

Economic Vitality

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2014 Breakthrough Strategies

Department Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Convert all applications to electronic format for easy customer/client access and develop a section on website for real time customer feedback	Application forms on website	Q4	Transforming Government
Develop a formal application process with objective criteria for selecting affordable housing projects to be funded with CDBG and/or HOME grant funds	Increased number of projects tied directly to addressing established community needs	Q4	Building Community
Build a robust web presence as a touch-point for prospective businesses and to communicate activities to the broader community	Content developed	Q1	Jobs
Develop a collaboration strategy with Springs Utilities, Regional Business Alliance and other economic development organizations that leverages each organization's core competencies	Written plan developed	Q1	Jobs
Establish business/community friendly permitting process for Special Events and measure economic impact	Develop economic impact model	Q4	Transforming Government

All Funds Summary

	2012	2013		2014	2014 Budget - * 2013 Amended Budget
		Actual	Original Budget		
Use of Funds					
General Fund - Econ. Vitality	\$534,166	\$573,560	\$650,187	\$695,979	\$45,792
General Fund - Housing Svcs.	244,339	248,615	248,615	248,348	(267)
Grants Fund - Housing Svcs.	5,119,556	4,345,875	4,609,246	3,917,746	(691,500)
Total	\$5,898,061	\$5,168,050	\$5,508,048	\$4,862,073	(\$645,975)
Positions					
General Fund - Econ. Vitality	5.00	5.00	6.00	6.00	0.00
Grants Fund - Housing Svcs.	11.00	11.00	11.00	11.00	0.00
Total	16.00	16.00	17.00	17.00	0.00

* 2013 Amended Budget as of 08/20/2013

Note: In 2014, Housing Services is included in Economic Vitality. All historical numbers have been adjusted accordingly.

Significant Changes vs. 2013

General Fund	<i>Net Increase</i> to fund 2014 salary structure, pay for performance, pay practices, and medical plan	\$6,640
	<i>Increase</i> to be consistent with current staffing costs	96,152
	<i>Net Decrease</i> in multiple operating lines per trending costs	(57,267)
Grants Fund	<i>Decrease</i> in CDBG and HOME grants as a result of sequestration and less program income, and in CIP projects	(691,500)

Economic Vitality

The Office of Economic Vitality (OEV) is focused on cultivating a healthy and vibrant economic climate in Colorado Springs that supports business and personal prosperity. OEV staff works with a wide variety of community partners to eliminate barriers to business development, catalyze investments in key business corridors, grow jobs in targeted industries, provide housing options, and build successful neighborhoods and community pride.

The Office of Economic Vitality merged the business activities of economic development and housing development to promote synergistic planning and more effectively leverage resources. Quality of life is Colorado Springs' key competitive advantage, and OEV programs and initiatives strive to grow economic prosperity and make Colorado Springs a better place to live.

Business Climate

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

- 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.

Community Development

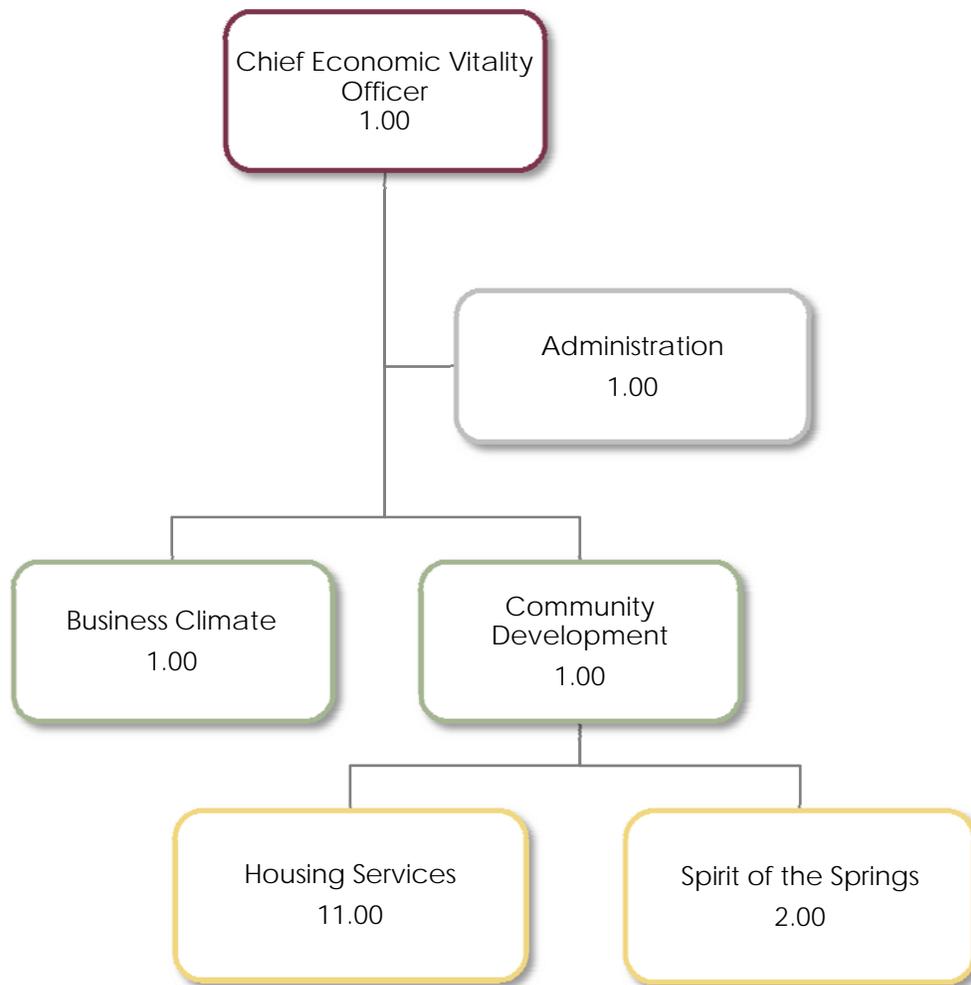
Housing Services

The City will make strategic investments and develop partnerships that strengthen neighborhoods, ensure the availability of quality affordable housing, and support economic opportunity for the whole community. The City receives restricted federal entitlement grants and competitive grants which fund the following programs:

- *Housing Development and Rehabilitation.* Work with nonprofit and for-profit developers to encourage the development of affordable and workforce housing, and prevent slum and blight conditions.
- *Neighborhood Improvement.* Encourage safe and livable neighborhoods through targeted planning, services, economic development activities, and capital improvements.
- *Homeless Services.* Make ending homelessness a citywide priority through leadership, advocacy, strategic investments, and policy making

Spirit of the Springs

- *Celebrate and Connect Colorado Springs.* Come together and celebrate our community traditions and create new events to showcase the best Colorado Springs has to offer.
- *Cultivate Future City Government Leadership.* Grow city leaders for our future and create more diversity in the city workforce.
- *Encourage Citizen Involvement with the City.* Connect the many citizens in Colorado Springs who want to help make our city better with community organizations that can benefit from their time and commitment.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2013, and changes occurring as part of the 2014 for each fund including General Fund, CDBG Grant Funds, HOME Grant Funds, HOPE III Grant Funds, ESG Funds, and CIP.

General Fund - Economic Vitality	Use of Funds	2011 Actual	2012 Actual	2013 Original Budget	* 2013 Amended Budget	2014 Budget	2014 Budget - * 2013 Amended Budget
	Salary/Benefits/ Pensions	\$0	\$500,154	\$450,829	\$452,456	\$555,248	\$102,792
Operating	0	34,012	122,731	197,731	140,731	(57,000)	
Capital Outlay	0	0	0	0	0	0	
Total	\$0	\$534,166	\$573,560	\$650,187	\$695,979	\$45,792	

General Fund - Housing Services	Use of Funds	2011 Actual	2012 Actual	2013 Original Budget	* 2013 Amended Budget	2014 Budget	2014 Budget - * 2013 Amended Budget
	Salary/Benefits/ Pensions	\$0	\$0	\$0	\$0	\$0	\$0
Operating	248,276	244,339	248,615	248,615	248,348	(267)	
Capital Outlay	0	0	0	0	0	0	
Total	\$248,276	\$244,339	\$248,615	\$248,615	\$248,348	(\$267)	

Funding Changes Economic Vitality and Housing Services	During 2013	* 2013 Amended - 2013 Original Budget
	Implement 2013 civilian merit pay	\$1,627
Increased Operating for one-time consulting services	75,000	
Total During 2013	\$76,627	
For 2014	2014 Budget - * 2013 Amended Budget	
Increase to realign eligible positions to new salary structure	\$0	
Net Increase for medical plan (increased plan costs partially offset by cost decreases from new, expanded nationwide network, best practice shift to consumer driven health plan and other plan design changes)	2,376	
Increase for pay for performance	5,801	
Decrease to align pay practices with industry standards	(1,537)	
Increase to continue funding of 1.00 Senior Economic Vitality Specialist position reclassified in 2013	34,823	
Increase to continue funding of 1.00 Office Specialist position added in 2013	45,698	
Increase to Salaries/Benefits/Pensions to be consistent with current staffing	15,631	
Transfer funding from Transit for transit passes for the homeless	18,000	
Decrease in operating lines per trending costs	(267)	
Decrease to Operating from one-time consulting services	(75,000)	
Total For 2014	\$45,525	

* 2013 Amended Budget as of 8/20/2013

CDBG Grant Funds	Source of Funds	2011 Actual	2012 Actual	2013 Original Budget	* 2013 Amended Budget	2014 Budget	2014 Budget - * 2013 Amended Budget
	CDBG Entitlement	\$2,327,667	\$2,327,667	\$2,323,334	\$2,499,839	\$2,119,038	(\$380,801)
	Program Income	282,070	272,607	278,166	393,484	200,000	(193,484)
	Total	\$2,609,737	\$2,600,274	\$2,601,500	\$2,893,323	\$2,319,038	(\$574,285)
	Use of Funds	2011 Actual	2012 Actual	2013 Original Budget	* 2013 Amended Budget	2014 Budget	2014 Budget - * 2013 Amended Budget
	Salary/Benefits/ Pensions	\$831,859	\$793,898	\$1,002,707	\$1,002,707	\$984,974	(\$17,733)
	Planning Activities	9,816	41,716	22,700	118,700	28,650	(90,050)
	General Administration	52,297	75,033	85,604	85,604	81,809	(3,795)
	Capital Improvements	175,391	1,229,630	548,000	548,000	500,000	(48,000)
	Affordable Housing/Rehab	466,089	1,399,087	567,264	763,087	385,000	(378,087)
Human Services Contracts	375,033	374,391	375,225	375,225	338,605	(36,620)	
Total	\$1,910,485	\$3,913,755	\$2,601,500	\$2,893,323	\$2,319,038	(\$574,285)	

HOME Grant Funds	Source of Funds	2011 Actual	2012 Actual	2013 Original Budget	* 2013 Amended Budget	2014 Budget	2014 Budget - * 2013 Amended Budget
	Home Entitlement	\$1,492,153	\$971,687	\$984,217	\$984,351	\$884,351	(\$100,000)
	Program Income	562,044	257,236	463,725	467,215	450,000	(17,215)
	Total	\$2,054,197	\$1,228,923	\$1,447,942	\$1,451,566	\$1,334,351	(\$117,215)
	Use of Funds	2011 Actual	2012 Actual	2013 Original Budget	* 2013 Amended Budget	2014 Budget	2014 Budget - * 2013 Amended Budget
	Salary/Benefits/ Pensions	\$130,000	\$75,000	\$75,000	\$75,000	\$70,000	(\$5,000)
	Administration/ Planning	38,850	40,578	34,075	34,075	34,075	0
	Affordable Housing/Rehab	1,738,742	545,058	822,581	826,205	753,407	(72,798)
	Tenant-Based Rental Assist.	82,066	114,364	322,500	322,500	300,000	(22,500)
	CHDO Administration	74,608	48,251	48,251	48,251	44,217	(4,034)
CHDO Housing Development	328,316	228,587	145,535	145,535	132,652	(12,883)	
Total	\$2,392,582	\$1,051,838	\$1,447,942	\$1,451,566	\$1,334,351	(\$117,215)	

* 2013 Amended Budget as of 8/20/2013

HOPE III Grant Funds	Source of Funds	2011 Actual	2012 Actual	2013 Original Budget	* 2013 Amended Budget	2014 Budget	2014 Budget - * 2013 Amended Budget
	Revenue	\$146,423	\$79,615	\$94,863	\$94,863	\$94,863	\$0
	Total	\$146,423	\$79,615	\$94,863	\$94,863	\$94,863	\$0
HOPE III Grant Funds	Use of Funds	2011 Actual	2012 Actual	2013 Original Budget	* 2013 Amended Budget	2014 Budget	2014 Budget - * 2013 Amended Budget
	Acquisition/ Rehab/Resale	\$673	\$40,833	\$94,863	\$94,863	\$94,863	\$0
	Total	\$673	\$40,833	\$94,863	\$94,863	\$94,863	\$0

ESG Grant Funds	Source of Funds	2011 Actual	2012 Actual	2013 Original Budget	* 2013 Amended Budget	2014 Budget	2014 Budget - * 2013 Amended Budget
	ESG Entitlement	\$113,130	\$113,130	\$201,570	\$169,494	\$169,494	\$0
	Total	\$113,130	\$113,130	\$201,570	\$169,494	\$169,494	\$0
ESG Grant Funds	Use of Funds	2011 Actual	2012 Actual	2013 Original Budget	* 2013 Amended Budget	2014 Budget	2014 Budget - * 2013 Amended Budget
	Salvation Army	\$99,000	\$99,000	\$99,000	\$99,000	\$99,000	\$0
	Urban Peak	5,724	14,130	14,130	14,130	14,130	0
	Homeless Prevention	0	0	88,440	56,364	56,364	0
	Total	\$104,724	\$113,130	\$201,570	\$169,494	\$169,494	\$0

Summary	Use of Funds	2011 Actual	2012 Actual	2013 Original Budget	* 2013 Amended Budget	2014 Budget	2014 Budget - * 2013 Amended Budget
	CDBG Grant	\$1,910,485	\$3,913,755	\$2,601,500	\$2,893,323	\$2,319,038	(\$574,285)
	HOME Grant	2,392,582	1,051,838	1,447,942	1,451,566	1,334,351	(117,215)
	HOPE III Grant	673	40,833	94,863	94,863	94,863	0
	ESG Grant	104,724	113,130	201,570	169,494	169,494	0
	Total	\$4,408,464	\$5,119,556	\$4,345,875	\$4,609,246	\$3,917,746	(\$691,500)

* 2013 Amended Budget as of 8/20/2013

Funding Changes	During 2013	* 2013 Amended - 2013 Original Budget
	Increased CDBG entitlement	\$176,504
	Increased CDBG program income	115,318
	Increased HOME Entitlement	134
	Increased HOME program income	3,490
	Decreased ESG entitlement	(32,076)
	Total During 2013	\$263,370
	For 2014	2014 Budget - * 2013 Amended Budget
	Decrease in CDBG Grant funds as a result of sequestration and less program income	(\$574,285)
	Decrease in HOME Grant funds as a result of sequestration and less program income	(117,215)
Total For 2014	(\$691,500)	

* 2013 Amended Budget as of 8/20/2013

2014 CIP Program	Project Name	General Fund	Restricted Funds	Total
	Neighborhood Improvement and Preservation Project	\$0	\$500,000	\$500,000
	Total Capital Budget	\$0	\$500,000	\$500,000
	These projects are reflected in the Capital Improvements line item in the CDBG grant section. For a citywide comprehensive list of projects, refer to the CIP section of the Budget, page 25-1.			

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