

2019 FINAL BUDGET

WELD COUNTY, COLORADO

COUNTY OF WELD

2019

**FINAL
BUDGET MESSAGE**

PRESENTED TO:

WELD COUNTY BOARD OF COMMISSIONERS

Steve Moreno, Chair

Barbara Kirkmeyer, Pro-Tem

Sean P. Conway, Commissioner

Julie A. Cozad, Commissioner

Mike Freeman, Commissioner

BY THE DIRECTOR OF FINANCE AND ADMINISTRATION

DONALD D. WARDEN

December 2018



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Weld County
Colorado**

For the Fiscal Year Beginning

January 1, 2018

Christopher P. Morill

Executive Director





DEPARTMENT OF FINANCE AND ADMINISTRATION

PHONE: (970) 400-4218
FAX: (970) 352-0242
1150 O STREET
P.O. BOX 758
GREELEY, COLORADO 80632

December 12, 2018

Weld County Board of Commissioners
1150 O Street
Greeley, CO 80631

Board Members:

As Weld County begins 2019 the County is in excellent financial condition with no debt, no sales tax, one of the lowest mill levies among all Colorado counties, a significant cash reserve, and a fully funded pension plan.

The Weld County 2019 Final Budget for operations and capital outlay totals a gross amount of \$287,301,717 with a net of \$281,277,995 when interfund transfers are excluded. The Proprietary Funds total an additional \$33,978,972. The budget has been prepared in accordance with your directives developed during the budget process. The budget is funded with revenue estimates of \$164,422,178, anticipated fund balances of \$92,690,000, and the maximum allowed property tax under Amendment One (TABOR) and the Weld County Home Rule Charter of \$173,539,158.

2019 BUDGET HIGHLIGHTS

- Assessed value increased 25.1%, or \$2.315 billion primarily due to oil and gas.
- Decrease the mill levy by 0.762 mills to 15.038 mills with a 7.0 mill temporary tax credit.
- Add 72.25 FTE in county departments to cope with growth and workload demands.
- Fund the oil and gas revenue fluctuation reserve in the Contingency Fund at \$36.0 million.
- Perform all wireless radio maintenance in-house for all agencies using Weld County Regional Communications Center.
- Implement a Body Worn Camera program in the Sheriff's Office.
- Open a Southwest Weld Substation booking function to serve south county law enforcement agencies
- Complete construction of the \$45 million jail expansion.

- Fund increased salary adjustments for all sworn Sheriff officers to be competitive with other Front Range law enforcement agencies for recruitment and retention of officers.
- State increased categorical eligibility requirements for the Supplemental Nutrition Assistance Program (SNAP) from 130% to 200% of the Federal Poverty Level, which will result in a growth in the caseload and benefit payments paid.

FINANCIAL PLAN

ECONOMIC CONDITIONS AND OUTLOOK

According to the Colorado Legislative Council staff economic forecast the U.S. and Colorado economic activity is expected to continue to improve during the remainder of 2018 and 2019. The current economic recovery and expansion has reached the second longest on record. In the late stages of expansion, both the national and state economies are feeling the constraints of a tightening labor market. Employment growth continues to slow and wage pressures are mounting. Workers are being lured back into the labor force by more attractive job offerings and higher pay, fueling continued growth. However, the constraints of the tight labor market and demographic drag from a larger share of the population moving into retirement will persist, dampening longer-term business growth prospects.

Business activity continues to rebound, as indicated by further improvements in industrial production, manufacturing activity, and exports. Stronger global economic activity will continue to put upward pressure on commodity prices, supporting agricultural and energy industries. A depreciating U.S. dollar and rising global demand will spur additional growth in U.S. exports. However, geopolitical risk and trade policy uncertainty continue to pose downside risks to the forecast.

The passage of the federal Tax Cuts and Jobs Act (TCJA) has provided a boost to business investment, which is expected to produce future productivity gains. Rising wages and tax cuts to households are expected to support consumer activity in the near-term. However, the near-term stimulus from the TCJA could come at the cost of longer-term growth. Inflationary pressures are mounting and signal increasing risk that the economy is overheating. Additional interest rate hikes are expected to reign in inflationary pressures. However, the timing and pace of rate hikes could cause shifts in investor holdings that kindle financial market volatility.

In Colorado, high housing costs will continue to constrain in-migration to the state, contributing to an even tighter labor market. Unless wage gains can offset the rising cost of living, consumer spending will slow.

Weld County and Northern Colorado continue to have one of the best performing economies in the state. After weathering weakness in the oil and gas sector in 2016, the regional economy regained momentum in 2017. The region added jobs at the fastest pace in the state, and the unemployment rate continues to hover near historical lows. Population growth and a strong labor market have boosted demand for housing and nonresidential real estate.

The labor market in Northern Colorado is the strongest in the state. Dependent on a broad base of industries, the region's two metropolitan statistical areas (MSA), Fort Collins-Loveland and Greeley, posted the fastest metro area job growth rates in the state, increasing 3.7 percent and 3.3 percent in 2017, respectively. Employment growth rebounded in the Greeley MSA as energy industries increased investment in the Denver-Julesburg Basin in response to stabilizing oil

prices. Area unemployment continues to fall as employment gains outpace growth in the labor force. The Fort Collins-Loveland unemployment rate is the lowest among metro areas in the state at 2.3 percent, while Greeley's is not far behind at 2.5 percent.

Agriculture is one of the top industries in the county. The industry has struggled over the past few years. An excess supply of agricultural commodity supplies has kept prices low. However, an improving global economy and weak U.S. dollar have modestly increased commodity prices, as demand for U.S. agricultural products has improved. New tariffs may adversely impact the agricultural product demand.

Oil production in Weld County has dominated statewide production for over a decade. In 2017 and 2018 oil production levels have improved after a decline in 2016. Energy companies active in the county significantly slowed their investments in 2015 and 2016 in response to low oil prices, which has a lagged effect on production. While the number of active drilling rigs is only about half the number that were operating in Colorado before oil prices collapsed, it is 95 percent higher than levels a year-ago. Natural gas production in the county has modestly increased in 2017 and 2018. Oil and gas production has picked up in 2018.

The county's residential real estate market remains robust. A strong labor market, high net immigration to the region, and the availability of land for development have supported strong demand for new residential construction. Residential construction in Weld County, which declined in 2016 with the slowdown in energy activity, rebounded in 2017, growing 16.4 percent from the prior year, and continues to recover in 2018. Activity in the nonresidential construction industry also fared well in 2017 and 2018.

2019 BUDGET PLAN AND FOR THE FUTURE

Weld County's elected officials and manage team have demonstrated strong financial and strategic leadership through challenging times. There has been a commitment by the leadership of the county to create a vision for the future and carefully manage the resources required to achieve the vision. This has established Weld County as a State and national leader in financial stewardship, innovation and collaboration, economic and workforce development, and community engagement and investment. The residents of Weld County benefit by this steadfast adherence to the county's adopted financial management policies, and investment in maintaining core programs and services.

Although the economy continues to thrive, and the oil prices have stabilized recently, ensuring adequate and stable long-term funding for county programs and services will remain a challenge. The reliance on the assessed value generated by oil and gas production in the county requires continued caution when expanding ongoing operational costs, and ensuring an adequate contingency reserve is maintained to deal with oil and gas price and production fluctuations over time. County governments' reliance on federal and State funding bears careful monitoring given the specter of election-driven policy changes and fiscal challenges at both the State and Federal levels that could result in funding cuts or further shift of program responsibilities to counties without adequate financial resources.

Weld County residents rely on many important County provided health, public safety, economic assistance services, and the county transportation system. Long-term financial issues such as meeting the needs of the increased population in the county, growing transportation system needs, capital projects, ensuring we do not defer major maintenance needs, the growing jail inmate population, increased cost of health care, employee salary and benefits, and economically sensitive revenue sources will continue to challenge our limited discretionary resources. Careful

assessment of existing services, diligent review of proposed services and strategic decisions about the use of available resources will be vitally important over the next few years to focus on effective and efficient service delivery and long-term financial stability.

The 2019 budget must continue to emphasize long-term planning and investment consistent with the Weld County Strategic Plan and the *Strategic Investment Plan for the Future of Weld County*. The 2019 budget must address: 1) investment in the long term; 2) continue to strengthen financial management; 3) improve County operations; 4) investment in technology; and 5) focus on employee engagement and workforce development.

Investment in the long term includes:

- Investment in the transportation system infrastructure as outlined in the Five-Year Public Works Capital Improvement Plan addressing the strategic roads of the county and the maintenance of the current road and bridge infrastructure.
- The Five-Year Capital Expenditure budget addresses facility needs of the County with a major one being the \$45 million jail expansion. In addition, the plan includes resources to fund major maintenance to the general government buildings.
- Insure the long term sustainable funding for the Bright Futures program to help develop the future workforce for Weld County.

Continue to strengthen financial management includes:

- Maintaining a healthy contingency reserve of \$36 million to deal with economic downturns and/or the volatility of oil and gas prices and production.
- Maintain a strong fund balance in the Public Works Fund to be able to respond to emergency situations, such as the 2013 flood.
- Continue to plan to fund capital projects on a cash basis.
- Maintain a fully funded pension plan and move towards reducing the valuation interest assumption to 6.25% by 2020.
- Continue the policy of no debt, no sales tax, and one of the lowest mill levies in the state.

Improve County operations includes:

- Continued deployment of Lean. The County began to use Lean, a continuous improvement methodology in 2017. Significant process improvements have been made in many departments, including Motor Vehicle, jail booking, and Human Services operations. The County's Lean efforts are evolving from a centralized group in Information Technology to broader deployment throughout county departments involving their own staff.
- Continue our success with the County's wellness program and other efforts to manage employee health care costs.
- Continue to fund the innovation program for identified innovative programs in county departments.
- Ongoing evaluation of best practices and maximizing the value of our county vehicle fleet with the Fleet Services now being operated with in-house staff and management.
- Weld County has long been committed to being one of the best run governments in the State and nationally by being a government that earns trust through effective stewardship of resources, improved performance, and processes and results that create positive outcomes for all Weld County residents. Further advancement towards the best run government requires a strong focus on measurable results; collaboration with other

entities, customers, and partners in the community; engaged and innovative employees; and continuous improvements in operations.

Investment in technology includes:

- Maintain a robust IT security framework that is built on industry best-practice.
- Embrace the spirit and potential value-add of Cloud Computing to allow the County to leverage the potential increase in system availability, application stability, security, and functionality of services associated with Cloud Computing.
- Consolidation and optimization of the network, voice, data center, enterprise applications and storage environments to keep capital and operational expenses low, while still providing a highly available and robust network and server environment.
- Provide for a Five-Year IT Capital Plan to keep the County's IT infrastructure state of the art.
- Create an annual IT strategic planning process to ensure resources are available at the appropriate time and the appropriate level in all areas of the county.
- Provide a mobile technology environment that is functional across all types of mobile devices and operating systems to provide anytime/anywhere computing for the appropriate job functions in Weld County.
- Develop and fund a five-year public safety IT capital improvement plan.
- Develop and fund a ten-year capital improvement plan for the Weld County Regional Communications Center.

Focus on employee engagement and workforce development includes:

- Invest in our workforce to encourage stronger employee engagement by creating a workplace culture that allows current employees to develop and thrive, and as well as attract and retain dedicated employees.
- Expand access to employee training and development. The county needs to expand leadership training for managers and supervisors to build their capability for coaching and developing employees, fostering continuous improvement, and modeling leadership.
- Create career pathways that better support employees' growth and development. An example is the recent changes in the Sheriff's Office promotion and pay step policies.
- Give more employees opportunities to access training and development programs.
- Provide and support mentorship programs and programs to support emerging leaders and provide for succession planning.
- Continue the invest in recruitment and retention programs for correctional officers.
- Where appropriate allow departments to implement flexible schedules to allow employees to achieve a work/life balance while still providing appropriate hours of service to customers and users.
- Plan ahead for the opening of an expanded jail by having correctional officers trained and in place for the opening of the expansion in late 2020.

In light of the challenges faced by departments, the 2019 budget development process must continue to be a collaborative effort by staff, department heads, and elected officials. The strategic plan, core values, and the financial policies of Weld County provide the cornerstone for the financial plan to achieve the county's goals and objectives. The Board of Weld County Commissioners provide the consistent leadership and fiscal oversight that maintains Weld County's financial stability and reputation. In support of this fiscal management, the team of department heads, elected officials, and finance staff provide the foundation of the system. The

Weld County team continues to mitigate challenging budget obstacles, the fluctuation of energy prices, and the state and federal fiscal realignments to insure strong leadership and stewardship of Weld County's long-term fiscal and operational integrity.

GENERAL GOVERNMENT FUNCTIONS

Revenue for general government functions, including General, Special Revenue, Capital Expenditures, Internal Service, and Enterprise Funds, total \$337,961,336 in 2019, an increase of 5.85 percent over 2018, primarily in property taxes, charges for services, and fees account revenues. The amount of revenue from various sources and the changes compared to 2018 are shown in the following tabulation:

	2019 Amount	2019 Percent of Total	2018 Amount	2018 Percent of Total	Increase - Decrease from 2017
Revenue Sources					
Property Taxes	\$173,539,158	51.4%	\$145,754,379	45.6%	\$ 27,784,779
Other Taxes	12,770,000	3.8%	13,630,000	4.3%	-860,000
Licenses and Permits	4,678,000	1.4%	4,473,750	1.4%	204,250
Intergovernmental Revenues	70,021,975	20.7%	73,012,071	22.9%	-2,990,096
Charges for Services	10,182,870	3.0%	9,558,280	3.0%	624,590
Miscellaneous Revenue	22,059,361	6.5%	27,302,514	8.5%	-5,243,153
Fee Accounts	13,481,000	4.0%	13,059,800	4.1%	421,200
Internal Service Charges	<u>31,228,972</u>	<u>9.2%</u>	<u>32,503,524</u>	<u>10.2%</u>	<u>-1,274,552</u>
TOTAL	<u>\$337,961,336</u>	<u>100.0%</u>	<u>\$319,294,318</u>	<u>100.0%</u>	<u>\$ 18,667,018</u>

Expenditures by function for the General, Special Revenue, Capital Expenditures, Internal Services, and Enterprise Funds total \$315,256,967 for 2019, which is a decrease of 3.72 percent over 2018. The major decrease is in Road and Bridge since the Weld Parkway was completed in 2018. The amounts by function and the increase over 2018 are as follow:

Expenditure Sources	2019 Amount	2019 Percent of Total	2018 Amount	2018 Percent of Total	Increase - Decrease from 2017
General Government	\$ 44,255,806	14.0%	\$ 41,662,912	12.7%	\$ 2,592,894
Social Services	43,480,800	13.8%	40,935,653	12.5%	2,545,147
Road and Bridge	63,100,278	20.0%	82,808,926	25.3%	-19,708,648
Public Safety	70,396,333	22.3%	68,886,032	21.0%	1,510,301
Human Services	8,589,762	2.7%	7,493,838	2.3%	1,095,924
Health	12,273,107	3.9%	11,790,668	3.6%	482,439
Capital	12,108,200	3.8%	10,775,000	3.3%	1,333,200
Public Works	8,404,319	2.7%	9,065,907	2.8%	-661,588

Expenditure Sources	2019 Amount	2019 Percent of Total	2018 Amount	2018 Percent of Total	Increase - Decrease from 2017
Contingency	10,000,000	3.2%	10,000,000	3.1%	0
Miscellaneous	6,829,350	2.2%	7,108,958	2.2%	-279,608
Culture and Recreation	994,848	0.3%	1,106,795	0.3%	-111,947
Auxiliary	845,192	0.3%	803,007	0.2%	42,185
Internal Services	<u>33,978,972</u>	<u>10.8%</u>	<u>35,003,524</u>	<u>10.7%</u>	<u>-1,024,552</u>
TOTAL	<u>\$ 315,256,967</u>	<u>100.0%</u>	<u>\$ 327,441,220</u>	<u>100.0%</u>	<u>\$ -12,184,253</u>

Capital Expenditures Fund: The Capital Expenditures Fund accounts for various capital improvement projects for county buildings. The 2019 program is funded at \$12,108,200, with \$11,000,000 in property tax, \$225,000 from capital expansion fees, \$300,000 from interest and fund balance reserve. Anticipated projects include \$1,500,000 for a Public Works facility in Johnstown, \$2,700,000 for an additional Public Works office and storage building, \$900,000 for Chase Building improvements, \$190,000 for communications equipment, \$500,000 to upgrade the Human Services section of the Southeast Weld Building, \$2,300,000 to upgrade Human Services Buildings, \$1,300,000 for a coroner facility, \$1,000,000 to remodel an office building acquired in 2018, and \$1,718,200 for special projects. A carry-over beginning fund balance of \$2,500,000 is anticipated, and \$1,916,800 ending reserve fund balance for the future jail expansion (\$566,800), Communications System reserve (\$850,000), and Downtown Greeley land reserve (\$500,000) is anticipated at the end of 2019.

Debt Administration: The County continues to have no bonded indebtedness. The passage of HB1579, in 1981, Section 30-35-201, C.R.S., now allows the debt ceiling to be three percent of the assessed valuation of the county. Thus, Weld County maintains nearly a \$350 million allowable debt capacity in accordance with Colorado State statute. The 1997 Certificate of Participation Bonds for the construction of the Correctional Facility were paid off on the call date of August 1, 2007. Weld County currently has no debt of any type and is one of only a few local jurisdictions in the nation that can make that claim.

Cash Management: Cash temporarily idle during the year will be invested in time deposits ranging up to 180 days to maturity. Interest earned on investments of cash held by the County Treasurer will be recorded as revenue in the General Fund, with the exception of interest attributed to the Conservation Trust Fund, Insurance Fund, Capital Expenditure Fund, Trust Funds, and the interest earned on certain deposits held for other taxing authorities. The amount of interest anticipated in 2019 is \$3,850,000.

The County's investment policy is to minimize credit and market risks while maintaining a competitive yield on its portfolio. Accordingly, deposits are either insured by federal depository insurance or collateralized. All collateral on deposits is held either by the government, its agent, or a financial institution's trust department in the government's name.

Risk Management: During 2019, Weld County will continue to be a member of Colorado Counties Casualty and Property Pool, therefore, all casualty insurance coverage is being provided via pooling with other Colorado counties. The pool offers full safety and risk management programs to minimize losses. Losses are funded on a self-insurance option basis. Worker's Compensation will be provided via a state approved self-insurance program.

Mill Levy: The mill levy will drop to 15.038 mills. The assessed value for the 2019 Budget is \$11,540,042,396, which is up \$2,315,081,686 or 25.1 percent over last year. The assessed value

for vacant land is down \$10.4 million, or 11.64 percent. Residential is up \$71.3 million, or 3.98 percent; and commercial property is up \$27.5 million, or 3.04 percent. Agricultural property is up \$4.5 million, or 2.12percent; industrial is up \$31.8 million, or 3.43 percent; natural resources is up \$3.6 million, or 19.01 percent; and State assessed property is up \$17.04 million, or 2.0 percent. The major increase is in oil and gas, up \$2.218 billion, or 48.09 percent, which is due to oil and gas prices and production being up. There is an actual value increase of new construction of \$3.657 billion, or 10.46 percent.

Employee Compensation Pay: For the 2019 budget, a salary increase of 3.0 percent to Weld County employees is included. Employees will get step increases for longevity and performance. In addition to the recommended 3% cost of living for all county positions there is an additional 2.5% increase for a total of 5.5% at a cost of \$601,260 for all Sheriff deputy and correctional officer career positions to remain competitive with other law enforcement agencies in the area. The strategy would be to do 5.5% salary increases in 2019, 2021, and 2021 to bring the positions to a more competitive level for recruitment and retention of law enforcement positions in Weld County and the Front Range of Colorado.

Health insurance rates will decrease 15% for the employees and the county for 2019. This will mean over the last five years health insurance rates have dropped 11.8%. Measures to control health care costs, such as the wellness program, employee clinic, consumer driven plans, and health reimbursement accounts have been making a positive impact on controlling the health insurance costs for the county. Health coverage will be provided by Aetna on a partially self-insured basis with a Preferred Provider Organization (PPO) option and a High Deductible Health Plan/Health Reimbursement Account (HDHP/HRA) option. No other benefit changes are anticipated.

Fund Balances: County fund balances continue to remain very healthy, with an anticipated \$92,690,000 to begin 2019. This is a slight drop from 2018 due to the funding of the \$45 million jail expansion, but still remains at one of the highest levels in many years. The strong fund balance figures have been achieved through conservative budget practices and the high assessed value from oil and gas revenues. The ending fund balances are projected at \$115,394,369. However, the ending fund balance is actually understated because \$10,000,000 in the Contingency Fund is appropriated, thus not showing up in the ending fund balance figure. The \$10,000,000 is not anticipated to be spent in 2019, and if no emergencies or unforeseen events happen, the amount should be in the ending fund balance. There is no fund balance earmarked in the 2019 budget. All other fund balance amounts are undesignated. With the above projection, ending fund balances should be \$125,394,369. The increase of approximately \$33 million in the ending fund balance is primarily attributed to adding \$32.0 million to the Contingency Fund. The Contingency Fund also serves as a stabilization reserve for the fluctuating revenues due to Weld County's heavy dependency on oil and gas assessed values that can fluctuate dramatically from year to year due to production levels and price changes. All fund balances by fund stay the same or increase during 2019, except the Capital Fund which drops only slightly.

MAJOR FACTORS IMPACTING THE 2019 BUDGET

As Weld County begins 2019 the County is in excellent financial condition with no debt, no sales tax, one of the lowest mill levies among all Colorado counties, a significant cash reserve, and a fully funded pension plan. The major factors impacting the 2019 budget continue to be dominated by the oil and gas development in Weld County, population growth, state and federal budget issues, service restructuring in Weld County government, and the execution of the *Strategic Investment Plan for the Future of Weld County*.

As has been the case for the last decade, growth and development activity directly, or indirectly, related to oil and gas exploration seems to be the main economic driver in the majority of positive economic activities in Weld County. The County has seen several compressor stations, injection wells, new pipelines, and other oil and gas support and service industries seeking permits. Given the commitments of large oil and gas companies in Weld County, the County seems primed to see considerable long-term investment and development in the oil and gas arena. As discussed earlier the volatility of the oil and gas assessed values continue to be a major impact to the County's budget planning the last several years and will continue to be going forward with all the long-term energy development planned in the county by energy companies.

Finally, the 2019 budget must continue to emphasize long-term planning and investment consistent with the Weld County Strategic Plan and the *Strategic Investment Plan for the Future of Weld County*. The 2019 budget must address: 1) investment in the long term; 2) continue to strengthen financial management; 3) improve County operations; 4) investment in technology; and 5) focus on employee engagement and workforce development.

The General Fund is funded at the level of \$136,183,953 up \$4,639,220. The two major increases are in general government, and salary increases. Without including adjustments for cost of living, and salary step increases, the budget for general government functions is up \$3,007,819. Motor Vehicle is up \$359,583 with the addition of two office tech positions, and funding for temporary positions/overtime. The Assessor is up \$186,377 due to 2019 being a reappraisal year and the addition of two new appraisers. Building and Grounds is up \$205,097 for an additional carpenter position and inflationary building maintenance costs. Finance is up \$138,861 to add a Budget Manager as part of the succession planning in the department. With the growth in the county workforce and the tight labor market for recruitment and retention Human Resources is up \$436,589, and Accounting for the payroll function is up \$100,652. Planning is up \$337,712 for two mid-year positions, and the additional chargeback from Engineering of \$191,987. The Election budget is down \$523,064 since there will only be a consolidated general election in 2019.

Information Technology (IT) is up \$619,334 primarily due to increases in software maintenance (\$260,116), and computer equipment (\$290,500). Charge backs in the contra account are down \$100,000 due to recent usage trends by grant funded departments. IT capital is funded in accordance with the Five-Year Capital Improvement Plan with \$350,000 for computer equipment. \$500,000 is included for new technology and innovation projects, which is the same level as the last five years.

Public Safety functions are up \$223,620. However, if you adjust for the one-time expense for communications equipment in 2018 of \$3,738,985 Public Safety is up \$3,962,510. The overall net Sheriff's Office recommended budget is up in net county costs by \$1,960,230 or 4.50%. The Sheriff's Office has requested a total increase of 16.00 positions in 2019. Other positions within the Sheriff's Office are requested to be reclassified or moved to improve productivity instead of eliminating positions. The purpose of the increase is to meet staffing shortages based on the completed staffing studies of Patrol and Detentions as well as implement two new programs for the agency. One program is the Body Worn Camera (BWC) program, and the other is the Southwest Substation Booking Intake. As a result, Sheriff personnel costs are up \$1,5997,731. In addition to the recommended 3% cost of living for all county positions there is an additional 2.5% increase for a total of 5.5% at a cost of \$601,260 for all Sheriff deputy and correctional officer career positions to remain competitive with other law enforcement agencies in the area. The strategy would be to do 5.5% salary increases in 2019, 2020, and 2021 to bring the positions to a more competitive level for recruitment and retention of law enforcement positions in Weld County and the Front Range of Colorado. Supplies for the Sheriff are up \$155,478 with \$120,000 being for MDT computer replacements. Purchased Services are up \$464,153 for inmate medical

care (\$228,333), records contract with the City of Greeley (\$92,832), Body Worn Camera program (\$85,000) and \$58,000 for miscellaneous items. Capital is funded at \$205,998 with the largest expense being a body scanner for North Jail. Fixed costs are down \$176,196 for retention incentive payments. Revenues in the Sheriff's Office are up \$255,691 primarily from grants.

Coroner's budget is up \$143,606 primarily for the addition of one Deputy Coroner positions mid-year to deal with the office's workload, and autopsy costs. Communications is up \$475,701 with the addition of four dispatchers and three call takers due to E-911 call volume. However, the need for the positions is being reviewed and may not be recommended in the final budget. The E911 Authority requested an increase in the E911 surcharge from 70 cents to \$1.20 per phone per month to fund future capital needs. The State PUC approved the increase effective January 1, 2019. This will be in the E911 Authority budget but relieve the General Fund of these costs going forward. Office of Emergency Management is up \$105,659 primarily for an addition EM Coordinator position. Justice Services is requesting two positions for the pretrial program and four for the work release program due to growing caseloads to hold down the jail inmate population. Both programs are more cost effective compared to jail incarceration. Other Public Safety budgets are stable with little or no increases.

Engineering is down \$750,560 because the engineering and design fees have decreased for the Weld County Road WCR 49 south corridor and WCR 49/47 north corridor in the 2019 budget. General Fund's subsidy to the Public Health Department is up \$352,192 due to anticipated salary step and cost-of-living increases. The County Fair is down \$137,850 with the elimination of \$127,850 for a one-time expense for livestock panels, and \$10,000 in one-time costs to celebrate the 100th Anniversary of the Weld County Fair in 2018. An increase of \$1,105,194 is included for other General Fund departments' anticipated salary step and cost-of-living increases in 2019. Health insurance rates will decrease 15% for employees and the employer in 2019. This will mean health insurance rate decreased 11.8% in the last five years.

The budgeted appropriations for Public Works in 2019 total \$63,100,278 down \$19,708,648 primarily due the completion of the construction of the Weld Parkway (WCR47 and 49) in 2018. Municipal share back is funded at \$3,103,353. 2019 salary increases are for step increases due to employees, and a 3.0 percent cost of living salary adjustment in this budget for a total of \$654,542.

Other Public Works budget unit is budgeted at \$21,584,431 based on the Capital Improvement Plan (CIP). Personnel Services are up a total of \$254,357 for five additional seasonal workers (\$205,222) and \$49,135 for cost of living for 52 seasonal employees. Purchased Services decreased \$25,350,461 primarily due to the completion the construction of the Weld Parkway (WCR 47 and 49) in 2018. There is \$4,700,000 for the CR34/CR13 project, and \$1,506,654 for the joint project for CR 37/SH 52. \$4,000,000 for CR 29 from SH 15 to CR90. \$3,000,000 is budgeted for the Haul Route Program (HARP). For flood related projects there is \$2,600,000 (FHWA) for Bridge 53/58A. Other contract payments are for seeding (\$50,000), low volume roads (\$2,000,000), BMP projects (\$100,000), \$200,00 for the design of the CR 52 connector, \$90,000 for the Poudre Trail, \$250,000 for the Master Pollution Prevention Plan, \$200,000 for Weld Parkway maintenance, and bridge rehabilitation (\$275,000). Fixed Charges total \$920,000 for rights-of-way funded at \$50,000, and \$870,000 for a CDOT project for Bridge 44/33A.

Trucking is up \$350,000 to increase the number of weeks the contract trucks will be required to haul. Mining operations increased \$2,497,973 for the purchase of surface gravel, and crushing at the Hokestra Pit, and the North Pierce Diversion Channel. Gravel Road Management operations are up \$996,508 primarily due to dust palliative material costs, the addition of four positions and vehicles to increase road maintenance due to growth and energy traffic. Bridge Construction is

up \$388,394 primarily due to increased tonnage and material costs. Pavement Management is down \$196,188 due to reduced material costs offset by increases for four positions and equipment to create a concrete crew to maintain Weld Parkway. Other operating budgets for road and bridge maintenance are funded at near the 2018 funding level. With some operational economies to offset some of the inflationary costs the current service level should be able to be maintained with the funding recommended.

The Weld County Department of Human Services continues to adapt to the Legislative and Programmatic changes imposed on us from State and Federal levels. The funding for additional caseworkers, originally funded through SB 15-242 continues into Fiscal Year 2018-19, providing Weld County with funding for three additional positions, enabling the Department to assess and meet the needs of the community in a more deliberate and thorough manner. Concerns have been raised, both by counties and by the State of Colorado, as to the long-term sustainability of these activities, once the IV-E Waiver period is completed. The passage of the Family First Act provides a framework which may allow us to continue the creative practices we have implemented in recent years, without jeopardizing funding. The passage of SB 18-254 provides both opportunities and challenges in funding Child Welfare activities. Weld County is taking an active role in mitigating the challenges associated with the substantial increases in provider reimbursement that may result from the bill, while taking full advantage of the flexibility and emphasis on permanency included in the bill. Likewise, HB 18-1335 fundamentally transforms the way Low-Income Child Care services are authorized and funded. Weld County will continue to avail itself of all available resources to ensure that high quality care is available and affordable to families, as we both recruit new providers and encourage development of existing providers in the community.

The total Social Services Fund budget is \$43,480,800. The programs are funded by property tax of \$12,300,557, state and federal funds of \$31,686,679, and the potential increase of fund balance of \$506,436 to cover both anticipated and unanticipated cost overruns.

The State of Colorado has recently adjusted its Broad-based Categorical Eligibility requirements for the Supplemental Nutrition Assistance Program (SNAP) from 130% to 200% of the Federal Poverty Level. We are anticipating significant increases in both the benefits paid out to families and the workload required of county eligibility staff, as a result. Likewise, the State recently approved a 10% increase in the monthly Basic Cash Assistance benefit payments to recipients under the Temporary Assistance for Needy Families (TANF) Program. This increase in expenditures, combined with the existing pressures of providing supportive funding for Child Welfare activities could mean a significant drain on the County TANF Reserves we have accumulated in the past few years. We will be watching this closely in order to adjust our usage of these funds for other purposes, such as Supportive Services and funding of Child Care activities, in order to avoid full depletion of the Reserve balance. Approximately 25% of Weld County residents are now enrolled in Medicaid.

The Department's focus on Prevention and Early Intervention continues and has resulted in a more inter-divisional approach to evaluating, meeting, and funding the needs of clients. The addition of a Family Resource Supervisor position will enable the Family Resource Division to better organize its staffing structure and service delivery processes to better meet the needs of the community.

The Human Services Fund is funded at \$8,505,800 for 2019, which is up \$1,084,424 or 15.02 percent from the previous year. There are shifts in funding by program. The Community Services Block Grant is up \$105,524, and Senior Nutrition programs are up \$240,864. Department of Labor programs are up \$767,100. Area Agency on Aging is up \$240,864 or 7.09 percent. These

programs are returning to the 2017 funding level, which is more typical than the 2018 funding level was.

The Department of Public Health and Environment's total 2019 budget is \$12,032,107. The Health Department's 2019 budget continues to reflect the Department's commitment to strong fiscal management, recruitment and development of a competent and engaged workforce, elimination of redundancies by modernizing processes, and reinvestment of the savings realized from these activities into targeted initiatives geared toward achieving the goals of preserving, promoting and protecting the health and environment of current residents and future generations in Weld County.

The 2019 budget continues to align with our department-wide 2016-2019 strategic plan that focuses primarily on the key priority of integrating select core public health services in our community to better achieve sustainability, enhance quality, and control costs. During the past three years, the Health Department has been diligently working toward three strategic goals: formal integration of health services into an established and enduring community system of care; supporting the community in addressing behavioral health issues, including mental health and substance abuse; and increasing communication channels, both internally and within the community, using technology and other means.

Consistent with our strategic goals, budgetary planning for 2019 continues to emphasize funding technology additions and improvements in both our Greeley and Southwest Weld locations, strengthening and supporting strategic activities and community partnerships focused on behavioral health in our community, and expanding access to our services in convenient, efficient, and effective ways to engage and support all citizens of Weld County while controlling costs and meeting budget targets.

On the revenue side of the budget, property taxes are budgeted at \$173,539,158, the maximum amount under the Weld County Home Rule Charter's property tax limitation and TABOR. In the General Fund revenue from interest earnings are up \$1,500,000 at \$3,500,000 for 2019, as interest rates are projected to increase in the next year. Intergovernmental revenues are up slightly by \$213,378. Charges for Services are up \$318,857 primarily from charges related to Communications and Sheriff's Office revenues. Fines from traffic enforcement are up \$40,000. Indirect cost recovery is down \$2,292,759 due to Social Services' allocation. Clerk and Recorder fees are up \$400,000. All other revenues are relatively stable with little change.

The 2019 resources for Public Works total \$108,790,797, which includes a fund balance of \$45,000,000, in addition to the revenue shown in the budget. Property tax is set at \$19,000,000 up \$2,500,000 from 2018. Specific ownership tax is estimated to be \$11,200,000. Total HUTF will be \$10,700,000, up \$50,000 from 2018. Permit revenues are budgeted at \$550,000. Motor vehicle registration fees are \$365,000, and grazing fees are \$500,000 due to energy development in the Pawnee Grasslands. Oil and gas revenues are \$9,500,000. The lease/purchase payment from the Hoekstra Pit is \$215,797. There is \$200,000 from Solid Waste for paving CR 28, and \$100,000 reimbursement from the Town of Mead for CR 13 paving.

Other revenues from grant project reimbursements total \$8,920,000. There are Energy Impact Assistance grants of \$3,600,000 with \$3,000,000 for the Tier 2 projects and \$600,000 for three Tier 1 projects. There are two state grants to finish Bridge 44/33A for \$100,000 and Bridge 68/59A for \$50,000. There is one flood project grant for Bridge 53/58A (\$3,770,000). There is NFRMPO funding of \$1,000,000, and UFRMPO funding of \$400,000. Severance tax is budgeted at \$1,400,000. In accordance with the policy adopted by the Board of County Commissioners in 2010, the severance tax revenue is budgeted at a five-year leveling average due to the

fluctuations of the revenue created by the price and production levels of oil and gas commodities.

The 2019 Budget contains adequate resources to provide a level of service like 2018. The operational plan supported by the 2019 budget maintains Weld County Government's commitment to excellence and efficiency in carrying out our continued responsibilities to taxpayers. First and foremost, we will maintain the fiscal discipline and prudent use of resources that have earned the County the excellent reputation it has for financial management with no bonded indebtedness. The County will continue our commitment to the highest standards of service, continuing to focus on improving service and communication with our citizens within our resources. Demands in many areas continually exceed resources available. To serve the growing needs in the county, we will continue to explore possibilities for improved efficiency while maintaining excellence in service.

Many uncertainties face county governments like Weld County, as we operate in an environment of constant change that has never been more apparent. The State of Colorado faces long term structural budget issues and the federal government continues to wrestle with a major deficit issue. Many tough decisions associated with implementation of programs, and how they are to be funded, must be dealt with by the Board of County Commissioners with citizen input. Hopefully, this budget document will allow the Board to make those difficult decisions to maximize the value of the tax dollars of the citizens of Weld County.

As a final note, I want to acknowledge again the hard work and spirit of cooperation manifested by the elected officials, department managers, and employees in recognizing the problems and issues confronting the County and responding with creativity and understanding. The County, as a whole, also recognizes the Weld County taxpayers who provide the economic resources to the County, and we pledge our commitment to continue to provide the best in county services possible.

Copies of all budget documents are available for the public at 1150 O Street, Greeley, Colorado or at <https://www.weldgov.com/departments/accounting/budget/>. More general information about Weld County may be found on Weld County's website at <https://www.weldgov.com/>.

Very truly yours,

A handwritten signature in black ink, reading "Donald D. Warden". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Donald D. Warden, Director
Finance and Administration

About Weld County

County Overview



Welcome to beautiful Weld County — home to 32 incorporated municipalities, including growing cities, charming towns, thriving businesses and thousands of acres of prime agricultural land.

As Colorado's third largest county, Weld County covers 3,987 square miles in the northern part of the state and is larger than the size of Rhode Island, Delaware and the District of Columbia combined so while 325,000 people call Weld County home, we still have plenty of room for growth.

The climate is dry and generally mild with warm summers, mild winters and a growing season of approximately 138 days. The land surface is fairly level in the east, with rolling prairies and low hills near the western border. Elevations in the county range from 4,400 to 5,000 feet. The South Platte River and its tributaries, the Cache la Poudre, the Big Thompson, the Little Thompson, the St. Vrain, and other smaller streams, flow into Weld County from the south and west, leaving the county on the east. With available services, location, resources and livability, Weld County offers unbounded opportunity for families to live, work and play. We have one more important ingredient as well: a positive attitude toward growth. For information regarding Weld County demographics, please [click here](#) and look under the Helpful Information section. We love being here, and we'd love having you here too!

Population: *There are 32 incorporated municipalities in Weld County. The county seat and principal city, Greeley, is located in the west central part of the county and contains approximately 1/3 of the county's population. Generally, most of the remaining population resides within a 20-30 mile radius of Greeley; the northeastern part of the county is sparsely populated.*

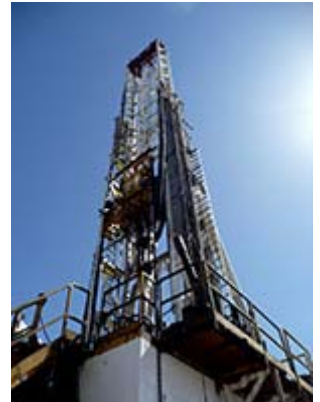
Industry



Weld County leads the state in the production of sugar beets, grains, beef and cattle. The county is also a leader in the production of dry beans, potatoes, poultry and eggs, milk and other dairy products. In fact, agriculture is so important in the county that the Weld County Code includes a specific [Right to Farm Statement](#).

Also important to the county: the energy industry. Oil and gas activity has occurred for decades in Weld County, which is located in the Denver—Julesburg Basin and sits above the Wattenberg Field.

The discovery in 1970 of the Wattenberg Field, which extends from southern Wyoming and the Nebraska panhandle down along much of the Colorado Front Range, initiated the first true oil boom in Weld County. Oil and gas production within the county continued at a steady pace for several decades. Then, in 2009, a horizontally drilled well (called the Jake well) surprised the oil industry by producing 50,000 barrels of oil in 90 days. Horizontal drilling has brought new life to the energy industry in Weld County, and today, Weld has more oil and gas wells than any other county in the state, approximately 23,000. The positive economic impact oil and gas has had on the county has been tremendous. Schools, fire districts, libraries as well as county and municipal governments all benefit from the energy industry.



In addition to agriculture and energy, Weld County is also home to thriving businesses – large and small. County government has a proven track record of working with business and industry; not creating obstacles. Major employers in the area include: JBS USA, Leprino Foods, Aurora Organic Dairy, Anadarko Petroleum, Noble Energy, Halliburton Energy Services, Vestas Blades, Banner Health, Carestream Colorado, J. M. Smuckers and State Farm Insurance.

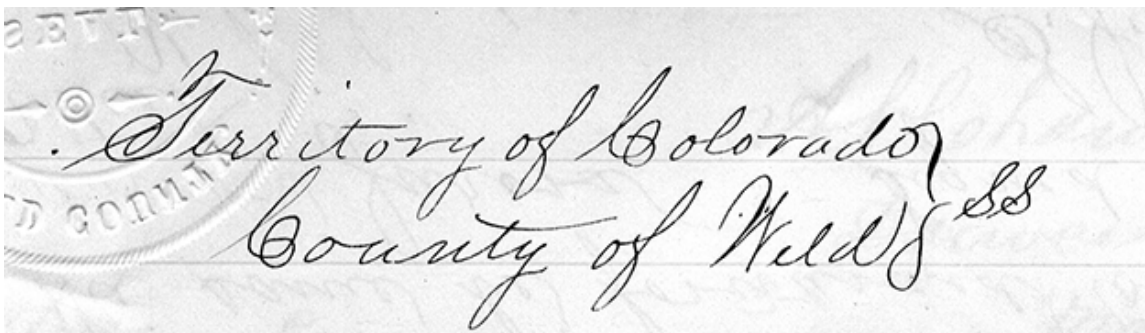
To make certain Weld County maintains its quality of life, a comprehensive plan has been developed and implemented. The plan, simply stated, puts the right things in the right places. The result is that Weld County provides an ideal location for corporations, industry and business.

Weld County has no long-term or short-term debt, no county sales tax, a low mill levy compared to neighboring counties, and is able to pay for long-term projects with cash, which benefits taxpayers and residents alike.

Principal Property Tax Payers:

Noble Energy
Anadarko Petroleum
Petroleum Development Corp.
Public Service of Colorado (Xcel)
DCP Midstream LP
Vestas Blade America Inc.

History



The history of Weld County, which was established in 1861 when Colorado was still a territory, is literally rooted in the land.

Weld County ranks number one in the state, and number nine in the country, in the value of agricultural products sold — almost \$1.8 billion annually.

So how is this possible in a region that in 1821, Major Stephen H. Long said would "never be fit for human habitation and should remain forever the unmolested haunt of the native hunter, bison and jackal"? The answer is irrigation.

The Section No. 3 Ditch Company, which was incorporated in 1870, is said to have been “the first ditch in the United States built specifically to grow food.”



In 1835, a government expedition came through the general area; the next year a member of that party, Lt. Lancaster Lupton, returned to establish a trading post located just north of the present town of Fort Lupton.

In about 1837, Colonel Ceran St. Vrain established Fort St. Vrain; Fort Vasquez was built south of Platteville in about 1840. The latter was rebuilt in the 1930s under the Federal Works Progress Administration.

The U.S. Congress took parts of the Territories of Nebraska, Kansas, New Mexico and Utah to create the Territory of Colorado in 1861. All parts of Colorado lying east of Larimer County and north of the present Adams County were in the original Weld County, one of 17 counties established by the first territorial legislature in September, 1861. Weld County was named for Lewis Ledyard Weld, the first territorial secretary; St. Vrain became the first county seat.

During the first 16 years of Weld county's history, the county seat was moved from St. Vrain to Latham (three miles east of present Greeley) to Evans, to Greeley, to Evans again, and finally in 1877, returned to Greeley.

A large segment of the Weld County region was settled by people of German descent who migrated from Russia in the early 1900s. Originally they came as railroad workers, but many soon worked in the productive beet fields and eventually became prosperous land owners. Weld County's Spanish-surname population began to arrive during the mid 1920s as laborers for the sugar beet industry.

Weld County's sugar beet industry began with the building of sugar factories in Greeley and Eaton in 1902. In 1903, another was built in Windsor, followed in 1920 by one at Fort Lupton and another at Johnstown in 1926.

Education

Education has always been an important part of life in Weld County where 12 school districts offer educational opportunities, all of which have earned a reputation for quality.



Greeley is the home to the University of Northern Colorado, a four-year university offering bachelors, masters and doctorate degrees to more than 12,000 students a year. Aims Community College, also located in Greeley (with campuses in Fort Lupton and Windsor as well), is a two-year liberal arts and vocational college offering 200 degree and certificate programs.

Livability

Weld County's livability is just one of the features that make it a great place to call home. Abundant Colorado sunshine, low humidity, cool summer evenings and mild winters provide a climate where people thrive.



Recreational opportunities abound throughout the county including the 21-mile Poudre Trail, perfect for walking, running and biking; St. Vrain State Park and its 604 acres of land and 152 acres of water perfect for camping, fishing and photography; and the Pawnee Buttes - 193,000 acres of short-grass prairie perfect for birding, hiking, recreational shooting and camping.

Craft breweries, great restaurants, live music and festivals abound throughout the county and draw visitors from across the country as well.

Weld County's location make it an idea spot as well, as Denver, Cheyenne, DIA and Rocky Mountain National Park are just an hour's drive from the county seat.

NOTE: See the ***Weld County Population and Development Report*** in the Supplemental Data Section of this document for more specific information. Plus, go to the **Discover Weld County** website showcasing the great people, places and events that call Weld County home at <http://www.discoverweld.com>.





STRATEGIC PLAN

2019-2023



WHY A STRATEGIC PLAN?

Weld County is a changing and diverse community. Our strategic planning process will provide a methodology to achieve a consensus of what is needed for the future.



As such the strategic plan provides weld county policy makers, managers, and employees with a game plan or blueprint that guides decision making towards our shared priorities and a rationale for resource allocation. These plan priorities provide the measuring stick we need to determine if Weld County is fulfilling its responsibilities. Strategic planning also provides for government accountability and continuous improvement.



OUR PRIORITY STRATEGIC THEMES

These themes guide Weld County towards our vision of the future.

- Operate in a fiscally responsible and stable manner
- Improve the quality life for all residents
- Protect the safety and quality of Weld County
- Develop and maintain an effective transportation system
- Continuously improve the performance and capabilities of Weld County operations by maximizing technology, fostering innovation, and increasing access to and information regarding services
- Promote a healthy economy through business development and economic diversification
- Promote responsible and comprehensive policy development through effective planning for land use, transportation, and growth management
- Protect and preserve our unique environment
- Promote cooperation and coordination among all government services

OUR VISION FOR THE FUTURE

This vision statement reflects our citizens' expectations for Weld County government into the future.



LEADING WITH RESPONSIVE,
INNOVATIVE, AND COST EFFECTIVE
SERVICES.



WELD COUNTY CULTURE

INTEGRITY

- We maintain the public's trust through honest and fair behavior
- We exhibit the courage to do the right thing for the right reason
- We are accountable to each other and the public for providing good service and value
- We promote open communication
- We conduct county business openly resulting in efficient and ethical use of county fund

STEWARDSHIP

- We ensure responsible stewardship to all that is entrusted to us
- We recognize Weld County has conservative constituents (5% tax limitation)
- We operate the county by employing good business practices
- We maintain fiscal stability to ensure services that citizens rely on, in good times and bad times
- We are a "pay as you go" county with no debt
- We achieve operational efficiency through continuous efforts to improve and innovate , thereby maximizing value for our taxpayers
- We only add money to the solution of county problems after exhausting all other options

COMMITMENT

- We are committed to excellence in all that we do as an organization
- We work with professionalism and purpose
- We strive to provide superior service to our citizens
- We provide regional leadership to forge cooperative partnerships and leverage resources for the benefit of our citizens
- We represent the county's interests aggressively at the state and federal level to maximize county revenues, minimize county costs, and get favorable decisions for Weld County citizens and taxpayers
- We have dedicated, skilled and adaptable county employees that have a history of turning plans and resources into achievement and success in serving Weld County residents



OUR GUIDING PRINCIPLES

These guiding principles are the basic values of every level of Weld County government. They guide the way we make our decisions and carry out our actions every day.

- *Ensure long-term fiscal stability for the county*
- *Customer-focused and customer-driven*
- *Accountable and responsible to the public*
- *Provide and develop leadership, cooperation, and collaboration aimed at improving service*
- *Focus on viable solutions that improve the quality of life*
- *Provide the necessary knowledge, skills, and resources to county employees to carry out our mission and fulfill our vision*

TRENDS IMPACTING WELD COUNTY

We identified the trend and events that may impact our ability to provide and improve services. Analyzed the strengths and weaknesses of Weld County government to meet these challenges. The major trends affecting Weld County are:



- Energy Development

- Demographic Changes

- Innovation and Technology

- Transportation

- Economic Development

- County Government Financial Trends

TRENDS IMPACTING WELD COUNTY

Energy Development

Although fossil fuel extraction in Weld County is as old as the County itself, in the last few years Weld County has experienced the biggest oil and gas boom in its history. Weld County has over 20,000 active wells – about 80 percent of the state’s total – the greatest majority located in the Wattenberg Field within the Niobrara Formation. The Niobrara Formation is a geologic formation that is bountiful in fossil fuel reserves within the Denver-Julesburg basin, including nearly all of Weld County’s 4,000 square miles. New technologies have made extracting oil and gas through the tight shale that underlies the formation an economically viable proposition. Energy companies are investing in new wells and infrastructure in Weld County to tap into the estimated oil and gas reserve of as much as 1 to 1.5 billion barrels of oil-equivalent in the Wattenberg Field. The production has translated into a boost for the local economy, job creation, and tens of millions of dollars in property taxes and severance taxes for local jurisdictions.

However, being the home to a sizable energy industry, Weld County faces some downside risks from the recent slide in oil prices from over \$100 a barrel in June, 2014, to under \$30 a barrel a few months later. While drilling slowed, due to the oil supply-demand problem the world faces, production in Weld County may continue to keep churning out big production numbers. The reason being is that the wells in the Niobrara are in the “sweet spot”, where break-even costs are \$35 per barrel according to industry experts. Even if production holds or declines slightly with the lower prices, the revenue generated from the wells will be lower adversely impacting energy companies’ revenues and the associated assessed values of many Weld County local government entities, including Weld County government.

The additional production of oil and gas has resulted in significant increases in the county’s assessed value with the oil and gas production exceeding two-thirds of the county’s total assessed valuation in 2014. Because of the volatility of production levels and price fluctuations of the oil and gas production, the county must continue to prudently manage the increased property tax base created by the energy development. In 2012, the Board of Weld County Commissioners approved the *Strategic Investment Plan for the Future of Weld County*. The plan is a long term strategy of investment in the county’s infrastructure, technology and innovation, workforce training and development, economic development for diversification of the local economy, and to establish a fluctuation reserve to deal with the volatility of the peaks and valleys in energy prices and production. The energy production revenues have allowed for lower property tax rates, which resulted in savings for all taxpayers in Weld County.

The drop in oil prices resulted in a significant drop in the county’s assessed valuation in 2017-2018. Fortunately, Weld County government did not expanded core county services in the good times, rather the county has focused on spending much of the additional tax revenues on one-time infrastructure projects, investments in technology, and the accumulation of a sizable cash reserve to weather the down times until the oil prices stabilize. Lower oil prices are prompted energy companies to slow down their drilling, and concentrate mostly on the moneymaker wells. The adverse effects of low oil prices reach beyond those involved directly in the extraction business. Manufacturers supplying the necessary equipment had lower demand for their product. The housing and retail sectors of the area may also be impacted by the energy slowdown. In 2017 the price and industry recovered as prices stabilized in the \$50-\$65 per barrel range.



Energy Development continued

The county and energy industry have forged a relationship that is one of cooperation. The most significant impact of energy development has been on the county transportation system. The system originally designed to serve farm-to-market routes has been inundated by trucks servicing oil and gas wells. The county has worked closely with the energy industry to stay proactive in its approach to road maintenance and improvements. The county has embarked on its Haul Route Program (HARP) to improve road impacted specifically by oil and gas operations. The program has been developed in conjunction with the energy industry to identify haul routes that need to be improved to access new drilling sites. In addition, the county has constructed a 20 mile five-lane concrete corridor on Weld County Road 49 (Weld Parkway) between I-76 and US Highway 34 in 2016-2017 to accommodate the growth in the area and heavy truck traffic from the energy industry. The last phase of the project on WCR 47 was completed in 2018.

The energy industry will face future challenges from stricter state and federal restrictions, such as the new well setback rules, and ground water testing. The county will need to continue its partnership with the industry to insure that good public policies can be achieved to continue to take advantage of the energy development opportunities in Weld County.

Demographic Changes

As growth has occurred the demographics of Weld County have changed. The Weld County population is much more diversified than it was even a decade ago as in migration has added to the ethnic/cultural diversity with the growing Latino population, and there is immigration from all parts of the world. Weld County's changing demographics are evident in the shift from a rural character to an increasingly urbanized population. Land use patterns are changing. The political make up of the population will most likely change. The age of the population is shifting in Weld County, as it is nationwide with the aging baby boomers.

The county now has centers of population outside of the Greeley area, as the Windsor-Severance area and Southwest Weld County area continue to grow. The state demographer is projecting by 2040 the Southwest Weld County population center could approach 250,000. This area will also blend with the Denver metropolitan area resulting in the loss of a specific community identity. All these demographic changes impact the kind of services provided, the manner in which they are provided, and the service levels. It will fall upon Weld County's elected officials and managers to find more creative and innovative solutions to better use the limited resources of the county to maximize delivery of services to the more diverse citizenry of Weld County.



Innovation and Technology

The pace of change in our world is accelerating exponentially. This dynamic is challenging all of us as individuals and as organizations, and shows no sign of abating, and in fact, continues to intensify. Fueled by technological advances, we are quickly changing and reshaping all aspects of our lives from how we live and work to how we share information and communicate. These technological advances in many ways are fundamentally changing the public's expectations of, and relationship to, their government.

Weld County must continue to achieve operational efficiency through continuous efforts to improve and innovate, thereby maximizing value for taxpayers. By continuously working to improve the quality, efficiency, and cost effectiveness of its services, county staff will maximize value for taxpayers and increase the ability to meet emerging public needs while living within our financial resources. Weld County must continue to draw on the expertise of its workforce to take advantage of new ideas and tools to improve service delivery and operational efficiency.

Investing in technology and innovation will continue to be a priority in Weld County. The mission of the Weld County Information Technology (IT) Department is to provide responsive, adaptive, transformative, innovative, and cost-effective information technology solutions and services. This assists County departments and offices to successfully achieve their objectives. IT will assist with the implementation and support of technology solutions empowering the citizens of Weld County to access information and mission critical services in a comprehensive, responsive and effective manner. IT is one of the common threads that enables the County's business units and offices to accomplish their respective missions. While IT is an essential, foundational element for the County to provide certain services, IT is also a catalyst for business innovation. The business units and offices identify goals that can be enabled by IT; and IT can present new technologies that prompt business units and offices to reconsider how they deliver services.

The County must be the center of information services innovation for advancing the delivery of county services, anytime and anywhere. The County must be continually focused on providing superior information services to support the multitude of county services and programs we offer. The County's goal is to provide a reliable, secure, integrated information services environment that meets not only today's needs for communication and business efficiency, but positions the County to leverage new technology innovations, such as cloud services, and best practices for business transformation and improved service delivery in the future.

Departments throughout Weld County government need to find ways to deploy new technology tools to expand employees' flexibility, allowing them to become more productive and better serve our customers in the community. This means changing the way we design county services by continually looking for more opportunities to streamline operations and by addressing public needs in innovative, comprehensive ways. It may mean we have to change how we communicate with the public we serve by expanding the services and information the public can find online and through social media.

Transportation

The most obvious need for future investment in Weld County, which allows for dealing with the direct impact of the oil and gas development, and accommodating the future growth in the county, is in the long-term investment in the road and bridge infrastructure. Growth in the county has put an ever increasing demand on the county's infrastructure. The growth has increased the use of county roads and created congestion on many county roadways which need to be mitigated. Although the county has made tremendous progress the last thirty years in improving the overall condition of county roads and bridges, the growth is adding a whole set of new problems. The character of many county roads in the Greeley-Windsor area and Southwest part of the county has changed from rural roads to urbanized roads due to the traffic volume demanding a higher capacity and level of service.

While the economic stimulus of the energy industry and resulting growth in the County's assessed value is positive, the downside is that the County will have to add significant resources to the Public Works budget over the next five years to address safety issues and improve roads impacted by the oil and gas industry's heavy hauling due to new exploration. In recent years funds have been added to the Public Works budget to deal with the Haul Route Program (HARP) to accommodate the energy development impacts. The *Weld County 2035 Transportation Plan* summarizes existing transportation conditions and recommends policy, funding and roadway development for Weld County through the 2035 planning horizon. The transportation plan takes the condition of the current transportation system and uses county land use forecasts and regional travel demand models to outline a plan that will develop and maintain a safe and efficient roadway network in Weld County long-term. The plan strives to improve the movement of people and goods to all Weld County communities by enhancing regional arterial roadways.

The total projected costs identified in the *Weld County 2035 Transportation Plan* are over \$400 million. When the plan is broken down into ten-year time increments, the short-term (2011-2016) amount is \$39.8 million, mid-range (2016-2025) \$178 million, and long-range (2026-2035) \$186.4 million. Prior to 2013, many of the projects in the *Weld County 2035 Transportation Plan* were unfunded in the budget projections for future years. This changed with the *Strategic Investment Plan for the Future of Weld County*. In approaching the funding requirement, it will require another \$10 million going into the Public Works Fund from property taxes, raising the property tax level to \$16.5 million from 2015-2018, and \$19 million in 2019. The additional property tax investment in the transportation system, together with the anticipated federal mineral leasing dollars, severance tax from energy development, and transportation impact fees, will add many of the necessary resources to fund the *Weld County 2035 Transportation Plan*. Besides these resources, the funds will also help provide matching funds to leverage grants from the Energy Impact Assistance program and NFRMPO and UFRMPO to fund projects in the *Weld County 2035 Transportation Plan*.

A five-year Public Works Capital Improvement Plan will continue to be updated annually and will ensure a fair and reasonable determination of project priorities in accordance with the County's overall transportation needs, especially in dealing with the impact of energy development in the county. A significant long-term project has been the capital improvements to the WCR 49/47 Corridor, south from SH 34 to I-76 and north from WCR 60.5 (SH 263) to SH 392 over the period of 2014-2018 requiring over \$25 million per year to fund the road improvements.



Economic Development

The goal of economic development in Weld County is to create and maintain a healthy and sustainable economy that creates wealth, preserves the quality of life and improves the standard of living for county residents. To accomplish this the county and our economic development partners must focus on facilitating and attracting investment, creating new job opportunities, stimulating growth and expanding the county tax base. To increase the number and quality of business enterprises and primary or basic jobs in Weld County, the economic development efforts must focus on enterprises that export goods and services outside the local economy to regional, national, and international clients and, in turn, creating an inflow of capital into the local economy. With a strong agricultural economy complemented by several value added processing companies, like JBS and Leprino, and the energy industry, the county has a strong economic foundation upon which to build.

Weld County is pro-growth and has a healthy economy. It has a diverse workforce, room to grow, and easily accessible transportation in regards to roadways and railways. Weld County has seen recent growth in certain industries such as oil and gas exploration and production and renewable energy technology and development. It offers proximity to urban areas while maintaining its agricultural base and protecting water resources. The communities of the county have a small town feel, but still have also seen rapid growth in population and land development. There are also established retail centers and service centers. All of these features create a good economic development environment to attract new businesses.

Working with economic development partners, such Upstate Colorado Economic Development, Small Business Development Centers, Colorado Enterprise Fund, and state agencies, Weld County has many economic development incentives to offer and tools to assist existing and new businesses. The county offers a personal property tax incentive program, small business incentives, Larimer/Weld Business Revolving Loan Fund, and Colorado Enterprise Loan Fund. Portions of the county are designated as an Enterprise Zone under the state program. Other state incentives and jobs program are available for businesses looking to locate and expand in Weld County. In addition to the programs cited in 2016, the county established through property tax credits and donations, a *Brighter Weld County Scholarship Program* for all Weld County high school graduates for enhanced workforce development.

The County must have the long-term vision to diversify the economic base and assessed value base of the county to become less dependent upon oil and gas assessed values. Investment in economic development for the diversity of the local economy will lay a solid foundation for long-term economic growth in the county and allow Weld County to be competitive in retaining and attracting quality companies and a labor force to support those companies. Innovative economic development initiatives must bring together the synergy that Weld County has, such as, no sales tax, low property tax rates, leveraging of oil and gas assessed value to nurture other economic development, use of the natural gas and wind power in the area to provide low cost electricity, and having an infrastructure that is strategically situated for the location of businesses and high technology installations of the future. To accomplish long-term economic prosperity and maintain the county's strong fiscal health, Weld County must use its financial resources to drive innovation to foster more productive, inclusive, and sustainable growth by better use of the assets and creativity of the county and our private partners. This could mean looking at current economic development incentives, such as personal property tax credits, and providing infrastructure to accommodate new companies in innovative and creative ways. Weld County is fortunate that it has the financial resources to initiate, direct, and implement innovative economic development ideas when the opportunities present themselves.



County Government Financial Trends

Adherence to conservative and prudent fiscal management practices have enabled Weld County to maintain balanced budgets and stable reserves, implement proactive strategies to manage county programs, avoid debt entirely through cash financing of capital projects and provide core services to residents. The county's financial discipline has enabled us to embrace the changes that are reshaping all aspects of our lives – from how we live and work to how we share information and communicate – in many ways fundamentally changing the public's expectations of, and relationship with, government.

There are a number of future issues and concerns that will be impacting Weld County's budget in subsequent fiscal years. Some of the issues are shared by many local governments, such as the state's structural budget issues long term, federal debt, ever increasing healthcare costs, and growing citizen service demands. Unique to Weld County is the continued impact of oil and gas development touching on many aspects of Weld County currently, and in planning for the future. The energy development presents both challenges and opportunities for Weld County government. As has been the case for the last six to seven years, growth and development activity directly, or indirectly, related to oil and gas exploration seems to be the main economic driver in the majority of positive economic activities in Weld County. Given the commitments of the large oil and gas companies in Weld County, the County seems primed to see considerable long-term investment and development in the oil and gas arena. Although the future of energy development in Weld County appears bright, it is not without risks. Oil and gas production in Colorado has risks associated with the potential of more government regulations and voter initiatives trying to restrict or limit fracking in Colorado communities. These regulatory risks, if implemented, could dramatically impact future oil and gas development in Colorado.

The volatility of the oil and gas assessed values continues to be a major impact to the County's budget planning. The dramatic drop in oil prices due to global supply and demand, beginning in late 2014, shows the vulnerability the county faces due to the high percentage of assessed valuation tied to oil production and prices. Because of the volatility of production levels and price fluctuations of the oil and gas values, the county must continue to prudently manage the property tax base created by the energy development. In February, 2012, staff developed, and the Board of Weld County Commissioners approved, the *Strategic Investment Plan for the Future of Weld County*, with the purpose of providing an analysis of the optional uses of the projected property tax revenues from the new oil and gas development in Weld County. The option selected was to develop a long-term strategy of investment in the County's infrastructure, technology and innovation, workforce training and development, economic development for diversification of the local economy, and to establish a fluctuation reserve to deal with the volatility of the peaks and valleys in energy prices and production.

The County's budget must continue to reflect a multi-year strategic approach to managing county resources within the ongoing challenging economic environment. The primary goals of this strategy are to preserve core services, maintain the commitment to the county's capital program, and accommodate the impacts of the energy development in Weld County. The county has been able to accomplish these objectives while adhering to its fund balance and reserves policy that specifies that a large contingency fluctuation reserve be maintained as a buffer for unexpected fiscal events and the fluctuation of oil and gas assessed values. The county's proactive management of its cost structure using this multi-faceted approach is assurance of its commitment to maintaining fiscal health and stability.



Weld County's Strengths, Weaknesses, Opportunities and Challenges Identified

STRENGTHS:

- **Fiscally responsible and constrained**
- **Visionary and proactive**
- **Provide good and effective services to citizens**
- **Commitment to being a responsive government**
- **Responsible and accountable to the citizens**
- **Coordinated efforts inside and outside the county**
- **Good use of technology to communicate internally and externally**
- **Strong advocates for our citizens and their values**
- **Effective use of technology to provide services**

WEAKNESSES:

- **Enhance communications with public**
- **Improve relationships with other entities**
- **Understand the impacts of demographic changes in the county**
- **Focus efforts to recruit and retain good employees**
- **Improve public perception of Weld County**
- **Use technology to advance county services**



Weld County's Strengths, Weaknesses, Opportunities and Challenges Identified

OPPORTUNITIES:

- Increasing revenues equal increased voice and leverage
- Budget strength equals political strength
- Technology on the leading edge
- Consolidation/partnerships through government collaboration and private community organizations
- Self promotion nationally and through industry leaders
- Leveraging resources
- Diversification of the local economy
- Education/information telling our own story

CHALLENGES:

- Changing demographics of county with growth
- Immigration from different areas and cultures (language)
- Oil and gas volatility and impact on the economy as a whole
- Biased reporting in the media
- Distrust of government at all levels
- Private competition and public labor market
- Natural disasters, pandemic, terrorists, and cyber security
- Citizen activists locking up government
- Federal and state structural budget problems



STRATEGIC AREA PLANS OVERVIEW

The following pages provide an overview of each strategic area plans, including the mission statement for each strategic area, the goals and desired outcomes, strategies to achieve the goals, and performance objective/key performance indicators. The strategic area are:

- Public Safety
- Health Service
- Human Services
- Transportation
- Community and Economic Development
- Enabling Strategies: Financial and Operational Support

STRATEGIC AREA:

PUBLIC SAFETY

STRATEGIC AREA: PUBLIC SAFETY

- Mission Statement: To seek justice, promote public safety and fight for our community.
(District Attorney)
 - Goal PSDA 1: Systematic reduction of gang violence in our community.
 - Goal PSDA 2: Systematic reduction of traffic fatalities in Weld County.
 - Goal PSDA 3: Reduction of recidivism of changed offenders.
 - Goal PSDA 4: Increase communication with the public and other customers of the District Attorney's Office.
 - Goal PSDA5: Reduction of paper files and duplicated data entry efforts.
- Mission Statement: To provide effective public safety services with honor and integrity
(Patrol Division)
 - Goal SO PD1: Protect the well being of the citizens of Weld County.
 - Goal SO PD2: Establish and maintain meaningful communication with the citizens of Weld County.
- Mission Statement: To accept and lawfully hold prisoners in a safe, humane and wholesome environment that returns people to the community better, or no worse, than they arrived. (Detention Division)
 - Goal SO DD1: Lawfully hold prisoners in a safe and humane environment.
 - Goal SO DD2: Maintain a continuum of effective jail alternatives that offer a range of sentencing and pre-adjudication options to secure custody.
- Mission Statement: The Weld County Regional Communications Center will provide professional public safety communications support to the agencies we serve as we work together to preserve and improve the quality of life for our citizens. This is accomplished through the prompt, efficient and accurate collection and dissemination of information.
(Weld County Regional Communications Center)
 - Goal PS WCRCC1: To answer 90% of 9-1-1 calls during the average busy hour each day within 10 seconds.

- Goal PS WCRCC2: To answer 95% of 9-1-1 calls during the average busy hour each day within 20 seconds.
- Goal PS WCRCC3: To resolve Severe/Immediate/Urgent Issues 100 % monthly.
- Goal PS WCRCC4: To resolve all Service Requests 90% monthly.
- Goal PS WCRCC5: Implement a new public safety information system.
- Mission Statement: To provide a responsive, proactive, medico-legal investigation in an efficient and compassionate manner. (Coroner)
 - Goal PS C1: Continually adjust to meet readiness and service needs
 - Goal PS C2: Enhance professionalism and promote department excellence.
 - Goal PS C3: Maintain highly qualified investigation staff prepared to meet the present and future needs of the department.
- Mission Statement: To support and improve the functions of our criminal justice system by providing innovative and cost-effective services and/or programs to those functions; enhancing public safety and quality of life of our citizens; and creating opportunities for the individuals processed by our justice system to demonstrate their potential as contributing, responsible members of our community. (Justice Services)
 - Goal JS-1: To reduce the cost of pretrial incarceration through effective pretrial release and supervision services; assure defendant court appearance and no new law enforcement contact while on supervision in the community. (Justice Services)
 - Goal JS-2: To assist the Criminal Justice Advisory Committee (CJAC) to be a resource to local justice system policy makers to analyze, problem solve and create efficiencies to overall service delivery. Use this information to regularly update and maintain long-term resource and capital needs for Weld County. (Justice Services)
 - Goal JS-3: To provide safe and less expensive alternatives to the use of jail and prison; administer the Weld County Community Corrections Board, various contracts and agreements with the Colorado Department of Public Safety and the Department of Corrections, provide oversight of selected vendors and of the Community Corrections Facility. (Community Corrections)

- Mission Statement: To coordinate emergency preparedness planning in Weld County.
(Office of Emergency Management)
 - Goal PS OEM 1: Enhance capability necessary to protect the community from all hazards.
 1. Enrich outreach initiatives to create “Culture of preparedness” in Weld County
 2. Ensure and improve the level of preparedness through training and exercise opportunities.
 3. Bolster planning efforts through cooperative collaboration with community partners
 - Goal PS OEM 2: Increase response capability necessary to improve life safety, property protection and environmental preservation
 1. Heighten the level of readiness through emerging technologies
 2. Expand public, private, non-profit and faith based partnerships to strengthen response capabilities.
 3. Assess, identify, maintain and enhance resources for emergency response.
 - Goal PS OEM 3: Implement initiatives to engage the whole community in order to more effectively recover from disasters.
 1. Enhance community partnerships to identify and resolve unmet needs
 2. Review and enhance short and long-term recovery methods.
 3. Pioneer new techniques for more accurate and timely damage assessments.
 - Goal PS OEM 4: Build a more resilient community through innovative mitigation strategies.
 1. Identify and apply new research to accurately assess possible risks and hazards to the community.
 2. Leverage various funding sources to complete mitigation projects.

STRATEGIC AREA:

HUMAN SERVICES

STRATEGIC AREA: HUMAN SERVICES

- Mission Statement: We are an innovative organization that provides comprehensive and responsive services to the Weld County community, always exceeding performance expectations. (Department of Human Services)
 - Goal HHS1: To continuously strengthen services and support innovation that lead to a culture that empowers people to improve their quality of life.
 - Goal HHS2: Develop and deploy consistent performance management approaches across the Department of Human Services.
 - Goal HHS3: Establish a systematic structure to effectively communicate inside and outside of the Department of Human Services.
 - Goal HHS4: To prepare for the future by identifying appropriate actions to external threats that may impact the Department of Human Services.
 - Goal HHS5: To develop a means to clearly and effectively communicate the value of Human Service programs to any person inside and outside of the organization on a continuous basis.
 - Goal HHS6: To develop and reinforce “best customer service” standards and commitment within all employees and partners of the Department of Human Services.
 - Goal HHS7: Perform as advocate for Veterans and dependents seeking Service Connected Disability Compensation and Non-Service Pension claims.
 - Goal HHS8: Assist veterans and dependents enroll in Veterans Administration health care.
 - Goal HHS9: Provide education assistance and burial and survivor benefits for veterans and dependents services.

STRATEGIC AREA:

HEALTH SERVICES

STRATEGIC AREA: HEALTH SERVICES

- Mission Statement: In partnership with the communities we serve, Weld County Department of Public Health and Environment preserves, promotes and protects the health and environment of the residents of Weld County. (Department of Public Health and Environment)
 - Goal HS1: To improve the health of our diverse communities by assuring individuals, families, and communities gain greater control of factors that influence their health.
 - Goal HS2: To lessen adverse public health impacts of disease through preventive measures.
 - Goal HS3: To enhance our organization's effectiveness by continually monitoring our performance and evaluating our programs.

STRATEGIC AREA: TRANSPORTATION

STRATEGIC AREA: TRANSPORTATION

- **Mission Statement:** To design, build, and maintain safe and economical roads and bridges, buildings, and other facilities for the safe and efficient use by the citizens of Weld County and others. (Public Works Administration)
 - **Goal TPW1:** Provide effective and efficient administrative and managerial support and supervision to the Public Works Department. (Public Works Administration)
 - **Goal TPW2:** Perform transportation of materials for maintenance and construction projects by delivering the quantities required within the time frames requested and by surpassing past efficiencies. (Public Works Trucking)
 - **Goal TPW3:** Provide regularly scheduled maintenance of all HUTF roads, continuous improvement of road conditions, and opening all non-paved roads within 72 hours after a snow event. (Public Works Grader)
 - **Goal TPW4:** Perform the construction, repair, and replacement of County Road and Bridge infrastructure projects by staying within the scope, within the budget, and on time. (Public Works Bridge Construction)
 - **Goal TPW5:** Maintain traffic control devices on County roads and bridges. (Public Works Maintenance Support)
 - **Goal TPW6:** Perform the production of aggregate materials, reclamation activities, and safety measures. (Public Works Mining)
 - **Goal TPW6:** Haul all material needed for gravel roads, RAP (recycled asphalt) roads and asphalt road construction and overlay projects. Clear paved roads of snow and ice. (Public Works Trucking)
 - **Goal TPW7:** Provide pavement management to include pavement testing, paving, patching, crack sealing, and sweeping. Contract administration of concrete curb and gutter, seal coat, aggregate, and other contracted services as assigned. (Pavement Management)
 - **Goal TPW8:** Development, design, inspection, testing, planning, and review of all phases of County road and bridge engineering services for both in-house and contracted projects. (Engineering)
 - **Goal TPW9:** Implement the Colorado Weed Management Act on County properties and assist landowners with compliance with the law through public education and assistance. (Pest and Weed)

STRATEGIC AREA:

**ECONOMIC
DEVELOPMENT**

STRATEGIC AREA: ECONOMIC DEVELOPMENT

- **Mission Statement:** Create a region with a healthy and sustainable economy that creates wealth, preserves the quality of life, and improves the standard of living for area residents. Focus on facilitating and attracting investment, creating new job opportunities, stimulating income growth and expanding the local community tax base.
 - **Goal ED1:** Encourage the expansion of existing businesses and the location of new industries that will provide employment opportunities in Weld County.
 - **Goal ED2:** Support and facilitate public and private economic development efforts that are consistent with the Goals and Policies of Weld County.
 - **Goal ED3:** Structure land use policies and regulations so they encourage County-wide economic prosperity and economic growth.
 - **Goal ED4:** Recognize and promote specific places and resources in Weld County that can uniquely support economic development.
 - **Goal ED5:** Maintain relevant economic data that is specific to Weld County and which complements other sources of similar information.
 - **Goal ED6:** Expand economic opportunity for local residents, businesses and governments by building and diversifying the primary job base in Southwest Weld County.

STRATEGIC AREA:

LAND USE

STRATEGIC AREA: LAND USE

- Mission Statement: To promote quality, well planned development, while respecting the agricultural tradition, by cultivating and maintaining positive relationships with our greater community, so that quality of life and property values are maintained for County residents, business and property owners through a coordinated and cooperative planning process.
 - Goal CED1: Increase effectiveness by maintaining regular communication with the public, outside agencies, County departments, and the County Planning Commission.
 - Goal CED2: Plan for long-term development and legacy of the County to ensure efficiency of services to promote economic investments.
 - Goal CED3: Provide consistency, quality, and thoughtful land use and transportation planning.
 - Goal CED4: Develop and maintain incentives for small business development.
 - Goal CED5: Minimize government by implementing common sense approaches to solving problems and adapting to changes.
 - Goal CED6: Work with, not against, the flowing tide of free markets whereby reducing or eliminating red tape and barriers to entry.
 - Goal CED7: Ensure safe construction throughout unincorporated Weld County.
 - Goal CED8: Increase knowledge and understanding of adopted codes to citizens, homeowners, contractors, and builders through education.
 - Goal CED9: Maintain quality, professional and timely site inspections.

STRATEGIC AREA:

ENABLING STRATEGIES

STRATEGIC AREA: ENABLING STRATEGIES

- **Mission Statement:** To provide expertise and resources to support and facilitate excellent public service delivery. (Office of the Board)
 - Goal ES1: Enable County departments and its service partners to deliver quality customer service.
 - Goal ES2: Enhance community access to reliable information regarding services and County government issues.
 - Goal ES3: Ensure the County Attorney staff is meeting the needs of elected officials and department heads. (County Attorney)
 - Goal ES4: To improve service, increase efficiency and provide greater information access and exchange between the County Commissioners and the citizens of Weld County. (Clerk to the Board)
- **Mission Statement:** To ensure the process of recording and maintaining permanent records which are accessible to the public. (Clerk & Recorder - Recording)
 - Goal ES5: Ensure statutory requirements and regulations governing the recording, indexing, imaging and electronic archiving. To be accountable and responsible to the public's needs. Ensure that the citizens receive professional, timely and quality service at all times.
- **Mission Statement:** To ensure the process of elections is open, error free, convenient and accessible to all eligible voters. (Clerk & Recorder - Elections)
 - Goal ES6: Ensure that every eligible voter is given the opportunity to vote either through Vote Center voting, Mail-In Ballots, Early voting or Provisional voting. Register all voters that have a desire to vote and allow them to cast a ballot at the time of the election. Provide a Vote Center that is organized, safe and free of influence. Maintain a staff of highly-trained professionals who have the responsibility for the administration of the election office and all duties charged to the office.
 - Goal ES7: Ensure every motor vehicle is properly titled and registered according to current Colorado laws. To be accountable and responsible to the public's needs within the guidelines of the law. Ensure that the citizens receive professional, timely and quality service at all times. (Clerk & Recorder - Motor Vehicle)
 - Goal ES8: To provide County treasury and tax collection services in the most accurate, efficient and cost-effective manner possible. (Treasurer)
 - Goal ES9: Correctly discover, list, value and defend values for property taxes for Weld taxing authorities. (Assessor)

- Goal ES10: Ensure the financial viability of the County through sound financial management practices. (Finance & Administration)
- Goal ES11: Deliver on promises and be accountable for performance. (Finance & Administration)
- Goal ES12: Ensure the financial accounting of County funds is accurate (Accounting)
- Goal ES13: To provide the effective procurement of quality products and services at the best value to Weld County tax payers. (Purchasing)
- Goal ES14: Attract, develop and retain an effective diverse and dedicated team of employees. (Human Resources)
- Goal ES15: Plan, construct, and maintain well-designed County facilities in time to meet the needs of Weld County. (Building & Grounds)
- Goal ES16: Direct planning, design, engineering, construction services, and capital improvements. (Building & Grounds)
- Goal ES17: Ensure a responsive, service-oriented, effective maintenance services. (Building & Grounds)
- Goal ES18: Perform preventative maintenance actions to reduce lifetime operational cost. (Building & Grounds)
- Goal ES19: To provide quality, sufficient, and well-maintained county vehicles to county departments. (Motor Pool)
- Goal ES20: Capitalize on phone technology to improve service, increase efficiency and provide greater phone access and exchange.
- Mission Statement: Provide responsive, adaptive, transformative, innovative, and cost-effective information technology solutions and services. This assists County departments and offices to successfully achieve their objectives. IT will assist with the implementation and support of technology solutions empowering the citizens of Weld County to access information and mission critical services in a comprehensive, responsive and effective manner. (Information Technology (IT) Department)

Note: Information Technology has a comprehensive strategic plan available online at:
<http://wci.weld.gov/DepartmentLinks/InformationTechnology/index.html>



2019 BUDGET STRATEGY

The budget strategy uses proven methodologies of dealing with past budgets and looking at future strategic approaches. The budget is based upon the following assumptions and approaches:

- No local property tax initiative will be approved by the voters and the 15.038 mill levy cannot be raised without political fallout in these economic times.
- **In the 2019 budget request, any net county cost increase in a budget unit must be offset with a corresponding decrease in a department's total budget.**
- Unless a change is legally mandated, the county's share of partnership programs will not increase, it will decrease wherever possible. **County dollars will not displace federal or state reductions.**
- Program funded with state and/or federal allocation increases must be able to have a sustainability plan when staff or program costs are increased or be prepared to reduce staff or program costs, if the allocation declines.
- Program managers and the public will be made aware of the proposed service reductions as soon as possible.
- Early warning sessions will be held in September addressing budget issues identified early in the process.
- All county departments and offices will receive a set target amount for 2019 before budget preparations begin.
- **A target of ten percent off the 2018 budget base will be uniformly applied to all budget units.**
- Fringe benefits will be left at the current level of benefit.
- No salary adjustments will be included in the requested budget. The Board will determine any salary adjustments above the 2018 level in the Final Budget process. Any Department Head or Elected Official justifying to the Board a higher salary for a class unique to that department or office should include the additional salary within the assigned target budget amount.
- Any 2019 classification upgrades will be treated like new position requests in the budget process, with the department funding any requests within the target amount.
- There will not be any recommended increases in staff in the recommended budget to the Board. Increased workload will be absorbed by existing personnel wherever possible through increased productivity.
- Outside agencies that provide contractual services will be treated like county departments.

- New or expanded mandates will be absorbed within the 2019 target amount by all budget units.
- Additional program options outside the overall budget plan will be proposed for Board consideration. Staff will explore the options as directed by the Board, and these options will be topics of discussion at the public work sessions and hearings.
- Self-supporting budgets will float at the 2018 funding levels.
- A review of all discretionary programs will be done by the Department Head or Elected Official and the Board.
- All vacant positions in 2019 will follow the “sunset review” process to determine if the position needs to be filled.
- Resources for new activities will come from increased productivity and termination of existing activities wherever possible. No new non-mandated programs will be proposed without proportionate cutbacks in other programs.
- All user and service fees will be examined and recommendations made for increases or other adjustments to match the cost of providing such services.
- As 2019 budget requests accommodate or are integrated with long term program strategies, they will be highlighted.

The budget strategy will permit Weld County to cope with the new fiscal and program challenges faced in 2019, while accomplishing a balanced budget. The 2019 budget must be structured to attempt, within available funds, to ensure that:

- Basic services are funded at adequate levels.
- Revenue has been estimated at realistic levels.
- Reserves that afford protection for the future are funded.
- Productivity improvement programs are continued.
- Employee compensation levels are based upon realistic employment market considerations and within the county's ability to pay.
- TABOR Amendment limits will be adhered to in the budget.
- Legislative and regulatory changes are accommodated.
- Technologies are employed in cost effective manners in the county.
- Population growth and development is planned for and accommodated.
- New initiatives associated with the human capital management strategies are accommodated.

- Investment in the transportation system infrastructure as outlined in the Five-Year Public Works Capital Improvement Plan addressing the strategic roads of the county and the maintenance of the current road and bridge infrastructure.
- Continue the initiatives required to foster area economic development and to improve the quality of life.
- Provide for long term capital planning for facilities, information technology, and communications infrastructure.

2019 BUDGET CALENDAR

April 17	Board reviews the 2019 budget plan.
May 14 - May 18	Director of Finance discusses target budgets and 2019 budget plan with department heads and elected officials.
June 15	Elected officials and department heads submit applications for the innovation investment program projects to Finance.
June 15	Elected officials and department heads submit requests for Buildings and Grounds special projects to Finance.
June 15	Elected officials and department heads submit telecom service requests to Telecom Services.
June 15	Elected officials and department heads submit new position requests and any reclassification requests to Human Resources.
June 15	Elected officials and department heads submit requests for information technology services requests to Information Technology.
June 15	Elected officials and department heads submit requests for vehicles to the Fleet Manager.
July 6	Submit budget request to Director of Finance and Administration
July 6 - September 15	Finance office review.
September 18	Early warning budget work session and community agency requests.
September 18	Budget Message to Board and transmit Proposed Budget to Commissioners.
October 23 and 25	Budget work session hearings with Commissioners and elected officials and department heads.
November 2	Publish notice of final budget hearing.
October 23 - December 11	Prepare final budget.
December 12	Public Hearing to adopt mill levy.
December 12	Public Hearing on Final Budget, 9:00 a.m.

EXPLANATION OF OVERVIEW OF BUDGET AND MANAGEMENT SYSTEM

Budgeting, at best, is an inexact science. It can be both precise and unyielding as numbers tend to be, or as flexible as priority changes dictate. In the end, the goal of Weld County's budgeting process is to produce a "user friendly" document, designed to enhance policy makers', managers', and citizens' understanding of major issues, resource choices, and impact of the total budget. The budget is not only a financial plan, but a policy document, operational guide, and communication device.

As a financial plan, Weld County's budget includes all funds, presents a summary of historical and projected revenues and expenditures, describes major revenue sources, underlying assumptions and trends, and includes projected changes to fund balances.

As a policy document, the budget includes a budget message articulating strategic priorities, describes budget and financial policies, and addresses long-term concerns and issues.

As an operations guide, the document includes an organizational chart(s), provides authorized personnel schedules, describes departmental services or functions, and includes goals and objectives.

As a communications device, the budget includes a summary of budgetary issues, trends, and resource choices, explains the impact of other plans or planning processes, describes the preparation, review, and adoption process, includes a demographics or community profile section, and contains a table of contents and glossary of terms.

The budget and management system begins with community assessments that take the form of formal assessments, such as those done by the Health Department and Social Services, surveys, town meetings, citizen input, and various forms of input from citizen advisory boards. Based upon the community assessments, policy formulation is done by analyzing community needs, developing county-wide goals, assessing prior year program performance, reviewing policy alternatives, establishing priorities, and fiscal policy. A spin off of the policy formulation is the creation of a capital improvements plan and long range plan.

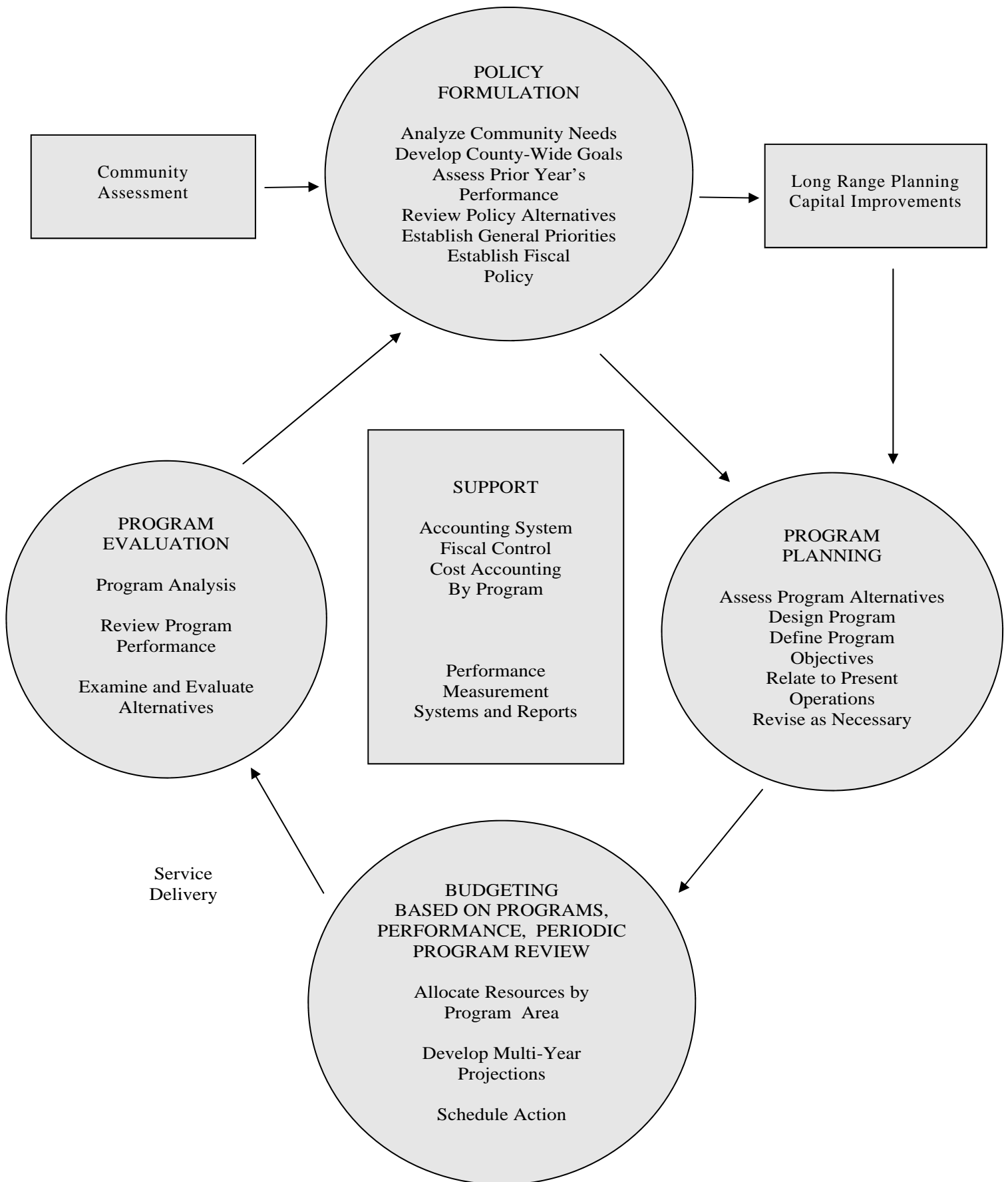
Program planning at the department level follows policy formulation. All departments assess their programs, explore alternatives, design and define existing and new programs, develop program objectives, and relate present operations to the programs planned. The budget is then based upon the program, performance, and periodic program review. This process allows for the allocation of resources by program area and multi-year projections. The programs are then evaluated on an on-going basis through program analysis, review of performance, and an examination and evaluation of alternatives. This input then cycles into the policy formation process for a new budget cycle.

The budget and management system is supported by the Banner Accounting System, fiscal control and cost accounting by program, and workload and performance management systems and reports.

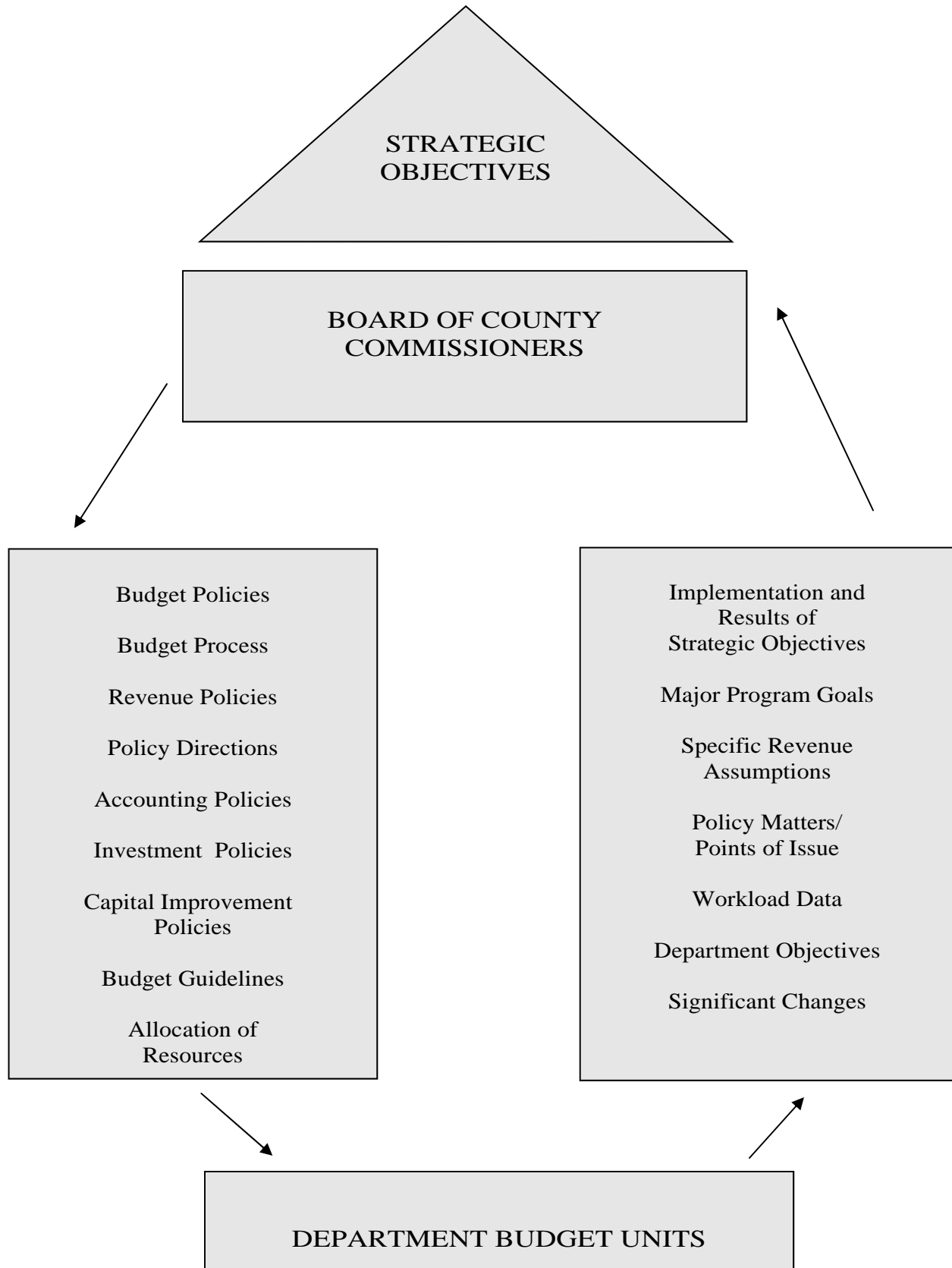
In summary, Weld County's budget process is virtually a year-around process, combining months of planning, analysis, program and policy review, and constant monitoring. The adopted budget asserts Weld County's commitment to meet or exceed the community's highest priority expectations at the lowest possible cost to citizens. In the end, the budget represents a balance between the political process represented by citizen input, policymakers, county departments and offices, and teamwork.

The following two pages show the process graphically.

OVERVIEW OF BUDGET AND MANAGEMENT SYSTEM



HIERARCHY OF BUDGET INFORMATION



BUDGET PROCESS

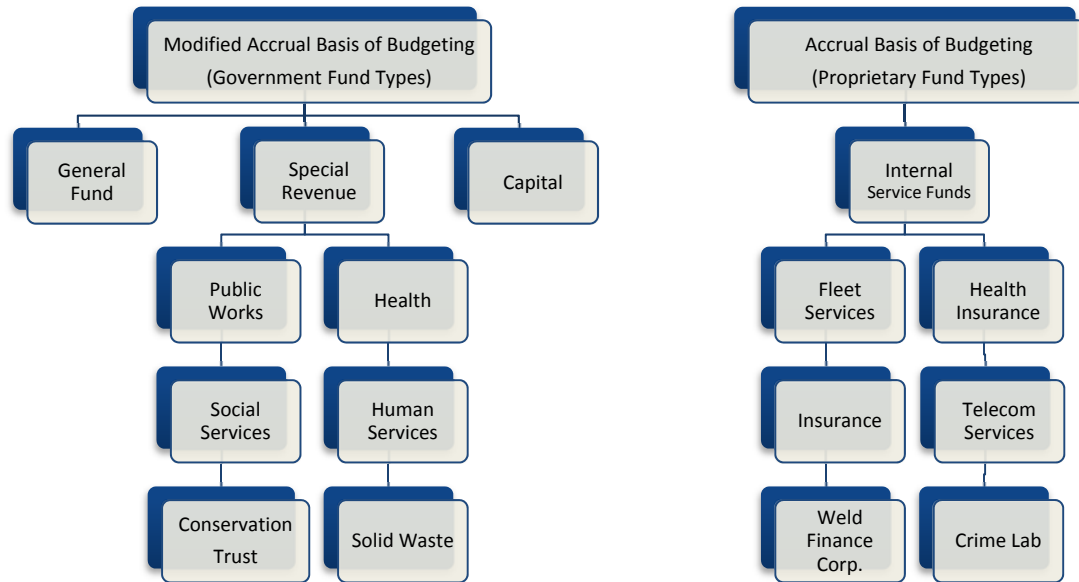
OBJECTIVES:

1. Identify the cost of existing activities within the county.
2. Analyze new or expanding services, using common criteria for justification, aimed at identifying mandated and optional programs.
3. Rank, in priority order, all new and existing services which fall within a marginal range of funding.
4. Aggressively analyze major revenue sources.
5. Eliminate procedures which were not fully utilized in the decision making process of the budget.
6. Identify optional programs and service levels which may be reduced if necessary.
7. Continue refinement of the budget process with the key aspects of planning, evaluation, priority setting, rational resources allocation process, and creative management approaches.
8. Utilize the target budget approach.
9. Continue a strategic planning process.

SIGNIFICANT BUDGET AND ACCOUNTING POLICIES

WELD COUNTY FUND STRUCTURE

By Budgetary Basis



BUDGETARY ACCOUNTING BASIS:

The Weld County budgetary procedure uses the following Basis of Accounting. Basis of Accounting refers to when revenue and expenditures are recognized in the accounts and reported in the financial statements. Basis of Accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

The governmental funds and expendable trust funds utilize the modified accrual basis of accounting. Under this method revenue is recorded in the year in which it becomes both measurable and available as net current assets. "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to pay liabilities of the current period.

Revenue susceptible to accrual, that is, measurable and available to finance the County's operations, or of a material amount and not received at the normal time of receipt, primarily consists of 1) state highway users tax; 2) property taxes, assessed in 2018, payable in 2019, and 3) various routinely provided services (health department). Unbilled charges for services are recorded in the appropriate funds at year end.

Expenditures are generally recorded when the related fund liability is incurred.

Proprietary funds follow the accrual Basis of Accounting whereby revenue is recognized in the year in which it is earned and becomes measurable. Expenses are recorded when liabilities are incurred. Due to Colorado legal requirements, capital expenses are budgeted and appropriated in the Proprietary Funds.

BUDGET ADOPTION:

An annual budget and appropriation ordinance is adopted by the Board of County Commissioners in accordance with the Colorado State Budget Act and Weld County Home Rule Charter. The budget is prepared on a basis consistent with generally accepted accounting principles for all governmental, proprietary and expendable trust funds. The accounting system is employed as a budgetary management control device during the year to monitor the individual departments (level of classification which expenditures may not legally exceed appropriations). All annual appropriations lapse at year end.

The Director of Finance and Administration is authorized to transfer budgeted amounts within departments of each fund. Any revisions that alter the total appropriation for each department must be approved by the Board of County Commissioners through a supplemental appropriation ordinance.

AMENDMENT TO BUDGET PROCESS:

Section 29-1-111, C. R. S., provides that, if during the fiscal year, the governing board deems it necessary, in view of the needs of the various offices or departments, it may transfer budgeted and appropriated monies from one or more spending agencies in the fund to one or more spending agencies in another fund and/or transfer budgeted appropriated monies between spending agencies within a fund.

Section 29-1-111, C. R. S., provides that, if during the fiscal year, the governing body or any spending agency received unanticipated revenue or revenues not assured at the time of the adoption of the budget from any source other than the local government's property tax mill levy, the governing board of the local government may authorize the expenditure of these unanticipated or unassured funds by enacting a supplementary budget and appropriation.

Supplementary budget and appropriations require a two-thirds majority vote by the Board of County Commissioners.

PROPERTY TAXES:

Property taxes attach as an enforceable lien on property as of January 1. Taxes are levied no later than December 15 and are payable the following year in two installments on February 28 and June 15, or in full on April 30. The county, through the Weld County Treasurer, bills and collects its own property taxes as well as property taxes for all school districts, cities and towns and special districts located within the county. In accordance with Section 14-7 of the Weld County Home Rule Charter, all ad valorem tax levies for county purposes, when applied to the total valuation for assessment of the county, shall be reduced so as to prohibit the levying of a greater amount of tax revenue than was levied from ad valorem taxation in the preceding year, plus five percent (5%), except to provide for the payment of bonds and interest. The Board of County Commissioners may submit the question of an increased levy to the County Council and, if in the opinion of a majority of the County Council, the county is in need of additional funds, the Council may grant an increased levy for the county in such amount as it deems appropriate, and the county is authorized to make such increased levy.

Any one capital project requiring a capital expenditure out of funds procured by ad valorem taxation equal to a three mill levy for three years shall be prohibited unless approved by a majority vote of the qualified electors at a general or special election per Section 14-8 of the Weld County Home Rule Charter.

With the passage of Amendment One (TABOR) effective November 4, 1992, the mill levy cannot be increased above the prior year mill levy, except by a vote of the people. In addition, the growth of property tax revenue cannot exceed the prior year amount plus inflation plus net new construction, without voter approval.

EXPLANATION OF INDIVIDUAL FUNDS

GOVERNMENTAL FUND TYPES:

Funds generally used to account for tax-supported activities.

General Fund

The General Fund accounts for all financial transactions of the County that are not properly accounted for in other funds. Ordinary operations of the County such as public safety, County administration and other activities financed from taxes and general revenues are reflected in this fund. The three percent of fiscal spending reserve established in accordance with the State Constitution Amendment One (TABOR), passed November 3, 1992, is included in the General Fund's fund balance.

Special Revenue Funds

Special Revenue Funds are established to account for taxes or other earmarked revenue for the County which finances specified activities as required by law or administrative action.

Public Works Fund: The Public Works Fund records all costs related to Weld County road and bridge construction and maintenance. This fund is also utilized for allocation of monies to cities and towns for use in their road and street activities.

Social Services Fund: The Social Services Fund accounts for the various public welfare programs administered by the County.

Conservation Trust Fund: The Conservation Trust Fund accounts for revenue received from the State of Colorado to be used for the acquisition, development, and maintenance of new and existing conservation sites within Weld County. The funds are derived from the Colorado State Lottery.

Contingent Fund: The Contingent Fund records any property tax revenue levied by the Board of County Commissioners to cover reasonably unforeseen expenditures.

Public Health Fund: The Weld County Department of Public Health and Environment provides health services to County residents. The fund reflects revenue and expenditures for health care, health education, health monitoring, and other related activities.

Human Services Fund: The Human Services Fund accounts for various Federal and State human service grants. Primary funding agencies are DOL, HHS, and CSA.

Solid Waste Fund: This fund accounts for revenue received from a surcharge on dumping fees at solid waste disposal sites for the purpose of combating environmental problems and for further improvement and development of landfill sites within the County.

Capital Project Funds

Capital Project Funds are established to account for financial resources used for the acquisition or improvement of the capital facilities of the County.

Capital Expenditures Fund: This fund accounts for various capital improvement projects on County property as required by Section 29-1-301, C.R.S., 1973.

PROPRIETARY FUND TYPES:

Proprietary funds focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

Enterprise Funds:

Enterprise Funds account for departments providing services primarily to third party payers.

Northern Colorado Regional Forensic Laboratory Fund: This fund accounts for the maintenance and operational cost of the Northern Colorado Regional Forensic Laboratory. It is funded by rent paid by participating agencies.

Internal Service Funds:

Internal Service Funds are established to account for goods and services provided to other departments of the County on a cost-reimbursement basis.

Fleet Services Fund: This fund accounts for the revenue and costs generated by equipment and vehicles rented to the Public Works Fund and to various departments of other County funds.

Insurance Fund: This fund accounts for all insurance costs for the County. The program is a combination of insured risks and protected self-insurance risks.

Telecom Services Fund: This fund accounts for all phone costs provided to the County and other outside agencies on a cost-reimbursement basis.

Health Insurance Fund: This fund accounts for the self-insured health, dental, and vision plans offered County employees.

Weld County Finance Corporation Fund: This fund accounts for the lease/purchase of county facilities. There are no active leases. The last lease was paid off on August 1, 2007.

BUDGET POLICIES

The basic budget policies of Weld County are stated in the following forms:

- Budget Process
- Program Policy Changes/Impacts
- County Strategic Objectives
- Revenue Policies and Assumptions
- Policy Directions
- Significant Budget and Accounting Policies
- 2019 Budget Guidelines

The overall County budget policies are reflected at the program level on each of the "Budget Unit Summary" sheets. The "Budget Unit Summary" sheets describe how the policies impact operations, service levels and/or finances at the program level. In addition, comments on the summaries explain implementation issues and provide goals and workload and performance data for monitoring purposes.

The "Budget Unit Summary" has been structured as follows to accommodate the governing board and public reader:

- Department Description
- Resources
- Summary of Changes
- Goals/Desired Outcomes/Performance Objectives/Key Performance Indicators
- Workload Measures
- Staff Recommendations

NOTE: In accordance with Article IV, Section 4-2(6)(b), the Director of Finance and Administration shall cause the policies adopted or approved by the Board of County Commissioners to be implemented in the county as required by the Board of County Commissioners and insure that the activities of the departments are consistent with the policies determined and set by the Board of County Commissioners.

SIGNIFICANT CHANGES IN POLICY FROM PRIOR YEARS

- Decrease the mill levy by 0.762 mills to 15.038 mills with a 7.0 mill temporary tax credit
- Complete bridge mitigation projects resulting from the 2013 flooding.
- Fund the oil and gas revenue fluctuation reserve in the Contingency Fund at \$36.0 million.
- Update the Hazard Mitigation Plan in 2019.
- Increased funding for WCRCC staff by 7 FTE to cope with the E911 call volume.
- Perform all wireless radio maintenance in-house for all agencies using WCRCC.
- Reallocate two Sheriff Contract Service deputies to Investigations to increase law enforcement services in the field.
- Add 16.00 FTE in the Sheriff's Office
- Implement a Body Worn Camera program in the Sheriff's Office
- Open a Southwest Weld Substation booking function to serve south county law enforcement agencies
- Complete construction of the \$45 million jail expansion.
- Fund increased salary adjustments for all sworn Sheriff officers to be competitive with other Front Range law enforcement agencies for recruitment and retention of officers.
- Continue to implement SB 15-242 which expands the Child Welfare staffing by three in reaction to the 2014 Colorado Child Welfare Workload Study.
- Continue efforts to control health care costs for county employees and their dependents.
- Fund two positions in Justice Services and four in Work Release to produce cost-avoidance at the jail and efficiencies in the criminal justice system to assure public safety.
- Add seven positions in Engineering and two in Planning to deal with growth in development and the Local Assessment for Pipelines (LAP) permitting.
- State increased categorical eligibility requirements for the Supplemental Nutrition Assistance Program (SNAP) from 130% to 200%, which will result in a growth in the caseload and benefit payments paid.

LONG TERM FINANCIAL PLANNING POLICIES

Balancing the Operating Budget: The State of Colorado's constitution requires all local governments to annually adopt a balanced budget. Balanced budget means expenditures cannot exceed available resources. No debt financing of the operational budget is permitted. Weld County's policy is that under no circumstances will Weld County adopt a budget that is not balanced, even if the constitutional requirement is lifted.

Long Range Planning: The Board of County Commissioners has adopted countywide strategic goals. The recommended budget shall, to the extent possible, based upon available resources, be consistent with the goals and objectives of the county's strategic goals. The process shall involve identifying several critical areas which have or are expected to have an impact on the financial condition of the county over the next five years. Once the critical issues are identified, specific goals and objectives will be developed along with an implementation plan by impacted departments.

Long Term Financial Forecast: Annually prepare a five-year forecast that maintains the current level of services, including known changes that will occur during the forecast period. If the forecast does not depict a positive operating condition in all five years of the forecast, the county will strive to balance the operating budget for all years included in the five-year financial forecast.

Long Term Budget-to-Actual Trends: Annually evaluate trends from a budget-to-actual perspective and from a historical year-to-year perspective to identify areas where resources have been over allocated. This will improve the accuracy of revenue and expenditure forecasts by eliminating the impact of recurring historical variances.

Asset Inventory: An inventory of capital needs will be maintained by the Director of Finance and Administration. The inventory shall include the identified needs, a list of projects, their cost estimates, and project timetable for funding, acquisition or construction. The recommended budget shall include a capital budget and a five-year capital plan with a balanced financial base for renewal, replacement, and new projects. The capital budget shall be adequate to maintain capital assets at a level sufficient to protect infrastructure and minimize future maintenance and replacement costs.

Revenue Diversification: Weld County encourages a diversity of revenue sources in order to improve the County's ability to handle fluctuations in individual revenue sources year to year and long-term. Due to the high percentage of oil and gas assessed values, Weld County also encourages the diversification of revenues for long range planning to minimize the dependence of the County's budget on oil and gas revenue fluctuations in production and price, and long range depletion of the resource in the County.

Fees and Charges: Unless fees or charges are established by state law or contractually, Weld County will establish fees for goods and services at full cost recovery, including direct and indirect costs, where the user of the goods or services has the ability to pay. All fees will be reviewed periodically to insure that they are still appropriate. Fees will be available for the public and adopted by code in public meetings.

Use of One-Time Revenues: Weld County has a policy discouraging the use of one-time revenues for ongoing operational expenditures. The highest priority for one-time revenues will be

to fund assets or other non-recurring expenditures, or to put the one-time revenues in a reserve fund.

Debt Capacity, Issuance, and Management: To the extent possible, Weld County will pay cash for major projects rather than borrowing. Any existing debt will be retired at the earliest possible time during the life of the debt unless circumstances change significantly. Weld County's debt level per Weld County's Home Rule Charter and state law cannot exceed three percent of the current assessed value of the county. The current debt capacity is approximately \$300 million. Debt under the debt limit includes all financial obligations over one year in duration, e.g. general obligation bonds, revenue bonds, certificates of participation, notes, lease purchase agreements, letters of credit, revenue warrants, long term lease obligations, or any other multiple-fiscal year direct or indirect debt or other financial obligation. Obligations for pension plans are excluded under Colorado state law.

Stabilization Funds: Weld County maintains a prudent level of financial resources in the form of a contingent reserve, plus adequate fund balances for cash flow, to protect against the need to reduce service levels or raise taxes and fees due to temporary revenue shortfalls or unpredicted one-time expenditures. See fund balance policy in the policy section of the Budget Message for more details.

Operating/Capital Expenditure Accountability: A budgetary control system will be maintained by the Finance Department to ensure accountability and adherence to the budget by restricting the expenditure of funds above the amount appropriated for the spending agency. Monthly financial reports will be available on-line through the accounting system for elected officials and department heads, detailing the progress towards budget compliance. These reports will, at a minimum, compare the current budget and year-to-year revenues and expenditures by department.

Contingency Planning: Weld County supports a financial planning process that assesses the long-term financial implications of current and proposed operating and capital budgets, budget policies, cash management, and investment policies, programs and assumptions that will permit Weld County to deal with future contingencies in a reasonable and responsible way without adversely impacting County citizens.

Strategic Investment Plan for the Future of Weld County: Due to the oil and gas boom in Weld County from development of the Niobrara formation Weld County property tax revenue has increased. As a result in February, 2012, staff developed and the Board of Weld County Commissioners approved the *Strategic Investment Plan for the Future of Weld County*. A long-term strategy of investment in the county's infrastructure, technology and innovation, staff and workforce development, and economic development for diversification of the local economy can all have a demonstrable long-term payoff. A good county transportation system facilitates the movement of goods and services. Investment in innovation and technology will lay the foundation for new and more efficient governmental services being provided by Weld County government. Staff development ensures that the county's employees have the skills required to provide the very best service possible to the citizens of Weld County. Investment in economic development for the diversity of the local economy will lay a solid foundation for long-term economic growth in the county and allow Weld County to be competitive in retaining and attracting quality companies and a labor force to support those companies. Weld County has to focus on investing rather than spending in order to ensure long-term economic prosperity not only while the energy boom is happening, but also when it eventually ends.

CAPITAL IMPROVEMENT POLICY

1. ***Capital Improvement Plan*** - A plan for capital expenditures to be incurred each year over a fixed period of several years (normally on a five year cycle) setting forth each capital project and identifying the expected fiscal year for each project and the anticipated revenues to finance those projects.
2. ***Capital Improvement Staff Committee*** - The Director of Finance and Administration develops a Long Range County-wide Capital Improvement Plan for all major capital expenditures within the County after surveying County-wide needs with program managers. The Board of County Commissioners is responsible for approving capital improvement policies, as well as, approving capital improvement programming as a part of the annual budget.
3. ***Capital Assets*** - Capital assets are defined as land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.
4. ***Capital Projects*** - Capital projects are defined as those major, non-recurring projects that have a time interval of at least three (3) years between such expenditures and have a total cost of at least \$10,000. Purchases of real property and selected equipment may be exempted from these limitations. Examples of capital projects include:
 - A. New and expanded physical facilities.
 - B. Large scale rehabilitation and replacement facilities.
 - C. Major equipment which has a relatively long period of usefulness.
 - D. The cost of engineering or architectural studies for services related to a major public improvement.
 - E. Acquisition of land and/or buildings.
5. ***Annual Action Program*** - Those capital improvement projects from the plan which have been identified by the Director of Finance and Administration and approved by the Board of County Commissioners for funding and implementation for each fiscal budget year.
6. ***Relationship Between Capital Funding and Operating Budget*** - Capital assets, which include property, plant equipment, software, rights-of-way, and infrastructure assets (e.g., roads, bridges and similar items,) are reported in the applicable governmental or business-type funds. Capital assets are defined by the County as assets with an initial, individual cost of more than \$5,000 and a useful life of more than one year. All fixed assets are valued at historical cost or estimated historical cost if actual historical cost is not available. Donated capital assets are recorded at estimated fair market value at the date of donation.

The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets lives are not capitalized.

All reported capital assets, except for gravel roads, are depreciated. Improvements are depreciated over the remaining useful lives of the related capital assets. Depreciation on all assets is provided on the straight-line basis (asset value divided by years of useful life) over the following estimated useful lives:

Buildings	20 - 50 years
Improvements	20 years
Infrastructure - Bridges	50 years
Infrastructure - Roads	20 years
Equipment	3 - 5 years
Heavy Equipment	10 - 20 years

GASB Statement 34 allows an alternative approach which would reflect a reasonable value of the asset and the cost incurred to maintain the service potential to locally established minimum standards in lieu of depreciation. To elect this option the County must develop and implement an asset management system which measures, at least every third year by class of asset, if the minimum standards are being maintained. The County has elected to use this alternative approach only for gravel roads.

INVESTMENT POLICY

On March 5, 2003, the Board of County Commissioners adopted a comprehensive investment policy that is reviewed annually by the Investment Committee. A copy of the detailed investment policy can be obtained by contacting the Weld County Treasurer at (970) 400-3260. The following is a brief overview of the investment policy:

The County Treasurer is responsible for the investment of all available monies. The statutes defining legal investments for Colorado counties are Sections 24-75-601 and 30-10-708, C.R.S. Investment priorities are (1) safety, (2) liquidity, and (3) yield.

In compliance with statutes, deposits/investments are made only in "qualified" financial institutions, i.e., those which are federally insured by either FDIC or FSLIC. Further, any deposit/investment amount in excess of \$250,000 may only be made at institutions that are designated as public depositories by the state bank or savings and loan commissioners, Sections 11-10-118 and 11-47-118, C.R.S. Such designation occurs when acceptable collateral is pledged to secure the total deposit.

Deposits/investments shall be made in the name of the treasurer in one or more state banks, national banks having their principal offices in this state, or in compliance with the provisions of Article 47 of Title 11, C.R.S. 1973, savings and loan associations having their principal offices in this state which have been approved and designated by written resolution by a majority of the Board of County Commissioners.

The Board of County Commissioners can designate, by resolution, an average annual rate of interest income to be paid to a specific fund or funds. All other interest income is deposited to the county general fund for the purpose of supplementing the county mill levy thus reducing the amount of revenue required from property tax.

The County maintains a cash and investment pool that is available for use by all funds except the Pension Trust Fund. Several of the County's funds also hold investments on their own account. The cash and investments of the Pension Trust Fund are held separately from those of the other County funds.

Deposits:

At year end, the estimated carrying amount of the County's deposits is over \$230 million. Of this amount, approximately \$1 million will be covered by Federal deposit insurance, and the remainder was collateralized with securities held by the pledging financial institution's trust departments or agents in the County's name.

Investments:

Statutes authorize the County to invest in obligations of the U.S. Treasury, agencies, and instrumentalities, commercial paper, and repurchase agreements. The Pension Trust Fund is also authorized to invest in corporate bonds and mortgages.

Interest revenue is projected on the basis of an average interest rate of 2.50 percent in 2019.

FUND BALANCE AND RESERVE POLICY

Weld County considers maintenance of adequate operating reserves to be a prudent management tool and important factor in providing financial flexibility to the County. A financial reserve may be used to address unanticipated revenue shortfalls and unforeseen expenditures. The reserves provide a first line of defense against deficit spending and help maintain liquidity when budget downturns become inevitable. The appropriate size of such fund balance reserves depends on the potential viability of the County's revenues and expenses, as well as its working cash needs to handle seasonality of revenues or expenditures.

The Board of County Commissioners adopted the County Fund Balance Policy on December 14, 2011, nunc pro tunc January 1, 2011. The policy was created to help reduce the negative impact on the County in times of economic uncertainty, major fluctuations in oil and gas assessed valuations, and potential losses of funding from other governmental agencies. The policy established minimum requirements for reserves and guidelines for the use of certain funds. The reserves and restrictions are also consistent with the requirements under Colorado statute or state constitutional requirements. The County Fund Balance Policy requires the following:

- Any remaining fund balance following all restrictions and commitments in the Health Fund shall be assigned for the purpose of future health programs for the benefit of the citizens of Weld County.
- Any remaining fund balance following all restrictions and commitments in the Social Services Fund shall be assigned for the purpose of future welfare programs for the benefit of the citizens of Weld County.
- Any remaining fund balance following all restrictions and commitments in the Human Services Fund shall be assigned for the purpose of future welfare, senior, and employment programs for the benefit of the citizens of Weld County.
- The Contingency Fund shall maintain a minimum fund balance to cover a minimum ten (10) percent of the annual expenditures and maximum of twenty (20) percent of the annual total expenditures as determined by the Director of Finance and Administration to provide: (1) a reasonable level of assurance that Weld County's operations will continue even if circumstances occur where revenues are insufficient in an amount that is equal to at least one-percent of annual expenditures to cover necessary expenses for public safety, public welfare and public works; (2) there is a major reduction in oil and gas assessed valuations; or (3) there are other unexpected needs or emergency situations costing an amount that is equal to at least one-percent of annual total expenditures that do not routinely occur. The Contingency Fund shall be funded by property tax with a half-mill applied to the county's assessed value annually, unless the Board of Weld County Commissioners adjusts the amount in the annual budget process.
- The three-percent TABOR emergency reserve required by Article X, Section 20(5) of the Colorado Constitution shall be a restricted fund balance in the General Fund in an amount equal to eight-million dollars or three-percent of the TABOR revenue limit, whichever is greater.

POLICY DIRECTIONS

- Incorporate Guiding Principles, Mission Statement, and Strategic Goals into the budget submission.
- Incorporate the *Strategic Investment Plan for the Future of Weld County* into the budget.
- Continue revenue maximization policy to support County services to users.
- Continue policy of identifying ways to minimize the reliance upon property tax funding.
- Advocate legislative positions.
- Examine County programs on a continual basis to maximize productivity and maintain current service levels with current or reduced workforce.
- Examine County programs and services to prepare Weld County for continuing financial uncertainties and future limitations.
- Utilize cost cutting/revenue raising strategies to hold down costs and support County services. This may be accomplished by:
 - Organization assessment
 - Contraction in services
 - Productivity improvement
 - Privatization and contracting
 - Automation
 - Energy conservation
 - Administrative reorganization
 - Innovation/technological transfer
- Continue position sunset review process to assess the need for any vacated positions.
- Utilize a target budget approach with the following features:
 - Identifies County's resource capacity
 - Clearly identifies targets and related reductions
 - Identify proposed non-funding early
 - Allows time to accommodate reductions (employees)
 - Offers support to managers to eliminate marginal services, less productive employees, etc.
 - Allows board discretion in allocating funds to unfunded programs in critical service areas
 - Targets all offices, departments, and outside agencies
 - Better reflects County priorities
 - Since limits are known, allows planning of alternative expenditure levels six months before fiscal year begins
 - Constrains growth in existing levels, so high priority requests can be granted while lower priority projects are cut

- Examine all user and service fees and make recommendations for increases or other adjustments to match the cost of providing such services.
- Clearly identify all newly mandated program costs for the Board.
- Continue the County's share of partnership programs, unless a change is legally mandated, and decrease the share wherever possible.
- Maximize manpower avoidance or substitution methods for all departments through automation, productivity improvements, or cost cutting strategies.
- Recommend capital outlay expenses for equipment only when the need has been fully justified, the useful life of equipment cannot be extended, and it has been determined that salvage equipment is unavailable for use. Vehicle replacement must be recommended by the Director of Fleet Services for consideration in the budget process.
- Continue to examine priorities, which services to provide, best way to deliver services, and most cost effective way to provide services within the constraints of TABOR.
- Minimize levels of management for departments within the County by flattening the organization and empowering employees to the maximum extent possible.
- Continued deployment of Lean. The County began to use Lean, a continuous improvement methodology in 2017. Significant process improvements have been made in many departments, including Motor Vehicle, jail booking, and Human Services operations. The County's Lean efforts are evolving from a centralized group in Information Technology to broader deployment throughout county departments involving their own staff.

2019 GUIDELINES

- Unless full justified there will be no recommended increases in personnel in the recommended budget to the Board. Increased workload should be absorbed by existing personnel wherever possible through increased productivity.
- Resources for new activities should come from increased productivity and termination of existing activities wherever possible. No new non-mandated programs should be proposed without proportionate cutbacks in other programs. Any new programs or expansion of existing programs will be highlighted as a policy issue for the Board.
- All newly mandated program costs should be clearly identified for the Board.
- Unless a change is legally mandated, the county's share of partnership programs should not be increased, the share should be decreased wherever possible.
- Methods to maximize manpower avoidance or substitution should be encouraged by all departments through automation, productivity improvements, or cost cutting strategies.
- Capital outlay expenses for equipment should only be recommended when the need has been fully justified, the useful life of equipment cannot be extended, and it has been determined that salvage equipment is unavailable for use. Vehicle replacement must be recommended by the Director of Fleet Services for consideration in the budget process.
- Budgets are to be prepared on a program basis with submission in a program format, as well as in the normal line item format like 2018's budget presentation.
- Salaries should be budgeted at the 2018 level. Any salary increase for a class unique to a department must be absorbed in target amounts.
- All user and service fees should be examined and recommendations made for increases or other adjustments to match the cost of providing such services.
- Those areas where increased personnel productivity has shown gains in services and/or reductions in cost should be identified.
- Target budget amounts will be provided to each department and office. Any amount exceeding the target base will be competing for a small amount of unallocated funds during the budget hearing process in November. Therefore, all offices and departments should make concerted efforts to put together realistic programs and efforts within the target budget base amount, since the ability of the Board to fund beyond that level will be substantially restricted. Ranking forms will begin at 90% of target, and must be completed by each department.

- In reviewing the 2019 budget request, The Director of Finance and Administration will develop preliminary recommendations to the Board of County Commissioners. The Director of Finance and Administration will ask the same basic questions that, hopefully, each of the departments asked regarding the evaluation of their program activities. These questions concern need and purpose, objectives, departmental priorities and rank, achievements and benefits expected, means, if any for measuring results, consequences of not implementing the request, impact on other agencies or departments, alternative approaches or service level, resources required, means of financing, and whether or not all cost cutting and revenue generating strategies have been applied.
- Unless a significant organizational change has occurred, upgrades of specific positions that were requested but denied in the last two years will not be reconsidered in the 2019 budget process.
- **Use the following budget population data for performance measures:**

<u>YEAR</u>	<u>POPULATION</u>
2017 (Actual)	304,600
2018 (Estimated)	315,300
2019 (Projected)	325,800

- Interns: Any department planning on using interns in the next fiscal year must include any costs associated with the interns in the budget request. Costs should include any salaries, equipment (vehicle), service and supplies (e.g., mileage). No mid-year intern position requests will be approved that have a cost that is not already budgeted in the final budget.

2019 SPECIAL BUDGET INSTRUCTIONS

The following are special budget instructions to be used for submission of your 2019 budget.

1. All budgets (including Enterprise and IGS) must be submitted by July 6, 2018.
2. All departments are requested to submit, on or before June 15, 2018, the following items that will be part of your 2019 budget:
 - A. Special Project Request for Building and Grounds projects estimated to be over \$5,000.
 - B. Any additional position requests or reclassifications, as outlined in the Budget Manual, to allow Human Resources to assess the need.
 - C. Telecom Service Requests for phone changes in 2019. Unplanned moves will only be done if absorbed in the 2019 budget.
 - D. Information Technology requests for computer hardware, software, system upgrades or system study. (See 2018 memo regarding 2019 IT Project Request process)
 - E. New or replacement vehicle requests to the Director of Fleet Services for inclusion in the Fleet Services budget.
 - F. Applications for the technology and innovation investment program projects to Finance.
3. Salary and fringe benefits will be budgeted at the 2018 level. Any anticipated increase over 2018 level must be absorbed in target amount.
4. For budgetary purposes, please use the 52.5¢ per mile reimbursement rate in developing your 2019 budget.
5. Any requests for equipment should be submitted as part of your departmental budget request. Once a determination has been made as to whether or not the Board of County Commissioners will approve your request for equipment purposes, the total amount will be moved to a Capital Outlay budget unit as has been the practice in past years.
6. Fleet Services IGA rates should be ascertained from the Director of Fleet Services for budget purposes. This is necessary because of the varying rates for unique kinds of vehicles, such as patrol cars, etc. Fuel costs should be budgeted as follows: unleaded \$2.00/gallon, diesel \$2.25/gallon, natural gas \$1.50/gallon, and E85 \$2.00/gallon.
7. Any new or replacement vehicles should be discussed with the Director of Fleet Services and a Vehicle Request Form completed. Vehicles being replaced must be identified on the Vehicle Request Form and will be turned in when the replacement arrives in 2018.
8. Postage costs are anticipated to be 50¢ in 2019.

9. The target budget amount provided to your budget unit(s) can only be adjusted after discussing it with the Director of Finance and Administration in order to coordinate the overall target amounts.
10. **Any amount in excess of the 90% target amount must have an Appropriation Request Exceeding Target Budget Level form and be ranked on the Budget Unit Ranking Form for the regular budget.**
11. Any budget unit with project account codes should prepare a worksheet summarizing each account with total comparison to 2019. See Director of Finance and Administration for exact format.
12. Any 2019 position classification upgrades will be treated the same as a new position request in the budget process, with the department funding any requests within the target amount. Unless there has been a significant organizational change, reclassification requests made in the last two years and denied by the Board will NOT be reconsidered in the 2019 budget process.
13. Early Warning Budget Hearings will be held in September.
14. As revenues are budgeted, each department should examine whether credit cards should be implemented at the point of sale for the specific service being offered. If credit card services for payment are an option, discuss with the Director of Finance and Administration, the manner in which the credit card service fee can be recovered or absorbed in the fee structure in compliance with all legal and credit card service provider requirements.
15. A worksheet showing each line item with five years' history is being provided to show historical expenditure patterns.
16. **INTERNS:** Any department planning on using interns in the next fiscal year must include any costs associated with the interns in the budget request. Costs should include any salaries, equipment (vehicle), service and supplies (e.g., mileage). No mid-year intern position requests will be approved that have a cost that is not already budgeted in the final budget.
17. The training budget for your department should be delineated in the format per the attached instructions in conjunction with the Human Capital Management Strategy.

If, in the development of your budget request, you determine that there are unique requirements or unique situations in your department that affect your budget presentation, please do not hesitate to contact the Director of Finance and Administration at 970-400-4218 to answer questions, or to get approval for variation to the normal procedures outlined in the special instructions.

2019 PROGRAM ISSUES

- Complete construction of the \$45 million jail expansion.
- Fund the oil and gas revenue fluctuation reserve in the Contingency Fund at \$36 million.
- Reallocate two Sheriff Contract Service deputies to Investigations to increase law enforcement services in the field.
- Create a Budget Manager position for succession planning.
- Continue to implement SB 15-242 which expands the Child Welfare staffing by three in reaction to the 2014 Colorado Child Welfare Workload Study.
- Update the Hazard Mitigation Plan in 2018.
- Increase funding for WCRCC staff by 7 FTE to cope with the E911 call volume.
- Perform all wireless radio maintenance in-house for all agencies using WCRCC.
- Add 16.00 FTE in the Sheriff's Office
- Implement a Body Worn Camera program in the Sheriff's Office
- Open a Southwest Weld Substation booking function to serve south county law enforcement agencies
- Fund increased salary adjustments for all sworn Sheriff officers to be competitive with other Front Range law enforcement agencies for recruitment and retention of officers.
- Continue efforts to control health care costs for county employees and their dependents.
- Fund two positions in Justice Services and four in Work Release to produce cost-avoidance at the jail and efficiencies in the criminal justice system to assure public safety.
- Add seven positions in Engineering and two in Planning to deal with growth in development and the Local Assessment for Pipelines (LAP) permitting.
- State increased categorical eligibility requirements for the Supplemental Nutrition Assistance Program (SNAP) from 130% to 200%, which will result in a growth in the caseload and benefit payments paid.

REVENUE POLICIES AND ASSUMPTIONS

The following revenue policies and assumptions have been used in the preparation of the 2019 budget.

1. Wherever possible, those receiving the benefits of a government service should pay for what they receive in full through current fees, charges, and other assumptions.
2. Continual search for new sources of revenue shall be made to diversify the County's financing plan.
3. The County shall seek the establishment of a diversified and stable revenue system to shelter the County from short run fluctuations in any one revenue source.
4. Estimated revenues are conservatively projected.
5. Proposed rate increases are based upon:
 - A. Fee policies applicable to each activity.
 - B. Related cost of the service provided.
 - C. The impact of inflation in the provision of services.
 - D. Equitability of comparable fees.
6. Programs funded by state and federal revenue sources shall be reduced or eliminated accordingly if state or federal revenues are reduced or eliminated. Local funding will be substituted only after a full study by the Board and if the program has a high priority to satisfy a local need.
7. Revenue targeting for a specific program shall only be utilized whenever legally required and when a revenue source has been established for the sole purpose of providing a specific program.
8. Revenue from intergovernmental sources with a specific ending date shall not be projected beyond the date.
9. Assume a local economy similar to 2018 with some projected slowdown in the last quarter of 2019. Assume interest rates averaging 2.50 percent throughout 2019.
10. Property taxes are based upon the maximum allowable under Amendment One (TABOR) and the Weld County Home Rule Charter limitation.
11. Assume that unless there is proven evidence to the contrary, federal and state categorical and entitlement grants will continue at the current level of funding.

SPECIFIC REVENUE ASSUMPTIONS OF SIGNIFICANT REVENUE

Where appropriate, the local economic conditions and forward-looking economic indicators have been noted and taken into account in forecasting revenue trends.

Property Tax: Levy with maximum allowable, per Weld County Home Rule Charter and Amendment One (TABOR) limitation. The volatility of the oil and gas assessed values continues to be a major impact to the County's budget planning, as it has been for the last six years. For the 2019 budget, the increase in the county's assessed value from oil and gas values was over 25%. The 2019 assessed valuation level is slightly above the previously high 2016 level due to oil and gas production and growth in the county. Because of the volatility of production levels and price fluctuations of the oil and gas values, the County must continue to prudently manage the increased property tax base created by the energy development. The county was prepared for the significant drop in the assessed valuation for the 2017 and 2018 budgets. In anticipation of the drop in the county's assessed valuation in the 2016 budget of \$178 million in property tax revenue there was \$62 million in one-time budget items, for 2017 there was nearly \$30 million in one-time costs, and \$18 million in 2018. This was achieved by keeping the county's net operational spending requirement around \$125-140 million in property tax revenue to maintain the current spending levels in 2017 and 2018. In the 2019 budget there is \$35 million in one-time expenses. It is anticipated that oil prices will stay in the \$50-70 per barrel range in next few years.

Specific Ownership Tax: Personal property tax on vehicles (SOT) is anticipated to be level in 2019 due to stable vehicle sales and how the new vehicles figure into the five-year sliding fee schedule.

Building Inspection and Planning Permits: Continued growth in construction is being seen. There is more activity in residential building in the unincorporated part of the County with some factors pointing towards an uptick in activity as rental vacancy rates are low and housing listing inventories are low. Although the investment in the oil and gas infrastructure is anticipated to continue for the next few years there has been a leveling off in drilling activity, which levels building permit revenue. A fee change in 2017 regarding oil and gas well permit fees has lowered building inspection revenue more than anticipated.

State and Federal Grant Revenue: Budget at signed contract level or anticipated funding level provided by state or federal agency. We can anticipate moderation in non-defense discretionary spending and some spending cuts in entitlements. Spending and revenue imbalances at the state and federal levels will most likely result in lower or at best slower growth in intergovernmental revenues for the county in the future.

Charges for Services: Charges to special districts and other public entities are based upon signed contracts.

Earning on Investments: Interest revenue is calculated on the average earnings rate of 2.50 percent, times the estimated average daily cash balances. Based upon Federal Reserve projections interest rates will go up some in 2019.

Royalties: Based on analysis of oil and gas leases active on 40,000 plus acres of mineral interests owned by Weld County. These revenues have been up significantly the last five years but are anticipated to level off due to lower oil prices going forward.

Rental: All rental income is based upon signed leases.

Overhead/Cost Plan: Revenues are based upon the 2017 Indirect Cost Plan approved by the Department of Health and Human Services that results in federal revenue allowable from grants. Social Services has been charged the full indirect cost allocation amount since July 1, 2012, which results in approximately an additional \$4.5 million in revenues in this area.

County Clerk Fees: Calculated on the historical level of activity, and legislative changes in the last few years. Increased oil and gas and housing financing recording activity in the county is resulting in higher projected revenues in this area.

Treasurer's Fees: Based upon historical level of activity for fees, which have been growing slight due to the statutory fee structure for property taxes collected.

Highway Users - Special Bridge: Revenue based upon signed state and federal grant contracts.

Motor Vehicle Registration Fees: Like Specific Ownership Tax this revenue is anticipated to be up slightly in 2019 due to increasing vehicle sales and population growth.

Highway User's Tax: Based on State Department of Highway estimates from gas tax less three percent reduction that Weld County has historically experienced. As vehicles become more fuel efficient less fuel is purchased, thus paying less HUTF tax that is based upon a per gallon tax. This is offset by population growth in the state.

Social Service Revenue: Based on anticipated caseload as discussed under each program plus state and federal funding formula for each program. The new Child Welfare allocation formula adopted in 2013 has resulted in the county's allocation going up over \$3 million from the prior formula.

Health Grants: Based upon contracts signed July 1, 2018.

Health Fees: Based upon historical patient/client caseload with 2019 rates applied. With more and more uninsured patients, utilization continues to increase in county clinic due to affordability.

Human Services Grants: Based upon contract funding level as of October 1, 2018,

State Lottery: Funded at the current level, with no anticipated legislative changes.

Solid Waste Fees: Ten percent surcharge applied to historical waste volumes and input on projected volume from landfill operators.

Proprietary Fund Revenues: Revenues for each Proprietary Fund equal funded anticipated expenditures in user departments' budgets.

Work Release Inmate Fee: Based upon average of 200 work release inmates per day.

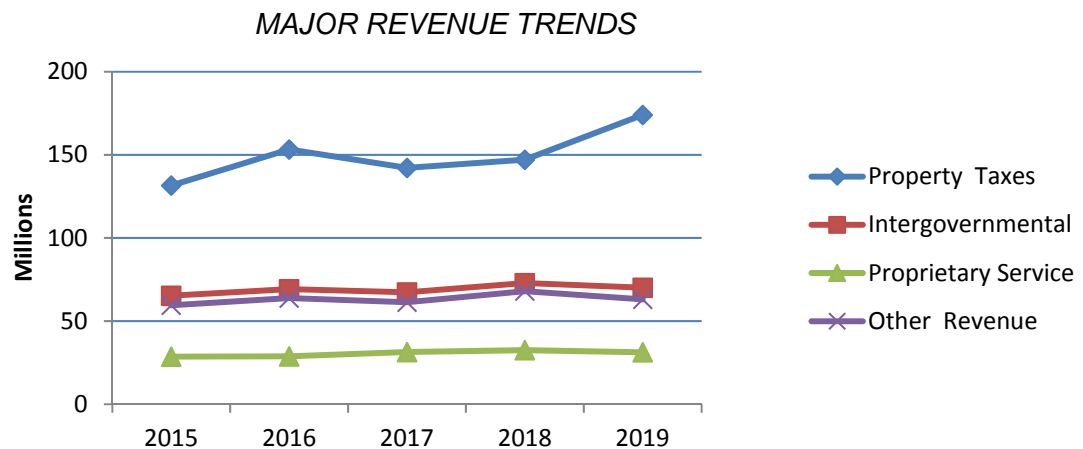
Severance Tax: See policy on severance tax direct distribution in Public Works Non-Departmental Revenue (Budget Unit 2000-90100).

MAJOR REVENUE HISTORICAL TRENDS AND ANALYSIS

DESCRIPTION	2015	2016	2017	2018	2019
Property Taxes	\$ 141,724,346	\$ 153,213,068	\$ 141,946,827	\$ 145,754,379	\$ 173,539,158
Other Taxes	11,600,000	11,710,000	11,830,000	13,630,000	12,770,000
Fees	10,353,400	10,376,690	11,148,250	13,059,800	13,481,000
Intergovernmental	65,272,311	69,192,838	67,305,192	73,012,071	70,021,975
Licenses/Permits	4,721,600	6,061,000	5,437,350	4,473,750	4,678,000
Charges for Services	9,103,378	8,910,798	8,898,159	9,558,280	10,182,870
Proprietary Services	28,596,336	28,764,247	31,383,694	32,503,524	31,228,972
Miscellaneous	13,581,877	26,746,798	23,989,103	27,302,514	22,059,361
TOTAL REVENUES	\$ 284,953,248	\$ 314,975,439	\$ 301,938,575	\$ 319,294,318	\$ 337,961,336

TREND ANALYSIS

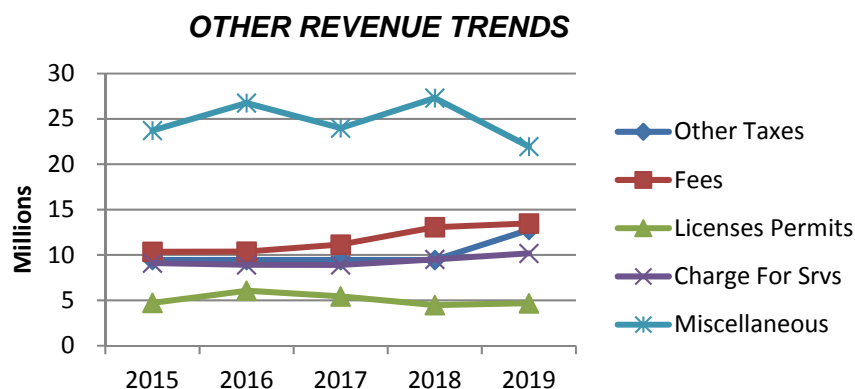
Where appropriate, the local economic conditions and forward-looking economic indicators have been noted and taken into account in forecasting revenue trends.



Property Tax: Increases will track with the Home Rule Charter and TABOR tax limitations, which are growth in actual property value, plus cost-of-living. As has been the case for the last few years' growth and development activity directly, or indirectly, related to oil and gas exploration seems to be the main influence on the growth of the property tax base in the county. The volatility of the oil and gas assessed values continues to be a major impact to the County's budget planning the last six years. For the 2019 budget, the increase in the county's assessed value from oil and gas values was over 25%. Oil and gas assessed valuation are close to 60% of the county's total assessed valuation. Since November 2014, due to the oversupply of oil worldwide the price of oil has dropped from over \$100 a barrel to the price range of \$40-50 per barrel. With the volatility of production levels and price fluctuations of the oil and gas values, the county must continue to prudently manage the property tax base created by the energy development. The 2019 assessed valuation level and resulting property tax is above the previously high 2016 level due to oil and gas production and growth in the county.

Intergovernmental: The significant jump in state and federal revenues of over 20% in 2015 was attributed primarily to the increased state and federal funding for Public Works projects, many associated with the recovery efforts from the September 2013 epic flooding. The higher funding level continued into 2016 with Public Works projects including \$4.5 million for WCR 49 and four major bridge replacement projects. Many of these grants were one-time and dropped after 2016. The drop from 2018 to 2019 was primarily due to energy impact grants for road projects. We can anticipate moderation in non-defense discretionary spending and some spending cuts in entitlements. Spending and revenue imbalances at the state and federal levels will most likely result in lower or at best slower growth in intergovernmental revenues for the county in the future.

Proprietary Services: Predictable revenue based on stable usage. Health insurance costs in the self-insured program are slowing and even dropped 15% in 2019, so the increases in this area over the next five years should be more moderate. For example, there has been a 11.8% decrease in health insurance rates in the last five years, but participation in the insurance plan is up some.



Other Taxes: Primarily, specific ownership taxes that track car registrations and severance tax. The increasing trend the last three years is due to a new formula for the direct distribution of severance tax to cities and counties from the state. Severance tax revenues follow the price of oil and gas, since that is where they are derived.

Fees: Fees have been increased and new fees added. Fees from vehicle registration should increase as vehicle sales are projected to continue to increase and as the county's population continues to grow. Planning fees are steady as the county grows and construction activity returns, as well as, activity from oil and gas infrastructure development and drilling activity.

Licenses/Permits: As cited in the *Revenue Assumption* section earlier, there is stronger recovery of construction in the county. Despite the low activity in residential building in the unincorporated part of the County some factors pointing towards an uptick in activity as rental vacancy rates are low and housing listing inventories are low. The investment in the oil and gas infrastructure is anticipated to continue for the next few years. A fee change in 2017 regarding oil and gas well permit fees has lowered building inspection revenue more than anticipated. The combination of all these factors point to a leveling off of inspection and permit fee revenues in 2019.

Charges for Services: Revenue is predictable based on contracts for service and reimbursable projects.

Miscellaneous: Revenue predictable, even though some variation in specific years. Interest revenue is found in this category and is up nearly \$1.5 million in 2019. Public Works contracts are

down due to reimbursable road projects in 2019. Fines from traffic violations are projected to be up slightly in 2019. Oil and gas royalty payments were up substantially the last three years but should level out in the coming five years as bonus amounts drop and oil prices stabilize. The policy decision to charge Social Services the full amount of indirect costs raised this category to \$4.5 million in 2019, which is down \$2.3 million from 2018. The one-time reimbursement of \$1.9 million for a communications project with Adams County increased revenues in 2018 and then dropped in 2019.

FIVE YEAR PROJECTED REVENUE AND EXPENDITURE TRENDS

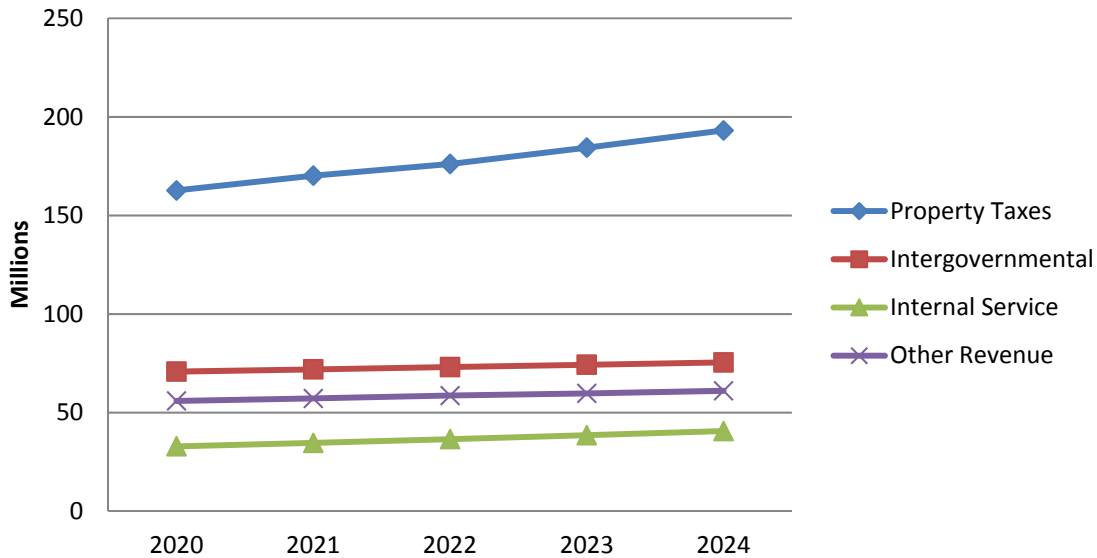
2020-2024 REVENUE PROJECTIONS

The forecasting revenue trends cited in the graphs below are discussed in the previous section, Major Revenue Historical and Future Trends and Analysis. Assumptions include:

- Property tax levy with maximum allowable, per Weld County Home Rule Charter and Amendment One (TABOR) limitation. The projections are set at 5% annually. More property tax will be devoted to the Public Works Fund for road projects starting in 2020.
- Assessed value from oil and gas will fluctuate, but the Contingency Reserve will allow for a leveling effect with oil prices being in the range of \$45-65 long term.
- Intergovernmental revenues will show only moderate annual changes of 2% as non-defense discretionary spending slows and some cuts in entitlements occur due to planned federal deficit reductions.
- Fees, licenses, charges for service, and miscellaneous revenues will grow at the rate of inflation and population growth.
- Proprietary Services will be driven primarily by inflation.
- Proprietary Services revenues are offset by the same expenditure amount with an adjustment for the property tax assessed for the Insurance Fund.

DESCRIPTION	2020	2021	2022	2023	2024
Property Taxes	\$162,700,078	\$170,222,582	\$176,121,211	\$184,414,771	\$193,123,010
Other Taxes	13,606,000	14,352,080	14,777,542	15,215,769	15,667,142
Fees	13,878,680	14,288,290	14,710,189	15,144,745	15,592,337
Intergovernmental	70,835,470	71,961,392	73,110,561	74,283,484	75,480,676
Licenses/Permits	4,251,660	4,379,030	4,510,221	4,645,347	4,784,528
Charges for Services	10,045,596	10,090,775	10,593,621	10,654,356	10,873,208
Proprietary Services	32,901,410	34,675,512	36,557,930	38,555,772	40,676,626
Miscellaneous	14,174,038	14,124,633	14,076,703	14,130,287	14,185,431
TOTAL REVENUES	\$322,392,932	\$ 334,094,294	\$ 344,457,978	\$ 357,044,531	\$ 370,382,958

Major Revenue Projections



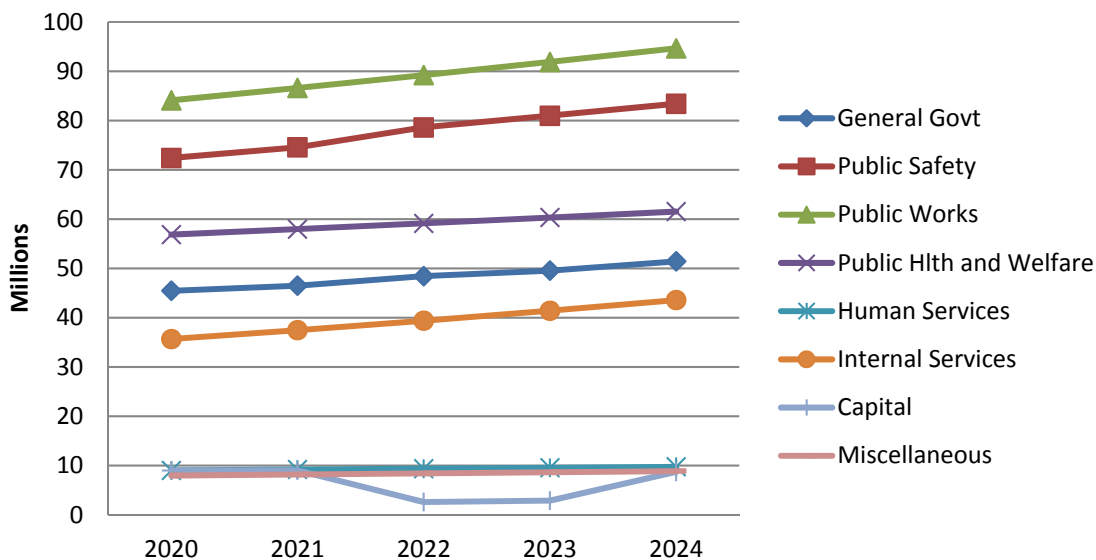
2020-2024 EXPENDITURE PROJECTIONS

<i>DESCRIPTION</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
General Government	\$45,460,646	\$46,503,108	\$48,428,371	\$49,562,972	\$51,433,248
Public Safety	72,405,004	74,577,154	78,624,468	80,983,202	83,412,698
Public Works	84,091,322	86,614,062	89,212,484	91,888,858	94,645,524
Public Health and Welfare	56,864,165	57,996,628	59,151,741	60,329,956	61,531,735
Human Services	9,033,789	9,208,786	9,387,282	9,569,349	9,755,056
Culture and Recreation	937,497	949,752	962,375	975,376	988,767
Proprietary Services	35,680,615	37,484,798	39,398,200	41,427,955	43,581,679
Capital	9,024,000	9,028,000	2,617,000	2,905,000	8,575,000
Miscellaneous	7,039,095	7,243,927	7,454,836	7,672,002	7,895,611
TOTAL EXPENSES	<u>\$320,536,133</u>	<u>\$ 329,606,215</u>	<u>\$ 335,236,757</u>	<u>\$345,314,670</u>	<u>\$ 361,819,318</u>

Assumptions used for the expenditure projections are as follows:

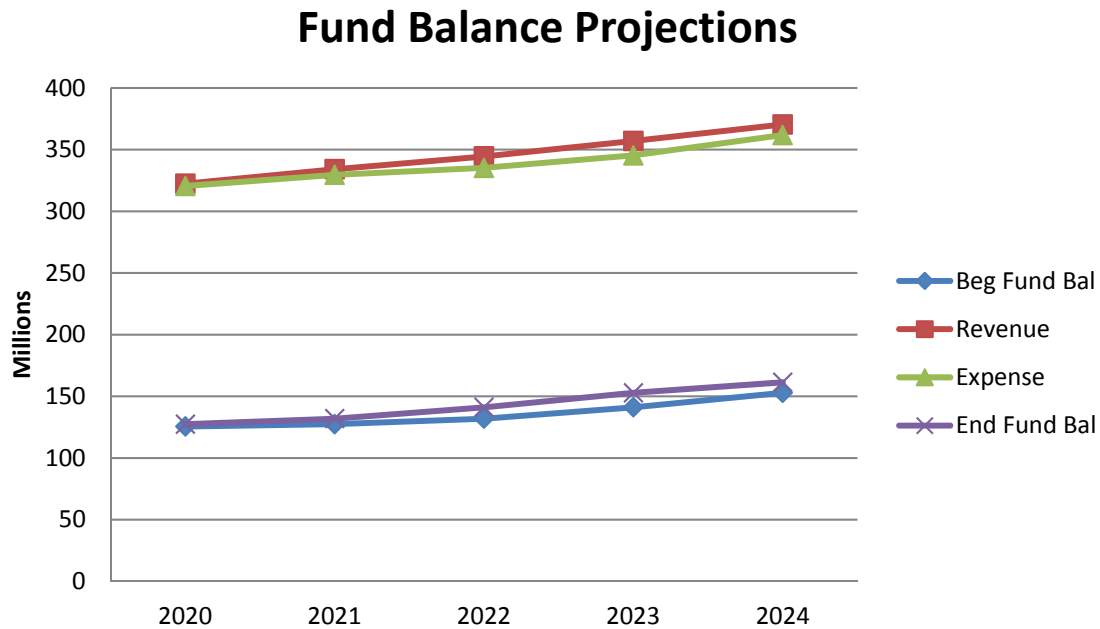
- Inflation is projected at an average 3 percent over the five-year period for all categories, except federal and state funded programs.
- Population growth follows the State Demographer's estimate of an average 4 percent growth for Weld County
- Public Health and Welfare, and Human Services program costs will follow the trend of the state and federal revenues supporting them. Therefore, the program expenditures will grow only moderately at 2% annually as non-defense discretionary spending slows and some cuts in entitlements occur due to planned federal deficit reductions.
- In election years, General Government will increase by approximately \$350,000-\$500,000, and drop by the corresponding amount in off-election years.
- Public safety will experience infusion of funds beyond inflation to fund the additional costs of opening additional jail beds as the inmate population grows.
- Proprietary Services will be driven primarily by inflation.
- Proprietary Services revenues are offset by the same expenditure amount.
- Capital costs follow the revenue contribution to the Capital Expenditure Fund in accordance with the Capital Improvements Plan.
- Public Works costs will be increased starting in 2020 to accommodate the growth in traffic as the county's population increases, and energy development continues to impact the road system.

Major Expenditure Projections



2020-2024 FUND BALANCE PROJECTIONS

	2020	2021	2022	2023	2024
Begin Fund Balance	\$125,394,369	\$127,251,168	\$131,739,247	\$140,961,468	\$152,690,329
Total Revenues	322,392,932	334,094,294	344,457,978	357,044,531	370,382,958
Total Expenses	320,536,133	329,606,215	335,236,757	345,314,670	361,819,318
Ending Fund Balance	\$127,251,168	\$131,739,247	\$140,961,468	\$152,690,329	\$161,253,968



DEPARTMENT/FUND MATRIX AND ORGANIZATIONAL RESPONSIBILITY FOR BUDGET UNITS

BUDGET UNIT	RESPONSIBLE OFFICIAL
General Fund:	
Office of the Board	Chairman, Board of County Commissioners
Public Information	Communications Director
County Attorney	County Attorney
Public Trustee	Public Trustee
Planning and Zoning	Director, Planning Services
Clerk to the Board	Clerk to the Board
Clerk and Recorder	Clerk and Recorder
Elections	Clerk and Recorder
Motor Vehicle	Clerk and Recorder
Treasurer	Treasurer
Assessor	Assessor
Maintenance of Building and Grounds	Director, Buildings and Grounds
County Council	Chairman, County Council
District Attorney	District Attorney
Juvenile Diversion	District Attorney
Victim Witness	District Attorney
Adult Diversion	District Attorney
Finance and Administration	Director, Finance and Administration
Accounting	Controller
Purchasing	Controller
Printing and Supply	Controller
Human Resources	Director, Human Resources
Information Services	Chief Information Officer
Geographical Information System	Chief Information Officer
Technology Projects	Chief Information Officer
Sheriff Administration Units (21100-21140)	Sheriff
Patrol Unit	Sheriff

<i>BUDGET UNIT</i>	<i>RESPONSIBLE OFFICIAL</i>
Investigation Unit	Sheriff
Regional Forensic Lab	Sheriff
Victim Advocates	Sheriff
Drug Task Force	Sheriff
Contract Services	Sheriff
Ordinance Enforcement	Sheriff
Communications - County-wide	Director, Public Safety Communications
Public Safety Wireless Communication	Director, Public Safety Communications
Public Safety Information System	Chief Information Officer
Communications System Development	Director, Public Safety Communications
Coroner	Coroner
Court & Transportations and Work Release Units	Sheriff
Inmate Services and Security Units	Sheriff
Justice Services	Director, Justice Services
Community Corrections	Director, Justice Services
Work Release	Director, Justice Services
Building Inspection	Director, Planning Services
Office of Emergency Management	Director, Office of Emergency Management
Pest and Weed Control	Director, Public Works
Economic Development	Director, Finance and Administration
Waste Water Management	Director, Finance and Administration
Engineering	Director, Public Works
Extension Service	Extension Agent
Veteran's Office	Director, Buildings and Grounds
Airport	Director, Finance and Administration
Mental Health	Director, Finance and Administration
Developmentally Disabled	Director, Finance and Administration
Seniors Program	Director, Finance and Administration
Missile Site	Director, Buildings and Grounds
Parks and Trails	Director, Finance and Administration

<i>BUDGET UNIT</i>	<i>RESPONSIBLE OFFICIAL</i>
Building Rents	Director, Finance and Administration
Non-Departmental	Director, Finance and Administration
Community Agency Grants	Director, Finance and Administration
Bright Futures	Director, Finance and Administration
Island Grove Building	Director, Finance and Administration
Asset and Resource Management	Director, Finance and Administration
County Fair	Extension Agent
<i>Special Revenue Funds:</i>	
Public Works Fund	Director, Public Works
Social Services Fund	Director, Human Services
Health Fund	Director, Public Health and Environment
Human Services Fund	Director, Human Services
Conservation Trust Fund	Director, Finance and Administration
Contingency Fund	Director, Finance and Administration
Solid Waste Fund	Director, Finance and Administration
<i>Capital Fund:</i>	
Capital Expenditure Fund	Director, Finance and Administration
<i>Proprietary Funds:</i>	
Fleet Services Fund	Director, Fleet Services
Insurance Fund	Director, Finance and Administration
Telecom Fund	Chief Information Officer
Health Insurance Fund	Director, Finance and Administration

POLICY MATTERS/POINTS OF ISSUE WITH FISCAL IMPACT

FUNDING	INCLUDED	EXCLUDED
<i>Clerk to the Board:</i>		
1.5 FTE Office Tech III (Mid-year)	\$ 81,176	
<i>Motor Vehicle:</i>		
Office Tech III (2)	122,087	
<i>Assessor:</i>		
Appraisers (2)	155,213	
<i>County Council:</i>		
Whistleblower Software	0	\$7,000
<i>Justice Services:</i>		
Pretrial Specialists (2)	154,651	
<i>Work Release:</i>		
Client Manager (2)	154,651	
<i>Building and Grounds:</i>		
Carpenter Tech	69,673	
<i>Technology Projects:</i>		
Projects	500,000	
<i>District Attorney:</i>		
Upgrade Assistant DA and 4 Chief Deputies	43,115	
<i>Finance and Administration:</i>		
Budget Manager	136,071	
<i>Human Resources:</i>		
Office Tech III (mid-year)	55,748	
HR Generalist	91,593	
<i>Planning:</i>		
Planner I to Planner II	15,620	
Planner II to Planner III	4,899	
Office Tech IV to Planning Tech (mid-year)	6,592	
Office Tech III (mid-year)	55,754	
Planner I (mid-year)	87,520	
<i>Building Inspection:</i>		
Plans Examiner I (mid-year)	90,600	
<i>Noxious Weeds:</i>		
Field Operations Coordinator to Foreman	6,200	

**POLICY MATTERS/POINTS OF ISSUE
WITH FISCAL IMPACT
(Continued)**

FUNDING	INCLUDED	EXCLUDED
Sheriff:		
Two Investigators from Contract Services	164,378	
Inmate Services 2 Counselor III	182,898	
Inmate Services 2 Classification Specialists	174,602	
Deputy II Body Worn Camera Program	92,296	
Body Worn Camera Resource Costs	85,000	
Victim Advocates 0.25 FTE with Benefits and Upgrades	54,719	
Southwest Security 3 Corporals and 5 Detention Deputies	830,320	
Courts 4 Detention Deputies (Grade 36)	391,347	
Administration Patrol 8 Office Techs to Grade 18	58,663	
SO Equipment (See Sheriff Summary)	241,567	
Salary Parity for Sworn Officers	601,260	
Communications:		
Call Takers (3) and Dispatchers (4)	499,851	
Coroner:		
Medicolegal Investigator (1) -Midyear	83,941	
Bright Futures:		
Long Term Financial Sustainability	0	\$3,000,000
Office of Emergency Management:		
Hazardous Mitigation Plan	\$80,000	
Office Tech III to EM Specialist	6,210	
EM Coordinator	90,456	
Engineering:		
Engineer I for Development Reviews (mid-year)	93,482	
3 Engineer Tech for Permitting (mid-year)	245,679	
Engineer Tech for Improvements (mid-year)	70,394	
Engineer Tech for Permitting/Inspections (mid-year)	70,394	
Engineer Tech for Stormwater (mid-year)	70,394	
Reclassify Engineering Technician I to II	4,056	
Upgrade MS4 Administrator from Grade 37 to 41	7,076	
Economic Development:		
Upstate Colorado Succession Planning	0	\$50,000
Mental Health:		
NRBH	12,775	
Extension:		
2.0 FTE 4-H Program Assistants	116,971	
0.5 FTE Colorado Master Gardener	19,812	

**POLICY MATTERS/POINTS OF ISSUE
WITH FISCAL IMPACT
(Continued)**

FUNDING	INCLUDED	EXCLUDED
Community Agencies:		
Youth and Family Connections	0	68,646
Weld's Way Home	5,000	20,000
RSVP	0	5,000
211	<u>25,000</u>	<u>15,000</u>
TOTAL GENERAL FUND	<u>\$ 6,209,704</u>	<u>\$ 3,165,646</u>
PUBLIC WORKS FUND:		
4 Service Workers for Gravel Road Maintenance	\$269,702	
4 Service Workers for Concrete Crew	<u>269,702</u>	<u>\$0</u>
TOTAL PUBLIC WORKS FUND	<u>\$ 539,404</u>	<u>\$ 0</u>
HUMAN SERVICES:		
Child Welfare Positions (4 FTE) (mid-year)	N/A	
County Administration Position (1 FTE) (mid-year)	N/A	
Adult Protection Position (2 FTE) (mid-year)	N/A	
Area Agency on Aging Positions (2 FTE) (mid-year)	N/A	
PUBLIC HEALTH:		
Reclassify Office Tech IV to Accounting Clerk V	N/A	
Reclassify PH Office Tech III's Grade 15 to 16	N/A	
Healthy Eating/Active Living Health Educator	N/A	
Epidemiologist (mid-year)	N/A	
Courier for Lab	N/A	
EH Lab Specialist	N/A	
Home Child Care Health and Safety Specialist (mid-year)	N/A	

NOTE:

- Policy matters are changes in current policies.
- Points of issue are items where the Director of Finance and Administration has a different recommendation than the budget unit's department head/elected official.

2019 SALARY AND BENEFIT RECOMMENDATIONS

Weld County has always strived to pay competitive and equitable salaries and benefits. To maintain this competitive position, Weld County participates in various salary surveys. Salaries are set by the Board of County Commissioners after full consideration is given to:

- Present pay rates compared to labor market competitors. The competitive job market may vary by job classification or specific job. The comparison is to beginning salary and middle level salary. Weld County does not compare to maximum salary range amounts.
- Ability to pay and the sustainability of the pay long term.
- Benefits and supplemental pay policies.
- Supply/demand situations for personnel needs.
- Supply/demand situation in the labor market.
- Employees' expectations.
- Retention of career employees.
- Taxpayers' perceptions of pay and benefits.
- Economic conditions locally and nationally.

Salary Surveys Utilized:

Mountain States Employers' Council – Public Employers
Mountain States Employers' Council – Front Range

In light of the economic conditions and Weld County's own financial situation as we look forward, the following recommendations are being made:

- For the 2019 budget, a salary increase of 3.0 percent to Weld County employees is included. Employees will get step increases for longevity and performance. Sworn officers in the Sheriff's office will get 5.5 percent to remain competitive with other Front Range law enforcement agencies.
- Health insurance rates will decrease 15% for the employees and the county for 2019. This means health insurance rate decrease 11.8% in five years. Health coverage will be provided by Aetna on a partially self-insured basis with a Preferred Provider Organization (PPO) option and a High Deductible Health Plan/Health Reimbursement Account (HDHP/HRA) option.
- Retirement costs will remain the same based upon the Board's policy to fully fund the Annual Retirement Contribution (ARC) calculated by the Weld County Retirement Plan's actuary each year.
- All other benefits are recommended to remain the same for 2019.

OTHER BENEFITS

VISION PROGRAM:

- Coverage follows health insurance program coverage for both single and family plans
- Maximum amount paid for single \$300/year or family \$600/year
- No deductible
- 50% of covered expenses incurred
- Examination, lenses, and frames limited to one each year

DENTAL PROGRAM:

The County offers three dental plans:

- County Plan
- Alpha Dental Plan
- Companion Life Dental Plan

LIFE: Three times annual salary up to \$600,000 at \$0.133/\$1,000/per month

LONG TERM DISABILITY (LTD): \$.35/\$100 compensation

SHORT TERM DISABILITY: \$.185/\$10 of covered benefit of 60% of compensation after 31 days of absence due to illness or accident. Employee must also exhaust all accumulated sick leave before coverage starts. Coverage ends when the 180-day LTD elimination period ends and LTD starts. Program replaces sick leave bank. Employee sick leave accumulation limited to a maximum of 480 hours.

EMPLOYEE ASSISTANCE PROGRAM: Program offered by Cigna.

WELLNESS: Wellness program has been enhanced for all County employees with the addition of a full-time Wellness Coordinator and new wellness resources. Aetna will contribute \$100,000 to the wellness program.

EXECUTIVE PAY PLAN: Elected Officials have a direct benefit plan for health purposes.

MILEAGE: Indexed two cents below IRS mileage allowance rate.

RETIREMENT BENEFIT:

County Retirement Plan - (10.75 percent of gross salary for County and 10.75 percent employee contribution.)

PERA - (13.7 percent of gross salary for County contribution and 8.5 percent of gross salary for employee contribution.)

VOLUNTARY COVERAGES: Include supplemental life, accidental death and dismemberment, hospital indemnity, critical illness, and accident insurance. These plans are 100% employee paid.

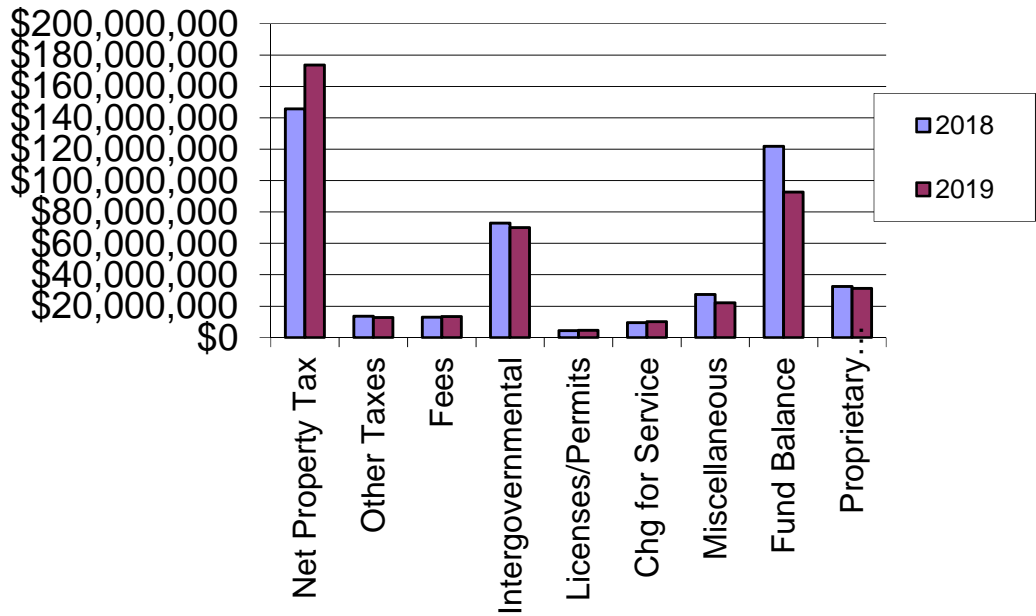
POSITION AUTHORIZATION CHANGES DUE TO 2019 BUDGET

FUND AND DEPARTMENT	DEPARTMENT NAME	OLD POSITION	NEW POSITION
1000-13100	Assessor	None	Commercial Appraiser
1000-13100	Assessor	None	Residential Appraiser
1000-11300	Motor Vehicle	None	Office Tech III (2)
1000-15100	District Attorney	4 Chief Deputies (Grade 63)	4 Chief Deputies (Grade 65)
1000-15100	District Attorney	Assistant DA	Assistant DA (10% increase)
1000-15100	District Attorney	CVC Assist. .5 FTE (Grade 16)	CVC Assist. .5 FTE (Grade 20)
1000-16100	Finance & Admin.	None	Budget Manager
1000-16400	Human Resources	None	HR Generalist (3)
1000-16400	Human Resources	None	Wellness Coordinator
1000-17100	Planning	Planner II	Planner III
1000-17100	Planning	Planner I	Planner II
1000-17200	Building and Grounds	None	Carpenter Tech
1000-21100	SO Admin. Patrol	Booking Position	Move to 21110
1000-21100	SO Admin. Patrol	Booking Position	Move to 24420
1000-21120	SO Profession Stand.	None	Deputy II
1000-24415	Security	None	Correction Officer (5)
1000-24415	Security	None	Corporal (3)
1000-24420	Courts & Transportation	None	Detention Deputies (4)
1000-24420	Courts & Transportation	Office Tech	Transportation Supervisor (Grade 27)
1000-21300	Victim Advocate	Victim Advocates (Grade 23)	Victim Advocates (Grade 24)
1000-21210	Contract Services	Deputy II (2)	None
1000-21205	Investigations	None	Investigators (2)
1000-24410	Inmate Services	None	Counselor III
1000-24410	Inmate Services	None	Classification Specialist
1000-22100	Communications	None	Dispatchers (4)
1000-22100	Communications	None	Call Takers (3)
1000-24100	Pretrial Services	None	Pretrial Specialist (2)
1000-24125	Work Release	None	Client Managers (3)
1000-24125	Work Release	None	Case Managers (1)
1000-26100	Noxious Weeds	Field Op Coordinator (Grade 29)	Foreman (Grade 38)
1000-26200	OEM	None	EM Coordinator
1000-26200	OEM	Office Tech III (Grade 15)	EM Specialist (Grade 21)
1000-31100	Engineering	Engineer Tech I	Engineer Tech II
1000-31100	Engineering	MS4 Administrator (Grade 37)	MS4 Administrator (Grade 41)
1000-96100	Extension Services	None	Master Gardner (0.50 FTE)
2000-32200	Road Maintenance	None	Service Workers (2)
2000-32200	Road Maintenance	None	Lead Workers (2)
2000-32700	Paving Maintenance	None	Service Workers (3)
2000-32700	Paving Maintenance	None	Lead Workers (1)
2100-42410	Child Welfare	None	Home Study Coordinator
2100-42410	Child Welfare	Screening/Family Finding (4)	None
2500-41100	PH Admin	Office Tech IV (Grade 21)	Accounting Tech V (Grade 27)
2500-41100	PH Admin	PH Office Tech III (Grade 15)	Support Specialist (Grade 16)
2520-41210	PH Communications	None	HEAL Health Educator
2560-41100	Environmental Health	None	Lab Courier
2560-41100	Environmental Health	None	EH Lab Specialist

Note: Positions reclassified or approved midyear are not included in the above listing.

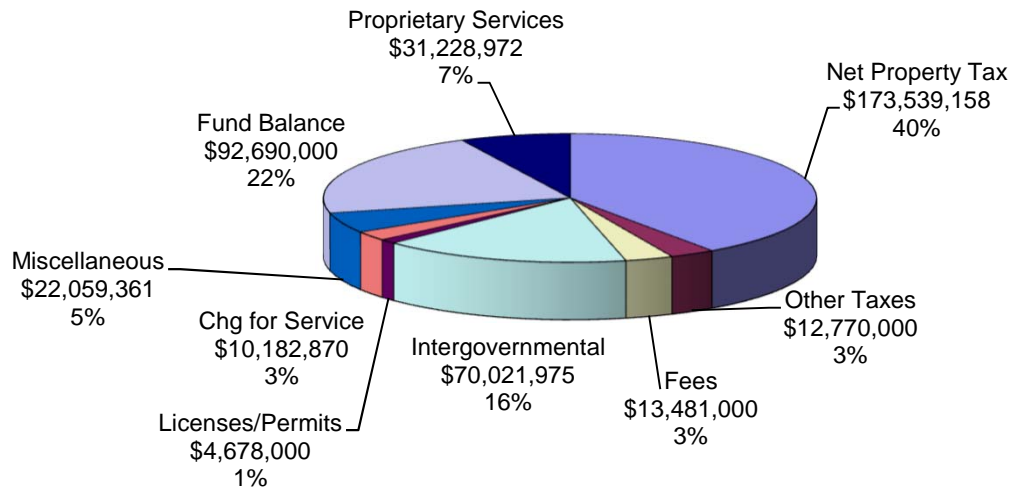


ALL FUNDS REVENUE

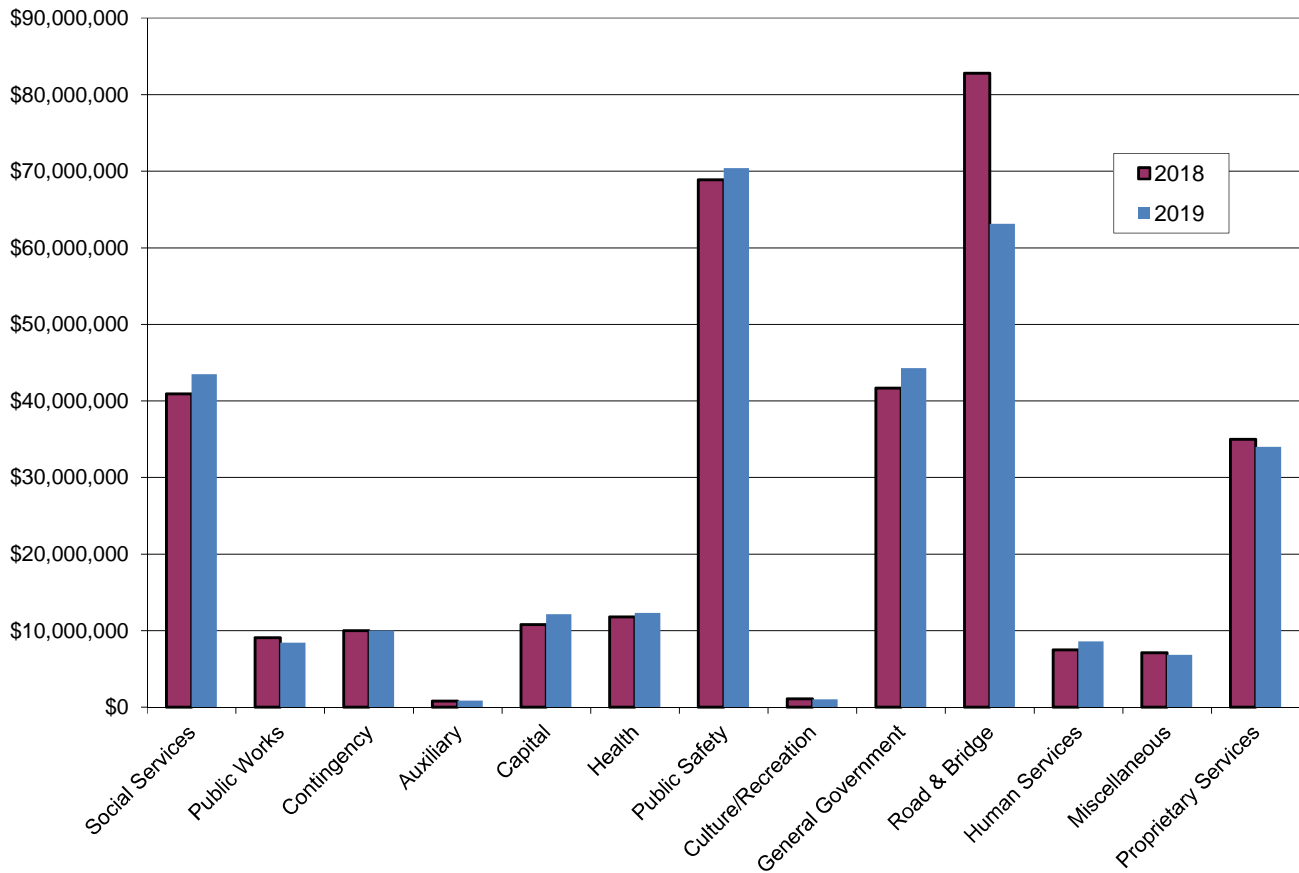


2019 Revenue

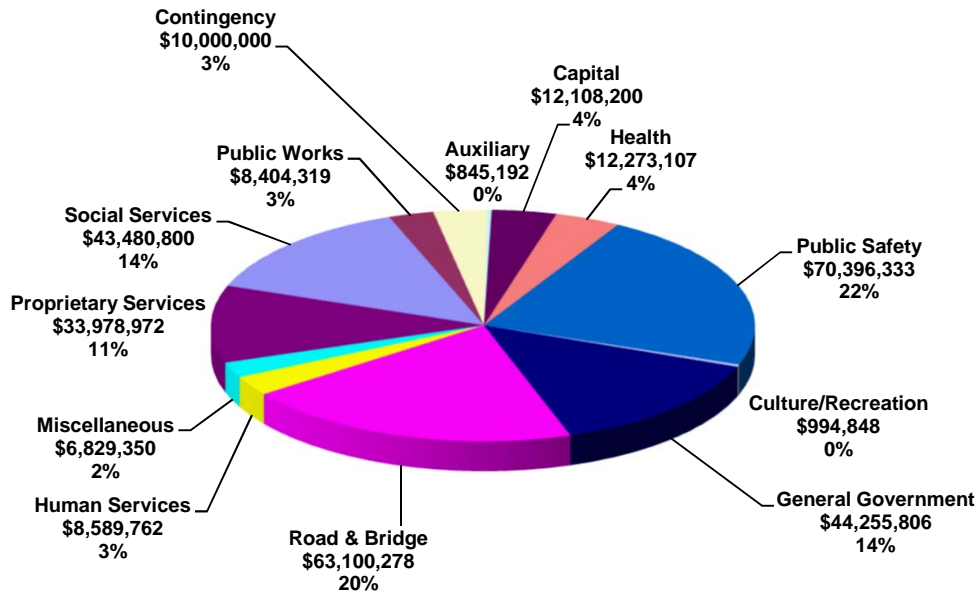
Total \$430,539,158 (2018 \$441,154,318)



ALL FUNDS EXPENDITURES

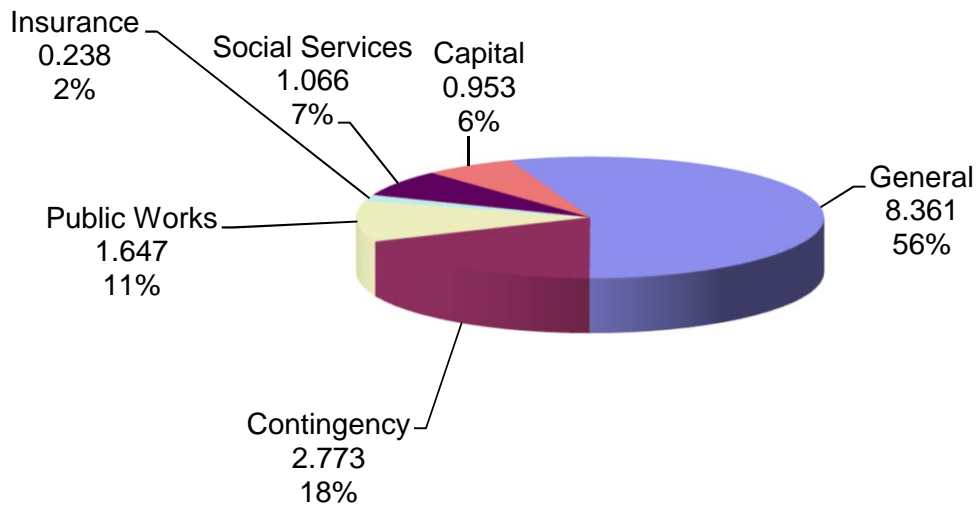


2019 EXPENDITURES Total \$315,256,967(2018 \$327,441,220)

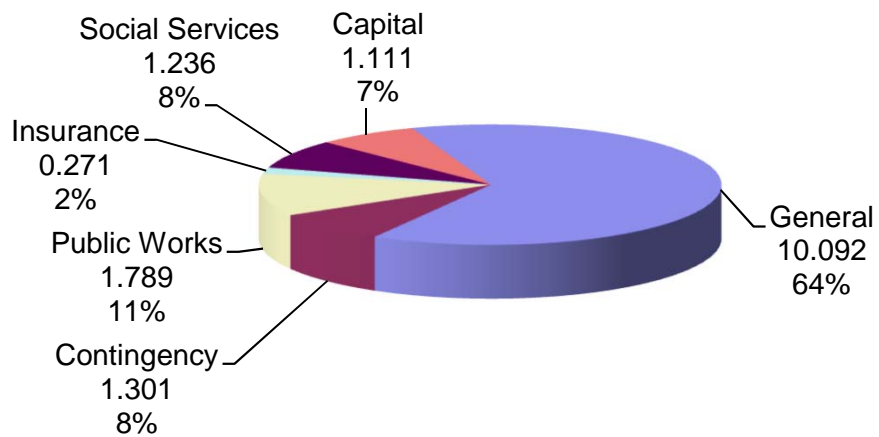


MILL LEVY

2019 TOTAL 15.038



2018 TOTAL 15.800



2019
SUMMARY OF FUND BALANCES

FUND		2018 BEGINNING BALANCE	2018 MILL LEVY		2019 BEGINNING BALANCE	2019 MILL LEVY	2019 PROPERTY TAXES
1000	General Fund	\$ 21,038,017	10.092	\$	14,000,000	8.361	\$ 96,488,601
SPECIAL REVENUE FUNDS:							
2000	Public Works	40,902,306	1.789		45,000,000	1.647	19,000,000
2100	Social Services	1,770,894	1.236		2,500,000	1.066	12,300,557
2200	Conservation Trust	583,599	-		600,000	-	-
2300	Contingent	23,943,563	1.301		4,000,000	2.773	32,000,000
2500	Health Department	974,878	-		900,000	-	-
2600	Human Services	1,276,063	-		1,200,000	-	-
2700	Solid Waste	3,728,326	-		1,700,000	-	-
CAPITAL PROJECT FUNDS:							
4000	Capital Expenditure	27,800,752	1.111		2,500,000	0.953	11,000,000
GROSS TOTALS		\$ 122,018,398	15.529	\$	72,400,000	14.800	\$ 170,789,158
LESS INTERFUND TRANSFERS			-			-	-
NET TOTAL		\$ 122,018,398	15.529	\$	72,400,000	14.800	\$ 170,789,158
		-			-		
PROPRIETARY FUNDS:							
5200	Regional Crime Lab	86038	-		90000	-	-
6000	Fleet Services	4,114,984	-		2,000,000	-	-
6200	Health Insurance	15,796,644	-		15,800,000	-	-
6300	Insurance	441,055	0.271		2,000,000	0.238	2,750,000
6400	Telecom Service	411,466	-		400,000	-	-
6500	Weld Finance Corp	-	-		-	-	-
NET TOTAL - IS FUNDS		\$ 20,850,187	0.271	\$	20,290,000	0.238	\$ 2,750,000
GROSS TOTAL ALL FUNDS		\$ 142,868,585	15.800	\$	92,690,000	15.038	\$ 173,539,158

Assessed Value \$11,540,042,396

2019 INTERGOV'T REVENUE	2019 OTHER REVENUE	2019 INTERFUND TRANSFER	2019 AVAILABLE FINANCING	2019 APPRO- PRIATIONS	2019 ENDING BALANCE
\$ 5,309,208	\$ 34,391,437	\$ -	\$ 150,189,246	\$ 136,183,953	\$ 14,005,293
20,525,000	24,265,797	-	\$ 108,790,797	63,100,278	\$ 45,690,519
31,686,679	-	-	\$ 46,487,236	43,480,800	\$ 3,006,436
435,000	10,000	-	\$ 1,045,000	440,579	\$ 604,421
-	-	-	\$ 36,000,000	10,000,000	\$ 26,000,000
4,399,739	1,620,997	6,011,371	\$ 12,932,107	12,032,107	\$ 900,000
7,666,349	708,000	12,351	\$ 9,586,700	8,305,800	\$ 1,280,900
-	1,650,000	-	\$ 3,350,000	1,650,000	\$ 1,700,000
-	525,000	-	\$ 14,025,000	12,108,200	1,916,800
\$ 70,021,975	\$ 63,171,231	\$ 6,023,722	\$ 382,406,086	\$ 287,301,717	\$ 95,104,369
-	-	(6,023,722)	(6,023,722)	(6,023,722)	-
\$ 70,021,975	\$ 63,171,231	\$ -	\$ 376,382,364	\$ 281,277,995	\$ 95,104,369
-	310,000		\$ 400,000	310,000	90,000
-	11,047,052	-	\$ 13,047,052	11,047,052	2,000,000
-	18,389,228	-	\$ 34,189,228	18,389,228	15,800,000
-	190,000	-	\$ 4,940,000	2,940,000	2,000,000
-	1,292,692	-	\$ 1,692,692	1,292,692	400,000
-	-	-	\$ -	-	-
\$ -	\$ 31,228,972	\$ -	\$ 54,268,972	\$ 33,978,972	\$ 20,290,000
\$ 70,021,975	\$ 94,400,203	\$ -	\$ 430,651,336	\$ 315,256,967	\$ 115,394,369

2019 BUDGET

SUMMARY OF MAJOR REVENUES AND EXPENDITURES

FUND		2019 BEGINNING BALANCE	2019 PROPERTY TAXES	2019 INTERGOV'T REVENUE	2019 OTHER REVENUE	2019 INTERFUND TRANSFER
1000	General Fund	\$ 14,000,000	96,488,601	\$ 5,309,208	\$ 34,391,437	\$ -
SPECIAL REVENUE FUNDS:						
2000	Public Works	45,000,000	19,000,000	20,525,000	24,265,797	-
2100	Social Services	2,500,000	12,300,557	31,686,679	-	-
2200	Conservation Trust	600,000	-	435,000	10,000	-
2300	Contingent	4,000,000	32,000,000	-	-	-
2500	Health Department	900,000	-	4,399,739	1,620,997	6,011,371
2600	Human Services	1,200,000	-	7,666,349	708,000	12,351
2700	Solid Waste	1,700,000	-	-	1,650,000	-
CAPITAL PROJECT FUNDS:						
4000	Capital Expenditure	2,500,000	11,000,000	0	525,000	-
GROSS TOTALS		\$ 72,400,000	\$ 170,789,158	\$ 70,021,975	\$ 63,171,231	\$ 6,023,722
LESS INTERFUND TRANSFER		-	-	-	-	(6,023,722)
NET TOTAL		\$ 72,400,000	\$ 170,789,158	\$ 70,021,975	\$ 63,171,231	\$ -
PROPRIETARY FUNDS:						
5200	Regional Crime Lab	90000	-	-	310,000	-
6000	Fleet Services	2,000,000	-	-	11,047,052	-
6200	Health Insurance	15,800,000	-	-	18,389,228	-
6300	Insurance	2,000,000	2,750,000	-	190,000	-
6400	Telecom Service	400,000	-	-	1,292,692	-
6500	Weld Finance Corp	-	-	-	-	-
NET TOTAL - IS FUNDS		\$ 20,290,000	\$ 2,750,000	\$ -	\$ 31,228,972	\$ -
GROSS TOTAL ALL FUNDS		\$ 92,690,000	\$ 173,539,158	\$ 70,021,975	\$ 94,400,203	\$ -

Assessed Value \$11,540,042,396

2019 AVAILABLE FINANCING	2019 PERSONNEL	2019 SERVICE/ SUPPLIES	2019 CAPITAL	2019 APPRO- PRIATIONS	2019 ENDING BALANCE
\$ 150,189,246	\$ 89,696,859	\$ 45,512,866	\$ 974,228	136,183,953	\$ 14,005,293
			-		
108,790,797	15,531,234	47,569,044	-	63,100,278	45,690,519
46,487,236	28,893,500	14,587,300	-	43,480,800	3,006,436
1,045,000	-	440,579	-	440,579	604,421
36,000,000	-	10,000,000	-	10,000,000	26,000,000
12,932,107	8,920,552	3,068,355	43,200	12,032,107	900,000
9,586,700	5,893,800	2,412,000	-	8,305,800	1,280,900
3,350,000	-	1,650,000	-	1,650,000	1,700,000
14,025,000	-	-	12,108,200	12,108,200	1,916,800
\$ 382,406,086	\$ 148,935,945	\$ 125,240,144	\$ 13,125,628	\$ 287,301,717	\$ 95,104,369
(6,023,722)		(6,023,722)		(6,023,722)	-
\$ 376,382,364	\$ 148,935,945	\$ 119,216,422	\$ 13,125,628	\$ 281,277,995	\$ 95,104,369
400,000	-	310,000	-	310,000	90,000
13,047,052	1,407,531	9,614,521	25,000	11,047,052	2,000,000
34,189,228	-	18,389,228	-	18,389,228	15,800,000
4,940,000	-	2,940,000	-	2,940,000	2,000,000
1,692,692	304,753	987,939	-	1,292,692	400,000
-	-	-	-	-	-
\$ 54,268,972	\$ 1,712,284	\$ 32,241,688	\$ 25,000	\$ 33,978,972	\$ 20,290,000
\$ 430,651,336	\$ 150,648,229	\$ 151,458,110	\$ 13,150,628	\$ 315,256,967	\$ 115,394,369

2018 ESTIMATE

SUMMARY OF MAJOR REVENUES AND EXPENDITURES

FUND		2018 BEGINNING BALANCE	2018 PROPERTY TAXES	2018 INTERGOV'T REVENUE	2018 OTHER REVENUE	2018 INTERFUND TRANSFER
1000	General Fund	\$ 21,038,017	93,101,051	\$ 5,095,830	\$ 36,289,471	\$ -
SPECIAL REVENUE FUNDS:						
2000	Public Works	40,902,306	16,500,000	21,680,000	39,993,797	-
2100	Social Services	1,770,894	11,403,328	29,532,325	729,106	-
2200	Conservation Trust	583,599	-	425,000	9,017	-
2300	Contingent	23,943,563	12,000,000	-	-	-
2500	Health Department	974,878	-	4,309,165	1,524,802	5,728,476
2600	Human Services	1,276,063	-	6,591,751	567,274	12,351
2700	Solid Waste	3,728,326	-	-	1,500,000	-
CAPITAL PROJECT FUNDS:						
4000	Capital Expenditure	27,800,752	10,250,000	0	20,525,000	-
GROSS TOTALS		\$ 122,018,398	\$ 143,254,379	\$ 67,634,071	\$ 101,138,467	\$ 5,740,827
LESS INTERFUND TRANSFER		-	-	-	-	(5,740,827)
NET TOTAL		\$ 122,018,398	\$ 143,254,379	\$ 67,634,071	\$ 101,138,467	\$ -
PROPRIETARY FUNDS:						
5200	Regional Crime Lab	86,038	-	-	310,000	-
6000	Fleet Services	4,114,984	-	-	10,945,000	-
6200	Health Insurance	15,796,644	-	-	19,731,088	-
6300	Insurance	441,055	2,500,000	-	1,713,945	-
6400	Telecom Service	411,466	-	-	1,365,792	-
6500	Weld Finance Corp	-	-	-	-	-
NET TOTAL - IS FUNDS		\$ 20,850,187	\$ 2,500,000	\$ -	\$ 34,065,825	\$ -
GROSS TOTAL ALL FUNDS		\$ 142,868,585	\$ 145,754,379	\$ 67,634,071	\$ 135,204,292	\$ -

Assessed Value \$9,224,960,710

2018 AVAILABLE FINANCING	2018 PERSONNEL	2018 SERVICE/ SUPPLIES	2018 CAPITAL	2018 APPRO- PRIATIONS	2018 ENDING BALANCE
\$ 155,524,369	\$ 82,774,025	\$ 53,400,416	\$ 5,349,928	141,524,369	\$ 14,000,000
119,076,103	14,038,755	60,037,348	-	74,076,103	45,000,000
43,435,653	27,827,000	13,108,653	-	40,935,653	2,500,000
1,017,616	-	417,616	-	417,616	600,000
35,943,563	-	31,943,563	-	31,943,563	4,000,000
12,537,321	8,671,677	2,917,944	47,700	11,637,321	900,000
8,447,439	4,953,733	2,293,706	-	7,247,439	1,200,000
5,228,326	-	3,528,326	-	3,528,326	1,700,000
58,575,752	-	-	56,075,752	56,075,752	2,500,000
\$ 439,786,142	\$ 138,265,190	\$ 167,647,572	\$ 61,473,380	\$ 367,386,142	\$ 72,400,000
(5,740,827)		(5,740,827)		(5,740,827)	-
\$ 434,045,315	\$ 138,265,190	\$ 161,906,745	\$ 61,473,380	\$ 361,645,315	\$ 72,400,000
396,038	-	306,038	-	306,038	90,000
15,059,984	-	10,920,000	2,139,984	13,059,984	2,000,000
35,527,732	-	19,727,732	-	19,727,732	15,800,000
4,655,000	-	2,655,000	-	2,655,000	2,000,000
1,777,258	315,545	1,061,713	-	1,377,258	400,000
-	-	-	-	-	-
\$ 57,416,012	\$ 315,545	\$ 34,670,483	\$ 2,139,984	\$ 37,126,012	\$ 20,290,000
\$ 491,461,327	\$ 138,580,735	\$ 196,577,228	\$ 63,613,364	\$ 398,771,327	\$ 92,690,000

2017 ACTUAL

SUMMARY OF MAJOR REVENUES AND EXPENDITURES

FUND		2017 BEGINNING BALANCE	2017 PROPERTY TAXES	2017 INTERGOV'T REVENUE	2017 OTHER REVENUE	2017 INTERFUND TRANSFER
1000	General Fund	\$ 19,892,049	92,537,350	\$ 4,980,513	\$ 41,637,651	\$ -
SPECIAL REVENUE FUNDS:						
2000	Public Works	35,470,518	16,485,983	21,114,284	35,561,930	-
2100	Social Services	5,331,996	11,532,977	27,147,257	-	-
2200	Conservation Trust	510,053	-	436,368	6,196	-
2300	Contingent	29,556,342	7,987,221	-	-	-
2500	Health Department	510,047	-	3,625,404	1,826,014	3,747,651
2600	Human Services	548,846	-	7,811,009	342,978	12,351
2700	Solid Waste	2,549,622	-	-	2,138,399	-
CAPITAL PROJECT FUNDS:						
4000	Capital Expenditure	23,681,172	11,361,598	15490	578,656	-
GROSS TOTALS		\$ 118,050,645	\$ 139,905,129	\$ 65,130,325	\$ 82,091,824	\$ 3,760,002
LESS INTERFUND TRANSFER		-	-	-	-	(3,760,002)
NET TOTAL		\$ 118,050,645	\$ 139,905,129	\$ 65,130,325	\$ 82,091,824	\$ -
PROPRIETARY FUNDS:						
5200	Regional Crime Lab	0	-	-	207,933	-
6000	Fleet Services	4,797,783	-	-	10,519,059	-
6200	Health Insurance	12,286,723	-	-	20,413,334	-
6300	Insurance	963,696	2,001,293	-	416,527	-
6400	Telecom Service	418,798	-	-	1,492,973	-
6500	Weld Finance Corp	-	-	-	-	-
NET TOTAL - IS FUNDS		\$ 18,467,000	\$ 2,001,293	\$ -	\$ 33,049,826	\$ -
GROSS TOTAL ALL FUNDS		\$ 136,517,645	\$ 141,906,422	\$ 65,130,325	\$ 115,141,650	\$ -

Assessed Value \$8,983,976,390

2017 AVAILABLE FINANCING	2017 PERSONNEL	2017 SERVICE/ SUPPLIES	2017 CAPITAL	2017 APPRO- PRIATIONS	2017 ENDING BALANCE
\$ 159,047,563	\$ 76,544,184	\$ 59,965,977	\$ 1,499,385	\$ 138,009,546	\$ 21,038,017
\$ 108,632,715	12,930,261	54,579,576	220,572	67,730,409	40,902,306
\$ 44,012,230	28,132,080	14,109,256	-	42,241,336	1,770,894
\$ 952,617	-	369,018	-	369,018	583,599
\$ 37,543,563	-	13,600,000	-	13,600,000	23,943,563
\$ 9,709,116	7,274,358	1,459,880	-	8,734,238	974,878
\$ 8,715,184	5,176,528	2,262,593	-	7,439,121	1,276,063
\$ 4,688,021	-	959,695	-	959,695	3,728,326
\$ 35,636,916	-	-	7,836,164	7,836,164	27,800,752
\$ 408,937,925	\$ 130,057,411	\$ 147,305,995	\$ 9,556,121	\$ 286,919,527	\$ 122,018,398
(3,760,002)		(3,760,002)		(3,760,002)	-
\$ 405,177,923	\$ 130,057,411	\$ 143,545,993	\$ 9,556,121	\$ 283,159,525	\$ 122,018,398
207,933	-	121,895	-	121,895	86,038
15,316,842	293,029	10,774,785	134,044	11,201,858	4,114,984
32,700,057	-	16,903,413	-	16,903,413	15,796,644
3,381,516	-	2,940,461	-	2,940,461	441,055
1,911,771	276,689	1,223,616	-	1,500,305	411,466
-	-	-	-	-	-
\$ 53,518,119	\$ 569,718	\$ 31,964,170	\$ 134,044	\$ 32,667,932	\$ 20,850,187
\$ 458,696,042	\$ 130,627,129	\$ 175,510,163	\$ 9,690,165	\$ 315,827,457	\$ 142,868,585

**GOVERNMENT FUNDS
2017-2019
SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

REVENUES	ACTUAL 2017	PROJECTED 2018	BUDGET 2019
Taxes	168,836,829	151,776,827	183,559,158
Licenses and permits	3,342,147	5,437,350	4,678,000
Intergovernmental	65,130,325	67,634,071	70,021,975
Miscellaneous	24,023,108	65,132,260	22,059,361
Fees	14,520,726	11,148,250	13,481,000
Charges for Services	<u>11,274,143</u>	<u>8,898,159</u>	<u>10,182,870</u>
Total Estimated Financial Sources	\$ 287,127,278	\$ 310,026,917	\$ 303,982,364
EXPENDITURES			
Current:			
General government	47,306,184	41,662,912	44,255,806
Public safety	62,895,851	68,886,032	70,396,333
Public works	82,670,384	83,142,010	71,504,597
Public health and welfare	50,975,574	52,572,974	55,753,907
Human services	7,439,121	7,247,439	8,589,762
Culture and recreation	1,556,093	1,106,795	994,848
Miscellaneous	8,880,154	19,007,838	7,674,542
Capital outlay	7,836,164	56,075,752	12,108,200
Contingency/Reserves	<u>\$ 13,600,000</u>	<u>\$ 29,943,563</u>	<u>\$ 10,000,000</u>
Total Use of Resources	<u>\$ 283,159,525</u>	<u>\$ 359,645,315</u>	<u>\$ 281,277,995</u>
Net Increase (Decrease) in Fund Balance	3,967,753	(49,618,398)	22,704,369
Fund balance at Beginning of the Year	<u>\$ 118,050,645</u>	<u>\$ 122,018,398</u>	<u>\$ 72,400,000</u>
Fund Balance at End of Year - without Unspent Contingencies/Reserves	\$ 122,018,398	\$ 72,400,000	\$ 95,104,369
Contingencies/Reserves Appropriated but Unspent	<u>-</u>	<u>-</u>	<u>10,000,000</u>
Fund Balance at End of Year - with Contingencies/Reserves	<u>\$ 122,018,398</u>	<u>\$ 72,400,000</u>	<u>\$ 105,104,369</u>

PROPRIETARY FUNDS
2017-2019
SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

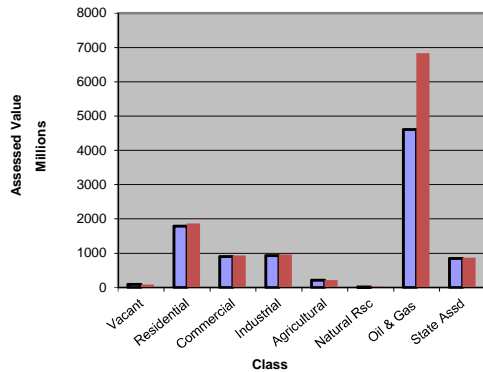
REVENUES	ACTUAL 2017	PROJECTED 2018	BUDGET 2019
Taxes	\$ 2,001,293	\$ 2,500,000	\$ 2,750,000
Intergovernmental	-	-	-
Fees	-	-	-
Charges for Services	<u>33,049,826</u>	<u>34,065,825</u>	<u>31,228,972</u>
Total Estimated Financial Sources	<u>\$ 35,051,119</u>	<u>\$ 36,565,825</u>	<u>\$ 33,978,972</u>
EXPENDITURES			
Regional Crime Lab	\$ 121,895	\$ 306,038	\$ 310,000
Fleet Services	11,201,858	13,059,984	11,047,052
Health Insurance	16,903,413	19,727,732	18,389,228
Insurance	2,940,461	2,655,000	2,940,000
Telecom Service	1,500,305	1,377,258	1,292,692
Weld Finance Corp	<u>-</u>	<u>-</u>	<u>-</u>
Total Use of Resources	<u>\$ 32,667,932</u>	<u>\$ 37,126,012</u>	<u>\$ 33,978,972</u>
Net Increase (Decrease) in Fund Balance	2,383,187	(560,187)	-
Fund balance at Beginning of the Year	<u>18,467,000</u>	<u>20,850,187</u>	<u>20,290,000</u>
Fund Balance at End of Year - without Unspent Contingencies/Reserves	20,850,187	20,290,000	20,290,000
Contingencies/Reserves Appropriated but Unspent	<u>-</u>	<u>-</u>	<u>-</u>
Fund Balance at End of Year - with Contingencies/Reserves	<u>\$ 20,850,187</u>	<u>\$ 20,290,000</u>	<u>\$ 20,290,000</u>

Weld County, Colorado

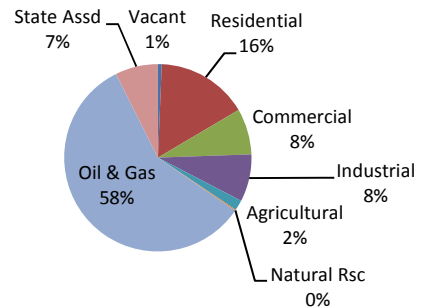
Weld Final Taxable Assessed Value (11/27/2018)

<u>Class</u>	<u>2017 Final Assd Value</u>	<u>2018 Final Assd Value</u>	<u>Change \$</u>	<u>Change %</u>
Vacant	\$ 89,627,330	\$ 79,197,730	\$ (10,429,600)	-11.64%
Residential	\$ 1,788,938,260	\$ 1,860,220,890	\$ 71,282,630	3.98%
Commercial	\$ 905,659,640	\$ 933,156,520	\$ 27,496,880	3.04%
Industrial	\$ 927,106,280	\$ 958,904,240	\$ 31,797,960	3.43%
Agricultural	\$ 209,694,960	\$ 214,145,980	\$ 4,451,020	2.12%
Natural Rsc	\$ 18,943,470	\$ 22,544,990	\$ 3,601,520	19.01%
Oil & Gas	\$ 4,611,244,810	\$ 6,828,903,860	\$ 2,217,659,050	48.09%
State Assd	\$ 849,916,610	\$ 866,954,700	\$ 17,038,090	2.00%
Total Value:	\$ 9,401,131,360	\$ 11,764,028,910	\$ 2,362,897,550	25%
Less TIF Value	\$ (176,170,650)	\$ (223,986,514)		
Net Total:	\$ 9,224,960,710	\$ 11,540,042,396	\$ 2,315,081,686	25%

Value Changes 2017-2018



**Weld Assd Value By Type
2018**



NET PROGRAM COST

	NET COST	ALLOCATED SUPPORT	TOTAL
<u>MANDATED: CHARTER/STATE CONSTITUTIONAL OFFICES</u>			
OFFICE OF THE BOARD	\$ 933,820	\$ 380,435	\$ 1,314,255
PUBLIC TRUSTEE	0	\$ 1,283	1,283
CLERK & RECORDER	(3,850,813)	\$ 764,757	(3,086,056)
ELECTIONS	831,762	\$ 636,915	1,468,677
TREASURER	(3,643,070)	\$ -	(3,643,070)
ASSESSOR	3,576,535	\$ 565,903	4,142,438
COUNTY COUNCIL	52,117	\$ 6,774	58,891
DISTRICT ATTORNEY	6,211,853	\$ 622,599	6,834,452
SHERIFF	2,558,353	\$ 1,450,049	4,008,402
CORONER	1,350,904	\$ 188,866	1,539,770
CLERK TO THE BOARD	581,252	\$ 116,509	697,761
TOTAL	<u>\$ 8,602,713</u>	<u>\$ 4,734,089</u>	<u>\$ 13,336,802</u>

MANDATED:STATE/FEDERAL COUNTY COST

INMATE SERVICES AND SECURITY	\$ 26,973,343	\$ 4,062,919	\$ 31,036,262
COURTS AND TRANSPORTATION	3,530,341	\$ -	3,530,341
COMMUNITY CORRECTIONS	0	\$ 245,750	245,750
SOCIAL SERVICES	12,300,557	\$ 2,545,508	14,846,065
HUMAN RESOURCES	12,351	\$ 532,374	544,725
PUBLIC HEALTH	5,441,633	\$ 1,228,803	6,670,436
TOTAL	<u>\$ 48,258,225</u>	<u>\$ 8,615,353</u>	<u>\$ 56,873,578</u>

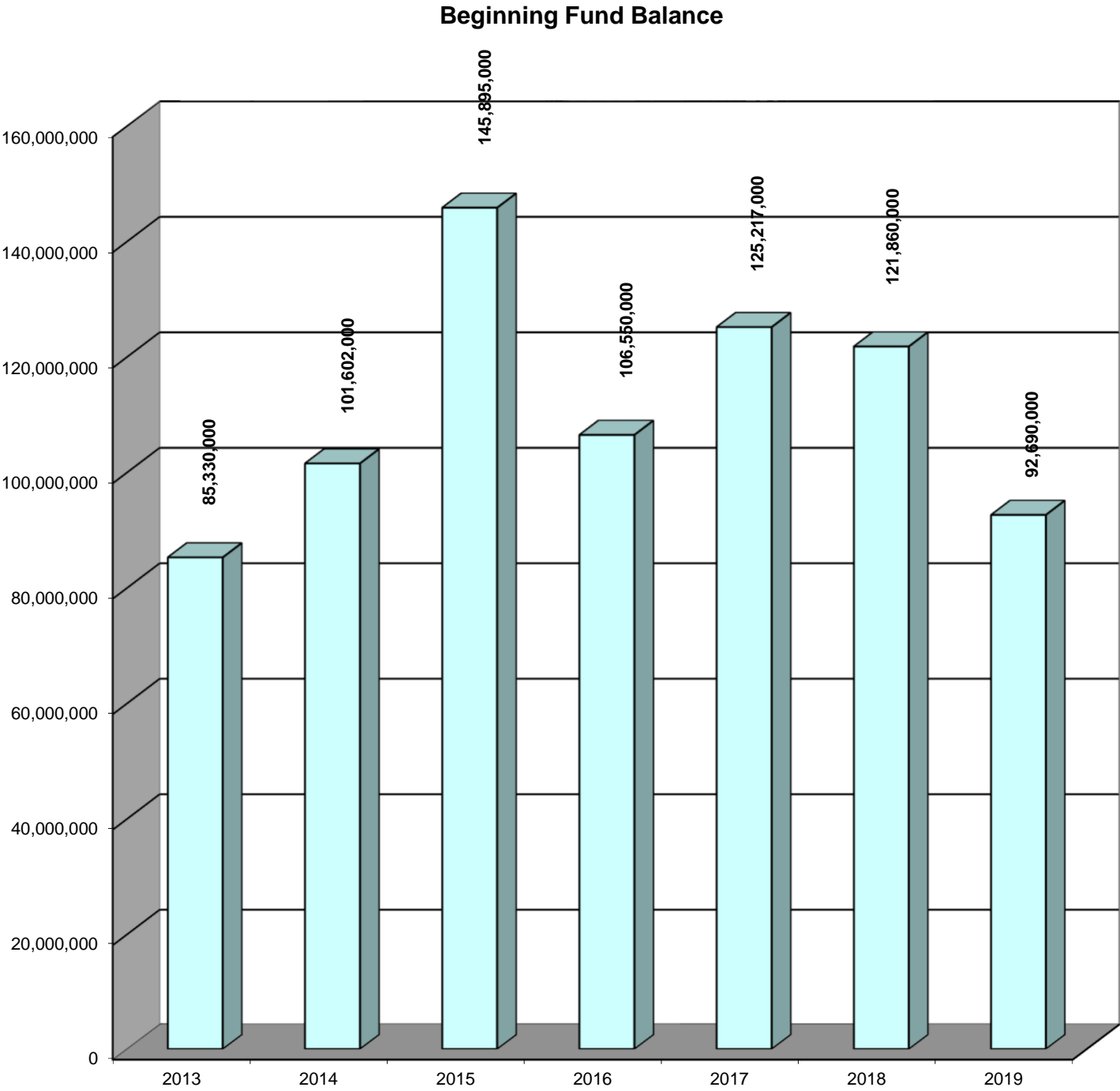
CRITICAL -- NON-MANDATED COUNTY COST

PUBLIC SAFETY INFORMATION SYSTEM	\$ 969,005	\$ -	\$ 969,005
CRIME LAB	649,805	\$ 122,393	772,198
POLICE SERVICES (LEVEL)	12,297,449	\$ 1,830,278	14,127,727
SHERIFF CONTRACT SERVICES	102,055	\$ -	102,055
COMMUNICATIONS-COUNTY-WIDE	4,952,696	\$ -	4,952,696
OFFICE EMERGENCY SERVICES	447,200	\$ 134,255	581,455
DRUG TASK FORCE	321,257	\$ 4,824	326,081
TOTAL	<u>\$ 15,423,566</u>	<u>\$ 2,091,750</u>	<u>\$ 21,831,217</u>

NET PROGRAM COST

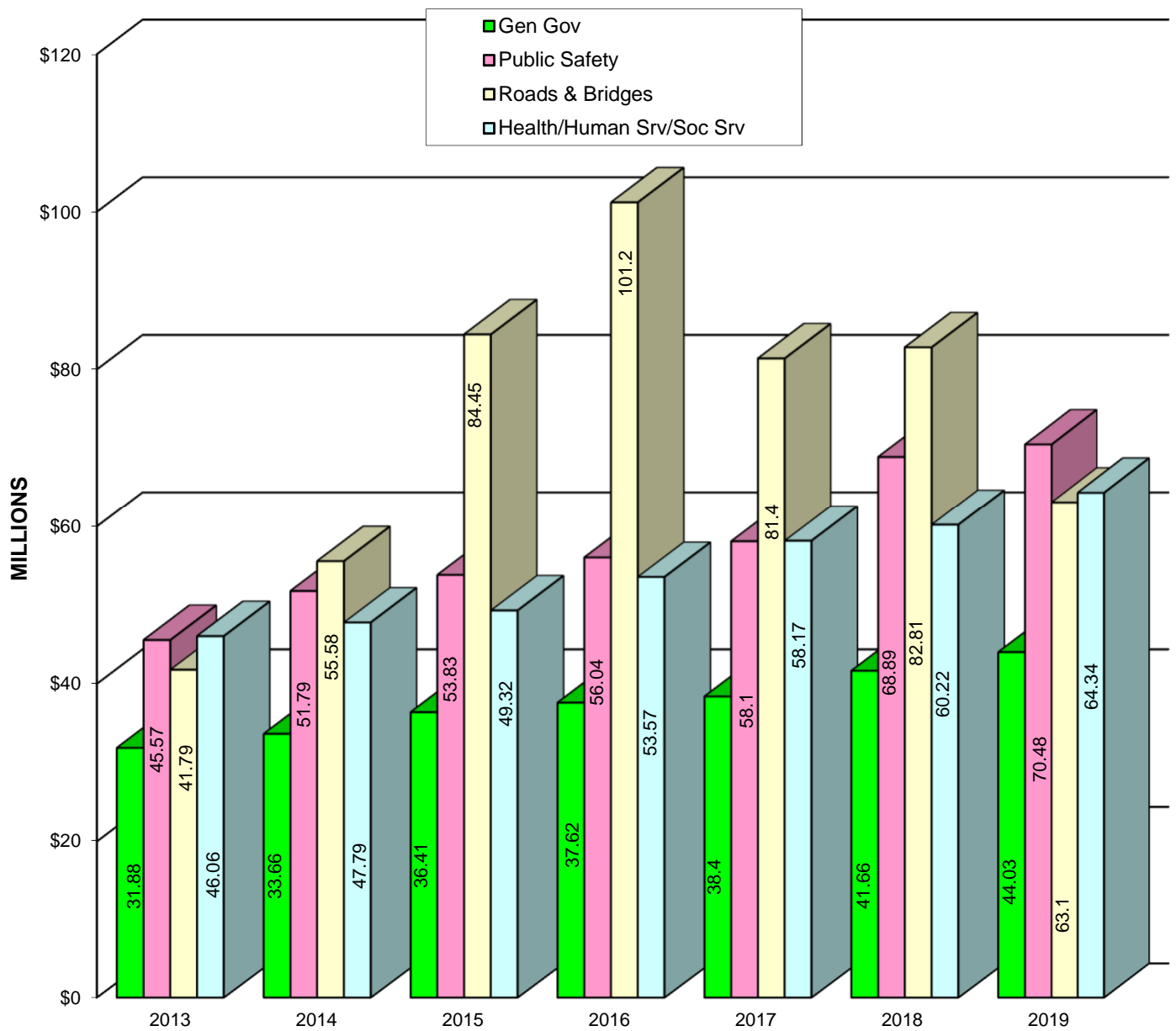
	NET COST	ALLOCATED SUPPORT	TOTAL
LOCAL DISCRETION			
INNOVATION & TECHNOLOGY PROJECTS	500,000	\$ - \$	500,000
PLANNING & ZONING/BLDG INSP	606,157	\$ 682,626	1,288,783
ANIMAL CONTROL/CODE ENFORCEMENT	268,518	\$ -	268,518
NOXIOUS WEEDS	976,098	\$ 40,947	1,017,045
EXTENSION SERVICE	406,024	\$ 130,843	536,867
VETERANS SERVICES	228,589	\$ 30,490	259,079
AIRPORT	0	\$ 7,229	7,229
MENTAL HEALTH	241,000	\$ -	241,000
MISSILE SITE PARK	69,682	\$ 8,180	77,862
COUNTY FAIR	173,307	\$ 8,313	181,620
DEVELOPMENTALLY DISABLED	38,225	\$ -	38,225
SENIOR COORDINATORS	40,000	\$ -	40,000
VICTIM/WITNESS ASSISTANCE	578,432	\$ 34,057	612,489
JUVENILE DIVERSION	31,786	\$ 11,110	42,896
VICTIM ADVOCATES	55,204	\$ -	55,204
WASTE WATER MANAGEMENT	10,000	\$ -	10,000
ECONOMIC DEVELOPMENT	165,000	\$ 1,192	166,192
PUBLIC INFORMATION	290,625	\$ 13,656	304,281
GEOGRAPHICAL INFORMATION SYSTEM	242,573	\$ 651,421	893,994
COMMUNITY AGENCY GRANTS	40,737	\$ -	40,737
PARKS AND TRAILS	129,000	\$ -	129,000
ISLAND GROVE BUILDING	174,340	\$ -	174,340
JUSTICE SERVICES	1,094,097	\$ 148,596	1,242,693
WORK RELEASE	1,051,376	\$ 197,922	1,249,298
ADULT DIVERSION	84,213	\$ -	84,213
WELD PLAZA BUILDING	(604,098)	\$ -	(604,098)
BRIGHT FUTURES	181,179	\$ -	181,179
ASSET & RESOURCE MANAGEMENT	5,030,000	\$ -	5,030,000
TOTAL	\$12,102,064	\$ 1,966,582	\$ 14,068,646
PUBLIC WORKS	\$ 19,000,000	\$ 3,327,445	\$ 22,327,445
ENGINEERING	\$ 8,404,319	\$ 341,966	\$ 8,746,285
TOTAL	\$ 27,404,319	\$ 3,669,411	\$ 31,073,730
CAPITAL:			
EQUIPMENT	\$ -	\$ -	\$ -
BUILDINGS	\$ 11,000,000	\$ -	\$ 11,000,000
TOTAL	\$ 11,000,000	\$ -	\$ 11,000,000
SUPPORT FUNCTION			
COUNTY ATTORNEY	\$ 917,201	\$ (917,201)	\$ -
BUILDING & GROUNDS	6,997,645	(6,997,645)	0
FINANCE & ADMINISTRATION	535,986	(535,986)	0
ACCOUNTING	1,117,733	(1,117,733)	0
PURCHASING	326,809	(326,809)	0
HUMAN RESOURCES	1,866,164	(1,866,164)	0
TELECOM SERVICES	0	0	0
INSURANCE	2,750,000	(2,750,000)	0
NON-DEPARTMENTAL	709,087	(709,087)	0
BUILDING RENTS	0	0	0
INFORMATION TECHNOLOGY	8,433,242	(8,433,242)	0
PRINTING & SUPPLY	150,491	(150,491)	0
TOTAL	\$ 23,804,358	\$ (23,804,358)	\$ -

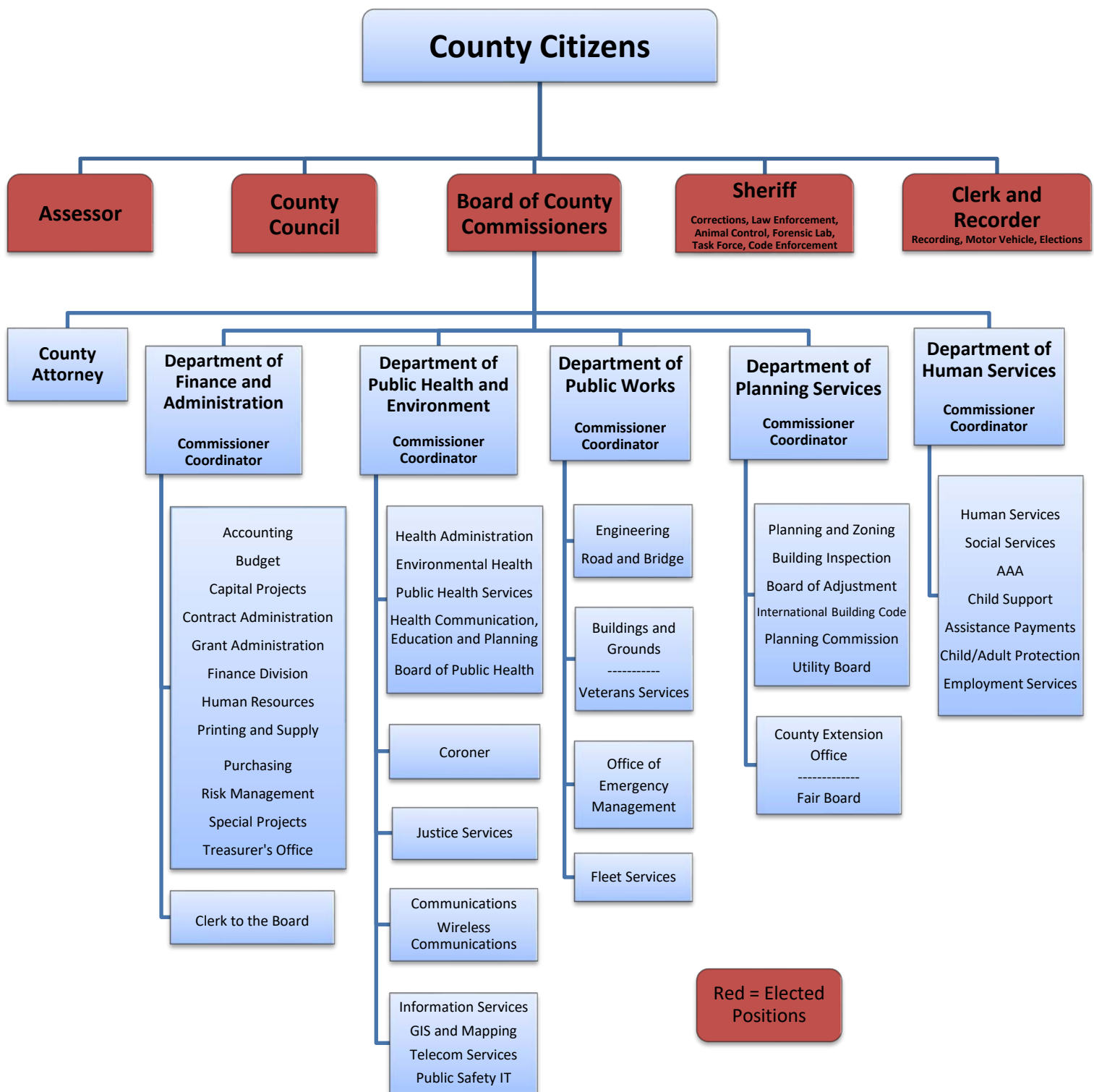
SEVEN YEAR TREND



SEVEN YEAR TREND

County Expenditures





Housing Authority

SUMMARY OF COUNTY FUNDED FULL TIME EQUIVALENTS (FTE) 2019

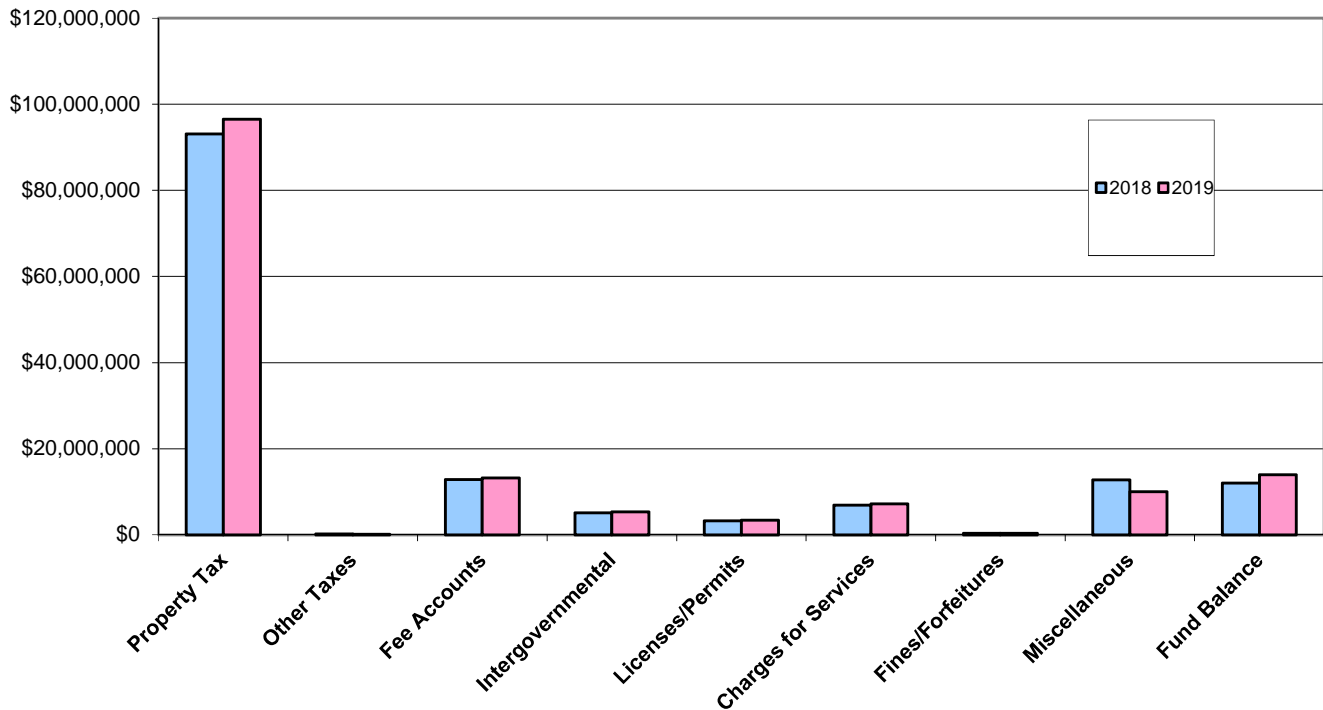
<i>DEPARTMENT</i>	<i>LAST ACTUAL YEAR 2017</i>	<i>CURRENT YEAR 2018</i>	<i>REQUEST BUDGET 2019</i>	<i>FINAL BUDGET 2019</i>	<i>CURRENT TO FINAL CHANGE</i>
GENERAL FUND:					
Office of the Board	6.000	6.000	6.000	6.000	
Public Information	2.000	4.000	4.000	4.000	
County Attorney	5.000	5.000	5.000	5.000	
Clerk to the Board	6.250	6.250	7.750	7.750	1.500
Clerk and Recorder	53.000	53.000	55.000	55.000	+2.000
Elections	5.000	5.000	5.000	5.000	
Treasurer	10.000	10.000	10.000	10.000	
Assessor	35.000	35.000	37.000	37.000	+2.000
County Council	1.000	1.000	1.000	1.000	
District Attorney	55.000	59.000	59.000	59.000	
Juvenile Diversion	1.500	1.500	1.500	1.500	
Restorative Justice	0.500	0.500	0.250	0.250	-0.250
Victim Witness	12.375	12.375	12.500	12.500	+0.125
Finance and Administration	1.000	1.000	2.000	2.000	+1.000
Accounting	6.000	7.000	7.000	8.000	+1.000
Purchasing	2.500	3.000	3.000	3.000	
Human Resources	10.000	10.000	12.000	15.000	+5.000
Planning and Zoning	16.000	17.000	19.000	19.000	+2.000
Buildings and Grounds	25.000	29.500	30.500	30.500	+1.000
Information Services	46.000	49.000	49.000	49.000	
Printing and Supply	4.000	4.000	4.000	4.000	
SO Admin Patrol	16.000	16.000	15.000	15.000	-1.000
SO Admin Detention	29.000	29.000	29.000	29.000	
SO Prof. Standards	6.000	6.000	7.000	7.000	+1.000
SO Civil Unit	6.000	6.000	6.000	6.000	
SO Support Services	7.000	7.000	6.000	7.000	
Sheriff Patrol	52.000	60.000	60.000	60.000	
Sheriff Investigations	17.000	17.000	19.000	19.000	+2.000
Municipal Contract	8.000	4.000	2.000	2.000	-2.000
Animal Control/Code Enforcement	3.000	3.000	3.000	3.000	
Crime Lab	4.000	4.000	4.000	4.000	
Victim Advocates	3.000	3.000	3.250	3.000	
Drug Task Force	2.000	2.000	2.000	2.000	
Inmate Services	14.000	16.000	20.000	20.000	+4.000
Security	163.000	194.000	202.000	201.000	+7.000

DEPARTMENT	LAST ACTUAL YEAR 2017	CURRENT YEAR 2018	REQUEST BUDGET 2019	FINAL BUDGET 2019	CURRENT TO FINAL CHANGE
Courts and Transport	24.000	24.000	29.000	29.000	+5.000
Communications	62.000	71.000	78.000	78.000	+7.000
PS Wireless Communications	0.000	1.000	1.000	1.000	
Criminal Justice Info. Sys.	8.000	9.000	9.000	9.000	
Coroner	7.000	9.000	10.000	10.000	+1.000
Justice Services	9.500	11.500	13.500	13.500	+2.000
Work Release	16.000	17.000	19.000	21.000	+4.000
Adult Diversion	1.000	1.000	1.250	1.250	+0.250
Community Corrections	1.000	1.000	1.000	1.000	
Building Inspection	12.000	12.000	13.000	13.000	+1.000
Noxious Weeds	2.000	2.000	2.000	2.000	
Office of Emergency Mgt.	3.000	3.000	4.000	4.000	+1.000
General Engineering	28.000	28.000	35.000	35.000	+7.000
Missile Site	1.000	1.000	1.000	1.000	
Bright Futures	2.000	2.000	2.000	2.000	
Extension Service	11.000	11.750	14.375	12.375	+0.625
Fair	1.250	1.250	1.250	1.250	
Veteran's Office	<u>2.000</u>	<u>3.000</u>	<u>3.000</u>	<u>3.000</u>	<u>0</u>
TOTAL GENERAL FUND	<u>823.875</u>	<u>894.625</u>	<u>946.125</u>	<u>947.875</u>	<u>55.250</u>
PUBLIC WORKS:					
Maintenance Support	10.000	10.000	10.000	10.000	
Administration	8.000	9.000	9.000	9.000	
Motor Graders	47.000	47.000	51.000	51.000	+4.000
Trucking	33.000	33.000	33.000	33.000	
Bridge Construction	30.000	30.000	30.000	30.000	
Pavement Management	17.000	17.000	21.000	21.000	+4.000
Mining	7.000	7.000	7.000	7.000	
TOTAL PUBLIC WORKS	152.000	153.000	161.000	161.000	+8.000
HEALTH FUND:					
Administration	10.000	10.000	11.750	11.750	+1.750
Health Communication	13.750	16.625	17.625	17.625	+1.000
Environmental Services	25.750	26.250	29.000	29.00	+2.750
Health Preparedness	2.500	2.000	2.000	2.000	
Public Health Services	<u>41.350</u>	<u>42.200</u>	<u>40.70</u>	<u>40.70</u>	<u>-1.500</u>
TOTAL HEALTH FUND	<u>93.350</u>	<u>97.075</u>	<u>101.075</u>	<u>101.075</u>	<u>+4.000</u>

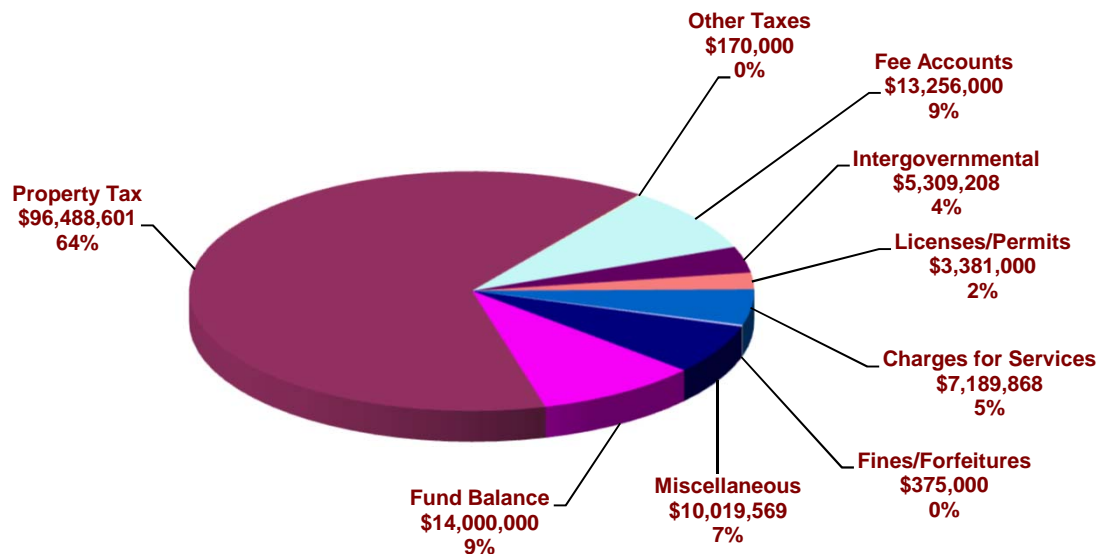
<i>DEPARTMENT</i>	<i>LAST ACTUAL YEAR 2017</i>	<i>CURRENT YEAR 2018</i>	<i>REQUEST BUDGET 2019</i>	<i>FINAL BUDGET 2019</i>	<i>CURRENT TO FINAL CHANGE</i>
SOCIAL SERVICES	352.000	358.000	364.000	360.000	+2.000
HUMAN SERVICES	83.000	85.000	87.000	87.000	+2.000
FLEET SERVICES	0.000	17.000	18.000	18.000	+1.000
PHONE SERVICES	3.000	3.000	3.000	3.000	
GRAND TOTAL	1,507.225	1,607.700	1,680.200	1,679.950	+72.250

GENERAL FUND

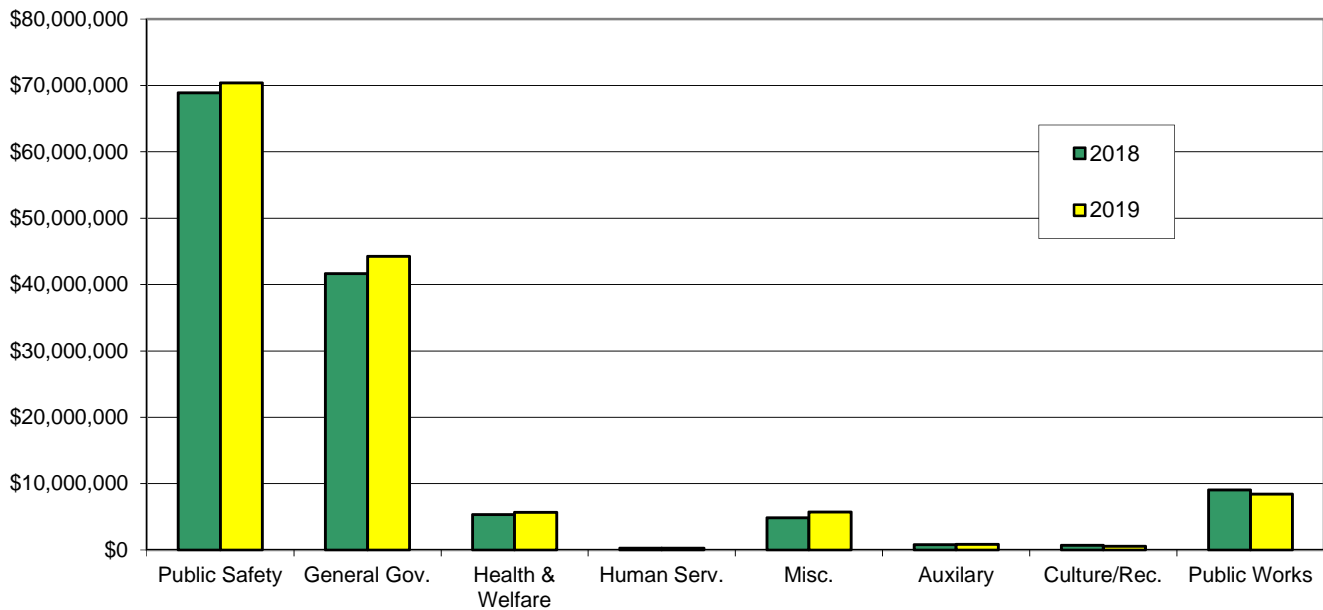
Revenue Changes



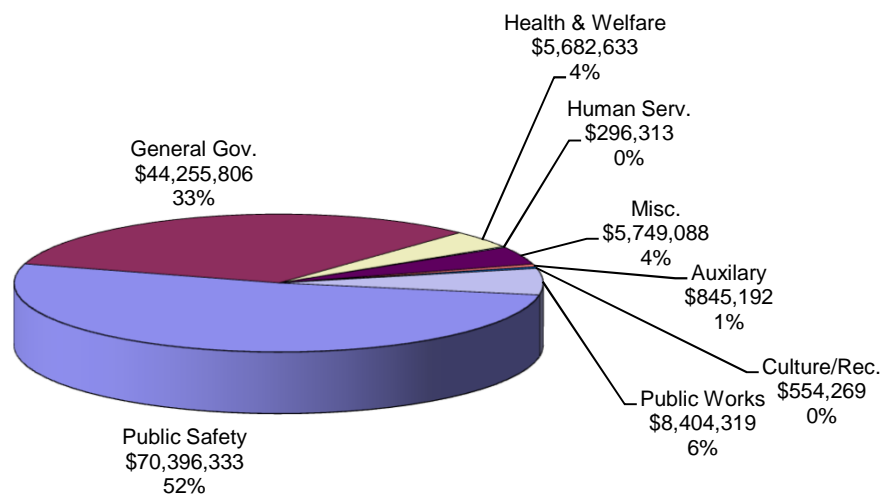
2019 Revenue Total \$150,189,246 (2018 \$146,486,352)



GENERAL FUND EXPENDITURE CHANGES

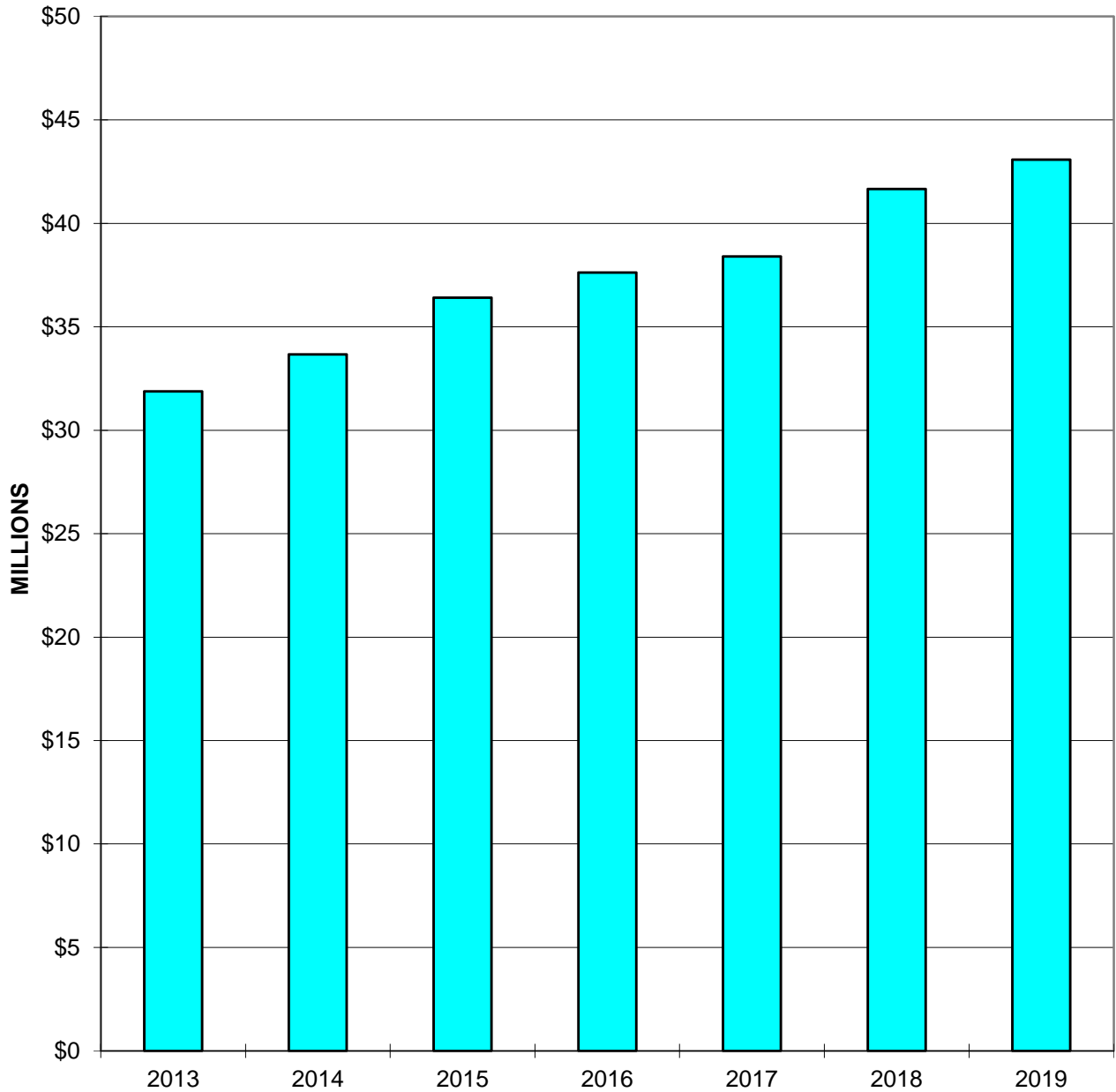


2019 Expenditures Total \$136,183,953 (2018 \$131,544,733)



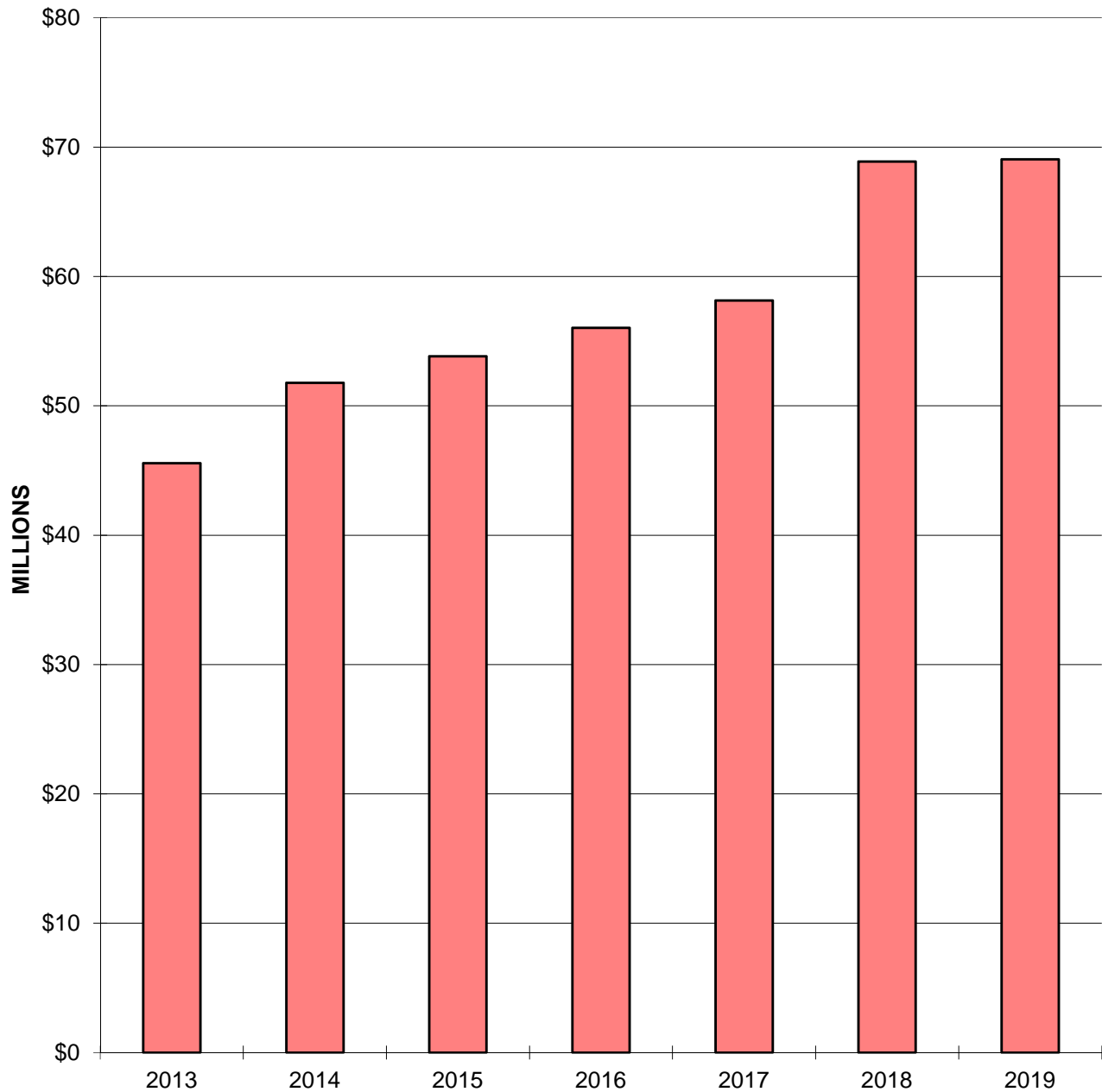
SEVEN YEAR TREND

General Government



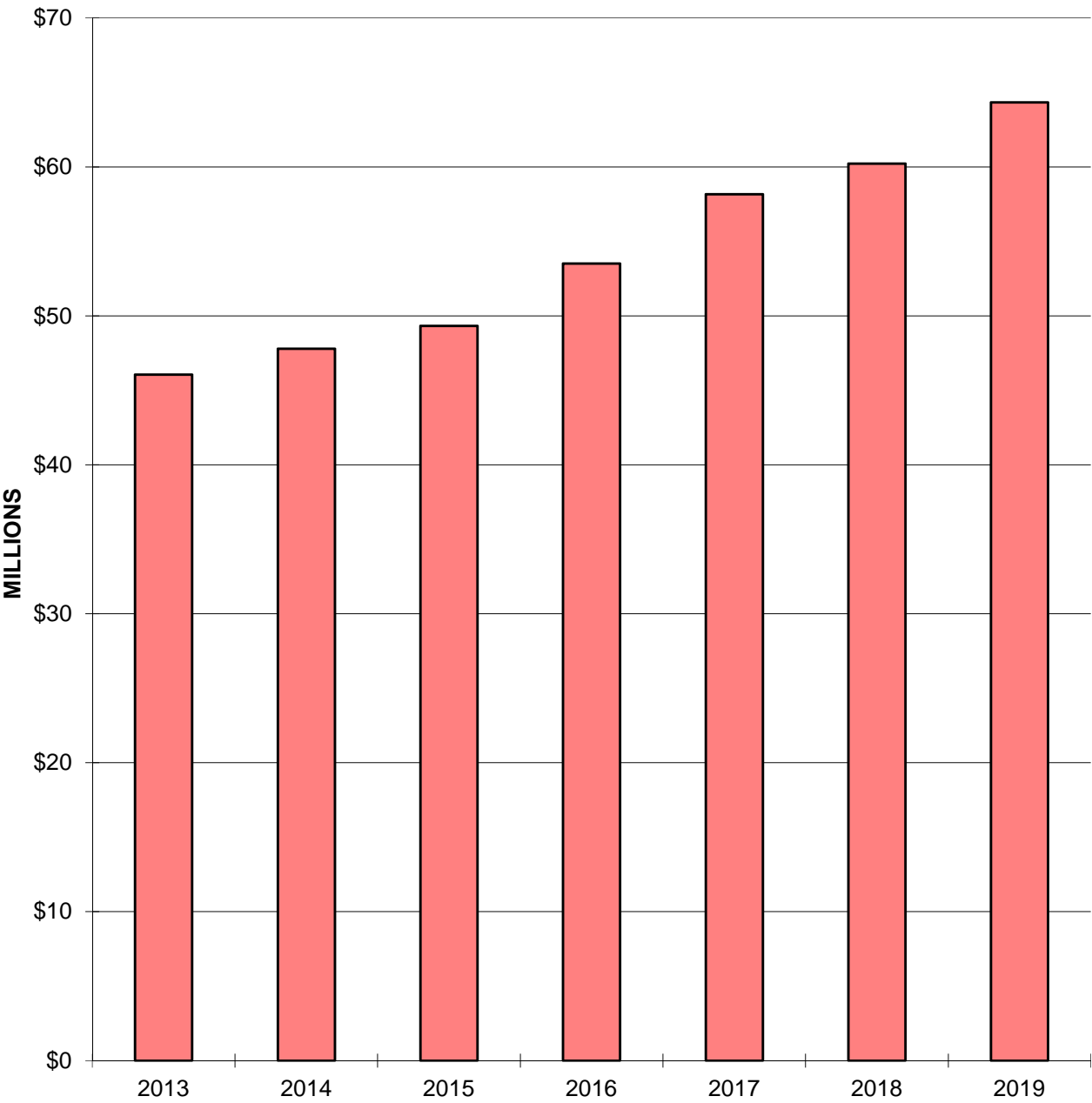
SEVEN YEAR TREND

Public Safety



SEVEN YEAR TREND

Health & Welfare



GENERAL FUND SUMMARY

The General Fund is funded at the level of \$136,183,953 up \$4,639,220. The two major increases are in general government, and salary increases. Without including adjustments for cost of living, and salary step increases, the budget for general government functions is up \$3,007,819. Motor Vehicle is up \$359,583 with the addition of two office tech positions, \$60,000 for overtime/contract employees and four temporary positions. The Assessor is up \$186,377 due to 2019 being a reappraisal year and the addition of two new appraisers. Building and Grounds is up \$205,097 for an additional carpenter position and inflationary building maintenance costs. Finance is up \$138,861 to add a Budget Manager as part of the succession planning in the department. With the growth in the county workforce and the tight labor market for recruitment and retention Human Resources is up \$436,589, and Accounting for the payroll function is up \$100,652. Planning is up \$337,712 for two mid-year positions, and the additional chargeback from Engineering of \$191,987. The Election budget is down \$523,064 since there will only be a consolidated general election in 2019.

Information Technology (IT) is up \$619,334 primarily due to increases in software maintenance (\$260,116), and computer equipment (\$290,500). Charge backs in the contra account are down \$100,000 due to recent usage trends by grant funded departments. IT capital is funded in accordance with the Five-Year Capital Improvement Plan with \$350,000 for computer equipment. \$500,000 is included for new technology and innovation projects, which is the same level as the last five years.

Public Safety functions are up \$223,620. However, if you adjust for the one-time expense for communications equipment in 2018 of \$3,738,985 Public Safety is up \$3,962,605. The overall net Sheriff's Office recommended budget is up in net county costs by \$1,960,230 or 4.50%. The Sheriff's Office has requested a total increase of 16.00 positions in 2019. Other positions within the Sheriff's Office are requested to be reclassified or moved to improve productivity instead of eliminating positions. The purpose of the increase is to meet staffing shortages based on the completed staffing studies of Patrol and Detentions as well as implement two new programs for the agency. One program is the Body Worn Camera (BWC) program, and the other is the Southwest Substation Booking Intake. As a result, Sheriff personnel costs are up \$1,5997,731. In addition to the recommended 3% cost of living for all county positions there is an additional 2.5% increase for a total of 5.5% at a cost of \$601,260 for all Sheriff deputy and correctional officer career positions to remain competitive with other law enforcement agencies in the area. The strategy would be to do 5.5% salary increases in 2019, 2020, and 2021 to bring the positions to a more competitive level for recruitment and retention of law enforcement positions in Weld County and the Front Range of Colorado. Supplies for the Sheriff are up \$155,478 with \$120,000 being for MDT computer replacements. Purchased Services are up \$464,153 for inmate medical care (\$228,333), records contract with the City of Greeley (\$92,832), Body Worn Camera program (\$85,000) and \$58,000 for miscellaneous items. Capital is funded at \$205,998 with the largest expense being a body scanner for North Jail. Fixed costs are down \$176,196 for retention incentive payments. Revenues in the Sheriff's Office are up \$255,691 primarily from grants.

Coroner's budget is up \$143,606 primarily for the addition of one Deputy Coroner positions mid-year to deal with the office's workload, and autopsy costs. Communications is up \$475,701 with the addition of four dispatchers and three call takers due to E-911 call volume. However, the need for the positions is being reviewed and may not be recommended in the final budget. The E911 Authority requested an increase in the E911 surcharge from 70 cents to \$1.20 per phone per month to fund future capital needs. The State PUC approved the increase effective January 1, 2019. This will be in the E911 Authority budget but relieve the General Fund of these costs going forward. Office of Emergency Management is up \$105,659 primarily for an addition EM Coordinator position. Justice Services is requesting two positions for the pretrial program and four for the work release program due to growing caseloads to hold down the jail inmate population.

Both programs are more cost effective compared to jail incarceration. Other Public Safety budgets are stable with little or no increases.

Engineering is down \$750,560 because the engineering and design fees have decreased for the Weld County Road WCR 49 south corridor and WCR 49/47 north corridor in the 2019 budget. General Fund's subsidy to the Public Health Department is up \$352,192 due to anticipated salary step and cost-of-living increases. The County Fair is down \$137,850 with the elimination of \$127,850 for a one-time expense for livestock panels, and \$10,000 in one-time costs to celebrate the 100th Anniversary of the Weld County Fair in 2018. An increase of \$1,105,194 is included for other General Fund departments' anticipated salary step and cost-of-living increases in 2019. Health insurance rates will decrease 15% for employees and the employer in 2019. This will mean health insurance rate decreased 11.8% in the last five years.

The available resources to the General Fund are \$150,189,246 compared to \$146,486,352 in 2018, up \$3,702,894. Property taxes are budgeted at \$96,488,601 up \$3,387,550. Revenue from interest earnings are up \$1,500,000 at \$3,500,000 for 2019, as interest rates are projected to increase in the next year. Intergovernmental revenues are up slightly by \$213,378. Charges for Services are up \$318,857 primarily from charges related to Communications and Sheriff's Office revenues. Fines from traffic enforcement are up \$40,000. Indirect cost recovery is down \$2,292,759 due to Social Services' allocation. Clerk and Recorder fees are up \$400,000. All other revenues are relatively stable with little change.

The beginning fund balance is anticipated to be \$14,000,000 for 2019. An estimated ending fund balance of \$14,005,293 is projected for year-end. The fund balance amount serves as an additional contingency amount during the fiscal year. This fund balance amount is consistent with the anticipated ending fund balances for the last few years. It is prudent fiscal management for Weld County to maintain an anticipated fund balance of this level to respond to unforeseen needs of the citizens of Weld County in 2019 and future years.

**GENERAL FUND
SUMMARY OF REVENUES
2019**

Fund	Org	Acct	Account Title	2018 Budget	2019 Request	2019 Recommend	2019 Final
TAXES							
1000	90100	4112	CURRENT PROPERTY TAXES	93,101,051	97,630,811	97,630,811	96,488,601
1000	90100	4116	PROPERTY TAX ADJUSTMENT	(56,781)	0	0	(43,391)
1000	90100	4117	PERSONAL PROPERTY TAX INCENTIVE	56,781	0	0	43,391
1000	90100	4150	TOBACCO PRODUCTS	230,000	170,000	170,000	170,000
TOTAL TAXES				93,331,051	97,800,811	97,800,811	96,658,601
LICENSES AND PERMITS							
1000	90100	4215	LICENSES, LIQUOR/DANCE	7,000	6,000	6,000	6,000
1000	17100	4221	PERMITS	615,000	725,000	725,000	725,000
1000	25100	4222	BUILDING	1,300,000	1,300,000	1,300,000	1,300,000
1000	25100	4224	ELECTRICAL	850,000	850,000	850,000	850,000
1000	25100	4226	PLAN CHECK	500,000	500,000	500,000	500,000
TOTAL LICENSES AND PERMITS				3,272,000	3,381,000	3,381,000	3,381,000
INTERGOVERNMENTAL							
1000	26200	4311	FEMA REIMBURSEMENT	60,000	60,000	60,000	60,000
1000	21110	4320	FEDERAL GRANTS	0	110,000	110,000	110,000
1000	21300	4320	FEDERAL GRANTS	0	91,946	91,946	74,237
1000	15100	4336	REIMBURSEMENTS	124,024	124,960	124,960	124,960
1000	21200	4336	REIMBURSEMENTS	54,000	54,000	54,000	54,000
1000	24410	4336	REIMBURSEMENTS	15,000	24,000	24,000	24,000
1000	15200	4340	GRANTS	91,359	95,359	95,359	95,359
1000	15250	4340	GRANTS	142,742	119,904	119,904	119,904
1000	15300	4340	GRANTS	142,298	151,634	151,634	151,634
1120	15300	4340	GRANTS	95,293	104,822	104,822	104,822
1130	15300	4340	GRANTS	136,182	136,182	136,182	136,182
1000	21300	4340	GRANTS	133,650	71,638	71,638	71,638
1000	24200	4340	GRANTS	118,882	119,670	119,670	119,670
116017	24220	4340	GRANTS	2,823,587	0	0	0
116018	24220	4340	GRANTS	0	2,900,802	2,900,802	2,900,802
1000	24410	4340	GRANTS	0	75,000	75,000	75,000
1000	26200	4340	GRANTS	55,000	55,000	55,000	55,000
1000	96400	4340	GRANTS	24,232	29,400	29,400	29,400
1000	90100	4352	THORNTON	65,052	65,053	65,053	65,053
1000	90100	4353	BRIGHTON URBAN RENEWAL AUTHORITY	314,213	314,213	314,213	238,270
1000	21300	4354	CITIES AND TOWNS	31,500	40,500	40,500	40,500
1000	24415	4354	CITIES AND TOWNS	380,000	420,000	420,000	420,000
1000	90100	4355	ERIE URBAN RENEWAL AUTHORITY	96,305	10,500	10,500	9,584
1000	90100	4357	SOUTH FIRESTONE URA	73,933	48,000	48,000	89,116
1000	90100	4358	FORT LUPTON URA	14,181	14,181	14,181	15,957
1000	90100	4359	MEAD URA (MURA)	104,397	104,397	104,397	124,120
TOTAL INTERGOVERNMENTAL				5,095,830	5,341,161	5,341,161	5,309,208
CHARGE FOR SERVICES							
1000	10400	4410	CHARGE FOR SERVICES	7,787	8,297	8,297	8,297
1000	11200	4410	CHARGE FOR SERVICES	400,000	350,000	350,000	350,000
1000	15100	4410	CHARGE FOR SERVICES	60,000	60,000	60,000	60,000
1000	15200	4410	CHARGE FOR SERVICES	4,000	4,000	4,000	4,000
1000	17350	4410	CHARGE FOR SERVICES	4,500	4,500	4,500	4,500
1000	17600	4410	CHARGE FOR SERVICES	261,100	260,000	260,000	260,000
1000	21100	4410	CHARGE FOR SERVICES	215,000	215,000	215,000	215,000
1000	21110	4410	CHARGE FOR SERVICES	60,000	60,000	60,000	60,000
1000	21130	4410	CHARGE FOR SERVICES	150,000	150,000	150,000	150,000
1000	21200	4410	CHARGE FOR SERVICES	55,000	34,000	34,000	34,000
1000	21210	4410	CHARGE FOR SERVICES	490,325	200,800	200,800	200,800
1000	22100	4410	CHARGE FOR SERVICES	3,282,409	3,660,906	3,660,906	3,660,906
1000	22400	4410	CHARGE FOR SERVICES	502,040	462,480	462,480	462,480
1000	22500	4410	CHARGE FOR SERVICES	0	288,335	288,335	288,335
1000	24100	4410	CHARGE FOR SERVICES	30,000	35,000	35,000	35,000
1000	24125	4410	CHARGE FOR SERVICES	964,350	964,350	964,350	964,350
1000	24150	4410	CHARGE FOR SERVICES	14,000	16,000	16,000	16,000
1000	24410	4410	CHARGE FOR SERVICES	300,000	350,000	350,000	350,000
1000	24420	4410	CHARGE FOR SERVICES	10,000	10,000	10,000	10,000
1000	26100	4410	CHARGE FOR SERVICES	6,000	6,000	6,000	6,000
1000	50100	4410	CHARGE FOR SERVICES	5,000	5,000	5,000	5,000
1000	90100	4420	PARKING	16,000	18,700	18,700	18,700
1000	13100	4430	SALE OF SUPPLIES	500	500	500	500
1000	17600	4430	SALE OF SUPPLIES	24,000	22,000	22,000	22,000
1000	24100	4430	SALE OF SUPPLIES	9,000	4,000	4,000	4,000
TOTAL CHARGE FOR SERVICES				6,871,011	7,189,868	7,189,868	7,189,868

**GENERAL FUND
SUMMARY OF REVENUES
2019**

Fund	Org	Acct	Account Title	2018 Budget	2019 Request	2019 Recommend	2019 Final
			FINES				
1000	21200	4510	FINES	300,000	340,000	340,000	340,000
1000	90100	4510	FINES	33,000	35,000	35,000	35,000
			TOTAL FINES	333,000	375,000	375,000	375,000
			MISCELLANEOUS				
1000	90100	4610	EARNINGS ON INVESTMENTS	2,000,000	3,500,000	3,500,000	3,500,000
1000	17250	4624	RENTS FROM BUILDINGS	1,279,148	1,279,148	1,279,148	1,279,148
1000	22100	4624	RENTS FROM BUILDINGS	65,911	65,946	65,946	65,946
1000	90100	4624	RENTS FROM BUILDINGS	557,684	555,288	555,288	555,288
1000	90100	4650	OVERHEAD	6,805,378	4,512,619	4,512,619	4,512,619
1000	21260	4670	REFUND OF EXPENDITURE	52,636	52,636	52,636	52,636
1000	22100	4670	REFUND OF EXPENDITURE	25,932	25,932	25,932	25,932
1000	22200	4670	REFUND OF EXPENDITURE	1,934,471	0	0	0
1000	24410	4670	REFUND OF EXPENDITURE	2,000	3,000	3,000	3,000
1000	24420	4670	REFUND OF EXPENDITURE	25,000	25,000	25,000	25,000
1000	23200	4680	OTHER	500	0	0	0
			TOTAL MISCELLANEOUS	12,748,660	10,019,569	10,019,569	10,019,569
			FEES, CABLE FRANCHISE				
1000	12100	4720	ADVERTISING FEES	19,800	16,000	16,000	16,000
1000	11100	4730	OTHER FEES	7,700,000	8,100,000	8,100,000	8,100,000
1000	12100	4730	OTHER FEES	4,800,000	4,800,000	4,800,000	4,800,000
1000	13100	4730	OTHER FEES	50,000	50,000	50,000	50,000
1000	21110	4730	OTHER FEES	190,000	210,000	210,000	210,000
1000	90100	4740	FEES, CABLE FRANCHISE	75,000	80,000	80,000	80,000
			TOTAL FEES	12,834,800	13,256,000	13,256,000	13,256,000
			TOTAL GENERAL FUND	134,486,352	137,363,409	137,363,409	136,189,246

**GENERAL FUND
SUMMARY OF EXPENDITURES
2019**

Fund	Org	Expenditure Function	2018 Budget	2019 Request	2019 Recommend	2019 Final
GENERAL GOVERNMENT						
1000	10100	OFFICE OF THE BOARD	924,190	924,190	924,190	933,820
1000	10150	PUBLIC INFORMATION	290,625	290,625	290,625	330,105
1000	10200	COUNTY ATTORNEY	887,004	887,004	887,004	917,201
1000	10400	CLERK TO THE BOARD	457,688	538,354	538,354	589,549
1000	11100	COUNTY CLERK	951,923	936,413	936,413	953,111
1000	11200	ELECTIONS AND REGISTRATION	1,700,029	1,176,965	1,176,965	1,181,762
1000	11300	MOTOR VEHICLE	2,936,291	3,092,391	3,092,391	3,296,076
1000	12100	TREASURER'S OFFICE	1,093,994	1,113,994	1,113,994	1,172,930
1000	13100	ASSESSOR	3,423,083	3,609,460	3,609,460	3,627,035
1000	14100	COUNTY COUNCIL	51,223	51,223	51,223	52,117
1000	15100	DISTRICT ATTORNEY	6,337,559	6,373,150	6,373,150	6,396,813
1000	15200	JUVENILE DIVERSION	113,556	131,145	131,145	131,145
1000	15250	RESTORATIVE JUSTICE	142,742	119,904	119,904	119,904
1000	15300	VICTIM WITNESS	682,102	672,111	672,111	730,066
1120	15300	VICTIM WITNESS	95,293	104,822	104,822	104,822
1130	15300	VICTIM WITNESS	136,182	136,182	136,182	136,182
1000	16100	FINANCE	384,306	523,167	523,167	535,986
1000	16200	ACCOUNTING	991,113	998,813	998,813	1,117,733
1000	16300	PURCHASING	319,191	319,191	319,191	326,809
1000	16400	HUMAN RESOURCES	1,366,176	1,519,228	1,519,228	1,866,164
1000	17100	PLANNING OFFICE	2,102,457	2,440,169	2,440,169	2,450,975
1000	17200	BUILDINGS AND GROUNDS	6,684,092	6,889,189	6,889,189	6,997,645
1000	17250	WELD PLAZA	675,050	675,050	675,050	675,050
1000	17300	INFORMATION SERVICES	7,765,926	8,385,260	8,385,260	8,433,242
1000	17350	GEOGRAPHICAL INFORMATION SYSTEM	225,895	247,073	247,073	247,073
1000	17375	INOVATION AND TECHNOLOGY PROJECTS	500,000	500,000	500,000	500,000
1000	17600	PRINTING AND SUPPLY	425,222	428,942	428,942	432,491
TOTAL GENERAL GOVERNMENT			41,662,912	43,084,015	43,084,015	44,255,806
PUBLIC SAFETY						
1000	21100	ADMINISTRATION PATROL	1,563,361	1,661,801	1,661,801	1,745,440
1000	21110	BOOKING UNIT	2,182,170	2,388,919	2,388,919	2,465,917
1000	21120	PROFESSIONAL STD	913,394	1,117,755	1,117,755	1,155,711
1000	21130	CIVIL	444,258	449,206	449,206	391,521
1000	21140	SUPPORT SERVICES	1,163,094	1,014,050	1,014,050	1,161,126
1000	21200	PATROL	8,341,259	8,629,561	8,629,561	8,971,528
1000	21205	INVESTIGATIONS	1,962,566	2,120,613	2,120,613	2,223,481
1000	21210	CONTRACT SERVICES	490,325	282,308	282,308	302,855
1000	21230	ORDINANCE ENFORCEMENT	231,487	256,241	256,241	268,518
1000	21260	REGIONAL LAB	688,459	682,319	682,319	702,441
1000	21300	VICTIM ADVOCATES	226,081	291,031	291,031	241,579
1000	21410	DRUG TASK FORCE	296,006	296,006	296,006	321,257
1000	22100	COMMUNICATIONS SERVICE	8,229,779	8,705,480	8,705,480	8,705,480
1000	22200	COMMUNICATIONS SYSTEM DEVELOPMENT	3,738,985	0	0	0
1000	22400	PUBLIC SAFETY INFORMATION SYSTEM	1,348,080	1,431,485	1,431,485	1,431,485
1000	22400	PUBLIC SAFETY WIRELESS COMMUNICATIONS	0	288,335	288,335	288,335
1000	23200	COUNTY CORONER	1,243,771	1,354,628	1,354,628	1,350,904
1000	24100	JUSTICE SERVICES	1,063,311	1,206,917	1,206,917	1,133,097
1000	24125	WORK RELEASE	1,605,677	1,760,328	1,760,328	2,015,726
1000	24150	ADULT DIVERSION	76,612	100,213	100,213	100,213
1000	24200	COMMUNITY CORRECTIONS-ADMIN	118,882	119,670	119,670	119,670
116017	24220	COMMUNITY CORRECTIONS-SERVICES	2,823,587	2,900,802	2,900,802	2,900,802
1000	24410	INMATE SERVICES	6,218,513	6,821,231	6,821,231	6,867,287
1000	24415	SECURITY	18,079,778	18,708,647	18,708,647	18,892,139
1000	24420	COURTS AND TRANSPORTATION	2,998,504	3,364,302	3,364,302	3,565,341
1000	25100	BUILDING INSPECTION	1,412,558	1,489,848	1,489,848	1,530,182
1000	26100	WEED AND PEST	964,925	967,025	967,025	982,098
1000	26200	OFFICE OF EMERGENCY MANAGEMENT	460,610	646,269	646,269	562,200
TOTAL PUBLIC SAFETY			68,886,032	69,054,990	69,054,990	70,396,333

**GENERAL FUND
SUMMARY OF EXPENDITURES
2019**

Fund	Org	Expenditure Function	2018 Budget	2019 Request	2019 Recommend	2019 Final
		PUBLIC WORKS				
1000	31100	ENGINEERING	9,065,907	8,315,347	8,315,347	8,404,319
		CULTURE AND RECURTATION				
1000	50100	MISSILE PARK	74,682	74,682	74,682	77,233
1000	50200	PARKS AND TRAILS	129,000	129,000	129,000	129,000
		TOTAL CULTURE AND RECURATION	203,682	203,682	203,682	206,233
		HEALTH AND WELFARE				
1000	56110	SENIOR PROGRAMS	28,500	28,500	28,500	40,000
1000	56120	WASTE WATER	10,000	10,000	10,000	10,000
1000	56130	DEVELOPMENTALLY DISABLED	38,225	38,225	38,225	38,225
1000	56140	MENTAL HEALTH	228,225	241,000	241,000	241,000
1000	56160	COUNTY CONTRIBUTIONS	5,101,792	5,453,984	5,453,984	5,453,984
		TOTAL HEALTH AND WELFARE	5,406,742	5,771,709	5,771,709	5,783,209
		ECONOMIC ASSISTANCE				
1000	60200	ECONOMIC ASSISTANCE	165,000	165,000	165,000	165,000
		MISCELLANEOUS				
1000	90100	NON DEPARTMENTAL	639,127	709,087	709,087	709,087
1000	90150	COMMUNITY AGENCIES GRANTS	40,737	149,383	40,737	40,737
1000	90160	BRIGHTER WELD	179,542	179,542	179,542	181,179
1000	96100	EXTENSION	387,163	533,946	533,946	406,024
1000	96200	FAIR	311,157	173,307	173,307	173,696
1000	96400	VETERANS	236,302	257,989	257,989	257,989
1000	96500	ISLAND GROVE BUILDINGS	174,340	174,340	174,340	174,340
1000	96600	ASSET AND RESOURCE MANAGEMENT	4,186,090	5,030,001	5,030,001	5,030,001
1000	99999	SALARY CONTINGENCY	0	1,706,454	1,706,454	0
		TOTAL MISCELLANEOUS	6,154,458	8,914,049	8,805,403	6,973,053
		TOTAL GENERAL FUND	131,544,733	135,508,792	135,400,146	136,183,953

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: BOARD OF COUNTY COMMISSIONERS

BUDGET UNIT TITLE AND NUMBER: Office of the Board - - 1000-10100

DEPARTMENT DESCRIPTION: Statutory head of county government. Each major department is overseen by one Commissioner, with each Commissioner serving as an assistant in another area, on a rotating basis each year. Statutory duties also include sitting as the Board of Equalization to hear appeals on tax assessments; sitting as the County Board of Social Services; and filling, by appointment, all vacancies in county offices except the Board of Commissioners.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 810,416	\$ 805,445	\$ 805,445	\$ 815,075
Supplies	1,208	1,900	1,900	1,900
Purchased Services	100,367	116,845	116,845	116,845
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 911,991	\$ 924,190	\$ 924,190	\$ 933,820
Revenue	0	0	0	0
Net County Cost	\$ 911,991	\$ 924,190	\$ 924,190	\$ 933,820
Budgeted Positions	6.00	6.00	6.00	6.00

SUMMARY OF CHANGES: No change, except final budget adjustments include an increase in salaries of \$9,630.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

OFFICE OF THE BOARD (CONTINUED) 1000-10100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.197	0.190	0.184
Per capita cost (county support)	\$2.99	\$2.93	\$2.87

Goal ES1: Enable County departments and its service partners to deliver quality customer service.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES1-1: Clearly-defined performance expectations and standards	Citizen satisfaction feedback for service delivery departments	High	High	High
ES1-2: Conveniently accessed and easy-to-use services	Resident and visitor satisfaction feedback with County services	High	High	High
ES1-3: Unity of County service delivery				
ES1-4: Satisfied customers				

Goal ES2: Enhance community access to reliable information regarding services and County government issues.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES2-1: Easily accessible information regarding County services and programs (priority outcome)	Community satisfaction with information availability	High	High	High
	Customers awareness of services provided by Weld County government	High	High	High
ES2-2: Positive image of County government	Percent of residents with a positive image of Weld County government	90%	90%	90%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: BOARD OF COUNTY COMMISSIONERS

BUDGET UNIT TITLE AND NUMBER: Public Information - - 1000-10150

DEPARTMENT DESCRIPTION: The public information function of the county is funded in this budget unit. The function is under the direction of the Board of County Commissioners. The Director serves as the county's public information officer. The staff of this department assists all departments in developing and disseminating information to the public about Weld County government and services.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 176,716	\$ 242,525	\$ 242,525	\$ 282,005
Supplies	1,321	9,500	10,500	10,500
Purchased Services	26,002	38,600	37,600	37,600
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 204,039	\$ 290,625	\$ 290,625	\$ 330,105
Revenue	0	0	0	0
Net County Cost	\$ 204,039	\$ 290,625	\$ 290,625	\$ 330,105
Budgeted Positions	2.0	4.00	4.00	4.00

SUMMARY OF CHANGES: No change in the overall budget, but line-items have been realigned to match expenditure patterns. In Other Purchased Services the budget includes \$16,000 for the tourism publication, and \$10,500 for miscellaneous items, like Facebook boosts, and any special project, like videos, the Board identifies in 2019. There is also \$10,000 for GovDeliver in computer software.

Final budget adjustments include an increase in salaries of \$39,480.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Board approved the funding as recommended but decided they did not want to spend funds on the tourism publication anymore. Instead the funding can be used for other projects in 2019.

**PUBLIC INFORMATION
(CONTINUED)
1000-10150**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.066	1.267	1.223
Per capita cost (county support)	\$0.67	\$0.93	\$1.01

Note: Prior to 2017 this function was funded in the Board of County Commissioner's budget unit 1000-10100.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Public Information goals in Budget Unit 1000-10100.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: COUNTY ATTORNEY

BUDGET UNIT TITLE AND NUMBER: County Attorney -- 1000-10200

DEPARTMENT DESCRIPTION: Renders opinions on constitutional questions. The County Attorney defends any lawsuits against Weld County and brings civil actions for enforcement of County regulations. The three full-time assistants share the responsibilities of the County Attorney.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 755,938	\$ 767,097	\$ 767,097	\$ 797,294
Supplies	6,988	2,900	1,945	1,945
Purchased Services	396,969	117,007	117,962	117,962
Fixed Charges	-8,804	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,151,091	\$ 887,004	\$ 887,004	\$ 917,201
Revenue	0	0	0	0
Net County Cost	\$ 1,151,091	\$ 887,004	\$ 887,004	\$ 917,201
Budgeted Positions	5	5	5	5

SUMMARY OF CHANGES: No change in the total budget. Line-items were realigned to reflect historical expenditure patterns.

Final budget adjustments include an increase in salaries of \$30,197.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**COUNTY ATTORNEY
(CONTINUED)
1000-10200**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of new requests for legal assistance	495	500	500
Number of new mental health cases	72	70	70
Number of new code violations	120	120	120
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.164	0.159	0.153
Per capita cost (county support)	\$3.78	\$2.81	\$2.82
Number of agenda requests/D&N/mental cases per FTE	174	175	175

Goal ES3: Ensure the County Attorney staff is meeting the needs of elected officials and department heads.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES4-1: Efficient and effective legal representation of Weld County	Client satisfaction of elected officials and department heads	99%	99%	99%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: PUBLIC TRUSTEE

BUDGET UNIT TITLE AND NUMBER: Public Trustee -- 1000-10300

DEPARTMENT DESCRIPTION: Performs the duties of public trustee in the County as prescribed in Section 38-37-101, C.R.S., et. seq. Salaries and operating costs are funded by public trustee fees outside of County budget.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	204	0	0	0
Purchased Services	2,091	0	0	0
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 2,295	\$ 0	\$ 0	\$ 0
Revenue	183,214	0	0	0
Net County Cost	\$ -180,919	\$ 0	\$ 0	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Per Section 37-37-104(3), C.R.S., all expenses of the office are to be paid from Trustee fees prior to payment to the County Treasurer. Excess funds are to be maintained in a special reserve fund until one year's operating costs are accumulated. It is not anticipated that any excess revenue will be transferred to the General Fund in 2019. The amount has been less the last three years based upon an anticipated drop in foreclosure and refinancing activity.

In 2012, HB 12-1329 was approved and now requires the Public Trustee to prepare and submit an annual budget to the Board of County Commissioners for review. It also subjects the Public Trustee's offices to a biannual audit and requires the Public Trustee to comply with the state and/or the county procurement process.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The Weld County Public Trustee's office has always submitted the office's budget to the county. HB 12-1329 states that the budget shall be "reviewed" by the Board of County Commissioners, but does not state "approved". HB 12-1329 does not appear to change what has been the practice in Weld County for some time.

BOARD ACTION: Approved as recommended.

PUBLIC TRUSTEE BUDGET 2019

INCOME

Release income after Recording Fees	\$ 270,000
Foreclosure income from Statutory Fees	70,000
Interest Earned on Balances	<u>1,600</u>
Total Income	<u><u>\$ 341,600</u></u>

EXPENSES

Personnel:

Public Trustee Salary	\$ 72,500
Staff Salaries	110,000
Temporary Labor	0
FICA Contribution	14,000
SUTA Taxes	550
Workers Comp	600
Retirement Plans	13,000
Medical Insurance	36,000
Education/Training	1,500
Misc./Other	<u>0</u>
Total Personnel	<u><u>\$ 248,150</u></u>

Operating Expenses:

Accounting/Auditing/Legal Services	\$ 1,700
Audit CRS 38-37-104 (7)	15,000
Building/Office Rental/Storage	30,000
Dues and Meetings	2,000
Equipment Maintenance/Rental	4,000
IT Support	8,100
Office Supplies	3,600
Postage	230
Misc/Other	800
Telephone/Utilities	3,800
Travel/Mileage	1,500
Bank Fees	<u>3,500</u>
Total Operating	<u><u>\$ 74,230</u></u>

Capital Outlay:

Software	\$ 0
Computer Hardware	0
Office Furniture	<u>0</u>
Total Capital Outlay	<u><u>\$ 0</u></u>

Total Expenses	<u><u>\$ 322,380</u></u>
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NET FUNDS PAYABLE TO PUBLIC TRUSTEE SALARY FUND	<u><u>\$ 19,220</u></u>
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BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: CLERK TO THE BOARD

BUDGET UNIT TITLE AND NUMBER: Clerk to the Board -- 1000-10400

DEPARTMENT DESCRIPTION: The Clerk to the Board records all meetings and hearings of the County Commissioners, retains all records of the Board, and processes liquor licenses.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 378,084	\$ 409,906	\$ 491,082	\$ 542,277
Supplies	22,058	29,494	29,494	29,494
Purchased Services	20,065	26,075	26,075	26,075
Fixed Charges	0	- 7,787	- 8,297	- 8,297
Capital	0	0	0	0
Gross County Cost	\$ 420,207	\$ 457,688	\$ 538,354	\$ 589,549
Revenue	19,249	7,787	8,297	8,297
Net County Cost	\$ 400,958	\$ 449,901	\$ 530,057	\$ 581,252
Budgeted Positions	6.25	6.25	7.75	7.75

SUMMARY OF CHANGES: The net budget is up \$80,156. Personnel Services are up \$81,176 for an additional Office Tech III (\$57,112), and increasing a part time Office Tech III from 20 hours per week to 40 hours per week. The increased staffing is necessary to handle the land use case workload from new development. The Board approved the increased staffing at a work session on May 30, 2018.

Supplies and Purchased Services are unchanged with some line item adjustment to reflect expenditure patterns. Chargebacks are up \$510 to the County Attorney and the same for Telecom Services.

Final budget adjustments include an increase in salaries of \$51,195.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

CLERK TO THE BOARD (CONTINUED) 1000-10400

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of meetings transcribed	200	200	200
Number of images optically scanned	60,000	61,000	62,000
Number of BOE appeals processed	574	50	750
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.197	0.190	0.223
Per capita cost (county support)	\$1.32	\$1.43	\$1.78
Cost per meeting/hearing	\$2,04.79	\$2,249.51	\$2,906.26

Goal ES4: To improve service, increase efficiency and provide greater information access and exchange between the County Commissioners and the citizens of Weld County.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES3-1: User friendly government information and services	Percent of users (residents, visitors, employees, etc.) satisfied with services and information	99%	99%	99%
ES3-2: Timeliness of provision of public records	Percent of Commissioner and departmental records (current and historical) electronically scanned and available upon request or accessible via Tyler Web	99%	99%	99%
ES3-3: Processing of, and access to, records of County-owned mineral interests	Percent of records which are accurately prepared for auction, or oil and gas revenues which are received for processing	99%	99%	99%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: CLERK AND RECORDER

BUDGET UNIT TITLE AND NUMBER: Recording/Administration -- 1000-11100

DEPARTMENT DESCRIPTION: The Recording Department records, scans, retrieves and reproduces copies of legal documents, and issues marriage licenses.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 748,440	\$ 745,743	\$ 745,743	\$ 762,441
Supplies	76,296	121,933	104,893	104,893
Purchased Services	57,784	82,747	84,277	84,277
Fixed Charges	30	1,500	1,500	1,500
Capital	8,500	0	0	0
Gross County Cost	\$ 891,050	\$ 951,923	\$ 936,413	\$ 953,111
Revenue	7,895,910	7,700,000	8,100,000	8,100,000
Net County Cost	\$ 7,004,860	\$ -6,748,077	\$ -7,163,587	\$ -7,146,889
Budgeted Positions	7 FTE Recording 3 FTE Admin.	7 FTE Recording 3 FTE Admin.	7 FTE Recording 3 FTE Admin.	7 FTE Recording 3 FTE Admin.

SUMMARY OF CHANGES: Supplies are down \$17,040 with a reduction in office supplies of \$10,000, and \$10,000 in computer attachments with an offsetting increase of \$2,960 in software maintenance. Purchased Services are up \$1,530 with an increase of \$70 for memberships, and \$1,460 for travel.

Final budget adjustments include an increase in salaries of \$16,698.

Revenues are anticipated to be up \$400,000 based upon growth in vehicle registrations.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

CLERK AND RECORDER (CONTINUED) 1000-11100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of documents recorded	92,650	95,162	101,030
Number of copies produced	133,227	186,714	232,284
Number of marriage licenses issued	1,792	1,800	2,080
<u>Efficiency Measures</u>			
FTE's per 10,000/capita – Recording	0.328	0.317	0.307
Per capita contribution	\$2.93	\$3.02	\$2.93
Number of documents recorded per FTE	11,581	13,595	14,433

CLERK AND RECORDER (CONTINUED) 1000-11100

Goal ES5: Ensure statutory requirements and regulations governing the recording, indexing, imaging and electronic archiving are met. To be accountable and responsible to the public's needs. Maintain a staff of highly-trained professionals who have the responsibility for the administration of the recording office and all duties charged to the office. Ensure that the citizens receive professional, timely and quality service at all times.				
DESIRED OUTCOMES*	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)*	ACTUAL	ESTIMATED	PROJECTED
Educate customers	Press release, working with public that call or come into the office. Educate on how to use the system to best serve the public needs. Clear and understandable website.	Public Education Campaign	Ongoing	Ongoing
Provide access for copies	Assist with the upkeep of the online vendor system and continue to improve the process with the vendor.	Maintain quality work for accurate and availability of copies	Ongoing	Ongoing
Receive documents for recording and electronic recording	Upkeep the recording system with the latest updates, train employees on ways to use the vendor system more effectively.	Work with County IT and Vendor for updates and training.	Ongoing	Ongoing
	Acutely accept, record, index, and verify documents.	Accept e-recordings, mail, and in office documents and record. Index 150 documents a day with Zero percent error ratios. Verify documents within three days after indexing.	Ongoing	Ongoing
Issue Marriage and Civil Union Licenses	Acutely process marriage and civil union applications, along with licenses. Follow state statute. Develop online application tool.	Following state statute for filling out application. Working with IT to develop an online application for people to pre-fill out license application.	Ongoing	Ongoing
Military Discharges	Follow state statute on recording and providing copies	Maintain confidentiality	Ongoing	Ongoing

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: CLERK AND RECORDER

BUDGET UNIT TITLE AND NUMBER: Elections -- 1000-11200

DEPARTMENT DESCRIPTION: The Elections Department conducts primary and general elections every two years, conducts voter registration, maintains records alphabetically and by precinct, conducts schools for election judges, provides supplies for elections, issues certificates of registration for proof of age and citizenship for international travel, services municipal clerks, school districts, special districts, and conducts special elections each November in the off year.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 430,789	\$ 810,777	\$ 549,667	\$ 554,464
Supplies	219,515	605,840	389,500	389,500
Purchased Services	97,364	275,312	228,198	228,198
Fixed Charges	1,495	8,100	9,600	9,600
Capital	510,771	0	0	0
Gross County Cost	\$ 1,259,934	\$ 1,700,029	\$ 1,176,965	\$ 1,181,762
Revenue	134,334	400,000	350,000	350,000
Net County Cost	\$ 1,125,600	\$ 1,300,029	\$ 826,965	\$ 831,762
Budgeted Positions	5	5	5	5

SUMMARY OF CHANGES: Decrease in Elections is due to only one scheduled election in 2019. The department is requesting proximity card access for Elections office in the Chase building.

Final budget adjustments include an increase in salaries of \$4,797.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

ELECTIONS (CONTINUED)

1000-11200

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of voter transactions	378,487	364,452	382,675
Revenue generated from elections	\$300,000	\$400,000	\$350,000
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	0.164	0.159	0.153
Per capita cost (county support)	\$3.70	\$4.12	\$2.55
Transactions per FTE	75,697	72,890	76,535

Goal ES6: Ensure that every eligible voter is given the opportunity to vote either through Mail Ballots, Voter Service and Polling Centers or Provisional voting. Register all voters that have a desire to vote and allow them to cast a ballot at the time of the election. Provide a Voter Service and Polling Center that is organized, safe and free of influence. Maintain a staff of highly-trained professionals who have the responsibility for the administration of the election office and all duties charged to the office.

DESIRED OUTCOMES*	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)*	ACTUAL	ESTIMATED	PROJECTED
Educated Voters	Press releases, meetings, high school student council elections, tours of the election office. Availability to public, clear and understandable website.	Voter Education Campaign	Ongoing	Ongoing
Opportunities for every eligible registered voter to conveniently cast a vote	Maintain and recruit Voter Service and Polling Centers, Drop-off locations and 24-hour drop boxes locations throughout Weld County during election time.	Assessable locations, high public traffic areas	Even years – June, October and November Odd years- October/Nov.	Ongoing
Votes counted and reported accurately and in a timely manner	Maintain voting equipment and retain trained election judges.	Returning judges, testing accuracy of equipment	Ongoing	Ongoing
Integrity of voter records maintained	Knowledgeable staff on all data entry processes and low error ratio	Training and reports	Ongoing	Ongoing
Integrity of ballot security	Clear procedures following state law	Completion of State certification and National certification	State within two years of permanent employment. National within seven years of permanent employment	Two to Seven years after permanent employment
Thorough knowledge of Election Law	State and National certification			

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: CLERK AND RECORDER

BUDGET UNIT TITLE AND NUMBER: Motor Vehicle - - 1000-11300

DEPARTMENT DESCRIPTION: Motor Vehicle collects registration fees, specific ownership tax, sales tax, and files chattel mortgages on motor vehicles, processes title applications, maintains files on all titles and license plates issued in Weld County, and provides law enforcement agencies with vehicle registration information.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,604,459	\$ 2,645,748	\$ 2,767,835	\$ 2,971,520
Supplies	18,501	29,834	39,450	39,450
Purchased Services	223,974	260,709	285,106	285,106
Fixed Charges	216	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 2,847,150	\$ 2,936,291	\$ 3,092,391	\$ 3,296,076
Revenue	0	0	0	0
Net County Cost	\$ 2,847,150	\$ 2,936,291	\$ 3,092,391	\$ 3,296,076
Budgeted Positions	41 Full-time 2 Part-time	41 Full-time 2 Part-time	43 Full-time 2 Part-time	43 Full-time 2 Part-time

SUMMARY OF CHANGES: Personnel Services have increased \$122,087 for two additional Office Tech III positions due to the growth in activity.

Supplies are up \$9,616 due to increase in Office Supplies (\$3,600), Computer Software and Attachments (\$1,899) and Software Maintenance (\$4,117). Purchased Services are up \$24,397 with the increase in Postage of \$23,771 due to continued growth in Weld County. There is an increase in Repair and Maintenance of \$4,160 for secure shredding, with the implementation of a new Motor Vehicle system, the department is now responsible for the secured destruction of all Motor Vehicle documents that come across the counter. The department increased Training by \$5,000 to send Motor Vehicle managers to continued Professional/Leadership Coaching.

Final budget adjustments include an increase in salaries \$90,202.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. An analysis of workload like the one done last year appears to justify the increase in positions.

BOARD ACTION: The Board approved the two additional positions on September 18, 2018 to start immediately. On October 23, 2018 the Board approved four temporary Office Tech III positions (\$53,483) to start immediately through March 31, 2019, when the need to retain them will be reevaluated. On November 19, 2018, the Board approved \$60,000 was approved for overtime/contract staffing for March-September. All other items approved as recommended.

MOTOR VEHICLE (CONTINUED)

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of titles/registrations issued	700,435	730,355	766,800
FORT LUPTON BRANCH OFFICE: Number of marriage licenses issued	181	201	220
DEL CAMINO BRANCH OFFICE: Number of marriage licenses issued	217	260	280
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita – DMV	1.41	1.36	1.38
Per capita cost	\$9.38	\$9.31	\$10.12
Number of titles/registrations issued per FTE	16,677	16,985	17,040

Goal ES7: To ensure every motor vehicle is properly titled and registered according to current Colorado laws. To be accountable and responsible to the public's needs within the guidelines of the law. Maintain a staff of highly-trained professionals who have the responsibility for the administration of the motor vehicle office and all duties charged to the office. Ensure that the citizens receive professional, timely and quality service at all times

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES7-1: Receive documents for titling and registering	100% accuracy with indexing and verification	99%	99%	99%
	Customer satisfaction	0 complaints	0 complaints	0 complaints
ES7-2: Educate customers (public, dealers, banks, title clerks, etc.)	Press releases	4	4	20
	Website updates	4	4	36
	Posting of educational signs	15	15	15

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Treasurer - - 1000-12100

DEPARTMENT DESCRIPTION: The Weld County Treasurer takes custody of county funds, such as property taxes, and disbursing funds collected for the state, county school districts, municipalities and special districts. The Treasurer deposits County funds in banks in the county, and invests reserve funds as allowed by statute and approved by the Board of Commissioners.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 754,593	\$ 805,063	\$ 805,063	\$ 863,999
Supplies	123,467	115,383	115,883	115,883
Purchased Services	150,568	173,548	193,048	193,048
Fixed Charges	144	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,028,772	\$ 1,093,994	\$ 1,113,994	\$ 1,172,930
Revenue	4,494,094	4,819,800	4,816,000	4,816,000
Net County Cost	\$ -3,465,322	\$ 3,725,806	\$ -3,702,006	\$ -3,643,070
Budgeted Positions	10	10	10	10

SUMMARY OF CHANGES: Staffing has been adjusted by converting one position into a seasonal position. Department was carrying an addition 0.75 FTE due to an employee on long term FMLA.

Professional services are up \$20,000 to purchase a self-service module in the Tyler software for tax sale investors. Supplies are up \$500 for small items of equipment with an offsetting \$500 reduction in repair and maintenance of equipment.

Final budget adjustments include an increase in salaries of \$58,936.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

TREASURER (CONTINUED) 1000-12100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Property Tax Collected	\$642 M	\$688 M	\$712 M
Investments	\$255M	\$336M	\$336M
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.328	0.317	0.307
Per capita expenditure	\$3.38	\$3.47	\$3.60

Goal ES8: To provide County treasury and tax collection services in the most accurate, efficient and cost-effective manner possible.

DESIRED OUTCOMES	DESIRED OUTCOMES	DESIRED OUTCOMES	DESIRED OUTCOMES	DESIRED OUTCOMES
ES8-1: Effective and cost-efficient County tax collection	Cost per tax bill	\$5.42	\$5.91	\$5.59
	Number of tax bills per FTE	18,400	20,100	21,000
ES8-2: Investments that are safe, liquid and deliver the best yield possible – in that order	Return on investments	1.04%	1.60%	2.50%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: ASSESSOR'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Assessor's Office - - 1000-13100

DEPARTMENT DESCRIPTION: The Assessor's Office discovers and lists all real and personal property in Weld County; maintains accurate public records, including ownership history, parcel values and parcel maps; completes appraisals of all real and personal property using statutory mandates and mass appraisal techniques; completes statutory reports and certifications for Weld County taxing authorities for use in the property tax system; and completes and delivers an accurate tax warrant to the Treasurer for collection of property taxes.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,789,463	\$ 3,036,446	\$ 3,191,659	\$ 3,209,234
Supplies	190,944	198,037	213,201	213,201
Purchased Services	170,671	188,600	204,600	204,600
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 3,151,078	\$ 3,423,083	\$ 3,609,460	\$ 3,627,035
Revenue	97,271	50,500	50,500	50,500
Net County Cost	\$ 3,053,807	\$ 3,372,583	\$ 3,558,960	\$ 3,576,535
Budgeted Positions	35.0	35.0	37.0	37.0

SUMMARY OF CHANGES: Personnel Services are up \$155,213 for one residential appraiser and one commercial appraiser due to growth in the county, and increased complications for commercial properties.

Supplies are up \$15,164 due to increases in software maintenance. Purchased Services are up \$16,000. Membership costs are up \$3,000, postage for NOV's are up \$7,500, subscription for CoStar increased \$3,000, and training is up \$5,000.

The Assessor has requested IT projects for a mobile field solution, a Realware enhancement for mass filing leasing accounts, and an online service for finding sales comparables.

Final budget adjustments include an increase in salaries of \$76,511.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval including the two additional positions due to growth and workload requirements. IT projects are also recommended to enhance the capabilities and efficiencies of the department.

BOARD ACTION: Approved as recommended, including the two additional positions. On September 18, 2018 the Board allowed the Residential Appraiser to be hired immediately.

ASSESSOR (CONTINUED) 1000-13100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of parcels (including personal property and SA)	221,000	223,000	181,000
Telephone Calls Answered	27,000	26,000	25,000
Number of administrative updates to database	148,000	150,000	152,000
Number of walk-ins requesting assistance	5,000	4,000	4,000
Number of Property Inspections	9,000	10,000	11,000
Sales Verification	12,000	12,500	12,500
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	1.15	1.12	1.14
Per capita cost (county support)	\$10.03	\$10.70	\$10.98
Cost per parcel	\$13.82	\$15.12	\$19.76
Parcels Per FTE	6,225	6,281	4,891
<u>Effectiveness Measures (desired results)</u>			
Deed Processing Time (days)	5	5	5
Requests for Information per FTE	901	845	783
Percent of Properties Site Reviewed	5%	5%	5%
Assessment Levels compared to market value	100%	100%	100%

ASSESSOR (CONTINUED) 1000-13100

Goal ES9: Correctly discover, list, value, and defend values for property taxes for Weld County taxing authorities.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ADJUST	ESTIMATED	PROJECTED
ES9-1: Effective County property valuation	Complete submission of the tax warrant by the January 10 th statutory date Compliance with all statutory deadlines and requirements Successful report on the annual study audit for Assessors	100%	100%	100%
ES9-2: User friendly e-government sharing for assessment and property data	Percent of users satisfied with electronic/technology access to services and information Percent of operations, services and programs available through website access	100%	100%	100%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: COUNTY COUNCIL

BUDGET UNIT TITLE AND NUMBER: County Council - - 1000-14100

DEPARTMENT DESCRIPTION: Weld County's Home Rule Charter provides for a five-member, unsalaried County Council chosen in non-partisan elections. Major responsibilities of the Council are setting salaries of all elected officials, filling vacancies in the Board of County Commissioners, reviewing county government and making periodic reports to the citizens, and authorizing an increased levy in ad valorem taxes if requested by the County Commissioners.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 16,787	\$ 21,023	\$ 21,023	\$ 21,917
Supplies	105	300	300	300
Purchased Services	49,863	29,900	29,900	29,900
Fixed Charges	64	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 66,819	\$ 51,223	\$ 51,223	\$ 52,117
Revenue	0	0	0	0
Net County Cost	\$ 66,819	\$ 51,223	\$ 51,223	\$ 52,117
Budgeted Positions	1 PT	1 PT	1 PT	1 PT

SUMMARY OF CHANGES: No change, except final budget adjustments include an increase in salaries of \$894.

The County Council at their July 16, 2018 meeting requested \$7,000 for a whistleblower software system.

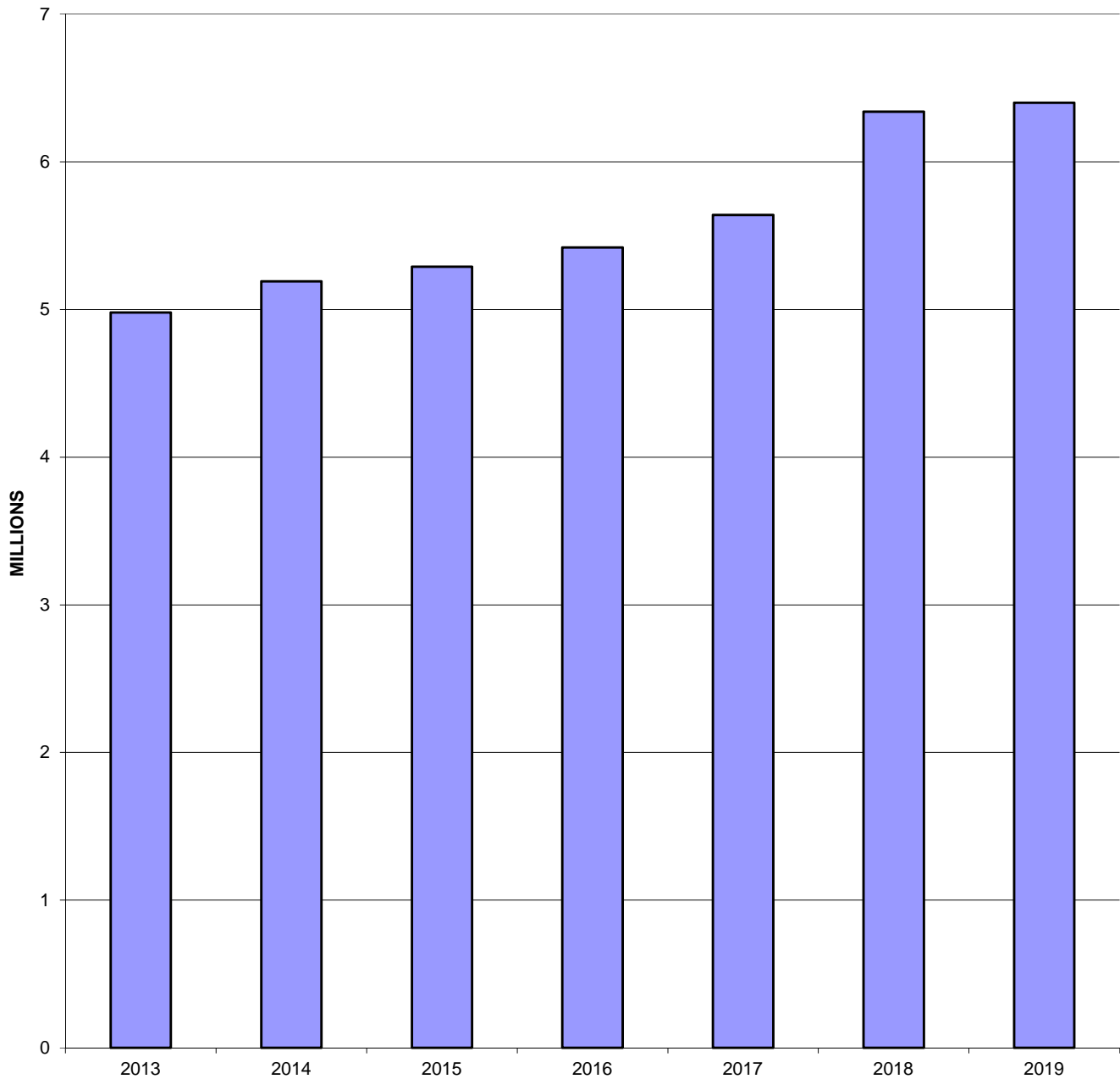
FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval of the \$51,223. The three options for the Board are a policy issue:

- Add an additional \$7,000 to the County Council's 2019 budget for a whistleblower software system.
- In Professional Services there is \$25,000 for audits, so the \$7,000 could come from this account.
- Do not approve the County Council's request to acquire a whistleblower software system, since the Board has been working on implementing a system under the County Commissioners for all departments and offices.

BOARD ACTION: On September 18, 2018 the County Council requested an additional \$60,000. \$20,000 was requested to hire a part time attorney, and \$40,000 more for performance audits. The Board declined both new requests only funding the \$25,000 for audits, which is the same as 2018. The board did not fund the whistleblower software since the whistleblower program will be under the Board of County Commissioners.

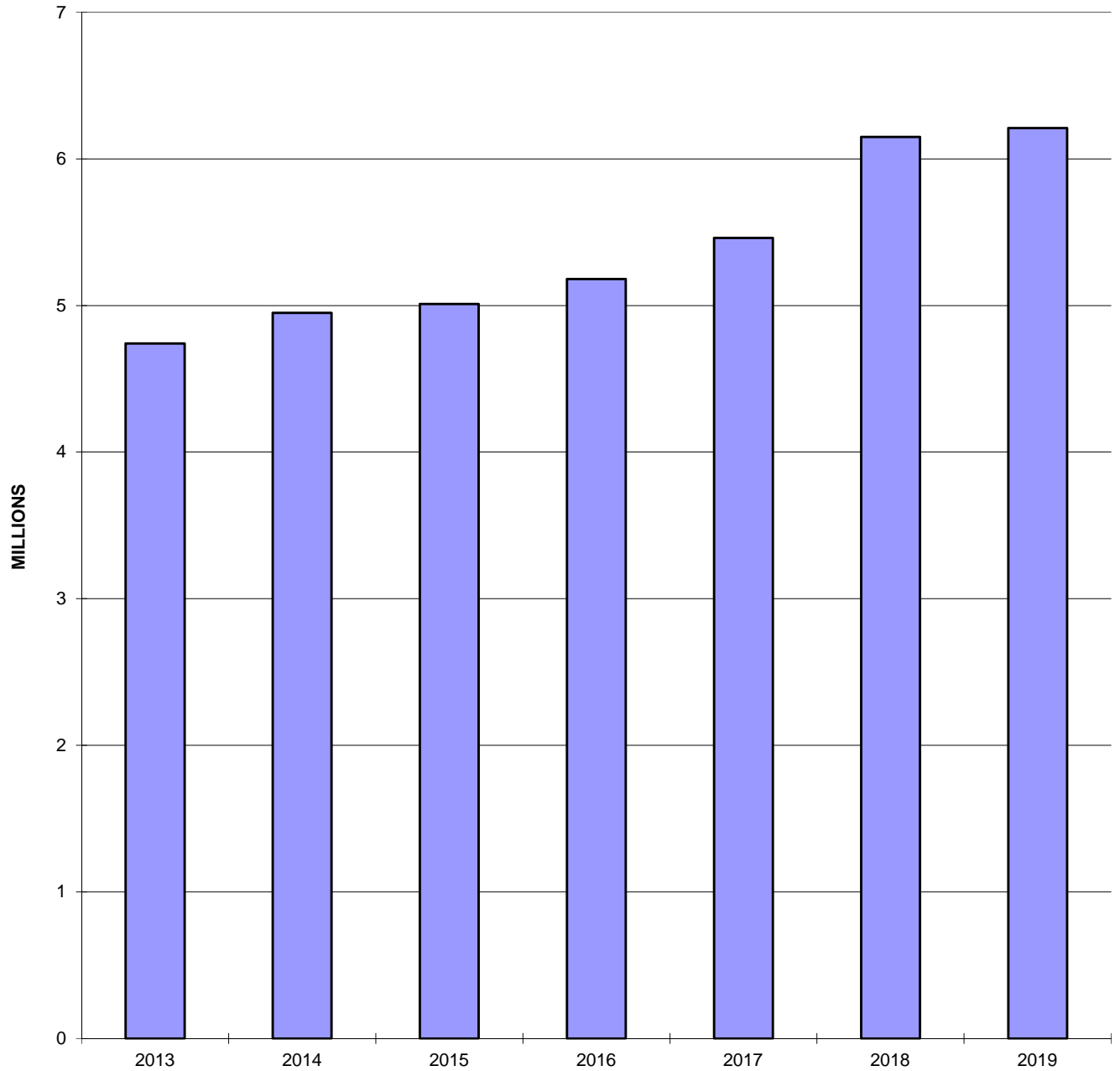
SEVEN YEAR TREND

District Attorney



SEVEN YEAR TREND

District Attorney Local Cost



BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DISTRICT ATTORNEY

BUDGET UNIT TITLE AND NUMBER: District Attorney - - 1000-15100

DEPARTMENT DESCRIPTION: Prosecutes crimes upon complaints of citizens or investigation and complaint of law enforcement agencies; answers all criminal complaints of the people; handles such civil matters as juvenile actions and non-support actions; serves as attorney for all county officers, except the County Commissioners; handles consumer fraud and welfare fraud complaints.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 5,338,366	\$ 6,046,541	\$ 6,089,656	\$ 6,113,319
Supplies	44,109	50,756	48,253	48,253
Purchased Services	203,403	240,262	235,241	235,241
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 5,585,878	\$ 6,337,559	\$ 6,373,150	\$ 6,396,813
Revenue	169,997	184,024	184,960	184,960
Net County Cost	\$ 5,415,881	\$ 6,153,535	\$ 6,188,190	\$ 6,211,853
Budgeted Positions	55.00	59.00	59.00	59.00

SUMMARY OF CHANGES: Personnel Services are up \$43,115 due to the request to increase the paygrade of four chief deputy district attorney positions and the Assistant District Attorney.

Supplies are down \$2,503 due to software maintenance being reduced. Purchased Services are down \$5,021 due to printing (\$3,000), memberships (\$3,000), and repair and maintenance (\$2,000) offset by increases in vehicle costs (\$679), books (\$500), and contract payment (\$1,800).

Revenues are up \$936 for the reimbursement of the District Attorney's salary and benefit costs.

Final budget adjustments include an increase in salaries of \$23,663.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval including the pay adjustments for the four chief deputy district attorney positions by 5%, and the Assistant District Attorney by 10% based upon a salary survey among large counties.

BOARD ACTION: Approved as recommended, including the pay adjustments chief deputy district attorney positions, and the Assistant District Attorney.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: As a state official the District Attorney does not provide workload measures or goals in the budget document

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DISTRICT ATTORNEY

BUDGET UNIT TITLE AND NUMBER: Juvenile Diversion -- 1000-15200

DEPARTMENT DESCRIPTION: Reviews and recommends charges in juvenile cases to reduce the juvenile caseloads for the Courts and Probation. Counseling component provides supervision, counseling, an apology letter to victim, restitution payments, community service hours, and a variety of groups and other services to juvenile offenders who would otherwise be prosecuted through the Courts.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 114,946	\$ 111,456	\$ 129,245	\$ 129,245
Supplies	489	400	200	200
Purchased Services	5,530	1,700	1700	1700
Gross County Cost	\$ 120,865	\$ 113,556	\$ 131,145	\$ 131,145
Revenue	110,157	95,359	99,359	99,359
Net County Cost	\$ 10,808	\$ 18,197	\$ 31,786	\$ 31,786
Budgeted Positions	1.5	1.5	1.5	1.5

SUMMARY OF CHANGES: Personnel Services are up \$17,789. Because of grant funding in the Juvenile Diversion and Restorative Justice budgets 2019 salary and benefit adjustments are also included in the Personnel Services amount.

In order to accurately reflect the work that is occurring, \$18,341 of the Diversion Directors salary will be funded through Adult Diversion Services budget unit 1000-24150. Funding a portion of the Diversion Director salary through Adult Diversion Services allows the Director to be more responsive to the needs of the community and more accurately account for where time is spent on a program basis. A portion of the position formerly funded by Juvenile Restoration (\$29,563) will also be funded in this budget unit to more accurately account for where time is spent on a program basis. Net change in FTE is zero among the three budget units, the only change is the allocation of salary and benefit costs.

Revenues are up \$4,000.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval, including the new allocation of staff funding between the District Attorney diversion budget units.

BOARD ACTION: Approved as recommended.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: As a state official the District Attorney does not provide workload measures or goals in the budget document.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DISTRICT ATTORNEY

BUDGET UNIT TITLE AND NUMBER: Juvenile Restorative Justice -- 1000-15250

DEPARTMENT DESCRIPTION: Comply with House Bill 13-1254 to provide diversion from the criminal court system, case management, and Restorative Justice referral and services, in collaboration with community partner and contracted provider, Youth and Family Connections. Served juveniles would otherwise be prosecuted by the Courts.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 44,592	\$ 52,401	\$ 22,838	\$ 22,838
Supplies	18	0	50	50
Purchased Services	148,821	90,341	97,016	97,016
Gross County Cost	\$ 193,431	\$ 142,742	\$ 119,904	\$ 119,904
Revenue	174,375	142,742	119,904	119,904
Net County Cost	\$ 19,056	\$ 0	\$ 0	\$ 0
Budgeted Positions	.5	.5	.25	.25

SUMMARY OF CHANGES: In order to accurately reflect the work that is occurring the equivalent of 0.25 FTE (\$29,563) formerly funded in this budget unit will be funded through Juvenile Diversion Services. The change in funding will more accurately account for where time is spent on a program basis.

Purchased Services is up \$6,675 for contracted services provided by Youth and Family Connection.

The program is 100% funded by state funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval, including the new allocation of staff funding between the District Attorney diversion budget units.

BOARD ACTION: Approved as recommended.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: As a state official the District Attorney does not provide workload measures or goals in the budget document.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DISTRICT ATTORNEY

BUDGET UNIT TITLE AND NUMBER: Victim Witness Assistance -- 1000-15300

DEPARTMENT DESCRIPTION: The Victim Witness Assistance Unit provides services for victims of crime through the Federal Victims of Crime Act, Victim Assistance Law Enforcement, Crime Victim Compensation and the Victims' Rights Amendment. The VW Program provides services to all victims/witnesses involved in cases being prosecuted through the DA Office. Crime Victim Compensation provides services to any crime victim who has filed a police report.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 967,211	\$ 884,435	\$ 884,435	\$ 942,390
Supplies	372	700	550	550
Purchased Services	23,998	28,442	28,130	28,130
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 991,581	\$ 913,577	\$ 913,115	\$ 971,070
Revenue	461,672	373,773	392,638	392,638
Net County Cost	\$ 529,909	\$ 539,804	\$ 520,477	\$ 578,432
Budgeted Positions	11.0	12.375	12.500	12.500

SUMMARY OF CHANGES: Net county costs are down \$18,865.

Supplies are down \$150 for office supplies. Purchased Services are down \$312 primarily in postage (\$362), and phones (\$2,525) with offsetting increases in printing (\$200), memberships (\$75) and travel (\$2,300).

Revenue for the program comes from the following grants: VALE (\$136,182); VOCA/VAWA (\$104,822); Administrative funds from VALE (\$95,754), and COMP (\$51,880). VALE Scholarships for COVA and COMP/VALE Conferences (\$4,000). Total revenue is \$392,638 up \$18,865.

Final budget adjustments include an increase in salaries of \$16,733.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended, including moving the Victim Compensation Assistant position to be full time at grade 20 (\$41,222).

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: As a state official the District Attorney does not provide workload measures or goals in the budget document.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Finance and Administration - - 1000-16100

DEPARTMENT DESCRIPTION: Provides financial and administrative support to the Board of County Commissioners.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 350,236	\$ 376,796	\$ 512,867	\$ 525,686
Supplies	42	1,000	1,000	1,000
Purchased Services	4,971	6,510	9,300	9,300
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 355,249	\$ 384,306	\$ 523,167	\$ 535,986
Revenue	0	0	0	0
Net County Cost	\$ 355,249	\$ 384,306	\$ 523,167	\$ 535,986
Budgeted Positions	1.00	1.00	2.00	2.00

SUMMARY OF CHANGES: In accordance with the department's succession plan approved by the Board in May 2017, a Budget Manager position is being created in 2019 to allow the person to work with the current Director of Finance and Administration 2-4 years prior to retirement. The position would be at grade 55 and cost \$136,071.

With the addition of the Budget Manager membership and dues will increase \$500, phones \$800, and travel \$1,000 for conferences and training of the new position. Printing is up \$490.

Final budget adjustments include an increase in salaries of \$12,819.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

FINANCE AND ADMINISTRATION (CONTINUED) 1000-16100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Excess revenue over expenditures	6.11%	3.0%	3.00%
Budgeted fund balance vs. actual variance	2.46%	3.00%	3.00%
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	0.034	0.033	0.061
Per capita cost (county support)	\$1.17	\$1.22	\$1.65

Goal ES10: Ensure the financial viability of the County through sound financial management practices.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES10-1: Sound asset management and financial investment strategies	Number of audit exceptions	0	0	0
	Return on investments	1.25%	1.50%	2.50%
ES10-2: Plan necessary resources to meet current and future operating and capital needs (priority outcome)	Percent of cash reserves	46%	35%	30%

Goal ES11: Deliver on promises and be accountable for performance.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES11-1: Alignment of services provided with community's needs and desires	Percent of strategic plan outcomes with appropriate performance indicators	100%	100%	100%
	Community satisfaction with value of County services for tax dollars paid	95%	95%	95%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Accounting - - 1000-16200

DEPARTMENT DESCRIPTION: The Accounting Department is in charge of all general accounting functions and must maintain and produce accurate records for various departments' use to allow proper budgetary control. Maintains records for grants in the County, and assists in the annual audit by an independent auditor. Issues County warrants and provides budgetary control by processing supplemental appropriations, etcetera.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 747,731	\$ 832,513	\$ 832,513	\$ 951,433
Supplies	99,448	118,800	122,800	122,800
Purchased Services	58,254	39,800	43,500	43,500
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 905,433	\$ 991,113	\$ 998,813	\$ 1,117,733
Revenue	0	0	0	0
Net County Cost	\$ 905,433	\$ 991,113	\$ 998,813	\$ 1,117,733
Budgeted Positions	6.0	7.0	7.0	8.0

SUMMARY OF CHANGES: Supplies are up \$4,000 for software. Purchased Services are up \$3,700 with \$1,000 for publications and subscriptions, and \$2,700 for legal notices to publish salaries and warrants. No other changes.

Final budget adjustments include an increase in salaries of \$18,268.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: At a work session on September 26, 2018, the Board approved an additional Accountant I position (\$92,216), and reclassification of three payroll and accounting positions (\$8,436) for a total of \$100,652 effective immediately. All other items approved as recommended.

ACCOUNTING (CONTINUED) 1000-16200

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of Account Payable warrants issued	15,356	15,500	15,500
Average number of employees paid	1,579	1,600	1,600
Number of employees trained on General Ledger	300	300	300
Total County federal funds	\$32.1M	\$33.0M	\$33.0M
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.230	.222	.246
Per capita cost (county support)	\$3.28	\$3.17	\$3.43
Account Payable warrants per week per A/P FTE	300	300	300
Employees paid monthly per Payroll FTE	1,579	1,600	1,600

Goal ES12: Ensure the financial accounting of County funds is accurate.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES11-1: Compliance with financial laws and generally accepted accounting principles, etc.	Government Financial Officers Association awards	Achieved	Achieved	Planned
	Complete submission of CAFR to required agencies by July 1st	Achieved	Achieved	Planned
ES11-2: Cohesive, standardized County-wide financial systems and processes	Annual external audit has no major issues	Achieved	Achieved	Planned

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Purchasing - - 1000-16300

DEPARTMENT DESCRIPTION: Is responsible for all purchases whether by formal bid, telephone proposal, or quotation. Maintains vendor bid list for all types of bidding. Department seeks approval from the Board of County Commissioners on all bids over \$25,000.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 222,078	\$ 309,191	\$ 309,191	\$ 316,809
Supplies	202	250	250	250
Purchased Services	3,686	9,750	9,750	9,750
Fixed Charges	101,834	0	0	0
Gross County Cost	\$ 327,800	\$ 319,191	\$ 319,191	\$ 326,809
Revenue	0	0	0	0
Net County Cost	\$ 327,800	\$ 319,191	\$ 319,191	\$ 326,809
Budgeted Positions	2.5	3.0	3.0	3.0

SUMMARY OF CHANGES: No change, except final budget adjustments include an increase in salaries of \$7,618.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PURCHASING (CONTINUED) 1000-16300

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of formal bids presented to BOCC	165	225	225
Number of Purchase Orders placed	999	1,000	1,000
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	.082	.095	.092
Per capita cost (county support)	\$1.08	\$1.01	\$1.00
No. of formal bids/FTE presented to BOCC	56	47	0

Goal ES-13: To provide the effective procurement of quality products and services at the best value to Weld County tax payers.

DESIRED OUTCOMES*	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)*	ACTUAL	ESTIMATED	PROJECTED
ES-13-1: To acquire goods and services at the best possible value.	Inclusion of as many vendors as possible on every bidding opportunity. Evaluation of current practices by attending appropriate training and review of peer codes.	On-going and continual. 1 seminar attended.	On-going and continual. Attendance of 3 seminars.	On-going and continual. Attendance at 1 seminar.
ES 13-2: Ensure all procurement processes are conducted in accordance with county, state, and federal rules.	All goods and services acquired via requirements of the Weld County Code. Development of guidance documents and other tools so that Departments are confident in their practices. Purchases will be audited for compliance with Weld County Code.	100% 5 developed and updated. On-going and continual.	100% All developed documents updated. On-going and continual.	100% All developed documents updated. On-going and continual.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Human Resources -- 1000-16400

DEPARTMENT DESCRIPTION: Created by the Home Rule Charter. This department is responsible for setting up employment policies, rules, job classification, and compensation. Full scope employment efforts managed by Human Resources, with assistance given as needed, especially in the areas of recruiting, hiring, discipline and terminations. Training of staff including supervisors, managers and line employees play an important role in this department. The county's risk management and wellness programs are also funded in this budget unit.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,032,697	\$ 992,613	\$ 1,139,954	\$ 1,486,890
Supplies	94,896	306,463	294,124	294,124
Purchased Services	63,836	67,100	85,150	85,150
Fixed Charges	206	0	0	0
Capital	9,500	0	0	0
Gross County Cost	\$ 1,201,135	\$ 1,366,176	\$ 1,519,228	\$ 1,866,164
Revenue	0	0	0	0
Net County Cost	\$ 1,201,135	\$ 1,366,176	\$ 1,519,228	\$ 1,866,164
Budgeted Positions	10	10	12	15

SUMMARY OF CHANGES: Personnel Services are up \$147,341 for the addition of a HR Generalist (\$91,593) and an Office Tech III (\$55,748). The Office Tech III position was approved by the Board mid-year. The HR Generalist is requested due the growing workforce in Weld County, more effort required for recruitment because of the tight labor market, and growing complications of such regulation compliance for FMLA, ADA, etc. Final budget adjustments include an increase in salaries of \$63,399.

Supplies are down \$12,339 due to software maintenance costs. Purchased Services are up \$18,050. The major increase is \$20,000 for advertising required to recruit in the tight labor market. In addition, subscriptions are up \$1,500, memberships \$350, mileage \$500, tuition \$300, and postage \$1,600 with offsetting decreases in printing \$1,000, phones \$2,800, travel \$2,400.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The additional HR Generalist position is justified, especially to deal with increased recruitment efforts to fill critical county positions in this tight labor market. One example is going from a monthly to weekly application testing process for Correctional Officers to expedite the hiring process. In the 2019 budget, there are over 70 new positions being created.

HUMAN RESOURCES

(CONTINUED)

1000-16400

BOARD ACTION: Due to the growing workforce at a work session on September 26, 2018, the Board approved the additional HR Generalist position originally included in the Recommended Budget, plus a Recruiting Assistant, Wellness Coordinator, and HR Supervisor (\$266,199), and reclassification of three HR positions (\$17,338) for a total of \$283,537 effective immediately. All other items approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Authorized County positions (FTE'S)	1,505	1,550	1,700
Occupied FTE'S	1,440	1,440	1,630
Employees			
Terminated/Resigned/Retired	100	100	130
Employees Hired	120	120	200
Turnover Rate	10%	10%	10%
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	.328	.317	.460
Per capita cost (county support)	\$3.94	\$4.33	\$5.73
Personnel served per FTE	151	155	113

Goal ES14: Attract, develop and retain an effective diverse and dedicated team of employees.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES12-1: Provide departments with best qualified personnel	Continue working with our Departments in recruiting and hiring efforts to provide the best qualified individuals for their open positions.	Testing done after interviews, managers not getting enough qualified candidates	Testing, filtering, recruiting best candidates	Continue to streamline process. Increase ability to test skills prior to interviewing candidates when possible. Continue to research recruiting sources to find best candidates.

HUMAN RESOURCES

(CONTINUED)

1000-16400

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES12-2: PeopleSoft ePerformance system becomes greater value for our Managers and employees	Enhance PeopleSoft use for our employees and Managers. Continue to create better evaluations and data for all to see. Continue to enhance reporting to Enable Managers to use ePerformance as a successful management tool.	Managers put basic info in ePerformance to look at PAST performance	The enhancements created by the upgrade should make PeopleSoft a much better tool for employees, supervisors and managers. Managers use ePerformance as a management tool throughout the year to enable ability to track and monitor skills year round. Evaluations become better tool for managing performance level and discussions had with employees on an ongoing basis. Reporting delivered will enable managers to monitor and hold staff accountable more successfully.	
ES12-3: Workforce skills to support County priorities (leadership, customer service, fiscal problem-solving, etc)	Continue training programs in skills needed for staff development. Develop and initiate leadership training for our employees to enable them to grow and be successful as managers and leaders.	Development in process	Continue Leadership Classes for Supervisors and Managers	
County Skills Training	Work within our Departments and outside resources to offer specific training to all County employees to enhance their skills and abilities on an everyday basis. Included is working with ACS on Computer support (Excel or other programs needed),		Ongoing training at all levels will enhance the skills and employee satisfaction and help reduce turnover.	
ES12-4: Enhance Wellness Program to provide cost savings and benefits to County and employees	Continue to enhance Wellness Program, partnering with our providers to provide effective metrics and proof of County cost savings.	Development in process	Goal is to continue to reduce the health risks affecting the individuals thereby affecting our claims for both Health Insurance as well as Workers Comp by .75% annually.	

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: PLANNING AND ZONING

BUDGET UNIT TITLE AND NUMBER: Planning and Zoning - - 1000-17100

DEPARTMENT DESCRIPTION: Provides the Weld County Planning Commission and Board of County Commissioners with research and recommendations regarding land use decisions in relationship to the Weld County Comprehensive Plan, zoning, and the issuance of land use entitlements. The department provides information, guidance, and assistance to Weld County citizens and jurisdictions with land use decisions and community development activities.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,501,266	\$ 1,695,689	\$ 1,866,073	\$ 1,876,879
Supplies	6,246	17,500	17,500	17,500
Purchased Services	571,742	536,485	721,822	721,822
Contra Account	-174,027	-147,217	-165,226	-165,226
Gross County Cost	\$ 1,905,227	\$ 2,102,457	\$ 2,440,169	\$ 2,450,975
Revenue	600,527	615,000	725,000	725,000
Net County Cost	\$ 1,304,700	\$ 1,487,457	\$ 1,715,169	\$ 1,725,975
Budgeted Positions	16.00	17.00	19.00	19.00

SUMMARY OF CHANGES: Personnel Services are \$170,384. The department requested the following promotions be included in the 2019 budget:

- Planner I to a Planner II (Grade 35 to Grade 43 at cost of \$15,620)
- Planner II to a Planner III (Grade 43 to Grade 45 at cost of \$4,899)

In addition, the department requested the reclassification of an Office Tech IV to Planning Tech II. (Grade 21 to Grade 25 at a cost of \$6,592) and the addition of an Office Tech III position (\$55,754). These two requests were approved at a work session July 10, 2018, effective immediately. At a work session on July 23, 2018, the Board approved an addition Planner I (\$87,520) effective immediately. Final budget adjustments include an increase in salaries of \$10,806.

Purchased Services are up \$185,337 in postage (\$1,000), printing (\$500), and chargebacks from Engineering (\$191,987) with offsetting reductions in vehicle maintenance (\$8,150),

Chargebacks to Building Inspection are up \$18,009. Revenues are up \$110,000 at \$725,000 due to increased activity in the department.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The two new positions have previously been approved by the Board and the promotions are justified based on the professional growth and performance of the incumbents. Increase for chargebacks from Engineering are justified based on the additional positions in Engineering handling development related workload.

BOARD ACTION: Approved as recommended.

PLANNING AND ZONING (CONTINUED) 1000-17100

PERFORMANCE MEASURES

	<u>ACTUAL</u> <u>(2017)</u>	<u>ESTIMATED</u> <u>(2018)</u>	<u>PROJECTED</u> <u>(2019)</u>
<u>Current Planning Work Outputs</u>			
Number of total applications submitted	783	890	950
Number of administrative land use cases (ZP's, SPR's, etc.)	400	450	500
Number of Geo Hazard Permits	2	4	4
Number of FHDP and FP (Flood Hazard Dev. Permits)	85	90	95
WOGLA (Oil and Gas Location Assessments)	115	140	160
LAP (Location Assessment for Pipelines)	0	30	100
<u>Long Range Planning Work Outputs</u>			
Special Projects	1	1	3
Walk in's	1,315	1,700	1,800
Pre-Application Meetings	282	385	400
Code Revisions	6	9	5
Comp Plan Amendments	1	2	1
<u>Technical Support Work Outputs</u>			
Total Public Hearings (PC and BOCC)	175	200	200
Case Clean Up (RE, SE, USR, Subdivisions)	20	20	20
Town/County Staff Outreach Meetings	2	2	2
<u>Compliance Planning Work Outputs</u>			
Number of Complaints	245	300	300
Number of violations opened	385	290	300
Number of violations closed	290	330	275
Average number of County Court hearings (Vouchers)	12 2	12 2	12 2
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.558	.539	.583
Per capita cost (county support)	\$4.28	\$4.72	\$5.30

PLANNING AND ZONING (CONTINUED) 1000-17100

Goal CED1: Increase effectiveness by maintaining regular communication with the public, outside agencies, County departments, and the County Planning Commission.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
CED1-1: Improved community access to land use trend information and services	Revise website as needed but no less than monthly	100%	100%	100%
	Implementation of Citizen Access module in Accela.	50%	85%	100%
	Implement EDR (Electronic Document Review)	25%	50%	75%
CED1-2: Prepare a survey to gain feedback from customers on the land use process	A survey will be sent out to all customers that completed an entitlement process with the County, e.g. RE, SE, SPR, USR, Subdivision, etc. The purpose of the survey is to gain feedback about level of service and to provide suggestions.	50%	75%	100%
CED1-3: Strong relationships with municipal planning departments and excellent knowledge of current regional issues	Staff attendance of monthly meetings with Municipal planning staff.	12	8	4
	Attend one Annual Summit with municipal staff and conduct 2020 Forum as precursor to Comp Plan Amendment	1	2	2
CED1-4: A well-informed and prepared Planning Commission	Minimum of six Planning Commission training sessions	6	4	4
A well-informed and prepared Board of Adjustment	Minimum of one BOA training sessions throughout year	1	1	1
CED1-5: Adequate decision making tools for BOCC	Update Ordinance and Policies per Commissioner direction	100%	100%	100%
	100% of special projects requested by the Board are completed	100%	100%	100%

PLANNING AND ZONING (CONTINUED) 1000-17100

Goal CED2: Plan for the long-term development and legacy of the County to ensure efficiency of services to promote economical investments.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
CED2-1: Updated Regional Urbanization Area Plans	Completion of any Comprehensive Plan amendments related to RUA's	0	0	2
CED-2: Provide staff to support the HWY 85 Coalition	Staff attendance at HWY 85 Coalition meetings.	12	4	2
	Progress towards a HWY 85 Regional Plan	50%	50%	50%

Goal CED3: Provide consistency, quality, and thoughtful land use and transportation planning.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
CED3-1: Increased infill development, located where public infrastructure is available	Support new non-agrarian development to occur within intergovernmental agreement area and urban growth boundaries	n/a	n/a	1
CED3-2: Continue to develop and evolve land use process which minimizes burdensome restrictions	Revision of WCC in response to research and applicant feedback concerning Weld County's process versus land use processes in other jurisdictions	100%	100%	100%

Goal CED4: Develop and maintain incentives for small business development				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
CED4-1: Promote small business development in the County	Approval and Authorization of SBIP plans by the Board of County Commissioners	1	1	2

PLANNING AND ZONING (CONTINUED) 1000-17100

Goal CED5: Minimize government by implementing common sense approaches to solving problems and adapting to changes.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
CED5-1: Continually review County codes to ensure they meet the county's philosophy and ideology	Routinely reviewing code to determine applicability and ensuring that the code is consistent with the County's vision, policies and ideology. Accomplished through code changes.	2	4	6

Goal CED6: Work with, not against, the flowing tide of free markets whereby reducing or eliminating red tape and barriers to entry.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
CED6-1: Promote and sustain a business friendly culture	Meet with business leaders, owners and economic development groups. Provide outreach and education on the various programs that the County offers. Promote economic development.	100%	100%	100%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: BUILDINGS AND GROUNDS

BUDGET UNIT TITLE AND NUMBER: Buildings and Grounds -- 1000-17200

DEPARTMENT DESCRIPTION: Buildings and Grounds maintains all county buildings and grounds in the fields of air conditioning, heating, plumbing, carpentry, painting, electrical, lawn and grounds care, furniture moves, snow removal, etc. This Department performs cleaning tasks in the Courthouse, Centennial Complex, Human Services Buildings, South County Services Building, Public Works Headquarters, North County Jail, Health Building, Training Center, Southwest Weld Administration Building, Public Safety Administration Building, Alternative Programs Building, Community Corrections Building, Regional Crime Lab, and Weld Business Park Administrative Buildings.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,165,798	\$ 2,512,518	\$ 2,582,191	\$ 2,690,647
Supplies	840,263	749,824	855,098	855,098
Purchased Services	3,469,587	3,674,750	3,729,900	3,729,900
Fixed Charges	13,929	22,000	22,000	22,000
Contra Account	-249,846	-275,000	-300,000	-300,000
Capital	0	0	0	0
Gross County Cost	\$ 6,239,731	\$ 6,684,092	\$ 6,889,189	\$ 6,997,645
Revenue	0	0	0	0
Net County Cost	\$ 6,239,731	\$ 6,684,092	\$ 6,889,189	\$ 6,997,645
Budgeted Positions	25	29.5	30.5	30.5

SUMMARY OF CHANGES: Requested budget is up \$192,823 or 2.88%. Personnel Services are up \$69,673 for a Carpenter Tech to help keep pace with the user requests in this area.

Supplies are up \$105,274 primarily for janitorial supplies and services (\$65,000), software (\$15,274), and small items of equipment (\$25,000) with offsetting savings in other accounts. Purchased Services are up \$55,150 because of utilities (\$45,000), phones (\$5,000), and training (\$5,000). Phones are up for iPhones for field staff. Line items in both categories have been adjusted to reflect historical expenditure patterns. Fixed costs are the same for equipment rental costs. Contra account is up \$25,000 for charge back amounts to departments for grant recovery purposes. Final budget adjustments include an increase in salaries of \$108,456.

In Fleet Services the department will be requesting four vehicles with three being replacements and two are new for staff added the last two years. Also, 21 iPads, and the "Mobile TMA-Go" application is being requested through IT. For staff efficiency all the vehicles and IT requests are recommended and funded.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. New position is both necessary and cost effective. At an average cost of \$4.66 per square foot, the department is very good by industrial standards. Most entities are in the \$7.00 to \$10.00 per square foot range for building and grounds maintenance.

BUILDINGS AND GROUNDS (CONTINUED) 1000-17200

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of square feet maintained	1,502,071	1,502,071	1,502,071
Number of preventative maintenance work orders (PMs)	990	990	990
Number of tracked repair work orders	12,047	12,100	12,100
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	0.820	0.904	0.936
Per capita cost (county support)	\$20.49	\$21.20	\$21.48
Cost per square foot	\$4.15	\$4.45	\$4.66

Goal ES17: Plan, construct, and maintain well-designed County facilities in time to meet the needs of Weld County.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES17-1a Customer satisfaction with cleanliness of facilities	Maintain customer complaints above 98% level.	99%	98%	99%
ES17-2b Eliminate injuries contributed to facility deficiencies	Prioritize and correct safety deficiencies as they arise	100%	100%	100%
	100% of facilities meeting ADA requirements	100%	100%	100%
ES17-3c Improve customer satisfaction with environmental comfort controls	Respond to hot/cold calls within 30 minutes above the 98% response level	99%	98%	99%

BUILDINGS AND GROUNDS (CONTINUED) 1000-17200

Goal ES18: Direct planning, design, engineering, construction services, and capital improvements				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
Cost effectively manage building improvements and construction	Ensure construction and improvement projects stay within budget	100%	100%	100%

Goal ES19: Ensure a responsive, service-oriented, effective maintenance services				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
Maintenance requests are completed within a timely manner for customers	Maintenance issues are cleared within 30 days of work order submission	98%	98%	98%

Goal ES20: Perform preventative maintenance actions to reduce lifetime operational cost				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
Reduce operational costs through effective preventative maintenance program	Complete monthly, quarterly, and annual periodic maintenance requirements in accordance with manufacturer recommendations and industry standards	100%	100%	100%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: BUILDINGS AND GROUNDS

BUDGET UNIT TITLE AND NUMBER: Weld Plaza Building - - 1000-17250

DEPARTMENT DESCRIPTION: The Weld Plaza Building was purchased in 2014 for future justice services and court related county offices. The building has excess space that will be leased until there is a county need. This budget accounts for the costs and rental revenues of the building.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	626,768	633,800	633,800	633,800
Fixed Charges	0	41,250	41,250	41,250
Capital	0	0	0	0
Gross County Cost	\$ 626,768	\$ 675,050	\$ 675,050	\$ 675,050
Revenue	1,283,753	1,279,148	1,279,148	1,279,148
Net County Cost	\$ -656,985	\$ -604,098	\$ -604,098	\$ -604,098
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: No change in the recommended budget. However, in the final budget the costs and revenues will be updated to reflect projected 2019 leases and occupancy. The building is managed by a real estate management firm. Budget reflects the costs of the entire building (\$675,050) and revenues from the leased space (\$1,087,340) and Social Service space reimbursement (\$191,808) total \$1,279,148. The building generates a positive cash flow of \$604,098. In the capital budget there is \$750,000 budgeted for upgrades and improvement to the facility. In January 2017, the Child Welfare unit with approximately 120 employees relocated to the Plaza Annex, and the first floor of the main building. They will occupy approximately 22.51% of the building. Elections moved into the first floor in 2018, but no revenue will be realized in this budget from their occupancy.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: INFORMATION TECHNOLOGY

BUDGET UNIT TITLE AND NUMBER: Information Technology - - 1000-17300

DEPARTMENT DESCRIPTION: Information Technology provides the technology involving the development, maintenance, and use of computer systems, software, networks, and telecommunications for the processing and distribution of data support services to Weld County.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 5,433,413	\$ 6,020,850	\$ 6,020,850	\$ 6,068,832
Supplies	1,934,375	1,345,738	1,880,354	1,880,354
Purchased Services	507,135	1,428,838	1,634,056	1,634,056
Contra Account	-1,483,913	- 1,600,000	- 1,500,000	- 1,500,000
Capital	126,044	570,500	350,000	350,000
Gross County Cost	\$ 6,517,054	\$ 7,765,926	\$ 8,385,260	\$ 8,433,242
Revenue	0	0	0	0
Net County Cost	\$ 6,517,054	\$ 7,765,926	\$ 8,385,260	\$ 8,433,242
Budgeted Positions	46	49	49	49

SUMMARY OF CHANGES: Supplies are up \$534,616 primarily due to increases in software maintenance (\$260,116), and computer equipment (\$290,500), which is in accordance with the Five-Year Capital Improvement Plan.

Purchased Services are up \$205,218 primarily for computer and software maintenance. Charge backs in the contra account are down \$100,000 due to recent usage trends by grant funded departments. Capital is funded in accordance with the Five-Year Capital Improvement Plan with \$350,000 for computer equipment.

For 2019, compliance projects (legal, vendor or state mandated) and departmental projects there has been \$500,000 funded in account 6570 Miscellaneous. Like last year, it is anticipated that a IT budget work session will be held with IT staff and requesting departments presenting the requests along with IT management and Finance and Administration recommendations for the Board's review. The Commissioners will make the final determination of 2019 funding of each project.

Final budget adjustments include an increase in salaries of \$47,982.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The expenditures are consistent with the Five-Year Capital Improvement Plan.

BOARD ACTION: Approved as recommended.

INFORMATION TECHNOLOGY (CONTINUED) 1000-17300

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of Computing Devices Supported	3,000	3,150	3,250
Number of Personal Computer systems installed/replaced	300	497	215
Number of IT Managed Projects	50	121	60
Number of Technical Support Calls/Month	1,400	1,400	1,400
Number of Office 365 Accounts Migrated	500	1,000	100
Number of Virtual Servers Managed	225	175	195
Number of Application Managed	125	125	125
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	1.510	1.54	1.50
Per capita cost (county support)	\$21.36	\$24.63	\$25.88

Mission Statement (Information Technology): The mission of the Weld County Information Technology (IT) Department is to provide responsive, adaptive, transformative, innovative, and cost-effective information technology solutions and services. This assists County departments and offices to successfully achieve their objectives. IT will assist with the implementation and support of technology solutions empowering the citizens of Weld County to access information and mission critical services in a comprehensive, responsive and effective manner.

INFORMATION TECHNOLOGY (CONTINUED) 1000-17300

Goal 1: – Information Technology Security

IT security is a mission critical function that has a shared accountability across all departments and offices within the County. Developing and maintaining a robust IT Security framework that is built on industry best-practice, instills trust and confidence in the departments and offices of the County from the citizens of Weld County. IT security is an iterative process that we must remain vigilant with our efforts in support of and also in how we communicate the importance of IT Security to all business units and offices within the County.

Goal 2: – Adopting Cloud Services

Weld County embraces the spirit and the potential value-add of Cloud Computing. Weld County IT will use a thoughtful, blended and transparent approach when implementing these technologies and services and will guide the County on the uses and benefits of Cloud Computing. This will allow us to leverage the potential increases in system availability, application stability, security and functionality of services associated to Cloud Computing.

Goal 3: – Consolidation and Optimization

Network, Voice, Data Center, Enterprise Applications and Storage environments are a critical component of the Weld County IT infrastructure. Traditional data centers have substantial electrical, cooling and cabling requirements. Hardware and software virtualization technologies provide the ability to consolidate these environments. This consolidation assists Weld County IT with keeping capital and operational expenses lower, while still providing a highly available and robust network and server environment. Consolidating network and voice services allows the County to leverage investments into core network technologies and provides a more robust and functional County phone system. Implement advanced features that will optimize call centers for Human Services, Information Technology and other County offices and departments. Providing a comprehensive application portfolio for the County will assist IT, departments and offices with planning future upgrades, professional development, potential of consolidating enterprise applications and staffing levels.

Goal 4: – Budget and Cost Control

Leading with responsive, innovative and cost effective services is a core value of the County. IT is an important part of this value and focusing on cost control, cost reduction and budget transparency is an important part of our mission. This should be done internal to IT, but also focusing on other departments and offices technology to ensure we are investing in proven applications and hardware that integrate into the existing environment as well as achieving the business need.

Goal 5: – Human Resource / Talent Management

Hiring and retaining quality IT team members enables higher levels of service and professionalism to County offices and departments. Creating a work environment that is open and communicative assists with the recruiting of qualified IT professionals. Implementing a flexible schedule allows for team members to achieve a work/life balance and ultimately expands the hours of support provided by IT to the County. Working within the County framework, develop a 5 year compensation plan for the IT department. Having a compensation plan provides team members the ability to plan and forecast their career path. This plan, along with investing in team member's professional development builds continuity and a consistent team knowledge base.

Goal 6: – Strategic IT Planning

Providing a technology roadmap and strategic plan for the County will prepare the IT department and other areas of the county, specifically the BOCC with a framework that can be referenced and measured against for years to come. IT strategic planning must be a comprehensive process that includes all areas of the County. Meeting with the business units and understanding their needs is a key component to ensuring the technology and associated infrastructure aligns with the needs of the County departments and the citizens they support. The plan is intended to be dynamic in nature, so that as technology changes, so too can the way we support it. Key items associated to the strategic plan are; annual review of the Capital Improvement Plan (CIP), review of qualifying domains, and ensuring the IT strategic plan aligns with the overall County mission.

INFORMATION TECHNOLOGY (CONTINUED) 1000-17300

Goal 7: – Mobility

Anytime / anywhere computing is a requirement for all technology enabled organizations. The ability to have a mobile workforce is critical in today's world along with providing a mobile friendly technology environment that is functional across all types of mobile devices and operating systems. County department and offices have the need to move seamlessly from office, to the field, to home and beyond. This mobility needs to be done in a secure and functional way that is fully supported by the IT department and the associated application vendors the County uses to perform its specific functions.

Goal 8: – Disaster Recovery and Business Continuity

Information Technology provides the foundation for many of the County's critical services. Disaster recovery and business continuity planning are a part of every successful organization. Determining mission critical IT services is a collaborative process and involves all departments and offices within the County. We must be able to communicate, process critical County functions such as payroll, and deliver services to the citizens of Weld County during disasters. The ability to recover critical services is dependent upon hardware, software and key personnel. An environment that is geographically located far enough from the County is ideal, and should take into count a regional type of disaster. A detailed DR/BC plan should be developed and then reviewed annually by IT, County departments and the BOCC.

Goal 9: – Geographic Information Systems (GIS)

The GIS domain is a strategic enterprise platform of technology with a high operational impact. Its users seek to create, collect, maintain and distribute high quality, accurate and complete geospatial data and services. The County will raise the awareness of both the beneficial business applications of GIS and seek to cultivate the advanced analytical use of the technology amongst its users.

**NOTE: INFORMATION TECHNOLOGY HAS A COMPREHENSIVE STRATEGIC
PLAN AVAILABLE ONLINE AT:**

<http://wci.weld.gov/DepartmentLinks/InformationTechnology/index.html>

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: INFORMATION TECHNOLOGY

BUDGET UNIT TITLE AND NUMBER: Geographical Information System - - 1000-17350

DEPARTMENT DESCRIPTION: Geographical Information Systems (GIS) provides the technical support for the development and maintenance of the Weld County geographical information system that serves the entire county and some outside entities.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	74,854	125,675	127,603	127,603
Purchased Services	8,393	9,220	9,220	9,220
Fixed Charges	0			
Capital	0	91,000	110,250	110,250
Gross County Cost	\$ 83,247	\$ 225,895	\$ 247,073	\$ 247,073
Revenue	5,256	4,500	4,500	4,500
Net County Cost	\$ 77,991	\$ 221,395	\$ 242,573	\$ 242,573
Budgeted Positions	0	0	0	0

SUMMARY OF CHANGES: Supplies are up \$1,928 for software maintenance. Capital is up \$19,250 for software, especially ESRI ELA.

Revenue is unchanged.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**GEOGRAPHICAL INFORMATION SYSTEM
(CONTINUED)
1000-17350**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
# Parcels in Database	129,500	130,000	130,000
# Parcels Updated	600	600	600
# Available Coverage (Layers) in GIS	3,200	3,200	3,200
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	0.000	0.000	0.000
Per capita costs (County support)	\$0.26	\$0.70	\$0.74

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: GIS is a division of Information Services, see goals for Budget Unit 1000-17300.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: INFORMATION TECHNOLOGY

BUDGET UNIT TITLE AND NUMBER: Technology Projects - - 1000-17375

DEPARTMENT DESCRIPTION: Technology Projects focus on how to take advantage of innovative technological solutions for service delivery in county government, help in reengineering county practices and policies to determine the most efficient ways to conduct business, to help departments determine how to consolidate the delivery of any redundant services, and to realize the maximum potential of new technologies that Weld County can implement.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	67,115	0	0	0
Purchased Services	499	500,000	500,000	500,000
Fixed Charges	0	0	0	0
Capital	73,080	0	0	0
Gross County Cost	\$ 140,694	\$ 500,000	\$ 500,000	\$ 500,000
Revenue	0	0	0	0
Net County Cost	\$ 140,694	\$ 500,000	\$ 500,000	\$ 500,000
Budgeted Positions	0	0	0	0

SUMMARY OF CHANGES: As this program moves into its seventh year the program has evolved into a program with a different character than first envisioned. Also, the amount of funding to support the concept has proven to be substantially less than the original \$2,000,000 funding level. Part of the change is that many of the technology projects first envisioned are being incorporated into the Information Technology (IT) budget. In the 2015 budget \$1,000,000 was moved to the IT budget, and in the 2016 budget another \$500,000 was moved to the IT budget, as an allocation to be used for new IT requests from departments.

The \$500,000 remaining in the 2019 budget for projects should be adequate to address enterprise solutions, and technology projects not fitting into the IT budget.

**TECHNOLOGY PROJECTS
(CONTINUED)
1000-17375**

FINANCE/ADMINISTRATION RECOMMENDATION: Like last year it is anticipated that a Technology project budget work session will be held with IT staff and requesting departments presenting the requests along with IT management and Finance and Administration recommendations for the Board's review. The Commissioners will make the final determination of 2019 funding of each project.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Printing and Supplies - - 1000-17600

DEPARTMENT DESCRIPTION: Provides printing and supply support and courier services to the County.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 262,455	\$ 279,942	\$ 279,942	\$ 283,491
Supplies	61,146	82,500	79,000	79,000
Purchased Services	88,738	62,780	70,000	70,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 412,339	\$ 425,222	\$ 428,942	\$ 432,491
Revenue	237,636	285,100	282,000	282,000
Net County Cost	\$ 174,703	\$ 140,122	\$ 146,942	\$ 150,491
Budgeted Positions	4	4	4	4

SUMMARY OF CHANGES: Net budget is up \$6,820. Supplies and Purchased Services combined are up \$3,720 with line-items realigned based upon spending patterns. The primary increase is for the maintenance of the copiers, which is driven by usage from print order demand.

Revenues are down slightly by \$3,100 due to sale of supplies being down based upon usage by county departments.

Final budget adjustments include an increase in salaries of \$3,549.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PRINTING AND SUPPLIES (CONTINUED) 1000-17600

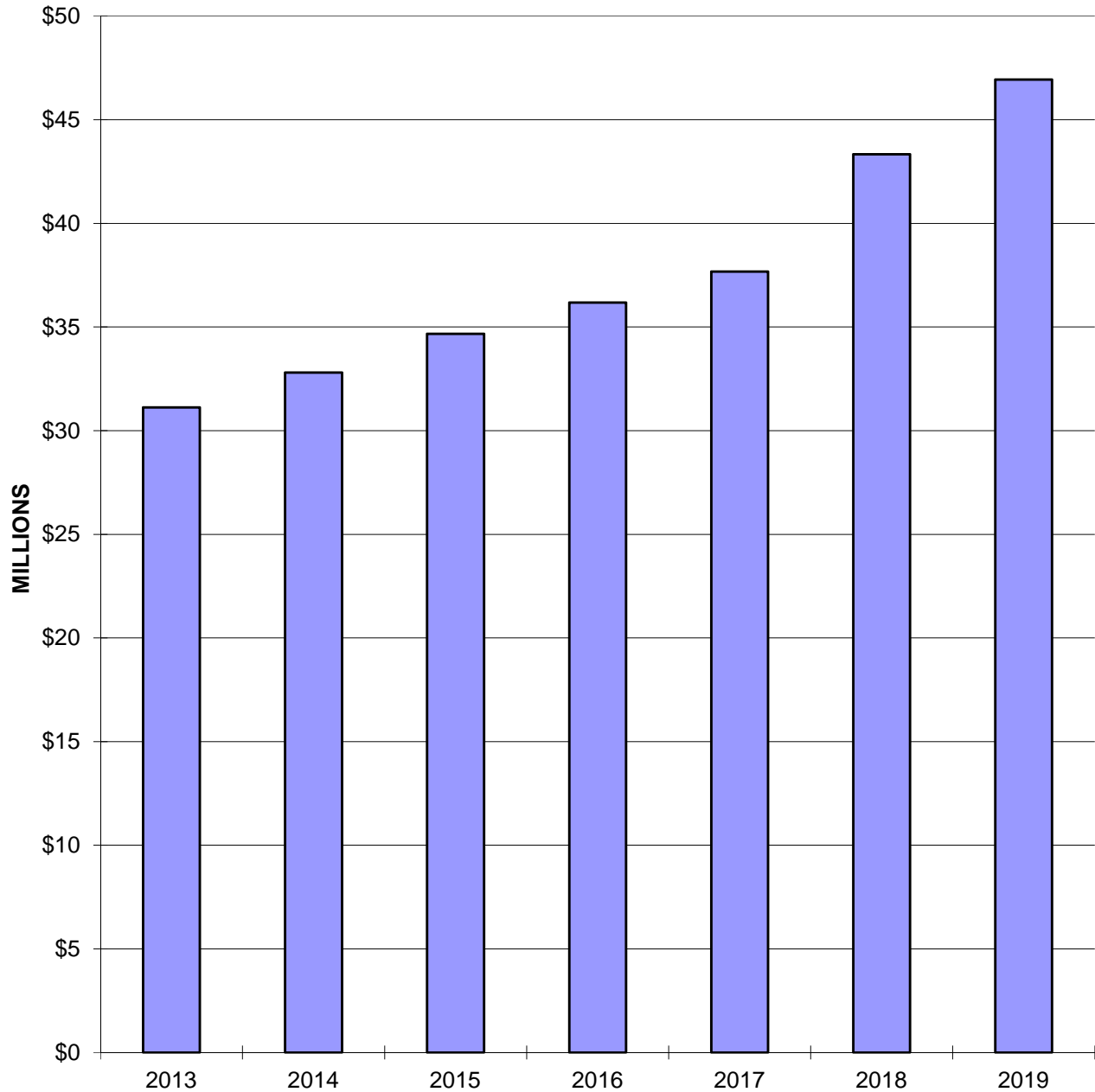
PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Print Orders	2,885	2,900	2,900
Mail Pieces	700,000	700,000	700,000
Supply Orders	1,296	1,300	1,300
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.131	0.127	0.123
Per Capita cost (county support)	\$0.574	\$0.444	\$0.462

Goal ES16: Deliver timely, high quality and cost-effective printing and supply services to County departments.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES13-1: User friendly printing services to meet expanding user needs	98% of users satisfied with quality and timeliness of services	99%	99%	99%

SEVEN YEAR TREND

Sheriff's Office Local Costs



BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Summary All Departments

DEPARTMENT DESCRIPTION: See individual budget units.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 33,500,793	\$ 35,717,067	\$ 37,316,797	\$38,544,518
Supplies	919,884	1,381,337	1,536,815	1,536,815
Purchased Services	8,233,956	8,466,856	8,931,010	8,931,010
Fixed Charges	-84,585	217,196	41,000	41,000
Capital	27,647	16,800	258,367	222,798
Gross County Cost	\$ 42,597,695	\$ 45,799,256	\$ 48,083,989	\$49,276,141
Revenue	3,402,917	2,264,111	2,537,520	2,339,811
Net County Cost	\$ 39,194,778	\$ 43,535,145	\$ 45,546,469	\$46,936,330
Budget Positions	358.0	391.0	407.25	407.00

SUMMARY OF CHANGES:

The Sheriff's Office is requesting an increase in Net County Costs from the 2018 approved budget totaling \$2,011,324. This reflects an increase of 4.6% from 2018. A summary of the notable changes and brief justifications are listed below.

Revenues:

Revenues are increasing from 2018 by approximately \$273,400.

- The Patrol Division continues to reduce municipal contracts, with the expectation that the Town of Severance will form a police department by early 2019. This will leave only two (2) contract positions remaining with Aims Community College, and accounts for a decrease in Contract Services (Org 21210) revenue of \$289,525.
- Weld County continually places in the top three counties for traffic accidents and fatalities. The increase in focus to make the roads safer has been paramount. The County has allowed for an increase in Patrol deputies over the past few years, as well as the implementation of the e-Ticket/e-Crash software. These resources have not only been shown to improve the roadways of Weld County, but has also increased traffic fine revenue. It is anticipated fines collected will increase by approximately \$40,000 in 2019.
- The Sheriff's Office has successfully written numerous grants over the past few years. For 2019, it is anticipated that there will be over \$200,000 of additional revenue to offset expenses for the Victim Services Unit (Org 21300) and for equipment for the Booking Unit (Org 21110). The budget includes \$75,000 in Inmate Services (Org 24410) in anticipation of an upcoming SCAAP grant program that has recently been reinstated.
- The increase in the average jail population also means an increase in revenues from inmates or the municipalities from where they are charged. These range from municipal charges being billed to local entities, medical co-pays, booking fees, commissary and telephone charges that come back to offset expenses for the Sheriff's Office. With the implementation of the Southwest Substation Booking Intake, it is anticipated municipality revenues will increase as it will be more efficient for local law enforcement entities to process an inmate on local charges and get back on the street.

SHERIFF OFFICE SUMMARY (CONTINUED)

Personnel:

The Sheriff's Office has requested a total increase of 16.25 positions in 2019. Other positions within the Sheriff's Office are requested to be reclassified or moved to improve productivity instead of eliminating positions. The purpose of the increase is to meet staffing shortages based on the completed staffing studies from Patrol and Detentions as well as implement two new programs for the agency. One program is the Body Worn Camera (BWC) program, and the other is the Southwest Substation Booking Intake. Below are the staffing changes recommended for 2019 by the Sheriff's Office.

- Org 21100, Admin Patrol: Reclassify Office Techs from Grades 15, 18 and 21 to Grade 18 to allow for consistency, cross-training of duties and moves within the unit. All positions handle cash, work with the public, verify legal documents and work in multiple positions.
- Org 21120, Professional Standards: Add one Patrol Deputy II (Grade 36) for the implementation and management of the Body Worn Camera program.
- Org 21140, Support Services: Reallocate the current Support Services Director (Grade 43) position to a Booking Unit Corporal (Grade 43) in Org 24415. This would allow for one Corporal per shift each on Red Side and Blue Side, and the need has been documented.
- Org 21300, Victim Services Unit: Contingent on grant funding to offset costs. Increase one position from a 0.5 FTE to a 0.75 FTE to allow for benefits and increased hours to help retain an employee. Reclassify existing Advocate positions from Grade 23 to Grade 24.
- Org 21210, Contract Services: Pending the elimination of the Town of Severance's Contract Service needs, reclassify the two Grade 36 deputies to Detectives at Grade 38 in the Investigations Unit (Org 21205).
- Org 24410, Inmate Services: Based on the 2017 completed staffing study, inmate population and American Jail Association standards, the unit is understaffed by two (2) Classification Specialists at Grade 33.
- Org 24410, Inmate Services: Based on the 2017 completed staffing study, inmate population and American Jail Association standards, the unit is understaffed by two (2) Counselor III positions at Grade 35.
- Org 24415, Security Unit: For the needs required at the Southwest Substation Booking Intake, the request is to hire two (2) Corporals at a Grade 43, and five (5) Detention Deputies III at a Grade 36, to allow for staffing one shift per day, seven days a week at the Southwest Substation with two deputies and a Corporal each shift.
- Org 24420, Courts Unit: Based on increases of inmates, court appearances also have increased, and the unit is requesting four (4) Detention Deputy III (Grade 36) positions to meet the expanding needs and requests of the courtroom judges.
- Org 24420, Courts Unit: Reclassifying civilian positions to bring in line with the Jail Booking Staff. Moving one from Org 21110 to Courts, reclassifying one position from a Grade 18 to a Grade 27 Transport Supervisor position and reclassifying the Grade 15 and Grade 21 to Grade 18, as they do similar work and the positions are then in line with the existing Booking civilian staff. This also allows for moves within Booking and Courts without future reclassifications, as the job duties can be cross-trained to improve the effectiveness of both units.

Supplies (total increase of \$155,478):

- The increase is made up of an increase of \$120,000 for the MDT replacement program that was budgeted under IT in prior years. This brings the Sheriff's Office in line with other departments around the County.
- There is also approximately \$40,000 for additional radios and non-lethal weapons for the additional positions requested. This more than makes up for the Supplies increase.

SHERIFF OFFICE SUMMARY

(CONTINUED)

Purchased Services (total increase of \$464,153):

- The inmate medical contract is anticipated to increase by \$228,333 and includes an additional nurse under the contract, based on the needs at the jail and Southwest Booking Intake. This increase is contractually allowed and has been exercised by the vendor based on the inmate population.
- Patrol pays Greeley approximately 30% of the operational costs for the Records and Evidence divisions managed by Greeley. This contract did not see an increase in 2018, so based on the numbers provided by Greeley, we budgeted for an additional \$92,832 for the Records and Evidence contracts with Greeley.
- The Body Worn Camera program is anticipated to cost approximately \$85,000 per year, based on the vendor and services provided. This is included as a part of the Services increase.
- The remaining \$58,000 is made up of small increases throughout the agency to account for additional training for the new positions, agency subscriptions for necessary databases and subscriptions that were provided by outside funding in prior years.

Fixed Charges (total decrease of \$176,196):

- The Sheriff's Office offered a one-time retention incentive in 2018 to help alleviate staffing shortages at the jail. This was removed for 2019, and accounts for \$174,000 of the decrease.
- There was also the removal of a reoccurring \$2,196 rental of equipment that has not been charged to the Sheriff's Office in the past three years.

Capital – Equipment Requests (total increase of \$241,567):

- \$110,000 for a Body Scanner for the North Jail Complex. This is offset by grant revenue.
- \$45,000 for a new Ten-printer (fingerprinting) machine for the Southwest Substation Booking Intake. Must communicate with the existing RMS and used to identify inmates.
- \$12,000 for two (2) large capacity all-in-one printers for Booking at the recommendation of the Print Shop. This will allow Booking to keep 24-hour service even if one machine is down.
- \$11,500 for a replacement Ten-printer (fingerprinting) machine for the Admin Patrol unit at the Southwest Substation. The existing machine is at end-of-life and was recommended by IT to be replaced in 2019.
- \$35,569 for three (3) speed trailers for the Patrol Unit. As mentioned earlier, Weld County rates in the highest three counties consistently for traffic accidents and fatalities. Any resources that can be implemented to help address this concern is highly valuable.
- \$24,000 for SWAT to purchase a “throw phone” for the negotiators. The team provided multiple examples in the past year where this technology would have been helpful with the camera capability and microphones to understand what is happening inside a facility they have not been able to enter, or before SWAT breaches a building.
- \$11,998 for two (2) FLIR systems for the K-9 units. This allows for each Red Side and Blue Side to have the capability of thermal imaging to find suspects or operate search and rescue in all weather conditions. Because of the large amount of land in Weld County, this tool is proven to be a very effective resource.
- \$8,300 for the DME Forensic Workstation on the rotation schedule at the Regional Lab.

SHERIFF OFFICE SUMMARY (CONTINUED)

FINANCE/ADMINISTRATION RECOMMENDATION: See individual budget units.

BOARD ACTION: See individual budget units.

SHERIFF'S OFFICE DETENTIONS DIVISION COMBINED GOAL/DESIRED OUTCOMES KEY PERFORMANCE INDICATORS

Sheriff's Office Mission Statement: "To provide effective public safety services with honor and integrity."
Detentions Division Mission Statement: "To accept and lawfully hold prisoners in a safe, humane and wholesome environment that returns people to the community better, or no worse, than they arrived."

Goal SO DD 1: Lawfully hold prisoners in a safe and humane environment.

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
SO DD 1-1: Inmates comply with facility rules and regulations	(1) Average number of rule violations per day in the jail. (2) The number of serious rule violations per day in the jail.	5 3	7 4	9 5
SO DD 1-2: Food service operations are hygienic, sanitary and provide a nutritional diet	(1) The number of meals served (2) The number of documented inmate illnesses attributed to food service operations. (3) The number of inmate grievances about food service decided in favor of the inmate in the past 12 months	863,828 0 52	907,019 0 55	952,370 0 58
SO DD 1-3: Actual secure bed occupancy is within reasonable operational jail capacity	(1) The average daily jail population in the past 12 months divided by the total number of general population beds available in the past 12 months <i>*Based on increase in beds from 779 to 961 for maximum overcrowding capacity.</i> (2) The number of sustained inmate grievances about crowding and housing conditions.	91.6% 5	79.1%* 7	83.1%* 9
SO DD 1-4: Inmates have access to a continuum of health care consistent with that available in the community	(1) The number of inmates with positive initial tests for TB, Hepatitis A, B, or C, HIV or MRSA. (2) The number of inmate deaths due to suicide or homicide. (3) The number of medical prescriptions written in the jail population.	3 1 6,794	8 0 7,134	10 0 7,490
SO DD 1-5: Safe operation of the facility with the proper number of employees to ensure Inmate safety.	(1) The number of Deputy overtime sign-up to work a shift in the jail.	3,270	3,884	4,497
SO DD 1-6: An investigation is conducted and documents sexual assault or threats reported in the jail.	(1) Number of sexual assaults reported in the jail population. (2) Number of reported sustained sexual assaults in the jail population.	25 0	26 2	28 0
SO DD 1-7: Contraband is minimized. It is detected when present in the facility.	(1) Percentage of personal searches conducted on intakes into facility. (2) Percentage of times contraband is found while conducting personal searches on intakes into the facility. (3) Percentage of time contraband is found on inmates or property in jail population outside of booking.	100% .19% 100%	100% .14% 100%	100% .14% 100%

**SHERIFF'S OFFICE
DETENTIONS DIVISION
COMBINED GOALS/DESIRED OUTCOMES
KEY PERFORMANCE INDICATORS**

Goal SO DD 2: Maintain a continuum of effective jail alternatives that offer a range of sentencing and pre-adjudication options to secure custody.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
SO DD 2-1: Secure county jail beds are used efficiently and effectively	(1) The average number of offenders released from jail within 24 hours of admission per day.	10	13	15
	(2) The average number of jail bed used per day for pre-trial detention by the county/district courts.	372	380	400
	(3) The average number of jail beds used per day for jail sentences by the county/district courts.	178	188	200
	(4) The average number of jail beds used per day for jail sentences by other than county/district courts.	45	40	30

SHERIFF'S OFFICE

PATROL DIVISION

COMBINED GOAL/DESIRED OUTCOMES

KEY PERFORMANCE INDICATORS

Patrol Division Mission Statement: "To provide effective public safety services with honor and integrity."				
Goal SO PD 1: Protecting the well-being of the citizens of Weld County.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
SO PD 1-1: Proactively work to reduce crime	(1) Total number of UCR Part I Reported Crimes per 10000 population	(1) 47.05	(1) 50.29	(1) 52.04
	(2) Total number of UCR Part II Reported Arrests per 10000 population	(2) 45.24	(2) 44.67	(2) 44.17
	(3) Total NIBR reported crimes for unincorporated Weld County per 10000 population	(3) 74.29	(3) 75.63	(3) 76.90
	(4) (4) Total patrol division FTEs per 10000 population	(4) 3.1	(4) 3.0	(4) 2.9
SO PD 1-2: Identify crime trends and effectiveness of forensic science to reduce crime	(1) Total submissions to the crime lab	(1) 1605	(1) 1464	(1) 1300
	(2) Total cases generated	(2) 1447	(2) 1348	(2) 1200
	(3) Total pieces of evidence processed	(3) 8036	(3) 7225	(3) 7800
SO PD 1-3: Traffic Safety	(1) Total traffic accidents in Sheriff's Office Jurisdiction	(1) 425	(1) 325	(1) 276
	(2) Total traffic tickets	(2) 5079	(2) 5186	(2) 5929
	(3) Total model traffic tickets	(3) 3272	(3) 3524	(3) 4221
	(4) Total written warnings	(4) 3536	(4) 3366	(4) 2870
	(5) Alcohol related crashes in Sheriff's Office Jurisdiction	(5) 16	(5) 15	(5) 14
	(6) Traffic fatalities (all Weld County)	(6) 66	(6) 63	(6) 60
SO PD 1-4: Recover victim property	(1) Maximize the rate of property recovery by monitoring the reported value of recovered property in relation to the reported value of stolen property (reported in NIBR for Sheriff's Office jurisdiction)	Recovered \$1,455,415 0.4% decrease	Recovered \$1,528,186 5% increase	Recovered \$1,604,595 5% increase
		Stolen \$3,100,189 39.9% decrease	Stolen \$2,945,180 5% decrease	Stolen \$2,797,921 5% decrease
		Theft Recovery Rate 47%	Theft Recovery Rate 52%	Theft Recovery Rate 57%
SO PD 1-5: Service of civil process	(1) Total civil process served/attempted	(1) 4814	(1) 6900	(1) 7000
	(2) Total civil process served by public safety deputies.	(2) 111	(2) 100	(2) 120

SHERIFF'S OFFICE
PATROL DIVISION
COMBINED GOALS/DESIRED OUTCOMES
KEY PERFORMANCE INDICATORS

Goal SO PD 2: Establish and maintain meaningful communication with the citizens of Weld County				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
SO PD 2-1: Inform victims of restorative services available to them in the community	(1) Advocate contacts for Sheriff's Office Service area	(1) 1248	(1) 1100	(1) 1050
SO PD 2-2: Appropriate dissemination of public safety information	(1) Number of required violent sexual offender notifications.	(1) 1	(1) 1	(1) 1
	(2) Number of registered sex offenders for unincorporated Weld County and the jurisdictions serviced by the Weld County Sheriff's Office for sex offender registration.	(2) 224	(2) 227	(2) 231

*Due to the adoption of the Spillman RMS system, many of the statistical measurements that were previously reported are no longer readily available and were modified to the listings above.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Sheriff's Administration Patrol - - 1000-21100

DEPARTMENT DESCRIPTION: This budget unit supports other budget units within the Sheriff's Office. This budget unit provides for policy development, formulation of written directives and overall direction by the Sheriff and upper agency staff. Typical activities performed within this budget unit include, clerical staff support, agency procurement, Human Resources Department support, agency service billing, and lobby counter service access to the public.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,459,833	\$ 1,362,420	\$ 1,421,083	\$ 1,504,722
Supplies	54,736	74,035	87,398	87,398
Purchased Services	82,686	126,906	153,320	153,320
Fixed Charges	415	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,597,670	\$ 1,563,361	\$ 1,661,801	\$ 1,745,440
Revenue	139,156	215,000	215,000	215,000
Net County Cost	\$ 1,458,514	\$ 1,348,361	\$ 1,446,801	\$ 1,530,440
Budget Positions	16.0	16.0	15.0	15.0

SUMMARY OF CHANGES: Overall change includes moving one position from Org 21100 to Admin Detentions – Org 21110. Slight increase in salaries of \$58,663 includes reclassification of eight (8) office tech positions to put them in line with other positions doing similar work around the County.

There is a slight increase in Supplies (\$13,363) to account for the increase in office supplies for increased staff, community outreach being completed by the PIO and Sheriff, as well as needs such as ergonomic desk stands requested by Admin and Patrol.

The increase in Purchased Services (\$26,414) is made up of small increases charged from other County divisions such as B&G, Print Shop and Fleet. There also are small increases in maintenance contracts for printers and copiers, postage, advertising, tuition and travel for the PIO and Administrative staff, and to reflect the command staff needs.

Final budget adjustments include an increase in salaries of \$83,639.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended. Funding for the clerical reclassifications was approved, but final classification change will wait until the Clerical Classification Study is completed by Human Resources.

SHERIFF ADMINISTRATION PATROL (CONTINUED) 1000-21100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Press Releases	48	46	47
Vin Checks	2,260	2,096	2,166
Fingerprints*	1,949	2,264	2,340
Concealed Weapon Permits Issued	2,937	5,057	5,227
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.525	0.507	0.460
Per Capita Net County Cost	\$4.79	\$4.28	\$4.70

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Detention Division and Patrol Division Goals following Sheriff's Office Summary page.

*Fingerprints are lower since the department is now only tracking Administrative Patrol fingerprints taken by staff at the Patrol Admin Building and SE substation. The Detentions Security Unit is accounting for the fingerprints taken by their administrative staff starting in 2017.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Sheriff's Booking Unit - - 1000-21110

DEPARTMENT DESCRIPTION: This budget unit supports other budget units within the Sheriff's Office. This budget unit provides 24-hour data entry of prisoner information needed to complete the booking process. Additional responsibilities include managing prisoner property, money; inmate and staff supplies, inmate mail processing, facilitating personal and professional visitation for inmates and lobby counter service access to the public. Revenue is generated from inmate telephone and commissary contracts.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTEDN EXT FY	FINAL NEXT FY
Personnel Services	\$ 1,627,769	\$ 1,877,415	\$ 1,856,651	\$ 1,933,649
Supplies	116,959	279,490	292,580	292,580
Purchased Services	5,382	25,265	61,188	61,188
Fixed Charges	0	0	0	0
Capital	0	0	178,500	178,500
Gross County Cost	\$ 1,750,110	\$ 2,182,170	\$ 2,388,919	\$ 2,465,917
Revenue	270,846	250,000	380,000	380,000
Net County Cost	\$ 1,479,264	\$ 1,932,170	\$ 2,008,919	\$ 2,085,917
Budget Positions	29.0	29.0	29.0	29.0

SUMMARY OF CHANGES: Revenues increased due to the anticipated award of a Federal Justice Assistance Grant (JAG) for \$110,000 and other slight increases due to the higher inmate population.

Personnel changes due to the movement of one position in from Admin Patrol – Org 21100, and one position being requested to move to the Courts unit – Org 24420. Final budget adjustments include an increase in salaries of \$76,998.

There is an increase of \$31,263 in Purchased Services from Org 21140 for the maintenance contracts of the Ten Printers, used specifically for official fingerprinting of the public and inmates. The remaining increases, are specifically related to setting up the Southwest Substation to allow for Booking intake in 2019.

The Equipment being requested here is as follows:

- \$12,000 for two large capacity printers at the Print Shop's recommendation. This will allow for 24-hour service even if a machine goes down.
- \$110,000 will be offset by the grant revenue for a Body Scanner for the North Jail Complex.
- \$45,000 for a large Ten-printer used for fingerprinting inmates for identification and booking into the Spillman RMS at the Southwest Substation.
- \$11,500 for the replacement of a smaller Ten-printer machine used by the Admin Patrol Office Tech at the Southwest Substation. The machine is considered at end-of-life by the IT unit, and is used for fingerprinting citizens as a part of the Concealed Carry Permit process, or registering sex offenders, among other reasons.

SHERIFF BOOKING UNIT (CONTINUED) 1000-21110

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Output</u>			
Booking	11,874	12,195	12,805
Jail mail out	34,468	36,191	38,001
Jail mail in	32,389	34,008	35,708
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.952	0.920	0.890
Per Capita Net County Cost	\$4.86	\$6.13	\$6.40

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Detention Division and Patrol Division Goals following Sheriff's Office Summary page.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Sheriff's Professional Standards - - 1000-21120

DEPARTMENT DESCRIPTION: This budget unit supports other budget units within the Sheriff's Office. This unit is responsible for the administration of the internal affairs investigative process, recruitment and screening applicants for employment within the Sheriff's Office. Additionally, this unit is responsible for developing, scheduling, facilitating and documenting/tracking training for all divisions, updating policy and procedure to comply with current case law, best practice and ensuring the Sheriff's Office practice and procedure are aligned.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 610,391	\$ 628,264	\$720,560	\$758,516
Supplies	30,595	68,796	78,881	78,881
Purchased Services	153,670	216,334	318,314	318,314
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 794,656	\$ 913,394	\$ 1,117,755	\$ 1,155,711
Revenue	3,238	0	0	0
Net County Cost	\$ 791,418	\$ 913,394	\$ 1,117,755	\$ 1,155,711
Budget Positions	6.0	6.0	7.0	7.0

SUMMARY OF CHANGES: The increase in Professional Standards is made up of the Body Worn Camera program (BWC). This includes a Grade 36, Patrol Deputy II position under Internal Affairs to manage the program, including creating policy, managing and releasing video footage to courts and public and more. The remaining increases are specifically made up of the additional equipment, supplies, training and software needed for the BWC program, and the annual contract anticipated to be around \$85,000 per year based on the research completed to date.

Final budget adjustments include an increase in salaries of \$37,956.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Approval of the Body Worn Camera program (BWC) is a policy issue, but based on the current environment law enforcement operates in it is recommended from a public safety and risk management perspective. It is simply part of the cost of doing business in law enforcement today.

BOARD ACTION: Approved as recommended.

SHERIFF PROFESSIONAL STANDARDS (CONTINUED) 1000-21120

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Output</u>			
Hiring	122	153	158
Training (hours)	3,886	4,099	4,237
Academies	7	9	10
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.197	0.190	0.215
Per Capita Net County Cost	\$2.60	\$2.90	\$3.55

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Detention Division and Patrol Division Goals following Sheriff's Office Summary page.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Sheriff's Civil Unit - - 1000-21130

DEPARTMENT DESCRIPTION: This budget unit provides a statutorily required function by serving civil process and precepts issued from the courts. Civil papers are generally court issued documents but may also pertain to small claims, court summons or subpoenas.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 459,505	\$ 424,680	\$ 424,680	\$ 366,995
Supplies	676	0	2,250	2,250
Purchased Services	16,564	19,578	22,276	22,276
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 476,745	\$ 444,258	\$ 449,206	\$ 391,521
Revenue	154,522	150,000	150,000	150,000
Net County Cost	\$ 322,223	\$ 294,258	\$ 299,206	\$ 241,521
Budget Positions	6.0	6.0	6.0	6.0

SUMMARY OF CHANGES: Minor changes in Supplies and Services based on requests from staff. No significant changes to this unit.

Final budget adjustments include a decrease in salaries of \$57,685.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**SHERIFF CIVIL UNIT
(CONTINUED)
1000-21130**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Civil Process Processed	6,314	6,536	6,754
Concealed Weapon Permits Issued	2,937	3,500	3,525
Evictions	515	533	550
Sheriff's Sales	5	5	5
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.197	0.190	0.184
Per Capita Net County Cost	\$1.06	\$0.93	\$0.74

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Detention Division and Patrol Division Goals following Sheriff's Office Summary page.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Sheriff's Support Services - - 1000-21140

DEPARTMENT DESCRIPTION: This budget unit supports other budget units within the Sheriff's Office. This unit is responsible for the coordination and facilitation of tracking, ordering and maintaining designated equipment assigned in all divisions. Additionally, a custodial crew is part of this unit and responsible to clean the North Jail Complex.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 475,606	\$ 515,458	\$ 372,946	\$ 520,022
Supplies	310,071	580,666	623,449	623,449
Purchased Services	41,568	64,774	17,655	17,655
Fixed Charges	0	2,196	0	0
Capital	0	0	0	0
Gross County Cost	\$ 827,245	\$ 1,163,094	\$ 1,014,050	\$ 1,161,126
Revenue	6,144	0	0	0
Net County Cost	\$ 821,101	\$ 1,163,094	\$ 1,014,050	\$ 1,161,126
Budget Positions	7.0	7.0	6.0	7.0

SUMMARY OF CHANGES: The Sheriff's Office continues to improve operations and move items to more appropriate units. The Personnel request is to move a Grade 43 position as the Support Services Director (\$142,512) from this Org to be a Booking Corporal under Security – Org 24415.

The increase in supplies covers a portion of the Tasers and radio pack sets needed for the new positions and programs, including the increase in Courts, the Southwest Substation Booking intake and Body Worn Camera programs. There is also an increase of \$12,000 in Firearms supplies as the authorized weapons carrier numbers continue to grow and must have the ability to train and maintain their weapons by the agency.

The decrease in Purchased Services is the move of equipment maintenance to the Detentions Division with the removal of the position. The \$2,196 under Fixed Charges was removed as it is continually budgeted but never charged.

Final budget adjustments include an increase in salaries of \$4,564.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: The Sheriff's Office originally requested to move the Support Services Director position to jail's Security, as a Corporal (\$108,585) for the Booking Unit. While there is absolutely a need for this request, it has been re-evaluated over the past few months and determined that the Support Services Director is also a critical position that the SO needs to function efficiently and effectively. Therefore, the SO requested to remove this request and keep this position as it was originally allocated – as a Grade 43 (\$142,512) under Support Services. Otherwise budget unit approved as recommended.

**SHERIFF SUPPORT SERVICES
(CONTINUED)
1000-21140**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work output</u>			
Jail Incidents	3,277	3,658	3,781
Jail Hearings	552	617	637
Videos copied	294	281	291
Use of force	490	462	478
Investigations	96	83	86
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.230	0.222	0.215
Per Capita Net County Cost	\$2.70	\$3.69	\$3.56

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Detention Division and Patrol Division Goals following Sheriff's Office Summary page.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Sheriff's Patrol - - 1000-21200

DEPARTMENT DESCRIPTION: Provides field response to reports of possible criminal activity or threat to general public safety, to include traffic safety enforcement, in unincorporated areas of county and within municipalities contracting for law enforcement service. Unit provides crime prevention information and strategy education, serves arrest warrants, transports prisoners, and conducts criminal investigations. Activities are frequently coordinated with municipal, other county, state, and federal law enforcement and regulatory agencies.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 5,600,656	\$ 6,146,136	\$ 6,146,136	\$ 6,523,672
Supplies	86,560	176,579	265,155	265,155
Purchased Services	1,961,973	2,018,544	2,146,703	2,146,703
Fixed Charges	0	0	0	0
Capital	0	0	71,567	35,998
Gross County Cost	\$ 7,649,189	\$ 8,341,259	\$ 8,629,561	\$ 8,971,528
Revenue	388,974	409,000	428,000	428,000
Net County Cost	\$ 7,260,215	\$ 7,932,259	\$ 8,201,561	\$ 8,543,528
Budgeted Positions	52	60.0	60.0	60.0

SUMMARY OF CHANGES: Revenues increased in the Patrol Division due to the increase of traffic fines as Patrol continues to make safety on the roads a high priority.

The increase in Supplies (\$88,576) is more than offset by including \$120,000 of MDT's that used to be budgeted under IT. Now the Sheriff's Office is more in line with how the rest of the County is budgeted for the computer replacement program.

The increase in Purchased Services (\$128,159) is made up of an increase in Contract Services with Greeley for Records and Evidence services (\$92,832) and smaller subscriptions for programs, such as Lumen and CISC, which have proven to be valuable crime solving tools for deputies and have increased Patrol's effectiveness.

The Equipment requested by Patrol includes three (3) speed trailers for a total of \$35,569, specialty unit equipment such as thermal imaging for the K-9 teams for \$11,998, and a Negotiations throw phone for SWAT, with wireless microphone and camera capability for \$24,000. More detail for these requests is included on the Sheriff's Office Summary page.

Final budget adjustments include an increase in salaries of \$377,536.

SHERIFF'S PATROL (CONTINUED) 1000-21200

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended, except the three speed trailers (\$35,569) budgeted in this budget were moved to Fleet Services Equipment budget unit 6000-17550, since all licensed vehicles are purchased through the Fleet Services Equipment budget and charged back as depreciation over the life of the vehicle.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Adult Arrest	1,471	1,523	1,573
Juvenile Arrest	70	72	75
Total Traffic Stops	8,614	8,917	9,214
Total Traffic Warnings	3,536	3,660	3,782
Dispatched Calls for Service	48,392	49,524	50,734
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	1.97	1.90	1.84
Per capita net cost	\$23.84	\$25.16	\$26.22

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Detention Division and Patrol Division Goals following Sheriff's Office Summary page.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Sheriff's Investigations Unit- - 1000-21205

DEPARTMENT DESCRIPTION: This unit is responsible to review reports of criminal activity documented by patrol deputies and determine if a criminal act was committed, attempt to identify and apprehend the person(s) responsible and attempt to recover property that has been reported stolen. The investigations unit is available 24/7 to respond to the scene of criminal activity. This unit responds to and investigates any major persons and property crimes; this includes the collection and preservation of evidence, interviewing victims and potential suspects and people of interest, writing search and arrest warrants, preparing written reports, establishing probable cause, apprehending suspects and testifying in court.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,861,018	\$ 1,797,401	\$ 1,961,779	\$ 2,064,647
Supplies	19,128	17,050	15,480	15,480
Purchased Services	82,890	140,115	143,354	143,354
Fixed Charges	0	0	0	0
Capital	0	8,000	0	0
Gross County Cost	\$ 1,963,036	\$ 1,962,566	\$ 2,120,613	\$ 2,223,481
Revenue	0	0	0	0
Net County Cost	\$ 1,963,036	\$ 1,962,566	\$ 2,120,613	\$ 2,223,481
Budgeted Positions	17.0	17.0	19.0	19.0

SUMMARY OF CHANGES: As in prior years, the Patrol Division is requesting to reallocate positions from elsewhere to increase effectiveness instead of eliminating positions. As the Contract Services continues to be reduced, there are two (2) anticipated positions that will no longer be needed for the Town of Severance in 2019. The request is that those two positions be reallocated as Grade 38 Detectives for the Investigations Unit. The increases in calls handled by Patrol over the past few years have led to an increase in caseload for the Detectives. Because Detectives tend to take more complex cases, the skillset is increased and the team becomes more effective.

Supplies and Purchased Services combined are up \$1,669 due to historical expenditure patterns.

Final budget adjustments include an increase in salaries of \$102,868.

SHERIFF'S INVESTIGATIONS UNIT

(CONTINUED)

1000-21205

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The move of the two positions from Contract Services is consistent with the staffing study done two years ago that called for the increase in patrol and investigation staff as contract staff declined. Result is the net county costs go up as the positions are no longer paid for by the contracting municipalities

BOARD ACTION: Approved as recommended, including the move of the two positions from Contract Services.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Cases Assigned	155	160	165
Cases Solved	151	156	161
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.558	0.539	0.583
Per capita net cost	\$6.44	\$6.22	\$6.82

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Detention Division and Patrol Division Goals following Sheriff's Office Summary page.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Municipal Contract Enforcement - - 1000-21210

DEPARTMENT DESCRIPTION: Provides law enforcement services for contract towns, Weld Central High School, and Aims Community College.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,042,063	\$ 424,459	\$ 222,705	\$ 243,252
Supplies	184	0	0	0
Purchased Services	104,727	65,866	59,603	59,603
Contra	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,146,974	\$ 490,325	\$ 282,308	\$ 302,855
Revenue	753,760	490,325	200,800	200,800
Net County Cost	\$ 393,214	\$ 0	\$ 81,508	\$ 102,055
Budget Positions	8.0	4.0	2.0	2.0

SUMMARY OF CHANGES: Contract Services is decreasing by two (2) FTEs due to the elimination of the Town of Severance contract. The request is that instead of these positions being eliminated, they be moved to the Investigations Unit as Detectives to help the increased workload in that unit. Revenue decreases with the loss of the contract positions.

Final budget adjustments include an increase in salaries of \$20,547.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval as explained earlier in budget unit 1000-21205.

BOARD ACTION: Approved as recommended.

MUNICIPAL CONTRACT ENFORCEMENT (CONTINUED) 1000-21210

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of Dispatched Calls	1035	130*	123*
Adult Arrests	32	1*	1*
Juvenile Arrests	9	0*	0*
Traffic Citations	146	0*	0*
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.263	.127	.061
Per capita net cost	\$1.29	\$0.00	\$0.31

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Detention Division and Patrol Division Goals following Sheriff's Office Summary page.

*Denotes no longer serving the Town of Severance in 2019

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Ordinance Enforcement - - 1000-21230

DEPARTMENT DESCRIPTION: Provides limited enforcement of Weld County Ordinance 88, as amended, pertaining to dogs-at-large. Animal control officers are only available on a limited basis. Deputy response outside the dedicated time is limited to cases where public safety threat exists. This unit is also responsible for handling all calls for illegal dumping of trash/waste within the county, as enforceable by Weld County Ordinance. Animal control officers routinely collect illegally dumped items from county roadways and public property to ensure the safety of motorists traveling within the county.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 190,277	\$ 188,007	\$ 188,007	\$ 200,284
Supplies	3,516	5,250	8,920	8,920
Purchased Services	127,073	123,230	144,314	144,314
Fixed Charges	-85,000	-85,000	-85,000	-85,000
Capital	0	0	0	0
Gross County Cost	\$ 235,866	\$ 231,487	\$ 256,241	\$ 268,518
Revenue	1,737	0	0	0
Net County Cost	\$ 234,129	\$ 231,487	\$ 256,241	\$ 268,518
Budgeted Positions	3.0	3.0	3.0	3.0

SUMMARY OF CHANGES: Increase in Supplies is to account for the increase in tranquilizer drugs and outreach materials. The increase in Purchased Services is due to the renegotiation and increase for the Humane Society of Weld County contract, and vet expenses as spent in prior years.

Final budget adjustments include an increase in salaries of \$12,277.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

ORDINANCE ENFORCEMENT (CONTINUED) 1000-21230

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of dispatched calls	2,000	2,041	2,049
Animals Transported to Shelter	511	525	528
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.098	0.095	0.092
Per capita cost (county support)	\$0.77	\$0.73	\$0.82

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Detention Division and Patrol Division Goals following Sheriff's Office Summary page.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Regional Forensic Laboratory - - 1000-21260

DEPARTMENT DESCRIPTION: The limited forensic laboratory is jointly funded by the City of Greeley and Weld County. The two entities also have agreements for services on a contract basis. The laboratory provides forensic analysis of evidence in forensic computer analysis, latent prints, shoe and tires, controlled substances and fire debris. It also has a DNA position assigned to the Denver CBI facility performing DNA analyses for Weld County in that lab. The laboratory meets the stringent requirements necessary for accreditation by the American Society of Crime Lab Directors.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 495,350	\$ 512,167	\$ 512,167	\$ 532,289
Supplies	45,615	53,594	45,040	45,040
Purchased Services	55,180	51,898	54,812	54,812
Fixed Charges	0	62,000	62,000	62,000
Capital	8,800	8,800	8,300	8,300
Gross County Cost	\$ 604,945	\$ 688,459	\$ 682,319	\$ 702,441
Revenue	78,000	52,636	52,636	52,636
Net County Cost	\$ 526,945	\$ 635,823	\$ 629,683	\$ 649,805
Budget Positions	4.0	4.0	4.0	4.0

SUMMARY OF CHANGES: There are no significant changes to the Regional Lab expenses from 2018 to 2019. Expenditures are down \$7,809. Spending is reviewed quarterly and adjusted based on prior expenditures.

Final budget adjustments include an increase in salaries of \$20,122.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

REGIONAL FORENSIC LABORATORY (CONTINUED) 1000-21260

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Cases/items completed – drugs, computer forensics, latent prints, shoe and tire tracks, DNA	374 / 2,395 WCSO/GPD only	400 / 2,561 WCSO/GPD only	450/2,881 WCSO/GPD only
	1,286 / 9,136 all lab staff except non-DNA CBI	1,300 / 9,235 all lab staff except non-DNA CBI	1,400 / 9,945 all lab staff except non-DNA CBI
Court Testimony	22 appearances	24 appearances	27 appearances
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.131	.127	.123
Per capita cost (county support)	\$1.73	\$2.02	\$1.99
<u>Effectiveness Measures (desired results)</u>			
Quality Audit	27	32	35
Proficiency Testing (Test Run/Errors)	16 / 0	15 / 0	15 / 0

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Detention Division and Patrol Division Goals following Sheriff's Office Summary page.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Victim Advocate Services - - 1000-21300

DEPARTMENT DESCRIPTION: Provides service for victims of crime through Victim Assistance (VALE/VOCA) funding.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 186,775	\$ 202,843	\$ 257,562	\$ 208,110
Supplies	5,907	5,044	5,400	5,400
Purchased Services	21,892	18,194	28,069	28,069
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 214,574	\$ 226,081	\$ 291,031	\$ 241,579
Revenue	151,488	165,150	204,084	186,375
Net County Cost	\$ 63,086	\$ 60,931	\$ 86,947	\$ 55,204
Budgeted Positions	3.0	3.0	3.25	3.00

SUMMARY OF CHANGES: The requested increase for Personnel is contingent on VOCA federal grant funding, and was discussed during a work session earlier in 2018. The purpose is to increase one of the 0.5 FTE to a 0.75 FTE and offer the position benefits to help improve retention for the position. It would also bring the Advocates up by one Grade to 24 to put them in line with similar positions.

The increase in Purchased Services is due to the grant requirement of attending the national training for victim services staff. This is covered by the grant funding and will be removed if the grant is not awarded.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Board approved the grant and the increases reflected in this budget at a work session mid-year in 2018.

BOARD ACTION: The Sheriff originally requested an increase of 0.25 FTE to make one position a 0.75 FTE and eligible for benefits, to be contingent on grant funding. VOCA has since denied the additional increase, so the Sheriff would like to remove the 0.25 FTE increase request. Revenue has been reduced accordingly.

Otherwise, Board approved the budget as recommended, including increasing the Victim Advocate Specialists in the department from Grade 23 to Grade 24.

VICTIM ADVOCATE SERVICES (CONTINUED) 1000-21300

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of victims and witnesses served	1,777	1,400	1,447
Victims served per 10,000/capita	45.37	45.45	44.41
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.098	0.095	0.092
Per capita cost (county support)	\$0.21	\$0.19	\$0.17

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Detention Division and Patrol Division Goals following Sheriff's Office Summary page.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Multi-Jurisdictional Drug Task Force - - 1000-21410

DEPARTMENT DESCRIPTION: Multi-Jurisdictional Drug Task Force provides drug interdiction by overt and covert investigation throughout Weld County. This is the only drug or narcotics unit for any law enforcement agency in Weld County. Task Force personnel are directly supervised by the Greeley Police Department with policy and strategic direction from a Control Group of area chiefs and the Sheriff.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 228,109	\$ 225,758	\$ 225,758	\$ 251,009
Supplies	0	0	0	0
Purchased Services	70,248	70,248	70,248	70,248
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 298,357	\$ 296,006	\$ 296,006	\$ 321,257
Revenue	0	0	0	0
Net County Cost	\$ 298,357	\$ 296,006	\$ 296,006	\$ 321,257
Budgeted Positions	2.0	2.0	2.0	2.0

SUMMARY OF CHANGES: The Sheriff's Office has agreed to help support the financial obligations of the Weld County Drug Task Force, and participates by designating 2 deputies to the Task Force Operations. The amount in Purchased Services reflects the payments made to support the Task Force as agreed by MOU. There are no changes, and approval is recommended at the requested amount.

Final budget adjustments include an increase in salaries of \$25,251.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**MULTI-JURISDICTIONAL
DRUG TASK FORCE
(CONTINUED)
1000-21410**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Criminal Cases Opened	128	140	144
Drug Arrests	133	128	132
Search Warrants Executed	52	31	32
Cocaine Seizures (Pounds)	2.9	2.1	2.2
Methamphetamine Seizures (Pounds)	34.6	21	21.7
Marijuana Seizures (Pounds)	292.7	93.5	96.6
Meth Lab Seized	1	1	1
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.066	0.063	0.061
Per capita cost (county support)	\$0.98	\$0.94	\$0.99

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Detention Division and Patrol Division Goals following Sheriff's Office Summary page.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Inmate Services - - 1000-24410

DEPARTMENT DESCRIPTION: This unit provides and oversees professional jail support services such as medical care, food preparation, and facility programming to meet statutory mandates. This Unit consists of licensed and unlicensed mental health professionals, inmate classification staff and a part-time inmate chaplain who coordinates community volunteer services. The staff assesses inmate suicide risk, develop case management plans for inmates with special needs, and provide other programming to include Right to Read, trusty prisoner work and the coordination of community based services.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,179,309	\$ 1,412,619	\$ 1,785,658	\$ 1,831,714
Supplies	32,842	32,511	39,960	39,960
Purchased Services	4,796,715	4,773,383	4,995,613	4,995,613
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 6,008,866	\$ 6,218,513	\$ 6,821,231	\$ 6,867,287
Revenue	607,845	317,000	452,000	452,000
Net County Cost	\$ 5,401,021	\$ 5,901,513	\$ 6,369,231	\$ 6,415,287
Budgeted Positions	14.0	16.0	20.0	20.0

SUMMARY OF CHANGES: The continuing increase in inmate population reflects increases in revenues from an increase in bond fees, commissary, phones and medical co-pays to help offset expenses. There is also \$75,000 of grant revenue from the anticipated SCAAP (State Criminal Alien Assistance Program) grant that was recently reinstated.

Personnel reflects an increase of four (4) positions, made up of two (2) Counselor III positions and two (2) Classification Specialists. This need is based on statistical evaluations of inmate population and workload from the 2017 staffing study as well as the American Jail Association published standards. Final budget adjustments include an increase in salaries of \$46,056.

The increase in purchased services is due to the increase in the inmate medical contract of \$228,333 and includes the option of an additional medical person available based on inmate population levels.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Positions are recommended based upon the workload demands as the inmate population grows. Medical contract costs are also driven by the growing inmate population.

BOARD ACTION: Approved as recommended, including two (2) Counselor III positions and two (2) Classification Specialists.

**SHERIFF INMATE SERVICES
(CONTINUED)
1000-24410**

PERFORMANCE MEASURES: Included in Security Unit (1000-24415) Summary.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Detention Division and Patrol Division Goals following Sheriff's Office Summary page.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Security Unit - - 1000-24415

DEPARTMENT DESCRIPTION: The North Jail is a secure adult detention facility for offenders awaiting adjudication or serving court sentences. Colorado Statutes require the Sheriff to receive and safely keep all adult prisoners lawfully committed and hold them in a clean, wholesome, safe, and well-maintained jail.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 15,747,713	\$ 17,603,565	\$ 18,433,885	\$ 18,617,377
Supplies	154,268	66,210	57,258	57,258
Purchased Services	48,620	110,003	153,504	153,504
Fixed Charges	0	300,000	64,000	64,000
Capital	0	0	0	0
Gross County Cost	\$ 15,950,601	\$ 18,079,778	\$ 18,708,647	\$ 18,892,139
Revenue	463,600	380,000	420,000	420,000
Net County Cost	\$ 15,487,001	\$ 17,699,788	\$ 18,288,647	\$ 18,472,139
Budgeted Positions	163.0	194.0	202.0	201.0

SUMMARY OF CHANGES:

Major changes in the Security Unit include an increase in Revenue anticipated from the opening of the Southwest Substation Booking Intake, which will increase local municipalities' charges for inmates housed in the Weld County facilities. There is also an increase in Revenue due to the increase in jail population from many local municipalities as well.

Personnel has increased by 8.0 FTE. This is distributed as three (3) Grade 43 Booking Corporals – one of which is a lateral move from the Support Services Unit (Org 21140). The increase is for supervision needed at the newly opening Southwest Substation Booking Intake for 2019. The request also includes five (5) new Grade 36 Detention Deputy III to work at the Southwest Substation Booking Intake. This will allow for two deputies and one corporal to work one shift per day, 7 days a week at the Southwest, with one deputy built in for relief based on the 2017 Detentions staffing study completed. When that position is not at the Southwest Substation, it will be used at the NJC to fill the continual staffing shortages. Final budget adjustments include an increase in salaries of \$292,077.

The increase in Purchased Services is mainly reflected in the SOG training needs, as turnover has necessitated the continual training of new members of the unit. Because of the high liability of this particular unit, the training has proven to be mandatory. The decrease in Fixed Charges is because the Retention Incentive offered in 2018 will not be repeated, however there is still money requested specifically for a relocation incentive to hire new recruits, and for Supervisor specific training for the Detentions Sergeants.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Increases are justified based on growing inmate population.

SECURITY UNIT (CONTINUED) 1000-24415

BOARD ACTION: The Sheriff's Office originally requested to move the Support Services Director position to jail's Security, as a Corporal (\$108,585). While there is absolutely a need for this request, it has been re-evaluated over the past few months and determined that the Support Services Director is also a critical position that the SO needs to function efficiently and effectively. Therefore, the SO requested to remove this request and keep this position as it was originally allocated – as a Grade 43 (\$142,512) under Support Services. Therefore, the Corporal position (\$108,585) was removed from this budget unit. Otherwise budget unit approved as recommended, including the opening of the Southwest Substation Booking Intake Unit.

COMBINED PERFORMANCE MEASURES FOR ALL OFFENDER SUPERVISION

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Avg. Secure Jail Population Daily	713	748	785
Number of Offenders Transported to Court Appearances	22,009	23,109	24,264
New Detention Deputies Entering Basic Training	99	100	110
<u>Efficiency Measures</u>			
Detention Division FTE's per 10,000 Capita	7.62	8.37	8.59
Per capita net cost	\$81.99	\$90.38	\$94.06
Avg. Medical Cost Per Inmate Daily	\$13.76	\$13.52	\$13.53
Avg. Food Cost Per Inmate Daily	\$2.88	\$2.88	\$2.82
Secure Facility Occupancy Rate	91.5% at 713	77.8% at 961	81.6% at 961
<u>Work Outputs</u>			
Avg. Secure Jail Population Daily	713	748	785
Number of Offenders Transported to Court Appearances	22,009	23,109	24,264
New Correctional Officers Entering Basic Training	99	100	110

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Detention Division and Patrol Division Goals following Sheriff's Office Summary page.

PLEASE NOTE: Detentions Division Efficiency Measures are calculated by combining Booking Unit (21110), Inmate Services (24410), Security Unit (24415) and Courts and Transportation Unit (24420). These are the numbers used for calculations:

Total FTE in Detentions Division:	Population:	Per Capita Net Cost:
2017: 232	2017 (Actual): 304,600	2017 Actual: \$24,972,838
2018: 265	2018 (Estimated): 315,300	2018 Estimated: \$28,496,965
2019: 280	2019 (Projected): 325,800	2019 Projected: \$30,646,196

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Courts and Transportation Unit - - 1000-24420

DEPARTMENT DESCRIPTION: Colorado Revised Statute 30-1-114(2) requires the Sheriff to assist the District Attorney and the Courts of record in the county. 94 CV 419, Div. I, 19th Judicial District, August 17, 1994, ordered the Sheriff to provide security for the Weld County Courthouse. This unit provides the transportation of inmates held on Weld County court orders in other jurisdictions back to Weld County. Additionally, they are responsible to coordinate and facilitate the transportation of inmates to and from the North Jail Complex to their court appearances at the court complex. This budget unit supports the resources to comply with all of these requirements.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,329,174	\$ 2,395,874	\$ 2,787,221	\$ 2,988,260
Supplies	35,605	22,112	15,044	15,044
Purchased Services	605,036	580,518	562,037	562,037
Fixed Charges	0	0	0	0
Capital	19,380	0	0	0
Gross County Cost	\$ 2,989,195	\$ 2,998,504	\$ 3,364,302	\$ 3,565,341
Revenue	31,176	35,000	35,000	35,000
Net County Cost	\$ 2,958,019	\$ 2,963,504	\$ 3,329,302	\$ 3,530,341
Budgeted Positions	24.0	24.0	29.0	29.0

SUMMARY OF CHANGES: Personnel requests have increased by four (4) Grade 36 positions based on the increase of needs requested at the Courthouse. The other position is a requested move from the Booking Unit – Org 21110 to reclassify the position, and reallocate it where it belongs.

The rest of the budgeted amounts decrease slightly based on past expenditures and moving requests like non-lethal weapons to the Quartermaster position under Org 21140.

Final budget adjustments include an increase in salaries of \$201,039.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended, including the four additional positions.

PERFORMANCE MEASURES: Included in Security Unit (1000-24410) Summary.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Detention Division and Patrol Division Goals following Sheriff's Office Summary page.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Contract Jail Space - - 1000-24440

DEPARTMENT DESCRIPTION: Provide contract jail space for inmates in other counties' facilities due to the overcrowding of Weld County's jail.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budgeted Positions	0	0	0	0

SUMMARY OF CHANGES: Current trends do not indicate there will be a need for contracted jail space to supplement on-site jail capacity. This indication, however, is based upon reasonable forecasts about the future and does not account for unforeseen impacts on jail utilization during 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES: See Security Unit budget for details.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Detention Division and Patrol Division Goals following Sheriff's Office Summary page.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: COMMUNICATIONS

BUDGET UNIT TITLE AND NUMBER: County-wide Communications - - 1000-22100

DEPARTMENT DESCRIPTION: The Weld County Regional Communications Center (WCRCC) provides dispatch services for 18 law enforcement agencies, 20 fire departments, 3 rescue/ambulance departments, plus local government including public works. Weld County assumed management of the WCRCC on September 2, 2013.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 5,981,710	\$ 6,413,922	\$ 6,999,289	\$ 6,999,289
Supplies	70,849	36,502	39,359	39,359
Purchased Services	988,921	1,508,712	1,591,832	1,591,832
Fixed Charges	11,943	0	0	0
Contra Account	0	0	0	0
Capital	0	270,643	75,000	75,000
Gross County Cost	\$ 7,053,423	\$ 8,229,779	\$ 8,705,480	\$ 8,705,480
Revenue	2,655,528	3,374,252	3,752,784	3,752,784
Net County Cost	\$ 4,397,895	\$ 4,855,527	\$ 4,952,696	\$ 4,952,696
Budgeted Positions	62	71	78	78

SUMMARY OF CHANGES: The gross county cost is up \$475,701 and net county costs are up \$97,169. The major increase is for seven FTE's comprised of four dispatch positions, and three call takers for a total of \$499,851. The 3% cost of living is included in the recommended budget to provide users their 2019 charges by June 1st. Greeley Police will be reimbursing for the two dispatchers to allow additional service of splitting their call channel (\$237,719).

Supplies are up \$2,857 for membership and general supplies. Purchased Services are up \$83,120 primarily for Spillman (\$44,910), and software. Capital is funded at \$75,000 for the radio maintenance and inventory management software.

COMMUNICATIONS (CONTINUED) 1000-22100

SUMMARY OF CHANGES (CONTINUED): Revenues are based upon the new user rate structure adopted by the Board on December 29, 2014, which began charging all agencies for 10% of the actual cost in 2016 and progressively increasing the actual cost by 2.5% each year until 2020, when the user rates will be 20% of actual costs for dispatching based on the prior four year average of call volume. Fire and law users will each have their own rate based upon dispatch console assignment. The costs include the total operational costs and infrastructure depreciation, less what the E911 Authority contributes. For 2019, users will be paying 17.5% of actual costs, so they will be charged \$1,207,682 under the formula. E911 will pay \$1,815,000 and Banner will pay \$400,505. Greeley Police will pay \$237,719 to fund two dispatchers to allow the additional service of splitting their call channel. In addition, there is revenue from tower rentals of \$65,946, the Niwot tower maintenance of \$8,000 and loan repayment of \$17,932 for total revenue of \$3,752,784.

FINANCE/ADMINISTRATION RECOMMENDATION: The increase of seven FTE's comprised of four dispatch positions, and three call takers for a total of \$499,851 is a policy issue for the Board. Based upon a re-evaluation of the workload data in July it appears the seven positions are not needed at this time. It is recommended that the funding remain in the budget, but administratively freezing the positions until workload justifies filling them.

BOARD ACTION: Approved as recommended with funding remain in the budget for the seven positions, but administratively freezing the positions until workload justifies filling them

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
E-911 Calls	110,675	116,208	122,000
Non-911 Calls	297,442	312,314	320,000
CAD Incidents for Law and Fire/Ambulance	493,272	505,000	520,000
EMD Calls	28,306	29,500	30,000
Wireless Subscriber Service Tickets	328	600	900
<u>Efficiency Measures</u>			
FTE's per 10,000 per Capita	2.10	2.25	2.39
Per Capita Cost - Operating Budget	\$14.44	\$15.40	\$15.20
EMD Call per FTE	456	416	385
CAD Incident per FTE	7,956	7,110	6,670

COMMUNICATIONS (CONTINUED) 1000-22100

Goal PS WCRCC1: To answer 90% of 9-1-1 calls during the average busy hour each day within 10 seconds.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS WCRCC 1-1: Improve customer service in the most critical components of emergency dispatch services.	Percentage of calls answered within 10 seconds	90.04%	90%	90%
Goal PS WCRCC 2: To answer 95% of 9-1-1 calls during the average busy hour each day within 20 seconds.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS WCRCC 2-1: Improve customer service in the most critical components of emergency dispatch services.	Percentage of calls answered within 20 seconds	98.45%	97%	95%
Goal PS Wireless 1: Resolve all Wireless Subscriber Service Requests within 20 days (includes repairs)				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS-Wireless 1-1: Improve customer service to Weld County Radio System Users.	Resolve all subscriber service requests with 20 days of report. (includes repair/replacement)	95.4%	95%	95%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: COMMUNICATIONS

BUDGET UNIT TITLE AND NUMBER: Communication System Development - -1000-22200

DEPARTMENT DESCRIPTION: Capital outlay for development of the county-wide communications system and replacement plan for radios.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	0		0	0
Capital	49,938	3,738,985	0	0
Gross County Cost	\$ 49,938	\$ 3,738,985	\$ 0	\$ 0
Revenue	0	1,934,471	0	0
Net County Cost	\$ 49,938	\$ 1,804,514	\$ 0	\$ 0
Budgeted Positions	0	0	0	0

SUMMARY OF CHANGES: Since 2013, Weld County has funded \$950,000 per year, for the Communications System Reserve for future communications systems upgrades. In 2011, the Board approved budgeting Communications system upgrade funding in the Capital Expenditure Fund. The E911 Authority also has a capital funding and capital reserve program to replace E911 capital items that they fund annually. Beginning January 1, 2019, the increased E911 surcharge from 70 cents to \$1.20 per month will raise an additional \$1.67 million per year for a total of \$2,225,000 for capital dedicated to fund the 2019-2028 Communications Capital Plan. The county's Capital Expenditure Fund will fund \$190,000 per year for equipment and fund the building facilities, which are estimated to be \$6 million over the ten-year period averaging \$600,000 per year. No funding will be placed in this budget in future years with the new funding plan for the 2019-2028 Communications Capital Plan.

At the end of 2019, there will be a reserve of \$850,000 in the Capital Expenditure Fund for communications equipment, and the E911 Authority will have a reserve of approximately \$615,000.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: INFORMATION TECHNOLOGY

BUDGET UNIT TITLE AND NUMBER: Public Safety Information System - - 1000-22400

DEPARTMENT DESCRIPTION: Provides a comprehensive, integrated criminal justice system serving multiple public safety agencies, including computer-aided dispatch, criminal records management, jail records management, and prosecution system.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,025,819	\$ 1,211,989	\$ 1,225,627	\$ 1,225,627
Supplies	345,058	15,355	889,658	889,658
Purchased Services	758,763	684,626	27,000	27,000
Fixed Charges	0	0	0	0
Contra Account	-622,048	-725,890	-770,800	-770,800
Capital	554,252	162,000	60,000	60,000
Gross County Cost	\$ 2,061,844	\$ 1,348,080	\$ 1,431,485	\$ 1,431,485
Revenue	373,229	502,040	462,480	462,480
Net County Cost	\$ 1,688,615	\$ 846,040	\$ 969,005	\$ 969,005
Budgeted Positions	8.0	9.0	9.0	9.0

SUMMARY OF CHANGES: The gross county costs are up \$83,405, and net county costs are up \$122,965. The 3% cost of living plus step increases are included in the recommended budget to provide the Greeley Police and E911 their 2019 charges by June 1st.

Supplies and Purchased Services under the IT organization have been restructured to align with IT accounts. Supplies and Purchased Services are up \$216,677. New and replacement equipment is funded at \$208,000, software for Spillman is \$615,858 and other software of \$64,800. Miscellaneous services and supplies are \$4,800. Capital is funded at \$60,000.

The contra account for the E911 reimbursement for the CAD portion of the system is \$770,800. Revenues include \$462,480 for charges to Greeley Police for the Records portion of the system.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PUBLIC SAFETY INFORMATION SYSTEM (CONTINUED) 1000-22400

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Service Tickets	3,523	3,701	3,750
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	0.295	0.285	0.276
Per capita cost (county support)	\$5.54	\$2.68	\$2.97

Goal PS WCRCC 3: To resolve Severe/Immediate/Urgent Issues 100 % monthly.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS WCRCC 3-1: Improve customer service to public safety agencies	Resolve severe/immediate/urgent issues 100% monthly.	100%	100%	100%
Goal PS WCRCC 4: To resolve all Service Requests 90% monthly.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS WCRCC 2-1: Improve customer service to public safety agencies	Resolve all service requests 90% monthly.	95%	100%	100%
Goal PS WCRCC 5: Implement a new public safety information system.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS WCRCC5-1: Implement a new public safety information system	Implementation	0%	0%	50%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: COMMUNICATIONS

BUDGET UNIT TITLE AND NUMBER: Public Safety Wireless Communications - - 1000-22500

DEPARTMENT DESCRIPTION: Provides wireless communication maintenance of radio equipment for all Weld County Regional Communications Center (WCRCC) users which are for 18 law enforcement agencies, 20 fire departments, 3 rescue/ambulance departments, plus local government including public works. Weld County began offering this service in-house June 2018.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 150,642	\$ 150,642
Supplies	0	0	3,150	3,150
Purchased Services	0	0	28,259	28,259
Fixed Charges	0	0	100,104	100,104
Contra Account	0	0	0	0
Capital	0	0	6,180	6,180
Gross County Cost	\$ 0	\$ 0	\$ 288,335	\$ 288,335
Revenue	0	0	288,335	288,335
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budgeted Positions	0	1.0	1.0	1.0

SUMMARY OF CHANGES: This is the first year for this budget. The gross county costs are \$288,335, and net county costs are up \$0. The 3% cost of living plus step increases are included in the recommended budget to set 2019 service rates.

Supplies total \$3,150 for operating supplies. Purchased Services total \$28,259 for training (\$14,793), memberships (\$230), telephone (\$1,236), and vehicle costs (\$12,000). Capital includes computer costs of \$6,180. Fixed costs include miscellaneous costs of \$100,104 for overhead costs, contingencies, and capital reserve.

Revenues include \$288,335 for full cost recovery for the radio maintenance services.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**PUBLIC SAFETY WIRELESS COMMUNICATIONS
(CONTINUED)
1000-22500**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Service Tickets	0	0	2,600
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	0.000	0.032	0.031
Per capita cost (county support)	\$0.00	\$0.00	\$0.00

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: CORONER'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Coroner - - 1000-23200

DEPARTMENT DESCRIPTION: Responds to all unattended deaths in Weld County. Autopsies are performed in all cases of suspicious death, or at the discretion of the Coroner's or District Attorney's Office. State laboratories are available in Denver, however, Weld County's Coroner employs the registered pathologists and laboratory facilities of McKee Medical Center.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 794,246	\$ 874,021	\$ 957,962	\$ 954,238
Supplies	10,280	25,800	24,200	24,200
Purchased Services	405,827	343,950	372,466	372,466
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,210,352	\$ 1,243,771	\$ 1,354,628	\$ 1,350,904
Revenue	60	500	0	0
Net County Cost	\$ 1,210,293	\$ 1,243,271	\$ 1,354,628	\$ 1,350,904
Budgeted Positions	7	9	10	10

SUMMARY OF CHANGES: Personnel Services are up \$83,941 due to a mid-year Medicolegal Investigator position approved by the Board on March 28, 2018, due to workload. Final budget adjustments include a decrease in salaries and benefits of \$3,724.

Supplies are down \$1,600 primarily in small items of equipment (\$2,600) with an offsetting increase of \$1,000 in medical supplies. Purchased Services are up \$28,516 primarily in medical services for autopsies (\$55,916) and memberships (\$1,200) with offsetting reduction in vehicle costs (\$25,000), and travel (\$2,600). The requested change reflects the increase in the total number of cases and total autopsies. While holding per-autopsy costs at current levels, the first six months of 2018 has seen an increase of 7% in total scene-response cases and a 22% increase in autopsies.

In Fleet Services, there is \$37,600 for the replacement of Truck 165.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The Board previously approved the added position. Other line item changes appear justified based upon the increased number of cases and historical expenditure patterns.

BOARD ACTION: Approved as recommended.

CORONER (CONTINUED) 1000-23200

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Total number of cases reviewed	1,422	1,500	1,550
Number of cases investigated	676	730	812
Number of full autopsies	227	253	270
<u>Efficiency Measures</u>			
FTEs per 10,000/capita	0.293	0.285	0.276
Per capita cost (county support)	\$3.86	\$4.21	\$4.15
Cost per autopsy (with toxicology)	\$1,333	\$1,333	1,333

STRATEGIC GOALS

Goal PS C1: Continually adjust to meet readiness and service needs				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PSC 1-1: Investigative report cycle time	All investigative reports are submitted to the supervisor within 14 days of assignment.	55%	85%	90%
PSC 1-2: Improve response times to scenes by 10% during from 7 AM to 5 PM and 15% after hours	Response times measured by dispatch time report information.	New	7 to 5 PM: 60% After hours: 85%	7 to 5 PM: 70% After hours: 85%

CORONER (CONTINUED) 1000-23200

Goal PS C2: Enhance professionalism and promote department excellence.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS C2-1: Improve case reporting efficiency	Conversion from Spillman to coroner-specific software, saving report time and duplication of effort	New	100%	100%
PS C2-3: Formal, documented training for staff members twice each month, offered in an asynchronous format	Using in-house and other cost-saving resources, provide job-specific training to each staff member	85%	100%	100%
PS C2-4: Provide participating staff members an individualized and structured wellness improvement plan through the County Wellness Program	Using existing county resources, provide voluntary participation in individualized wellness assessments and year-long programming intended to improve Department efficiency by increasing employee wellness	New	New	75%
Goal PS C3: Maintain highly-qualified staff to meet the present and future needs of the Department				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS C3-1: National certification for all eligible investigators	Assure that every investigator is nationally-certified or state-certified within first year of employment.	90%	100%	100%
PS C3-2: Meet continuing education hours required by the state Coroner Standards and Training Board	Assure that the Coroner remains compliant with required Coroner Standards and Training Board continuing education requirements	100%	100%	100%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: JUSTICE SERVICES

BUDGET UNIT TITLE AND NUMBER: Pretrial Services – 1000-24100

DEPARTMENT DESCRIPTION: Pretrial Services personnel gather and present information to the Court about newly arrested persons entering the jail, and offer recommendations on possible safe release options of these persons. They also provide supervision methods for selected defendants released from jail before trial in order to decrease any unnecessary and costly pretrial incarceration, to assure that they will appear and answer before the Court and to reduce any future criminal acts. Department also provides administrative support to the Criminal Justice Advisory Committee (CJAC).

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 797,961	\$ 967,916	\$ 1,122,567	\$ 1,048,747
Supplies	8,043	48,045	37,000	37,000
Purchased Services	50,790	47,350	47,350	47,350
Gross County Cost	\$ 856,794	\$ 1,063,311	\$ 1,206,917	\$ 1,133,097
Revenue	33,744	39,000	39,000	39,000
Net County Cost	\$ 823,050	\$ 1,024,311	\$ 1,167,917	\$ 1,094,097
Budgeted Positions	9.5	11.50	13.50	13.50

SUMMARY OF CHANGES: The department is requesting an increase in Personnel Services to fund 2.0 FTE Pretrial Services Specialists, both at Grade 27, Step 1 (\$154,651). The positions are needed to handle continued high demand and associated workloads to assist the Courts and judicial officials determine the release of certain defendants from jail and in the supervision of defendants in the community on bond.

Supplies costs down \$11,045 due to software maintenance costs.

Final budget adjustments include a decrease in salaries of \$73,820.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval of the budget including the two additional positions. The caseload increase justifies the increase in personnel. Positions produce cost-avoidance at the jail and efficiencies to assure public safety and appearance of defendants to court hearings.

BOARD ACTION: At the September 18, 2018, Early Warning Budget Work Session the Board approved the two additional Pretrial Services Specialists to be hired immediately due to the growing caseload. All other items approved as recommended.

PRETRIAL SERVICES (CONTINUED) 1000-24100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Pretrial Services Risk Assessments	3,426	3,490	3,600
Defendants on Pretrial Supervision (ADP)	900	970	1,000
Court Date Call Notifications	4,000	4,000	4,300
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.377	.364	.414
Per capita net cost	\$2.70	\$3.25	\$3.36

Goal PS JS1: To reduce the cost of pretrial incarceration through effective pretrial release and supervision services; assure defendant court appearance and no new law enforcement contact while on supervision in the community.

DESIRED OUTCOMES	DESIRED OUTCOMES	ACTUAL	ESTIMATED	PROJECTED
PS JS-1: Pretrial Services. Assist county and judicial officials by formulating release recommendations and providing supervision of defendants that reasonably assure that those on conditional release return to court and do not engage in criminal activity pending their trial and/or sentencing.	To use evidence based practices in defendant risk assessment for pretrial release and supervision of defendants in the community; assure court appearance and public safety; and	3,426 defendant risk assessments at the jail and 900 defendants on average daily supervision	3,490 defendant risk assessments at the jail and 970 defendants on supervision	3,600 projected defendant risk assessments at the jail and 1,000 projected defendants on supervision
	Estimated variable cost avoidance/savings to help manage high expense of operating the jail.	\$4,032,945	\$4,187,295	\$4,275,495

PRETRIAL SERVICES

(CONTINUED)

1000-24100

Goal PS JS2: To assist the Criminal Justice Advisory Committee (CJAC) be a resource to local justice system policy makers to analyze, problem solve and create efficiencies to overall service delivery. Use this information to regularly update and maintain long-term resource and capital needs for Weld County.				
DESIRED OUTCOMES	DESIRED OUTCOMES	ACTUAL	ESTIMATED	PROJECTED
PS JS-2: CJAC. Provide professional staffing and coordination to the committee; facilitate, and advance their work.	Set meeting dates, agendas, take meeting minutes and distribute to members and the BOCC; maintain CJAC Bylaws. Provide analysis, and coordination with justice system agencies.	Four to six meetings	Four to six meetings	Four to six meetings
PS JS-3: Court Date Notifications. Provide call ahead reminders to defendants scheduled for court hearings.	Improve efficiencies and cost avoidance at the Weld County Jail, for the 19th Judicial District courts and for local law enforcement agencies.	85%-90% Appearance Rate to Division A (first appearance court, via summons)	85-90% Appearance Rate to Division A	85-90% Appearance Rate to Division A

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: JUSTICE SERVICES

BUDGET UNIT TITLE AND NUMBER: Work Release - - 24125 (Formerly 1000-24425)

DEPARTMENT DESCRIPTION: Section 18-1.3-106, C.R.S., allows for the operation of jail alternative programs to be used by the court in sentencing. This unit offers a cost effective alternative to secure custody for low risk offenders.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,376,487	\$ 1,390,489	\$ 1,545,140	\$ 1,770,538
Supplies	18,114	27,690	28,090	28,090
Purchased Services	166,789	187,498	187,098	217,098
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,561,390	\$ 1,605,677	\$ 1,760,328	\$ 2,015,726
Revenue	744,820	964,350	964,350	964,350
Net County Cost	\$ 816,570	\$ 641,327	\$ 795,978	\$ 1,051,376
Budgeted Positions	16.0	17.0	19.0	21.0

SUMMARY OF CHANGES: Offender placements are increasing. The department is requesting an increase in Personnel Services of 2.0 FTE Client Managers (security-line staff), both at Grade 27, Step 1 (\$154,651) to handle high demand and associated workloads to assist the Courts and main jail for alternative sentencing placement options.

Supplies are up \$400 for software maintenance.

Final budget adjustments include an increase in salaries of \$69,642.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval of the budget including the two additional positions. The caseload increase justifies the increase in personnel. Positions produce cost-avoidance at the main jail, efficiencies for the Courts and the safe reentry of lower risk offenders in the community.

BOARD ACTION: BOARD ACTION: The Board at the September 18, 2018 Early Warning Budget Work Session approved the two additional Client Manager positions, plus a third Client Manager position (\$78,431) and one Case Manager position (\$77,325) to be hired immediately to bring the work release facility to its full capacity of 224 beds to relieve the jail population. Also, another \$30,000 was added to supplies to accommodate the increased capacity. All other items approved as recommended.

Work Release / Electronic Monitoring (Continued) 1000-24125

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Avg. Work Release Clients - ADP	160	180	185-190
Avg. Electronic Home Monitoring - ADP	70	75	75
FTE's per 10,000/capita	.558	.558	.645
Per capita net cost	\$2.51	\$2.03	\$3.23

Goal PS JS4: To provide safe and less expensive sentencing alternatives to the use of jail; deliver effective offender services for seamless community re-entry.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS JS4-1: Alternative Programs - Provide safe, community based alternative sentencing placement options for eligible adult offenders ordered by the Courts, in lieu of traditional jail sentence. Ensure offenders are given opportunities & access to resources; treatment and employment services, while living in a staff-secure correctional setting or on electronic monitoring home confinement.	Offender utilization by providing less costly sentencing alternative to jail incarceration for adult convicted offenders;	160 ADP - Work Release	180 ADP - Work Release	185-190 ADP - Work Release
		70 ADP – Electronic Monitoring	75 ADP – Electronic Monitoring	75 ADP – Electronic Monitoring
	Offenders participating in educational and/or employment programming; and	100%	100%	100%
	Estimated variable cost savings of programs to taxpayers for clients' average length of stay at Work Release Facility (excludes electronic home monitoring placements).	\$840,000	\$945,000	\$997,500

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DISTRICT ATTORNEY'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Adult Diversion Services – 1000-24150

DEPARTMENT DESCRIPTION: Adult Diversion Services offers persons charged with criminal offenses alternatives to traditional criminal justice or juvenile justice proceedings. Staff screens defendants for acceptance into the program and develop service plans to address defendants' risks and needs. Completion of the program will result in dismissal of charges or its equivalent.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 73,186	\$ 75,612	\$ 99,213	\$ 99,213
Supplies	0	500	500	500
Purchased Services	1,134	500	500	500
Gross County Cost	\$ 74,320	\$ 76,612	\$ 100,213	\$ 100,213
Revenue	16,779	14,000	16,000	16,000
Net County Cost	\$ 57,541	\$ 62,612	\$ 84,213	\$ 84,213
Budgeted Positions	1	1	1.25	1.25

SUMMARY OF CHANGES: As indicated earlier in the Juvenile Diversion budget unit 1000-15200 in order to accurately reflect the work that is occurring, \$18,341 of the Diversion Directors salary will be funded through Adult Diversion Services. Funding a portion of the Diversion Director salary through Adult Diversion Services allows the Director to be more responsive to the needs of the community and accurately account for where time is spent on a program basis.

Revenue increase of \$2,000 is based on increase in caseload in Adult Diversion, which results in increases program fees.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval, including the inclusion of the \$18,341 of the Diversion Director's salary.

BOARD ACTION: Approved as recommended.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: As a state official the District Attorney does not provide workload measures or goals in the budget document.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: JUSTICE SERVICES

BUDGET UNIT TITLE AND NUMBER: Community Corrections - 24200 & 24220

DEPARTMENT DESCRIPTION: Community Corrections Boards in Colorado are authorized under Title 17, Article 27 of the Colorado Revised Statute to administer funds allocated by the Colorado legislature through the Division of Criminal Justice (DCJ) for administration and placement of offenders into community corrections programs. The Weld County Community Corrections Board, under the authority of the Board of Commissioners of Weld County, sub-contracts with selected vendors to provide residential and/or non-residential supervision services of adult felony offenders sentenced directly to these programs, or in lieu of, or as a transition from prison. Justice Services oversees all aspects to the administration of community corrections.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 59,742	\$ 60,793	\$ 63,730	\$ 63,730
Supplies	2,770	6,000	6,000	6,000
Purchased Services	2,856,856	2,850,625	2,925,241	2,925,241
Fixed Charges	0	25,051	25,501	25,501
Capital	0	0	0	0
Gross County Cost	\$ 2,919,368	\$ 2,942,469	\$ 3,020,472	\$ 3,020,472
Revenue	2,865,874	2,942,469	3,020,472	3,020,472
Net County Cost	\$ 53,494	\$ 0	\$ 0	\$ 0
Budgeted Positions	1	1	1	1

SUMMARY OF CHANGES: Average daily residential and non-residential offender populations at the community corrections facility remain stable. State allocation for SFY 18/19: \$2,564,829 for Residential Services for Diversion, Transition and Condition of Parole placements; \$55,013 for Non-Residential Diversion Services, \$100,000 for Offender Correctional Treatment Support Services, \$47,205 for Residential Condition of Probation Placement Services, \$119,854 for Facility Payment funding to mitigate vendor staff turnover and promote evidence based programming, \$13,901 for Offender Subsistence Support and \$119,670 for Community Corrections Board and department administration. Lease amount to vendor to use the Community Corrections Facility at \$296,616 per year and is listed under Budget Unit #1000-90100.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Program is 100% paid by the State of Colorado.

BOARD ACTION: Approved as recommended.

COMMUNITY CORRECTIONS ADMINISTRATION (CONTINUED) 1000-24200 & 24220

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Intervention Community Correction Services:			
Total Average Daily Populations of Offender Populations by Type - Residential Transition, Residential Diversion, Non-Residential Diversion and IRT Placements:	250	250	250
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.032	0.032	0.031

Goal PS JS5: To provide safe and less expensive alternatives to the use of jail and prison; administer the Weld County Community Corrections Board, various contracts and agreements with the Colorado Department of Public Safety and the Department of Corrections, provide oversight of selected vendors and of the Community Corrections Facility.

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS JS3-1: Community Corrections - Provide safe, community based correctional placement for eligible adult offenders ordered by the Courts and/or Department of Corrections. Ensure offenders are given opportunities & access to resources; treatment and employment services, while living in staff-secure correctional setting	Cost savings by providing a less costly alternative jail and prison incarceration for adult convicted offenders;	160 residential (ADP)	160 residential (ADP)	160 residential (ADP)
		50 non-residential	50 non-residential	50 non-residential
	Recidivism rates for offenders, completing the Community Corrections Program is substantially lower after release than offenders either released from prison or placed directly on parole.	2-3%	2-3%	2-3%
	All offenders participate in some form of educational and/or vocational programming.	240	240	240
	Receive, manage, and process all community corrections funds from the State;	\$2,903,305	\$2,942,350	\$3,020,471
	Cost avoidance/savings ratio of Community Corrections Programs to County.	\$1,800,000	\$1,800,000	\$1,800,000

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: PLANNING AND ZONING

BUDGET UNIT TITLE AND NUMBER: Building Inspection 1000-25100

DEPARTMENT DESCRIPTION: Building Inspection administers building codes, reviews plans, and makes on-site inspections during each phase of construction to insure minimum requirements are met. The Department also assists Weld County citizens in understanding and applying the International Building Code for utmost construction safety.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,012,462	\$ 1,049,099	\$ 1,139,699	\$ 1,180,033
Supplies	72,209	107,738	82,000	82,000
Purchased Services	95,956	108,504	102,923	102,923
Fixed Charges	174,027	147,217	165,226	165,226
Capital	0	0	0	0
Gross County Cost	\$ 1,354,654	\$ 1,412,558	\$ 1,489,848	\$ 1,530,182
Revenue	2,694,148	2,650,000	2,650,000	2,650,000
Net County Cost	\$ -1,339,494	\$ -1,237,442	\$ -1,160,152	\$ -1,119,818
Budgeted Positions	12.00	12.00	13.00	13.00

SUMMARY OF CHANGES: Personnel Services are up \$90,600. The department requested an additional Plans Examiner I. Recent numbers and building department activity have picked up and there is a need for the position. This position will also assist on the inspections division which has also seen an uptick in inspection activity. The Board approved the position mid-year at a work session on July 10, 2018, effective immediately.

Supplies are down \$25,738 for software maintenance. Purchased Services are down \$5,581 primarily in vehicle costs (\$11,581) with offsetting increases in publications and subscriptions for code books (\$4,500), and travel (\$1,500). Fixed Costs for chargebacks from Planning are up \$18,009.

Final budget adjustments include an increase in salaries of \$40,334.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The new position has been approved mid-year by the Board. Other line-item changes are reflective of historical spending patterns.

BOARD ACTION: Approved as recommended.

BUILDING INSPECTION (CONTINUED) 1000-25100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
	<u>(2017)</u>	<u>(2018)</u>	<u>(2019)</u>
<u>Field Inspection Work Outputs</u>			
Number of Building Permits Issued	2,258	2,270	2,300
Number of inspections performed	23,474	24,200	25,500
Avg. # of inspections per Inspector	18.85	19.17	19.5
Number of Inspectors	5	5	5
Number miles driven by Inspectors	143,000	145,000	146,000
Walk-ins	5,553	6,000	6,200
Number of Plan Reviews	2,118	2,200	2,350
Number of Plan Examiners	2	2	3
Number of Building Compliance violations	63	70	72
Number of Building Complaints	64	68	70
Number Compliance cases closed	65	70	71
Number of Building Compliance Officers	1	1	1

BUILDING INSPECTION (CONTINUED) 1000-25100

Goal CED 7: Ensure safe construction throughout unincorporated Weld County.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
CED7-1: Conduct safe and quality plan reviews and inspections following adopted codes	Attendance of each Plans Examiner/Building Inspector/Building Official/Tech at 2 ICC classes (7 staff)	18	18	18
	Maintenance of appropriate certifications	100%	100%	100%

Goal CED 8: Increase knowledge and understanding of adopted codes to citizens, homeowners, contractors, and builders through education.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
CED 8-1: To ensure current and updated information is available to the public on handouts and website	Revise handouts and update website quarterly	100%	100%	100%
Ensure routine communication with builders and contractors	Host/attend two Building Trades Advisory meetings per year	2	2	2
Ensure inspectors have more handouts in the field for a non-technical audience	Plans examiner present to the Building Official any changes to code quarterly	4	4	4
Consistent inspections conducted in the field	Provide “team training” in the field to ensure consistency by inspectors	3	3	3

BUILDING INSPECTION (CONTINUED) 1000-25100

Goal CED 9: Maintain quality, professional and timely site inspections.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
CED 9-1: Maintain a record of permit expirations and inspections to ensure permits are current.	Percentage of complete records	100%	100%	100%
Provide 24-hour turnaround time for inspections.	Percentage of 24-hour turnaround inspections (measured by complaints)	99%	99%	99%
Ensure timeliness of entering inspections and appropriate follow-up.	Maintain proficiency in Accela to ensure information is updated and available	95%	95%	100%
Provide plan review turnaround within current policy time frame.	Review plans in a timely manner current with policy time frame – measurable by complaints	100%	100%	100%
Return customers call and questions within 24 hours.	Measurable by number of complaints annually	100%	100%	100%
Maintain quality customer service with existing staff levels	Measurable by annual complaints	100%	100%	100%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Noxious Weeds - - 1000-26100

DEPARTMENT DESCRIPTION: Responsible for noxious weed control and enforcement in the County.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 427,786	\$ 469,089	\$ 475,289	\$ 490,362
Supplies	23,102	76,850	76,850	76,850
Purchased Services	347,681	418,986	414,886	414,886
Fixed Charges	14,321	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 812,890	\$ 964,925	\$ 967,025	\$ 982,098
Revenue	75,355	6,000	6,000	6,000
Net County Cost	\$ 737,535	\$ 958,925	\$ 961,025	\$ 976,098
Budgeted Positions	2 FTE 7 PT	2 FTE 10 PT	2 FTE 10 PT	2 FTE 10 PT

SUMMARY OF CHANGES: Budget is up \$2,100. The department has requested the reclassification of the Field Operations Coordinator to Foreman (\$6,200). Tree trimming and tub grinding of trees has been increased \$5,000, and grants have been reduced \$9,100 with the removal of Diffuse Knapweed costs.

Final budget adjustments include an increase in salaries of \$15,073.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval, including the reclassification of the Field Operations Coordinator to Foreman.

BOARD ACTION: Approved as recommended, including the promotion of the Field Operations Coordinator to Foreman.

NOXIOUS WEEDS (CONTINUED) 1000-26100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Mowing Lane Miles	2,400	2,400	2,400
Spraying Lane Miles	7,500	7,500	7,500
Acres Sprayed (Only noxious weeds being sprayed beginning in 2017)	2,100	2,100	2,100
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.064	.062	.061
Per capita cost (county support)	\$2.42	\$3.04	\$3.00

Goal TPW9: Implement the Colorado Weed Management Act on County properties and in assist landowners with compliance with the law through public education and assistance.

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW9-1: Respond to calls and emails from landowners within one working day.	98% of citizen and landowner generated contacts responded to within one working day.	100%	100%	100%
TPW9-2: Perform noxious weed control on all Weld County owned properties.	95% of non-roadway properties owned by Weld County sprayed or otherwise controlled for noxious weeds annually.	Yes	Yes	Yes
TPW9-3: Mowing/spraying of all roads maintained by Weld County.	95% of all Weld County maintained roads and intersections will be addressed for noxious weeds annually.	Yes	Yes	Yes
TPW9-4: Resolve all legal notices mailed to landowners for noxious weed infestations.	90% of all legal notices mailed to landowners in Weld County will be brought into compliance.	100%	90%	90%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: BOARD OF COUNTY COMMISSIONERS

BUDGET UNIT TITLE AND NUMBER: Office of Emergency Management - - 1000-26200

DEPARTMENT DESCRIPTION: Section 24-32-2107, C.R.S., requires each county to maintain a Disaster Agency which has jurisdiction over and serves the entire county. The Director or Coordinator of the Disaster Agency is responsible for the planning and coordination of local disaster services, develops plans, and coordinates emergency planning in case of either natural or other disasters on county, state, and federal level. The focus for OEM is All-Hazards Planning and Coordination with county departments, agencies and organizations.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 283,595	\$ 288,915	\$ 394,574	\$ 340,505
Supplies	30,524	29,900	29,900	29,900
Purchased Services	24,463	141,795	221,795	191,795
Fixed Charges	-807	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 337,775	\$ 460,610	\$ 646,269	\$ 562,200
Revenue	65,000	115,000	115,000	115,000
Net County Cost	\$ 272,775	\$ 345,610	\$ 531,269	\$ 447,200
Budgeted Positions	3.0	3.0	4.0	4.0

SUMMARY OF CHANGES: Personnel Services are up \$96,666. The main focus and change to the OEM budget is the request of an additional EM Coordinator position to support the Hazmat and Chemical Facility requirements. This position will help in the planning with Tier II facilities, WOGLA emergency Planning, Pipeline Emergency Planning and coordination of exercises/drills with all of our operators. This position may be supported with grant funding from the State, but funding is limited. The cost for the position is \$90,456. In addition, the department is requesting an upgrade of the Office Tech III position (Grade 15) within OEM to an Emergency Management Specialist position (Grade 21). This will adapt the OEM operations to be able to assign her specific tasks related to OEM functions, and allow a better overall organizational structure. Cost for the upgrade is \$6,210.

The other major item requested is funding to support the update to the Weld County Hazard Mitigation Plan. This is a federal requirement, even though this is an update OEM will need to follow all the federal requirement, as if it is a new plan. The contractor hired to complete the 2016 plan charged \$79,000. The department estimates it can get the update completed with nearly the same level of funding at \$80,000 and may be able to seek available grants from the State. Other budget items will stay consistent. OEM will get \$50,000 in additional grant funding to support the EM program, including support for training and exercises.

Final budget adjustments include decreases in salaries of \$4,069.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval, including the additional EM Coordinator position, and upgrade of the office tech position. Funding for the Weld County Hazard Mitigation Plan is recommended since the update is needed and required.

OFFICE OF EMERGENCY MANAGEMENT (CONTINUED) 1000-26200

BOARD ACTION: The Board deleted the \$80,00 for the update to the Weld County Hazard Mitigation Plan since it is not due until January 1, 2021. Funding will be considered in the 2020 budget. Board added \$50,000 for contract services for the HMEP grant. The 50% funding of EM Coordinator position was approved. The upgrade of the Office Tech III position (Grade 15) within OEM to an Emergency Management Specialist position (Grade 21) was funded but final classification was deferred until the Clerical Classification Study is complete.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of drills and exercises	12	12	12
Number of people participating in drills	500	500	500
Number of inspections and/or reports	18	18	12/24
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.101	0.095	0.123
Per capita cost	\$0.90	\$1.10	\$1.37

Mission Statement: To support Weld County and its citizens in Preparedness, Prevention, Mitigation, Response, and Recovery using an All-Hazards approach, and to develop and sustain broad and sincere relationships among individuals and organization to encourage trust, advocate a team atmosphere, build consensus, and facilitate communication.

- **GOAL 1. Enhance capability necessary to protect the community from all hazards**
 1. Enrich outreach initiatives to create "Culture of preparedness" in Weld County
 2. Ensure and improve the level of preparedness through training and exercise opportunities.
 3. Bolster planning efforts through cooperative collaboration with community partners
- **GOAL 2. Increase response capability necessary to improve life safety, property protection and environmental preservation**
 1. Heighten the level of readiness through emerging technologies
 2. Expand public, private, non-profit and faith based partnerships to strengthen response capabilities.
 3. Assess, identify, maintain and enhance resources for emergency response.
- **GOAL 3. Implement initiatives to engage the whole community in order to more effectively recover from disasters.**
 1. Enhance community partnerships to identify and resolve unmet needs
 2. Review and enhance short and long-term recovery methods.
 3. Pioneer new techniques for more accurate and timely damage assessments.
- **GOAL 4. Build a more resilient community through innovative mitigation strategies.**
 1. Identify and apply new research to accurately assess possible risks and hazards to the community.
 2. Leverage various funding sources to complete mitigation projects.

NOTE: OFFICE OF EMERGENCY MANAGEMENT HAS A COMPREHENSIVE STRATEGIC PLAN AVAILABLE ONLINE AT: <http://www.co.weld.co.us/Departments/OEM/index.html>

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: General Engineering - - 1000-31100

DEPARTMENT DESCRIPTION: Provides engineering services for bridge designs; development referrals; field survey operations to establish line and grade control; administrative and inspection work in utility and subdivision construction; performs laboratory tests to determine soil properties, construction and materials quality; all phases of highway engineering, bridge engineering, design and construction inspection.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,886,358	\$ 3,108,312	\$ 3,720,930	\$ 3,809,902
Supplies	85,936	159,245	166,865	166,865
Purchased Services	12,234,614	6,127,921	4,916,870	4,916,870
Capital	83,312	0	150,000	150,000
Contra	-350,245	-329,571	-639,318	-639,318
Gross County Cost	\$ 14,939,975	\$ 9,065,907	\$ 8,315,347	\$ 8,404,319
Revenue	0	0	0	0
Net County Cost	\$ 14,939,975	\$ 9,065,907	\$ 8,315,347	\$ 8,404,319
Budgeted Positions	28	28	35	35

SUMMARY OF CHANGES: Net county costs are down \$750,560. Personnel Services are up \$612,618 with overtime being up \$48,000, and six additional positions and two reclassifications totaling \$564,618. The request is for one Engineer for Development Review; one Engineering Tech for Permitting (convert one seasonal employee to full-time); one Engineering Tech I for Stormwater/Construction; one Engineering Tech Improvement, one Engineering Tech for Permit/Inspections; and two Engineering Tech for Permitting. One existing Engineering Tech I will be reclassified as an Engineering Tech II; and the MS4 Administrator position will be moved from a Grade 37 to Grade 41.

Supplies are up \$7,620 for the following reasons: Office Supplies increased \$1,000 for anticipated purchases; Small Items of Equipment decreased \$20,000 based on needs; Software Maintenance was increased \$44,620 due to an increase in licensing fees and software for new employees; Road Construction Supplies decreased \$18,000 based on historical expenditures for survey monuments.

Final budget adjustments include an increase in salaries of \$88,972.

GENERAL ENGINEERING (CONTINUED) 1000-31100

SUMMARY OF CHANGES (continued): Purchased Services decreased \$1,211,051 due to Postage and Freight decreased \$4,000 based on historical expenditures; Printing and Duplicating increased \$3,000 for printing flyers and packets for various meetings; Publications and Subscriptions decreased \$3,000 based on historical spending; Advertising and Legal Notices was decreased by \$2,000 and eliminated as job advertisements are paid from another budget; Other Purchased Services increased \$14,107 for State permitting fees; Engineering and Architectural was increased \$160,000 for anticipated consulting needs and for on-call right-of-way acquisition services as needed; Other Professional Services increased \$151,642 due to an increase in the number of environmental studies and the addition of Roadway Profilograph; Repair and Maintenance Equipment increased \$500 for increased nuclear gauge calibration fees; Training increased \$14,100 due to training needs for additional employees; Strategic Roads decreased \$395,400 based on scheduled projects; Grants and Donations was reduced \$1,150,000 and eliminated as there are no anticipated grants for 2019.

The Contra Account was increased \$309,747 for the charge-back to the Planning Department. Machinery and Equipment was added for \$150,000 for the purchase of radar traffic counters and weather stations.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Five of the positions were approved by the Board on May 21, 2018 for an additional Engineer I and four Engineer Tech. On June 19, 2018, the Board approved two additional Engineering Tech positions. The positions were justified based upon the workload coming from Planning for development reviews and the pipeline activity.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of designs completed	10	15	15
Number of construction projects completed	7	6	8
Number of land use case reviews	778	800	800
Access Permit	671	700	800
Right-of-Way Permits	539	600	650
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.919	0.889	1.074
Per capita cost	\$49.05	\$28.75	\$25.80

*Numbers do not include flood projects.

GENERAL ENGINEERING

(CONTINUED)

1000-31100

Goal TPW8: Development, design, inspection, testing, planning, and review of all phases of County road and bridge engineering services for both in-house and contracted projects.

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW8-1: Develop accurate Capital Improvement Plans	Plans will not require changes after project goes to construction 95% of the time	100%	100%	100%
TPW8-2: Perform accurate construction testing	Construction tests will not require repeat tests or re-calculations 95% of the time	100%	100%	100%
TPW8-3: Present accurate improvement agreements	Improvement agreements will be error free when presented to the BOCC 98% of the time	100%	100%	100%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: BUILDINGS AND GROUNDS

BUDGET UNIT TITLE AND NUMBER: Missile Site Park -- 1000-50100

DEPARTMENT DESCRIPTION: Maintains Missile Site Park which includes camp grounds and related equipment, as well as the missile silo and archive storage areas. Also provides security for the park.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 60,334	\$ 60,032	\$ 60,032	\$ 62,583
Supplies	1,673	1,750	1,750	1,750
Purchased Services	3,759	12,900	12,900	12,900
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 65,766	\$ 74,682	\$ 74,682	\$ 77,233
Revenue	5,404	5,000	5,000	5,000
Net County Cost	\$ 60,362	\$ 69,682	\$ 69,682	\$ 72,233
Budget Positions	1	1	1	1

SUMMARY OF CHANGES: No change, except final budget adjustments include an increase in salaries of \$2,551.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

MISSILE SITE PARK (CONTINUED) 1000-50100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of visitors	600	600	600
<u>Work Outputs</u>			
FTE's per 10,000/capita	0.033	0.032	0.031
Per capita cost (county support)	\$0.198	\$0.221	\$0.222

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Building and Grounds Budget Unit (1000-17200).

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: BUILDINGS AND GROUNDS

BUDGET UNIT TITLE AND NUMBER: Parks and Trails - - 1000-50200

DEPARTMENT DESCRIPTION: Development and maintenance costs of County trails and future park projects.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	29,000	129,000	129,000	129,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 29,000	\$ 129,000	\$ 129,000	\$ 129,000
Revenue	0	0	0	0
Net County Cost	\$ 29,000	\$ 129,000	\$ 129,000	\$ 129,000
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Budget includes \$29,000 for the joint maintenance and administration of the Poudre River Trail with Windsor and Greeley. This represents \$18,000 towards the staff position and \$11,000 towards maintenance. The budget is the same as last year. The Board agreed, in April 2004, to fund the County's share. A new IGA was developed in 2006, which includes full maintenance and administration of the trail, with each party paying one-third of the costs. The City of Greeley does the maintenance and administration through its Parks Department.

Starting in 2017 an additional \$100,000 each year was included for trail repairs. Weld County, Windsor, and Greeley each committed to funding the \$100,000 annually for trail repairs again in 2019. Therefore, the additional \$100,000 is included again in the 2019 budget. In the Public Works budget unit 2000-32500 there is \$90,000 for a carry-over TAP grant included for Poudre River Trail repairs.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: GREELEY-WELD COUNTY AIRPORT

BUDGET UNIT TITLE AND NUMBER: Airport Transfer - - 1000-56100

DEPARTMENT DESCRIPTION: County support for capital improvements to the Greeley - Weld County Airport.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: The Airport Board has adopted the policy that they will be self-sufficient and will no longer request funding for local grant matches for capital FAA projects.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES

BUDGET UNIT TITLE AND NUMBER: Senior Programs - - 1000-56110

DEPARTMENT DESCRIPTION: Weld County's financial support to the twenty senior centers throughout the county.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	19,000	28,500	28,500	40,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 19,000	\$ 28,500	\$ 28,500	\$ 40,000
Revenue	0	0	0	0
Net County Cost	\$ 19,000	\$ 28,500	\$ 28,500	\$ 40,000
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Recommended budget of \$28,500 is the same as 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: The Board increased the funding for each of the twenty senior center to \$2,000 per year for a total of \$40,000.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: WASTE WATER MANAGEMENT

BUDGET UNIT TITLE AND NUMBER: Waste Water Management - - 1000-56120

DEPARTMENT DESCRIPTION: County assessment for North Front Range Water Quality Planning Association for waste water management, and Big Thompson Watershed Forum.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	9,215	10,000	10,000	10,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 9,215	\$ 10,000	\$ 10,000	\$ 10,000
Revenue	0	0	0	0
Net County Cost	\$ 9,215	\$ 10,000	\$ 10,000	\$ 10,000
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: This budget is the same as 2018 for the North Front Range Water Quality Planning Organization (NFRWQPO) (\$9,000), and the Big Thompson Watershed Forum (\$1,000).

Membership for the Little Dry Creek Watershed Group (\$6,000) is included in the Budget Unit account 1000-31100-6340 budget, since it involves drainage issues and not water quality.

FINANCE/ADMINISTRATION RECOMMENDATION: The last two years the Big Thompson Watershed Forum has requested \$2,000, but the Board only agreed to pay \$1,000 again in 2018 with the understanding the Board would evaluate whether to fund anything in the future, since Weld County has no water shares and is not really a stakeholder in Big Thompson Watershed. Policy issue.

BOARD ACTION: Board approved the full \$10,000 for the budget, but decided that they would no longer fund the Big Thompson Watershed Forum.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEVELOPMENTALLY DISABLED

BUDGET UNIT TITLE AND NUMBER: Envision - - 1000-56130

DEPARTMENT DESCRIPTION: Weld County's financial support of Envision, formerly Centennial Development Services, Inc., which provides services for the developmentally disabled citizens of the county.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	48,225	38,225	38,225	38,225
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 48,225	\$ 38,225	\$ 38,225	\$ 38,225
Revenue	0	0	0	0
Net County Cost	\$ 48,225	\$ 38,225	\$ 38,225	\$ 38,225
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Requested budget of \$38,225 is the same as 2018

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: MENTAL HEALTH

North Range

BUDGET UNIT TITLE AND NUMBER: Behavioral Health - - 1000-56140

DEPARTMENT DESCRIPTION: Weld County's financial support of the North Range Behavioral Health which provides extensive mental health services to citizens in Weld County. In addition, this budget funds client treatments in Weld County Adult Treatment Court.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	221,730	228,225	241,000	241,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 221,730	\$ 228,225	\$ 241,000	\$ 241,000
Revenue	0	0	0	0
Net County Cost	\$ 221,730	\$ 228,225	\$ 241,000	\$ 241,000
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: NRBH is requesting a total of \$141,000 for crisis emergency services, outpatient counseling, withdrawal management (Detox) services, and suicide education and support services (SESS). The NRBH request is an increase of \$12,775 over the 2018 funding level.

NRBH has requested the additional funding because the need and demand for behavioral health services continues to increase. Additionally, the cost of living and necessary increases to retain appropriate staff also continues to grow. Any loss of County funds would result in many County residents going unserved with no options for comprehensive behavioral health treatment until they land in a local emergency department, the Acute Treatment Unit, Withdrawal Management Program (Detox), or the county jail.

As the community has become aware of the increased suicide rate among adults, requests for suicide prevention activities for adults have increased. The demand for SESS services has dramatically increased while their funding has remained stagnant.

\$100,000 is included for the Weld County Adult Treatment Court program to treat clients in with alcohol, drug and other substance abuse issues. In 2016, the county and courts developed an ongoing MOU for this arrangement.

MENTAL HEALTH (CONTINUED) 1000-56140

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval of the NRBH request for \$141,000. Based upon the community needs as seen in our county jail for mental health services, and the growing suicide rate the coroner has been reporting the additional funding seems justified.

The \$100,000 for Weld County Adult Treatment Courts is recommended. The program is very cost effective in helping individual get their lives together and avoid jail.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: CHILD ADVOCACY CENTER

BUDGET UNIT TITLE AND NUMBER: A Kid's Place - - 1000-56150

DEPARTMENT DESCRIPTION: Funds a facility for interviewing and providing services to young victims of child abuse and non-offending family members.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	0	0	0	0
Contra Account	0	0	0	0
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: This program is now funded in the Social Services budget under Child Welfare, since the usage justifies Social Services paying 100%.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend continuing to fund this program in the Social Services budget under Child Welfare in 2019, since the usage justifies Social Services paying 100%.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Retirement Transfer - - 1000-56160

DEPARTMENT DESCRIPTION: Central budget unit for the transfer of administrative costs for Weld County Retirement Plan.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: This unit is for the transfer to the Weld County Retirement Plan Fund for the administrative costs of the program. With the underfunding of the Weld County Retirement Plan the Board decided to reimburse the Retirement Fund for the administrative costs of the plan. The administrative costs include the investment fees and other administrative costs. Annually the costs are approximately \$1,000,000. The County stopped paying the fees in the 1980's. From 2011-2015 the General Funds made substantial contributions to repay the Retirement Fund for the past administrative costs. As a result as of December 31, 2015, the Weld County Retirement Plan was fully funded under the new accounting rules of GASB 67 and 68. The level of funding for this purpose can be reduced in years where the property tax revenues from oil and gas fluctuate downward and when the retirement fund is fully funded. Due the retirement plan being totally funded no contribution is required in the 2019 budget.

The investment rate assumption will be reduced to 6.50% for December 31, 2018. As funds are available the county should consider funding the retirement plan to reduce the investment rate assumption from 6.50% to 6.00% over time, which is more realistic based upon projected investment returns.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: TRANSFERS

BUDGET UNIT TITLE AND NUMBER: Human Services Transfer - - 1000-56160

DEPARTMENT DESCRIPTION: General Fund contribution to Area Agency on Aging Program (Human Services Budget).

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	12,351	12,351	12,351	12,351
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 12,351	\$ 12,351	\$ 12,351	\$ 12,351
Revenue	0	0	0	0
Net County Cost	\$ 12,351	\$ 12,351	\$ 12,351	\$ 12,351
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: The transfer to the Human Services Fund of \$12,351 is for the Area Agency on Aging Administration match.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Human Services Fund.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: TRANSFERS

BUDGET UNIT TITLE AND NUMBER: Health Department Transfer - - 1000-56160

DEPARTMENT DESCRIPTION: General Fund contribution to Health Department operations.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	4,869,653	5,089,441	5,441,633	5,441,633
Capital	0	0	0	0
Gross County Cost	\$ 4,869,653	\$ 5,089,441	\$ 5,441,633	\$ 5,441,633
Revenue	0	0	0	0
Net County Cost	\$ 4,869,653	\$ 5,089,441	\$ 5,441,633	\$ 5,441,633
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: See Health Fund for details.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Health Fund.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Economic Development - - 1000-60200

DEPARTMENT DESCRIPTION: General Fund Department used to fund the County's economic development program through the Upstate Colorado Economic Development (Upstate Colorado), a public/private non-profit organization. Starting in 2009, the County began contributing to the East Colorado Small Business Development Center (SBDC), in addition to Upstate Colorado Economic Development.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	196,703	165,000	165,000	165,000
Gross County Cost	\$ 196,703	\$ 165,000	\$ 165,000	\$ 165,000
Revenue	74,980	0	0	0
Net County Cost	\$ 121,723	\$ 165,000	\$ 165,000	\$ 165,000
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: East Colorado Small Business Development Center (SBDC) has requested \$65,000, same as 2018. Upstate Colorado requested \$150,000, same as 2018. Upstate wishes to continue the additional \$50,000 for the succession programing started in 2018 for the next 3-5 years. The additional amount above the base funding level of \$100,000 will assist in staffing overlap.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval of both the SBDC funding of \$65,000, and the base funding for Upstate for \$100,000 being funded in this budget unit. It is recommended that the Upstate \$50,000 for succession planning come out of the Economic Development Trust again in 2019, like it did in 2018.

BOARD ACTION: Approved as recommended.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See County's overall Economic Development goals in the Strategic Plan Section of the Budget Message.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Building Rents - - 1000-60300

DEPARTMENT DESCRIPTION: General Fund Department used to fund lease/purchase contracts for county buildings.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Budget reflects the County's debt service on any long-term debt and/or lease purchase debt in any given year. With the payoff of the correctional facilities' Certificates of Participation (COP), as of August 1, 2007, Weld County has no long-term debt or long-term lease obligations.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

LEASE-PURCHASE AGREEMENTS

The following supplemental data regarding lease-purchase agreements involving real property is required under Section 29-1-104(2)(d), C. R. S., 1973:

- | | | |
|----|---|--------|
| A. | The total amount to be expended during the ensuing fiscal year for payment obligations under all lease-purchase agreements involving real property | \$ -0- |
| B. | The total maximum payment liability of the local government under all lease-purchase agreements involving real property over the entire terms of such agreements, including all optional renewal terms | \$ -0- |
| C. | The total amount to be expended during the ensuing fiscal year for payment obligations under all lease-purchase agreements other than those involving real property | \$ -0- |
| D. | The total maximum payment liability of the local government under all lease-purchase agreements other than those involving real property over the entire terms of such agreements, including all optional renewal | \$ -0- |

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Non-Departmental - - 1000-90100

DEPARTMENT DESCRIPTION: Central budget unit containing county-wide costs that are not allocated to program budgets, e.g. training, audit fees, etc.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	158,647	70,000	70,000	70,000
Purchased Services	614,128	449,127	464,087	464,087
Fixed Charges	21,031	120,000	175,000	175,000
Gross County Cost	\$ 793,806	\$ 639,127	\$ 709,087	\$ 709,087
Revenue	103,292,452	103,493,194	107,383,394	105,908,308
Net County Cost	\$ - 102,498,646	\$ - 102,854,067	\$ - 106,674,307	\$ - 105,199,221

SUMMARY OF CHANGES: The expense side of this budget is up \$69,960 from 2018. Memberships and dues are down \$400, and phone costs are down \$5,000. Professional services are up \$20,360 for recruitment testing, and training has been increased \$55,000 to fund additional staff training and managerial training per the staff development initiative in the 2019 budget.

Revenues are up \$2,415,115 over the current year. Property taxes are budgeted at \$96,488,601 up \$3,387,550. Revenue from interest earnings are up \$1,500,000 at \$3,500,000 for 2019. Fines are up \$2,000, and cable fees are up \$5,000. Rents from Buildings total \$555,288 from Social Services (\$166,234), Award Alliance (\$16,800), Community Corrections Building (\$296,616), ambulance station (\$5,200) and Fredrick library building lease/purchase (\$70,438). Recovery of indirect costs is \$4,512,619, and revenues from Urban Renewal Authorities (URA) are budgeted at \$238,270 for Brighton URA, \$9,584 for the Erie URA, \$15,957 from Fort Lupton, \$124,120 from Mead, and \$89,116 for South Firestone URA. Other smaller revenues are stable with little change. Total revenues are \$105,908,308.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. \$16,900 is funded for the MPO membership to DRCOG. It is a policy issue if the Board wishes to budget this in the 2019 budget, since at a work session held on January 16, 2018 the Board decided not to pay the DRCOG dues for 2018.

BOARD ACTION: Expenses approved as recommended. Board left the \$16,900 for DRCOG in the budget but will decide in 2019 whether to pay it in 2019. Urban Renewal Authorities were adjusted to final assessed valuations. Final revenues from Urban Renewal Authorities (URA) are budgeted at \$238,270 for Brighton URA, \$9,584 for the Erie URA, \$15,957 from Fort Lupton, \$124,120 from Mead, and \$89,116 for South Firestone URA. Final property tax was adjusted by \$142,210 due to final assessed valuation and moving \$1,000,000 in property tax to the Capital Fund. No other revenue changes.

Tax incentives were approved for Specialty Products (\$1,183), Vestas (\$27,608), Norfork Steel (\$2,857), Carestream (\$4,984), Boulder Scientific (\$2,409), Advance Forming Technology (\$2,604), Agrium (\$750), and Rocky Mountain Waterjet (\$996), for a total of \$43,391.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Retiree Health Insurance - - 1000-90120

DEPARTMENT DESCRIPTION: Central budget unit to account for the costs for retiree health benefits.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Beginning January 1, 2007, in accordance with GASB 45, employers must account for the actuarial cost of post-employment benefits paid to retirees. Weld County's only program outside of the retirement program is the payment of health insurance benefits to retirees. Under GASB 45 an estimated actuarial amount is needed to be reserved to recognize the cost of the benefit in periods related to when services are received by the employer (Weld County). However, with the changes described below, funding is no longer needed in this budget unit. Based upon the reserve amount in the Other Post Employment Benefits (OPEB) Trust and the amount paid out each year for active retirees in department budgets, the reserve requirement is being met.

FINANCE/ADMINISTRATION RECOMMENDATION: On July 21, 2010, the Board amended the Other Post Employment Benefits (OPEB) Plan to stop coverage for any eligible retiree, effective June 30, 2012, that did not have a signed retiree health agreement as of July 21, 2010. This change was in response to the passage of the Patient Protection and Affordable Care Act (PPACA) creating gap insurance coverage for early retirees through state insurance exchanges, effective January 1, 2014. Retirees impacted can obtain insurance coverage under COBRA from July 1, 2012, to January 1, 2014. As a result of this Board action, the OPEB Plan was fully funded, as of 2012, and no longer requires additional contributions.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: COMMUNITY AGENCY GRANTS

BUDGET UNIT TITLE AND NUMBER: Community Agency Grants - - 1000-90150

DEPARTMENT DESCRIPTION: Weld County's financial support to community agencies that do not fit under a specific county program.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	35,737	40,737	149,383	40,737
Gross County Cost	\$ 35,737	\$ 40,737	\$ 149,383	\$ 40,737
Revenue	0	0	0	0
Net County Cost	\$ 35,737	\$ 40,737	\$ 149,383	\$ 40,737
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Funding is included for the following community agencies:

<u>AGENCY</u>	<u>PRIOR YEAR</u>	<u>REQUEST</u>	<u>RECOMMEND</u>	<u>FINAL</u>
Promises for Children	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
211 Information and Referral	25,000	40,000	25,000	25,000
Youth and Family Connection	0	68,646	0	0
1451 Collaboration Management	0	0	0	0
Catholic Charities	0	0	0	0
Greeley Transitional House	0	0	0	0
A Woman's Place	0	0	0	0
Weld's Way Home	5,000	25,000	5,000	5,000
RSVP	0	5,000	0	0
Audio Information Network	5,737	5,737	5,737	5,737
Total	<u>\$40,737</u>	<u>\$149,383</u>	<u>\$40,737</u>	<u>\$40,737</u>

FINANCE/ADMINISTRATION RECOMMENDATION: This budget unit consolidates community agencies with requests that do not fit under a specific program. The following is the recommendation for each agency:

Promises for Children. The Board, in May, 2004, made a commitment to fund this program along with other partners in the community. A request for \$5,000 was made. This is the same as 2018. Recommend approval. *Final funding \$5,000.*

211 Information and Referral program has requested \$40,000 for the 211 information and referral system operated by United Way. This is an increase of \$15,000 over the 2018 funding level of \$25,000. The recommended budget includes base level funding of \$25,000. Increase in funding is a Board policy issue. *Final funding \$25,000.*

COMMUNITY AGENCY GRANTS (CONTINUED) 1000-90150

FINANCE/ADMINISTRATION RECOMMENDATION (Continued):

Audio Information Network of Colorado (formerly Radio Reading Service of the Rockies) has requested \$5,737 to provide radio reading services for the visually impaired in Weld County. This is the same as 2018. Recommend approval. *Final funding \$5,737.*

Youth and Family Connections (YFC) is requesting a total \$68,646. \$31,323 is Weld County's share of law enforcement support from the Sheriff. To have better accountability for the services requested and management of the services the Sheriff will budget any funds for this service in his budget, if he desires the services. The Sheriff after discussion with the YFC Director determined there were not identifiable services the Sheriff wished to fund in his budget. *No funding.*

\$37,323 is requested for the Direct Services Case Management, High Fidelity Wraparound Support, and Systems Navigation services. Again, to have better accountability for the service request and management of the service Human Services would budget any funds for this service in the Human Services budget. Human Services is declining funding since none of the current participants are child welfare clients. If the department does put a youth into this service, it will reimburse for the cost of his/her participation.

Therefore, no funds are in this budget for either service. *No funding.*

Collaborative Management Program (formerly the Interagency Oversight Group) this will be funded in Social Services Fund. No funding from Social Services for state FY 2018-2019 due to lack of a signed MOU among mandated partners. *Funded in Social Services Fund.*

Homeless Shelters have not been funded in the past by General Fund dollars. Catholic Charities, A Woman's Place, and Greeley Transitional House did not request General Fund monies for 2019. Human Services has been doing a \$20,000 program with a voucher process through CSBG for the shelters. If the homeless shelters are funded it should be by a Human Services allocation of CSBG dollars as vouchers to clients or other Human Services program funds. Recommend no General Fund funding. Social Services may fund with CSBG funds, if funds are available. *Funded with CDBG funds.*

Weld's Way Home has requested \$25,000 for 2019. In 2018 the county funded \$5,000. The funding would be for the Weld's Way Home (WWH) effort, which is a long-term countywide strategic plan to address homelessness and housing instability. WWH does not intend to offer direct services; instead they aim to support and expand the capacity of the expert service provider already addressing this challenge in Weld County. Funding is a policy issue for the Board. *Final funding \$5,000.*

RSVP has requested \$5,000 for 2019. Board funded the \$5,500 request on a one-time basis in 2015 only. The funding is to help the agency with increased costs associated with service provided seniors in the community. Funding is a policy issue for the Board. *No funding.*

BOARD ACTION: See notes for each agency regarding funding in *italics*. No change.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: Treasurer

BUDGET UNIT TITLE AND NUMBER: Weld County Bright Futures - 1000-90160

DEPARTMENT DESCRIPTION: This budget unit administers the Weld County Bright Futures Program and the donations and tax credits that support it. The program offers student grants from donations to eligible Weld County high school graduates, students earning GEDs and veterans pursuing post high school education or training. Under SB 15-82 the County is authorized to allow the use of county property tax incentive payments or credits to taxpayers contributing to the program for workforce development.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 42,236	\$ 38,544	\$ 38,544	\$ 40,181
Supplies	18,948	18,500	18,500	18,500
Purchased Services	54,875	122,498	122,498	122,498
Fixed Charges	250,316	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 366,375	\$ 179,542	\$ 179,542	\$ 181,179
Revenue	0	0	0	0
Net County Cost	\$ 366,375	\$ 179,542	\$ 179,542	\$ 181,179
Budgeted Positions	2	2	2	2

SUMMARY OF CHANGES: No change, except final budget adjustments include an increase in salaries of \$1,637. Treasurer's staff will continue the administrative function, and Upstate Colorado will be doing the marketing and fundraising function for the same contract amount of \$116,498 in 2019.

No funding is included in the General Fund for student grants. If funding is required for the student grants the amount should come from the Economic Development Trust Fund for one more year. The exact amount of ongoing financial support will depend upon what impacts the changes being made for the 2018-2019 academic year will make, such as limiting grants to \$2,000 per year, last dollar in for financial assistance versus first dollar, and limiting payment to only students attending institutions in Colorado and adjacent states.

FINANCE/ADMINISTRATION RECOMMENDATION: Funding level for administration, and funding level for student grants is a policy issue for the Board.

BOARD ACTION: Approved as recommended. The Board approved to fund the student grants for a funding plan presented for 2019-2023. The 2019-2023 funding plan for \$15,000,000 in student grants will be financed with \$3,000,000 from the Economic Development Trust Fund, \$7,000,000 from the Bright Futures Tax Rebate Trust Fund, \$1,000,000 from COSI grants, and \$4,000,000 from donations. This plan will allow for a five-year period of stable funding for the program.

**BRIGHT FUTURES
(CONTINUED)
1000-90160**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Students in Program	1,359	2,394	1,600
Investments	\$3.34M	\$6.00	\$3.00M
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.66	0.63	0.61
Per capita administrative expenditure	\$1.20	\$0.57	\$0.56
Per capita student grant expenditure	\$10.96	\$19.03	\$9.21

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: EXTENSION SERVICES

BUDGET UNIT TITLE AND NUMBER: Extension - - 1000-96100

DEPARTMENT DESCRIPTION: Provide adults and 4-H youth with unbiased, research-based education for agricultural, environmental, and consumer issues.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 308,774	\$ 338,463	\$ 475,246	\$ 357,324
Supplies	4,166	6,300	10,300	6,300
Purchased Services	28,195	42,400	48,400	42,400
Fixed Charges	542	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 341,677	\$ 387,163	\$ 533,946	\$ 406,024
Revenue	0	0	0	0
Net County Cost	\$ 341,677	\$ 387,163	\$ 533,946	\$ 406,024
Budgeted Positions	11.00	11.75	14.375	12.375

SUMMARY OF CHANGES: The Weld County Extension Advisory Council and Extension staff developed a strategic plan to expand 4-H programming and participation in Weld County. This plan addresses concerns expressed by the Council that 4-H programming was reaching only about six percent (6%) of youth in the county who are 4-H aged (5-18). In developing this plan, discussions were held with other youth-serving organizations in the county to gain input and perspective of the need for more positive youth development opportunities in Weld County. The plan recommends the addition of two (2) FTE 4-H Program Associates (\$116,971) who will work from within their communities to grow 4-H community clubs, members, and volunteers, and to substantially increase outreach activities, including STEM based out-of-school, school enrichment, and other community based activities. Increases in Supplies (\$4,000) and Purchased Services (\$6,000) for mileage and travel to support these positions are also included.

Also in Personnel Services, the addition of \$19,812 for a .5 FTE, Weld Colorado Master Gardener (CMG) Coordinator was added (includes benefits). The Coordinator position will support the Horticulture/Agriculture Extension Agent in general and clerical management duties of the CMG program, allowing the Agent to focus on educational programming and customer service. The demand for CMG information, and the size of the CMG volunteer base and activities has grown significantly. The addition of the Coordinator position will allow the Extension Agent to focus on the educational programs and technical assistance requests she receives.

Final budget adjustments include a decrease in salaries of \$951.

FINANCE/ADMINISTRATION RECOMMENDATION: Funds for the 2.625 FTE are included. However, it is a policy issue for the Board as to whether to expand both the 4-H program and the Master Gardener program in accordance with the recommendation of the Weld County Extension Advisory Council.

EXTENSION SERVICES (CONTINUED) 1000-96100

BOARD ACTION: Board did not approve the two 4-H Program Associates. The Board felt it was a program expansion into area other non-profit organizations in the community are already providing, such a Boys and Girls Clubs, Scouts, etc. The \$4,000 for supplies, and \$6,000 for mileage associated with the 4-H positions was also deleted from the budget. All other items were approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
4-H enrollment	942	1,000	1,000
4-H outreach	3,000	4,000	5,000
Master Gardener contacts	4,103	1,500	5,000
Master Gardener Volunteer Hours	2,296	2,000	2,500
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.361	.373	.389
Per capita cost (county support)	\$1.12	\$1.23	\$1.24

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: This Budget Unit's goals and objectives are part of a separate CSU Extension's published document available through Colorado State University.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: EXTENSION SERVICE

BUDGET UNIT TITLE AND NUMBER: County Fair - - 1000-96200

DEPARTMENT DESCRIPTION: To organize, plan, and administer the annual County Fair.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 85,772	\$ 84,312	\$ 84,312	\$ 84,701
Supplies	3,347	147,850	20,000	20,000
Purchased Services	55,661	78,995	68,995	68,995
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 144,780	\$ 311,157	\$ 173,307	\$ 173,696
Revenue	0	0	0	0
Net County Cost	\$ 144,780	\$ 311,157	\$ 173,307	\$ 173,696
Budgeted Positions	1.25	1.25	1.25	1.25

SUMMARY OF CHANGES: In 2018, Supplies included additional funds to purchase new livestock panels for the Livestock Building at Island Grove Park. With this purchase complete, this line item is being reduced back to \$20,000, with the intent that this is an annual contribution towards capital improvements. Any unused funds will be carried forward for use in future years.

Purchased services is reduced \$10,000 as that was a one-time contribution in 2018 towards the 100th Anniversary Fair.

It should be noted that the Purchased Services expenses represent a fraction of the total annual operational costs of the Fair. The Fair Coordinator and Fair Board members work to raise contributions, both in-kind and cash donations, that amount to approximately \$125,000 annually.

Final budget adjustments include an increase in salaries of \$389.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

COUNTY FAIR (CONTINUED) 1000-96200

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Exhibits registered	5,000	5,000	5,000
Exhibitors registered	1,500	1,500	1,500
Attendees	37,000	48,255	48,000
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.0410	.0396	.0384
Per capita cost (county support)	\$0.475	\$0.97	\$0.53

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: BUILDINGS AND GROUNDS

BUDGET UNIT TITLE AND NUMBER: Veterans Services - - 1000-96400

DEPARTMENT DESCRIPTION: Provides all types of services to veterans of Weld County.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 159,200	\$ 220,802	\$ 240,039	\$ 240,039
Supplies	9,657	3,000	3,500	3,500
Purchased Services	8,199	12,500	14,450	14,450
Gross County Cost	\$ 177,056	\$ 236,302	\$ 257,989	\$ 257,989
Revenue	18,282	24,232	29,400	29,400
Net County Cost	\$ 158,774	\$ 212,070	\$ 228,589	\$ 228,589
Budgeted Positions	2.0	3.0	3.0	3.0

SUMMARY OF CHANGES: Budget is up \$21,687 primarily due to the mid-year restructuring approved by the Board to upgrade an Office Tech II to a Veterans Services Officer at a cost of \$19,237. Supplies are up \$500 for computer software and attachments. Purchased Services are up \$1,950 for travel for mandatory training (\$1,500), and contract payments to cover the annual fee for three staff to have access to the VetraSpec system at the Veteran's Administration (\$1,350). Those increase were offset by a decrease in phone costs of \$900.

Revenues were increased to \$2,450 per month or \$29,400 for the year from the state for a portion of one Veteran Service Officer's salary per state statute.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Active files	3,747	3,200	3,800
Office visits	5,925	6,400	6,000
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.066	0.095	0.092
Per capita cost (county support	\$0.521	\$0.673	\$0.702

VETERANS SERVICES

(CONTINUED)

1000-96400

Goal VS1: Perform as advocate for Veterans and dependents seeking Service Connected Disability Compensation and Non-Service Pension claims				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
Obtain the appropriate claim outcome for the veterans documented conditions	Ensure accurate submission of claim applications that include proper supporting documents	100%	100%	100%

Goal VS2: Assist veterans and dependents enroll in Veterans Administration health care				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
Register eligible veterans in the VA health care system	Accurately complete appropriate VA health care applications along with supporting credentials	100%	100%	100%

Goal VS3: Provide education assistance and burial and survivor benefits for veterans and dependents services				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
Veteran and/or dependents received education, burial and survivor benefits they are entitled	Obtain and submit appropriate credentials to support entitlement applications	100%	100%	100%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Island Grove Building - - 1000-96500

DEPARTMENT DESCRIPTION: Maintenance for the Island Grove Park Community Building (Event Center).

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	95,557	174,340	174,340	174,340
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 95,557	\$ 174,340	\$ 174,340	\$ 174,340
Revenue	0	0	0	0
Net County Cost	\$ 95,997	\$ 174,340	\$ 174,340	\$ 174,340
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: The Event Center's proposed budget for 2019 is \$509,681, which is the same as 2018. Revenue from rents and facility use fees for 2019 will remain at \$201,000. The County payment for the Event Center is proposed to be \$154,340, which is also the same as 2018. Historically, when the final costs are reconciled with the City of Greeley at the end of the year the amount paid by the county is less than budgeted.

In addition, \$20,000 is being budgeted by both the county and City of Greeley to begin a five year replacement program for the HVAC units. Therefore, the total 2019 county cost is \$174,340.

The City of Greeley will also contribute \$174,340 for 2019, per the intergovernmental agreement between Weld County and the City of Greeley for the operation of the facility.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Asset and Resource Management - - 1000-96600

DEPARTMENT DESCRIPTION: Funds costs associated with the management of county property assets and leases.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	3,116,802	3,666,040	3,476,133	3,476,133
Fixed Charges	366,680	520,050	1,553,868	1,553,868
Capital	0	0	0	0
Gross County Cost	\$ 3,483,482	\$ 4,186,090	\$ 5,030,001	\$ 5,030,001
Revenue	0	0	0	0
Net County Cost	\$ 3,483,482	\$ 4,186,090	\$ 5,030,001	\$ 5,030,001
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: This budget consolidates the funding of costs associated with the management of county property assets and leases. \$65,000 for engineering for water rights on gravel pits, and \$45,492 for water right assessments owned by the county. \$508,376 is funded for the leases of county assets. \$3,411,133 is funded for depreciation of county assets. \$1,000,000 is being transferred to the Fleet Services Funds for new equipment.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: In the final budget due to the grader lease bids being higher \$47,280 was moved to the equipment rental line item from the transfer to Fleet Services Funds for new equipment line item. Net change in the budget was zero. Otherwise the budget approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: GENERAL FUND CONTINGENCY

BUDGET UNIT TITLE AND NUMBER: Contingency - - 1000-99999

DEPARTMENT DESCRIPTION: Funds to cover reasonably unforeseen expenditures. In the proposed budget, this includes appropriations for points of issue.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 1,706,454	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 0	\$ 0	\$ 1,706,454	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 1,706,454	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Budget reflects a 15% decrease in health insurance costs. This means that over the last five years health insurance costs are down 11.8%. 2019 salary increases are a policy issue for the Board, but there are funds for step increases due to employees in 2019 and 3.0 percent contingency salary amount included in this budget. There are no other benefit changes. The cost for 2019 is \$1,105,194.

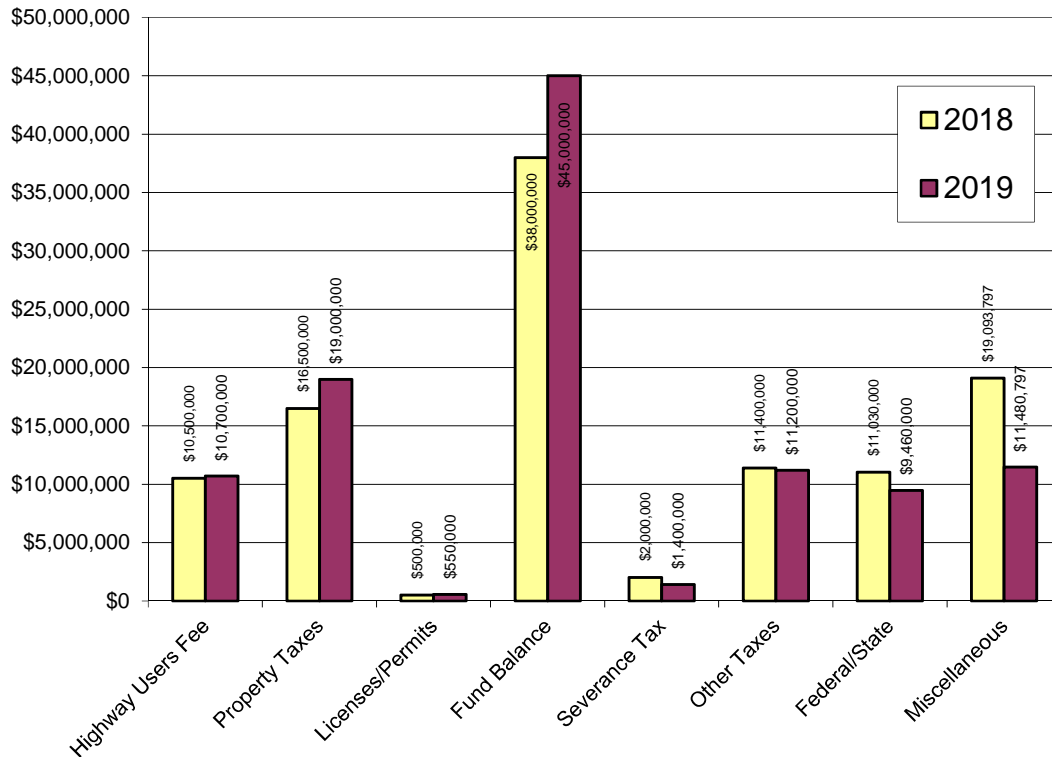
There is an additional 2.5% increase for a total of 5.5% at a cost of \$601,260 for all Sheriff deputy and correctional officer career positions to remain competitive with other law enforcement agencies in the area. The strategy would be to do 5% salary increases in 2019, 2020 and 2021 to bring the positions to a more competitive level for recruitment and retention of law enforcement positions in Weld County.

FINANCE/ADMINISTRATION RECOMMENDATION: Salary adjustment amount is a Board policy issue.

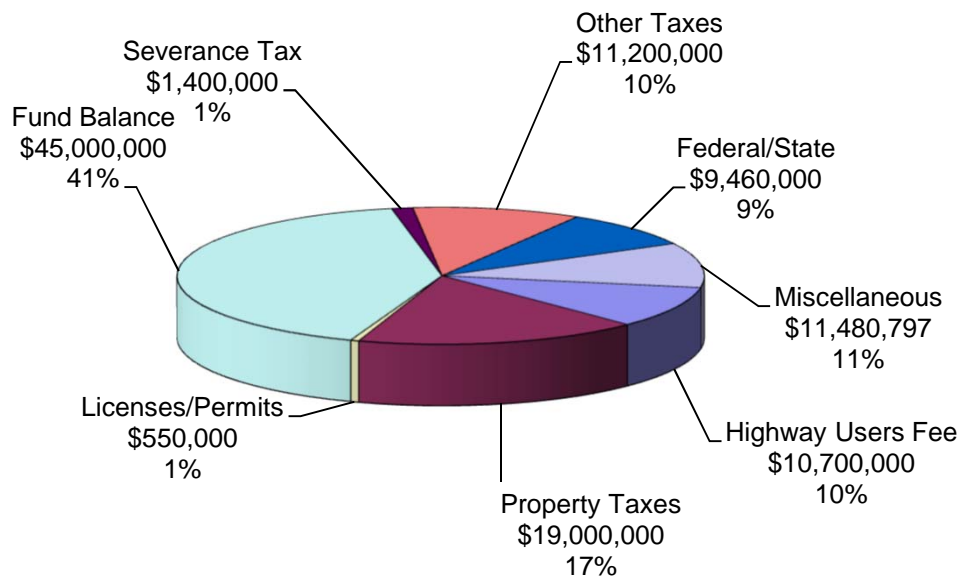
BOARD ACTION: Approved as recommended, including the 5.5% for all Sheriff deputy and correctional officer career positions to remain competitive with other law enforcement agencies in the area.

PUBLIC WORKS

Revenue Changes

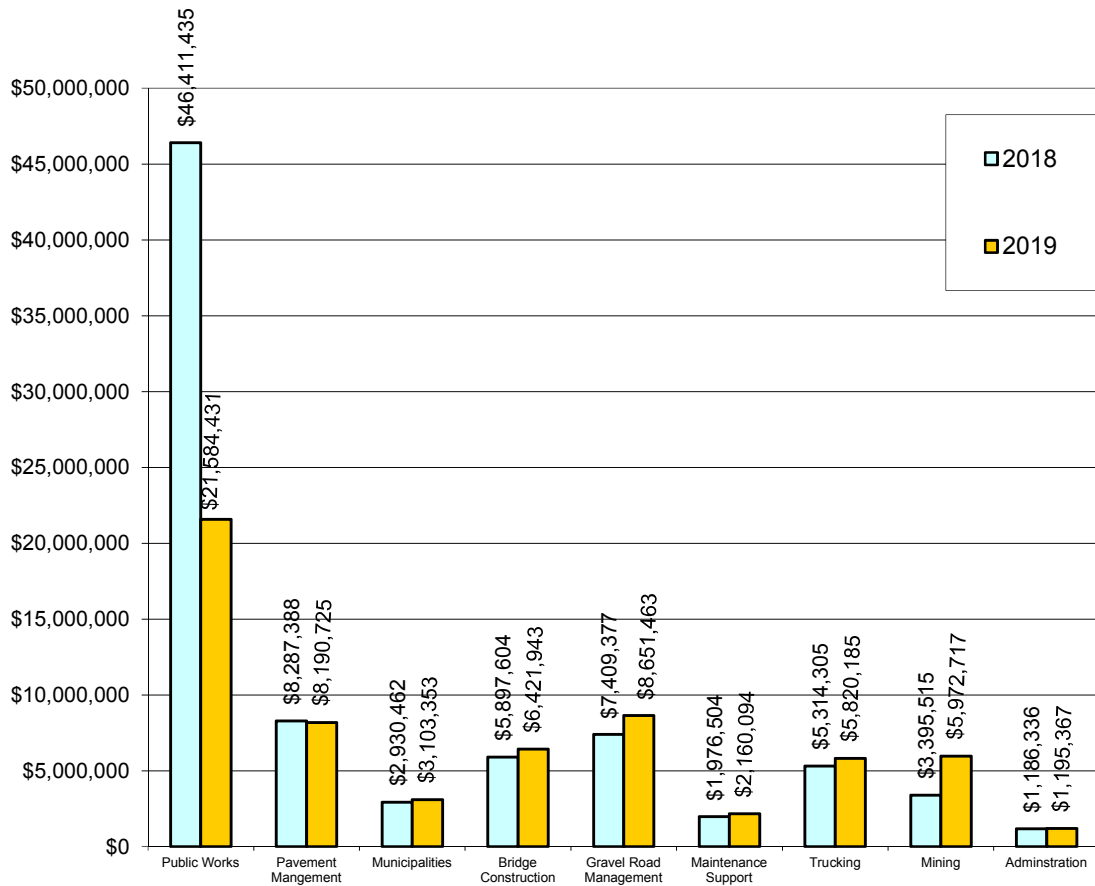
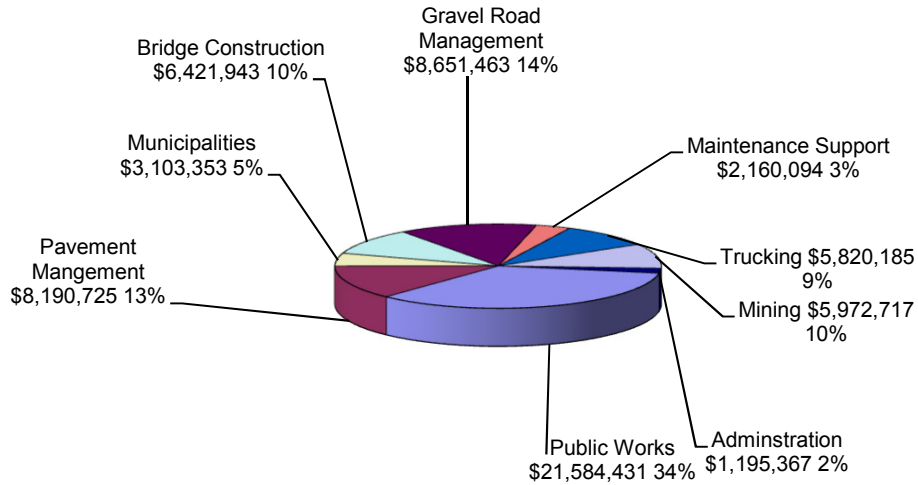


2019 Revenue Total \$108,790,797 (2018 \$109,173,797)



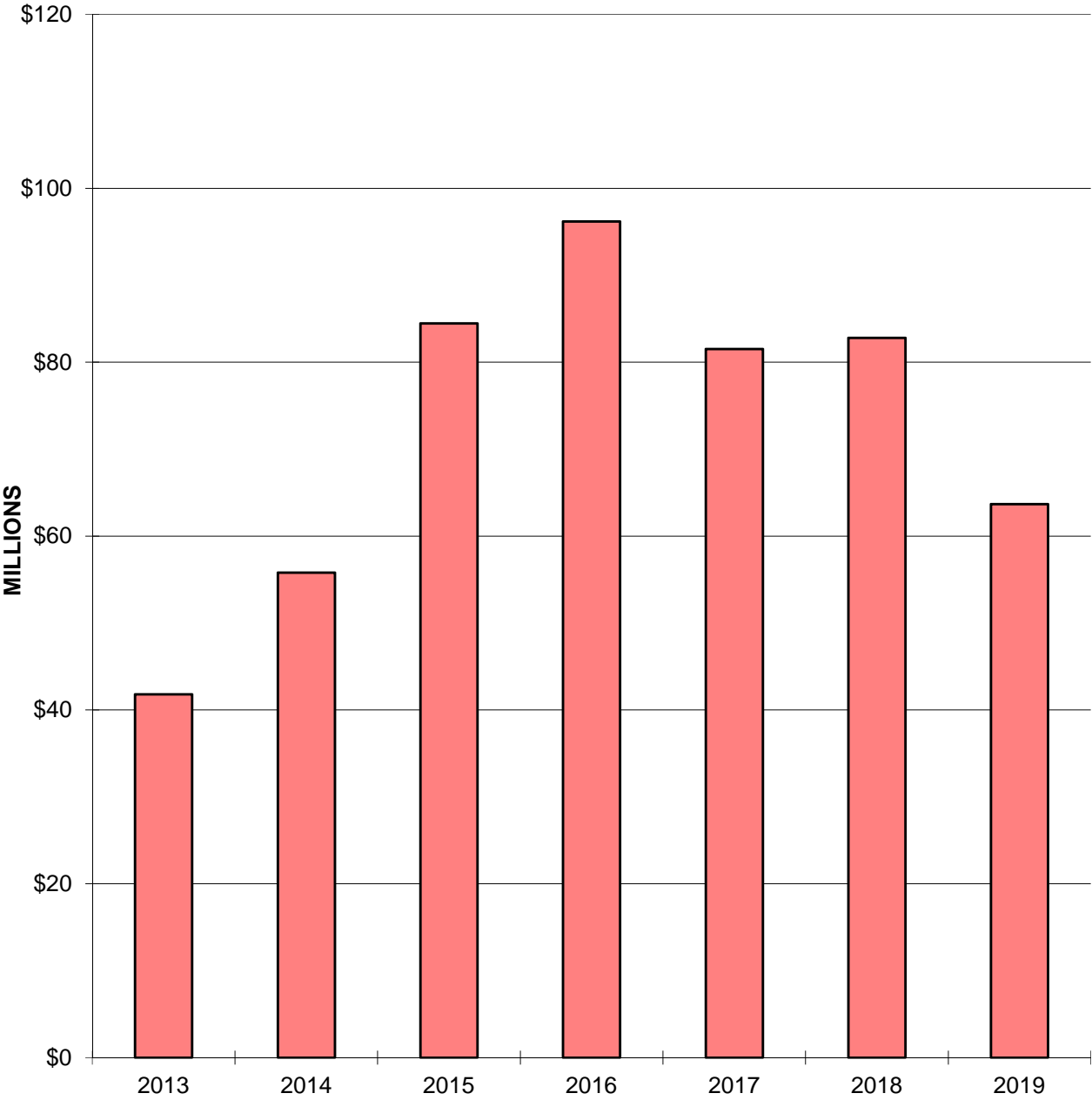
PUBLIC WORKS 2019 EXPENDITURES

Total \$63,100,278 (2017 \$82,808,926)



SEVEN YEAR TREND

Public Works



PUBLIC WORKS FUND SUMMARY

The Public Works Fund records all costs related to Weld County road and bridge construction and maintenance. This fund is also utilized for allocation of monies to cities and towns for use in their road and street activities. The resources for 2019 total \$108,790,797, which includes a fund balance of \$45,000,000, in addition to the revenue shown in the budget. Property tax is set at \$19,000,000 up \$2,500,000 from 2018. Specific ownership tax is estimated to be \$11,200,000. Total HUTF will be \$10,700,000, up \$50,000 from 2018. Permit revenues are budgeted at \$550,000. Motor vehicle registration fees are \$365,000, and grazing fees are \$500,000 due to energy development in the Pawnee Grasslands. Oil and gas revenues are \$9,500,000. The lease/purchase payment from the Hoekstra Pit is \$215,797. There is \$200,000 from Solid Waste for paving CR 28, and \$100,000 reimbursement from the Town of Mead for CR 13 paving.

Federal mineral lease revenues are \$1,100,000 due to the creation of the Weld County Federal Mineral Lease District. The federal mineral lease revenue will flow through the new district and then Public Works will apply to the district for the funding of projects. In 2019, the district is funding \$1,000,000 in oil and gas haul route projects. PILT is budgeted at \$40,000 with the Federal Mineral Leasing District funding change.

Other revenues from grant project reimbursements total \$8,920,000. There are Energy Impact Assistance grants of \$3,600,000 with \$3,000,000 for the Tier 2 projects and \$600,000 for three Tier 1 projects. There are two state grants to finish Bridge 44/33A for \$100,000 and Bridge 68/59A for \$50,000. There is one flood project grant for Bridge 53/58A \$3,770,000. There is NFRMPO funding of \$1,000,000, and UFRMPO funding of \$400,000. Severance tax is budgeted at \$1,400,000. In accordance with the policy adopted by the Board of County Commissioners in 2010, the severance tax revenue is budgeted at a five-year leveling average due to the fluctuations of the revenue created by the price and production levels of oil and gas commodities.

The budgeted appropriations for Public Works in 2019 total \$63,100,278 down \$19,708,648 primarily due the completion of the construction of the Weld Parkway (WCR47 and 49) in 2018. Municipal share back is funded at \$3,103,353. 2019 salary increases are for step increases due to employees, and a 3.0 percent cost of living salary adjustment in this budget for a total of \$654,542.

Other Public Works budget unit is budgeted at \$21,584,431 based on the Capital Improvement Plan (CIP). Personnel Services are up a total of \$254,357 for five additional seasonal workers (\$205,222) and \$49,135 for cost of living for 52 seasonal employees. Purchased Services decreased \$25,350,461 primarily due to the completion of the construction of the Weld Parkway (WCR 47 and 49) in 2018. There is \$4,700,000 for the CR34/CR13 project, and \$1,506,654 for the joint project for CR 37/SH 52. \$4,000,000 for CR 29 from SH 15 to CR90. \$3,000,000 is budgeted for the Haul Route Program (HARP). For flood related projects there is \$2,600,000 (FHWA) for Bridge 53/58A. Other contract payments are for seeding (\$50,000), low volume roads (\$2,000,000), BMP projects (\$100,000), \$200,000 for the design of the CR 52 connector, \$90,000 for the Poudre Trail, \$250,000 for the Master Pollution Prevention Plan, \$200,000 for Weld Parkway maintenance, and bridge rehabilitation (\$275,000). Fixed Charges total \$920,000 for rights-of-way funded at \$50,000, and \$870,000 for a CDOT project for Bridge 44/33A.

Trucking is up \$350,000 to increase the number of weeks the contract trucks will be required to haul. Mining operations increased \$2,497,973 for the purchase of surface gravel, and crushing at the Hokestra Pit, and the North Pierce Diversion Channel. Gravel Road Management operations are up \$996,508 primarily due to dust palliative material costs, the addition of four positions and vehicles to increase road maintenance due to growth and energy traffic. Bridge Construction is up \$388,394 primarily due to increased tonnage and material costs. Pavement Management is

down \$196,188 due to reduced material costs offset by increases for four positions and equipment to create a concrete crew to maintain the Weld Parkway. Other operating budgets for road and bridge maintenance are funded at near the 2018 funding level. With some operational economies to offset some of the inflationary costs, the current service level should be able to be maintained with the funding recommended.

While the growth in the County's assessed value and economic stimulus of the energy industry in Weld County has been positive, the downside is the County has had to add significant resources to the Public Works budget over the last few years to accommodate heavy hauling traffic, address safety issues, and improve roads impacted by the oil and gas industry's heavy hauling on county roads due to new exploration. A five-year Public Works Capital Improvement Plan will continue to be updated annually and will ensure a fair and reasonable determination of project priorities in accordance with the County's overall transportation needs, especially in dealing with the impact of energy development in the County. As oil and gas prices and production stabilize, looking forward to 2019 and beyond, the amount spent on capital projects should also be stable.

The 2019 Public Works Capital Improvements Plan is available on the County web site at http://www.co.weld.co.us/departments/public_works/index.html.

CONCERNING LOCAL ACCOUNTABILITY FOR MONEY USED FOR HIGHWAY PURPOSES

In accordance with Section 29-1-110, C.R.S., 1973, at a public hearing on the budget, Weld County must discuss the proposed use of its allocation of highway users tax fund monies and the County Public Works Fund and provide an opportunity for any elector to be heard on the expenditure of such monies for the current year and for the fiscal year governed by the proposed budget.

The proposed use of the 2019 allocation of highway user tax fund monies and county road and bridge fund are as follows:

Gravel Road Management	\$ 8,651,463
Maintenance Support	<u>2,048,537</u>
TOTAL	<u>\$ 10,700,000</u>

CONSTRUCTION BIDDING FOR STATE-FUNDED LOCAL PROJECTS

In accordance with Sections 29-1-701 through 707, C.R.S., as amended, cities or counties of 30,000 persons or more are required to bid projects over \$150,000. Local governments are required to bid competitively among private contractors for projects using Highway Users Tax Fund money (state funded projects), and are prohibited from dividing projects into two or more projects to evade provisions of the act.

"State-funded public project" means any construction, alteration, repair, demolition, or improvement by any agency of local government of any land, structure, facility, road, highway, bridge, or other public improvement suitable for and intended for use in the promotion of the public health, welfare, or safety and any defined maintenance project which is funded in whole, or in part, from the highway users tax fund and which may be reasonably expected to exceed \$150,000 in the aggregate for any fiscal year.

"Defined maintenance project" means any project that involves a significant reconstruction, alteration, or improvement of any existing road, highway, bridge, structure, facility, or other public improvement, including, but not limited to, repairing or seal coating of roads or highways or major internal or external reconstruction or alteration of existing structures. "Defined maintenance project" does not include routine maintenance activities such as snow removal, minor surface repair of roads or highways, cleaning of ditches, regrading of unsurfaced roads, repainting, replacement of floor coverings, or minor reconstruction or alteration of existing structures.

Based upon the above definitions, Weld County's Public Works 2019 budget would be allocated as follows by the above categories:

	<u>TOTAL</u>	<u>HUTF STATE</u>	<u>LOCAL/OTHER</u>
Road and Bridge Construction	\$ 6,421,943	\$ 0	\$ 6,421,943
Gravel Road Management	8,651,463	8,651,463	0
Maintenance Support	2,160,094	2,048,537	111,557
Trucking	5,820,185	0	5,820,185
Mining	5,972,717	0	5,972,717
Administration	1,195,367	0	1,195,367
Pavement Management	8,190,725	0	8,190,725
Municipalities	3,103,353	0	3,103,353
Public Works:			
Haul Route Program (HARP)	3,000,000	0	3,000,000
Part-time	1,892,177	0	1,892,177
Contract	16,692,254	0	16,692,254
TOTAL	<u>\$63,100,278</u>	<u>\$ 10,700,000</u>	<u>\$52,400,278</u>

Based upon the above allocation, Weld County is not required to competitively bid any service. However, it is anticipated that Weld County will bid out \$3,580,000 in asphalt purchases and contracts for overlays and reconstruction, chip and seal of \$1,000,000, and \$2,860,000 in surface gravel for a total of \$7,440,000 in bid projects for 2019. A major portion of the \$16,692,254 may also be contracted, which raises the potential bid project amount to \$24,132,254. Maintenance of effort requirement was eliminated by the 1994 State Legislature, effective with the 1995 budget; therefore, it is not demonstrated in this budget document.

**PUBLIC WORKS
SUMMARY OF REVENUES
2019**

Fund	Org	Acct	Account Title	2018 Budget	2019 Request	2019 Recommend	2019 Final
			TAXES				
2000	90100	4112	CURRENT PROPERTY TAXES	16,500,000	19,000,000	19,000,000	19,000,000
2000	90100	4130	SPECIFIC OWNERSHIP TAXES	11,400,000	11,200,000	11,200,000	11,200,000
2000	90100	4140	SEVERANCE TAXES	2,000,000	1,400,000	1,400,000	1,400,000
			TOTAL TAXES	29,900,000	31,600,000	31,600,000	31,600,000
			PERMITS				
2000	90100	4221	PERMITS	500,000	550,000	550,000	550,000
			INTERGOVERNMENTAL				
2000	90100	4316	GRAZING ACT	1,150,000	500,000	500,000	500,000
2000	90100	4318	PAYMENT IN LIEU OF TAXES	40,000	40,000	40,000	40,000
2000	90100	4334	HIGHWAY USER	10,650,000	10,700,000	10,700,000	10,700,000
2000	90100	4338	MOTOR VEHICLE REG	340,000	365,000	365,000	365,000
2000	90100	4340	GRANTS	14,878,000	8,920,000	8,920,000	8,920,000
			TOTAL INTERGOVERNMENTAL	27,058,000	20,525,000	20,525,000	20,525,000
			MISCELLANEOUS				
2000	90100	4640	OIL AND GAS	9,500,000	9,500,000	9,500,000	9,500,000
2000	90100	4680	OTHER	4,215,797	1,515,797	1,515,797	1,615,797
			TOTAL MISCELLANEOUS	13,715,797	11,015,797	11,015,797	11,115,797
			TOTAL PUBLIC WORKS	71,173,797	63,690,797	63,690,797	63,790,797

**PUBLIC WORKS
SUMMARY OF EXPENDITURES
2019**

Fund	Org	Expenditure Function	2018 Budget	2019 Request	2019 Recommend	2019 Final
2000	30100	ADMINISTRATION	1,186,336	1,204,000	1,204,000	1,195,367
2000	32100	TRUCKING	5,314,305	5,680,115	5,680,115	5,820,185
2000	32200	GRAVEL ROAD MANAGEMENT	7,409,377	8,405,885	8,405,885	8,651,463
2000	32300	ROAD AND BRIDGE CONSTRUCTION	5,897,604	6,285,998	6,285,998	6,421,943
2000	32400	MAINTENANCE SUPPORT	1,976,504	2,116,318	2,116,318	2,160,094
2000	32500	OTHER PUBLIC WORKS	46,411,435	21,584,431	21,584,431	21,584,431
2000	32600	MINING	3,395,515	5,974,436	5,974,436	5,972,717
2000	32700	PAVEMENT MANAGEMENT	8,287,388	8,091,200	8,091,200	8,190,725
2000	56200	CITIES AND TOWNS	2,930,462	3,373,000	3,373,000	3,103,353
2000	99999	SALARY CONTINGENCY	0	654,542	654,542	0
TOTAL PUBLIC WORKS			82,808,926	63,369,925	63,369,925	63,100,278

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Summary - - All Departments - - Fund 2000

DEPARTMENT DESCRIPTION: See individual units.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 12,930,261	\$ 14,038,755	\$ 15,531,234	\$ 15,531,234
Supplies	8,145,972	11,698,457	15,684,631	15,684,631
Purchased Services	43,264,938	56,375,814	31,189,060	30,919,413
Fixed Charges	3,168,666	695,900	965,000	965,000
Contra Expense	0	0	0	0
Capital	220,572	0	0	0
Gross County Cost	\$ 67,730,409	\$ 82,808,926	\$ 63,369,925	\$ 63,100,278
Revenue/Fund Bal.	51,244,426	66,308,926	44,369,925	44,100,278
Net County Cost	\$ 16,485,983	\$ 16,500,000	\$ 19,000,000	\$ 19,000,000
Budgeted Positions	152	153	161	161

SUMMARY OF CHANGES: See individual units.

FINANCE/ADMINISTRATION RECOMMENDATION: See individual units.

BOARD ACTION: See individual units.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Administration - - 2000-30100

DEPARTMENT DESCRIPTION: Directs the activities of Public Works, as necessary; coordinates complaints; and maintains cost accounting records on projects.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 780,027	\$ 933,825	\$ 933,825	\$ 925,192
Supplies	90,811	88,000	113,000	113,000
Purchased Services	131,913	164,511	157,175	157,175
Fixed Charges	-2,190	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,000,561	\$ 1,186,336	\$ 1,204,000	\$ 1,195,367
Revenue	0	0	0	0
Net County Cost	\$ 1,000,561	\$ 1,186,336	\$ 1,204,000	\$ 1,195,367
Budgeted Positions	8	9	9	9

SUMMARY OF CHANGES: Supplies increased by \$25,000 as Other Operating Supplies was increased to replenish vehicle first aid kits and for the purchase of diesel exhaust fluid for all Public Works divisions.

Purchased Services decreased a total of \$7,336 based on the following:

Other Purchased Services increased \$5,764 to pay for weather forecasting services; Phones increased \$3,000 based on historic costs and additional employees; Medical Services decreased \$6,000 as the number of required drug tests by the Federal Motor Carrier has been reduced; Vehicle Expense increased \$3,400 based on historic costs and vehicle costs of the Deputy Director; Repair and Maintenance Equipment decreased \$13,500 as radio purchases and accessories are handled in-house.

Final budget adjustments include a decrease in salaries and benefits of \$8,633.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

ADMINISTRATION (CONTINUED) 2000-30100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Perform administrative duties with less than 1% error	95%	95%	95%
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.297	.279	.276
Per capita cost (county support)	\$3.28	\$3.76	\$3.67

Goal TPW1: Provide effective and efficient administrative and managerial support and supervision to the Public Works Department.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW1-1: Accurately monitor and report activities of the department	Perform duties with less than 1% errors, 95% of the time	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Trucking - - 2000-32100

DEPARTMENT DESCRIPTION: Conducts snow removal operations and provides loading and transportation of materials and equipment to all job sites, gravel roads, aggregate pits, stockpile sites, and capital improvement projects with 33 full time employees, 31 assigned truck tractors and 37 trailers, 4 loaders and 3 dump trucks. This department is responsible for organizing and supervising the County Community Service Work Program and operational supervision and management of the trucking contract.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,510,680	\$ 2,553,736	\$ 2,568,736	\$ 2,798,806
Supplies	1,547	7,000	7,000	7,000
Purchased Services	2,313,055	2,753,569	3,104,379	3,104,379
Fixed Charges	-1,095	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 4,824,187	\$ 5,314,305	\$ 5,680,115	\$ 5,820,185
Revenue	0	0	0	0
Net County Cost	\$ 4,824,187	\$ 5,314,305	\$ 5,680,115	\$ 5,820,185
Budgeted Positions	33	33	33	33

SUMMARY OF CHANGES: Personnel Services increased \$15,000 due to anticipated overtime.

Purchased Services increased a total of \$350,810 due to an increase of \$810 in Utilities for port-o-let service fees, and an increase in Contract Payments of \$350,000 due to the increased number of weeks the contract trucks will be required to haul material.

Final budget adjustments include an increase in salaries and benefits of \$140,070.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

TRUCKING (CONTINUED) 2000-32100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Tons of Surface Gravel Transported	207,619	216,482	314,717
Tons of All Material Transported	505,649	520,818	543,887
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	1.08	1.04	1.01
Per capita cost (county support)	\$18.64	\$18.01	\$17.86

Goal TPW2: Perform transportation of materials for maintenance and construction projects by delivering the quantities required within the time frames requested and by surpassing past efficiencies.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW2-1: Operate within budget limits	95% of the time operate within established budget guidelines; emergencies, e.g. except for weather, etc.	Yes	Yes	Yes
TPW2-2: Complete annual gravel plan	100% of scheduled gravel plan accomplished annually	90%	100%	100%
TPW2-3: Respond to calls for service within one working day	98% of service calls responded to within 24 hours	100%	100%	100%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Gravel Road Management - 2000-32200

DEPARTMENT DESCRIPTION: Fleet of 42 motor graders, 9 water tankers, 4 rollers, 2 reclaimers, 29 grader zones, 20 satellite Public Works facilities, and four fugitive dust/roving maintenance teams responsible for the upkeep of gravel roads in Weld County (approximately 2,500 miles).

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 3,552,236	\$ 3,678,804	\$ 3,948,506	\$ 4,194,084
Supplies	1,565,256	1,719,650	2,095,900	2,095,900
Purchased Services	2,076,621	2,010,923	2,361,479	2,361,479
Fixed Charges	-1,095	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 7,193,018	\$ 7,409,377	\$ 8,405,885	\$ 8,651,463
Revenue	0	0	0	0
Net County Cost	\$ 7,193,018	\$ 7,409,377	\$ 8,405,885	\$ 8,651,463
Budgeted Positions	47	47	51	51

SUMMARY OF CHANGES: Personnel Services increased a total of \$269,702 due to the addition of one Lead Worker and three Service Workers for increased road maintenance.

Supplies increased a total of \$376,250 as Uniforms & Clothing was increased \$1,000 for outerwear and safety boot reimbursements for seasonal employees and Other Operating Supplies increased \$375,250 due to an increase in gallons needed for both dust palliative and experimental chemicals for roadways.

Purchased Services increased a total of \$350,556 due to the following: Utilities increased \$21,910 based on historical utility costs for the grader stations; Other Professional Services was added in the amount of \$50,000 for gravel road testing/deflection; Vehicle Expenses increased \$269,646 based in part on historical costs and for truck washing fees; Machinery and Equipment Rental increased \$9,000 for the rent of one roller.

Final budget adjustments include a decrease in salaries and benefits of \$245,578.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Additional staffing is necessary to keep up with the road maintenance due to growth and energy haul routes.

BOARD ACTION: Approved as recommended, including the additional positions.

GRAVEL ROAD MANAGEMENT (CONTINUED) 2000-32200

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Miles of Topical Application	137	150	165
Miles of Full Depth Application	64	65	75
Miles of Road Rehabilitation	35	35	38
Miles of Gravel Replenished	388	475	450
Lane Miles of Gravel Roads Maintained	120,682	111,800	111,850
Lane Miles of Snow Removed on Gravel Roads	74,662	88,000	85,000
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	1.67	1.61	1.56
Per capita cost (county support)	\$27.59	\$26.65	\$26.55

Goal TPW3: Provide regularly scheduled maintenance of all HUTF roads, continuous improvement of road conditions, and opening all non-paved roads within 72 hours after a snow event				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW3-1: Perform surface maintenance on gravel roads	90% of surface maintenance schedule accomplished annually	Yes	Yes	Yes
TPW3-2: Perform HUTF surface maintenance	100% of HUTF roads receive annual surface maintenance	Yes	Yes	Yes
TPW3-3: Respond to calls for service within one working day	98% of service calls responded to within one working day	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Bridge Construction - - 2000-32300

DEPARTMENT DESCRIPTION: This unit consists of 30 full time employees and 11 seasonal positions, with over \$5 million of reportable equipment. It is organized as a Bridge section, Construction section, and Drainage section which perform a variety of tasks in those areas. This unit also supports snow and ice control and conducts tree removal on county rights-of-way.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,407,865	\$ 2,496,488	\$ 2,510,488	\$ 2,646,433
Supplies	1,865,530	2,396,946	2,760,530	2,760,530
Purchased Services	761,003	959,170	969,980	969,980
Fixed Charges	1,945	45,000	45,000	45,000
Capital	0	0	0	0
Gross County Cost	\$ 5,036,343	\$ 5,897,604	\$ 6,285,998	\$ 6,421,943
Revenue	3,064	0	0	0
Net County Cost	\$ 5,033,279	\$ 5,897,604	\$ 6,285,998	\$ 6,421,943
Budgeted Positions	30	30	30	30

SUMMARY OF CHANGES: Personnel Services increased \$14,000 for anticipated overtime.

Supplies increased a total of \$363,584 due to the following: Road Construction Supplies increased \$303,000 for increased tonnages for both Class 6 material and bulk cement purchases; Other Operating Supplies increased \$32,320 for increased purchases of washed rock and shot rock, and for the purchase of a tracking pad to keep debris off asphalt roads during gravel road construction; Cost of Goods Sold increased \$28,264 based on anticipated costs for cattleguards.

Purchased Services increased a total of \$10,810 as Utilities increased \$810 for port-o-let service fees; Other Professional Services increased \$10,000 for engineering review fees charged by Farmer's Reservoir and Irrigation when crossing their irrigation ditches.

Final budget adjustments include a decrease in salaries and benefits of \$135,945.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BRIDGE CONSTRUCTION (CONTINUED) 2000-32300

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Miles of Road Construction Completed	16.3	15	16
Bridge Projects Completed	11	9	10
Culverts Replaced	103	80	90
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.98	0.95	0.92
Per capita cost (county support)	\$20.63	\$19.93	\$19.71

Goal TPW4: Perform the construction, repair, and replacement of County Road and Bridge infrastructure projects by staying within the scope, within the budget, and on time.

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW4-1: Complete all projects as scheduled	80% of construction projects completed within established timelines	90%	100%	85%
TPW4-2: Maintain bridge system	Less than 10% restricted bridges, 100% of critical repair of bridges completed within one year of discovery	100%	100%	100%
TPW4-3: Complete all scheduled culvert replacements	100% of culvert replace/repairs completed ahead of scheduled road projects	Yes	Yes	Yes
TPW4-4: Respond to calls for service within one working day	98% of service calls responded to within one working day	93%	94%	98%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Maintenance Support - - 2000-32400

DEPARTMENT DESCRIPTION: Performs all traffic control maintenance, management of signs, barricades, construction project signing, and roadway striping county-wide. The unit conducts routine and sustained snow removal operations as needed.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 817,387	\$ 838,041	\$ 838,041	\$ 881,817
Supplies	481,631	936,510	1,008,377	1,008,377
Purchased Services	139,135	201,953	269,900	269,900
Fixed Charges	-1,095	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,437,058	\$ 1,976,504	\$ 2,116,318	\$ 2,160,094
Revenue	0	0	0	0
Net County Cost	\$ 1,437,058	\$ 1,976,504	\$ 2,116,318	\$ 2,160,094
Budgeted Positions	10	10	10	10

SUMMARY OF CHANGES: Supplies increased a total of \$71,867 as Small Items of Equipment increased \$900 based on anticipated needs; Road Construction Supplies increased \$8,250 for anticipated cost increases for sand, ice slicer and liquid deicer for snow and ice control; Cost of Goods Sold increased \$62,717 for materials needed to fabricate blinking stop signs for the Weld County Parkway, Weld County Road 47 Corridor, and Weld County Road 49.

Purchased Services increased a total of \$67,947 as Contract Payments was increased \$50,000 for contract sign maintenance needs for the Weld County Parkway, Weld County Road 47 Corridor, and Weld County Road 49; Vehicle Expense increased \$17,947 based on repair costs and anticipated fuel usage.

Final budget adjustments include a decrease in salaries and benefits of \$43,776.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

MAINTENANCE SUPPORT (CONTINUED) 2000-32400

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Stop Signs Repaired	533	624	625
Miles of Pavement Striped	723	727	729
Scheduled Construction Closures	107	105	105
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.328	0.317	0.307
Per capita cost (county support)	\$6.94	\$6.71	\$6.63

Goal TPW5: Maintain traffic control devices on County roads and bridges.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW5-1: Respond to service calls within one working day	98% of service calls will be responded to within one working day	100%	100%	100%
TPW5-2: Respond to missing stop signs	Respond within one working day after notice 100% of the time	100%	100%	100%
TPW5-3: Replace warning advisory and regulatory signs	Replace warning, advisory, and regulatory signs within 10 working days 100% of the time	100%	100%	100%
TPW5-4: Schedule road line painting	100% of all new or improved hard surface to be painted	100%	100%	100%
Centerline	100% of centerline completed annually			
Shoulder line	50% shoulder lines painted annually			

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Other Public Works - - 2000-32500

DEPARTMENT DESCRIPTION: Reserve/Temporary employees for seasonal work. Contract payments for bridge grants and road construction projects are included in this budget unit.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 993,616	\$ 1,637,820	\$ 1,892,177	\$ 1,892,177
Supplies	0	0	0	0
Purchased Services	31,691,698	44,122,715	18,772,254	18,772,254
Fixed Charges	3,173,291	650,900	920,000	920,000
Capital	210,702	0	0	0
Gross County Cost	\$ 36,069,307	\$ 46,411,435	\$ 21,584,431	\$ 21,584,431
Revenue	0	0	0	0
Net County Cost	\$ 36,069,307	\$ 46,411,435	\$ 21,584,431	\$ 21,584,431
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Other Public Works budget unit is budgeted at \$21,584,431 based on the Capital Improvement Plan (CIP).

Personnel Services are up a total of \$254,357 for five additional seasonal workers (\$205,222) and \$49,135 for cost of living for 52 seasonal employees.

Purchased Services decreased \$25,350,461 primarily due to the completion of the construction of the Weld Parkway (WCR 47 and 49) in 2018. There is \$4,700,000 for the CR34/CR13 project, and \$1,506,654 for the joint project for CR 37/SH 52. \$4,000,000 for CR 29 from SH 15 to CR90. \$3,000,000 is budgeted for the Haul Route Program (HARP). For flood related projects there is \$2,600,000 (FHWA) for Bridge 53/58A. Other contract payments are for seeding (\$50,000), low volume roads (\$2,000,000), BMP projects (\$100,000), \$200,000 for the design of the CR 52 connector, \$90,000 for the Poudre Trail, \$250,000 for the Master Pollution Prevention Plan, \$200,000 for Weld Parkway maintenance, and bridge rehabilitation (\$275,000). Fixed Charges total \$920,000 for rights-of-way funded at \$50,000, and \$870,000 for a CDOT project for Bridge 44/33A.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**OTHER PUBLIC WORKS
(CONTINUED)
2000-32500**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Bridge Abutments	7	7	7
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0	0	0
Per capita cost (county support)	\$118.42	\$147.20	\$66.25

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Mining - - 2000-32600

DEPARTMENT DESCRIPTION: Responsible for mining, crushing, and screening of gravel in county-owned quarries.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 483,565	\$ 495,477	\$ 503,227	\$ 501,508
Supplies	992,281	2,576,601	5,076,074	5,076,074
Purchased Services	276,798	323,437	395,135	395,135
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,752,644	\$ 3,395,515	\$ 5,974,436	\$ 5,972,717
Revenue	0	0	0	0
Net County Cost	\$ 1,752,644	\$ 3,395,515	\$ 5,974,436	\$ 5,972,717
Budgeted Positions	7	7	7	7

SUMMARY OF CHANGES: Personnel Services increased \$7,750 for anticipated overtime.

Supplies increased a total of \$2,499,473 as Road Construction Supplies increased \$2,497,973 for the purchase of surface gravel, crushing at the Hokestra Pit, and the North Pierce Diversion Channel. Other Operating Supplies increased \$1,500 based on historical costs and anticipated needs for 2019.

Purchased Services increased a total of \$71,698 as Utilities increased \$410 for port-o-let service fees; Vehicle Expense increased \$61,288 based on historic costs and anticipated fuel usage; Machinery and Equipment Rental increased \$10,000 for crane rental costs to perform liner changes at the gravel pits.

Final budget adjustments include a decrease in salaries and benefits of \$1,719.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

MINING (CONTINUED) 2000-32600

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Tons of Pit Run Material Processed	108,840	242,379	249,650
Tons of Road Base Produced	76,880	195,442	201,305
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.229	.222	.214
Per capita cost (county support)	\$19.61	\$18.94	\$18.33

Goal TPW6: Perform the production of aggregate materials, reclamation activities, and safety measures.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW6-1: Complete annual production requirements	Produce 100% of the aggregate material required for road maintenance and construction projects annually	Yes	Yes	Yes
TPW6-2: Complete reclamation activities within required timeline	Complete all mine reclamation's within the timelines set by the Colorado Division of Reclamation Mine Safety (DRMS)	Yes	Yes	Yes
TPW6-2: All employees current with MSHA safety requirements	100% of Mining Division employees current with new miner or refresher training annually	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Pavement Management -- 2000-32700

DEPARTMENT DESCRIPTION: Performs paved road maintenance involving asphalt patching, potholes, and paving operations. Responsible for pavement testing, concrete curb and gutter, crack fill, seal coat, and gravel shoulder improvements, as well as snow removal operation as needed.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,384,885	\$ 1,404,564	\$ 1,681,692	\$ 1,781,217
Supplies	3,148,916	3,973,750	4,623,750	4,623,750
Purchased Services	3,086,259	2,909,074	1,785,758	1,785,758
Fixed Charges	-1,095	0	0	0
Capital	9,870	0	0	0
Gross County Cost	\$ 7,628,835	\$ 8,287,388	\$ 8,091,200	\$ 8,190,725
Revenue	0	0	0	0
Net County Cost	\$ 7,628,835	\$ 8,287,388	\$ 8,091,200	\$ 8,190,725
Budgeted Positions	17	17	21	21

SUMMARY OF CHANGES: Personnel Services increased a total of \$277,128 for one additional Lead Worker and three Service Workers.

Supplies increased a total of \$650,000 as Road Construction Supplies was increased \$630,000 for concrete for curb & gutter in subdivisions, crack filler material, and chip seal oil purchases which were moved from Line Item 6373 as these are material-type purchases. Other Operating Supplies increased \$20,000 for supplies needed for the new concrete crew.

Purchased Services decreased a total of \$1,123,316 based on the following: Utilities increased \$910 for port-o-let service fees; Contract Payments decreased \$1,180,000 as concrete for curb and gutter in subdivisions, crack filler material, and chip seal oil purchases were moved to Road Construction Supplies. Vehicle Expense increased \$45,774 based on anticipated fuel usage; Machinery and Equipment Rental increased \$10,000 for rental items for the new concrete crew.

Final budget adjustments include a decrease in salaries and benefits of \$99,525.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Additional positions are necessary for the new concrete crew to maintain the Weld Parkway.

BOARD ACTION: Approved as recommended, including the additional positions.

PAVEMENT MANAGEMENT (CONTINUED) 2000-32700

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Miles of Paving	32	39.85	30
Miles of Milling	23.25	22.9	22
Miles of Chip Seal	46.55	40.30	50
Miles of Crack Seal	83.25	75	75
Miles of Sand & Slurry Seal	30	30	30
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.689	.666	.644
Per capita cost (county support)	\$26.56	\$25.66	\$25.14

Goal TPW7: Provide pavement management to include pavement testing, paving, patching, crack sealing, and sweeping. Contract administration of concrete curb and gutter, seal coat, aggregate, and other contracted services as assigned.

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW7-1: Complete all scheduled paving and milling operations	100% of all new pavement, maintenance pavement, and milling operation schedules completed annually	100%	100%	100%
TPW7-2: Complete all of the contracted sand sealing operations	100% of all contracted services to be completed annually	100%	100%	100%
TPW7-3: Assure paved roads are maintained and evaluated in accordance with established GASB standards and reporting requirements	Maintain the following standards for paved roads: 70% good 25% fair 5% poor	67%G 32.75%F .25%P	70%G 30%F .0%P	70%G 30%F .0%P
TPW7-4: Respond to calls for service within one working day	98% of service calls responded to within one working day	84%	98%	98%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Grants-In-Aid to Cities and Towns - - 2000-56200

DEPARTMENT DESCRIPTION: In accordance with Section 43-2-202, C.R.S., 1973, 50 percent of the mill levy collected by the County on assessed values within incorporated municipalities to maintain county roads is paid to municipalities.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	2,788,456	2,930,462	3,373,000	3,103,353
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 2,788,456	\$ 2,930,462	\$ 3,373,000	\$ 3,103,353
Revenue	0	0	0	0
Net County Cost	\$ 2,788,456	\$ 2,930,462	\$ 3,373,000	\$ 3,103,353
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Budget is based upon the final assessed value of the municipalities with the 2019 mill levy applied.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Final budget amount adjusted for final assessed value of the municipalities with the 2019 mill levy applied.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: PUBLIC WORKS FUND

BUDGET UNIT TITLE AND NUMBER: Non-Departmental Revenue - - 2000-90100

DEPARTMENT DESCRIPTION: Revenue generated by Public Works Fund.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	0	0	0	0
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Revenue/Fund Balance	\$ 51,244,426	\$ 66,308,926	\$ 44,369,925	\$ 44,100,278
Net County Cost	\$ 16,485,983	\$ 16,500,000	\$ 19,000,000	\$ 19,000,000
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: The resources for 2019 total \$108,790,797 which includes a fund balance of \$45,000,000, in addition to the revenue shown in the budget. Property tax is set at \$19,000,000 up \$2,500,000 from 2018. Specific ownership tax is estimated to be \$11,200,000. Total HUTF will be \$10,700,000, up \$50,000 from 2018. Permit revenues are budgeted at \$550,000. Motor vehicle registration fees are \$365,000, and grazing fees are \$500,000 due to energy development in the Pawnee Grasslands. Oil and gas revenues are \$9,500,000. The lease/purchase payment from the Hoekstra Pit is \$215,797. There is \$200,000 from Solid Waste for paving CR 28, and \$100,000 reimbursement from the Town of Mead for CR 13 paving.

Federal mineral lease revenues are \$1,100,000 due to the creation of the Weld County Federal Mineral Lease District. The federal mineral lease revenue will flow through the new district and then Public Works will apply to the district for the funding of projects. In 2019, the district is funding \$1,000,000 in oil and gas haul route projects. PILT is budgeted at \$40,000 with the Federal Mineral Leasing District funding change.

Other revenues from project reimbursements total \$8,920,000. There are Energy Impact Assistance grants of \$3,600,000 with \$3,000,000 for the Tier 2 projects and \$600,000 for three Tier 1 projects. There is two state grants to finish Bridge 44/33A for \$100,000 and Bridge 68/59A for \$50,000. There is one flood project grant for Bridge 53/58A (\$3,770,000). There is NFRMPO funding of \$1,000,000, and UFRMPO funding of \$400,000. Severance tax is budgeted at \$1,400,000. In accordance with the policy adopted by the Board of County Commissioners in 2010, the severance tax revenue is budgeted at a five year leveling average due to the fluctuations of the revenue created by the price and production levels of oil and gas commodities.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION:

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: PUBLIC WORKS FUND

BUDGET UNIT TITLE AND NUMBER: Contingency - - 2000-99999

DEPARTMENT DESCRIPTION: Funds to cover recommended salary increase amounts.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 654,542	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 0	\$ 0	\$ 654,542	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 654,542	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Budget reflects a 15% percent decrease in health insurance costs. 2019 salary increases are a policy issue for the Board, but there are funds for step increases due employees in 2019 and a 3.0 percent salary cost-of living amount included in this budget. There are no other benefit changes.

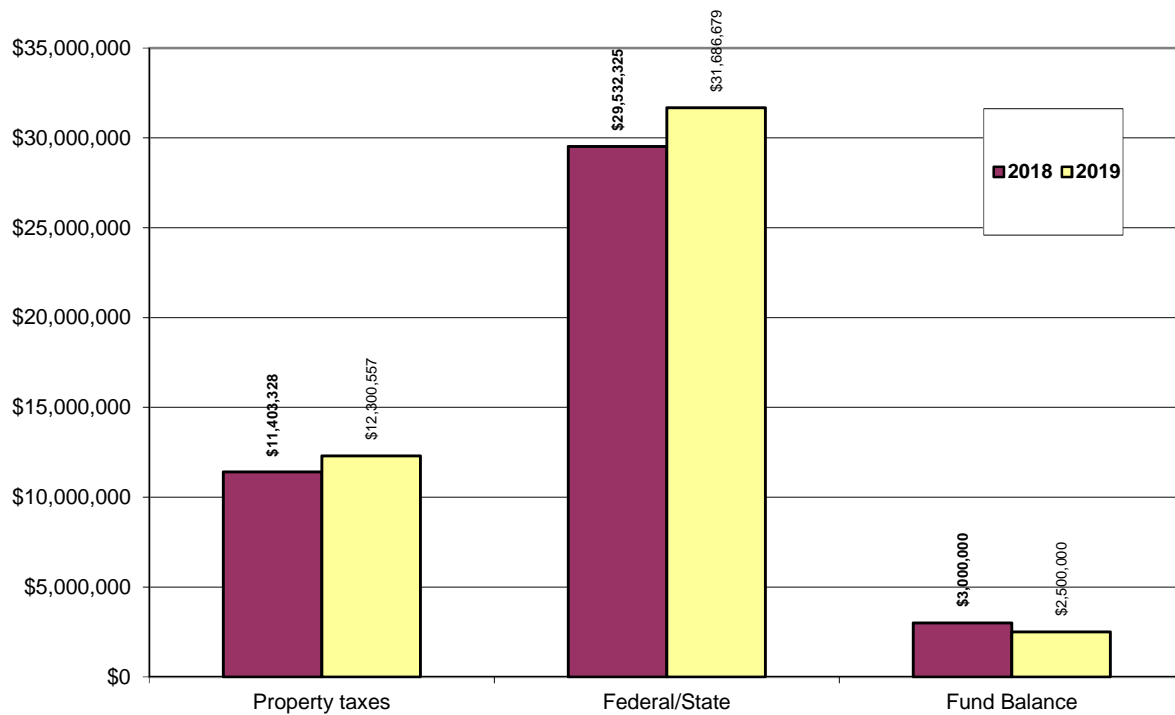
FINANCE/ADMINISTRATION RECOMMENDATION: Salary adjustment amount is a Board policy issue.

BOARD ACTION:

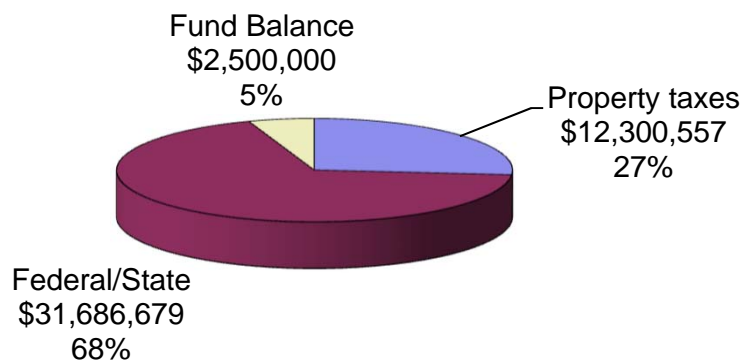


SOCIAL SERVICES

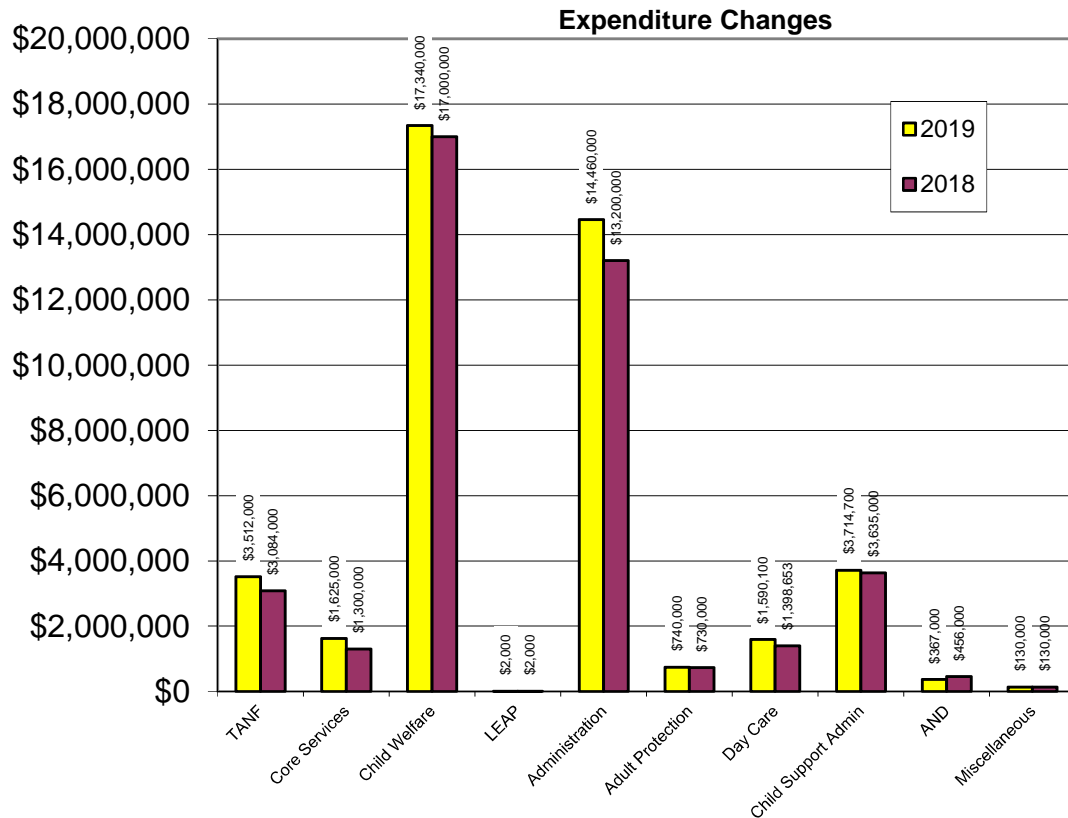
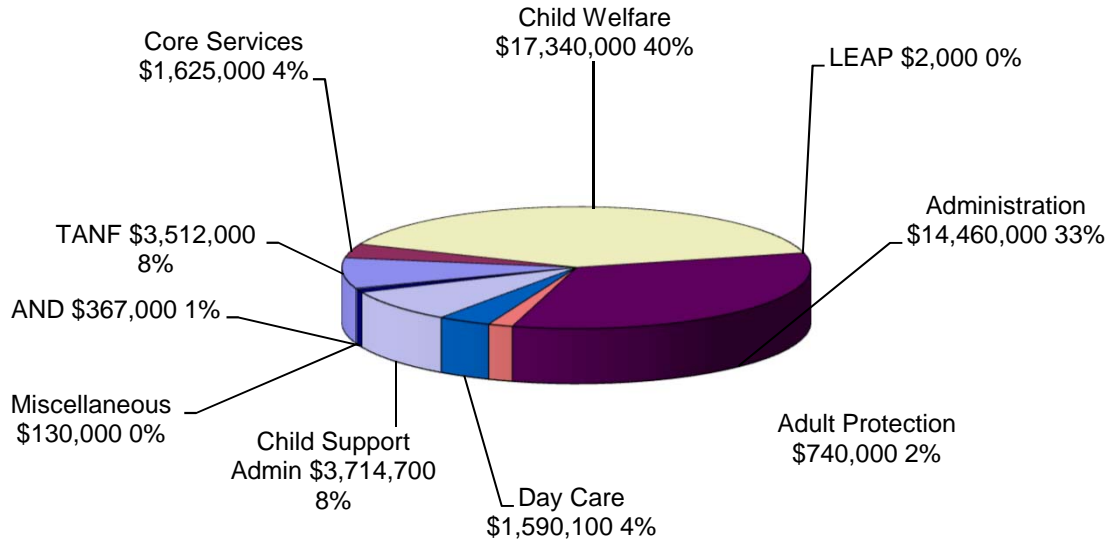
Revenue Changes



2019 Revenue
Total \$46,487,236 (2018 \$43,935,635)

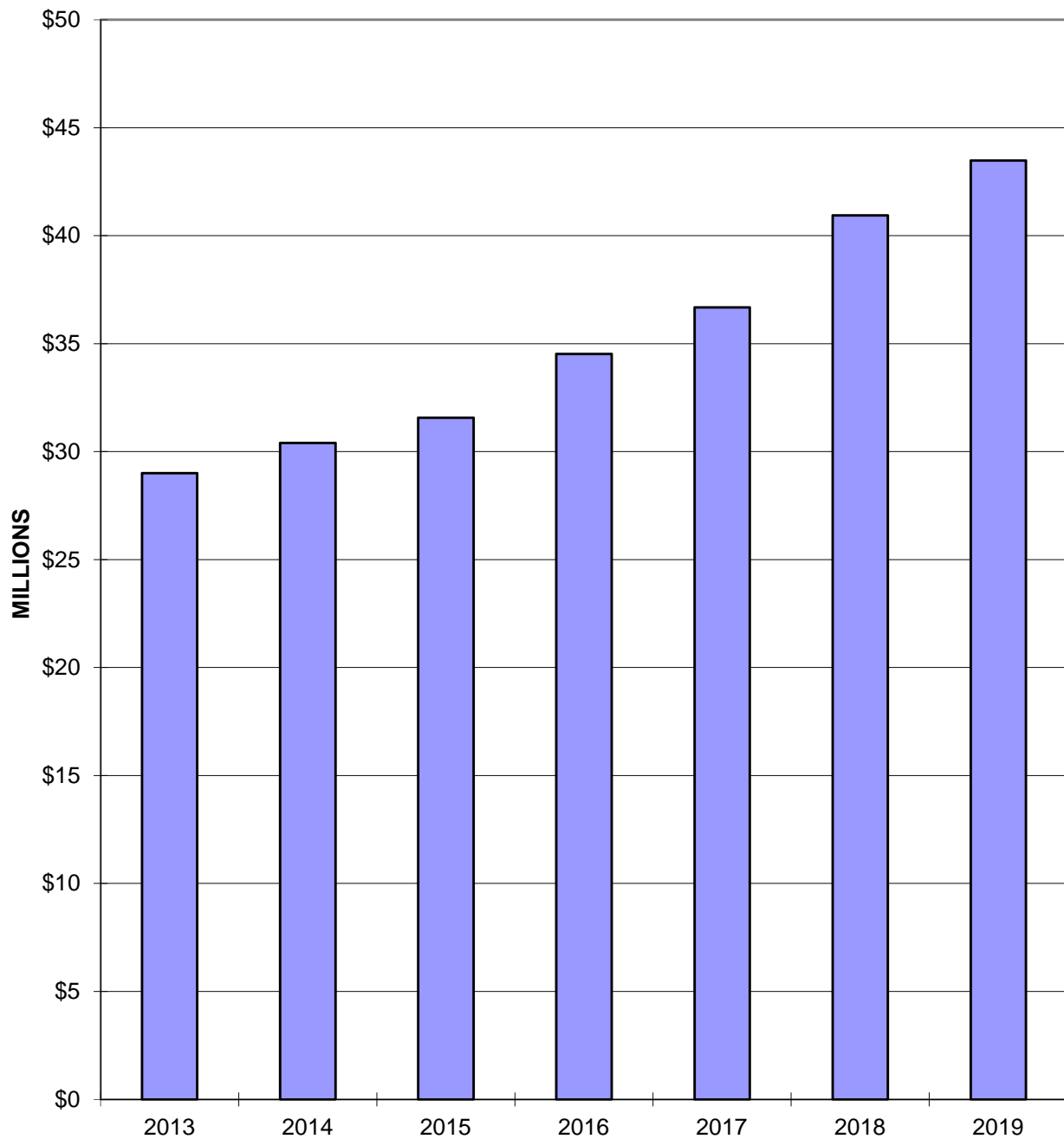


SOCIAL SERVICES 2019 Expenditures Total \$43,480,800 (2018 \$43,935,653)



SEVEN YEAR TREND

Social Services



SOCIAL SERVICES FUND SUMMARY

The Weld County Department of Human Services continues to adapt to the Legislative and Programmatic changes imposed on us from State and Federal levels. The funding for additional caseworkers, originally funded through SB 15-242 continues into Fiscal Year 2018-19, providing Weld County with funding for three additional positions, enabling the Department to assess and meet the needs of the community in a more deliberate and thorough manner. Concerns have been raised, both by counties and by the State of Colorado, as to the long-term sustainability of these activities, once the IV-E Waiver period is completed. The passage of the Family First Act provides a framework which may allow us to continue the creative practices we have implemented in recent years, without jeopardizing funding. The passage of SB 18-254 provides both opportunities and challenges in funding Child Welfare activities. Weld County is taking an active role in mitigating the challenges associated with the substantial increases in provider reimbursement that may result from the bill, while taking full advantage of the flexibility and emphasis on permanency included in the bill. Likewise, HB 18-1335 fundamentally transforms the way Low-Income Child Care services are authorized and funded. Weld County will continue to avail itself of all available resources to ensure that high quality care is available and affordable to families, as we both recruit new providers and encourage development of existing providers in the community.

The total Social Services Fund budget is \$43,480,800. The programs are funded by property tax of \$12,300,557, state and federal funds of \$31,686,679, and the potential increase of fund balance of \$506,436 to cover both anticipated and unanticipated cost overruns.

The State of Colorado has recently adjusted its Broad-based Categorical Eligibility requirements for the Supplemental Nutrition Assistance Program (SNAP) from 130% to 200% of the Federal Poverty Level. We are anticipating significant increases in both the benefits paid out to families and the workload required of county eligibility staff, as a result. Likewise, the State recently approved a 10% increase in the monthly Basic Cash Assistance benefit payments to recipients under the Temporary Assistance for Needy Families (TANF) Program. This increase in expenditures, combined with the existing pressures of providing supportive funding for Child Welfare activities could mean a significant drain on the County TANF Reserves we have accumulated in the past few years. We will be watching this closely in order to adjust our usage of these funds for other purposes, such as Supportive Services and funding of Child Care activities, in order to avoid full depletion of the Reserve balance. Approximately 25% of Weld County residents are now enrolled in Medicaid.

The Department's focus on Prevention and Early Intervention continues and has resulted in a more inter-divisional approach to evaluating, meeting, and funding the needs of clients. The addition of a Family Resource Supervisor position will enable the Family Resource Division to better organize its staffing structure and service delivery processes to better meet the needs of the community.

SOCIAL SERVICES FUND

ESTIMATED REVENUE

2019

	FEDERAL AND STATE	COUNTY	TOTAL
County Administration	\$ 9,460,000	\$ 5,000,000	\$ 14,460,000
Other Programs	300,000	61,000	361,000
Non-Program Revenue	0	-170,000	-170,000
Child Support Administration	2,750,000	964,700	3,714,700
TANF-Colorado Works	2,026,917	1,485,083	3,512,000
Aid to the Needy Disabled	0	130,000	130,000
Child Care	952,700	637,400	1,590,100
Old Age Pension	149,000	7,000	156,000
Child Welfare	13,800,000	3,540,000	17,340,000
Core Services	1,000,000	625,000	1,625,000
Adult Protective Services	610,000	130,000	740,000
LEAP	1,000	0	1,000
General Assistance	<u>0</u>	<u>21,000</u>	<u>21,000</u>
Sub-Total	<u>\$ 31,049,617</u>	<u>\$ 12,431,183</u>	<u>\$ 43,480,800</u>
Federal/State Reimbursement	\$ 31,049,617		
Claims Collection Incentives	300,000		
TANF Adjustment	337,062		
Usage of Deferred Revenues	<u>0</u>		
Sub-Total Revenue	\$ 31,686,679		
Potential Fund Balance Increase	-506,436		
County Property Tax	<u>12,300,557</u>		
Total Revenue	<u>\$ 43,480,800</u>		

SOCIAL SERVICES FUND MANDATED FEDERAL AND STATE PROGRAMS

Assistance Payment Programs: Most assistance payment programs are mandated by the federal or state government. Consequently, local government is limited as to what can be done to reduce costs from these programs.

	Federally Mandated	State
Mandated		
Temporary Assistance to Needy Families – Colorado Works	X	X
Aid to the Needy Disabled		X
Low Income Energy Assistance Program	X	X
Old Age Pension		X
General Assistance*	Optional	
Optional		

* State law allows counties the option of having a general assistance program and, if established, to determine the benefit level.

Social Service Programs: Social service programs administered by the department are mandated by federal or state law; however, local governments have a higher degree of managerial flexibility with these programs.

	Federally Mandated	State
Mandated		
Child Protection – Casework Services	X	X
Youth Services – Casework Services	X	X

Administration: Costs associated with administration include compensation for direct services through caseworkers, technicians and support staff. In addition, overhead such as rent, utilities, travel, supplies, and equipment are funded through administrative allocations. The State establishes administrative allocations and reimburses at various rates depending on the type of expenditure and program. Expenditures greater than allocation are not guaranteed to be reimbursed. Generally, they are at least partially reimbursed through the use of transferred TANF funds, surplus distribution, or Federal pass-thru revenues.

**SOCIAL SERVICES
SUMMARY OF REVENUES
2019**

Fund	Org	Acct	Account Title	2018 Budget	2019 Request	2019 Recommend	2019 Final
			TAXES				
2100	42111	4112	CURRENT PROPERTY TAXES	11,403,328	12,300,557	12,300,557	12,300,557
			INTERGOVERNMENTAL				
2100	42110	4336	REIMBURSEMENTS	8,200,000	9,460,000	9,460,000	9,460,000
2100	42111	4336	REIMBURSEMENTS	585,408	637,062	637,062	637,062
2100	42115	4336	REIMBURSEMENTS	415,000	300,000	300,000	300,000
2100	42200	4336	REIMBURSEMENTS	2,650,000	2,750,000	2,750,000	2,750,000
2100	42365	4336	REIMBURSEMENTS	1,598,917	2,026,917	2,026,917	2,026,917
2100	42375	4336	REIMBURSEMENTS	854,000	952,700	952,700	952,700
2100	42380	4336	REIMBURSEMENTS	143,000	149,000	149,000	149,000
2100	42410	4336	REIMBURSEMENTS	13,600,000	13,800,000	13,800,000	13,800,000
2100	42415	4336	REIMBURSEMENTS	900,000	1,000,000	1,000,000	1,000,000
2100	42450	4336	REIMBURSEMENTS	584,000	610,000	610,000	610,000
2100	42610	4336	REIMBURSEMENTS	2,000	1,000	1,000	1,000
			TOTAL INTERGOVERNMENTAL	29,532,325	31,686,679	31,686,679	31,686,679
			TOTAL SOCIAL SERVICES	40,935,653	43,987,236	43,987,236	43,987,236

**SOCIAL SERVICES
SUMMARY OF EXPENDITURES
2019**

Fund	Org	Expenditure Function	2018 Budget	2019 Request	2019 Recommend	2019 Final
2100	42110	ADMINISTRATION-REGULAR	13,200,000	14,460,000	14,460,000	14,460,000
2100	42111	NON PROGRAM REVENUE	(130,000)	(170,000)	(170,000)	(170,000)
2100	42115	OTHER PROGRAMS	415,000	361,000	361,000	361,000
2100	42200	CHILD SUPPORT ADMINISTRATION	3,635,000	3,714,700	3,714,700	3,714,700
2100	42365	COLORADO WORKS	3,084,000	3,512,000	3,512,000	3,512,000
2100	42370	NEEDY AND DISABLED	130,000	130,000	130,000	130,000
2100	42375	DAY CARE & ADMINISTRATION	1,398,653	1,590,100	1,590,100	1,590,100
2100	42380	OLD AGE PENSION	150,000	156,000	156,000	156,000
2100	42410	CHILD WELFARE & ADMINISTRATION	17,000,000	17,340,000	17,340,000	17,340,000
2100	42415	PLACEMENT ALTERNATIVE CARE	1,300,000	1,625,000	1,625,000	1,625,000
2100	42450	ADULT PROTECTION	730,000	740,000	740,000	740,000
2100	42610	LEAP ADMINISTRATION & OUTREACH	2,000	1,000	1,000	1,000
2100	42700	GENERAL ASSISTANCE	21,000	21,000	21,000	21,000
TOTAL SOCIAL SERVICES			40,935,653	43,480,800	43,480,800	43,480,800

BUDGET UNIT REQUEST SUMMARY

/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Summary - - All Departments - - Fund 2100

DEPARTMENT DESCRIPTION: See individual units.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 28,132,080	\$ 27,827,000	\$ 29,893,500	\$ 29,893,500
Supplies	498,676	1,190,000	319,400	319,400
Purchased Services	6,174,957	6,404,653	6,995,800	6,995,800
Fixed Charges	7,900,261	6,047,000	6,886,000	6,886,000
Capital	0	0	0	0
Contra Expense	- 464,608	- 533,000	- 613,900	- 613,900
Gross County Cost	\$ 42,241,366	\$ 40,935,653	\$ 43,480,800	\$ 43,480,800
Revenue/Fund Balance	28,895,332	29,532,325	31,180,243	31,180,243
Net County Cost	\$ 13,346,034	\$ 11,403,328	\$ 12,300,557	\$ 12,300,557
Budget Positions	352.0	358.0	364.0	360.0

SUMMARY OF CHANGES: See Individual Budget Units.

FINANCE/ADMINISTRATION RECOMMENDATION: See Individual Budget Units.

The Department of Human Services requests the following mid-year reclassifications and repurposing of positions. The Board approved them at an August 8, 2018 work session.

ORGANIZATIONAL INTEGRITY (OI)

- **Reclassify and repurpose two vacant existing positions in OI, Mailroom Support Specialist (Grade 16) and Office Support Specialist (Grade 16), to a Records Management Supervisor (Grade 35) position.** This action will utilize existing positions in OI to better serve the Department and provide more direct oversight to mailroom and records management staff.

ASSISTANCE PAYMENTS

- **Reclassify and repurpose a vacant Operations Manager (Grade 44) position to an Assistant Operation Manager (Grade 40).** This change will allow Public Assistance Program Supervisors to receive additional mentoring and coaching.
- **Reclassify and repurpose a vacant Eligibility Technician (Grade 23) position to an Assistant Operation Manager (Grade 40).** This will result in three Assistant Operation Manager positions providing more direct oversight to Public Assistance Program Supervisors and the Quality Assurance and Training Supervisor.

SOCIAL SERVICES FUND SUMMARY (CONTINUED)

- **Reclassify and repurpose a vacant Training Officer (Grade 27) position to an Assistance Payments Data and Processing Support (Grade 35) position.** This position will report to the AP Division Head and assume certain duties previously performed by Program Supervisors allowing them to provide additional mentoring and coaching to Eligibility Technicians.

CHILD WELFARE

- **Reclassify and repurpose a vacant Parent Educator (Grade 31) position to a Family Resource and Visitation Center Scheduling Supervisor (Grade 40).** The Family Resource and Visitation Center was restructured to better support our client needs for visitations, requiring more visitations scheduled for evenings and weekends. Visitation staff who are scheduled for off-business hours require on-sight supervision, resulting in the need for an additional supervisor.

FAMILY RESOURCE DIVISION

- **Reclassify two existing Service Coordinator (Grade 23) positions to a Grade 25.** Service Coordinators spend a considerable amount of time interfacing with other professionals in the community and are frequently co-located within community agencies throughout the week. They play a significant role in collecting and reporting data for the Community Services Block Grant and Emergency Services programs.
- **Repurpose an existing Off-Site Eligibility Technician (Grade 23) position, to a Service Coordinator (Grade 25) position.** The repurposing of this position to a Service Coordinator position, will allow for the Department to have three positions that directly interface with the community.

ADMINISTRATION

- **Reclassify the Organizational Support and Development Manager (Grade 36) position to a Grade 40.** This position oversees two Contract Management and Compliance Coordinators (Grade 28) who manage the Department contracts and grants process and an Employee Support and Resource (ESR) Supervisor (Grade 35) who supervises two Employee Support and Resource Coordinators (Grade 31).
- **Reclassify and repurpose a vacant Caseworker (Grade 35) position to a Foster Care and Child Care Recruiter (Grade 40).** Foster Care recruitment is currently being handled by two (2) existing Child Welfare supervisors, who have successfully recruited more than 20 new foster homes, however the demand for homes is great and the Department has determined the need for a dedicated recruitment position. The position also will be responsible for the recruitment of child care homes. The position will report to the Deputy Director.

BOARD ACTION: See Individual Budget Units.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Human Services goals following the Social Services Fund Summary.

Goal HHS1: “To continuously strengthen services and support innovation that leads to a culture that empowers people to improve their quality of life.”

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS1-1: Increase quality of work	Implement continuous improvement system to accomplish the following: Analyze current processes to determine if they are achieving expected outcomes; develop remedies and improvements; deploy follow up tracking system measuring the effectiveness of improvements; reduce the duplication of services provided to customers requiring wrap around services; train service coordinators to provide upfront departmental-wide coordinated services.	<p>Develop and/or refine methodology to gather statistics in order to establish baselines against which performance will be measured in future years. Certain Divisions of the Department were able to define their methodology in 2013-2014 and will refine it in 2019.</p> <p>Continuous improvement system designed and implemented within DHS.</p> <p>Initial improvement teams launched addressing four key opportunities for improvement.</p>

Goal HHS2: Develop & deploy consistent performance management approaches across the Human Services Department.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS2-1: Increase retention of quality staff	Identify existing performance management approaches within Human Services to include individual department approaches, County approaches, and different performance management philosophies and styles within Human Services.	<p>Statistically valid retention baseline developed using several past years to determine trends.</p> <p>- Used to gauge realistic and appropriate retention levels within DHS</p>
HHS2-2: Increase fulfillment of promotion opportunities	Research Baldrige Category 5 (Workforce Focus) and implement “best practice” concepts to include factors affecting employee satisfaction and engagement, staff development, supervisory development, employee safety and well-being, morale, motivation and teamwork.	All employees will have professional development plans incorporated and addressed within their formal evaluation system.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS2-3: Viable succession plans created across the Department	<p>Assess capacity and staffing levels to administer system.</p> <p>Develop and deploy followup tracking system measuring the effectiveness of the Human Services Department Human Capital Management efforts.</p> <p>Define how employees are measured.</p> <p>Fully implement new County performance management system.</p> <p>Implement and perfect performance appraisal system.</p> <p>Train supervisors and staff on how to use the performance appraisal system.</p> <p>Identifying current practices used for measuring employee performance, best practices and standards are set to reflect Core Values.</p> <p>Develop a uniform approach for performance management and evaluation that contains standards as dictated by job descriptions.</p> <p>Develop employee measurements based job standards and assessments that will be defined and implemented in the County performance management system.</p>	Upper level DHS organization structure evaluated and assessed.
HHS2-4: Team culture developed across the board within the Department of Human Services	Develop and deploy continuous training and job sharing opportunities (using creative technological options) that will help improve organizational knowledge, job performance and core values.	Increase employee core knowledge of all departments across Human Services.

Goal HHS3: Establish a systematic structure to effectively communicate inside and outside of the Human Services Department.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS3-1: Improved customer and stakeholder access to DHS program information and services	<p>Implement the best methods to communicate with clients, stakeholders and other agencies to include using the intranet; newsletter, web page; email or newsletters.</p> <p>Implement the best methods to review policy with the County Commissioners; communicate with County departments; the best methods to communicate with the rest of the County.</p> <p>Develop a process to share positive information with the community. Greater emphasis will be placed on positive outcomes of the services provided by Human Services and statistics that point to success, the image of the department could be enhanced and could improve relationships that are considered confrontational.</p>	<p>An improved Human Services' website that provides more program-related information including qualification details could help customers identify eligibility even before coming into Human Services.</p> <p>Increased and measureable use of the PEAK system that enables customers to apply for benefits on-line.</p>
HHS3-2: Ensure all DHS staff are fully engaged in the communications loop	<p>Create team backups from each division to maintain continuity.</p> <p>Form staff driven improvement teams.</p> <p>Train staff members on project management and process improvement methodologies that will be used during the process.</p> <p>Conduct research around the following: The 5 most important methods to communicate info in HS; Communication methods that are currently working and methods not working; The best way to attain the voice of all staff.</p>	<p>Top five internal communication methods for DHS identified and validated.</p>

Goal HHS4: To prepare for the future by identifying appropriate actions to opportunities and challenges that may impact the Department of Human Services.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS4-1: Increased preparedness to handle future contingencies	<p>Develop & assess budget.</p> <p>Formulate program projections based on increased demand.</p> <p>Identify mandatory program commitments</p>	<p>Forecast shell created through identified reports and data that predict future trends and needs.</p> <p>Developing Management Reports that will provide fiscal data, useful for decision-making, across all programs. Several programs are now being piloted for refinement of format.</p>

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS4-2: Increased flexibility and agility in meeting future customer demands	<p>Explore ramifications of child welfare 90/10 to 80/20 switch.</p> <p>Conduct scenario planning addressing the following: What can be cut first; the consequences; the potential alternative funding strategies and the business case in supporting individual programs compared to others.</p> <p>Identify “big ticket” items that must be supported.</p>	<p>DHS revenue generating sources compiled.</p> <p>Cost Containment / Revenue Maximization strategies were identified, evaluated and, where feasible, implemented during 2013 and 2014. The Department has identified four additional strategies for 2019 that are reflected in the budget narrative.</p>
HHS4-3: Enhanced DHS emergency preparedness	<p>Form staff driven Continuity of Operations project planning team.</p> <p>Develop and deploy Continuity of Operations Plan.</p>	<p>Continuity of Operation Plan have been implemented and revised as appropriate and all staff will participate in and be aware of the plan.</p>

Goal HHS5: To develop a means to clearly and effectively communicate the value of Human Service programs to any person inside and outside of the organization on a continuous basis

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS5-1: County Commissioners and other stakeholders understand the tangible value that Weld County Human Services provides to the local community	<p>Increase awareness of DHS programs and services.</p> <p>Enhance image of DHS programs and services.</p> <p>Development and implantation of the recommendations of the OI Group for the reorganization of the Service Delivery Entry Points to Human Services.</p>	<p>Individual DHS division education and promotion plans developed that includes the Department’s mission, vision and purpose.</p>
HHS5-2: High level connections can be demonstrated from the services that each team provides to any family	<p>Analyze coordinated services within a targeted group of customers and identify what everyone is gathering.</p> <p>Expand coordinated service analysis after targeted group analysis and construct ethics guidelines regarding the information used in conjunction with the coordinated service analysis.</p> <p>Determine what funding sources and tracking/reporting are potential barriers and explored possible resolutions.</p>	<p>Organizational report card shell designed.</p>

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS5-3: Effective stewardship of the taxpayer dollar	<p>Build organizational report card: Benchmark Adams county; Incorporated “Return on Investment” language into report card based on outcomes that can justify current Department activities.</p> <p>Validate the report card with stakeholders.</p> <p>Publish report card on a routine basis.</p>	DHS stakeholder and customer perception baseline established.

Goal HHS6: To develop and reinforce “best customer service” standards and commitment within all employees and partners of the Weld County Department of Human Services

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS6-1: Increased customer satisfaction levels	<p>Ensure that customer goals are embedded within employee performance standards.</p> <p>Test the feasibility in monitoring phone calls to test for quality customer service.</p> <p>Develop multiple methods to assess the quality of customer service (staff, partners, boards, etc.); identify the meaning of “respect” in the eyes of all customers?</p> <p>Determine key requirements for all DHS customers – as well as their priorities (ease of use, quality of contact, quality of service, etc.)</p> <p>Offer ongoing training to all staff to improve basic customer service skills.</p> <p>Offer training for managers on the nuts and bolts of reinforcing customer service standards.</p> <p>Ensure partner accountability to Human Service customer service standards through contract language that can be developed to drive a closer alignment and assisting partners by communicating standards, training, and reinforcement.</p> <p>Develop strategies to quantify intangible aspects of customer service (focus groups).</p>	<p>Individual DHS division customer satisfaction assessment tools developed.</p> <p>Overall DHS customer satisfaction index designed.</p> <p>Initial DHS customer satisfaction baseline established.</p>

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: County Administration - - 2100-42110

DEPARTMENT DESCRIPTION: Expenditures for Staff Compensation and Operations, attributable to Food Assistance, Medicaid, Common Support programs, and Fraud Investigation. The State establishes an allocation that limits the reimbursement for administrative expenditures.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 7,081,602	\$ 7,300,000	\$ 8,100,000	\$ 8,100,000
Supplies	- 719,665	- 400,000	- 400,000	- 400,000
Purchased Services	1,110,684	1,320,000	1,300,000	1,300,000
Fixed Charges	6,564,302	5,000,000	5,500,000	5,500,000
Contra Expense	- 43,806	- 20,000	- 40,000	- 40,000
Capital	0	0	0	0
Gross County Cost	\$ 13,993,117	\$ 13,200,000	\$ 14,460,000	\$ 14,460,000
Revenue	7,657,581	8,200,000	9,460,000	9,460,000
Net County Cost	\$ 6,335,536	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000
Budget Positions	169.0	171.0	172.0	172.0

SUMMARY OF CHANGES: Senate Bill 16-190 authorized CDHS to conduct a Workload Study to be performed during State Fiscal Year 2016-17. The State Department of Health Care Policy and Financing has obtained partial funding of the recommended increase. We are hopeful that the results of this study will convince the Legislature to fully fund the appropriation, which is currently under-funded by more than \$10 million, state-wide. We are anticipating changes in the workload associated with the Supplemental Nutritional Assistance Program (SNAP) and Medicaid programs, due to state-wide changes to the eligibility requirements of the programs.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Additional position was approved mid-year by the Board with some restructuring of the department.

There are position reclassification requests in various budget units included in the recommended 2019 budget to be discussed during the budget work session process.

BOARD ACTION: Approved as recommended. Position reclassifications requested were approved by the Board on August 8, 2018 work session.

COUNTY ADMINISTRATION (CONTINUED) 2100-42110

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load (Average)	34,000	32,000	31,800
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	5.548	5.423	5.249
Per capita cost	\$ 20.800	\$ 15.858	\$ 15.347

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Human Services goals following the Social Services Fund Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Non-Program Revenue - - 2100-42111

DEPARTMENT DESCRIPTION: Property Taxes, Claim-Collection Incentives, TANF Adjustment, TANF MOE Reduction, and Miscellaneous Revenue Sources.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	0	0	0	0
Contra	-105,112	- 130,000	- 170,000	- 170,000
Gross County Cost	\$ -105,112	\$ - 130,000	\$ - 170,000	\$ - 170,000
Revenue	356,819	585,408	637,062	637,062
Net County Cost	\$ 11,514,419	\$ 11,403,328	\$ 12,300,557	\$ 12,300,557
Budget Positions	- -	- -	- -	- -

SUMMARY OF CHANGES: Property tax is budgeted at \$12,300,557 for 2019. The difference is a combination of special revenue from various department programs. The TANF Adjustment is \$337,062. Incentives earned as the result of claims collections for Food Assistance, Medicaid, TANF, and State-Only programs are estimated to be \$300,000. Counties will not receive the Work Participation bonus funds during 2019. \$506,436 will be added to the fund balance to cover unanticipated costs or revenue changes.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Human Services goals following the Social Services Fund Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Other Programs - - 2100-42115

DEPARTMENT DESCRIPTION: This budget unit was established for minor or temporary programs for the Department of Social Services. It includes Employment First, Medical Exams, Food Stamps Refunds, AFDC Retained Collections, and Collaborative Management.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 333,042	\$ 360,000	\$ 300,000	\$ 300,000
Supplies	36,366	25,000	15,000	15,000
Purchased Services	51,476	31,000	50,000	50,000
Fixed Charges	150	0	0	0
Contra	86	- 1,000	- 4,000	- 4,000
Gross County Cost	\$ 421,120	\$ 415,000	\$ 361,000	\$ 361,000
Revenue	423,124	415,000	300,000	300,000
Net County Cost	\$ - 2,004	\$ 0	\$ 61,000	\$ 61,000
Budget Positions	- -	- -	- -	- -

SUMMARY OF CHANGES: The Employment First (Food Stamp Job Search) program continues to be placed in a state of change. Although requiring broader participation in the program, the Federal Government has reduced its funding of the program to the State of Colorado. In response, Colorado has, at least preliminarily, chosen to allow counties to choose whether components of the program will be implemented as a mandatory participation program or a voluntary program. Weld County has been successful in leveraging its Workfare Incentive funds to meet the 50% County match for funding such excess costs, historically. Therefore, we believe it is prudent to continue the program as a mandated participation program. We will closely monitor whether or not the new Federal requirements jeopardize our ability to continue doing so with existing funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**OTHER PROGRAMS
(CONTINUED)
2100-42115**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load	9,575	9,600	9,650
<u>Efficiency Measures</u>			
Per capita cost (county support)	- \$ 0.007	\$0.000	\$0.187

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Human Services goals following the Social Services Fund Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Child Support Administration - - 2100-42200

DEPARTMENT DESCRIPTION: This program is designed to obtain and enforce child support and medical support for dependent children to offset part of the TANF and foster care costs. In addition, child support and medical support are enforced for non-TANF clients based on court orders.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,974,694	\$ 2,960,000	\$ 3,100,000	\$ 3,100,000
Supplies	89,225	75,000	75,000	75,000
Purchased Services	180,126	500,000	450,000	450,000
Fixed Charges	258,960	100,000	100,000	100,000
Contra Expense	- 8,700	0	- 10,300	- 10,300
Capital	0	0	0	0
Gross County Cost	\$ 3,494,305	\$ 3,635,000	\$ 3,714,700	\$ 3,714,700
Revenue	2,612,812	2,650,000	2,750,000	2,750,000
Net County Cost	\$ 881,493	\$ 985,000	\$ 964,700	\$ 964,700
Budget Positions	31	31	31	31

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**CHILD SUPPORT ADMINISTRATION
(CONTINUED)
2100-42200**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load	7,300	7,300	7,300
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	1.0	1.0	0.9
Per capita cost (county support)	\$ 2.894	\$ 3.124	\$ 2.961

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Human Services goals following the Social Services Fund Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Temporary Assistance to Needy Families and Administration (TANF) - - 2100-42365

DEPARTMENT DESCRIPTION: Assistance payment grants for eligible recipients of the TANF program. This budget unit also has administrative funding for TANF staff and operating costs.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,602,644	\$ 1,430,000	\$ 1,671,500	\$ 1,671,500
Supplies	461,708	230,000	250,400	250,400
Purchased Services	1,527,682	1,400,000	1,571,200	1,571,200
Fixed Charges	22,579	34,000	36,500	36,500
Contra Expense	- 9,372	- 10,000	- 17,600	- 17,600
Capital	0	0	0	0
Gross County Cost	\$ 3,605,241	\$ 3,084,000	\$ 3,512,000	\$ 3,512,000
Revenue	2,510,865	1,598,917	2,026,917	2,026,917
Net County Cost	\$ 1,094,376	\$ 1,485,083	\$ 1,485,083	\$ 1,485,083
Budget Positions	0	0	0	0

SUMMARY OF CHANGES: The impending end of the Child Welfare Title IV-E Waiver and significant changes to the Child Care Assistance Program may require us to utilize funds transferred from the Colorado Works Block Grant (TANF) to Title XX and/or the Child Care Development Fund in order to close-out those program allocations. Additionally, we are utilizing TANF funds to provide services that enhance the quality of Child Care in Weld County, specifically focusing on training Child Care providers in dealing with children who may otherwise be expelled from the program, due to their behaviors. Recent increases in our Colorado Works Block Grant, as well as the modest County Reserves we have accumulated, should serve to protect us from over-expenditure conditions for future years. Conversely, as our allocation increases, we will also monitor our County Reserve level to ensure that it does not exceed the 40% level, which would require a reversion of funds under the provisions of SB 11-124. The State Human Services Board has approved a 10% increase in the Basic Cash Assistance Grant, which could put the long-term fiscal stability of the program in jeopardy. Thus, requiring more county property tax support.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**TANF ADMINISTRATION
(CONTINUED)
2100-42365**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Loads (Average)	636	650	660
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$ 3.593	\$ 4.710	\$ 4.558

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Human Services goals following the Social Services Fund Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Aid to Needy Disabled - - 2100-42370

DEPARTMENT DESCRIPTION: Assistance grants for eligible disabled and Medicaid benefits for SSI clients.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Fixed Charges	135,432	150,000	150,000	150,000
Contra Account	- 30,983	- 20,000	- 20,000	- 20,000
Capital	0	0	0	0
Gross County Cost	\$ 104,449	\$ 130,000	\$ 130,000	\$ 130,000
Revenue	0	0	0	0
Net County Cost	\$ 104,449	\$ 130,000	\$ 130,000	\$ 130,000
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**AID TO NEEDY DISABLED
(CONTINUED)
2100-42370**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load	250	240	225
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$ 0.343	\$ 0.412	\$ 0.399

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Human Services goals following the Social Services Fund Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Child Care - - 2100-42375

DEPARTMENT DESCRIPTION: Provision of day care services for children from TANF and "income eligible" households.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 796,901	\$ 715,000	\$ 736,000	\$ 736,000
Supplies	21,485	17,000	15,000	15,000
Purchased Services	516,831	654,653	825,600	825,600
Fixed Charges	8,794	13,000	14,500	14,500
Contra Expense	- 274	- 1,000	- 1,000	- 1,000
Capital	0	0	0	0
Gross County Cost	\$ 1,343,737	\$ 1,398,653	\$ 1,590,100	\$ 1,590,100
Revenue	859,442	854,000	952,700	952,700
Net County Cost	\$ 484,295	\$ 544,653	\$ 637,400	\$ 637,400
Budget Positions	9.0	9.0	9.0	9.0

SUMMARY OF CHANGES: HB 14-1317 significantly changed the activities eligible under this program. HB 18-1335 made further changes to both the funding and eligibility requirements of the program. More residents will now be eligible for assistance and, once receiving assistance, will be eligible to remain on the assistance for a longer period of time. Weld County is in a relatively good position to absorb the increased costs that will be associated with the legislation, but will continue to monitor our position and make program adjustments, as necessary, to remain within our available funding. Based on a provider survey and audit, conducted by United Way, Weld County has adjusted its CCAP reimbursement rates to more closely align with existing provider rates. We will continue to monitor the adequacy of these reimbursements, in light of the available funds. We are also reaching out to potential Child Care providers in an attempt to fill the service gaps identified in the survey.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

CHILD CARE (CONTINUED) 2100-42375

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load	750	820	820
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.295	0.285	0.276
Per capita cost (county support)	\$ 1.590	\$ 1.727	\$ 1.956

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Human Services goals following the Social Services Fund Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Old Age Pension - - 2100-42380

DEPARTMENT DESCRIPTION: This program provides money payments to eligible seniors who meet income, resource and age tests. Program costs are reimbursed approximately 99.5 percent by the state. Administrative costs are reimbursed 100 percent.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 110,093	\$ 100,000	\$ 100,000	\$ 100,000
Supplies	58,047	23,000	29,000	29,000
Purchased Services	16,391	28,000	28,000	28,000
Fixed Charges	3,275	0	0	0
Contra Expense	204	- 1,000	- 1,000	- 1,000
Gross County Cost	\$ 188,010	\$ 150,000	\$ 156,000	\$ 156,000
Revenue	181,623	143,000	149,000	149,000
Net County Cost	\$ 6,387	\$ 7,000	\$ 7,000	\$ 7,000
Budget Positions	- -	- -	- -	- -

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**OLD AGE PENSION
(CONTINUED)
2100-42380**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load	800	780	775
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$ 0.021	\$ 0.022	\$ 0.021

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Human Services goals following the Social Services Fund Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Child Welfare and Administration - - 2100-42410

DEPARTMENT DESCRIPTION: Placement of children in kinship homes, substitute 24-hour care family foster homes, group homes, residential treatment centers, and residential child care facilities.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 13,537,792	\$ 13,400,000	\$ 14,000,000	\$ 14,000,000
Supplies	532,010	1,200,000	320,000	320,000
Purchased Services	2,688,233	2,400,000	2,700,000	2,700,000
Capital Outlay	0	0	0	0
Fixed Charges	400,306	350,000	570,000	570,000
Contra Expenses	- 225,349	- 350,000	- 250,000	- 250,000
Gross County Cost	\$ 16,932,992	\$ 17,000,000	\$ 17,340,000	\$ 17,340,000
Revenue	12,783,174	13,600,000	13,800,000	13,800,000
Net County Cost	\$ 4,149,818	\$ 3,400,000	\$ 3,540,000	\$ 3,540,000
Budget Positions	137	141	145	141

SUMMARY OF CHANGES: The Child Welfare Division is completing its fourth year of operations under the IV-E Waiver Demonstration interventions. It is too early to accurately measure the success of the project. Referrals and assessments have begun to increase. However, our focus on preserving families and achieving successful outcomes for children has enabled us to avoid significant increases in out-of-home placements. Our intention is to complete the Waiver Demonstration with sufficient ongoing cost savings to fund the additional staff necessary to continue the interventions. Weld County's allocation of funding continues to grow at a moderate pace, which should assist us in this endeavor.

The Department requested authorization to hire four (4) additional positions prior to the end of 2019 (Child Welfare Deputy Division Head, Child Protection Permanency Caseworker, Child Welfare Home Study, and Foster Care Coordinator). These positions will be funded through the Legislature's funding of additional Child Welfare positions, state-wide, and the Child Welfare appropriation. SB 18-254 will significantly alter the rates at which foster care providers are reimbursed for their services. At this point, we are uncertain of the ultimate fiscal impact of these increases but are fairly certain the current appropriation will not sustain them. The Department is reaching out to the community to recruit family-based foster homes to care for the needs of the children and youth in need of their services.

CHILD WELFARE AND ADMINISTRATION (CONTINUED) 2100-42410

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Three of the four additional positions were approved by the Board in July 2018 (Child Welfare Deputy Division Head, Child Protection Permanency Caseworker, and Foster Care Coordinator). This program is one of the reasons the property tax amount for the Social Services Fund leaves \$506,436 unallocated in the 2019 budget.

BOARD ACTION: The Board took the following actions:

- Approved the fourth position requested (Child Welfare Home Study Coordinator).
- Terminated HCCC contract for evening and weekend coverage (\$31,790).
- Decreased Screening/Family finding by 4 positions (\$280,000).
- Contract with HCCC at a cost of \$126,000
- Approved an additional Assistant County Attorney III and upgraded a Paralegal III to a IV at a work session on August 27, 2018. All other approved as recommended.

Overall funding for the program was left unchanged from the requested amount. The Board denied the late request submitted October 11, 2018, for a reorganization of the Child Welfare Division. The Board may reconsider it later in 2019.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Average Case Load	1,836	2,000	2,050
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	4.498	4.472	4.328
Per capita cost (county support)	\$ 13.624	\$ 10.783	\$ 11.794

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Human Services goals following the Social Services Fund Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Core Services - - 2100-42415

DEPARTMENT DESCRIPTION: Program designed to avoid placement of children into the foster care program primarily through counseling and parental education.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,027,448	\$ 900,000	\$ 1,225,000	\$ 1,225,000
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	492,420	400,000	500,000	500,000
Contra Expense	- 37,024	0	- 100,000	- 100,000
Gross County Cost	\$ 1,482,844	\$ 1,300,000	\$ 1,625,000	\$ 1,625,000
Revenue	916,294	900,000	1,000,000	1,000,000
Net County Cost	\$ 566,550	\$ 400,000	\$ 625,000	\$ 625,000
Budget Positions	0	0	0	0

SUMMARY OF CHANGES: We have modified our accounting of the TIGHT program, such that expenditures on the program are now recorded directly out of the Social Services Fund. This will enable us to report and be reimbursed for expenditures on a timely basis. The hiring and re-classification of Parent Education Center positions will initially decrease vacancy savings and increase personnel costs, but should also reduce direct program costs paid to external contractors.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval, including the classification of Parent Education Center positions.

BOARD ACTION: Approved as recommended.

**CORE SERVICES
(CONTINUED)
2100-42415**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load	497	500	505
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$ 1.860	\$ 1.269	\$ 1.918

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Human Services goals following the Social Services Fund Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Adult Protective Services - 42450

DEPARTMENT DESCRIPTION: Adult Protective Services offers protective services to prevent, reduce, or eliminate the current or potential risk of mistreatment, exploitation, or self-neglect to the at-risk adult using community based services and resources, health care services, family and friends when appropriate, and other support systems.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 666,905	\$ 660,000	\$ 660,000	\$ 660,000
Supplies	19,500	20,000	15,000	15,000
Purchased Services	56,043	50,000	50,000	50,000
Fixed Charges	14,043	0	15,000	15,000
Capital	0	0	0	0
Gross County Cost	\$ 756,491	\$ 730,000	\$ 740,000	\$ 740,000
Revenue	608,594	584,000	610,000	610,000
Net County Cost	\$ 147,897	\$ 146,000	\$ 130,000	\$ 130,000
Budget Positions	6	6	8	8

SUMMARY OF CHANGES: This was a new Budget Unit in 2017, within the Social Services Fund Budget Group. The staff is housed within the Area Agency on Aging Division. The allocation was separated from the County Administration allocation in SFY 13-14. However, for its first four years, it was tied very closely to that allocation. Beginning with SFY 18-19, the allocation is intended to stand, largely, on its own for all but the close-out process.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Due to caseload the two additional Adult Protection Services Caseworkers are recommended.

BOARD ACTION: Approved as recommended, including the additional positions.

**ADULT PROTECTIVE SERVICES
(CONTINUED)
2100-42450**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Referrals Reviewed	1,057	1,010	1,050
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$ 0.486	\$ 0.463	\$ 0.399

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Human Services goals following the Social Services Fund Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Low Income Energy Assistance Program
and Administration - - 2100-42610/42620

DEPARTMENT DESCRIPTION: Administration of the Low Income Energy Assistance Program. This program is 100 percent federally funded.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 959	\$ 2,000	\$ 1,000	\$ 1,000
Supplies	0	0	0	0
Purchased Services	307	0	0	0
Fixed Charges	0	0	0	0
Contra Expenses	- 4,278	0	0	0
Gross County Cost	\$ - 3,012	\$ 2,000	\$ 1,000	\$ 1,000
Revenue	-15,448	2,000	1,000	1,000
Net County Cost	\$ 12,436	\$ 0	\$ 0	\$ 0
Budget Positions	0	0	0	0

SUMMARY OF CHANGES: Beginning October 2016, this program is contracted, at the State level, to Discover Goodwill. Weld County's only participation in the program is that of referral and marketing.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: General Assistance - - 2100-42700

DEPARTMENT DESCRIPTION: Temporary and emergency assistance for applicants for Federal/State categorical assistance programs and help for some medical indigents, totally funded by the County. Expenditures from this program are not covered by TANF, OAP, AND, etc.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	27,184	21,000	21,000	21,000
Contra Expense	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 27,184	\$ 21,000	\$ 21,000	\$ 21,000
Revenue	452	0	0	0
Net County Cost	\$ 26,732	\$ 21,000	\$ 21,000	\$ 21,000
Budget Positions	- -	- -	- -	- -

SUMMARY OF CHANGES: No significant changes are anticipated for this program during 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**GENERAL ASSISTANCE
(CONTINUED)
2100-42700**

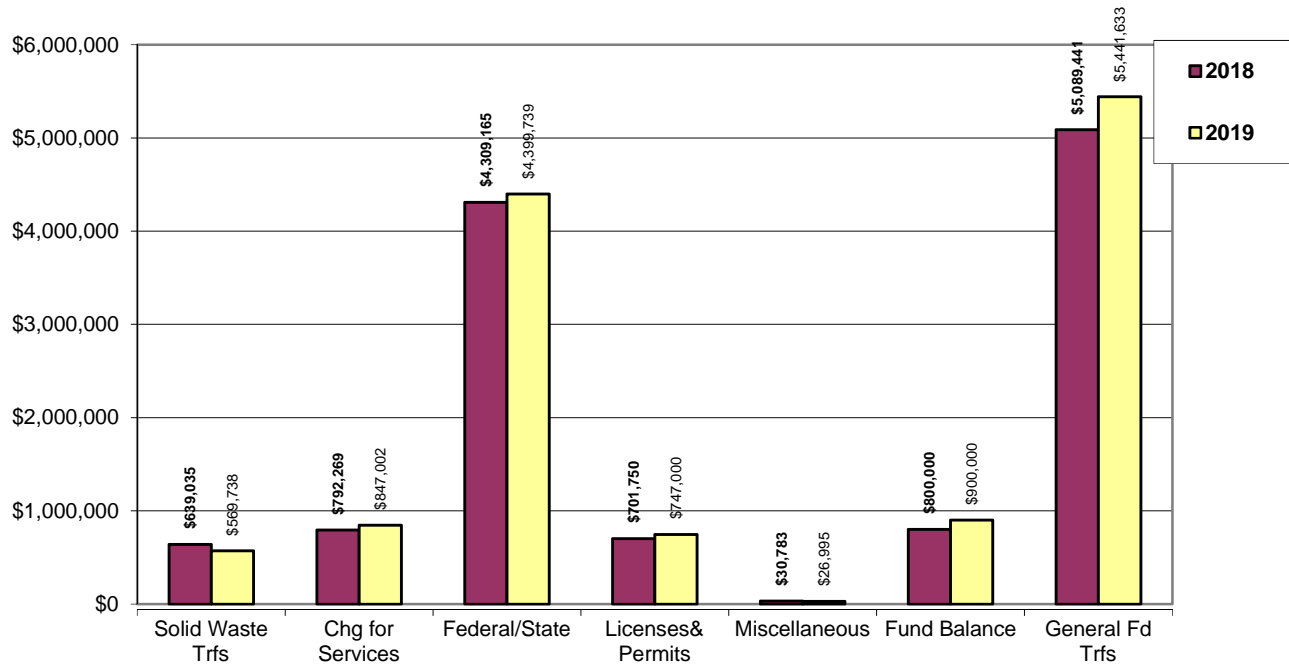
PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load excluding shelter (Average)	10	10	10
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$ 0.088	\$ 0.067	\$ 0.064

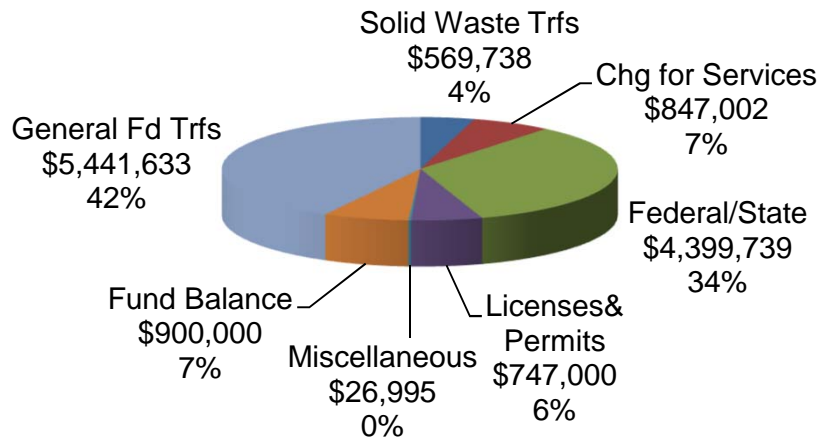
GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Human Services goals following the Social Services Fund Summary.



HEALTH FUND Revenue Changes



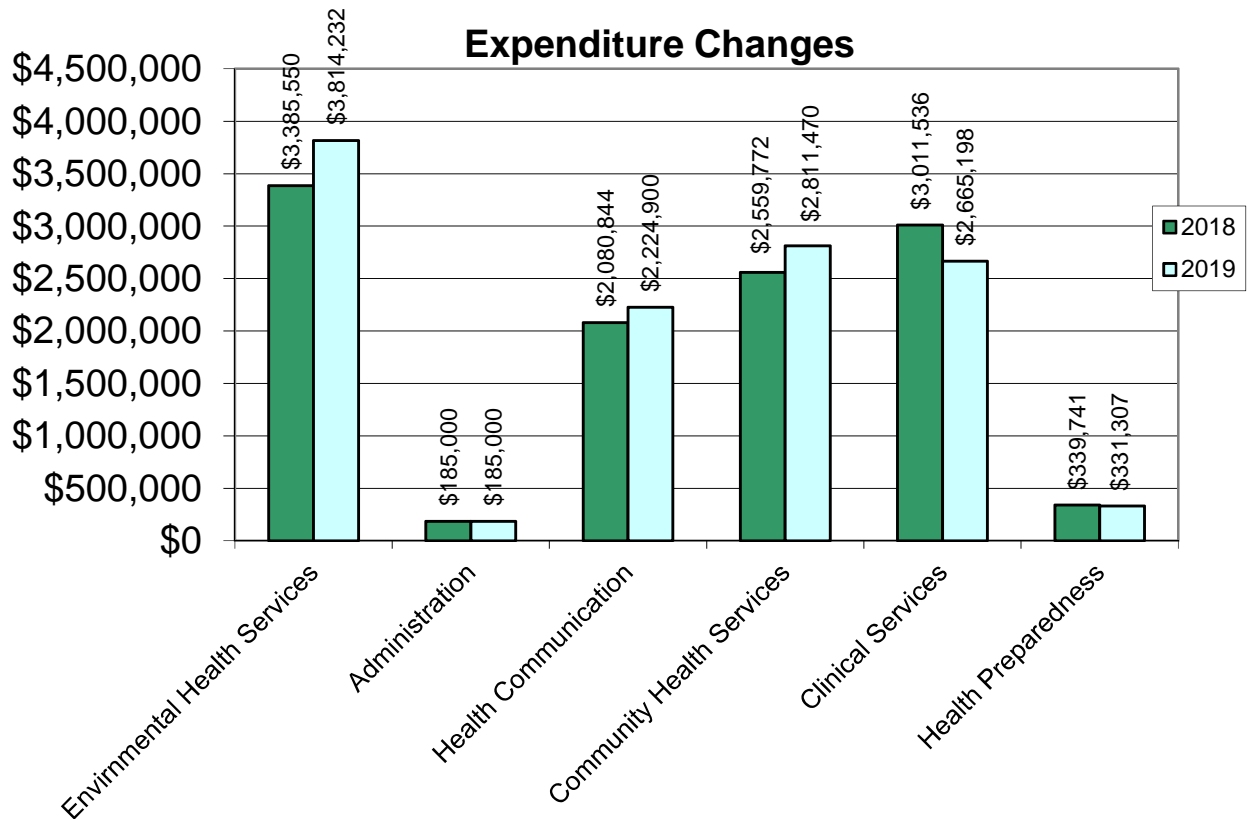
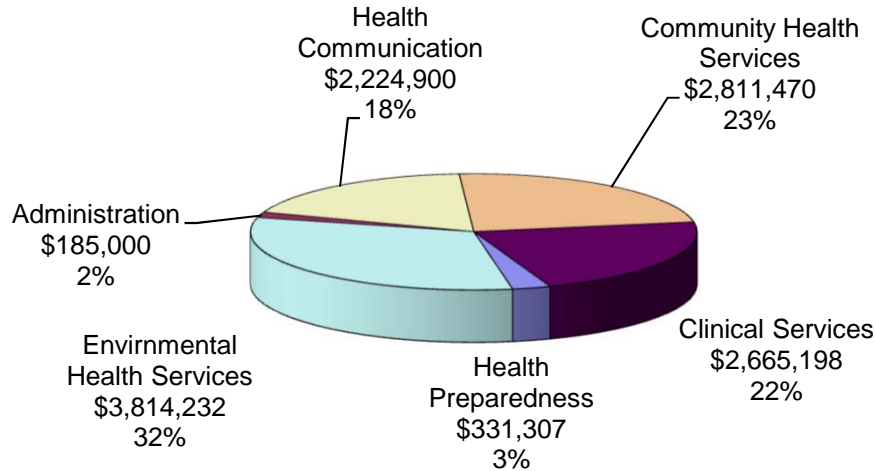
2019 Revenue
Total \$12,932,107 (2018 \$12,362,443)



HEALTH FUND

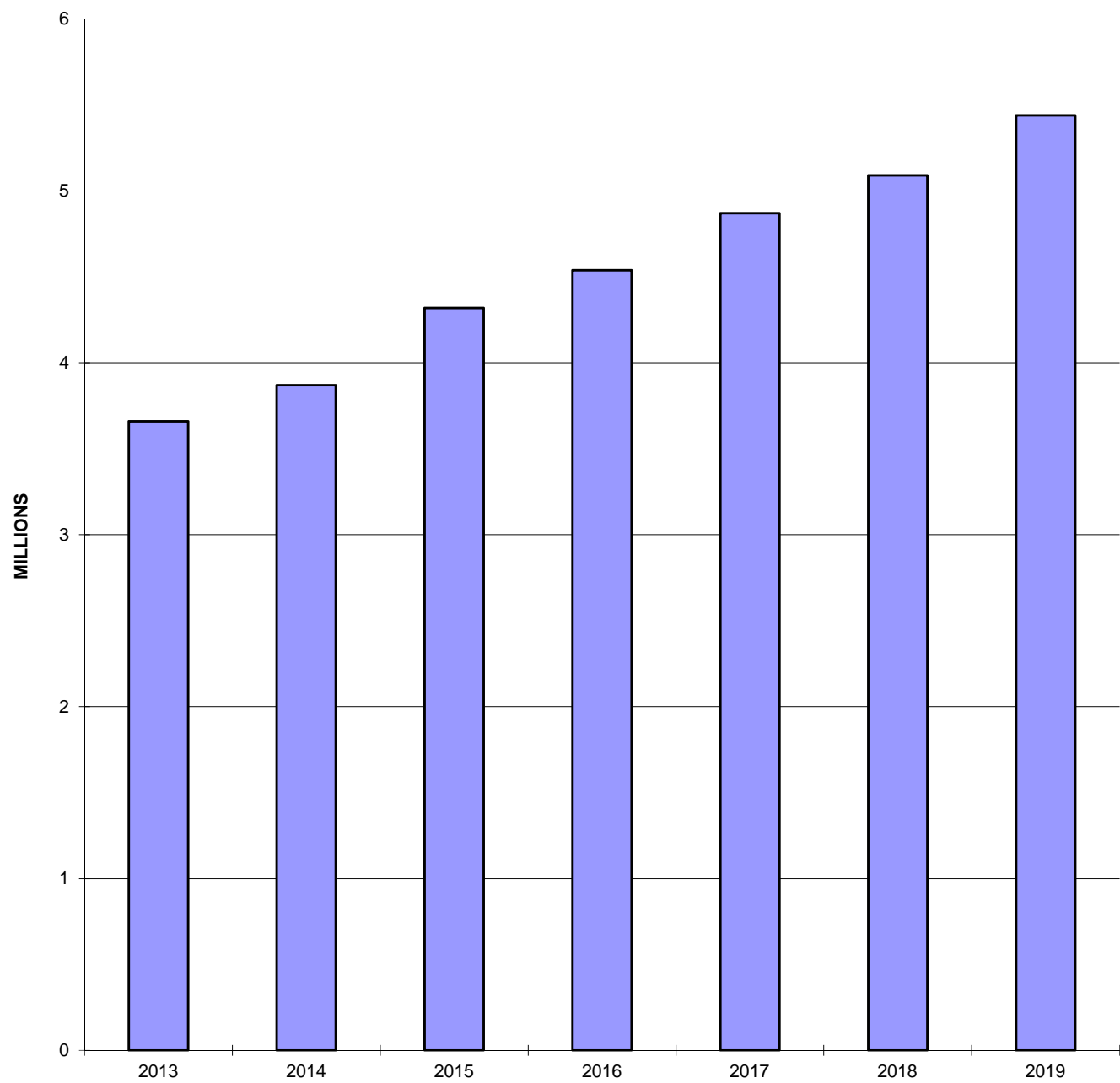
2019 Expenditures

Total \$12,032,107 (2018 \$11,562,443)



SEVEN YEAR TREND

Health Subsidy



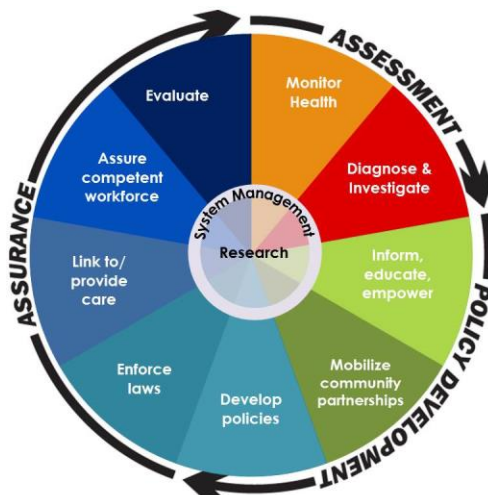
PUBLIC HEALTH & ENVIRONMENT FUND SUMMARY

*Together, we are working to make Weld County
a healthy place to live, learn, work and play.*

Public health helps kids grow up healthy and helps build strong communities. Public health saves lives and saves money.

<https://www.apha.org/news-and-media/multimedia/infographics/public-health-infographic>

The Weld County Department of Public Health and Environment promotes health and wellness for the entire community by monitoring the health of the community, promoting healthy behaviors, preventing injuries and the spread of disease, protecting against environmental hazards, responding to disasters and assisting in recovery, and assuring access to quality health care services. The Department performs its work in the context of the Ten Essential Services, as defined by the Centers for Disease Control and Prevention (CDC).



The Health Department's 2019 budget continues to reflect the Department's commitment to strong fiscal management, recruitment and development of a competent and engaged workforce, elimination of redundancies by modernizing processes, and reinvestment of the savings realized from these activities into targeted initiatives geared toward achieving the goals of preserving, promoting and protecting the health and environment of current residents and future generations in Weld County.

The 2019 budget continues to align with our department-wide 2016-2019 strategic plan that focuses primarily on the key priority of integrating select core public health services in our community to better achieve sustainability, enhance quality, and control costs. During the past three years, the Health Department has been diligently working toward three strategic goals: formal integration of health services into an established and enduring community system of care; supporting the community in addressing behavioral health issues, including mental health and substance abuse; and increasing communication channels, both internally and within the community, using technology and other means.

Consistent with our strategic goals, budgetary planning for 2019 continues to emphasize funding technology additions and improvements in both our Greeley and Southwest Weld locations,

strengthening and supporting strategic activities and community partnerships focused on behavioral health in our community, and expanding access to our services in convenient, efficient, and effective ways to engage and support all citizens of Weld County while controlling costs and meeting budget targets.

Our 2019 budget further supports our performance management system, which embeds a continuous, focused system of assessment, planning, essential services, quality improvement, and workforce development to achieve our strategic priorities. Beginning in 2017, and carrying-forward in 2018 and 2019, the Health Department continues to fine-tune our human capital resources by strategically realigning those resources and, where possible, implementing a generalist staffing model that will improve our Department's ability to provide exceptional customer service to Weld County residents and businesses during competitive, low-unemployment labor markets.

The 2019 target budget for the Department is \$5,441,633, as determined by the Weld County Director of Finance and Administration and Board of County Commissioners. The Department achieved its budget goal with flat funding except for annual increases related to personnel costs. The Department's available funding was allocated among the Department's six divisions; Administration, Environmental Health Services, Health Education, Communication and Planning [including Public Health Emergency Preparedness and Response], Community Health Services and Public Health Clinical Services.

Highlights of changes in the 2019 budget include:

- Increased Revenues. Overall revenues are expected to increase only slightly by \$117,472 or approximately 1.81% in 2019. While our Health Education and Public Health Clinical Services divisions are projecting decreases in revenues from reduced grant funding and reduced fees-for service, our Community Health Services and Environmental Health Services divisions will be off-setting these decreases by increased grant funding and charges for services. The largest decrease of revenue is anticipated to occur in our Public Health Clinical Services division, with a reduction of approximately 15%, largely due to the notable declines in Health First Colorado (formerly known as Medicaid) reimbursements in our clinical operations. Again in 2019, Environmental Health is projecting increases in fee income for lab services, licenses, permits and fines.
- Increased Personnel Services Costs. A slight increase of approximately 2.87% is anticipated due to cost of living adjustments, step increases and benefit adjustments (PERA, Medicare and health insurance costs) in 2019. Furthermore, reclassifications of certain positions within the Health Department that are proposed to occur in 2019 will also play a role in this increase. The Health Department has added one, and will be requesting three additional, new positions in 2018, which will, if approved, also result in the addition of those personnel costs to the 2019 budget. As an offset to increased total personnel costs, our 2019 projected health insurance costs will decline by approximately 5.8%. This is primarily due to decreased individual and family enrollment in the County's health plans and the health insurance rate decrease.
- Increased Information Technology Costs. Based on actual costs incurred in 2017, our data processing cost projections are proposed to increase by approximately 3.8% in 2019. Our Environmental Health Lab is planning for the migration of their nearly obsolete laboratory software to an advanced software application that is expected to improve productivity. In

addition, both our Environmental Health and Public Health Clinical Services divisions will continue improving our technological interfaces between our electronic medical records and laboratory for both internal and external customers.

- Decreased Equipment (Small and Capitalized) Costs. Most divisions are projecting lower equipment costs as we adjust downward following our success in bringing-in updated technology at the Health Department. We will continue to implement new technologies geared toward reducing staffing costs, operational redundancies, and travel costs as local, regional and national meetings are increasingly becoming available via teleconferences and webinars as alternative options to costly travel.

**PUBLIC HEALTH
SUMMARY OF REVENUES
2019**

Fund	Org	Acct	Account Title	2018 Budget	2019 Request	2019 Recommend	2019 Final
LICENSES AND PERMITS							
2560	41400	4210	LICENSES	318,400	332,000	332,000	332,000
2560	41400	4221	PERMITS	383,350	415,000	415,000	415,000
TOTAL LICENSES AND PERMITS				701,750	747,000	747,000	747,000
INTERGOVERNMENTAL							
2530	41300	4321	MEDICAID	117	240	240	240
253910	41300	4321	MEDICAID	38,804	8,000	8,000	8,000
2560	41400	4321	MEDICAID	77,500	130,500	130,500	130,500
2590	41600	4321	MEDICAID	28,556	28,062	28,062	28,062
2591	41600	4321	MEDICAID	247,723	177,406	177,406	177,406
2592	41600	4321	MEDICAID	73,354	54,523	54,523	54,523
2599	41600	4321	MEDICAID	37,036	27,806	27,806	27,806
255810	41300	4336	REIMBURSEMENTS	54,352	78,858	78,858	78,858
2560	41400	4336	REIMBURSEMENTS	0	121,151	121,151	121,151
2500	41100	4340	GRANTS	414,809	419,783	419,783	419,783
2517	41210	4340	GRANTS	318,903	318,903	318,903	318,903
2521	41210	4340	GRANTS	12,500	12,500	12,500	12,500
2523	41210	4340	GRANTS	233,992	249,524	249,524	249,524
2524	41210	4340	GRANTS	8,250	0	0	0
2525	41210	4340	GRANTS	126,549	126,549	126,549	126,549
2528	41210	4340	GRANTS	68,088	68,035	68,035	68,035
251010	41210	4340	GRANTS	179,911	153,440	153,440	153,440
252710	41210	4340	GRANTS	85,000	85,000	85,000	85,000
2531	41300	4340	GRANTS	12,075	15,000	15,000	15,000
253310	41300	4340	GRANTS	234,054	234,054	234,054	234,054
253910	41300	4340	GRANTS	52,500	52,500	52,500	52,500
254911	41300	4340	GRANTS	137,000	142,382	142,382	142,382
255211	41300	4340	GRANTS	837,404	944,079	944,079	944,079
2560	41400	4340	GRANTS	67,200	72,080	72,080	72,080
256410	41400	4340	GRANTS	110,747	107,584	107,584	107,584
258110	41500	4340	GRANTS	273,284	270,389	270,389	270,389
2591	41600	4340	GRANTS	259,646	152,384	152,384	152,384
2592	41600	4340	GRANTS	169,129	134,036	134,036	134,036
2593	41600	4340	GRANTS	134,382	180,171	180,171	180,171
2594	41600	4340	GRANTS	16,300	34,800	34,800	34,800
2500	41100	4356	COUNTIES	5,089,441	5,441,633	5,441,633	5,441,633
TOTAL INTERGOVERNMENTAL				9,398,606	9,841,372	9,841,372	9,841,372
CHARGE FOR SERVICES							
2500	41100	4410	CHARGE FOR SERVICES	185,000	185,000	185,000	185,000
2530	41300	4410	CHARGE FOR SERVICES	25,506	9,000	9,000	9,000
253910	41300	4410	CHARGE FOR SERVICES	8,528	7,000	7,000	7,000
2560	41400	4410	CHARGE FOR SERVICES	329,900	415,769	415,769	415,769
2590	41600	4410	CHARGE FOR SERVICES	93,294	100,679	100,679	100,679
2591	41600	4410	CHARGE FOR SERVICES	67,474	41,078	41,078	41,078
2592	41600	4410	CHARGE FOR SERVICES	67,081	57,444	57,444	57,444
2593	41600	4410	CHARGE FOR SERVICES	15,486	26,901	26,901	26,901
2594	41600	4410	CHARGE FOR SERVICES	0	4,131	4,131	4,131
TOTAL CHARGES FOR SERVICES				792,269	847,002	847,002	847,002
MISCELLANEOUS							
2560	41400	4510	FINES	15,000	13,000	13,000	13,000
253910	41300	4690	DONATIONS	1	1	1	1
2590	41600	4690	DONATIONS	800	251	251	251
2591	41600	4690	DONATIONS	14,383	12,836	12,836	12,836
2592	41600	4690	DONATIONS	170	190	190	190
2593	41600	4690	DONATIONS	429	591	591	591
2594	41600	4690	DONATIONS	0	126	126	126
TOTAL MISCELLANEOUS				30,783	26,995	26,995	26,995
TRANSFER							
2560	41400	712700	TRANSFER	639,035	569,738	569,738	569,738
TOTAL PUBLIC HEALTH				11,562,443	12,032,107	12,032,107	12,032,107

**PUBLIC HEALTH
SUMMARY OF EXPENDITURES
2019**

Fund	Org	Expenditure Function	2018 Budget	2019 Request	2019 Recommend	2019 Final
2500	41100	ADMINISTRATION	185,000	185,000	185,000	185,000
251010	41210	GENERAL HEALTH EDUCATION	159,542	177,005	177,005	177,005
2517	41210	GENERAL HEALTH EDUCATION	329,565	333,099	333,099	333,099
2520	41210	GENERAL HEALTH EDUCATION	930,647	1,001,033	1,001,033	1,001,033
2621	41210	GENERAL HEALTH EDUCATION	20,130	20,879	20,879	20,879
2523	41210	GENERAL HEALTH EDUCATION	256,878	323,737	323,737	323,737
2524	41210	GENERAL HEALTH EDUCATION	13,033	0	0	0
2525	41210	GENERAL HEALTH EDUCATION	147,783	156,435	156,435	156,435
252710	41210	GENERAL HEALTH EDUCATION	138,383	129,463	129,463	129,463
2528	41210	GENERAL HEALTH EDUCATION	84,883	83,249	83,249	83,249
2530	41300	COMMUNITY HEALTH SERVICES	394,807	573,250	573,250	573,250
2531	41300	COMMUNITY HEALTH SERVICES	14,360	33,265	33,265	33,265
253310	41300	COMMUNITY HEALTH SERVICES	433,337	471,681	471,681	471,681
253910	41300	COMMUNITY HEALTH SERVICES	407,678	341,549	341,549	341,549
254911	41300	COMMUNITY HEALTH SERVICES	249,128	290,907	290,907	290,907
255211	41300	COMMUNITY HEALTH SERVICES	984,464	995,261	995,261	995,261
255810	41300	COMMUNITY HEALTH SERVICES	75,998	105,557	105,557	105,557
2560	41400	ENVIROMENTAL	3,250,091	3,682,376	3,682,376	3,682,376
256410	41400	ENVIROMENTAL	135,459	131,856	131,856	131,856
2580	41500	PUBLIC HEALTH PREPAREDNESS	54,488	56,945	56,945	56,945
258110	41500	PUBLIC HEALTH PREPAREDNESS	285,253	274,362	274,362	274,362
2590	41600	PUBLIC HEALTH CLINICAL SERVICES	747,037	675,385	675,385	675,385
2591	41600	PUBLIC HEALTH CLINICAL SERVICES	1,169,664	997,304	997,304	997,304
2592	41600	PUBLIC HEALTH CLINICAL SERVICES	674,151	590,638	590,638	590,638
2593	41600	PUBLIC HEALTH CLINICAL SERVICES	313,934	306,609	306,609	306,609
2594	41600	PUBLIC HEALTH CLINICAL SERVICES	106,750	95,262	95,262	95,262
TOTAL PUBLIC HEALTH			11,562,443	12,032,107	12,032,107	12,032,107

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC HEALTH & ENVIRONMENT

BUDGET UNIT TITLE AND NUMBER: Summary - - All Departments - - Fund 2500

DEPARTMENT DESCRIPTION: See individual units.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 7,274,358	\$ 8,671,677	\$ 8,920,552	\$ 8,920,552
Supplies	549,923	798,581	801,911	801,911
Purchased Services	1,116,230	2,134,921	2,239,918	2,239,918
Fixed Charges	702,677	937,306	1,076,001	1,076,001
Contra Expense	-908,950	-1,027,742	-1,049,475	-1,049,475
Capital	0	47,700	43,200	43,200
Gross County Cost	\$ 8,734,238	\$ 11,562,443	\$ 12,032,107	\$ 12,032,107
Revenue/Fund Bal.	5,602,191	6,473,002	6,590,474	6,590,474
Net County Cost	\$ 3,132,047	\$ 5,089,441	\$ 5,441,633	\$ 5,441,633
Budgeted Positions	93.350	97.075	101.075	101.075

SUMMARY OF CHANGES: See individual units.

FINANCE/ADMINISTRATION RECOMMENDATION: See individual units.

BOARD ACTION: See individual units.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
See individual budget units			
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	3.06	3.08	3.10
Per capita cost (county support)	\$10.28	\$16.14	\$16.70

HEALTH FUND SUMMARY (CONTINUED) FUND 2500

Mission Statement: In partnership with the communities we serve, Weld County Department of Public Health and Environment preserves, promotes and protects the health and environment of the residents of Weld County. (Department of Public Health and Environment)

- Goal PHS1: Formally integrate health services into an established and enduring community system of care.
- Goal PHS2: Support the community in addressing behavioral health issues, including mental health and substance abuse.
- Goal PHS3: Increase communication channels, both internally and with the community, through the use of technology and other means.

**NOTE: DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT HAS A
COMPREHENSIVE STRATEGIC PLAN AVAILABLE ONLINE AT:**

<http://www.co.weld.co.us/Departments/HealthEnvironment/index.html>

Goal HS1: Offer integrated health care service to the entire community as part of an integrated comprehensive system of care.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)*	ACTUAL	ESTIMATED	PROJECTED
Increase residents' awareness/knowledge of the influencing factors that affect their health and the communities' health overall.	Annually publicize at least one high reach public health message that increases community members' awareness of place-specific differences in health and social indicators.	Youth tobacco use prevention campaign	Completed by March 2019 and on-going social media in 2019	Ongoing in 2019
Improve access to needed preventive, appropriate, affordable, continuous, and timely community health services for residents.	Use national public health accreditation to improve core functions of public health services.	Quality Improvement (QI) activity conducted in each Division	Completed QI in 2019; findings to be used in shaping QI culture at the Department	Ongoing in 2019
	Use technologies to improve access to services in all divisions.	New use of data dashboard to show real time progress of public health activities	Public has increased access to information and progress of Department activities and strategies	Ongoing in 2019
Goal HS2: Support the community addressing various health issues, including mental health and substance abuse.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)*	ACTUAL	ESTIMATED	PROJECTED
Reduce risks for chronic disease and help residents maintain a healthy body weight through nutrition, physical activity, and obesity prevention strategies.	Oversee implementation of 5-year Weld County Community Health Improvement Plan (CHIP) with public health partners, including behavioral health issues	New CHIP completed; quarterly meetings held with partners	Over 90 partners engaged; expansion of outreach to business community, etc.	Ongoing in 2019; Progress to be assessed and results tracked via data dashboard
Increase years of healthy life and reduce disparities among all Weld County residents through environmental health initiatives.	Increase residents awareness of identified environmental health issues (e.g., lead, air quality, radon, food safety)	Radon, zoonotic, and food safety campaigns	Radon, zoonotic, and food safety campaigns ongoing	Additional campaigns under review (e.g. WNV) and ongoing in 2019
Keep residents safe and free of disease from environmental hazards/ forecast, prepare and respond to threats to basic good health.	Increase our internal capacity to respond to natural and man-made hazards	Completion of drills and table top exercises	Implement lessons learned from exercises into response plans	Implement regional healthcare coalition goals and objectives in 2019
Goal HS3: Increase communication channels, both internally and with the community, through use of technology and other means				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)*	ACTUAL	ESTIMATED	PROJECTED
Establish a department-wide quality improvement (QI) plan based on county and organizational policies and direction.	Developed performance management system that includes QI and competencies required to maintain national accreditation; including improvements to internal and external communication	Achieved and maintaining national Public Health Accreditation and communication	Complete required accreditation Annual Report in December 2019; including QI improvements and improvements to internal and external communication	Maintain national Accreditation in 2019 by meeting reporting and activity requirements, which also includes improvements to internal and external communication

Note: Goals from the Health Department Strategic Plan 2016-20

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

BUDGET UNIT TITLE AND NUMBER: Administration Services - - 2500-41100

DEPARTMENT DESCRIPTION: Overall administration of the Department of Public Health and Environment, including personnel, procurement, budgeting, fiscal management, data and records management, contract and grant management, and facilities management. The Executive Director is the official registrar of vital statistics for Weld County. Records of deaths that occurred in Weld County are kept and certified copies are available upon request from the Deputy Registrars. Birth records for births that occurred anywhere in the State of Colorado are available electronically and certified copies can be issued upon request from the Deputy Registrars.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 770,179	\$ 906,084	\$ 1,045,577	\$ 1,045,577
Supplies	7,795	45,975	44,200	44,200
Purchased Services	80,140	95,223	101,498	101,498
Fixed Charges	0	0	0	0
Contra Expense	-672,203	-909,982	-1,049,475	-1,049,475
Capital	0	47,700	43,200	43,200
Gross County Cost	\$ 185,911	\$ 185,000	\$ 185,000	\$ 185,000
Revenue	185,945	185,000	185,000	185,000
Net County Cost	\$ -34	\$ 0	\$ 0	\$ 0
Budgeted Positions	10.0	10.0	11.75	11.75

SUMMARY OF CHANGES: There is a \$139,493 (7.49%) projected increase in Personnel Services costs for 2019. This increase is attributable to the increase of FTE by 1.75 as the Health Department continues its reorganization and movement of administrative staff from other departments into the Administration Division. Furthermore, we are projecting increases in salaries and benefits due to position reclassifications, step increases and cost of living adjustment in 2019. A reclassification of an Office Tech IV to Accounting Clerk V is requested and recommended for classification parity. Also, Public Health Office Tech III's grade 15 are being requested and recommended to go to a Support Specialists grade 16 again for parity with Human Services.

Supplies and Purchased Services costs are projected to remain fairly level at \$44,200 and \$101,498, respectively, for 2019. In 2019 as part of our ongoing efforts to refresh our technology in the Health Department, we are anticipating that a few items of equipment will fall into the capital expenditures category and have budgeted \$43,200.

There will be an increase of 15.33%, or \$139,493, in contra-expenditures that will be reallocated to the divisions of the Health Department. It is anticipated our birth and death certificate issuance volume to maintain at historical levels in 2019, with revenue projected at \$185,000.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

HEALTH ADMINISTRATION (CONTINUED) 2500-41100

BOARD ACTION: Approved as recommended. Funding for the clerical reclassifications was approved, but final classification change will wait until the Clerical Classification Study is completed by Human Resources. The Board approved the creation of a Deputy Public Health Director position as a part of succession planning. The Board will make a supplemental appropriation if funding is needed for the position in 2019.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Greeley Office:			
Birth Certificates issued	5639	7,000	5550
Death Certificates issued	8226	9,000	7200
Southwest Weld Office:			
Birth Certificates issued	716	1,000	1000
Death Certificates issued	111	200	200
VitalChek:			
Birth Certificates issued	372	450	450
Death Certificates issued	24	50	50
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.328	.317	.361
Per capita cost	\$2.21	\$2.89	\$2.79

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Health goals following Department of Public Health and Environment Budget Review Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

BUDGET UNIT TITLE AND NUMBER: Non-Program Revenue - - 2500-41100

DEPARTMENT DESCRIPTION: Non-program revenues from the State per capita health funds.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Revenue	413,654	414,809	419,783	4,974
Net County Cost	\$ -413,654	\$ -414,809	\$ -419,783	\$ 4,974
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Non-program revenue from Local Planning and Support, formerly known as Per Capita, to support essential public health services is projected to increase by \$4,974, or 1.2.%.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

BUDGET UNIT TITLE AND NUMBER: Health Communication Section - - 2520-41210

DEPARTMENT DESCRIPTION: Health Communication, Education and Planning (HCEP) includes county and grant funded health communication/prevention programs that promote healthy behaviors to reduce the burden of chronic disease in our county. The Health Communication team coordinates the Community Health Improvement Plan and strategic planning functions for the department. HCEP serves as the liaison with the local TV/radio/newspaper media for the Health Department. They develop and disseminate emergency communication and educational materials to the public. The HCEP team provides support internally for producing educational materials, reports, and local health data. Health Communication partners with the community to implement strategies that promote and support healthy behaviors. These include improving access to healthy foods and recreation for all residents, cardiovascular disease and diabetes prevention and management, men's health screening and lifestyle education, healthy relationships for teens and parents to prevent unintended pregnancy and STI, tobacco use prevention, traffic safety and prevention of unintentional injuries for teens. Coalitions such as Drive Smart Weld County, the Community Health Improvement Plan (CHIP) coalition, and the Weld Tobacco-Free Coalition, provide guidance to the department to address these important health issues in Weld County.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,274,854	\$ 1,446,098	\$ 1,568,415	\$ 1,568,415
Supplies	12,597	26,536	42,437	42,437
Purchased Services	126,034	434,470	406,973	406,973
Fixed Charges	155,667	173,740	207,075	207,075
Contra Expense	0	0	0	0
Gross County Cost	\$ 1,569,152	\$ 2,080,844	\$ 2,224,900	\$ 2,224,900
Revenue	931,347	1,033,193	1,013,951	1,013,951
Net County Cost	\$ 637,805	\$ 1,047,651	\$ 1,210,949	\$ 1,210,949
Budget Positions	13.75	16.625	17.625	17.625

SUMMARY OF CHANGES: Overall, Personnel Services has an increase of \$122,317, this is due in part to cost of living adjustments, step increases, and the addition of 1.0 FTE for the Healthy Eating/Active Living (HEAL) Health Educator.

Supplies increased \$15,901 due to increased programming and outreach in several prevention programs; Purchased Services has decreased \$27,497, and this is due to a number of changes in grant deliverables and contracted services.

The Fixed Charges has increased by \$33,335 and this correlates with the increased staff and technology needs. Revenue is down slightly by \$19,242, and this is due to an overall decrease in grant funding support.

HEALTH COMMUNICATION SECTION (CONTINUED) 2520-41210

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval, including the additional position for the Healthy Eating/Active Living (HEAL) Health Educator.

BOARD ACTION: Approved as recommended, including the HEAL Health Educator position.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
# residents reached by the classes, programs	175,000	180,000	185,000
News release exposure	720,000	750,000	760,000
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.4538	.527	.541
Per capita cost (county support)	\$2.09	\$3.32	\$3.72
<u>Effectiveness results</u>			
Reduction in motor vehicle fatalities	35	51	55
Reduction in teen birth rate for			
15 - 17 yr. olds -- MCH data	18/1,000	13/1,000	12/1,000
Number of obese/overweight adults – CHA data	64%	67%	66%
Adult Smoking rates -- CHA data	14.0%	14.5%	14.0%

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Health goals following Department of Public Health and Environment Budget Unit Request Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

BUDGET UNIT TITLE AND NUMBER: Community Health Services - - 2530-41300

DEPARTMENT DESCRIPTION: The division provides comprehensive services that improve the overall health of Weld County. These services include preventing communicable and chronic diseases; enhancing parenting skills and building strong family units; connecting community members to needed resources; ensuring children and youth with special needs are getting the health care they need; reducing adverse effects of lead poisoning; building strong partnerships with community organizations through interactive collaboration; and reducing health inequities by ensuring our most vulnerable community members have access to resources and services.

RESOURCES 41300 & 41600	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,687,470	\$ 3,614,478	\$ 0	\$ 0
Supplies	277,434	501,924	0	0
Purchased Services	560,933	986,568	0	0
Fixed Charges	295,490	468,338	0	0
Contra Expense	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 3,821,327	\$ 5,571,308	\$ 0	\$ 0
Revenue	2,198,954	2,625,584	0	0
Net County Cost	\$ 1,622,373	\$ 2,945,724	\$ 0	\$ 0
Budgeted Positions	41.35	42.2	0	0

RESOURCES 41300	ACTUAL LAST FY (2017)	BUDGETED CURRENT FY (2018)	REQUESTED NEXT FY (2019)	FINAL NEXT FY (2019)
Personnel Services	\$ 0	\$ 1,836,013	\$ 1,946,938	\$ 1,946,938
Supplies	0	72,146	71,792	71,792
Purchased Services	0	422,156	516,115	516,115
Fixed Charges	0	229,457	276,625	276,625
Contra Expense	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 0	\$ 2,559,772	\$ 2,811,470	\$ 2,811,470
Revenue	\$ 0	1,400,341	1,491,114	1,491,114
Net County Cost	\$ 0	\$ 1,159,431	\$ 1,320,356	\$ 1,320,356
Budgeted Positions	\$ 0	22.542	23.35	23.35

COMMUNITY HEALTH SERVICES (CONTINUED) 2530-41300

SUMMARY OF CHANGES:

In 2017 the division of Public Health Services, also known as Nursing, was split into two divisions, Community Health Services (CHS) (41300) and Public Health Clinical Services (PHCS) (41600). The two tables above are meant to disseminate historical information for 2017 and 2018 and the expenditures and revenues for the CHS division in 2019.

Personnel expenditures are projected to increase by about 6%, or \$110,925. The increase is attributable to planned position reclassifications, step increases, and a cost of living increase in 2019. An additional epidemiologist position was approved mid-year in 2018.

Supplies and Purchased Services categories have increased by \$93,605, or approximately 19%. This increase is primarily due to projected increased costs of computer software and contracted and data processing services. These services and software are critical to ensuring efficient and effective services for our clients and the community. The computer software products will enable video remote interpreting and data analysis services for our diverse population. In addition, these products and services will enable CHS to monitor and project diseases rates and outbreaks in order to proactively prevent disease spread, resulting in increased work productivity and reducing morbidity and mortality in Weld County. The department is also projecting higher costs associated with the electronic health records program which is used for charting and billing.

Fixed Charges are increasing \$47,168, or a little over 20% primarily due to an increase in projected administration overhead costs.

Overall revenue is expected to increase by \$90,773, or about 6.5%. This increase is primarily due to increases in both Medicaid and grant funding in many of the CHS programs.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

COMMUNITY HEALTH SERVICES (CONTINUED) 2530-41300

PERFORMANCE MEASURES – COMMUNITY HEALTH SERVICES - 41300

Work Outputs	<u>ACTUAL</u> <u>2017</u>	<u>ESTIMATED</u> <u>2018</u>	<u>PROJECTED</u> <u>2019</u>
Communicable Disease Program			
Outbreak Investigations	12	15	18
Reportable Disease Investigations	542	600	600
Tuberculosis Blood and Skin Tests Completed	376	250	300
Infection Prevention Trainings	3	3	3
Rabies PEP Coordination	15	15	20
Health Communities – Clients Contacted	15,430	17,000	17,000
Presumptive Eligibility – Clients Contacted	188	200	200
Mobile Medical Unit			
Outings Days	173	95	95
Individual Sites Served	56	40	40
Miles Traveled	5,377	3,050	3,000
Nurse-Family Partnership for First-Time Mothers			
Client Visits	1,536	850	2,000
Mothers and Infants Served	265	250	350
Total Time Spent with Clients (hours)	1,774	900	2,1000
Maternal and Child Health – HCP – CC			
Clients Served	547	400	540
Direct Referrals Received	119	184	200
Client Visits	1,066	975	1,050
Community Outreach			
Clients Assisted	398	235	300
Outreach Events	72	30	70
Community Partner Meetings	54	30	60
<u>Efficiency Measures - 41300 & 41600</u>			
FTE's per 10,000/capita	1.38	1.34	0
Per capita cost (county support)	\$5.34	\$9.34	\$0.00
<u>Efficiency Measures - 41300</u>			
FTE's per 10,000/capita		0.715	0.717
Per capita cost (county support)		\$3.68	\$4.05

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Health goals following Department of Public Health and Environment Budget Unit Request Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

BUDGET UNIT TITLE AND NUMBER: Environmental Health Services - - 2560-41400

DEPARTMENT DESCRIPTION: The primary mission of the division is to protect and perpetuate the public health of the citizens of the county with scientific risk assessments, the development of policies, monitoring and inspections, consultation, and the enforcement of regulations designed to protect food, water, and air supplies. Services include technical assistance and consultation, monitoring and sampling, inspection and enforcement, education and outreach, and planning activities. The laboratory's purpose is to process medical and water samples.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,316,248	\$ 2,484,117	\$ 2,601,029	\$ 2,601,029
Supplies	215,072	220,756	259,107	259,107
Purchased Services	339,081	524,110	613,378	613,378
Fixed Charges	230,981	274,327	340,718	340,718
Contra Expense	-236,747	-117,760	0	0
Capital	0	0	0	0
Gross County Cost	\$ 2,864,635	\$ 3,385,550	\$ 3,814,232	\$ 3,814,232
Revenue	2,034,144	1,941,132	2,176,822	2,176,822
Net County Cost	\$ 830,491	\$ 1,444,418	\$ 1,637,410	\$ 1,637,410
Budgeted Positions	25.75	26.25	29.00	29.00

SUMMARY OF CHANGES: Net County Cost is increasing by \$192,992. The increase is due to increased costs in Personnel Services with the addition of 2.75 FTEs to EH. Other costs, including Supplies, Purchased Services and Fixed Charges increased correspondingly and an increased focus on training as well as technology (switch to FDA Food Code and resultant software, training, database and website changes). Additionally, Decade was acquired by Accela and Accela predicts our migration to Accela (consumer protection programs are in Decade's Envision program) will be either in 2019 or 2020. Money was set aside for this need.

Personnel Services increased with addition of 2.75 FTEs to the EH roster: 1.0 FTE for a courier and water sample collector, 1.0 FTE for an EH Lab Specialist, 1.0 FTE for a Home Child Care Health & Safety Specialist (collaboration with Human Services). The Home Child Care Health & Safety Specialist was approved mid-year by the Board. Office technician time has been decreased by 0.25 FTE.

Supplies increased by \$38,351 or 17%. There is an increased amount for lab consumables in anticipation of new contracts for services (such as processing the Adams County VOC samples), a reflection of additional supplies needed due to the new positions in the budget and an allowance for increase in cost of all supplies.

Purchased services increased by \$89,268 or 17%. The increase is due to the added FTEs, a set-aside for accommodating the change to the FDA Food Code from the Colorado Regulations (requiring training for inspectors and operators, software changes, website changes), the potential

ENVIRONMENTAL HEALTH SERVICES

(CONTINUED)

2560-41400

SUMMARY OF CHANGES (Continued): database migration from Envision (Decade product) to Accela (acquired Decade) for the Consumer Protection programs, and an allowance for inspector training/standardization in the child care and ISDS programs. Fixed charges (EH share of Health Administration costs) increased by \$66,391 or 24%.

Revenue is expected to increase by \$235,690. The increase is due to additional license fee revenue from the 2016 legislative action that raised retail food establishment license fees (another 8% added for 2019) for three successive years; 2019 has the last fee increase. Septic revenue in 2017 was approximately \$81,000 above the projection and residential permits are already increased in 2018 over 2017. The Land Applications (biosolids) program produces revenue through permits issued. At \$94,744, 2017 revenue was almost \$20,000 more than anticipated in the 2017 Proposed Budget. Lab fee increases will be sought in 2018 for 2019. Additional lab contracts, primarily medical, will be sought to support the addition of the lab specialist position, and there will be additional unknown amount of revenue from the new contracts.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The courier and water sample collector, and EH Lab Specialist are justified based upon workload of the department as indicated with the increased revenue in the department and improved efficiency of the department.

BOARD ACTION: The Board on August 27, 2018, approved the 1.0 FTE for a courier and water sample collector, and 1.0 FTE for an EH Lab Specialist. All other items also approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs*</u>			
Food inspections, activities, complaints	3,578	3,900	3,900
Laboratory analyses	21,316	18,000	24,000
Household Hazardous Waste Disposed (#'s)	405,164	510,000	530,000
Environmental Planning Reviews	625	593	650
I.S.D.S. permits and inspections	1409	1,374	1430
Waste inspections, complaints, spill reports	250	250	260
Biosolids Inspections, activities, complaints	184	155	184
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.845	.833	.890
Per capita cost (county support)	\$2.56	\$4.58	\$5.03

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Health goals following Department of Public Health and Environment Budget Unit Request Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

BUDGET UNIT TITLE AND NUMBER: Public Health Preparedness - - 2580-41500

DEPARTMENT DESCRIPTION: Public Health Preparedness utilizes grants and county funding to enhance the ambient level of emergency preparedness, both internally (county organization) and externally (constituents). This unit is charged with preparing for, and responding to, incidents and events which threaten the quality and quantity of life within the purview of health and environment; develops exercises and evaluates various plans, procedures and protocols associated with emergency preparedness; is assigned disease investigation duties and functions, along with regional bioterrorism laboratory duties and functions; houses the county-wide Health Alert Network, communications and warning operations; and is engaged in local, regional, state and national collaborative efforts associated with these disciplines.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 225,607	\$ 220,900	\$ 198,222	\$ 198,222
Supplies	37,025	3,390	3,390	3,390
Purchased Services	10,042	94,550	106,196	106,196
Fixed Charges	20,539	20,901	23,499	23,499
Capital	0	0	0	0
Gross County Cost	\$ 293,213	\$ 339,741	\$ 331,307	\$ 331,307
Revenue	251,801	273,284	270,389	270,389
Net County Cost	\$ 41,412	\$ 66,457	\$ 60,918	\$ 60,918
Budgeted Positions	2.5	2.0	2.0	2.0

SUMMARY OF CHANGES: No increase in FTE for 2019 and staffing will remain unchanged (2.0 FTE); a slight decrease in Personnel Costs of \$22,678 due to a long-time EPI staff position retired, resulting in salary and benefits savings in Personnel.

Supplies has remained neutral with no increased costs (\$0). Purchased Services has increased (\$11,646) due to increased costs associated with medical response equipment and supplies. Fixed Charges have increased (\$2,598) due to increases in County IT services, and department operations expenses.

Revenue has decreased slightly (\$2,895) due to a funding adjustment by the State Office. Overall, Gross County Costs is down (\$8,434) due to savings in Personnel. Net County Cost is also decreased by (\$5,539).

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**PUBLIC HEALTH EMERGENCY PREP
(CONTINUED)
2500-41500**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
FTE's per 10,000 capita	.066	.063	.061
Per capita cost (county support)	\$0.14	\$0.21	\$0.19

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Health goals following Department of Public Health and Environment Budget Unit Request Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

BUDGET UNIT TITLE AND NUMBER: Public Health Clinical Services - - 2590-41600

DEPARTMENT DESCRIPTION: The division holds clinics for immunizations, family planning, international travel health, STI's, foster child physicals, and women's health. It provides immunizations, screening, counseling, communicable disease surveillance, containment, treatment, and teaching. Provides home visits for health promotion, evaluation, health assessment, and community activities.

RESOURCES 41300 & 41600	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,687,470	\$ 3,614,478	\$ 0	\$ 0
Supplies	277,434	501,924	0	0
Purchased Services	560,933	986,568	0	0
Fixed Charges	295,490	468,338	0	0
Contra Expense	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 3,821,327	\$ 5,571,308	\$ 0	\$ 0
Revenue	2,198,954	2,625,584	0	0
Net County Cost	\$ 1,622,373	\$ 2,945,724	\$ 0	\$ 0
Budgeted Positions	41.35	42.2	0	0

RESOURCES 41600	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 1,778,465	\$1,560,371	\$1,560,371
Supplies	0	429,778	380,985	380,985
Purchased Services	0	564,412	495,758	495,758
Fixed Charges	0	238,881	228,084	228,084
Contra Expense	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 0	\$ 3,011,536	\$ 2,665,198	\$ 2,665,198
Revenue	0	1,225,243	1,033,415	1,033,415
Net County Cost	\$ 0	\$ 1,786,293	\$ 1,631,783	\$ 1,631,783
Budgeted Positions	\$ 0	19.658	17.35	17.35

PUBLIC HEALTH CLINIC SERVICES (CONTINUED) 2590-41600

SUMMARY OF CHANGES:

In 2017 the division of Public Health Services, also known as Nursing, was split into two divisions, Community Health Services (CHS) (41300) and Public Health Clinical Services (PHCS) (41600). The two tables above are meant to disseminate historical information for 2017 and 2018 and the expenditures and revenues for the Public Health Clinical Services division in 2019.

Overall, net county costs in the Public Health Clinical Services division will decrease by \$154,510 as a result of the continuing restructure of Health Department resources that began in 2017. A closely corresponding increase in net county costs will occur in the Community Health Services division.

Personnel expenditures are projected to decrease by \$218,094 in the Public Health Clinical Services division. This is due to the reduction of 2.3 FTE in this division as a result of attrition following the retirement of a 1.0 FTE and from shifting workloads of 1.3 FTE from this division into other divisions. This reduction was off-set by planned step increases and a cost of living adjustment in 2019.

Projected expenditures related to Supplies, Purchased Services and Fixed Charges will decline by \$128,244 in 2019, due to the realignment of resources between divisions in the Health Department.

Overall revenue is expected to decrease by approximately \$191,828 in 2019. This projection is made following a large decline in 2017 of Health First Colorado (formerly known as Medicaid) reimbursements for our clinical services. This is due to lower reimbursements rates for covered services; more claims denials as fewer services are being covered; fewer patient visits in our clinics as more patients are covered by private insurance or Health First and are seeking the services from their primary care providers; and a demographic shift in the types of patients accessing our services. Our projected grant revenues are down in some programs and up in other programs, causing a net decrease in grant funding as there is a shift in focus for the types of programs and services we are offering at the Health Department.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**PUBLIC HEALTH CLINIC SERVICES
(CONTINUED)
2590-41600**

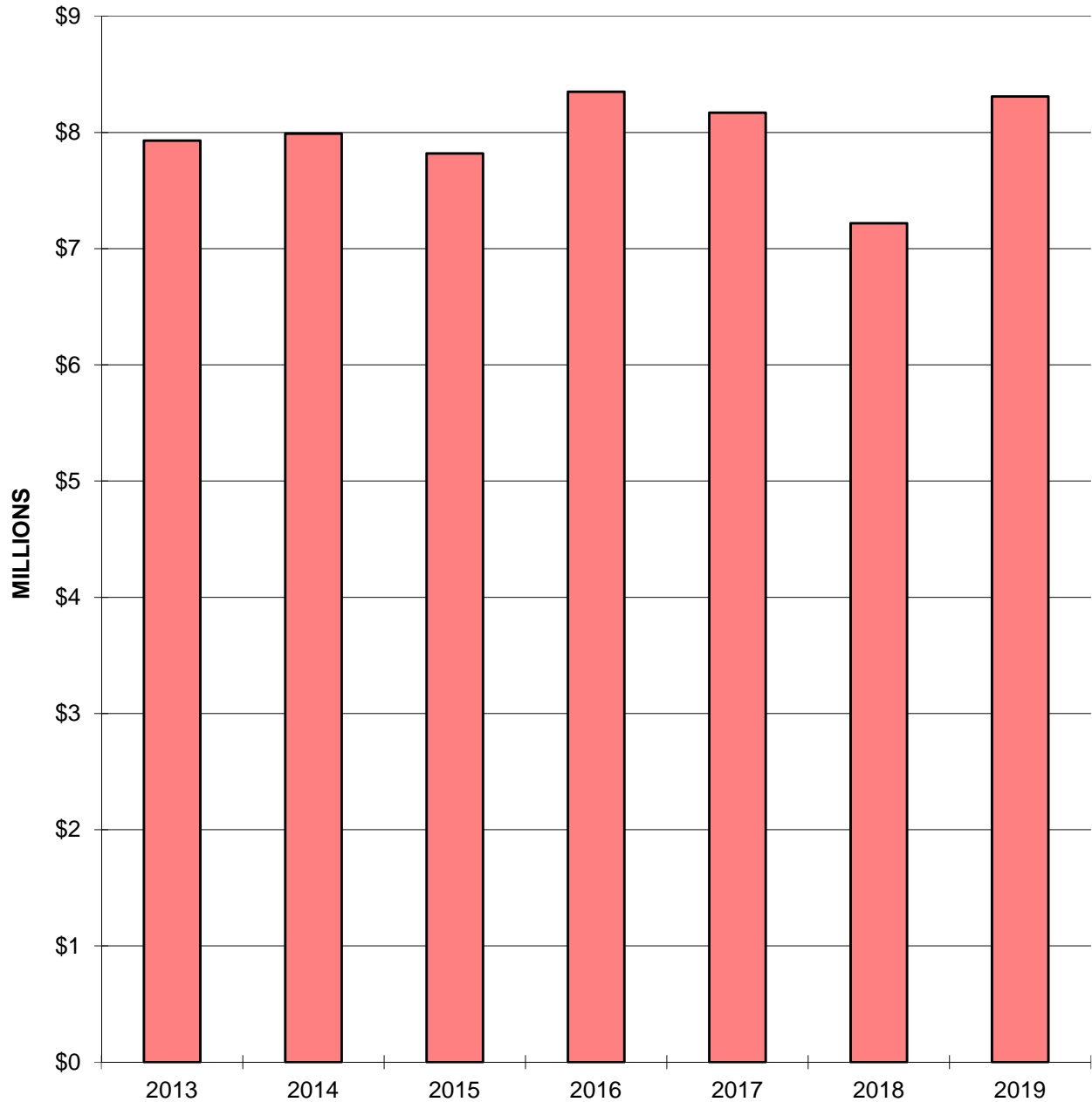
PERFORMANCE MEASURES

Work Outputs	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
Immunization/Communicable Disease Program			
Immunization Visits	2,111	2,000	2,150
Vaccinations Given (North)	3,164	5,000	3,500
Vaccinations Given (South)	1,073	900	1,000
Outreach Events	8	12	12
Telethon Contacts-Outreach Calls	4,332	5,700	5,000
Travel Immunization/I693 Clinic Visits	410	200	450
Travel Vaccines Given	532	550	600
Family Planning Visits	3300	2,800	3400
MD Clinic Visits	79	120	90
Sexually Transmitted Infections Visits	330	350	375
Women's Wellness Connection (WWC) Visits	199	240	225
WISEWOMAN Visits	108	160	170
WWC – Targeted Outreach – Clients Contacted	1,356	7,800	2,000
Community Outreach (Women's Health/Foster)	0	50	75
<u>Efficiency Measures - 41300 & 41600</u>			
FTE's per 10,000/capita	1.38	1.34	0
Per capita cost (county support)	\$5.34	\$9.34	\$0.00
<u>Efficiency Measures - 41600</u>			
FTE's per 10,000/capita	0.0	0.623	0.533
Per capita cost (county support)	\$0.00	\$5.67	\$5.01

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Health goals following Department of Public Health and Environment Budget Unit Request Summary.

SEVEN YEAR TREND

Human Services



HUMAN SERVICES FUND SUMMARY

The Human Services Fund is funded at \$8,305,800 for 2019, which is up \$1,084,424 or 15.02 percent from the previous year. There are shifts in funding by program. The Community Services Block Grant is up \$105,524, and Senior Nutrition programs are up \$240,864. Department of Labor programs are up \$767,100. Area Agency on Aging is up \$240,864 or 7.09 percent. These programs are returning to the 2017 funding level, which is more typical than the 2018 funding level was.

Being totally reliant upon state and federal funding sources, Human Services continues to operate in an uncertain environment. The Human Services Fund budget has been constructed based upon the best available information on the funding levels. It is very likely that many of the amounts will be changed between now and the actual execution of the 2019 budget. As fiscal pressures are dealt with, at the Federal and State levels, changes could be forthcoming that will affect this funding.

The primary programs of Human Services are associated with the Workforce Innovation and Opportunity Act (WIOA), formerly the Workforce Investment Act (WIA), funded under the Department of Labor, Employment and Training Administration. This program is anticipating \$2,813,100 for 2019. In addition, the Job Service contract will be \$753,600 down \$106,400. Funding for this program should remain fairly constant, depending on budget control measures enacted at the Federal level.

The Human Services Fund is totally funded through state and federal programs, with the exception of the 25 percent local match for the Area Agency on Aging program, which amounts to \$12,351. The AmeriCorps program has an excess of \$80,900 in revenues over expenses. Therefore, the Human Services Fund has a net total of \$68,549 in revenues over expenses for 2019.

Other programs of the Human Services Fund remain relatively stable programmatically with the following 2019 funding levels:

Area Agency on Aging	\$ 3,636,200
Senior Nutrition	\$ 703,100
CSBG	\$ 399,800

In the above programs, Weld County must continue to be responsive and reactive to federal and state administrative and budget changes in 2019.

**HUMAN SERVICES
SUMMARY OF REVENUES
2019**

			2018	2019	2019	2019
Fund	Org	Acct	Budget	Request	Recommend	Final
INTERGOVERNMENTAL						
2650	61751	4314	USDA	50,000	45,550	45,550
2650	61765	4314	USDA	75,005	0	0
2650	61775	4314	USDA	7,279	0	0
2625	61400	4320	FEDERAL GRANTS	0	715,000	715,000
2625	61401	4320	FEDERAL GRANTS	400,000	0	0
2625	61420	4320	FEDERAL GRANTS	185,000	360,000	360,000
2625	61422	4320	FEDERAL GRANTS	145,000	0	0
2625	61430	4320	FEDERAL GRANTS	50,000	0	0
2625	61440	4320	FEDERAL GRANTS	320,000	0	0
2625	61441	4320	FEDERAL GRANTS	0	540,000	540,000
2625	61450	4320	FEDERAL GRANTS	116,250	116,500	116,500
2625	61451	4320	FEDERAL GRANTS	348,750	618,500	618,500
2625	61460	4320	FEDERAL GRANTS	810,000	477,600	477,600
2625	61461	4320	FEDERAL GRANTS	40,000	40,000	40,000
2625	61470	4320	FEDERAL GRANTS	0	8,000	8,000
2625	61480	4320	FEDERAL GRANTS	0	268,000	268,000
2625	61505	4320	FEDERAL GRANTS	20,490	8,000	8,000
267895	61601	4320	FEDERAL GRANTS	294,276	399,800	399,800
2650	61700	4320	FEDERAL GRANTS	0	95,649	95,649
2650	61701	4320	FEDERAL GRANTS	105,206	0	0
2650	61705	4320	FEDERAL GRANTS	46,900	40,000	40,000
2650	61710	4320	FEDERAL GRANTS	35,244	82,000	82,000
2650	61715	4320	FEDERAL GRANTS	10,000	0	0
2650	61720	4320	FEDERAL GRANTS	7,500	0	0
2650	61730	4320	FEDERAL GRANTS	53,900	45,000	45,000
2650	61740	4320	FEDERAL GRANTS	19,900	17,000	17,000
2650	61745	4320	FEDERAL GRANTS	10,000	16,000	16,000
2650	61750	4320	FEDERAL GRANTS	343,000	400,000	400,000
2650	61755	4320	FEDERAL GRANTS	86,000	45,550	45,550
2650	61760	4320	FEDERAL GRANTS	12,848	15,000	15,000
2650	61765	4320	FEDERAL GRANTS	0	65,000	65,000
2650	61770	4320	FEDERAL GRANTS	2,043	2,500	2,500
2650	61775	4320	FEDERAL GRANTS	0	11,100	11,100
265995	61780	4320	FEDERAL GRANTS	1,756,300	1,978,500	1,978,500
2650	61785	4320	FEDERAL GRANTS	18,843	0	0
265995	61790	4320	FEDERAL GRANTS	49,000	0	0
2650	61935	4320	FEDERAL GRANTS	14,966	6,500	6,500
2650	61940	4320	FEDERAL GRANTS	39,042	27,800	27,800
2650	61945	4320	FEDERAL GRANTS	40,000	63,700	63,700
2650	61785	4321	MEDICAID	0	13,100	13,100
265995	61790	4340	GRANTS	0	50,000	50,000
2650	61805	4340	GRANTS	10,000	10,000	10,000
2650	61835	4340	GRANTS	103,625	37,250	37,250
2650	61840	4340	GRANTS	135,000	127,650	127,650
2650	61841	4340	GRANTS	48,000	52,700	52,700
2650	61845	4340	GRANTS	18,800	14,700	14,700
2650	61850	4340	GRANTS	189,851	243,600	243,600
2650	61865	4340	GRANTS	32,500	0	0
2650	61866	4340	GRANTS	30,000	108,550	108,550
2650	61875	4340	GRANTS	48,000	0	0
2650	61880	4340	GRANTS	61,000	104,300	104,300
2650	61885	4340	GRANTS	0	84,100	84,100
2650	61890	4340	GRANTS	59,477	0	0
2650	61895	4340	GRANTS	0	41,800	41,800
2650	61900	4340	GRANTS	5,000	0	0
2650	61905	4340	GRANTS	25,509	35,400	35,400
2650	61915	4340	GRANTS	92,000	75,600	75,600
2650	61920	4340	GRANTS	58,000	0	0
2650	61925	4340	GRANTS	27,247	0	0
2650	61930	4340	GRANTS	135,000	30,350	30,350
2650	61931	4340	GRANTS	0	94,500	94,500
2650	61932	4340	GRANTS	0	34,500	34,500
2560	61701	711000	TRANSFER	12,351	12,351	12,351
TOTAL INTERGOVERNMENTAL			6,604,102	7,678,700	7,678,700	7,678,700
CHARGE FOR SERVICES						
2645	61200	4410	CHARGE FOR SERVICES	270,000	296,000	296,000
2646	61300	4410	CHARGE FOR SERVICES	125,000	200,000	200,000
TOTAL CHARGE FOR SERVICES			395,000	496,000	496,000	496,000
DONATIONS						
2650	61750	4690	DONATIONS	172,274	212,000	212,000
TOTAL HUMAN SERVICES			7,171,376	8,386,700	8,386,700	8,386,700

**HUMAN SERVICES
SUMMARY OF EXPENDITURES
2019**

Fund	Org	Expenditure Function	2018 Budget	2019 Request	2019 Recommend	2019 Final
2625	61401	WIOA ADULT	400,000	715,000	715,000	715,000
2625	61420	WIOA DILOCATED WORKER	185,000	360,000	360,000	360,000
2625	61422	WIOA DW ENHANCED	145,000	0	0	0
2625	61430	WIOA DW UI PILOT	50,000	0	0	0
2625	61440	WIOA DW NEG	320,000	0	0	0
2625	61441	WIOA SP-NEG	0	540,000	540,000	540,000
2625	61450	WIOA YOUTH IN SCHOOL	116,250	116,500	116,500	116,500
2625	61451	WIOA YOUTH OUT OF SCHOOL	348,750	618,500	618,500	618,500
2625	61460	WAGNER/PEYSER	860,000	477,600	477,600	477,600
2625	61461	SUMMER JOB HUNT	40,000	40,000	40,000	40,000
2625	61470	MIGRANT SEASONAL FARM WORKER 10%	0	8,000	8,000	8,000
2625	61480	EMPLOYMENT SUPPORT	0	268,000	268,000	268,000
2625	61505	WIOA PERFORMANCE INCENTIVE	20,490	8,000	8,000	8,000
2645	61200	EDUCATION LAB	270,000	296,000	296,000	296,000
2646	61300	AMERICORPS	125,000	119,100	119,100	119,100
2650	61701	AAA ADMIN	117,557	108,000	108,000	108,000
2650	61705	AAA PART B LEGAL	46,900	40,000	40,000	40,000
2650	61710	AAA PART B OMBUDSMAN	35,244	82,000	82,000	82,000
2650	61715	AAA PART B HOMEMAKER	10,000	0	0	0
2650	61720	AAA PART B PERSONAL CARE	7,500	0	0	0
2650	61730	AAA PART B COUNSELING	53,900	45,000	45,000	45,000
2650	61740	AAA PART B OUTREACH	19,900	17,000	17,000	17,000
2650	61745	AAA PART B TRANSPORTATION	10,000	16,000	16,000	16,000
2650	61750	AAA PART C 1	515,274	612,000	612,000	612,000
2650	61751	AAA NSIP	50,000	45,550	45,550	45,550
2650	61755	AAA C 2	86,000	45,550	45,550	45,550
2650	61760	AAA PART D	12,848	15,000	15,000	15,000
2650	61765	AAA CHF	75,005	65,000	65,000	65,000
2650	61770	AAA ELDER ABUSE	2,043	2,500	2,500	2,500
2650	61775	AAA SPECIAL OMBUDSMAN	7,279	11,100	11,100	11,100
2650	61785	AAA CCT	18,843	13,100	13,100	13,100
2650	61805	AAA VALE	10,000	10,000	10,000	10,000
2650	61835	AAA STATE ADMIN	103,625	37,250	37,250	37,250
2650	61840	AAA STATE INFORMATION AND ASSISTANC	135,000	127,650	127,650	127,650
2650	61841	AAA STATE HEALTH PROMOTIONS	48,000	52,700	52,700	52,700
2650	61845	AAA STATE EDUCATION	18,800	14,700	14,700	14,700
2650	61850	AAA STATE OMBUDSMAN	189,851	243,600	243,600	243,600
2650	61855	AAA STATE HOMEMAKER	0	94,500	94,500	94,500
2650	61860	AAA STATE PERSONAL CARE	0	34,500	34,500	34,500
2650	61865	AAA STATE OUTREACH	32,500	0	0	0
2650	61866	AAA STATE CASE MANAGEMENT	30,000	108,550	108,550	108,550
2650	61875	AAA STATE COUNSELING	48,000	0	0	0
2650	61880	AAA STATE CHORE	61,000	104,300	104,300	104,300
2650	61885	AAA STATE TRANSPORTATION	0	84,100	84,100	84,100
2650	61890	AAA STATE PART C1	59,477	0	0	0
2650	61895	AAA STATE PART C2	0	41,800	41,800	41,800
2650	61900	AAA STATE SHELF STABLE MEALS	5,000	0	0	0
2650	61905	AAA STATE VISUALLY IMPAIRED	25,509	35,400	35,400	35,400
2650	61915	AAA STATE DENTAL VISION & HEARING	92,000	75,600	75,600	75,600
2650	61920	AAA STATE SENIOR CENTER OPERATIONS	58,000	0	0	0
2650	61925	AAA STATE PART E RESPITE	27,247	0	0	0
2650	61930	AAA STATE SOUTH COUNTY RVNA	135,000	30,350	30,350	30,350
2650	61935	AAA PART E GRANDPARENTING	14,966	6,500	6,500	6,500
2650	61940	AAA PART E CAREGIVER	39,042	27,800	27,800	27,800
2650	61945	AAA PART E RESPITE	40,000	63,700	63,700	63,700
265995	61780	SINGLE ENTRY POINT	1,756,300	1,978,500	1,978,500	1,978,500
265995	61790	HOME CARE ALLOWANCE	49,000	50,000	50,000	50,000
267895	61601	CSBG EF	63,600	66,400	66,400	66,400
267895	61610	CSBG ADMIN	12,100	7,400	7,400	7,400
267895	61620	CSBG AAAA LINKAGES	46,500	235,200	235,200	235,200
267895	61630	CSBG EMERGENCY SERVICES	55,450	90,800	90,800	90,800
267895	61640	CSBG TANF EMPLOYMENT INTERSHIP	86,700	0	0	0
267895	61650	CSBG AMERICORPS SERVICES	29,926	0	0	0
TOTAL HUMAN SERVICES			7,221,376	8,305,800	8,305,800	8,305,800

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Summary – All Budget Units in Human Services Fund

DEPARTMENT DESCRIPTION: See Individual Units.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 5,176,528	\$ 4,953,733	\$ 5,893,800	\$ 5,893,800
Supplies	292,377	248,694	286,300	286,300
Purchased Services	1,970,216	2,018,949	2,125,700	2,125,700
Fixed Charges	0	0	0	0
Gross County Cost	\$ 7,439,121	\$ 7,221,376	\$ 8,305,800	\$ 8,305,800
Revenue	7,908,092	7,159,025	8,374,349	8,374,349
Net County Cost	\$ - 468,971	\$ 62,351	\$ - 68,549	\$ - 68,549
Budget Positions	83	85	87	87

SUMMARY OF CHANGES: See Individual Budget Units.

OBJECTIVES: See Individual Budget Units.

BOARD ACTION: See Individual Budget Units.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Human Services goals following the Social Services Fund Summary for all budget units in this fund.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Wagner/Peyser - - 2625-61460 [Formerly 60000-2626]

DEPARTMENT DESCRIPTION: Administer all Job Service activities in Weld County.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$799,939	\$ 750,000	\$ 650,000	\$ 650,000
Supplies	73,027	80,000	38,600	38,600
Purchased Services	75,018	30,000	65,000	65,000
Gross County Cost	\$ 947,984	\$ 860,000	\$ 753,600	\$ 753,600
Revenue	953,097	810,000	753,600	753,600
Net County Cost	\$ - 5,113	\$ 50,000	\$ 0	\$ 0
Budget Positions	18	19	19	19

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	10,110	13,000	9,747
<u>Efficiency Measures</u>			
Per capita cost	\$ 3.112	\$ 2.728	\$ 2.313
<u>Effectiveness Measures (desired results)</u>			
Job placements	60.1%	52.5%	59.0%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Summer Job Hunt - 2625-61461 [Formerly 60000-2627]

DEPARTMENT DESCRIPTION: Administer youth employment program for the summer months.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 37,523	\$ 33,975	\$ 31,500	\$ 31,500
Supplies	112	25	2,600	2,600
Purchased Services	2,365	6,000	5,900	5,900
Gross County Cost	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Revenue	40,000	40,000	40,000	40,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: Weld County Employment Services has not received notification of funding for the Summer Job Hunt program for 2019. Funding, however, will likely be provided for the program.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	2,246	2,250	2,700
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.131	\$ 0.127	\$ 0.123

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

WIOA (Adult) 2625-61401

BUDGET UNIT TITLE AND NUMBER: and H1B 2625-61410 [Formerly 60000-2636]

DEPARTMENT DESCRIPTION: This program provides employment and training for eligible adults.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 401,067	\$ 220,000	\$ 410,000	\$ 410,000
Supplies	3,025	1,000	5,000	5,000
Purchased Services	266,541	179,000	300,000	300,000
Fixed Charges	0	0	0	0
Gross County Cost	\$ 670,633	\$ 400,000	\$ 715,000	\$ 715,000
Revenue	670,633	400,000	715,000	715,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	6	6	6	6

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	245	217	221
<u>Efficiency Measures</u>			
Per capita cost	\$ 2.202	\$ 1.269	\$ 2.195
<u>Effectiveness Measures (desired results)</u>			
Entered employment rate	75.2%	74.9%	79.6%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

WIOA (Youth) 2625-61450/61451

BUDGET UNIT TITLE AND NUMBER: [Formerly 60000-2637]

DEPARTMENT DESCRIPTION: This program provides employment and training programs for in-school and out-of-school youth.

DEPARTMENT DESCRIPTION: This program provides employment and training programs for in-school and out-of-school youth.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 309,057	\$ 390,000	\$ 525,000	\$ 525,000
Supplies	2,764	3,000	5,000	5,000
Purchased Services	155,087	72,000	205,000	205,000
Fixed Charges	0	0	0	0
Gross County Cost	\$ 466,908	\$ 465,000	\$ 735,000	\$ 735,000
Revenue	466,908	465,000	735,000	735,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	8	8	8	8

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Youth served	217	198	195
<u>Efficiency Measures</u>			
Per capita cost	\$ 1.533	\$ 1.475	\$ 2.256
<u>Effectiveness Measures (desired results)</u>			
Entered Employment rate (Older Youth)	56.9%	65.0%	70.7%
Skill Attainment rate (Younger Youth)	59.9%	57.5%	58.5%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: _____ HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: _____ 10% Incentive Grant (CIMS) 60000-2639

DEPARTMENT DESCRIPTION: To foster the development and continuous improvements of the Weld County region workforce system.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 20,490	\$ 20,490	\$ 8,000	\$ 8,000
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Gross County Cost	\$ 20,490	\$ 20,490	\$ 8,000	\$ 8,000
Revenue	20,490	20,490	8,000	8,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.067	\$ 0.065	\$0.025

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Workforce Investment Act

BUDGET UNIT TITLE AND NUMBER: (Statewide Activities Grant) 60000-2640

DEPARTMENT DESCRIPTION: These funds are incentive grants based on performance of the WIOA programs and are used for staff training, administration, contracted services and other programs.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	0	0	0	0
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	- -	- -	- -	- -

SUMMARY OF CHANGES: No funding in 2019

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
Per capita cost	\$0	\$0	\$0

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

WIOA (Dislocated Worker Prog)

BUDGET UNIT TITLE AND NUMBER: 2625-61420/61430/61440 [Formerly 60000-2643]

DEPARTMENT DESCRIPTION: This program provides retraining for laid off clients.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 600,594	\$ 374,100	\$ 600,000	\$ 600,000
Supplies	5,816	27,500	4,000	4,000
Purchased Services	131,134	298,400	296,000	296,000
Fixed Charges	0	0	0	0
Gross County Cost	\$ 737,544	\$ 700,000	\$ 900,000	\$ 900,000
Revenue	825,690	700,000	900,000	900,000
Net County Cost	\$ - 88,146	\$ 0	\$ 0	\$ 0
Budget Positions	2	2	2	2

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	135	144	122
<u>Efficiency Measures</u>			
Per capita cost	\$ 2.421	\$ 2.220	\$ 2.762
<u>Effectiveness Measures (desired results)</u>			
Entered employment rate	78.43%	75.6%	80.3%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Educational Lab - 2645-61200 [Formerly 60000-2645]

DEPARTMENT DESCRIPTION: This fund covers the cost of operating the Computer Education Lab.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 130,339	\$ 175,000	\$ 200,000	\$ 200,000
Supplies	31,773	75,000	75,000	75,000
Purchased Services	33,013	20,000	21,000	21,000
Gross County Cost	\$ 195,125	\$ 270,000	\$ 296,000	\$ 296,000
Revenue	255,890	270,000	296,000	296,000
Net County Cost	\$ - 60,765	\$ 0	\$ 0	\$ 0
Budget Positions	4	4	4	4

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	1,003	2,500	2,500
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.641	\$ 0.856	\$ 0.909
<u>Effectiveness Measures (desired results)</u>			
GED's obtained	78	120	120

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: AmeriCorps Prog - 2646-61300 [Formerly 60000-2646]

DEPARTMENT DESCRIPTION: The AmeriCorps Program is a youth corps work program.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	112,665	\$ 95,000	\$ 105,000	\$ 105,000
Supplies	6,750	4,800	4,800	4,800
Purchased Services	27,858	25,200	9,300	9,300
Fixed Charges	0	0	0	0
Gross County Cost	\$ 147,273	\$ 125,000	\$ 119,100	\$ 119,100
Revenue	266,399	125,000	200,000	200,000
Net County Cost	\$ - 119,126	\$ 0	\$ - 80,900	\$ - 80,900
Budget Positions	1	1	1	1

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2019. However, as fiscal pressures are dealt with, at the Federal and State levels, changes could be forthcoming that will affect this funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Participants in program	17	42	42
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.483	\$ 0.396	\$ 0.366
<u>Effectiveness Measures (desired results)</u>			
Clients completing program	0	42	42

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging (Admin.) 2650-61700

BUDGET UNIT TITLE AND NUMBER: [Formerly 60000-2651]

DEPARTMENT DESCRIPTION: This Older American's Act Grant administers the Senior programs of the Area Agency on Aging.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 94,270	\$ 107,300	\$ 98,500	\$ 98,500
Supplies	436	0	0	0
Purchased Services	4,959	10,257	9,500	9,500
Gross County Cost	\$ 99,665	\$ 117,557	\$ 108,000	\$ 108,000
Revenue	99,846	105,206	95,649	95,649
Net County Cost	\$ - 181	\$ 12,351	\$ 12,351	\$ 12,351
Budget Positions	3	3	3	3

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Programs administered	11	11	11
<u>Efficiency Measures</u>			
Per capita cost (other)	\$ 0.327	\$ 0.373	\$ 0.331

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

AAA (Support) 2650-61705/61710/61715/61720/61725/

BUDGET UNIT TITLE AND NUMBER: 61730/61735/61740/61745 [Formerly 60000-2652]

DEPARTMENT DESCRIPTION: This grant provides several contracted services to the elderly; legal counseling, ombudsman services, homemaker services, personal care, peer counseling, outreach, and transportation.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 26,813	\$ 23,944	\$ 80,000	\$ 80,000
Supplies	0	0	0	0
Purchased Services	159,092	159,500	120,000	120,000
Gross County Cost	\$ 185,905	\$ 183,444	\$ 200,000	\$ 200,000
Revenue	185,905	183,444	200,000	200,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	4	4	5	5

SUMMARY OF CHANGES: The department is asking for an additional Long-Term Care Ombudsman (Grade 23). Ombudsman are advocates and complaint investigators in long term care facilities. Due to the growing number of long term care facilities that are moving into Weld County area, the department anticipates the need to add an additional Ombudsman to respond to this need.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval, including the additional position.

BOARD ACTION: Approved as recommended, including the additional position.

**HUMAN SERVICES AREA ON AGING
(CONTINUED)
60000-2650**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Outreach – Hispanic Senior Outreach	600	600	600
Peer Counseling	3,500	3,500	3,500
Legal consultation/representation	700	700	700
Homemaker and personal care	3,600	3,600	3,600
Ombudsman Services	1,600	1,600	1,600
Transportation	797	800	800
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.610	\$ 0.582	\$ 0.614
<u>Effectiveness Measures (desired results)</u>			
Work output goals are maintained	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging (Congregate Meal Program)

BUDGET UNIT TITLE AND NUMBER: 2650-61750 [Formerly 60000-2653]

DEPARTMENT DESCRIPTION: This grant provides meals to the senior population at 23 nutrition sites around the county.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 145,953	\$ 164,600	\$ 180,000	\$ 180,000
Supplies	9,627	19,774	12,000	12,000
Purchased Services	333,337	330,900	420,000	420,000
Fixed Charges	0	0	0	0
Gross County Cost	\$ 488,917	\$ 515,274	\$ 612,000	\$ 612,000
Revenue	494,099	515,274	612,000	612,000
Net County Cost	\$ - 5,182	\$ 0	\$ 0	\$ 0
Budget Positions	3	3	3	3

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Meals served	50,000	50,000	50,000
<u>Efficiency Measures</u>			
Per capita cost	\$ 1.605	\$ 1.634	\$ 1.878

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging (Home Delivered Meals)/NSIP

BUDGET UNIT TITLE AND NUMBER: 2650-61751/61755 [Formerly 60000-2654]

DEPARTMENT DESCRIPTION: This grant provides home delivered meals through Meals on Wheels.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	172,529	136,000	91,100	91,100
Gross County Cost	\$ 172,529	\$ 136,000	\$ 91,100	\$ 91,100
Revenue	172,529	136,000	91,100	91,100
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Meals Served	22,000	22,000	22,000
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.566	\$ 0.431	\$ 0.280
<u>Effectiveness Measures (desired results)</u>			
Work output goals are maintained.	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging (Health Services) 2650-61760

BUDGET UNIT TITLE AND NUMBER: [Formerly 60000-2655]

DEPARTMENT DESCRIPTION: This grant provides health services to the senior community. This grant supports evidence-based health programs.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 8,264	\$ 12,600	\$ 15,000	\$ 15,000
Supplies	0	0	0	0
Purchased Services	118	248	0	0
Gross County Cost	\$ 8,382	\$ 12,848	\$ 15,000	\$ 15,000
Revenue	8,382	12,848	15,000	15,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	1	1	1	1

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	200	200	200
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.028	\$ 0.041	\$ 0.046
<u>Effectiveness Measures (desired results)</u>			
Work output goals are maintained	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging (Co. Health Foundation)

BUDGET UNIT TITLE AND NUMBER: 2650-61765 [Formerly 60000-2656]

DEPARTMENT DESCRIPTION: This grant provides health services to the senior community, providing long-term care information and assistance for individuals 18 years of age and older.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 7,237	\$ 74,005	\$ 65,000	\$ 65,000
Supplies	0	0	0	0
Purchased Services	263	1,000	0	0
Gross County Cost	\$ 7,500	\$ 75,005	\$ 65,000	\$ 65,000
Revenue	7,096	75,005	65,000	65,000
Net County Cost	\$ 404	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.025	\$ 0.238	\$ 0.200
<u>Effectiveness Measures (desired results)</u>			
Work output goals are maintained	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging (Elder Abuse Grant)

BUDGET UNIT TITLE AND NUMBER: 2650-61770 [Formerly 60000-2657]

DEPARTMENT DESCRIPTION: This grant provides for educational training to the community on elder abuse.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,253	\$ 2,043	\$ 2,500	\$ 2,500
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Gross County Cost	\$ 2,253	\$ 2,043	\$ 2,500	\$ 2,500
Revenue	2,253	2,043	2,500	2,500
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Ombudsman Services	0	20	20
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.007	\$ 0.006	\$ 0.008
<u>Effectiveness Measures (desired results)</u>			
Education of long term staff	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging (Special Ombudsman)

BUDGET UNIT TITLE AND NUMBER: 2650-61775 [Formerly 60000-2658]

DEPARTMENT DESCRIPTION: These funds supplement the Ombudsman program.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 6,967	\$ 7,279	\$ 11,100	\$ 11,100
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Gross County Cost	\$ 6,967	\$ 7,279	\$ 11,100	\$ 11,100
Revenue	6,967	7,279	11,100	11,100
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Complaints investigated	75	75	75
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.023	\$ 0.023	\$ 0.034
<u>Effectiveness Measures (desired results)</u>			
Work outputs are maintained	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging (Single Entry Point/HCA)

BUDGET UNIT TITLE AND NUMBER: 265995-61780/61790 [Formerly 60000-265995]

DEPARTMENT DESCRIPTION: This grant provides case management services to Medicaid eligible clients.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,689,198	\$ 1,772,900	\$ 2,000,000	\$ 2,000,000
Supplies	2,830	4,000	500	500
Purchased Services	30,389	28,400	28,000	28,000
Gross County Cost	\$ 1,722,417	\$ 1,805,300	\$ 2,028,500	\$ 2,028,500
Revenue	1,897,134	1,805,300	2,028,500	2,028,500
Net County Cost	\$ - 174,717	\$ 0	\$ 0	\$ 0
Budget Positions	32	32	32	32

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	1,800	1,800	1,800
<u>Efficiency Measures</u>			
Per capita cost	\$ 5.655	\$ 5.726	\$ 6.226
<u>Effectiveness Measures (desired results)</u>			
Divert Medicaid Eligible clients from Institutional care to cost effective home care	1,350	1,350	1,350

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging (CCT) - - 2650-61785

BUDGET UNIT TITLE AND NUMBER: [Formerly 60000-2660]

DEPARTMENT DESCRIPTION: This area includes minor sources of funding that supplement the aging programs, including Colorado Choice Transition (CCT).

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 13,626	\$ 17,000	\$ 12,900	\$ 12,900
Supplies	0	0	0	0
Purchased Services	577	1,843	200	200
Gross County Cost	\$ 14,203	\$ 18,843	\$ 13,100	\$ 13,100
Revenue	28,636	18,843	13,100	13,100
Net County Cost	\$ - 14,433	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.047	\$ 0.060	\$ 0.040
<u>Effectiveness Measures (desired results)</u>			
Maintain work output goals	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging (VALE) - - 2650-61805

BUDGET UNIT TITLE AND NUMBER: [Formerly 60000-2667]

DEPARTMENT DESCRIPTION: This area includes minor sources of funding that supplement the aging programs. These funds supplement the ombudsman program.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 9,258	\$ 9,300	\$ 9,300	\$ 9,300
Supplies	0	0	0	0
Purchased Services	742	700	700	700
Gross County Cost	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Revenue	10,000	10,000	10,000	10,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	600	600	600
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.033	\$ 0.032	\$ 0.031
<u>Effectiveness Measures (desired results)</u>			
Maintain work output goals	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging (State Funds)- 2650-61835-61925

BUDGET UNIT TITLE AND NUMBER: [Formerly 60000-2671]

DEPARTMENT DESCRIPTION: State General Fund appropriation intended to mirror Federal Funding of the Older Americans Act: Administration, Information and Assistance, Health promotions, Education, Ombudsman, Homemaker, Personal Care, Outreach, Case Management, Adult Day Care, Counseling, Chore, Transportation, Congregate Meals, Home-Delivered Meals, Visually Impaired, Reassurance, Dental-Vision-Hearing, Senior Centers Operations, Respite.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 483,602	\$ 525,621	\$ 550,000	\$ 550,000
Supplies	153,219	28,195	135,000	135,000
Purchased Services	430,624	515,193	400,000	400,000
Gross County Cost	\$ 1,067,445	\$ 1,069,009	\$ 1,085,000	\$ 1,085,000
Revenue	1,069,157	1,069,009	1,085,000	1,085,000
Net County Cost	\$ - 1,712	\$ 0	\$ 0	\$ 0
Budget Positions	- -	1	2	2

SUMMARY OF CHANGES: The budget adds an additional position of AAA Dental/Vision and Hearing Program Coordinator (Grade 23). Adding this position will assist with the Dental/Vision and Hearing voucher program and provide Information and Assistance services to an ever-growing Weld County senior population and their families. The Colorado Area Agency on Aging network received an increase of 6 million dollars effective July 1, 2018 and this position will be funded 100% through this funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Board approved the new position midyear on August 8, 2018, and the position was 100% grant funded.

BOARD ACTION: Approved as recommended, including the additional position.

**HUMAN SERVICES AREA ON AGING
(CONTINUED)
60000-2650**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Dental/Vision/Hearing Clients Served	160	160	160
Meals served	23,000	23,000	23,000
Other clients served	13,000	13,000	13,000
<u>Efficiency Measures</u>			
Per capita cost	\$ 3.504	\$ 3.390	\$ 3.330

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

AAA – Part E-Grandparenting/Caregiver Support/Resp

BUDGET UNIT TITLE AND NUMBER: 2650-61935/61940/61945 [Formerly 60000-2673]

DEPARTMENT DESCRIPTION: This program provides support to family who are caring for relatives at home.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 38,006	\$ 44,300	\$ 31,000	\$ 31,000
Supplies	16	0	0	0
Purchased Services	40,018	49,708	67,000	67,000
Gross County Cost	\$ 78,040	\$ 94,008	\$ 98,000	\$ 98,000
Revenue	78,040	94,008	98,000	98,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	1	1	1	1

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Care giver Support - units of services	200	200	200
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.256	\$ 0.298	\$ 0.301
<u>Effectiveness Measures (desired results)</u>			
Maintain requirements of grant	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Comm. Services Block Grant - - 267895 - 61600-61650

BUDGET UNIT TITLE AND NUMBER: [Formerly 60000-267895]

DEPARTMENT DESCRIPTION: This grant provides a range of community services to the low income and elderly of the community.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 239,407	\$ 134,276	\$ 309,000	\$ 309,000
Purchased Services	106,552	154,600	87,000	87,000
Supplies	2,982	5,400	3,800	3,800
Gross County Cost	\$ 348,941	\$ 294,276	\$ 399,800	\$ 399,800
Revenue	348,941	294,276	399,800	399,800
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: This program was previously split between the Human Services Fund and the Social Services Fund. It is now wholly tracked within the Human Services Fund. Funding from the Colorado Department of Local Affairs was initially cut during the 2013-14 Program Year. The cut was almost fully restored, which should enable the county to fund the services that have been traditionally funded under this program into the foreseeable future.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Employment opportunities low-income unskilled adult labor force	2,000	2,000	2,000
<u>Efficiency Measures</u>			
Per capita cost	\$ 1.146	\$ 0.933	\$ 1.227
<u>Effectiveness Measures (desired results)</u>			
Work output goals maintained	Yes	Yes	Yes

SPECIAL REVENUE FUNDS

Special Revenue Funds are established to account for taxes or other earmarked revenue of the county which finance specified activities as required by law or administrative action.

CONTINGENCY FUND:

The Contingency Fund is funded at the level of \$10,000,000 with \$32,000,000 from property tax, and \$22,000,000 going into the fund balance. A beginning fund balance of \$4,000,000 is anticipated. An ending fund balance of \$36,000,000 is projected, assuming no contingency funds are needed in 2019. The fund balance will serve as a stabilization reserve for fluctuating revenues due to Weld County's heavy dependency on oil and gas assessed values that can fluctuate dramatically from year to year due to production levels and price changes. Besides serving as a general contingency reserve, the fund is available to mitigate impacts from the oil and gas industry, such as unanticipated road and bridge heavy hauling impacts.

SOLID WASTE FUND:

The Solid Waste Fund is funded at the anticipated revenue level of fees at \$1,650,000. There is an anticipated beginning fund balance of \$1,700,000. The Department of Public Health and Environment costs for the Household Hazardous Waste program is projected to be \$395,905. \$40,000 is budgeted for community clean-ups, and \$90,000 to fund the roadside trash pick-up program with Useful Public Service clients. \$181,133 is funded for solid waste inspections and monitoring by the Health Department. \$224,538 is budget for indirect costs. \$633,424 is unallocated for road projects or other items to mitigate landfill impacts.

CONSERVATION TRUST FUND:

The Conservation Trust Fund is budgeted at \$440,579 based upon the anticipated operating costs for 2019. The budget reflects funding of Island Grove Park only. Revenues are from the Colorado Lottery proceeds.

EMERGENCY RESERVE FUND:

The Emergency Reserve Fund was established per Amendment One (TABOR), passed November 3, 1992. The amendment requires that an emergency reserve be created to be used for declared emergencies only. It also requires each local government to reserve one percent or more for 1993, two percent or more for 1994, and three percent or more for all later years of the fiscal year spending, excluding bonded debt service. Caused reserves apply to the next year's reserve. With the adoption of the new accounting rules under GASB 54 the three-percent TABOR emergency reserve required by Article X, Section 20(5) of the Colorado Constitution shall be a restricted fund balance in the General Fund in an amount equal to eight-million dollars or three-percent of the TABOR revenue limit, whichever is greater. This Emergency Reserve Fund will no longer be used to budget or account for the TABOR emergency reserve.

CONSERVATION FUND
SUMMARY OF REVENUES
2019

Fund	Org	Acct	Account Title	2018 Budget	2019 Request	2019 Recommend	2019 Final
			LOTTERY				
2200	73700	4332	LOTTERY	425,000	435,000	435,000	435,000
			MISCELLANEOUS				
2200	73700	4610	EARNINGS ON INVESTMENTS	2,000	10,000	10,000	10,000
			TOTAL CONSERVATION FUND	427,000	445,000	445,000	445,000

**CONSERVATION TRUST
SUMMARY OF EXPENDITURES
2019**

Fund	Org	Expenditure Function	2018 Budget	2019 Request	2019 Recommend	2019 Final
2200	73700	CONSERVATION TRUST	417,616	440,579	440,579	440,579
		TOTAL CONSERVATION TRUST	417,616	440,579	440,579	440,579

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: CONSERVATION TRUST FUND

BUDGET UNIT TITLE AND NUMBER: Conservation Trust Fund - - 2200-73700

DEPARTMENT DESCRIPTION: Accounts for revenue received from the State of Colorado to be used for the acquisition, development, and maintenance of new conservation sites within Weld County.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	369,018	417,616	440,579	440,579
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 369,018	\$ 417,616	\$ 440,579	\$ 440,579
Revenue	442,564	427,000	445,000	445,000
Net County Cost	\$ - 73,546	\$-9,384	\$-4,421	\$-4,421

SUMMARY OF CHANGES: Revenue from the Colorado Lottery is being projected at \$435,000 and \$10,000 from interest earnings. For 2019, the budget for the county buildings at Island Grove Park is proposed at \$624,579. Revenue from rents and facility use fees for 2019 is estimated at \$184,000. The county payment for 2019 maintenance is proposed at \$440,579, which is a increase of \$22,963 from the 2018 payment. The increase is primarily in salaries and benefits, and \$4,129 for utilities and maintenance costs. The workload in the Island Grove buildings is changing from getting more and more requests from Extension and 4-H for use of the facility. Historically, when the final costs are reconciled with the City of Greeley at the end of the year the amount paid by the county is less than budgeted.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

CONSERVATION TRUST FUND (CONTINUED) 2200-73700

FINANCE/ADMINISTRATION RECOMMENDATION (CONTINUED):

Historically, the following is the amount of money received annually since the lottery started:

1983	\$ 194,698	2000	\$358,802
1984	195,304	2001	361,050
1985	151,033	2002	391,780
1986	138,069	2003	385,070
1987	162,736	2004	361,926
1988	154,074	2005	371,213
1989	130,764	2006	453,233
1990	136,726	2007	423,260
1991	200,103	2008	430,795
1992	220,219	2009	408,648
1993	264,371	2010	386,999
1994	205,534	2011	376,031
1995	327,162	2012	411,891
1996	312,024	2013	450,659
1997	356,262	2014	404,589
1998	373,962	2015	358,431
1999	286,971	2016	487,550
		2017	436,368

The funds have been used for maintenance and development of Island Grove Park and the Missile Site Park, with the exception of the following items:

Entity	Purpose	Amount
1983:		
Greeley	Civic Auditorium	\$ 141,464
1984:		
Greeley	Civic Auditorium	\$ 143,000
1985:		
Greeley	Civic Auditorium	\$ 90,000
1986:		
Greeley	Civic Auditorium	\$ 51,500
LaSalle	Community Center	10,000
Ault	Park System	7,500
Dacono	Park Improvements	3,000
Windsor	Park Improvements	6,000
Ft. Lupton	Pearsin Park Sports Complex	10,000
Independence Stampede	Headquarters Facility	5,000

Since **1987** all funds have gone to the two county parks. Beginning in 2002, only Island Grove Park has been funded.

CONSERVATION TRUST FUND (CONTINUED) 2200-73700

FINANCE/ADMINISTRATION RECOMMENDATION (CONTINUED):

In 1984, the Board adopted the following criteria, in priority order, for the use and allocation of Weld County lottery funds. This policy remains in force today:

1. To maintain and develop the two existing county parks.
2. Projects must enhance the quality of life for the citizens of Weld County.
3. Projects must contribute to, or compliment, the economic development activities of Weld County.
4. Projects must have an area impact or significance.
5. Funds used for local community projects must have substantial local support.
6. Outside of existing county parks, no operating funds shall be contributed to projects.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Island Grove Park Visitors	419,500	420,000	420,000
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$1.21	\$1.32	\$1.35
Cost Per Visitor	\$0.88	\$0.99	\$1.05

BOARD ACTION: Approved as recommended.

**CONTINGENCY FUND
SUMMARY OF REVENUES
2019**

Fund	Org	Acct	Account Title	2018 Budget	2019 Request	2019 Recommend	2019 Final
			TAXES				
23000	90300	4112	CURRENT PROPERTY TAXES	12,000,000	32,000,000	32,000,000	32,000,000
			TOTAL CONTINGENCY FUND	12,000,000	32,000,000	32,000,000	32,000,000

CONTINGENCY
SUMMARY OF EXPENDITURES
2019

Fund	Org	Expenditure Function	2018 Budget	2019 Request	2019 Recommend	2019 Final
2300	90300	CONTINGENT	10,000,000	10,000,000	10,000,000	10,000,000
		TOTAL CONTINGENT FUND	10,000,000	10,000,000	10,000,000	10,000,000

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: CONTINGENCY FUND

BUDGET UNIT TITLE AND NUMBER: Contingency Fund - - 2300-90300

DEPARTMENT DESCRIPTION: The Contingency Fund exists to cover reasonably unforeseen expenditures or revenue short-falls.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	13,600,000	10,000,000	10,000,000	10,000,000
Capital	0	0	0	0
Gross County Cost	\$ 0	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000
Revenue/Fund Bal.	5,612,779	-2,000,000	-22,000,000	-22,000,000
Net County Cost	\$ 7,987,221	\$ 12,000,000	\$ 32,000,000	\$ 32,000,000

SUMMARY OF CHANGES: The Contingency Fund is funded at the level of \$10,000,000 with \$32,000,000 from property tax, and \$22,000,000 going into the fund balance. A beginning fund balance of \$4,000,000 is anticipated. An ending fund balance of \$36,000,000 is projected, assuming no contingency funds are needed in 2019. The fund balance will serve as a stabilization reserve for fluctuating revenues due to Weld County's heavy dependency on oil and gas assessed values that can fluctuate dramatically from year to year due to production levels and price changes. Besides serving as a general contingency reserve, the fund is available to mitigate impacts from the oil and gas industry, such as unanticipated road and bridge heavy hauling impacts.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**EMERGENCY RESERVE FUND
SUMMARY OF REVENUES
2019**

Fund	Org	Acct	Account Title	2018 Budget	2019 Request	2019 Recommend	2019 Final
			TAXES				
2400	53100	4112	CURRENT PROPERTY TAXES	0	0	0	0
			TOTAL EMERGENCY RESERVE FUND	0	0	0	0

**EMERGENCY RESERVE
SUMMARY OF EXPENDITURES
2019**

Fund	Org	Expenditure Function	2018 Budget	2019 Request	2019 Recommend	2019 Final
2400	53100	EMERGENCY RESERVE	0	0	0	0
		TOTAL EMERGENCY RESERVE	0	0	0	0

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: EMERGENCY RESERVE FUND

BUDGET UNIT TITLE AND NUMBER: Emergency Reserve - - 2400-53100

DEPARTMENT DESCRIPTION: The Emergency Reserve Fund is established per Amendment One (TABOR), passed November 3, 1992, which requires that an emergency reserve be established to be used for declared emergencies only, and that each local government shall reserve for 1993, 1 percent or more, for 1994, 2 percent or more, and for all later years, 3 percent or more of the fiscal year spending, excluding bonded debt service. Caused reserves apply to the next year's reserve.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0

SUMMARY OF CHANGES: With the adoption of the new accounting rules under GASB 54 the three-percent TABOR emergency reserve required by Article X, Section 20(5) of the Colorado Constitution shall be a restricted fund balance in the General Fund in an amount equal to eight-million dollars or three-percent of the TABOR revenue limit, whichever is greater. This Emergency Reserve Fund will no longer be used to budget or account for the TABOR emergency reserve.

FINANCE/ADMINISTRATION RECOMMENDATION: Concur with policy per GASB 54.

BOARD ACTION: Reaffirmed policy per GASB 54.

**SOLID WASTE
SUMMARY OF REVENUES
2019**

Fund	Org	Acct	Account Title	2018 Budget	2019 Request	2019 Recommend	2019 Final
			CHARGE FOR SERVICES				
2700	90200	4410	CHARGE FOR SERVICES	1,500,000	1,650,000	1,650,000	1,650,000
			TOTAL SOLID WASTE	1,500,000	1,650,000	1,650,000	1,650,000

**SOLID WASTE
SUMMARY OF EXPENDITURES
2019**

Fund	Org	Expenditure Function	2018 Budget	2019 Request	2019 Recommend	2019 Final
2700	21240	TRANSFER	85,000	85,000	85,000	85,000
2700	90200	SOLID WASTE	2,188,741	987,962	987,962	987,962
2700	90200	TRANSFER	639,035	577,038	577,038	577,038
		TOTAL SOLID WASTE	2,912,776	1,650,000	1,650,000	1,650,000

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOLID WASTE FUND

BUDGET UNIT TITLE AND NUMBER: Code Enforcement - - 2700-21240

DEPARTMENT DESCRIPTION: This budget accounts for code enforcement for littering, illegal dumping, and roadside trash pick-up program.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	85,000	85,000	85,000	85,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000
Revenue	0	0	0	0
Net County Cost	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000

SUMMARY OF CHANGES: The Code Enforcement function has been combined with the Animal Control function in the Sheriff's Office. The cost of the code enforcement function is \$85,000. See budget unit number 1000-21230 for a detailed discussion of the program.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval and funding of program from the Solid Waste surcharge.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of Complaints	787	800	800
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$0.279	\$0.270	\$0.261

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Sheriff Public Safety Bureau (Budget Unit 1000-21200) goals.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOLID WASTE FUND

BUDGET UNIT TITLE AND NUMBER: Solid Waste Fund - - 2700-90200

DEPARTMENT DESCRIPTION: This fund accounts for revenue received from a surcharge on dumping fees at solid waste disposal sites to combat environmental problems, promote trash clean-up, provide for the household hazardous materials program, and to further improve and develop landfill sites within the county.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	72,084	471,572	354,538	354,538
Fixed Charges	802,611	643,428	1,210,462	1,210,462
Capital	0	0	0	0
Gross County Cost	\$ 874,695	\$ 1,115,000	\$ 1,565,000	\$ 1,565,000
Revenue/Fund Bal.	2,138,399	1,200,000	1,650,000	1,650,000
Net County Cost	\$ - 1,263,704	\$ - 85,000	\$ - 85,000	\$ - 85,000

SUMMARY OF CHANGES: The projected revenue estimate is \$1,650,000 up \$450,000 over last year and consistent with recent revenue trends. The Department of Public Health and Environment costs for the Household Hazardous Waste program is projected to be \$395,905. \$40,000 is budgeted for community clean-ups, and \$90,000 to fund the roadside trash pick-up program with Useful Public Service clients. \$181,133 is funded for solid waste inspections and monitoring by the Health Department. \$224,538 is budget for indirect costs. \$633,424 is unallocated for road projects or other items to mitigate landfill impacts.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**SOLID WASTE FUND
(CONTINUED)
2700-90200**

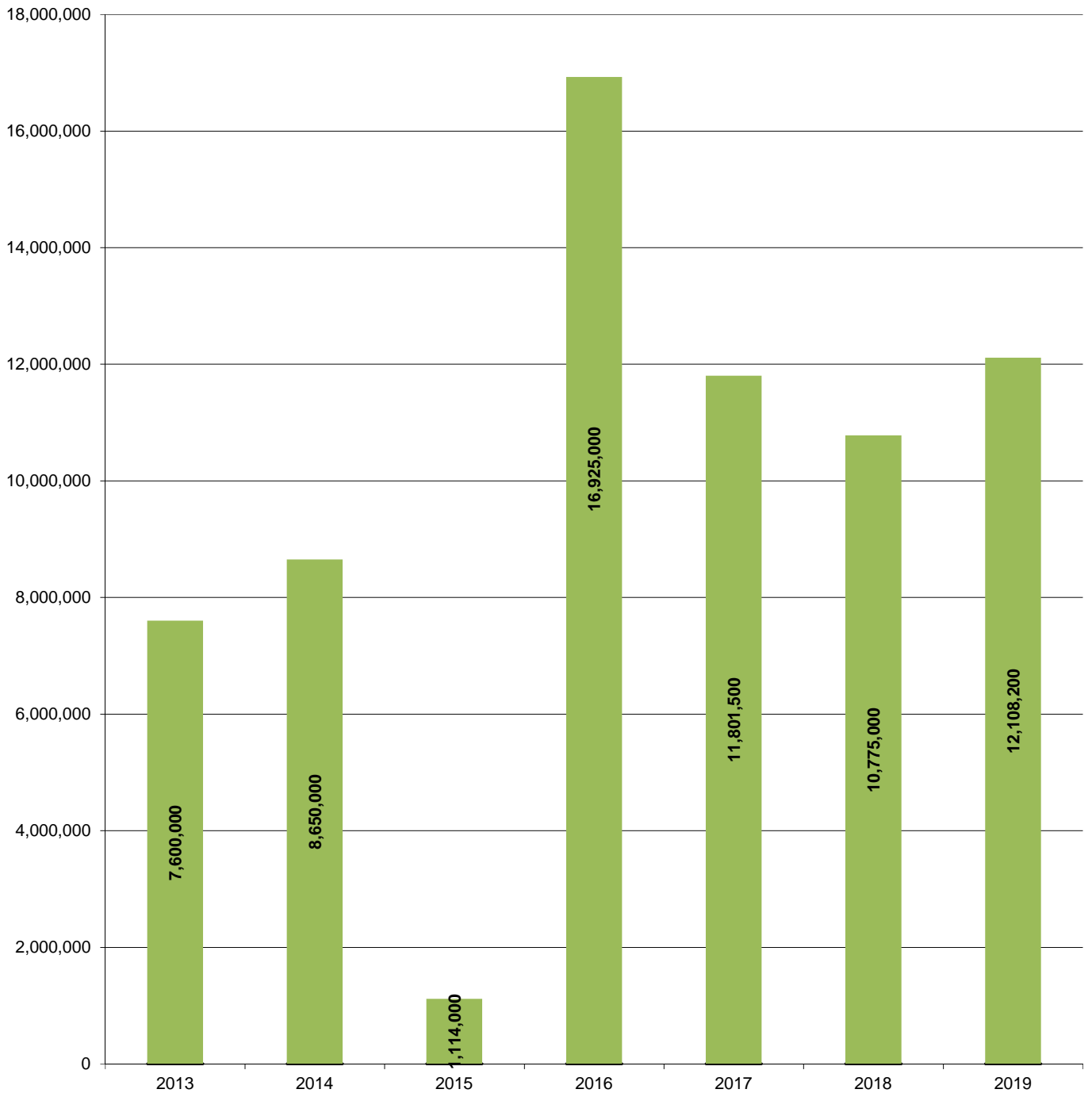
PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Landfill Inspections	45	45	45
Household Hazardous Material (HHM)	\$446,405	\$429,925	\$395,905
Surcharge Collected	\$2,138,399	\$1,500,000	\$1,650,000
<u>Efficiency Measures</u>			
Per capita cost (collected)	\$7.02	\$4.75	\$5.06
Per capita HHM cost	\$1.52	\$1.36	\$1.22



SEVEN YEAR TREND

Capital Expenditures



CAPITAL EXPENDITURES FUND SUMMARY

The Capital Expenditures Fund was established to budget the financial resources used for the acquisition or improvement of capital facilities of the county. A detailed Long Range Capital Plan for 2019-2023 is presented in this section and relates to the specifics of the 2019 capital project budget.

In 2018 a supplemental appropriation of \$40,000,000 was made to fund \$44,500,000 in 2018 for the jail expansion. This reduced the planned funding of \$20,000,000 in each of the years 2019 and 2020. Net cost to the county was the same over the three budget years, but the timing of funding allowed the completion of the project sooner. The jail expansion is an additional 113,575 square feet of building for 380 additional beds. The capital plan is consistent with the inmate population projections that calls for the opening of added jail beds at the end of 2020. In 2020 the jail kitchen will be remodeled at an estimated cost of \$2,000,000.

The Capital Expenditures Fund accounts for various capital improvement projects for county buildings. The 2019 program is funded at \$12,108,200, with \$11,000,000 in property tax, \$225,000 from capital expansion fees, \$300,000 from interest and fund balance reserve. Anticipated projects include \$1,500,000 for a Public Works facility in Johnstown, \$2,700,000 for an additional Public Works office and storage building, \$900,000 for Chase Building improvements, \$190,000 for communications equipment, \$500,000 to upgrade the Human Services section of the Southeast Weld Building, \$2,300,000 to upgrade Human Services Buildings, \$1,300,000 for a coroner facility, \$1,000,000 to remodel an office building acquired in 2018, and \$1,718,200 for special projects. A carry-over beginning fund balance of \$2,500,000 is anticipated, and \$1,916,800 ending reserve fund balance for the future jail expansion (\$566,800), Communications System reserve (\$850,000), and Downtown Greeley land reserve (\$500,000) is anticipated at the end of 2019.

Capital projects impacting the 2019 and future years' operational costs include the additional jail space planned for construction in 2018-2020 will impact the operational budget by \$1,210,000 in 2020, \$770,000 in 2021, and \$1,100,000 in 2022. In 2020 the addition of a 35,000 square foot office building in the Weld Business Park will add approximately \$160,000 per year for utilities and maintenance. Special projects and Public Works facility projects are primarily cosmetic enhancements to buildings that will not impact operating costs, but will improve the appearance and functionality of the buildings involved.

**CAPITAL EXPENDITURES
SUMMARY OF REVENUES
2019**

Fund	Org	Acct	Account Title	2018 Budget	2019 Request	2019 Recommend	2019 Final
			TAXES				
4000	17500	4112	CURRENT PROPERTY TAXES	10,250,000	10,000,000	10,000,000	11,000,000
			MISCELLANEOUS				
4000	17500	4610	EARNINGS ON INVESTMENTS	300,000	300,000	300,000	300,000
			FEES				
4000	17500	4730	OTHER FEES	225,000	225,000	225,000	225,000
			TOTAL CAPITAL EXPENDITURES	10,775,000	10,525,000	10,525,000	11,525,000

2019

Fund	Org	Expenditure Function	2018 Budget	2019 Request	2019 Recommend	2019 Final
4000	17500	CAPITAL IMPROVEMENT AND ACQUISITION	10,775,000	9,608,200	12,108,200	12,108,200
		TOTAL CAPITAL EXPENDITURES	10,775,000	9,608,200	12,108,200	12,108,200

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: CAPITAL EXPENDITURE FUND

BUDGET UNIT TITLE AND NUMBER: Capital Expenditures - - 4000-17500

DEPARTMENT DESCRIPTION: Capital projects for general county use. Created in accordance with Section 29-1-301(1.2), C.R.S., April 5, 1984. Formerly Public Works - County Buildings Fund (Fund 33).

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Capital	7,836,164	10,775,000	9,608,200	12,108,200
Gross County Cost	\$ 7,836,164	\$ 10,775,000	\$ 9,608,200	\$ 12,108,200
Revenue/Fund Bal.	-19,197,762	525,000	-391,800	-1,108,200
Net County Cost	\$ 11,361,598	\$ 10,250,000	\$ 10,000,000	\$ 11,000,000

SUMMARY OF CHANGES: In 2018 a supplemental appropriation of \$40,000,000 was made to fund \$44,500,000 in 2018 for the jail expansion. This reduced the planned funding of \$20,000,000 in each of the years 2019 and 2020. Net cost to the county was the same over the three budget years, but the timing of funding allowed the completion of the project sooner. The jail expansion is an additional 113,575 square feet of building for 380 additional beds. The capital plan is consistent with the inmate population projections that calls for the opening of added jail beds at the end of 2020. In 2020 the jail kitchen will be remodeled at an estimated cost of \$2,000,000.

The Capital Expenditures Fund accounts for various capital improvement projects for county buildings. The 2019 program is funded at \$12,108,200, with \$11,000,000 in property tax, \$225,000 from capital expansion fees, \$300,000 from interest and fund balance reserve. Anticipated projects include \$1,500,000 for a Public Works facility in Johnstown, \$2,700,000 for an additional Public Works office and storage building, \$900,000 for Chase Building improvements, \$190,000 for communications equipment, \$500,000 to upgrade the Human Services section of the Southeast Weld Building, \$2,300,000 to upgrade Human Services Buildings, \$1,300,000 for a coroner facility, \$1,000,000 to remodel an office building acquired in 2018, and \$1,718,200 for special projects. A carry-over beginning fund balance of \$2,500,000 is anticipated, and \$1,916,800 ending reserve fund balance for the future jail expansion (\$566,800), Communications System reserve (\$850,000), and Downtown Greeley land reserve (\$500,000) is anticipated at the end of 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Budget reflects the 2019 funding level of the Proposed Long Range Capital Plan for 2019 - 2023. The actual plan is on the pages immediately following.

BOARD ACTION: Approved as recommended.

WELD COUNTY
LONG RANGE CAPITAL PROJECTS
FIVE-YEAR PLAN
2019 - 2023

Presented By: Donald D. Warden
Director of Finance and Administration
September, 2018

LONG RANGE CAPITAL PROJECTS FIVE YEAR PLAN 2019 - 2023

INTRODUCTION:

Section 14-3 of the Weld County Home Rule Charter provides:

"The Board may require that the Director of Finance and Administration submit, at the time of submission of the annual budget, a five-year capital improvements program and budget. Such program shall include recommended projects, construction schedule, estimate of cost, anticipated revenue sources, methods of financing, and such other information as may be required."

This five-year plan projects capital improvements for 2019 - 2023.

The recommended program for capital construction is intended as a guideline to be adjusted by the Board of County Commissioners on an annual basis. It represents flexible goals for organizing solutions to county program needs, and it is intended to provide the Board of County Commissioners with the perspective for making fiscal policy decisions. Annual modifications in the plan will reflect necessary adjustments and priorities, changes in programs, and readjustments of other county fiscal requirements.

This report has four (4) sections:

1. Introduction
2. Financing Alternatives
3. 2019 - 2023 Five-year Plan
4. 2019 Budgetary Impact

The section on financing recommends a program for funding the next five years' capital construction. This section lists the various sources of revenue currently available to the county, and the alternatives available for financing the remainder of the capital projects program. The 2019 - 2023 five-year plan section provides a list of recommended projects and the time schedule for the next five fiscal years. Additionally, it provides justification for the recommendation and attempts to enumerate problems and recommended solutions for the capital improvements program over the next five years. The project section describes each recommended project, and provides information on the existing situation, the proposed solution, and the financing plan for each project.

The last section of the report provides a recommended 2018 budget for the capital construction program. It provides specific detail regarding each recommended project and the impact on the 2019 county budget.

FINANCING ALTERNATIVES

FINANCING

Overview:

There are a number of ways to finance capital improvement projects. Some of the most common methods are:

1. ***Pay as you go:***

Pay as you go is a method of financing capital projects with current revenues -- paying cash instead of borrowing against future revenues. Pay as you go has several advantages. First, it saves interest cost. Second, pay as you go protects borrowing capacity for unforeseen major outlays that are beyond any current year's capacity. Third, when coupled with regular, steady completion of capital improvements and good documentation and publicity, pay as you go fosters favorable bond ratings when long term financing is undertaken. Finally, the technique avoids the inconvenience and considerable cost associated with marketing of bond issues, advisors, counsel, printing, etc.

However, there are practical and theoretical disadvantages to a pay as you go policy. First, pay as you go puts a heavy burden on the project year. Second, it creates awkward fluctuating expenditure cycles which do not occur with extended financing. Third, a long life asset should be paid for by its users throughout its normal life rather than all at once by those who may not have the use of it for the full term. Finally, when inflation is driving up construction costs, it may be cheaper to borrow and pay today's prices rather than wait and pay tomorrow's.

2. ***All borrowing policy:***

An all borrowing policy or a substantial reliance on debt financing is another approach. The annual available resources could be used entirely for debt service with the size of the annual resources setting the limit on the amount that could be borrowed.

3. ***Capital reserve:***

A capital reserve plan is an approach where the annual resources available could be accumulated in one or more capital reserve funds, the amounts invested, and when any funds become adequate to pay for a proposed project, the fund could be expended. This is a good approach when a county has a capital requirement which can wait. Accumulation of the necessary capital funds over a period of time is a feasible approach, assuming a relatively stable construction dollar.

HB 82-1111, passed in 1982, specifically provides for a capital improvements trust fund for capital reserves.

4. ***Partial pay as you go policy:***

A partial pay as you go policy is a common approach. Some of the annual resources would be used to finance capital improvements directly, and the remainder would go for supporting a debt program. Even if a local government pursues a borrowing policy, an initial down payment out of current revenues is a possibility. A customary five to ten percent down is a limited pay as you go policy, and assures that the voters authorizing the approval will make a cash contribution so all of the burden will not be postponed.

5. ***Joint financing:***

An ever increasing number of cities and counties are benefitting from joint development of a project. The construction of a city/county office building and recreational areas are examples. This avenue of funding and planning capital projects normally is advantageous to both jurisdictions.

6. ***Lease/Purchase:***

Local governments can utilize lease/purchase methods for needed public works projects by having it constructed by a private company or authority. The facility is then leased by the jurisdiction on an annual or a monthly rental. At the end of the lease period, the title to the facility can be conveyed to the jurisdiction without any future payments. The rental over the years will have paid the total original cost plus interest. This method has been used successfully in a number of jurisdictions. The utilization of a building authority would fall under this category of financing.

Numerous considerations are involved in the selection of the foregoing approaches, or some combination thereof:

1. Political realities may preclude utilization of one or more of the above alternatives. For example, the passage of general obligation bonds as a debt financing mechanism has not met recent success at the polling places in most jurisdictions.
2. The pay as you go concept has three distinct advantages.
 - A. It provides great flexibility to the county for future periods of economic recession or depression but does not accumulate large fixed-charge costs.
 - B. It avoids the payment of interest charges.
 - C. It imposes upon public officials the full political responsibility for levy of the taxes necessary to pay the local share of such projects.
3. The debt financing approach has the advantage of spreading the cost over a generation of current users of public facilities, thereby imposing upon each a significant portion of the cost of each project.
4. In an inflationary period, one must take into account the extent to which prepayment for capital outlay is warranted, when the opportunity for repayment of the principal and interest in dollars that are less expensive can be arranged.

5. During periods of rapid rise in costs, the time delay necessary to accumulate down payments or full pay as you go resources invites higher costs which may wipe out most, if not all, of the advantages of non-payment of interest.

In the five-year capital projects plan, a combination of funding methods will be recommended to finance capital construction in an attempt to balance the economy of a payment in full program with the fairness of sharing the burden among present and future taxpayers.

This recommended financial program reflects consideration of many factors, including the availability of cash, anticipated interest rates at the time of construction, and projected inflationary cost increases that would result from project delays.

DEBT FINANCING

Before discussing specific types of borrowing, it is appropriate to review some of the basic constitutional statutory provisions which generally are applicable to debt financing.

Article XI, Section 6, of the Colorado Constitution, provides that no debt may be created by a political subdivision of the state, unless the question of incurring such debt has been approved by a majority of the qualified electorate voting. Any obligation paid, or contracted to be paid, out of a fund that is a product of a tax levy is a debt within the means of the Constitution (Trinidad vs. Haxby, 136 Colorado 168, 315 p 2d 204 -- 1957).

In addition to voter approval, Article XI, Section 6, requires the debt be incurred by adoption of a legislative measure which is irrevocable until the indebtedness is fully paid or discharged. The ordinance must:

1. Set forth the purpose for which the bond proceeds will be applied, and
2. Provide for the levy of the tax which, together with such other revenues as may be pledged, will be sufficient to pay the principal and interest of the debt.

The Constitution delegates to the Legislature the duty to establish statutory limitations on the incurrence of debt. The total amount of debt which a county may incur may not exceed three percent (3%) of the assessed value in the county, which is nearly \$350 million dollars in Weld County.

Section 4 of Article X, Section 20 (TABOR Amendment), requires voter approval for any form of multi-year debt. It states that an election is required: "Except for the refinancing of district bonded debt at a lower interest rate or adding new employees to existing district pension plans, creation of any multiple-fiscal year direct or indirect district debt or other financial obligation whatsoever without adequate present cash reserves pledged irrevocable and held for payments in all future fiscal years."

In addition to the state statute, Section 14-6 of the Weld County Home Rule Charter specifies:

"The incurring of indebtedness by the county and the issuance of evidences of such indebtedness shall be authorized, made and executed in accordance with the laws of the state, including the borrowing of money to fund county projects, the pledging of project revenues and repayment thereof, and the issuance of revenue warrants, or revenue bonds, or other forms of evidence of such obligations."

Before discussing specific types of bonds, it is appropriate to review some of the general characteristics of bonds. Bonds mature serially, that is, a portion of the principal is retired over the entire term of the bond issue. Interest on municipal bonds is free from Federal Income Tax which is an important feature to prospective purchasers. The term or the length of time to maturity of municipal bonds can vary considerably. Generally, the last maturing bond comes due ten to thirty years from the date of issue. Normally, the longer the maturity of the bonds, the higher the yields or return on investment is demanded by the market price. Thus, a bond issue that runs thirty years will pay a higher net effective interest rate than a bond issue that runs twenty years.

General Obligation Bonds:

General obligation bonds are secured by a pledge of the full faith, credit and taxing power of the county. The county is obligated to levy sufficient taxes each year to pay the principal and interest of the bond issue. Consequently, general obligation bonds are a debt subject to the constitutional and statutory provisions discussed earlier. Because the issue of general obligation bond pledges its full faith and credit and agrees to levy the ad valorem taxes necessary to repay the principal and interest of the bond, it is generally agreed to be a more secure investment than other types of bonds. Thus, the major advantage of general obligation financing is the low rate of interest as compared to the interest of other types of bonds. The law permits general obligation bonds to have a thirty-year term; however, general obligation bond issues usually have terms of twenty years or less.

General obligation bonds, in addition to being secured by full faith and credit of the issuer, may provide additional security by pledging certain available revenues.

The major disadvantage of general obligation bonds is the fact that it does require voter approval prior to issuance. Voter resistance to increased taxes may prevent a successful bond election.

Revenue Bonds:

Revenue bonds are not a debt in the constitutional sense. They are secured by the revenue derived from the project to be constructed, not by pledge of the full faith, credit, and taxing authority of the county. Projects typically financed by revenue bonds include airports, stadiums, and park facilities. Under the TABOR Amendment, revenue bonds can only be used for enterprise funds and operations.

Although it may seem possible to pledge any non-tax revenues for payment of revenue bonds, there should be a relationship between the type of revenue pledged for payment of the bonds and the project to be financed. Although revenue bonds need not comply with the constitutional statutory provisions generally applicable to a debt, there are several statutory provisions which may affect the issuance of certain types of revenue bonds and the statutes should be consulted for specific provisions regarding the issue of revenue bonds if this method is considered.

Revenue bonds are considered to be less secure than general obligation bonds because of the inability of the issuer to levy taxes to assure the payment of principal and interest. Thus, there is normally a higher interest rate on revenue bonds. The term of revenue bonds is often beyond twenty years, frequently as long as thirty years.

The concept of issuing revenue bonds is based on the theory that certain projects which benefit only certain individuals should be self-supporting and should be paid for by the user of that project rather than the populace as a whole. Thus, airport revenue bonds are paid for by air travelers and airlines and parking revenue bonds are paid for by users, etc.

In order for a county to issue a revenue bond, the system which generates the revenues to repay the principal and interest of the bond must:

1. Have a good operating history documented by audited figures.
2. Reflect good debt service coverage through use of a feasibility study completed by a recognized expert in the field.

In analyzing a revenue bond issue for underwriting, an investment banker will look not only at operating statistics and coverage, but also at more basic elements, such as the necessity of the service, control over competition, and delinquency procedures. Revenue bonds are becoming more popular because they do not require voter approval and do not apply in statutory debt limits.

Leases:

A less traditional method of financing county facilities is a lease arrangement. A lease is executed with the county, which gives the county the option to purchase the equipment or facility during the term of the lease. All or part of the lease payments may be applied to the purchase prices.

A bona fide lease option agreement is not a debt; however, an installment purchase program is a debt. A bona fide lease/option agreement is characterized by two factors:

1. Annual rental payments with automatic renewal of the lease unless terminated by either party, and
2. No obligation on the part of the local government to purchase the property if the lease is terminated.

Also, some court cases indicate the annual rental must be paid from non-property tax revenues to avoid the lease being considered a general obligation. Upon exercise of the option, the local government obtains full legal title to the property. Leases of this nature are distinctively different from more conventional means of financing. Of primary importance is the security which underlies the lease period. It is not a promise to levy taxes or a pledge of revenues from the system. Rather, it is usually a promise to pay only one year at a time, with an implied intention to continue payment until ownership is transferred. As ultimate security, the holder of the lease may look to the asset which is being leased in the event of a default.

There is little statutory or judicial guidance in the area of leases of this type, and the obligation to continue lease payments until title transfers is a moral, rather than a legal obligation. As a consequence, the underwriting or placement of a lease is more difficult than the underwriting of conventional bonds. The term of the leases generally are short, usually from seven to ten years. Because the security underlying the lease is not good compared with conventional financing, interest rates on leases are higher.

Building Authority:

A building authority is a non-profit corporation which generally is formed at the request of the governing body of the county or local jurisdiction, which also appoints the Board of Directors of the corporation. Weld County created such an authority in 1987, named the Weld County Finance Corporation. The directors are the Director of Finance, County Attorney, and Director of Buildings and Grounds, each appointed for ten-year terms.

The building authority issues its own bonds to finance a facility. To achieve the same lower interest rates that traditional municipal bonds enjoy, the building authority must obtain a ruling from the Internal Revenue Service (IRS) that the interest on the authority's bonds is exempt from Federal Income Tax. Such an exemption is granted if the IRS finds the authority's bonds are issued on behalf of a political subdivision, which is determined based upon the following factors as detailed in IRS Revenue Ruling 63-20.

1. The authority engages in activities which are essentially public in nature.
2. The corporation is not organized for profit.
3. The corporate income does not inure to the benefit of any private person.
4. The political subdivision has a beneficial interest in the corporation, while the indebtedness is outstanding, and it obtains full legal title to the property on the retirement of the debt.
5. The corporation has been approved by the political subdivision which has approved the specific obligation of the corporation.

Like municipal bonds, bonds issued by a corporation usually are subject to registration and other requirements of the Securities Act of 1933 and the Security Exchange Act of 1934. After receiving a favorable ruling from the IRS, a "no action" letter should be secured from the Security and Exchange Commission, exempting the authority's bonds from these requirements. The authority then issues bonds pledging the annual rental payments as security. After issuance of bonds and construction of the facilities, the authority leases the facilities to the county. Again, this must be a bona fide lease and possess all the elements discussed under Lease/Purchase.

The bonds of a building authority are similar to municipal leases in the manner in which they are viewed by investors. As with a simple municipal lease, building authority bonds are less secure than general obligation or revenue bonds. As a result, bonds issued through a building authority bear higher interest than more secure issues.

Certificates of Participation (COP) may be issued in the same manner as bonds. As a practical matter the COP is the same as a bond, except from a legal point of view, the COP is evidencing assignment of proportionate undivided interests in rights to receive certain revenues in the form of a lease or rental amount for the purpose of providing funding for capital improvements. The lease and COP do not constitute a general obligation or other indebtedness of the county within the meaning of any constitutional, statutory or home rule charter debt limitation. The lease is a year-to-year obligation.

The use of Certificates of Participation (COP) has been the only debt vehicle Weld County has ever used in the implementation of its debt policy options. The only COP issued by Weld County was done in 1997, and was paid off August 1, 2007. No outstanding debt exists for Weld County.

BUILDING AUTHORITY FINANCE

The Philosophy:

Tax-exempt financing is available through a building authority with the issuance of bonds when the facilities financed are for public purposes and the benefit is to the sponsoring public entity.

The Building Authority:

A building authority is a Colorado non-profit corporation created by the county itself. The county adopts a resolution calling for the creation of the Building Authority and directing counsel to draw articles of incorporation and by-laws in compliance with Colorado Statutes. A board of directors is formed. The board may consist of County Commissioners or administrative personnel or individuals not associated with any public entity. The Weld County Finance Corporation, created in 1987, consists of the Director of Finance, County Attorney, and Director of Building and Grounds as directors.

Tax-Exemption of Interest:

Once the non-profit corporation is created, the tax-exempt nature of interest paid on the corporation's bonds must be assured. A revenue ruling is requested from the Internal Revenue Service on the non-profit status of the corporation pursuant to Internal Revenue Code, 103(a) 1 and Revenue Ruling 63-20, and on the tax-exempt status of interest paid.

Such an application involves considerable work and a detailed analysis of the situation which is presented to the Internal Revenue Service. The application includes information as to public purpose, the county, the agency using the facilities, the proposed lease terms, terms of title reversion to the county and the proposed method of financing.

Corporate Bonds and the S.E.C.:

As corporate bonds are subject to registration requirements of the Securities and Exchange Commission, a "no action" letter must be obtained from the S.E.C. In essence, the S.E.C. says that no action will be taken if the bonds of the building authority/non-profit corporation are not registered.

The Purchase Contract:

Once the building authority is created with powers to act, it may enter into a contract to purchase the facility. The contract should be subject to:

1. A favorable revenue ruling from the Internal Revenue Service.
2. Receipt of an S.E.C. "no action" letter.
3. Finalization of financing.

The Bond Issue:

When all legal and tax questions are answered the building authority may issue bonds for the purchase of the facility. Normally the bonds are sold directly to an underwriter who then resells the bonds to the ultimate investor.

The bonds that are issued will be an obligation of the building authority only and not a debt obligation of the county.

The County Lease:

Upon the issuance of the bonds and the purchase of the building by the building authority, the county can lease the building from the authority. The lease would be from year-to-year with automatic renewal unless otherwise terminated. A county lease for any period in excess of one year constitutes a debt and must be approved by voters.

The Bond Security:

The security of the bond holders may be only in a pledge of lease revenues by the authority. The bond holders may also have a first mortgage lien on the building. The combination of the two results in a more secure bond and a correspondingly lower rate of interest.

Partial Seller Financing:

Depending on factors such as the seller's motivation, whether there is an existing loan on the building, and negotiations, a bond issue can be for only the amount necessary for a down payment. The sellers can carry back the balance, receiving installment sale tax benefits on the capital gains. A revenue ruling would be required; however, interest paid on a promissory note to the seller may also be tax exempt. The total cost to the county and the building authority then may be substantially lower on this basis.

COMPLETED CAPITAL PROJECTS 2013- 2017

	<i>Total</i>	<i>Actual 2013</i>	<i>Actual 2014</i>	<i>Actual 2015</i>	<i>Actual 2016</i>	<i>Actual 2017</i>
Centennial Complex	\$ 1,199,206	\$ 19,999	\$ 299,498	\$ 560,310	\$ 319,399	
Courthouse	373,200			267,400		\$ 105,800
Land Reserve	2,613,405		630,000	668,071		1,315,334
Chase Building	9,547,764		5,775,000	84,944	3,161,209	526,611
Grader Sheds	1,032,560	375,508	138,980	193,684	40,589	283,799
Motor Pool	576,056				576,056	
Health Department	215,262	215,262				
Island Grove	133,139	48,283			84,856	
North Jail	996,354	122,187	103,329	345,404	81,426	344,008
Training Center	129,547					129,547
Crime Lab	4,120,570	4,120,570				
Public Works	1,932,608		698,565	149,260	967,367	117,416
Human Services	242,946		82,800	160,146		
Gravel Pits	4,150,505		4,150,505			
SW Weld Building	207,215		8,770	101,344	97,101	
North 1401-1402	286,081	211,007	75,074			
County Clinic	93,400			38,600	54,800	
Admin. Bldg (Sykes)	83,375			39,775		43,600
Southeast Weld Building	116,306		7,984		108,322	
Law Administration	250,625		138,819			111,806
Miscellaneous	1,248,878		917,268	22,620	283,301	25,689
CNG Station	0					
Towers	9,878,533		7,305,629	1,572,412		1,000,492
918 10th Street	747,717			675,168		72,549
TOTAL	\$40,175,252	\$5,112,816	\$20,332,221	\$4,879,138	\$5,774,426	\$4,076,651

NOTE: Expenditures listed in year incurred.

**FIVE YEAR
CAPITAL PROJECTS PROGRAMS
2019-2023**

<i>Requirements</i>	<i>Total</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>
Jail Capital Reserve	\$32,242,800	-\$583,200	\$6,401,000	\$6,297,000	\$10,208,000	\$9,920,000
Comm. System	950,000	190,000	190,000	190,000	190,000	190,000
SE Weld Building	6,500,000	500,000	0	6,000,000	0	0
Comm. Buildings	1,000,000	0	1,000,000	0	0	
Misc Projects	7,432,200	1,718,200	1,584,000	1,588,000	1,177,000	1,365,000
PW Projects	6,800,000	5,200,000	0	500,000	500,000	600,000
Human Services	3,800,000	2,300,000	1,500,000	0	0	0
Office Building Business Park	800,000	0	800,000	0	0	0
Weld Plaza Building	3,900,000	900,000	750,000	750,000	750,000	750,000
Coroner Facility	1,300,000	1,300,000	0	0	0	0
SW Weld Building	0	0	0	0	0	
Jail Kitchen Remodel	2,000,000	0	2,000,000	0	0	0
Justice Center	1,200,000	0	1,200,000	0	0	0
TOTAL	\$67,925,000	\$11,525,000	\$15,425,000	\$15,325,000	\$12,825,000	\$12,825,000

NOTE: In 2018 a supplemental appropriation of \$40,000,000 was made to fund \$44,500,000 in 2018 for the jail expansion. This reduced the planned funding of \$20,000,000 in each of the years 2019 and 2020. Net cost to the county was the same over the three budget years, but the timing of funding allowed the completion of the project sooner.

RESOURCE CAPACITY

FUNDING SOURCES

CASH FLOW ANALYSIS

CAPITAL EXPENDITURES FUND

RESOURCE CAPACITY

2019- 2023

YEAR	PROPERTY TAX	INTEREST	FEES	TOTAL
2018	\$11,000000	\$300,000	\$225,000	\$11,525,000
2019	15,000000	200,000	225,000	15,425,000
2020	15,000000	100,000	225,000	15,325,000
2021	12,500,000	100,000	225,000	12,825,000
2022	12,500,000	100,000	225,000	12,825,000

CASH FLOW ANALYSIS

YEAR	BEGINNING FUND BALANCE	REVENUE	EXPENDITURES	ENDING FUND BALANCE
2019	\$ 2,500,000	\$ 11,525,000	\$ 12,108,200	\$ 1,916,800
2020	\$ 1,916,800	\$ 15,425,000	\$ 9,024,000	\$ 8,317,800
2021	\$ 8,317,800	\$ 15,325,000	\$ 9,028,000	\$ 14,614,800
2022	\$ 14,614,800	\$ 12,825,000	\$ 2,617,000	\$ 24,822,800
2023	\$ 24,822,800	\$ 12,825,000	\$ 2,905,000	\$ 34,742,800

CORRECTIONAL FACILITY

Existing Situation:

The Centennial Complex Jail was constructed in 1978, and was remodeled three times to increase the capacity to 294 beds. In 1997, Phase I of the North Jail Complex was constructed with 160 beds and all of the core service facilities. The North Jail Complex is currently designed for a build out of 779 beds, but the site can accommodate over a 1,000-bed facility. Each phase would be in increments of approximately 160 - 375 beds. Jail population continues to grow in Weld County, but the growth rate has slowed the last few years due to more use of jail alternative programs. Phase II was completed and opened in January, 2004. Phase II added 245 beds based upon the design. Construction of Phase II allowed for the closure of the Centennial Jail and conversion of the space to accommodate Court needs. Phase III, which added 374 beds, was constructed in 2006 - 2007, and was opened in February 2008.

Proposed Solution:

It is proposed that additional phases of the North Jail Complex be constructed in increments of beds, as needed. The total project of approximately 331,143 square feet will be constructed in phases. The first phase, constructed in 1997, was 125,775 square feet. It included the core service facilities, such as kitchen, administrative offices, medical detention, booking area, and lobby to accommodate over 1,000 inmates. Phase II has 245 beds and is both maximum and medium security to accommodate the projected inmate classifications. Phase II was constructed in the 2002 - 2003 time frame and became fully operational as of 2004. Phase III has 374 beds and was constructed in 2006 - 2007. There is currently 217,568 square feet of building with 779 beds available.

Financing:

In 2018 a supplemental appropriation of \$40,000,000 was made to fund \$44,500,000 in 2018 for the jail expansion. This reduced the planned funding of \$20,000,000 in each of the years 2019 and 2020. Net cost to the county was the same over the three budget years, but the timing of funding allowed the completion of the project sooner. The jail expansion is an additional 113,575 square feet of building for 350 additional beds. The capital plan is consistent with the inmate population projections that calls for the opening of added jail beds at the end of 2020. In 2020 the jail kitchen will be remodeled at an estimated cost of \$2,000,000.

Impact on Operational Costs:

At the end of 2020, it is anticipated that the new jail capacity will be opened. The use of the capacity will be phased in over a two to three-year period, depending on inmate population growth. Based upon past phased openings of the jail, the estimated additional annual costs are:

<i>Item</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>
<i>Staffing</i>	\$ 1,210,000	\$ 770,000	\$ 1,100,000
<i>Medical Costs</i>	0	600,000	320,000
<i>Food</i>	0	400,000	200,000
<i>Utilities</i>	0	60,000	0
<i>Maintenance</i>	0	60,000	0

WELD COUNTY BUSINESS PARK

Existing Situation:

In 1987, Weld County acquired 160 acres located in the southwest corner of "O" Street and North 11th Avenue in Greeley. Funds for the property came from the sale of the Health Building.

Proposed Solution:

The property is large enough to allow for future consolidation of county facilities in one area. The utilities and site improvement were developed in 1988, at an estimated cost of \$1,750,000 with the aid of a \$630,000 EDA Grant. The first facilities, completed in 1989, included a 15,000 square foot building for Human Services and a county motor vehicle shop. Fifty to 60 acres have been developed for building and storage sites and approximately 60 acres can be mined for gravel and reclaimed in an attractive way. The new correctional facility is located on this site, as well as the Health Department, Household Hazardous Waste Building, Training Center, Fleet Services Facility, Public Works, Law Administration, Buildings and Grounds, Alternative Programs Facility, Community Corrections Facility, and five administrative buildings. A portion of the property was made available for commercial development and offered at no cost or low cost to private parties for economic development incentives. A PUD was approved for land use purposes in 1989.

Financing:

Development, using future years' funds, is programmed into the long-range plan under specific projects, which include a correction facility (\$44,500,000), an additional office building and storage building for Public Works (\$3,600,000), and the remodel to convert the existing paramedic headquarters into a coroner facility (\$1,300,000).

Impact on Operational Costs:

See individual projects for cost impacts.

COMMUNICATIONS SYSTEM

Existing Situation:

Weld County, in 1975, created the Weld County Regional Communications Center and agreed to fund the infrastructure to accommodate the communications system. The system consisting of towers, radio receivers and transmitters, system controllers, consoles, computers, and various communications equipment has been required to be replaced or upgraded approximately every ten years with growth and technological changes. The costs have been paid for by grants, Weld County government, and the E911 Authority.

Proposed Solution:

The communications system was upgraded in 2012 at a total cost of \$7,700,000. The E911 Authority Board agreed to fund the console equipment upgrade in the amount of \$2,000,000, and Weld County, in the Capital Expenditure Fund, funded the remaining costs. In addition, the Board of County Commissioners has agreed to adopt a policy of funding a \$9,500,000 capital reserve in the amount of \$950,000 per year, so that in ten years funds will be in the capital reserve for the next upgrade and the 700 MHz conversion. \$2,200,000 was placed in the capital reserve for the mobile and portable radio replacement. Purchase of the radios was made in 2017 for the 700 MHz conversion.

Financing:

The upgrade for 2012 was funded by the E911 Authority Board funding \$2,000,000 from its reserve, and Weld County funded \$5,700,000 in 2012 from the Capital Expenditure Fund for the total cost of \$7,700,000. Beginning in 2013, Weld County will fund \$950,000 per year for the Communications System Reserve for future communications systems upgrades and the 700 MHz conversion. In 2018 a 2019-2028 Capital Plan for the Weld County communications infrastructure and facilities was developed totaling \$30.145 million. The county will continue to provide resource per year of \$790,000 per year with \$190,000 per year for communications equipment, and \$600,000 for facilities. The remaining \$22.225 million will be paid by the E911 Authority surcharge at \$2,225,000 per year. To fund the added capital costs the E911 Authority will be required to raise the 70 cents surcharge per month per phone to \$1.20 or a 50 cents increase beginning January 1, 2019.

Impact on Operational Costs:

There will be no additional operational costs for the system. Operational costs are currently funded by Weld County, the E911 Authority Board, and users through an allocation of cost formula charging 10% in 2016 with an additional 2.5% each year progressing until it reaches 20% in 2021. It is not anticipated that the upgraded systems will be any more expensive operationally to maintain than the current system.

GRADER SHEDS / STORAGE BUILDING

Existing Situation:

The County currently has 21 grader sheds throughout Weld County, to accommodate road maintenance functions in all sectors of the county. The grader sheds are in various conditions, ranging from good to needing replacement. The following is age of the sheds: Johnstown (1945), Vim (1983), Mead (1985), Severance (1987), Ault (1989), Briggsdale (1991), Keenesburg (1994), Stoneham (1994), Dacono (1995), Fort Lupton (2000), Gill (2001), Gilcrest (1989), Galeton (2003), New Raymer (2004), Rockport (2007), Peckham (2007), Keota (2008), Kersey (2010), Grover (2013), Kiowa (2015), and Nunn (2018). In addition, four ice control storage buildings were constructed in 2001 - 2003. Additional storage facilities at the Public Works Headquarters were built in 2003 and 2013. A new Buildings and Grounds facility was built in 2007, and the old facility was converted to a Printing and Supply facility. An additional storage facility was purchased in 2009. An addition to the Public Works Headquarters for Engineering was completed in 2015.

Proposed Solution:

An analysis of existing grader sheds determined which are required for the operational functions of the road maintenance operation in Weld County. In the process some have been sold, others consolidated, and some identified for replacement. In cases where existing grader sheds will accommodate the maintenance function, it is suggested that attention be given to those sheds that need maintenance or major improvements. Where necessary, replacement sheds have been identified.

Financing:

The county, since 1982, has totally reconstructed and upgraded all grader and road maintenance facilities. The county should continue a sound maintenance and replacement program, so the buildings do not fall into the disrepair condition they were in prior to 1982. The funding mechanism is a pay-as-you-go function out of the Capital Fund. In 2014, a 15,000 square foot heavy equipment storage facility was constructed (\$800,000). In 2015 additional office space was added for Engineering. In 2019 \$1,500,000 is funded for Johnstown/Mead 3-bay grader station and a \$3,600,000 office building and truck storage building. Funds in the amount of \$1,600,000 are included for Public Works facilities in 2020-2023. The grader sheds will be replaced in Ault (2021) for \$500,000, Briggsdale (2022) for \$500,000, and Keenesburg (2023) for \$600,000.

Impact on Operational Costs:

Vehicle storage facility and lighting will have utility costs of approximately \$2,400 per year. Since the old grader sheds are being replaced and consolidated with new sheds, the county's experience is that there is approximately a \$1,000 per year savings on the utilities due to the use of radiant heat and improved insulation. Staffing is unchanged.

JUSTICE CENTER

Existing Situation:

The Justice Center includes the Courthouse, Court Annexes, and Centennial Center buildings. It provides for the space needs of the 19th Judicial District. Under state law the county is obligated to provide and maintain the facilities for court related activities. The Courthouse was built in 1917 and is maintained on the Federal Register of Historical Buildings. After many remodels and upgrades it still functions as the main court facility for Weld County. In the mid-1980's two buildings across the street from the Courthouse were acquired and remodeled to house the Probation Department. In 2001, the West Courthouse Annex Building was acquired to house the District Attorney Juvenile Division. As the population grows and court related activities grow the space requirements continue to expand. Four courtrooms were added in 2008.

Proposed Solution:

With the growing needs of the courts it will require that the county convert the Centennial Center, including the jail, to courtrooms and court-related offices. With the construction of Phase II of the North Jail, the Centennial Jail was closed and remodeled into court-related space in 2004. All Sheriff's office administrative functions, along with Communications and Records, were moved to the new Public Safety Administrative Building next to the North Jail in 2003. Over time the entire Centennial Complex will become court-related space, as well as the two annex buildings to the west and east of the Courthouse. In 2004, three additional district courtrooms were created, a juvenile courtroom, and one additional county courtroom, and in 2009 four additional court rooms were built. The first floor of the Centennial Jail has been converted into courtrooms. The second and third floors of the jail were remodeled in 2010 for additional court and office facilities. First floor Centennial offices were converted into office space for the Clerk to the Court. The space in the Courthouse occupied by the Clerk to the Court was converted into a district courtroom. These courtrooms will supplement the current vacant district courtroom and the visiting judge courtroom to accommodate four anticipated additional judges through 2020. Space formerly occupied by the Weld County Commissioners and administrative functions will be converted to court-related space since those functions moved to a new administrative building in 2011. The Chase Building purchased in 2014 will provide space for court support functions for years with its 119,875 square foot of space.

Financing:

The County can accommodate court related activities in the space of the Justice Center for several years. In addition, the block to the southeast of the Centennial Complex has been acquired by the county and converted into a parking lot. In the future when the need arises, that block can serve as a site for court building expansion and a parking garage structure to accommodate court space needs. Also, in the next decade it may be necessary to have court facilities in the southern part of Weld County where the population is growing at a rapid rate. The funding mechanism for all court facility needs should be a pay-as-you-go function out of the Capital Fund. The following page is a schedule of proposed conversion of Justice Center space.

CAPITAL PLAN FOR JUSTICE CENTER

<i>YEAR</i>	<i>CURRENT USE</i>	<i>NEW USE</i>	<i>COST</i>
2008	Vacant	Work Release (30,000 sf)	\$ 4,275,000
2008	Second Floor Old Jail	3 Courtrooms	\$ 1,500,000
2008	Third Floor Work Release	2 Courtrooms	\$ 1,500,000
2008	Third Floor Work Release	DA Offices	\$ 1,000,000
2011	Vacant	Administrative Bldg.	\$ 5,000,000
2015	Planning	Probation	\$ 400,000
2020	Third Floor Centennial	2 Courtrooms	\$ 1,200,000
2029+	First Floor Centennial	1 Courtroom	\$ 500,000
2029+	Vacant	Justice Center Annex Building	\$ 7,000,000
2029+	Third Floor Centennial (DA)	2 Courtrooms	\$ 750,000
2029+	Second Floor Centennial	2 Courtrooms	\$ 750,000
2029+	First Floor Centennial (DA)	Court Offices	\$ 300,000

Impact on Operational Costs:

Under Colorado law, county governments are required to provide space for the courts and maintenance of the facility, but all personnel and other operating expenses are paid for by the State of Colorado. The estimated additional building maintenance costs by year are:

2019	0
2020	\$30,000
2029+	\$ 176,000

ALTERNATIVE PROGRAMS BUILDING

Existing Situation:

Alternative programs were housed in the old jail and in the West Courthouse Annex. As jail crowding became more and more of a problem, the alternative programs, such as work release and pre-trial programs, are used more and more by the Court. The programs formerly occupy approximately 20,000 square feet. The space that the programs occupied was needed for courtrooms and Probation office space.

Proposed Solution:

To accommodate the space needs of the alternative programs and allow for growth in the programs, a 30,000 square foot building was proposed. The facility was constructed in the Weld County Business Park. This puts the facility in closer proximity to the jail for support services.

Financing:

The new 30,000 square foot Alternative Programs Building was completed in 2008.

Impact on Operational Costs:

Impact of additional costs on the 2008 budget was \$156,300 for utilities and maintenance. Staffing costs were unchanged, since personnel were transferred from the old facility to the new building.

LAW ENFORCEMENT ADMINISTRATION BUILDING

Existing Situation:

Growing needs of the courts require that the county convert the Centennial Center, including the jail, to courtrooms and court-related offices. With the construction of Phase II of the North Jail, the Centennial Jail will be closed and remodeled into court-related space. In addition, all Sheriff's office administrative functions, along with the Communications and Records, were relocated in 2004 to accommodate the courts.

Proposed Solution:

Since the entire jail operation was moved to the North Jail there are logistical advantages to relocate all Sheriff Office functions near the jail site. To accommodate the space needs of the Sheriff's Office, a 22,000 square foot office building near the North Jail site was constructed in 2002. The building houses the Sheriff's office functions, Communications, and Records. This allows for the consolidation of all criminal justice functions at one site with the exception of patrol substations.

Financing:

The new Public Safety Administration Building was constructed in 2002. Funds in the amount of \$2,500,000 were budgeted in 2002 for the construction of a 22,000 square foot office building. In 2010 and 2014 respectively, the Records Unit and the Weld County Regional Communications Center were moved from the Law Enforcement Administration Building to the former Human Services Building to free up space for the Sheriff's Office.

Impact on Operational Costs:

There were no impact of additional costs on the 2010 or 2014 budget for utilities and maintenance, since the space has been maintained in the past. Staffing costs were unchanged, since personnel were transferred from the old facility to the new building.

REGIONAL CRIME LAB

Existing Situation:

Formerly the county had a crime lab located in the basement of the Centennial Complex, and the former Planning Department office. The space was inadequate to meet the size and program requirements. Weld County took the lead to create a regional crime lab for Northern Colorado that houses approximately 40 crime lab staff members from various law enforcement agencies and CBI.

Proposed Solution:

The regional crime lab facility consists of approximately 20,000 square feet. It contains private and open office areas, waiting areas, lobby space, meeting/conference rooms, complete laboratory and forensics discovery area. It is fully fire sprinkled. The crime lab's location is in a business park off Highway 34 and WCR 17, which is a central location for the Northern Colorado region.

Financing:

The construction of the regional crime lab started in 2012 financed by \$4,000,000 in county funds. It was completed and fully operational in August, 2013.

Impact on Operational Costs:

When the crime lab was constructed there was additional costs in the budget for utilities and maintenance, in the amount of \$310,000. However, five participating agencies pay approximately 80% of this cost, or \$245,000 for a net county cost of \$65,000. Staffing costs are unchanged, since personnel were transferred from the old crime lab to the new building. A Federal grant for \$500,000 funded the first three to four years of operational costs.

COMMUNITY CORRECTIONS FACILITY

Existing Situation:

The Community Corrections program had been operated by private contractors since its inception in Weld County in the early 1980's. The facility that the contractors had used was the site known as The Villa, which were old dormitories on the UNC campus. UNC encouraged the Community Corrections Facility to move off campus due to the facility housing convicted felons that are returning to the community from the Colorado Department of Corrections. In 2008 there were problems with the contractor that owns the facility providing the community correction services. The county realizes that without a county-owned community corrections facility it limits the county's choices for a contract provider of the service and the option of the county operating the facility itself through the Justice Services Department.

Proposed Solution:

The Board of Weld County Commissioners, in May 2008, made the decision that the county should construct its own Community Corrections Facility in the Weld County Business Park. The site is at the entrance of the park at the northwest corner of 11th Avenue and H Street. A 30,000 square-foot building was constructed in 2010 to accommodate the program. The site can accommodate a doubling of the facility size at some future date at a cost of approximately \$5,000,000.

Financing:

The new Community Corrections Facility was constructed, in 2010, within the Weld County Business Park. An Energy Impact Grant, in the amount of \$400,000, along with \$4,600,000 in county funds, funded the project.

Impact on Operational Costs:

There were additional costs in the 2010 and future budgets for utilities and maintenance, in the amount of \$160,000. However, the majority of the program costs are paid for from state contracts with the State Department of Corrections through a lease to ICCS, which is the sub-contractor operating the facility. Currently, the program services are provided by a private contractor (ICCS).

DOWNTOWN GREELEY PARKING AND LAND

Existing Situation:

The Courthouse and Centennial Center are located in the center of downtown Greeley. The future plans are for these facilities to be the judicial center for the 19th Judicial District that serves Weld County. Parking has been a long time problem in the area for citizens using the facilities. In addition, as Weld County looks to the future there will be a need to have land to locate future court facilities. The court administration is insistent upon having a centralized location, since other jurisdictions have had logistical problems attempting to split court facilities into more than one location. As a result, there is a need to acquire land adjacent to the current location to accommodate future court facilities.

Proposed Solution:

In July, 2003, the County purchased a portion of an adjacent block of property to the Centennial Complex and Courthouse to allow for surface parking in the immediate future, and to provide future building sites for future court facilities. Opportunity existed to purchase approximately 100,000 square feet adjacent to the current facilities in 2003. The parking was developed in 2004, and needed facilities can be constructed on this site in the future.

Financing:

In 2003, fund balance from the General Fund, in the amount of \$1,500,000, was transferred to the Capital Expenditure Fund to acquire the site and put money aside for the parking improvements in 2004. Approximately 250 parking spots have been developed to serve the area. As portions of the site are needed for court building sites, a parking structure can be built to accommodate added parking needs or land to the east or south of the site can be acquired for surface parking. In the 2012 budget \$2,000,000 was reserved for the purchase of property adjacent to the current Justice Center location to accommodate future court facilities and support services. In 2014 \$1,500,000 was used for property acquisitions leaving \$500,000 reserved for future property purchases in the area of the Courthouse.

Impact on Operational Costs:

No new operation costs are anticipated.

WELD PLAZA BUILDING 804-822 7TH STREET, GREELEY

Existing Situation:

Weld County has a major investment in court facilities in the downtown Greeley area. For many years the county has gradually been acquiring buildings and land for the court operations and parking accommodations. The court operations and support function will grow over time and require a long term plan.

Proposed Solution:

In 2014 the county purchased the Weld Plaza Building located at 804-822 7th Street, in Greeley, Colorado, located a block and half from the Courthouse. The building is a 119,875 square foot complex that will allow Weld County over time to create a more complete judicial complex in downtown Greeley area. The District Attorney's Office, probation, and other human services with court related responsibilities can eventually be consolidated in the complex. Until the space is needed the county will continue to lease the space to private business to offset the cost of the building.

Financing:

In 2014 the 119,875 square foot Weld Plaza Building complex was purchased for \$5,775,000. In late 2016 the county relocated child protection services into the two story plaza that contains approximately 27,000 square feet and the first floor of the main building. The remodel costs in 2016 were approximately \$2,800,000. In the 2019-2023 the capital plan provides \$750,000 a year for improvements to the building to better accommodate the future use of the facility by county departments.

Impact on Operational Costs:

With the current private leases the building is projected to provide a net operating income gain of \$250,000-\$700,000 per year, so no additional operating costs are anticipated for the immediate future.

ADMINISTRATIVE OFFICE BUILDING

Existing Situation:

The long term plan with the development of the Weld County Business Park was for the eventual move of all administrative functions of the county to the business park. All of the functions were housed at the Centennial Complex in 1976. In 1990-91 the Assessor, Treasurer, Clerk and Recorder, and Planning were relocated to the business park. With the future space demands of the courts it is anticipated that the remaining county administrative functions at the Centennial Complex will need to be relocated to the Weld County Business Park. This will leave the Centennial Complex as a justice and law enforcement center exclusively.

Proposed Solution:

In order to accommodate the Court's space needs and the County's administrative functions it was necessary to acquire a new administrative facility at the Weld County Business Park. To accommodate the space needs of the existing administrative functions, and plan for future growth, an existing 43,000 square-foot office building was purchased in 2010, and remodeled to accommodate current and future County administrative functional needs. In 2022 it is anticipated that an additional 20,000 square foot office building will be required to house county functions.

Financing:

The County purchased the existing Sykes Building for \$3,500,000 in June, 2010. Approximately another \$2,300,000 was spent to remodel the building to make a fully functional administrative building to house the County Commissioners' Office and associated administrative functions. Vacant space will exist to accommodate growth for a number of years. The project was funded by Capital Reserve funds. An additional 35,000 square foot office building was acquired in 2018 for \$3,800,000. In 2019 the building will be remodeled for \$1,000,000. \$800,000 is budgeted in 2020 to remodel an existing 20,000 square foot office building to house county functions, such as Planning, Building Inspection and others.

Impact on Operational Costs:

There were additional costs in the 2011 budget for utilities and maintenance, in the amount of \$180,000. There were no additional staffing costs since the staff moved from other facilities to occupy this building. Moving and relocation costs were \$50,000.

In 2020 the addition of a 35,000 square foot office building in the Weld Business Park will add approximately \$160,000 per year for utilities and maintenance.

HUMAN SERVICES BUILDING ANNEX

Existing Situation:

The Human Services Building was acquired in the 1970's and in the mid 1990's an annex was added. In 2005, additional land was purchased, adjacent to and south of the two existing buildings. The additional land will accommodate another 20,000 square foot building and parking.

Proposed Solution:

A new 40,000 square foot building was constructed in Greeley on the Social Services site in 2009. The building will accommodate the current services, plus allow room for future expansion and consolidation of the Human Services and Social Services Departments. In late 2016 the Child Protection unit was relocated to the Chase Building freeing up space at the Human Service Complex.

Financing:

The building was constructed in 2009. Funds in the amount of \$5,000,000 were budgeted in the 2008 budget for the 40,000 square foot building. Additional parking was constructed in 2007, in the amount of \$300,000. \$3,000,000 was spent in 2018 to remodel and upgrade the oldest building, and another \$3,800,000 will be spent over 2019-2020 to upgrade the two remaining buildings.

Impact on Operational Costs:

There were additional costs in the 2010 budget and beyond for utilities and maintenance, in the amount of \$210,000. However, the majority of the program costs are paid for from grants from the State Department of Social Services. There were no additional staffing costs since the staff moved from other facilities to occupy this building. The added space costs for the Chase Building will be paid from the State Child Welfare Allocation. No additional costs are anticipated for the areas remodeled in 2019-2020.

SOUTHWEST COUNTY SERVICE CENTER

Existing Situation:

The Southwest County Service Center was developed in 2000 - 2001. With the growth in the area, additional facilities will be required to house all the County functions required to service the area.

Proposed Solution:

It is proposed that an additional 20,000 square foot building be constructed on the Southwest Weld County Service Center site in the future. The building will accommodate the current services, plus allow room for future expansion of services in the area.

Financing:

The building will be constructed in 2023, or beyond. Funds in the amount of \$6,000,000 are budgeted in the 2023 and beyond budget or beyond for the 20,000 square foot building.

Impact on Operational Costs:

There will be additional costs in the budget for utilities and maintenance, in the amount of \$120,000 when the facility is built. There will be no additional staffing costs since the staff will be moving from other facilities to occupy this building. Moving and relocation costs are estimated to be \$30,000.

SOUTHWEST COURT/DETENTION COMPLEX

Existing Situation:

Population growth in the southern part of Weld County continues. Southern municipalities such as Frederick, Firestone, Erie and Dacono have more than doubled in size over the last decade. There is a need for additional jail beds in Weld County and the North Jail complex is built out to approved capacity.

Proposed Solution:

Constructing a new South West Court/Detention Complex, located at 4209 WCR 24 ½ Longmont, CO. would create efficiencies for municipalities, the Sheriff's Office and Weld County taxpayers. This new complex would consist of new-ground-up construction of a 2-story building that will house Sheriff Office staff, two courtrooms, jail intake for new bookings, enclosed sally port, and several detention housing units large enough to house up to 30 detainees each. The building must also have a loading dock and supply/storage area, commercial kitchen and laundry services area.

Financing:

The building will be constructed in 2023 or beyond. Funds in the amount of \$20,000,000 are budgeted in the 2023 or beyond budget.

Impact on Operational Costs:

Impact on operational costs have not been estimated at this point pending more details regarding the facility and operations. The associated court operational costs would be paid for by the 19th Judicial District.

SOUTHEAST COUNTY SERVICE CENTER

Existing Situation:

The Southeast County Service Center was acquired as a used building in the early 1980's from the City of Fort Lupton. With the growth in the area, the building was no longer large enough for the functions located in the building, and the building was in need of remodeling.

Proposed Solution:

In 2006, a new 20,000 square foot building was constructed in east Fort Lupton on a five-acre site. The building accommodates the historic services provided, plus Probation and increased Human Services. The location of the building in east Fort Lupton will better accommodate not only Fort Lupton residents, but also residents from the Hudson and Lochbuie areas. Additional space may be added to the site in 2024, or beyond.

Financing:

The additional building will be constructed in 2021, or beyond. Funds in the amount of \$6,000,000 are budgeted in the 2021 budget or beyond for the 20,000 square foot building.

Impact on Operational Costs:

There will be additional costs in the budget for utilities and maintenance, in the amount of \$120,000 when the facility is built. There will be no additional staffing costs since the staff will be moving from other facilities to occupy this building. Moving and relocation costs are estimated to be \$30,000.

MISCELLANEOUS PROJECTS

Existing Situation:

Each year there are several special projects to do major maintenance to buildings, update or renovate county facilities, provide for new county programs, and remodel to accommodate changing programs or meet new legal standards. An approach which provides miscellaneous funds of this nature can prevent postponing necessary major maintenance or remodeling of facilities and, thus, avoid added cost or delay of potential savings to the county and taxpayers. In addition, such an approach can also make better utilization of existing facilities in order to avoid the acquisition of new space and facilities. Carpet replacement, HVAC replacement, roof replacement, elevator upgrades, remodels, and major maintenance projects should be included in this category.

Proposed Solution:

It is recommended that an amount of \$7,407,200 be set aside for such projects in the Long Range Capital Projects Plan. A detailed listing of special projects is on the following two pages.

Financing:

It is recommended the county budget \$7,407,200 over the next five years to accommodate the detailed listing of special projects found on the following two pages.

Impact on Operational Costs:

No new operational costs are anticipated. In most cases the HVAC systems replaced should be more energy efficient resulting in energy cost savings.

B&G Capital Maintenance Projects 2019 - 2023

2019			
#	Projects	Department	Budget
1	Split Conference Room - Create Two Offices	Planning	6,000
2	Quarter Master Office Remodel	SO	15,000
3	Fire Suppression in Data Centers	IT	60,000
4	Division B Sound System Replacement	19th Judicial	19,000
5	Division 8 Sound System Replacement	19th Judicial	19,000
6	Division 1 Sound System Replacement	19th Judicial	19,000
7	Division 7 Sound System Replacement	19th Judicial	19,000
8	Division 9 Sound System Replacement	19th Judicial	19,000
9	HVAC Controls Update - Public Works	B&G	50,000
10	Centennial Security Station - Secondary Access	19th Judicial	22,000
11	Jail 1-West Admin Roof Top Units	B&G	240,000
12	Proximity Card - Phase 2	Various	50,000
13	HVAC Controls Update - 1555	B&G	80,000
14	HVAC Controls Update - Jail 1-East	B&G	80,000
15	HVAC Controls Update - Jail 1-West	B&G	80,000
16	Jail Kitchen Cooler & Freezer - New Compressor/Condenser	B&G	40,000
17	Jail Data Center Air Conditioner	B&G	65,000
18	Jail Clothes Washers (3 each)	B&G	50,000
19	Move Office door to opposite corner (deferred from 2018)	Justice Services	2,500
20	Alternative Programs Toilet partitions (deferred from 2018)	Justice Services	10,000
21	Two Food Warmers - Jail	Sheriff Office	17,000
22	Proxy Card (Armory & 2nd Street Storage)	Sheriff Office	4,000
23	Jail Locker Room Remodel	Sheriff Office	40,000
24	Inmate Property Storage shelving	Sheriff Office	90,000
25	Jail Lexan at pod stairwells (7 pods)	Sheriff Office	105,000
26	Armory Window infill, interior finish & cage	Sheriff Office	7,000
27	1402 Proximity door for Recording	Clerk & Recorder	2,000
28	1402 Remodel Supply Room into Bookkeeping	Clerk & Recorder	14,000
29	Paint interior of Community Corrections	Justice Services	102,000
30	Remodel Clinic Lobby and Reception	Health	80,000
31	Replace VCT and Seamless flooring	Health	30,000
32	Remote door magnet (close and lock)	Treasurer	1,700
33	Remodel for 5-7 years growth	Assessor	257,000
34	Fort Lupton: Two exterior marquee signs and interior signage	Human Services	10,000
35	Del Camino: Interior Signage, paint mailbox, Navigator furniture	Human Services	2,500
35	Building A: Free Standing "You Are Here" sign	Human Services	5,000
37	Buidling C: Vinyl window signage & paint mailbox	Human Services	500
38	Jail Courtroom Design	19th Judicial	5,000
TOTAL			1,718,200

B&G Capital Maintenance Projects 2019 - 2023

2020			
#	<u>Projects</u>	<u>Department</u>	<u>Budget</u>
1	Centennial - Hot Water Generator Replacement	B&G	140,000
2	Planning & Public Health - Boiler Replacement	B&G	120,000
3	Division 11 Sound System Replacement	19th Judicial	19,000
4	Division 12 Sound System Replacement	19th Judicial	19,000
5	Division 4 Sound System Replacement	19th Judicial	19,000
6	Division 5 Sound System Replacement	19th Judicial	19,000
7	Division 6 Sound System Replacement	19th Judicial	19,000
8	Public Health Roof Replacement	B&G	300,000
9	Planning/Health Chiller	B&G	600,000
10	Centennial - Chiller Pumps	B&G	30,000
11	Fire Alarm Controls - Public Health	B&G	34,000
12	Centennial - Isolation Valves	B&G	30,000
13	Sand Salt Sheds Wainscot- Replaced Rusted Sections	B&G	125,000
14	Grover Tower - Generator Replacement	B&G	30,000
15	New Raymer Tower - Generator Replacement	B&G	30,000
16	LaSalle Tower - Generator Replacement	B&G	30,000
17	Courtroom Remodel	19th Judicial	20,000
TOTAL			1,584,000

B&G Capital Maintenance Projects 2019 - 2023

2021			
#	<u>Projects</u>	<u>Department</u>	<u>Budget</u>
1	Centennial - Cooling Tower Replacement	B&G	300,000
2	Fuel Island - Fuel Tank Replacement	B&G	100,000
3	Division 2 Sound System Replacement	19th Judicial	19,000
4	Division A Sound System Replacement	19th Judicial	19,000
5	Division 10 Sound System Replacement	19th Judicial	19,000
6	Division C Sound System Replacement	19th Judicial	19,000
7	Division D Sound System Replacement	19th Judicial	19,000
8	Jail - Shower Boxes M,N,O,R,TM,TF&S	B&G	30,000
9	Courthouse Annex - Roof	B&G	120,000
10	Print Shop - Roof	B&G	66,000
11	4H Building - Roof	B&G	65,000
12	Centennial - Heat Pumps	B&G	68,000
13	8th Ave Storage - Roof (South half)	B&G	25,000
14	Plaza West - Clapper Valve in Parking Garage	B&G	17,000
15	Law Administration - Boiler	B&G	22,000
16	Law Administration - Roof Top Unit	B&G	200,000
17	Public Health - Booster Pump	B&G	35,000
18	Courthouse - Hot Water Generator	B&G	80,000
19	Exhibition/4H - Exhaust Hood Replacement	B&G	75,000
20	Community Corrections - Camera Replacement	B&G	150,000
21	Public Works - Roof Top Units	B&G	140,000
TOTAL			1,588,000

B&G Capital Maintenance Projects 2019 - 2023

2022			
<u>#</u>	<u>Projects</u>	<u>Department</u>	<u>Budget</u>
1	Courthouse - Carpet	B&G	170,000
2	Courthouse - Teardown/Rebuild Furniture for Carpet	B&G	42,000
3	Centennial - DA Carpet	B&G	90,000
4	Centennial - DA Teardown/Rebuild Furniture for Carpet	B&G	42,000
5	Courthouse Annex - Carpet	B&G	72,000
6	Courthouse Annex - Teardown/Rebuild Furniture for Carpet	B&G	42,000
7	Centennial - 3rd Teardown/Rebuild Furniture for Carpet	B&G	18,000
8	Centennial - 3rd Floor Carpet	B&G	32,000
9	Centennial - 1st Floor Carpet	B&G	145,000
10	Centennial - 1st Floor Teardown/Rebuild Furniture for Carpet	B&G	42,000
11	Jail - 1-West RTUs (11 Each)	B&G	380,000
12	Jail - IT Room AC (Liebert)	B&G	48,000
13	West Annex - Roof	B&G	35,000
14	Veterans - Roof	B&G	19,000
TOTAL			1,177,000
2023			
<u>#</u>	<u>Projects</u>	<u>Department</u>	<u>Budget</u>
1	Plaza West Condenser Replacement	B&G	65,000
2	Jail 1-West Pods Roof Top Units	B&G	200,000
3	Jail 1-East Roof Top Units	B&G	280,000
4	Planning & Health VAV replacement	B&G	500,000
5	Centennial - 2nd Floor lighting upgrade	B&G	120,000
6	Centennial - Ceiling Grid 2nd Floor	B&G	50,000
7	HVAC Controls Upgrade - Planning & Health	B&G	150,000
TOTAL			1,365,000

ACCUMULATIVE CAPITAL OUTLAY/CONTINGENCY

Existing Situation:

If Weld County is to embark upon a number of ventures in capital projects over the next five years, it is suggested the county proceed very cautiously and very conservatively in the area of financing. To do this, it is suggested that a contingency be set aside each year on a pay-as-you-go basis to accommodate unanticipated cost increases or emergency situations which cannot be foreseen at this time. If the contingency amount is accumulated over the next five years, it can be used as a reserve for the capital projects program in future years, or it can be used as a funding mechanism in years beyond 2024. The primary reserve would be for a future correctional facility or other facilities at the North County Complex and southwest and southeast County administrative office sites and to fund the replacement of the Communications system.

Proposed Solution:

Budget any carry-over amount each year on a contingency basis that ultimately could be used to meet any contingency or emergency situation, or could be used as an accumulation of capital outlay funds for funding of projects beyond 2024.

Financing:

It is recommended that the county budget fund balance carry-overs in the capital fund each year as a contingency.

Impact on Operational Costs:

None.

MISCELLANEOUS FUNDS

CONSERVATION TRUST FUND

Existing Situation:

With the passage of SB119 (The Colorado Lottery), 40 percent of the proceeds of the lottery are earmarked for Conservation Trust Funds in local governments. The earning potential of the lottery is anticipated to be \$435,000 per year. The funds must be used for "the acquisition, development, and maintenance of new conservation sites, or for capital improvements or maintenance for recreational purposes on any public site". (Section 29-21-101, C.R.S.) With the passage of Amendment 8 (GO COLORADO) these funds should stabilize at \$400,000 to \$450,000 per year, plus lottery sales growth. See Conservation Trust Fund for detailed discussion.

Proposed Solution:

The Board has the option to use the funds in the following ways:

1. Maintain and improve Island Grove Park.
2. Maintain and improve the Missile Site Park.
3. Acquire and maintain open space.
4. Develop and maintain trails.
5. Other project requests from throughout the county.

Financing:

In addition to Conservation Trust Funds, it is recommended that the county finance parks and recreation projects at a level of \$129,000 in the General Fund from property taxes. Funds from 2017 forward are uncommitted.

Impact on Operational Costs:

No new operational costs are anticipated.

ISLAND GROVE

Existing Situation:

Weld County and the City of Greeley currently have certain joint ventures and commitments to develop the Island Grove Park facility. Some discussion has been held regarding the creation of an Island Grove Park Authority for development and management of the facility.

Proposed Solution:

If the Board of County Commissioners decides to continue participation in the development of the Island Grove facility, it is recommended that Conservation Trust Funds from the lottery be used to the maximum amount prior to use of county general tax funds.

Financing:

It is recommended that the county finance any Island Grove enhancements with Conservation Trust Funds resulting from the lottery, to the maximum amount possible, prior to use of general county tax funds. Beginning in 2003, \$100,000 per year in General Fund dollars has been committed to the maintenance of an indoor arena facility. Also, in 2000, the County contributed \$1,500,000 towards the construction of the indoor arena facility, known as the Island Grove Community Building. The facility was constructed and will be maintained jointly by the City of Greeley, Farm Show, and Weld County. \$250,000 was included in the 2004 General Fund budget to add air conditioning to the Island Grove Community Building. The county paid \$1,500,000, in 2006, for the Island Grove Park Master Plan that covers improvements to the park for the next 10 - 20 year period.

Impact on Operational Costs:

Although the Island Grove Park Authority may incur additional operational costs from the projects in the park's CIP, no new operational costs are anticipated as a result of the park's CIP for Weld County government. In most cases, the new park facilities planned will generate revenues to support the additional operating costs.

PROPRIETARY FUNDS SUMMARY

Proprietary funds include both Internal Service Funds and Enterprise Funds. Internal Service Funds are established to account for goods and services provided to other departments of the county on a cost-reimbursement basis. Enterprise Funds account for departments providing services primarily to third party payers.

NORTHERN COLORADO REGIONAL FORENSIC LABORATORY FUND: This fund accounts for the maintenance and operational costs of the Northern Colorado Regional Forensic Laboratory. It is funded by rent paid by participating agencies.

FLEET SERVICES FUND: The Fleet Services Fund accounts for the revenue and costs generated by equipment and vehicles rented to other county departments. The gross operating budget amounts to \$11,047,052 in 2019, with \$6,419,369 budgeted for new capital equipment. The budget reflects the decision of the Board in March 2017, to bring the fleet management function in-house versus contracting the service out effective October 1, 2017. Depreciation is \$4,625,000 for new equipment purchases, plus sale of surplus items of \$1,207,600. The budget also includes revenue of \$952,720 transferred from the General Fund (1000-96600).

HEALTH INSURANCE FUND: The Health Insurance Fund reflects the cost of Weld County's self-insurance program which includes health, dental, and vision coverage. Details of the program and coverage are found under the specifics of the fund summary. In 2019, the county will continue with only dental and vision being self-insured. Health coverage will be provided by a private company on a partially self-insured basis with a Preferred Provider Organization (PPO) option and a High Deductible Health Plan/Health Reimbursement Account (HDHP/HRA) option.

INSURANCE FUND: The Insurance Fund accounts for all insurance costs for the county. The program is a combination of insured risks and protected self-insurance risks. Gross budget costs are \$2,940,000 in 2019, with a property tax levy of \$2,750,000. Details of the program are provided under the specifics of the fund summary.

TELECOM SERVICE FUND: Budget reflects total consolidation of telecom service costs of \$1,292,692 in Weld County. Funding is at current level and reflects no capital upgrades in 2019.

WELD COUNTY FINANCE CORPORATION: Budget contains the funding for the Weld County Finance Corporation, which accounts for the lease purchases of county buildings. As of August 1, 2007, there are no active leases. Weld County has no long-term debt.

REGIONAL CRIME LAB
SUMMARY OF REVENUES
2019

Fund	Org	Acct	Account Title	2018 Budget	2019 Request	2019 Recommend	2019 Final
			CHARGE FOR SERVICES				
5200	27100	4410	CHARGE FOR SERVICES	310,000	310,000	310,000	310,000
			TOTAL REGIONAL CRIME LAB	310,000	310,000	310,000	310,000

**REGIONAL CRIME LAB
SUMMARY OF EXPENDITURES
2019**

Fund	Org	Expenditure Function	2018 Budget	2019 Request	2019 Recommend	2019 Final
5200	27100	CRIME LAB - JOINT OPS	310,000	310,000	310,000	310,000
		TOTAL REGIONAL CRIME LAB	310,000	310,000	310,000	310,000

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: NO. CO. REGIONAL FORENSIC LABORATORY FUND

BUDGET UNIT TITLE AND NUMBER: No. Co. Regional Forensic Laboratory - - 5200-27100

DEPARTMENT DESCRIPTION: This fund accounts for the maintenance and operational costs of the Northern Colorado Regional Forensic Laboratory. It is funded by rent paid by participating agencies.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	4,014	0	0	0
Purchased Services	117,881	147,000	147,000	147,000
Fixed Charges	0	163,000	163,000	163,000
Capital	0	0	0	0
Gross County Cost	\$ 121,895	\$ 310,000	\$ 310,000	\$ 310,000
Revenue	207,933	310,000	310,000	310,000
Net County Cost	\$ -86,038	\$ 0	\$ 0	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Purchased Services total \$147,000 which includes electricity (\$46,000), water (\$8,000), gas (\$18,000), phones (\$35,000), trash (\$700), janitorial (\$17,600), professional services (\$1,700), and repair and maintenance (\$20,000). Fixed costs are \$163,000 for depreciation (\$86,038), and indirect costs (\$76,962). The total expenditure budget is \$310,000 with \$310,000 in revenue from charges paid by the five member jurisdictions per an MOU in the amount of \$62,000 each.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**FLEET SERVICES
SUMMARY OF REVENUES
2019**

Fund	Org	Acct	Account Title	2018 Budget	2019 Request	2019 Recommend	2019 Final
			GRANTS				
6000	17550	4340	GRANTS	888,100	0	0	0
			CHARGE FOR SERVICES				
6000	96300	4410	CHARGE FOR SERVICES	6,320,000	6,422,052	6,422,052	6,422,052
			MISCELLANEOUS				
6000	96300	4680	OTHER	4,625,000	4,625,000	4,625,000	4,625,000
6000	17750	4680	OTHER	0	1,000,000	1,000,000	1,000,000
6000	17550	4810	GAIN LOSS ON SALE	850,000	1,207,600	1,207,600	1,207,600
			TOTAL MISCELLANEOUS	5,475,000	6,832,600	6,832,600	6,832,600
			TOTAL FLEET SERVICES	12,683,100	13,254,652	13,254,652	13,254,652

**FLEET SERVICES
SUMMARY OF EXPENDITURES
2019**

Fund	Org	Expenditure Function	2018 Budget	2019 Request	2019 Recommend	2019 Final
6000	17550	VEHICLE REPLACEMENT	0	6,554,400	6,554,400	6,419,369
6000	96300	FLEET SERVICES	10,945,000	11,047,052	11,047,052	11,047,052
		TOTAL FLEET SERVICES	10,945,000	17,601,452	17,601,452	17,466,421

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: IGS – FLEET SERVICES

BUDGET UNIT TITLE AND NUMBER: Fleet Services Administration - - 6000-96300

DEPARTMENT DESCRIPTION: Centralized motor pool support for Weld County. Contract for fleet maintenance is included in this budget unit.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 293,029	\$ 1,123,906	\$ 1,407,531	\$ 1,407,531
Supplies	1,917,139	1,666,000	4,034,600	4,034,600
Purchased Services	4,669,729	3,323,221	612,000	612,000
Fixed Charges	4,187,917	4,806,873	4,967,921	4,967,921
Capital	134,044	25,000	25,000	25,000
Gross County Cost	\$ 11,201,858	\$ 10,945,000	\$ 11,047,052	\$ 11,047,052
Revenue	10,519,059	10,945,000	11,047,052	11,047,052
Net County Cost	\$ 682,799	\$ 0	\$ 0	\$ 0
Budgeted Positions	n/a	17	18	18

SUMMARY OF CHANGES: The 2019 budget reflects the Board's decision to bring the fleet services operation in-house, and not renew the contract for vehicle maintenance effective October 1, 2017. The operation is staffed with 18 FTE's at a cost of \$1,407,531, including 2019 cost-of-living and benefits. Depreciation will be \$4,625,000. Costs of Goods for fuel, parts, and services is \$3,940,000. Contract payments are funded at \$100,000, overhead at \$287,921 for indirect costs, equipment at \$25,000, \$300,000 for vehicle expenses, \$50,000 for repairs, \$120,000 for utilities, and the remaining \$241,600 for miscellaneous supplies and service costs.

The revenue for the budget includes \$4,625,000 from depreciation of the fleet, \$6,422,052 from fuel sales and vehicle maintenance charges for a total of \$11,047,052.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The net increase in costs of \$102,052 is primarily attributed to cost-of-living and benefits (\$60,159), indirect costs (\$136,048) and rising fuel costs (\$165,000). Without these increases the net savings would have been \$259,155 for 2019. Overall savings will continue to be achieved as the in-house management continues to make cost effective changes in the management of the fleet.

BOARD ACTION: Approved as recommended.

FLEET SERVICES ADMINISTRATION (CONTINUED) 6000-96300

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of work orders issued	8,542	8,700	8,800
Number of service/maintenance orders per technician	1,060	870	880
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.558	.571	.552
Work orders issued per FTE	502	483	489

Goal ES15: To provide quality, sufficient, and well-maintained county vehicles to county departments.

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES19-1: Safe and reliable vehicles ready to meet needs	90% of department users satisfied with the quality and timeliness of fleet management services	90%	90%	90%
ES19-2: Worker-friendly and functional vehicles	90% of internal customers satisfied with county vehicle	90%	90%	90%
ES19-3: Cost effective vehicles	Cost (acquisition, operating, resale value) within prescribed industry standards	95%	95%	95%
ES19-4: Fuel-efficient/ environmentally-friendly vehicles	90% of internal customers satisfied with county vehicle	90%	90%	90%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: IGS – FLEET SERVICES

BUDGET UNIT TITLE AND NUMBER: Equipment - - 6000-17550

DEPARTMENT DESCRIPTION: Use of funded depreciation to acquire vehicles for county use.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Capital	4,726,888	6,393,500	6,554,400	6,419,369
Gross County Cost	\$ 4,726,888	\$ 6,393,500	\$ 6,554,400	\$ 6,419,369
Revenue	3,130,243	1,738,100	2,207,600	2,160,320
Net County Cost	\$ 1,596,645	\$ 4,655,400	\$ 4,346,800	\$ 4,259,049
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: See listed equipment on next page. The budget includes revenue of \$1,000,000 transferred from the General Fund (1000-96600). The other revenue is \$1,207,600 from anticipated sale of vehicles in 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: In the final budget due to the grader lease bids being higher \$47,280 was moved to the equipment rental line item from the transfer to Fleet Services Funds for new equipment line item in budget unit 1000-96600, thus reducing the transfer amount to \$952,720.

Board approved a new vehicle for the Chief DA Investigator for \$25,000. Otherwise the budget approved as recommended.

Due to manufacturers production schedule the Sheriff's five 4-door AWD SUV's (\$275,000) were purchased in September 2018. The three speed trailers (\$35,569) budgeted in the Sheriff Patrol budget unit 21200 were moved to this budget since all licensed vehicles are purchased through this budget unit and charged back as depreciation over the life of the vehicle.

Due to not have used vehicles available the Board added a ½ ton 4X4 pickup (\$37,400) for Building and Grounds, and a ½ ton extended cab pickup (\$42,000) for Engineering.

IGA EQUIPMENT

		<u>Request</u>	<u>Recommend</u>	<u>Approved</u>
<u>Sheriff:</u>				
Patrol -Full size SUV	1	59,000	59,000	59,000
Patrol - 4 door AWD SUV	5	275,000	275,000	0
Patrol - high clearance 4x4 SUV	5	295,000	295,000	295,000
Patrol -1/2 4x4 ton pickup	1	40,000	40,000	40,000
Patrol - 1/2 ton SUV	1	41,000	41,000	41,000
Detentions - SUV (addition)	2	118,000	118,000	118,000
Detentions - 15 passenger Van (addition)	1	90,000	90,000	90,000
Detention - 13 passenger Van (addition)	1	90,000	90,000	90,000
Speed Trailers	3	0	0	35,569
Buildings and Grounds				
1/2 ton 4x4 ext cab pickup (addtion)	2	74,800	74,800	74,800
1/2 ton 4x4 ext cab pickup	2	37,400	37,400	74,800
mid size SUV	1	21,500	21,500	21,500
tenant sweeper	1	45,000	45,000	45,000
District Attorney				
Sedan - Investigator	1	0	0	25,000
Planning				
Sport Utility - SUV (addition)	1	21,500	21,500	21,500
Coroner				
Super Cab Pickup	1	38,200	38,200	38,200
Engineering				
1/2 Ton Extended Cab Pickup	4	126,000	126,000	168,000
Public Works				
See Basic List		<u>5,182,000</u>	<u>5,182,000</u>	<u>5,182,000</u>
Total		<u><u>\$6,554,400</u></u>	<u><u>\$6,554,400</u></u>	<u><u>\$6,419,369</u></u>

2019 PROPOSED EQUIPMENT REPLACEMENT FOR PUBLIC WORKS DEPT (revised 4/23/18)

Division	Qty	Description (Shaded items reflect outgoing equip)	Estimated Purchase Price	Est. Auction Value	Addition To Fleet
Trucking	1	1/2-Ton Crew Cab 4X4 Pickup	41,000		
		15230059/2008 Ford 250 Pickup		7,000	
	4	Belly Dump Trailers, Tandem Axle	140,000		
		15610028/2006 CTS Belly Dump Trailer		20,000	
		15610029/2006 CTS Belly Dump Trailer		20,000	
		15610030/2006 CTS Belly Dump Trailer		20,000	
		15610031/2006 CTS Belly Dump Trailer		20,000	
	1	Tandem Axle Dump Truck with snow plow & sander	250,000		
		15460034/2006 Mack Tandem Axle Truck		50,000	
Gravel Rd Mgmt	2	3/4-Ton Crew Cab 4X4 Pickup, Long Box - CNG	90,000		
		15220142/2006 Chevy 1500 Pickup		2,800	
		15230056/2008 GMC 2500 Pickup		10,000	
	2	3/4-Ton Extend Cab 4X4 Pickup, Long Box - CNG	90,000		
		15220145/2007 Ford F150 Pickup		2,800	
		15220146/2007 Ford F150 Pickup		4,500	
	1	3/4-Ton Crew Cab 4X4 Pickup, Long Box - CNG	48,000		
		15230067/2011 Ford F250 Pickup		8,000	
	6	Motor Graders	1,890,000		
		15820143/2009 Volvo Motor Grader		50,000	
		15820144/2010 Caterpillar Motor Grader		85,000	
		15820145/2010 Caterpillar Motor Grader		85,000	
		15820146/2010 Caterpillar Motor Grader		85,000	
		15820147/2010 John Deere Motor Grader		80,000	
		15820148/2010 John Deere Motor Grader		80,000	
Bridge	1	Wheel Loader	225,000		
		15830019/1997 JD Loader		25,000	
	1	One-Ton Crew Cab Pickup with Utility Box	50,000		
		15420088/2008 Ford One-Ton		9,000	
	1	1/2-Ton Extend Cab 4X4 Pickup, Long Box	42,000		
		15220164/2010 Ford F150		8,000	
	1	Single-Axle Truck w/Dump Box, Mounted Sander	140,000		
		15450016/1994 International		8,000	
	1	Fifth-Wheel Tractor with Wet Kit	125,000		
		15410054/2004 Sterling		10,000	
	1	Tandem Cement Spreader Truck with Mounted Spreader	80,000		
		15410091/2004 International		4,000	
	1	Post Driver Attachment for Skidsteer Loader	15,000		YES
Maint-Supt	1	8-Ton Ext Cab, Dual Wheel Truck w/Flatbed & Crash Attenuator	175,000		YES
Mining	1	Crushing Plant	1,000,000		
		16210004/2002 Cedar Rapids Crushing Plant		300,000	
	1	1/2-Ton Crew Cab 4X4 Pickup	41,000		
		15230052/2007 Ford 2500 Pickup		7,000	
	1	20 Ft Conveyor with 46" Belt	20,000		YES
Pvmt Mgmt	1	Milling Machine (Cold Planer)	650,000		
		16050011/2008 Caterpillar Milling Machine		125,000	
	1	3/4-Ton Crew Cab 4X4 Pickup, Standard Longbox	40,000		
		15230057/2008 Ford F250 Pickup w/message board		5,000	
	1	Vehicle Mounted Message Board	15,000		
		05760003/2010 ADDCO Message Board		500	
	1	Tilt Deck Trailer	15,000		
		15640012/2000 Homemade Trailer		1,000	
Sub-Total			5,182,000	1,132,600	
GRAND TOTAL PRICE LESS ESTIMATED TRADE 2000 FUND			4,049,400		

**HEALTH INSURANCE
SUMMARY OF REVENUES
2019**

Fund	Org	Acct	Account Title	2018 Budget	2019 Request	2019 Recommend	2019 Final
			MISCELLANEOUS				
6200	93400	4690	DONATIONS	245,000	245,000	245,000	245,000
6200	93100	46902	EMPLOYEE CONTRIBUTIONS	19,482,732	18,144,228	18,144,228	18,144,228
			TOTAL HEALTH INSURANCE	19,727,732	18,389,228	18,389,228	18,389,228

**HEALTH INSURANCE
SUMMARY OF EXPENDITURES
2019**

Fund	Org	Expenditure Function	2018 Budget	2019 Request	2019 Recommend	2019 Final
6200	93100	HEALTH INSURANCE	17,799,337	16,434,746	16,434,746	16,434,746
6200	93400	DENTAL/VISION	1,928,395	1,954,482	1,954,482	1,954,482
		TOTAL HEALTH INSURANCE	19,727,732	18,389,228	18,389,228	18,389,228

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: IGS - HEALTH INSURANCE

BUDGET UNIT TITLE AND NUMBER: Health Insurance Fund - - 6200-93100/93400

DEPARTMENT DESCRIPTION: Provides for the costs associated with Weld County's self-insured health program.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	836,704	1,683,395	1,609,482	1,609,482
Fixed Charges	16,066,709	18,044,337	16,779,746	16,779,746
Gross County Cost	\$ 16,903,413	\$ 19,727,732	\$ 18,389,228	\$ 18,389,228
Revenue	20,413,334	19,727,732	18,389,228	18,389,228
Net County Cost	\$ - 3,509,921	\$ 0	\$ 0	\$ 0

SUMMARY OF CHANGES: The budget reflects the cost of self-insuring the dental and vision reimbursement plan (\$245,000), Wellness Program and administration costs (\$437,550), and the on-site county clinic (\$1,271,932). In addition, the budget, in 2005, started to include the partially self-insured health program offered county employees through CIGNA. For 2019 the county solicited bids from all the large insurers operating in Colorado. As a result, the successful bidder was Aetna, which will offer the same coverage with a similar broad network of health providers at 15% less. The partially self-insured health program is funded at the level of \$16,434,746 in 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Weld County will utilize Aetna, with a hybrid universal health PPO/HMO plan as the health insurance provider in 2019, plus offer a high deductible health plan with a health reimbursement account option through Aetna. Rates for 2019 will be 15% less than 2018 rates for both the employees and Weld County. The savings to the county and its employees is approximately \$1.5 million annually.

In 2005, the county moved its health insurance plan to a consumer driven plan that combines a high deductible PPO insurance policy along with an HMO component for preventative care, with a low co-pay and low cost prescriptive drug program. The high deductible policy protects the insured from catastrophic losses, such as prolonged illness, hospitalization or simply an unexpected period of poor health. The plan is a partially self-insured program with stop loss insurance. The goal is to make the employees aware of the true cost of health care, with a program that will encourage employees and their families to make more judicious spending decisions in return for paying lower insurance premiums and lower health care costs. The health plan is being offered through Aetna. In 2008, the County moved to a universal health care option that has lower employee premiums and higher co-insurance and out-of-pocket costs. A comprehensive wellness program was also implemented in 2008. In July, 2010, the County opened its own health clinic in an attempt to better serve county employees' and their dependents' primary health needs in a more convenient and cost effective manner. The clinic contract will cost \$1,271,932 in 2019 with primary care being added for employees. It is anticipated that there will be a savings to the insurance plan of over \$2,600,000, with a return on investment of at least 2 to 1. All of these efforts have contributed towards our goal of holding down healthcare costs to our employees and their dependents. The success of the efforts is demonstrated by the fact that health insurance rates are 11.8% lower in 2019 than they were five years ago for 2019 for the county or its employees.

IGS - HEALTH INSURANCE

(CONTINUED)

6200-93100/93400

FINANCE/ADMINISTRATION RECOMMENDATION (CONTINUED):

In 2019, it is recommended to continue that the base health plan offered along with the standard PPO being a high deductible health plan with a health reimbursement account (HRA) option through Aetna. The County will contribute \$1,000 to the HRA for those employees taking the high deductible health/HRA plan. The standard PPO option offered will have higher deductibles, co-pays, and out of pocket expenses. The health plan options are consistent with the changes being made by the health insurance industry and by major employers offering employee and dependent healthcare benefits.

The 2019 program is calculated with current participation as follows:

Single Coverage:	580
Dependent Coverage:	678

FIXED COSTS:

Health Insurance	\$ 1,406,523
On-site Clinic	1,271,932
Administration/Wellness/EAP Costs	<u>437,550</u>
Fixed Costs:	<u>\$ 3,116,005</u>

LOSS FUND:

Medical	\$15,028,223
Dental	135,000
Vision	<u>110,000</u>
Loss Fund Costs	<u>\$15,273,223</u>

GRAND TOTAL - COSTS	<u>\$18,389,228</u>
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REVENUE:

Health Premiums	\$18,144,228
Dental/Vision	<u>245,000</u>

TOTAL REVENUE	<u>\$18,389,228</u>
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BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Single coverage	558	554	580
Family coverage	640	661	678

**INSURANCE
SUMMARY OF REVENUES
2019**

Fund	Org	Acct	Account Title	2018 Budget	2019 Request	2019 Recommend	2019 Final
			TAXEX				
6300	93300	4112	CURRENT PROPERTY TAXES	2,500,000	2,750,000	2,750,000	2,750,000
			CHARGE FOR SERVICES				
6300	93200	4410	CHARGE FOR SERVICES	50,000	75,000	75,000	75,000
			MISCELLANEOUS				
6300	93300	4610	EARNINGS ON INVESTMENTS	30,000	40,000	40,000	40,000
6300	93300	4820	COMPENSATION FOR LOSSES	75,000	75,000	75,000	75,000
			TOTAL MISCELLANEOUS	105,000	115,000	115,000	115,000
			TOTAL INSURANCE FUND	2,655,000	2,940,000	2,940,000	2,940,000

**INSURANCE FUND
SUMMARY OF EXPENDITURES
2019**

Fund	Org	Expenditure Function	2018 Budget	2019 Request	2019 Recommend	2019 Final
6300	93200	WORKERS COMPENSATION	1,601,500	1,776,500	1,776,500	1,776,500
6300	93300	LIABILITY	1,053,500	1,163,500	1,163,500	1,163,500
		TOTAL INSURANCE FUND	2,655,000	2,940,000	2,940,000	2,940,000

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: IGS - INSURANCE

BUDGET UNIT TITLE AND NUMBER: Insurance Fund - - 6300-93200/93300

DEPARTMENT DESCRIPTION: Central fund to provide county-wide insurance coverage. This fund is administered by Finance and Administration unit in the General Fund.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	1,352	3,500	3,500	3,500
Purchased Services	41,137	42,375	43,000	43,000
Fixed Charges	2,897,972	2,609,125	2,893,500	2,893,500
Gross County Cost	\$ 2,940,461	\$ 2,655,000	\$ 2,940,000	\$ 2,940,000
Revenue /Fund Bal.	939,168	155,000	190,000	190,000
Net County Cost	\$ 2,001,293	\$ 2,500,000	\$ 2,750,000	\$ 2,750,000

SUMMARY OF CHANGES: The budget is structured with Weld County remaining a member of CAPP, but using the self-insured option under the insurance pool for a fixed cost of \$703,500. Effective January 1, 1992, Weld County became self-insured for workers compensation. Workers Compensation includes excess insurance and bonds costing \$181,000, claims administration costs of \$43,000, and a loss fund of \$1,552,500. A loss fund for all other insurance coverage is budgeted at \$460,000. Unemployment insurance is being charged directly to departments. The program is supported by property tax (\$2,750,000), charges for service (\$75,000), interest (\$40,000), and compensation for losses (\$75,000). No fund balance reserves are anticipated to be needed to support the loss fund in 2019.

Property tax has been increased by \$250,000 to \$2,750,000 due to workers' compensation claim history. Claim costs for workers compensation have remained high due to rising healthcare costs.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval of the insurance program as outlined above in the summary of changes. In accordance with Section 8-44-204, C.R.S., it is recommended that a mill levy be used to fund the insurance program for local county activities and a charge back mechanism be used only for programs funded by state and federal funding sources. Weld County, through CAPP, has reduced limits of coverage and placed reliance on sovereign immunity to stay within the budgeted amount. The legislative changes in 1986 strengthened the county's position in the use of sovereign immunity limits in Colorado cases. In addition, the county can levy up to 10 mills per year to discharge any judgment against it. Continuation of the self-insured program for workers compensation is recommended, which should result in cost savings, plus no shared risks with other counties. Unemployment costs are recommended to be charged directly to departments for revenue raising strategies and departmental accountability for costs.

BOARD ACTION: Approved as recommended.

**INSURANCE FUND
(CONTINUED)
6300-93200/93300**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of training sessions	36	36	36
Dollar amount workers compensation claims	\$1,510,700	\$1,378,125	\$1,552,500
Dollar amount of prop/casualty claims paid	\$644,838	\$450,000	\$460,000
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	0.033	0.032	0.031
Per capita cost (county support)	\$6.57	\$7.93	\$8.44

**TELECOM SERVICES
SUMMARY OF REVENUES
2019**

Fund	Org	Acct	Account Title	2018 Budget	2019 Request	2019 Recommend	2019 Final
			CHARGE FOR SERVICES				
6400	17400	4410	CHARGE FOR SERVICES	1,365,792	1,292,692	1,292,692	1,292,692
			TOTAL PHONE SERVICES	1,365,792	1,292,692	1,292,692	1,292,692

**TELECOM SERVICES
SUMMARY OF EXPENDITURES
2019**

Fund	Org	Expenditure Function	2018 Budget	2019 Request	2019 Recommend	2019 Final
6400	17400	TELECOM SERVICES	1,365,792	1,292,692	1,292,692	1,292,692
		TOTAL TELECOM SERVICES	1,365,792	1,292,692	1,292,692	1,292,692

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: IGS - INFORMATION TECHNOLOGY

BUDGET UNIT TITLE AND NUMBER: Telecom Services - - 6400-17400

DEPARTMENT DESCRIPTION: Provide telecom services to Weld County offices and departments.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 276,689	\$ 315,545	\$ 304,753	\$ 304,753
Supplies	6,845	27,800	27,800	27,800
Purchased Services	844,600	682,160	672,260	672,260
Fixed Charges	372,171	340,287	287,879	287,879
Capital	0	0	0	0
Gross County Cost	\$ 1,500,305	\$ 1,365,792	\$ 1,292,692	\$ 1,292,692
Revenue	1,492,973	1,365,792	1,292,692	1,292,692
Net County Cost	\$ 7,332	\$ 0	\$ 0	\$ 0
Budgeted Positions	3	3	3	3

SUMMARY OF CHANGES: Personnel Services are down \$10,792 even with the cost-of-living adjustment, due to the retirement of the Telecommunications Manager position being replaced by a Telecommunications Technician position. Supplies are unchanged. Phone costs are down \$9,000, and training is down \$900. Depreciation is \$100,000 with the new VoIP system. Indirect costs are budgeted at \$187,879, down \$52,408 due to less IT support. Overall the budget is down \$73,100.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. In addition, a new telecom rate analysis has been done and new rates for telecom users are recommended beginning January 1, 2019, to better reflect and recover costs of utilization of telecom resources in the county.

BOARD ACTION: Approved as recommended, including the new 2019 rates to charge users of the county telecom services.

TELECOM SERVICES (CONTINUED) 6400-17400

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Incoming calls	6,000,000	6,000,000	6,000,000
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.098	0.095	0.092
Per capita cost (county support)	\$4.93	\$4.75	\$3.97
Annual cost per call	\$0.250	\$0.228	\$0.215

Goal ES20: Capitalize on phone technology to improve service, increase efficiency and provide greater telecom access and exchange.

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES18-1: User friendly phone services	Percent of users (residents, visitors, employees, etc.) satisfied with telecom access to services and information	99%	99%	99%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: WELD COUNTY FINANCE AUTHORITY

BUDGET UNIT TITLE AND NUMBER: Weld County Finance Authority - - 6500-17700

DEPARTMENT DESCRIPTION: Provides funds to cover the lease/purchase of county buildings.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Fixed Charges	0	0	0	0
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0

SUMMARY OF CHANGES: Budget reflects the county's debt service on any long-term debt and/or any lease purchase debt in any given year. With the payoff of the correctional facilities' Certificates of Participation (COP) as of August 1, 2007, Weld County has no long-term debt or long-term lease obligations.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

GLOSSARY

ACCOUNTING PROCEDURES	All processes which discover, record, classify, and summarize financial information to produce financial reports and to provide internal control.
ACCRUAL BASIS	The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.
ACCRUED EXPENSES	Expenses incurred but not due until a later date.
ACTIVITY	A specific and distinguishable line of work performed by one or more organizational components of a government for the purpose of accomplishing a function for which the government is responsible. For example, "food inspection" is an activity performed in the discharge of the "health" function.
ACTIVITY CLASSIFICATION	Expenditure classification according to the specific lines of work performed by organization units. For example, "sewage treatment and disposal", "garbage collection", "garbage disposal", and "street cleaning" are activities performed in carrying out the function of "sanitation". The segregation of the expenditures made for each of these activities constitutes an activity classification.
ALLOCATE	To divide a lump-sum appropriation into parts which are designated for expenditure by specific organizational units and/or for specific purposes, activities, or objects.
ALLOCATED COSTS	Indirect costs distributed to programs or departments via a cost allocation plan.
ALLOCATION	A part of a lump-sum appropriation which is designated for expenditure by specific organizational units and/or for special purposes, activities, or objects.
ALLOT	To divide an appropriation into amounts which may be encumbered or expended during an allotment period.
ALLOTMENT	A part of an appropriation which may be encumbered or expended during an allotment period.
ALLOTMENT PERIOD	A period of time less than one fiscal year in length during which an allotment is effective. Bi-monthly and quarterly allotment periods are most common.
ANNUAL BUDGET	A budget applicable to a single fiscal year.

APPROPRIATION

A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

**APPROPRIATION BILL,
ORDINANCE, RESOLUTION,
or ORDER**

A bill, ordinance, resolution, or order by means of which appropriations are given legal effect. It is the method by which the expenditure side of the annual operating budget is enacted into law by the legislative body. In many governmental jurisdictions, appropriations cannot be enacted into law by resolution but only by a bill, ordinance, or order.

**APPROPRIATION
EXPENDITURE**

An expenditure chargeable to an appropriation. Since virtually all expenditures of governments are chargeable to appropriations, the term expenditures by itself is widely and properly used.

ASSESSED VALUATION

A valuation set upon real estate or other property by a government as a basis for levying taxes.

AUTHORITY

A government or public agency created to perform a single function or a restricted group of related activities. Usually such units are financed from service charges, fees, and tolls, but in some instances they also have taxing powers. An authority may be completely independent of other governments or partially dependent upon other governments for its creation, its financing, or the exercise of certain powers.

AUTHORIZED POSITION

A position (job) authorized by the Board of County Commissioners as part of the annual adopted budget.

BOND

An interest bearing promise to pay with a specific maturity.

BALANCED BUDGET

A balanced budget occurs when the total sum of money a government collects in a year is equal to the amount it spends on goods, services, and debt interest.

BUDGET

A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative or whether it has been approved by the appropriating body.

BUDGET DOCUMENT	The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of three parts. The first part contains a message from the budget-making authority, together with a summary of the proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show, in detail, the information as to past years' actual revenues, expenditures, and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect.
BUDGET MESSAGE	A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the government's experience during the past period and its financial status at the time of the message, and recommendations regarding the financial policy for the coming period.
BUDGETARY ACCOUNTS	Accounts used to enter the formally adopted annual operating budget into the general ledger as part of the management control technique of formal budgetary integration.
BUDGETARY COMPARISONS	Governmental GAAP financial reports must include comparisons of approved budgeted amounts with actual results of operations. Such reports should be subjected to an independent audit, so that all parties involved in the annual operating budget/legal appropriation process are provided with assurances that government monies are spent in accordance with the mutually agreed-upon budgetary plan.
BUDGETARY CONTROL	The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.
BUDGETARY EXPENDITURES	Decreases in net current assets. In contrast to conventional expenditures, budgetary expenditures are limited in amount to exclude amounts represented by noncurrent liabilities. Due to their spending measurement focus, governmental fund types are concerned with the measurement of budgetary expenditures.
BUDGETED FUNDS	Funds that are planned for certain uses but have not been formally or legally appropriated by the legislative body. The budget document that is submitted for Board approval is composed of budgeted funds.
CALLABLE BONDS	Bonds which are redeemable by the issuer prior to the maturity date at a specified price at or above par.
CAPITAL BUDGET	A plan of proposed capital outlays and the means of financing them.

<i>CAPITAL OUTLAY</i>	Expenditures for equipment, vehicles, or machinery that results in the acquisition or addition to fixed assets.
<i>CAPITAL PROGRAM</i>	A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.
<i>CAPITAL PROJECTS FUND</i>	A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds, Special Assessment Funds, and Trust Funds).
<i>CAPITAL RESOURCES</i>	Resources of a fixed or permanent character, such as land and buildings, which cannot ordinarily be used to meet current expenditures.
<i>CERTIFICATES OF PARTICIPATION (COP)</i>	Form of financial instrument similar to a bond to facilitate lease/purchase agreements. Not a debt of the County.
<i>CONSERVATION TRUST</i>	State of Colorado lottery funds remitted to the County for parks and recreation use.
<i>CONTINGENCY ACCOUNT</i>	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise included in the budget.
<i>CONTINUING APPROPRIATION</i>	An appropriation which, once established, is automatically renewed without further legislative action, period after period, until altered or revoked. The term should not be confused with INDETERMINATE APPROPRIATION.
<i>COST ALLOCATION PLAN</i>	Identification, accumulation and distribution of costs relative to the provision of those services, along with the methods used.
<i>DEFAULT</i>	Failure to pay principal or interest when due. Defaults can also occur for failure to meet nonpayment obligations, such as reporting requirements, or when a material problem occurs for the issuer, such as a bankruptcy.
<i>DEFICIT</i>	(1) The excess of the liabilities of a fund over its assets. (2) The excess of expenditures over revenues during an accounting period; or, in the case of proprietary funds, the excess of expense over income during an accounting period.

DEPRECIATION	<p>(1) Expiration in the service life of fixed assets, other than wasting assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.</p> <p>(2) The portion of the cost of a fixed asset other than a wasting asset which is charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.</p>
DIRECT COSTS	Costs that have a clearly identifiable beneficial or causal relationship to the services performed.
DURATION	The weighted maturity of a fixed-income investment's cash flows, used in the estimation of the price sensitivity of fixed-income securities for a given change in interest rates.
ENCUMBRANCES	Obligations in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when an actual liability is set up.
ENTERPRISE FUND	A fund established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services which are entirely or predominantly self-supporting by user charges. The Crime Lab operates as an Enterprise Fund.
ESTIMATED REVENUE	The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by the Board.
EXPENDITURES	Decreases in net financial resources. Expenditures include current operating expenses which require the current or future use of net current assets, debt service, and capital outlays. The unmodified use of the term expenditures in this text is intended to mean budgetary expenditures.
FISCAL PERIOD	Any period at the end of which a government determines its financial position and the results of its operations.
FISCAL YEAR	A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.
FIXED ASSETS	Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

FTE (FULL-TIME EQUIVALENT)	Numeric equivalent of one person occupying one employment position for one year (equivalent of 2,080 hours or 52 forty-hour weeks).
FUNCTION	A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible. For example, public health is a function.
FUNCTIONAL CLASSIFICATION	Expenditure classification according to the principal purposes for which expenditures are made. Examples are public safety, public health, public welfare, etc.
FUND	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.
FUND BALANCE	Fund balance is the excess of assets over liabilities and is therefore also known as surplus funds.
GAAP (GENERALLY ACCEPTED ACCOUNTING PRINCIPLES)	Standards for financial accounting and reporting.
GENERAL FUND	The fund used to account for all financial resources except those required to be accounted for in another fund.
GENERAL OBLIGATION BOND	A municipal bond secured by the pledge of the issuer's full faith, credit and taxing power.
GEOGRAPHICAL INFORMATION SYSTEM (GIS)	A computerized data base of all land attributes within the County. The "base map" contains the least amount of common data which is supplemented by attribute overlays.
GOVERNMENTAL FUNDS	Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital funds, and permanent funds.
GRANT	A contribution by a government or other organization to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed to the grantee.
HIGHWAY USER TAX (HUTF)	Revenue that is derived from the state gasoline tax and restricted for Road and Bridge activities.

**INDETERMINATE
APPROPRIATION**

An appropriation which is not limited either to any definite period of time or to any definite amount. A distinction must be made between an indeterminate appropriation and a continuing appropriation. In the first place, whereas a continuing appropriation is indefinite only as to time, an indeterminate appropriation is indefinite as to both time and amount. In the second place, even indeterminate appropriations which are indefinite only as to time are to be distinguished from continuing appropriations in that such indeterminate appropriations may eventually lapse. For example, an appropriation to construct a building may be made to continue in effect until the building is constructed. Once the building is completed, however, the unexpended balance of the appropriation lapses. A continuing appropriation, on the other hand, may continue forever; it can only be abolished by specific action of the legislative body.

INDIRECT COSTS

Costs associated with, but not directly attributable to, the providing of a product or service. These costs are usually incurred by other departments in the support of operating departments.

INTERFUND TRANSFER

Amounts transferred from one fund to another.

**INTERGOVERNMENTAL
REVENUE**

Revenue received from another government for a specified purpose. In Weld County, these are funds from municipalities, the State of Colorado, and the Federal Government.

INTERNAL SERVICE FUND

Funds used to account for the financing of goods or services provided by one department to another department on a cost reimbursement basis, for example, the Phone Services Fund.

LEAN

Lean government refers to the application of lean production (also known as "Lean") principles and methods to both identify and then implement the most efficient, value added way to provide government services.

LINE-ITEM BUDGET

A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

MANDATE

Any responsibility, action or procedure that is imposed by one sphere of government on another through constitutional, legislative, administrative, executive, or judicial action as a direct order or that is required as a condition of aid.

MATURITY

The date when the principal amount of a security is payable.

MILL LEVY (TAX RATE)

Rate applied to assessed valuation to determine property taxes. A mill is 1/10th of a penny or \$1.00 of tax for each \$1,000 of assessed valuation.

MODIFIED ACCRUAL BASIS

The accrual basis of accounting adapted to the governmental fund type Spending Measurement Focus. Under it, revenues are recognized when they become both "measurable" and "available to finance expenditures of the current period". Expenditures are recognized when the related fund liability is incurred except for:

- (1) inventories of materials and supplies which may be considered expenditures either when purchased or when used;
- (2) prepaid insurance and similar items which need not be reported;
- (3) accumulated unpaid vacation, sick pay, and other employee benefit amounts which need not be recognized in the current period, but for which larger-than-normal accumulations must be disclosed in the notes to the financial statements;
- (4) interest on special assessment indebtedness which may be recorded when due rather than accrued, if approximately offset by interest earnings on special assessment levies; and
- (5) principal and interest on long-term debt which are generally recognized when due. All governmental funds and Expendable Trust Funds are accounted for using the modified accrual basis of accounting.

NET BUDGET

The net budget eliminates double counting in the budget, such as fund transfers, and thus represents the true level of programmed spending in the budget.

NON-DEPARTMENTAL

A category established to account for expenses not associated with any specific department, but all departments or many, within a fund.

OBJECT

As used in expenditure classification, this term applies to the article purchased or the service obtained (as distinguished from the results obtained from expenditures). Examples are personal services, contractual services, materials, and supplies.

OPERATING BUDGET

Plans of current expenditures and the proposed means of financing them. The annual operating budget (or, in the case of some state governments, the biennial operating budget) is the primary means by which most of the financing acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets is usually required by law. Even where not required by law, however, annual operating budgets are essential to sound financial management and should be adopted by every government.

OPERATING EXPENSES

Proprietary fund expenses which are directly related to the fund's primary service activities.

OPERATING GRANTS	Grants which are restricted by the grantor to operating purposes or which may be used for either capital or operating purposes at the discretion of the grantee.
OPERATING INCOME	The excess of proprietary fund operating revenues over operating expenses.
OPERATING TRANSFER	Routine and/or recurring transfers of assets between funds.
ORGANIZATIONAL UNIT	A responsibility center within a government.
ORGANIZATION UNIT CLASSIFICATION	Expenditure classification according to responsibility centers within a government's organization structure. Classification of expenditures by organization unit is essential to fixing stewardship responsibility for individual government resources.
OVERHEAD	Those elements of cost necessary in the production of an article or the performance of a service which are of such a nature that the amount applicable to the product or service cannot be determined accurately or readily. Usually they relate to those objects of expenditure which do not become an integral part of the finished product or service such as rent, heat, light, supplies, management, supervision, etc.
PROGRAM	An organized set of related work activities which are directed toward a common purpose or goal and represent a well defined expenditure of county resources.
PROGRAM BUDGET	A budget wherein expenditures are based primarily on programs of work and secondarily on character and object class. A program budget is a transitional type of budget between the traditional character and object class budget, on the one hand, and the performance budget, on the other.
PROPRIETARY FUND	A fund used to account for business-type activities in government. The activities are usually financed with user fees that are directly related to the services received. There are two types of proprietary funds - enterprise and internal service funds.
RATINGS	Designations used by credit rating agencies to give relative indications of credit quality.
RECIDIVISM	A relapse into criminal habits after punishment.
REGISTERED BOND	A bond whose owner is registered with the issuer or its agent. Transfer of ownership can only be accomplished when the securities are properly endorsed by the registered owner.
REIMBURSEMENTS	<p>(1) Repayments of amounts remitted on behalf of another party.</p> <p>(2) Interfund transactions which constitute reimbursements of a fund for expenditures or expenses initially made from it which</p>

are properly applicable to another fund -- e.g., an expenditure properly chargeable to a Special Revenue Fund was initially made from the General Fund, which is subsequently reimbursed. They are recorded as expenditures or expenses (as appropriate) in the reimbursing fund and as reductions of the expenditure or expense in the fund that is reimbursed.

RESERVE

(1) An account used to earmark a portion of fund balance to indicate that it is not appropriate for expenditure.

(2) An account used to earmark a portion of fund equity as legally segregated for a specific future use.

**RESIDUAL EQUITY
TRANSFER**

Non-recurring or non-routine transfers of assets between funds.

REVENUE

(1) Increases in governmental fund type net current assets from other than expenditure refunds and residual equity transfers. Under NCGA Statement 1, general long-term debt proceeds and operating transfers-in are classified as "other financing sources" rather than revenues.

(2) Increases in proprietary fund type net total assets from other than expense refunds, capital contributions, and residual equity transfers. Under NCGA Statement 1, operating transfers-in are classified separately from revenues.

REVENUE BOND

A municipal bond payable from revenues derived from tolls, charges or rents paid by users of the facility constructed with the proceeds of the bond issue.

SOURCE OF REVENUE

Revenues are classified according to their source or point of origin.

SPECIAL REVENUE FUND

A fund used to account for revenues legally earmarked for a particular purpose.

SUBACTIVITY

A specific line of work performed in carrying out a governmental activity. For example, "cleaning luminaries" and "replacing defective street lamps" would be subactivities under the activity of "street light maintenance".

SUBFUNCTION

A grouping of related activities within a particular governmental function. For example, "police" is a subfunction of the function "public safety".

SURPLUS

The use of the term "surplus" in governmental accounting is generally discouraged because it creates a potential for misleading inference.

**TABOR (TAXPAYERS
BILL OF RIGHTS)**

An amendment to the Colorado Constitution approved by the voters in November 1992. The Taxpayers Bill of Rights has been incorporated in the State Constitution as Section 20 of Article X. The amendment limits growth in both state and local government revenue and expenditures, makes provision for annual elections, and requires voter approval for tax increases.

TABOR RESERVE

Term applied to a reserve which is required by the TABOR Amendment. Starting in 1995 this reserve is 3% of "Fiscal Year Spending" excluding bonded debt service. This reserve is for use in declared emergencies only.

TAXES

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

TAX LEVY

The total amount to be raised by general property taxes.

TAX RATE

The amount of tax stated in terms of a unit of the tax base; for example, 25 mills per dollar of assessed valuation of taxable property.

TAX RATE LIMIT

The maximum rate at which a government may levy a tax. The limit may apply to taxes raised for a particular purpose, or to taxes imposed for all purposes, and may apply to a single government, to a class of governments, or to all governments operating in a particular area. Overall tax rate limits usually restrict levies for all purposes and of all governments, state and local, having jurisdiction in a given area.

TAX ROLL

The official list showing the amount of taxes levied against each taxpayer or property. Frequently, the tax roll and the assessment roll are combined, but even in these cases the two can be distinguished.

TRADITIONAL BUDGET

A term sometimes applied to the budget of a government wherein expenditures are based entirely or primarily on objects of expenditure.

UNINCORPORATED COUNTY

Those portions of the county that are not part of a legal entity such as a city or some towns.

WELL PROGRAM

Wellness health program provided as a fringe benefit to employees.

WORKLOAD MEASURES

Specific quantitative and qualitative measures of work performed as an objective of the department.

WORK PROGRAM

A plan of work proposed to be done during a particular period by the administrative agency in carrying out its assigned activities.

WORK UNIT

A fixed quantity which will consistently measure work effort expended in the performance of an activity or the production of a commodity.

YIELD

The annual percentage rate of return earned on a security. Yield is a function of a security's purchase price and coupon interest rate.

NOTE: Most of the above definitions were taken from *Governmental Accounting, Auditing, and Financial Reporting*, GFOA, Chicago, 2012, Appendix G. pp. 1051-1093.

ACRONYMS

AAA	Area Agency on Aging
ADCOM	Adams County Communications
CAFR	Comprehensive Annual Financial Report
CAPP	Colorado Counties Casualty and Property Pool
CCI	Colorado Counties Inc. association of Colorado counties
CDBG	Community Development Block Grant
CDHS	Colorado Department of Human Services
CDOT	Colorado Department of Transportation
CIP	Capital Improvement Plan
COPS UHS	Federal community oriented policing grant
COLA	Cost of Living Allowance
CMAQ	Congestion Mitigation and Air Quality Improvement Program
CPI	Consumer Price Index
C.R.S.	Colorado Revised Statutes
CSBG	Community Services Block Grant
DA	District Attorney
DHS	Department of Human Services
DOC	Colorado Department of Corrections
DOLA	Colorado Department of Local Affairs
DUI	Driving Under the Influence
EDAP	Economic Development Action Partnership
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency
FOMC	Federal Open Market Committee
FRRC	Front Range Communication Consortium
FTE	Full Time Equivalent

GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographical Information System
HARP	Haul Route Program
HES	Hazard Elimination Program for transportation projects
HUTF	Highway Users Tax Fund
HRA	Health Reimbursement Account
HVAC	Heating, ventilation, and air conditioning
IT	Information Technology
IGS	Intergovernmental Service Fund
IGA	Intergovernmental Agreement
LEAP	Low-income Energy Assistance Program
MOU	Memorandum of Understanding
MOE	Maintenance of Effort
MS4	Municipal Separate Storm Sewer for storm management
NCMC	North Colorado Medical Center
NFRMPO	North Front Range Metropolitan Planning Organization
NRBH	North Range Behavioral Health
O&M	Operations and maintenance
OEM	Office of Emergency Management
OPED	Other Post-Employment Benefits
PERA	Colorado Public Employees' Retirement Association
PPACA	Patient Protection and Affordable Care Act (Obamacare)
PPO	Preferred Provider Organization
ROW	Right-of way
SH	Abbreviation for State Highway
TABOR	Taxpayers Bill of Rights

<i>TANF</i>	Temporary Assistance to Needy Families
<i>UNC</i>	University of Northern Colorado
<i>URA</i>	Urban Renewal Authority
<i>VALE</i>	Victim Assistance Law Enforcement
<i>VW</i>	Victim Witness
<i>WCR</i>	Weld County Road
<i>WCRCC</i>	Weld County Regional Communications Center





UPSTATECOLORADO
ECONOMIC DEVELOPMENT

2018/ WELD COUNTY COLORADO ECONOMIC AND DEMOGRAPHIC PROFILE



SNAPSHOT

Square
Miles/
3,996

Communities
Total/
31

Population
Total/
294,397

Labor
Force/
149,365

Unemployment
Rate/
3.4

Median
Age/
33.9

Per Capita
Personal Income/
\$42,701

Household
Income/
\$63,609

High School
Diploma +/
87.1%

Average
Annual Wage/
\$46,252

GRP
Total/
11.2 Billion

County
Seat/
Greeley

Key Industry Sectors/ Manufacturing / Agriculture / Energy Production / Health & Wellness

Note: Most Recent Published Annual Statistic

DEMOGRAPHICS

Population Over Time	Number
2016	294,397
2010	254,230
2010 to 2016 % Change	16%

Components of Change 2016	
Net Migration	6,431
Natural (Births – Deaths)	2,356

Source: Colorado Demography Office

2016 Population by Age	
0-14 years	22.1%
15-29 years	22.6%
30-44 years	21.3%
45-59 years	17.4%
60-74 years	12.0%
75+ years	4.6%

Median Age	33.9
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Source: Colorado Demography Office

Note: Percentage may not add due to rounding

2016 Population by Race and Ethnicity	
Not Hispanic or Latino	70.9%
– White Alone	66.3%
– Black Alone	1.1%
– American Indian & Alaska Native Alone	0.5%
– Asian Alone	1.5%
– Native Hawaiian/Other Pacific Island Alone	0.1%
– Two or More Races	2.8%
Hispanic or Latino (Any Race)	29.1%

2016 Educational Attainment	% of Pop
HS Diploma +	87.1%
Bachelor's Degree +	25.9%

Source: US Census Fact Finder

Source: Metro Denver Stats, Stats America

2016 Per Capita Personal and Household Income	Number
PC Personal Income	\$42,701
Median HH Income	\$63,609

WELD COUNTY POPULATION

294,397

2016 Population, Households & 2016 Sales Tax Rate by Municipality			
	Population	Households	Sales Tax
Weld County	294,397	105,720	None
Ault	1,700	647	3.00%
Berthoud (MCP)	120	36	3.00%
Brighton (MCP)	405	130	3.75%
Dacono	5,008	1,763	3.00%
Eaton	5,104	1,866	3.00%
Erie (MCP)	12,203	4,348	3.50%
Evans	20,223	6,933	3.50%
Firestone	12,943	4,195	3.00%
Fort Lupton	7,975	2,575	4.00%
Frederick	12,209	4,059	2.50%
Garden City	247	127	3.00%
Gilcrest	1,094	344	4.00%
Greeley	104,557	38,662	4.11%
Grover	149	92	4.00%
Hudson	1,597	563	3.00%
Johnstown (MCP)	14,649	4,833	3.00%
Keenesburg	1,209	467	3.00%
Kersey	1,574	540	3.60%
La Salle	2,150	771	3.50%
Lochbuie (MCP)	5,617	1,968	4.00%
Longmont (MCP)	42	19	3.275%
Mead	4,473	1,500	2.00%
Milliken	6,672	2,211	2.50%
Northglenn (MCP)	13	11	4.00%
Nunn	449	200	2.00%
Pierce	887	337	2.00%
Platteville	2,779	985	3.00%
Raymer	105	57	None
Severance	4,075	1,405	3.00%
Windsor (MCP)	17,773	6,584	3.95%
Unincorporated Area	46,396	17,492	None

Source: Colorado Demography Office / Note: MCP indicates multi-county place. Figures reported are the portions of total population/households in Weld County

Note: Most recent published annual statistic

CLIMATE/

The area offers a dry, sunny climate with low humidity and four seasons.

	Weld	U.S.
Rainfall (inches)	14.3	39.2
Snowfall (inches)	41.2	25.8
Precipitation Days	36	102
Sunny Days	244	205
Elevation (feet)	4,746	1443

Source: Sperling's Best Places November, 2017

	Weld	U.S.
Avg. Temp July High	90	86.1
Avg. Temp Jan Low	14	22.6
Comfort Index (higher = better)	72	54
UV Index	5.2	4.3

LOCATION & TRANSPORTATION/

HIGHWAY ACCESS

North/South Demand: I-25, State Hwy 85

East/West Demand: I-76, State Hwy 34 & State Hwy 14

FREIGHT RAIL ACCESS

Class 1: Union Pacific (UP) & Burlington Northern Santa Fe (BNSF)

Short Line: The Great Western Railway of Colorado (GWR)

AIR ACCESS

Denver International Airport (DIA): Sixth busiest airport in the US (30 minute commute from South Weld—hour from Central/West Weld)

Greeley/Weld County Airport: General Aviation (www.gxy.net)

Erie Municipal Airport: General Aviation (www.eriecogov.com)

Fort Collins/Loveland Airport: General Aviation (www.fortloveair.com)



GROSS REGIONAL PRODUCT (GRP)/Estimates

Exports and Imports / 2017 Total Weld GRP: \$11.2 Billion

Earnings.....\$6.7 Billion
 Property Income.....\$3.9 Billion
 Taxes on Production \$709 Million

Note: GRP measures final market value of goods/services produced.

Source: Economic Modeling Specialists, Inc

Exports.....\$13.9 Billion (66% of Supply)
 Imports.....\$18.3 Billion (71% of Demand)
 Locally Produced/Consumed.....\$7.4 Billion (29% of Demand)

Total Labor Force / Weld County: 149,365 / Colorado: 3,010,600

Employed – 144,230 (Weld) / Unemployed – 5,135 (Weld)

Unemployment Rate – 3.4% (Weld) / 2.5% (Colorado) / 4.1% (United States)

Source: Colorado Department of Labor & Employment 2016,

LABOR SHEDS / Projections

CENTRAL/WEST WELD LABOR SHED

5-10-15 Mile Radius from Hwy 34 Business & Hwy 34 Bypass

	5 Miles		10 Miles		15 Miles	
	2017 Estimate	2022 Estimate	2017 Estimate	2022 Estimate	2017 Estimate	2022 Estimate
Total Population	30,194	35,795	213,818	238,963	490,240	536,517
Population 18+	23,781	28,603	168,809	189,880	397,474	436,661
Edu. Attain. 25+ Bachelor's	27.9%	—	25.7%	—	24.5%	—

Source: ESRI, 2017 Estimates

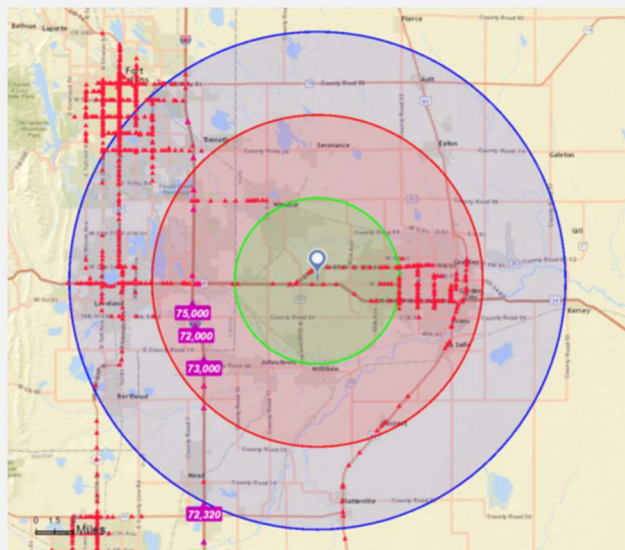
SOUTH WELD LABOR SHED

5-10-15 Mile Radius from I-25 & Hwy 52

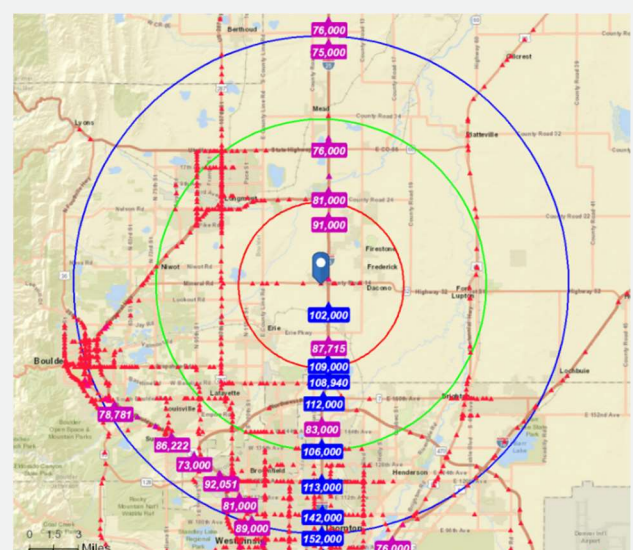
	5 Miles		10 Miles		15 Miles	
	2017 Estimate	2022 Estimate	2017 Estimate	2022 Estimate	2017 Estimate	2022 Estimate
Total Population	36,503	46,671	230,826	268,567	646,729	714,239
Population 18+	26,099	33,135	168,502	198,203	485,046	539,250
Edu. Attain. 25+ Bachelor's	27%	—	28.8%	—	27%	—

Source: ESRI, 2017 Estimates

CENTRAL/WEST WELD Labor Shed



SOUTH WELD Labor Shed



2016 Employment by Industry Sector with Average Annual Wage

	Establishments	Jobs	% Distribution	Average Annual Wage
Total All Industries	6859	100,215	100.00	\$46,252
Agriculture, Forestry, Fishing & Hunting	230	3,982	3.9	\$39,330
Mining	238	5,493	5.5	\$80,177
Utilities	29	335	0.3	\$89,222
Construction	921	9,214	9.2	\$55,516
Manufacturing	316	13,420	13.4	\$49,425
Wholesale Trade	453	3,929	3.9	\$65,326
Retail Trade	652	10,062	10	\$30,214
Transportation & Warehousing	372	3,104	3.1	\$55,221
Information	83	692	0.7	\$57,862
Finance and Insurance	347	3,014	3.0	\$61,305
Real Estate, Rental and Leasing	293	1,249	1.2	\$44,045
Professional, Scientific and Technical Services	768	2,582	2.5	\$65,024
Management of companies and Enterprises	58	1,442	1.4	\$126,045
Admin & Support & Waste Mgt. & Rem. Services	408	5,688	5.7	\$32,029
Education Services	73	518	0.5	\$26,918
Health Care and Social Services	458	9,026	9.0	\$46,750
Arts, Entertainment and Recreation	76	1,047	1.0	\$19,807
Accommodation and Food Services	437	7,744	7.7	\$15,508
Other Services (Except Public Administration)	491	2,347	2.3	\$33,590
Public Administration	152	15,314	15.3	\$41,375

Source: CO Department of Labor and Employment; Note: Employment for individual industries may not match published numbers due to rounding.

2017 Employment and Average Wage by Occupation (Highlights: Top Location Quotients in the County)

Description	2017 Jobs	Avg. Hourly Earnings	Location Quotient
Architecture and Engineering Occupations	2262	\$40.04	1.02
Arts, Design, Entertainment, Sports, and Media Occupations	4154	\$15.49	.88
Building and Grounds Cleaning and Maintenance Occupations	5283	\$13.04	.94
Business and Financial Operations Occupations	7690	\$29.10	.86
Community and Social Service Occupations	1558	\$21.74	.80
Computer and Mathematical Occupations	1507	\$31.83	.40
Construction and Extraction Occupations	14,264	\$19.76	2.12
Education, Training, and Library Occupations	7536	\$22.54	1.01
Farming, Fishing, and Forestry Occupations	3318	\$12.22	3.12
Food Preparation and Serving Related Occupations	8858	\$10.75	.82
Healthcare Practitioners and Technical Occupations	4650	\$35.41	.62
Healthcare Support Occupations	2206	\$14.53	.57
Installation, Maintenance, and Repair Occupations	6000	\$21.79	1.16
Legal Occupations	771	\$31.91	.61
Life, Physical, and Social Science Occupations	943	\$30.00	.75
Management Occupations	12,447	\$28.38	1.13
Office and Administrative Support Occupations	14,913	\$17.16	.79
Personal Care and Service Occupations	5789	\$12.07	.79
Production Occupations	11,818	\$17.97	1.50
Protective Service Occupations	2010	\$23.83	.72
Sales and Related Occupations	20,019	\$17.15	1.03
Transportation and Material Moving Occupations	11,080	\$20.02	1.16
Unclassified Occupation	435	\$14.93	N/A
TOTAL	149,510	\$20.11	N/A

Location Quotient quantifies how concentrated an occupation is compared to the nation. The higher the number the more concentrated – US=1.0.

Source: EMSI *Estimates

MAJOR EMPLOYERS

Largest Private, Non-Retail Employers (May 2018 - FTE)

Rank	Company	Product/Service	Location	FTE
1	JBS USA & Affiliates	Beef Processing, Corporate HQ, Trucking	Greeley/Weld	4,590
2	Banner Health: North CO Medical Center	Regional Hospital, Corporate Center, Clinics	Greeley/Weld	3,560
3	Vestas	Wind Turbine Blade/Nacelle Manufacturing	Windsor/Brighton	2,270
4	State Farm Insurance	Insurance	Greeley	1,200
5	Halliburton Energy Services, Inc.	Oil /Gas Development	Fort Lupton	1,030
6	TTEC	Financial Services Support Center	Greeley	620
7	Anadarko Petroleum	Oil/Gas Development	Platteville	520
8	Noble Energy	Oil/Gas Development	Greeley/Weld	500
9	StarTek	Customer Support	Greeley	480
10	Leprino Foods	Cheese & Dairy Foods Manufacturing	Greeley	480

Largest Non-Retail Employers (September, 2017 - FTE)

1	Greeley/Evans School District 6	Public School District	Greeley/Evans	1,923
2	University of Northern Colorado	Public Four Year University	Greeley/Weld	1,623
3	Weld County	Government	Greeley	1,615
4	City of Greeley	Government	Greeley	812
5	Aims Community College	Public Community College	Weld County	337

Source: Colorado Demography Office, Upstate Colorado Economic Development – 10/2017

UTILITY PROVIDERS

Water/Sewer Providers

Water is available for purchase from municipalities throughout the county who typically provide water treatment/delivery services within municipal boundaries. In addition, there are several water districts that partner with communities and/or can provide raw water. Water rates will vary depending upon location and provider.

Sewer services are also provided by municipalities in the most developed areas. St. Vrain Sanitation District provides services in much of Southwest Weld. Septic and/or packaged systems can also be viable in the most rural circumstances and locations. Rates will vary depending upon location and provider.

Major Electricity Providers

Company	Service Area	Rate Info
Xcel Energy	Central/West Weld	www.xcelenergy.com
Poudre Valley REA	Central/West & North/East Weld	www.poudrevalleyrea.com
United Power, Inc.	South Weld	www.unitedpower.com

Major Gas Providers

Atmos Energy	Central/West Weld	www.atmosenergy.com
Xcel Energy	Central/West Weld	www.xcelenergy.com
Black Hills Energy	South Weld	www.blackhillsenergy.com

K-12 EDUCATION

Weld County is served by 13 public school districts which includes numerous charter schools. There are also ten private school education opportunities throughout Weld County.

Weld PK-12 Public Education Statistics			
	Year	Weld Stats	CO Stats
Weld Enrollment	2016-17	54,051	905,019
Number of Schools	2016-17	80	1854
Classroom Teacher FTE	2015-16	2,810	53,179
Pupil/Teacher Ratio	2015-16	17.4	17.5
Dropout Rate (High School)	2015-16	2.4%	2.3%
Completer Rate	2015-16	82.7%	80.3%
Graduation Rate	2015-16	81.4%	78.9%
Colorado ACT Composite Score	2017	20.8	20.4

Source: Colorado Dept. of Education. Note: Includes Weld Schools in RE1J District

Weld Public School Districts Enrollment

Gilcrest/Platteville RE-1.....	2,004
St. Vrain Valley RE-1J.....	11,179
Eaton RE-2.....	1,878
Keenesburg RE-3J.....	2,352
Windsor RE-4	6,034
Johnstown/Milliken RE5J.....	3,830
Greeley/Evans RE-6.....	21,950
Platte Valley (Kersey) RE-7.....	1,108
Fort Lupton RE-8.....	2,388
Ault-Highland RE-9	853
Briggsdale RE-10.....	181
Prairie RE-11.....	217
Pawnee RE-12.....	77

Source: Colorado Department of Education

2016/17 Total Enrollment / 54,051

HIGHER EDUCATION



UNIVERSITY OF NORTHERN COLORADO (UNC)

Fall 2016 Enrollment - 10,141

Fall 2017 Enrollment - 12,968

UNC offers a comprehensive baccalaureate and specialized graduate research Liberal Arts education through their six colleges. Top 5 Undergraduate Degrees Awarded: Interdisciplinary Studies (includes Elementary Ed); Business Administration; Nursing; Sport and Exercise Science and Psychology. Top 5 Graduate Degrees Awarded: Education; Special Education; Sport and Exercise Science; Speech Language Pathology and Music.

For more info see www.unco.edu.



AIMS COMMUNITY COLLEGE

Fall 2016 Enrollment - 5,652

Fall 2017 Enrollment - 7,966

With two Weld campus locations, Aims offers 160+ degree and certificate programs. Two-Year Degrees Awarded - Associate of Arts, Associate of Science, Associate of General Studies, Associate of Applied Science plus numerous Career and Technical Education Certificates.

For more info see www.aims.edu.

Public Higher Education Facilities in N. Colorado & Metro Denver

Four Year Public Colleges/Universities	Fall 2017 Enrollment
Colorado School of Mines—Golden	5,875
Colorado State University—Fort Collins	33,198
Metropolitan State University—Denver	19,923
University of Colorado—Boulder	31,861
University of Colorado—Denver	19,161
University of Northern Colorado—Greeley	12,968

Source: Individual Schools

2016 Weld/Larimer Top Education Program Completions

Program	Number
Business, Management, Marketing & Related	1,298
Kinesiology and Exercise Science	477
Psychology, General	410
Liberal Arts and Sciences/Liberal Studies	365
Speech Communication and Rhetoric	315
Human Development and Family Studies	313
Biology/Biological Sciences	254
Sociology	217
Journalism	208
English language and Literature	205

* Estimate
Source: EMSI

COMMERCIAL/INDUSTRIAL REAL ESTATE/

Commercial/industrial real estate opportunities can be found throughout Weld County to meet virtually any business need from an existing building to developed sites for construction.

Real estate prices will vary widely depending upon the level of development and location within the County.

2Q 2017 Weld County Commercial Real Estate Market Conditions				
Type	Existing Space ¹	Vacant Space ¹	Overall Vacancy Rate	Average Lease Rate ²
Office	5.5	0.2	3.8%	\$18.02
Industrial	21.1	0.2	1.0%	\$9.93
Flex	2.3	0.4	17.9%	\$7.03
Retail	11.5	0.4	3.8%	\$10.52

Source: Metro Denver Stats, CoStar Realty Group

1) Building space is listed in Millions of Square Feet.

2) Office lease rates are per square foot

Weld County Industrial Sites		
Name	Acres	Location
AFT Industrial Land	65	Firestone
Airport Business Park	60	Greeley
Bellmore Industrial Park	47	Nunn
Center Drive Land	21	Milliken
Concepts Industrial Park	54	Longmont
Crown Prince Land	65	Brighton
Diamond Valley Industrial Park	91	Windsor
Eagle Business Park	133	Frederick
Eaton Industrial Rail Park	161	Eaton
Erie Aero Tech Industrial Park	61	Erie
Falcon Point Business Park	32	Windsor
The Grainery Park	156	Greeley
Great Western Industrial Park	500	Windsor
Highland Industrial Park	147	Ault
Highpointe Business Center	136	Greeley
I-25 & Hwy 56 Land	110	Berthoud
Iron Horse Park	165	Johnstown
Jackson Industrial Site	58	Berthoud
Lost Creek Commons	74	Keenesburg
Niobrara Energy Park	662	Weld
Northland Industrial Park	55	Fort Lupton
Platteville Energy Park	45	Platteville
Promontory Business Park	200	Greeley
Ritchie Brothers Land	82	Mead
Silver Peaks Business Park	148	Dacono
Stonegate Industrial Park	25	Evans
Villano Land	51	Fort Lupton
Weld County Industrial Park	100	Weld
Wildflower Business Park	138	Frederick

TAXES/

Real & Business Personal Property and Colorado Income Taxes	
Tax Type	Tax Rate
Commercial Property Tax	29%
Residential Property Tax	7.2%
Corporate Income Tax	4.63%
Personal Income Tax	4.63%

Source: Metro Denver Stats, CO Department of Revenue, CO Division of Property Taxation

SALES & USE TAX

Weld County DOES NOT assess a county-wide sales/use tax. Communities through the county charge sales/use tax rates ranging from 2%-4%. Colorado has a 2.9% sales/use tax rate.

REAL & PERSONAL PROPERTY TAX

Industrial/commercial property (building, land and equipment) is assessed for property tax purposes at 29% of actual value (based on a variety of factors). The mill levy assigned to each property location includes the taxing jurisdictions serving that location and represents the number of dollars, or property taxes, levied for each \$1,000 of assessed value. For example; with a mill levy of 75.7333 mills the owner pays \$75.73 in taxes for every \$1,000 in assessed value. Weld has over 3,000 unique tax areas with mill levies ranging from about 54 mills to 148 mills. The 2016 Weld County average total mill levy rate was 70.218 mills. Property taxes fund local schools, special propose districts and a portion of city/county government.

RESIDENTIAL PROPERTY TAX

Residential property is assessed at 7.20% of the actual value and is exempt from personal property taxation.

STATE INCOME TAX - CORPORATE & PERSONAL

The corporate and personal Colorado income tax rate is a flat rate of 4.63% of federal taxable income. Local governments DO NOT assess income taxes. Inventories, Goods in Transit and Intangibles are not taxed in Colorado and there is no Franchise Tax. Colorado has established Enterprise Zones (EZ) that offer state income tax credits. Select Weld locations/communities have EZ designation. Companies that locate or expand within the physical boundaries of an EZ are eligible to earn a variety of state income tax credits based on their specific activities primarily in equipment investment, job creation/training, research and development activities, etc. Earned credits are applied to the company's Colorado income tax liability.

Source: Weld County Government, Colorado Division of Property Taxation, Colorado Department of Revenue

COST OF LIVING

The Cost of Living Indices (COLI) are based on a U.S. average of 100. Below 100 is cheaper than the U.S. average and above is more expensive. Below are Cost of Living Indices for Central/Northern Counties in Colorado.

U.S. Average = 100 / WELD = 110.2

Adams – 115.2	Arapahoe – 120.9	Boulder – 146.8	Broomfield – 131.8
Denver – 128.8	Douglas – 141.7	Jefferson – 128.4	Larimer – 122.7

Source: Sperling Best Places, Oct 2017

No county-wide Sales/Use tax

SINGLE FAMILY HOME PRICES

Central/West Weld

(Ault, Eaton, Evans, Greeley, Gilcrest, LaSalle, Johnstown, Kersey, Milliken, Pierce, Severance, Windsor)

Year	# Sold	Median Price
2017	3135	\$396,700
2016	1233	\$368,000
2015	1333	\$342,000

Source: Sears & Company Real Estate

South Weld

(Dacono, Erie, Firestone, Fort Lupton, Frederick, Hudson, Keenesburg, Platteville)

Year	# Sold	Median Price
2017	1289	\$307,225
2016	3451	\$277,814
2015	3936	\$252,000

Source: Sears & Company Real Estate

East/North Weld

(Grover, New Raymer, Nunn)

Year	# Sold	Median Price
2017	24	\$292,000
2016	28	\$257,219
2015	26	\$191,250

Source: Sears & Company Real Estate

CULTURAL/RECREATIONAL AMENITIES

Weld County offers a rich and diverse selection of cultural and recreational opportunities including numerous golf courses, a multitude of parks, miles of paved bike/ pedestrian paths, the Pawnee National Grasslands and numerous annual events including:

- + The Greeley Stampede
- + Greeley Blues Jam
- + Weld County Fair
- + Numerous Community Summer Celebrations
- + Colorado Farm Show
- + UNC/Greeley Jazz Festival
- + Windsor Harvest Festival

The 1,600 seat Greeley Union Colony Civic Center provides even more entertainment options along with UNC Bears Division I Athletics. A Weld location also offers easy access to multiple world class ski areas, camping, fishing, hunting, snow sports, hiking and all the Rocky Mountains have to offer. Weld County is Colorado after all!

For more information visit websites of our 31 communities and the following Weld County web sites:
www.discoverweld.com
www.upstatecolorado.org

BUSINESS ASSISTANCE

Weld County and its communities are pro-growth, prepared to handle company needs and will do what can reasonably be done to reduce the development/start-up costs of qualifying primary sector companies looking to locate or expand.

Key Business Assistance/Incentives:

- Comprehensive Site Selection Services
- Confidential Building/Land Searches
- Weld County Demographic/Economic and Workforce Data
- Financial Resource Identification/Assistance Through Two Loan Programs
- Government Advocacy

- County, State, and Municipal Incentive Identification/Packaging Including:
 - Municipal Development Fee/Tax Incentives
 - Partial Personal Property Tax Rebates
 - Enterprise Zone State Income Tax Credits
 - Colorado First Customized Training Grants
 - Colorado Job Growth Incentive Tax Credits

For detailed assistance information contact Upstate Colorado Economic Development, a non-profit economic development agency, that serves as a single Confidential source of information about the Weld County and Northern Colorado region



Promontory Corporate Park, Greeley

State Farm Operations Center & JBS North American Corporate Headquarters

822 7th Street/ Suite 550
Greeley, CO 80631
Phone (970) 356-4565
Fax (970) 352-2436
www.upstatecolorado.org

UPSTATE COLORADO

ECONOMIC DEVELOPMENT

Supporting Job Opportunities in Greeley & Weld County Communities