Improvement. The Capital Program consists of the staff, budget, and project control systems to plan, design, and construct larger-scale stormwater infrastructure projects. The purposes of the Capital Program Improvement Plan are to prepare an updated and reliable CIP list and develop a strategy and improved process for project implementation.

On November 7, 2017, voters approved ballot measure 2A that permits the City of Colorado Springs to collect a monthly stormwater fee as of July 1, 2018, in order to fund critical projects. The City's Stormwater Enterprise began collecting the fee and managing stormwater projects at that time. Prior to July 1, 2018, the stormwater projects fell under the purview of the General Fund. The \$6 million of TABOR revenue retention shall remain in the General Fund until project completion.

Public Outreach and Communication Improvement Strategy. The City is in the process of improving its Stormwater Program. Its primary focus is to evaluate and develop a strategy for improving two major components of the Stormwater Program – the ongoing stormwater system operation, including the MS4 Program, and implementation of capital improvement projects for the stormwater system. To complement and support those efforts, the City has developed a strategy for improving public education and outreach related to the Stormwater Program.

The list of CIP projects, including the estimated year and costs, is available at: <https://coloradosprings.gov/water-resources-engineering-stormwater/page/intergovernmental-agreement?mlid=28726>

On the following page is the list of CIP projects from Table 1-1 of the Implementation Plan.

Project Name	
1.	Sand Creek Pond 3
2.	FEMA Projects
3.	King Street Detention Pond
4.	Water Quality Project--America the Beautiful Park Detention Basin
5.	USAFA Drainages (Northgate Area)
6.	Emergency Stormwater Projects
7.	Fairfax Tributary Detention Pond
8.	Downtown Drainage Improvements
9.	Sand Creek Stabilization south of Platte
10.	Cottonwood Creek Detention Basins
11.	Rangewood Tributary Detention Pond
12.	Storage Bridle Pass Drive Construct new pond to improve 2 yr flows
13.	South Pine Creek Detention Pond
14.	Citadel Mall Neighborhood Improvements
15.	North Chelton Road
16.	Camp Creek--Phase 1
17.	Storage Wagner Park Detention - downstream of Bijou Detention Storage Required
18.	Storage Austin Bluffs Parkway upstream of Research
19.	Storage Cottonwood Park (west side)
20.	Storage Sand Creek Detention Pond 2 Complete Detention Pond 2 on Sand Creek south of Barnes
21.	Park Vista (Siferd Low Water Crossing)
22.	CS-239 Grade Control Upper Hancock Channel - Hancock to Academy
23.	North Douglas Natural Channel
24.	Galley Road Channel-Sand Creek between Galley and Platte Avenue
25.	Monument Creek at Talemine
26.	Side Channel Sand Creek - segment 107, reach SC-5 1700lf channel stabilization
27.	Grade Control Palmer Park Channel - Galley Rd. to Palmer Park
28.	Shooks Run Channel - Cache La Poudre St. to Patty Jewett Golf Course
29.	CS-265 Grade Control Sand Creek Upper West Fork - Maizeland to South Carefree 3 drop structures
30.	CS-254 Channel/Grade Control Sand Creek Upper West Fork - Galley to Murray 1730lf channel stabilization, 2 drop structures
31.	CS-262 Channel/Grade Control Upper Sand Creek - W. Fork to Palmer Park Blvd. 1550lf channel stabilization, w/drop structures
32.	CS-252 Channel Sand Creek Lower West Fork - Emory to Platte Ave. 1000lf channel stabilization
33.	CS-025 Channel/Grade Control Sand Creek West Fork - Main stem to Wooten Construct drop structures & streambank protection
34.	Channel/Grade Control Sand Creek
35.	Channel/Grade Control Sand Creek
36.	CS-246 Channel/Grade Control Sand Creek Lower Center Tributary - No Name to East Fork

Project Name	
37.	Channel/Grade Control East Fork of Sand Creek
38.	Grade Control Fountain Blvd. Channel - Chelton Rd. to Fountain Blvd.
39.	Grade Control Chelton Road Channel - Academy to Chelton
40.	CS-240 Channel/Storm Drain Lower Sand Creek Tributaries 2,3, and 4 - Main Stem to Academy
41.	CS-238 Channel/Grade Control Lower Hancock Channel - Downstream 1500lf channel stabilization, 2 drop structures
42.	CS-268 Channel/Grade Control Las Vegas St. Channel - ATSF RR to Peterson Fld Trib. 700lf channel stabilization, 2 drop structures
43.	CS-247 Channel/Grade Control Sand Creek Middle Center Tributary - Powers to No Name 300lf channel stabilization, 3 drop structures
44.	CS-130 Channel Hancock Expressway Channel East of Astrozon
45.	Gold Medal Point Channel
46.	Channel/Grade Control Cottonwood Creek - Academy to Union Construct flood control and stream restoration projects
47.	Channel/Grade Control Cottonwood Creek - Monument Creek to Academy
48.	Channel/Grade Control Rangewood Channel - Main Stem to Balsam 7400lf channel stabilization, w/drop structures
49.	Channel/Grade Control Cottonwood Creek - Rangewood to Woodmen 5300lf channel stabilization, w/drop structures
50.	Channel/Grade Control Fountain Creek - W. Cimmaron St. to N end of Drake Power
51.	Channel/Grade Control Fountain Creek
52.	Fountain Creek - Drake Power Plant to Shooks Run
53.	Channel/Grade Control Fountain Creek - Shooks Run to Fountain Mutual Canal Channel stabilization, 2 drop structures
54.	Channel/Grade Control Fountain Creek - Fountain Mutual Canal to US 24 Bypass Channel stabilization, 2 drop structures
55.	Channel/Grade Control Fountain Creek - US 24 Bypass to Spring Creek Channel stabilization, 2 drop structures
56.	Channel/Grade Control Fountain Creek - Spring Creek to Mobile Home Park Channel stabilization, 3 drop structures
57.	Channel/Grade Control Fountain Creek - Mobile Home Park to N end El Pomar Sports
58.	Channel/Grade Control Fountain Creek - N end El Pomar Sports Park to S end El
59.	Monument Creek Mobile Home Park
60.	Channel/Grade Control Chelton Dr. Channel - Chelton Dr to Airport Rd 2400lf channel stabilization, 2 drop structures
61.	Pine Creek Outfall into Monument Creek
62.	Channel/Grade Control Templeton Gap Rd. Channel - Powers to Tutt 4400lf channel stabilization, w/drop structures
63.	Storage Mount Woodmen Court Drainage Sedimentation pond
64.	Shooks Run Improvements
65.	Shooks Run Channel - Bijou Street Culvert & Channel Stabilization
66.	Shooks Run Improvements - Phase 3
67.	Old Annexation Drainage Improvements
68.	Briargate Drainage Improvements
69.	Skyway Area Improvements
70.	Channel/Storm Drain Columbia Road Drainage
71.	Dry Creek Channel

Pikes Peak Rural Transportation Authority (PPRTA)

\$116,601,088

The 2024 budgets for PPRTA maintenance, capital projects, and transit are listed below. The budget is presented for informational purposes only as the City Council does not appropriate PPRTA funds.

Project	Capital	Maintenance	Transit Operating
City Engineering			
8th Street Imps: Motor City Way to Fountain Creek	\$1,000,000		
Academy Blvd.: Fountain to Milton Proby Reconstruction	13,300,000		
Circle Dr. EB over Fountain Creek Bridge Rehabilitation	9,595,436		
Road and Bridge Repair and Maintenance		13,000,000	
Capital Project Maintenance		500,000	
Emergency Bridge Fund	1,000,000		
I-25 Ramps: South Nevada/ Tejon St. Corridor Improvements	7,561,497		
Las Vegas/Royer UPRR Crossing Relocation	2,000,000		
Nevada & Tejon UPRR Crossing Relocation	1,000,000		
Pedestrian Improvement-Citywide	687,000		
Pedestrian Improvement-School and Neighborhood	412,000		
UPRR Mainline over Fontanero Bridge Replacement	18,816,460		
S Cheyenne Canyon Rd 1 over Cheyenne Creek Bridge Replacement	831,607		
Total - City Engineering	\$56,204,000	\$13,500,000	\$0
Public Works Operations and Maintenance			
<u>Roadway and Infrastructure Maintenance</u>			
PPRTA Contracted Maintenance Programs		16,503,728	
PPRTA In-House Maintenance Programs		5,656,167	
Companion Drainage Projects	412,000		
Total - Public Works Operations and Maintenance	\$412,000	\$22,159,895	\$0
Traffic Engineering			
Congestion/Incident Management/Signal Improvements	412,000		
Citywide Safety and Traffic Operations		1,300,000	
Intersection Improvements-Citywide	824,000		
On-Street Bikeway Improvements	412,000		
Roadway Safety and Traffic Operations	1,000,000		
Traffic Signal Maintenance		900,000	
Total - Traffic Engineering	\$2,648,000	\$2,200,000	\$0
Transit			
Fixed Route Bus Purchase Replacement-Diesel and Hybrid Vehicles	1,081,000		
Sidewalk/Bus Stop Improvements on Transit Routes	40,000		
Total - Transit (see table below for breakdown of Operating)	\$1,121,000	\$0	\$18,356,193
Total 2024 PPRTA	\$60,385,000	\$37,859,895	\$18,356,193

Pikes Peak Rural Transportation Authority (PPRTA)

Transit 2024 Operating Expenses	2024	Reserve \$	2024 Budget
ADA Paratransit Service	\$2,990,832	\$6,043,965	\$9,034,797
Fixed-Route Service	10,636,085	11,892,964	22,529,049
Fuel (ADA Paratransit)	192,431	194,967	387,398
Fuel (Fixed-Route)	2,146,600	1,364,766	3,511,366
Specialized Transportation Services	220,000		220,000
Other Operating Costs	90,000	119,625	209,625
Transit Grant Match - New Grants	2,080,245		2,080,245
Total 2024 Transit Operating & Capital Expenses	\$18,356,193	\$19,616,287	\$37,972,480
Transit Grant Match - Prior Grants		20,183,727	20,183,727
Total 2024 PPRTA Transit Operating Expenses	\$18,356,193	\$39,800,014	\$58,156,207

Restricted Fund Descriptions

Restricted Funds include revenue from a number of sources, as described below:

Bicycle Tax: The City's \$4 excise tax on the purchase of new bicycles began in 1988, and the revenue goes toward bikeway improvements as recommended in the City's Bike Master Plan.

Conservation Trust Fund (CTF): This is lottery revenue distributed through the Colorado Department of Local Affairs (DOLA). These funds must be spent on acquisition, development, and maintenance of conservation sites.

Enterprise Funds: This is a general category of funds that includes allocations for CIP projects from various City-owned Enterprises. The source of funds comes from revenue earned during the course of conducting business. It includes the Airport, Parking, Pikes Peak – America's Mountain, and Stormwater.

Grant Funds: The City estimates receiving approximately \$76.2 million in grant funds for capital projects in 2024. Below are a few of the categories for capital-related grant funding.



Airport Grant Funds: This funding comes mainly from Federal and State grant programs, such as the Airport Improvement Program (AIP) Grant, and the Colorado Department of Transportation.

Community Development Block Grant (CDBG): This funding is allocated by the federal government based on census records of the recipient municipality's population, and must adhere to strict federal guidelines. The City's share of the funding must go toward identified Neighborhood Strategy Areas and are spent on public improvements in residential neighborhoods such as sidewalks, curbs, gutter, and pedestrian ramps. These funds cannot go toward the maintenance of existing facilities.

Infrastructure Investment and Jobs Act (IIJA): The IIJA, also sometimes referred to as the Bipartisan Infrastructure Law (BIL), was signed into law in November 2021 and seeks to repair, improve, and modernize America's infrastructure. In addition to transportation infrastructure, the IIJA includes funding for water systems and storage, broadband internet, electric grid and clean-energy programs, environmental cleanup, and other programs. The IIJA reauthorizes surface transportation and water/wastewater legislation for which the City will be eligible to apply, and establishes several new formula-funded and discretionary grant programs. IIJA funding will be provided, in part, through existing programs which could include those administered by the Pikes Peak Area Council of Governments (PPACG) through the Transportation Improvement Program (TIP).

Funding Advancement for Surface Transportation & Economic Recovery (FASTER): These are State funds that stem primarily from daily car rental fees and weight based vehicle registration fee increases. The State allocates funding annually for state and local road and bridge safety projects, and provides grants to local governments for transit and rail projects.

Great Outdoors Colorado Grants (GOCO): These funds are from Colorado Lottery proceeds and are intended to help preserve and enhance the state's parks, trails, wildlife, rivers, and open spaces. The GOCO independent board awards competitive grants to local governments and land trusts.

Other Funds: This is a general category that includes various sources of funding. For any given project, the funds listed here do not easily fall into another category. Examples include energy savings, concession/player fee funding, Parkland Dedication Ordinance Fund (PLDO), gift trust funds, and donations.

Pikes Peak Rural Transportation Authority (PPRTA): These funds are from a 1.0% Sales and Use Tax dedicated to transportation-related improvements in the region. It allocates funding such that 10% of the sales tax revenue goes toward the City's transit program, 35% is for maintenance of the regional transportation system, and 55% goes to regional capital projects. In 2013, the PPRTA Extension (PPRTA II) was passed by the voters to fund new capital projects through 2025. In 2022, the PPRTA Extension (PPRTA III) was passed by voters to fund new capital projects through 2034. The PPRTA is a regional authority comprised of the City of Colorado Springs, El Paso County, the City of Manitou Springs, and the towns of Calhan, Green Mountain Falls, and Ramah.



Monument Branch Phase II Project - Before and After



Public Safety Sales Tax (PSST): The PSST was approved by voters in November 2001. This 0.4% Sales and Use Tax is dedicated to funding public safety projects and staffing, as well as related operational needs.



2C2 - Road Repair, Maintenance, and Improvements Sales and Use Tax Fund (2C2 - Road Tax Fund): In November of 2019, voters in Colorado Springs passed Issue 2C2, agreeing to continue investment in our roads with \$361 million over 5 years, 2021-2025, at a reduced sales tax rate of 0.57%. This is a continuation of Issue 2C which was passed by voters in November of 2015, for 2016-2020, at a sales tax rate of 0.62%. Funding received from 2C2 will allow for paving of over 850 lane miles in years 2021-2025. The ballot measure states that:

- the temporary increase in sales and use tax revenue will be placed in a dedicated fund;
- all such revenue will be used only for funding the cost to repair roads and streets within the City, including residential streets, park and city golf course access roads and cemetery roads, and road reconstruction where severe deterioration does not allow repair.

In addition, Resolution No. 76-19 further provides that: none of the additional sales and use tax revenue will be used to hire additional City employees or purchase additional equipment for City road projects; the repair work will be contracted out to the private sector; and the expenditure of these revenues for road repairs and improvements is to be in addition to, and not in lieu of, amounts currently being expended by the City for road maintenance and improvements. During the period the temporary sales and use tax increase is in effect, the City will maintain spending on repair and maintenance of roads and streets at the average of the City's annual spending amount for such repair and maintenance during fiscal years 2012, 2013, and 2014. The City Auditor has calculated such average spending amount. Subject to City Charter limitations on preparation, submission and approval of the annual budget and annual appropriation ordinance, during such period, the City will annually expend at least the amount so computed on repair and maintenance of roads and streets.





Trails, Open Space, and Parks (TOPS): The Trails, Open Space, and Parks (TOPS) revenue is generated from a 0.1% sales and use tax adopted by voters in April 1997, extended by voters in 2003, and initially set to expire in 2025. In April of 2023, voters approved the extension of the existing sales and use tax amount of 0.1% through 2045, and allowing for the use of maintenance funds on parks, trails and open space, regardless of source of acquisition. The majority of funds are designated for open space purchases and associated maintenance, development and maintenance of trails, and development of new parks.



Unfunded CIP Needs

In addition to the \$679.4 million in CIP projects listed in the Five-Year All Funds CIP Plan, the City has many unfunded projects that don't have an identified funding source. As shown in the table below, there is an estimated \$1.2 billion of unfunded needs, which includes projects such as new public safety facilities, facility improvements/renovations, technology improvements, bridge replacements, stormwater system improvements, and park system improvements. See the table on the following pages for a current list of unfunded projects.

Unfunded CIP Needs	Estimated Project Cost
Facility Improvements	\$92,510,000
Infrastructure Improvements	76,223,855
Other Projects	357,434,240
Park/Trail/Open Space Improvements	377,357,900
Roads & Bridges	15,927,000
Stormwater	298,862,148
Technology	7,895,572
Total Unfunded CIP Needs	\$1,226,210,715

Unfunded CIP Needs

Project Type	Project Department	Project Name	Estimated Project Total Cost
Facility Improvements	Fire	CSFD Facilities and Infrastructure Needs	6,750,000
	Parks - Pikes Peak Americas Mtn.	PPAM - Garage and Maintenance Facility	1,500,000
	Police	Police Substation - Northeast	20,500,000
		Police Substation - Southeast	20,500,000
		Police Training Academy	42,000,000
	Public Works - Forestry	Forestry Operation Equipment Storage Building	1,200,000
		Resurface Parking Lot at Forestry Operations Center	60,000
Facility Improvements Total			\$92,510,000
Infrastructure Improvements	Fire	Emergency Generators	1,320,000
		Fire Station 17 Renovation	1,980,000
		Two Fire Stations to Support City Growth	41,034,580
	Public Works - City Engineering	Bijou St Bridge Removal (Shooks #13)	1,150,000
		Chelton Rd over Spring Creek Bridge Replacement	5,500,000
		Envision Shooks Run Early Action Projects	7,500,000
		Envision Shooks Run SIP Project 13 - Design Only	400,000
		N. Marksheffel Widening	10,000,000
	Public Works - Operations and Maintenance Division	Opportunity Zone ADA Infrastructure Improvements	3,240,000
	Public Works - Traffic Engineering	Garden of the Gods Rd Intersection Improvements (4 Locations)	600,000
		Ridge Road / US 24 Bike Ped Bridge	2,086,500
	Support Services	Underground Fuel Storage Tank Replacement	1,412,775
	Infrastructure Improvements Total		
Other Projects	Office of Innovation	Smart Waste Removal	194,000
	Parks - Pikes Peak Americas Mtn.	Halfway Picnic Area - Outdoor Playspace	350,000
	Police	Andros Robot	450,000
		POC Crime Lab and POC Annex Renovation	10,175,000
		Police Mobile Command Post	1,200,000

Project Type	Project Department	Project Name	Estimated Project Total Cost
Other Projects Cont'd	Public Works - City Engineering	222 Pikes Peak Ave Multimodal Facility	189,400,000
		Garden of the Gods Pond Irrigation & Maintenance	65,000
		Geologic Hazard Study	200,000
	Public Works - Traffic Engineering	School Zone Safety Improvements	2,420,360
	Public Works - Transit Services	Academy/Hancock Transfer Center	2,905,815
		Bus Rapid Transit	132,900,000
		Downtown Transit Center	14,888,682
Fixed Route Bus Purchase Replacement - Diesel Vehicles		2,285,383	
Other Projects Total			\$357,434,240
Parks/Trails/Open Space	Parks - Cultural Services	Garden of the Gods-Caretaker's House conversion	100,000
		Garden of the Gods-Ute Trail gully bridge replacement	220,000
		North Cheyenne Canon Historic Structures Assessment	100,000
		North Cheyenne Canon Interpretive Plan and implementation	400,000
		North Cheyenne Canon-Helen Hunt Falls Improvements	500,000
		Pioneers Museum Collections Storage Compact Shelving - Sesquicentennial Exhibit Expansion	400,000
		Pioneers Museum-Interior rehabilitation	1,950,000
		Rock Ledge Ranch-4-sided log equipment shed	250,000
		Rock Ledge Ranch-Admissions/Orientation Center	2,500,000
		Rock Ledge Ranch-Amphitheatre	6,000,000
		Rock Ledge Ranch-data upgrade	50,000
		Rock Ledge Ranch-Entry Embarkation Plaza	150,000
		Rock Ledge Ranch-Log Cabin Replacement	250,000
		Rock Ledge Ranch-Reconstruction of Glen Eyrie Schoolhouse	500,000
		Rock Ledge Ranch-Steam heated greenhouse	300,000
		Rock Ledge Ranch-Tipis replacement	50,000
	Parks - Design and Development	Acacia Park Park Renovation	11,750,000
		Alamo Square Park Renovation	6,000,000
		Antlers Park Renovation	5,500,000
		Black Squirrel Creek Greenway	3,000,000
		Bluestem Prairie Open Space Management Plan Implementation	100,000
		Chamberlain Trail-North	2,000,000
		Corral Bluffs Open Space-New Research Center	5,000,000
		Corral Bluffs Planning-Development and Management	500,000
		Cottonwood Trail Tier 1 Segments and crossings	5,635,500
		Disc Golf Course	100,000
		Dog Parks	1,000,000
		Douglas Creek Trail	4,000,000
		Fishing Areas	2,000,000
		Foothills Trail Improvements	8,000,000
		Garden of the Gods Restrooms-Utility Connections	3,500,000
		Garden of the Gods-roadway bridge improvements	3,000,000
		Glen Oaks Neighborhood Park	2,500,000
		Grey Hawk Park	2,500,000
		High Drive Trail Head Development	500,000
		Homestead Trail	4,000,000
		Jimmy Camp Creek Regional Park	9,250,000
		La Foret Trail	1,500,000
		Laura Gilpin Park (Phase 2)	2,500,000
		Lower Jimmy Camp Creek Trail	1,000,000
		Manitou Incline Northern Trail and Trailhead	1,500,000
		Midland Trail Improvements	2,450,000
Mountain Bike Park	4,000,000		
Mountain Shadows Open Space-Centennial	500,000		
North Cheyenne Canyon-Silver Cascade Loop Overlook	250,000		
North Slope Recreation Area -Planning and Assessment	200,000		
Palmer-Mesa Trail	4,000,000		

Project Type	Project Department	Project Name	Estimated Project Total Cost	
Parks/Trails/Open Space Cont'd		Pickleball Courts	600,000	
		Powers Trail	10,000,000	
		Ring the Springs	10,000,000	
		Rock Island Trail- Improvements along the Tier 1 trail	12,000,000	
		Rockrimmon Trail	1,500,000	
		Sand Creek Trail-East Fork	5,000,000	
		Sand Creek Trail-New Tier 1 trail	10,000,000	
		Shooks Run Trail Replacement/Envision Shooks Run	6,000,000	
		Sinton Trail @ Chestnut Underpass	175,000	
		Sinton Trail Tier 1 segment improvements and crossings	2,000,000	
		Skyline Trail-New 10" concrete trail	5,500,000	
		Skyway Jefferson Park	2,500,000	
		South East Community Park (Skyview)	15,000,000	
		South Shooks Run Trail-Fountain to Las Vegas	2,000,000	
		South Slope development and management plan implementation	1,400,000	
		Spring Creek Park	2,500,000	
		Templeton Gap Trail	1,000,000	
		Ute Valley Park (Regional Park)-Development and Management Plan Improvements	500,000	
		Ute Valley Park-Drainage Improvements	2,000,000	
		Wayfinding-Neighborhood and Community Parks	3,000,000	
		Wayfinding-Regional Parks (non-TOPS)	3,000,000	
		Wayfinding-Urban Trails	4,000,000	
		Wolf Ranch Neighborhood Parks 1 & 2	5,000,000	
		Wolf Ranch Park Community Park	15,000,000	
		Woodmen Trail	5,000,000	
		Parks - Park Maintenance and Operations		
			Bonforte Park Irrigation Replacement	153,500
			Bonforte Park Restroom Renovation	50,000
			Bonforte Park Tennis Court Repair/Resurface	100,000
			Bott Park - Tennis Court Reconstruction	300,000
			Bott Park Irrigation Replacement	71,000
			Bott Park Playground Replacement	350,000
			Boulder Park Restroom Renovation	50,000
			Bristol Park - Irrigation	32,000
			Broadmoor Glen Park Playground Replacement	250,000
			Broadmoor Glen Park-Tennis Court Repair/Resurface	100,000
			Candleflower Park Playground Replacement	250,000
			Carver Park (South) Irrigation Replacement	279,000
			Cascade Medians -Irrigation	208,000
			Central Parks Building Renovations	595,000
			Central Parks Concrete Flatwork	500,000
			Central Parks projects	6,220,000
			Cottonwood Park-Parking Lots	1,500,000
			Cottonwood Park-Tennis Courts	350,000
		Discovery Park - Irrigation, Park and soccer field	171,000	
		Flanagan Park Irrigation System Replacement	92,000	
		Flanagan Park Playground Replacement	400,000	
		Foothills Park Tennis Court Repair/Resurface	100,000	
		Frank Waters Park Irrigation Replacement	10,000	
		Franklin Park-Irrigation	51,000	
		Franklin Park-Playground Renovation	450,000	
		Fremont Park-Irrigation	157,500	
		George Fellows Park-Playground replacement	500,000	
		Golden Hills Park-Irrigation	72,000	
		Goose Gossage Park-Artificial Turf	1,800,000	
		Goose Gossage Park-Parking Lots	450,000	
		Goose Gossage Repairs	150,000	
		Goose Gossage Youth Sports Complex Playground Replacement	300,000	
		Headquarters Complex projects	420,000	

Project Type	Project Department	Project Name	Estimated Project Total Cost
Parks/Trails/Open Space Cont'd		Heather Crest Park Playground Replacement	350,000
		Heathercrest Park-Playground Renovation	350,000
		Jackson Park - Tennis court reconstruction	700,000
		Jackson Park-Irrigation	165,000
		Jackson Park-Lighting	123,500
		Little Britches Park-Playground	250,000
		Medians, Centennial and Powers triangles	250,000
		Memorial Park Asphalt-Park road paving	1,500,000
		Memorial Park Asphalt-Parking Lots	4,680,000
		Memorial Park Building Renovations	75,000
		Memorial Park Concrete	125,000
		Memorial Park-Artificial Turf	4,250,000
		Memorial Park-Criterium Track resurfacing	1,300,000
		Memorial Park-Pavilion Restrooms	175,000
		Monument Valley Park	200,000
		Monument Valley Park South Playground Replacement	1,000,000
		Munchkin Park-Playground replacement	250,000
		Neighborhood Park Improvements	500,000
		Nevada Medians - Downtown, Pikes Peak to Fillmore Irrigation	252,000
		North Athletic Parking Lots	485,500
		North Parks Building Renovations	400,500
		North Parks Concrete Flatwork	180,500
		North Parks Playground and Amenity Repair/Renovation	1,800,000
		North Parks West-Maintenance Staging Facility	200,000
		North Slope Recreation Area-Concrete Restroom	65,000
		North Slope Recreation Area-Trail construction and closure	60,000
		Otis Park-Running Track Resurface-ADA	200,000
		Palmer Park - Lazy Land reservation area restroom replacement	500,000
		Palmer Park-Addition, Pavilion at Meadows	500,000
		Palmer Park-Playground upgrade, Universally Accessible	2,000,000
		Park System Turf Reduction	1,840,000
		Pedestrian Bridge Maintenance and Rehab	2,800,000
		Platte Medians irrigation replacement	42,500
		Portal Park-Parking Lot Main	400,000
		Portal Park-Parking Lot North	150,000
		Portal Park-Tennis Court Reconstruction	700,000
		Printers Parkway median-irrigation replacement	68,500
		Quail Lake-Parking Lots	450,000
		Quail Lake-Restroom renovation	50,000
		Rampart Park Playground Replacement	300,000
		Rampart Park-Restroom renovation	50,000
		Rampart Park-Tennis Court Reconstruction	300,000
		Regional Parks Maintenance Facility acquisition and construction	875,000
		Research Parkway medians irrigation replacement	293,500
		Roswell Park Irrigation Replacement	35,000
		Sagebrush Park Playground Replacement	300,000
		Sandstone Park Tennis Court Repair/Resurface	100,000
	Shooks Run Park - Irrigation, North between Boulder and Bijou	257,000	
	Shooks Run Park (North) - New pavilion near playground	70,000	
	Shooks Run Park Tennis Court Repair/Resurface	100,000	
	Shooks Run Park-Poco Playground Replacement	300,000	
	South Athletics-Building and Drainage repairs/renovations	157,000	
	South Parks-Amenity Repairs	200,000	
	South Parks-Building Renovations	255,000	
	South Parks-Concrete Flatwork	558,000	
	South Parks-Parking Lots	300,000	
	Thorndale Park Restroom Renovation	50,000	
	Trues Mill Park Playground Replacement	200,000	
	Twain Park Irrigation Replacement	91,000	

Project Type	Project Department	Project Name	Estimated Project Total Cost	
Parks/Trails/Open Space Cont'd		Van Diest Park-Basketball Court Reconstruction	200,000	
		Vermijo Park - Irrigation	52,800	
		Vermijo Park Playground Replacement	300,000	
		Village Green Park-Parking Lot	350,000	
		Village Green Restroom Renovation	55,000	
		Wagner Park Irrigation Replacement	93,000	
		Wagner Park Playground Renovations	300,000	
		Wasatch Medians irrigation replacement	170,100	
		Wasson Park-Artificial turf conversion for baseball field	750,000	
		Wasson Park-Irrigation	242,000	
		Westmoor Park Restroom Renovation	50,000	
		Westmoor Park Tennis Court Repair/Resurface	100,000	
		Wildflower Park Tennis Court Repair/Resurface	100,000	
		Wilson Ranch Park Tennis Court Repair/Resurface	100,000	
		Wilson Ranch Pool Equipment Structure	50,000	
		Woodland Hills Park Playground Replacement	250,000	
		Woodmen Valley Park-Playground replacement	350,000	
		Parks - Recreation and Administration	City Auditorium- Renovation and Remodel	45,000,000
			Cottonwood Creek Recreation Center Pool Filter System Upgrade	70,000
			Cottonwood Creek Recreation Center-Addition, Gymnasium	5,000,000
			Deerfield - Shade Structure for Sprayground	50,000
			Deerfield Hills Community Center Expansion-Phase II & III	7,000,000
			Meadows Park Community Center-Safety & Health Improvements	300,000
			Memorial Park Recreation Center - Redevelop with sprayground and support facility	2,500,000
			Memorial Park Recreation Center-demolition and basic landscaping	1,515,000
			Otis Park Community Center-Renovation and Remodel	4,000,000
			Portal Pool removal and conversion to sprayground	1,200,000
			Sertich Ice Arena Ice Addition (2nd sheet)	15,000,000
			Sertich Ice Center-Ceiling replacement	50,000
			Sertich Ice Center-Rubber flooring replacement	130,000
			Wilson Ranch Pool-french drain installation, surface drainage	100,000
			Wilson Ranch Pool-Undershell leak repair	58,000
		Public Works - Forestry	City Forestry Master Plan	80,000
		Forest Health and Wildfire Risk Reduction	5,000,000	
Parks/Trails/Open Space Total			\$377,357,900	
Roads & Bridges	Public Works - City Engineering	Cache La Poudre over Monument Creek Bridge Rehabilitation	2,927,000	
		Fillmore over Monument Creek Bridge Fillmore over UPRR Bridge	13,000,000	
Roads & Bridges Total			\$15,927,000	
Stormwater	Stormwater Enterprise Fund	1088 Collins Road	50,000	
		122 North Swope Alley Drainage	55,000	
		14th, 15th, 17th, & 19th St Storm Sewer	8,178,714	
		1780 S. 8th Street - Wolfe St. & 8th to Cheyenne Run	1,430,000	
		22 O Malley	61,401	
		224 N. Franklin	26,000	
		2385 Rossmere Dr.	190,339	
		2439 Gunnison St.	75,982	
		2460 San Carlos Cir	20,000	
		2745 Kittridge Rd	97,337	
		2803 Chelton Road	100,000	
		2933 Marion Dr	15,000	
		3 South Haymen Ave	30,000	
		3010 East Bijou	484,749	
		30th and King Street	30,000	
		31st Street Drainage Way, Phase 1	4,356,000	
		31st Street Drainage Way, Phase 2	10,084,000	
			3227 Austin Dr.	80,000
			3265 El Pomar Drive	20,000
			3523 Unitah St.	30,000

Project Type	Project Department	Project Name	Estimated Project Total Cost
Stormwater Cont'd		3654 Trail Cliff Pt	30,000
		46 Sunflower Road	30,000
		5555 Constitution Ct.	750,476
		632 Pinion Drive	30,000
		6896 Duke Drive	125,450
		805 S. 8th Street at N.W. corner of 8th St. and Bear Creek	250,000
		829 Alexander Rd.	34,760
		Alley between Cooper Ave. and N. Chestnut St.	108,918
		Anderosa/Belle Drive Drainage - Stampede/Bell/Red Mountain/Chapel Hills/Timberline Roads	1,675,000
		Austin Bluffs and Union Channel	200,000
		Bijou and Arlen	679,459
		Bijou St. Culvert - Spring Creek at Bijou St	242,619
		Brenton Dr, Lyncrest Dr. and Tuckerman Lane Drainage	1,242,000
		Briargate Boulevard at Vintage Drive - Storm Drain	372,000
		Cache La Poudre at East Hills and Alexander Roads	813,000
		Camp Creek (Pleasant Valley) Channel Construction	21,000,000
		Camp Creek (Pleasant Valley) Culvert Replacements	15,000,000
		Channel access at 6336 Great Bear Ct.	50,000
		Channel at 3530 Inspiration Drive	50,000
		Circle and Goodwill	80,000
		Circle and Janitell Ditch	80,000
		Colorado Avenue - Midland RR Branch area/Chestnut Street Storm Drain Outfall	963,000
		Constitution and Oriole Ave	100,000
		Culebra and Columbia	40,000
		Dale, Yampa & Cedar Storm Drain	2,903,000
		Delmonico Drive	570,950
		Dublin Blvd. and Dublin Cir.	201,529
		East Cheyenne Road Drainage	1,256,000
		Elmwood and Mallow	100,000
		Erindale Drainage Improvements	500,000
		Escarcardo Way and Inspiration Drive Drainage	170,000
		Georgetown Square	30,000
		Hancock Avenue Drainage	3,583,000
		Hancock Expressway Drainage	628,000
		Jamboree Dr. - Goddard to Jamboree	1,959,159
		La Clede Ave	30,000
		Lafayette and Constitution	80,000
		Lower Sand Creek Tributary 1 - Main Stem to FMIC, ATSFRR	740,367
		Madison/Wahsatch Area Drainage	11,794,836
		Mesa Basin North Outfall: Chestnut Street to Monument Creek	5,096,000
		Mid Palmer Park Neighborhood (2602 P. Park)	1,915,000
		Monument Creek at 6910 Mark Dabling	150,000
		Monument Creek, Phase 1A & 1B: Fountain Creek to Bijou to Fillmore	25,718,000
		Monument Creek, Phase II: Fillmore to I-25	39,313,000
		Monument Creek, Phase III: I-25 to U.S. Air Force Academy Boundary	11,603,000
		N. Academy Blvd. and Lehman Dr.- Pine Hill in Erindale Park	82,132
	North Star and Skyway	100,000	
	Oakwood Dr. Channel - Dry Stone to Powers	5,361,908	
	Old Stage Road Ditch Stabilization	50,000	
	Pando Road/Cheyenne Road/Florence Ave./Hancock Ave., Rand Ave to Slater Ave - Drainage	1,148,000	
	Patty Jewett area/Royer-El Paso-Franklin Streets New Drainage System Phase II/ 725 E. Espanola St.	4,453,000	
	Polk/Steele Streets Drainage	1,206,000	
	Popes Valley Drive	100,000	
	Rangewood - Main Stem to Woodland Hills Dr.	433,077	
	Rock Ridge Ct.	38,200	
	Sand Creek Hancock and Academy	30,000	
	Scorpio Gulch - Box Culvert Upgrade at 21st Street	571,000	
	Scott/Winfield/Stratton Intersection Drainage Outfall to Cheyenne Creek	683,000	
	Simmelink Loop Channel	100,000	

Project Type	Project Department	Project Name	Estimated Project Total Cost
Stormwater Cont'd		Spring Creek Drainage Improvements: Golf Pond to Fountain	3,264,000
		Summerset Drive Storm Drain	319,000
		SWEM-16028 Royer and Madison	50,000
		Tejon Street Storm Drain - Fountain Blvd to Fountain Creek (eliminates flooding on Las Vegas)	3,509,000
		Templeton Gap Channel at Oro Blanco Dr.	117,462
		Templeton Gap Floodway	10,626,551
		Templeton Gap Rd. - Rangewood to Powers	1,257,986
		Templeton Gap Rd. Channel - Powers to Tutt	3,031,540
		Vally High inlet Modification	50,000
		W. Del Norte and Culebra Pl.	354,146
		Wagner Park Detention - downstream of Bijou	693,237
		West Fork Sand Creek - Constitution Bridge	2,335,000
		Westgate - Cheyenne Mt. Blvd/Northgate Road/Pourtales Road	298,000
		Winnepeg Drive Storm Drain from Sequoia Drive to Circle Drive	1,358,000
		Wolfe and Oxford	30,000
		Shooks Run Culverts, Phase 1 Costilla	2,643,525
		Shooks Run Culverts, Phase 2 Platte to Boulder	8,313,694
		Shooks Run Channel - Bijou St. Culvert and Channel Stabilization	1,500,000
		Shooks Run - Bijou St. Culvert and Channel Stabilization - High Priority Project	9,275,090
		Shooks Run Improvements - Phase 3	1,500,000
		Shooks Run Channel Costilla to Platte - DBPS "C"	32,944,683
		Shooks Run North/Templeton Gap Drainage - drain piping capacity upgrade - Old Farm Circle	751,000
		Shooks Run - Las Vegas St.	1,915,598
		Shooks Run - Fountain Blvd.	2,647,008
		Shooks Run - Willamette St.	1,950,427
		Shooks Run - Cache La Poudre St.	2,124,572
		Shooks Run - St. Vrain St.	975,213
		Shooks Run - San Miquel St.	592,094
		Shooks Run - Boulder St. /Willamette St.	5,172,114
		Shooks Run Channel - Cache La Poudre St. to Patty Jewett Golf Course	2,450,000
	Shooks Run - Fountain Creek to Abandoned RR	835,897	
	Shooks Run - Willamette St. to Cache La Poudre St.	417,949	
	Shooks Run Improvements	3,500,000	
Stormwater Total			\$298,862,148
Technology	IT - Information Technology	Citywide Camera Refresh #2	580,000
		Disaster Recovery Program Dedicated Backup/Recovery Network	500,000
		Improve Network Capacity and Resiliency for City owned facilities	500,000
		Onboarding/Offboarding Service	550,500
	Office of Innovation	Data Management Program	570,000
		Smart Lighting	2,605,072
Public Works - Traffic Engineering	Signal Controller Upgrade	2,590,000	
Technology Total			\$7,895,572
Grand Total			\$1,226,210,715

Budget Development

Development of the annual City Budget is a year-long process that ends in December with the final review and formal adoption of the Budget.

Major Phases

February - April

Planning

Budget Office develops the 2024 Budget Manual
Budget Office meets to resolve issues and prepare budget outlook

May - July

Department & Division Budget Requests

Budget Office meets with departments to kickoff 2024 Budget Process
Directors meet with the Mayor to learn the priorities for the 2024 Budget
In conjunction with the Budget Office, departments and divisions prepare budget proposals

August - September

Formulation of the Mayor's Budget

Final adjustments in revenue and expenditure estimates prepared
Mayor balances budget
Departments are notified of their 2024 Budgets
Budget Office presents financial outlook and key fiscal issues for upcoming year
Budget Office prepares Budget document

October - November

Review, Public Input, and Budget Markup

Mayor presents the 2024 Budget on the first Monday of October
City Council reviews recommended Budget
City Council holds budget work sessions
Public Hearing/E-Town Hall held to gather public input
City Council makes allocation and policy decisions at final budget markup session

November - December

Final Review and Adoption

First reading of appropriation ordinances held adopting Budget and setting the annual mill levy
City Council sets mill levy
Second reading of appropriation ordinances held adopting Budget and setting the annual mill levy
Budget Office begins production of final Budget document

2024 Budget Calendar

2024 BUDGET CALENDAR	
DATE	DESCRIPTION
MARCH 2023	
March 1-31	Finalize 2023 Budget Book
March 1-31	Plan for 2024 Budget Calendar/Process
APRIL	
April 1-30	Migration of SharePoint data collection site and prepare training for departments
April 19	2024 Budget Kickoff Meeting Option #1 - with all departments
MAY	
May 2	2024 Capital Improvement Program (CIP) prioritization committee kickoff
May 1-15	Run position reports - coordinate with departments on any discrepancies
May 1	2024 Budget Kickoff Meeting Option #2 - with all departments
May 31	Budget Office - Open Budget SharePoint for department budget input
JUNE	
June 1-30	Departments prepare 2024 budget requests not currently funded
June 1-30	Budget Office - 2024 revenue projections
June 1-30	Budget Office: <ul style="list-style-type: none">- Reconcile position changes for current actual positions- Wage and benefit changes- Contract changes
June 20	CIP Prioritization Committee project presentations by departments
June 29	2024 Budget Process Kick Off with Department Directors/Managers: <ul style="list-style-type: none">- Mayor priorities for 2024- Budget Outlook (revenue, unavoidable expenses)- Timeline- Expectations
JULY	
July 1-31	Departments make changes to 2024 Operating Budget in SharePoint
July 7	Data entry for unfunded budget needs and CIP/grants projects finalized in SharePoint
July 25	CIP Prioritization Committee - present results of scoring
July 28	2024 Prioritization of General Fund with Departments
AUGUST	
August 2	All remaining data entry by departments for the 2024 budget finalized in SharePoint
August 3-31	2024 Budget balancing
August 1-31	Prepare tables for Strategic Plan Initiatives and Performance Measures for Budget Narratives
August 29	Meeting with City Council Budget Committee to preview budget balancing
SEPTEMBER	
September 4	SIMD budgets submitted by Parks, Recreation, and Cultural Services
September 6	2024 Budget preview with Departments and Mayor
September 1-30	Budget Office prepares preliminary document

2024 Budget Calendar

2024 BUDGET CALENDAR

DATE	DESCRIPTION
OCTOBER 2023	
October 2	Mayor distributes 2024 Budget
October 6 & 12	City Council Budget Committee - Review of 2024 Budget document
October 16	City Council 2024 Budget Work Session
October 23	City Council Work Session - Introduction of the Resolutions for the General Improvement Districts (GIDs) 2023 Mill Levy certifications and for the 2024 GID budget appropriations
October 23	Formal Public Hearing on 2024 Budget
October 30	City Council 2024 Budget Markup Session and introduction of Ordinance adopting the 2024 Salary Schedule for Civilian and Sworn Employees and the 2024 Budget Appropriation Ordinance
NOVEMBER	
November 7	Election Day
November 13	City Council Work Session - 2024 Budget Ordinance and 2024 Salary Schedule for Review and introduction of the Resolutions for 2023 Mill Levy certifications for the SIMDs
November 14	City Council Regular Meeting - 1st reading of the 2024 Salary Schedule and the 2024 Budget Appropriation Ordinance and 1st reading for the General Improvement Districts (GIDs) 2023 Mill Levy certifications and for the 2024 GID budget appropriations
November 28	City Council Regular Meeting - 2nd reading of the 2024 Salary Schedule and 2024 Budget Appropriation Ordinance; 2024 City Budget officially adopted; 1st reading of the 2023 Mill Levy certifications for the City and SIMDs
November 30	Deadline to provide Budget Ordinance to Mayor (within 48 hours of 2nd reading)
DECEMBER	
5 calendar days after receipt or Dec 20	City Charter deadline for Mayor's veto (within 5 calendar days of Mayor's receipt)
December 12	City Council Regular Meeting - 2nd reading of the 2023 Mill Levy Certification for the City
December 15-31	Budget Office begins preparing final budget document
December 31	Deadline for appropriating budget (CRS § 29-1-108 and City Charter 7-50)
JANUARY 2024	
January 10	One-time deadline extension (from December 15th) for certifying mill levy to County (CRS § 39-5-128) and adopting budget (CRS § 29-1-108) due to SB23B-001

Equitable Budget Process

Embracing an equitable, diverse, and inclusive workforce fosters an environment where a variety of ideas and perspectives are derived, welcomed, and implemented; all for the betterment and growth of the City, as an organization and as a community.

As the City looks to be a leader in Equity, Diversity and Inclusion (EDI), we must embed EDI concepts across all departments and processes therein, from Human Resources to Economic Development to Facilities to Finance. The Equitable Budget Process (EBP) is designed to integrate equity into decision-making, including policies, practices, programs, guidelines, and the development of department budgets. Implementation of these concepts can help develop strategies and identify actions that reduce inequities and improve success for all people that the City of Colorado Springs serves.

Equity involves accommodating differences, and providing everyone with the same access to opportunities by removing systemic barriers. This involves providing access to data, information, jobs, education, tools, resources, rewards, etc.

There are many benefits to the City as an employer, City employees, and residents by having an Equitable Budget Process.

Benefits of an Equitable Budget Process

For Employees:	For Employers:	For Residents:
<ul style="list-style-type: none"> a. Increases employee satisfaction b. Greater sense of belonging c. Normalizes concepts of Equity, Diversity and Inclusion d. Working together towards a common goal 	<ul style="list-style-type: none"> a. Improves perception of the City as a service organization b. Attracts a diverse workforce c. Addresses economic needs that positively impacts the entire community d. Organizes staff to work together towards transformational change e. Operationalizes practices, policies and procedures that are equity oriented 	<ul style="list-style-type: none"> a. Greater sense of connection to the city and services provided b. Helps reduce and eliminate disparities c. Reduces barriers to economic opportunity

Equitable Budget Process in Practice

The Budget Process aims to ensure that Departments evaluate how projects, programs, plans, and proposals may improve equity in service delivery and community participation.

The Equitable Budget Process is flexible and is expected to evolve over time. The following considerations are a starting point and provide practical guidance and examples:

Apply an Equity Lens to assess impact: departmental budget decisions should consider potential economic benefits and burdens to the entire community, including areas that are traditionally under-resourced.

- a. Consider how your department’s operating and capital budget could be aligned to advance equity in our community. (For example: Prioritize capital projects that expand opportunity and access for under-resourced neighborhoods)
- b. Consider how budget reductions will impact traditionally under-resourced communities. What can be done to mitigate negative impacts? (For example: waiving or reducing fees for specific populations; pursuing grant funding for a critical community resource, etc.)
- c. Consider how to equitably distribute the benefits and burdens of growth in our community, in order to minimize harm to vulnerable populations. (For example: include criteria to analyze potential displacement and opportunities for affordable housing)

Be Equity Data Driven: Assess equity data indicators to inform budget decisions.

- a. Utilize data to prioritize and develop criteria for the allocation of resources. (For example: use Transit ridership data and known placement of bus stops to decide which sidewalks are prioritized for repair)
- b. Consider how demographic data can be used to inform budget decisions (For example: when evaluating new or updated fees for service, consider the effects on low to middle income residents)
- c. Consider how your department will use demographic data to help inform recruitment, retention and promotion efforts (For example: allocate time and resources for EDI training for staff and hiring managers)

Equitable Engagement and Inclusion: Assess engagement and inclusion in the budget process for equitable representation and input. Strive for equitable and excellent service to the entire community.

- a. Consider equity in the allocation of resources during the budget process. (For example: Consider the appropriate classification of a requested new position. It may be tempting to select a less costly classification in order to facilitate the approval, but may result in disparities in work load and expectations in similar jobs across the city)
- b. Consider how the budget will build capacity to engage with and include under-resourced neighborhoods in our community as stakeholders, advisors, and in leadership positions. (For example: allocate or request resources for events that inform and solicit input from all areas of our community)
- c. Consider how your department will ensure that public documents, policies, plans, meetings, and hearings are easily and appropriately accessible to all community members, including translation and ADA accessibility of documents and presentations.
- d. Consider how you can reward employees that champion EDI principles. (For example: submit a nomination to the Awards Committee for someone that goes above and beyond to make a new employee feel included and part of the team)

How to Ensure Success:

Invest resources in EDI education and exposure for employees

- a. Utilize equity data to make decisions
- b. Encourage EDI allyship and partnership
- c. Continually consider how financial decisions impact the community
- d. Engage and inform community stakeholders
- e. Seek out employee ideas, knowledge, perspectives and approaches

HR Business Partners

If you would like input on the Equitable Budget Process, please reach out to your HR Business Partner and/or the Budget Office.

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Financial Policies

The City of Colorado Springs (“the City”) is a Colorado home rule municipality operating under its City Charter. The City functions under the direction of an elected Mayor and a nine-member City Council. The purpose of these policies is to help frame resource allocation decisions and establish financial objectives, standards, and internal controls. These Financial Policies were originally adopted and included in the Budget Book in 2009 and most recently updated in 2020. The budget complies with all relevant financial policies of the City.

A number of source documents guide the financial policies for the City. The State Constitution and the City Charter provide the basic legal requirements and timelines for policies; while City Council approves ordinances and resolutions that provide more specific direction.

Section 1 – Financial Management Overview

The following financial policies establish the framework for the City’s overall fiscal planning and management. It is the intent of the City that these policies demonstrate to residents, the credit rating industry, municipal bond investors, auditors, and the State that the City is committed to sound financial management and fiscal integrity. The goals of the City’s financial policies are:

- I. To support sustainable municipal services.
- II. To have a capital improvement program that identifies the financial resources needed to adequately maintain and enhance the public’s assets over their useful life.
- III. To provide cost-effective services to residents and visitors.
- IV. To provide financial and other service information to enable residents to assess the costs and results of City Services.
- V. To follow prudent and professional financial management practices to assure residents, city administration, and City Council that our City government is well managed and that annual spending plans are sound given the available resources.

This document is intended to be an overview of various financial policies and is not meant to be a detailed procedures source or detailed department specific source. If the material in this document does not answer a specific question, please contact the Finance Department.

Detailed City department policies provide more specific direction on how to achieve identified goals and are the basis for consistent actions that move the community and organization toward sound financial management decisions.

Section 2 – General Financial Policy

I. Fund Accounting

A fund is a separate, self-balancing set of transactions used to account for resources that are segregated for specific purposes in accordance with regulations, restrictions, or limitations.

The separation of the City’s activities into funds allows the City to maintain required controls over expenditures for each function and to report on specific activities to interested residents.

Fund Types: All funds are classified into seven (7) fund types. These fund types, and the purpose of each are:

- a. *General Fund* – To account for the overall administrative functions of operating City government, to include police and fire protection, parks, recreation and cultural services, planning and neighborhood services, infrastructure, and technology functions of the City. Principal sources of revenue consist of sales and use taxes, property taxes, traffic violation fines, licenses and permits, charges for services, intergovernmental revenue, interest earnings, and operating transfers from other funds. Major

expenditures are for personnel costs, materials and supplies, purchased services, capital outlay, and transfers to other funds.

- b. Special Revenue Funds – To account for and report the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes other than debt service or capital projects. One or more specific restricted revenues should comprise a substantial portion of the fund's resources but may also include other restricted, committed, and assigned resources.
- c. Capital Projects Fund – To account for and report financial resources that are restricted, committed, or assigned to expenditures for capital outlays, including the acquisition or construction of capital facilities and other capital assets. Outflows financed by proprietary or special revenue funds and assets held in trust are excluded.
- d. Debt Service Fund – To account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest.
- e. Enterprise Funds – To account for operations that are financed and operated in a manner similar to private business enterprises, where the intent is that the costs (expenses including depreciation) of providing goods or services to the general public be financed or recovered primarily through user fees.
- f. Fiduciary Funds – To account for resources received and held by the City in a fiduciary capacity. Disbursements from these funds are made in accordance with the trust or other agreements or conditions of the trust for the particular source of funds.
- g. Internal Service Funds – To account for the financing of goods or services provided by one department to other departments of the City on a cost-reimbursement basis.

II. Accounting and Auditing Policies

The City maintains a system for financial monitoring, control and reporting for all operations, funds and agencies in order to provide effective means to ensure that overall City goals and objectives are met and to instill confidence in the City's partners and investors that the City is well-managed and fiscally sound.

The City maintains its accounting records and reports on its financial condition and results of operations in accordance with state and federal law and regulations and generally accepted accounting principles in the United States (GAAP), which are set by the Governmental Accounting Standards Board (GASB). Annually, an independent firm of certified public accountants performs a financial and compliance audit of the City's financial statements. Their opinions are included in the City's Annual Comprehensive Financial Report (ACFR) and the Single Audit Report as required by Subpart F-Audit Requirements in 2 CFR 200. See Section 11 – Grants Policy for additional information.

III. Basis of Accounting and Reporting Focus

The term "basis of accounting" refers to when revenues, expenses, expenditures – and the related assets and liabilities – are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made. The following are the bases of accounting available for use by the City:

- a. Cash Basis – Transactions are recognized only when cash is received or disbursed.
- b. Accrual Basis – Transactions are recognized when the economic event occurs, regardless of whether or not cash is received or paid. Enterprise funds use the accrual basis of accounting. These funds have an income measurement/capital maintenance focus. The accrual basis of accounting is used by private enterprises as well.
- c. Modified Accrual Basis – Expenditure transactions are recognized when incurred. Revenues are recognized when they are both measurable and available to finance the expenditures of the current period. Governmental funds, including general, special revenue, debt service, and capital projects, use the modified accrual basis of accounting. For a revenue to be recognized in a governmental fund,

it must be “measurable” (the amount must be known or be reasonably estimated), and it must be “available” to finance the expenditures of the same fiscal period for which the revenue is recorded. “Available,” in this case, means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. For purposes of consistency, that time-frame shall be thirty (30) days for all sales tax transactions or within sixty (60) days for all other transactions.

Reporting Focus (Budget vs. GAAP) – This concept is used to refer to the way transactions are recorded and reported for compliance with Colorado Revised Statutes Budget Law as opposed to financial statement presentation in conformance with GAAP.

- a. Budget Basis – The City’s monthly statement of revenues and expenditures are reported during the fiscal year on what is informally called a “budget basis.” The City’s transactions are recorded throughout the year in accordance with the financial statement requirements as set forth within the Colorado Revised Statutes. By recording the transactions in general compliance with this law, the revenues and expenditures can be more easily monitored on a monthly basis to ensure compliance with the legal requirements as set forth within the Colorado Revised Statutes.
- b. GAAP – At the end of the fiscal year, adjustments are made to present the financial information in a format that is comparable to that used by other local government units around the country. The standards for this reporting are referred to as “generally accepted accounting principles” (or GAAP basis). The adjustments to convert the City’s financial records from “budget basis” to “GAAP basis” are made to ensure that the City’s financial statements are fairly and consistently presented in conformance with GAAP.

Internal Control Structure

The City maintains an internal control structure consisting of the following three elements:

- a. Control Environment – an overall attitude and awareness of actions as they influence the City.
- b. Accounting System – an effective accounting system that results in identification and recording of all valid transactions, description on a timely basis of the type of transaction in sufficient detail to permit proper classification of the transaction for reporting purposes, recording of the transaction in the correct time period, and proper presentation of all transactions and related disclosures in the financial statements.
- c. Control Procedures – proper authorization of transactions and activities, adequate segregation of duties, adequate documentation and records, adequate safeguards regarding access and use of assets and records, and independent checks on performance.

Funds are categorized by standard GAAP functional classifications; and the development of new funds, departments, programs, and accounts shall be approved by the Finance Department.

Each fund in the City’s budget will have an introductory statement of purpose which shall consist of the intent of the fund, sources of revenue and restricted revenues, if any, and required reserves and justification for such reserves.

IV. Financial Monitoring

The Budget Manager is charged with the primary responsibility for monitoring the fiscal implementation of the approved budget. In addition, the Finance Department, led by the Budget Office, will work closely with other departments to apprise them of their financial status, of any potential issues that may affect their budgets, and may review fiscal issues affecting any part of the City organization. This activity supports the monitoring role and focuses on the protection of City assets and the legal, efficient, and effective use of City resources. Together the Budget Manager and the Chief Financial Officer will provide City Council with regular reports on the City’s finances including a financial report containing budget versus actual revenue and expense information. These reports fulfill a requirement in City Charter § 3-140.

Individual departments are responsible for monitoring and managing their resources to ensure that the legal and administrative appropriation to the department is not overspent and that all expenditures and uses of City resources conform with City, state, and federal ordinances, statutes, policies, and regulations.

- a. Legal Appropriation – Each department is responsible for ensuring that operating and capital expenditures combined do not exceed the legal appropriation level for their department within each fund.
- b. Revenues – Each department is responsible for monitoring revenues that are collected as a result of programs administered. If a significant change in the estimate for the current or future fiscal year's revenue is expected, the department must contact the Budget Office to advise of the change.

V. Audit

The Charter and Code of the City of Colorado Springs, State of Colorado statutes, and federal laws and regulations will be followed wherever they apply to the financial activities of the City. The source of historical financial information about the City will be the central accounting system as operated and maintained by the Finance Department. The source of all current and future budget information, including spending plans, revenues, and expenditures, is the annual budget document.

- a. Internal Audit – The City of Colorado Springs Office of the City Auditor evaluates the adequacy of financial controls, systems, records, and organizational operations. They provide Council, administration, management and employees objective analysis, appraisals and recommendations for improving systems and activities.
- b. External Audit – In accordance with City Charter § 3-160, an annual external audit will be performed by an independent public accounting firm with the subsequent issuance of a financial report and opinion.
- c. Single Audit – The City contracts with an external firm to conduct an annual single audit as per 2 CFR 200. See Section 11 – Grants Policy for additional information on audit requirements.

Section 3 – Budget Policy

I. Overview

The annual budget is an operational plan that contains information necessary to guide resource allocation to accomplish the goals and objectives of the City. The budget details how municipal services will be provided. The budget, along with the annual appropriation ordinance and any supplemental appropriations, provide the basis for the control of expenditures and set the financial guidelines for the City. The basic legal requirements and budget process are defined by the State Constitution and City Charter.

II. Budget Philosophy

The City is committed to developing a sound financial plan for the operations and capital improvements that meet the City's Strategic Plan goals. The City provides a wide variety of services to residents and visitors. It is the responsibility of the City Council to adopt a budget and the Mayor's responsibility to manage the available resources to best meet the service needs for the overall benefit of the community. To achieve this, the City:

- a. Utilizes conservative growth and revenue forecasts;
- b. Prepares plans for operations and capital improvements;
- c. Allows staff to manage the operating and capital budgets, with City Council approving the allocations for both;

- d. Adopts financial policies;
- e. Establishes budgets for all funds based on adopted policies;
- f. Appropriates the budget in accordance with the City Charter and State Constitution; and
- g. Develops a budget that minimizes adverse impacts to the community.

III. Budget Preparation Process

The City identifies important community outcomes and develops a financial and service delivery plan to achieve those outcomes. City Council allocates funding based on current priorities and results. Each year, the Budget Office prepares a forecast for the following year's budget. In May, the Budget Office prepares a budget manual with the Mayor's budget objectives and guidelines for developing the following year's budget for the departments use. In June and July, departments develop revenue and expense projections for the following year and submit them to the Budget Office. In July, departments take part in a city-wide prioritization process for General Fund projects and expenditures. Not later than the first Monday in October, the Mayor submits a budget to City Council for review. In October, the residents of Colorado Springs provide their feedback on the proposed budget and City Council holds a work session to review each department's proposed budget. In November, City Council may amend the Mayor's proposed budget by adding, deleting, increasing, or decreasing programs or amount, which constitutes a line item change to the budget. In November or December, City Council approves the budget and appropriations ordinances. The Mayor may then veto specific line items that were modified, added or removed by City Council. The City Council can override the Mayor's vetoes with six votes. By December 31st City Council must adopt the following year's budget.

IV. State Statutory Requirements

State Statute indicates that no later than October 15 of each year, the budget shall be submitted to the governing body. Per City Charter, the Mayor presents the recommended budget for the ensuing fiscal year to City Council no later than the first Monday of October of each year.

V. Colorado Springs City Charter Requirements

a. Fiscal Year – § 7-10.

The fiscal year of the City shall commence on the first day of January and end on the last day of December of each year (1909; 1977).

b. Mayor's Powers and Duties – § 3-70(e).

Every ordinance finally passed by the Council shall be presented to the Mayor within forty-eight hours thereafter for final adoption. If the Mayor approves such ordinance, he or she shall finally adopt it by signing it within five days after receiving it. If the Mayor disapproves, the ordinance shall be returned to the Council within five days with the Mayor's objections in writing. If then six (6) of the members vote to pass the same over the Mayor's veto, it shall become a finally adopted ordinance, notwithstanding the objections of the Mayor. If the Mayor does not return the ordinance with written objections within the time specified, it shall become finally adopted as if the Mayor had approved it. (2010)

(1) In any ordinance appropriating funds, the Mayor may disapprove specific line items without disapproving the entire ordinance. After disapproval of specific line items, the ordinance shall be returned to Council to complete the over-ride process as outlined above as to each line item vetoed. (2010)

(2) Notwithstanding the foregoing subsections, the Mayor shall not have power to disapprove by veto the following listed types of ordinances, this limitation applying only to the following specifically identified ordinances: an ordinance accomplishing any quasi-judicial act; an ordinance approving bonds to be issued by any City enterprise; an ordinance pertaining to Article VI, "Utilities," of this

Charter; an ordinance submitting a Charter amendment to a vote of the qualified electors; or an ordinance proposing a Charter convention. (2010)

c. Specific Powers and Duties of the Mayor – § 4-40 (i).

(i) On or before the first Monday in October in each year, the Mayor shall furnish to the Council estimates in writing of the probable expenses to be incurred in the several departments of the City for the ensuing fiscal year, specifying in detail probable expenditures, including a statement of the salaries of all administrative officers and employees, and certify the amount of money to be raised by taxation during the ensuing fiscal year to make payment of interest, sinking fund, and principal of bonded indebtedness and also the estimated amount of revenue from all sources other than tax levy. At the same time or on such later date in each year as shall be fixed by the Council, the Mayor shall prepare and present to the Council the annual budget for the ensuing fiscal year, which shall include interest and sinking fund on the bonded debt. The budget so prepared shall be in such detail as to the aggregate sum and the items thereof allowed to each department, office, board, or commission as the Mayor may deem advisable except such as are fixed by law. (2010)

d. City Council Duties – Strategic Plan – § 3-10(c).

To provide for the future of the City, Council shall maintain a strategic plan which prioritizes goals for the City Council and establishes measurable outcomes. The plan process shall consider public input. Council shall provide the plan and goals to the Mayor for consideration in the development of the municipal administrative budget. (1909; 1920; 1977; 1993; 2005; 2010)

e. Budget Process – § 7-30.

The City Council shall, upon receipt of the budget, adopt the budget with or without amendment. In amending the budget, the City Council may add or increase programs or amounts and may delete or decrease any programs or amounts, except amounts required by law or for debt service on general obligation bonds or for estimated cash deficit provided, however, that no amendment to the budget shall increase the authorized expenditures to an amount greater than the total of estimated income. (1909; 1977)

In adopting the budget, the City Council shall also estimate and declare the amount of money necessary to be raised by tax levy. The estimate shall take into account the amounts available from other sources to meet the expenses of the City for the ensuing fiscal year. The budget and estimate as finally adopted shall be signed by the Mayor and City Clerk and filed with the Chief Financial Officer. (1909; 1977) (Ed. Note: Formerly section 41)

The budget shall include all stipends and other expenses of City Council and the salary of the Mayor and the budget shall declare the amount of money necessary to fund the budget. Subject to any pre-existing bond covenants, the City Council's budget shall be apportioned among the City's general fund, its Utilities funds and its health system fund as a reflection of City Council's direct responsibilities for all municipal and Utilities matters as well as City Council's general supervision and control of health system matters based upon such reasonable allocation methodology as City Council may determine. (2005; 2010)

A public hearing is held in October of each fiscal year to allow public comment for the following year's proposed budget.

f. Appropriations – § 7-50.

Upon the basis of the budget as adopted and filed, the several sums shall forthwith be appropriated by ordinance to the several purposes therein named for the ensuing fiscal year. Said ordinance shall be adopted not later than the thirty-first day of December in each year, and shall be entitled "The Annual Appropriation Ordinance." (1909; 1977) (Ed. Note: Formerly Section 43)

VI. Colorado Springs City Code Requirements

City Code § 1.5 Financial Management Procedures defines terms such as appropriation, budget, department, and special fund. It outlines procedures for the creation of accounts, amendments to the appropriation and tax levy ordinance, transfers of funds within departments or special funds, transfers of funds between departments or special funds, transfer of funds from contingency accounts, project abandonment or partial abandonment, project transfer of funds, project non-lapse of appropriations, and filling of inventories.

All appropriations not spent or encumbered at the end of the fiscal year lapse into the fund balance applicable to the specific fund, except for:

- a. Capital Projects – appropriations for capital projects, which do not lapse until the project is completed and/or closed out;
- b. Grant Funds – appropriations for all grants, which do not lapse until the expiration of the grant.

VII. Budget Summary

The annual operating budget will provide funding of City retirement systems, adequate maintenance and/or replacement of capital plant and equipment, and maintenance of an insurance fund, providing for self-insurance or using other acceptable insurance methods. If adequate funding cannot be budgeted, these differences shall be disclosed.

If at any time during the fiscal year, it appears that revenues will be insufficient to meet the appropriated expenditures for the year, the Chief Financial Officer shall report this to city administration and City Council. Information reported shall include the estimated deficit, reason for deficit, actions taken, and recommendations for further action. These actions may include, but are not limited to: hiring delay or hiring freeze, salary reductions, furloughs, layoffs, employee benefit changes, halting Capital Improvement Program (CIP) projects, freezing facility maintenance and non-CIP projects, department operating expenditure reductions, or a draw from fund balance. Any combination of these actions may be taken as deemed appropriate by the Mayor, Chief of Staff, the Chief Financial Officer, and City Council, and will depend upon the nature of the revenue loss, economic conditions and future forecasts.

The budget includes appropriations for debt service payments and reserve requirements for all outstanding debt and for debt anticipated to be issued within the ensuing budget year.

Section 4 – Debt Policy

I. Overview

The City recognizes the primary purpose of facilities is to support provision of services to its residents. The City must balance debt financing and “pay-as-you-go” methods to meet the capital needs of the community. The City realizes failure to meet the demands of growth may inhibit its continued economic viability but also realizes too much debt has detrimental effects. Historically, the City’s total bonded indebtedness as a percentage of total general obligation debt limits has been minimal. Since 2009, the City has no general obligation debt.

The City uses lease purchase financing for several purposes, which include the acquisition of real property and the replacement of equipment and vehicles. Lease purchases decrease the impact of the cost to a department by spreading the costs over several years, and are subject to annual appropriation by City Council.

II. Limitations on City Indebtedness – Colorado Springs City Charter § 7-80.

- a. *No bonds or other evidences of indebtedness, payable in whole or in part from the proceeds of ad valorem property taxes or to which the full faith and credit of the City are pledged in writing or otherwise shall be issued, except in pursuance of an ordinance authorizing the same, and unless the*

question of the issuance of the bonds shall at any special or general municipal election be submitted to a vote of the qualified electors of the City and approved by a majority of those voting on the question. However, City Council pursuant to ordinance and without election may:

(1) Issue local improvement district bonds;

(2) Borrow money or issue bonds for the purpose of acquiring, constructing, extending or improving water, electric, gas, sewer, or other public utilities or income-producing projects provided, further, that said borrowing shall be repaid and said bonds shall be made payable solely out of the net revenue derived from the operation of the utility, utilities, or other income-producing projects, or any or all thereof. Net revenue shall mean gross revenue less all operation and maintenance expenses of the project for which the money has been borrowed or bonds issued.

b. The City shall not become indebted for any purpose or in any manner to an amount which, including existing indebtedness, shall exceed 10% of the assessed valuation of the taxable property within the City as shown by the last preceding assessment for City purposes provided; however, that in determining the amount of indebtedness, there shall not be included within the computation of indebtedness local improvement district bonds, revenue bonds, or general obligation bonds or other evidences of indebtedness issued for the acquisition, construction, extension, or improvement of water facilities or supplies, or both. (1909; 1922; 1951; 1965; 1977) (Ed. note: Formerly section 47.)

III. "Municipal Securities Disclosure" Requirements – Security and Exchange Commission (SEC) Rule 15c2-12.

As a means reasonably designed to prevent fraudulent, deceptive, or manipulative acts or practices, it shall be unlawful for any participating underwriter (broker, dealer, or municipal securities dealer) to act as an underwriter in a primary offering of municipal securities with an aggregate principal amount of \$1 million or more unless the participating underwriter complies with SEC Rule 15c2-12 requirements or is exempted from the provisions of the Rule.

The City is committed to providing timely and consistent dissemination of financial information with SEC regulatory requirements. It is imperative that disclosure be accomplished in a timely fashion in accordance with SEC Rule 15c2-12 compliance and the City's Disclosure Dissemination Agent Agreement (DDAA).

This disclosure policy confirms the City's commitment to fair disclosure. Its goal is to develop and maintain guidelines for presenting related financial reports and events to interested third parties, financial institutions and the general public.

This policy covers all City employees and elected officials of the City. It covers disclosure documents filed with the SEC, statements made in the City's ACFR, and any unaudited interim reports.

IV. Disclosure Working Group

The City has a Disclosure Working Group (DWG) consisting of the Chief Financial Officer, Mayor and City Attorney. As a group, the DWG decides when material developments justify disclosure and meet as conditions dictate.

The role of the DWG is to systematically review filings, reports and other public statements to determine whether any updating or correcting of information is appropriate. The DWG reviews and updates, if necessary, the disclosure policy on an annual basis. The DWG reacts quickly to negative developments and events that affect the City and notify SEC, when appropriate.

The City's primary spokesperson related to Audited Financial Statements, other financial reports, and events is the Chief Financial Officer. The Mayor and City Attorney are designated alternative spokespersons and will be fully apprised of the City's financial developments. Others within the City or its agencies may, from time to time, be designated by the Chief Financial Officer as spokespersons on behalf of the City and respond to specific inquiries. It is essential that the DWG be fully apprised of all material

developments of the City in order to evaluate, discuss those events and determine the appropriateness and timing for disclosure.

The City or its designated agent must provide continuing disclosure documents and related information to the Municipal Securities Rulemaking Board's EMMA (a regulator) website at <http://dataport.emma.msrb.org>.

Section 5 – Cash Management Policy

I. Overview

The City recognizes that effective cash management is an integral component of sound financial management. Therefore it is the policy of the City that funds deemed idle, based on projected cash flow, will be invested in a manner that seeks to maximize their productivity until such time as they are needed for the operation of the City. (Refer to Section 6 – Investment Policy)

II. Cash Deposits and Receipts

- a. Departments collecting cash receipts, whether in cash or other forms of payment, must turn in such receipts to the Finance Department on a daily basis together with records required to verify accuracy of such collections.
- b. Departments authorized to make deposits should promptly submit bank deposit receipts and daily cash reports to the Finance Department to verify the accuracy of collections.
- c. The Finance Department will set forth general cash handling procedures to be followed for all City departments. Departments may have more restrictive policies but will not have less restrictive policies as set forth by the Finance Department.

Section 6 – Investment Policy

I. Investment Policy – Operating and Reserve Accounts

Existing Colorado State Statutes provide home rule municipalities with legal authority to promulgate and implement local standards for cash and investment management operations. City Code 1.6.102 states that the City will invest in securities in a manner authorized by Colorado statutes and as directed by City Council. The purpose of the City's Investment Policy is to establish the investment scope, objectives, delegation of authority, standards of prudence, reporting requirements, internal controls, eligible investments and transactions, diversification requirements, risk tolerance, and safekeeping and custodial procedures for the investment of the funds of the City.

The Investment Policy was adopted by the City Council by resolution on September 28, 1993. It has been revised periodically over the years, and most recently on February 28, 2023. It replaces any previous investment guidelines formulated by members of City staff.

II. Cemetery Endowment Fund Investment Policy - Colorado Springs City Code § 1.6.102(B).

The Chief Financial Officer may establish other trusts or accounts to invest assets of the cemetery endowment fund, assets of the C.D. Smith trust fund and other nontax funds in investments other than those listed in Colorado statutes. These funds shall be subject to the standards of the City investment policy as approved by City Council and investment guidelines established by the Chief Financial Officer for each trust fund or account.

The Cemetery Endowment Investment Policy was last adopted by the City Council by Resolution No. 24-23 on February 28, 2023. The purpose of the Cemetery Endowment Fund is to provide perpetual maintenance of the cemeteries under the jurisdiction of the City. The type of investment assets held by the Fund shall vary from time to time in response to changes in the economy and prospects for achieving the Endowment's objectives commensurate with prudent risk.

Section 7 – Fund Balance Policy

I. Overview

The City's Fund Balance is the accumulated difference between assets plus deferred outflows of resources and liabilities plus deferred inflows of resources within governmental funds. A sufficient fund balance allows the City to meet its contractual obligations, provide funds for new and existing programs established by City Council, mitigate negative revenue implications of federal or state budget actions, mitigate economic downturns, fund disaster or emergency costs, provide funds for cash flow timing discrepancies and fund non-recurring expenses identified as necessary by City Council.

II. Governmental Fund Balance Type Definitions

The Governmental Accounting Standards Board (GASB) issued Statement Number 54, "Fund Balance Reporting and Governmental Fund Type Definitions" effective for periods after June 15, 2010. The objective of this Statement was to enhance the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied and by clarifying the existing governmental fund type definitions. This Statement establishes limitations on the purposes for which fund balances can be used.

- a. Non-spendable Fund Balance – Some assets reported in governmental funds may be inherently non-spendable from the vantage point of the current period.
 - Assets that will never convert to cash such as prepaid items or inventories,
 - Assets that will not convert to cash soon enough to affect the current period such as non-financial assets held for resale,
 - Resources that must be maintained intact pursuant to legal or contractual requirements such as capital of a revolving loan fund.
- b. Restricted Fund Balance – This represents the portion of fund balance that is subject to externally enforceable legal restrictions. Such restrictions are typically imposed by parties altogether outside the City such as creditors, grantors, contributors or other governments. Restrictions can also arise when the authorization to raise revenues is conditioned upon the revenue being used for a particular purpose.
- c. Committed Fund Balance – This represents the portion of fund balance whose use is constrained by limitations that the City imposes on itself by City Council (highest decision making level) and remains binding unless removed in the same manner.
 - Requires action by City Council to commit fund balance
 - Formal City Council action is necessary to impose, remove or modify a constraint reflected in the committed fund balance
- d. Assigned Fund Balance – This describes the portion of fund balance that reflects the City's intended use of resources. This authority rests with the Mayor and is delegated to staff through the use of encumbrances.

III. General Fund Unrestricted Fund Balance

A top priority goal of the Mayor is to improve the long-term fiscal health of the City. Revenue projections are conservative and authorized expenditures are closely monitored. In stable economic times, the combination of these two strategies leads to revenue collections higher than actual expenditures.

Net revenue (actual revenue collections less actual expenditures) is available to first fund the Taxpayer's Bill of Rights (TABOR) reserve for emergencies required under Article X, § 20 of the Colorado State Constitution and then to the designated reserves. Year-end balances in the undesignated reserves may be used as a funding source in the next budget year.

The City's policy is to accumulate adequate reserves to protect the City during economic downturns or large scale emergencies. The City also maintains reserves that are required by law or contract and that serve a specific purpose. These types of reserves are considered restricted and are not available for other uses. Within specific funds, additional reserves may be maintained according to adopted policies.

The Government Finance Officers Association (GFOA) is a professional association of state and local finance officers in the US and Canada whose members are dedicated to the sound management of government financial resources. GFOA recommends that "governments establish a formal policy on the level of unrestricted fund balance that should be maintained in the general fund."¹

The GFOA recommends, at a minimum, that general-purpose governments, regardless of size, incorporate in its financial policies that unrestricted fund balance in their general fund be no less than two months of regular general fund operating revenues or regular general fund operating expenditures.

The City's goal target range for General Fund Reserve – Unrestricted Fund Balance is 16.67% to 25% of the following year's expenditure budget. The target for the unrestricted General Fund balance would exclude the TABOR emergency reserves but include other categories of fund balance that are committed, assigned or unassigned.

IV. The Taxpayer's Bill of Rights – Emergency Reserves - City Charter § 7-90(e).

For use in declared emergencies only, the City shall reserve in 1991 one percent (1%) or more, in 1992 two percent (2%) or more, and in all later years three percent (3%) or more of fiscal year spending. An unused reserve shall apply to the next year's reserve. (1991)

"Emergency" is defined to exclude economic conditions, revenue shortfalls, or City salary or fringe benefit increases.

V. Other Funds

- a. Enterprise and some Special Revenue Funds – These reserves provide for unexpected revenue losses or unanticipated expenditures during the year. A portion of these reserves may be appropriated as part of the annual budget and may be utilized at the end of the fiscal year if necessary.
- b. Internal Services Funds – Internal Services Funds are expressly designed to function on a cost-reimbursement basis and should not accumulate a significant reserve. A small reserve is appropriate to allow for differences in timing of revenues and expenditures.
- c. Self Insured Fund Reserves – As required by the State of Colorado Self Insurer's Reserve Trust Agreement, the City maintains a fund balance reserve for liability and workers' compensation.

VI. Debt Reserves

Debt reserves are established to protect bond holders from payment defaults. Adequate debt reserves are essential in maintaining good bond ratings and the marketability of bonds. The amount of debt reserves are established by bond ordinance for each fund in association with each bond issuance. At times, it may be desirable to use bond insurance rather than debt reserves. This is usually based on the recommendation from the City's Financial Advisor.

VII. Use of Fund Balances

Available fund balances shall not be used for ongoing operating expenditures.

¹ Fund Balance Guidelines for the General Fund (2015) - Government Finance Officers Association

Section 8 – Capital Improvements Program Policy

I. Overview

The City has a significant investment in its streets, facilities, parks, natural areas and other infrastructure. In past years, the City Council and the residents of Colorado Springs through their actions have demonstrated a firm commitment to and investment in City capital projects.

II. Five-Year Capital Improvement Program (CIP) Plan – Colorado Springs City Charter § 4-40(b)(1).

The strategic plan shall include the Comprehensive Plan and a five-year capital improvements plan for municipal needs.

III. Funding Sources and Requirements

- a. All City capital improvements will be constructed and expenditures incurred for the purpose as approved by City Council, with funds rolled over from year to year until a project is deemed complete.
- b. The City will use a variety of different sources to fund capital projects, with an emphasis on the “pay-as-you-go” philosophy.
- c. Funding for operating and maintenance costs for approved capital projects must be identified at the time projects are approved.

IV. Transfer of Funds – Colorado Springs City Code § 1.5.108.

Funds cannot be transferred from one active CIP project to another without City Council’s approval.

Section 9 – Revenue Policy

The City shall strive to maintain a balanced and diversified revenue structure to protect the City from fluctuations in any one source due to changes in local economic conditions which adversely impact that source.

Revenue estimates will be conservative and based upon trend analysis, economic conditions and other factors. Estimates will be established by the Finance Department, led by the Budget Office, and reviewed by the Mayor, Chief of Staff, Executive Team, and departments, as applicable.

Non-recurring revenues and other financing sources will not be used to finance ongoing operations with the exception of the use of approved grants or the use of fund balance in accordance with fund balance policies.

Federal aid, state aid, gifts, and grants will be accepted only after an assessment is made of potential cost implications.

- a. Grants will be spent for the purposes intended and will not be relied on for basic General Fund services.
- b. The City will review grants for operating programs on an individual basis to determine suitability of accepting the grants from a sustainable long-term financial perspective.
- c. The City will vigorously pursue grants for capital projects that fit long-range community improvement goals.
- d. All potential grants will be carefully examined for matching requirements; both dollar and level-of-effort matches.

The City will review its fees and other charges for services periodically to ensure that revenues are meeting intended program goals and are keeping pace with inflation, other cost increases and any applicable competitive rate. The City will evaluate cost recovery and align fees with cost recovery goals.

Enterprise and Internal Service operations will be self-supporting.

Section 10 – Expenditure Policy

The City will pursue goals of efficiency and effectiveness by balancing short-term and long-term community needs.

Current operating expenditures will be funded with current operating revenues, approved grants, or the use of fund balance in accordance with fund balance policies. The Finance Department, led by the Budget Office, will monitor revenues and expenditures during the year to provide an opportunity for actions to be taken to bring expenditures in line with revenues received.

The City will undertake periodic reviews of City programs for both efficiency and effectiveness. Privatization and contracting with other governmental agencies will be evaluated as alternatives to service delivery. Programs that are determined to be inefficient and/or ineffective shall be reduced in scope and eliminated.

Section 11 – Grants Policy

I. Overview

The City will follow all terms and conditions included in the grant agreement. City Departments and staff that occupy positions of responsibility with respect to grant activity have specific roles and responsibilities that they shall perform and uphold both ethically and in the best interests of the City. City Council has responsibility for approving spending of grant funds through approval of the annual budget or subsequent supplemental appropriation, which includes an amount appropriated for grant awards received throughout the fiscal year.

II. Conflict of Interest

No employee or official of the City shall have any interest, financial or otherwise, direct or indirect, or have any arrangement concerning prospective employment that will, or may be reasonably expected to, bias the design, conduct, or reporting of a grant funded project on which he or she is working.

It shall be the responsibility of the Grant Administrator for each particular grant-funded project to ensure that in the use of sponsored funds, officials or employees of the City and nongovernmental recipients or sub-recipients shall avoid any action that might result in, or create the appearance of:

- a. Using his or her official position for private gain
- b. Giving preferential treatment to any person or organization
- c. Losing complete independence or impartiality
- d. Making an official decision outside official channels
- e. Affecting adversely public confidence in the grant funded program in particular and the City in general

III. Accounting and Reporting

- a. The accounting system will separate revenues and expenditures by funding source for all grants. The accounting system will break down revenues and expenditures for each individual grant via the project system and supporting documentation will be maintained in the financial system for all grant expenditures, as is required of all expenditures.
- b. The accounting system has a project system that tracks all revenues and expenditures by the specific grant or project by line item or by broad category as may be included in a grant application budget. Grant Administrators will reconcile on a regular basis to ensure all revenues and expenditures are being appropriately coded to the correct grant. Project system reports can be run to accommodate different grant time periods that may differ from calendar year reporting.

- c. Federal grant funds will not be commingled with funds from other Federal grants or other local match money. When applicable, any matching funds for a grant will be tracked by the department who is responsible for the grant and will only include items that directly correlate to an approved activity identified in the grant proposal.
- d. Capital assets are tracked through the fixed asset system and, if a grant has purchased a capital asset, will be noted in the fixed asset system using the project system identified above. The City also tracks related award information as required per 2 CFR 200, § 200.313(d), Management Requirements.
- e. Only allowable costs will be allocated to a grant.
- f. Grants will only be budgeted when a grant award letter or statement of grant award has been received. The budget will be allocated from the annual Grants Appropriation included in the annual budget or subsequent supplemental appropriation, approved by City Council each fiscal year.
- g. City departments are responsible for all aspects of the grant process including planning for grant acquisition, preparing and submitting grant proposals, preparing Resolution requests to accept funds, developing grant implementation plans, managing grant programs, preparing and submitting reports to grantors, and properly closing out grant projects. Department staff and Finance staff will maintain a close working relationship with respect to any grant activity to ensure a clear understanding of the project status.

IV. Documentation

All grant expenses must comply with the terms set forth in the grant application, grant award letter, city procurement policies and the guidelines in the Office of Management and Budget Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance), 2 CFR 200.

Documentation for all expenditures must be retained by the department for audit purposes and should include:

- a. Timesheets certified or signed by the employee and approved by their supervisor for all payroll expenses;
- b. Purchasing documents for expenditures (if necessary based on dollar amount of purchase);
- c. City, state or governmental agreement number;
- d. Formal bids for all purchases requiring such a process per City or Federal regulation, and price or rate quotation documentation for all purchases that do not exceed the Simplified Acquisition Threshold on Federally funded grants per 2 CFR 200, §200.320(b);
- e. Detailed receipts or invoices; and
- f. General Ledger detail showing revenue and expenditure activity, reviewed on a regular basis, and reconciled to detail provided to granting agencies.

The City's Finance Department, with the assistance of specific grantee City departments, shall do the following:

- a. Identify, through a project and account structure, all federal awards received and expended and the federal programs under which they were received. All awards should be identifiable by the Catalog of Federal Domestic Assistance (CFDA) title and number, award number, award year, name of federal agency, and the name of the pass-through agency (if applicable);
- b. Maintain internal control over federal programs that provides reasonable assurance that the grantee is managing the award in compliance with the laws, regulations, and the provisions of the contract or grant agreement;
- c. Comply with laws, regulations and the provisions of contract or grant agreements related to each grant award; and

- d. Prepare required financial statements, including financial statements that reflect the entity's financial position, results of operations or changes in net position, and where appropriate, cash flows for the fiscal year audited. In addition, a schedule of expenditures of federal awards will be prepared for the external auditors, including all federal grants.

Grant documents should be read carefully to ensure compliance with all grant requirements. Additional documentation may be required under the terms and conditions of the specific grant award to include, but not limited to, procurement justification, grant reconciliation frequency, cash match calculation and tracking, and records retention.

Grant administrators are responsible for confirming that the information in the financial system is accurate as outlined above.

V. Audit

Per OMB Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, 2 CFR 200 § 200.501, all non-federal entities that expend \$750,000 or more in a year on Federal awards, either as the grantee or the sub-grantee, shall have a single or program-specific audit conducted for that year in accordance with the provisions of the Uniform Guidance. The single audit encompasses both the entity's financial statements and the Federal awards received by the entity; whereas a program-specific audit will audit one Federal program and can only be used when the grantee receives grant awards only from one Federal program. The city contracts with an external firm to conduct a single audit on an annual basis. The awarding agency may also specify additional audit requirements in the grant award letter or grant guidance.

The Finance Department, with the assistance of the specific grantee City departments, shall follow up and take corrective action on all audit findings.

Section 12 – Emergency Funding Policy

The City's legislative branch can approve the use of emergency funds on a case-by-case basis. It is expected that costs associated with emergency work may exceed the budget appropriated to the various departments for that particular fiscal year and may require additional action by City Council. The City's Chief Financial Officer or designee, using information provided by City Finance representatives for the Pikes Peak Regional Office of Emergency Management (PPR-OEM), will track the estimated cost of each incident. Should there be a need to use City Emergency Reserves, the Chief Financial Officer will facilitate a supplemental appropriation request with City Council. Upon City Council approval, emergency funding will be designated to support emergency response and recovery efforts and a budget increase will be applied to the appropriate City department(s). All City departments, regardless of whether they have an emergency budget increase, will follow the City of Colorado Springs Procurement Rules and Regulations.

Section 13 – Identity Theft Prevention Policy

In 2008, Congress directed the Federal Trade Commission (FTC) and other agencies to develop regulations requiring "creditors" and "financial institutions" to address the risk of identity theft. The resulting Red Flag Rules require all such entities that have "covered accounts" to develop and implement written identity theft prevention programs.

The FTC defined "creditors" as businesses or organizations that regularly defer payment for goods or services and bill customers later. This includes nearly any organization extending credit, whether by granting loans, making credit decisions, etc.

Pursuant to the FTC enforcement policy of the Identity Theft Red Flags Rule, the City of Colorado Springs has evaluated risk factors to develop a policy designed to help identify, detect, and respond to patterns, practices, or specific activities – known as "red flags" – that could indicate identity theft.

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Revenue Detail

General Fund

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2024-2023 \$ Change
Taxes - Sales and Use Tax					
Finance - Finance					
45100 - SALES AND USE TAX	232,644,154	249,494,325	252,740,000	252,740,000	0
45105 - SALES AND USE TAX DELINQUENT	1,726,028	1,389,293	0	0	0
45110 - SALES AND USE TAX TIFS	(6,866,608)	(7,936,619)	0	0	0
Taxes - Sales and Use Tax Total	227,503,574	242,946,999	252,740,000	252,740,000	0
Taxes - Property Tax					
Finance - Finance					
45025 - PROP TAXES CURRENT YEAR	23,861,731	26,056,078	26,055,412	27,705,217	1,649,805
45055 - PROP TAXES PENALTY	36,147	35,797	0	0	0
45050 - PROP TAXES DELINQUENT	7,732	(1,579)	0	0	0
Finance - Finance Total	23,905,610	26,090,296	26,055,412	27,705,217	1,649,805
Taxes - Property Tax Total	23,905,610	26,090,296	26,055,412	27,705,217	1,649,805
Taxes - Other					
City Clerk					
45157 - OCCU TAX LIQUOR	327,883	338,851	340,000	345,000	5,000
City Clerk Total	327,883	338,851	340,000	345,000	5,000
Finance - Finance					
45125 - SPECIFIC OWNERSHIP TAX	3,125,730	3,023,235	3,189,469	3,189,469	0
45175 - ADMISSIONS TAX	284,149	436,774	520,150	520,150	0
Finance - Finance Total	3,409,879	3,460,009	3,709,619	3,709,619	0
Taxes - Other Total	3,737,762	3,798,860	4,049,619	4,054,619	5,000
Licenses and Permits					
City Clerk					
45225 - LIQUOR PERMIT FEES	11,289	19,829	10,000	20,000	10,000
45229 - CONCRETE CONTRACTOR	64,874	31,845	30,000	30,000	0
45231 - MOBILE FOOD VENDOR	16,260	18,610	13,000	15,000	2,000
45232 - EXCAVATION	550	34,217	30,000	32,000	2,000
45235 - LIQUOR LICENSE FEES	252,794	263,624	260,000	260,000	0
45239 - SECURITY AGENCY/OFFICER	232,177	269,408	250,000	270,000	20,000
45240 - PAWN BROKER	2,200	2,427	2,400	2,200	(200)
45241 - MEDICAL MARIJUANA BUSINESS FEE	754,740	697,627	725,000	675,000	(50,000)
45242 - MARIJUANA CONSUMPTION CLUB	110	160	110	0	(110)
45243 - SEXUALLY ORIENTED BUSINESS	2,000	2,000	2,000	2,000	0
45246 - TREE SERVICE	5,390	7,260	5,000	5,000	0
45253 - BICYCLE-SHARE BUSINESS LICENSE	220	220	110	110	0
45279 - ALARM BUSINESS LICENCE	16,035	0	0	0	0
45227 - MASSAGE BUSINESS LICENSE	0	12,117	11,000	8,000	(3,000)
45252 - PEDAL-CAB AGENCY/DRIVER	0	227	330	0	(330)
City Clerk Total	1,358,639	1,359,571	1,338,950	1,319,310	(19,640)
Finance - Finance					
45278 - SALES TAX LICENSES	255,805	50,837	0	0	0
Finance - Finance Total	255,805	50,837	0	0	0
Fire					
45778 - REVOCABLE/PREScribed PERMITS	101,932	92,653	73,500	82,000	8,500
Fire Total	101,932	92,653	73,500	82,000	8,500
Parks - Design and Development					
45694 - REVOCABLE PERMITS	2,000	2,000	1,500	1,500	0
Parks - Design and Development Total	2,000	2,000	1,500	1,500	0

General Fund

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2024-2023 \$ Change
Planning and Neighborhood Services - Land Use Review					
45694 - REVOCABLE PERMITS	62,520	15,435	15,000	15,000	0
45771 - ALARM SYSTEM PERMIT	0	476	0	0	0
43366 - SHORT TERM RENTAL PERMIT FEE	179,886	171,909	200,000	200,000	0
43367 - CARPORT PERMIT	0	1,309	0	0	0
Planning and Neighborhood Services - Land Use Review Total	242,406	189,129	215,000	215,000	0
Police					
45279 - ALARM BUSINESS LICENSE	6,710	27,775	29,000	29,000	0
Police Total	6,710	27,775	29,000	29,000	0
Public Works - City Engineering					
45692 - CONCRETE PERMITS	416,834	312,476	390,000	390,000	0
45695 - EXCAVATION PERMITS	1,111,151	1,300,046	1,311,000	1,813,000	502,000
Public Works - City Engineering	1,527,985	1,612,522	1,701,000	2,203,000	502,000
Licenses and Permits Total	3,495,477	3,334,487	3,358,950	3,849,810	490,860
Intergovernmental					
Finance - Finance					
45451 - STATE CIGARETTE TAX	1,104,421	764,765	900,000	900,000	0
45476 - HWAY USERS TAX REGULAR	21,212,746	20,507,718	21,967,079	21,967,079	0
45501 - HWAY USERS TAX ADDED FEE	1,629,262	1,611,354	1,575,000	1,575,000	0
45526 - SEVERANCE TAX DISTRIBUTION	62,187	272,525	130,000	130,000	0
45551 - ROAD AND BRIDGE	920,167	1,098,460	1,100,000	1,100,000	0
45576 - SHARE OF FINES	153,339	137,326	225,000	225,000	0
Intergovernmental Total	25,082,122	24,392,148	25,897,079	25,897,079	0
Charges for Services					
City Attorney					
45631 - LEGAL FEES	6,720	496,964	585,000	510,000	(75,000)
City Attorney Total	6,720	496,964	585,000	510,000	(75,000)
City Clerk					
44025 - CASH OVER SHORT	110	0	0	0	0
45671 - ADMINISTRATIVE FILING FEES	1,056	1,232	880	900	20
45673 - SPECIAL DIST SVC PLAN FEE	39,940	32,600	25,000	30,000	5,000
45712 - MAPS BOOKS CODES ETC	(85)	1,630	1,000	1,000	0
City Clerk Total	41,021	35,462	26,880	31,900	5,020
Communications					
45804 - REQUESTED UNCLASSIFIED INSPECT	176	0	0	0	0
Communications Total	176	0	0	0	0
Finance - Finance					
44020 - MISCELLANEOUS GENERAL	180	260	0	0	0
44025 - CASH OVER SHORT	69	144	0	0	0
44055 - REIMBURSEMENT ACCT	133,669	145,327	0	0	0
44075 - PROCESSING FEE	5,378	5,145	0	0	0
40113 - MISCELLANEOUS	767	10,781	0	0	0
40150 - RESTITUTION	840	2,912	0	0	0
41770 - VENDING MACHINES	12,000	0	0	0	0
45759 - TOW AND STORAGE CHARGES	1,892	0	0	0	0
45763 - ADMINISTRATIVE SERVICES FEES	980	1,016	0	0	0
46052 - ADMIN CHARGES NON TAX	3,730,275	3,736,752	3,721,216	4,506,303	785,087
Finance - Finance Total	3,886,050	3,902,337	3,721,216	4,506,303	785,087
Finance - General Costs					
44055 - REIMBURSEMENT ACCT	24,082	28,258	0	0	0
45768 - UNCLAIMED PROPERTY DISPOSITION	17,765	35,103	0	0	0
40113 - MISCELLANEOUS	4,385	(48,634)	0	0	0

General Fund

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2024-2023 \$ Change
40150 - RESTITUTION	6,679	16,304	0	0	0
45727 - BUS PASS SALES FREX	(3,460)	0	0	0	0
45247 - PARK AND REC PERMITS LICENSES	3,105	50	0	0	0
45907 - SPECIAL EVENTS	119,919	287,299	420,000	420,000	0
Finance - General Costs Total	172,475	318,380	420,000	420,000	0
Fire					
44055 - REIMBURSEMENT ACCT	134,297	13,660	200,000	1,092,000	892,000
45804 - REQUESTED UNCLASSIFIED INSPECT	1,936	528	1,000	1,000	0
45775 - HAZARDOUS MATERIAL FIRE	164,457	207,993	105,800	177,800	72,000
45777 - MISCELLANEOUS FIRE	4,927	6,149	1,500	1,500	0
45779 - FIRE SPEC DUTY REIMB	6,819	11,883	0	3,000	3,000
45780 - SPECIAL/RE- INSPECTIONS	25,643	22,017	5,200	24,000	18,800
45781 - SPRINKLER PERMIT FEES	2,684	(2,684)	0	0	0
45784 - HAZMAT PLAN REVIEW	35,262	54,361	43,000	37,500	(5,500)
45785 - OFF DUTY/OVERTIME INSPECTIONS	1,353	984	1,700	750	(950)
45786 - FIRE DEVELOPMENT REVIEW	72,892	67,456	88,500	61,000	(27,500)
45792 - STATE/CERTIFICATION INSPECTION	27,720	20,052	15,000	20,000	5,000
45793 - FINES SUBSEQUENT PLAN SUBMIT	744	0	0	0	0
45795 - HIGH PILE PLAN REVIEW	2,437	6,356	4,000	3,000	(1,000)
45796 - HIGH PILE INSPECTIONS	12,098	10,168	6,000	10,000	4,000
45797 - HIGH PILE AND HAZMAT PERMIT	62,420	76,588	62,000	67,000	5,000
45798 - A OCCUPANCY INSPECTIONS	79,397	79,392	69,000	80,000	11,000
45799 - SCHOOL INSPECTIONS	37,488	34,056	21,500	31,000	9,500
45801 - MARIJUANA INSPECTIONS	49,280	44,440	47,500	40,000	(7,500)
45957 - FINES/WORK WO PERMIT	4,500	2,000	2,000	2,000	0
45773 - FIRE RESTITUTION	2,730	3,908	1,000	1,000	0
45788 - WOODMAN VALLEY FIRE DISTRICT	100,000	100,000	100,000	100,000	0
46174 - REIMB - AMBULANCE CONTRACT	1,283,333	1,400,000	1,400,000	1,400,000	0
45803 - COMMUNITY HEALTH	75,000	0	150,000	150,000	0
45755 - ALARM SITE REINSTATEMENT FEES	0	172	0	0	0
Fire Total	2,187,417	2,159,479	2,324,700	3,302,550	977,850
IT - Information Technology					
40379 - DIGITAL ORTHOS	9,863	7,025	8,600	8,600	0
IT - Information Technology Total	9,863	7,025	8,600	8,600	0
Municipal Court					
44025 - CASH OVER SHORT	(120)	(3)	0	0	0
45665 - COPY FEES	65	290	175	175	0
40131 - VOLUNTEER MEDICAL COVERAGE	665	500	1,000	1,000	0
44021 - OVER PAYMENTS	(1,699)	5,034	0	0	0
45652 - BONDSMEN JUDGEMENTS	2,925	8,475	11,000	11,000	0
45654 - COURT COSTS	297,116	260,953	375,000	375,000	0
45655 - JURY FEES	(725)	0	0	0	0
45656 - MISC MUNICIPAL COURT	20	223	0	0	0
45657 - OJW CITY	43,484	230	0	0	0
45658 - TRANSCRIPT FEE	683	340	2,000	2,000	0
45659 - WARRANT COSTS	124,755	81,806	95,000	95,000	0
45660 - PAYMENT PLAN FEE	200	75	10,000	10,000	0
45661 - NSF FEE	285	200	400	400	0
45664 - SERVICE FEE	2,075	1,375	0	0	0
45666 - PROBATION FEE	4,910	2,845	2,000	2,000	0

General Fund

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2024-2023 \$ Change
45667 - SEALING OF RECORDS	5,590	4,160	0	0	0
45959 - REVENUE CLEARING ACCOUNT	29,762	(12,255)	0	0	0
45662 - BOOT FEE	0	0	3,992	3,992	0
Municipal Court Total	509,991	354,248	500,567	500,567	0
Office of Innovation					
45763 - ADMINISTRATIVE SERVICES FEES	0	0	41,082	0	(41,082)
45674 - MLA-TELECOMS	0	17,060	0	19,202	19,202
Office of Innovation Total	0	17,060	41,082	19,202	(21,880)
Parks - Cultural Services					
45247 - PARK AND REC PERMITS LICENSES	0	0	4,000	4,000	0
45907 - SPECIAL EVENTS	1,200	0	5,500	5,500	0
45896 - YOUTH PROGRAM	0	15,220	0	111,360	111,360
Parks - Cultural Services Total	1,200	15,220	9,500	120,860	111,360
Parks - Park Maintenance and Operations					
45915 - GOG ACDMY RIDING STABLE FEES	10,000	18,000	9,000	9,000	0
45903 - NORTH SLOPE ADMISSION	62,180	60,468	91,250	30,000	(61,250)
45901 - MISCELLANEOUS	100	0	0	0	0
45910 - SOUTH SLOPE ADMISSION	12,300	11,500	14,080	14,080	0
Parks - Park Maintenance and Operations Total	84,580	89,968	114,330	53,080	(61,250)
Parks - Recreation and Administration					
45831 - BASKETBALL	19,180	26,200	23,150	23,150	0
44025 - CASH OVER SHORT	0	5	0	0	0
44055 - REIMBURSEMENT ACCT	50	0	15,000	15,000	0
40113 - MISCELLANEOUS	19,733	29,598	0	32,100	32,100
45247 - PARK AND REC PERMITS LICENSES	164,697	191,659	248,490	246,490	(2,000)
45907 - SPECIAL EVENTS	3,480	4,725	10,500	500	(10,000)
45836 - SOFTBALL	338,495	370,381	482,684	482,684	0
40443 - MEMORIAL PARK TENNIS COURTS	76,274	79,487	80,000	80,000	0
45895 - THERAPUTIC PROGRAMS	40,381	37,685	61,000	61,000	0
45896 - YOUTH PROGRAM	58,236	69,245	108,627	108,627	0
45911 - HILLSIDE PROGRAMS	25,825	38,579	41,500	41,500	0
45833 - FOOTBALL	149,783	178,325	226,954	226,954	0
45835 - PROGRAM REVENUE	124,059	162,036	133,775	148,775	15,000
45838 - VOLLEYBALL	3,432	4,174	10,000	10,000	0
45832 - FIELD RESERVATIONS	274,355	280,786	200,000	250,000	50,000
45872 - ARENA ICE RENTAL	436,745	422,291	360,055	411,555	51,500
46175 - ACACIA PARK ICE RINK	188,926	231,986	195,000	225,000	30,000
45871 - ADMISSIONS ICE CENTER	138,740	157,777	131,500	136,500	5,000
45874 - LESSONS	85,799	91,983	60,402	80,402	20,000
45876 - FIGURE SKATING	38,412	43,194	41,500	41,500	0
45877 - SKATE RENTAL	19,936	27,517	18,540	22,040	3,500
45878 - SKATE SHARPENING	1,170	1,194	2,700	1,700	(1,000)
45885 - ADULT HOCKEY LEAGUES	2,250	1,775	0	0	0
45873 - CONCESSIONS ICE CENTER	0	0	700	0	(700)
45875 - MISCELLANEOUS ICE CENTER	0	0	3,983	3,983	0
Parks - Recreation and Administration Total	2,209,958	2,450,602	2,456,060	2,649,460	193,400
Planning and Neighborhood Services - Land Use Review					
44075 - PROCESSING FEE	52,430	64,578	50,000	50,000	0
40145 - SUBDIVISION RECORDING FEES	13,215	10,709	10,000	10,000	0
43356 - DEVELOPMENT REVIEW FEES	1,738,971	1,328,011	1,600,000	1,600,000	0
45672 - MAINT-NEWSPAPER CONDO BOXES	435	435	1,160	1,160	0
45675 - SM. CELL FACILITY APPLICATION	6,750	20,250	30,000	30,000	0

General Fund

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2024-2023 \$ Change
45711 - COPIES OF DOCUMENTS	2,634	1,316	75	75	0
40270 - GEO HAZ STUDY CONSULTANTS	0	39,750	15,000	15,000	0
Planning and Neighborhood Services - Land Use Review Total	1,814,435	1,465,049	1,706,235	1,706,235	0
Planning and Neighborhood Services - Neighborhood Services					
40150 - RESTITUTION	0	0	2,500	2,500	0
43356 - DEVELOPMENT REVIEW FEES	0	(500)	0	0	0
43359 - DILAPIDATED BLDG INSPECTIONS	500	2,500	1,000	1,000	0
44057 - PROPERTY CLEAN UP REIMBURSEMEN	47,766	35,554	60,000	60,000	0
45762 - GRAFFITI REMOVAL	1,250	822	1,000	1,000	0
45808 - E-SCOOTER DEVICE FEE	0	45,000	33,000	33,000	0
45809 - E-SCOOTER PER TRIP FEE	0	21,082	10,000	10,000	0
45770 - CODE ENFORCEMENT INSPECTIONS	94,039	143,903	70,000	70,000	0
Planning and Neighborhood Services - Neighborhood Services Total	143,555	248,361	177,500	177,500	0
Police					
41415 - FINGER PRINTING	2,445	3,730	2,400	3,000	600
44020 - MISCELLANEOUS GENERAL	5,331	11,226	10,000	10,000	0
44025 - CASH OVER SHORT	13	3	0	0	0
44055 - REIMBURSEMENT ACCT	61,159	49,414	55,000	50,000	(5,000)
45768 - UNCLAIMED PROPERTY DISPOSITION	101,642	102,341	100,000	100,000	0
44075 - PROCESSING FEE	386	370	600	100	(500)
40113 - MISCELLANEOUS	4,498	(2,432)	0	0	0
40150 - RESTITUTION	8,754	43,944	6,500	7,000	500
45759 - TOW AND STORAGE CHARGES	557,802	757,370	575,000	750,000	175,000
45657 - OJW CITY	0	1,418	0	0	0
41840 - ADMIN REVENUE	37,889	6,773	0	0	0
45752 - EXTRA DUTY-VEHICLE USAGE	63,735	86,297	60,000	85,000	25,000
45758 - EXTRA DUTY REIMBURSEMENT	933,738	173,154	0	0	0
44053 - PD PARKING GARAGE FEES	67,950	70,455	69,000	70,500	1,500
44054 - OT REIMBURSEMENT	106,268	138,877	225,700	193,700	(32,000)
45663 - APPEAL FEE	25	50	0	0	0
45753 - EXCESS POLICE ALARMS	105,590	160,617	120,000	134,000	14,000
45755 - ALARM SITE REINSTATEMENT FEES	900	2,000	1,000	1,500	500
45761 - SCHOOL RESOURCE OFFICER	1,173,272	1,228,687	1,150,000	1,250,000	100,000
45767 - ANNUAL ALARM REGISTRATION	833,740	722,541	725,000	725,000	0
45756 - PHOTOSTATS AND PICTURES	147,160	161,548	160,000	160,000	0
45764 - ID REGISTRATION FEE	52,326	49,224	50,000	47,000	(3,000)
45734 - FOUNTAIN	4,251	4,680	4,000	4,600	600
45760 - WITNESS FEES	906	135	300	100	(200)
45754 - LAB FEES POLICE	45,350	46,092	45,000	45,000	0
45757 - POLICE POLYGRAPH TESTS	0	120	0	0	0
Police Total	4,315,130	3,818,634	3,359,500	3,636,500	277,000
Public Works - City Engineering					
44025 - CASH OVER SHORT	443	0	0	0	0
45957 - FINES/WORK WO PERMIT	0	0	0	50,000	50,000
43356 - DEVELOPMENT REVIEW FEES	519,315	442,413	520,000	520,000	0
45802 - TRAFFIC CONTROL PERMIT	2,233,689	2,165,993	2,250,000	2,525,000	275,000
45806 - PAVEMENT DEGRADATION FEE	1,678,466	2,471,175	1,820,000	2,320,000	500,000
42340 - RECORDING FEE	1,646	192	0	0	0
45697 - INSPECTION OVERTIME	5,528	959	0	0	0
45699 - DEVELOPMENT INSPECTION FEE	547,393	415,539	501,000	501,000	0
Public Works - City Engineering Total	4,986,480	5,496,271	5,091,000	5,916,000	825,000

General Fund

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2024-2023 \$ Change
Public Works - Operations and Maintenance Division					
40150 - RESTITUTION	1,252	1,718	0	0	0
40211 - GENERAL FORESTRY	120	155	0	0	0
Public Works - Operations and Maintenance Division Total	1,372	1,873	0	0	0
Public Works - Traffic Engineering					
45711 - COPIES OF DOCUMENTS	250	600	350	350	0
45811 - STATE SAFETY TRAFFIC DEV	332,880	332,880	332,880	332,880	0
45812 - TRAFFIC REIMB FROM OTHERS	798	15,230	0	0	0
Public Works - Traffic Engineering Total	333,928	348,710	333,230	333,230	0
Support Services					
45763 - ADMINISTRATIVE SERVICES FEES	54,964	57,598	9,600	9,600	0
45756 - PHOTOSTATS AND PICTURES	0	566	0	0	0
Support Services Total	54,964	58,164	9,600	9,600	0
Charges for Services Total	20,759,315	21,283,807	20,885,000	23,901,587	3,016,587
Fines					
City Clerk					
45951 - GENERAL VIOLATIONS	11,731	11,000	5,000	5,000	0
City Clerk Total	11,731	11,000	5,000	5,000	0
Municipal Court					
45951 - GENERAL VIOLATIONS	35,530	27,723	68,000	68,000	0
45952 - PARKING METERS	1,977,951	2,721,819	525,000	525,000	0
45953 - VIOLATION SURCHARGE	522,658	407,083	532,777	782,777	250,000
45954 - TRAFFIC VIOLATIONS	4,099,239	3,499,901	7,673,705	7,673,705	0
45955 - VIOLATION SURCHARGE-IT	132,170	103,042	180,000	180,000	0
45958 - COMBINED VIOLATIONS	1,130	1,050	0	0	0
Municipal Court Total	6,768,678	6,760,618	8,979,482	9,229,482	250,000
Fines Total	6,780,409	6,771,618	8,984,482	9,234,482	250,000
Miscellaneous Revenue					
City Attorney					
42710 - OTHER REVENUE	11,040	12,700	7,300	7,300	0
City Attorney Total	11,040	12,700	7,300	7,300	0
City Clerk					
41397 - LATE FEES	15,410	81,580	30,000	40,000	10,000
City Clerk Total	15,410	81,580	30,000	40,000	10,000
Finance - Finance					
41400 - MISCELLANEOUS ADMIN REVENUE	2,500	2,000	0	0	0
43180 - GAIN LOSS INV MKT VALUE	(2,616,608)	(6,846,847)	0	0	0
46025 - INTEREST	1,394,292	930,517	2,218,000	2,989,000	771,000
45905 - RENTAL INCOME	11,400	1,500	0	0	0
43352 - WATER SPEC CONTRACT SURCHARGE	192,659	113,196	300,000	300,000	0
43156 - REBATES	246	0	0	0	0
43353 - RECOVERY	569,898	525,000	1,297,600	1,097,156	(200,444)
44010 - INSURANCE	633,520	252,119	200,000	200,000	0
44052 - AUCTION PROCEEDS	1,376,324	1,135,519	887,503	887,503	0
45620 - CORA REQUEST FEE	5,705	2,944	0	0	0
46056 - HOUSING AUTHORITY	10,812	11,609	8,500	8,500	0
46057 - COMCAST CABLE FRANCHISE FEE	4,523,108	4,409,789	4,184,237	4,184,237	0
46067 - FALCON CABLE FRANCHISE FEE	17,972	13,277	9,986	9,986	0
46069 - CENTURYLINK FRANCHISE FEE	36,282	0	0	0	0
44085 - ADVERTISING	0	0	1,000	1,000	0
45449 - ASSET FORFEITURES	0	0	5,000	5,000	0
Finance - Finance Total	6,158,110	550,623	9,111,826	9,682,382	570,556

General Fund

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2024-2023 \$ Change
Finance - General Costs					
43070 - STATE SHARE	105,787	0	0	0	0
46025 - INTEREST	4,896	75,521	0	0	0
43075 - CITY SHARE	668	24,976	0	0	0
43085 - OTHER SHARE	0	13,667	0	0	0
44010 - INSURANCE	330	189	0	0	0
46054 - EMPLOYEE JURY SERVICE	0	60	0	0	0
Finance - General Costs Total	111,681	114,413	0	0	0
Fire					
41416 - LOST BADGES	0	48	0	0	0
46176 - AMR LIQUIDATED DAMAGES	1,468,451	3,442,300	1,000,000	240,000	(760,000)
Fire Total	1,468,451	3,442,348	1,000,000	240,000	(760,000)
Housing and Community Vitality					
44070 - PAB ISSUER FEES	106,000	168,098	200,000	400,000	200,000
Housing and Community Vitality	106,000	168,098	200,000	400,000	200,000
Municipal Court					
45905 - RENTAL INCOME	0	0	3,600	3,600	0
Municipal Court Total	0	0	3,600	3,600	0
Parks - Recreation and Administration					
42785 - REV SITE LEASES	0	0	40,000	40,000	0
43040 - DONATIONS	30,000	69,290	0	0	0
40317 - GIFT DEERFIELD	1,407	0	0	0	0
45906 - RENTALS	33,591	74,575	86,000	86,000	0
45891 - AUDITORIUM RENT	(195)	0	0	0	0
42730 - RESALES	32,760	64,819	8,000	40,000	32,000
Parks - Recreation and Administration Total	97,563	208,684	134,000	166,000	32,000
Police					
44014 - RECYCLED MATERIALS	3,293	5,912	10,000	13,000	3,000
43156 - REBATES	2,199	7,016	0	0	0
45769 - HANGAR RENTAL	6,600	7,200	7,200	0	(7,200)
Police Total	12,092	20,128	17,200	13,000	(4,200)
Public Works - City Engineering					
43075 - CITY SHARE	0	6	0	0	0
45905 - RENTAL INCOME	100	100	100	100	0
Public Works - City Engineering Total	100	106	100	100	0
Public Works - Operations and Maintenance Division					
43050 - DAMAGED TREES AND SHRUBS	4,924	4,244	5,000	5,000	0
Public Works - Operations and Maintenance Division Total	4,924	4,244	5,000	5,000	0
Public Works - Traffic Engineering					
44014 - RECYCLED MATERIALS	8,745	9,936	8,500	8,500	0
44019 - SIGN DAMAGE SETTLEMENTS	410	0	0	0	0
44018 - SIGNAL DAMAGE SETTLEMENTS	0	883	0	0	0
45732 - EL PASO COUNTY	0	0	0	499,000	499,000
Public Works - Traffic Engineering Total	9,155	10,819	8,500	507,500	499,000

General Fund

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2024-2023 \$ Change
Support Services					
45905 - RENTAL INCOME	2,282	0	0	0	0
43156 - REBATES	832	0	0	0	0
42710 - OTHER REVENUE	10,170	33,815	49,759	49,759	0
43157 - PURCH CARD PROGRAM REBATES	197,836	212,252	145,000	145,000	0
Support Services Total	211,120	246,067	194,759	194,759	0
Miscellaneous Revenue Total	8,205,646	4,859,810	10,712,285	11,259,641	547,356
Other Financing Sources					
City Attorney					
46173 - REIMBURSEMENT FR UTILITY FUND	1,863,685	1,927,747	1,878,584	2,149,764	271,180
46170 - REIMBURSEMENT FR OTHER FUNDS	356,523	105,117	120,370	111,000	(9,370)
42605 - ENT FUND UTIL ALLOCATION	142,100	187,519	220,236	268,072	47,836
42720 - OTHER BILLED INVOICES	3,890	1,306	0	0	0
City Attorney Total	2,366,198	2,221,689	2,219,190	2,528,836	309,646
City Auditor					
46173 - REIMBURSEMENT FR UTILITY FUND	936,825	1,084,174	1,132,002	1,297,507	165,505
46170 - REIMBURSEMENT FR OTHER FUNDS	110,727	133,552	81,504	92,376	10,872
City Auditor Total	1,047,552	1,217,726	1,213,506	1,389,883	176,377
Finance - Finance					
44045 - SALE OF SCRAP	0	2,928	0	0	0
46153 - TRANSFER FROM OTHER FUNDS	0	29,390	0	0	0
46173 - REIMBURSEMENT FR UTILITY FUND	341,343	294,553	112,829	219,283	106,454
46170 - REIMBURSEMENT FR OTHER FUNDS	10,004	8,892	0	0	0
43025 - SURPLUS CSU-ENERGY	34,820,097	34,836,111	33,939,000	33,990,961	51,961
43026 - SURPLUS CSU-WATER	2,430,401	2,442,525	2,574,000	2,574,000	0
46132 - SHARE OF CITY COUNCIL	522,706	539,976	757,788	780,948	23,160
46136 - SHARE OF CITY CLERK	112,824	99,865	117,698	110,435	(7,263)
46137 - SHARE OF WORKERS COMPENSATION	23,266	17,089	21,167	28,009	6,842
Finance - Finance Total	38,260,641	38,271,329	37,522,482	37,703,636	181,154
Finance - General Costs					
44045 - SALE OF SCRAP	9,617	39,129	0	0	0
44040 - SALE OF PROPERTY	193,393	461,153	100,000	100,000	0
46153 - TRANSFER FROM OTHER FUNDS	0	0	95,866	0	(95,866)
46173 - REIMBURSEMENT FR UTILITY FUND	1,757,652	2,035,873	1,391,321	1,791,321	400,000
46170 - REIMBURSEMENT FR OTHER FUNDS	225,087	292,951	214,973	214,973	0
43160 - LETTER OF CREDIT	337,908	0	0	0	0
42665 - CITY OTHER DEPT	161,842	244,198	0	0	0
42680 - CITY POLICE UNIT	4,511	0	0	0	0
43320 - CAPITAL LEASE PROCEEDS	4,154,688	7,208,385	7,853,887	8,588,307	734,420
43322 - OTHER FINANCING SOURCES-LEASE	0	145,597	0	0	0
Finance - General Costs Total	6,844,698	10,427,286	9,656,047	10,694,601	1,038,554
HR - Risk Management					
42605 - ENT FUND UTIL ALLOCATION	103,930	124,330	138,747	242,682	103,935
HR - Risk Management Total	103,930	124,330	138,747	242,682	103,935
Housing and Community Vitality					
46172 - REIMBURSEMENT FROM GIFT TRUSTS	0	20,000	0	0	0
Housing and Community Vitality Total	0	20,000	0	0	0
IT - Information Technology					
44040 - SALE OF PROPERTY	655,360	998,899	0	0	0
43320 - CAPITAL LEASE PROCEEDS	0	1,824,692	0	0	0
42690 - OTHER CHRGS OVERHEAD	62,822	60,601	62,000	62,000	0
43420 - INFO TECH FEE	84,328	60,200	78,500	78,500	0
IT - Information Technology Total	802,510	2,944,392	140,500	140,500	0

General Fund

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2024-2023 \$ Change
Office of Emergency Management					
46171 - REIMBURSEMENT FROM GRANTS	90,000	0	0	0	0
43090 - EL PASO COUNTY SHARE	0	0	31,000	0	(31,000)
Office of Emergency Management Total	90,000	0	31,000	0	(31,000)
Parks - Cultural Services					
46171 - REIMBURSEMENT FROM GRANTS	105,000	104,000	122,808	122,808	0
46172 - REIMBURSEMENT FROM GIFT TRUSTS	472,166	435,029	547,587	486,732	(60,855)
Parks - Cultural Services Total	577,166	539,029	670,395	609,540	(60,855)
Parks - Maintenance and Operations					
46170 - REIMBURSEMENT FR OTHER FUNDS	0	0	0	40,000	40,000
46172 - REIMBURSEMENT FROM GIFT TRUSTS	0	0	15,000	15,000	0
Parks - Maintenance and Operations Total	0	0	15,000	55,000	40,000
Parks - Recreation and Administration					
46172 - REIMBURSEMENT FROM GIFT TRUSTS	0	0	10,000	10,000	0
Parks - Recreation and Administration Total	0	0	10,000	10,000	0
Planning and Neighborhood Services - Land Use Review					
46170 - REIMBURSEMENT FR OTHER FUNDS	82,907	102,854	100,000	100,000	0
Planning and Neighborhood Services - Land Use Review Total	82,907	102,854	100,000	100,000	0
Police					
44045 - SALE OF SCRAP	6,302	0	6,000	0	(6,000)
44040 - SALE OF PROPERTY	119,565	2,295	65,000	0	(65,000)
46171 - REIMBURSEMENT FROM GRANTS	0	0	0	500,000	500,000
43322 - OTHER FINANCING SOURCES-LEASE	0	3,305,426	0	0	0
Police Total	125,867	3,307,721	71,000	500,000	429,000
Public Works - City Engineering					
44040 - SALE OF PROPERTY	5,060	0	0	0	0
46173 - REIMBURSEMENT FR UTILITY FUND	0	0	1,200,000	1,300,000	100,000
46170 - REIMBURSEMENT FR OTHER FUNDS	56,839	45,845	60,000	60,000	0
Public Works - City Engineering Total	61,899	45,845	1,260,000	1,360,000	100,000
Public Works - Operations and Maintenance Division					
46170 - REIMBURSEMENT FR OTHER FUNDS	3,102,174	3,224,282	3,549,397	3,549,397	0
Public Works - Operations and Maintenance Division Total	3,102,174	3,224,282	3,549,397	3,549,397	0
Support Services					
46173 - REIMBURSEMENT FR UTILITY FUND	0	47,781	0	0	0
46170 - REIMBURSEMENT FR OTHER FUNDS	2,064	1,570	0	758,295	758,295
Support Services Total	2,064	49,351	0	758,295	758,295
Other Financing Sources Total	53,467,606	62,495,834	56,597,264	59,642,370	3,045,106
Reserves					
Finance - Finance					
00001 - RESERVES	0	0	11,800,461	10,000,000	(1,800,461)
Reserves Total	0	0	11,800,461	10,000,000	(1,800,461)
TOTAL GENERAL FUND REVENUE	372,937,521	395,973,859	421,080,552	428,284,805	7,204,253

Special Revenue Funds

Fund	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2024-2023 \$ Change
AIRPORT CIP					
41400 - MISCELLANEOUS ADMIN REVENUE	92,250	92,250	0	0	0
42785 - REV SITE LEASES	31,909	31,909	31,909	36,754	4,845
43040 - DONATIONS	3,553,507	1,368,022	0	0	0
43075 - CITY SHARE	1,215,000	0	0	0	0
44040 - SALE OF PROPERTY	0	(1,471,457)	0	0	0
44050 - GAIN LOSS ON SALE OF ASSETS	(8,209,902)	1,067,156	0	0	0
46025 - INTEREST	106,466	104,212	78,257	112,685	34,428
46153 - TRANSFER FROM OTHER FUNDS	4,001,487	12,999,994	29,478,035	4,775,000	(24,703,035)
46154 - RESIDUAL EQUITY TRANSFER IN	995,427	240,912	0	0	0
AIRPORT CIP Total	1,786,144	14,432,998	29,588,201	4,924,439	(24,663,762)
AIRPORT CUSTOMER FACILITY CHARGES					
41096 - CFC REVENUES	1,390,430	1,441,275	1,696,078	1,602,062	(94,016)
46025 - INTEREST	96,867	72,270	150,000	150,000	0
46154 - RESIDUAL EQUITY TRANSFER IN	(66,176)	0	0	0	0
AIRPORT CUSTOMER FACILITY CHARGES Total	1,421,121	1,513,545	1,846,078	1,752,062	(94,016)
AIRPORT GROSS REV FUND					
40150 - RESTITUTION	0	222,715	0	0	0
41000 - LANDING	1,664,051	1,629,912	1,919,731	2,686,820	767,089
41010 - MAINT FLIGHT LANDING FEES	85,312	148,979	161,128	473,592	312,464
41030 - LOADING BRIDGES	58,931	60,453	83,876	195,627	111,751
41031 - DUAL OPERATION PARKING POSITION	5,199	0	13,979	32,604	18,625
41050 - TERMINAL RENT	874,140	1,106,966	2,848,825	1,837,240	(1,011,585)
41051 - OTHER PER TURN FEES	8,892	20,259	9,472	20,000	10,528
41052 - JOINT USE SECURITY CHARGES	170,750	419,791	394,610	479,683	85,073
41053 - JOINT USE BAGGAGE CLAIM CHARGE	813,328	1,711,661	1,037,856	1,261,604	223,748
41070 - DIVERSION LANDING FEES	18,274	39,073	21,104	120,285	99,181
41080 - GATE USAGE	102,164	59,307	0	19,530	19,530
41081 - GROUND POWER	1,632	987	1,714	918	(796)
41100 - FOOD BEVERAGES	568,212	643,577	695,075	747,628	52,553
41101 - AIRPORT IMPROVEMENT FEE	0	0	140,000	0	(140,000)
41103 - LUGGAGE CART	5,174	5,527	3,291	5,000	1,709
41104 - RETAIL GIFT SPEC	525,722	559,739	627,810	712,027	84,217
41110 - ADVERTISING OTHER	319,622	321,296	300,000	380,000	80,000
41112 - ATM MACHINE	7,553	7,490	5,606	7,500	1,894
41120 - BUILDING RENTAL	369,368	671,917	904,371	457,086	(447,285)
41140 - RENT CAR COUNTERS	164,082	330,385	378,973	394,887	15,914
41150 - MISCELLANEOUS CONCESSIONS	384	0	658	360	(298)
41200 - RENT CAR PRIVILEGES	3,938,740	3,858,525	4,820,682	4,331,498	(489,184)
41220 - RAC RETURN SPACES	231,547	229,711	241,727	258,105	16,378
41230 - RAC SERVICE AREAS	334,180	346,072	364,200	388,427	24,227
41250 - PUBLIC PARKING AND FINES	5,277,776	8,185,548	8,947,066	10,187,050	1,239,984
41260 - GROUND TRANSPORTATION	64,469	73,337	163,578	162,308	(1,270)
41300 - FUEL SALES	286,900	270,920	355,913	362,667	6,754
41310 - FUEL TAX EXCISE AND SALES TAX	707,612	1,122,448	689,061	850,000	160,939
41320 - GROUND BUILDING RENTS	1,587,466	1,508,847	2,086,354	1,960,515	(125,839)
41340 - SUPPORT BUILDING RENTS	48,226	41,778	51,090	108,638	57,548
41365 - GROUND BUILDING RENTS	36,276	35,338	58,599	41,360	(17,239)
41370 - RAMP OVERNIGHT	19,298	22,181	11,687	30,000	18,313
41375 - LEASE REVENUE-RENTALS	0	6,375,680	0	0	0
41376 - LEASE RENT EXP RECLASS	0	(6,940,851)	0	0	0
41380 - TNC REVENUE	85,777	137,175	109,052	407,100	298,048
41400 - MISCELLANEOUS ADMIN REVENUE	65,236	(2,319,474)	180,791	130,000	(50,791)

Special Revenue Funds

Fund	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2024-2023 \$ Change
41410 - PREMIER MEMBERSHIP	350,268	461,306	201,000	100,000	(101,000)
41415 - FINGER PRINTING	31,770	26,460	14,630	20,000	5,370
41416 - LOST BADGES	10,725	11,215	2,757	5,500	2,743
41417 - TRANSPONDER FEES	5,300	5,470	3,161	6,053	2,892
41450 - PHONE SERVICES	18,588	12,858	4,804	0	(4,804)
41460 - CABLE TV SERVICES	7,246	5,822	2,945	772	(2,173)
41500 - AIRLINE INCENTIVES	(295,115)	0	(334,000)	(191,250)	142,750
43070 - STATE SHARE	21,781	31,743	42,000	42,000	0
43080 - FEDERAL SHARE	275,979	489,883	396,550	311,550	(85,000)
43180 - GAIN LOSS INV MKT VALUE	(443,863)	(2,147,032)	0	0	0
44014 - RECYCLED MATERIALS	165	0	0	0	0
44020 - MISCELLANEOUS GENERAL	271,736	168,288	0	0	0
44025 - CASH OVER SHORT	19	0	0	0	0
44040 - SALE OF PROPERTY	80	32,101	0	0	0
44045 - SALE OF SCRAP	18,673	4,866	121,500	5,000	(116,500)
44050 - GAIN LOSS ON SALE OF ASSETS	(2,640,435)	(5,121)	0	0	0
44055 - REIMBURSEMENT ACCT	950,002	168,069	469,443	492,360	22,917
45233 - REFUSE	14,019	17,864	7,425	15,000	7,575
45276 - MISC LICENSES PERMITS	500	0	0	0	0
45768 - UNCLAIMED PROPERTY DISPOSITION	200	300	0	0	0
46025 - INTEREST	153,633	243,624	342,997	423,571	80,574
46030 - INTEREST INCOME-RENTALS	0	2,634,734	0	0	0
46154 - RESIDUAL EQUITY TRANSFER IN	(2,413,450)	(5,932,785)	0	0	0
AIRPORT GROSS REV FUND Total	14,784,114	17,136,934	28,903,091	30,280,615	1,377,524
AIRPORT PFC FUND					
41090 - PFC REVENUES	4,037,841	4,292,024	4,101,292	4,688,700	587,408
44050 - GAIN LOSS ON SALE OF ASSETS	(743,547)	0	0	0	0
46025 - INTEREST	14,435	30,632	16,405	23,000	6,595
46154 - RESIDUAL EQUITY TRANSFER IN	(929,251)	5,974,253	0	0	0
AIRPORT PFC FUND Total	2,379,478	10,296,909	4,117,697	4,711,700	594,003
AIRPORT PEAK INNOVATION PARK					
41320 - GROUND BUILDING RENTS	830,427	1,476,278	2,090,656	2,362,430	271,774
41365 - GROUND BUILDING RENTS	0	0	0	22,407	22,407
41400 - MISCELLANEOUS ADMIN REVENUE	34,105	33,930	30,000	53,274	23,274
41600 - GROUND RENTS BUSINESS PARK	2,400	13,979	985,155	427,656	(557,499)
42700 - OTHER VOICE DATA	500	0	22,042	0	(22,042)
44025 - CASH OVER SHORT	98	55	0	0	0
44040 - SALE OF PROPERTY	0	1,461,002	69,013,380	21,952,580	(47,060,800)
44045 - SALE OF SCRAP	262,811	47,662	100,000	100,000	0
44055 - REIMBURSEMENT ACCT	11,315	120,626	20,011,545	10,030,909	(9,980,636)
45905 - RENTAL INCOME	6,375	0	0	0	0
46025 - INTEREST	170,901	176,119	328,418	259,465	(68,953)
46154 - RESIDUAL EQUITY TRANSFER IN	2,413,450	0	0	0	0
46173 - REIMBURSEMENT FR UTILITY FUND	93,000	0	0	500,000	500,000
AIRPORT PEAK INNOVATION PARK Total	3,825,382	3,329,651	92,581,196	35,708,721	(56,872,475)
ARTERIAL ROADWAY BRIDGE FUND					
40087 - SAND CREEK BASIN	1,580	0	1,000,000	1,000,000	0
40090 - DOUGLAS CREEK BASIN	1,793	0	0	0	0
40092 - PETERSON FIELD BASIN	11,090	9,047	0	0	0
40094 - COTTONWOOD CREEK BASIN	220,244	215,458	0	0	0
40097 - BEAR CREEK BASIN	3,573	0	0	0	0
43180 - GAIN LOSS INV MKT VALUE	(43,271)	(103,795)	0	0	0
46025 - INTEREST	26,679	19,117	0	0	0

Special Revenue Funds

Fund	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2024-2023 \$ Change
ARTERIAL ROADWAY BRIDGE FUND Total	221,688	139,827	1,000,000	1,000,000	0
BALLFIELD CAPITAL IMPROVEMENTS					
41120 - BUILDING RENTAL	4,500	6,000	6,000	6,000	0
41150 - MISCELLANEOUS CONCESSIONS	26,325	28,585	15,800	15,800	0
43180 - GAIN LOSS INV MKT VALUE	(1,005)	316	0	0	0
45836 - SOFTBALL	58,286	66,563	59,000	59,000	0
46025 - INTEREST	795	1,037	1,400	4,000	2,600
BALLFIELD CAPITAL IMPROVEMENTS Total	88,901	102,501	82,200	84,800	2,600
BICYCLE TAX					
43180 - GAIN LOSS INV MKT VALUE	(3,566)	699	0	0	0
43325 - BICYCLE EXCISE TAX	96,158	75,654	83,800	83,800	0
45100 - SALES AND USE TAX	0	940	0	0	0
46025 - INTEREST	2,262	1,463	900	900	0
BICYCLE TAX Total	94,854	78,756	84,700	84,700	0
BL RANCH REIMBURSEMENT FUND					
46025 - INTEREST	35,558	23,358	0	0	0
BL RANCH REIMBURSEMENT FUND Total	35,558	23,358	0	0	0
BRIARGATE GID 2021					
45025 - PROP TAXES CURRENT YEAR	0	0	1,431,146	1,928,842	497,696
45125 - SPECIFIC OWNERSHIP TAX	0	0	170,736	204,457	33,721
46025 - INTEREST	0	0	12,100	18,000	5,900
46153 - TRANSFER FROM OTHER FUNDS	0	0	375,000	0	(375,000)
BRIARGATE GID 2021 Total	0	0	1,988,982	2,151,299	162,317
BRIARGATE SIMD					
43180 - GAIN LOSS INV MKT VALUE	(9,401)	1,617	0	0	0
43322 - OTHER FINANCING SOURCES-LEASE	0	73,511	0	0	0
44040 - SALE OF PROPERTY	0	20,176	0	0	0
45025 - PROP TAXES CURRENT YEAR	960,720	1,071,712	0	0	0
45050 - PROP TAXES DELINQUENT	48	79	0	0	0
45055 - PROP TAXES PENALTY	779	778	0	0	0
45125 - SPECIFIC OWNERSHIP TAX	114,651	113,590	0	0	0
46025 - INTEREST	7,626	4,632	0	0	0
BRIARGATE SIMD Total	1,074,423	1,286,095	0	0	0
CARRYOUT BAG FEE					
45668 - CARRYOUT BAG FEE	0	0	0	1,000,000	1,000,000
46025 - INTEREST	0	0	0	1,000	1,000
CARRYOUT BAG FEE Total	0	0	0	1,001,000	1,001,000
CD SMITH SENIOR CENTER TRUST					
43180 - GAIN LOSS INV MKT VALUE	386,960	(84,566)	0	0	0
44060 - GAIN LOSS ON INVESTMENT	(2,435)	0	0	0	0
46025 - INTEREST	33,424	38,155	75,000	75,000	0
CD SMITH SENIOR CENTER TRUST Total	417,949	(46,411)	75,000	75,000	0
CEMETERY ENDOWMENT					
41935 - VAULT SUPERVISION FEE	0	100	0	0	0
41940 - ENDOWMENTS	73,351	97,970	65,000	65,000	0
44060 - GAIN LOSS ON INVESTMENT	1,251,012	(2,144,621)	322,550	328,400	5,850
CEMETERY ENDOWMENT Total	1,324,363	(2,046,551)	387,550	393,400	5,850
CEMETERY ENTERPRISE FUND					
41904 - CARE OF LOTS	0	6,000	0	0	0
41905 - CASKET INTERMENTS	616,537	642,558	684,355	519,509	(164,846)
41906 - CREMATION BURIALS	0	0	0	225,000	225,000
41910 - SALES OF LOTS	563,491	643,321	591,150	601,150	10,000
41915 - MEMORIAL OR FOUNDATIONS	26,902	46,664	44,082	44,082	0

Special Revenue Funds

Fund	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2024-2023 \$ Change
41920 - MISCELLANEOUS CEMETERY	2,900	3,320	3,500	3,500	0
41925 - CITY POLY VAULTS	118,246	120,982	127,000	127,000	0
41930 - SALE OF BRONZE MEMORIALS	200	2,889	1,500	1,500	0
41935 - VAULT SUPERVISION FEE	31,035	38,190	31,000	41,000	10,000
41940 - ENDOWMENTS	25,574	10,329	0	0	0
41945 - CONTRACT ADMIN CHARGE	2,790	5,348	3,520	3,520	0
43180 - GAIN LOSS INV MKT VALUE	(19,872)	(63,714)	0	0	0
44040 - SALE OF PROPERTY	21,602	1,800	0	0	0
45768 - UNCLAIMED PROPERTY DISPOSITION	0	193	0	0	0
45905 - RENTAL INCOME	0	0	300	300	0
46025 - INTEREST	11,557	10,118	20,200	36,900	16,700
46153 - TRANSFER FROM OTHER FUNDS	321,127	712,921	387,546	357,700	(29,846)
CEMETERY ENTERPRISE FUND Total	1,722,089	2,180,919	1,894,153	1,961,161	67,008
CITY FUNDED CIP FUND					
43075 - CITY SHARE	470,340	0	0	0	0
43180 - GAIN LOSS INV MKT VALUE	(509,186)	86,958	0	0	0
43355 - DEVELOPER FEES	0	0	2,622,816	0	(2,622,816)
46025 - INTEREST	332,621	260,846	553,000	941,000	388,000
46153 - TRANSFER FROM OTHER FUNDS	10,391,339	17,615,970	11,822,775	6,640,778	(6,431,997)
CITY FUNDED CIP FUND Total	10,685,114	17,963,774	14,998,591	7,581,778	(8,666,813)
CLAIMS RESERVE FUND-LIABILITY					
40224 - CONTRIBUTION FROM GOLF	3,500	3,500	3,500	3,500	0
40226 - CONTRIBUTION FROM CEMETERY	1,000	1,000	1,000	1,000	0
40230 - CONTRIBUTION FROM SW	25,000	12,500	12,500	12,500	0
40383 - CONTRIBUTION FROM DEV REVIEW	2,000	2,000	2,000	2,000	0
43180 - GAIN LOSS INV MKT VALUE	(43,911)	(17,968)	0	0	0
44020 - MISCELLANEOUS GENERAL	1,550,000	1,000,000	1,000,000	1,000,000	0
44055 - REIMBURSEMENT ACCT	25,579	1,450	26,000	26,000	0
46025 - INTEREST	28,566	9,259	44,900	26,900	(18,000)
CLAIMS RESERVE FUND-LIABILITY Total	1,591,734	1,011,741	1,089,900	1,071,900	(18,000)
CONSERVATION TRUST FUND					
43020 - STATE LOTTERY FUNDS	5,793,390	6,121,656	5,892,339	6,519,836	627,497
46025 - INTEREST	19,583	17,767	34,800	64,000	29,200
CONSERVATION TRUST FUND Total	5,812,973	6,139,423	5,927,139	6,583,836	656,697
DEVELOPMENT REVIEW ENTERPRISE					
43180 - GAIN LOSS INV MKT VALUE	(153,988)	(312,542)	0	0	0
43357 - CONSTRUCTION PLAN REVIEW	390,905	428,206	461,750	461,750	0
43361 - RESIDENTIAL HILLSIDE	0	0	2,000	2,000	0
43362 - EXTRATERRITORIAL INSPECTIONS	874	0	2,500	2,500	0
43363 - TRIP FEES	61,595	89,808	44,000	44,000	0
43364 - LIMITED REVIEW FEES	0	0	2,000	2,000	0
43365 - PERMIT RENEWAL FEES	660	4,686	100	100	0
44040 - SALE OF PROPERTY	(4,080)	0	0	0	0
44050 - GAIN LOSS ON SALE OF ASSETS	4,080	0	0	0	0
45763 - ADMINISTRATIVE SERVICES FEES	1,610,246	1,398,992	1,400,000	1,400,000	0
45771 - ALARM SYSTEM PERMIT	298,045	380,325	300,000	300,000	0
45774 - FIXED FIRE PROTECTION	35,680	35,127	32,500	32,500	0
45780 - SPECIAL/RE- INSPECTIONS	36,365	30,990	28,800	28,800	0
45781 - SPRINKLER PERMIT FEES	412,380	551,363	476,750	476,750	0
45785 - OFF DUTY/OVERTIME INSPECTIONS	5,348	6,900	2,800	2,800	0
45787 - WATER MAIN HYDRANT PLAN REVIEW	69,011	70,211	65,000	65,000	0
45789 - PRE PLAN/COURTESY INSPECTIONS	1,480	300	500	500	0
45794 - OVERTIME PLAN REVIEW	1,690	0	9,750	9,750	0

Special Revenue Funds

Fund	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2024-2023 \$ Change
45957 - FINES/WORK WO PERMIT	4,510	200	9,000	9,000	0
46025 - INTEREST	95,283	65,224	157,700	223,400	65,700
46170 - REIMBURSEMENT FR OTHER FUNDS	89,628	98,239	100,000	100,000	0
DEVELOPMENT REVIEW ENTERPRISE Total	2,959,712	2,848,029	3,095,150	3,160,850	65,700
GATEWAY SIMD					
45025 - PROP TAXES CURRENT YEAR	3,600	4,414	4,525	5,576	1,051
45050 - PROP TAXES DELINQUENT	0	3	0	0	0
45055 - PROP TAXES PENALTY	4	13	0	0	0
45125 - SPECIFIC OWNERSHIP TAX	430	475	540	591	51
46025 - INTEREST	66	46	90	170	80
GATEWAY SIMD Total	4,100	4,951	5,155	6,337	1,182
GIFT TRUST					
40002 - EMPLOYEE CHRISTMAS PARTY	21,153	18,270	0	0	0
40008 - HRC COMMITTEE GT	0	(2,697)	0	0	0
40010 - POLICE FOUNDATION FUND	8,455	23,892	0	0	0
40012 - HONOR GUARD FUNDS	265	0	0	0	0
40019 - FIRE MEDIC EQUIP TRNG TRUST	869	583	0	0	0
40024 - DIV CRIME PREVENTION	9,576	8,516	0	0	0
40028 - CEMETERY RESTORATION	300	0	0	0	0
40033 - DUNCAN SCULPTURE	0	200	0	0	0
40035 - GARDEN OF THE GODS FNDRY	0	840,753	0	0	0
40036 - ROCK LEDGE RANCH GENERAL	45,456	37,857	0	0	0
40039 - VISITOR CENTERS	17,576	7,011	0	0	0
40040 - GIFT THERAPEUTIC	3,700	1,330	0	0	0
40042 - MUSEUM	273,397	149,470	0	0	0
40044 - MUSEUM U ARCHIVES	2,679	2,946	0	0	0
40046 - MUSEUM EB AND WS JACKSON TRUST	8,000	0	0	0	0
40053 - TREE MEMORIALS	500	1,000	0	0	0
40057 - PARK REC MAINTENANCE	4,878	6,340	0	0	0
40059 - SPORTS AND FACILITIES	297	2,450	0	0	0
40060 - DESIGN AND DEVELOP	69,294	1,600	0	0	0
40064 - ROCKLEDGE LHA	75,000	79,245	0	0	0
40072 - POLICE SCHOOLING SEMINARS	7,700	14,400	0	0	0
40083 - LAND ACQUISITION	0	18,230	0	0	0
40108 - MAYORS YOUNG LEADERS AWARDS	1,750	2,500	0	0	0
40175 - CHIEF'S AWARD	0	985	0	0	0
40182 - POLICE K9	7,700	500	0	0	0
40183 - N CHEY CANON VISITORS CTR	40,269	55,699	0	0	0
40199 - TAT GOG MAINTENANCE	56,334	50,476	0	0	0
40201 - FIRE SAFETY FACTOR	7,673	15,396	0	0	0
40202 - MUSEUM UNHACS	236	0	0	0	0
40204 - COMMUNITY HEALTH FIRE GT	92,814	0	0	0	0
40205 - FIRE GIFTS FOR STATIONS	3,765	51,653	0	0	0
40209 - WILDLAND MITIGATION	8,870	55,620	0	0	0
40211 - GENERAL FORESTRY	3,767	45,360	0	0	0
40212 - YOUTH ADULT SPORTS PROGRAMS	3,742	1,238	0	0	0
40213 - GREENHOUSE	11,413	16,044	0	0	0
40217 - SPRINGS IN BLOOM	130	250	0	0	0
40248 - MANITOU INCLINE	0	3,000	0	0	0
40257 - JUVENILE FIRE SETTER PROG	8,508	70	0	0	0

Special Revenue Funds

Fund	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2024-2023 \$ Change
40269 - SAFETY PATROL GOG	0	5,000	0	0	0
40270 - GEO HAZ STUDY CONSULTANTS	7,984	39,816	0	0	0
40294 - SPIRIT OF SPGS PROGRAM	100,570	113,255	0	0	0
40305 - TRAILS	1,331	4,412	0	0	0
40311 - MUSEUM R BERGEN	25,000	0	0	0	0
40315 - GIFT HILLSIDE SCHOLARSHIP	0	10,000	0	0	0
40316 - GIFT WESTSIDE CENTER	0	8,042	0	0	0
40317 - GIFT DEERFIELD	21,460	23,444	0	0	0
40318 - GIFT MEADOWS PARK	(452)	19,079	0	0	0
40319 - GIFT HILLSIDE	6,589	5,518	0	0	0
40321 - GIFT COMMUNITY CTR GENERAL	7,239	11,211	0	0	0
40327 - PIKES PEAK PICKLEBALL GT	1,500	0	0	0	0
40362 - CHILD SFTY SEAT PROG TRUST	0	40	0	0	0
40392 - FRIENDS OF GOG	0	3,100	0	0	0
40394 - SCULPTURE MAINTENANCE ACCOUNT	4,400	0	0	0	0
40395 - GOG YOUTH PROGRAMS	0	10,050	0	0	0
40417 - CADET GIFT TRUST	53,869	31,863	0	0	0
40430 - VNI GIFT	53,193	45,710	0	0	0
40443 - MEMORIAL PARK TENNIS COURTS	6,715	0	0	0	0
40448 - UNCLE WILBER GT	200	4,106	0	0	0
40455 - SUSTAINABILITY	5,332	9,429	0	0	0
40459 - FMVP - STONEMWORK	122,624	0	0	0	0
40461 - CELEBRATORY CALENDAR	0	7,600	0	0	0
40465 - SKYVIEW SPORTS COMPLEX	2,915	3,965	0	0	0
40469 - COLEMAN PARK-SWITCHBACKS	5,461	6,560	0	0	0
40478 - PIKES PEAK SUMMIT COMPLEX	0	250	0	0	0
40479 - NCC PARK AMBASSADOR PGM	13,714	9,917	0	0	0
40481 - FIRE FOUNDATION	200	0	0	0	0
40483 - BEAR CREEK SED MITIGATION PROJ	84,000	0	0	0	0
40485 - CSPM BOARD	0	165,000	0	0	0
40486 - STORMWATER EDUC OUTREACH	207	250	0	0	0
40487 - OLYMPIC CITY USA	63,983	37,144	0	0	0
40491 - FRIENDS OF MESA RD GARDEN	235	0	0	0	0
40493 - FRIENDS OF UTE VALLEY PARK	(84,000)	0	0	0	0
40494 - PIKES PEAK PIT AREA MAINTENANC	500	4,500	0	0	0
40495 - ROCK LEDGE RANCH PERIOD CLOTH	1,290	965	0	0	0
40496 - 150TH CITY CELEBRATION	114,165	(23,604)	0	0	0
40497 - COS 150 TREE CHALLENGE	2,310	0	0	0	0
40503 - BLODGETT OPEN SPACE	500	0	0	0	0
40504 - T ROWE CSPM	0	50,000	0	0	0
40505 - AFFORD HSG CSU FEE OFFSET	0	2,000,000	0	0	0
40506 - GOLD MEDAL-DANIELS FUND	0	50,000	0	0	0
40507 - GOLD MEDAL-MISC	0	84,500	0	0	0
40508 - GARDEN OF THE GODS TRAVELSTORY	0	13	0	0	0
40511 - MUSEUM HVAC	0	20,000	0	0	0
40512 - MAYOR LEON YOUNG EXHIBIT	0	20,000	0	0	0
40513 - AFFORD HSG FEE REBATE	0	100,000	0	0	0
44020 - MISCELLANEOUS GENERAL	0	0	4,100,000	4,100,000	0

Special Revenue Funds

Fund	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2024-2023 \$ Change
GIFT TRUST Total	1,419,100	4,391,322	4,100,000	4,100,000	0
GOLF - PATTY JEWETT					
41375 - LEASE REVENUE-RENTALS	0	9,715	0	0	0
41376 - LEASE RENT EXP RECLASS	0	(10,500)	0	0	0
41735 - 18 HOLE ROUND	1,093,922	1,009,076	671,750	621,236	(50,514)
41737 - 18 HOLE ROUND PRIME	0	0	512,570	503,523	(9,047)
41738 - 18 HOLE ROUND JUNIOR	0	0	1,940	300	(1,640)
41740 - 9 HOLE ROUND	1,191,314	1,173,645	745,900	734,998	(10,902)
41743 - 9 HOLE ROUND PRIME	0	0	528,258	543,798	15,540
41744 - 9 HOLE ROUND JUNIOR	0	0	3,310	770	(2,540)
41745 - HIGH SCHOOLS	1,880	4,000	2,000	4,000	2,000
41750 - CITY CART FEES DAILY	450,195	416,173	480,208	461,504	(18,704)
41755 - CONCESSIONS GRILL	268,329	307,022	234,926	287,675	52,749
41760 - CONCESSIONS PRO SHOP	10,500	10,500	10,500	10,500	0
41775 - MISCELLANEOUS GOLF	250	0	0	0	0
41780 - PERMIT ROUND	22,438	15,620	0	0	0
43180 - GAIN LOSS INV MKT VALUE	(49,133)	(105,700)	0	0	0
44025 - CASH OVER SHORT	0	5	0	0	0
44040 - SALE OF PROPERTY	0	200	0	0	0
46025 - INTEREST	29,152	22,210	17,876	75,200	57,324
46030 - INTEREST INCOME-RENTALS	0	1,450	0	0	0
GOLF - PATTY JEWETT Total	3,018,847	2,853,416	3,209,238	3,243,504	34,266
GOLF - VALLEY HI					
41375 - LEASE REVENUE-RENTALS	0	9,715	0	0	0
41376 - LEASE RENT EXP RECLASS	0	(10,500)	0	0	0
41733 - FIRST TEE 9 HOLE	0	0	310	420	110
41734 - FIRST TEE 18 HOLE	0	0	10	230	220
41735 - 18 HOLE ROUND	595,340	604,643	371,666	361,863	(9,803)
41737 - 18 HOLE ROUND PRIME	0	0	304,370	317,508	13,138
41738 - 18 HOLE ROUND JUNIOR	0	0	600	600	0
41740 - 9 HOLE ROUND	368,729	393,765	269,961	294,605	24,644
41743 - 9 HOLE ROUND PRIME	0	0	135,000	139,808	4,808
41744 - 9 HOLE ROUND JUNIOR	0	0	600	750	150
41745 - HIGH SCHOOLS	400	800	400	800	400
41746 - SHORT COURSE	10	65	80	80	0
41750 - CITY CART FEES DAILY	261,443	246,128	278,880	278,880	0
41755 - CONCESSIONS GRILL	27,128	26,271	26,261	26,266	5
41760 - CONCESSIONS PRO SHOP	10,500	10,500	10,500	10,500	0
41780 - PERMIT ROUND	22,398	8,159	0	0	0
43180 - GAIN LOSS INV MKT VALUE	(15,866)	(36,465)	0	0	0
44025 - CASH OVER SHORT	(198)	198	0	0	0
46025 - INTEREST	9,464	6,656	9,938	22,800	12,862
46030 - INTEREST INCOME-RENTALS	0	1,450	0	0	0
GOLF - VALLEY HI Total	1,279,348	1,261,385	1,408,576	1,455,110	46,534
HEALTH INSURANCE FUND					
40113 - MISCELLANEOUS	7,196	79,912	0	0	0
40138 - DENTAL PREMIUMS	2,785,315	2,831,518	2,722,214	2,722,214	0
40139 - VISION PREMIUMS	447,791	454,629	419,760	419,760	0
40140 - MEDICAL PREMIUMS	34,008,745	37,823,633	40,145,831	42,970,470	2,824,639
40143 - UTILITY CLINIC SERVICES	155,253	172,693	140,000	140,000	0
40144 - CITY CLINIC CO PAY	35,942	37,792	40,700	40,700	0
40169 - EMPLOYEE ASSIST PROGRAM	(1)	(3)	0	0	0
40170 - HRA BENEFIT	1,299,513	1,365,569	0	0	0
43180 - GAIN LOSS INV MKT VALUE	0	(62,035)	0	0	0
44025 - CASH OVER SHORT	0	31	0	0	0

Special Revenue Funds

Fund	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2024-2023 \$ Change
45768 - UNCLAIMED PROPERTY DISPOSITION	6,164	5,014	0	0	0
46025 - INTEREST	0	4,466	0	46,800	46,800
HEALTH INSURANCE FUND Total	38,745,918	42,713,219	43,468,505	46,339,944	2,871,439
LODGERS AND AUTO RENTAL TAX					
45100 - SALES AND USE TAX	8,510,395	9,824,611	10,039,661	10,039,661	0
46025 - INTEREST	23,442	8,942	4,000	4,000	0
46171 - REIMBURSEMENT FROM GRANTS	0	1,000,000	0	0	0
LODGERS AND AUTO RENTAL TAX Total	8,533,837	10,833,553	10,043,661	10,043,661	0
MEMORIAL HEALTH SYSTEM					
40113 - MISCELLANEOUS	913	1,829	0	0	0
43180 - GAIN LOSS INV MKT VALUE	(127,116)	(104,307)	0	0	0
45905 - RENTAL INCOME	2,700,343	2,609,205	5,612,112	5,612,112	0
46025 - INTEREST	43,081	22,699	67,300	78,800	11,500
46040 - MHS UCH MARGIN SHARE	1,634,877	0	0	0	0
MEMORIAL HEALTH SYSTEM Total	4,252,098	2,529,426	5,679,412	5,690,912	11,500
NORWOOD SIMD					
43180 - GAIN LOSS INV MKT VALUE	(7,151)	1,385	0	0	0
43322 - OTHER FINANCING SOURCES-LEASE	0	60,727	0	0	0
44040 - SALE OF PROPERTY	0	2,840	0	0	0
45025 - PROP TAXES CURRENT YEAR	789,108	942,447	929,133	1,208,783	279,650
45050 - PROP TAXES DELINQUENT	0	1,233	0	0	0
45055 - PROP TAXES PENALTY	1,100	681	0	0	0
45125 - SPECIFIC OWNERSHIP TAX	94,310	99,797	110,846	128,131	17,285
46025 - INTEREST	5,663	4,640	9,200	16,100	6,900
NORWOOD SIMD Total	883,030	1,113,750	1,049,179	1,353,014	303,835
OFFICE SERVICES					
42605 - ENT FUND UTIL ALLOCATION	198,774	205,178	199,350	230,612	31,262
42625 - ENTERPRISE FUND UTIL WORDER	88,475	104,365	80,000	80,000	0
42630 - POSTAGE	361,775	359,844	350,000	350,000	0
42650 - CITY WORKORDERS	186,621	251,541	230,473	230,473	0
42660 - CITY ALLOCATION	768,282	768,282	799,076	299,076	(500,000)
42710 - OTHER REVENUE	1,886	2,633	5,000	5,000	0
42720 - OTHER BILLED INVOICES	258,442	289,236	192,660	192,660	0
42725 - OTHER WORKORDERS	82,794	73,831	102,000	102,000	0
42750 - CITY INS EXCESS	0	58	0	0	0
43180 - GAIN LOSS INV MKT VALUE	(12,772)	(38,527)	0	0	0
46025 - INTEREST	7,833	6,353	13,400	22,100	8,700
OFFICE SERVICES Total	1,942,110	2,022,794	1,971,959	1,511,921	(460,038)
OLD COLORADO CITY SIMD					
45025 - PROP TAXES CURRENT YEAR	108,102	128,664	128,154	150,940	22,786
45050 - PROP TAXES DELINQUENT	0	2	0	0	0
45055 - PROP TAXES PENALTY	397	786	0	0	0
45125 - SPECIFIC OWNERSHIP TAX	12,889	13,556	15,289	16,000	711
46025 - INTEREST	484	254	700	800	100
OLD COLORADO CITY SIMD Total	121,872	143,262	144,143	167,740	23,597
PARKING SYSTEM GROSS INCOME					
42005 - BUS TERMINAL GARAGE 1	153,646	154,943	157,935	162,673	4,738
42010 - METER HOODS	158,415	334,302	388,435	397,468	9,033
42020 - MONTHLY PARKING	198,650	190,233	2,658,625	3,058,291	399,666
42025 - MONTHLY PARKING GARAGE 1	521,936	594,741	0	0	0
42030 - MONTHLY PARKING GARAGE 2	1,522,417	1,925,362	0	0	0
42035 - MONTHLY PARKING LOT 4	9,063	15,635	0	0	0

Special Revenue Funds

Fund	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2024-2023 \$ Change
42036 - MONTHLY PARKING LOT 5	26,350	29,760	0	0	0
42040 - PARKING METERS	1,211,843	1,203,129	1,326,204	1,050,466	(275,738)
42041 - PARKING METERS - CC	2,792,150	3,169,224	3,723,168	3,547,383	(175,785)
42042 - POC GARAGE LOAN PAYMENT	49,752	46,352	155,386	159,826	4,440
42043 - PARKING METERS MOBILE APP	673,890	1,387,726	1,433,219	1,614,803	181,584
42045 - HOURLY PARKING	185,365	224,551	965,151	1,043,542	78,391
42050 - TRANSIENT PARKING LOT 4	3,678	11,103	0	0	0
42055 - TRANSIENT PARKING GARAGE 1	203,708	362,139	0	0	0
42060 - TRANSIENT PARKING GARAGE 2	247,023	343,292	0	0	0
42065 - EV CHARGING	0	0	2,002	8,040	6,038
43070 - STATE SHARE	9,000	0	0	0	0
43180 - GAIN LOSS INV MKT VALUE	(195,956)	(612,575)	0	0	0
44020 - MISCELLANEOUS GENERAL	1,370	(1,075)	0	0	0
44025 - CASH OVER SHORT	0	47	0	0	0
45768 - UNCLAIMED PROPERTY DISPOSITION	400	0	0	0	0
46025 - INTEREST	119,850	104,990	204,000	382,000	178,000
PARKING SYSTEM GROSS INCOME Total	7,892,550	9,483,879	11,014,125	11,424,492	410,367
PARKLAND DEDICATION ORDINANCE (PLDO)					
43065 - PARK FEES NEW ORDINANCE	1,528,413	0	2,250,000	2,250,000	0
43066 - PLDO NEIGHBORHOOD GSA	1,038,225	2,131,954	0	0	0
43067 - PLDO COMMUNITY PARKS	891,024	1,823,408	0	0	0
43068 - PLDO PLATTING FEES	256,428	474,178	0	0	0
43180 - GAIN LOSS INV MKT VALUE	(220,646)	(506,871)	0	0	0
45694 - REVOCABLE PERMITS	0	2,460	0	0	0
46025 - INTEREST	142,082	92,087	229,000	328,000	99,000
PARKLAND DEDICATION ORDINANCE (PLDO) Total	3,635,526	4,017,216	2,479,000	2,578,000	99,000
PIKES PEAK-AMERICA'S MTN					
41375 - LEASE REVENUE-RENTALS	0	1,227,531	0	0	0
41376 - LEASE RENT EXP RECLASS	0	(1,275,000)	0	0	0
41805 - TOLLGATE	5,578,792	5,605,999	6,500,000	6,500,000	0
41810 - CONCESSIONS PIKES PEAK HWY	1,275,000	2,818,225	1,275,000	1,775,000	500,000
41820 - TOWER OPTICAL	2,378	1,993	2,300	2,000	(300)
41835 - MISC PIKES PEAK HWY	127,464	161,522	75,500	160,000	84,500
41840 - ADMIN REVENUE	31,274	33,491	1,500	1,500	0
43040 - DONATIONS	1,178,735	931,507	416,050	406,000	(10,050)
43180 - GAIN LOSS INV MKT VALUE	(262,465)	(190,612)	0	0	0
44025 - CASH OVER SHORT	665	1,220	0	0	0
44040 - SALE OF PROPERTY	76,668	0	0	0	0
44045 - SALE OF SCRAP	0	597	0	0	0
44050 - GAIN LOSS ON SALE OF ASSETS	41,550	4,263	0	0	0
45768 - UNCLAIMED PROPERTY DISPOSITION	0	5,978	0	0	0
45903 - NORTH SLOPE ADMISSION	62,180	60,468	80,000	30,000	(50,000)
46025 - INTEREST	95,380	61,278	22,000	22,000	0
46030 - INTEREST INCOME-RENTALS	0	84,741	0	0	0
46172 - REIMBURSEMENT FROM GIFT TRUSTS	1,750,000	0	0	0	0
PIKES PEAK-AMERICA'S MTN Total	9,957,621	9,533,201	8,372,350	8,896,500	524,150
PLATTE AVE SIMD					
45025 - PROP TAXES CURRENT YEAR	10,638	10,398	10,587	10,587	0
46025 - INTEREST	323	200	500	600	100
PLATTE AVE SIMD Total	10,961	10,598	11,087	11,187	100

Special Revenue Funds

Fund	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2024-2023 \$ Change
PUBLIC SAFETY SALES TAX					
43180 - GAIN LOSS INV MKT VALUE	(166,234)	(645,072)	0	0	0
43322 - OTHER FINANCING SOURCES-LEASE	0	1,264,237	0	0	0
44055 - REIMBURSEMENT ACCT	51,852	55,543	50,000	50,000	0
45100 - SALES AND USE TAX	46,764,473	49,874,396	51,788,000	51,788,000	0
45105 - SALES AND USE TAX DELINQUENT	132,067	277,860	0	0	0
45768 - UNCLAIMED PROPERTY DISPOSITION	987	10	0	0	0
46025 - INTEREST	142,539	141,220	137,838	180,833	42,995
PUBLIC SAFETY SALES TAX Total	46,925,684	50,968,194	51,975,838	52,018,833	42,995
RADIO					
41375 - LEASE REVENUE-RENTALS	0	126,931	0	0	0
41376 - LEASE RENT EXP RECLASS	0	(147,570)	0	0	0
42660 - CITY ALLOCATION	1,142,543	1,142,543	1,050,568	620,568	(430,000)
42720 - OTHER BILLED INVOICES	93,468	102,906	15,755	15,755	0
42750 - CITY INS EXCESS	0	500	0	0	0
42785 - REV SITE LEASES	124,864	154,505	161,252	161,252	0
42883 - REV PAGING SYSTEM	22,428	20,877	20,500	20,500	0
42886 - REV NON CITY SVCS	313,420	294,760	296,723	296,723	0
43180 - GAIN LOSS INV MKT VALUE	(8,696)	(30,741)	0	0	0
46025 - INTEREST	7,236	6,004	12,000	21,300	9,300
46030 - INTEREST INCOME-RENTALS	0	5,594	0	0	0
RADIO Total	1,695,263	1,676,309	1,556,798	1,136,098	(420,700)
ROAD REPR, MNT, IMPRVMT- SALES TAX (2C/2C2)					
43180 - GAIN LOSS INV MKT VALUE	(287,994)	(1,285,955)	0	0	0
45100 - SALES AND USE TAX	66,833,934	71,046,679	73,797,900	73,797,900	0
45105 - SALES AND USE TAX DELINQUENT	188,228	395,997	0	0	0
45768 - UNCLAIMED PROPERTY DISPOSITION	1,529	15	0	0	0
46025 - INTEREST	277,260	250,309	484,000	860,000	376,000
ROAD REPR, MNT, IMPRVMT- SALES TAX (2C/2C2) Total	67,012,957	70,407,045	74,281,900	74,657,900	376,000
SELF INSURANCE-WORK COMP					
40132 - PHYSICAL THERAPY CLINIC	28,015	12,285	25,000	25,000	0
42750 - CITY INS EXCESS	203,356	243,997	0	0	0
42760 - CITY SUBROGATION	41,919	68,773	0	0	0
42765 - CSU SUBROGATION	5,358	0	0	0	0
42770 - CITY WORKERS COMP	7,999,045	8,569,948	6,699,550	5,526,021	(1,173,529)
42775 - UTILITIES WORKERS COMP	774,652	1,055,976	1,102,500	1,102,500	0
43180 - GAIN LOSS INV MKT VALUE	(57,715)	(227,832)	0	0	0
44055 - REIMBURSEMENT ACCT	25,579	45,170	26,000	26,000	0
45665 - COPY FEES	29	34	0	0	0
45768 - UNCLAIMED PROPERTY DISPOSITION	1,571	1,529	0	0	0
46025 - INTEREST	38,275	37,324	67,900	132,900	65,000
SELF INSURANCE-WORK COMP Total	9,060,084	9,807,204	7,920,950	6,812,421	(1,108,529)
SENIOR PROGRAMS					
43005 - G KOCH TRUST FUND	7,400	8,584	7,400	7,400	0
43040 - DONATIONS	0	94,410	0	0	0
43180 - GAIN LOSS INV MKT VALUE	(9,779)	1,505	0	0	0
45905 - RENTAL INCOME	166,687	143,064	50,000	0	(50,000)
46025 - INTEREST	5,879	3,282	9,000	11,000	2,000
SENIOR PROGRAMS Total	170,187	250,845	66,400	18,400	(48,000)

Special Revenue Funds

Fund	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2024-2023 \$ Change
STETSON HILLS SIMD					
43322 - OTHER FINANCING SOURCES-LEASE	0	25,569	0	0	0
44040 - SALE OF PROPERTY	0	960	0	0	0
45025 - PROP TAXES CURRENT YEAR	328,985	381,834	374,673	503,049	128,376
45050 - PROP TAXES DELINQUENT	78	13	0	0	0
45055 - PROP TAXES PENALTY	372	402	0	0	0
45125 - SPECIFIC OWNERSHIP TAX	39,245	40,335	44,698	53,323	8,625
46025 - INTEREST	2,871	1,684	4,500	5,700	1,200
STETSON HILLS SIMD Total	371,551	450,797	423,871	562,072	138,201
STORMWATER ENTERPRISE					
40486 - STORMWATER EDUC OUTREACH	200	4,500	0	0	0
41400 - MISCELLANEOUS ADMIN REVENUE	0	0	3,637,263	524,577	(3,112,686)
42305 - RESIDENTIAL FEES	10,462,981	14,054,428	13,862,295	14,128,733	266,438
42310 - NON-RESIDENTIAL FEES	8,857,232	10,383,421	11,499,336	11,872,563	373,227
42340 - RECORDING FEE	0	2,285	1,000	1,000	0
42350 - EROSION CONTROL PERMITS	163,700	277,615	300,000	299,030	(970)
43180 - GAIN LOSS INV MKT VALUE	(86,856)	(623,629)	0	0	0
43356 - DEVELOPMENT REVIEW FEES	769,105	633,032	804,000	864,637	60,637
45768 - UNCLAIMED PROPERTY DISPOSITION	639	2,347	0	0	0
45901 - MISCELLANEOUS	42,198	0	0	0	0
46025 - INTEREST	71,227	104,381	142,300	376,200	233,900
46170 - REIMBURSEMENT FR OTHER FUNDS	191,954	107,371	60,000	60,000	0
STORMWATER ENTERPRISE Total	20,472,380	24,945,751	30,306,194	28,126,740	(2,179,454)
STREET TREE FEE FUND					
43180 - GAIN LOSS INV MKT VALUE	(1,761)	308	0	0	0
46025 - INTEREST	1,049	689	1,700	2,400	700
STREET TREE FEE FUND Total	(712)	997	1,700	2,400	700
SUBDIVISION STORM DRAINAGE					
40058 - PARK VISTA	6,105	0	0	0	0
40061 - BLACKSQUIRREL CREEK POND	253,945	64,536	80,000	80,000	0
40076 - JIMMY CAMP CREEK BASIN	1,373,869	46,899	0	0	0
40077 - JIMMY CAMP CREEK POND	447,820	15,282	0	0	0
40087 - SAND CREEK BASIN	3,658,951	6,921,762	4,440,000	4,440,000	0
40088 - SPRING CREEK BASIN	134,482	0	0	0	0
40090 - DOUGLAS CREEK BASIN	80,282	0	0	0	0
40092 - PETERSON FIELD BASIN	240,739	196,317	0	0	0
40094 - COTTONWOOD CREEK BASIN	1,335,537	517,190	1,520,000	1,520,000	0
40095 - MISCELLANEOUS BASINS	33,820	188,177	320,000	320,000	0
40096 - MESA BASIN	879,164	507,547	0	0	0
40097 - BEAR CREEK BASIN	37,876	0	0	0	0
40098 - SOUTHWEST BASIN	20,016	0	0	0	0
40099 - BLACKSQUIRREL CREEK	1,025,833	218,012	1,200,000	1,200,000	0
40100 - MIDDLE TRIBUTARY	52,331	103,188	0	0	0
40129 - SAND CREEK POND	7,635	0	320,000	320,000	0
40160 - SAND CRK POND LAND	2,137	0	2,040,000	2,040,000	0
40161 - MIDDLE TRIBUTARY POND	2,276	5,365	0	0	0
40265 - 21ST STREET BASIN	2,743	0	0	0	0
40268 - LITTLE JOHNSON RESERVOIR	73,528	0	0	0	0
40281 - 19TH STREET	1,952	0	0	0	0
40333 - COTTONWOOD SURCHARGE	140,919	137,947	80,000	80,000	0

Special Revenue Funds

Fund	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2024-2023 \$ Change
40363 - LITTLE JOHNSON POND	6,270	0	0	0	0
43180 - GAIN LOSS INV MKT VALUE	(159,264)	(655,395)	0	0	0
46025 - INTEREST	101,469	102,637	0	0	0
SUBDIVISION STORM DRAINAGE Total	9,760,435	8,369,464	10,000,000	10,000,000	0
THERAPEUTIC RECREATION SPECIAL					
46025 - INTEREST	54	35	80	0	(80)
THERAPEUTIC RECREATION SPECIAL Total	54	35	80	0	(80)
TOPS MAINTENANCE					
46025 - INTEREST	2,249	12,562	3,100	4,400	1,300
TOPS MAINTENANCE Total	2,249	12,562	3,100	4,400	1,300
TRAILS/OPEN SPACE/PARKS FUND					
42730 - RESALES	0	1,112	0	0	0
43180 - GAIN LOSS INV MKT VALUE	(244,080)	(699,524)	0	0	0
45100 - SALES AND USE TAX	11,691,574	12,467,895	12,947,000	12,947,000	0
45105 - SALES AND USE TAX DELINQUENT	33,018	69,464	0	0	0
45768 - UNCLAIMED PROPERTY DISPOSITION	1,947	2	0	0	0
46025 - INTEREST	149,144	115,871	246,000	381,000	135,000
TRAILS/OPEN SPACE/PARKS FUND Total	11,631,603	11,954,820	13,193,000	13,328,000	135,000
WILDFIRE MITIGATION					
43180 - GAIN LOSS INV MKT VALUE	0	(801,434)	0	0	0
46025 - INTEREST	0	63,443	332,000	498,000	166,000
46153 - TRANSFER FROM OTHER FUNDS	0	20,000,000	0	0	0
WILDFIRE MITIGATION Total	0	19,262,009	332,000	498,000	166,000
WOODSTONE SIMD					
45025 - PROP TAXES CURRENT YEAR	19,586	21,983	21,367	27,871	6,504
45055 - PROP TAXES PENALTY	9	6	0	0	0
45125 - SPECIFIC OWNERSHIP TAX	2,335	2,321	2,549	2,954	405
46025 - INTEREST	570	284	800	900	100
WOODSTONE SIMD Total	22,500	24,594	24,716	31,725	7,009

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Glossary of Terms

2C/2C2 - Road Tax Fund – This temporary increase in sales and use tax revenue, extended by voters through 2025 in November 2019, is placed in a dedicated fund to be used only for funding the cost to repair roads and streets throughout all areas of the City, including cost of road reconstruction where severe deterioration does not allow repair.

Accrual Basis of Accounting – The basis of accounting that records revenue at the time earned and expenses when incurred, rather than when collected or paid.

Allocated Administrative Costs (Admin Pro-Rate) – Allocates the cost of general administrative departments that are required to manage the City and provide support to all funds.

Alternate Response Team (ART) – The Alternate Response Team in the Fire Department provides a collaborative response in our community by responding to low acuity 9-1-1 calls and will navigate the individual concern to the correct resources and/or disposition of care. By responding to pre-defined low acuity calls, more appropriate resources are available for higher level acuity calls. For additional information please reference the **Community Response Team** definition within this section.

American Rescue Plan Act (ARPA) – On March 11, 2021, President Biden signed the American Rescue Plan Act of 2021 into law. The American Rescue Plan Act (ARPA) of 2021 is an additional \$1.9 trillion coronavirus rescue package designed to facilitate the United States' recovery from the devastating economic and health effects of the COVID-19 pandemic. The ARPA plan included funding allocated for assistance to individuals and families, small businesses and restaurants, education and childcare, healthcare, transportation, and other impacted industries.

Annual Comprehensive Financial Report (ACFR) – This report is commonly known as the annual Audit and is completed by an independent certified public accounting firm for the Finance Department. It contains information regarding all general-purpose financial statements for revenue and expenditures, selected financial and demographic information, and amortization of long-term debt and selected investment portfolio data.

Appropriation – The legal authorization given by City Council to spend funds that have been designated for a specific purpose.

Arterial Roadway Bridge Fund – Fees paid by developers that provide funding for the cost of constructing/expanding freeway, expressway, and major or minor arterial roadway bridges.

Assigned Fund Balance – This describes the portion of fund balance that reflects the City's intended use of resources. This authority rests with the Mayor and is delegated to staff through the use of encumbrances.

Audit – An official inspection of an organization's accounts, typically by an independent body.

Balanced Budget – A budget in which expenditures do not exceed available resources, which include the beginning available fund balance plus current year revenue. A balanced budget may contain a draw from or contribution to the fund balance.

Ballfield Capital Improvements Fund – Fees paid by softball and baseball teams upon league registration that provide funding for maintenance and improvements to baseball and softball complexes throughout the city.

Banning Lewis Ranch (BLR) Fund – The original BLR Annexation Agreement contained fees for General Annexor Obligation, BLR Parkway, and Interchange Fees which provided funding to reimburse those annexors who construct shared infrastructure or who fulfilled Annexation Agreement obligations identified as reimbursable shared obligations within the BLR Annexor Shared Infrastructure Study. An amended and restated annexation agreement was approved in 2018 and was effective on June 8, 2018. The amended and restated annexation agreement does not contain these fees, therefore, there is no longer revenue going into the fund.

Basis of Accounting – The City's annual budget is developed using the generally accepted accounting principles (GAAP) and the budgetary basis of accounting. The City's budget is prepared on a modified accrual basis.

Bayesian Forecast Method – A forecasting methodology that generates point and interval forecasts by combining all information and sources of uncertainty into a predictive distribution for future values.

Beginning Fund Balance – The unexpended amount in a fund at fiscal year-end that is available for appropriation in the next fiscal year.

Bicycle Tax Fund – An excise tax on the purchase of all new bicycles purchased in the city to provide funding for maintenance, repair and expansion of the city's bikeway system.

Box Jenkins Forecast Method – A forecasting methodology designed to forecast data ranges on inputs from a specified time series, and predicated on that assumption that past occurrences influence future ones.

Budget – A plan for the coordination of resources and expenditures. The annual budget is the financial plan for the City's allocation of resources to provide services and accomplish the City's goals and objectives.

Business Improvement District (BID) – District created under Colorado Revised Statutes § 31-25-1201 *et. seq.* to finance public improvements and/or provide services within identified primarily non-residential areas. BIDs typically derive most of their revenue from a property tax, and they have the authority to issue debt.

Cable Franchise – Pursuant to franchise agreements approved by City Council, cable subscriber fees provide funding to the City for information technology strategic needs; to Southern Colorado Educational Television Consortium (SCETC) to continue operating their network and production truck; and to SpringsTV for implementation, equipment maintenance, staffing and communication needs.

Capital Asset - Capital assets are assets that are used in operations and have initial useful lives extending beyond a single reporting period. Capital assets may be either intangible (e.g., easements, water rights, licenses, leases) or tangible (e.g., land, buildings, building improvements, vehicles, machinery, equipment and infrastructure).

Capital Improvement – A project of relatively high monetary value (at least \$50,000), long life (at least five years), and the outcome of the project results in the creation of a capital asset or a significant revitalization that upgrades and extends the useful life of a capital asset.

Capital Improvements Program (CIP) – An annual updated plan of capital expenditures for public facilities and infrastructure (buildings, streets, etc.) with estimated costs, sources of funding, and schedule of work over a five-year period. A five-year plan is included in the CIP section of this document as required by City Charter.

Capital Outlay – A category of expenditures that includes facility maintenance and minor equipment and furniture with a unit cost in excess of \$500.

CARES Act – On March 13, 2020, the President declared the Coronavirus 2019 (COVID-19) pandemic of sufficient severity and magnitude to warrant an emergency declaration for all states, tribes, territories, and the District of Columbia pursuant to section 501 (b) of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. 5121-5207 (the "Stafford Act"). In response to the economic impact of responding to the COVID-19 pandemic, legislation was approved by Congress and signed into law by the President on March 27, 2020. This legislation is the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) and authorizes more than \$2 trillion to address COVID-19 and its economic effects.

Certificates of Participation (COPs) – A type of financing for projects that are repaid as lease payments by the City for use of the acquired property.

Colorado Springs Health Foundation – Lease payments made to the City's Memorial Health System enterprise fund by the University of Colorado Health system that provides funding to the Colorado Springs Health Foundation to address community health initiatives in the City of Colorado Springs.

Committed Fund Balance – This represents the portion of fund balance that is constrained by limitations the City imposes on itself by City Council (highest decision making level) and remains binding unless removed in the same manner. The City does not use committed funds in its normal course of business.

- Requires action by City Council to commit fund balance
- Formal City Council action is necessary to impose, remove or modify a constraint reflected in the committed fund balance

Community Development Block Grant (CDBG) – Federal grant funds dedicated for programs and activities which primarily benefit low and moderate-income families, individuals, and neighborhoods. Programs include but are not limited to housing rehabilitation, affordable housing development and preservation, human service activities, and capital improvement activities.

Community Development Block Grant Coronavirus Aid (CDBG-CV) – Congress provided \$5 billion in the CARES Act funding for the Community Development Block Grant (CDBG) program, through the U.S. Department of Housing and Urban Development to assist eligible states, local units of government, and tribes in preventing, preparing for, and responding to the COVID-19 pandemic.

Community Medicine (CMED) - The Community Medicine (CMED) is a trained team of 2 resources (1EMT, 1 Paramedic) who respond to low level acuity medical calls coming into the 9-1-1 dispatch center. The CMED resources will respond to the low level acuity calls as a CSFD responding unit (typically an SUV), thus diverting this type of call from the fire stations to ensure the stations, along with more sophisticated equipment, are available for higher acuity calls and emergencies.

Community Response Team (CRT) – The CRT program assists patients suffering from acute behavioral health crisis by employing cross-agency collaboration to integrate behavioral health services into the broader healthcare spectrum. The CRT decreases the time between a patient's call for help and their receipt of definitive services and this team takes higher level acuity calls than does the Alternative Response Team.

Conservation Trust Fund (CTF) – Received by the State of Colorado from apportioned lottery funds dedicated for acquisition, development, and maintenance of conservation sites. Funds are received from the Colorado Department of Local Affairs (DOLA) as lottery funds.

Consumer Sentiment – a leading indicator forecasting method based on data provided by the University of Michigan, <http://www.sca.isr.umich.edu/>.

Contingency – An account established for the purpose of meeting unanticipated requirements.

Coronavirus Aid, Relief, and Economic Security Act – See CARES Act.

Cost Allocation Plan – A financial model that identifies and distributes citywide indirect costs to benefiting departments. Indirect costs benefit multiple departments, programs, and activities. Examples of indirect costs include Accounting, Human Resources, and Information Technology.

COVID-19 – a highly infectious mild to severe respiratory illness that is caused by a coronavirus. In COVID-19 'CO' stands for 'corona', 'VI' for 'virus', 'D' for disease, and '19' refers to 2019, the year it was first identified.

Debt Service – Payment of interest and principal on an obligation resulting from the issuance of bonds.

Downtown Development Authority – The Colorado Springs Downtown Development Authority (DDA), created under Colorado Revised Statutes § 31-25-801 *et. seq.* to provide public facilities and service specific to an identified downtown area. Development Authorities can levy property taxes, issue debt and utilize tax increment financing (TIF).

Efficiency – A ratio between input (resources) and output (production).

Emergency Solutions Grant (ESG) – Federal grant funds dedicated to programs and activities which primarily benefit low and moderate-income families, individuals, and neighborhoods. Programs include but are not limited to housing rehabilitation, affordable housing development and preservation, human service activities, and capital improvement activities.

Enterprise Fund – A fund that pays for its costs of operations, predominantly from user fees, and does not receive revenue from taxes.

Expenditure – The actual outlay of or obligation to pay cash.

Fiduciary Fund – A fund that accounts for resources held by the City where the City is functioning as the trustee or agent for an outside party.

Fiscal Year – A 12-month period at the beginning of which the City implements a new budget based on expected revenue and expenditures and at the end of which the City determines its financial position and the results of its operations. The City of Colorado Springs' fiscal year coincides with the calendar year January 1 through December 31.

Full-Time Equivalent (FTE) – 40-hour per week position on an ongoing basis that is specifically authorized for ongoing funding by classification in the annual budget. Two half-time positions equal one FTE.

Fund – A budgetary and fiscal accounting mechanism for designating a sum of money or other resources set aside for the purpose of providing services and achieving objectives in accordance with state and local laws, regulations, or other limitations. Each fund constitutes an independent budgetary, fiscal, and accounting entity.

Fund Balance – The balance remaining in a fund after expenditures have been subtracted from revenue.

Geographic Information System (GIS) – A computer-based mapping and analytical tool. GIS technology integrates common database operations such as query and statistical analysis with the unique visualization and geographic analysis benefits offered by maps. These abilities distinguish GIS from other information systems and make it valuable to a wide range of public and private enterprises for explaining events, predicting outcomes, and planning strategies.

General Fund – A fund used to account for all general purpose activities of the City supported by City taxes and other non-dedicated revenue such as license and permit fees, user charges, etc. This fund includes all traditional municipal expenditures such as Public Safety, Parks, and Public Works, with the exception of those accounted for elsewhere.

General Improvement District (GID) – District created under Colorado Revised Statutes § 31-25-601 *et. seq.* to finance or maintain public improvements in commercial or residential areas. GIDs are governed by City Council as their ex officio board. They derive their revenue from property taxes, and they have the authority to issue debt.

General Obligation Bonds (GO Bonds) – These bonds are typically issued to finance government improvements benefiting the community as a whole and are secured by an unlimited tax levy of the issuer. The City does not currently have GO Bonds.

Gift Trust Fund – Donations made to the City by private individuals or businesses that provide funding for the specific purpose designated by the donor.

Goals – A defined objective of a department/division, with outcomes measured or completed by a determined time frame that achieve the Mayor's Strategic Plan goals for the City.

Government Finance Officers Association (GFOA) – The purpose of the GFOA is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

Governmental Fund – A fund that accounts for the activities of the City that are not proprietary or fiduciary, such as Police, Fire, and Public Works. The City's only governmental fund is the General Fund.

Grants Fund – Various grants from Federal and State governments or private/non-profit organizations that provide funding and are appropriated for a specific program or purpose.

Highway Users Tax Fund (HUTF) – A State fund that receives revenue from the State-imposed excise taxes on gasoline and special fuels as well as various motor vehicle registration, title, and license fees and taxes.

Home Investment Partnership Act (HOME) – Federal grant funds dedicated for programs and activities which primarily benefit low and moderate-income families, individuals, and neighborhoods. Programs include but are not limited to housing rehabilitation, affordable housing development and preservation, human service activities, and capital improvement activities.

Homeless Outreach Program (HOP) – The Homeless Outreach Program in the Fire Department provides targeted, intensive outreach to high needs utilizers in the downtown Colorado Springs area with the goal of providing the resources and navigation necessary to increase every homeless person's access to healthcare, housing, and improved quality of life.

Homeless Outreach Team (HOT) – Sworn police officers who serve the homeless community by providing citizens with information and referrals to help them find permanent housing and become self-sustaining.

Human Services – These programs address emergency care and shelter, youth, and self-sufficiency services. The City currently funds these community programs with the City's General Fund and Community Development Block Grant (CDBG) funds.

Infrastructure – The underlying foundation or basic framework of the City's physical assets, buildings, roadways, technology, etc.

Infrastructure Investment and Jobs Act (IIJA) – The IIJA, also sometimes referred to as the Bipartisan Infrastructure Law (BIL), was signed into law in November 2021 and seeks to repair, improve, and modernize America’s infrastructure. In addition to transportation infrastructure, the IIJA includes funding for water systems and storage, broadband internet, electric grid and clean-energy programs, environmental cleanup, and other programs.

Internal Service Funds – Internal Service Funds are used to account for the financing of goods or services provided by one department to other City departments on a cost-reimbursement basis. The funds include Claims Reserve, Employee Benefits Self-Insurance, Office Services, Radio Communications, and Workers' Compensation.

Key Performance Measures – An indicator that measures the degree of accomplishment of a department’s or division’s strategic plan goals or initiatives.

Law Enforcement Transparency and Accountability Commission (LETAC) – The Mission of the LETAC is to make recommendations to City Council which would promote improved understanding and relationships between the Police Department and the public.

Lease-Purchase Agreement – An agreement between a governmental agency and a private sector vendor to purchase or lease equipment or facilities rather than purchase them outright.

Level of Effort – Calculations provided to demonstrate the commitments made to taxpayers, either as part of ballot language or as intended targets, to maintain the level of General Fund spending in the following areas: transportation spending related to the Pikes Peak Rural Transportation Authority (PPRTA); public safety funding related to the Public Safety Sales Tax (PSST); road maintenance funding related to the 2C/2C2 Road Tax; and, transportation/road maintenance spending related to all sources of transportation/road maintenance revenue.

Levy – The total amount of taxes, special assessments, or service charges imposed by a government on real property.

Local Improvement District (LID) – District authorized under City Code (Chapter 3, Article 5) for the purpose of assessing certain properties in order to finance specified public improvements that benefit them. LIDs are component entities of the City.

Lodgers and Automobile Rental Tax (LART) Fund – Revenue resulting from the City’s 2% lodging and 1% automobile rental tax are deposited into the LART Fund. Revenue not otherwise obligated may be used for the acquisition, construction, maintenance, and operation of public infrastructure or public improvements; which constitute, in part, visitor or tourist attractions. Revenue may also be appropriated for economic development activities as determined by City Council.

Maintenance of Effort – also known as Level of Effort (see above)

Memorial Health System Enterprise Fund – Lease payments received from University of Colorado Health system that provide funding to the Colorado Springs Health Foundation to address health initiatives in the City.

Metropolitan District – A district with two or more purposes created under Colorado Revised Statutes § 32-1-101 *et. seq.* for commercial or residential areas and chartered by a service plan approved by City Council. Subject to the service plan, metropolitan districts have broad potential authorities including the levying of property taxes, issuance of debt for public improvements, operations and maintenance.

Mill – A mill is equal to one one-thousandth (1/1,000) of a dollar of assessed valuation of real property.

Modified Accrual Basis of Accounting – A type of accounting which records revenue when measurable and available and expenses when the liability is incurred.

Municipal Separate Storm Sewer System (MS4) Permit (Municipal Stormwater Discharge Permit) – In response to the impacts of urbanization on water quality, the United States Congress passed the Clean Water Act of 1972, as amended, which prohibits the discharge of pollutants into waters of the United States unless said discharges are compliant with a National Pollutant Discharge Elimination System (NPDES) permit. The City of Colorado Springs was issued a municipal stormwater discharge permit from the Colorado Department of Public Health and Environment (CDPHE) on October 12, 1997, which allows the City to convey stormwater through its Municipal Separate Storm Sewer Systems (MS4s).

Objective – A desired result of a group of related activities performed by a department or division in which the achievement satisfies part or all of the department's or division's mission.

Old City Hall – Until December 1997, this facility was the location of the Municipal Court operations. Funding was obtained in 2000 to renovate this historic building for occupancy late in 2001. The building houses the City Council and support staff, the City Auditor's Office, and the Procurement division of Support Services.

OPEB - Other Post Employment Benefits – Benefits, other than pensions, that governments provide to retired employees, such as health care benefits.

Operating Budget – The annual expenditures for the routine, ongoing activities and work program of a department or division as opposed to budgets which may also be established for capital projects, grant-funded projects, and other activities.

Outsourcing – Contracting with private companies to provide the same level of services while reducing personnel costs.

Overmatch Funding – Overmatch is funding in excess of the required match (typically 20%) that local governments are willing to put toward their high priority transportation-related projects.

Parkland Dedication Ordinance (PLDO) – Commonly referred to as PLDO, the City Council ordinance (City Code 7.7.12) that provides for the policy and fees paid by developers in lieu of land dedication for the development of parks and open space in new subdivisions.

Permanent Funds – These funds account for assets held by the City in a trustee capacity or as an agent for other agencies, individuals, private organizations, or governmental units. Included in this category are non-expendable trust funds and agency funds.

Pikes Peak Rural Transportation Authority (PPRTA) – Authority approved by voters in November 2004, which resulted in a 1% sales and use tax increase effective January 1, 2005, for the City of Colorado Springs, the unincorporated areas of El Paso County, Manitou Springs, and the towns of Green Mountain Falls, Calhan and Ramah, to fund transportation capital projects and maintenance. PPRTA may be also referenced as RTA.

Proprietary Fund – The City maintains two different types of proprietary funds: Enterprise Funds which are used to account for activities of the City that are operated similar to a business such as the utilities system, airport, and the parking system; and Internal Service Funds which are used to account for services provided by one City department to primarily benefit other City departments such as printing and mail services, and the employee benefits self-insurance fund.

Public Safety Sales Tax Fund (PSST) – On November 6, 2001, voters approved Ballot Question 4, which authorized a City of Colorado Springs Sales and Use Tax rate increase of 0.4% to be used to fund public safety operating and capital improvement needs.

Regional Transportation Plan – The Regional Transportation Plan is a long-range plan that identifies goals for the regional transportation system and likely funding sources. The Transportation Improvement Program (TIP) ensures that short-term actions are consistent with the region's long-term vision.

Reserve Funds – Reserve funds typically results from the under expenditure of budget in the prior fiscal year or from the receipt of revenue which is greater than the budgeted amount in the prior fiscal year.

Restricted Fund Balance – This represents the portion of fund balance that is subject to externally enforceable legal restrictions. Such restrictions are typically imposed by parties outside the City such as creditors, grantors, contributors or other governments. Restrictions can also arise when the authorization to raise revenues is conditioned upon the revenue being used for a particular purpose.

Revenue – Money received by the City during the fiscal year, which includes taxes, fees, charges, special assessments, grants, and other funds collected that support the services the City provides.

Revenue Bonds – Bonds issued by a public agency authorized to build, acquire, or improve a revenue-producing property and payable out of revenue derived from such property and its activities.

Road and Bridge Tax – A fund that receives revenue from all taxable property located within El Paso County and subsequently disburses the allotted share to the municipalities located within the county for the specific purpose of construction and maintenance of roads and streets located within its corporate boundaries (see Colorado Revised Statutes [C.R.S. 43-2-202, 203]).

Road Repair, Maintenance, and Improvements Sales and Use Tax – See 2C/2C2 - Road Tax Fund.

RTA – See PPRTA.

Safe, Accountable, Flexible, Efficient Transportation Equity Act-Legacy for Users (SAFETEA-LU) – The federal and state governments provide grants to local governments for approved regional transportation-related projects such as bridge replacement, installation of additional traffic signals, road widening, etc. These grants usually award 80% of the total project cost - provided the City can fund the local 20% share. This program was originally authorized in 1996 and was called the Intermodal Surface Transportation Efficiency Act (ISTEA). It was then reauthorized as the Transportation Equity Act for the 21st Century (TEA-21) in 1998 and reauthorized again in 2004 as SAFETEA-LU.

Sales Tax Revenue Bonds – Issued to finance various capital improvement projects that have a definable revenue base. The bonds would be secured by City Sales Tax revenue if we had them.

Special District – A general term intended to encompass a variety of special purpose districts including but not limited to metropolitan districts, general improvement districts (GIDs), business improvement districts (BIDs), limited improvement districts (LIDs), and special improvement maintenance districts (SIMDs).

Special Improvement Maintenance District (SIMD) – District authorized under City Code (Chapter 3, Article 7) formed primarily by developers and business owners to provide for maintenance of public improvements of general benefit to the residents or owners within their boundaries. Most SIMDs levy a property tax, and they cannot issue debt.

Special Revenue Funds – Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specific purposes.

Strategic Plan – The City Strategic Plan is comprised of initiatives and performance measures that set priorities for resource allocation, establish policy guidelines, and provide governance direction. Also as directed in the City Charter, each year, City Council determines its areas of priority for the following year and provides them to the Mayor for consideration in the development of the municipal budget.

Street Tree Fund – Owner and developer fees collected at the time a building permit is issued to provide funding for a program to plant and care for new trees in previously underdeveloped lots.

Subdivision Drainage Fund – Fees charged to subdivision developers provide funding for the construction of storm sewers and other facilities in the designated subdivision for the drainage and flood control of surface water.

Surplus Utility Revenue – In accordance with the City Charter, surplus revenue generated by sales of electric, gas, and water services inside the City shall be transferred to the City's General Fund from Colorado Springs Utilities.

TABOR (Taxpayer's Bill of Rights) – An amendment to the Colorado Constitution (also referred to as Amendment I) approved by voters in 1992 that limits annual growth in local government revenue to the combined percentage change in the Denver/Boulder/Greeley Consumer Price Index (CPI) and the net change in the local property tax base due to new construction. Revenue received above and beyond the annual revenue cap established by TABOR must either be refunded to city residents or retained upon voter approval.

Transition Assistance Program (TAP) – The Transition Assistance Program in the Fire Department provides intensive community navigation services for the inmates of the El Paso County Criminal Justice Center reporting chemical dependence, mental illness, those in need of chronic medical care, and/or those who are transient/homeless or are high utilizer of jail services.

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

Trails, Open Space, Parks (TOPS) – The Trails, Open Space, and Parks (TOPS) revenue is generated from a 0.1% sales and use tax adopted by voters in April 1997, extended by voters in 2003, and set to expire in 2025. In April of 2023, voters approved the extension of the existing sales and use tax about of 0.1% through 2045, and allowing for the use of maintenance funds on parks, trails and open space, regardless of the source of acquisition.

Transportation Improvement Program (TIP) – The Transportation Improvement Program (TIP) is a four year plan that implements the long-range Regional Transportation Plan's goals, and identifies the specific transportation and transit projects for which the region will allocate its federal, state, and local funds. The Pikes Peak Area Council of Governments (PPACG) oversees the TIP's development and amends it as conditions change.

Unrestricted Fund Balance –The GFOA recommends, at a minimum, that general-purpose governments, regardless of size, incorporate in its financial policies that unrestricted fund balance in their general fund be no less than two months of regular General Fund operating revenues or regular General Fund operating expenditures, or 16.67%. The Mayor's goal for the General Fund Reserve – Unrestricted Fund Balance is 20% of the following year's expenditure budget. The target for the unrestricted General Fund balance excludes the TABOR emergency reserves but include other categories of fund balance that are committed, assigned or unassigned.

User Fees – The payment of a fee for direct receipt of a public service by the entity benefiting from the service.

Wildfire Mitigation Fund - In the November 2021 coordinated election, voters approved the retention of revenue collected by the City exceeding amounts otherwise allowed to be retained and spent per TABOR, of which \$20,000,000 was placed into this fund for City-wide and Pikes Peak Region wildfire mitigation, prevention, and evacuation planning efforts.

Acronym List

The following acronyms may be used throughout this document

Acronym	Definition
ACFR	Annual Comprehensive Financial Report
ADA	Americans with Disabilities Act
AED	Automatic External Defibrillator
AIP	Airport Improvement Program
ARPA	American Recovery Plan Act
ART	Alternate Response Team
BIA	Business Impact Analysis
BID	Business Improvement District
BLR	Banning Lewis Ranch
BMP	Best Management Practice
BPPT	Business Personal Property Tax
CAB	City Administration Building
CAC	Citizen Advisory Committee
CAM	Common Area Maintenance
CAPS	Community Advancing Public Safety
CARES Act	Coronavirus Aid, Relief, and Economic Security Act
CAZ	Commercial Aeronautical Zone
CDBG	Community Development Block Grant
CDBG-CV	Community Development Block Grant Coronavirus Aid
CDOT	Colorado Department of Transportation
CDPHE	Colorado Department of Public Health and Environment
CFC	Customer Facility Charge
CFDA	Catalog of Federal Domestic Assistance
CIP	Capital Improvements Program
CMAQ	Congestion Mitigation and Air Quality
CML	Colorado Municipal League
CONO	Council of Neighborhood Organizations
COP	Certificate of Participation
COS	Colorado Springs Airport or City of Colorado Springs
CPI	Consumer Price Index
CRM	Customer Relationship Management
CRS	Colorado Revised Statutes
CRT	Community Response Team
CSFD	Colorado Springs Fire Department
CSPD	Colorado Springs Police Department
CSPM	Colorado Springs Pioneer Museum
CSU	Colorado Springs Utilities
CTF	Conservation Trust Fund

Acronym	Definition
DDA	Downtown Development Authority
DDAA	Disclosure Dissemination Agent Agreement
DHS	Department of Human Services
DNA	Deoxyribonucleic Acid
DOJ	Department of Justice
DOLA	Department of Local Affairs (State of Colorado)
DOT	Department of Transportation
DRE	Development Review Enterprise
DTC	Downtown Transit Center
DUI	Driving Under the Influence
DWG	Disclosure Working Group
ECC	Emergency Coordination Center
EDA	Economic Development Agreement
EDC	(Colorado Springs Chamber &) Economic Development Corporation
EDI	Equity, Diversity and Inclusion
EMAP	Emergency Management Accreditation Program
EMT	Emergency Medical Technician
ESG	Emergency Solutions Grant
FAA	Federal Aviation Administration
FASTER	Funding Advancement for Surface Transportation & Economic Recovery
FB	Fund Balance
FDC	Fire Department Complex (headquarters)
FEMA	Federal Emergency Management Agency
FTA	Federal Transit Administration
FTE	Full Time Equivalent
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GID	General Improvement District
GIS	Geographic Information System
GOCO	Great Outdoors Colorado Grants
HD	High Definition
HOP	Homeless Outreach Program (CSFD)
HOT	Homeless Outreach Team (CSPD)
HR	Human Resources
HRIS	Human Resource Information Systems
HSC	Human Services Complex
HSPPR	Humane Society of the Pikes Peak Region
HUD	Housing and Urban Development, Department of
HUTF	Highway Users Tax Fund
IGA	Intergovernmental Agreement
IGSA	Intergovernmental Service Agreement

Acronym	Definition
IIJA	Infrastructure Investment and Jobs Act
ISTEA	Intermodal Surface Transportation Efficiency Act
LART	Lodgers and Automobile Rental Tax
LETAC	Law Enforcement Transparency and Accountability Commission
LID	Local Improvement District
LMS	Learning Management Solution
LOE	Level of Effort
MDC	Mobile Digital Computer
MHS	Memorial Health System
MMOF	Multimodal Transportation and Mitigation Options Fund
MOE	Maintenance of Effort
MS4	Municipal Separate Storm Sewer System
MVNI	Metro Vice, Narcotics and Intelligence Division
NCC	North Cheyenne Canon
NCCI	National Council on Compensation Insurance, Inc.
NLC	National League of Cities
NORAD	North American Aerospace Defense Command
NORTHCOM	U.S Northern Command
NPDES	National Pollutant Discharge Elimination System
OD	Organizational Development
OED	Office of Economic Development
OEM	Office of Emergency Management
OPEB	Other Post Employment Benefits
OSHA	Occupational Safety and Health Administration
PAB	Private Activity Bonds
PARCS	Parking Access and Revenue Control System
PSFB	Peterson Space Force Base
PD	Police Department
PE	Professional Engineer
PFC	Passenger Facility Charge
PLDO	Parkland Dedication Ordinance
POC	Police Operations Center (headquarters)
PPACG	Pikes Peak Area Council of Governments
PPAM	Pikes Peak - America's Mountain
PPE	Personal Protective Equipment
PPRBD	Pikes Peak Regional Building Development
PPROEM	Pikes Peak Regional Office of Emergency Management
PPRTA	Pikes Peak Rural Transportation Authority
PRCS	Parks, Recreation and Cultural Services
PSD	Procurement Services Division
PSST	Public Safety Sales Tax
PTAC	Procurement Technical Assistance Center

Acronym	Definition
PTOE	Professional Traffic Operations Engineer
RES	Real Estate Services
RFP	Request for Proposal
RFQ	Request for Qualifications
ROW	Right of Way
RTA	Rural Transportation Authority (Pikes Peak)
S&IC	Snow and Ice Control
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act-Legacy for Users
SBA	Small Business Association
SBDC	Small Business Development Center
SCBA	Self-Contained Breathing Apparatus
SCETC	Southern Colorado Educational Television Consortium
SEC	Security and Exchange Commission
SFB	Space Force Base
SIMD	Special Improvement Maintenance District
SLA	Service Level Agreement
SMART	Specific, Measurable, Achievable, Relevant, Time-bound
SOP	Standard Operating Procedure
STIC	Strategic Information Center
STP	Surface Transportation Project
SVAT	Service Validation & Testing
TABOR	Taxpayer's Bill of Rights
TAP	Transition Assistance Program
TIF	Tax Increment Financing
TIP	Transportation Improvement Program
TMC	Traffic Management Center
TOPS	Trails, Open Space, and Parks
TSA	Transportation Security Administration
UCCS	University of Colorado Colorado Springs
UCH	University of Colorado Health
UPRR	Union Pacific Railroad
URA	Urban Renewal Authority or Area
USAFA	United States Air Force Academy
USDA	United States Department of Agriculture
USOC	United States Olympic Committee
VA	Veteran Administration
VIP	Very Important Person
VNI	Vice, Narcotics and Intelligence
WC	Workers' Compensation
WUI	Wildland Urban Interface

2024 Salary Schedule

City of Colorado Springs - 2024 Salary Schedule

Effective December 24, 2023

Job Code	Job Title	Band #	Band Name	Zone #	Annual			Monthly		Hourly	
					Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
	Reserved for Future Use	1	SMG	10	\$308,777	\$370,680	\$432,584	\$25,731	\$30,890	\$148.45	\$178.21
	Reserved for Future Use	1	SMG	9	\$278,177	\$333,946	\$389,715	\$23,181	\$27,829	\$133.74	\$160.55
	Reserved for Future Use	1	SMG	8	\$250,610	\$300,853	\$351,095	\$20,884	\$25,071	\$120.49	\$144.64
19701	Chief of Staff/Chief Administrative Officer	1	SMG	7	\$225,775	\$271,038	\$316,302	\$18,815	\$22,587	\$108.55	\$130.31
19790	City Attorney/Chief Legal Officer	1	SMG	6	\$203,401	\$244,179	\$284,957	\$16,950	\$20,348	\$97.79	\$117.39
19667	Deputy Chief of Staff	1	SMG	6	\$203,401	\$244,179	\$284,957	\$16,950	\$20,348	\$97.79	\$117.39
19644	Aviation Director	1	SMG	5	\$183,244	\$219,981	\$256,718	\$15,270	\$18,332	\$88.10	\$105.76
19680	Chief Financial Officer	1	SMG	5	\$183,244	\$219,981	\$256,718	\$15,270	\$18,332	\$88.10	\$105.76
19776	Chief Human Resource & Risk Officer	1	SMG	5	\$183,244	\$219,981	\$256,718	\$15,270	\$18,332	\$88.10	\$105.76
19999	Chief Information Officer	1	SMG	5	\$183,244	\$219,981	\$256,718	\$15,270	\$18,332	\$88.10	\$105.76
19661	Planning and Neighborhood Services Director	1	SMG	5	\$183,244	\$219,981	\$256,718	\$15,270	\$18,332	\$88.10	\$105.76
19310	Police Chief	1	SMG	5	\$183,244	\$219,981	\$256,718	\$15,270	\$18,332	\$88.10	\$105.76
19635	Public Works Director/City Engineer	1	SMG	5	\$183,244	\$219,981	\$256,718	\$15,270	\$18,332	\$88.10	\$105.76
19795	City Auditor	1	SMG	4	\$165,084	\$198,181	\$231,277	\$13,757	\$16,515	\$79.37	\$95.28
17245	Economic Development Officer	1	SMG	4	\$165,084	\$198,181	\$231,277	\$13,757	\$16,515	\$79.37	\$95.28
19418	Fire Chief	1	SMG	4	\$165,084	\$198,181	\$231,277	\$13,757	\$16,515	\$79.37	\$95.28
19665	Parks, Recreation & Cultural Services Director	1	SMG	4	\$165,084	\$198,181	\$231,277	\$13,757	\$16,515	\$79.37	\$95.28
18470	Chief Housing and Community Vitality Officer	1	SMG	3	\$148,726	\$178,542	\$208,359	\$12,394	\$14,879	\$71.50	\$85.84
19693	Director of Business Park Development	1	SMG	3	\$148,726	\$178,542	\$208,359	\$12,394	\$14,879	\$71.50	\$85.84
17085	Regional Emergency Management and Recovery Director	1	SMG	3	\$148,726	\$178,542	\$208,359	\$12,394	\$14,879	\$71.50	\$85.84
15015	Chief Communications Officer	1	SMG	2	\$133,986	\$160,848	\$187,709	\$11,166	\$13,404	\$64.42	\$77.33
19793	City Clerk	1	SMG	2	\$133,986	\$160,848	\$187,709	\$11,166	\$13,404	\$64.42	\$77.33
17596	Parking Enterprise Director	1	SMG	1	\$121,124	\$145,407	\$169,690	\$10,094	\$12,117	\$58.23	\$69.91
17634	Deputy City Attorney	2	MGR	10	\$185,251	\$222,390	\$259,529	\$15,438	\$18,533	\$89.06	\$106.92
	Reserved for Future Use	2	MGR	9	\$168,409	\$202,171	\$235,934	\$14,034	\$16,848	\$80.97	\$97.20
19995	Assistant Director of IT	2	MGR	8	\$153,099	\$183,792	\$214,485	\$12,758	\$15,316	\$73.61	\$88.36
19683	Assistant Finance Director	2	MGR	8	\$153,099	\$183,792	\$214,485	\$12,758	\$15,316	\$73.61	\$88.36
19658	Assistant Human Resources Director	2	MGR	8	\$153,099	\$183,792	\$214,485	\$12,758	\$15,316	\$73.61	\$88.36
19672	Assistant Planning Director	2	MGR	8	\$153,099	\$183,792	\$214,485	\$12,758	\$15,316	\$73.61	\$88.36
17631	City Attorney Division Chief	2	MGR	8	\$153,099	\$183,792	\$214,485	\$12,758	\$15,316	\$73.61	\$88.36
19631	Deputy Public Works Director/ City Engineer	2	MGR	8	\$153,099	\$183,792	\$214,485	\$12,758	\$15,316	\$73.61	\$88.36
19760	Multimodal Division Manager	2	MGR	8	\$153,099	\$183,792	\$214,485	\$12,758	\$15,316	\$73.61	\$88.36
19309	Police Deputy Chief	2	MGR	8	\$153,099	\$183,792	\$214,485	\$12,758	\$15,316	\$73.61	\$88.36
19663	Assistant Parks, Recreation and Cultural Services Director	2	MGR	7	\$139,181	\$167,084	\$194,987	\$11,598	\$13,924	\$66.91	\$80.33
12613	Aviation Assistant Director	2	MGR	7	\$139,181	\$167,084	\$194,987	\$11,598	\$13,924	\$66.91	\$80.33
19797	City Budget Manager	2	MGR	7	\$139,181	\$167,084	\$194,987	\$11,598	\$13,924	\$66.91	\$80.33
12709	Information Systems Manager	2	MGR	7	\$139,181	\$167,084	\$194,987	\$11,598	\$13,924	\$66.91	\$80.33
12640	Public Works Division Manager	2	MGR	7	\$139,181	\$167,084	\$194,987	\$11,598	\$13,924	\$66.91	\$80.33
19417	Fire Deputy Chief	2	MGR	7	\$139,181	\$167,084	\$194,987	\$11,598	\$13,924	\$66.91	\$80.33
18055	Fire Marshal	2	MGR	7	\$139,181	\$167,084	\$194,987	\$11,598	\$13,924	\$66.91	\$80.33
18300	Risk Division Manager	2	MGR	7	\$139,181	\$167,084	\$194,987	\$11,598	\$13,924	\$66.91	\$80.33
17059	Support Services Division Manager	2	MGR	7	\$139,181	\$167,084	\$194,987	\$11,598	\$13,924	\$66.91	\$80.33
19794	Assistant City Auditor	2	MGR	6	\$126,528	\$151,894	\$177,261	\$10,544	\$12,658	\$60.83	\$73.03
17203	City Accounting Manager	2	MGR	6	\$126,528	\$151,894	\$177,261	\$10,544	\$12,658	\$60.83	\$73.03
17325	City Grants Manager	2	MGR	6	\$126,528	\$151,894	\$177,261	\$10,544	\$12,658	\$60.83	\$73.03

Job Code	Job Title	Band #	Band Name	Zone #	Annual			Monthly		Hourly	
					Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
12716	Community Affairs Advisor, Senior	2	MGR	6	\$126,528	\$151,894	\$177,261	\$10,544	\$12,658	\$60.83	\$73.03
19656	Cultural Affairs and Outreach Manager	2	MGR	6	\$126,528	\$151,894	\$177,261	\$10,544	\$12,658	\$60.83	\$73.03
12643	Engineering Program Manager	2	MGR	6	\$126,528	\$151,894	\$177,261	\$10,544	\$12,658	\$60.83	\$73.03
18250	Fire Administrative Services Manager	2	MGR	6	\$126,528	\$151,894	\$177,261	\$10,544	\$12,658	\$60.83	\$73.03
16200	Human Resources Manager	2	MGR	6	\$126,528	\$151,894	\$177,261	\$10,544	\$12,658	\$60.83	\$73.03
19654	Human Resources Manager, Comp/ Benefits	2	MGR	6	\$126,528	\$151,894	\$177,261	\$10,544	\$12,658	\$60.83	\$73.03
19806	Municipal Court Administrator	2	MGR	6	\$126,528	\$151,894	\$177,261	\$10,544	\$12,658	\$60.83	\$73.03
17086	OEM Deputy Director	2	MGR	6	\$126,528	\$151,894	\$177,261	\$10,544	\$12,658	\$60.83	\$73.03
17839	Parks Development Manager	2	MGR	6	\$126,528	\$151,894	\$177,261	\$10,544	\$12,658	\$60.83	\$73.03
17838	Parks Maintenance and Operations Manager	2	MGR	6	\$126,528	\$151,894	\$177,261	\$10,544	\$12,658	\$60.83	\$73.03
18497	Police Administrative Services Manager	2	MGR	6	\$126,528	\$151,894	\$177,261	\$10,544	\$12,658	\$60.83	\$73.03
19655	Recreation and Administration Manager	2	MGR	6	\$126,528	\$151,894	\$177,261	\$10,544	\$12,658	\$60.83	\$73.03
12825	Transit Systems Manager	2	MGR	6	\$126,528	\$151,894	\$177,261	\$10,544	\$12,658	\$60.83	\$73.03
17259	ADA Title II Manager	2	MGR	5	\$115,026	\$138,086	\$161,146	\$9,585	\$11,507	\$55.30	\$66.39
17623	Audit Manager	2	MGR	5	\$115,026	\$138,086	\$161,146	\$9,585	\$11,507	\$55.30	\$66.39
15040	City Council Administrator	2	MGR	5	\$115,026	\$138,086	\$161,146	\$9,585	\$11,507	\$55.30	\$66.39
19351	CSURA Executive Director	2	MGR	5	\$115,026	\$138,086	\$161,146	\$9,585	\$11,507	\$55.30	\$66.39
18050	Deputy Fire Marshal	2	MGR	5	\$115,026	\$138,086	\$161,146	\$9,585	\$11,507	\$55.30	\$66.39
15013	Neighborhood Services Manager	2	MGR	5	\$115,026	\$138,086	\$161,146	\$9,585	\$11,507	\$55.30	\$66.39
18221	Pikes Peak-America's Mountain Manager	2	MGR	5	\$115,026	\$138,086	\$161,146	\$9,585	\$11,507	\$55.30	\$66.39
18013	Planning Manager	2	MGR	5	\$115,026	\$138,086	\$161,146	\$9,585	\$11,507	\$55.30	\$66.39
19773	Procurement Services Manager	2	MGR	5	\$115,026	\$138,086	\$161,146	\$9,585	\$11,507	\$55.30	\$66.39
17105	Real Estate Services Manager	2	MGR	5	\$115,026	\$138,086	\$161,146	\$9,585	\$11,507	\$55.30	\$66.39
17324	Administrative Manager	2	MGR	4	\$104,568	\$125,532	\$146,496	\$8,714	\$10,461	\$50.27	\$60.35
19772	Community Affairs Advisor	2	MGR	4	\$104,568	\$125,532	\$146,496	\$8,714	\$10,461	\$50.27	\$60.35
17144	Fleet Manager	2	MGR	4	\$104,568	\$125,532	\$146,496	\$8,714	\$10,461	\$50.27	\$60.35
19771	Cultural Services Division Manager	2	MGR	4	\$104,568	\$125,532	\$146,496	\$8,714	\$10,461	\$50.27	\$60.35
17624	HUD Programs Manager	2	MGR	4	\$104,568	\$125,532	\$146,496	\$8,714	\$10,461	\$50.27	\$60.35
17625	Legal Administrator	2	MGR	4	\$104,568	\$125,532	\$146,496	\$8,714	\$10,461	\$50.27	\$60.35
15093	Operations Manager	2	MGR	4	\$104,568	\$125,532	\$146,496	\$8,714	\$10,461	\$50.27	\$60.35
14453	Police Records Manager	2	MGR	4	\$104,568	\$125,532	\$146,496	\$8,714	\$10,461	\$50.27	\$60.35
15022	Public Communications Manager	2	MGR	4	\$104,568	\$125,532	\$146,496	\$8,714	\$10,461	\$50.27	\$60.35
14452	Public Safety Communications Manager	2	MGR	4	\$104,568	\$125,532	\$146,496	\$8,714	\$10,461	\$50.27	\$60.35
17291	Sales Tax Manager	2	MGR	4	\$104,568	\$125,532	\$146,496	\$8,714	\$10,461	\$50.27	\$60.35
14900	Street Operations Manager	2	MGR	4	\$104,568	\$125,532	\$146,496	\$8,714	\$10,461	\$50.27	\$60.35
13901	Transit Business Operations Administrator	2	MGR	4	\$104,568	\$125,532	\$146,496	\$8,714	\$10,461	\$50.27	\$60.35
18422	Chief Probation Officer	2	MGR	3	\$95,063	\$114,122	\$133,180	\$7,922	\$9,510	\$45.70	\$54.87
12085	Clerk of the Court	2	MGR	3	\$95,063	\$114,122	\$133,180	\$7,922	\$9,510	\$45.70	\$54.87
15012	Community Service Officer Manager	2	MGR	3	\$95,063	\$114,122	\$133,180	\$7,922	\$9,510	\$45.70	\$54.87
12609	Crime Analysis Manager	2	MGR	3	\$95,063	\$114,122	\$133,180	\$7,922	\$9,510	\$45.70	\$54.87
15052	Crime Lab Manager	2	MGR	3	\$95,063	\$114,122	\$133,180	\$7,922	\$9,510	\$45.70	\$54.87
15025	Facilities Manager	2	MGR	3	\$95,063	\$114,122	\$133,180	\$7,922	\$9,510	\$45.70	\$54.87
17240	Innovation Manager	2	MGR	3	\$95,063	\$114,122	\$133,180	\$7,922	\$9,510	\$45.70	\$54.87
17595	Parking Enterprise Manager	2	MGR	3	\$95,063	\$114,122	\$133,180	\$7,922	\$9,510	\$45.70	\$54.87
16630	Police Evidence Manager	2	MGR	3	\$95,063	\$114,122	\$133,180	\$7,922	\$9,510	\$45.70	\$54.87
18484	Police Logistics Support Manager	2	MGR	3	\$95,063	\$114,122	\$133,180	\$7,922	\$9,510	\$45.70	\$54.87
19350	PPRCN System Manager	2	MGR	3	\$95,063	\$114,122	\$133,180	\$7,922	\$9,510	\$45.70	\$54.87
12766	Public Works Asset Manager	2	MGR	3	\$95,063	\$114,122	\$133,180	\$7,922	\$9,510	\$45.70	\$54.87
15028	Public Relations Manager	2	MGR	3	\$95,063	\$114,122	\$133,180	\$7,922	\$9,510	\$45.70	\$54.87
17820	Recreation Services Manager	2	MGR	3	\$95,063	\$114,122	\$133,180	\$7,922	\$9,510	\$45.70	\$54.87
12770	SIMD Unit Administrator	2	MGR	3	\$95,063	\$114,122	\$133,180	\$7,922	\$9,510	\$45.70	\$54.87
12755	Water Quality Program Manager	2	MGR	3	\$95,063	\$114,122	\$133,180	\$7,922	\$9,510	\$45.70	\$54.87

Job Code	Job Title	Band #	Band Name	Zone #	Annual			Monthly		Hourly	
					Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
17835	City Forester	2	MGR	2	\$86,422	\$103,747	\$121,073	\$7,202	\$8,646	\$41.55	\$49.88
17015	Deputy City Clerk	2	MGR	2	\$86,422	\$103,747	\$121,073	\$7,202	\$8,646	\$41.55	\$49.88
15041	Deputy City Council Administrator	2	MGR	2	\$86,422	\$103,747	\$121,073	\$7,202	\$8,646	\$41.55	\$49.88
19660	Regional Parks Manager	2	MGR	2	\$86,422	\$103,747	\$121,073	\$7,202	\$8,646	\$41.55	\$49.88
	Reserved for Future Use	2	MGR	1	\$78,565	\$94,316	\$110,066	\$6,547	\$7,860	\$37.77	\$45.34
	Reserved for Future Use	3	SUP	10	\$129,127	\$155,015	\$180,902	\$10,761	\$12,918	\$62.08	\$74.53
12710	IT Supervisor	3	SUP	9	\$118,465	\$142,215	\$165,965	\$9,872	\$11,851	\$56.95	\$68.37
	Reserved for Future Use	3	SUP	8	\$108,684	\$130,473	\$152,262	\$9,057	\$10,873	\$52.25	\$62.73
18006	Planning Supervisor	3	SUP	7	\$99,710	\$119,700	\$139,690	\$8,309	\$9,975	\$47.94	\$57.55
12783	Service Desk Supervisor	3	SUP	7	\$99,710	\$119,700	\$139,690	\$8,309	\$9,975	\$47.94	\$57.55
17518	Audit Supervisor	3	SUP	6	\$91,477	\$109,816	\$128,155	\$7,623	\$9,151	\$43.98	\$52.80
13460	City Accounting Supervisor	3	SUP	6	\$91,477	\$109,816	\$128,155	\$7,623	\$9,151	\$43.98	\$52.80
19788	City Budget Supervisor	3	SUP	6	\$91,477	\$109,816	\$128,155	\$7,623	\$9,151	\$43.98	\$52.80
18481	Crime Analysis Supervisor	3	SUP	6	\$91,477	\$109,816	\$128,155	\$7,623	\$9,151	\$43.98	\$52.80
16029	Engineering Supervisor	3	SUP	6	\$91,477	\$109,816	\$128,155	\$7,623	\$9,151	\$43.98	\$52.80
14511	Golf Course Superintendent	3	SUP	6	\$91,477	\$109,816	\$128,155	\$7,623	\$9,151	\$43.98	\$52.80
17941	Human Resources Supervisor	3	SUP	6	\$91,477	\$109,816	\$128,155	\$7,623	\$9,151	\$43.98	\$52.80
12025	Payroll & Pension Supervisor	3	SUP	6	\$91,477	\$109,816	\$128,155	\$7,623	\$9,151	\$43.98	\$52.80
18104	Public Communications Supervisor	3	SUP	6	\$91,477	\$109,816	\$128,155	\$7,623	\$9,151	\$43.98	\$52.80
18310	Risk Supervisor	3	SUP	6	\$91,477	\$109,816	\$128,155	\$7,623	\$9,151	\$43.98	\$52.80
17288	Real Estate Services Supervisor	3	SUP	6	\$91,477	\$109,816	\$128,155	\$7,623	\$9,151	\$43.98	\$52.80
12130	Sales Tax Supervisor	3	SUP	6	\$91,477	\$109,816	\$128,155	\$7,623	\$9,151	\$43.98	\$52.80
13910	Transit Services Supervisor	3	SUP	6	\$91,477	\$109,816	\$128,155	\$7,623	\$9,151	\$43.98	\$52.80
15021	Crime Lab Supervisor	3	SUP	5	\$83,924	\$100,750	\$117,575	\$6,994	\$8,396	\$40.35	\$48.44
16005	Fleet Services Supervisor	3	SUP	5	\$83,924	\$100,750	\$117,575	\$6,994	\$8,396	\$40.35	\$48.44
12762	Public Safety Communications Supervisor Lead	3	SUP	5	\$83,924	\$100,750	\$117,575	\$6,994	\$8,396	\$40.35	\$48.44
12669	Accounts Receivable/ Payable Supervisor	3	SUP	4	\$76,994	\$92,430	\$107,866	\$6,416	\$7,702	\$37.02	\$44.44
15095	Airport Facilities Supervisor	3	SUP	4	\$76,994	\$92,430	\$107,866	\$6,416	\$7,702	\$37.02	\$44.44
15099	Airport Operations & Communications Supervisor	3	SUP	4	\$76,994	\$92,430	\$107,866	\$6,416	\$7,702	\$37.02	\$44.44
16620	Police Evidence Supervisor	3	SUP	4	\$76,994	\$92,430	\$107,866	\$6,416	\$7,702	\$37.02	\$44.44
12760	Public Works Asset Supervisor	3	SUP	4	\$76,994	\$92,430	\$107,866	\$6,416	\$7,702	\$37.02	\$44.44
15029	Radio Communications Supervisor	3	SUP	4	\$76,994	\$92,430	\$107,866	\$6,416	\$7,702	\$37.02	\$44.44
12805	Skilled Maintenance Supervisor	3	SUP	4	\$76,994	\$92,430	\$107,866	\$6,416	\$7,702	\$37.02	\$44.44
13061	Street Programs Supervisor	3	SUP	4	\$76,994	\$92,430	\$107,866	\$6,416	\$7,702	\$37.02	\$44.44
15097	Airport Maintenance Supervisor	3	SUP	3	\$70,637	\$84,798	\$98,960	\$5,886	\$7,067	\$33.96	\$40.77
17830	City Horticulturist	3	SUP	3	\$70,637	\$84,798	\$98,960	\$5,886	\$7,067	\$33.96	\$40.77
18233	Community Behavioral Health Coordinator	3	SUP	3	\$70,637	\$84,798	\$98,960	\$5,886	\$7,067	\$33.96	\$40.77
15017	Code Enforcement Supervisor	3	SUP	3	\$70,637	\$84,798	\$98,960	\$5,886	\$7,067	\$33.96	\$40.77
15019	Community Service Officer Supervisor	3	SUP	3	\$70,637	\$84,798	\$98,960	\$5,886	\$7,067	\$33.96	\$40.77
11013	Municipal Court Supervisor	3	SUP	3	\$70,637	\$84,798	\$98,960	\$5,886	\$7,067	\$33.96	\$40.77
15302	Office Services Supervisor	3	SUP	3	\$70,637	\$84,798	\$98,960	\$5,886	\$7,067	\$33.96	\$40.77
17590	Parking Enterprise Supervisor	3	SUP	3	\$70,637	\$84,798	\$98,960	\$5,886	\$7,067	\$33.96	\$40.77
16622	Police Impound Facility Supervisor	3	SUP	3	\$70,637	\$84,798	\$98,960	\$5,886	\$7,067	\$33.96	\$40.77
14422	Police Quartermaster Supervisor	3	SUP	3	\$70,637	\$84,798	\$98,960	\$5,886	\$7,067	\$33.96	\$40.77
12761	Public Safety Communications Supervisor	3	SUP	3	\$70,637	\$84,798	\$98,960	\$5,886	\$7,067	\$33.96	\$40.77
12738	Records Supervisor	3	SUP	3	\$70,637	\$84,798	\$98,960	\$5,886	\$7,067	\$33.96	\$40.77
12804	Streets District Supervisor	3	SUP	3	\$70,637	\$84,798	\$98,960	\$5,886	\$7,067	\$33.96	\$40.77
16600	Police Court Liaison	3	SUP	2	\$64,805	\$77,797	\$90,789	\$5,400	\$6,483	\$31.16	\$37.40
	Reserved for Future Use	3	SUP	1	\$59,454	\$71,374	\$83,293	\$4,955	\$5,948	\$28.58	\$34.31
19787	Assistant City Attorney	4	PRO	13	\$143,436	\$172,192	\$200,948	\$11,953	\$14,349	\$68.96	\$82.78

Job Code	Job Title	Band #	Band Name	Zone #	Annual			Monthly		Hourly	
					Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
17630	Attorney, Senior	4	PRO	12	\$131,593	\$157,974	\$184,356	\$10,966	\$13,165	\$63.27	\$75.95
12711	Cyber Security Analyst, Senior	4	PRO	11	\$120,726	\$144,929	\$169,132	\$10,060	\$12,077	\$58.04	\$69.68
12726	IT Solutions Engineer, Senior	4	PRO	11	\$120,726	\$144,929	\$169,132	\$10,060	\$12,077	\$58.04	\$69.68
17501	IT Technology Architect, Sr	4	PRO	11	\$120,726	\$144,929	\$169,132	\$10,060	\$12,077	\$58.04	\$69.68
12781	Engineer, Senior	4	PRO	10	\$110,760	\$132,965	\$155,170	\$9,230	\$11,080	\$53.25	\$63.93
12789	IT Project Manager, Senior	4	PRO	10	\$110,760	\$132,965	\$155,170	\$9,230	\$11,080	\$53.25	\$63.93
17410	Applications Prgm Analyst, Sr	4	PRO	9	\$101,614	\$121,986	\$142,357	\$8,468	\$10,165	\$48.85	\$58.65
19541	Business Project Manager, Sr	4	PRO	9	\$101,614	\$121,986	\$142,357	\$8,468	\$10,165	\$48.85	\$58.65
15030	City Facilities Administrator	4	PRO	9	\$101,614	\$121,986	\$142,357	\$8,468	\$10,165	\$48.85	\$58.65
12719	Cyber Security Analyst II	4	PRO	9	\$101,614	\$121,986	\$142,357	\$8,468	\$10,165	\$48.85	\$58.65
18431	HR Business Partner, Senior	4	PRO	9	\$101,614	\$121,986	\$142,357	\$8,468	\$10,165	\$48.85	\$58.65
17415	ERP Systems Analyst, Senior	4	PRO	9	\$101,614	\$121,986	\$142,357	\$8,468	\$10,165	\$48.85	\$58.65
17580	Fire Protection Engineer, Senior	4	PRO	9	\$101,614	\$121,986	\$142,357	\$8,468	\$10,165	\$48.85	\$58.65
17219	Information Systems Auditor Supervisor	4	PRO	9	\$101,614	\$121,986	\$142,357	\$8,468	\$10,165	\$48.85	\$58.65
12728	IT Solutions Engineer	4	PRO	9	\$101,614	\$121,986	\$142,357	\$8,468	\$10,165	\$48.85	\$58.65
12714	ITSM Coordinator	4	PRO	9	\$101,614	\$121,986	\$142,357	\$8,468	\$10,165	\$48.85	\$58.65
19664	Occupational NP/PA	4	PRO	9	\$101,614	\$121,986	\$142,357	\$8,468	\$10,165	\$48.85	\$58.65
19197	Program Administrator, Senior	4	PRO	9	\$101,614	\$121,986	\$142,357	\$8,468	\$10,165	\$48.85	\$58.65
17445	Network Administrator, Senior	4	PRO	9	\$101,614	\$121,986	\$142,357	\$8,468	\$10,165	\$48.85	\$58.65
17475	Systems Administrator, Senior	4	PRO	9	\$101,614	\$121,986	\$142,357	\$8,468	\$10,165	\$48.85	\$58.65
17258	Accessibility Coordinator, Senior	4	PRO	8	\$93,223	\$111,913	\$130,602	\$7,769	\$9,326	\$44.82	\$53.80
17654	Attorney	4	PRO	8	\$93,223	\$111,913	\$130,602	\$7,769	\$9,326	\$44.82	\$53.80
17412	Business Analyst IT, Senior	4	PRO	8	\$93,223	\$111,913	\$130,602	\$7,769	\$9,326	\$44.82	\$53.80
12778	Capital Project Coordinator	4	PRO	8	\$93,223	\$111,913	\$130,602	\$7,769	\$9,326	\$44.82	\$53.80
17507	Engineer III	4	PRO	8	\$93,223	\$111,913	\$130,602	\$7,769	\$9,326	\$44.82	\$53.80
12748	Environmental Safety & Health Specialist, Senior	4	PRO	8	\$93,223	\$111,913	\$130,602	\$7,769	\$9,326	\$44.82	\$53.80
12704	IT Project Manager II	4	PRO	8	\$93,223	\$111,913	\$130,602	\$7,769	\$9,326	\$44.82	\$53.80
12796	OEM Coordinator	4	PRO	8	\$93,223	\$111,913	\$130,602	\$7,769	\$9,326	\$44.82	\$53.80
12746	Safety Specialist, Senior	4	PRO	8	\$93,223	\$111,913	\$130,602	\$7,769	\$9,326	\$44.82	\$53.80
17202	Accountant, Senior	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
12777	Analyst, Senior	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
12786	Applications Programmer Analyst II	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
17607	Associate Attorney	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
17418	Auditor, Senior	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
18302	Claims Adjuster, Senior	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
18105	Community Engagement Specialist	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
15102	Construction Project Manager	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
12787	Contracting Specialist, Senior	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
12723	Cyber Security Analyst I	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
17910	DNA Technical Leader	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
12794	Economic Development Spclst Sr	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
17506	Engineer II	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
12674	Fire Life & Safety Educator Sr	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
16070	Fire Medical Programs Coordinator	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
12731	Fire Operations Research and Statistics Specialist	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
17092	Fire Protection Engineer II	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
18432	Human Resource Business Partner	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
17214	Information Systems Auditor II	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
12720	Information Technology Architect II	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
17893	Landscape Architect, Senior	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
18005	Physical Therapist	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
18004	Planner, Senior	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36

Job Code	Job Title	Band #	Band Name	Zone #	Annual			Monthly		Hourly	
					Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
18494	Police Psychologist	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
19195	Program Administrator II	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
17638	Prosecuting Attorney	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
16062	Public Safety Communications Specialist	4	PRO	7	\$85,526	\$102,672	\$119,818	\$7,127	\$8,556	\$41.12	\$49.36
17260	Accessibility Coordinator	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
17229	Airport Properties Spec, Sr	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
12784	Applications Support Admin, Sr	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
12672	Audio Visual Specialist, Fire	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
16690	Background Investigator, Senior	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
19531	Business Project Manager II	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
12634	Buyer, Senior	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
17900	DNA Analyst	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
16071	Emergency Medical Services Field Specialist	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
17416	ERP Systems Analyst II	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
12673	Fire and Life Safety Educator	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
14403	Fire Code Inspector, Senior	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
17320	Forensic Chemist, Senior	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
18483	Forensic Interview Coordinator	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
17472	GIS Analyst, Senior	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
15642	Homelessness Prevention and Response Coordinator	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
16201	Human Resources Generalist, Sr	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
12705	IT Project Manager I	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
17891	Landscape Architect II	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
13174	Licensed Surveyor	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
12750	MS4 Permit Coordinator	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
17446	Network Administrator II	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
18103	Public Communication Spclst Sr	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
16035	Real Estate Specialist, Senior	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
15027	Radio Field Engineer	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
12764	Safety Specialist II	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
17289	Sales Tax Auditor, Senior	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
18421	Recruiter, Senior	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
12701	Systems Administrator II	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
18489	Victim Advocate Coordinator	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
17802	Water Conservation Specialist	4	PRO	6	\$78,464	\$94,195	\$109,925	\$6,539	\$7,850	\$37.72	\$45.29
17201	Accountant II	4	PRO	5	\$71,986	\$86,418	\$100,850	\$5,999	\$7,202	\$34.61	\$41.55
17894	Archaeologist	4	PRO	5	\$71,986	\$86,418	\$100,850	\$5,999	\$7,202	\$34.61	\$41.55
18480	Analyst II	4	PRO	5	\$71,986	\$86,418	\$100,850	\$5,999	\$7,202	\$34.61	\$41.55
17318	Auditor II	4	PRO	5	\$71,986	\$86,418	\$100,850	\$5,999	\$7,202	\$34.61	\$41.55
17399	Business Analyst II	4	PRO	5	\$71,986	\$86,418	\$100,850	\$5,999	\$7,202	\$34.61	\$41.55
18303	Claims Adjuster II	4	PRO	5	\$71,986	\$86,418	\$100,850	\$5,999	\$7,202	\$34.61	\$41.55
17892	Construction Project Specialist	4	PRO	5	\$71,986	\$86,418	\$100,850	\$5,999	\$7,202	\$34.61	\$41.55
12633	Contracting Specialist II	4	PRO	5	\$71,986	\$86,418	\$100,850	\$5,999	\$7,202	\$34.61	\$41.55
17505	Engineer I	4	PRO	5	\$71,986	\$86,418	\$100,850	\$5,999	\$7,202	\$34.61	\$41.55
12649	Engineering Specialist	4	PRO	5	\$71,986	\$86,418	\$100,850	\$5,999	\$7,202	\$34.61	\$41.55
12857	Environmental Safety & Health Specialist	4	PRO	5	\$71,986	\$86,418	\$100,850	\$5,999	\$7,202	\$34.61	\$41.55
17403	ERP Systems Analyst I	4	PRO	5	\$71,986	\$86,418	\$100,850	\$5,999	\$7,202	\$34.61	\$41.55
12819	Executive Assistant to the Mayor's Office	4	PRO	5	\$71,986	\$86,418	\$100,850	\$5,999	\$7,202	\$34.61	\$41.55
16603	Firearms Examiner	4	PRO	5	\$71,986	\$86,418	\$100,850	\$5,999	\$7,202	\$34.61	\$41.55
16064	Fire Protection Engineer I	4	PRO	5	\$71,986	\$86,418	\$100,850	\$5,999	\$7,202	\$34.61	\$41.55
17319	Forensic Chemist	4	PRO	5	\$71,986	\$86,418	\$100,850	\$5,999	\$7,202	\$34.61	\$41.55
17827	Forester	4	PRO	5	\$71,986	\$86,418	\$100,850	\$5,999	\$7,202	\$34.61	\$41.55
17212	Information System Auditor I	4	PRO	5	\$71,986	\$86,418	\$100,850	\$5,999	\$7,202	\$34.61	\$41.55

Job Code	Job Title	Band #	Band Name	Zone #	Annual			Monthly		Hourly	
					Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
17700	Museum Curator	4	PRO	5	\$71,986	\$86,418	\$100,850	\$5,999	\$7,202	\$34.61	\$41.55
12774	Parks Operations Administrator	4	PRO	5	\$71,986	\$86,418	\$100,850	\$5,999	\$7,202	\$34.61	\$41.55
18003	Planner II	4	PRO	5	\$71,986	\$86,418	\$100,850	\$5,999	\$7,202	\$34.61	\$41.55
18493	Polygraphist II	4	PRO	5	\$71,986	\$86,418	\$100,850	\$5,999	\$7,202	\$34.61	\$41.55
17643	Public Safety Recruiter	4	PRO	5	\$71,986	\$86,418	\$100,850	\$5,999	\$7,202	\$34.61	\$41.55
18562	Recreation Therapist	4	PRO	5	\$71,986	\$86,418	\$100,850	\$5,999	\$7,202	\$34.61	\$41.55
17222	Airport Properties Specialist I	4	PRO	4	\$66,042	\$79,282	\$92,522	\$5,503	\$6,607	\$31.75	\$38.12
17407	Application Support Administrator II	4	PRO	4	\$66,042	\$79,282	\$92,522	\$5,503	\$6,607	\$31.75	\$38.12
17409	Applications Programmer Analyst I	4	PRO	4	\$66,042	\$79,282	\$92,522	\$5,503	\$6,607	\$31.75	\$38.12
16685	Background Investigator	4	PRO	4	\$66,042	\$79,282	\$92,522	\$5,503	\$6,607	\$31.75	\$38.12
19521	Business Project Manager I	4	PRO	4	\$66,042	\$79,282	\$92,522	\$5,503	\$6,607	\$31.75	\$38.12
12635	Buyer II	4	PRO	4	\$66,042	\$79,282	\$92,522	\$5,503	\$6,607	\$31.75	\$38.12
18482	Civilian Criminal Investigator	4	PRO	4	\$66,042	\$79,282	\$92,522	\$5,503	\$6,607	\$31.75	\$38.12
16854	Economic Development Specialist	4	PRO	4	\$66,042	\$79,282	\$92,522	\$5,503	\$6,607	\$31.75	\$38.12
12685	GIS Analyst II	4	PRO	4	\$66,042	\$79,282	\$92,522	\$5,503	\$6,607	\$31.75	\$38.12
18429	Human Resources Generalist	4	PRO	4	\$66,042	\$79,282	\$92,522	\$5,503	\$6,607	\$31.75	\$38.12
18492	Investigative Specialist	4	PRO	4	\$66,042	\$79,282	\$92,522	\$5,503	\$6,607	\$31.75	\$38.12
17890	Landscape Architect I	4	PRO	4	\$66,042	\$79,282	\$92,522	\$5,503	\$6,607	\$31.75	\$38.12
17702	Museum Development Coordinator	4	PRO	4	\$66,042	\$79,282	\$92,522	\$5,503	\$6,607	\$31.75	\$38.12
17801	Natural Resource Specialist	4	PRO	4	\$66,042	\$79,282	\$92,522	\$5,503	\$6,607	\$31.75	\$38.12
17441	Network Administrator I	4	PRO	4	\$66,042	\$79,282	\$92,522	\$5,503	\$6,607	\$31.75	\$38.12
18490	Polygraphist I	4	PRO	4	\$66,042	\$79,282	\$92,522	\$5,503	\$6,607	\$31.75	\$38.12
12753	Program Administrator I	4	PRO	4	\$66,042	\$79,282	\$92,522	\$5,503	\$6,607	\$31.75	\$38.12
12757	Public Communication Specialist II	4	PRO	4	\$66,042	\$79,282	\$92,522	\$5,503	\$6,607	\$31.75	\$38.12
16032	Real Estate Specialist II	4	PRO	4	\$66,042	\$79,282	\$92,522	\$5,503	\$6,607	\$31.75	\$38.12
18426	Recruiter II	4	PRO	4	\$66,042	\$79,282	\$92,522	\$5,503	\$6,607	\$31.75	\$38.12
12759	Safety Specialist I	4	PRO	4	\$66,042	\$79,282	\$92,522	\$5,503	\$6,607	\$31.75	\$38.12
17290	Sales Tax Auditor II	4	PRO	4	\$66,042	\$79,282	\$92,522	\$5,503	\$6,607	\$31.75	\$38.12
12706	Systems Administrator I	4	PRO	4	\$66,042	\$79,282	\$92,522	\$5,503	\$6,607	\$31.75	\$38.12
17200	Accountant I	4	PRO	3	\$60,589	\$72,735	\$84,882	\$5,049	\$6,061	\$29.13	\$34.97
15176	Airport Marketing and Advertising Specialist	4	PRO	3	\$60,589	\$72,735	\$84,882	\$5,049	\$6,061	\$29.13	\$34.97
12605	Analyst I	4	PRO	3	\$60,589	\$72,735	\$84,882	\$5,049	\$6,061	\$29.13	\$34.97
17421	Application Support Administrator I	4	PRO	3	\$60,589	\$72,735	\$84,882	\$5,049	\$6,061	\$29.13	\$34.97
12814	Assistant to the Mayor's Office	4	PRO	3	\$60,589	\$72,735	\$84,882	\$5,049	\$6,061	\$29.13	\$34.97
17218	Auditor I	4	PRO	3	\$60,589	\$72,735	\$84,882	\$5,049	\$6,061	\$29.13	\$34.97
12881	Claims Adjuster I	4	PRO	3	\$60,589	\$72,735	\$84,882	\$5,049	\$6,061	\$29.13	\$34.97
12632	Contracting Specialist I	4	PRO	3	\$60,589	\$72,735	\$84,882	\$5,049	\$6,061	\$29.13	\$34.97
16028	Museum Exhibits Designer	4	PRO	3	\$60,589	\$72,735	\$84,882	\$5,049	\$6,061	\$29.13	\$34.97
18002	Planner I	4	PRO	3	\$60,589	\$72,735	\$84,882	\$5,049	\$6,061	\$29.13	\$34.97
12636	Buyer I	4	PRO	2	\$55,585	\$66,728	\$77,872	\$4,632	\$5,561	\$26.72	\$32.08
15200	GIS Analyst I	4	PRO	2	\$55,585	\$66,728	\$77,872	\$4,632	\$5,561	\$26.72	\$32.08
18106	Public Communication Specialist I	4	PRO	2	\$55,585	\$66,728	\$77,872	\$4,632	\$5,561	\$26.72	\$32.08
18415	Recruiter I	4	PRO	2	\$55,585	\$66,728	\$77,872	\$4,632	\$5,561	\$26.72	\$32.08
16031	Real Estate Specialist I	4	PRO	2	\$55,585	\$66,728	\$77,872	\$4,632	\$5,561	\$26.72	\$32.08
14432	Police Training Specialist	4	PRO	2	\$55,585	\$66,728	\$77,872	\$4,632	\$5,561	\$26.72	\$32.08
12885	Sales Tax Auditor I	4	PRO	2	\$55,585	\$66,728	\$77,872	\$4,632	\$5,561	\$26.72	\$32.08
18488	Victim Advocate	4	PRO	2	\$55,585	\$66,728	\$77,872	\$4,632	\$5,561	\$26.72	\$32.08
17701	Archivist	4	PRO	1	\$50,995	\$61,219	\$71,436	\$4,250	\$5,102	\$24.52	\$29.43
18257	Criminal Justice Navigator I	4	PRO	1	\$50,995	\$61,219	\$71,436	\$4,250	\$5,102	\$24.52	\$29.43
18260	Crisis Navigator	4	PRO	1	\$50,995	\$61,219	\$71,436	\$4,250	\$5,102	\$24.52	\$29.43
17704	Museum Registrar	4	PRO	1	\$50,995	\$61,219	\$71,436	\$4,250	\$5,102	\$24.52	\$29.43
12095	Pre-Sentence Investigator	4	PRO	1	\$50,995	\$61,219	\$71,436	\$4,250	\$5,102	\$24.52	\$29.43

Job Code	Job Title	Band #	Band Name	Zone #	Annual			Monthly		Hourly	
					Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
	Reserved for Future Use	5	PAR	10	\$91,348	\$109,661	\$127,975	\$7,612	\$9,138	\$43.92	\$52.72
	Reserved for Future Use	5	PAR	9	\$83,805	\$100,607	\$117,408	\$6,984	\$8,384	\$40.29	\$48.37
12111	Latent Fingerprint Examiner	5	PAR	8	\$76,886	\$92,300	\$107,714	\$6,407	\$7,692	\$36.96	\$44.37
16606	Crime Scene Investigator, Sr	5	PAR	7	\$70,537	\$84,679	\$98,820	\$5,878	\$7,057	\$33.91	\$40.71
14400	Fire Code Inspector II	5	PAR	7	\$70,537	\$84,679	\$98,820	\$5,878	\$7,057	\$33.91	\$40.71
13034	Fleet Technician, Senior	5	PAR	7	\$70,537	\$84,679	\$98,820	\$5,878	\$7,057	\$33.91	\$40.71
16013	Inspector III	5	PAR	7	\$70,537	\$84,679	\$98,820	\$5,878	\$7,057	\$33.91	\$40.71
14426	Park Ranger, Senior	5	PAR	7	\$70,537	\$84,679	\$98,820	\$5,878	\$7,057	\$33.91	\$40.71
18263	Registered Nurse Navigator	5	PAR	7	\$70,537	\$84,679	\$98,820	\$5,878	\$7,057	\$33.91	\$40.71
12696	Technical Support Analyst, Sr	5	PAR	7	\$70,537	\$84,679	\$98,820	\$5,878	\$7,057	\$33.91	\$40.71
12756	Utility Locator, Sr	5	PAR	7	\$70,537	\$84,679	\$98,820	\$5,878	\$7,057	\$33.91	\$40.71
18275	Behavioral Health Clinical Navigator II	5	PAR	6	\$64,713	\$77,687	\$90,660	\$5,393	\$6,474	\$31.11	\$37.35
12028	Finance Lead	5	PAR	6	\$64,713	\$77,687	\$90,660	\$5,393	\$6,474	\$31.11	\$37.35
16605	Crime Scene Investigator	5	PAR	6	\$64,713	\$77,687	\$90,660	\$5,393	\$6,474	\$31.11	\$37.35
12803	District Crew Leader	5	PAR	6	\$64,713	\$77,687	\$90,660	\$5,393	\$6,474	\$31.11	\$37.35
16015	Engineering Technician III	5	PAR	6	\$64,713	\$77,687	\$90,660	\$5,393	\$6,474	\$31.11	\$37.35
16001	Fleet Services Coordinator	5	PAR	6	\$64,713	\$77,687	\$90,660	\$5,393	\$6,474	\$31.11	\$37.35
16023	Inspector II	5	PAR	6	\$64,713	\$77,687	\$90,660	\$5,393	\$6,474	\$31.11	\$37.35
15165	License Enforcement Officer, Senior	5	PAR	6	\$64,713	\$77,687	\$90,660	\$5,393	\$6,474	\$31.11	\$37.35
14407	Marshal, Senior	5	PAR	6	\$64,713	\$77,687	\$90,660	\$5,393	\$6,474	\$31.11	\$37.35
15213	Paralegal, Senior	5	PAR	6	\$64,713	\$77,687	\$90,660	\$5,393	\$6,474	\$31.11	\$37.35
18280	Physical Therapy Assistant	5	PAR	6	\$64,713	\$77,687	\$90,660	\$5,393	\$6,474	\$31.11	\$37.35
15084	Planning Technician, Sr	5	PAR	6	\$64,713	\$77,687	\$90,660	\$5,393	\$6,474	\$31.11	\$37.35
13902	Project Design Specialist	5	PAR	6	\$64,713	\$77,687	\$90,660	\$5,393	\$6,474	\$31.11	\$37.35
15024	Radio Technician, Sr	5	PAR	6	\$64,713	\$77,687	\$90,660	\$5,393	\$6,474	\$31.11	\$37.35
12801	Skilled Maint Technician, Sr	5	PAR	6	\$64,713	\$77,687	\$90,660	\$5,393	\$6,474	\$31.11	\$37.35
12758	Video Production Specialist	5	PAR	6	\$64,713	\$77,687	\$90,660	\$5,393	\$6,474	\$31.11	\$37.35
15100	Airport Operations Agent, Sr	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
18265	Behavioral Health Clinical Navigator I	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
15086	Code Enforcement Off, Senior	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
12722	Community Health Paramedic	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
15068	Electronic Specialist	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
16025	Engineering Technician II	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
16652	Evidence Technician, Senior	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
11097	Finance Technician, Senior	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
14401	Fire Code Inspector I	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
12817	Fleet Service Writer	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
12681	Fleet Technician II	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
17572	HR Technician, Senior	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
15161	License Enforcement Officer II	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
14405	Marshal	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
18273	Medical Navigator I	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
11063	Legal Secretary, Senior	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
14424	Park Ranger II	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
15211	Paralegal	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
16053	Probation Officer	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
14450	Public Safety Dispatcher, Senior	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
12768	Public Safety Dispatcher Trainer	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
17822	Recreation Assistant, Senior	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
16067	Sales Tax Investigator, Senior	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
12809	Skilled Maintenance Technician II	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
12813	Staff Assistant	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27

Job Code	Job Title	Band #	Band Name	Zone #	Annual			Monthly		Hourly	
					Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
19657	Streets Operations Program Assistant	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
12698	Technical Support Analyst II	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
12730	Utility Locator II	5	PAR	5	\$59,370	\$71,273	\$83,175	\$4,948	\$5,939	\$28.54	\$34.27
15103	Airport Customer Relations Coordinator	5	PAR	4	\$54,467	\$65,387	\$76,306	\$4,539	\$5,449	\$26.19	\$31.44
15080	Airport Security Specialist	5	PAR	4	\$54,467	\$65,387	\$76,306	\$4,539	\$5,449	\$26.19	\$31.44
19542	Business Support Specialist Sr	5	PAR	4	\$54,467	\$65,387	\$76,306	\$4,539	\$5,449	\$26.19	\$31.44
15016	Code Enforcement Officer	5	PAR	4	\$54,467	\$65,387	\$76,306	\$4,539	\$5,449	\$26.19	\$31.44
15018	Community Service Officer II	5	PAR	4	\$54,467	\$65,387	\$76,306	\$4,539	\$5,449	\$26.19	\$31.44
12188	Courtroom Assistant, Senior	5	PAR	4	\$54,467	\$65,387	\$76,306	\$4,539	\$5,449	\$26.19	\$31.44
16610	Evidence Technician	5	PAR	4	\$54,467	\$65,387	\$76,306	\$4,539	\$5,449	\$26.19	\$31.44
18229	Fire Prevention Compliance Coordinator	5	PAR	4	\$54,467	\$65,387	\$76,306	\$4,539	\$5,449	\$26.19	\$31.44
14392	Fleet Specialist	5	PAR	4	\$54,467	\$65,387	\$76,306	\$4,539	\$5,449	\$26.19	\$31.44
12112	Fleet Technician I	5	PAR	4	\$54,467	\$65,387	\$76,306	\$4,539	\$5,449	\$26.19	\$31.44
12841	Forestry Technician, Senior	5	PAR	4	\$54,467	\$65,387	\$76,306	\$4,539	\$5,449	\$26.19	\$31.44
14061	Graphics Technician	5	PAR	4	\$54,467	\$65,387	\$76,306	\$4,539	\$5,449	\$26.19	\$31.44
16034	Inspector I	5	PAR	4	\$54,467	\$65,387	\$76,306	\$4,539	\$5,449	\$26.19	\$31.44
15125	Photo Enforcement Technician	5	PAR	4	\$54,467	\$65,387	\$76,306	\$4,539	\$5,449	\$26.19	\$31.44
15083	Planning Technician II	5	PAR	4	\$54,467	\$65,387	\$76,306	\$4,539	\$5,449	\$26.19	\$31.44
12107	Police Service Representative Lead	5	PAR	4	\$54,467	\$65,387	\$76,306	\$4,539	\$5,449	\$26.19	\$31.44
12769	Public Safety Dispatcher II	5	PAR	4	\$54,467	\$65,387	\$76,306	\$4,539	\$5,449	\$26.19	\$31.44
15023	Radio Technician II	5	PAR	4	\$54,467	\$65,387	\$76,306	\$4,539	\$5,449	\$26.19	\$31.44
16522	Recreation Assistant II	5	PAR	4	\$54,467	\$65,387	\$76,306	\$4,539	\$5,449	\$26.19	\$31.44
14066	Signs Technician II	5	PAR	4	\$54,467	\$65,387	\$76,306	\$4,539	\$5,449	\$26.19	\$31.44
19540	Administrative Assistant, Sr	5	PAR	3	\$49,970	\$59,988	\$70,006	\$4,164	\$4,999	\$24.02	\$28.84
15090	Airport Operations Agent	5	PAR	3	\$49,970	\$59,988	\$70,006	\$4,164	\$4,999	\$24.02	\$28.84
15061	Child Care Lead	5	PAR	3	\$49,970	\$59,988	\$70,006	\$4,164	\$4,999	\$24.02	\$28.84
18315	Claims Technician	5	PAR	3	\$49,970	\$59,988	\$70,006	\$4,164	\$4,999	\$24.02	\$28.84
15011	Community Service Officer I	5	PAR	3	\$49,970	\$59,988	\$70,006	\$4,164	\$4,999	\$24.02	\$28.84
12088	Courtroom Assistant	5	PAR	3	\$49,970	\$59,988	\$70,006	\$4,164	\$4,999	\$24.02	\$28.84
15311	Digital Imaging Technician	5	PAR	3	\$49,970	\$59,988	\$70,006	\$4,164	\$4,999	\$24.02	\$28.84
14435	Emergency Response Technician II	5	PAR	3	\$49,970	\$59,988	\$70,006	\$4,164	\$4,999	\$24.02	\$28.84
13172	Engineering Technician I	5	PAR	3	\$49,970	\$59,988	\$70,006	\$4,164	\$4,999	\$24.02	\$28.84
12837	Forestry Technician II	5	PAR	3	\$49,970	\$59,988	\$70,006	\$4,164	\$4,999	\$24.02	\$28.84
13408	GIS Technician	5	PAR	3	\$49,970	\$59,988	\$70,006	\$4,164	\$4,999	\$24.02	\$28.84
12717	Legal Secretary	5	PAR	3	\$49,970	\$59,988	\$70,006	\$4,164	\$4,999	\$24.02	\$28.84
15150	License Enforcement Officer I	5	PAR	3	\$49,970	\$59,988	\$70,006	\$4,164	\$4,999	\$24.02	\$28.84
12589	Museum Development Technician	5	PAR	3	\$49,970	\$59,988	\$70,006	\$4,164	\$4,999	\$24.02	\$28.84
12853	Park Ranger I	5	PAR	3	\$49,970	\$59,988	\$70,006	\$4,164	\$4,999	\$24.02	\$28.84
12199	Probation Technician, Senior	5	PAR	3	\$49,970	\$59,988	\$70,006	\$4,164	\$4,999	\$24.02	\$28.84
12625	Public Communications Technician	5	PAR	3	\$49,970	\$59,988	\$70,006	\$4,164	\$4,999	\$24.02	\$28.84
12767	Public Safety Dispatcher I	5	PAR	3	\$49,970	\$59,988	\$70,006	\$4,164	\$4,999	\$24.02	\$28.84
16066	Sales Tax Investigator II	5	PAR	3	\$49,970	\$59,988	\$70,006	\$4,164	\$4,999	\$24.02	\$28.84
14065	Signs Technician I	5	PAR	3	\$49,970	\$59,988	\$70,006	\$4,164	\$4,999	\$24.02	\$28.84
12808	Skilled Maintenance Technician I	5	PAR	3	\$49,970	\$59,988	\$70,006	\$4,164	\$4,999	\$24.02	\$28.84
12697	Technical Support Analyst I	5	PAR	3	\$49,970	\$59,988	\$70,006	\$4,164	\$4,999	\$24.02	\$28.84
12727	Utility Locator I	5	PAR	3	\$49,970	\$59,988	\$70,006	\$4,164	\$4,999	\$24.02	\$28.84
12150	Work Order Technician II	5	PAR	3	\$49,970	\$59,988	\$70,006	\$4,164	\$4,999	\$24.02	\$28.84
19532	Business Support Specialist II	5	PAR	2	\$45,844	\$55,035	\$64,226	\$3,820	\$4,586	\$22.04	\$26.46
12012	Code Enforcement Technician	5	PAR	2	\$45,844	\$55,035	\$64,226	\$3,820	\$4,586	\$22.04	\$26.46
12724	Community Health Emergency Medical Technician	5	PAR	2	\$45,844	\$55,035	\$64,226	\$3,820	\$4,586	\$22.04	\$26.46
12765	Emergency Response Technician I	5	PAR	2	\$45,844	\$55,035	\$64,226	\$3,820	\$4,586	\$22.04	\$26.46
12835	Forestry Technician I	5	PAR	2	\$45,844	\$55,035	\$64,226	\$3,820	\$4,586	\$22.04	\$26.46
13025	Parts/Supply Specialist	5	PAR	2	\$45,844	\$55,035	\$64,226	\$3,820	\$4,586	\$22.04	\$26.46

Job Code	Job Title	Band #	Band Name	Zone #	Annual			Monthly		Hourly	
					Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
15082	Planning Technician I	5	PAR	2	\$45,844	\$55,035	\$64,226	\$3,820	\$4,586	\$22.04	\$26.46
12103	Police Services Representative	5	PAR	2	\$45,844	\$55,035	\$64,226	\$3,820	\$4,586	\$22.04	\$26.46
12099	Probation Technician	5	PAR	2	\$45,844	\$55,035	\$64,226	\$3,820	\$4,586	\$22.04	\$26.46
15014	Radio Technician I	5	PAR	2	\$45,844	\$55,035	\$64,226	\$3,820	\$4,586	\$22.04	\$26.46
16521	Recreation Assistant I	5	PAR	2	\$45,844	\$55,035	\$64,226	\$3,820	\$4,586	\$22.04	\$26.46
16065	Sales Tax Investigator I	5	PAR	2	\$45,844	\$55,035	\$64,226	\$3,820	\$4,586	\$22.04	\$26.46
	Reserved for Future Use	6	GNL	10	\$63,942	\$76,762	\$89,581	\$5,329	\$6,397	\$30.74	\$36.90
12780	License Specialist, Senior	6	GNL	9	\$58,663	\$70,423	\$82,114	\$4,889	\$5,869	\$28.20	\$33.86
14421	Parking Enforcement Officer, Senior	6	GNL	9	\$58,663	\$70,423	\$82,114	\$4,889	\$5,869	\$28.20	\$33.86
13316	Concrete Finisher, Sr	6	GNL	8	\$53,819	\$64,609	\$75,398	\$4,485	\$5,384	\$25.87	\$31.06
12785	Equipment Operator, Senior	6	GNL	8	\$53,819	\$64,609	\$75,398	\$4,485	\$5,384	\$25.87	\$31.06
11095	Finance Technician II	6	GNL	8	\$53,819	\$64,609	\$75,398	\$4,485	\$5,384	\$25.87	\$31.06
12793	Maintenance Technician, Senior	6	GNL	8	\$53,819	\$64,609	\$75,398	\$4,485	\$5,384	\$25.87	\$31.06
12622	Cemetery Technician	6	GNL	7	\$49,376	\$59,275	\$69,174	\$4,115	\$4,940	\$23.74	\$28.50
13315	Concrete Finisher II	6	GNL	7	\$49,376	\$59,275	\$69,174	\$4,115	\$4,940	\$23.74	\$28.50
17220	Contracting Technician II	6	GNL	7	\$49,376	\$59,275	\$69,174	\$4,115	\$4,940	\$23.74	\$28.50
12653	Equipment Operator II	6	GNL	7	\$49,376	\$59,275	\$69,174	\$4,115	\$4,940	\$23.74	\$28.50
11093	Finance Technician I	6	GNL	7	\$49,376	\$59,275	\$69,174	\$4,115	\$4,940	\$23.74	\$28.50
12110	Fingerprint Technician	6	GNL	7	\$49,376	\$59,275	\$69,174	\$4,115	\$4,940	\$23.74	\$28.50
17582	HR Technician II	6	GNL	7	\$49,376	\$59,275	\$69,174	\$4,115	\$4,940	\$23.74	\$28.50
12798	License Specialist II	6	GNL	7	\$49,376	\$59,275	\$69,174	\$4,115	\$4,940	\$23.74	\$28.50
12192	Municipal Court Clerk, Senior	6	GNL	7	\$49,376	\$59,275	\$69,174	\$4,115	\$4,940	\$23.74	\$28.50
14427	Parking Enforcement Officer II	6	GNL	7	\$49,376	\$59,275	\$69,174	\$4,115	\$4,940	\$23.74	\$28.50
14064	Parking Meter Technician, Sr	6	GNL	7	\$49,376	\$59,275	\$69,174	\$4,115	\$4,940	\$23.74	\$28.50
19530	Administrative Assistant II	6	GNL	6	\$45,299	\$54,381	\$63,462	\$3,775	\$4,532	\$21.78	\$26.14
17952	HR Technician I	6	GNL	6	\$45,299	\$54,381	\$63,462	\$3,775	\$4,532	\$21.78	\$26.14
15073	Inventory Control Technician	6	GNL	6	\$45,299	\$54,381	\$63,462	\$3,775	\$4,532	\$21.78	\$26.14
12729	Maintenance Technician II	6	GNL	6	\$45,299	\$54,381	\$63,462	\$3,775	\$4,532	\$21.78	\$26.14
12093	Municipal Court Clerk II	6	GNL	6	\$45,299	\$54,381	\$63,462	\$3,775	\$4,532	\$21.78	\$26.14
14062	Parking Meter Technician	6	GNL	6	\$45,299	\$54,381	\$63,462	\$3,775	\$4,532	\$21.78	\$26.14
15310	Printing Technician	6	GNL	6	\$45,299	\$54,381	\$63,462	\$3,775	\$4,532	\$21.78	\$26.14
18274	Recovery Navigator I	6	GNL	6	\$45,299	\$54,381	\$63,462	\$3,775	\$4,532	\$21.78	\$26.14
19520	Administrative Assistant I	6	GNL	5	\$41,559	\$49,891	\$58,223	\$3,463	\$4,158	\$19.98	\$23.99
19522	Business Support Specialist I	6	GNL	5	\$41,559	\$49,891	\$58,223	\$3,463	\$4,158	\$19.98	\$23.99
15039	Child Care Worker	6	GNL	5	\$41,559	\$49,891	\$58,223	\$3,463	\$4,158	\$19.98	\$23.99
11033	Communications Center Dispatcher	6	GNL	5	\$41,559	\$49,891	\$58,223	\$3,463	\$4,158	\$19.98	\$23.99
13314	Concrete Finisher I	6	GNL	5	\$41,559	\$49,891	\$58,223	\$3,463	\$4,158	\$19.98	\$23.99
13072	Driver	6	GNL	5	\$41,559	\$49,891	\$58,223	\$3,463	\$4,158	\$19.98	\$23.99
13302	Equipment Operator I	6	GNL	5	\$41,559	\$49,891	\$58,223	\$3,463	\$4,158	\$19.98	\$23.99
12743	License Specialist I	6	GNL	5	\$41,559	\$49,891	\$58,223	\$3,463	\$4,158	\$19.98	\$23.99
12721	Maintenance Services Worker	6	GNL	5	\$41,559	\$49,891	\$58,223	\$3,463	\$4,158	\$19.98	\$23.99
12725	Maintenance Technician I	6	GNL	5	\$41,559	\$49,891	\$58,223	\$3,463	\$4,158	\$19.98	\$23.99
12734	Medical Assistant	6	GNL	5	\$41,559	\$49,891	\$58,223	\$3,463	\$4,158	\$19.98	\$23.99
12092	Municipal Court Clerk I	6	GNL	5	\$41,559	\$49,891	\$58,223	\$3,463	\$4,158	\$19.98	\$23.99
17798	Museum Customer Specialist	6	GNL	5	\$41,559	\$49,891	\$58,223	\$3,463	\$4,158	\$19.98	\$23.99
18255	Navigator Technician	6	GNL	5	\$41,559	\$49,891	\$58,223	\$3,463	\$4,158	\$19.98	\$23.99
16523	Park Guide	6	GNL	5	\$41,559	\$49,891	\$58,223	\$3,463	\$4,158	\$19.98	\$23.99
14420	Parking Enforcement Officer I	6	GNL	5	\$41,559	\$49,891	\$58,223	\$3,463	\$4,158	\$19.98	\$23.99
14532	Sports Site Technician	6	GNL	5	\$41,559	\$49,891	\$58,223	\$3,463	\$4,158	\$19.98	\$23.99

FIRE - Paid by Rank

Job Code	Rank	Monthly Pay Rate	Hourly Pay Rate
56 Hours/Week			
19407	Battalion Chief	\$12,788	\$52.70
19406	Fire Captain	\$10,893	\$44.89
19405	Fire Lieutenant	\$9,862	\$40.64
19416	Fire Paramedic 1st	\$8,953	\$36.89
	Fire Paramedic 2nd	\$8,082	\$33.30
	Fire Paramedic 3rd	\$7,273	\$29.97
19404	Fire Driver Engineer 1st	\$8,527	\$35.14
	Fire Driver Engineer 2nd	\$7,459	\$30.74
	Fire Driver Engineer 3rd	\$6,719	\$27.69
19403	Firefighter 1st	\$7,868	\$32.42
	Firefighter 2nd	\$7,137	\$29.41
	Firefighter 3rd	\$6,424	\$26.47
	Firefighter 4th	\$5,782	\$23.83
40 Hours/Week			
19407	Battalion Chief	\$12,788	\$73.78
19406	Fire Captain (Staff)	\$10,893	\$62.85
19405	Fire Lieutenant (Staff)	\$9,862	\$56.90
19409	Fire Trainee	\$5,220	\$30.12

POLICE - Paid by Rank

Job Code	Rank	Monthly Pay Rate	Hourly Pay Rate
19308	Police Commander	\$13,423	\$77.44
19307	Police Lieutenant	\$11,972	\$69.07
19306	Police Sergeant	\$10,163	\$58.63
19304	Police Officer 1st	\$8,366	\$48.26
	Police Officer 2nd	\$7,298	\$42.10
	Police Officer 3rd	\$6,623	\$38.21
	Police Officer 4th	\$6,009	\$34.67
19300	Police Recruit	\$5,417	\$31.25

Numbers are rounded for display purposes. Actual rates go out 6 decimal places.

Unclassified Job Codes

Job Code	Job Title	Band #	Band Name	Zone #	Zone Minimum	Zone Maximum
Seasonal (6 months or less)						
50600	PT Pikes Peak HWY Ranger	SNL	Seasonal	6	\$14.42	\$27.03
50700	PT Administrative Support	SNL	Seasonal	6	\$14.42	\$27.03
50605	PT Prkg Enforcement Ofcr	SNL	Seasonal	5	\$14.42	\$23.94
50602	PT Park Ranger	SNL	Seasonal	5	\$14.42	\$23.94
50603	PT Recreation & Camp Support	SNL	Seasonal	5	\$14.42	\$23.94
50609	PT Aquatics Support	SNL	Seasonal	4	\$14.42	\$23.94
70300	PT Municipal Court Referee	PRT	Hourly	8	\$15.00	\$38.00
51600	PT Maintenance Support	SNL	Seasonal	4	\$14.42	\$23.94
51400	PT Wildfire Mitigation and Forestry	SNL	Seasonal	4	\$14.42	\$23.94
50610	PT Bus Driver	SNL	Seasonal	3	\$14.42	\$23.94
50604	PT Guide or Interpreter	SNL	Seasonal	3	\$14.42	\$23.94
50400	PT Park Patrol	SNL	Seasonal	3	\$14.42	\$23.94
51000	PT Internship	SNL	Seasonal	3	\$14.42	\$23.94
51500	PT Cemetery Support	SNL	Seasonal	2	\$14.42	\$23.94
50606	PT Park Support	SNL	Seasonal	2	\$14.42	\$23.94
50607	PT Sport Site Supervisor	SNL	Seasonal	2	\$14.42	\$23.94
51300	Election Judge	SNL	Seasonal	1	\$14.42	\$23.94
51200	Election Worker	SNL	Seasonal	1	\$14.42	\$23.94
50608	PT Sports Staff	SNL	Seasonal	1	\$14.42	\$23.94

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ORDINANCE NO. 23-65

THE ANNUAL APPROPRIATION ORDINANCE ADOPTING THE ANNUAL BUDGET AND APPROPRIATING MONIES FOR THE SEVERAL PURPOSES NAMED IN SAID BUDGET FOR THE YEAR ENDING DECEMBER 31, 2024

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COLORADO SPRINGS:

Section 1. The Mayor prepared and presented to this City Council on October 2, 2023, the annual budget for the year ending December 31, 2024, attached hereto as Exhibit A, which details the aggregate sum of revenue and expenditures allowed to each department and fund ("the 2024 Budget"). For the purpose of implementing the annual budget the term "Department" is defined in the General Fund as:

1. City Attorney/City Clerk/Municipal Court
2. City Auditor
3. City Council and Legislative Services
4. Finance
5. Fire/OEM
6. Information Technology
7. Mayor and Support Services (Mayor's Office, Communications, Economic Development, Housing and Community Vitality, Human Resources and Risk, Office of Innovation, Support Services)
8. Parks, Recreation and Cultural Services
9. Planning and Neighborhood Services
10. Police
11. Public Works

The General Cost section of the General Fund is not designated as a department and therefore can be utilized across the General Fund.

Each fund other than the General Fund is defined as its own Department.

Section 2. Pursuant to City Charter, the City Council hereby adopts the 2024 Budget with the line item changes noted below and upon the basis of said budget, the several sums of money hereinafter specified are hereby appropriated out of the revenue of the City of Colorado Springs for the year 2024 and out of the respective fund balances to the several purposes herein named to meet the expenses of the City of Colorado Springs for the year 2024.

Line Item	2024 Revenue -	2024 Expenditure =	Add to/ (Draw from) Fund Balance
General Fund Budget as presented by the Mayor	\$418,284,805	\$428,284,805	(\$10,000,000)
1 Police - Sworn Overtime		100,000	
2 Planning and Neighborhood Services - Neighborhood Services position(s) and vehicle		125,000	
3 General Costs - Fleet Management Operating savings - contracts		(225,000)	
General Fund inclusive of changes above	\$418,284,805	\$428,284,805	(\$10,000,000)
Lodgers and Auto Rental Tax Fund as presented by Mayor	\$10,043,661	\$9,882,950	\$160,711
4 Adjust LART budget to CAC proposed projects		(7,381)	
5 La Vida: Concilio Hispano de Empresas de Colorado Springs		15,000	
6 Labor Day Lift Off: Hot Apple Productions		55,000	
Lodgers and Auto Rental Tax Fund inclusive of changes above	\$10,043,661	\$9,945,569	\$98,092
Development Review Enterprise Fund	\$3,160,850	\$4,004,558	(\$843,708)
7 Increase in common area maintenance (CAM) charges to address maintenance issues		103,000	
	\$3,160,850	\$4,107,558	(\$946,708)
<i>Parks, Recreation and Cultural Services</i>			
Ballfield CIP	\$84,800	\$110,440	(\$25,640)
Colorado Avenue Gateway SIMD	6,337	11,053	(4,716)
Conservation Trust (CTF)	6,583,836	7,336,536	(752,700)
Nor'wood SIMD	1,353,014	1,166,130	186,884
Old Colorado City SIMD	167,740	154,759	12,981
Park Developer Easement	0	191,318	(191,318)
Platte Avenue SIMD	11,187	21,148	(9,961)
Public Space Development (Parkland Dedication Ordinance - PLDO)	2,578,000	61,080	2,516,920
Stetson Hills SIMD	562,072	499,452	62,620
Trails, Open Space and Parks (TOPS)	13,328,000	8,926,258	4,401,742
Woodstone SIMD	31,725	40,583	(8,858)
<i>Public Works</i>			
Arterial Roadway	\$1,000,000	\$1,000,000	\$0
Bicycle Tax	84,700	84,700	0
Road Tax (2C/2C2)	74,657,900	73,682,900	975,000
Street Tree	2,400	264	2,136
Subdivision Drainage	10,000,000	10,000,000	0
<i>Public Safety</i>			
Public Safety Sales Tax (PSST)	\$52,018,833	\$51,962,486	\$56,347
Wildfire Mitigation	498,000	977,160	(479,160)

Line Item	2024 Revenue -	2024 Expenditure =	Add to/ (Draw from) Fund Balance
Finance and Administration			
Carryout Bag Fee	\$1,001,000	\$110	\$1,000,890
City-funded CIP	7,581,778	8,447,049	(865,271)
Gift Trust	4,100,000	4,100,000	0
Senior Programs	18,400	171,055	(152,655)
Enterprise Funds			
Airport	\$77,377,537	\$97,987,785	(\$20,610,248)
Cemetery	1,961,161	1,961,161	0
Memorial Health System (MHS)	5,690,912	5,650,417	40,495
Parking System	11,424,492	11,233,044	191,448
Patty Jewett Golf Course	3,243,504	2,922,046	321,458
Pikes Peak - America's Mtn	8,896,500	9,396,500	(500,000)
Stormwater	28,126,740	28,126,740	0
Valley Hi Golf Course	1,455,110	1,437,609	17,501
Internal Services Funds			
Claims Reserve Self-Insurance	\$1,071,900	\$2,321,900	(\$1,250,000)
Employee Benefits Self-Insurance	46,339,944	48,839,944	(2,500,000)
Office Services	1,511,921	1,968,301	(456,380)
Radio	1,136,098	1,751,526	(615,428)
Workers' Compensation	6,812,421	8,812,421	(2,000,000)
Permanent Funds			
C. D. Smith Trust	\$75,000	\$75,000	\$0
Cemetery Endowment Trust	393,400	393,400	0
Trails, Open Space and Parks Maint.	4,400	32,123	(27,723)
Grant Funds			
Airport Grants	\$33,000,000	\$33,000,000	\$0
Grants	55,140,570	55,140,570	0
CDBG	3,374,629	3,374,629	0
Home Investment Partnership	2,128,734	2,128,734	0
Stormwater	35,400,000	35,400,000	0

Section 3. Appropriations for all funds that are not budgeted on a project-length basis lapse at year-end except for contractually encumbered and reserved appropriations. Project-length budgets are those where appropriations are initially made to individual projects and do not lapse until such time as the project is complete. For 2024 those Projects include: CIP Projects, Fire Department apparatus, and affordable housing projects.

Section 4. Based on the budget so adopted, this City Council by separate ordinance has estimated and declared the amount of money necessary to be raised by tax levy, taking into account the amounts available from other sources to meet the expenses of the City for the year 2024.

Section 5. Based on the budget so adopted, this City Council by separate ordinance has approved the 2024 Salary Schedule for both Sworn and Civilian personnel.

Section 6. The Mayor, City Council President and the City Clerk are directed to sign said budget and tax levy estimate as herein adopted, and to file the same with the Chief Financial Officer.

Section 7. All ordinances or parts of ordinances in conflict herewith are hereby repealed and all statutes of the State of Colorado or parts thereof in conflict with herewith are hereby superseded.

Section 8. This ordinance approving the annual budget and appropriating monies shall be in full force and effect on January 1, 2024.

Section 9. Council deems it appropriate that this ordinance be published by title and summary prepared by the City Clerk and that this ordinance shall be available for inspection and acquisition in the office of the City Clerk.

Introduce, read, passed on first reading and ordered published this 14th day of November 2023.

Finally passed: November 28, 2023



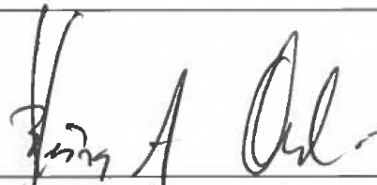
Randy Helms, Council President

Mayors Actions:

Mayor's Action:

NOV 29 2023

- Approved on _____.
- Disapproved on _____, based on the following objections:



Blessing A. Mobolade, Mayor

Council Action After Disapproval:

- Council did not act to override the Mayor's Veto
- Finally Adopted on a vote of _____, on _____.
- Council action on _____ failed to override the Mayor's veto.

Randy Helms, Council President

ATTEST:



Sarah B. Johnson, City Clerk



Expenditures	\$428,284,805
Reserves	(\$10,000,000)
Revenue	\$418,284,805
Add to/ (Draw from) reserves	\$0

		Revenue	Expenditure
		Approved	Approved
Administrative Executive Branch Changes			
1	Police - Sworn Overtime		\$100,000
2	Planning and Neighborhood Services - Neighborhood Services position(s) and vehicle		\$125,000
3	General Costs - Fleet Management Operating savings - contracts		(\$225,000)

Expenditures	\$9,945,569
Revenue	\$10,043,661
Contribution to/ (Draw from) reserves	\$98,092

		Revenue	Expenditure
		Approved	Approved
Administrative Executive Branch Changes			
1	Adjust LART budget to CAC proposed projects		(\$7,381)

City Council Items			
1	La Vida: Concilio Hispano de Empresas de Colorado Springs		\$15,000
2	Labor Day Lift Off: Hot Apple Productions		\$55,000

Expenditures	\$4,107,558
Revenue	\$3,160,850
Contribution to/ (Draw from) reserves	(\$946,708)

		Revenue	Expenditure
		Approved	Approved
Administrative Executive Branch Changes			
1	Increase in common area maintenance (CAM) charges to address maintenance issues		\$103,000

I HEREBY CERTIFY that the foregoing ordinance entitled **“AN ANNUAL APPROPRIATION ORDINANCE ADOPTING THE ANNUAL BUDGET AND APPROPRIATING MONIES FOR THE SEVERAL PURPOSES NAMED IN SAID BUDGET FOR THE YEAR ENDING DECEMBER 31, 2024”** was introduced and read at a regular meeting of the City Council of the City of Colorado Springs, held on November 14, 2023; that said ordinance was finally passed at a regular meeting of the City Council of said City, held on the 28th day of November 2023, and that the same was published by title and in summary, in accordance with Section 3-80 of Article III of the Charter, a newspaper published and in general circulation in the Gazette, at least ten days before its passage.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the City, this 28th day of November 2023.


Sarah B. Johnson, City Clerk



1st Publication Date: November 17, 2023

2nd Publication Date: December 6, 2023

Effective Date: December 11, 2023

Initial: SBJ
City Clerk

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