



Joint Budget Committee

Staff Budget Briefing FY 2026-27

Department of Personnel

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Additional Resources

To find the online version of the briefing document search the General Assembly’s website for [budget documents](https://leg.colorado.gov/content/budget/budget-documents) (leg.colorado.gov/content/budget/budget-documents).

Overview of Personnel

The Department of Personnel administers the state personnel system, which includes approximately 35,000 full-time-equivalent (FTE) staff, excluding the Department of Higher Education. The Department also provides general support services for state agencies, including providing central business, financial, and personnel services, and maintenance of capital assets.

The **Executive Director's Office** provides operational management, policy formulation, financial services, human resources, communications, and coordinates media and legislative relations. The Special Purpose subdivision within the Executive Director's Office includes the Office of the State Architect, the Colorado State Employee Assistance Program (C-SEAP), the Colorado Equity Office, and the Public-Private Partnership Office.

The **Division of Human Resources** establishes statewide human resource programs and systems and provides support services to state agency human resource offices. The Division also provides training resources to employees and conducts the annual total compensation and employee engagement surveys. The Division administers the state's coverage for workers' compensation, property, and liability insurance.

The **State Personnel Board**, located in the Department but constitutionally independent, oversees the State Personnel System.¹ The Board resolves employment disputes within the state classified system and is responsible for enacting rules to ensure that state employment is based on merit. The Board conducts administrative hearings, adopts rules under the authority of the State Administrative Procedures Act, and facilitates dispute resolution. The Board also provides guidance in “achieving and maintaining a sound, comprehensive, and uniform system of human resource management.”

The **Division of Central Services** provides shared business services, including Integrated Document Solutions and the Colorado State Archives. Integrated Document Solutions provides document and data support, including printing and design, mail operations, digital imaging, data entry, and processing paper and electronic forms. Colorado State Archives collects, preserves, and provides access to state records and establishes best practices and guidelines for the administration of records.

The **Division of Accounts and Control**, through the Office of the State Controller, oversees state fiscal rules and maintains the state's financial records through the Colorado Operations Resource Engine (CORE), the state's accounting system.

The **Office of Administrative Courts** provides a centralized, independent administrative law adjudication system, hearing cases for workers' compensation, public benefits, and professional licensing, and Fair Campaign Practices Act complaints filed with the Secretary of State.

The **Division of Capital Assets** provides planning and maintenance for Capitol Complex and Fleet Management. Capitol Complex facilities maintenance provides building management for state-owned and certain leased facilities and includes assistance with electrical, elevator, plumbing, lighting, HVAC, grounds maintenance, and general maintenance/repair issues. Fleet Management provides oversight for state fleet vehicles including managing vehicle purchasing and reassignment; fuel, maintenance, repair, and collision management; end of life removal from system via auction and salvage; and operation of the State Motor Pool.

¹ Pursuant to Article XII, Sections 13, 14, and 15 of the Colorado Constitution

Recent Appropriations

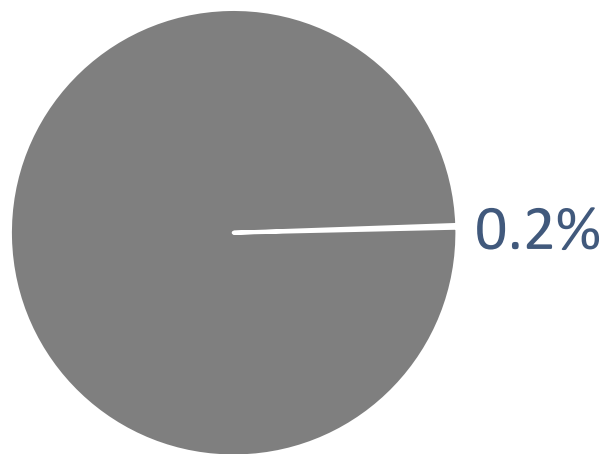
Personnel

Funding Source	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27 [1]
General Fund	44,348,705	\$40,047,001	35,163,407	41,204,937
Cash Funds	25,073,889	24,388,762	27,286,866	38,296,531
Reapprop. Funds	247,054,496	220,910,768	240,123,726	233,026,994
Federal Funds	0	0	0	0
Total Funds	\$316,477,090	\$285,346,531	\$302,573,999	\$312,528,462
Full Time Equivalent Staff	523.7	518.3	495.9	521.8

[1] Requested appropriation.

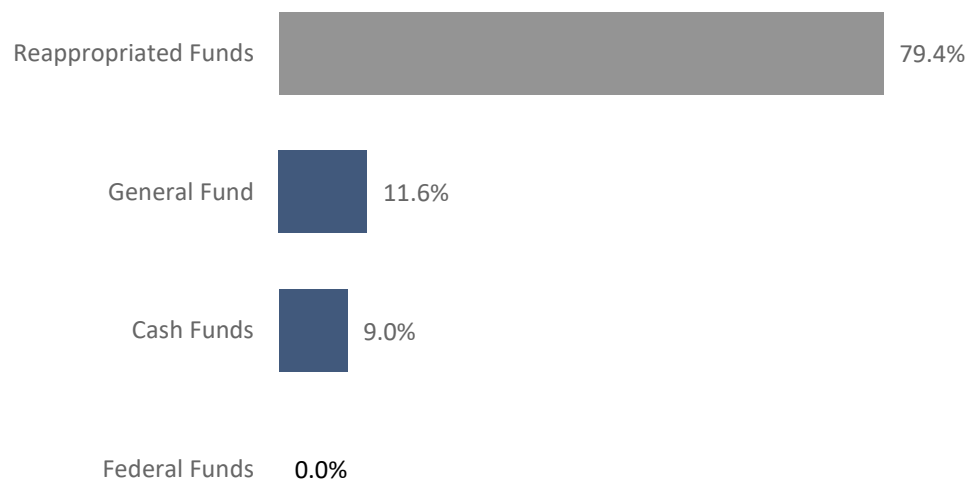
Graphic Overview

Department's Share of Statewide General Fund



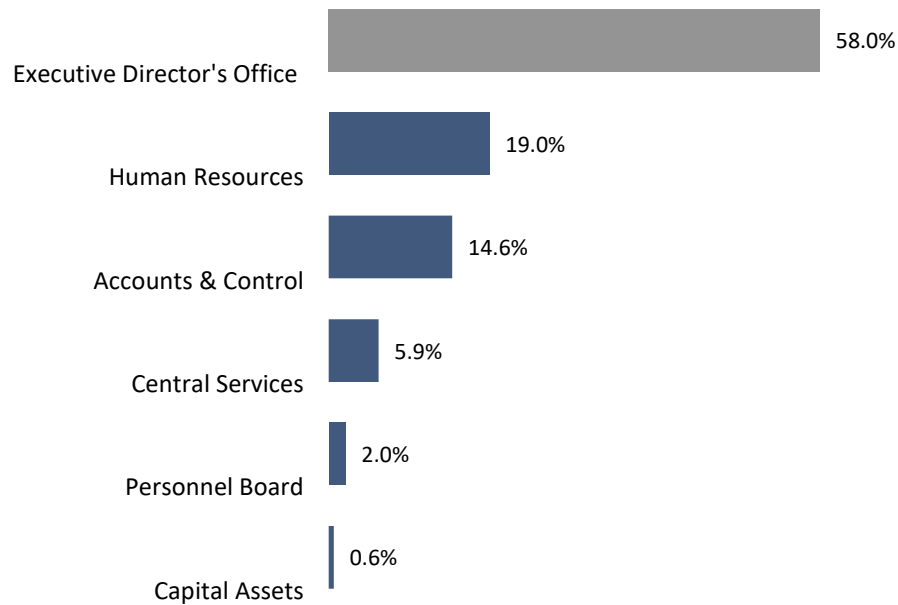
Based on the FY 2025-26 appropriation.

Department Funding Sources



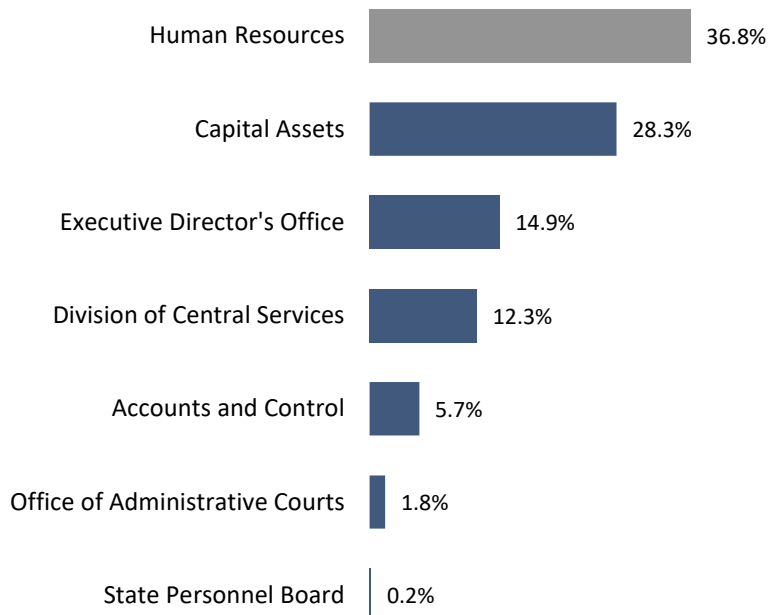
Based on the FY 2025-26 appropriation.

Distribution of General Fund by Division



Based on the FY 2025-26 appropriation.

Distribution of Total Funds by Division



Based on the FY 2025-26 Appropriation

Cash Funds Detail

Department of Personnel Cash Funds Detail

Cash Fund (CF) Name	FY 2025-26 Approp. CF	Note	Reappropriated Funds (RF)	FY 2025-26 Approp. RF	Primary Revenue Sources	Primary Uses in Dept.
Motor Fleet Management Fund	\$0	[1]	Motor Fleet Management Fund	\$68,927,056	Charges to agencies for maintenance and operation of the State's fleet	State Fleet Management program operating expenses and centrally appropriated line items in the Executive Director's Office
Dept. of Personnel Revolving Fund	5,083,976	[1]	Dept. of Personnel Revolving Fund	46,618,982	Service charges to other agencies	Supports services comprising print, document management, data entry, imaging, and mail operations, as well as Capitol Complex operations
Self-Insured Property Fund	Included in Various CF	[1]	Self-Insured Property Fund	41,928,179	Insurance premiums from other agencies for loss or damage to state property	Administrative costs for operating risk management system
State Employee Workers Compensation CF	2,654,695	[1]	Workers Compensation Account	33,655,298	Fees from other State agencies	Provides workers' compensation for State employees
Various Cash Funds	7,733,828	[1,2]	Various RF	19,323,075	Various	Various
Risk Management CF	301,233	[1]	Risk Management Fund	24,556,612	Service charges to other agencies	Provides liability coverage for State agencies and employees
Supplier Database CF	7,710,565	[1]	N/A	0	1.0 percent rebate on statewide price agreements	Supports the statewide procurement and eProcurement operations and administrative expenses, as well as the State's financial system (CORE)
Administrative Courts CF	252,990	[1]	Administrative Courts CF	5,121,836	Service charges to State agencies	Adjudication services and administrative law hearings to resolve cases that deal with worker's compensation, human services, and regulatory law
Supplemental State Contribution Fund	1,848,255	[1]	N/A	0	Tobacco litigation settlement money	Subsidizes the health insurance plan premiums of lower-income state employees with children
Group Benefit Plans Reserve Fund	1,441,911	[1]	N/A	0	State employee payroll deductions	Administering the State's health and dental insurance program
State Archives and Records CF	117,739	[1]	State Archives and Records CF	29,071	Fees paid by other agencies for transferring records	Responding to requests for information and research from government agencies and the public, and for storing records
Address Confidentiality Program Fund	141,674	[3]	N/A	0	Surcharge on people convicted of stalking or domestic violence	Administering the Address Confidentiality Program
Totals	\$27,286,866			\$240,160,109		

[1] Most revenue deposited into these funds are exempt from TABOR in statute, pursuant to C.R.S. 24-77-102(17)(b) because the deposits are from intra- and intergovernmental transfers. The exception is the Group Benefit Plan Reserve Fund because its revenue is not included in the general revenue of the State and is not considered a State asset, pursuant to C.R.S. 24-50-613 (1).

[2] Various CF include the Unused State-Owned Real Property Fund, the State Sustainability Revolving Fund, and amounts from other funds listed that are used for Operating Common Policies and centrally appropriated line items in the Executive Director's Office.

[3] Subject to TABOR.

Additional detail for select funds

Operating Common Policies supporting funds: Most cash funds supporting Operating Common Policies receive revenue from other State agencies for services provided by the Department of Personnel. Therefore, their revenue is TABOR exempt because it is not new money entering State accounts. Appropriations from these funds appear as reappropriated funds in the Department's budget. These cash funds include the:

- Department of Personnel Revolving Fund,
- Risk Management Fund, Self-Insured Property Fund,
- State Employee Workers' Compensation Account,
- Statewide Financial Information Technology Systems Cash Fund,
- Administrative Courts Cash Fund, and
- Motor Fleet Management Fund.

General Factors Driving the Budget

The Department is primarily funded through reappropriated funds, which originate as user fees transferred from other state agencies for the provision of statewide services.

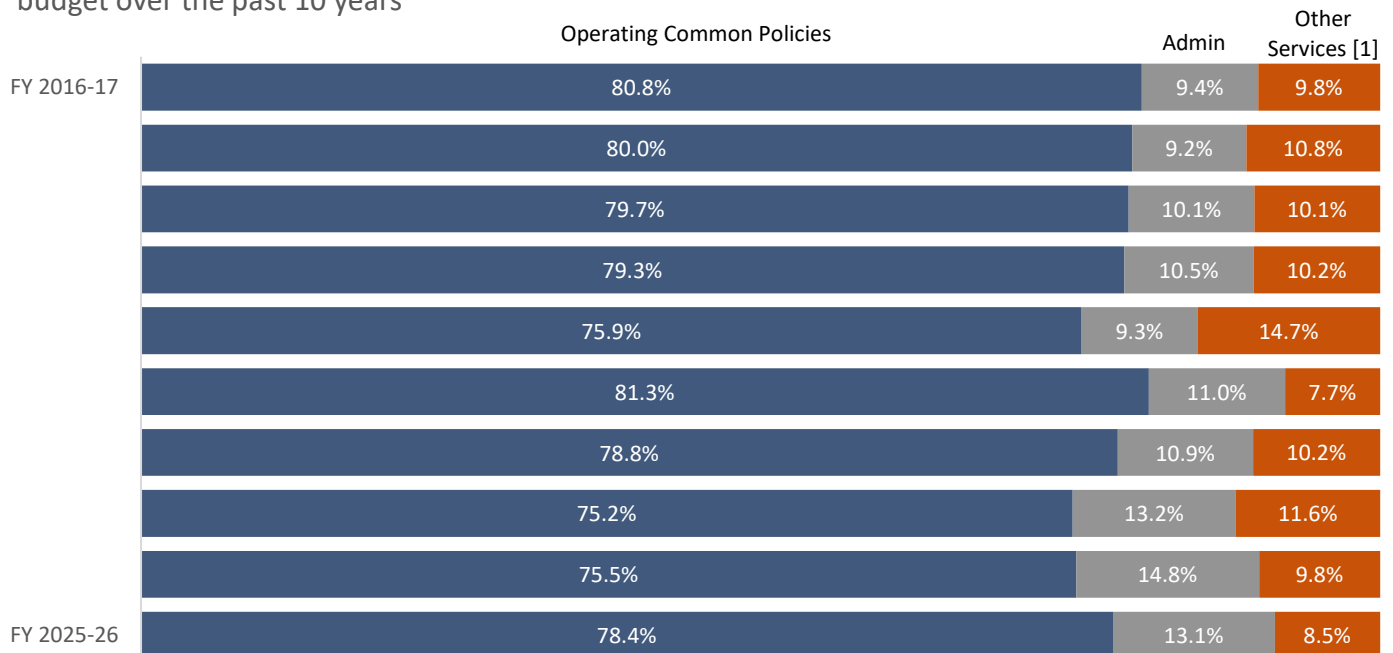
Administration of Operating Common Policies

The administration of Operating Common Policies assigned to the Department is the primary factor driving the Department's budget. The Department administers common policies for:

- Risk Management programs, including property insurance, liability insurance, and workers' compensation;
- State fleet vehicles;
- maintaining the State accounting system, Colorado Open Resource Engine ("CORE");
- providing statewide document- and data-related services;
- administrative law services; and
- Capitol Complex facilities and grounds.

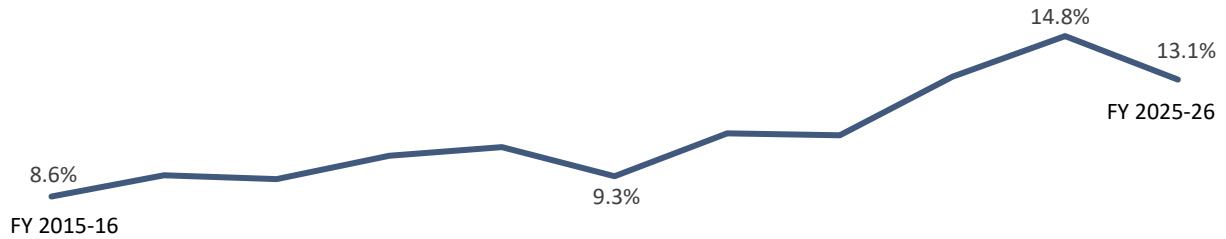
On average over the last decade, Operating Common Policies have accounted for approximately 78.5 percent of the Department's annual budget. Other services provided by the Department, including statewide human resources, the Colorado State Archives, financial operations, and procurement, have averaged 10.3 percent of the annual budget. The Department's administration made up the remaining 11.2 percent of the annual budget. In the last few fiscal years, the Administration's share of the Department's budget has increased.

Operating Common Policies made up an average of 78.5% of the Department's budget over the past 10 years



[1] Other Services includes Statewide Special Purpose, Human Resource Services, Labor Relations Services, Employee Benefits Services, Personnel Board, Colorado State Archives, Financial Operations and Reporting, and Procurement and Contracts.

Percent of Department's budget for Administration since FY 2015-16

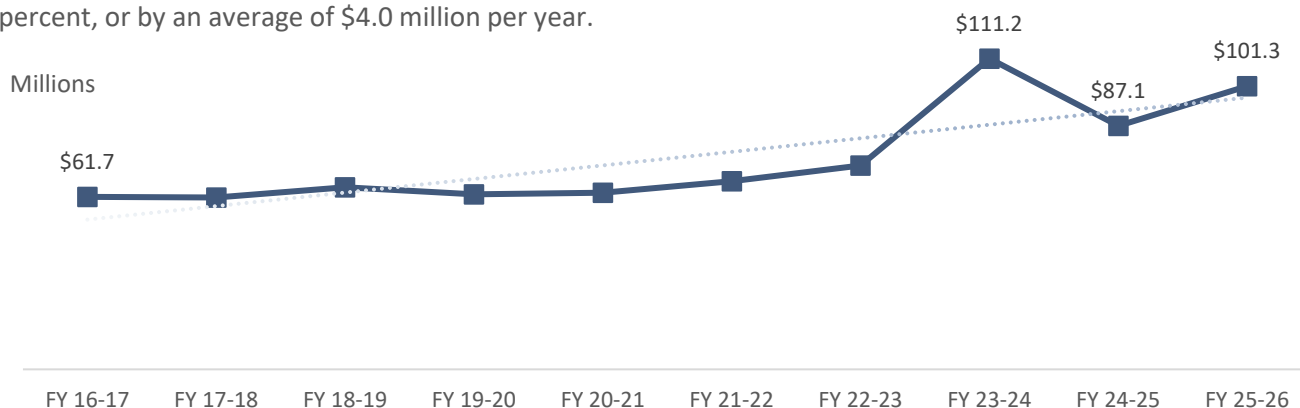


For the last decade, the two largest portions of Operating Common Policies are the Risk Management programs and the Fleet Management program. These two programs account for approximately 67.0 percent of the Operating Common Policies annually, or 52.5 percent of the Department’s total operating budget.

Risk Management

The state’s Risk Management Unit provides insurance coverage to state agencies for workers’ compensation, property, and liability insurance. The State is self-insured for workers’ compensation and liability and purchases property insurance from a commercial insurer. By industry standards, the State of Colorado is considered self-insured because it covers the liability for losses in each program area up to at least \$100,000, though many events are covered at considerably higher limits. The state also carries “excess” policies that protect it from extreme cases where a particular loss could jeopardize the overall solvency of the risk management funds. Policy claims, premiums, and deductibles are the largest share of expenditures for these services. Appropriations from state agencies for risk management coverage are calculated using actuarially-determined prospective claims losses. The larger higher education institutions administer their own risk management programs. Risk Management appropriations have experienced overall growth since FY 2021-22. The spike in appropriations in FY 2023-24 was a result of a mid-year, supplemental adjustment to the common policy. The increase of \$33.4 million reappropriated funds addressed larger than expected liability claims payouts in FY 2023-24.

Over the last decade, Risk Management appropriations have grown by a CAGR of 5.1 percent, or by an average of \$4.0 million per year.

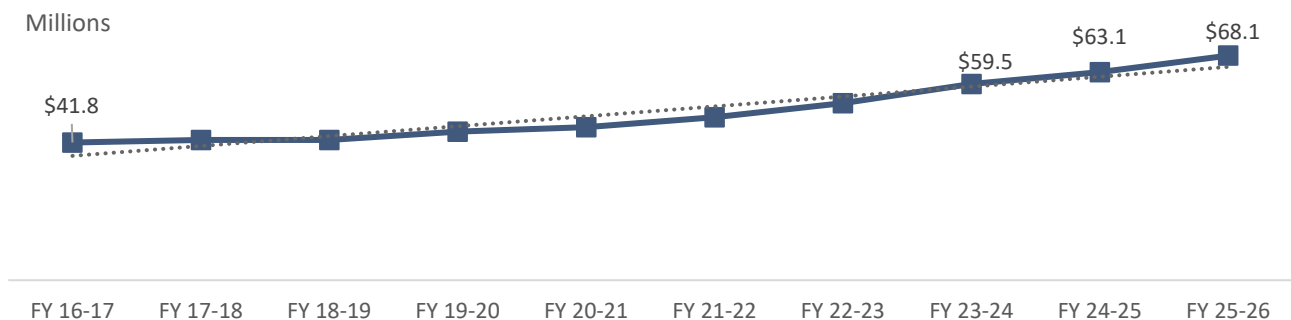


State Fleet Program

The Department administers the state’s fleet management program², which purchases vehicles, manages maintenance and repairs, manages the fleet, auctions older vehicles, and manages the state motor pool.

Vehicle costs include variable and fixed expenses. Variable costs are billed at a rate per mile based on department and vehicle type and are typically paid from operating expenses line items. Variable costs include insurance, fuel, maintenance, and repairs. Fixed costs include the lease payments and the Department’s vehicle management fee and are included in each department’s *Vehicle Lease Payments* line item. The Department acquires lease-purchase financing for replacement vehicles and additional vehicles approved in budget requests. Leases vary between 72 and 120 months, except for State Patrol vehicles, which are leased for 48 months.

Over the last decade, Fleet Management appropriations have grown by a CAGR of 5.0 percent, or an annual average of \$2.6 million reappropriated funds.



The Department’s vehicle ordering process is governed by statute³, and the Executive Orders of current and former Governors focusing on alternative fuel vehicles^{4, 5} (AFVs) and Zero-Emission Vehicles⁶ (ZEVs), such as electric vehicles. The program provides a menu-approach, which allows agencies to identify the correct ZEV, AFV, or combustion engine vehicle available for their needs. Statute requires the Department to purchase AFV capable vehicles whenever the base cost or lifecycle cost is not more than 10 percent above the cost of the gasoline alternative when its use is congruent with such vehicles.

² Section 24-30-1104 (2)(a), C.R.S.
³ Section 24-30-1104 (2)(c), C.R.S.
⁴ [Executive Order No. 2018 026 Greening of State Government](#)
⁵ [Executive Order No. 2018 006 Maintaining Progress on Clean Vehicles](#)
⁶ [Executive Order No. 2019 002 Supporting Transition to Zero Emission Vehicles](#)

Summary of Request

Department of Personnel

Item	Total Funds	General Fund	Cash Funds	Reapprop. Funds	Federal Funds	FTE
FY 2025-26 Appropriation						
SB 25-206 (Long Bill)	\$302,473,718	\$35,066,800	\$27,286,866	\$240,120,052	\$0	496.0
Other legislation	136,664	96,607	0	40,057	0	-0.1
Total	\$302,610,382	\$35,163,407	\$27,286,866	\$240,160,109	\$0	495.9
FY 2026-27 Requested Appropriation						
FY 2025-26 Appropriation	\$302,610,382	\$35,163,407	\$27,286,866	\$240,160,109	\$0	495.9
R1 State payroll system common policy	1,122,250	0	0	1,122,250	0	9.0
R2 OAC staff for Medicaid	722,970	0	0	722,970	0	6.2
R3 State accounting system resources	836,049	0	0	836,049	0	3.9
R4 Office of Sustainability staff and resources	205,398	605,398	-400,000	0	0	2.3
R5 Printing services true-up	3,707,974	0	1,051,773	2,656,201	0	0.0
R6 Statewide training system continuation	714,370	714,370	0	0	0	0.0
R7 State employee housing pilot	1,700,000	1,700,000	0	0	0	3.0
R8 Annual fleet vehicle replacement	3,867,949	0	0	3,867,949	0	0.0
R9 Funding reductions and offsets	-491,580	-491,580	0	0	0	0.0
Employee compensation common policies	2,747,890	1,393,124	124,498	1,230,268	0	0.0
Operating common policies	1,560,916	1,544,195	-61,333	78,054	0	0.0
Impacts driven by other agencies	468,675	361,819	-24,169	131,025	0	2.7
Technical adjustments	-5,605,759	783,872	10,387,912	-16,777,543	0	0.0
Prior year actions	-1,639,022	-569,668	-69,016	-1,000,338	0	-1.2
Total	\$312,528,462	\$41,204,937	\$38,296,531	\$233,026,994	\$0	521.8
Increase/-Decrease	\$9,918,080	\$6,041,530	\$11,009,665	-\$7,133,115	\$0	25.9
Percentage Change	3.3%	17.2%	40.3%	-3.0%	0.0%	5.2%

Request items highlighted in blue are discussed below as part of the Department of Personnel briefing. Additional requests for FY 2026-27 appear in the Operating Common Policies briefing for the Department.

R4 Personal services and operating funds for the Office of Sustainability: The Department requests funding to retain the Director for the office, hire a full-time data analyst and a part-time grant coordinator, and support the lawn equipment electrification program.

Year 1: The total cost is \$605,398 General Fund and 2.3 FTE for FY 2026-27.

Year 2: This request annualizes to \$517,893 General Fund and 2.5 FTE in FY 2027-28 and ongoing.

Additional details: Senate Bill 24-214 (Implement State Climate Goals) established the Office of Sustainability in the Department of Personnel to streamline sustainability practices across state agencies, establish sustainability metrics, and track sustainability savings. The Office was continually appropriated through an annual General

Fund transfer of \$400,000 to the Sustainability Revolving Fund. This was reversed with S.B. 25-249 (Repeal Annual General Fund Transfer to Revolving Fund), which eliminated the ongoing transfer for budget balancing purposes. The program maintains its cash fund appropriation in the Department's 2025-26 Long Bill. This current funding request is in response to the discontinued General Fund transfer.

The requested funds are broken out in the table below:

Expense	FY 2026-27	FY 2027-28 and ongoing
Vendor to pursue Direct Pay IRA tax credits for sustainability infrastructure	\$100,000	\$0
Lawn electrification program	80,000	80,000
Software for utility tracking database (EnergyCAP) [1]	154,478	162,202
FTE and Operating Costs (Director, Data Analyst, Grant Coordinator)	270,920	275,691
Total Request	\$605,398	\$517,893

[1] S.B. 21-288 (American Rescue Plan Act of 2021 Cash Fund) provided the Department \$154,478 for the Office of Sustainability for FY 2026-27, including training associated with the use of EnergyCAP, the statewide energy and sustainability management software. The Department has an Interagency Agreement (IA) with the Colorado Energy Office (CEO) in the Governor's Office to purchase the software.

The Department has indicated this is an evidence-informed request.

R6 Statewide training system continuation: The Department requests funding for a license, a customer service package, and on-demand learning content for Cornerstone, a centralized online learning platform.

Year 1 and ongoing: The total request is for \$714,370 General Fund for 2026-27.

Additional details: The Department used one-time funds designated for Professional Development to develop and implement a statewide Learning and Management System, Cornerstone LXP. The Department requests:

- \$541,780 General Fund for 34,000 licenses to access the Learning Management System (LMS) and Learning Experience Platform (LMX);
- \$153,480 General Fund for an "Elite Customer Success Package" that includes application guidance, application issue management (analysis, tracking, communication, resolving product-related issues), service request management, and 24/7 access to the Knowledge Base and Cornerstone Success Center; and
- \$19,110 General Fund for 3,000 licenses to Cornerstone Content Anytime, a cloud-based platform offering on-demand learning courses and online training resources.

The cloud-based platform currently has 1,000 users, and the Department will use the funds to support current users, market the product to additional users, and gather data to explore the possibility of implementing a fee-for-service model once the Department gathers data on demand for the platform.

R7 Colorado Workers for Innovative New Solutions (COWINS) Partnership Agreement Housing Program: The Department requests funding to expand emergency financial assistance services offered through the Colorado State Employee Assistance Program (CSEAP), and to pilot a housing assistance program for employees.

Year 1: The total request for FY 2026-27 is \$1,700,000 General Fund and 2.76 FTE.

Year 2: The total request for FY 2027-28 is \$1,700,00 General Fund and 3.0 FTE.

Additional details: The Department's Labor Relations Unit and the State's union partner, Colorado Workers for Innovative and New Solutions (COWINS), negotiate every three years to maintain a statewide Partnership Agreement (PA). As part of the PA effective September 2024 through July 2027, COWINS and the State established a housing workgroup in 2025 to address housing availability and affordability issues for State employees, and agreed to mutually seek \$1.7 million in funding to implement pilot programs based on the workgroup's recommendations. The Department is therefore requesting \$359,861 for 2.8 FTE to provide

outreach to State employees and establish cohorts of financial coaching and resource consultation groups. The remaining \$1.3 million of the \$1.7 million requested will be used to offer State employees financial assistance grants and forgivable loans or cash grants for homeowner down payments (amounting to \$10,000 for 30-50 employees). This request represents a new line item (“Housing Pilot Project”) in the Executive Director’s Office, Statewide Special Purpose, CSEAP Personal Services. The Department designates this program as evidence-informed. See the second issue brief (“State Employee Housing Pilot Program”) for additional information.

R9 Funding reductions and offsets: The Department requests reductions for the Statewide Planning Services and Procurement Equity Services to support budget balancing for the State.

Year 1 and ongoing: The total request is for a net reduction of \$491,580 General Fund in FY 2026-27.

Additional Details: The Statewide Planning Services line item in the Office of the State Architect was created in the FY 2015-16 Long Bill for technical consulting for state agencies creating master plans for capital construction budget requests. The line item was reduced in FY 2025-26 from \$1.0 million to \$7,811 for budget balancing purposes, and the line item was reduced to \$700,000 for FY 2026-27 ongoing. This request includes a further reduction of \$316,580 ongoing, providing an ongoing appropriation of \$383,420 for FY 2026-27 ongoing. The Department indicated that the program generally spends less than the appropriation.

Senate Bill 22-163 (Establish State Procurement Equity Program) created a program in the Department that aims to engage stakeholders to reduce disparities between the availability of historically underutilized businesses and the utilization of such businesses in State procurement. The program provides solicitation assistance through a help desk and a bond assistance program for small businesses. The program received an appropriation of \$425,000 for “Equity Consultants” to support stakeholder engagement, data analysis, and reporting. The stakeholder facilitations were completed in FY 2023-24, resulting in an implementation plan. The Equity Consultant budget was reduced by \$250,000 in FY 2025-26, and the Department requests eliminating the remaining \$175,000 in FY 2026-27 and ongoing.

Employee compensation common policies: The request includes a net increase of \$2.8 million for employee compensation common policies. A common policy refers to general policies applied consistently to all departments.

Employee compensation common policies

Item	Total Funds	General Fund	Cash Funds	Reapprop. Funds	FTE
Salary survey	\$1,353,990	\$618,196	\$47,653	\$688,141	0.0
Health, life, and dental	1,114,085	600,721	35,490	477,874	0.0
Unfunded liability amortization payments	172,192	89,024	29,280	53,888	0.0
Step plan	154,470	69,349	5,374	79,747	0.0
PERA direct distribution	22,079	11,205	5,179	5,695	0.0
Paid family and medical leave insurance	7,747	4,006	1,317	2,424	0.0
Short-term disability	1,056	623	205	228	0.0
Shift differential	-77,729	0	0	-77,729	0.0
Total	\$2,747,890	\$1,393,124	\$124,498	\$1,230,268	0.0

Operating common policies: The request includes a net increase of \$1.6 million for operating common policies.

Operating common policies

Item	Total Funds	General Fund	Cash Funds	Reapprop. Funds	FTE
Legal services	\$852,773	\$445,429	-\$25,560	\$432,904	0.0
Capitol Complex leased space	770,930	776,508	-18,803	13,225	0.0
State accounting system (CORE)	192,441	74,294	5,460	112,687	0.0
Workers' compensation	109,861	42,376	1,214	66,271	0.0
Vehicle lease payments	4,193	0	168	4,025	0.0
Administrative law judge services	933	933	0	0	0.0
Office of Information Technology services	-366,169	204,655	-23,812	-547,012	0.0
Leased space	-4,046	0	0	-4,046	0.0
Total	\$1,560,916	\$1,544,195	-\$61,333	\$78,054	0.0

Impacts driven by other agencies: The request includes a net increase of \$468,675 for requests from other state agencies. These are also called “non-prioritized requests.” The amount shown in the table below applies only to this department and does not necessarily reflect the total value of the request.

Impacts driven by other agencies

Item	Total Funds	General Fund	Cash Funds	Reapprop. Funds	FTE
NP12 SB24-205 AI compliance	\$261,103	\$234,844	\$6,234	\$20,025	0.0
NP IT accessibility	194,636	52,767	\$0	141,869	0.9
NP12 SB24-205 AI compliance	146,137	146,137	0	0	1.8
NP1 New state parks expand recreation	25,655	0	0	25,655	0.0
NP Statewide enable AI	21,037	7,860	3,128	10,049	0.0
NP5 R2 Threat intelligence	14,400	0	0	14,400	0.0
NP State accounting system (CORE) staff	14,352	5,541	435	8,376	0.0
NP3 Wildlife damage vehicles	13,214	0	0	13,214	0.0
NP2 State Land Board	3,792	0	0	3,792	0.0
NP4 Mine safety inspection	2,743	0	0	2,743	0.0
NP IT operating offset	-117,021	-43,720	-17,403	-55,898	0.0
NP IT efficiencies	-111,373	-41,610	-16,563	-53,200	0.0
Total	\$468,675	\$361,819	-\$24,169	\$131,025	2.7

Technical adjustments: The request includes a net decrease of \$5.6 million for lease depreciations, employee benefits, CORE, Office of Administrative Courts, risk management, and capitol complex leased space adjustments.

Technical adjustments

Item	Total Funds	General Fund	Cash Funds	Reapprop. Funds	FTE
Workers' Comp Base	\$3,733,597	\$0	-\$2,654,695	\$6,388,292	0.0
Annual Depreciation Lease Equivalent Payments Adj.	761,850	761,850	\$0	\$0	0.0
Employee benefits fund source adjustment	25,000	22,022	2,978	0	0.0
CORE base	0	0	-6,221,856	6,221,856	0.0

Item	Total Funds	General Fund	Cash Funds	Reapprop. Funds	FTE
OAC base	0	0	1,481,060	-1,481,060	0.0
Risk Management Base	-9,828,337	0	18,407,053	-28,235,390	0.0
CCLS base	-297,869	0	-626,628	328,759	0.0
Total	-\$5,605,759	\$783,872	\$10,387,912	-\$16,777,543	0.0

Prior year actions: The request includes a net decrease of \$1.6 million for the impact of prior year budget decisions and legislation.

Prior year actions

Item	Total Funds	General Fund	Cash Funds	Reapprop. Funds	FTE
FY 2025-26 Statewide Planning Services	\$692,189	\$692,189	0	0	0.0
HB 25-1296 Tax exp adjust	51,355	0	0	\$51,355	0.0
SB 25-168 Prevent wildlife tracking	14,000	0	\$0	14,000	0.0
HB 24-1365 Opp Now grant tax crdt	3,101	0	0	3,101	0.0
HB 24-1325 Tax crdt quantum ind	3,098	0	0	3,098	0.0
HB 23-1272 Advance decarb	2,935	0	0	2,935	0.0
FY 25-26 R1 OAC Staffing	2,856	0	0	2,856	0.3
HB 24-1249 Tax crdt ag stewardship	2,602	0	0	2,602	0.0
SB 24-190 Rail & coal trans comm econ	2,585	0	0	2,585	0.0
HB 24-1134 Adjust to tax exp reduce burden	1,032	0	0	1,032	0.0
Adjustment for Contract Escalator	544	544	0	0	0.0
Risk management & property budget amendment	-1,659,597	-641,115	-69,016	-949,466	0.0
R11 Empl. Engagement surveys	-300,000	-300,000	0	0	0.0
SB 14-214 PERA Studies/Actuarial Firm	-124,999	-124,999	0	0	0.0
HB 25-1153 Language Access	-100,000	-100,000	0	0	0.0
R3 Apprentice/skills group	-96,287	-96,287	0	0	-1.5
HB 23-1008 Food accessibility	-48,437	0	0	-48,437	0.0
HB 25B-1005 Elim state sales tax vend	-36,383	0	0	-36,383	0.0
HB 24-1311 Family afford tax crdt	-24,917	0	0	-24,917	0.0
HB 24-1268 Fin assist low-income	-11,897	0	0	-11,897	0.0
HB 24-1439 Incent expand apprentice	-5,524	0	0	-5,524	0.0
HB 25-1154 Comm svcs people disabilities	-3,674	0	0	-3,674	0.0
HB 24-157 Employee-owned bus tax crdt	-2,581	0	0	-2,581	0.0
HB 24-1312 Careworkers incm tax crdt	-516	0	0	-516	0.0
HB 24-1340 Incent for post-sec edu	-507	0	0	-507	0.0
Total	-\$1,639,022	-\$569,668	-\$69,016	-\$1,000,338	-1.2

Budget Reduction Options

The Executive Budget Request includes reductions of \$491,580 General Fund for the Department of Personnel representing 1.4 percent of the current General Fund appropriations in this section of the budget.⁷ This issue brief reviews these proposals and additional options identified by staff.

Summary

- The Department of Personnel represents 0.2 percent of total state General Fund appropriations in FY 2025-26. The Executive budget request includes proposed reductions of \$491,580, representing 1.2 percent of the General Fund appropriations in this section of the budget. These reductions are offset by proposed increases, so that the Department's total General Fund is requested to increase by 17.2 percent.
- Staff identified the following revenue enhancement options for General Fund relief:
 - Transfers from the Supplemental State Contribution Fund, the Bond Assistance Program Cash Fund, and the Unused State-Owned Real Property Fund to the General Fund, and
 - Ending ARPA projects early, transferring unspent funds to the General Fund.
- Staff identified several expenditure reduction options for the Department based on line item reversions in recent years and repealing and/or eliminating funding for recently added programs.

Recommendation

Staff recommends that the Committee ask the Department to discuss the proposals and staff options in its budget hearing.

Discussion

Funding History FY 2018-19 to FY 2025-26

The Department of Personnel represents 0.2 percent of total state General Fund appropriations in FY 2025-26. As reflected in the table below, General Fund in this section of the budget has increased by 92.0 percent since FY 2018-19 after adjusting for inflation. This is more than the statewide increase of 13.6 percent over the same period.⁸

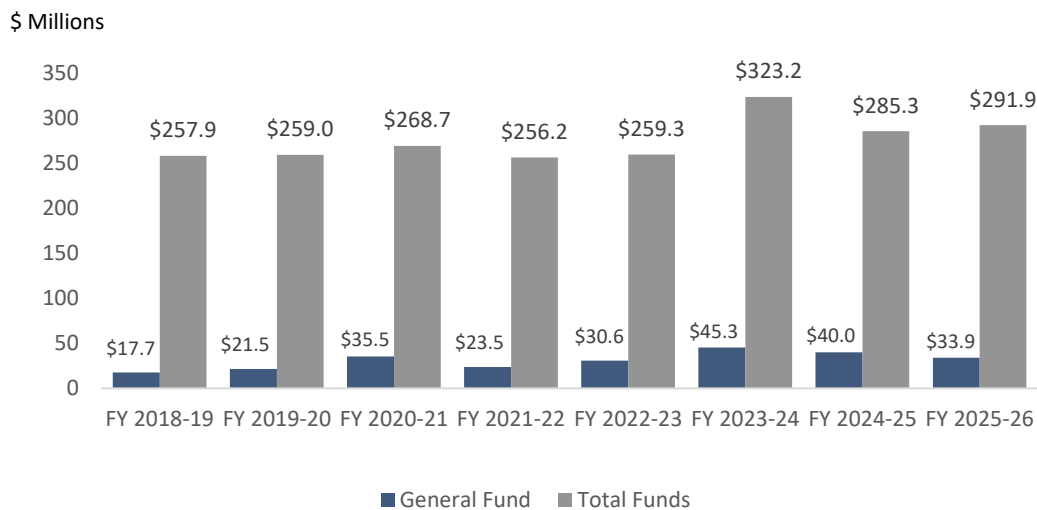
FY 2018-19 to FY 2025-26 Appropriations Comparison - Adjusted for Inflation

Fund	FY 2018-19		FY 2025-26	Increase/ -Decrease after inflation adjustment	
	Nominal	FY 25-26 Dollars		Amount	Percent
General Fund	\$14,074,381	\$18,315,957	\$35,163,407	\$16,847,450	92.0%
Total Funds	\$205,401,435	\$267,302,969	\$302,610,382	\$35,307,413	13.2%

⁷ Current FY 2025-26 appropriations do not include mid-year reductions in executive orders.

⁸ Fiscal year 2018-19 appropriations are adjusted for inflation, calculated based on the Legislative Council Staff September 2025 forecast, which reflects an increase in the Denver-Aurora-Lakewood consumer price index of 30.1 percent between FY 2018-19 and FY 2025-26.

Appropriations in Constant FY 2025-26 Dollars



Increases in General Fund appropriations since FY 2018-19 are mainly due to:

- The creation of new programs and line items in FY 2022-23 such as the Colorado Equity Office, the State Procurement Equity Program, the State Employee Tuition Reimbursement program, and Labor Relations Services line items;
- One-time General Fund transfers (\$15.0 million in FY 2020-21 to the Workers, Employers, and Workforce Centers Cash Fund and \$8.0 million in FY 2023-24 for State Employee Professional Development); and
- Increasing appropriations to line items such as Capitol Complex Leased Space, OIT Payments, Risk Management and Property, Office of the State Architect Statewide Planning Services, Training Services, Risk Management Liability Claims and Legal Services, and Personal Services in HR and Financial Ops/Reporting.

Budget Requests for General Fund Relief

For this section of the budget, the budget request includes proposals for General Fund relief totaling \$491,580, representing 1.4 percent of the General Fund appropriations. These reductions are offset by proposed increases, so that the Department total General Fund is requested to increase by 17.2 percent. The proposals for General Fund relief are summarized in the table below.

Budget Requests for General Fund Relief

Option	General Fund	Other Funds	Bill? Y/N	Description
Revenue Enhancements				
None	0	0	n/a	
Subtotal - Expenditures	\$0	\$0		
Expenditure Reductions				
R9 Statewide Planning Services reduction	-\$316,580	\$0	N	This line item was reduced from \$1.0 million to \$7,811 in FY 2025-26 for budget balancing purposes. This request further reduces the appropriation by \$316,580 in FY 2026-27 and

Option	General Fund	Other Funds	Bill? Y/N	Description
				ongoing because Statewide Planning Services have historically been under-utilized by other state agencies.
R9 Procurement Equity Program reduction	-\$175,000	\$0	N	This request is an additional reduction of \$175,000 to a FY 2025-26 reduction of \$250,000 for an Equity Consultant. The State Procurement Equity Program received a budget of \$425,000 for Equity Consultants for stakeholder consultation. Consultations were completed in FY 2023-24. The request proposes to eliminate the appropriation for the program for FY 2026-27.
Subtotal - Expenditures	-\$491,580	\$0		
Net General Fund Relief	-\$491,580			

Additional Options for JBC Consideration

The table below summarizes options identified by the JBC staff that the Committee could consider in addition to or instead of the options presented in the budget request. A General Fund reduction of 5.0 percent to the sections of the budget covered in this briefing would require a reduction of \$2.1 million.

Additional Options for General Fund Relief

Option	General Fund	Other Funds	Bill? Y/N	Description
Revenue Enhancements				
Supplemental State Contribution Fund Transfer	1,000,000	-1,000,000	Y	This fund supplements the monthly state contribution amounts to medical and dental benefit plan premiums of lower-income state employees with children. Revenue in the fund is from the Tobacco Master Settlement Agreement, and recently revenue has exceeded expenditures. The fund is continuously appropriated. This is a one-time revenue enhancement.
Bond Assistance Program Cash Fund Transfer	1,625,000	-1,625,000	Y	The fund received a one-time General Fund transfer of \$2 million in FY 2022-23. Expenditures from the fund have averaged \$50,000 per year since 2022. The current fund balance is \$1,867,954. The fund is continuously appropriated. This is a one-time transfer that accounts for the average expenditures since 2022, and maintains \$175,000 in the fund, which is higher than the largest annual expenditure from the fund.
Unused State-Owned Real Property Fund – Option 1	300,000	-300,000	Y	This fund supports the Public-Private Collaboration Unit that administers and manages public-private partnership projects. Revenue is generated from the sale, rent, or lease of unused state-owned real property and any revenue generated from public-private agreements. The \$300,000 represents revenue generated from external sources, which is subject to TABOR. The fund is continuously appropriated. This is a one-time revenue enhancement.
Unused State-Owned Real Property Fund – Option 2	1,250,000	-1,250,000	Y	This option would transfer 20.0 percent of the anticipated FY 2026-27 ending fund balance to the General Fund. The office expended an

Option	General Fund	Other Funds	Bill? Y/N	Description
				average of 44.0 percent of its balance over the past five years. This is a one-time revenue enhancement.
End Burnham Yard Demolition and Cleanup ARPA Program Early	10,385,932	-10,385,932	Y	Senate Bill 21-288 (Creation of ARPA Cash Fund) appropriated \$14.0 million to the Public-Private Partnership (P3) Unit in the Department of Personnel to perform demolition and cleanup work at the State-owned Burnham Yard property to prepare the site for sale or redevelopment in future years. The unencumbered balance is currently \$10.4 million.
End Round 1 State Capital Facilities Project Funding ARPA Program Early	11,053,413	-11,053,413	Y	HB 22-1329 (Long Bill) appropriated \$120.8 million for Capital construction and controlled maintenance projects for state agencies and institutions of higher education. The unencumbered balance on projects funded through this legislation is \$11.1 million. This is a one-time revenue enhancement.
End Round 2 State Capital Facilities Project Funding ARPA Program Early	15,357,241	-15,357,241	Y	SB 23-214 (Long Bill) appropriated \$30.3 million for controlled maintenance projects for Higher Education Institutions. The unencumbered balance on projects funded through this legislation is \$15.4 million. This is a one-time revenue enhancement.
End Office of the State Controller ARPA-Administration Expenses Program Early	2,990,342	-2,990,342	Y	SB 21-288 appropriated \$4.8 million to the Office of the State Controller for 12.0 FTE for monitoring, compliance, and reporting of the American Rescue Plan Act SLFRF programs. The Department anticipates using the remaining \$3.0 million for term-limited staff agreements for federal reporting and compliance activities through April 30, 2027. This is a one-time revenue enhancement.
End Office of the State Controller ARPA-Compliance Expenses Program Early	1,729,436	-1,729,436	Y	SB 21-288 appropriated \$7.6 million to the Office of the State Controller for monitoring and compliance of the American Rescue Plan Act SLFRF programs. The Department plans to use the remaining unencumbered \$1.7 million for transaction monitoring activities, grant training, fraud investigation, SLFRF audit and closeout activities, and grants management governance framework development. This is a one-time revenue enhancement.
Subtotal - Revenue	\$45,691,364	-\$45,691,364		

Option	General Fund	Other Funds	Bill? Y/N	Description
6-year average reversion reductions to select programs	-\$485,391	\$0	N	The reduction is based on 6-year average reversions for personal services and operating expenses of the Office of the State Architect, Human Resource Services, State Personnel Board, Financial Operations and Reporting, and State Procurement and Contracts Office. This reduction is ongoing.
Eliminate funding for state employee tuition reimbursement	-300,000	0	N	Eliminates appropriation supporting the reimbursement of state employees for qualifying tuition costs. The tuition reimbursement program is a provision of the COWINS Partnership Agreement. This reduction is ongoing.

Option	General Fund	Other Funds	Bill? Y/N	Description
Repeal Colorado Equity Office	-677,493	0	Y	The Colorado Equity Office was created by H.B. 22-1397. The Office is required to ensure statewide consistency in the application of state and federal law, as well as state executive orders, universal policies, and partnership agreements. This reduction is ongoing.
Eliminate Funding for ADA coordinator and reasonable accommodations	-470,413	0	N	This appropriation provides funding for a statewide Americans with Disabilities Act (ADA) coordinator and funding for reasonable accommodations made under the Act. This reduction is ongoing.
Repeal State Procurement Equity Program	-605,175	0	Y	The State Procurement Equity Program was created by S.B. 22-163 to work with stakeholders towards the goal of reducing disparities between the availability of historically underutilized businesses and the utilization of such businesses in state procurement. This reduction is ongoing.
Subtotal - Expenditures	-\$2,538,472	\$0		
Net General Fund Relief	\$48,229,836			

Revenue Enhancements

Supplemental State Contribution Fund Transfer to General Fund

Description: Bill to transfer \$1.0 million from the Supplemental State Contribution fund to the General Fund.

Key Considerations: No immediate health, life or safety impacts. If the full amount of the fund is transferred, this could impact the number of low-income state employees that receive supplemental funds to pay for medical and dental benefit plan premiums. This is a one-time option. This transfer requires legislation.

Additional background: This fund supplements the monthly state contribution amounts to medical and dental benefit plan premiums of lower-income state employees with children. Revenue in the fund is from the Tobacco Master Settlement Agreement. Revenues have exceeded expenditures in recent years. In FY 2025-26, \$5.0 million was transferred from the fund to the General Fund for budget balancing purposes. The fund has a projected balance of \$3.0 million for FY 2026-27. The fund paid \$1.4 million in 2024-25 to state employees eligible for the benefit. Average payments from the fund for eligible employees is about \$1.5 million per year. The fund is continuously appropriated.⁹

Supplemental State Contribution Fund Cash Flow Summary

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Beginning balance	4,923,634	6,017,095	6,830,429	7,384,258	2,384,258
Revenue	2,195,462	2,378,008	2,157,780	1,537,397	2,183,466
Expenditures	-1,102,001	-1,564,675	-1,603,950	-6,537,397 [1]	-1,583,519
Ending balance	6,017,095	6,830,428	7,384,258	2,384,258	2,984,206

⁹ Created in Section 24-50-609 (5), C.R.S.

[1] Expenditures for FY 2025-26 included a \$5,000,000 transfer from the fund to the General Fund from passage of S.B. 25-264.

Fee impact: None. Revenue is from legal settlements and penalties.

Bond Assistance Program Cash Fund Transfer to the General Fund

Description: Bill to transfer \$1.6 million from the Bond Assistance Program Cash Fund to the General Fund.

Key Considerations: No immediate health, life, or safety impacts. This is a one-time option. This transfer requires legislation.

Additional background: The fund received a one-time General Fund transfer of \$2 million in FY 2022-23, with the passage of S.B. 22-163¹⁰ (Establish State Procurement Equity Program). The bill established the fund to offset costs for small businesses in obtaining surety bonds. Expenditures from the fund have averaged \$50,000 per year since 2022. The program has made one bond award of \$94,125 since 2024. The current fund balance is \$1,833,173. The fund is continually appropriated.¹¹

Bond Assistance Program Cash Flow Summary

	FY 2023-24	FY 2024-25	FY 2025-26 (Appropriated)	FY 2026-27 (Requested)
Beginning balance	\$2,001,164	\$2,011,050	\$1,954,887	\$1,898,724
Revenue	74,715	69,984	69,984	63,884
Expenditures	-64,829	-126,147	-126,147	-128,614
Ending balance	\$2,011,050	\$1,954,887	\$1,954,887	\$1,833,994

Unused State-Owned Real Property Cash Fund Transfer to the General Fund – Option 1

Description: Bill to transfer \$300,000 from the Unused State-Owned Real Property Fund to the General Fund.

Key Considerations: No immediate health, life, or safety impacts. This is a one-time revenue enhancement. This transfer requires legislation.

Additional background: This fund supports the Public-Private Collaboration Unit that administers and manages all responsibility for public-private partnership projects. House Bill 21-1274¹² created the Unused State-Owned Real Property Fund (USRPF), which consists of proceeds from the sale, rent, or lease of unused, state-owned, real property. The fund is continuously appropriated. A transfer of \$300,000 represents anticipated revenue generated from external sources to the USRPF in FY 2026-27, which will be subject to TABOR.

Unused State-Owned Real Property Fund Cash Flow Summary

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Beginning balance	0	17,258,403	28,888,227	15,503,780	8,710,681
Revenue	17,709,446	16,138,726	0	1,300,000	1,800,000
Expenditures	-451,043	-4,508,903	-13,384,447	-8,093,099	-4,175,992
Ending balance	17,258,403	28,888,227	15,503,780	8,710,681	6,334,689

¹⁰ [S.B. 22-163 Establish State Procurement Equity Program](#)

¹¹ Created in Section 24-103-1104 (2), C.R.S.

¹² [H.B. 21-1274 Unused State Owned Real Property Beneficial Use](#), created in Section 24-82-102.5.

Unused State-Owned Real Property Cash Fund Transfer to the General Fund – Option 2

Description: Bill to transfer \$1.3 million from the Unused State-Owned Real Property Fund to the General Fund.

Key Considerations: No immediate health, life, or safety impacts. This is a one-time revenue enhancement. This transfer requires legislation.

Additional background: This option would transfer 20.0 percent of the anticipated FY 2026-27 ending fund balance to the General Fund. The office expended an average of 44.0 percent of its balance over the past five fiscal years. Revenues in the fund are not subject to TABOR, except for service charges from external sources.

End Burnham Yard Demolition and Cleanup ARPA Program Early

Description: End the Burnham Yard Demolition and Cleanup ARPA Program early, transferring \$10.4 million in unspent funds to the General Fund.

Key Considerations: No immediate health, life, or safety impacts. This is a one-time revenue enhancement. This transfer requires legislation.

Additional background: Senate Bill 21-288 (Creation of ARPA Cash Fund) appropriated \$14.0 million to the Public-Private Partnership (P3) Unit in the Department of Personnel to perform demolition and cleanup work at the State-owned Burnham Yard property to prepare the site for sale or redevelopment in future years. The unencumbered balance is currently \$10.4 million. The Department anticipates using the remaining funds to complete preparatory work for finalizing the sale of the property to the Denver Broncos.

End Round 1 State Capital Facilities Project Funding ARPA Program Early

Description: End the Round 1 State Capitol Facilities Project program early, transferring \$11.1 million in unspent funds to the General Fund.

Key Considerations: No immediate health, life, or safety impacts. This is a one-time revenue enhancement. This transfer requires legislation.

Additional background: House Bill 22-1329 (Long Bill) appropriated \$120.8 million to the Department for Capital construction and controlled maintenance projects for state agencies and institutions of higher education. The unencumbered balance on projects funded through this legislation is currently \$11.1 million. The Office of the State Controller (OSC) is in the process of working with State agencies to identify final reversions on closed projects that are available for transfer to the General Fund. The Department indicated that reductions beyond the identified reversions may impact contracted projects.

End Round 2 State Capital Facilities Project Funding ARPA Program Early

Description: End the Round 2 State Capital Facilities Project program early, transferring \$15.4 million in unspent funds to the General Fund.

Key Considerations: No immediate health, life, or safety impacts. This is a one-time revenue enhancement. This transfer requires legislation.

Additional background: Senate Bill 23-214 (Long Bill) appropriated \$30.3 million for controlled maintenance projects for Institutions of Higher Education with an expiration date of June 30th, 2026. The unencumbered balance on projects funded through this legislation is currently \$15.4 million. The Department indicated that

reducing funds for projects funded through S.B. 23-214 could impact building infrastructure projects. The Office of the State Controller (OSC) is working with agencies to identify potential impacts of funding reductions.

End Office of the State Controller ARPA Administration Expenses Program Early

Description: End the Office of State Controller ARPA Administration Expenses Program early, transferring \$3.0 million in unspent funds to the General Fund.

Key Considerations: No immediate health, life, or safety impacts. This is a one-time revenue enhancement. This transfer requires legislation.

Additional background: Senate Bill 21-288 appropriated \$4.8 million to the Office of the State Controller (OSC) for 12.0 FTE for monitoring, compliance, and reporting of the American Rescue Plan Act (ARPA) State and Local Fiscal Recovery Funds (SLFRF) programs. The Department anticipates using the remaining \$3.0 million in unspent funds to pay for term-limited staff agreements to do federal reporting and compliance activities through the close-out period for SLFRF programs that end on April 30th, 2027.

End Office of the State Controller ARPA Compliance Expenses Program Early

Description: End the Office of the State Controller ARPA Compliance Expenses Program early, transferring \$1.7 million to the General Fund.

Key Considerations: No immediate health, life, or safety impacts. This is a one-time revenue enhancement. This transfer requires legislation.

Additional background: Senate Bill 21-288 appropriated \$7.6 million to the Office of the State Controller to support contracted vendors for monitoring and compliance of ARPA SLFRF programs, which includes interpreting guidance from the U.S. Treasury, communicating guidance and providing training to agencies on risk and compliance with Treasury requirements, and monitoring SLFRF funds. The Department plans to use the remaining unencumbered \$1.7 million to complete transaction monitoring activities, conduct grant training across State agencies, support fraud investigations, perform SLFRF audit and closeout readiness activities, and develop a grants management governance framework.

Expenditure Reductions

6-year average reversion reductions to select programs

Description: Reduce various personal services and operating expenses line items by a total of \$485,391. This reduction is based on the 6-year average reversions for personal services and operating expenses in the Office of the State Architect, Human Resource Services, State Personnel Board, Financial Operations and Reporting, and State Procurement and Contracts Office.

Key considerations: No immediate health, life, or safety impacts. This reduction is ongoing.

Eliminate funding for state employee tuition reimbursement

Description: Eliminates the \$300,000 General Fund appropriation for the State employee tuition reimbursement program.

Key Considerations: No immediate health, life, or safety impacts. This is an ongoing reduction.

Additional Background: The tuition reimbursement program is a provision of the COWINS Partnership Agreement.¹³ The funding is intended to support an employee reimbursement program which allows covered state employees to apply for the reimbursement of tuition for a certification or degree program. In FY 2025-26, the appropriation was reduced by \$200,000 on an ongoing basis. This option would eliminate the appropriation entirely for FY 2026-27.

State Employee Tuition Reimbursement Program Recent Appropriations and Expenditures

Fiscal Year	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Appropriation (General Fund)	\$500,000	\$500,000	\$500,000	\$300,000
Expenditures	-57,696	-285,088	-327,319	N/A
Reversion	\$442,304	\$214,912	\$172,681	N/A

Repeal Colorado Equity Office

Description: Eliminates the \$677,493 General Fund appropriation for the Colorado Equity Office.

Key Considerations: This reduction is ongoing. The repeal requires legislation.

Additional background: The Colorado Equity Office was created by H.B. 22-1387 (State Equity Office). The Office is required to ensure statewide consistency in the application of state and federal law, as well as state executive orders, universal policies, and partnership agreements. The Office has administered ADA accommodations, coordinated equity trainings and data efforts across agencies, and created communities of practice related to equity efforts. The table below provides General Fund appropriations since the Office was created.

Colorado State Equity Office Recent Appropriations

Fiscal Year	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27 [1]
Appropriation	1,119,622	1,308,678	1,508,540	677,493	685,192
FTE	9.0	10.0	10.0	13.0	10.0

[1] Requested appropriation for upcoming fiscal year.

Eliminate Funding for ADA coordinator and reasonable accommodations

Description: Eliminates the \$470,413 General Fund appropriation for the statewide Americans with Disabilities Act (ADA) Coordinator and funding for reasonable accommodations made under the Act.

Key Considerations: This reduction is ongoing.

Additional background: The appropriation for an Americans with Disabilities Act coordinator and funding for reasonable accommodations was first made in FY 2022-23 as a result of a budget request (R5 Americans with Disabilities Act resources) that was approved by the Committee and included in the FY 2022-23 Long Bill. Reasonable accommodations for people with disabilities are required under state and federal law. The table below provides the General Fund appropriations for the coordinator since the line item was created.

ADA Reasonable Accommodation Coordination Recent Appropriations

Fiscal Year	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27 [1]
Appropriation	\$466,198	\$467,418	\$468,555	\$470,413	\$472,300
FTE	1.0	1.0	1.0	1.0	1.0

¹³ [COWINS Partnership Agreement](#)

[1] Requested appropriation for upcoming fiscal year.

Repeal State Procurement Equity Program

Description: Eliminates the \$605,175 General Fund appropriation for the State Procurement Equity Program.

Key Considerations: No immediate health, life, or safety impacts. This reduction is ongoing. The repeal requires legislation.

Additional background: The State Procurement Equity Program was created by S.B. 22-163 (Establish State Procurement Equity Program) to work with stakeholders towards the goal of reducing disparities between the availability of underutilized businesses and the utilization of such businesses in state procurement. The table below provides the General Fund appropriations for the Office since its creation.

State Procurement Equity Program Recent Appropriations

Fiscal Year	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27 [1]
Appropriation	\$931,521	\$833,694	\$849,992	\$605,175	\$440,734
FTE	5.0	5.0	5.0	5.0	5.0

[1] Represents the requested appropriation for upcoming fiscal year, with proposed reduction of \$175,00.

Issue: R7 State Employee Housing Pilot Program

This issue brief discusses the Department's request for funding to expand emergency financial assistance services and pilot a housing assistance program for State employees.

Summary

- This request was submitted by the Department to implement the recommendations of the housing workgroup established in the Partnership Agreement (PA) with the State's union partner (COWINS).
- The Department requests \$1.7 million General Fund and 2.8 term-limited FTE for FY 2026-27, and \$1.7 million General Fund and 3.0 FTE in FY 2027-28 to create a new program line in the Executive Director's Office under the Colorado State Employees Assistance Program (CSEAP).
- The funds requested are for increasing emergency assistance funds, financial coaching services, and resource consultations for State employees, and providing downpayment assistance for eligible employees for purchasing homes, and collecting data on employees' need for financial and housing assistance.
- The State does not currently have data on the need for housing assistance among State employees.

Background on Request: COWINS Partnership Agreement

House Bill 20-1153 (Colorado Partnership for Quality Jobs and Services Act) established the State's union partnership with the Colorado Workers for Innovative and New Solutions (COWINS). The Labor Relations Unit in the Department of Personnel and COWINS negotiate every three years to maintain the statewide Partnership Agreement (PA). The current Partnership Agreement is effective from September 2024 through July 2027. Article 32.9 (Housing Premium) of the PA states that a State Entity can grant a housing premium to State employees required to live and work in high-cost housing areas with demonstrated recruitment and retention problems. The PA also states that COWINS and the State shall establish a housing workgroup "to explore opportunities to address housing availability and affordability issues for State Employees."¹⁴

As part of the PA, the State and union mutually agreed to seek \$1.7 million in funding for FY 2026-27 and 2027-28 to implement housing pilot programs based on the workgroup's recommendation, which can include solutions such as State-sponsored housing vouchers, State Employee assistance programs, or programs to help Employees pay for housing in high-cost areas. Section 24-50-1111(6), C.R.S., says that after COWINS and the State reach an agreement, the Governor's initial or supplemental budget request to the General Assembly should include sufficient appropriations to implement terms of the agreement that require expenditures. If the General Assembly rejects all or part of the request, the State or COWINS may reopen negotiations.

¹⁴ [Partnership Agreement: Collective Bargaining Agreement. September 2024 through July 2027.](#)

Existing CSEAP Financial Assistance Program for Employees

Emergency Assistance Program

The Colorado State Employee Assistance Program (CSEAP), housed in the Department of Personnel, has been offering emergency financial aid services to State employees since 2013, funded entirely by the Credit Union of Colorado. The Credit Union of Colorado provides up to \$57,000 per year to support costs associated with rent, utilities, and food for eligible employees. Funds are paid directly from the credit union to the employee after CSEAP verifies employment and salary. CSEAP has limited data on the grants provided. Available data is summarized below.

- The credit union provided a total of \$340,780 in funds from 2015 to 2025 (an average of \$48,683 per year).
- The program received 3,627 applications for assistance from 2013-2025. 2,326 grants were approved, representing an overall approval rate of 64 percent. Denied applications were largely due to applicant inability to meet qualifying factors (proof of employment for more than six months, salary requirements).
- The average grant awarded was \$270.
- The average employee salary of grant recipients was \$50,146.
- Employees in 39 Departments or Institutions of Higher Education received grants.
- Human Services, Revenue, Corrections, Labor and Employment, and Public Health and Environment represent the Departments with the greatest number of requests and awarded grants from 2022 to 2025.
- On average, 40 percent of grants given were for rent/housing, 29 percent were for food, and 28 percent were for utilities.
- Application numbers have increased in recent years, but awarded grants have not.
- The 444 employees that did not qualify for financial assistance between 2022 and 2025 received information about community and State assistance resources.

The Credit Union of Colorado recently informed CSEAP that it will stop funding the program at the end of 2025. CSEAP secured an extension of \$5,000 from the credit union that will be used for individual and group financial coaching and resource consultations through December 2026. Cash grants for housing, food, and utilities assistance will no longer be available after January 2026.

Department of Local Affairs (DOLA) Emergency Rental and Mortgage Assistance Programs

The Department of Local Affairs (DOLA) offers Emergency Rental and Emergency Mortgage Assistance Programs to residents of Colorado, including State employees. These programs were initially funded through federal funds in response to the COVID-19 pandemic. Funding for the Emergency Mortgage Assistance Program (EMAP) ends on September 20, 2026. The EMAP received \$175.1 million and has provided aid to 9,800 households so far. Applications closed in August of 2025 for the remaining funds. The Colorado Emergency Rental Assistance (CERA) Program was launched in 2025 after one-time federal and state funds for emergency rental assistance were exhausted. DOLA has administratively elected to fund CERA at \$21.0 to \$25.0 million per year. During application cycles, Coloradans who have fallen behind on rent, and meet income limits and other qualifying factors, may apply to be part of the random selection process. Individuals facing eviction are prioritized. On average, seven percent of applicants are selected in the monthly, random selection process.

Financial Coaching and Resource Consultations

CSEAP began offering financial coaching and resource consultations to State employees following the COVID-19 pandemic to help employees access community resources. Individual financial coaching was offered to individuals who applied repeatedly for financial assistance but did not meet the criteria for credit union-funded cash grants. CSEAP also started offering financial group coaching in October 2025 to more efficiently use staff resources, which uses a peer support model. Currently, one CSEAP staff member is credentialed as a financial coach, and two staff are scheduled to receive certification in 2026. The following table provides information about the number of State employees who have utilized the coaching and resource consultation services.

CSEAP Financial Coaching and Resource Consultations			
Program	FY 2023-24	FY 2024-25	FY 2025-26 YTD
Financial Coaching	10	27	2
Resource Consultation	6	5	2
Financial Group Coaching (began in 2025)	N/A	N/A	12
Total	16	32	16

There is currently one financial coaching cohort with 12 participants. No employees are turned away for financial coaching or resource consultations. The Department receives limited requests for the services.

State employees have limited awareness of CSEAP programs, but find them useful

A 2022 study conducted by CSEAP and the Employee Benefits Unit found that state employees have limited awareness of available resources and benefits. 28 percent of employees surveyed (n= 1,449 responses) were aware of the Emergency Financial Assistance Grant Program, while less than 1 percent reported ever using the program. 65 percent rated the program as useful.¹⁵

Proposed Changes to Programming with Pilot

The housing workgroup requests pilot program funds for CSEAP to:

- Extend the emergency financial assistance and financial coaching and resource consultation services to additional employees,
- Conduct outreach activities to increase awareness of the programs,
- Increase grant amounts awarded to eligible employees,
- Provide Employer Assisted Housing (EAH) in the form of downpayment assistance, and
- Collect data on employee needs and utilization to inform future programming.

Expanded Emergency Financial Assistance

The Department requests funding to increase the number of grants awarded from about 175 grants per year to 400-500 grants per year, and to increase the grant amount to awardees from an average of \$270 to an average amount of \$1,962 (the average state employee rent in Colorado). The current program has a minimum State

¹⁵ [State of Colorado Benefits and Resources, 2023.](#)

service requirement for eligibility (more than six months of employment), but no retention requirement. CSEAP is exploring options to mandate a specific period of continued employment for larger grants under the pilot.

Financial Coaching and Resource Consultation

The Department proposes using the requested funds to offer financial coaching and resource consultations to additional employees. CSEAP provided the following programmatic targets:

- Implement four cohorts of group financial coaching in FY 2025-26, serving up to 100 employees.
- Provide individual financial coaching to 50 employees per year.
- Provide individual resource consultations to 30 employees per year.

The Department reports underutilization of current services due to lack of awareness. The Department plans to conduct program awareness outreach through a needs assessment, developing partnerships with state agencies, and creating and distributing information about the financial assistance services CSEAP provides.

Employer Assisted Housing (EAH)

CSEAP is proposing a forgivable loan or cash grant program for homeowner down payment assistance as part of the pilot program. The Department anticipates providing a one-time payment of up to \$10,000 to 30-50 qualifying employees, where the employees must demonstrate mortgage approval and participation in an approved homebuyer education course. Eligibility will be based on state employment, confirmed salary, and stated reason(s) for applying for funds.

Data Collection and Needs Assessment

The State does not have data on employees' housing needs nor situations. The Departments plans to conduct a needs assessment by distributing housing surveys and analyzing existing data from counties and DOLA. The Department intends to assess at least the following:

- Number of state employees who have been unhoused in the past 24 months,
- Number of state employees evicted in the past 24 months,
- Number of state employees who sought housing assistance in the past 24 months, and
- Number of state employees who used housing assistance in the past 24 months.

The Department indicated that it could accomplish a needs assessment with 1.0 term-limited FTE or equivalent funds to contract a vendor for the service.

The Department requests FTE to support implementation, outreach, and assessment of the pilot

The Department is requesting 3.0 term-limited FTE for the pilot program to:

- Provide direct services (individual and group financial coaching and resource consultations),
- Oversee the financial assistance fund,
- Develop and oversee the housing downpayment assistance program,
- Conduct outreach and education efforts to increase awareness of programs,
- Collect and analyze data,
- Conduct intake for financial assistance requests, and
- Coordinate financial education webinars.

The table below shows how CSEAP plans to use the requested funds, based on three different scenarios, assuming 400-500 employees seek financial assistance, and 30-50 employees seek housing grants.

CSEAP Pilot Program Costs, Under Three Different Scenarios

Scenario	1	Avg. Grant Amount	FY 2026-27 Cost	2	Avg. Grant Amount	FY 26-27 Cost	3	Avg. Grant Amount	FY 26-27 Cost
Financial Assistance	400	\$1,962	\$784,936	450	\$1,962	\$883,053	500	\$1,962	\$981,170
Housing	50	10,000	500,000	40	10,000	400,000	30	10,000	300,000
FTE	3.0	n/a	359,861	3.0	n/a	359,861	3.0	n/a	359,861
Total Cost			\$1,644,797			\$1,642,914			\$1,641,031

If the proposed pilot is not funded, employees will continue to have access to currently available CSEAP services, including group financial coaching and individual resource consultations.

Summary of Evidence and Research

The Department has designated this request as an evidence-informed program. This section summarizes characteristics of Employer Assisted Housing (EAH) and financial coaching programs and relevant research.

Employer Assisted Housing

Employer Assisted Housing (EAH) programs provide employees loans for downpayments and closing costs for homes that are forgiven over time if employees stay with the employer for a certain amount of time. Programs can be structured in different ways, such as offering: ongoing subsidies for housing costs; mortgage assistance through long-term loans or mortgage guarantees; one-time payments or grants for down-payments; and/or publicly- or privately-owned living space made available for rent or purchase by employees.¹⁶ An overview of relevant findings from EAH studies are below:

- Data on public-sector EAH is limited. Existing studies found that housing allowance policies for employees may help lower housing costs, reduce commuting expenses, provide cost savings for employees, reduce employee turnover and absenteeism, provide economic benefits to communities, and recruit for hard-to-fill roles (e.g. teachers, public safety roles). The most common type of EAH program is loans or grants to help with down payments or costs for purchasing homes.¹⁷
- Many local governments offer programs to provide financial assistance to employees to purchase or live in homes in the area. The programs are run by housing and community development offices/departments.
- An evaluation of an EAH program for a non-profit health center in Milwaukee, Wisconsin found that EAH participants received higher performance scores and stayed with the organization longer. The evaluation highlighted the need to launch EAH programs with pre-determined metrics and an evaluation plan.¹⁸
- Across public-sector EAH, the following characteristics are present in programs that have successfully grown:
 - Sufficient grant size relative to housing prices (typically \$5,000 to \$20,000)
 - Increased incentives for employees living near worksites or in critical occupations

¹⁶ [Scruggs, Carl. Employer-Assisted Housing Programs for Public Sector Employees. Office of Legislative Oversight. 2019.](#)

¹⁷ Ibid.

¹⁸ [Ross, Lynn M. Quantifying the Value Proposition of Employer-Assisted Housing: A Case Study of Aurora Health Care.](#)

- Forgivable loans tied to tenure (typically a three-to-five-year commitment)
- Integration with mortgage counseling and/or homebuyer education programs

Financial Coaching and Consultation

Financial coaching is a strategy to help individuals work toward personal financial goals by combining money management skills with personal coaching. Financial coaching programs can result in increased money management skills, increased savings, reduced debt levels, improved credit scores, and subjective feelings of financial confidence and well-being. Relevant findings from financial coaching program studies are below:

- Overall, research into the effectiveness of financial coaching is early and limited, with evidence being suggestive, not causal, since studies lack rigorous research designs.¹⁹
- Recruiting clients is more challenging than expected, partly due to a lack of training on effective outreach and marketing. Recruitment relies on referrals. A strong referral system, which attracts people well-suited for and interested in financial coaching, is a requirement of a well-integrated program.
- Effective coaches have training in both coaching skills and financial subject matter expertise.²⁰
- The more sessions clients attend, the more their financial capabilities increase (measured by the Financial Capability Scale), but even one session is associated with positive effects.²¹
- Coaching is associated with changes in financial behaviors, leading to less debt, increased savings, a reduction in credit card use, and improved credit scores. Coaching is also associated with less financial stress and progress towards financial goals. Effects are modest, but the intervention is not intensive.^{22,23}
- Program effectiveness depends on execution, engagement, clients' starting financial circumstances, coach quality, and institutional support. Strong programs are client-driven and individually-tailored, iterative, focus on concrete and actionable behaviors, and are reliant on trust and consistency.²⁴

Recommendation

Staff is skeptical of the need for the proposed pilot program, given the lack of data the Department has collected on the need for housing and financial assistance among state employees. Given the State's current budget scenario, staff is also concerned about the ability to scale any such program even if a pilot were successful. However, with respect to R7 specifically, staff recommends that the Committee discuss the request with the Department. Staff recommends that the Committee ask the Department to conduct a needs assessment to better understand the the need for financial assistance and housing assistance programs among employees and whether those needs are tied to demonstrated recruitment or retention issues for State agencies. This could enable the Department to tailor programmatic goals and budget requests to employees' needs, and develop a measurement, evaluation, and implementation plan with pre-determined metrics for the proposed pilot. A needs assessment could also provide information on what a broader (non-pilot) program would require.

¹⁹ [Center for Financial Security. Financial Coaching: Review of Existing Research. 2015.](#)

²⁰ [Consumer Financial Protection Bureau. 2021. Financial Coaching Initiative: Results and lessons learned.](#)

²¹ [Financial Capability Scale](#)

²² [Theodos et al. Could Coaching Improve Consumer Credit Use Behavior? Evidence From a State Program. 2023.](#)

²³ [Theodos et al. An Evaluation of the Impacts and Implementation Approaches of Financial Coaching Programs, 2015.](#)

²⁴ Ibid.

FY 2025-26 Executive Order Budget Adjustments

Budget Reductions

Executive Order D 2025 014, as amended, identifies the following plans for FY 2025-26 spending reductions in this department.

Department	Title	General Fund	Description
Statewide	Hiring freeze	-\$3,000,000	Reflects expected savings in Health Life Dental costs from the statewide hiring freeze ordered in Executive Order D 2025 009.
Statewide	Refinance discretionary amount of ARPA Refinance State Money Cash Fund transfer to the General Fund	-5,400,000	Transfers available fund balance with no expected impact to programs in this fiscal year
Total		-\$8,400,000	

Other Balancing Holds

For the State as a whole, the Governor's Office anticipates \$3.0 million General Fund savings from a FY 2025-26 hiring freeze. The Governor's Office has not provided estimates at the department level. The Department indicated that low vacancy levels and low staff turnover have mitigated negative impacts from the hiring freeze.

Footnotes and Requests for Information

Update on Long Bill Footnotes

The General Assembly includes footnotes in the Long Bill to:

1. set forth purposes, conditions, or limitations;
2. explain assumptions; or
3. express legislative intent.

This section discusses a subset of the footnotes relevant to the divisions covered in the briefing. For a full list of footnotes, see the end of each departmental section of the [2026 Long Bill](https://leg.colorado.gov/bills/sb25-206) (<https://leg.colorado.gov/bills/sb25-206>).

- 85 Department of Personnel, Executive Director's Office, Statewide Special Purpose, Office of the State Architect – It is the General Assembly's intent that \$651,279 of this appropriation be used for the termination of private leased space.

Comment: The Department is currently in negotiations with a landlord regarding lease termination.

- 86 Department of Personnel, Executive Director's Office, Statewide Special Purpose, Office of the State Architect, Statewide Planning Services -- This appropriation remains available until the close of the 2027-28 state fiscal year.

Comment: Provides roll-forward authority for the statewide planning for the State Architect to assist agencies in the creation of a master building plan.

- 89 Department of Personnel, Division of Capital Assets, Fleet Management Program and Motor Pool Services, Vehicle Replacement Lease/Purchase -- Pursuant to Section 24-82-101 (1)(b) and (1)(c), C.R.S., the Department of Personnel is authorized to enter into a lease-purchase agreement for the approved FY 2025-26 vehicle replacements and additions. The lease-purchase agreement shall be for a period of up to ten years and shall not exceed the amount of \$54,000,000.

Comment: Provides lease-purchase guidance for fleet management.

Update on Requests for Information

The Joint Budget Committee may submit requests for information (RFIs) to departments. The Joint Budget Committee must prioritize the requests per Section 2-3-203 (3), C.R.S.

This section discusses a subset of the RFIs relevant to the divisions covered in the briefing. For a full list of RFIs, see the [letters requesting information](https://leg.colorado.gov/sites/default/files/rfi_fy_2025-26.pdf) (https://leg.colorado.gov/sites/default/files/rfi_fy_2025-26.pdf).

Requests Affecting Multiple Departments

- 8 Department of Health Care Policy and Financing, Medical Services Premiums; Indigent Care Program, Children's Basic Health Plan Medical and Dental Costs; Department of Higher Education, Colorado

Commission on Higher Education, Special Purpose, University of Colorado, Lease Purchase of Academic Facilities at Fitzsimons; Governing Boards, Regents of the University of Colorado; Department of Human Services, Division of Child Welfare, Tony Grampas Youth Services Program; Office of Early Childhood, Division of Community and Family Support, Nurse Home Visitor Program; Department of Military and Veterans Affairs, Division of Veterans Affairs, Colorado State Veterans Trust Fund Expenditures; **Department of Personnel, Division of Human Resources, Employee Benefits Services, H.B. 07-1335 Supplemental State Contribution Fund**; Department of Public Health and Environment, Disease Control and Environmental Epidemiology Division, Administration, General Disease Control, and Surveillance, Immunization Operating Expenses; Special Purpose Disease Control Programs, Sexually Transmitted Infections, HIV and AIDS Operating Expenses, and Ryan White Act Operating Expenses; Prevention Services Division, Chronic Disease Prevention Programs, Oral Health Programs; Primary Care Office -- Each Department is requested to provide the following information to the Joint Budget Committee by October 1, 2025 for each program funded with Tobacco Master Settlement Agreement money: the name of the program; the amount of Tobacco Master Settlement Agreement money received and expended by the program for the preceding fiscal year; a description of the program including the actual number of persons served and the services provided through the program; information evaluating the operation of the program, including the effectiveness of the program in achieving its stated goals.

Comment: The Department submitted its response on October 1, 2025. Pursuant to Section 24-50-609, C.R.S., the Supplemental State Contribution Program provides lower-income state employees with assistance to reduce medical and dental premiums for their dependent children. The Department of Personnel administers the program. Eligibility requires (1) being a state employee eligible for group benefits, (2) annual household income below 300% of the Federal Poverty Level (FPL), and (3) at least one dependent child.

By statute, funds are distributed in order of need: Level 1 (<200% FPL), then Level 2 (200–249% FPL), then Level 3 (250–299% FPL), until funds are exhausted. In FY 2024-25, \$6,830,429 was available before a \$5.0 million transfer to the General Fund from S.B. 25-264 (Cash Fund Transfers to the General Fund). The Department received 537 applications; 75 were denied; and 32 were terminated for failure to add eligible dependents. Of the remaining 430 approved applications, 137 were Level 1, 159 Level 2, and 134 Level 3. Three approved employees separated before the fiscal year began, and 33 withdrew, resulting in 394 employees authorized for payment. Terminations during the year reduced the final number of participating employees to 364.

All approved employees received the maximum monthly supplement of \$513.26, for a total of \$1,406,976 in payments supporting coverage for 925 dependent children. The program enabled lower-income employees to access affordable coverage. The fund receives 2.3 percent of settlement money pursuant to House Bill 16-1408.²⁵ The table below shows the number of applications received and awarded.

Application Status	Count of Applications
Applications Received	537
Denials due to Program Ineligibility or Incomplete Applications	75
Terminated Applications due to Dependent Children Not Added	32
Remaining Eligible Applications	430
Level 1 Approval	137
Level 2 Approval	159
Level 3 Approval	134

²⁵ [H.B. 16-1408 \(Cash Fund Allocations for Health-related Programs\)](#)

Application Status	Count of Applications
Total Authorized Approvals FY 2024-25	430
Declined Assistance	33
Termination prior to plan year start	3
Total Employees Authorized for Payments Beginning FY 2024-25	394
Total Employees Receiving Payments End FY 2024-25	364

The following table reflects the participation level in the supplemental state health and dental contribution program through the end of FY 2024-25:

Number of Eligible State Employees that Received the Supplemental Contribution	Total Amount of Supplements Paid	Average Monthly Amount of the Individual Supplements Provided	Average Yearly Amount of the Individual Supplements Provided	Number of Dependent Children of Eligible State Employees
364	\$1,406,976	\$322.11	\$3,865.32	925

- 4 Department of Agriculture; Department of Public Safety; Department of Higher Education, Judicial Department; Department of Transportation; **Department of Personnel Administration** – State agencies with existing certificates of participation, the payments for which are subject to annual State appropriations, are requested to report annually, on or before September 1, to the Department of the Treasurer the following information for the full duration of the projects financed through certificates of participation: the name and total amount of the project financed; whether and when it was refinanced/refunded; the original financing date of the project; the total outstanding debt for the project; future principal payment amounts for the amortization of the debt by date and fund source; future interest payment amounts for the amortization of the debt by date and fund source; and the call feature and call dates.

Comment: The Department submitted information regarding existing certificates of participation (COP) to the Treasurer by September 1, 2025. The Department has a COP titled “CORE Upgrade COP.” The amount of project financed was \$11.4 million, with an original finance date of December 15, 2023. It was not refinanced. The total outstanding debt is \$8.9 million. Future principal payments range from \$1.0 million to \$1.3 million, paid annually until 2031. Future interest payments average \$92,432, paid annually until the end of 2031. Payments are made to U.S. Bank with an interest rate of 2.85 percent. Payments are made from the Statewide IT Systems Cash Fund and/or the Supplier Database Cash Fund.

Department of Personnel Requests

- 1 Department of Personnel, Executive Director’s Office, Statewide Special Purpose, Colorado State Employees Assistance Program -- The Department is requested to provide by November 1, 2025, a report to the Joint Budget Committee concerning the Colorado State Employee Assistance Program (CSEAP). The requested report should include, at a minimum, the following information: (a) Program services provided, by service type, for FY 2024-25; (b) utilization of counseling services by agency for FY 2024-25; (c) wait times for counseling services for calendar 2024 and 2025; and (d) aggregated participant satisfaction survey results. All data provided should be anonymized and HIPPA compliant.

Comment: The Department submitted its response as requested by November 1, 2025. In FY 2024-25, the Colorado State Employees Assistance Program (CSEAP) provided 5,899 state employees auxiliary services (e.g.,

critical incident response, mediation, professional and financial coaching, team facilitation, resource consultations, etc.). Of the 5,899 services provided, 5,086 were webinar or on-site presentations. A total of 1,479 state employees received counseling services in FY 2024-25, which represents a 20 percent decrease from FY 2023-24. The average wait time (between a state employee receiving their first appointment after making contact) for services was 22 days. Utilization of services was highest for Human Services, Judicial, Corrections, CDPHE, and CDLE. Aggregated participant satisfaction survey results showed that 80 percent of respondents reported that counseling was helpful in addressing their concerns. Additionally, the Program provided 185 financial assistance grants totaling \$49,400, with an average grant amount of \$267 per employee. Support paying for rent, food, and utilities were the main reasons employees applied for financial assistance. The largest number of requests for financial assistance came from employees working in Human Services and Corrections. CSEAP Financial Assistance was funded by the Credit Union of Colorado (CUC). CSEAP was notified that CUC will end its funding for the service by December 31, 2025.

- 2 Department of Personnel, Executive Director’s Office, Statewide Special Purpose, Colorado Equity Office – The Department is requested to provide by November 1, 2025, a report to the Joint Budget Committee on the status of the Colorado Equity Office, including progress toward meeting its statutory responsibility as established in Section 24-50-146 (2)(b). In addition, the Department is requested to provide an accounting of those positions across the various state agencies that are tasked with explicitly addressing issues of equity, diversity, and inclusion.

Comment: The Department submitted its response as requested by November 1, 2025. The Department summarized the work of the Colorado Equity Office to meet its statutory responsibility as established in Section 24-50-146 (2)(b), C.R.S., which included outreach and engagement, development of informational resources, and approval of Americans with Disabilities Act Title I and Title II accommodations (through the ADA Accommodation Fund). The Office also conducted organizational assessments, maintained statewide demographic dashboards, provided agency consultations, held equity, diversity, inclusion and accessibility (EDIA) learning sessions, launched courses addressing bias in hiring and performance management, and partnered with internal and external stakeholders. The Office has also formed five Statewide Communities of Practice:

- Supplier Diversity, Goods and Services;
- Supplier Diversity, Construction;
- Accessibility;
- Internal Strategy; and
- Community Engagement and External Strategy.

- 3 Department of Personnel, Executive Director’s Office, Statewide Special Purpose, Other Statewide Special Purpose, Public-Private Collaboration Unit – The Department is requested to provide by November 1, 2025, a report to the Joint Budget Committee on the status of public-private partnerships management by the Public-Private Collaboration Unit. This report should include for each project at least the following information:

- a. project name;
- b. project description, which should include:
 - I. the date the partnership was formally entered;
 - II. the date the project will, or did, begin;
 - III. the date the partnership or project will, or was, completed
- c. project budget;

- d. project expenditures to date;
- e. anticipated project cost; and
- f. anticipated project revenue.

The report should also detail the personal services and operating costs of the Public-Private Collaboration Unit for FY 2023-24, FY 2024-25, FY 2025-26 (estimated), and FY 2026-27 (estimated). In addition to the project-specific information provided, the Department is requested to provide a Schedule 9 for the Unused State-owned Real Property Fund created in Section 24-82-102.5 (5)(a), C.R.S.).

Comment: The Department submitted its response as requested on November 1, 2025. The Public-Private Partnership (P3) Collaboration Unit was created in 2022 by S.B. 22-130.²⁶ The Unit administers and manages all responsibility for P3 projects, and the Unit’s intent is to prioritize projects that increase behavioral health capacity, affordable housing development, access to child care services, and broadband deployment. The table below provides an overview of current P3 projects, their budgets, and expenditures to date. Please see the Budget Reduction Options issue brief (p. 20) for the Unused Stated-owned Real Property Fund Schedule 9.

²⁶ [S.B. 22-130 \(State Entity Authority for Public-Private Partnerships\)](#)

Project Name	Project Description	Status	Budget	Expenditures to Date	Anticipated P3 Costs	Anticipated Revenue	Date of Project Agreement	Project Start Date	Completion Date
Steamboat	1.1-acre site owned by CDOT, potentially developed for a 36-unit housing project targeting childcare workers and CDOT employees, and an early childcare center	Working with partners to review site plan	\$1,000,000 (\$500k USFS Grant)	\$495,397	\$500,000	\$0	2/2023 (IGA with Steamboat)	Project: Spring 2023; Construction: Summer 2026	Summer 2028
Durango	Property purchased from former Community Hospital site for 140 residential housing units	Technical Phase 3, Working towards solicitation; Legal and Financial advisory onboarded, Stakeholding with City of Durango	5,000,000	2,904,697	5,000,000	1,500,000	N/A to date	Technical Studies: 5/2023; Construction: Summer 2027	Summer 2029
Lakewood Complex (formerly 1881 Pierce)	Redevelopment of ~22.5 acres for mixed-income housing	Developing agreements with Metro West and Oakwood Homes	1,500,000	539,355	1,500,000	3,420,000	PDA: 10/2025; DA: Winter 2025/2026	Advisory: 2/2025; Contraction: Summer 2027	Spring 2029
Lookout Mountain	Development of affordable housing on 3-acres at Lookout Mountain Youth Services Center	Preparing solicitation	1,517,000	325,049	1,517,000	1,200,000	N/A to date	Plan: 3/2024; Construction: Winter 26/27	Fall 2028
I-70 CDOT Parcels	Three remnant parcels from I-70 expansion in Globeville Elyria-Swanson neighborhood; use is still TBD with community input	Technical studies	1,000,000	49,000	1,000,000	400,000	7/2024 (with CDOT)	Stakeholder Engagement: 6/2024	Summer 2029
Governor's Mansion Parking Lot	Mixed-income housing on 0.5-acre lot in Governor's Mansion Parking Lot	RFQ closed 10/25	1,200,000	74,181	1,200,000	400,000	Not available	Plan: 8/2023; Construction: Winter 2026	Spring 2028
Burnham Yard Predevelopment /Site Work	Former 58-acre railyard near Empower Field developed for mixed-use development (sports, entertainment, housing, businesses, public spaces, new stadium)	Master Plan Draft and demolition complete	2,000,000	1,979,653	1,579,653	0	Owner's Rep: 7/2024; Demo: 5/2025	Owner's Rep: 7/2024; Demo: 6/2025	Fall 2025
Glo Park / Pleasant View	Land swap to acquire buildable land for alternative energy labs	Project with NexCore terminated;	1,000,000	127,967	1,000,000	375,000	1/2024; Terminated 9/2025	Energy Labs: 1/2024; Housing: 10/2025	Spring 2028

Project Name	Project Description	Status	Budget	Expenditures to Date	Anticipated P3 Costs	Anticipated Revenue	Date of Project Agreement	Project Start Date	Completion Date
		considering RFQ for housing							
Pueblo	CDHS land identified as underutilized; conducting studies to determine best use	Assembling technical team	1,000,000	0	1,000,000	500,000	N/A to date	10/2025; Construction 2027	2030
Montview	CDHS land adjacent to Montview Youth Facility; conducting studies to determine best use	Technical studies will start in Spring of 2025	1,000,000	0	1,000,000	800,000	Not available	Spring 2026	TBD
1313 Sherman Street, Denver	Convert the Centennial Building to housing and childcare facility	Technical studies to determine conversion	750,000	0	750,000	500,000	Technical advisor: 10/2025	3/2026	TBD
Auraria Higher Education Center Ballfield Project	Converting vacant land at Auraria Ballpark to affordable/attainable housing and Early Childhood Education Center	Partners securing financing	5,004,500	5,004,500	5,004,500	3,750,000	P3 Agreement 6/2025	Summer 2026	Spring 2028
DOC Broadband	Broadband expansion at Sterling and Limon Correctional Facilities to support telehealth for mental and behavioral health and educational services for ~3,500 incarcerated individuals	Complete (pending data)	2,059,446 (Grant from the Denver Foundation)	2,009,564	0	0	11/2023	3/2024	9/2025
Pedway Pre-design Work	Pedway design at the Capitol Plaza	Terminated 8/2025	1,500,000	1,084,315	1,500,000	0	10/2024	9/2024	Summer 2025 (terminated)
Summit Village Sale	Land sale to Foothills Housing Authority	Closed	0	0	0	2,073,739	10/2023	Not available	Not available
Dowd Junction	CDOT workforce housing initiative	P3 portion complete	2,000,000	2,000,000	2,000,000	0	5/2024	Not available	8/2024
Totals:			\$27,026,446	\$16,428,053	\$24,546,653	\$14,918,739			

Department Annual Performance Report

Departments must publish an **Annual Performance Report**²⁷ for the *previous state fiscal year* by November 1 of each year. This report summarizes the Department's performance plan and most recent performance evaluation. In addition, departments develop and submit a **Performance Plan**²⁸ for the *current fiscal year* to the Joint Budget Committee and the relevant Joint Committee of Reference by July 1 of each year.

Per statute²⁹, the Joint Budget Committee must consider performance plans submitted by departments and may prioritize budget requests intended to enhance productivity, improve efficiency, reduce costs, and eliminate waste. To find the performance plans, search the Office of State Planning and Budgeting website and select the [performance plan](http://www.colorado.gov/pacific/performancemanagement/department-performance-plans) (www.colorado.gov/pacific/performancemanagement/department-performance-plans)

²⁷ Section 2-7-205, C.R.S.

²⁸ Section 2-7-204 (3)(a), C.R.S.

²⁹ Section 2-7-204 (6), C.R.S.

Appendix A: Numbers Pages

Appendix A details the actual expenditures for the last two state fiscal years, the appropriation for the current fiscal year, and the requested appropriation for next fiscal year. Appendix A organizes this information by line item and fund source.

Appendix A: Numbers Pages

	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
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Department of Personnel Anthony Gherardini, Executive Director

(1) Executive Director's Office

(A) Department Administration

Personal Services	<u>1,864,560</u>	<u>2,500,692</u>	<u>2,650,333</u>	<u>2,844,191</u> *
FTE	16.3	20.8	20.6	22.4
General Fund	0	33,679	35,837	229,695
Cash Funds	56,500	32,972	0	0
Reappropriated Funds	1,808,060	2,434,041	2,614,496	2,614,496
Federal Funds	0	0	0	0
Health, Life, and Dental	<u>5,357,008</u>	<u>6,217,136</u>	<u>6,369,282</u>	<u>7,873,600</u> *
FTE	0.0	0.0	0.0	0.0
General Fund	1,868,180	2,592,136	2,463,429	3,135,049
Cash Funds	217,065	159,407	175,734	211,224
Reappropriated Funds	3,271,763	3,465,593	3,730,119	4,527,327
Federal Funds	0	0	0	0
Short-term Disability	<u>48,398</u>	<u>53,858</u>	<u>26,917</u>	<u>29,336</u> *
FTE	0.0	0.0	0.0	0.0
General Fund	21,086	23,843	12,147	12,978
Cash Funds	1,639	1,720	779	984
Reappropriated Funds	25,673	28,295	13,991	15,374
Federal Funds	0	0	0	0

Appendix A: Numbers Pages

	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
Paid Family Medical Leave Insurance	<u>0</u>	<u>164,439</u>	<u>172,080</u>	<u>188,587</u>	*
FTE	0.0	0.0	0.0	0.0	
General Fund	0	74,300	78,088	83,430	
Cash Funds	0	5,205	5,010	6,327	
Reappropriated Funds	0	84,934	88,982	98,830	
Federal Funds	0	0	0	0	
S.B. 04-257 Amortization Equalization Disbursement	<u>1,644,064</u>	<u>0</u>	<u>0</u>	<u>0</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	727,550	0	0	0	
Cash Funds	54,722	0	0	0	
Reappropriated Funds	861,792	0	0	0	
Federal Funds	0	0	0	0	
S.B. 06-235 Supplemental Amortization Equalization Disbursement	<u>1,644,064</u>	<u>0</u>	<u>0</u>	<u>0</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	727,550	0	0	0	
Cash Funds	54,722	0	0	0	
Reappropriated Funds	861,792	0	0	0	
Federal Funds	0	0	0	0	
Unfunded Liability Amortization Equalization Disbursement Payments	<u>0</u>	<u>3,654,946</u>	<u>3,823,975</u>	<u>4,190,823</u>	*
FTE	0.0	0.0	0.0	0.0	
General Fund	0	1,652,562	1,735,281	1,854,001	
Cash Funds	0	114,956	111,331	140,611	
Reappropriated Funds	0	1,887,428	1,977,363	2,196,211	
Federal Funds	0	0	0	0	

Appendix A: Numbers Pages

	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
Step Pay	<u>0</u>	<u>1,116,367</u>	<u>188,525</u>	<u>154,470</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	275,286	47,621	69,349	
Cash Funds	0	20,542	1,540	5,374	
Reappropriated Funds	0	820,539	139,364	79,747	
Federal Funds	0	0	0	0	
CORE Payroll	<u>0</u>	<u>0</u>	<u>0</u>	<u>14,352</u> *	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	5,541	
Cash Funds	0	0	0	435	
Reappropriated Funds	0	0	0	8,376	
Salary Survey	<u>1,929,591</u>	<u>1,341,473</u>	<u>1,040,829</u>	<u>1,353,990</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	838,534	630,538	475,420	618,196	
Cash Funds	63,008	47,032	30,661	47,653	
Reappropriated Funds	1,028,049	663,903	534,748	688,141	
Federal Funds	0	0	0	0	
PERA Direct Distribution	<u>101,223</u>	<u>688,361</u>	<u>749,086</u>	<u>771,165</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	45,730	318,364	340,842	352,047	
Cash Funds	3,296	23,747	21,956	27,135	
Reappropriated Funds	52,197	346,250	386,288	391,983	
Federal Funds	0	0	0	0	

Appendix A: Numbers Pages

	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
Shift Differential	<u>36,199</u>	<u>3,048</u>	<u>81,173</u>	<u>3,444</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	36,199	3,048	81,173	3,444	
Federal Funds	0	0	0	0	
Temporary Employees Related to Authorized Leave	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Workers' Compensation	<u>281,995</u>	<u>396,122</u>	<u>353,747</u>	<u>463,608</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	90,991	152,985	136,619	178,995	
Cash Funds	8,265	14,382	12,843	14,057	
Reappropriated Funds	182,739	228,755	204,285	270,556	
Federal Funds	0	0	0	0	
Operating Expenses	<u>101,485</u>	<u>134,846</u>	<u>106,557</u>	<u>314,909</u> *	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	126,037	106,557	314,909	
Cash Funds	0	8,809	0	0	
Reappropriated Funds	101,485	0	0	0	
Federal Funds	0	0	0	0	

Appendix A: Numbers Pages

	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
Legal Services	<u>768,089</u>	<u>443,450</u>	<u>407,556</u>	<u>924,643</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	605,529	407,846	252,858	665,751	
Cash Funds	106,374	5,884	106,946	81,386	
Reappropriated Funds	56,186	29,720	47,752	177,506	
Federal Funds	0	0	0	0	
Administrative Law Judge Services	<u>0</u>	<u>0</u>	<u>0</u>	<u>933</u>	*
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	933	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Payment to Risk Management and Property Funds	<u>1,453,607</u>	<u>2,196,847</u>	<u>3,122,472</u>	<u>1,462,875</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	493,369	848,437	1,205,920	564,805	
Cash Funds	244,763	79,764	113,372	44,356	
Reappropriated Funds	715,475	1,268,646	1,803,180	853,714	
Federal Funds	0	0	0	0	
Vehicle Lease Payments	<u>210,256</u>	<u>220,330</u>	<u>262,163</u>	<u>266,356</u>	*
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	417	393	561	
Reappropriated Funds	210,256	219,913	261,770	265,795	
Federal Funds	0	0	0	0	

Appendix A: Numbers Pages

	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
Leased Space	<u>344,045</u>	<u>342,133</u>	<u>353,886</u>	<u>221,493</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	344,045	342,133	353,886	221,493	
Federal Funds	0	0	0	0	
Capitol Complex Leased Space	<u>4,519,514</u>	<u>4,792,846</u>	<u>4,015,796</u>	<u>4,786,726</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	3,085,216	3,597,001	2,739,205	3,515,713	
Cash Funds	21,957	35,980	38,409	19,606	
Reappropriated Funds	1,412,341	1,159,865	1,238,182	1,251,407	
Federal Funds	0	0	0	0	
Annual Depreciation - Lease Equivalent Payment	<u>777,842</u>	<u>2,724,839</u>	<u>1,838,210</u>	<u>2,600,060</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	225,437	1,903,240	1,838,210	2,600,060	
Cash Funds	552,405	821,599	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Payments to OIT	<u>9,516,862</u>	<u>10,617,896</u>	<u>12,744,727</u>	<u>12,213,122</u> *	
FTE	0.0	0.0	0.0	0.0	
General Fund	2,721,216	5,262,465	4,761,569	4,904,416	
Cash Funds	1,190,095	870,050	1,895,312	1,846,896	
Reappropriated Funds	5,605,551	4,485,381	6,087,846	5,461,810	
Federal Funds	0	0	0	0	

Appendix A: Numbers Pages

	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
CORE Operations	<u>245,181</u>	<u>69,357</u>	<u>62,696</u>	<u>255,137</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	79,113	26,786	24,213	98,507	
Cash Funds	7,187	2,518	2,276	7,736	
Reappropriated Funds	158,881	40,053	36,207	148,894	
Federal Funds	0	0	0	0	
IT Accessibility	<u>84,086</u>	<u>0</u>	<u>0</u>	<u>170,762</u> *	
FTE	0.0	0.0	0.0	0.9	
General Fund	84,086	0	0	46,294	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	124,468	
Federal Funds	0	0	0	0	
Governor's Office Transition	<u>0</u>	<u>0</u>	<u>0</u>	<u>25,000</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	25,000	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
SUBTOTAL - (A) Department Administration	30,928,069	37,678,986	38,370,010	41,129,582	7.2%
FTE	<u>16.3</u>	<u>20.8</u>	<u>20.6</u>	<u>23.3</u>	<u>13.1%</u>
General Fund	11,613,587	17,925,505	16,253,816	19,275,669	18.6%
Cash Funds	2,581,998	2,244,984	2,516,562	2,454,341	(2.5%)
Reappropriated Funds	16,732,484	17,508,497	19,599,632	19,399,572	(1.0%)
Federal Funds	0	0	0	0	0.0%

Appendix A: Numbers Pages

	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
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(B) Statewide Special Purpose

Department. The State Archives program was transferred to the Division of Central Services in FY 2018-19.

(I) Colorado State Employees Assistance Program

Personal Services	<u>1,121,100</u>	<u>1,721,891</u>	<u>1,449,239</u>	<u>1,486,682</u>	
FTE	12.4	13.1	14.0	14.0	
General Fund	0	0	0	0	
Cash Funds	48,758	95,442	87,914	89,991	
Reappropriated Funds	1,072,342	1,626,449	1,361,325	1,396,691	
Federal Funds	0	0	0	0	
Housing Pilot Project	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,700,000</u>	*
FTE	0.0	0.0	0.0	3.0	
General Fund	0	0	0	1,700,000	
Operating Expenses	<u>85,085</u>	<u>85,153</u>	<u>93,293</u>	<u>93,293</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	6,109	7,050	7,050	7,050	
Reappropriated Funds	78,976	78,103	86,243	86,243	
Federal Funds	0	0	0	0	
Indirect Cost Assessment	<u>521,443</u>	<u>253,876</u>	<u>319,269</u>	<u>319,269</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	521,443	253,876	319,269	319,269	
Federal Funds	0	0	0	0	

Appendix A: Numbers Pages

	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
SUBTOTAL -	1,727,628	2,060,920	1,861,801	3,599,244	93.3%
<i>FTE</i>	<u>12.4</u>	<u>13.1</u>	<u>14.0</u>	<u>17.0</u>	<u>21.4%</u>
General Fund	0	0	0	1,700,000	0.0%
Cash Funds	54,867	102,492	94,964	97,041	2.2%
Reappropriated Funds	1,672,761	1,958,428	1,766,837	1,802,203	2.0%
Federal Funds	0	0	0	0	0.0%
(II) Office of the State Architect					
Office of the State Architect	<u>1,228,416</u>	<u>1,615,851</u>	<u>2,140,235</u>	<u>2,190,860</u>	
<i>FTE</i>	<u>11.2</u>	<u>12.5</u>	<u>13.0</u>	<u>13.0</u>	
General Fund	1,228,416	1,615,851	2,140,235	2,190,860	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Statewide Planning Services	<u>113,642</u>	<u>0</u>	<u>7,811</u>	<u>383,420</u> *	
<i>FTE</i>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	
General Fund	113,642	0	7,811	383,420	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
SUBTOTAL -	1,342,058	1,615,851	2,148,046	2,574,280	19.8%
<i>FTE</i>	<u>11.2</u>	<u>12.5</u>	<u>13.0</u>	<u>13.0</u>	<u>(0.0%)</u>
General Fund	1,342,058	1,615,851	2,148,046	2,574,280	19.8%
Cash Funds	0	0	0	0	0.0%
Reappropriated Funds	0	0	0	0	0.0%
Federal Funds	0	0	0	0	0.0%

Appendix A: Numbers Pages

	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
(III) Colorado Equity Office					
Personal services	<u>1,208,669</u>	<u>1,361,399</u>	<u>777,493</u>	<u>685,192</u>	
FTE	6.6	5.9	10.0	10.0	
General Fund	1,208,669	1,361,399	777,493	685,192	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Operating Expenses	<u>24,307</u>	<u>20,045</u>	<u>13,500</u>	<u>13,500</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	24,307	20,045	13,500	13,500	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
SUBTOTAL -	1,232,976	1,381,444	790,993	698,692	(11.7%)
FTE	<u>6.6</u>	<u>5.9</u>	<u>10.0</u>	<u>10.0</u>	0.0%
General Fund	1,232,976	1,381,444	790,993	698,692	(11.7%)
Cash Funds	0	0	0	0	0.0%
Reappropriated Funds	0	0	0	0	0.0%
Federal Funds	0	0	0	0	0.0%

Appendix A: Numbers Pages

	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
(V) Other Statewide Special Purpose					
Test Facility Lease	<u>119,842</u>	<u>119,842</u>	<u>119,842</u>	<u>119,842</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	119,842	119,842	119,842	119,842	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Employment Security Contract Payment	<u>16,000</u>	<u>16,000</u>	<u>17,199</u>	<u>17,743</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	7,264	7,264	8,463	9,007	
Cash Funds	0	0	0	0	
Reappropriated Funds	8,736	8,736	8,736	8,736	
Federal Funds	0	0	0	0	
Disability Funding Committee	<u>380,076</u>	<u>0</u>	<u>0</u>	<u>0</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	380,076	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Americans with Disabilities Act Reasonable Accommodation Coordination	<u>304,661</u>	<u>432,779</u>	<u>470,413</u>	<u>472,300</u>	
FTE	0.5	0.5	1.0	1.0	
General Fund	304,661	432,779	470,413	472,300	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	

Appendix A: Numbers Pages

	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
Public-Private Collaboration Unit	<u>259,481</u>	<u>247,213</u>	<u>316,153</u>	<u>322,282</u>	
FTE	2.7	2.1	3.0	3.0	
General Fund	0	0	0	0	
Cash Funds	259,481	247,213	316,153	322,282	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
State Procurement Equity Program	<u>468,253</u>	<u>429,055</u>	<u>605,175</u>	<u>440,734</u> *	
FTE	3.6	4.0	5.0	5.0	
General Fund	468,253	429,055	605,175	440,734	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
State Sustainability Office	<u>0</u>	<u>161,192</u>	<u>400,000</u>	<u>550,282</u> *	
FTE	0.0	0.8	0.0	2.3	
General Fund	0	0	0	550,282	
Cash Funds	0	161,192	400,000	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
SUBTOTAL -	1,548,313	1,406,081	1,928,782	1,923,183	(0.3%)
FTE	<u>6.8</u>	<u>7.4</u>	<u>9.0</u>	<u>11.3</u>	<u>25.6%</u>
General Fund	900,020	988,940	1,203,893	1,592,165	32.3%
Cash Funds	639,557	408,405	716,153	322,282	(55.0%)
Reappropriated Funds	8,736	8,736	8,736	8,736	0.0%
Federal Funds	0	0	0	0	0.0%

Appendix A: Numbers Pages

	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
SUBTOTAL - (B) Statewide Special Purpose	5,850,975	6,464,296	6,729,622	8,795,399	30.7%
<i>FTE</i>	<u>37.0</u>	<u>38.9</u>	<u>46.0</u>	<u>51.3</u>	<u>11.5%</u>
General Fund	3,475,054	3,986,235	4,142,932	6,565,137	58.5%
Cash Funds	694,424	510,897	811,117	419,323	(48.3%)
Reappropriated Funds	1,681,497	1,967,164	1,775,573	1,810,939	2.0%
Federal Funds	0	0	0	0	0.0%
TOTAL - (1) Executive Director's Office	36,779,044	44,143,282	45,099,632	49,924,981	10.7%
<i>FTE</i>	<u>53.3</u>	<u>59.7</u>	<u>66.6</u>	<u>74.6</u>	<u>12.0%</u>
General Fund	15,088,641	21,911,740	20,396,748	25,840,806	26.7%
Cash Funds	3,276,422	2,755,881	3,327,679	2,873,664	(13.6%)
Reappropriated Funds	18,413,981	19,475,661	21,375,205	21,210,511	(0.8%)
Federal Funds	0	0	0	0	0.0%

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	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
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(2) Division of Human Resources

her agencies.

(A) Human Resource Services

(I) State Agency Services

Personal Services	<u>2,181,135</u>	<u>2,469,400</u>	<u>2,982,822</u>	<u>2,955,568</u>	
FTE	22.6	23.8	29.7	28.2	
General Fund	1,990,852	2,469,400	2,982,822	2,955,568	
Cash Funds	190,283	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Operating Expenses	<u>73,962</u>	<u>81,710</u>	<u>104,597</u>	<u>104,597</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	73,962	81,710	104,597	104,597	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Total Compensation and Employee Engagement Surveys	<u>300,000</u>	<u>296,201</u>	<u>425,000</u>	<u>1</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	300,000	296,201	425,000	1	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	

Appendix A: Numbers Pages

	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
State Employee Tuition Reimbursement	<u>285,088</u>	<u>327,319</u>	<u>300,000</u>	<u>300,000</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	285,088	327,319	300,000	300,000	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
State Employee Professional Development	<u>5,427,683</u>	<u>0</u>	<u>0</u>	<u>0</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	5,427,683	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
SUBTOTAL -	8,267,868	3,174,630	3,812,419	3,360,166	(11.9%)
FTE	<u>22.6</u>	<u>23.8</u>	<u>29.7</u>	<u>28.2</u>	<u>(5.1%)</u>
General Fund	8,077,585	3,174,630	3,812,419	3,360,166	(11.9%)
Cash Funds	190,283	0	0	0	0.0%
Reappropriated Funds	0	0	0	0	0.0%
Federal Funds	0	0	0	0	0.0%
(II) Training Services					
Training Services	<u>366,148</u>	<u>700,553</u>	<u>675,109</u>	<u>1,401,232</u> *	
FTE	3.2	4.0	6.3	6.3	
General Fund	366,148	581,812	675,109	1,401,232	
Cash Funds	0	118,741	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	

Appendix A: Numbers Pages

	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
Indirect Cost Assessment	<u>145,630</u>	<u>0</u>	<u>0</u>	<u>0</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	145,630	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
SUBTOTAL -	511,778	700,553	675,109	1,401,232	107.6%
FTE	<u>3.2</u>	<u>4.0</u>	<u>6.3</u>	<u>6.3</u>	<u>0.0%</u>
General Fund	511,778	581,812	675,109	1,401,232	107.6%
Cash Funds	0	118,741	0	0	0.0%
Reappropriated Funds	0	0	0	0	0.0%
Federal Funds	0	0	0	0	0.0%
SUBTOTAL - (A) Human Resource Services	8,779,646	3,875,183	4,487,528	4,761,398	6.1%
FTE	<u>25.8</u>	<u>27.8</u>	<u>36.0</u>	<u>34.5</u>	<u>(4.2%)</u>
General Fund	8,589,363	3,756,442	4,487,528	4,761,398	6.1%
Cash Funds	190,283	118,741	0	0	0.0%
Reappropriated Funds	0	0	0	0	0.0%
Federal Funds	0	0	0	0	0.0%

(F) Labor Relations Services

Personal Services	<u>2,620,041</u>	<u>2,852,652</u>	<u>2,002,969</u>	<u>2,042,701</u>	
FTE	19.0	25.6	20.0	20.0	
General Fund	2,620,041	2,852,652	2,002,969	2,042,701	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	

Appendix A: Numbers Pages

	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
Operating Expenses	<u>349,469</u>	<u>101,069</u>	<u>126,385</u>	<u>126,385</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	349,469	101,069	126,385	126,385	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Union Stewards	<u>196,369</u>	<u>276,851</u>	<u>50,000</u>	<u>50,000</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	196,369	276,851	50,000	50,000	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
SUBTOTAL - (F) Labor Relations Services	3,165,879	3,230,572	2,179,354	2,219,086	1.8%
FTE	<u>19.0</u>	<u>25.6</u>	<u>20.0</u>	<u>20.0</u>	0.0%
General Fund	3,165,879	3,230,572	2,179,354	2,219,086	1.8%
Cash Funds	0	0	0	0	0.0%
Reappropriated Funds	0	0	0	0	0.0%
Federal Funds	0	0	0	0	0.0%

(B) Employee Benefits Services

Personal Services	<u>860,632</u>	<u>942,311</u>	<u>1,081,150</u>	<u>1,096,097</u>	
FTE	9.9	10.2	12.0	12.0	
General Fund	0	0	0	0	
Cash Funds	860,632	942,311	1,081,150	1,096,097	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	

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	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
Operating Expenses	<u>32,690</u>	<u>32,397</u>	<u>58,093</u>	<u>58,093</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	32,397	0	0	
Cash Funds	32,690	0	58,093	58,093	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Utilization Review	<u>24,988</u>	<u>24,988</u>	<u>25,000</u>	<u>25,000</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	24,988	24,988	25,000	25,000	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
H.B. 07-1335 Supplemental State Contribution Fund	<u>1,564,675</u>	<u>1,603,950</u>	<u>1,848,255</u>	<u>1,848,255</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	1,564,675	1,603,950	1,848,255	1,848,255	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Indirect Cost Assessment	<u>295,782</u>	<u>422,811</u>	<u>277,668</u>	<u>277,668</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	295,782	422,811	277,668	277,668	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	

Appendix A: Numbers Pages

	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
SUBTOTAL - (B) Employee Benefits Services	2,778,767	3,026,457	3,290,166	3,305,113	0.5%
<i>FTE</i>	<u>9.9</u>	<u>10.2</u>	<u>12.0</u>	<u>12.0</u>	<u>0.0%</u>
General Fund	0	32,397	0	0	0.0%
Cash Funds	2,778,767	2,994,060	3,290,166	3,305,113	0.5%
Reappropriated Funds	0	0	0	0	0.0%
Federal Funds	0	0	0	0	0.0%

(C) Risk Management Services

Personal Services	<u>789,813</u>	<u>925,575</u>	<u>1,099,512</u>	<u>1,124,262</u>	
<i>FTE</i>	<u>8.4</u>	<u>8.1</u>	<u>12.5</u>	<u>12.5</u>	
General Fund	0	6,414	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	789,813	919,161	1,099,512	1,124,262	
Federal Funds	0	0	0	0	
Operating Expenses	<u>63,602</u>	<u>53,708</u>	<u>65,018</u>	<u>65,018</u>	
<i>FTE</i>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	63,602	53,708	65,018	65,018	
Federal Funds	0	0	0	0	
Actuarial and Broker Services	<u>243,900</u>	<u>231,682</u>	<u>414,706</u>	<u>418,273</u>	
<i>FTE</i>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	243,900	231,682	414,706	418,273	
Federal Funds	0	0	0	0	

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	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
Risk Management Information System	<u>193,300</u>	<u>218,050</u>	<u>230,533</u>	<u>253,588</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	193,300	218,050	230,533	253,588	
Federal Funds	0	0	0	0	
Indirect Cost Assessment	<u>282,494</u>	<u>365,942</u>	<u>211,163</u>	<u>211,163</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	282,494	365,942	211,163	211,163	
Federal Funds	0	0	0	0	
Liability Claims	<u>34,996,671</u>	<u>5,586,718</u>	<u>12,678,152</u>	<u>11,030,128</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	301,233	10,321,674	
Reappropriated Funds	34,996,671	5,586,718	12,376,919	708,454	
Federal Funds	0	0	0	0	
Liability Excess Policy	<u>103,000</u>	<u>2,733,192</u>	<u>0</u>	<u>0</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	103,000	2,733,192	0	0	
Federal Funds	0	0	0	0	

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	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
Liability Legal Services	<u>6,040,506</u>	<u>8,302,909</u>	<u>9,551,301</u>	<u>8,907,831</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	6,040,506	8,302,909	9,551,301	8,907,831	
Federal Funds	0	0	0	0	
Property Policies	<u>15,548,051</u>	<u>18,141,931</u>	<u>19,856,591</u>	<u>20,051,221</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	8,386,612	
Reappropriated Funds	15,548,051	18,141,931	19,856,591	11,664,609	
Federal Funds	0	0	0	0	
Property Deductibles and Payouts	<u>13,754,997</u>	<u>18,048,564</u>	<u>21,790,649</u>	<u>13,389,084</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	13,754,997	18,048,564	21,790,649	13,389,084	
Federal Funds	0	0	0	0	
Workers' Compensation Claims	<u>29,718,862</u>	<u>32,884,989</u>	<u>30,222,640</u>	<u>33,962,814</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	2,654,695	0	
Reappropriated Funds	29,718,862	32,884,989	27,567,945	33,962,814	
Federal Funds	0	0	0	0	

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	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
Workers' Compensation TPA Fees and Loss Control	<u>2,053,692</u>	<u>1,846,719</u>	<u>1,850,000</u>	<u>2,078,480</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	2,053,692	1,846,719	1,850,000	2,078,480	
Federal Funds	0	0	0	0	
Workers' Compensation Excess Policy	<u>1,293,869</u>	<u>1,685,060</u>	<u>1,562,367</u>	<u>1,327,310</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	1,293,869	1,685,060	1,562,367	1,327,310	
Federal Funds	0	0	0	0	
Workers' Compensation Legal Services	<u>1,423,075</u>	<u>2,019,767</u>	<u>1,796,548</u>	<u>2,743,168</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	1,423,075	2,019,767	1,796,548	2,743,168	
Federal Funds	0	0	0	0	
SUBTOTAL - (C) Risk Management Services	106,505,832	93,044,806	101,329,180	95,562,340	(5.7%)
FTE	<u>8.4</u>	<u>8.1</u>	<u>12.5</u>	<u>12.5</u>	<u>0.0%</u>
General Fund	0	6,414	0	0	0.0%
Cash Funds	0	0	2,955,928	18,708,286	532.9%
Reappropriated Funds	106,505,832	93,038,392	98,373,252	76,854,054	(21.9%)
Federal Funds	0	0	0	0	0.0%

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	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
TOTAL - (2) Division of Human Resources	121,230,124	103,177,018	111,286,228	105,847,937	(4.9%)
<i>FTE</i>	<u>63.1</u>	<u>71.7</u>	<u>80.5</u>	<u>79.0</u>	<u>(1.9%)</u>
General Fund	11,755,242	7,025,825	6,666,882	6,980,484	4.7%
Cash Funds	2,969,050	3,112,801	6,246,094	22,013,399	252.4%
Reappropriated Funds	106,505,832	93,038,392	98,373,252	76,854,054	(21.9%)
Federal Funds	0	0	0	0	0.0%

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	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
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(3) State Personnel Board

(A) Personnel Board

Personal Services	<u>548,950</u>	<u>564,802</u>	<u>664,571</u>	<u>679,376</u>	
FTE	4.5	4.5	5.1	5.1	
General Fund	548,950	564,802	664,571	679,376	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Operating Expenses	<u>23,006</u>	<u>16,797</u>	<u>23,374</u>	<u>23,374</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	23,006	16,797	23,374	23,374	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Legal Services	<u>76,547</u>	<u>37,977</u>	<u>2,224</u>	<u>34,760</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	76,547	37,977	2,224	34,760	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	

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	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
TOTAL - (3) State Personnel Board	648,503	619,576	690,169	737,510	6.9%
<i>FTE</i>	<u>4.5</u>	<u>4.5</u>	<u>5.1</u>	<u>5.1</u>	<u>0.0%</u>
General Fund	648,503	619,576	690,169	737,510	6.9%
Cash Funds	0	0	0	0	0.0%
Reappropriated Funds	0	0	0	0	0.0%
Federal Funds	0	0	0	0	0.0%

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	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
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(4) Division of Central Services

(A) Administration

Personal Services	<u>526,983</u>	<u>580,833</u>	<u>657,349</u>	<u>674,261</u>	
FTE	5.3	5.5	5.2	5.2	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	526,983	580,833	657,349	674,261	
Federal Funds	0	0	0	0	
Operating Expenses	<u>14,503</u>	<u>10,703</u>	<u>27,690</u>	<u>27,690</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	14,503	10,703	27,690	27,690	
Federal Funds	0	0	0	0	
Indirect Cost Assessment	<u>12,645</u>	<u>14,492</u>	<u>16,611</u>	<u>16,611</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	12,645	14,492	16,611	16,611	
Federal Funds	0	0	0	0	

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	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
SUBTOTAL - (A) Administration	554,131	606,028	701,650	718,562	2.4%
<i>FTE</i>	<u>5.3</u>	<u>5.5</u>	<u>5.2</u>	<u>5.2</u>	<u>0.0%</u>
General Fund	0	0	0	0	0.0%
Cash Funds	0	0	0	0	0.0%
Reappropriated Funds	554,131	606,028	701,650	718,562	2.4%
Federal Funds	0	0	0	0	0.0%

(B) Integrated Document Solutions

Personal Services	<u>6,606,073</u>	<u>7,141,697</u>	<u>8,347,866</u>	<u>8,571,574</u>	
FTE	89.2	88.1	102.6	102.6	
General Fund	0	0	0	0	
Cash Funds	141,615	141,614	141,615	141,615	
Reappropriated Funds	6,464,458	7,000,083	8,206,251	8,429,959	
Federal Funds	0	0	0	0	
Operating Expenses	<u>22,522,697</u>	<u>23,123,908</u>	<u>22,799,664</u>	<u>26,568,257</u>	*
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	980,537	980,537	980,537	2,032,310	
Reappropriated Funds	21,542,160	22,143,371	21,819,127	24,535,947	
Federal Funds	0	0	0	0	
Address Confidentiality Program	<u>562,083</u>	<u>629,656</u>	<u>1,033,813</u>	<u>1,078,161</u>	
FTE	5.2	5.7	8.0	8.0	
General Fund	448,423	540,455	892,139	926,487	
Cash Funds	113,660	89,201	141,674	151,674	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	

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	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
Indirect Cost Assessment	<u>416,993</u>	<u>453,776</u>	<u>589,670</u>	<u>589,670</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	416,993	453,776	589,670	589,670	
Federal Funds	0	0	0	0	
Commercial Print Payments	<u>1,668,014</u>	<u>1,733,260</u>	<u>1,733,260</u>	<u>1,733,260</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	1,668,014	1,733,260	1,733,260	1,733,260	
Federal Funds	0	0	0	0	
Print Equipment Lease Purchase	<u>269,320</u>	<u>547,243</u>	<u>547,243</u>	<u>547,243</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	269,320	547,243	547,243	547,243	
Federal Funds	0	0	0	0	
Scan Equipment Lease Purchase	<u>84,999</u>	<u>151,776</u>	<u>151,776</u>	<u>151,776</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	84,999	151,776	151,776	151,776	
Federal Funds	0	0	0	0	

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	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
Utilities	<u>69,000</u>	<u>64,046</u>	<u>69,000</u>	<u>69,000</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	69,000	64,046	69,000	69,000	
Federal Funds	0	0	0	0	
SUBTOTAL - (B) Integrated Document Solutions	32,199,179	33,845,362	35,272,292	39,308,941	11.4%
FTE	<u>94.4</u>	<u>93.8</u>	<u>110.6</u>	<u>110.6</u>	<u>0.0%</u>
General Fund	448,423	540,455	892,139	926,487	3.9%
Cash Funds	1,235,812	1,211,352	1,263,826	2,325,599	84.0%
Reappropriated Funds	30,514,944	32,093,555	33,116,327	36,056,855	8.9%
Federal Funds	0	0	0	0	0.0%

(C) Colorado State Archives

Personal Services	<u>695,539</u>	<u>792,300</u>	<u>866,351</u>	<u>898,641</u>	
FTE	10.1	10.7	13.0	13.0	
General Fund	666,332	701,723	745,541	777,831	
Cash Funds	27,994	90,577	91,739	91,739	
Reappropriated Funds	1,213	0	29,071	29,071	
Federal Funds	0	0	0	0	
Operating Expenses	<u>368,807</u>	<u>418,835</u>	<u>448,885</u>	<u>448,885</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	364,696	418,835	422,885	422,885	
Cash Funds	4,111	0	26,000	26,000	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	

Appendix A: Numbers Pages

	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
SUBTOTAL - (C) Colorado State Archives	1,064,346	1,211,135	1,315,236	1,347,526	2.5%
<i>FTE</i>	<u>10.1</u>	<u>10.7</u>	<u>13.0</u>	<u>13.0</u>	<u>0.0%</u>
General Fund	1,031,028	1,120,558	1,168,426	1,200,716	2.8%
Cash Funds	32,105	90,577	117,739	117,739	0.0%
Reappropriated Funds	1,213	0	29,071	29,071	0.0%
Federal Funds	0	0	0	0	0.0%
TOTAL - (4) Division of Central Services	33,817,656	35,662,525	37,289,178	41,375,029	11.0%
<i>FTE</i>	<u>109.8</u>	<u>110.0</u>	<u>128.8</u>	<u>128.8</u>	<u>0.0%</u>
General Fund	1,479,451	1,661,013	2,060,565	2,127,203	3.2%
Cash Funds	1,267,917	1,301,929	1,381,565	2,443,338	76.9%
Reappropriated Funds	31,070,288	32,699,583	33,847,048	36,804,488	8.7%
Federal Funds	0	0	0	0	0.0%

Appendix A: Numbers Pages

	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
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(5) Division of Accounts and Control

(A) Financial Operations and Reporting

Recovery Audit Program Disbursements	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	

(1) Financial Operations and Reporting

Personal Services	<u>3,139,627</u>	<u>3,704,266</u>	<u>4,472,246</u>	<u>4,562,134</u>	
FTE	30.5	34.0	38.5	38.5	
General Fund	3,139,627	3,704,266	4,472,246	4,562,134	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Operating Expenses	<u>131,846</u>	<u>209,085</u>	<u>149,823</u>	<u>149,823</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	131,846	209,085	149,823	149,823	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	

Appendix A: Numbers Pages

	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
SUBTOTAL -	3,271,473	3,913,351	4,622,069	4,711,957	1.9%
<i>FTE</i>	<u>30.5</u>	<u>34.0</u>	<u>38.5</u>	<u>38.5</u>	<u>(0.0%)</u>
General Fund	3,271,473	3,913,351	4,622,069	4,711,957	1.9%
Cash Funds	0	0	0	0	0.0%
Reappropriated Funds	0	0	0	0	0.0%
Federal Funds	0	0	0	0	0.0%
SUBTOTAL - (A) Financial Operations and Reporting	3,271,473	3,913,351	4,622,069	4,711,957	1.9%
<i>FTE</i>	<u>30.5</u>	<u>34.0</u>	<u>38.5</u>	<u>38.5</u>	<u>(0.0%)</u>
General Fund	3,271,473	3,913,351	4,622,069	4,711,957	1.9%
Cash Funds	0	0	0	0	0.0%
Reappropriated Funds	0	0	0	0	0.0%
Federal Funds	0	0	0	0	0.0%

(B) Procurement and Contracts

Personal Services	<u>1,749,947</u>	<u>1,948,066</u>	<u>2,332,942</u>	<u>2,385,898</u>
<i>FTE</i>	17.0	17.7	20.8	20.8
General Fund	294,658	101,014	467,548	520,504
Cash Funds	1,455,289	1,847,052	1,865,394	1,865,394
Reappropriated Funds	0	0	0	0
Federal Funds	0	0	0	0
Operating Expenses	<u>16,938</u>	<u>68,385</u>	<u>42,089</u>	<u>42,089</u>
<i>FTE</i>	0.0	0.0	0.0	0.0
General Fund	16,938	68,385	42,089	42,089
Cash Funds	0	0	0	0
Reappropriated Funds	0	0	0	0
Federal Funds	0	0	0	0

Appendix A: Numbers Pages

	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
SUBTOTAL - (B) Procurement and Contracts	1,766,885	2,016,451	2,375,031	2,427,987	2.2%
<i>FTE</i>	<u>17.0</u>	<u>17.7</u>	<u>20.8</u>	<u>20.8</u>	<u>(0.0%)</u>
General Fund	311,596	169,399	509,637	562,593	10.4%
Cash Funds	1,455,289	1,847,052	1,865,394	1,865,394	0.0%
Reappropriated Funds	0	0	0	0	0.0%
Federal Funds	0	0	0	0	0.0%

(C) CORE Operations

Personal Services	<u>2,199,590</u>	<u>2,267,950</u>	<u>2,515,038</u>	<u>3,828,069</u> *
<i>FTE</i>	24.8	24.5	22.3	35.2
General Fund	0	0	0	0
Cash Funds	0	2,165,165	2,515,038	0
Reappropriated Funds	2,199,590	102,785	0	3,828,069
Federal Funds	0	0	0	0
Operating Expenses	<u>40,336</u>	<u>49,935</u>	<u>59,590</u>	<u>91,072</u> *
<i>FTE</i>	0.0	0.0	0.0	0.0
General Fund	0	0	0	0
Cash Funds	0	49,935	59,590	0
Reappropriated Funds	40,336	0	0	91,072
Federal Funds	0	0	0	0
Payments for CORE and Support Modules	<u>5,836,722</u>	<u>6,175,119</u>	<u>6,159,278</u>	<u>6,529,278</u> *
<i>FTE</i>	0.0	0.0	0.0	0.0
General Fund	0	0	0	0
Cash Funds	4,590,323	6,175,119	6,159,278	4,029,950
Reappropriated Funds	1,246,399	0	0	2,499,328
Federal Funds	0	0	0	0

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	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
CORE Lease Purchase Payments	<u>1,268,631</u>	<u>1,268,466</u>	<u>1,269,676</u>	<u>1,269,676</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	1,268,466	1,269,676	0	
Reappropriated Funds	1,268,631	0	0	1,269,676	
Federal Funds	0	0	0	0	
Indirect Cost Assessment	<u>372,646</u>	<u>167,026</u>	<u>249,437</u>	<u>249,437</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	167,026	247,738	0	
Reappropriated Funds	372,646	0	1,699	249,437	
Federal Funds	0	0	0	0	
SUBTOTAL - (C) CORE Operations	9,717,925	9,928,496	10,253,019	11,967,532	16.7%
FTE	<u>24.8</u>	<u>24.5</u>	<u>22.3</u>	<u>35.2</u>	<u>57.8%</u>
General Fund	0	0	0	0	0.0%
Cash Funds	4,590,323	9,825,711	10,251,320	4,029,950	(60.7%)
Reappropriated Funds	5,127,602	102,785	1,699	7,937,582	467091.4%
Federal Funds	0	0	0	0	0.0%
TOTAL - (5) Division of Accounts and Control	14,756,283	15,858,298	17,250,119	19,107,476	10.8%
FTE	<u>72.3</u>	<u>76.2</u>	<u>81.6</u>	<u>94.5</u>	<u>15.8%</u>
General Fund	3,583,069	4,082,750	5,131,706	5,274,550	2.8%
Cash Funds	6,045,612	11,672,763	12,116,714	5,895,344	(51.3%)
Reappropriated Funds	5,127,602	102,785	1,699	7,937,582	467091.4%
Federal Funds	0	0	0	0	0.0%

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	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
(6) Office of Administrative Courts					
Personal Services	<u>4,574,912</u>	<u>4,502,267</u>	<u>5,008,380</u>	<u>5,709,918</u> *	
FTE	40.4	38.4	47.4	53.9	
General Fund	0	0	0	0	
Cash Funds	0	804,719	138,608	1,735,590	
Reappropriated Funds	4,574,912	3,697,548	4,869,772	3,974,328	
Federal Funds	0	0	0	0	
Operating Expenses	<u>127,237</u>	<u>130,942</u>	<u>195,699</u>	<u>185,630</u> *	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	107,068	96,014	114,382	0	
Reappropriated Funds	20,169	34,928	81,317	185,630	
Federal Funds	0	0	0	0	
Indirect Cost Assessment	<u>178,659</u>	<u>141,921</u>	<u>189,364</u>	<u>189,364</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	178,659	141,921	189,364	189,364	
Federal Funds	0	0	0	0	
TOTAL - (6) Office of Administrative Courts	4,880,808	4,775,130	5,393,443	6,084,912	12.8%
FTE	<u>40.4</u>	<u>38.4</u>	<u>47.4</u>	<u>53.9</u>	<u>13.7%</u>
General Fund	0	0	0	0	0.0%
Cash Funds	107,068	900,733	252,990	1,735,590	586.0%
Reappropriated Funds	4,773,740	3,874,397	5,140,453	4,349,322	(15.4%)
Federal Funds	0	0	0	0	0.0%

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	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
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(7) Division of Capital Assets

(A) Administration

Personal Services	<u>372,048</u>	<u>403,688</u>	<u>469,509</u>	<u>481,178</u>	
FTE	3.8	3.6	3.9	3.9	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	372,048	403,688	469,509	481,178	
Federal Funds	0	0	0	0	
Operating Expenses	<u>15,723</u>	<u>17,925</u>	<u>18,310</u>	<u>18,310</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	15,723	17,925	18,310	18,310	
Federal Funds	0	0	0	0	
Indirect Cost Assessment	<u>7,801</u>	<u>8,928</u>	<u>8,650</u>	<u>8,650</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	7,801	8,928	8,650	8,650	
Federal Funds	0	0	0	0	

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	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
SUBTOTAL - (A) Administration	395,572	430,541	496,469	508,138	2.4%
FTE	<u>3.8</u>	<u>3.6</u>	<u>3.9</u>	<u>3.9</u>	<u>0.0%</u>
General Fund	0	0	0	0	0.0%
Cash Funds	0	0	0	0	0.0%
Reappropriated Funds	395,572	430,541	496,469	508,138	2.4%
Federal Funds	0	0	0	0	0.0%

(B) Facilities Maintenance - Capitol Complex

Formerly section (D) in Central Services, the JBC moved the Capitol Complex budget into the Division of Capital Assets at the request of the Department in FY 2018-19.

Personal Services	<u>4,096,880</u>	<u>4,432,616</u>	<u>4,964,180</u>	<u>5,089,051</u>
FTE	57.1	58.5	63.2	63.2
General Fund	91,089	66,719	145,912	172,959
Cash Funds	0	0	0	0
Reappropriated Funds	4,005,791	4,365,897	4,818,268	4,916,092
Federal Funds	0	0	0	0
Operating Expenses	<u>3,655,856</u>	<u>3,692,616</u>	<u>4,051,925</u>	<u>4,051,925</u>
FTE	0.0	0.0	0.0	0.0
General Fund	49,591	70,820	71,425	71,425
Cash Funds	1,684,826	1,786,745	1,786,765	0
Reappropriated Funds	1,921,439	1,835,051	2,193,735	3,980,500
Federal Funds	0	0	0	0

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	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
Capitol Complex Repairs	<u>50,141</u>	<u>55,829</u>	<u>56,520</u>	<u>56,520</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	50,141	55,829	56,520	56,520	
Federal Funds	0	0	0	0	
Capitol Complex Security	<u>565,390</u>	<u>637,377</u>	<u>826,076</u>	<u>854,633</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	565,390	637,377	826,076	854,633	
Federal Funds	0	0	0	0	
Utilities	<u>5,049,544</u>	<u>5,632,655</u>	<u>6,507,787</u>	<u>6,181,361</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	1,126,719	1,543,777	2,175,059	3,335,196	
Reappropriated Funds	3,922,825	4,088,878	4,332,728	2,846,165	
Federal Funds	0	0	0	0	
Indirect Cost Assessment	<u>490,737</u>	<u>464,303</u>	<u>573,678</u>	<u>573,678</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	490,737	464,303	573,678	573,678	
Federal Funds	0	0	0	0	

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	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
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SUBTOTAL - (B) Facilities Maintenance - Capitol					
Complex	13,908,548	14,915,396	16,980,166	16,807,168	(1.0%)
<i>FTE</i>	<u>57.1</u>	<u>58.5</u>	<u>63.2</u>	<u>63.2</u>	<u>0.0%</u>
General Fund	140,680	137,539	217,337	244,384	12.4%
Cash Funds	2,811,545	3,330,522	3,961,824	3,335,196	(15.8%)
Reappropriated Funds	10,956,323	11,447,335	12,801,005	13,227,588	3.3%
Federal Funds	0	0	0	0	0.0%

(C) Fleet Management Program and Motor Pool Services

Formerly section (C) in Central Services, the JBC moved the Fleet Management budget into the Division of Capital Assets at the request of the Department in FY 2018-19.

Personal Services	<u>1,294,285</u>	<u>1,374,634</u>	<u>1,580,827</u>	<u>1,649,407</u>
FTE	18.7	18.7	18.8	18.8
General Fund	0	0	0	0
Cash Funds	0	0	0	0
Reappropriated Funds	1,294,285	1,374,634	1,580,827	1,649,407
Federal Funds	0	0	0	0
Operating Expenses	<u>1,316,390</u>	<u>1,632,828</u>	<u>2,017,835</u>	<u>2,017,835</u>
FTE	0.0	0.0	0.0	0.0
General Fund	0	0	0	0
Cash Funds	0	0	0	0
Reappropriated Funds	1,316,390	1,632,828	2,017,835	2,017,835
Federal Funds	0	0	0	0

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	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
Motor Pool Vehicles Lease and Operating Expenses	<u>87,767</u>	<u>120,134</u>	<u>200,000</u>	<u>200,000</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	87,767	120,134	200,000	200,000	
Federal Funds	0	0	0	0	
Fuel and Automotive Supplies	<u>24,680,556</u>	<u>26,720,794</u>	<u>28,009,597</u>	<u>28,009,597</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	24,680,556	26,720,794	28,009,597	28,009,597	
Federal Funds	0	0	0	0	
Vehicles Replacement Lease or Purchase	<u>24,136,998</u>	<u>27,558,746</u>	<u>36,137,733</u>	<u>40,079,486</u> *	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	24,136,998	27,558,746	36,137,733	40,079,486	
Federal Funds	0	0	0	0	
Indirect Cost Assessment	<u>136,252</u>	<u>147,344</u>	<u>178,986</u>	<u>178,986</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	136,252	147,344	178,986	178,986	
Federal Funds	0	0	0	0	

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	FY 2023-24 Actual	FY 2024-25 Actual	FY 2025-26 Appropriation	FY 2026-27 Request	Request vs. Appropriation
SUBTOTAL - (C) Fleet Management Program and Motor					
Pool Services	51,652,248	57,554,480	68,124,978	72,135,311	5.9%
<i>FTE</i>	<u>18.7</u>	<u>18.7</u>	<u>18.8</u>	<u>18.8</u>	<u>0.0%</u>
General Fund	0	0	0	0	0.0%
Cash Funds	0	0	0	0	0.0%
Reappropriated Funds	51,652,248	57,554,480	68,124,978	72,135,311	5.9%
Federal Funds	0	0	0	0	0.0%
TOTAL - (7) Division of Capital Assets	65,956,368	72,900,417	85,601,613	89,450,617	4.5%
<i>FTE</i>	<u>79.6</u>	<u>80.8</u>	<u>85.9</u>	<u>85.9</u>	<u>0.0%</u>
General Fund	140,680	137,539	217,337	244,384	12.4%
Cash Funds	2,811,545	3,330,522	3,961,824	3,335,196	(15.8%)
Reappropriated Funds	63,004,143	69,432,356	81,422,452	85,871,037	5.5%
Federal Funds	0	0	0	0	0.0%
TOTAL - Department of Personnel	278,068,786	277,136,246	302,610,382	312,528,462	3.3%
<i>FTE</i>	<u>423.0</u>	<u>441.3</u>	<u>495.9</u>	<u>521.8</u>	<u>5.2%</u>
General Fund	32,695,586	35,438,443	35,163,407	41,204,937	17.2%
Cash Funds	16,477,614	23,074,629	27,286,866	38,296,531	40.3%
Reappropriated Funds	228,895,586	218,623,174	240,160,109	233,026,994	(3.0%)
Federal Funds	0	0	0	0	0.0%