

Finance

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2021 Strategic Plan Initiatives

| ID | Goal | Initiative |
|-----|--|---|
| 3.7 | Building Community & Collaborative Relationships | Promote a culture of service to ensure that Finance is viewed as a partner and resource |
| 4.7 | Excelling in City Services | Leverage additional technology to enhance workflow, efficiency and financial controls |

Note: The ID number above corresponds to the Initiatives described in the City Strategic Plan, pg. 1-1.

All Funds Summary

| | Use of Funds | 2019 | 2020 | * 2020 | 2021 | 2021 Budget - * 2020 Amended Budget |
|------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|
| | | Actual | Original Budget | Amended Budget | | |
| All Funds | General Fund | \$3,477,393 | \$4,260,620 | \$4,183,883 | \$4,339,737 | \$155,854 |
| | General Fund - CIP | 963,945 | 55,880 | 55,880 | 47,190 | (8,690) |
| | Total | \$4,441,338 | \$4,316,500 | \$4,239,763 | \$4,386,927 | \$147,164 |
| | Positions | | | | | |
| | General Fund | 36.75 | 41.75 | 41.75 | 41.75 | 0.00 |
| | Total | 36.75 | 41.75 | 41.75 | 41.75 | 0.00 |

* 2020 Amended Budget as of 8/31/2020, which may include budget reductions due to the economic shutdown and revenue loss as a result of the COVID-19 pandemic

Significant Changes vs. 2020

- The 2021 budget includes the continuation of the General Fund 2020 Net Operating Reductions due to the economic shutdown and revenue loss as a result of the COVID-19 pandemic
- Increase of approximately \$156,000 in the General Fund mainly to fund existing positions, pay progression, parking increases, and medical and dental cost adjustments, net of a reduction due to hiring delays in 2021

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; sales tax licensing, revenue collection and compliance; financial planning including annual budget preparation, long-term fiscal planning and capital improvement program planning; analytical support to the Mayor, City Council, Chief of staff and departments; and capital financing. Beginning in 2016, the Finance Department began implementing a new finance business model based upon best practices, particularly regarding finance transactions and building a central finance transaction center.

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 \$663 million in expenditures.
- Oversees the City's cash, investment, and debt activities.
- Oversees the accounts receivable process.

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 citizens 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.
- Develops the Citywide Strategic Plan; tracks and reports on measures and initiatives.
- Leads CelebrateCOS meetings, as related to Strategic Plan performance.

Grants Administration

- Manages citywide grant coordination, administration and compliance to ensure proper reporting and compliance, and to maximize grant funding opportunities.

Payroll, Pensions, and Accounts Payable

- Provides all time, 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 contract, purchase order and change orders.
- Disburses payments for the Pikes Peak Regional Communications Network and invoice tracking/oversight for the Pikes Peak Rural Transportation Authority (PPRTA) – processing over 45,000 invoices amounting to over \$166 million annually for payment, and over 2,300 invoices are reviewed and audited for the PPRTA.

Sales Tax

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

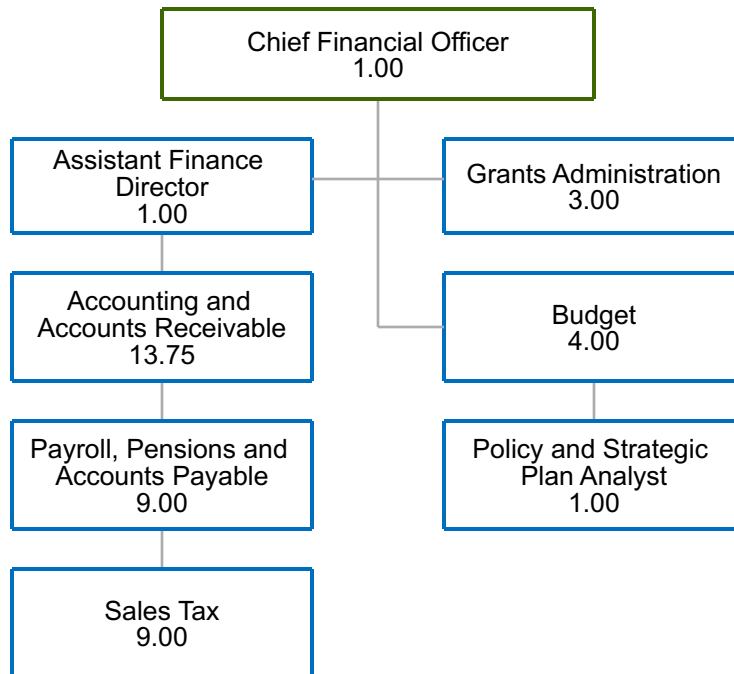
Finance - Functions

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

| Finance Functions | 2018 Actual | 2019 Actual | 2020 Original Budget | * 2020 Amended Budget | 2021 Budget |
|----------------------------------|--------------------|--------------------|----------------------|-----------------------|--------------------|
| Accounting & Accounts Receivable | \$1,352,545 | \$1,601,155 | \$2,124,683 | \$1,930,256 | \$2,015,017 |
| Accounts Payable | 285,312 | 297,863 | 374,575 | 370,275 | 389,958 |
| Budget Office | 467,026 | 458,884 | 592,352 | 577,902 | 607,069 |
| Payroll and Pensions | 282,866 | 319,456 | 324,506 | 322,656 | 336,279 |
| Sales Tax | 694,215 | 800,035 | 844,504 | 982,794 | 991,414 |
| Total Finance Functions | \$3,081,964 | \$3,477,393 | \$4,260,620 | \$4,183,883 | \$4,339,737 |

* 2020 Amended Budget as of 8/31/2020, which may include budget reductions due to the economic shutdown and revenue loss as a result of the COVID-19 pandemic

Finance - Organizational Chart



The following sections provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2020, and changes occurring as part of the 2021 Budget for each fund including General Fund and CIP.

Finance - General Fund: Summary

| General Fund | Use of Funds | 2018 Actual | 2019 Actual | 2020 Original Budget | * 2020 Amended Budget | 2021 Budget | 2021 Budget - * 2020 Amended Budget |
|--------------------|--------------------------|--------------------|--------------------|----------------------|-----------------------|------------------|-------------------------------------|
| | Salary/Benefits/Pensions | \$2,726,697 | \$3,073,041 | \$3,864,341 | \$3,844,741 | \$4,000,595 | \$155,854 |
| Operating | 352,845 | 396,789 | 392,542 | 335,405 | 339,142 | 3,737 | |
| Capital Outlay | 2,422 | 7,563 | 3,737 | 3,737 | 0 | (3,737) | |
| Total | \$3,081,964 | \$3,477,393 | \$4,260,620 | \$4,183,883 | \$4,339,737 | \$155,854 | |
| CIP | \$1,451,208 | \$963,945 | \$55,880 | \$55,880 | \$47,190 | (\$8,690) | |
| Grand Total | \$4,533,172 | \$4,441,338 | \$4,316,500 | \$4,239,763 | \$4,386,927 | \$147,164 | |

* 2020 Amended Budget as of 8/31/2020, which may include budget reductions due to the economic shutdown and revenue loss as a result of the COVID-19 pandemic

Finance - General Fund: Positions

| | Position Title | 2019 | 2020 | * 2020 | 2021 | 2021 Budget - |
|------------------------|-----------------------------------|--------------|-----------------|----------------|-------------|-----------------------|
| | | Actual | Original Budget | Amended Budget | Budget | * 2020 Amended Budget |
| Positions | A/P & A/R Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | Accountant I | 2.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| | Accounting Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | Accounting Technician II | 0.00 | 2.00 | 1.00 | 1.00 | 0.00 |
| | Administrative Technician | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| | Analyst I | 0.00 | 0.00 | 1.00 | 1.00 | 0.00 |
| | Analyst II | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | Assistant Finance Director | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | Central Finance lead | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | Central Finance Technician I | 7.00 | 7.00 | 7.00 | 7.00 | 0.00 |
| | Central Finance Technician II | 1.00 | 1.00 | 2.00 | 2.00 | 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 Grants Manager | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | Grant Writer | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | Grants Analyst | 0.00 | 0.00 | 1.00 | 1.00 | 0.00 |
| | Payroll & Pension Administrator | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | Sales Tax Auditor I | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| | Sales Tax Auditor II | 0.00 | 0.00 | 1.00 | 1.00 | 0.00 |
| | Sales Tax Investigator | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | Sales Tax Investigator II | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | Sales Tax Investigator Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | Sales Tax Manager | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | Senior Accountant | 1.75 | 3.75 | 3.75 | 3.75 | 0.00 |
| | Senior Analyst | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| | Senior Central Finance Technician | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| | Senior Sales Tax Auditor | 2.00 | 2.00 | 1.00 | 1.00 | 0.00 |
| | Staff Assistant | 0.00 | 0.00 | 1.00 | 1.00 | 0.00 |
| | Strategic Plan Administrator | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Total Positions | 36.75 | 41.75 | 41.75 | 41.75 | 0.00 | |

* 2020 Amended Budget as of 8/31/2020, which may include budget reductions due to the economic shutdown and revenue loss as a result of the COVID-19 pandemic

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

| | | |
|---|--|--|
| Funding Changes | During 2020 | * 2020 Amended - 2020 Original Budget |
| | 2020 Net Operating Reductions due to the economic shutdown and revenue loss as a result of the COVID-19 pandemic | (\$76,737) |
| | Total During 2020 | (\$76,737) |
| | For 2021 | 2021 Budget - * 2020 Amended Budget |
| | Salaries/Benefits/Pensions | |
| | Net change to fund existing positions | \$104,002 |
| | Increase to fund pay progression | 46,202 |
| | Increase to fund medical and dental cost adjustments | 40,280 |
| | Increase to fund employee parking | 3,600 |
| | Decrease due to hiring delay in 2021 | (38,230) |
| | Total Salaries/Benefits/Pensions | \$155,854 |
| | Operating | |
| | Redistribution of 2020 Operating Reductions from Operating to Capital Outlay | \$3,737 |
| | Total Operating | \$3,737 |
| | Capital Outlay | |
| | Redistribution of 2020 Operating Reductions to Capital Outlay from Operating | (\$3,737) |
| | Total Capital Outlay | (\$3,737) |
| CIP | | |
| Decrease in 2021 CIP fund investment fees | (\$8,690) | |
| Total CIP | (\$8,690) | |
| Total For 2021 | \$147,164 | |

| | | |
|-------------------------|--------------------------|--|
| Position Changes | During 2020 | * 2020 Amended - 2020 Original Budget |
| | None | 0.00 |
| | Total During 2020 | 0.00 |
| | For 2021 | 2021 Budget - * 2020 Amended Budget |
| | None | 0.00 |
| | Total For 2021 | 0.00 |

* 2020 Amended Budget as of 8/31/2020, which may include budget reductions due to the economic shutdown and revenue loss as a result of the COVID-19 pandemic

Finance - CIP Program

| CIP Program* | Project | General Fund | Total Allocation |
|--------------|------------------------------------|-----------------|------------------|
| | Investment Fees for the CIP Fund** | 47,190 | 47,190 |
| | Total 2021 CIP | \$47,190 | \$47,190 |

* 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 | 2018 Actual | 2019 Actual | 2020 Original Budget | * 2020 Amended Budget | 2021 Budget | 2021 Budget - * 2020 Amended Budget |
|---|------------------|------------------|----------------------------|-----------------------------|------------------|---|
| Salaries/Benefits/Pensions | | | | | | |
| 51205 - CIVILIAN SALARIES | 2,117,743 | 2,355,296 | 2,884,596 | 2,884,596 | 2,973,500 | 88,904 |
| 51210 - OVERTIME | 2,431 | 3,479 | 6,750 | 6,750 | 6,750 | 0 |
| 51220 - SEASONAL TEMPORARY | 0 | 7,689 | 19,600 | 19,600 | 0 | (19,600) |
| 51230 - SHIFT DIFFERENTIAL | 0 | 56 | 0 | 0 | 0 | 0 |
| 51245 - RETIREMENT TERM VACATION | 18,151 | 405 | 0 | 0 | 0 | 0 |
| 51260 - VACATION BUY PAY OUT | 13,209 | 9,792 | 0 | 0 | 0 | 0 |
| 51290 - BUDGET TRANSFER | 0 | 0 | 0 | (19,600) | 0 | 19,600 |
| 51299 - SALARIES REIMBURSEMENTS | (17,291) | (19,550) | 0 | 0 | 0 | 0 |
| 51610 - PERA | 281,374 | 305,524 | 410,238 | 410,238 | 431,052 | 20,814 |
| 51615 - WORKERS COMPENSATION | 5,086 | 5,540 | 6,890 | 6,890 | 7,184 | 294 |
| 51620 - EQUITABLE LIFE INSURANCE | 5,947 | 6,584 | 10,632 | 10,632 | 11,266 | 634 |
| 51640 - DENTAL INSURANCE | 12,796 | 14,768 | 18,456 | 18,456 | 19,183 | 727 |
| 51670 - PARKING FOR EMPLOYEES | 7,739 | 8,490 | 14,280 | 14,280 | 17,880 | 3,600 |
| 51690 - MEDICARE | 29,943 | 32,875 | 42,662 | 42,662 | 43,955 | 1,293 |
| 51695 - CITY EPO MEDICAL PLAN | 41,921 | 42,266 | 58,335 | 58,335 | 44,895 | (13,440) |
| 51696 - ADVANTAGE HD MED PLAN | 193,193 | 282,689 | 370,152 | 370,152 | 421,930 | 51,778 |
| 51697 - HRA BENEFIT TO ADV MED PLAN | 14,455 | 17,044 | 21,750 | 21,750 | 23,000 | 1,250 |
| 51699 - BENEFITS REIMBURSEMENT | 0 | 94 | 0 | 0 | 0 | 0 |
| Salaries/Benefits/Pensions Total | 2,726,697 | 3,073,041 | 3,864,341 | 3,844,741 | 4,000,595 | 155,854 |
| Operating | | | | | | |
| 52003 - REDUCTION IN OPERATING | 0 | 0 | 0 | (57,137) | 0 | 57,137 |
| 52105 - MISCELLANEOUS OPERATING | 2,387 | 2,299 | 0 | 0 | 0 | 0 |
| 52110 - OFFICE SUPPLIES | 4,308 | 5,848 | 6,350 | 6,350 | 5,525 | (825) |
| 52111 - PAPER SUPPLIES | 259 | 0 | 650 | 650 | 150 | (500) |
| 52120 - COMPUTER SOFTWARE | 908 | 1,655 | 1,550 | 1,550 | 1,450 | (100) |
| 52125 - GENERAL SUPPLIES | 693 | 1,739 | 50 | 50 | 50 | 0 |
| 52135 - POSTAGE | 43,862 | 51,202 | 50,050 | 50,050 | 27,650 | (22,400) |
| 52165 - LICENSES AND TAGS | 0 | 16 | 0 | 0 | 0 | 0 |
| 52220 - MAINT OFFICE MACHINES | 0 | 0 | 600 | 600 | 600 | 0 |
| 52305 - MAINT SOFTWARE | 0 | 285 | 0 | 0 | 0 | 0 |
| 52405 - ADVERTISING SERVICES | 0 | 0 | 200 | 200 | 0 | (200) |
| 52418 - COMPUTER SERVICES | 0 | 0 | 800 | 800 | 800 | 0 |
| 52560 - PARKING SERVICES | 106 | 66 | 247 | 247 | 147 | (100) |
| 52568 - BANK AND INVESTMENT FEES | 39,054 | 51,421 | 37,998 | 37,998 | 37,998 | 0 |
| 52569 - LIEN FILING FEE | 13 | 0 | 0 | 0 | 0 | 0 |
| 52573 - CREDIT CARD FEES | 1,395 | 794 | 175 | 175 | 575 | 400 |
| 52575 - SERVICES | 35,230 | 34,407 | 38,172 | 38,172 | 36,572 | (1,600) |
| 52576 - AUDIT SERVICES | 149,159 | 147,803 | 175,000 | 175,000 | 175,000 | 0 |
| 52588 - Hearing Officer Services | 0 | 4,167 | 0 | 0 | 0 | 0 |
| 52590 - TEMPORARY EMPLOYMENT | 29,678 | 27,893 | 17,000 | 17,000 | 17,000 | 0 |
| 52605 - CAR MILEAGE | 0 | 80 | 0 | 0 | 0 | 0 |
| 52607 - CELL PHONE ALLOWANCE | 750 | 1,050 | 900 | 900 | 900 | 0 |
| 52615 - DUES AND MEMBERSHIP | 4,538 | 2,983 | 4,900 | 4,900 | 4,750 | (150) |
| 52625 - MEETING EXPENSES IN TOWN | 1,106 | 3,945 | 2,400 | 2,400 | 400 | (2,000) |
| 52630 - TRAINING | 3,759 | 27,542 | 12,000 | 12,000 | 2,000 | (10,000) |

City of Colorado Springs Budget Detail Report

001 - GENERAL FUND
Finance

| Acct # - Description | 2018 Actual | 2019 Actual | 2020 Original Budget | * 2020 Amended Budget | 2021 Budget | 2021 Budget - * 2020 Amended Budget |
|------------------------------------|------------------|------------------|----------------------------|-----------------------------|------------------|---|
| 52645 - SUBSCRIPTIONS | 265 | 278 | 600 | 600 | 300 | (300) |
| 52655 - TRAVEL OUT OF TOWN | 3,548 | 529 | 7,500 | 7,500 | 1,000 | (6,500) |
| 52706 - WIRELESS COMMUNICATION | 0 | 0 | 500 | 500 | 500 | 0 |
| 52736 - CELL PHONE AIRTIME | 0 | 505 | 0 | 0 | 0 | 0 |
| 52738 - CELL PHONE BASE CHARGES | 2,884 | 1,992 | 4,000 | 4,000 | 3,000 | (1,000) |
| 52775 - MINOR EQUIPMENT | 1,038 | 599 | 500 | 500 | 0 | (500) |
| 52776 - PRINTER CONSOLIDATION COST | 10,490 | 9,382 | 13,200 | 13,200 | 10,375 | (2,825) |
| 52874 - OFFICE SERVICES PRINTING | 20,482 | 18,344 | 17,200 | 17,200 | 12,400 | (4,800) |
| 65014 - COLLECTIONS AGENCY FEE | (3,301) | (185) | 0 | 0 | 0 | 0 |
| 65140 - CONTINGENT FUNDS | 11 | 0 | 0 | 0 | 0 | 0 |
| 65160 - RECRUITMENT | 223 | 150 | 0 | 0 | 0 | 0 |
| Operating Total | 352,845 | 396,789 | 392,542 | 335,405 | 339,142 | 3,737 |
| Capital Outlay | | | | | | |
| 53020 - COMPUTERS NETWORKS | 2,422 | 7,234 | 0 | 0 | 0 | 0 |
| 53030 - FURNITURE AND FIXTURES | 0 | 329 | 3,737 | 3,737 | 0 | (3,737) |
| Capital Outlay Total | 2,422 | 7,563 | 3,737 | 3,737 | 0 | (3,737) |
| Total Expense | 3,081,964 | 3,477,393 | 4,260,620 | 4,183,883 | 4,339,737 | 155,854 |
| CIP Total | 1,451,208 | 963,945 | 55,880 | 55,880 | 47,190 | (8,690) |
| Grand Total | 4,533,172 | 4,441,338 | 4,316,500 | 4,239,763 | 4,386,927 | 147,164 |

* 2020 Amended Budget as of 8/31/2020, which may include budget reductions due to the economic shutdown and revenue loss as a result of the COVID-19 pandemic

General Costs

Overview

The General Cost section of the budget provides a funding source for the general expenses of City government, which are for the responsibility of or benefit to the organization as a whole, or cannot be identified with a specific function.

General Costs - General Fund: Summary

| | 2018 Actual | 2019 Actual | 2020 Budget | 2021 Budget |
|---|------------------|------------------|------------------|------------------|
| Retired Employees Insurance | 1,336,681 | 1,337,169 | 1,250,000 | 1,250,000 |
| Unemployment Insurance | 22,915 | 34,160 | 100,000 | 100,000 |
| Other Salaries and Benefits | 18,005 | (26,194) | 0 | 0 |
| Special Events - Overtime | 561,586 | 323,108 | 420,000 | 420,000 |
| Total Salaries and Benefits | 1,939,187 | 1,668,243 | 1,770,000 | 1,770,000 |
| Allocations/Internal Service Charges | | | | |
| Barricading | 38,080 | 32,534 | 56,776 | 56,776 |
| Environmental Protection Program | 60,408 | 60,408 | 60,408 | 60,408 |
| Machine/Weld Shop | 46,375 | 29,521 | 23,623 | 23,623 |
| Office Services | 656,594 | 657,804 | 257,808 | 768,282 |
| Radio Communications | 1,095,273 | 633,564 | 892,543 | 1,142,543 |
| Animal Control Contract | 1,476,164 | 1,513,068 | 1,558,105 | 1,798,105 |
| Annual Financial Audit | 115,455 | 100,350 | 170,000 | 170,000 |
| Capital Lease Purchase-Equipment | 0 | 6,164,468 | 8,800,000 | 0 |
| City Admin Building (CAB) - Lease-Purchase Payment | 626,760 | 626,759 | 626,980 | 601,343 |
| City Building Security Contract Management | 16,680 | 16,680 | 680,244 | 720,244 |
| City Hall/Impound lot/Police Training Academy COP Payment | 390,917 | 187,667 | 77,667 | 0 |
| Claims Reserve Self-Insurance Fund | 1,550,000 | 1,550,000 | 1,550,000 | 1,550,000 |
| Economic Development | | | | |
| Chamber & EDC | 75,000 | 75,000 | 75,000 | 75,000 |
| Economic Development Agreements | 826,323 | 115,195 | 750,000 | 750,000 |
| Small Business Development Center (SBDC) | 85,000 | 85,000 | 85,000 | 115,000 |
| USOC COP Payment | 1,622,355 | 1,666,810 | 1,708,550 | 1,756,050 |
| Election Expenses | 0 | 665,742 | 350,000 | 350,000 |
| Employee Awards Program | 71,895 | 78,442 | 76,000 | 76,000 |
| Energy Efficiency Retrofit | 99,259 | 99,260 | 99,259 | 99,259 |
| Facilities Maintenance Contract | 1,110,192 | 1,124,577 | 0 | 0 |
| Fire Station/Radio Shop, Police Firing Range, Sertich Chiller COP Payment | 0 | 0 | 170,000 | 169,475 |
| Fleet Capital Lease Purchase | 5,712,792 | 6,823,283 | 1,500,000 | 4,950,000 |
| Fleet Lease Purchase Payments* | 0 | 0 | 3,959,376 | 4,459,376 |

General Costs - General Fund: Summary

| | 2018 Actual | 2019 Actual | 2020 Budget | 2021 Budget |
|---|---------------------|---------------------|---------------------|---------------------|
| Fleet Services and Fuel Contracts | 8,171,787 | 9,128,721 | 10,386,036 | 10,394,900 |
| Fleet-Vehicle Additions* | 0 | 0 | 1,260,000 | 565,000 |
| Fleet-Vehicle Replacement* | 0 | 0 | 1,100,128 | 1,600,128 |
| Health Programs | 114,647 | 118,938 | 0 | 0 |
| Insurance premiums | 1,253,525 | 1,673,731 | 2,142,804 | 2,142,804 |
| Legal Defense Reserve | 35,283 | 72,791 | 250,000 | 250,000 |
| Legal Defense Reserve - City Council | 10,000 | 0 | 50,000 | 50,000 |
| Legal Settlement Costs | 9,130 | 33,130 | 0 | 0 |
| Membership Dues | 380,294 | 358,621 | 395,843 | 395,843 |
| Mobile Fueling* | 0 | 0 | 132,300 | 132,300 |
| Pikes Peak Regional Development Center Rent and CAM | 129,722 | 117,819 | 129,722 | 129,722 |
| Retirement Awards | 12,489 | 13,311 | 15,000 | 15,000 |
| Sand Creek Substation - Lease-Purchase Payment | 1,496,609 | 1,495,630 | 1,499,327 | 1,497,619 |
| Services | 1,240,711 | 993,344 | 1,475,436 | 2,228,972 |
| Special Events - operating | 9,384 | 14,558 | 0 | 0 |
| Stormwater Fee | 179,478 | 375,493 | 350,000 | 350,000 |
| TABOR Refund/Retention | 0 | 0 | 2,037,450 | 7,520,023 |
| Utilities - consolidated program | | | | |
| Utilities Electric | 1,821,078 | 1,788,465 | 1,775,874 | 1,775,874 |
| Utilities Gas | 358,337 | 471,498 | 326,112 | 351,112 |
| Utilities Sewer | 137,714 | 174,954 | 134,402 | 134,402 |
| Utilities Streetlight Program | 4,090,939 | 4,075,380 | 4,075,000 | 4,075,000 |
| Utilities Traffic Signals | 284,724 | 289,389 | 284,820 | 284,820 |
| Utilities Water | 246,313 | 197,632 | 317,052 | 317,052 |
| Utilities Water - Parks, Rec and Cultural Services | 4,128,184 | 4,237,471 | 5,999,000 | 5,999,000 |
| Total Operating Expenses | 39,785,870 | 47,937,008 | 57,663,645 | 59,901,055 |
| General Fund contribution to CIP Fund | 11,569,245 | 9,816,443 | 4,422,444 | 6,598,965 |
| General Fund - Projects and CIP | 21,976,128 | 11,028,129 | 2,023,857 | 1,223,857 |
| Total CIP | 33,545,373 | 20,844,572 | 6,446,301 | 7,822,822 |
| Organization Total | \$75,270,430 | \$70,449,823 | \$65,879,946 | \$69,493,877 |

* Beginning with the 2020 Budget, Fleet Lease Purchase payments, Mobile Fueling, Vehicle Additions and Vehicle Replacement have been moved from Support Services to General Costs.

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 2020 budgeted allocation to Office Services was reduced to allow for a draw from fund balance in the Office Services Fund. The 2019 budgeted allocation to the Radio Fund was reduced to allow for a draw from fund balance in the Radio Fund. The 2020 budgeted allocation to the Radio Fund was partially reinstated from the 2019 reduction, but still resulted in a draw from the Radio Fund balance in 2020. The 2021 budgets for Office Services and the Radio Fund do not have 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 2021, the contract amount is \$1,798,105.

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

Capital Lease Purchase-Equipment - 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. For 2021, there is no budget for Capital Lease Purchase-Equipment.

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 2021 is \$601,343 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 all the departments and divisions into General Costs for oversight of the city-wide security contract.

City Hall/Impound Lot/Police Training Academy COP Payment - The lease-purchase payment on certificates of participation (COPs) used to finance the renovation of City Hall and the acquisition of the Police Impound Lot and Police Training Academy. In 2011, the City did a combined refinancing of series 1999, 2000, 2003 COPs, significantly reducing total payments. The City will make the final payment in December of 2020.

Claims Reserve Self-Insurance Fund - The Liability 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 2021, the transfer from the General Fund to the Claims Reserve Self-Insurance Fund for expected 2021 claims is \$1,550,000.

Expenditure Detail (con't)

Economic Development - For 2021, this category includes \$75,000 in support of the Colorado Springs Chamber & EDC, \$750,000 in Economic Development Agreement payments (described more fully in the Economic Overview section), \$115,000 to support the Small Business Development Center (SBDC), and \$1,756,050 for the COP payment related to the United States Olympic Committee (USOC) Economic Development agreement.

Election Expenses - For 2021, funding of \$350,000 is included for the 2021 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 (Lease-Purchase Costs - Other) - For 2021, the lease-purchase payments total \$99,259 for building improvements to City facilities including the City Administration Building (CAB) and Sertich Ice Arena.

Facilities Maintenance Contract - Prior to 2020, El Paso County provided facilities maintenance services under an Intergovernmental Agreement (IGA) and Service Level Agreement (SLA). As of January 1, 2020, the City transitioned to an internal Facilities Maintenance division under Support Services to provide facilities maintenance to the City. The budget was transferred to Support Services.

Fire Station/Radio Shop, Police Firing Range, and Sertich Ice 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 2021 General Fund portion of the COP payment is \$169,475. Funding for the remainder of the COP payment will be 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 - In 2020, the fleet lease purchase payments were moved from Support Services to General Costs. For 2021, the lease purchase payments total \$4,459,376.

Fleet Services and Fuel Contracts - For 2021, the City has a combined budget of \$10,394,900 for fleet services and fuel.

Fleet - Vehicle Additions - Police Department vehicles for new officers. Prior to 2020, vehicle additions were budgeted in Support Services.

Fleet - Vehicle Replacement - Police Department fleet replacement strategy implemented in 2018. Prior to 2020, vehicle additions were budgeted in Support Services.

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 for 2020.

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.

Expenditure Detail (con't)

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 book 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.

Mobile Fueling - In 2020, the mobile fueling costs were moved from Support Services to General Costs. Mobile Fueling relates to refueling city equipment and apparatus in the field.

Pikes Peak Regional Development Center (PPRDC) Rent and CAM - This funding is for rental payments to the PPRDC for pro rata office space used by City operations in the PPRDC, and Common Area Maintenance (CAM) charges. Other entities, including Development Review Enterprise and Colorado Springs Utilities also pay PPRDC for their assigned square footage.

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

Sand Creek Substation - Lease-Purchase Payment - 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 2021 is \$1,497,619.

Services - This funding is for services required by the City that do not relate to or directly benefit a particular organizational division such as bonding/processing services, banking services, full cost allocation plan, financial consulting, lobbying, and other miscellaneous services.

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 2021, the total amount is \$350,000 for anticipated fees.

TABOR Refund/Retention - The TABOR revenue limitation applies to total fiscal year spending, but also specifically to Property Tax revenue. In 2020, it is anticipated that Property Tax revenue will exceed the TABOR revenue limit by approximately \$2.0 million. The City anticipates exceeding the 2021 TABOR revenue limit by approximately \$6.1 million, due to the ratchet down effect of decreased revenue in 2020 related to the economic shutdown and revenue loss as a result of the COVID-19 pandemic. It is anticipated that the 2021 Property Tax revenue will exceed the TABOR Property Tax revenue limit by \$1.44 million. The 2020 amount of \$2.0 million and combined 2021 amounts totaling \$7.5 million have been set aside for a possible retention or refund, and are therefore unavailable to fund City services.

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 25% of park watering in 2019, and 50% of park watering in 2020 and each year thereafter.

Expenditure Detail (con't)

CAPITAL EXPENDITURES AND PROJECTS

General Fund Contribution to City CIP Fund - For 2021, the General Fund Capital Improvements Program (CIP) totals \$7,376,858, which includes a transfer from General Costs of \$6,598,965. This amount includes \$567,995 from deferred revenue/escrow accounts for several capital projects. There will be a \$269,893 draw from fund balance related to project balances that will drop at the end of 2020, and approximately \$508,000 of interest earnings. All of the CIP projects are for road and bridge projects, grant match, technology, infrastructure, and City facility repairs. Stormwater projects are now budgeted in the Stormwater Enterprise.

General Fund - Projects and CIP - For 2021, the budget for projects is \$1,223,857, of which \$1,023,857 is for ongoing apparatus replacement in the Fire Department, and \$200,000 is for affordable housing projects funded by Private Activity Bond (PAB) fees collected by the Community Development division under the Planning and Community Development department.

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 for 2018 and 2019 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.