

STATE OF COLORADO

FINAL BUDGET

The background of the cover is a photograph of an oil drilling rig at night. The rig is illuminated with yellow lights, and its tall derrick structure is visible against a dark sky. In the background, there are large, rugged mountains covered in snow, which are lit with a warm, reddish-orange glow, likely from the setting or rising sun. A large, semi-transparent white circle is overlaid on the right side of the image, partially obscuring the rig and the mountains. In the foreground, there is a dark, flat area, possibly a field or a road, with some distant lights and a utility tower visible on the left.

2020

COUNTY OF WELD

2020

**FINAL
BUDGET MESSAGE**

PRESENTED TO:

WELD COUNTY BOARD OF COMMISSIONERS

Barbara Kirkmeyer, Chair

Mike Freeman, Pro-Tem

Sean P. Conway, Commissioner

Scott James, Commissioner

Steve Moreno, Commissioner

BY THE DIRECTOR OF FINANCE AND ADMINISTRATION

DONALD D. WARDEN

December 2019



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Weld County
Colorado**

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morill

Executive Director





DEPARTMENT OF FINANCE AND ADMINISTRATION

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December 11, 2019

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

Board Members:

As Weld County begins 2020 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 2020 Final Budget for operations and capital outlay totals a gross amount of \$325,586,875 with a net of \$319,368,454 when interfund transfers are excluded. The Proprietary Funds total an additional \$37,206,303. The budget has been prepared in accordance with your directives developed during the budget process. The budget is funded with revenue estimates of \$163,155,998, anticipated fund balances of \$114,260,000, and the maximum allowed property tax under Amendment One (TABOR) and the Weld County Home Rule Charter of \$232,909,271.

2020 BUDGET HIGHLIGHTS

- Assessed value increased 34.21%, or \$3.948 billion primarily due to oil and gas.
- Add 76.0 FTE in county departments to cope with growth and workload demands.
- The new Department of Oil and Gas Energy will be staffed with 15 FTE to regulate oil and gas operations under SB 19-181 with full cost recovery through permit fees.
- The creation of two new District Court judges required increasing the staff of the District Attorney by 5 FTE, and the Sheriff by 6 FTE for a total cost of \$1,138,331.
- With the passage of HB 19-1278 there will be a Presidential Primary, and new election mandates increasing the costs of elections by nearly \$1.5 million in 2020.
- Sheriff's Office will transition the management of criminal records and evidence from the Greeley Police Department contract to bringing the two functions in-house by January 1, 2021.
- The 2020-2024 Capital Improvements Plan for facilities is funded at \$76,225,000.

- Fund the oil and gas revenue fluctuation reserve in the Contingency Fund at \$60.0 million.
- Capital investment in the county's information technology infrastructure for data center storage and fiber redundancy total \$2,250,000.
- Complete construction of the \$45 million jail expansion.
- With the sale of the NCMC hospital property an endowment of \$59.4 million has been created to fund Bright Future student grants from the earnings of the endowment.

FINANCIAL PLAN

ECONOMIC CONDITIONS AND OUTLOOK

According to the Colorado Legislative Council staff, the economic forecast is that the U.S. and Colorado economies will continue to expand in 2019 and 2020. After 2020, momentum is expected to slow due to global economic slowdown coupled with decelerating energy, manufacturing, and export industry activity along with the tightening labor markets. Improved job opportunities and rising wages have lured additional workers into the labor force and supported growth in consumption. However, labor shortages continue to hamper certain industries, which will erode business profits as wages rise further. As the stimulative impacts of the federal tax cuts wear off, growth in business investment and consumer activity is expected to moderate but remain at elevated levels. Attentive to the rising risks of recession, the Federal Reserve lowered interest rates twice during the year so as not to create additional impediments.

Nationally, the real estate market has softened, prompting declines in residential construction activity. In Colorado, home price appreciation along the northern Front Range has cooled with rising interest rates, while other, more affordable Colorado metro areas continue to see housing costs accelerate. Housing affordability continues to be a major contributor to net migration across the state, impacting labor markets, demand for housing, and the regional distribution of construction activity. These trends are expected to continue through 2019 and into 2020.

Weld County is one of the best performing economies in the state. The Weld County economy is rebounding on the strength of oil and gas development. The region continues to add jobs at a faster rate than 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 among the strongest in the state and continues to improve. The region's two metropolitan statistical areas (MSAs), Fort Collins-Loveland and Greeley, posted strong job growth over prior-year levels in 2018, increasing 3.1 percent and 4.4 percent, respectively. The Greeley MSA is the epicenter of the oil industry in Colorado, and employment growth accelerated in 2018 and 2019 as oil production reached unprecedented levels.

Oil production in Weld County, has dominated statewide production for over a decade. Oil production increased 13.5 percent in 2017, accelerated to over 30 percent growth through 2018 over year-ago levels, and continues at record levels into 2019. Oil and gas production increased due to increasing prices. Natural gas production in the northern region continues to increase as natural gas produced in conjunction with oil wells is captured and sold on the market. Looking

ahead to 2020 and beyond oil and gas production in Weld County may be slowed with the impact of SB 181, which could impose more regulatory restriction on oil and gas drilling activities. The exact impact is difficult to determine until the new rules are promulgated by state and local jurisdictions.

Weld County produces nearly a quarter of the value of Colorado's agricultural products due in large part to the livestock industry in Weld County. Despite tariffs on agricultural commodities and the reshuffling of global supply chains, the number of cattle and calves on feed increased 4.0 percent between 2018 and 2019.

In summary Weld County's local economy for many of the reasons cited above is very strong. Weld County's local economy should continue to outperform the rest of Colorado and the nation in 2020. The one point of caution is the short-term and long-term impact of recently enacted SB 181 on the energy industry in Weld County, which has been a big part of Weld County's economic success the last decade.

2020 BUDGET PLAN AND FOR THE FUTURE

Weld County spans an area roughly the size of Connecticut (3,999 square miles) that is just as dynamic and diverse as the residents who live here. As the county's population continues to grow at a rapid rate this demands Weld County government be dynamic, diverse, and dedicated to meeting the needs of our residents across the entire county.

Our community continues to grow and prosper, and we currently enjoy a strong economy with low unemployment rates, robust construction, and energy development. The Milken Institute's 2018 Best Performing Cities report ranked the Greeley Metropolitan Statistical Area, which includes all of Weld County, second-best in the US for job growth rate in 2018. Jobs grew 5.6 percent to 106,600 from 100,900 the year before.

In 2017, Weld County had the second-highest population growth in the state, behind only El Paso County. Nationally, the county was ranked the 14th fastest growing county among counties with populations higher than 100,000. Additionally, at 3.5 percent, the Greeley Metropolitan Statistical Area was the third fastest growing in the nation.

With tremendous growth at our door step we must be prepared to accommodate it, while at the same time protect what is important to us, including our natural resources, our farms, and our agricultural heritage. The challenge is, if we destroy our natural resources and heritage, we take away the very things that attracts new growth and sustains our way of life. At the same time, we must continue our economic development efforts to bring and retain jobs and improve our tax base to have the financial resources to support the service demands required by our residents without placing heavy demands on our taxpayers.

Even though our local economy is strong now, uncertainty continues over economic growth nationally, interest rates, threatening trade wars with China, and Britain's exit from the European Union all could impact our national and local economy. While the 2020 budget will not use assumptions based upon a recession, our sensible approach to revenue estimates and healthy reserves help ensure the county can weather an economic downturn.

The Weld County budget continues to be very dependent upon the tax revenue generated by oil and gas development in the county with over half the property tax revenue coming from oil and assessed valuation. Oil prices continue to be on a roller coaster, and there are no signs that

will stop. There are several reasons for the volatility in the oil market, including fears of a US recession, strong jobs reports, and OPEC's efforts to reign in production, and the sanctions on Venezuelan oil. There are too many factors at this point impacting oil prices, so oil prices will be a volatile place for the foreseeable future.

In addition, legislative proposals and ballot initiatives regulating energy development in Colorado continue to threaten the long-term viability of the energy industry in the state. In the 2019 legislative session SB 19-181 was passed and signed into law. SB19-181 is a major rewrite of Colorado's oil and gas regulations. We will not be able to quantify the bill's full impact on oil and gas production in Colorado until the State Oil and Gas Commission promulgates new rules, and we see how each city and county responds with its own new rules.

Even with the uncertain of SB 19-181, Weld County is better positioned financially than many counties, in part due to its diverse economic base, energy development, productive workforce, and fiscally prudent management policies. A continued disciplined approach to fiscal management of the County's limited resources will ensure alignment with countywide strategic priorities and values. Commitment to the Board of Commissioners' priorities of budget stabilization, preparation for contingencies, and funding of the county's infrastructure, accentuates the need for long-term strategic planning including building a reserve balance that best positions the County to weather future economic variations with minimal impact on the community it serves. We must continue to maintain our strong fiscal management practices and recruit for a dedicated workforce to ensure we are prepared to face whatever the future may hold. The 2020 budget must address both the needs of today and the potential challenges of tomorrow.

A budget is more than just numbers and dollars. The county budget is a policy document that outlines the organization's efforts to serve the citizens of Weld County. It represents an organizational blueprint for 2020 and beyond. The 2020 budget must reflect continued efforts to mitigate increasing operational costs, staffing needs and state and federal mandates, with other methods to provide services. We are mindful of the integral role that all County employees play in implementing and running mandated and discretionary County programs and services and applaud the commitment of our employees for being innovative, adaptive, creative, and proactive in the provision of public services. The budget must reflect continued investment in our County employees by being competitive in wages, retirement, medical insurance rates, and investments in employee training and the use of technology to strengthen our workforce capabilities.

With the changing demographics and population growth, the needs of residents are shifting and demand for service is growing. The county provides a wide range of services to county residents. Many receive direct services from the county – whether in workforce training, food assistance, health insurance, economic support, child care, child protection, and so many more. These services are provided at the direction of the state legislature because of our state-supervised, county administered social services system.

In the areas of public safety, the Weld County jail population is over 700 inmates, and the county is in the process of completing a \$45 million jail expansion. Police protection is provided by the Weld County Sheriff in the unincorporated areas of the county. The District Attorney provides prosecution for all crimes, along with victim assistance services. Weld County provides dispatch services to nearly all public safety agencies in the county.

Everyday people in our county drive on our county roads to their jobs, school, transporting children to child care, doctor appointments, and recreation. Focused on maintenance of our transportation infrastructure, the county maintains nearly 3,000 miles of road and over 450 bridges, keeping

them open in the winter and repairing them during good weather to ensure residents in the county can safely get to where they need to go.

Besides all our statutorily mandated program, the county offers many services that impact the health, well-being and successes of residents. Examples are the county public health and environment programs, Bright Futures educational grants, extension programs, workforce training, transportation system, economic development and many more.

It is important to realize that Weld County cannot do everything, and there are limitations on our ability to affect all the significant changes our resident will face in the future. Nonetheless, our contributions can and will have a profound impact on improving the quality of life for our residents.

To achieve what is needed is not about always needing new or more money. It is about prudently and wisely utilizing existing dollars and reallocating these dollars and personnel to programs that work and monitoring success with outcomes. This approach shows fiscal stewardship and financial responsibility. To be successful, we must continue to innovate, adjust, and be proactive. Anything less is not economically sustainable and short-sighted.

We need to plan not only for the present and our sustainability, but our ability to flourish and support the needs of future residents of our county. We must continue to focus on making our county resilient- resilient to natural disasters, resilient in the face of technological advancements, resilient to economic changes, and resilient to the changes around the world.

Weld County has longed worked to be a local government that has earned the public's trust through effective stewardship of resources, improved performance and processes, and results that have a positive effect on the lives of all Weld County residents. The 2020 budget must continue to prioritize strong financial management, as well as make investments that work to reduce costs and increase the quality and quantity of services delivered. To do this we must:

- Implement the countywide vision
- Provide for the safety, health, and social service needs of county residents
- Create, maintain, and grow jobs and economic value in the county
- Ensure development of well-planned, balanced and sustainable county (land use, transportation system)
- Pursue county goals and objectives by working with other
- Operate in a fiscally responsible and business-like manner
- Fund increased costs to maintain current service levels
- Maintain critical services for our citizens and maintain financial resiliency in preparing for the next recession while addressing our population growth in the county
- Develop recession and oil and gas volatility reserves in case of an economic downturn
- Allocate limited amounts of one-time and ongoing funding to high priority needs across the county
- Fund the capital improvement plan to provide for county facilities to meet long term service requirements
- Continue the evaluation and assessment of the County's technological resources and operations and identify opportunities for departments to improve efficiency and service delivery through the implementation of proven technological application and innovation
- Invest in technology that will generate efficiencies, improved services or cost savings
- Improve government operations (technology, LEAN, employee development)

- Continue to control healthcare costs for our employees
- Support the Weld County Sheriff with resources to better enable law enforcement efforts while ensuring officer safety

In the area of organizational improvement/development entities, like Weld County, need to begin planning now how technology and artificial intelligence (AI) will impact employment, especially how AI and automation eliminates lower-skill jobs. This will create a key challenge of reskilling and upskilling workers. We must not only equip our county employees to help them adapt to the changing skill level demands, but also help prepare our county residents in the workforce with our workforce development efforts in Human Services, Bright Futures, and schools. For Weld County to continue to foster economic development and growth we need to keep our workforce competitive. This will mean supporting the development of training programs and education that prepares workers in Weld County for the “AI economy”.

We must communicate the importance of the coming changes and how they will help county operations run more efficiently and, in the end, deliver a higher level of service to the public Weld County government serves. We need to make our employees understand with the modernization process there is much more to transformation than just new technology. The goal is not to make the old process faster, but to introduce an entirely new, and better way of doing things. Keeping up with citizens’ demands with a government budget requires leaders and managers with technical know-how that is complemented with the communication skills to cultivate the buy-in needed from the workforce for truly transformative change. We need to make sure our employees know that this change is going to happen, it’s for the best and ultimately, it’s to deliver better outcomes for our citizens. Our LEAN process initiated in the last few years is a good start on this path to the future, but we must also:

- Revise and implement policies, processes, procedures, programs focused on ensuring a high-performance workforce.
- Encourage participation in the Employee Wellness Program to improve upon individual health of employees, improve productivity and reduces medical costs.
- Provide supervisory skill building and leadership training opportunities for all supervisory personnel and those with supervisory potential.
- Expand training and skill development to provide growth opportunities for non-supervisory staff.
- Develop succession planning for key county positions.

We have the greatest chance of success by continuing to create a purpose driven culture. A culture where engagement, innovation, personal potential and sense of meaning is given to our work and the importance of everyone’s role in support of our mission. Right now, our greatest challenge is to continue to innovate and change the way government has traditionally delivered services. We must be proactive in dealing with how we deliver services, workforce development, community engagement, and making critical investments now for our future.

Weld County Government has long been an award-winning organization aspiring to sustain and enhance the quality of life in our exceptional community. Balancing the provision of excellent and innovative services with the principles of good stewardship on behalf of our citizens is fundamental to our mission. This requires full commitment to continuous improvement in both organizational efficiency and effectiveness. We are proud of our organization, its history, and its accomplishments, but we must continue to adapt, grow, and improve.

GENERAL GOVERNMENT FUNCTIONS

Revenue for general government functions, including General, Special Revenue, Capital Expenditures, Internal Service, and Enterprise Funds, total \$396,065,269 in 2020, an increase of 17.19 percent over 2019, primarily in property taxes, licenses and permits, charges for services, internal service charges, and fees account revenues. The amount of revenue from various sources and the changes compared to 2019 are shown in the following tabulation:

| Revenue Sources | 2019 Amount | 2019 Percent of Total | 2020 Amount | 2020 Percent of Total | Increase - Decrease from 2019 |
|-------------------------------|----------------------|-----------------------------|----------------------|-----------------------------|-------------------------------------|
| Property Taxes | \$173,539,158 | 51.4% | \$224,660,533 | 56.7% | \$ 51,121,375 |
| Other Taxes | 12,770,000 | 3.8% | 12,970,000 | 3.3% | 200,000 |
| Licenses and Permits | 4,678,000 | 1.4% | 6,880,000 | 1.7% | 2,202,000 |
| Intergovernmental Revenues | 70,021,975 | 20.7% | 67,679,862 | 17.1% | -2,342,113 |
| Charges for Services | 10,182,870 | 3.0% | 11,499,426 | 2.9% | 1,316,556 |
| Miscellaneous Revenue | 22,059,361 | 6.5% | 24,559,545 | 6.2% | 2,500,184 |
| Fee Accounts | 13,481,000 | 4.0% | 14,109,600 | 3.6% | 628,600 |
| Internal Service Charges | <u>31,228,972</u> | <u>9.2%</u> | <u>33,706,303</u> | <u>8.5%</u> | <u>2,477,331</u> |
| TOTAL | <u>\$337,961,336</u> | <u>100.0%</u> | <u>\$396,065,269</u> | <u>100.0%</u> | <u>\$ 58,103,933</u> |

Expenditures by function for the General, Special Revenue, Capital Expenditures, Internal Services, and Enterprise Funds total \$356,574,757 for 2020, which is a increase of 13.11 percent over 2019. The major increase is in general government, public safety, public works, and capital. The amounts by function and the increase over 2019 are as follow:

| Expenditure Sources | 2019 Amount | 2019 Percent of Total | 2020 Amount | 2020 Percent of Total | Increase - Decrease from 2019 |
|------------------------|-----------------------|-----------------------------|-----------------------|-----------------------------|-------------------------------------|
| General Government | \$ 44,255,806 | 14.0% | \$ 51,702,785 | 14.5% | \$ 7,446,979 |
| Social Services | 43,480,800 | 13.8% | 45,777,213 | 12.8% | 2,296,413 |
| Road and Bridge | 63,100,278 | 20.0% | 65,348,108 | 18.4% | 2,247,830 |
| Public Safety | 70,396,333 | 22.3% | 78,978,533 | 22.1% | 8,582,200 |
| Human Services | 8,589,762 | 2.7% | 9,207,825 | 2.6% | 618,063 |
| Health | 12,273,107 | 3.9% | 12,694,543 | 3.6% | 421,436 |
| Capital | 12,108,200 | 3.8% | 22,057,000 | 6.2% | 9,948,800 |
| Public Works | 8,404,319 | 2.7% | 14,919,812 | 4.2% | 6,515,493 |
| Contingency | 10,000,000 | 3.2% | 10,000,000 | 2.8% | 0 |
| Miscellaneous | 6,829,350 | 2.2% | 6,586,061 | 1.8% | -243,289 |
| Culture and Recreation | 994,848 | 0.3% | 1,118,796 | 0.3% | 123,948 |
| Auxiliary | 845,192 | 0.3% | 977,778 | 0.3% | 132,586 |
| Internal Services | <u>33,978,972</u> | <u>10.8%</u> | <u>37,206,303</u> | <u>10.4%</u> | <u>3,227,331</u> |
| TOTAL | <u>\$ 315,256,967</u> | <u>100.0%</u> | <u>\$ 356,574,757</u> | <u>100.0%</u> | <u>\$ 41,317,790</u> |

Capital Expenditures Fund: The Capital Expenditures Fund accounts for various capital improvement projects for county buildings. The 2020 program is funded at \$26,925,000 with

\$26,200,000 in property tax, \$225,000 from capital expansion fees, \$500,000 from interest and fund balance reserve. Anticipated projects include \$350,000 for Public Works parking lot improvements and power pole lights, and \$200,000 to fence the Public Works complex, \$1,650,000 for an addition to Public Works administration building, \$750,000 for Chase Building improvements, \$1,500,000 to upgrade Human Services Buildings, \$861,000 for jail expansion equipment, \$2,500,000 for a car wash facility, \$2,000,000 to remodel an office building acquired in 2019, \$1,950,000 to remodel an office buildings in the Weld Business Park, \$2,000,000 for the Sheriff's evidence storage building, \$1,500,000 to remodel the Justice Center for new courtrooms, coroner facility for \$3,000,000, \$500,000 to remodel Justice Services, and \$3,296,000 for special projects. A carry-over beginning fund balance of \$2,000,000 is anticipated, and \$6,868,000 ending reserve fund balance for the future jail expansion (\$5,518,000), Communications building reserve (\$850,000), and Downtown Greeley land reserve (\$500,000) is anticipated at the end of 2020.

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 \$465 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 2020 is \$4,563,200.

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 2020, 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 remain 15.038 mills. The assessed value for the 2020 Budget is \$15,488,048,362, which is up \$3,948,005,966 or 34.21 percent over last year. The assessed value for vacant land is up \$28.8 million, or 36.33 percent. Residential is up \$424.5 million, or 22.82 percent; and commercial property is up \$218.3 million, or 23.40 percent. Agricultural property is down \$8.9 million, or -4.14 percent; industrial is up \$139.9 million, or 14.59 percent; natural resources is up \$3.27 million, or 14.52 percent; and State assessed property is up \$66.5 million, or 7.67 percent. The major increase is in oil and gas, up \$3.096 billion, or 45.34 percent, which is due to oil and gas prices and production being up. There is an actual value increase of new construction of \$4.877 billion, or 12.61 percent.

Employee Compensation Pay: For the 2020 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% for all Sheriff deputy and correctional officer career positions to remain competitive with other law enforcement agencies in the area. The strategy developed in 2018 is 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.

Health insurance rates will remain the same for the employees and the county for 2020. This will mean over the last six 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 \$114,260,000 to begin 2020. This is up from 2019 and is 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 \$153,750,512. 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 2020, 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 2020 budget. All other fund balance amounts are undesignated. With the above projection, ending fund balances should be \$163,750,812. The increase of approximately \$49.5 million in the ending fund balance is primarily attributed to adding \$42.0 million to the Contingency Fund, \$2.4 million to the General Fund, and \$4.9 million to the Capital Expenditure 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 2020, except the Capital Fund which drops only slightly.

MAJOR FACTORS IMPACTING THE 2020 BUDGET

As Weld County begins 2020 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 2020 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. In addition, as discussed earlier legislative proposals and ballot initiatives regulating energy development in Colorado continue to threaten the long-term viability of the energy industry in the state. In the 2019 legislative session SB 19-181 was passed and signed into law. SB19-181 is a major rewrite of Colorado's oil and gas regulations. We will not be able to quantify the bill's full impact on oil and gas production in Colorado until the State Oil and Gas Commission promulgates new rules, and we see how each city and county responds with its own new rules

Finally, the 2020 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 2020 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 \$158,619,734 up \$22,435,781. There are several major expenses as well as salary increases. Without including adjustments for cost of living and salary step increases, the budget for general government functions is up \$5,915,224. Building and Grounds is up \$574,106 for 4.5 additional positions to handle the addition of two new buildings with 67,735 square feet to maintain and for inflationary building maintenance costs. The Elections budget is up \$1,427,670 due to three scheduled elections, including the Presidential Primary in 2020, and legislated election mandates requiring an increase in polling locations and hours of operations. District Attorney is up \$575,689 due to the addition of five new positions to accommodate the addition of two new judges requiring criminal court coverage.

Information Technology (IT) is up \$2,975,171 primarily due to funding \$1,500,000 for data center storage, and \$750,000 for fiber redundancy. IT capital is funded in accordance with the Five-Year Capital Improvement Plan. There is the addition of a Data Privacy and IT Risk Manager position (\$129,274). Hardware and software costs are up \$335,610. \$500,000 is included for new technology and innovation projects, which is the same level as the last six years.

Public Safety functions are up \$6,659,563. The overall Sheriff's Office recommended budget is up in net county costs by \$2,830,171 or 6.24%. The Sheriff's Personnel Services are increasing by \$1,822,021 or 4.7%. The Sheriff's Office is requesting a total increase of 29 positions in 2020 primarily to accompany the addition of two new units (Evidence and Records) to be assumed January 1, 2021, from the Greeley Police Department, the Peace Officer Standards and Training (POST) Academy, a fitness program for law enforcement to reach certified fitness standards, staffing for the addition of two new courtrooms, and adding two Sergeants in Patrol. Sheriff supplies are up \$357,445 for new riot gear, new radios, and to stock the two new Evidence and Records units. Purchased Services for the Sheriff are up \$1,167,039 made up of an increase of \$412,000 for medical services due to inmate growth and staffing the Southwest Booking Intake, \$308,000 for Jail Based Behavioral Health Services, \$100,000 for law enforcement officer fitness program, \$52,000 for the increase in inmate food costs, and reallocation of costs from other categories. Revenues in the Sheriff's Office are up \$326,487 primarily from grants.

Communications gross county costs are up \$874,892, and net county costs down \$364,269 with the new user rate structure adopted by the Board in May 2019, which will increase the user fee for fire agencies to 40% of actual costs starting in 2020, and phase in the user fee increase for law agencies by charging 25% in 2020, 32.5% in 2021, and 40% in 2022. Communications costs are up primarily for MCM migration (\$127,000), Motorola SUA contracts (\$438,665), and Century

Link-ESSINET Tariff (\$166,786). Justice Services is requesting two positions for the pretrial program due to growing caseloads to hold down the jail inmate population and to accommodate the two new judges' criminal caseload. The program is more cost effective compared to jail incarceration. Other Public Safety budgets are stable with little or no increases.

Due to the passage of SB 19-181 making major changes in the regulation of oil and gas development in the state the Board of County Commissioners created the Oil and Gas Energy Department on July 16, 2019. The department will be responsible for permitting, regulating and enforcing surface and air oil-and-gas operations for drilling sites located in unincorporated areas of Weld County. The department will employ up to 15 staff members including a director, an oil and gas planner, permitting and enforcement officers, hearing officers, and office techs as well as co-locating Public Works employees, who work on access permits and storm drainage, and Public Health and Environment employees, who will monitor air quality and other environmental factors to ensure the health, safety, and welfare of the environment and Weld County residents. It is the goal of the county that the department's costs (\$1,980,000) will be fully offset by permit fees (\$1,980,000).

Engineering is up \$5,871,696 because of the addition of two new positions and position upgrades costing \$268,656, \$5.8 million for grants to municipal projects, and the remaining amount for engineering, design and rights-of way for roads and bridges in 2020. General Fund's subsidy to the Public Health Department is up \$151,691 due to anticipated salary step and cost-of-living increases. An increase of \$2,954,197 is included for other General Fund departments' anticipated salary step and cost-of-living increases in 2020. Health insurance rates will remain the same for employees and the employer in 2020. This will mean health insurance rate decreased 11.8% in the last six years.

The budgeted appropriations for Public Works in 2020 total \$65,348,108 up \$2,247,830 primarily due to more construction projects funded in 2020. Municipal share back is funded at \$3,863,455. 2020 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 \$104,128.

Other Public Works budget unit is budgeted at \$22,444,977 based on the Capital Improvement Plan (CIP). Personnel Services are up a total of \$162,223. Purchased Services increased \$743,323. Contract Payments decreased \$875,000 as the 2013 flood projects are complete which reduced the account by \$2,600,000, and additional US 85 Closure Improvement projects were added at a cost of \$1,350,000. Contract Payments saw an increase in bridge maintenance and rehabilitation of \$100,000. Strategic Roads increased \$1,893,323 due to the change in road projects for the year and the addition of the County's proportional share line item for Weld County Road 58/53 Intersection project (\$3,683,323), \$1,506,654 for the joint project for CR 37/SH 52, \$1,000,000 for CR 29 from CR 90 to CR 100, \$6,000,000 for the intersection CR 54/CR17 project. \$3,000,000 is budgeted for the Haul Route Program (HARP). Other contract payments are for seeding (\$150,000), low volume roads (\$2,000,000), BMP projects (\$100,000), and \$250,000 for the Master Pollution Prevention Plan, \$200,000 for Weld Parkway maintenance, and bridge rehabilitation (\$550,000).

Design and ROW/utility projects include CR/17 intersection utilities (\$1,500,000), O Street/35th Avenue ROW and utilities (\$625,000), SH66/CR 21 ROW (\$400,000), CR 29 utilities (\$150,000), CR 64/41 design and ROW (\$400,000), CR 66/41 design and ROW (\$400,000), CR 37 design (\$400,000), and CR 13/CR6 design (\$275,000) for a total of \$4,150,000. Fixed Charges went down by \$320,000 as Right-of-Way Purchases were moved to Engineering to consolidate all purchases (reduction of \$50,000). Grants & Donations went down by \$270,000 as bridge projects

with Colorado Department of Transportation were updated.

The total Social Services Fund budget is \$45,777,213. The programs are funded by property tax of \$13,511,213, state and federal funds of \$32,266,000, and the potential use of fund balance to cover both anticipated and unanticipated cost overruns.

State Fiscal Year 2018-19 presented significant funding challenges to the Department, particularly in the Child Welfare Services area. The Child Welfare Services allocation for Weld County was reduced, significantly, from State Fiscal Year 2017-18 to State Fiscal Year 2018-19. This happened at the same time counties were required to significantly increase their reimbursement to providers of Foster Care Services, across the state, to comply with the requirements of Senate Bill 18-254. Current expenditure patterns would likely cause Weld County to over-expend its Child Welfare Services allocation, both for State Fiscal Year 2018-19 and State Fiscal Year 2019-20, by \$5 million to \$6 million, each year.

In response, the Department is taking active steps to control expenditures and direct existing expenditures to their most appropriate funding source. We are anticipating that any remaining over-expenditures will be remediated through redistribution of other counties' under-expenditures and through the use of TANF funds transferred to the Title XX Funding. However, despite these remediations, it is possible that the county may be required to expend additional county funds in order to fully fund the program. The 2020 County Budget does reflect an increase in county funding of \$700,000 for this potentiality, which may or may not cover the requirement. Therefore, if it becomes necessary, the Department will request a supplemental appropriation of county funds. We also continue to monitor the fiscal impact of ending the Title IV-E Waiver and the implementation of the Family First Prevention Services Act on the Federal Funds appropriated to the Child Welfare Services program.

As anticipated, the adjustment of the Broad-based Categorical Eligibility requirements for the Supplemental Nutrition Assistance Program (SNAP) from 130% to 200% of the Federal Poverty Level has impacted the workload required of county eligibility staff. We have, thus far, been able to redirect eligibility determination staff, as needed, to meet the increased demands, without hiring additional staff. We will continue to monitor productivity and timeliness to ensure that adequate resources are devoted to providing these services to the communities of Weld County.

The addition of the Family Resource Supervisor position has enabled the Family Resource Division to better organize its staffing structure and service delivery processes to better meet the needs of the community. The Department's inter-divisional approach to evaluating, meeting, and funding the needs of clients has resulted in a much more thoughtful and responsive process whereby emergency needs can be met, while ensuring that the long-term stability of the household is evaluated. We will continue to fine-tune the staffing alignment within these areas to ensure that taxpayer dollars are used efficiently and prudently.

The Human Services Fund is funded at \$8,924,600 for 2020, which is up \$618,800 or 7.45 percent from the previous year. There are shifts in funding by program. The Community Services Block Grant is down \$170,800, and Senior Nutrition programs are up \$56,900. Department of Labor programs are up \$767,100. Area Agency on Aging is up \$751,300 or 20.66 percent.

The Department of Public Health and Environment's total 2020 budget is \$12,403,543. The Health Department's budgetary planning for 2020 continues to emphasize strengthening and supporting strategic activities and community partnerships while controlling costs and meeting budget targets. While the department has made great strides in working toward the goals established in

the department's 2016-2019 strategic plan, the department has learned a lot and recognized that these are goals that are worthy of continuation in 2020. Therefore, the department is reaffirming its commitment to continue working toward the same priorities which include: 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, through community engagement and by using technology and other means.

On the revenue side of the budget, property taxes are budgeted at \$232,909,271 the maximum amount under the Weld County Home Rule Charter's property tax limitation and TABOR. In the General Fund revenue interest earnings are up \$500,000 at \$4,000,000 for 2020, due to higher cash balances in the next year. Intergovernmental revenues are up \$613,257. Charges for Services are up \$1,013,958 primarily from charges related to Communications change in the users' fee structure. Fines from traffic enforcement are unchanged. Licenses and permits are up \$2,105,000 with \$1,980,000 attributed to the new oil and gas energy fees and \$200,00 for building inspection fees. Indirect cost recovery is up \$788,289 due to Social Services' allocation. Clerk and Recorder fees are up \$150,000. All other revenues are relatively stable with little change.

The 2020 resources for Public Works total \$112,540,797 which includes a fund balance of \$47,000,000, in addition to the revenue shown in the budget. Property tax is set at \$24,000,000 up \$5,000,000 from 2019. Specific ownership tax is estimated to be \$11,300,000. Total HUTF will be \$11,000,000, up \$300,000 from 2019. Permit revenues are budgeted at \$500,000. Motor vehicle registration fees are \$370,000, 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 \$750,000 from Solid Waste for paving of impacted roads.

Other revenues from project reimbursements total \$4,250,000. There are Energy Impact Assistance grants of \$2,400,000 with \$2,000,000 for the Tier 2 projects and \$400,000 for two Tier 1 projects. There is a state grant for Bridge 19/46.5 for \$500,000. There are no flood project grants in 2020. There is \$1,350,000 from CDOT for the US 85 closure improvements. Severance tax is budgeted at \$1,500,000. 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 2020 Budget contains adequate resources to provide a level of service like 2019. The operational plan supported by the 2020 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, what we can do for our community, day in and day out, is to give our very best. We must always strive to improve. Our Board expects it, our organization is committed to it, and our community deserves it. In conclusion, I would like to thank department heads and elected officials and their staff for their diligent efforts in the preparation of the 2020 budget. Much time and effort went into its development.

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 that reads "Donald D. Warden". The signature is written in a cursive style with a large, prominent initial "D".

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 333,000 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.*

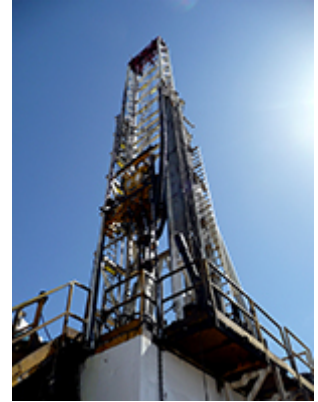
Industry



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.

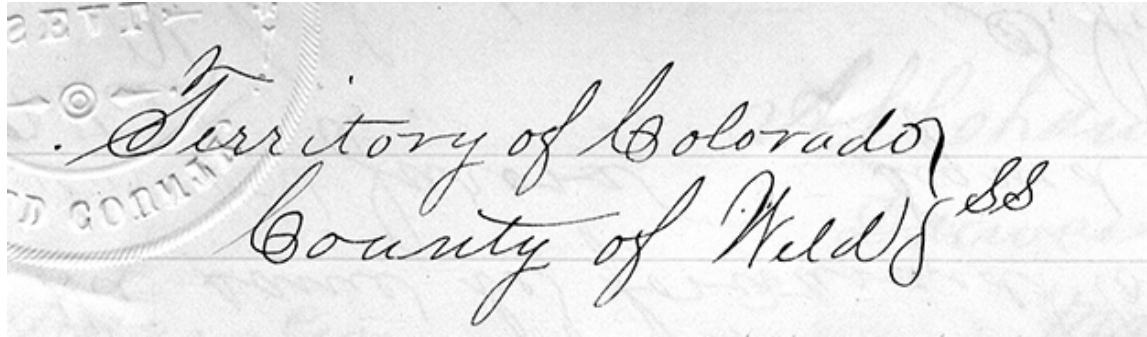
To make certain Weld County maintains its quality of life, a comprehensive plan has been developed and implemented. The plan, simply stated, puts the right things in the right places. The result is that Weld County provides an ideal location for corporations, industry and business.

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

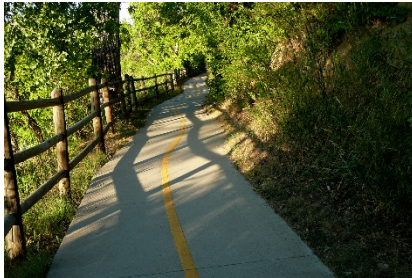
Education has always been an important part of life in Weld County where 12 school districts offer educational opportunities, all of which have earned a reputation for quality.



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>.



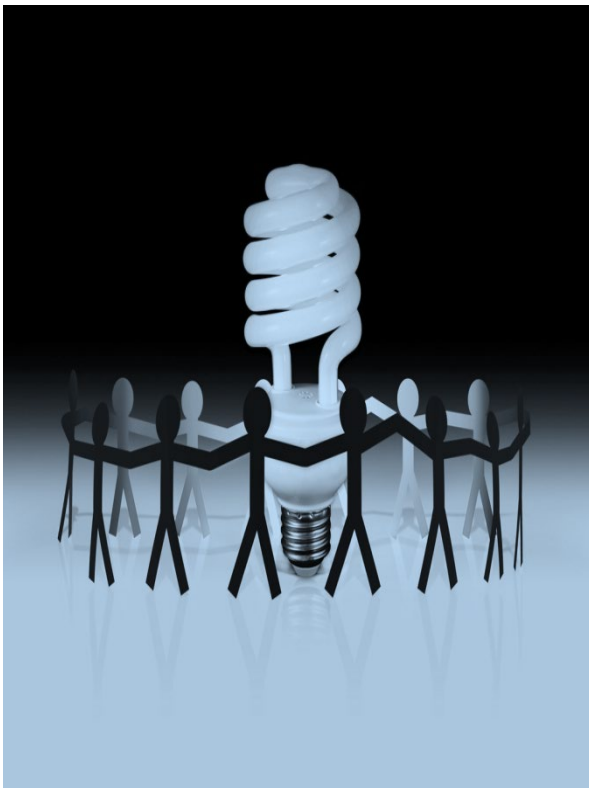
STRATEGIC PLAN

2020-2024



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.



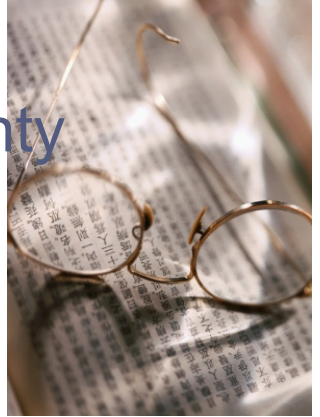
OUR PRIORITY STRATEGIC THEMES

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

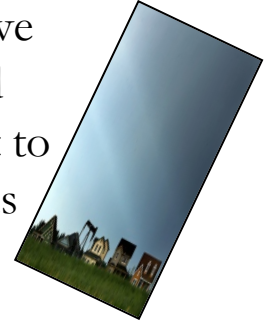
OUR GUIDING PRINCIPLES

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 90 percent of the state’s total. 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 4000 square miles. New technologies have made the 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 billion 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.

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. 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. In addition, legislative proposals and ballot initiatives regulating energy development in Colorado continue to threaten the long-term viability of the energy industry in the state. In the 2019 legislative session SB 19-181 was passed and signed into law. SB19-181 is a major rewrite of Colorado’s oil and gas regulations. We will not be able to quantify the bill’s full impact on oil and gas production in Colorado until the State Oil and Gas Commission promulgates new rules, and we see how each city and county responds with its own new rules.

The additional production of oil and gas has resulted in significant increases in the county’s assessed value with the oil and gas production being nearly two-thirds of the county’s total assessed valuation in 2019. 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 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

Energy Development continued

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 constructed a 26 mile five-lane concrete corridor on WCR 47/49 (Weld Parkway) between I-76 and SH 392 in 2016-2018 to accommodate the growth in the area and heavy truck traffic from the energy industry.

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 ensure that good public policies can be achieved to continue to take advantage of the energy development opportunities in Weld County.

Even with the uncertain of SB 19-181, Weld County is better positioned financially than many counties, in part due to its diverse economic base, energy development, productive workforce, and fiscally prudent management policies. A continued disciplined approach to fiscal management of the County's limited resources will ensure alignment with countywide strategic priorities and values. Commitment to the Board of Commissioners' priorities of budget stabilization, preparation for contingencies, and funding of the county's infrastructure, accentuates the need for long-term strategic planning including building a reserve balance that best positions the County to weather future economic variations with minimal impact on the community it serves. We must continue to maintain our strong fiscal management practices and recruit for a dedicated workforce to ensure we are prepared to face whatever the future may hold. The future county budgets must continue to address both the needs of today and the potential challenges of tomorrow.

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 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. In fact, the pace of change underway now in our world 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 enable 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 several 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 growth in the County's assessed value and economic stimulus of the energy industry in Weld County is positive, the downside is that the County will have to add significant resources to the Public Works budget over the next 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. 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 required another \$15 million going into the Public Works Fund from property taxes raising the property tax level to \$24 million from 2019 forward. The additional property tax investment in the transportation system together with the anticipated federal mineral leasing dollars, and 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.

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, and 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 these features create a good economic development environment to attract new businesses.

Working with economic development partners, such as 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 has established through property tax credits, donations, and a \$60 million endowment from the sale of NCMC hospital property 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, full fund its pension plan, 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.

The volatility of the oil and gas assessed values continues to be a major impact to the County's budget planning. 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*. The purpose of the *Strategic Investment Plan for the Future of Weld County* was to provide the Board of Weld County Commissioners 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.
- Goal PS Wireless 1: Resolve all Wireless Subscriber Service Requests within 20 days (including repairs).
- 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 staff 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 sentencing alternatives to the use of jail; deliver effective offender services for seamless community re-entry. (Justice Services)

- Goal JS-4: 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 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. (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 leads to a culture that empowers people to improve their quality of life.
 - **Goal HHS2:** Develop and deploy consistent performance management approaches across the Human Services Department.
 - **Goal HHS3:** Establish a systematic structure to effectively communicate inside and outside of the Human Services Department.
 - **Goal HHS4:** To prepare for the future by identifying appropriate actions to opportunities and challenges 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 Weld County Department of Human Services.
 - **Goal VS1:** Perform as advocate for Veterans and dependents seeking Service Connected Disability Compensation and Non-Service Pension claims.
 - **Goal VS2:** Assist veterans and dependents enroll in Veterans Administration health care.
 - **Goal VS3:** 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: Implement a workforce development plan.
 - Goal HS2: Support the community by addressing various health issues, including mental health and substance abuse.
 - Goal HS3: Develop a culture of quality improvement department-wide.

**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 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 the 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. (Building Inspection)
 - Goal CED8: Increase knowledge and understanding of adopted codes to citizens, homeowners, contractors, and builders through education. (Building Inspection)
 - Goal CED9: Maintain quality, professional and timely site inspections. (Building Inspection)

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 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.
- **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 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.
 - 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. 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. (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 County 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: Deliver timely, high quality and cost-effective printing and supply services to County departments. (Print Shop)
- Goal ES20: To provide quality, sufficient, and well-maintained county vehicles to county departments. (Motor Pool)
- Goal ES21: Capitalize on phone technology to improve service, increase efficiency and provide greater telecom access and exchange. (Telecom)

- **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)
 - Goal 1: Information Technology Security
 - Goal 2: Adopting Cloud Services
 - Goal 3: Consolidation and Optimization
 - Goal 4: Budget and Cost Control
 - Goal 5: Human Resource / Talent Management
 - Goal 6: Strategic IT Planning
 - Goal 7: Mobility
 - Goal 8: Disaster Recovery and Business Continuity
 - Goal 9: Geographic Information Systems (GIS)

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

2020 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 2020 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 2020 before budget preparations begin.
- **A target of ten percent off the 2019 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 2019 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 2020 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 2020 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 2019 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 2020 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 2020 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 2020, while accomplishing a balanced budget. The 2020 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.

2020 BUDGET CALENDAR

| | |
|--------------------------|--|
| April 15 | Board reviews the 2020 budget plan. |
| May 6 - May 10 | Director of Finance discusses target budgets and 2020 budget plan with department heads and elected officials. |
| June 14 | Elected officials and department heads submit applications for the innovation investment program projects to Finance. |
| June 14 | Elected officials and department heads submit requests for Buildings and Grounds special projects to Finance. |
| June 14 | Elected officials and department heads submit telecom service requests to Telecom Services. |
| June 14 | Elected officials and department heads submit new position requests and any reclassification requests to Human Resources. |
| June 14 | Elected officials and department heads submit requests for information technology services requests to Information Technology. |
| June 14 | Elected officials and department heads submit requests for vehicles to the Fleet Manager. |
| July 3 | Submit budget request to Director of Finance and Administration |
| July 3 - September 16 | Finance office review. |
| September 17 | Early warning budget work session and community agency requests. |
| September 17 | Budget Message to Board and transmit Proposed Budget to Commissioners. |
| September 20 | Publish notice of availability of Proposed Budget |
| October 22 and 24 | Budget work session hearings with Commissioners and elected officials and department heads. |
| November 1 | Publish notice of final budget hearing. |
| October 25 - December 10 | Prepare final budget. |
| December 11 | Public Hearing on Final Budget, and adopt mill levy 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.

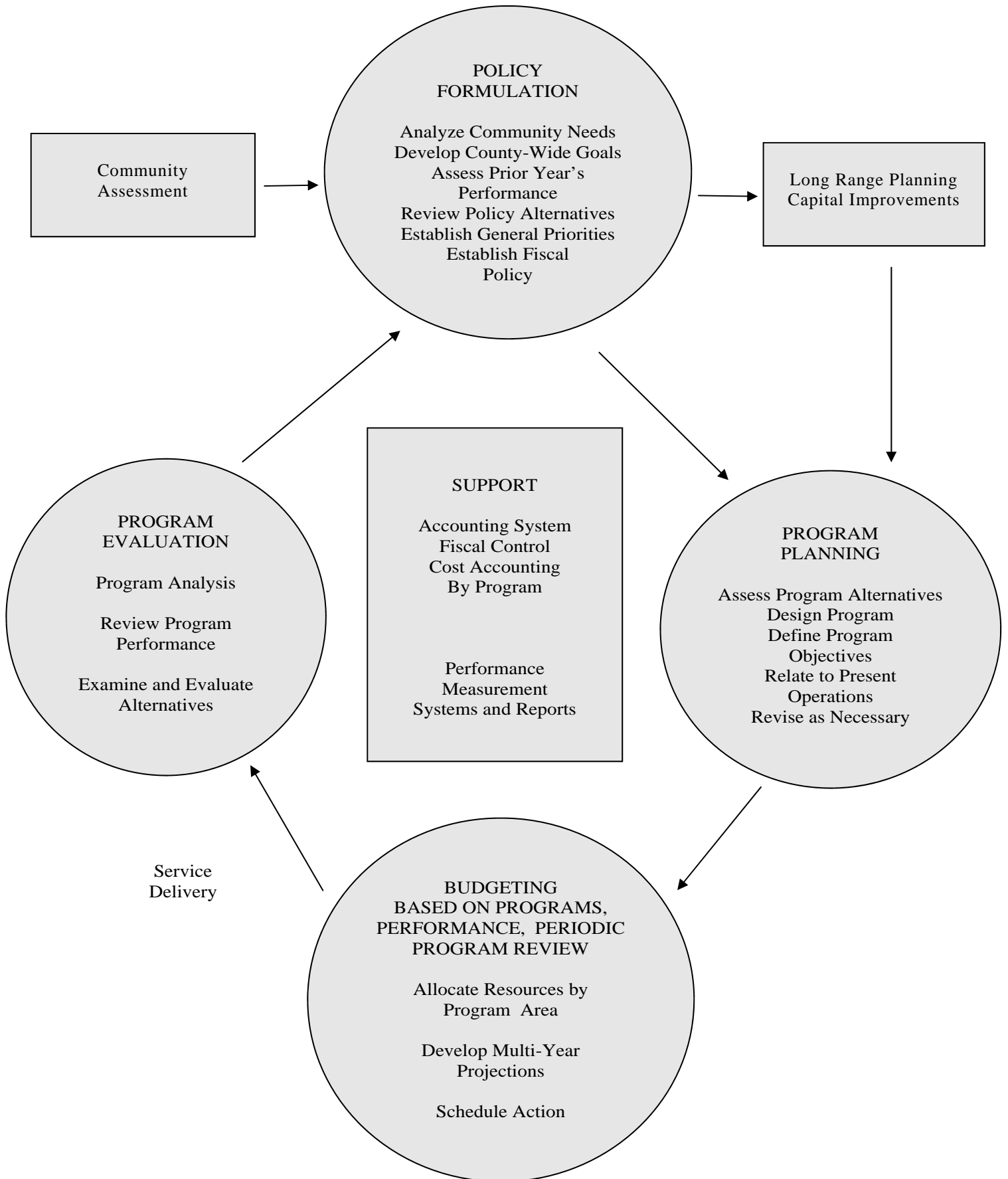
Program planning at the department level follows policy formulation. All departments assess their programs, explore alternatives, design and define existing and new programs, develop program objectives, and relate present operations to the programs planned. The budget is then based upon the program, 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.

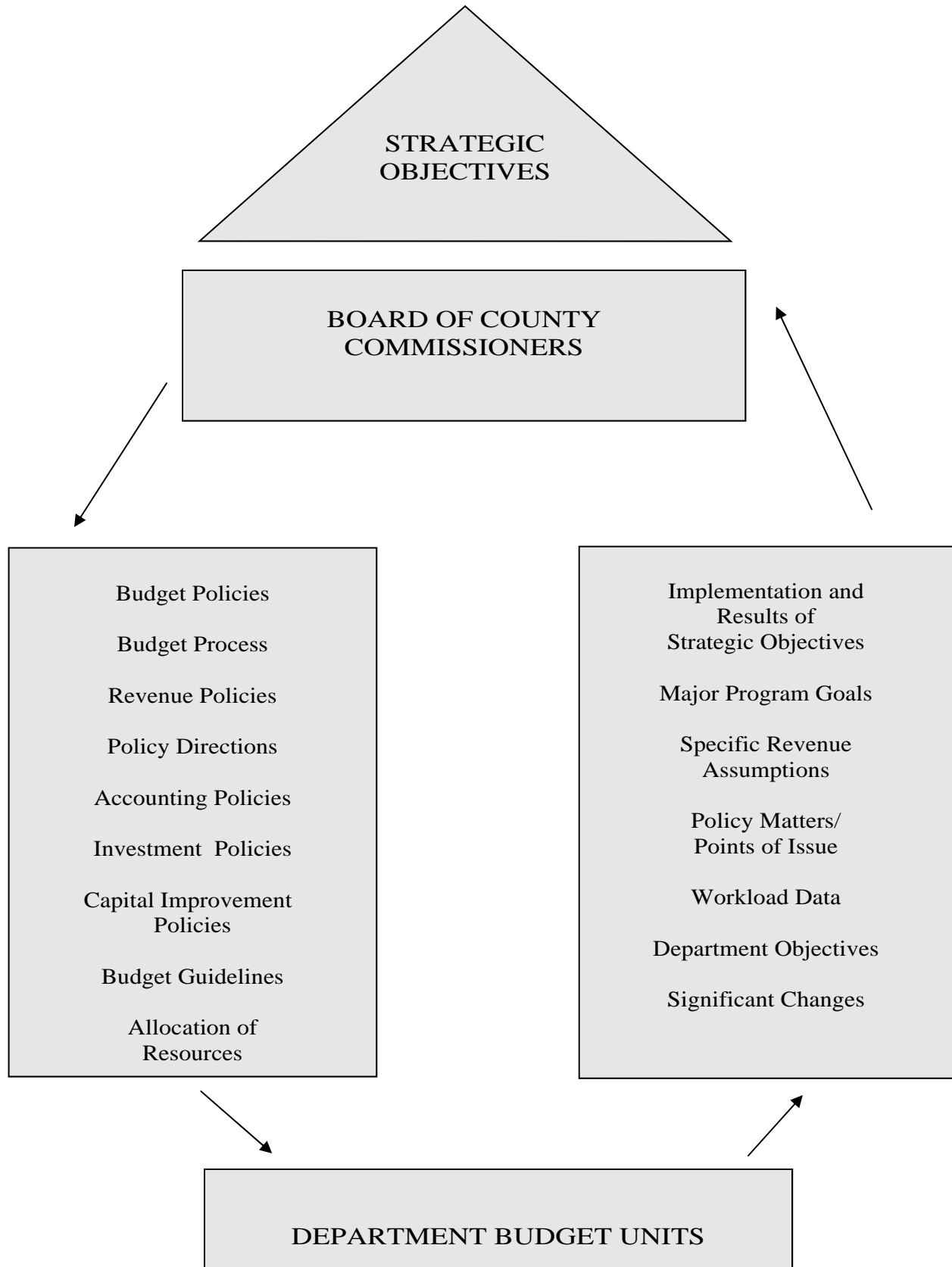
In summary, Weld County's budget process is virtually a year-around process, combining months of planning, analysis, program and policy review, and constant monitoring. The adopted budget asserts Weld County's commitment to meet or exceed the community's highest priority expectations at the lowest possible 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

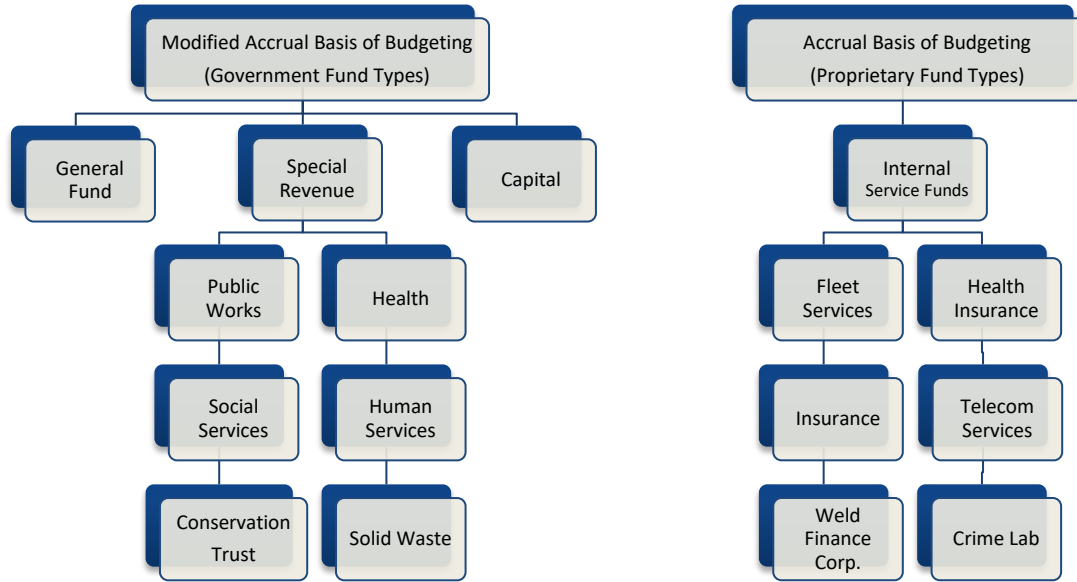
OBJECTIVES:

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 2019, payable in 2020, 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
- 2020 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

- The new Department of Oil and Gas Energy will be staffed with 15 FTE to regulate oil and gas operations under SB 19-181 with full cost recovery through permit fees.
- Fund the oil and gas revenue fluctuation reserve in the Contingency Fund at \$60.0 million.
- Communications will phase in recovering 40% of costs through user fees versus 20%.
- Public Trustee function will move under the County Treasurer July 1, 2020, and no longer be a Governor's appointee.
- With the passage of HB 19-1278 there will be a Presidential Primary, and new election mandates increasing the costs of elections by nearly \$1.5 million in 2020.
- The creation of two new District Court judges required increasing the staff of the District Attorney by 5 FTE, and the Sheriff by 6 FTE for a total cost of \$1,138,331.
- 29.00 FTE in the Sheriff's Office will be added in 2020.
- Capital investment in the county's information technology infrastructure for data center storage and fiber redundancy total \$2,250,000.
- 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.
- Sheriff's Office will transition the management of criminal records and evidence from the Greeley Police Department contract to bringing the two functions in-house by January 1, 2021.
- Continue efforts to control health care costs for county employees/dependents. No rate increase in 2020 meanings premiums are 11.8% lower than they were six years ago.
- A new coroner's morgue will be constructed and staffed.
- The public safety information system (Spillman) will be updated or replaced.
- The 2020-2024 Capital Improvements Plan for facilities is funded at \$76,225,000.
- With the sale of the NCMC hospital property an endowment of \$59.4 million has been created to fund Bright Future student grants from the earnings of the endowment.

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 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 nearly \$400 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 more than \$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 nearly \$300 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 2.00 percent in 2020.

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 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 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 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.

2020 GUIDELINES

- Unless fully justified there will be limited 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 2019's budget presentation.
- Salaries should be budgeted at the 2019 level. Any salary increases 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 2020 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 2020 budget process.
- **Use the following budget population data for performance measures:**

| <u>YEAR</u> | <u>POPULATION</u> |
|-------------------------|-------------------|
| 2018 (Actual) | 314,350 |
| 2019 (Estimated) | 323,750 |
| 2020 (Projected) | 333,150 |

- 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.

2020 SPECIAL BUDGET INSTRUCTIONS

The following are special budget instructions to be used for submission of your 2020 budget.

1. All budgets (including Enterprise and IGS) must be submitted by July 3, 2019.
2. All departments are requested to submit, on or before June 14, 2019, the following items that will be part of your 2020 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 2020. Unplanned moves will only be done if absorbed in the 2020 budget.
 - D. Information Technology requests for computer hardware, software, system upgrades or system study. (See memo from the CIO regarding 2020 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 2019 level. Any anticipated increase over 2019 level must be absorbed in target amount.
4. For budgetary purposes, please use the 56¢ per mile reimbursement rate in developing your 2020 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, 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 2020.
8. Postage costs are anticipated to be 55¢ in 2020.

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 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 2020. See Director of Finance and Administration for exact format.
12. Any 2020 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 2020 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 way 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.

2020 PROGRAM ISSUES

- The new Department of Oil and Gas Energy will be staffed with 15 FTE to regulate oil and gas operations under SB 19-181 with full cost recovery through permit fees.
- The creation of two new District Court judges required increasing the staff of the District Attorney by 5 FTE, and the Sheriff by 6 FTE for a total cost of \$1,138,331.
- With the passage of HB 19-1278 there will be a Presidential Primary, and new election mandates increasing the costs of elections by nearly \$1.5 million in 2020.
- Sheriff's Office will transition the management of criminal records and evidence from the Greeley Police Department contract to bringing the two functions in-house by January 1, 2021.
- A new coroner's morgue will be constructed and staffed.
- The public safety information system (Spillman) will be updated or replaced.
- The 2020-2024 Capital Improvements Plan for facilities is funded at \$75,275,000.
- Fund the oil and gas revenue fluctuation reserve in the Contingency Fund at \$60.0 million.
- Communications will phase in recovering 40% of costs through user fees versus 20%.
- Public Trustee function will move under the County Treasurer July 1, 2020, and no longer be a Governor's appointee.
- 29.00 FTE in the Sheriff's Office will be added in 2020.
- Capital investment in the county's information technology infrastructure for data center storage and fiber redundancy total \$2,250,000.
- 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 efforts to control health care costs for county employees/dependents. No rate increase in 2020 meanings premiums are 11.8% lower than they were six years ago.
- With the sale of the NCMC hospital property an endowment of \$59.4 million has been created to fund Bright Future student grants from the earnings of the endowment.

REVENUE POLICIES AND ASSUMPTIONS

The following revenue policies and assumptions have been used in the preparation of the 2020 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 like 2019 with some projected slowdown in the last quarter of 2020. Assume interest rates averaging 2.00 percent throughout 2020.
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 considered in forecasting revenue trends.

Property Tax: Weld County's property tax revenue is very dependent upon oil and gas assessed valuation. 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 eight years. In addition, legislative proposals and ballot initiatives regulating energy development in Colorado continue to threaten the long-term viability of the energy industry in the state. In the 2019 legislative session SB 19-181 was passed and signed into law. SB19-181 is a major rewrite of Colorado's oil and gas regulations. We will not be able to quantify the bill's full impact on oil and gas production in Colorado until the State Oil and Gas Commission promulgates new rules, and we see how each city and county responds with its own new rules.

For the 2020 budget, the increase in the county's assessed value from oil and gas values was over 45%. The 2020 assessed valuation level is above the previously high 2019 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 has dealt with fluctuations in the oil and gas assessed valuations by keeping the county budget's base costs level and using increased property tax in good years for one-time expenses or putting funds into the fluctuating contingency reserve. In the 2020 budget there is \$76.4 million in one-time expenses. It is anticipated that oil prices will stay in the \$45-65 per barrel range in next few years. Going forward the county will levy with maximum allowable, per Weld County Home Rule Charter and Amendment One (TABOR) limitation.

Specific Ownership Tax: Personal property tax on vehicles (SOT) is anticipated to be up slightly (\$100,000) in 2020 due to stable vehicle sales and how the new vehicles figure into the five-year sliding fee schedule.

Building Inspection, Oil and Gas Permits, 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. The new oil and gas regulation resulting from SB 19-181 will increase permit revenues in 2020 by nearly \$2 million.

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. Increase in 2020 is due to dispatch user fees moving from 20% to 40% of costs.

Earning on Investments: Interest revenue is calculated on the average earnings rate of 2.00 percent, times the estimated average daily cash balances. Based upon Federal Reserve projected interest rates and increased cash balances in 2020 interest income is increasing.

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 and the impact of SB 19-181.

Rental: All rental income is based upon signed leases.

Overhead/Cost Plan: Revenues are based upon the 2018 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 \$5.3 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 2020 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. However, beginning in 2019 the allocation has declined.

Health Grants: Based upon contracts signed July 1, 2019.

Health Fees: Based upon historical patient/client caseload with 2020 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, 2019,

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.

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

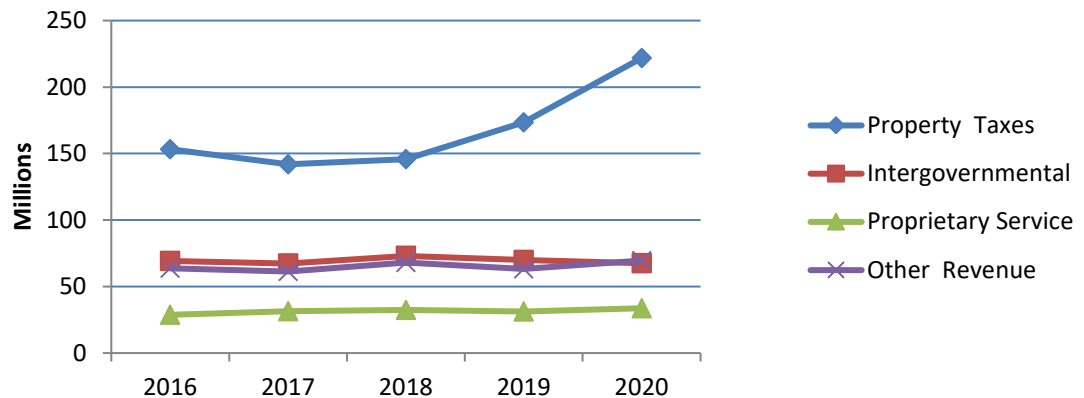
MAJOR REVENUE HISTORICAL TRENDS AND ANALYSIS

| <i>DESCRIPTION</i> | <i>2016</i> | <i>2017</i> | <i>2018</i> | <i>2019</i> | <i>2020</i> |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Property Taxes | \$ 153,213,068 | \$ 141,946,827 | \$ 145,754,379 | \$ 173,539,158 | \$ 224,660,533 |
| Other Taxes | 11,710,000 | 11,830,000 | 13,630,000 | 12,770,000 | 12,970,000 |
| Fees | 10,376,690 | 11,148,250 | 13,059,800 | 13,481,000 | 14,109,600 |
| Intergovernmental | 69,192,838 | 67,305,192 | 73,012,071 | 70,021,975 | 67,679,862 |
| Licenses/Permits | 6,061,000 | 5,437,350 | 4,473,750 | 4,678,000 | 6,880,000 |
| Charges for Services | 8,910,798 | 8,898,159 | 9,558,280 | 10,182,870 | 11,499,426 |
| Proprietary Services | 28,764,247 | 31,383,694 | 32,503,524 | 31,228,972 | 33,706,303 |
| Miscellaneous | 26,746,798 | 23,989,103 | 27,302,514 | 22,059,361 | 24,559,545 |
| TOTAL REVENUES | \$ 314,975,439 | \$ 301,938,575 | \$ 319,294,318 | \$ 337,961,336 | \$ 396,065,269 |

TREND ANALYSIS

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

MAJOR REVENUE TRENDS

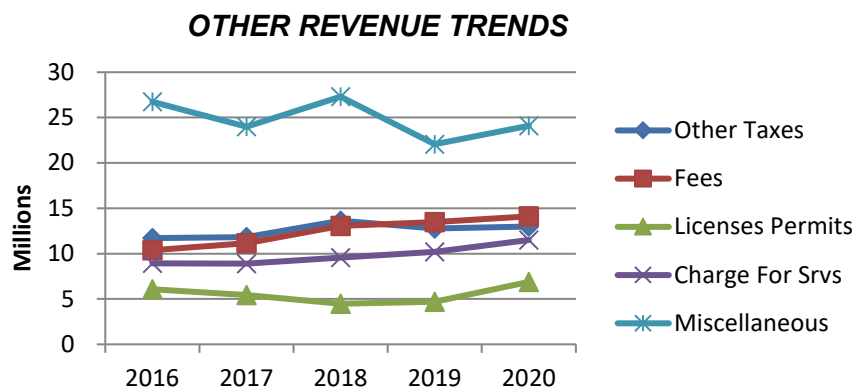


Property Tax: Increases will track with the Home Rule Charter and TABOR tax limitations, which are growth in actual property value, plus cost-of-living. As has been the case for the last few years' growth and development activity directly, or indirectly, related to oil and gas exploration seems to be 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 2020 budget, the increase in the county's assessed value from oil and gas values was over 34%. Oil and gas assessed valuation are close to two-thirds of the county's total assessed valuation. In addition, legislative proposals and ballot initiatives regulating energy development in Colorado continue to threaten the long-term viability of the energy industry in the state. In the 2019 legislative session SB 19-181 was passed and signed into law. SB19-181 is a major rewrite of Colorado's oil and gas regulations. 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 2020 assessed valuation level and resulting property tax is above the previously high 2019 level due to oil and gas production and

growth in the county. With the potential impact of SB 19-181 oil and gas assessed valuation may have its peak in 2020.

Intergovernmental: The significant jump in state and federal revenues in 2018 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. Many of these grants were one-time and dropped after 2018. The drop from 2018 to 2019 and into 2020 was primarily due to reductions in energy impact and flood recovery related federal 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 six years, but participation in the insurance plan is up with the addition of county employees and dependents, resulting a net increase.



Other Taxes: Primarily, specific ownership taxes that track car registrations and severance tax. The fluctuating 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 lowered building inspection revenue more than anticipated. The combination of all these factors point to a leveling off of inspection and permit fee revenues. As discussed earlier the new oil and gas regulation resulting from SB 19-181 will increase permit revenues in 2020 by nearly \$2 million.

Charges for Services: Revenue is predictable based on contracts for service and reimbursable projects. The increase of over \$1 million in 2020 is due to dispatch user fees moving from 20% to 40% of cost recovery.

Miscellaneous: Revenue predictable, even though some variation in specific years. Interest revenue is found in this category and was up nearly \$1.5 million in 2019 and another \$500,000 in 2020. Public Works contracts were down due to reimbursable road projects in 2019, but up nearly \$500,000 in 2020. Fines from traffic violations are projected to be flat in 2020. Oil and gas royalty payments were up substantially the last five 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 \$5.3 million in 2020, which is up \$800,000 from 2019. 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

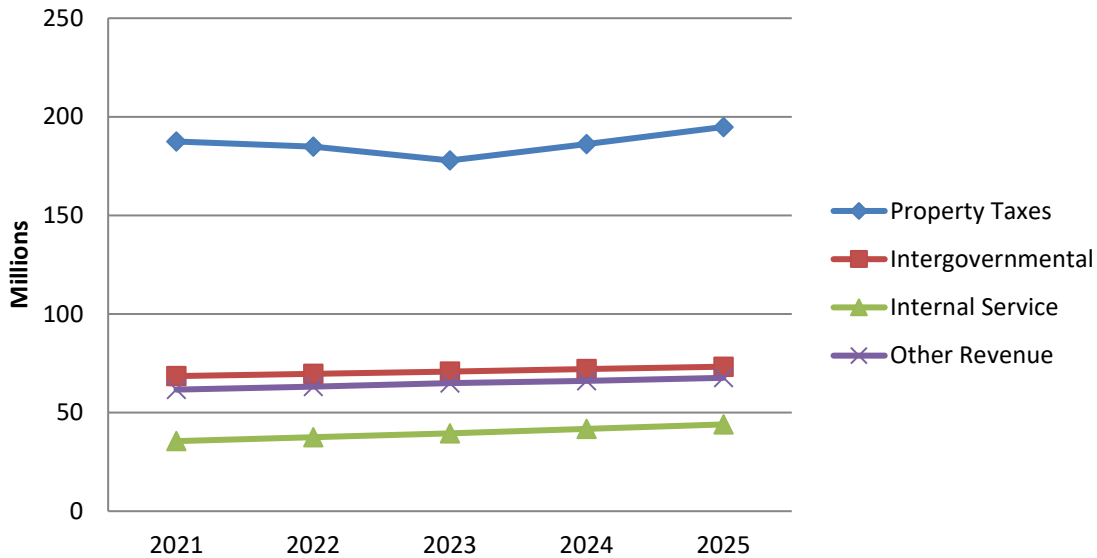
2021-2025 REVENUE PROJECTIONS

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. However, the impact of SB 19-181 regulating oil and gas production could reduce property tax revenue starting in 2021-2022.
- 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 | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Property Taxes | \$ 187,429,267 | \$ 184,950,730 | \$ 177,848,266 | \$ 186,140,680 | \$ 194,847,714 |
| Other Taxes | 13,709,000 | 14,458,170 | 14,886,815 | 15,328,320 | 15,783,069 |
| Fees | 14,526,138 | 14,955,172 | 15,397,077 | 15,852,240 | 16,321,057 |
| Intergovernmental | 68,518,404 | 69,672,489 | 70,850,358 | 72,052,527 | 73,279,524 |
| Licenses/Permits | 6,442,470 | 6,635,564 | 6,834,451 | 7,039,305 | 7,250,304 |
| Charges for Services | 11,347,099 | 11,428,206 | 11,967,989 | 12,066,700 | 12,324,596 |
| Proprietary Services | 35,528,199 | 37,461,502 | 39,513,525 | 41,692,082 | 44,005,516 |
| Miscellaneous | 16,072,314 | 16,151,763 | 16,233,564 | 16,317,779 | 16,404,488 |
| TOTAL REVENUES | \$ 353,572,891 | \$ 355,713,596 | \$ 353,532,045 | \$ 366,489,633 | \$ 380,216,268 |
| | | | | | |

Major Revenue Projections



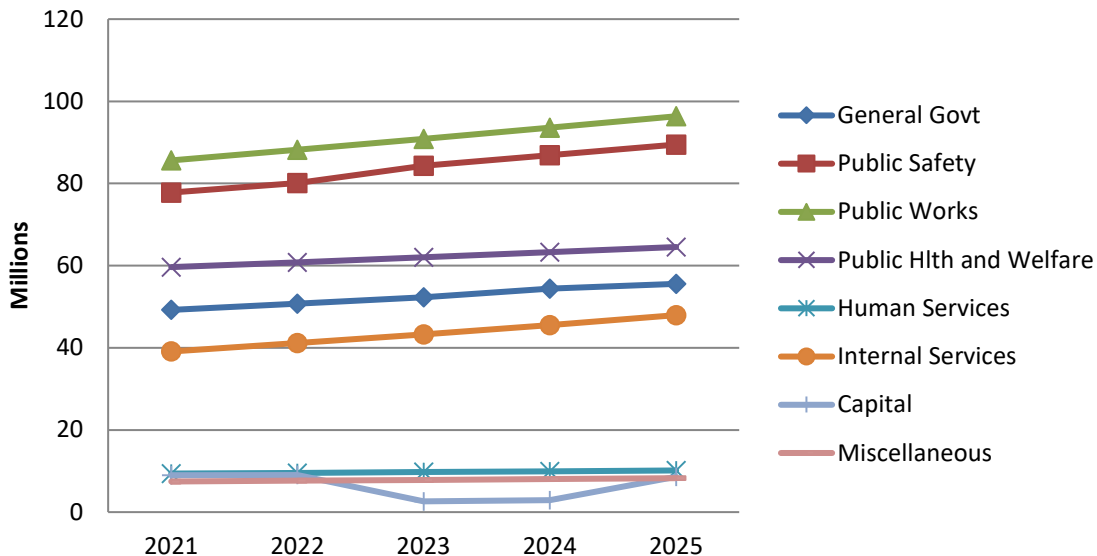
2021-2025 EXPENDITURE PROJECTIONS

| DESCRIPTION | 2021 | 2022 | 2023 | 2024 | 2025 |
|---------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| General Government | \$51,295,178 | \$52,869,814 | \$54,493,466 | \$56,667,667 | \$57,908,998 |
| Public Safety | 79,770,736 | 82,163,858 | 86,438,774 | 89,031,937 | 91,702,895 |
| Public Works | 85,520,225 | 88,085,832 | 90,728,407 | 93,450,259 | 96,253,767 |
| Public Health and Welfare | 59,635,371 | 60,822,259 | 62,032,884 | 63,267,721 | 64,527,256 |
| Human Services | 9,386,317 | 9,568,379 | 9,754,082 | 9,943,499 | 10,136,705 |
| Culture and Recreation | 1,059,767 | 1,072,390 | 1,085,391 | 1,098,783 | 1,112,576 |
| Proprietary Services | 39,103,240 | 41,117,720 | 43,257,673 | 45,531,594 | 47,948,577 |
| Capital | 9,024,000 | 9,028,000 | 2,617,000 | 2,905,000 | 8,575,000 |
| Miscellaneous | 6,538,525 | 6,728,340 | 6,923,783 | 7,125,017 | 7,332,214 |
| TOTAL EXPENSES | <u>\$341,333,359</u> | <u>\$ 351,456,592</u> | <u>\$ 357,331,460</u> | <u>\$ 369,021,477</u> | <u>\$ 385,497,988</u> |

Assumptions used for the expenditure projections are as follows:

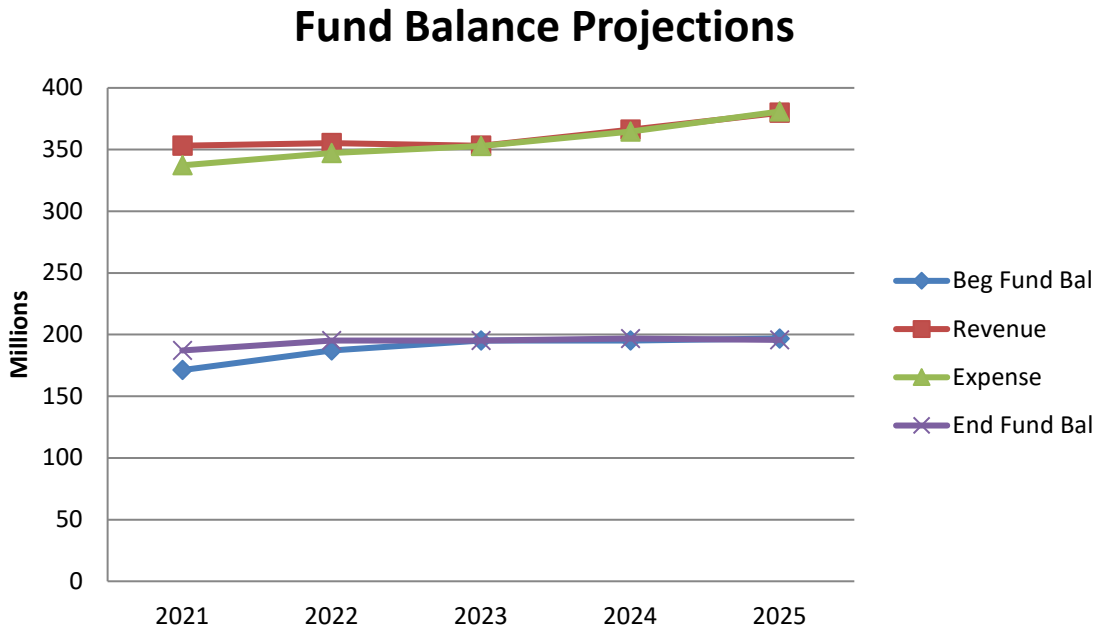
- Inflation is projected at an average 3 percent over the five-year period for all categories, except federal and state funded programs.
- Population growth follows the State Demographer’s estimate of an average 3-4 percent growth for Weld County
- Public Health and Welfare, and Human Services program 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 \$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 to accommodate the growth in traffic as the county’s population increases, and energy development continues to impact the road system.

Major Expenditure Projections



2021-2025 FUND BALANCE PROJECTIONS

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---------------------|---------------|---------------|---------------|---------------|---------------|
| Begin Fund Balance | \$163,750,512 | \$175,990,044 | \$180,247,048 | \$176,447,633 | \$173,915,789 |
| Total Revenues | 353,572,891 | 355,713,596 | 353,532,045 | 366,489,633 | 380,216,268 |
| Total Expenses | 341,333,359 | 351,456,592 | 357,331,460 | 369,021,477 | 385,497,988 |
| Ending Fund Balance | \$175,990,044 | \$180,247,048 | \$176,447,633 | \$173,915,789 | \$168,634,069 |



**DEPARTMENT/FUND MATRIX AND ORGANIZATIONAL
RESPONSIBILITY FOR BUDGET UNITS**

| <i>BUDGET UNIT</i> | <i>RESPONSIBLE OFFICIAL</i> |
|--|---|
| General Fund: | |
| Office of the Board | Chairman, Board of County Commissioners |
| Public Information | Communications Director |
| County Attorney | County Attorney |
| Public Trustee | Treasurer |
| 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 (21100-21160) | Sheriff |
| Patrol Unit | Sheriff |

| BUDGET UNIT | RESPONSIBLE OFFICIAL |
|--|--|
| 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 |
| Oil and Gas Energy | Director, Oil and Gas Energy |
| 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 |
| 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 |

| BUDGET UNIT | RESPONSIBLE OFFICIAL |
|-------------------------------|---|
| 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 |
| Special Revenue Funds: | |
| 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 |
| Capital Fund: | |
| Capital Expenditure Fund | Director, Finance and Administration |
| Proprietary Funds: | |
| 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 |
|--|-----------------|-----------------|
| Clerk to the Board: | | |
| Office Tech IV to Clerk to Board Supervisor (Mid-year) | \$ 16,287 | |
| Elections: | | |
| Office Tech III (2) | 135,406 | |
| Motor Vehicle: | | |
| Office Tech III from part time to full time (2) (Mid-year) | 23,910 | |
| Four temporary positions | 139,040 | |
| District Attorney: | | |
| Five Positions Due to New Judges (mid-year) | 520,562 | |
| Reclassify 4 Office Tech III to Office Tech IV | 24,786 | |
| Reclassify 5 Office Tech IV to DA Secretary | 18,449 | |
| Accounting: | | |
| Reclassify Account II to Account III | 12,720 | |
| Planning: | | |
| Reclassify Planner I to Planner II | 8,178 | |
| Building and Grounds: | | |
| Electrician | 95,820 | |
| Custodian Assistant | 67,108 | |
| Information Technology: | | |
| Projects | 500,000 | |
| Fiber Redundancy | 750,000 | |
| Data Center Storage | 1,500,000 | |
| Data Privacy and IT Risk Manager | 129,274 | |
| Public Safety Information System: | | |
| Public Safety System Analyst | 126,426 | |
| Coroner: | | |
| Medicolegal Investigator Overfill/ Diener | 0 | \$85,422 |
| Justice Services: | | |
| Pretrial Services Specialist II | 147,890 | |
| Reclassify Pretrial Services Specialist I to II | 2,016 | |
| Reclassify Pretrial Services Supr. To Manager | 7,686 | |
| Retain Court Date Notification | 0 | |

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

| FUNDING | INCLUDED | EXCLUDED |
|---|-------------|----------|
| <i>Oil and Gas Energy:</i> | | |
| Department Creation with 15 FTE (mid-year) | \$1,980,000 | |
| Revenue | -1,980,000 | |
| <i>Sheriff:</i> | | |
| Captain for Administration | 164,378 | |
| Lieutenant for Administration | 141,868 | |
| Sergeant for POST (mid-year) | 123,500 | |
| Two Deputies for Training | 184,476 | |
| Records Unit 12 FTE and Support Costs | 1,133,634 | |
| Evidence Unit 2 FTE and Support Costs | 227,550 | |
| Lab Office Tech IV | 66,445 | |
| Reclassify DNA Analyst | 5,012 | |
| Two Sergeants Patrol | 247,000 | |
| Supply Tech Detention | 62,739 | |
| Six Deputies for Court due to New Judges (mid-year) | 617,769 | |
| Law Fitness Evaluation | 100,000 | |
| <i>Engineering:</i> | | |
| Engineer I for Oil and Gas (mid-year) | 98,268 | |
| Engineer Tech for Development Reviews | 75,218 | |
| Engineer Tech for ROW Permitting | 75,218 | |
| Reclassify Engineering III to Senior Engineer | 19,452 | |
| <i>Noxious Weeds:</i> | | |
| Drone | 15,000 | |
| <i>Parks and Trails:</i> | | |
| Poudre Trail Repairs | 100,000 | |
| Great Western Trail Authority Maintenance | 10,000 | |
| <i>Development Disabled:</i> | | |
| Envision | 38,225 | \$85,000 |
| <i>Mental Health:</i> | | |
| NRBH | 191,000 | 100,000 |

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

| FUNDING | INCLUDED | EXCLUDED |
|--|----------------------------|--------------------------|
| Extension: | | |
| 0.5 FTE 4-H Foundation Position | \$25,500 | |
| Community Agencies: | | |
| Community Grief Center | 0 | \$25,000 |
| Weld's Way Home | 5,000 | 20,000 |
| 211 | <u>25,000</u> | <u>25,000</u> |
| TOTAL GENERAL FUND | <u>\$ 7,977,810</u> | <u>\$ 340,422</u> |
| PUBLIC WORKS FUND: | | |
| Service Workers for MS4 Dust Suppressant | \$76,321 | |
| Welder for Bridge Construction | 94,747 | |
| Service Workers for Maintenance Support (2) | <u>169,236</u> | <u>\$0</u> |
| TOTAL PUBLIC WORKS FUND | <u>\$ 340,304</u> | <u>\$ 0</u> |
| HUMAN SERVICES: | | |
| WIOA Position | N/A | |
| Area Agency on Aging Position | N/A | |
| PUBLIC HEALTH: | | |
| Deputy Director (mid-year) | N/A | |
| Administrative Operations Supervisor (mid-year) | N/A | |
| EH Specialists for Oil and Gas Energy (2) 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.

2020 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 2020 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 remain the same for the employees and the county for 2020. This means health insurance rates decrease 11.8% in six 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 2020.

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 - (12.5 percent of gross salary for County and 9.0 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 2020 BUDGET

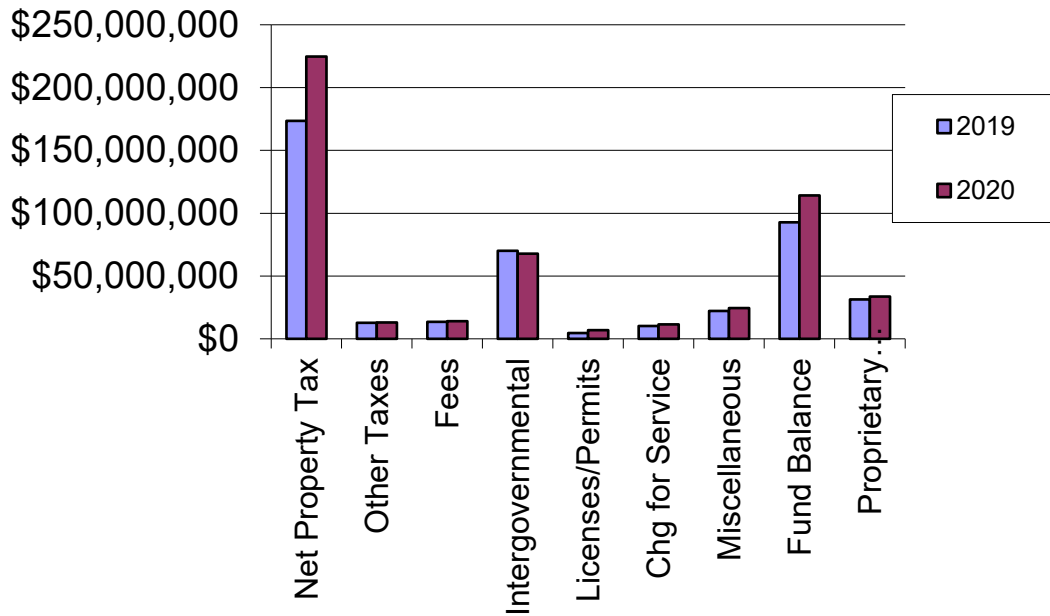
| FUND AND DEPARTMENT | DEPARTMENT NAME | OLD POSITION | NEW POSITION |
|----------------------------|---------------------------|---------------------------|--|
| 1000-10400 | Clerk to the Board | Office Tech IV (Grade 21) | Clerk the Board Supervisor (Grade 28) |
| 1000-11200 | Elections | None | Office Tech IV (Grade 21), 2 FTE |
| 1000-11300 | Motor Vehicle | Office Tech III (2 PTE) | Office Tech III (Grade 15), 2 FTE Permanent |
| 1000-11300 | Motor Vehicle | None | Office Tech III (Grade 15), 4 Temporary |
| 1000-15100 | District Attorney | None | Deputy DA III (Grade 49), 3 FTE |
| 1000-15100 | District Attorney | None | DA Investigator II (Grade 40), 1 FTE |
| 1000-15100 | District Attorney | None | Office Tech IV (Grade 21), 1 FTE |
| 1000-15250 | Juvenile Restorative Just | 0.25 FTE | None |
| 1000-15300 | Vitim Witness Assist | None | DA VW Assistant (Grade 24) 1 FTE |
| 1000-16200 | Accounting | Accountant II (Grade 37) | Accountant III (Grade 43) |
| 1000-17100 | Planning | Oil & Gas Comm Spc | None |
| 1000-17100 | Planning | Planner I, Oil and Gas | None |
| 1000-17100 | Planning | Office Tech IV | None |
| 1000-17100 | Planning | Planner I | Planner II |
| 1000-17200 | Building and Grounds | Master Plumber, 0.5 FTE | Master Plumber to 1.0 FTE |
| 1000-17200 | Building and Grounds | None | Groundskeeper (1) |
| 1000-17200 | Building and Grounds | None | Electrician (1) |
| 1000-17200 | Building and Grounds | None | Custodial Assistant (1) |
| 1000-17300 | Information Technology | Application Analyst | Sr. Application Analyst (Grade 52) |
| 1000-17300 | Information Technology | Web Developer | Web Administrator (Grade 41), 2 FTE |
| 1000-17300 | Information Technology | None | Data Privacy & IT Risk Mgr (Grade 52), 1 FTE |
| 1000-21100 | SO Admin. Patrol | None | Captain (Grade 64), 1 FTE |
| 1000-21100 | SO Admin. Patrol | None | Lieutenant (Grade 57), 1 FTE |
| 1000-21110 | Booking Unit | None | Supply Tech (Grade 16), 1 FTE |
| 1000-21120 | SO Profession Stand | None | Deputy (Grade 37), 2 FTE |
| 1000-21120 | SO Profession Stand | None | Sergeant POST (Grade 51), 1 FTE |
| 1000-21150 | Records Unit | None | Records Manager (Grade 30), 1 FTE |
| 1000-21150 | Records Unit | None | Records Supervisor (Grade 27), 1 FTE |
| 1000-21150 | Records Unit | None | Records Techs (Grade 21), 10 FTE |
| 1000-21160 | Evidence Unit | None | Evidence Supervisor (Grade 27), 1 FTE |
| 1000-21160 | Evidence Unit | None | Evidence Tech (Grade 21), 1 FTE |
| 1000-21200 | Patrol Unit | None | Sergeant (Grade 51), 2 FTE |
| 1000-21260 | Regional Lab | None | Office Tech IV (Grade 21), 1 FTE |
| 1000-21260 | Regional Lab | Criminal Spec (Grade 42) | Sr Forensic Examiner (Grade 44) |
| 1000-24420 | Courts &Transportation | None | Detention Deputies (Grade 37), 6 FTE |
| 1000-22400 | Public Safety IT | None | Public Safety Sys Analyst (Grade 44), 1 FTE |
| 1000-24100 | Pretrial Services | None | Pretrial Specialist (Grade 27) 2 FTE |
| 1000-24100 | Pretrial Services | Pretrial Serv Spec I | Pretrial Specialist II (Grade 30) |
| 1000-24100 | Pretrial Services | Pretrial Supvr (Grade 36) | Pretrial Manager (Grade 40) |
| 1000-24150 | Adult Diversion Services | 0.25 FTE Director | 0.5 FTE Director from Juv Restorative Just |

POSITION AUTHORIZATION CHANGES DUE TO 2020 BUDGET (continued)

| FUND AND DEPARTMENT | DEPARTMENT NAME | OLD POSITION | NEW POSITION |
|----------------------------|------------------------|-------------------------|--|
| 1000-25200 | Oil & Gas Energy | None | Office Tech III (Grade 15), 1 FTE |
| 1000-25200 | Oil & Gas Energy | None | O&G Enf & Permit Mgr (Grade 47), 1 FTE |
| 1000-25200 | Oil & Gas Energy | None | O&G Enf & Permit Spec I (Grade 35), 3 FTE |
| 1000-25200 | Oil & Gas Energy | None | O&G Enf & Permit Spec II (Grade 43), 3 FTE |
| 1000-25200 | Oil & Gas Energy | None | Planner I, O&G LAP (Grade 35), 1 FTE |
| 1000-25200 | Oil & Gas Energy | None | Hearing Officer, 2 FTE |
| 1000-31100 | Engineering | Engineer I (Grade 38) | Engineer III (Grade 49) |
| 1000-31100 | Engineering | Engineer III (Grade 49) | Senior Engineer (Grade 53) |
| 1000-31100 | Engineering | None | Engineer Tech I (Grade 25), 2 FTE |
| 1000-31100 | Engineering | None | Engineer I, O&G (Grade 38), 1 FTE |
| 2000-32300 | Bridge Construction | None | Welder (Grade 32), 1 FTE |
| 2000-32300 | Bridge Construction | None | Service Worker III (Grade 25), 1 FTE |
| 2000-32400 | Maintenance Support | None | Service Worker II (Grade 21), 2 FTE |
| 2100-42110 | SS County Admin | Transfer Spec. (Gr 16) | Transfer/Audit Spec. (Grade 21) |
| 2500-41100 | PH Admin | None | Deputy Director (Grade 73), 1 FTE |
| 2500-41100 | PH Admin | None | Operations Supervisor (Grade 36), 1 FTE |
| 2500-41100 | PH Admin | .75 Courier FTE | 1.0 Courier/Lab Field Tech (Grade 20) |
| 2520-41210 | Health Communications | .25 FTE FDA | None |
| 2560-41400 | Environmental Health | .6 FTE EH Tech | EH Tech (Grade 22), 1 FTE |
| 2560-41400 | Environmental Health | None | EH Spec I, Oil & Gas (Grade 33) 2 FTE |
| 2625-61420 | HS WIOA | None | RESEA Worker (Grade 23) 1 FTE |
| 2650-61700 | HS Area on Aging | None | AAA Coordinator (Grade 19) 1 FTE |
| 2625-61460 | Job Service | Bus Svc Client Spec (2) | Bus Engage Rep (Grade 23) 2 FTE |
| 2625-61460 | Job Service | Client Svc Tech | RESEA Rep (Grade 23) 1 FTE |
| 2625-61460 | Job Service | WCYCC Coord (Gr 31) | WCYCC Supervisor (Grade 35) FTE |

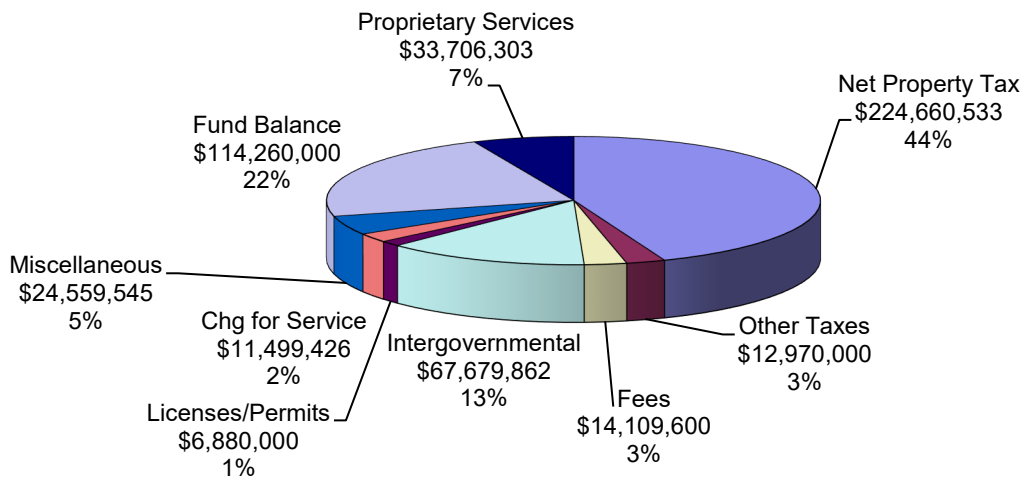
Note: Positions reclassified or approved midyear are not included in the above listing.

ALL FUNDS REVENUE

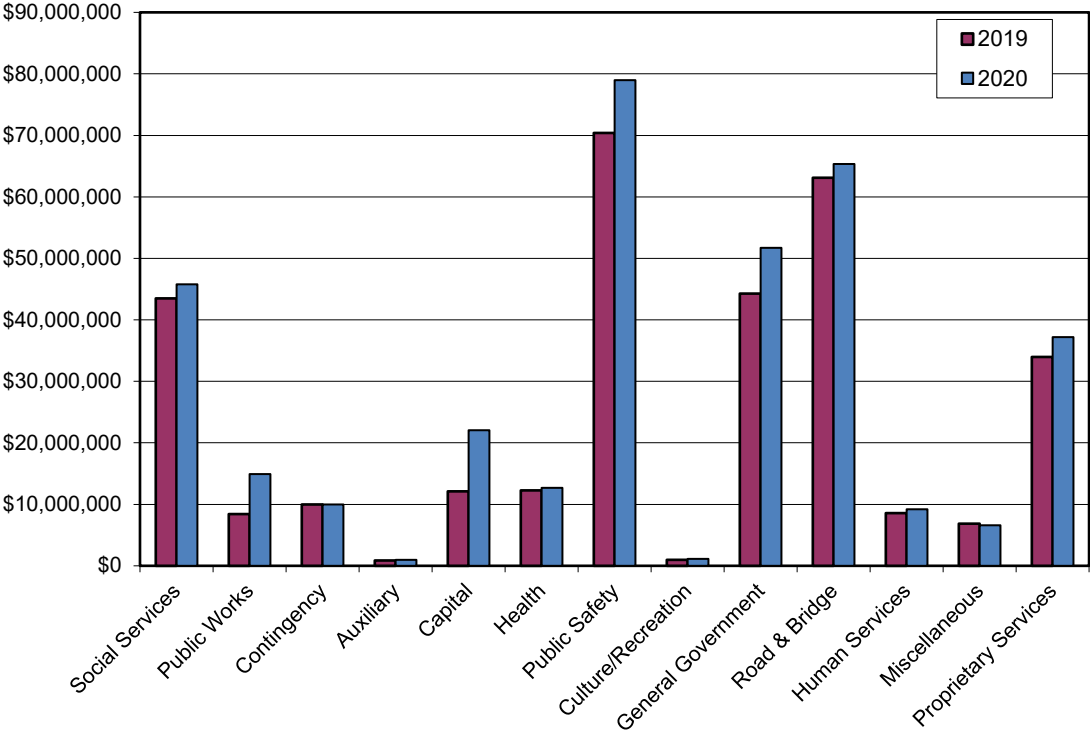


2020 Revenue

Total \$510,325,269 (2019 \$430,651,336)

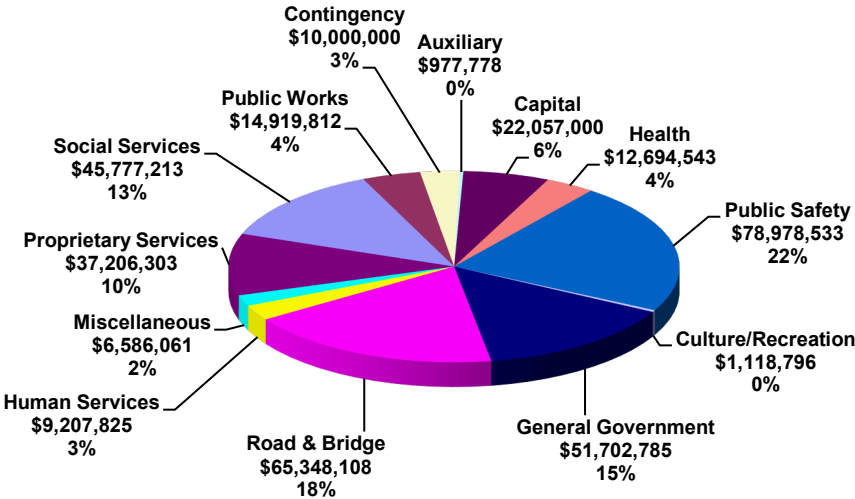


ALL FUNDS EXPENDITURES



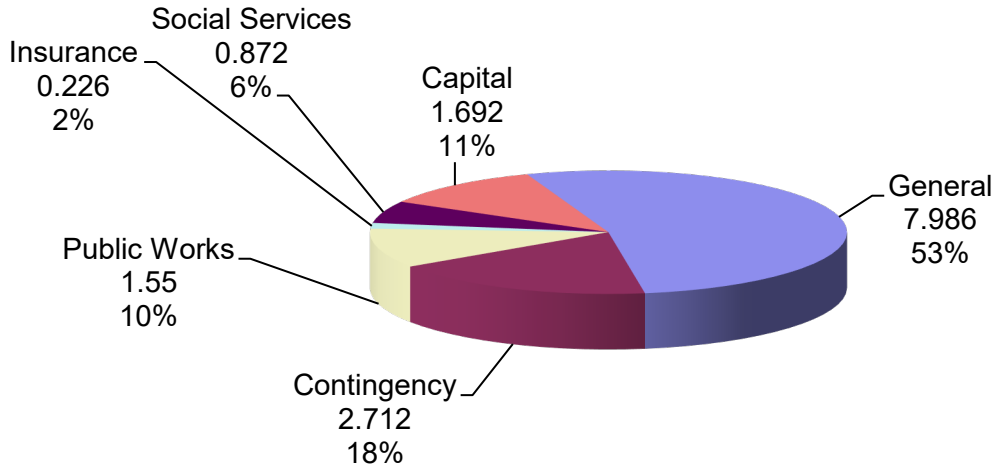
2020 EXPENDITURES

Total \$356,574,757 (2019 \$315,256,967)

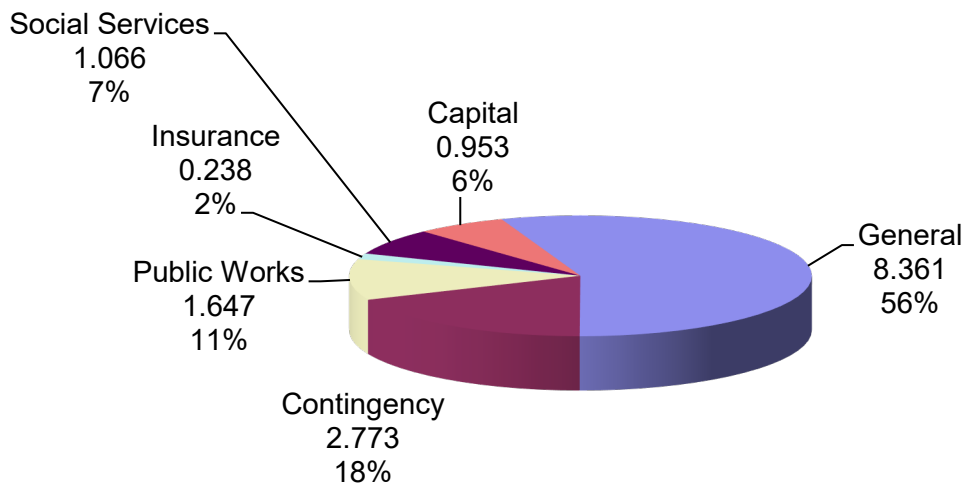


MILL LEVY

2020 TOTAL 15.038



2019 TOTAL 15.038



2020
SUMMARY OF FUND BALANCES

| FUND | | 2019 BEGINNING BALANCE | 2019 MILL LEVY | 2020 BEGINNING BALANCE | 2020 MILL LEVY | 2020 PROPERTY TAXES |
|---------------------------------|---------------------|------------------------------|----------------------|------------------------------|----------------------|---------------------------|
| 1000 | General Fund | \$ 24,451,416 | 8.361 | \$ 15,600,000 | 7.986 | \$ 123,698,058 |
| SPECIAL REVENUE FUNDS: | | | | | | |
| 2000 | Public Works | 43,715,651 | 1.647 | 47,000,000 | 1.550 | 24,000,000 |
| 2100 | Social Services | 1,394,218 | 1.066 | 2,000,000 | 0.872 | 13,511,213 |
| 2200 | Conservation Trust | 638,060 | - | 600,000 | - | - |
| 2300 | Contingent | 3,970,920 | 2.773 | 18,000,000 | 2.712 | 42,000,000 |
| 2500 | Health Department | 5,749,295 | - | 1,750,000 | - | - |
| 2600 | Human Services | 1,287,530 | - | 1,500,000 | - | - |
| 2700 | Solid Waste | 3,111,125 | - | 2,000,000 | - | - |
| CAPITAL PROJECT FUNDS: | | | | | | |
| 4000 | Capital Expenditure | 44,587,122 | 0.953 | 2,000,000 | 1.692 | 26,200,000 |
| GROSS TOTALS | | \$ 128,905,337 | 14.800 | \$ 90,450,000 | 14.812 | \$ 229,409,271 |
| LESS INTERFUND TRANSFERS | | | - | | - | - |
| NET TOTAL | | \$ 128,905,337 | 14.800 | \$ 90,450,000 | 14.812 | \$ 229,409,271 |
| PROPRIETARY FUNDS: | | | | | | |
| 5200 | Regional Crime Lab | 159152 | - | 160000 | - | - |
| 6000 | Fleet Services | 3,631,358 | - | 3,000,000 | - | - |
| 6200 | Health Insurance | 19,246,416 | - | 18,000,000 | - | - |
| 6300 | Insurance | 315,344 | 0.238 | 2,000,000 | 0.226 | 3,500,000 |
| 6400 | Telecom Service | 650,469 | - | 650,000 | - | - |
| 6500 | Weld Finance Corp | - | - | - | - | - |
| NET TOTAL - IS FUNDS | | \$ 24,002,739 | 0.238 | \$ 23,810,000 | 0.226 | \$ 3,500,000 |
| GROSS TOTAL ALL FUNDS | | \$ 152,908,076 | 15.038 | \$ 114,260,000 | 15.038 | \$ 232,909,271 |

Assessed Value \$15,488,048,362

| 2020 INTERGOV'T REVENUE | 2020 OTHER REVENUE | 2020 INTERFUND TRANSFER | 2020 AVAILABLE FINANCING | 2020 APPRO- PRIATIONS | 2020 ENDING BALANCE |
|-------------------------------|--------------------------|-------------------------------|--------------------------------|-----------------------------|---------------------------|
| \$ 5,922,465 | \$ 31,440,711 | \$ - | \$ 176,661,234 | \$ 158,619,734 | \$ 18,041,500 |
| 16,200,000 | 25,340,797 | - | \$ 112,540,797 | 65,348,108 | \$ 47,192,689 |
| 32,266,000 | - | - | \$ 47,777,213 | 45,777,213 | \$ 2,000,000 |
| 435,000 | 10,000 | - | \$ 1,045,000 | 456,677 | \$ 588,323 |
| - | - | - | \$ 60,000,000 | 10,000,000 | \$ 50,000,000 |
| 4,585,148 | 1,612,325 | 6,206,070 | \$ 14,153,543 | 12,403,543 | \$ 1,750,000 |
| 8,271,249 | 641,000 | 12,351 | \$ 10,424,600 | 8,924,600 | \$ 1,500,000 |
| - | 2,000,000 | - | \$ 4,000,000 | 2,000,000 | \$ 2,000,000 |
| - | 725,000 | - | \$ 28,925,000 | 22,057,000 | 6,868,000 |
| \$ 67,679,862 | \$ 61,769,833 | \$ 6,218,421 | \$ 455,527,387 | \$ 325,586,875 | \$ 129,940,512 |
| - | - | (6,218,421) | (6,218,421) | (6,218,421) | - |
| \$ 67,679,862 | \$ 61,769,833 | \$ - | \$ 449,308,966 | \$ 319,368,454 | \$ 129,940,512 |
| - | 310,000 | - | \$ 470,000 | 310,000 | 160,000 |
| - | 11,550,338 | - | \$ 14,550,338 | 11,550,338 | 3,000,000 |
| - | 20,267,676 | - | \$ 38,267,676 | 20,267,676 | 18,000,000 |
| - | 203,200 | - | \$ 5,703,200 | 3,703,200 | 2,000,000 |
| - | 1,375,089 | - | \$ 2,025,089 | 1,375,089 | 650,000 |
| - | - | - | \$ - | - | - |
| \$ - | \$ 33,706,303 | \$ - | \$ 61,016,303 | \$ 37,206,303 | \$ 23,810,000 |
| \$ 67,679,862 | \$ 95,476,136 | \$ - | \$ 510,325,269 | \$ 356,574,757 | \$ 153,750,512 |

2020 BUDGET
SUMMARY OF MAJOR REVENUES AND EXPENDITURES

| FUND | 2020 BEGINNING BALANCE | 2020 PROPERTY TAXES | 2020 INTERGOV'T REVENUE | 2020 OTHER REVENUE | 2020 INTERFUND TRANSFER |
|--------------------------------|------------------------------|---------------------------|-------------------------------|--------------------------|-------------------------------|
| 1000 General Fund | \$ 15,600,000 | 123,698,058 | \$ 5,922,465 | \$ 31,440,711 | \$ - |
| SPECIAL REVENUE FUNDS: | | | | | |
| 2000 Public Works | 47,000,000 | 24,000,000 | 16,200,000 | 25,340,797 | - |
| 2100 Social Services | 2,000,000 | 13,511,213 | 32,266,000 | - | - |
| 2200 Conservation Trust | 600,000 | - | 435,000 | 10,000 | - |
| 2300 Contingent | 18,000,000 | 42,000,000 | - | - | - |
| 2500 Health Department | 1,750,000 | - | 4,585,148 | 1,612,325 | 6,206,070 |
| 2600 Human Services | 1,500,000 | - | 8,271,249 | 641,000 | 12,351 |
| 2700 Solid Waste | 2,000,000 | - | - | 2,000,000 | - |
| CAPITAL PROJECT FUNDS: | | | | | |
| 4000 Capital Expenditure | 2,000,000 | 26,200,000 | 0 | 725,000 | - |
| GROSS TOTALS | \$ 90,450,000 | \$ 229,409,271 | \$ 67,679,862 | \$ 61,769,833 | \$ 6,218,421 |
| LESS INTERFUND TRANSFER | - | - | - | - | (6,218,421) |
| NET TOTAL | \$ 90,450,000 | \$ 229,409,271 | \$ 67,679,862 | \$ 61,769,833 | \$ - |
| PROPRIETARY FUNDS: | | | | | |
| 5200 Regional Crime Lab | 160000 | - | - | 310,000 | - |
| 6000 Fleet Services | 3,000,000 | - | - | 11,550,338 | - |
| 6200 Health Insurance | 18,000,000 | - | - | 20,267,676 | - |
| 6300 Insurance | 2,000,000 | 3,500,000 | - | 203,200 | - |
| 6400 Telecom Service | 650,000 | - | - | 1,375,089 | - |
| 6500 Weld Finance Corp | - | - | - | - | - |
| NET TOTAL - IS FUNDS | \$ 23,810,000 | \$ 3,500,000 | \$ - | \$ 33,706,303 | \$ - |
| GROSS TOTAL ALL FUNDS | \$ 114,260,000 | \$ 232,909,271 | \$ 67,679,862 | \$ 95,476,136 | \$ - |

Assessed Value \$15,488,048,362

| 2020 AVAILABLE FINANCING | 2020 PERSONNEL | 2020 SERVICE/ SUPPLIES | 2020 CAPITAL | 2020 APPRO- PRIATIONS | 2020 ENDING BALANCE |
|--------------------------------|-------------------|------------------------------|-----------------|-----------------------------|---------------------------|
| \$ 176,661,234 | \$ 99,192,927 | \$ 56,738,194 | \$ 2,688,613 | 158,619,734 | \$ 18,041,500 |
| | | | - | | |
| 112,540,797 | 16,294,816 | 49,053,292 | - | 65,348,108 | 47,192,689 |
| 47,777,213 | 30,347,100 | 15,430,113 | - | 45,777,213 | 2,000,000 |
| 1,045,000 | - | 456,677 | - | 456,677 | 588,323 |
| 60,000,000 | - | 10,000,000 | - | 10,000,000 | 50,000,000 |
| 14,153,543 | 9,407,352 | 2,988,691 | 7,500 | 12,403,543 | 1,750,000 |
| 10,424,600 | 5,761,950 | 3,162,650 | - | 8,924,600 | 1,500,000 |
| 4,000,000 | - | 2,000,000 | - | 2,000,000 | 2,000,000 |
| | | | | | |
| 28,925,000 | - | - | 22,057,000 | 22,057,000 | 6,868,000 |
| \$ 455,527,387 | \$ 161,004,145 | \$ 139,829,617 | \$ 24,753,113 | \$ 325,586,875 | \$ 129,940,512 |
| (6,218,421) | | (6,218,421) | | (6,218,421) | - |
| \$ 449,308,966 | \$ 161,004,145 | \$ 133,611,196 | \$ 24,753,113 | \$ 319,368,454 | \$ 129,940,512 |
| | | | | | |
| 470,000 | - | 310,000 | - | 310,000 | 160,000 |
| 14,550,338 | 1,606,119 | 9,744,219 | 200,000 | 11,550,338 | 3,000,000 |
| 38,267,676 | - | 20,267,676 | - | 20,267,676 | 18,000,000 |
| 5,703,200 | - | 3,703,200 | - | 3,703,200 | 2,000,000 |
| 2,025,089 | 317,951 | 1,057,138 | - | 1,375,089 | 650,000 |
| - | - | - | - | - | - |
| \$ 61,016,303 | \$ 1,924,070 | \$ 35,082,233 | \$ 200,000 | \$ 37,206,303 | \$ 23,810,000 |
| \$ 510,325,269 | \$ 162,928,215 | \$ 168,693,429 | \$ 24,953,113 | \$ 356,574,757 | \$ 153,750,512 |

2019 ESTIMATE
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 | \$ 24,451,416 | 96,488,601 | \$ 5,309,208 | \$ 32,764,350 | \$ - |
| SPECIAL REVENUE FUNDS: | | | | | |
| 2000 Public Works | 43,715,651 | 19,000,000 | 23,525,000 | 24,265,707 | - |
| 2100 Social Services | 1,394,218 | 12,300,557 | 31,686,679 | - | - |
| 2200 Conservation Trust | 638,060 | - | 435,000 | 10,000 | - |
| 2300 Contingent | 3,970,920 | 32,000,000 | - | - | - |
| 2500 Health Department | 5,749,295 | - | 4,399,739 | 1,620,997 | 2,012,076 |
| 2600 Human Services | 1,287,530 | - | 7,666,349 | 941,535 | 12,351 |
| 2700 Solid Waste | 3,111,125 | - | - | 1,650,000 | - |
| CAPITAL PROJECT FUNDS: | | | | | |
| 4000 Capital Expenditure | 44,587,122 | 11,000,000 | 0 | 525,000 | - |
| GROSS TOTALS | \$ 128,905,337 | \$ 170,789,158 | \$ 73,021,975 | \$ 61,777,589 | \$ 2,024,427 |
| LESS INTERFUND TRANSFER | - | - | - | - | (2,024,427) |
| NET TOTAL | \$ 128,905,337 | \$ 170,789,158 | \$ 73,021,975 | \$ 61,777,589 | \$ - |
| PROPRIETARY FUNDS: | | | | | |
| 5200 Regional Crime Lab | 159,152 | - | - | 310,000 | - |
| 6000 Fleet Services | 3,631,358 | - | - | 11,029,052 | - |
| 6200 Health Insurance | 19,246,416 | - | - | 18,389,228 | - |
| 6300 Insurance | 315,344 | 2,750,000 | - | 1,874,656 | - |
| 6400 Telecom Service | 650,469 | - | - | 1,292,692 | - |
| 6500 Weld Finance Corp | - | - | - | - | 1 |
| NET TOTAL - IS FUNDS | \$ 24,002,739 | \$ 2,750,000 | \$ - | \$ 32,895,628 | \$ 1 |
| GROSS TOTAL ALL FUNDS | \$ 152,908,076 | \$ 173,539,158 | \$ 73,021,975 | \$ 94,673,217 | \$ 1 |

Assessed Value \$11,540,042,396

| 2019 AVAILABLE FINANCING | 2019 PERSONNEL | 2019 SERVICE/ SUPPLIES | 2019 CAPITAL | 2019 APPRO- PRIATIONS | 2019 ENDING BALANCE |
|--------------------------------|-------------------|------------------------------|-----------------|-----------------------------|---------------------------|
| \$ 159,013,575 | \$ 89,696,859 | \$ 52,742,488 | \$ 974,228 | 143,413,575 | \$ 15,600,000 |
| | | | - | | |
| 110,506,358 | 15,531,234 | 47,975,124 | - | 63,506,358 | 47,000,000 |
| 45,381,454 | 28,896,800 | 14,484,654 | - | 43,381,454 | 2,000,000 |
| 1,083,060 | - | 483,060 | - | 483,060 | 600,000 |
| 35,970,920 | - | 17,970,920 | - | 17,970,920 | 18,000,000 |
| 13,782,107 | 8,920,552 | 3,068,355 | 43,200 | 12,032,107 | 1,750,000 |
| 9,907,765 | 5,893,800 | 2,513,965 | - | 8,407,765 | 1,500,000 |
| 4,761,125 | - | 2,761,125 | - | 2,761,125 | 2,000,000 |
| | | | | | |
| 56,112,122 | - | - | 54,112,122 | 54,112,122 | 2,000,000 |
| \$ 436,518,486 | \$ 148,939,245 | \$ 141,999,691 | \$ 55,129,550 | \$ 346,068,486 | \$ 90,450,000 |
| (2,024,427) | | (2,024,427) | | (2,024,427) | - |
| \$ 434,494,059 | \$ 148,939,245 | \$ 139,975,264 | \$ 55,129,550 | \$ 344,044,059 | \$ 90,450,000 |
| | | | | | |
| 469,152 | - | 309,152 | - | 309,152 | 160,000 |
| 14,660,410 | 1,407,531 | 10,227,879 | 25,000 | 11,660,410 | 3,000,000 |
| 37,635,644 | - | 19,635,644 | - | 19,635,644 | 18,000,000 |
| 4,940,000 | - | 2,940,000 | - | 2,940,000 | 2,000,000 |
| 1,943,161 | 304,753 | 988,408 | - | 1,293,161 | 650,000 |
| - | - | - | - | - | - |
| \$ 59,648,367 | \$ 1,712,284 | \$ 34,101,083 | \$ 25,000 | \$ 35,838,367 | \$ 23,810,000 |
| \$ 494,142,426 | \$ 150,651,529 | \$ 174,076,347 | \$ 55,154,550 | \$ 379,882,426 | \$ 114,260,000 |

2018 ACTUAL
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 | \$ 24,077,859 | 92,968,147 | \$ 6,355,049 | \$ 41,242,038 | \$ - |
| SPECIAL REVENUE FUNDS: | | | | | |
| 2000 Public Works | 39,551,705 | 16,480,381 | 19,728,416 | 35,028,696 | - |
| 2100 Social Services | 2,127,966 | 11,386,111 | 31,415,147 | - | 1,000,000 |
| 2200 Conservation Trust | 601,656 | - | 429,897 | 10,243 | - |
| 2300 Contingent | 23,943,563 | 11,984,895 | - | 42,462 | - |
| 2500 Health Department | 2,621,941 | - | 4,229,659 | 1,830,626 | 5,728,476 |
| 2600 Human Services | 1,287,913 | - | 7,449,575 | 623,078 | 12,351 |
| 2700 Solid Waste | 3,970,920 | - | - | 2,665,042 | - |
| CAPITAL PROJECT FUNDS: | | | | | |
| 4000 Capital Expenditure | 31,532,875 | 10,234,603 | 0 | 20,116,835 | - |
| GROSS TOTALS | \$ 129,716,398 | \$ 143,054,137 | \$ 69,607,743 | \$ 101,559,020 | \$ 6,740,827 |
| LESS INTERFUND TRANSFER | - | - | - | - | (6,740,827) |
| NET TOTAL | \$ 129,716,398 | \$ 143,054,137 | \$ 69,607,743 | \$ 101,559,020 | \$ - |
| PROPRIETARY FUNDS: | | | | | |
| 5200 Regional Crime Lab | 159,152 | - | - | 229,271 | - |
| 6000 Fleet Services | 3,488,055 | - | 960,881 | 9,959,765 | - |
| 6200 Health Insurance | 15,817,573 | - | - | 19,731,088 | - |
| 6300 Insurance | 427,327 | 2,496,469 | - | 1,319,646 | - |
| 6400 Telecom Service | 506,239 | - | - | 1,515,185 | - |
| 6500 Weld Finance Corp | - | - | - | - | - |
| NET TOTAL - IS FUNDS | \$ 20,398,346 | \$ 2,496,469 | \$ 960,881 | \$ 32,754,955 | \$ - |
| GROSS TOTAL ALL FUNDS | \$ 150,114,744 | \$ 145,550,606 | \$ 70,568,624 | \$ 134,313,975 | \$ - |

Assessed Value \$9,224,960,710

| 2018 AVAILABLE FINANCING | 2018 PERSONNEL | 2018 SERVICE/ SUPPLIES | 2018 CAPITAL | 2018 APPRO- PRIATIONS | 2018 ENDING BALANCE |
|--------------------------------|-------------------|------------------------------|-----------------|-----------------------------|---------------------------|
| \$ 164,643,093 | \$ 84,345,415 | \$ 51,861,495 | \$ 3,984,767 | 140,191,677 | \$ 24,451,416 |
| 110,789,198 | 13,335,460 | 53,708,727 | 29,360 | 67,073,547 | 43,715,651 |
| 45,929,224 | 27,827,000 | 16,708,006 | - | 44,535,006 | 1,394,218 |
| 1,041,796 | - | 403,736 | - | 403,736 | 638,060 |
| 35,970,920 | - | 32,000,000 | - | 32,000,000 | 3,970,920 |
| 14,410,702 | 7,162,564 | 1,498,843 | - | 8,661,407 | 5,749,295 |
| 9,372,917 | 4,953,733 | 3,131,654 | - | 8,085,387 | 1,287,530 |
| 6,635,962 | - | 3,524,837 | - | 3,524,837 | 3,111,125 |
| 61,884,313 | - | 410,406 | 10,049,477 | 17,297,191 | 44,587,122 |
| \$ 450,678,125 | \$ 137,624,172 | \$ 163,247,704 | \$ 14,063,604 | \$ 314,935,480 | \$ 128,905,337 |
| (6,740,827) | | (6,740,827) | | (6,740,827) | - |
| \$ 443,937,298 | \$ 137,624,172 | \$ 156,506,877 | \$ 14,063,604 | \$ 308,194,653 | \$ 128,905,337 |
| 388,423 | - | 216,776 | 12,495 | 229,271 | 159,152 |
| 14,408,701 | 1,198,250 | 9,267,799 | 311,294 | 10,777,343 | 3,631,358 |
| 35,548,661 | - | 16,302,245 | - | 16,302,245 | 19,246,416 |
| 4,243,442 | - | 3,928,098 | - | 3,928,098 | 315,344 |
| 2,021,424 | 204,515 | 1,166,440 | - | 1,370,955 | 650,469 |
| - | - | - | - | - | - |
| \$ 56,610,651 | \$ 1,402,765 | \$ 30,881,358 | \$ 323,789 | \$ 32,607,912 | \$ 24,002,739 |
| \$ 500,547,949 | \$ 139,026,937 | \$ 187,388,235 | \$ 14,387,393 | \$ 340,802,565 | \$ 152,908,076 |

**GOVERNMENT FUNDS
2018-2020
SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

| REVENUES | ACTUAL 2018 | PROJECTED 2019 | BUDGET 2020 |
|---|------------------------|---------------------------|------------------------|
| Taxes | 157,346,628 | 183,559,158 | 234,130,533 |
| Licenses and permits | 5,116,332 | 4,678,000 | 6,880,000 |
| Intergovernmental | 68,537,393 | 73,021,975 | 67,679,862 |
| Miscellaneous | 48,340,478 | 20,665,719 | 24,559,545 |
| Fees | 14,859,057 | 13,481,000 | 14,109,600 |
| Charges for Services | <u>13,994,765</u> | <u>10,182,870</u> | <u>11,499,426</u> |
| Total Estimated Financial Sources | \$ 308,194,653 | \$ 305,588,722 | \$ 358,858,966 |
| EXPENDITURES | | | |
| Current: | | | |
| General government | 52,796,180 | 44,255,806 | 51,702,785 |
| Public safety | 66,074,163 | 70,396,333 | 78,978,533 |
| Public works | 73,996,875 | 71,504,597 | 80,267,920 |
| Public health and welfare | 53,474,563 | 55,753,907 | 58,471,756 |
| Human services | 10,047,003 | 8,589,762 | 9,207,825 |
| Culture and recreation | 1,778,135 | 994,848 | 1,118,796 |
| Miscellaneous | 4,777,665 | 20,465,764 | 7,563,839 |
| Capital outlay | 14,061,130 | 54,112,122 | 22,057,000 |
| Contingency/Reserves | <u>\$ 32,000,000</u> | <u>\$ 17,970,920</u> | <u>\$ 10,000,000</u> |
| Total Use of Resources | <u>\$ 309,005,714</u> | <u>\$ 344,044,059</u> | <u>\$ 319,368,454</u> |
| Net Increase (Decrease) in Fund Balance | (811,061) | (38,455,337) | 39,490,512 |
| Fund balance at Beginning of the Year | <u>\$ 129,716,398</u> | <u>\$ 128,905,337</u> | <u>\$ 90,450,000</u> |
| Fund Balance at End of Year - without Unspent Contingencies/Reserves | \$ 128,905,337 | \$ 90,450,000 | \$ 129,940,512 |
| Contingencies/Reserves Appropriated but Unspent | <u>-</u> | <u>-</u> | <u>10,000,000</u> |
| Fund Balance at End of Year - with Contingencies/Reserves | <u>\$ 128,905,337</u> | <u>\$ 90,450,000</u> | <u>\$ 139,940,512</u> |

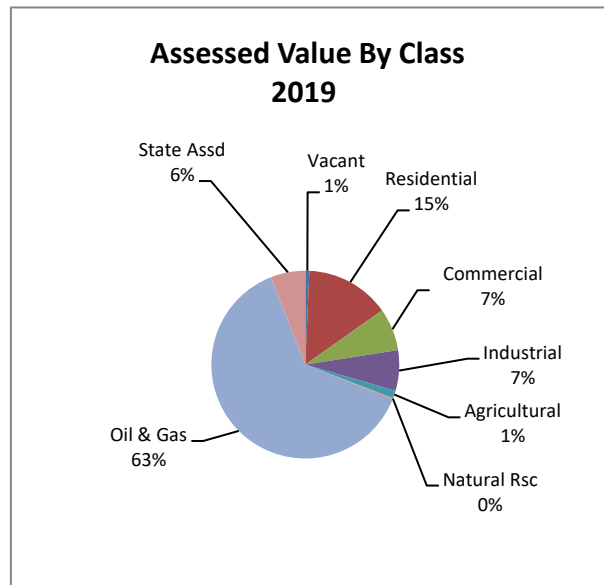
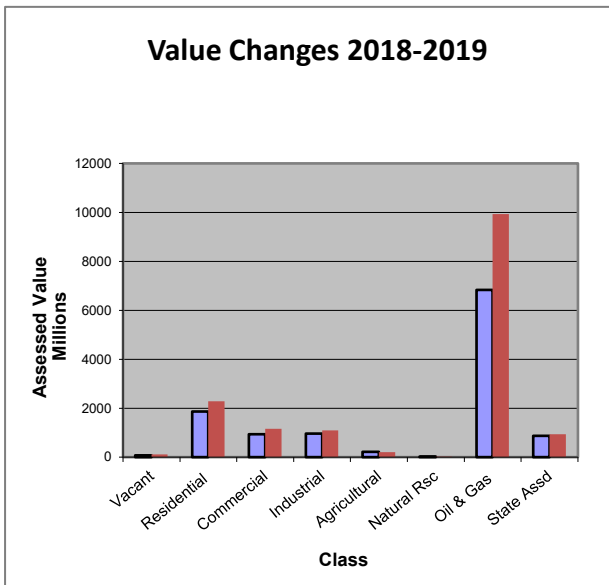
PROPRIETARY FUNDS
2018-2020
SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

| REVENUES | ACTUAL 2018 | PROJECTED 2019 | BUDGET 2010 |
|---|--------------------------|---------------------------|--------------------------|
| Taxes | \$ 2,496,469 | \$ 2,750,000 | \$ 3,500,000 |
| Intergovernmental | 960,881 | - | - |
| Fees | - | - | - |
| Charges for Services | <u>32,754,955</u> | <u>32,895,628</u> | <u>33,706,303</u> |
| Total Estimated Financial Sources | <u>\$ 36,212,305</u> | <u>\$ 35,645,628</u> | <u>\$ 37,206,303</u> |
| EXPENDITURES | | | |
| Regional Crime Lab | \$ 229,271 | \$ 309,152 | \$ 310,000 |
| Fleet Services | 10,777,343 | 11,660,410 | 11,550,338 |
| Health Insurance | 16,302,245 | 19,635,644 | 20,267,676 |
| Insurance | 3,928,098 | 2,940,000 | 3,703,200 |
| Telecom Service | 1,370,955 | 1,293,161 | 1,375,089 |
| Weld Finance Corp | <u>-</u> | <u>-</u> | <u>-</u> |
| Total Use of Resources | <u>\$ 32,607,912</u> | <u>\$ 35,838,367</u> | <u>\$ 37,206,303</u> |
| Net Increase (Decrease) in Fund Balance | 3,604,393 | (192,739) | - |
| Fund balance at Beginning of the Year | <u>20,398,346</u> | <u>24,002,739</u> | <u>23,810,000</u> |
| Fund Balance at End of Year - without Unspent Contingencies/Reserves | 24,002,739 | 23,810,000 | 23,810,000 |
| Contingencies/Reserves Appropriated but Unspent | <u>-</u> | <u>-</u> | <u>-</u> |
| Fund Balance at End of Year - with Contingencies/Reserves | <u>\$ 24,002,739</u> | <u>\$ 23,810,000</u> | <u>\$ 23,810,000</u> |

Weld County, Colorado

2019 Taxable Assessed Value

| <u>Class</u> | <u>2018 Final Assessed Value</u> | <u>2019 Final Assessed Value</u> | <u>Change \$</u> | <u>Change %</u> |
|---------------------|----------------------------------|----------------------------------|-------------------------|-----------------|
| Vacant | \$ 79,197,730 | \$ 107,972,850 | \$ 28,775,120 | 36.33% |
| Residential | \$ 1,860,220,890 | \$ 2,284,713,810 | \$ 424,492,920 | 22.82% |
| Commercial | \$ 933,156,520 | \$ 1,151,473,230 | \$ 218,316,710 | 23.40% |
| Industrial | \$ 958,904,240 | \$ 1,098,776,190 | \$ 139,871,950 | 14.59% |
| Agricultural | \$ 214,145,980 | \$ 205,270,290 | \$ (8,875,690) | -4.14% |
| Natural Rsc | \$ 22,544,990 | \$ 25,818,190 | \$ 3,273,200 | 14.52% |
| Oil & Gas | \$ 6,828,903,860 | \$ 9,924,962,280 | \$ 3,096,058,420 | 45.34% |
| State Assd | \$ 866,954,700 | \$ 933,460,400 | \$ 66,505,700 | 7.67% |
| Total Value: | \$ 11,764,028,910 | \$ 15,732,447,240 | \$ 3,968,418,330 | 33.73% |
| Less TIF Value | \$ (223,986,514) | \$ (244,398,878) | | |
| Net Total: | \$ 11,540,042,396 | \$ 15,488,048,362 | \$ 3,948,005,966 | 34.21% |



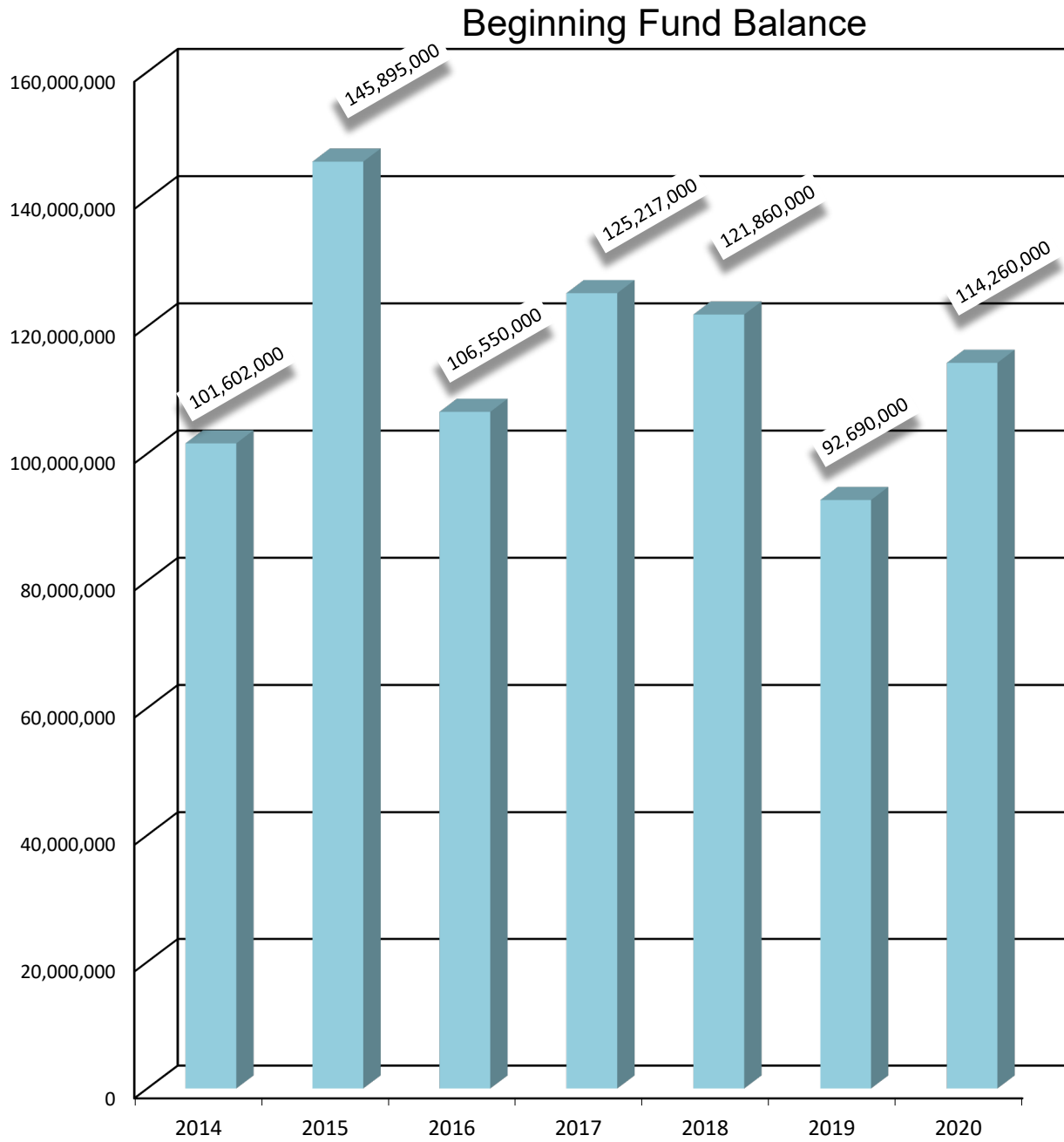
NET PROGRAM COST

| | NET COST | ALLOCATED SUPPORT | TOTAL |
|--|----------------------|------------------------------|----------------------|
| <u>MANDATED: CHARTER/STATE CONSTITUTIONAL OFFICES</u> | | | |
| OFFICE OF THE BOARD | \$ 934,135 | \$ 454,113 | \$ 1,388,248 |
| PUBLIC TRUSTEE | (8,965) | \$ 1,223 | (7,742) |
| CLERK & RECORDER | (3,718,348) | \$ 1,100,570 | (2,617,778) |
| ELECTIONS | 2,290,345 | \$ 438,831 | 2,729,176 |
| TREASURER | (3,853,283) | \$ - | (3,853,283) |
| ASSESSOR | 3,713,832 | \$ 687,659 | 4,401,491 |
| COUNTY COUNCIL | 52,774 | \$ 6,804 | 59,578 |
| DISTRICT ATTORNEY | 7,073,853 | \$ 770,197 | 7,844,050 |
| SHERIFF | 5,091,425 | \$ 1,935,280 | 7,026,705 |
| CORONER | 1,509,492 | \$ 269,847 | 1,779,339 |
| CLERK TO THE BOARD | 651,887 | \$ 146,077 | 797,964 |
| TOTAL | <u>\$ 13,737,147</u> | <u>\$ 5,810,600</u> | <u>\$ 19,547,747</u> |
| <u>MANDATED:STATE/FEDERAL COUNTY COST</u> | | | |
| INMATE SERVICES AND SECURITY | \$ 28,576,145 | \$ 4,827,227 | \$ 33,403,372 |
| COURTS AND TRANSPORTATION | 4,261,064 | \$ - | 4,261,064 |
| COMMUNITY CORRECTIONS | 0 | \$ 289,432 | 289,432 |
| SOCIAL SERVICES | 13,511,213 | \$ 3,234,108 | 16,745,321 |
| HUMAN RESOURCES | 12,351 | \$ 887,537 | 899,888 |
| PUBLIC HEALTH | 5,593,324 | \$ 1,157,453 | 6,750,777 |
| TOTAL | <u>\$ 51,954,097</u> | <u>\$ 10,395,757</u> | <u>\$ 62,349,854</u> |
| <u>CRITICAL -- NON-MANDATED COUNTY COST</u> | | | |
| PUBLIC SAFETY INFORMATION SYSTEM | \$ 889,075 | \$ - | \$ 889,075 |
| CRIME LAB | 677,167 | \$ 129,137 | 806,304 |
| POLICE SERVICES (LEVEL) | 12,026,375 | \$ 2,635,135 | 14,661,510 |
| SHERIFF CONTRACT SERVICES | 27,163 | \$ - | 27,163 |
| COMMUNICATIONS-COUNTY-WIDE | 4,588,427 | \$ - | 4,588,427 |
| OFFICE EMERGENCY SERVICES | 486,668 | \$ 169,529 | 656,197 |
| DRUG TASK FORCE | 329,923 | \$ 5,415 | 335,338 |
| TOTAL | <u>\$ 19,024,798</u> | <u>\$ 2,939,215</u> | <u>\$ 21,964,013</u> |

NET PROGRAM COST

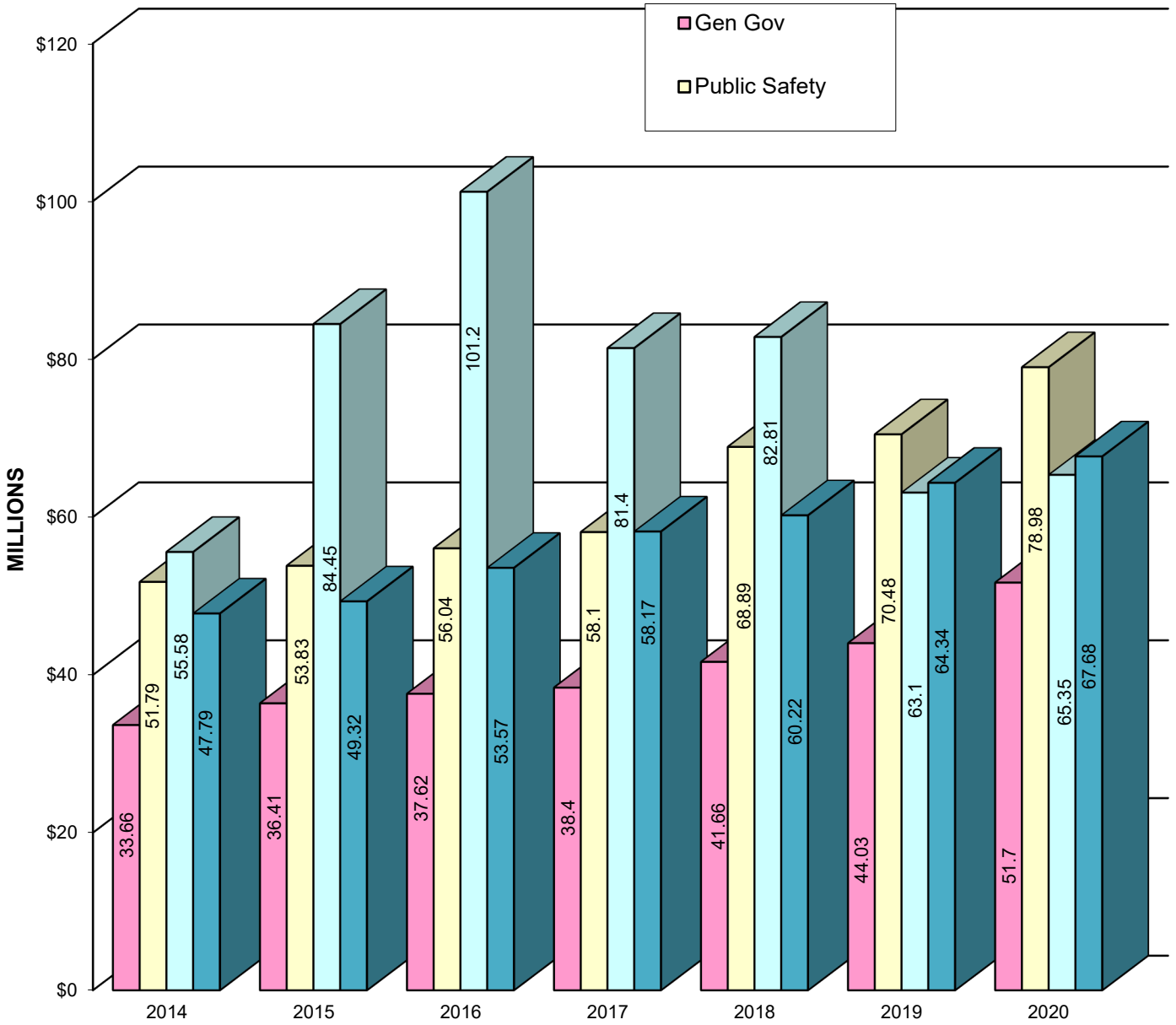
| | NET COST | ALLOCATED SUPPORT | TOTAL |
|-----------------------------------|----------------------|------------------------------|----------------------|
| LOCAL DISCRETION | | | |
| INNOVATION & TECHNOLOGY PROJECTS | 500,000 | \$ - | \$ 500,000 |
| PLANNING & ZONING/BLDG INSP | 731,236 | \$ 666,371 | 1,397,607 |
| OIL AND GAS ENERGY | 0 | \$ - | 0 |
| COMMUNITY DEVELOPMENT BLOCK GRANT | 100,000 | \$ - | 0 |
| ANIMAL CONTROL/CODE ENFORCEMENT | 269,738 | \$ - | 269,738 |
| NOXIOUS WEEDS | 1,014,763 | \$ 55,310 | 1,070,073 |
| EXTENSION SERVICE | 451,574 | \$ 205,767 | 657,341 |
| VETERANS SERVICES | 274,343 | \$ 43,251 | 317,594 |
| AIRPORT | 0 | \$ 16,093 | 16,093 |
| MENTAL HEALTH | 291,000 | \$ - | 291,000 |
| MISSILE SITE PARK | 75,981 | \$ 3,643 | 79,624 |
| COUNTY FAIR | 159,634 | \$ 9,398 | 169,032 |
| DEVELOPMENTALLY DISABLED | 38,225 | \$ - | 38,225 |
| SENIOR COORDINATORS | 40,000 | \$ - | 40,000 |
| VICTIM/WITNESS ASSISTANCE | 617,921 | \$ 83,472 | 701,393 |
| JUVENILE DIVERSION | 73,213 | \$ 13,804 | 87,017 |
| VICTIM ADVOCATES | 54,040 | \$ - | 54,040 |
| WASTE WATER MANAGEMENT | 10,000 | \$ - | 10,000 |
| ECONOMIC DEVELOPMENT | 165,000 | \$ 772 | 165,772 |
| PUBLIC INFORMATION | 345,437 | \$ 25,501 | 370,938 |
| GEOGRAPHICAL INFORMATION SYSTEM | 141,798 | \$ 512,849 | 654,647 |
| COMMUNITY AGENCY GRANTS | 40,000 | \$ - | 40,000 |
| PARKS AND TRAILS | 239,000 | \$ - | 239,000 |
| ISLAND GROVE BUILDING | 182,504 | \$ - | 182,504 |
| JUSTICE SERVICES | 1,322,915 | \$ 169,645 | 1,492,560 |
| WORK RELEASE | 1,044,120 | \$ 234,476 | 1,278,596 |
| ADULT DIVERSION | 122,900 | \$ - | 122,900 |
| WELD PLAZA BUILDING | (655,111) | \$ - | (655,111) |
| BRIGHT FUTURES | 249,473 | \$ - | 249,473 |
| ASSET & RESOURCE MANAGEMENT | 4,245,020 | \$ - | 4,245,020 |
| TOTAL | \$12,144,724 | \$ 2,040,352 | \$ 14,085,076 |
| | | | |
| PUBLIC WORKS | \$ 24,000,000 | \$ 4,421,241 | \$ 28,421,241 |
| ENGINEERING | 14,919,812 | \$ 441,312 | 15,361,124 |
| TOTAL | \$ 38,919,812 | \$ 4,862,553 | \$ 43,782,365 |
| | | | |
| CAPITAL: | | | |
| EQUIPMENT | \$ - | \$ - | \$ - |
| BUILDINGS | 26,200,000 | \$ - | 26,200,000 |
| TOTAL | \$ 26,200,000 | \$ - | \$ 26,200,000 |
| | | | |
| SUPPORT FUNCTION | | | |
| COUNTY ATTORNEY | \$ 1,228,137 | \$ (1,228,137) | \$ - |
| BUILDING & GROUNDS | 7,852,753 | (7,852,753) | 0 |
| FINANCE & ADMINISTRATION | 604,885 | (604,885) | 0 |
| ACCOUNTING | 1,141,750 | (1,141,750) | 0 |
| PURCHASING | 342,896 | (342,896) | 0 |
| HUMAN RESOURCES | 1,903,001 | (1,903,001) | 0 |
| TELECOM SERVICES | 0 | 0 | 0 |
| INSURANCE | 3,500,000 | (3,500,000) | 0 |
| NON-DEPARTMENTAL | 943,787 | (943,787) | 0 |
| BUILDING RENTS | 0 | 0 | 0 |
| INFORMATION TECHNOLOGY | 11,261,910 | (11,261,910) | 0 |
| PRINTING & SUPPLY | 161,528 | (161,528) | 0 |
| TOTAL | \$ 28,940,647 | \$ (28,940,647) | \$ - |

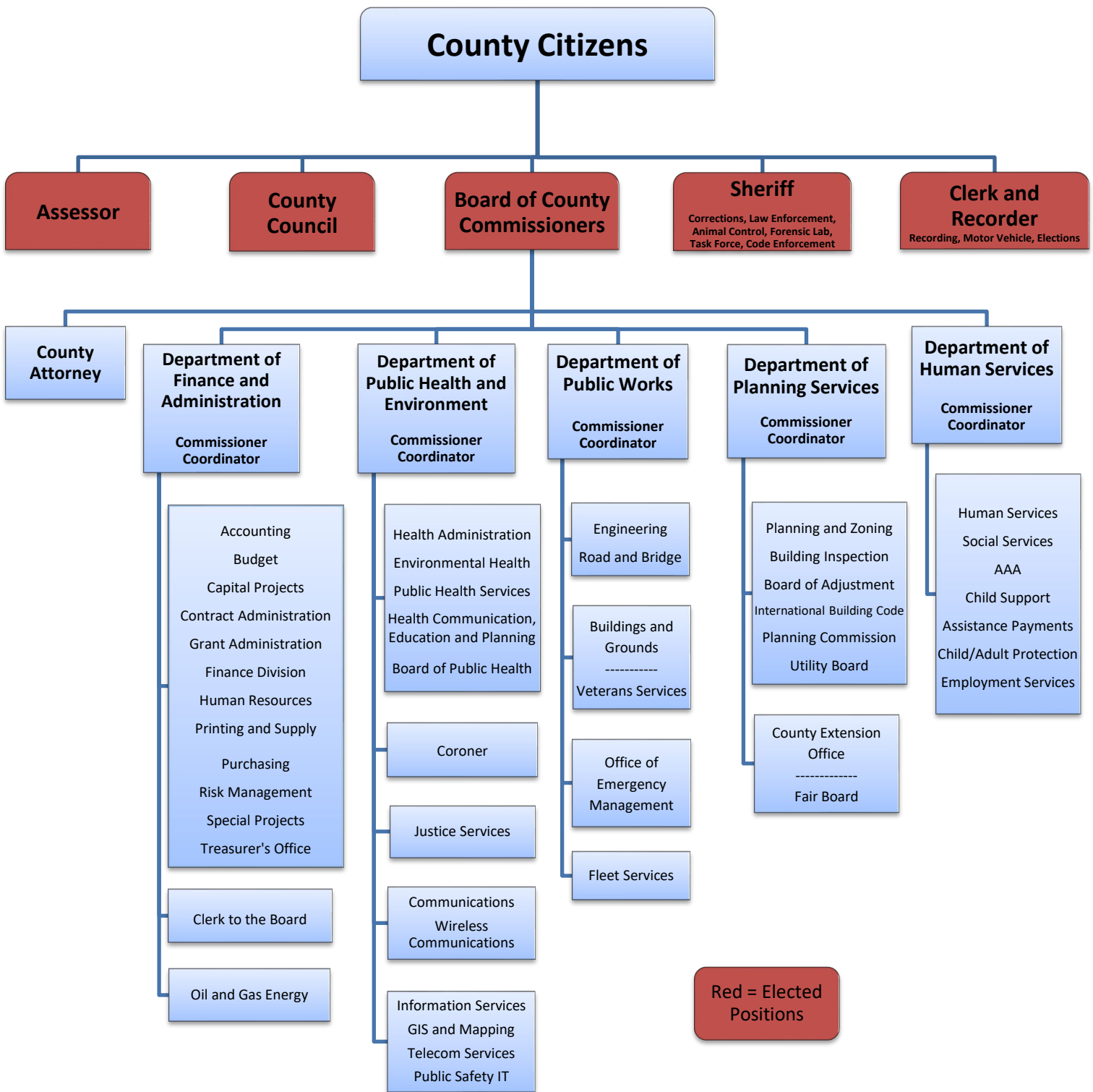
SEVEN YEAR TREND



SEVEN YEAR TREND

County Expenditures





Housing Authority

**SUMMARY OF
COUNTY FUNDED FULL TIME EQUIVALENTS (FTE)
2020**

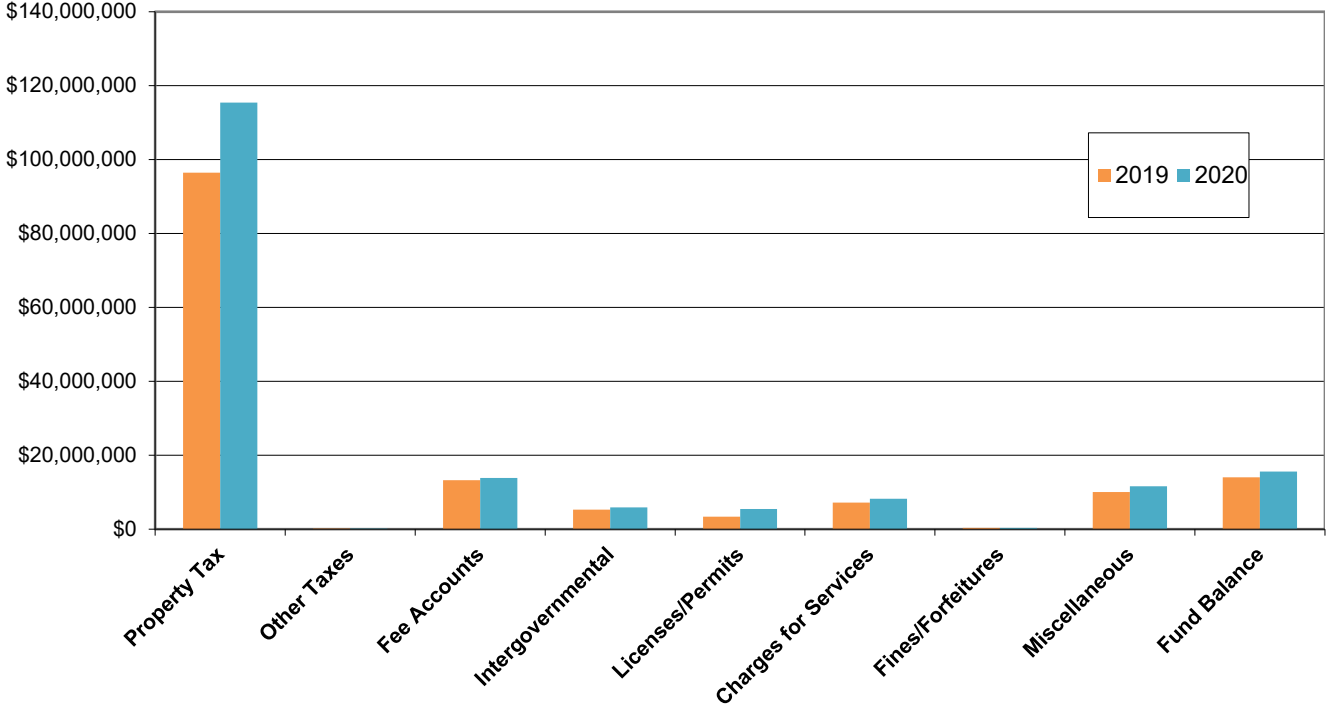
| <i>DEPARTMENT</i> | <i>LAST ACTUAL YEAR 2018</i> | <i>CURRENT YEAR 2019</i> | <i>REQUEST BUDGET 2020</i> | <i>FINAL BUDGET 2020</i> | <i>CURRENT TO FINAL CHANGE</i> |
|---------------------------------|--|------------------------------|------------------------------------|----------------------------------|--|
| GENERAL FUND: | | | | | |
| Office of the Board | 6.000 | 6.000 | 6.000 | 6.000 | |
| Public Information | 4.000 | 4.000 | 4.000 | 4.000 | |
| County Attorney | 5.000 | 5.000 | 5.000 | 5.000 | |
| Clerk to the Board | 6.250 | 7.750 | 7.750 | 7.750 | |
| Clerk and Recorder | 53.000 | 55.000 | 59.000 | 59.000 | +4.000 |
| Elections | 5.000 | 5.000 | 7.000 | 7.000 | +2.000 |
| Treasurer | 10.000 | 10.000 | 10.000 | 10.000 | |
| Assessor | 35.000 | 37.500 | 37.500 | 37.500 | |
| County Council | 1.000 | 1.000 | 1.000 | 1.000 | |
| District Attorney | 55.000 | 59.000 | 64.000 | 64.000 | +5.000 |
| Juvenile Diversion | 1.500 | 1.500 | 1.500 | 1.500 | |
| Restorative Justice | 0.500 | 0.250 | 0.000 | 0.000 | -0.250 |
| Victim Witness | 12.375 | 12.500 | 13.500 | 13.500 | +1.000 |
| Finance and Administration | 1.000 | 2.000 | 2.000 | 2.000 | |
| Accounting | 7.000 | 8.000 | 8.000 | 8.000 | |
| Purchasing | 3.000 | 3.000 | 3.000 | 3.000 | |
| Human Resources | 10.000 | 15.000 | 15.000 | 15.000 | |
| Planning and Zoning | 17.000 | 19.000 | 16.000 | 16.000 | -3.000 |
| Community Develop (CDBG) | 0.000 | 0.000 | 0.500 | 0.500 | +0.500 |
| Buildings and Grounds | 29.500 | 30.500 | 34.000 | 35.000 | +4.500 |
| Information Services | 49.000 | 49.000 | 50.000 | 50.000 | +1.000 |
| Printing and Supply | 4.000 | 4.000 | 4.000 | 4.000 | |
| SO Admin Patrol | 16.000 | 15.000 | 17.000 | 17.000 | +2.000 |
| SO Admin Detention | 29.000 | 29.000 | 30.000 | 30.000 | +1.000 |
| SO Prof. Standards | 6.000 | 7.000 | 10.000 | 10.000 | +3.000 |
| SO Civil Unit | 6.000 | 6.000 | 6.000 | 6.000 | |
| SO Support Services | 7.000 | 7.000 | 7.000 | 7.000 | |
| SO Records Unit | N/A | N/A | 12.000 | 12.000 | +12.000 |
| SO Evidence Unit | N/A | N/A | 2.000 | 2.000 | +2.000 |
| Sheriff Patrol | 60.000 | 60.000 | 62.000 | 62.000 | +2.000 |
| Sheriff Investigations | 17.000 | 19.000 | 19.000 | 19.000 | |
| Municipal Contract | 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 | 5.000 | 5.000 | +1.000 |
| Victim Advocates | 3.000 | 3.000 | 3.000 | 3.000 | |

| DEPARTMENT | LAST ACTUAL YEAR 2018 | CURRENT YEAR 2019 | REQUEST BUDGET 2020 | FINAL BUDGET 2020 | CURRENT TO FINAL CHANGE |
|----------------------------|--|------------------------------|------------------------------------|----------------------------------|--|
| Drug Task Force | 2.000 | 2.000 | 2.000 | 2.000 | |
| Inmate Services | 16.000 | 20.000 | 20.000 | 20.000 | |
| Security | 194.000 | 201.000 | 201.000 | 201.000 | |
| Courts and Transport | 24.000 | 29.000 | 35.000 | 35.000 | +6.000 |
| Communications | 71.000 | 78.000 | 78.000 | 78.000 | |
| PS Information Systems | 9.000 | 9.000 | 10.000 | 10.000 | +1.000 |
| PS Wireless Communications | 1.000 | 1.000 | 1.000 | 1.000 | |
| Coroner | 9.000 | 10.000 | 10.000 | 10.000 | |
| Justice Services | 11.500 | 13.500 | 15.500 | 15.500 | +2.000 |
| Work Release | 17.000 | 21.000 | 21.000 | 21.000 | |
| Adult Diversion | 1.000 | 1.250 | 1.500 | 1.500 | +0.250 |
| Community Corrections | 1.000 | 1.000 | 1.000 | 1.000 | |
| Building Inspection | 12.000 | 13.000 | 13.000 | 13.000 | |
| Oil and Gas Energy | N/A | N/A | 15.000 | 15.000 | +15.000 |
| Noxious Weeds | 2.000 | 2.000 | 2.000 | 2.000 | |
| Office of Emergency Mgt. | 3.000 | 4.000 | 4.000 | 4.000 | |
| General Engineering | 28.000 | 35.000 | 38.000 | 38.000 | +3.000 |
| Missile Site | 1.000 | 1.000 | 1.000 | 1.000 | |
| Bright Futures | 2.000 | 2.000 | 2.000 | 2.000 | |
| Extension Service | 11.750 | 12.375 | 12.875 | 12.375 | |
| Fair | 1.250 | 1.250 | 1.250 | 1.250 | |
| Veteran's Office | <u>3.000</u> | <u>3.000</u> | <u>3.000</u> | <u>3.000</u> | |
| TOTAL GENERAL FUND | <u>890.625</u> | <u>950.375</u> | <u>1,014.375</u> | <u>1,015.375</u> | <u>65.000</u> |
| | | | | | |
| PUBLIC WORKS: | | | | | |
| Maintenance Support | 10.000 | 10.000 | 12.000 | 12.000 | +2.000 |
| Administration | 9.000 | 9.000 | 9.000 | 9.000 | |
| Motor Graders | 47.000 | 51.000 | 51.000 | 51.000 | |
| Trucking | 33.000 | 33.000 | 33.000 | 33.000 | |
| Bridge Construction | 30.000 | 30.000 | 32.000 | 32.000 | +2.000 |
| Pavement Management | 17.000 | 21.000 | 21.000 | 21.000 | |
| Mining | 7.000 | 7.000 | 7.000 | 7.000 | |
| TOTAL PUBLIC WORKS | <u>153.000</u> | <u>161.000</u> | <u>165.000</u> | <u>165.000</u> | <u>+4.000</u> |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

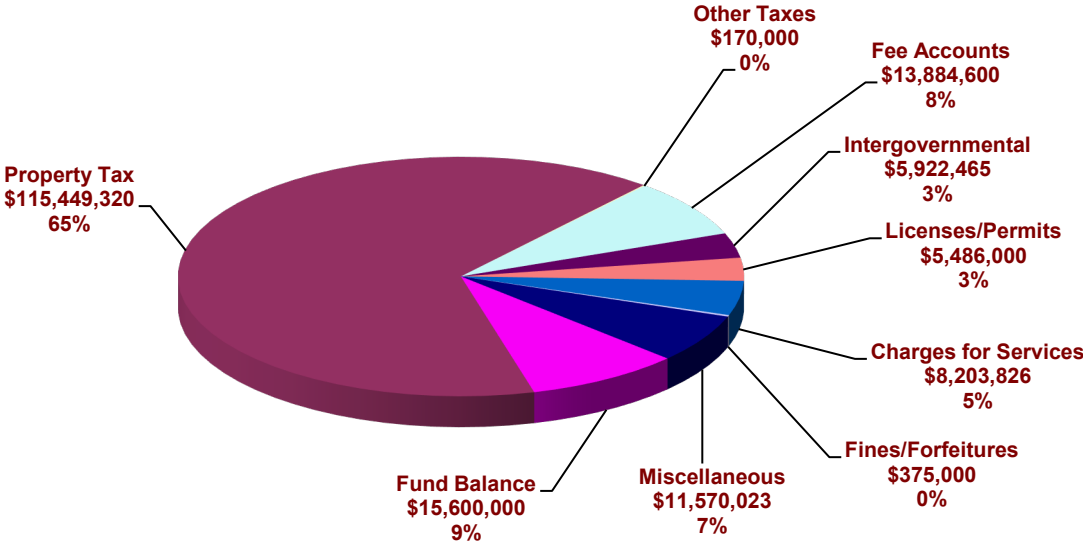
| <i>DEPARTMENT</i> | <i>LAST ACTUAL YEAR 2018</i> | <i>CURRENT YEAR 2019</i> | <i>REQUEST BUDGET 2020</i> | <i>FINAL BUDGET 2020</i> | <i>CURRENT TO FINAL CHANGE</i> |
|--------------------------|------------------------------|--------------------------|----------------------------|--------------------------|--------------------------------|
| HEALTH FUND: | | | | | |
| Administration | 10.000 | 11.750 | 14.000 | 14.000 | +2.250 |
| Health Communication | 16.625 | 17.625 | 17.375 | 17.375 | -0.250 |
| Environmental Services | 26.250 | 29.000 | 31.400 | 31.400 | +2.400 |
| Health Preparedness | 2.000 | 2.000 | 2.000 | 2.000 | |
| Public Health Services | <u>42.200</u> | <u>40.70</u> | <u>41.300</u> | <u>41.300</u> | <u>+0.600</u> |
| TOTAL HEALTH FUND | <u>97.075</u> | <u>101.075</u> | <u>106.075</u> | <u>106.075</u> | <u>+5.000</u> |
| | | | | | |
| SOCIAL SERVICES | 358.000 | 361.000 | 361.000 | 361.000 | |
| | | | | | |
| HUMAN SERVICES | 85.000 | 87.000 | 89.000 | 89.000 | <u>+2.000</u> |
| | | | | | |
| FLEET SERVICES | 17.000 | 18.000 | 18.000 | 18.000 | |
| | | | | | |
| PHONE SERVICES | 3.000 | 3.000 | 3.000 | 3.000 | |
| | | | | | |
| GRAND TOTAL | 1,603.700 | 1,681.450 | 1,756.450 | 1,757.450 | +76.000 |

GENERAL FUND

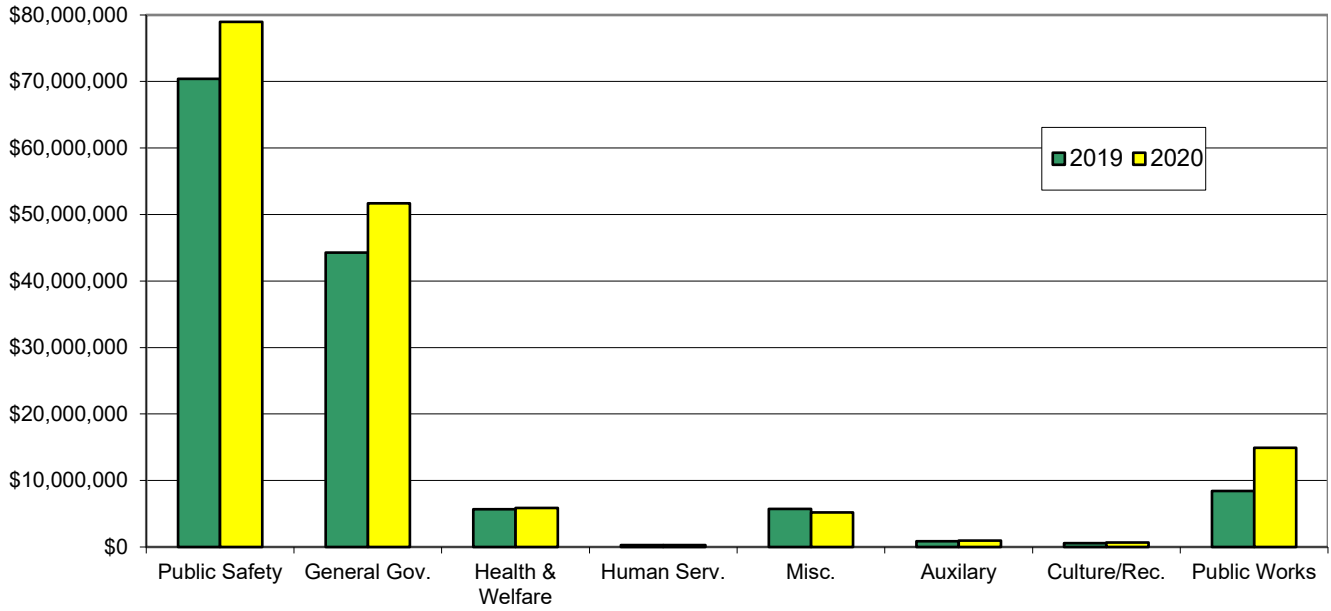
Revenue Changes



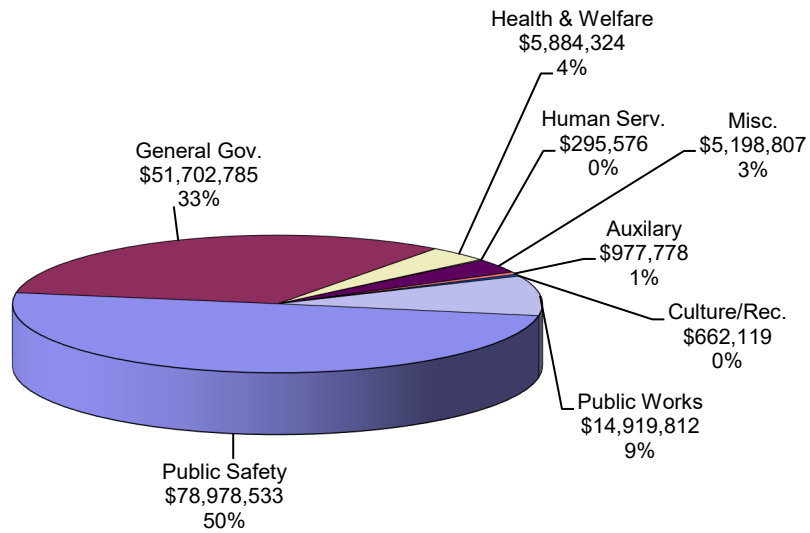
2020 Revenue Total \$176,661,234 (2019 \$150,189,246)



GENERAL FUND EXPENDITURE CHANGES

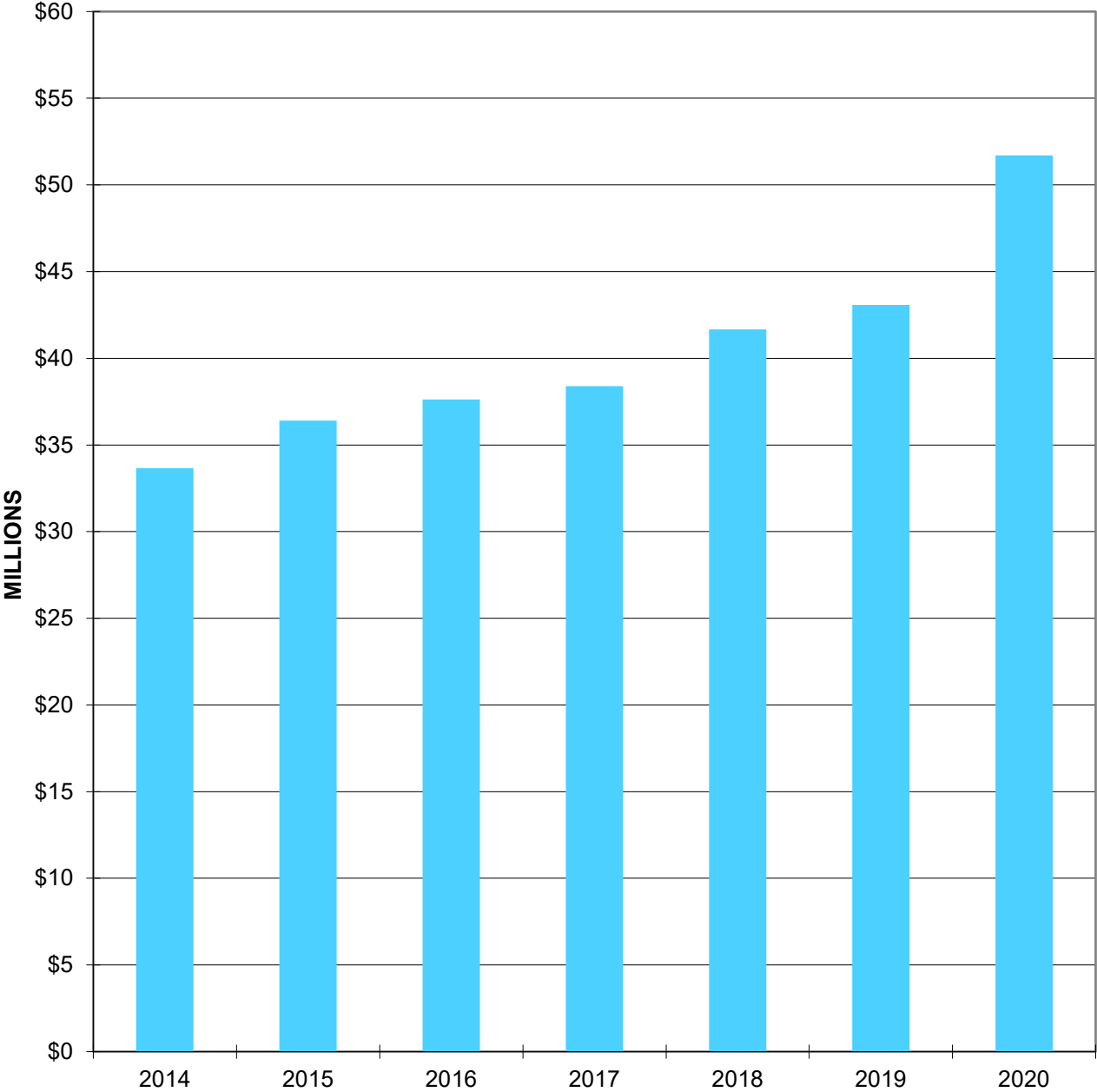


2020 Expenditures Total \$158,619,734 (2019 \$136,183,953)



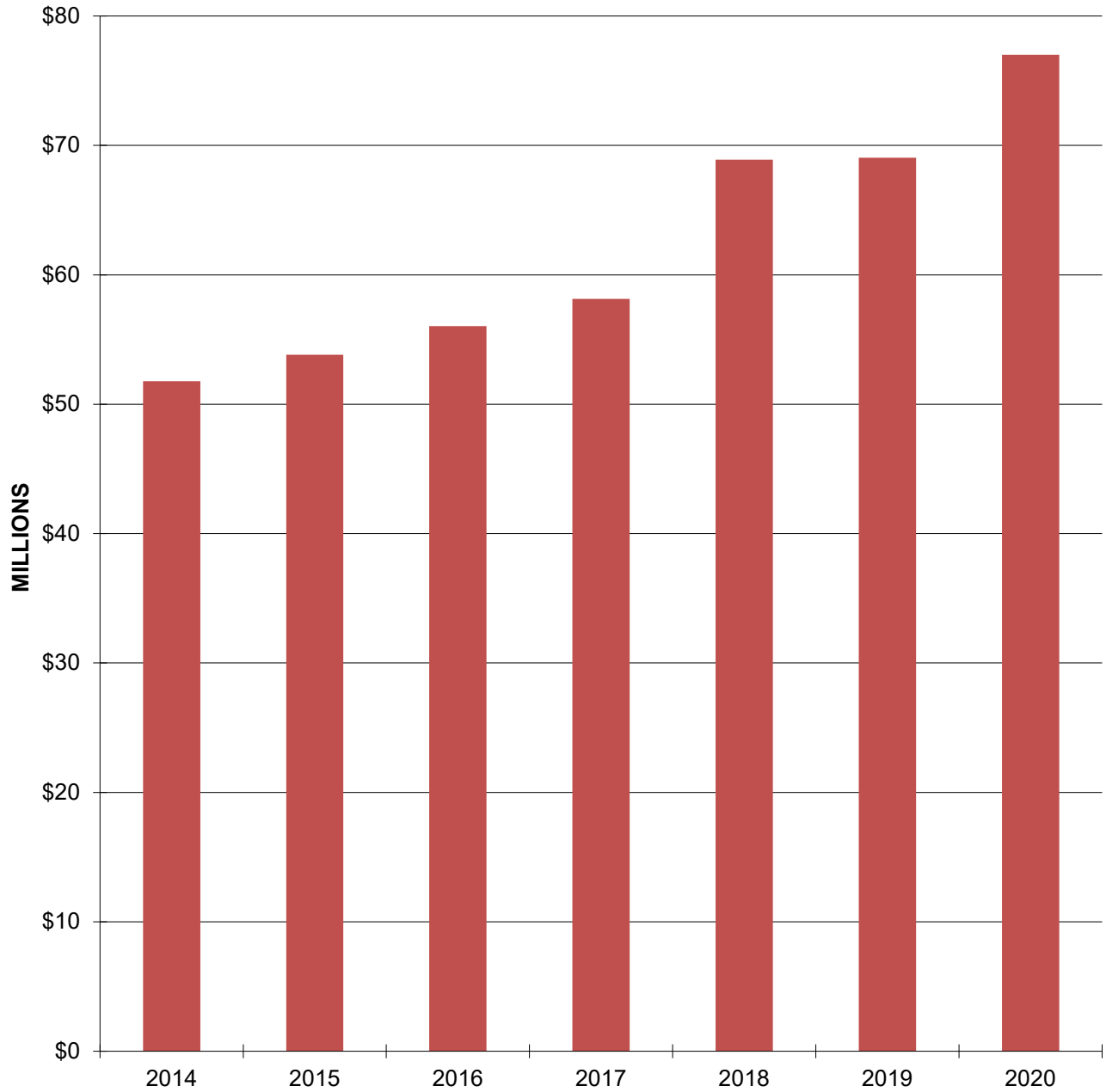
SEVEN YEAR TREND

General Government



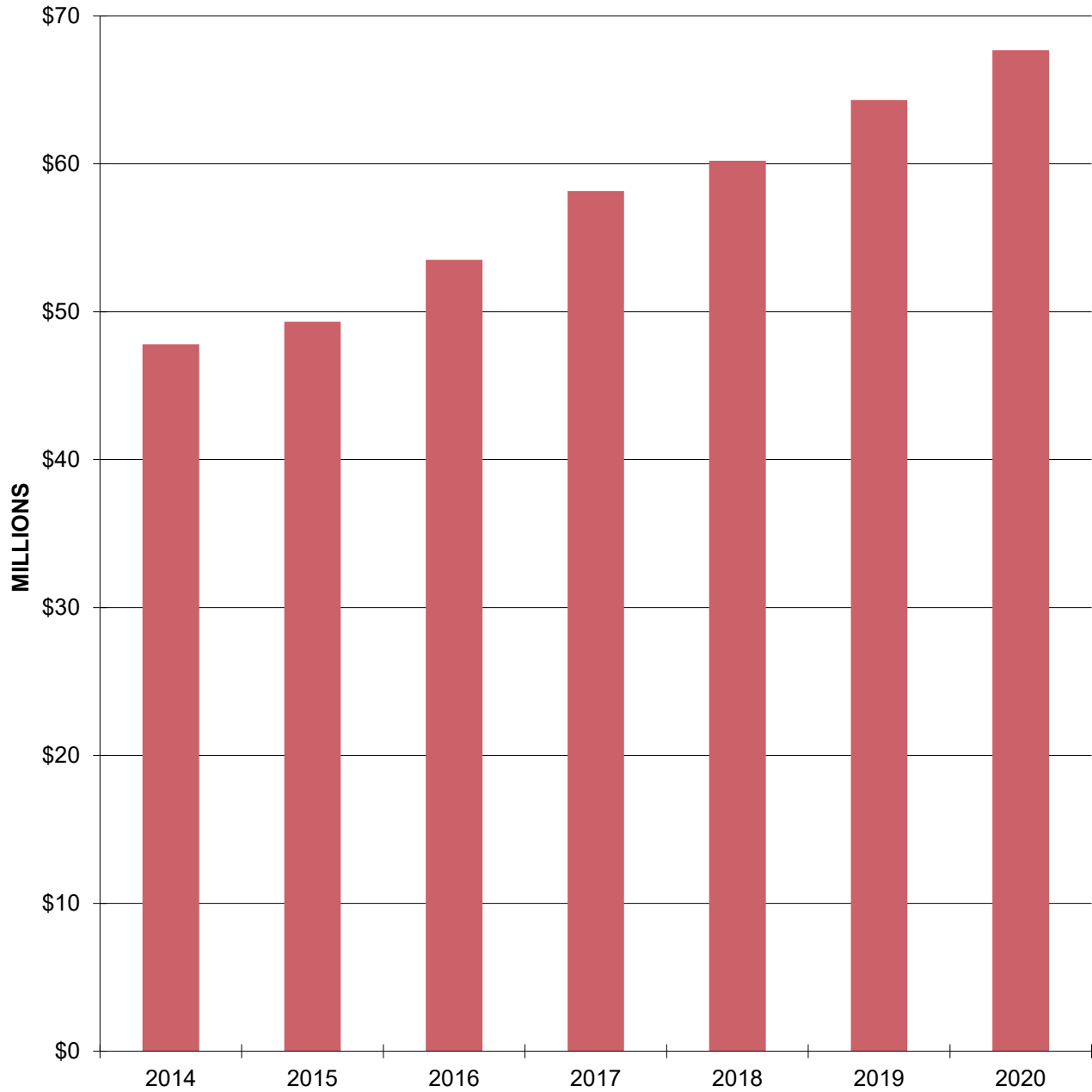
SEVEN YEAR TREND

Public Safety



SEVEN YEAR TREND

Health & Welfare



GENERAL FUND SUMMARY

The General Fund is funded at the level of \$158,619,734 up \$22,435,781. There are several major expense and salary increases. Without including adjustments for cost of living and salary step increases, the budget for general government functions is up \$5,915,224. Building and Grounds is up \$574,106 for 4.5 additional positions to handle the addition of two new buildings with 67,735 square feet to maintain and for inflationary building maintenance costs. The Elections budget is up \$1,427,670 due to three scheduled elections, including the Presidential Primary in 2020, and legislated election mandates requiring an increase in polling locations and hours of operations. District Attorney is up \$575,689 due to the addition of five new positions to accommodate the addition of two new judges requiring criminal court coverage.

Information Technology (IT) is up \$2,975,171 primarily due to funding \$1,500,000 for data center storage, and \$750,000 for fiber redundancy. IT capital is funded in accordance with the Five-Year Capital Improvement Plan. There is the addition of a Data Privacy and IT Risk Manager position (\$129,274). Hardware and software costs are up \$335,610. \$500,000 is included for new technology and innovation projects, which is the same level as the last six years.

Public Safety functions are up \$6,659,563. The overall Sheriff's Office recommended budget is up in net county costs by \$2,830,171 or 6.24%. The Sheriff's Personnel Services are increasing by \$1,822,021 or 4.7%. The Sheriff's Office is requesting a total increase of 29 positions in 2020 primarily to accompany the addition of two new units (Evidence and Records) to be assumed January 1, 2021, from the Greeley Police Department, the Peace Officer Standards and Training (POST) Academy, a fitness program for law enforcement to reach certified fitness standards, staffing for the addition of two new courtrooms, and adding two Sergeants in Patrol. Sheriff supplies are up \$357,445 for new riot gear, new radios, and to stock the two new Evidence and Records units. Purchased Services for the Sheriff are up \$1,167,039 made up of an increase of \$412,000 for medical services due to inmate growth and staffing the Southwest Booking Intake, \$308,000 for Jail Based Behavioral Health Services, \$100,000 for law enforcement officer fitness program, \$52,000 for the increase in inmate food costs, and reallocation of costs from other categories. Revenues in the Sheriff's Office are up \$326,487 primarily from grants.

Communications gross county costs are up \$874,892, and net county costs down \$364,269 with the new user rate structure adopted by the Board in May 2019, which will increase the user fee for fire agencies to 40% of actual costs starting in 2020, and phase in the user fee increase for law agencies by charging 25% in 2020, 32.5% in 2021, and 40% in 2022. Communications costs are up primarily for MCM migration (\$127,000), Motorola SUA contracts (\$438,665), and Century Link-ESSINET Tariff (\$166,786). Justice Services is requesting two positions for the pretrial program due to growing caseloads to hold down the jail inmate population and to accommodate the two new judges' criminal caseload. The program is more cost effective compared to jail incarceration. Other Public Safety budgets are stable with little or no increases.

Due to the passage of SB 19-181 making major changes in the regulation of oil and gas development in the state the Board of County Commissioners created the Oil and Gas Energy Department on July 16, 2019. The department will be responsible for permitting, regulating and enforcing surface and air oil-and-gas operations for drilling sites located in unincorporated areas of Weld County. The department will employ up to 15 staff members including a director, an oil and gas planner, permitting and enforcement officers, hearing officers and office techs as well as co-locating Public Works employees, who work on access permits and storm drainage, and Public Health and Environment employees, who will monitor air quality and other environmental factors to ensure the health, safety, and welfare of the environment and Weld County residents. It is the goal of the county that the department's costs (\$1,980,000) will be fully offset by permit fees (\$1,980,000).

Engineering is up \$5,815,696 because of the addition of two new positions and position upgrades costing \$268,656, \$5.8 million for grants to municipal projects, and the remaining amount for engineering, design and rights-of way for roads and bridges in 2020. General Fund's subsidy to the Public Health Department is up \$151,691 due to anticipated salary step and cost-of-living increases. An increase of \$2,954,197 is included for other General Fund departments' anticipated salary step and cost-of-living increases in 2020. Health insurance rates will remain the same for employees and the employer in 2020. This will mean health insurance rate decreased 11.8% in the last six years.

The available resources to the General Fund are \$176,661,234 compared to \$150,189,246 in 2019, up \$26,471,988. Property taxes are budgeted at \$123,698,058 with a personal property tax adjustment of \$8,248,738 for a net of \$115,449,320 up \$18,960,719. Revenue from interest earnings are up \$500,000 at \$4,000,000 for 2020, due to higher cash balances in the next year. Intergovernmental revenues are up \$613,257. Charges for Services are up \$1,013,958 primarily from charges related to Communications change in the users' fee structure. Fines from traffic enforcement are unchanged. Licenses and permits are up \$2,105,000 with \$1,980,000 attributed to the new oil and gas energy fees and \$200,00 for building inspection fees. Indirect cost recovery is up \$788,289 due to Social Services' allocation. Clerk and Recorder fees are up \$150,000. All other revenues are relatively stable with little change.

The beginning fund balance is anticipated to be \$15,600,000 for 2020. An estimated ending fund balance of \$18,041,500 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 2020 and future years.

**GENERAL FUND
SUMMARY OF REVENUES
2020**

| Fund | Org | Acct | Account Title | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|-----------------------------------|------------|-------------|----------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| TAXES | | | | | | | |
| 1000 | 90100 | 4112 | CURRENT PROPERTY TAXES | 96,488,601 | 117,756,526 | 117,756,526 | 123,698,058 |
| 1000 | 90100 | 4116 | PROPERTY TAX ADJUSTMENT | (43,391) | (10,651,297) | (10,651,297) | (8,248,738) |
| 1000 | 90100 | 4117 | PERSONAL PROPERTY TAX INCENTIVE | 43,391 | 0 | 0 | 0 |
| 1000 | 90100 | 4150 | TOBACCO PRODUCTS | 170,000 | 170,000 | 170,000 | 170,000 |
| TOTAL TAXES | | | | 96,658,601 | 107,275,229 | 107,275,229 | 115,619,320 |
| LICENSES AND PERMITS | | | | | | | |
| 1000 | 90100 | 4215 | LICENSES, LIQUOR/DANCE | 6,000 | 6,000 | 6,000 | 6,000 |
| 1000 | 17100 | 4221 | PERMITS | 725,000 | 650,000 | 650,000 | 650,000 |
| 1000 | 25200 | 4221 | PERMITS | 0 | 1,980,000 | 1,980,000 | 1,980,000 |
| 1000 | 25100 | 4222 | BUILDING | 1,300,000 | 1,300,000 | 1,300,000 | 1,300,000 |
| 1000 | 25100 | 4224 | ELECTRICAL | 850,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| 1000 | 25100 | 4226 | PLAN CHECK | 500,000 | 550,000 | 550,000 | 550,000 |
| TOTAL LICENSES AND PERMITS | | | | 3,381,000 | 5,486,000 | 5,486,000 | 5,486,000 |
| INTERGOVERNMENTAL | | | | | | | |
| 1000 | 26200 | 4311 | FEMA REIMBURSEMENT | 60,000 | 139,600 | 139,600 | 139,600 |
| 1000 | 21110 | 4320 | FEDERAL GRANTS | 110,000 | 0 | 0 | 0 |
| 1000 | 21300 | 4320 | FEDERAL GRANTS | 74,237 | 75,160 | 75,160 | 75,160 |
| 1000 | 15100 | 4336 | REIMBURSEMENTS | 124,960 | 124,960 | 124,960 | 124,960 |
| 1000 | 21200 | 4336 | REIMBURSEMENTS | 54,000 | 25,000 | 25,000 | 25,000 |
| 1000 | 21260 | 4336 | REIMBURSEMENTS | 0 | 58,000 | 58,000 | 58,000 |
| 1000 | 24410 | 4336 | REIMBURSEMENTS | 24,000 | 20,000 | 20,000 | 20,000 |
| 1000 | 24420 | 4336 | REIMBURSEMENTS | 0 | 10,000 | 10,000 | 10,000 |
| 1000 | 15200 | 4340 | GRANTS | 95,359 | 95,359 | 95,359 | 95,359 |
| 1000 | 15250 | 4340 | GRANTS | 119,904 | 95,162 | 95,162 | 95,162 |
| 1000 | 15300 | 4340 | GRANTS | 151,634 | 156,334 | 156,334 | 156,334 |
| 1120 | 15300 | 4340 | GRANTS | 1120,822 | 157,272 | 157,272 | 157,272 |
| 1130 | 15300 | 4340 | GRANTS | 136,182 | 136,182 | 136,182 | 136,182 |
| 1000 | 21260 | 4340 | GRANTS | 0 | 5,000 | 5,000 | 5,000 |
| 1000 | 21300 | 4340 | GRANTS | 71,638 | 71,638 | 71,638 | 71,638 |
| 1000 | 24200 | 4340 | GRANTS | 119,670 | 121,077 | 121,077 | 121,077 |
| 116018 | 24220 | 4340 | GRANTS | 2,900,802 | 0 | 0 | 0 |
| 116019 | 24220 | 4340 | GRANTS | 0 | 3,236,721 | 3,236,721 | 3,236,721 |
| 1000 | 24410 | 4340 | GRANTS | 75,000 | 308,000 | 308,000 | 308,000 |
| 1000 | 26200 | 4340 | GRANTS | 55,000 | 55,000 | 55,000 | 55,000 |
| 1000 | 96400 | 4340 | GRANTS | 29,400 | 29,400 | 29,400 | 29,400 |
| 1000 | 90100 | 4352 | THORNTON | 65,053 | 65,053 | 65,053 | 65,053 |
| 1000 | 90100 | 4353 | BRIGHTON URBAN RENEWAL AUTHORITY | 238,270 | 238,270 | 238,270 | 238,270 |
| 1000 | 21300 | 4354 | CITIES AND TOWNS | 40,500 | 40,500 | 40,500 | 40,500 |
| 1000 | 24415 | 4354 | CITIES AND TOWNS | 420,000 | 420,000 | 420,000 | 420,000 |
| 1000 | 90100 | 4355 | ERIE URBAN RENEWAL AUTHORITY | 9,584 | 9,584 | 9,584 | 9,584 |
| 1000 | 90100 | 4357 | SOUTH FIRESTONE URA | 89,116 | 89,116 | 89,116 | 89,116 |
| 1000 | 90100 | 4358 | FORT LUPTON URA | 15,957 | 15,957 | 15,957 | 15,957 |
| 1000 | 90100 | 4359 | MEAD URA (MURA) | 124,120 | 124,120 | 124,120 | 124,120 |
| TOTAL INTERGOVERNMENTAL | | | | 5,309,208 | 5,922,465 | 5,922,465 | 5,922,465 |

**GENERAL FUND
SUMMARY OF REVENUES
2020**

| Fund | Org | Acct | Account Title | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|----------------------------------|------------|-------------|-------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| CHARGE FOR SERVICES | | | | | | | |
| 1000 | 10400 | 4410 | CHARGE FOR SERVICES | 8,297 | 8,297 | 8,297 | 8,297 |
| 1000 | 11200 | 4410 | CHARGE FOR SERVICES | 350,000 | 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 | 260,000 | 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 | 34,000 | 0 | 0 | 0 |
| 1000 | 21210 | 4410 | CHARGE FOR SERVICES | 200,800 | 225,500 | 225,500 | 225,500 |
| 1000 | 22100 | 4410 | CHARGE FOR SERVICES | 3,660,906 | 4,661,612 | 4,661,612 | 4,661,612 |
| 1000 | 22400 | 4410 | CHARGE FOR SERVICES | 462,480 | 447,967 | 447,967 | 447,967 |
| 1000 | 22500 | 4410 | CHARGE FOR SERVICES | 288,335 | 285,400 | 285,400 | 285,400 |
| 1000 | 24100 | 4410 | CHARGE FOR SERVICES | 35,000 | 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 | 16,000 | 16,000 | 16,000 | 16,000 |
| 1000 | 24410 | 4410 | CHARGE FOR SERVICES | 350,000 | 400,000 | 400,000 | 400,000 |
| 1000 | 24420 | 4410 | CHARGE FOR SERVICES | 10,000 | 0 | 0 | 0 |
| 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 | 18,700 | 18,700 | 18,700 | 18,700 |
| 1000 | 13100 | 4430 | SALE OF SUPPLIES | 500 | 500 | 500 | 500 |
| 1000 | 17600 | 4430 | SALE OF SUPPLIES | 22,000 | 22,000 | 22,000 | 22,000 |
| 1000 | 24100 | 4430 | SALE OF SUPPLIES | 4,000 | 4,000 | 4,000 | 4,000 |
| TOTAL CHARGE FOR SERVICES | | | | 7,189,868 | 8,203,826 | 8,203,826 | 8,203,826 |
| FINES | | | | | | | |
| 1000 | 21200 | 4510 | FINES | 340,000 | 340,000 | 340,000 | 340,000 |
| 1000 | 90100 | 4510 | FINES | 35,000 | 35,000 | 35,000 | 35,000 |
| TOTAL FINES | | | | 375,000 | 375,000 | 375,000 | 375,000 |
| MISCELLANEOUS | | | | | | | |
| 1000 | 90100 | 4610 | EARNINGS ON INVESTMENTS | 3,500,000 | 4,000,000 | 4,000,000 | 4,000,000 |
| 1000 | 17250 | 4624 | RENTS FROM BUILDINGS | 1,279,148 | 1,409,060 | 1,409,060 | 1,409,060 |
| 1000 | 22100 | 4624 | RENTS FROM BUILDINGS | 65,946 | 88,911 | 88,911 | 88,911 |
| 1000 | 90100 | 4624 | RENTS FROM BUILDINGS | 555,288 | 486,472 | 486,472 | 486,472 |
| 1000 | 90100 | 4650 | OVERHEAD | 4,512,619 | 5,300,908 | 5,300,908 | 5,300,908 |
| 1000 | 21110 | 4670 | REFUND OF EXPENDITURE | 0 | 8,500 | 8,500 | 8,500 |
| 1000 | 21260 | 4670 | REFUND OF EXPENDITURE | 52,636 | 0 | 0 | 0 |
| 1000 | 22100 | 4670 | REFUND OF EXPENDITURE | 25,932 | 241,422 | 241,422 | 241,422 |
| 1000 | 24410 | 4670 | REFUND OF EXPENDITURE | 3,000 | 4,000 | 4,000 | 4,000 |
| 1000 | 24420 | 4670 | REFUND OF EXPENDITURE | 25,000 | 30,000 | 30,000 | 30,000 |
| 1000 | 23200 | 4680 | OTHER | 0 | 750 | 750 | 750 |
| TOTAL MISCELLANEOUS | | | | 10,019,569 | 11,570,023 | 11,570,023 | 11,570,023 |
| FEES, CABLEFRANCHISE | | | | | | | |
| 1000 | 12100 | 4720 | ADVERTISING FEES | 16,000 | 8,000 | 8,000 | 8,000 |
| 1000 | 10300 | 4730 | OTHER FEES | 0 | 296,600 | 296,600 | 296,600 |
| 1000 | 11100 | 4730 | OTHER FEES | 8,100,000 | 8,250,000 | 8,250,000 | 8,250,000 |
| 1000 | 12100 | 4730 | OTHER FEES | 4,800,000 | 5,000,000 | 5,000,000 | 5,000,000 |
| 1000 | 13100 | 4730 | OTHER FEES | 50,000 | 50,000 | 50,000 | 50,000 |
| 1000 | 21110 | 4730 | OTHER FEES | 210,000 | 200,000 | 200,000 | 200,000 |
| 1000 | 90100 | 4740 | FEES, CABLE FRANCHISE | 80,000 | 80,000 | 80,000 | 80,000 |
| TOTAL FEES | | | | 13,256,000 | 13,884,600 | 13,884,600 | 13,884,600 |
| TOTAL GENERAL FUND | | | | 136,189,246 | 152,717,143 | 152,717,143 | 161,061,234 |

**GENERAL FUND
SUMMARY OF EXPENDITURES
2020**

| Fund | Org | Expenditure Function | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|---------------------------------|------------|-----------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| GENERAL GOVERNMENT | | | | | | |
| 1000 | 10100 | OFFICE OF THE BOARD | 933,820 | 933,820 | 933,820 | 934,135 |
| 1000 | 10150 | PUBLIC INFORMATION | 330,105 | 330,502 | 330,502 | 345,437 |
| 1000 | 10200 | COUNTY ATTORNEY | 917,201 | 917,201 | 917,201 | 1,228,137 |
| 1000 | 10300 | PUBLIC TRUSTEE | 0 | 287,635 | 287,635 | 287,635 |
| 1000 | 10400 | CLERK TO THE BOARD | 589,549 | 609,737 | 609,737 | 624,184 |
| 1000 | 11100 | COUNTY CLERK | 953,111 | 954,149 | 954,149 | 1,010,490 |
| 1000 | 11200 | ELECTIONS AND REGISTRATION | 1,181,762 | 2,609,432 | 2,609,432 | 2,640,345 |
| 1000 | 11300 | MOTOR VEHICLE | 3,296,076 | 3,465,294 | 3,465,294 | 3,521,162 |
| 1000 | 12100 | TREASURER'S OFFICE | 1,172,930 | 1,189,782 | 1,189,782 | 1,154,717 |
| 1000 | 13100 | ASSESSOR | 3,627,035 | 3,688,358 | 3,688,358 | 3,764,332 |
| 1000 | 14100 | COUNTY COUNCIL | 52,117 | 52,117 | 52,117 | 52,774 |
| 1000 | 15100 | DISTRICT ATTORNEY | 6,396,813 | 6,968,502 | 6,968,502 | 7,258,813 |
| 1000 | 15200 | JUVENILE DIVERSION | 131,145 | 139,800 | 139,800 | 172,572 |
| 1000 | 15250 | RESTORATIVE JUSTICE | 119,904 | 95,162 | 95,162 | 95,162 |
| 1000 | 15300 | VICTIM WITNESS | 730,066 | 750,441 | 750,441 | 774,255 |
| 1120 | 15300 | VICTIM WITNESS | 104,822 | 157,272 | 157,272 | 157,272 |
| 1130 | 15300 | VICTIM WITNESS | 136,182 | 136,182 | 136,182 | 136,182 |
| 1000 | 16100 | FINANCE | 535,986 | 535,986 | 535,986 | 604,885 |
| 1000 | 16200 | ACCOUNTING | 1,117,733 | 1,130,750 | 1,130,750 | 1,141,750 |
| 1000 | 16300 | PURCHASING | 326,809 | 326,109 | 326,109 | 342,896 |
| 1000 | 16400 | HUMAN RESOURCES | 1,866,164 | 1,938,084 | 1,938,084 | 1,903,001 |
| 1000 | 17100 | PLANNING OFFICE | 2,450,975 | 2,357,100 | 2,357,100 | 2,494,211 |
| 1000 | 17150 | COMMUNITY DEV BLOCK GRANT | 0 | 0 | 0 | 100,000 |
| 1000 | 17200 | BUILDINGS AND GROUNDS | 6,997,645 | 7,481,596 | 7,481,596 | 7,852,753 |
| 1000 | 17250 | WELD PLAZA | 675,050 | 753,949 | 753,949 | 753,949 |
| 1000 | 17300 | INFORMATION SERVICES | 8,433,242 | 10,798,126 | 10,798,126 | 11,261,910 |
| 1000 | 17350 | GEOGRAPHICAL INFORMATION SYSTEM | 247,073 | 146,298 | 146,298 | 146,298 |
| 1000 | 17375 | INOVATION AND TECHNOLOGY PROJECTS | 500,000 | 500,000 | 500,000 | 500,000 |
| 1000 | 17600 | PRINTING AND SUPPLY | 432,491 | 432,491 | 432,491 | 443,528 |
| TOTAL GENERAL GOVERNMENT | | | 44,255,806 | 49,685,875 | 49,685,875 | 51,702,785 |
| TOTAL PUBLIC SAFETY | | | | | | |
| 1000 | 21100 | ADMINISTRATION PATROL | 1,745,440 | 2,062,123 | 2,062,123 | 2,080,946 |
| 1000 | 21110 | ADMINISTRATION DETENTION | 2,465,917 | 2,664,954 | 2,664,954 | 2,677,902 |
| 1000 | 21120 | PROFESSIONAL STD | 1,155,711 | 1,688,024 | 1,688,024 | 1,718,424 |
| 1000 | 21130 | CIVIL | 391,521 | 387,741 | 387,741 | 416,110 |
| 1000 | 21140 | SUPPORT SERVICES | 1,161,126 | 1,254,233 | 1,254,233 | 1,240,945 |
| 1000 | 21150 | RECORDS UNIT | 0 | 1,133,634 | 1,133,634 | 1,139,799 |
| 1000 | 21160 | EVIDENCE UNIT | 0 | 227,550 | 227,550 | 228,932 |
| 1000 | 21200 | PATROL | 8,971,528 | 8,369,136 | 8,369,136 | 8,745,079 |
| 1000 | 21205 | INVESTIGATIONS | 2,223,481 | 2,198,034 | 2,198,034 | 2,277,565 |
| 1000 | 21210 | CONTRACT SERVICES | 302,855 | 266,570 | 266,570 | 252,663 |
| 1000 | 21230 | ORDINANCE ENFORCEMENT | 268,518 | 264,140 | 264,140 | 269,738 |
| 1000 | 21260 | REGIONAL LAB | 702,441 | 775,864 | 775,864 | 740,167 |
| 1000 | 21300 | VICTIM ADVOCATES | 241,579 | 237,111 | 237,111 | 241,338 |
| 1000 | 21410 | DRUG TASK FORCE | 321,257 | 336,009 | 336,009 | 329,923 |
| 1000 | 22100 | COMMUNICATIONS SERVICE | 8,705,480 | 9,580,372 | 9,580,372 | 9,580,372 |
| 1000 | 22400 | PUBLIC SAFETY INFORMATION SYSTEM | 1,431,485 | 1,337,042 | 1,337,042 | 1,337,042 |
| 1000 | 22500 | PUBLIC SAFETY WIRELESS COMM | 288,335 | 285,400 | 285,400 | 285,400 |
| 1000 | 23200 | COUNTY CORONER | 1,350,904 | 1,380,876 | 1,380,876 | 1,510,242 |
| 1000 | 24100 | JUSTICE SERVICES | 1,133,097 | 1,293,689 | 1,293,689 | 1,361,915 |
| 1000 | 24125 | WORK RELEASE | 2,015,726 | 2,016,526 | 2,016,526 | 2,008,470 |
| 1000 | 24150 | ADULT DIVERSION | 100,213 | 138,900 | 138,900 | 138,900 |
| 1000 | 24200 | COMMUNITY CORRECTIONS-ADMIN | 119,670 | 121,077 | 121,077 | 121,077 |
| 116018 | 24220 | COMMUNITY CORRECTIONS-SERVICES | 2,900,802 | 0 | 0 | 0 |
| 116019 | 24220 | COMMUNITY CORRECTIONS-SERVICES | 0 | 3,236,721 | 3,236,721 | 3,236,721 |
| 1000 | 24410 | INMATE SERVICES | 6,867,287 | 7,447,099 | 7,447,099 | 7,416,013 |
| 1000 | 24415 | SECURITY | 18,892,139 | 18,924,252 | 18,924,252 | 19,902,730 |
| 1000 | 24420 | COURTS AND TRANSPORTATION | 3,565,341 | 4,196,325 | 4,196,325 | 4,301,064 |
| 1000 | 25100 | BUILDING INSPECTION | 1,530,182 | 1,631,127 | 1,631,127 | 1,737,025 |
| 1000 | 25200 | OIL AND GAS ENERGY | 0 | 1,980,000 | 1,980,000 | 1,980,000 |
| 1000 | 26100 | WEED AND PEST | 982,098 | 999,423 | 999,423 | 1,020,763 |
| 1000 | 26200 | OFFICE OF EMERGENCY MANAGEMENT | 562,200 | 621,944 | 621,944 | 681,268 |
| TOTAL PUBLIC SAFETY | | | 70,396,333 | 77,055,896 | 77,055,896 | 78,978,533 |

**GENERAL FUND
SUMMARY OF EXPENDITURES
2020**

| Fund | Org | Expenditure Function | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|-------------|------------|-------------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| | | PUBLIC WORKS | | | | |
| 1000 | 31100 | ENGINEERING | 8,404,319 | 9,048,116 | 9,048,116 | 14,919,812 |
| | | CULTURE AND RECURATION | | | | |
| 1000 | 50100 | MISSILE PARK | 77,233 | 77,233 | 77,233 | 80,981 |
| 1000 | 50200 | PARKS AND TRAILS | 129,000 | 239,000 | 239,000 | 239,000 |
| | | TOTAL CULTURE AND RECURATION | 206,233 | 316,233 | 316,233 | 319,981 |
| | | HEALTH AND WELFARE | | | | |
| 1000 | 56110 | SENIOR PROGRAMS | 40,000 | 40,000 | 40,000 | 40,000 |
| 1000 | 56120 | WASTE WATER | 10,000 | 10,000 | 10,000 | 10,000 |
| 1000 | 56130 | DEVELOPMENTALLY DISABLED | 38,225 | 123,225 | 38,225 | 38,225 |
| 1000 | 56140 | MENTAL HEALTH | 241,000 | 391,000 | 291,000 | 291,000 |
| 1000 | 56160 | COUNTY CONTRIBUTIONS | 5,453,984 | 5,605,675 | 5,605,675 | 5,605,675 |
| | | TOTAL HEALTH AND WELFARE | 5,783,209 | 6,169,900 | 5,984,900 | 5,984,900 |
| | | ECONOMIC ASSISTANCE | | | | |
| 1000 | 60200 | ECONOMIC ASSISTANCE | 165,000 | 165,000 | 165,000 | 165,000 |
| | | MISCELLANEOUS | | | | |
| 1000 | 90100 | NON DEPARTMENTAL | 709,087 | 793,787 | 793,787 | 943,787 |
| 1000 | 90150 | COMMUNITY AGENCIES GRANTS | 40,737 | 115,737 | 45,737 | 40,000 |
| 1000 | 90160 | BRIGHTER WELD | 181,179 | 248,268 | 248,268 | 249,473 |
| 1000 | 96100 | EXTENSION | 406,024 | 476,897 | 476,897 | 451,562 |
| 1000 | 96200 | FAIR | 173,696 | 173,696 | 173,696 | 159,634 |
| 1000 | 96400 | VETERANS | 257,989 | 259,389 | 259,389 | 276,743 |
| 1000 | 96500 | ISLAND GROVE BUILDINGS | 174,340 | 182,504 | 182,504 | 182,504 |
| 1000 | 96600 | ASSET AND RESOURCE MANAGEMENT | 5,030,001 | 4,245,020 | 4,245,020 | 4,245,020 |
| 1000 | 99999 | SALARY CONTINGENCY | 0 | 2,954,197 | 2,954,197 | 0 |
| | | TOTAL MISCELLANEOUS | 6,973,053 | 9,449,495 | 9,379,495 | 6,548,723 |
| | | TOTAL GENERAL FUND | 136,183,953 | 151,890,515 | 151,635,515 | 158,619,734 |

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 | \$ 800,482 | \$ 815,075 | \$ 815,075 | \$ 815,390 |
| Supplies | 1,434 | 1,900 | 1,900 | 1,900 |
| Purchased Services | 104,860 | 116,845 | 116,845 | 116,845 |
| Contra | -5,704 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 901,072 | \$ 933,820 | \$ 933,820 | \$ 934,135 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 901,072 | \$ 933,820 | \$ 933,820 | \$ 934,135 |
| Budgeted Positions | 6.00 | 6.00 | 6.00 | 6.00 |

SUMMARY OF CHANGES: There are no changes to this unit.

Final budget adjustments include an increase in salaries of \$315.

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 | 0.191 | 0.185 | 0.180 |
| Per capita cost (county support) | \$2.87 | \$2.88 | \$2.80 |

| 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 | \$ 252,902 | \$ 282,005 | \$ 282,005 | \$ 296,940 |
| Supplies | 9,408 | 10,500 | 18,900 | 18,900 |
| Purchased Services | 25,701 | 37,600 | 29,597 | 29,597 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 288,011 | \$ 330,105 | \$ 330,502 | \$ 345,437 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 288,011 | \$ 330,105 | \$ 330,502 | \$ 345,437 |
| Budgeted Positions | 4.0 | 4.00 | 4.00 | 4.00 |

SUMMARY OF CHANGES:

The Public Information Department continues to look for innovative and engaging ways to share county information with Weld County residents. By realigning funds previously allocated to other line-items, this department is able to incorporate the GovDelivery/Granicus software for the county's e-newsletters, as well as, the Hootsuite software to manage content for the county's social media sites (new in 2019) into its budget, and still meet board's public information requirements as well as ongoing support for the other county departments. Realigning funds not only enables this department to continue to develop new communication materials and platforms without a large increase in the budget but also now provides for additional education and training opportunities for more staff members of this department.

Final budget adjustments include an increase in salaries of \$14,935.

FINANCE/ADMINISTRATION RECOMMENDATION: The total operating increase of \$397 includes over \$7,000 of new software for increased reach. Recommend approval.

BOARD ACTION: Approved as recommend.

**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 | 0.127 | 0.124 | 0.120 |
| Per capita cost (county support) | \$0.92 | \$1.02 | \$1.04 |

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 | \$ 775,717 | \$ 797,294 | \$ 797,294 | \$ 858,230 |
| Supplies | 795 | 1,945 | 1,945 | 1,945 |
| Purchased Services | 398,863 | 117,962 | 117,962 | 367,962 |
| Fixed Charges | -5,782 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,169,593 | \$ 917,201 | \$ 917,201 | \$ 1,228,137 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 1,169,593 | \$ 917,201 | \$ 917,201 | \$ 1,228,137 |
| Budgeted Positions | 5 | 5 | 5 | 5 |

SUMMARY OF CHANGES: No changes requested for 2020.

Final budget adjustments include an increase in salaries of \$60,936

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: The Board added \$250,000 in contract services for the air quality attorneys and consultants the Commissioners have engaged in relationship to oil and gas impacts. All other items 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 | 501 | 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 | 0.159 | 0.154 | 0.150 |
| Per capita cost (county support) | \$3.72 | \$2.83 | \$3.69 |
| Number of agenda requests/D&N/mental cases per FTE | 175 | 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 |
| ES3-1: 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.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|---------------------------|--------------------------------|------------------------------|--------------------------|
| Personnel Services | \$ 0 | \$ 0 | \$ 218,315 | \$ 218,315 |
| Supplies | 285 | 0 | 2,500 | 2,500 |
| Purchased Services | 1,341 | 0 | 36,820 | 36,820 |
| Fixed Charges | 0 | 0 | 30,000 | 30,000 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,626 | \$ 0 | \$ 287,635 | \$ 287,635 |
| Revenue | 36,497 | 0 | 296,600 | 296,600 |
| Net County Cost | \$ -34,871 | \$ 0 | \$ -8,965 | \$ -8,965 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: In 2019 HB19-1295 was approved, which moves the previously state appointed Public Trustee for the ten largest Colorado counties (by population) by the Governor into the jurisdiction of the County Treasurer. The change is effective July 1, 2020. The 2020 budget year will be a transition year with the Public Trustee operating as in the past until July 1, 2020, and then the duties will be assumed by the County Treasurer. The traditional budget presentation is provided for 2020 on the next page. In addition, the same budget will be appropriated as part of the General Fund to accommodate the change in 2020.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PUBLIC TRUSTEE BUDGET 2020

INCOME

| | |
|--|--------------------------|
| Release income after Recording Fees | \$ 225,000 |
| Foreclosure income from Statutory Fees | 70,000 |
| Interest Earned on Balances | <u>1,600</u> |
| Total Income | <u><u>\$ 296,600</u></u> |

EXPENSES

Personnel:

| | |
|-----------------------|--------------------------|
| Public Trustee Salary | \$ 72,500 |
| Staff Salaries | 105,000 |
| Temporary Labor | 0 |
| FICA Contribution | 12,000 |
| SUTA Taxes | 480 |
| Workers Comp | 335 |
| Retirement Plans | 13,000 |
| Medical Insurance | 15,000 |
| Education/Training | 1,500 |
| Misc./Other | <u>0</u> |
| Total Personnel | <u><u>\$ 219,815</u></u> |

Operating Expenses:

| | |
|------------------------------------|-------------------------|
| Accounting/Auditing/Legal Services | \$ 1,700 |
| Audit CRS 38-37-104 (7) | 12,000 |
| Building/Office Rental/Storage | 30,000 |
| Dues and Meetings | 2,000 |
| Equipment Maintenance/Rental | 2,000 |
| IT Support | 8,000 |
| Office Supplies | 2,500 |
| Postage | 500 |
| Misc/Other | 620 |
| Telephone/Utilities | 3,500 |
| Travel/Mileage | 500 |
| Bank Fees | <u>4,500</u> |
| Total Operating | <u><u>\$ 67,820</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>\$ 287,635</u></u> |
|----------------|--------------------------|

| | |
|--|------------------------|
| NET FUNDS PAYABLE TO PUBLIC TRUSTEE SALARY FUND | <u><u>\$ 8,965</u></u> |
|--|------------------------|

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 | \$ 465,089 | \$ 542,277 | \$ 558,564 | \$ 573,011 |
| Supplies | 37,429 | 29,494 | 30,720 | 30,720 |
| Purchased Services | 30,904 | 26,075 | 28,750 | 28,750 |
| Fixed Charges | -7,787 | - 8,297 | - 8,297 | - 8,297 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 525,635 | \$ 589,549 | \$ 609,737 | \$ 624,184 |
| Revenue | 11,196 | 8,297 | 8,297 | 8,297 |
| Net County Cost | \$ 514,439 | \$ 581,252 | \$ 601,440 | \$ 615,887 |
| Budgeted Positions | 6.25 | 7.75 | 7.75 | 7.75 |

SUMMARY OF CHANGES: Budget request is up \$20,188. Personnel Services are up \$16,287 for the request to reclassify an Office Tech IV (grade 21) to a Clerk to Board Supervisor (grade 28) to delegate some supervision of staff and provide back-up to the Clerk to the Board.

Supplies are up \$1,226 for computer software maintenance. Purchased Services are up \$2,675 for phones (\$1,900), MunicCode services (\$400), postage (\$200), advertising and notices (\$375), with an offsetting reduction of \$200 in printing.

Revenues and chargebacks remain unchanged. Final budget adjustments include an increase in salaries of \$14,447.

FINANCE/ADMINISTRATION RECOMMENDATION: The upgrade of the Office Tech IV (grade 21) to a Clerk to Board Supervisor (grade 28) is justified to provide workload relief to the Clerk to the Board and organizational backup in the office. All other increases are justified based upon increased workload demands on the office. Recommend approval.

BOARD ACTION: The Board at a work session on August 6, 2019, approved the reclassify of the Office Tech IV (grade 21) position to Clerk to Board Supervisor (grade 28). All other items 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 | 50 | 750 | 50 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.199 | 0.239 | 0.233 |
| Per capita cost (county support) | \$1.64 | \$1.80 | \$1.85 |
| Cost per meeting/hearing | \$2,572.20 | \$2,906.26 | \$3,079.44 |

| 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 |
| ES4-1: User friendly government information and services | Percent of users (residents, visitors, employees, etc.) satisfied with services and information | 99% | 99% | 99% |
| ES4-2: 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% |
| ES4-3: 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 | \$ 755,686 | \$ 762,441 | \$ 762,441 | \$ 818,782 |
| Supplies | 109,464 | 104,893 | 107,891 | 107,891 |
| Purchased Services | 41,128 | 84,277 | 82,317 | 82,317 |
| Fixed Charges | 325 | 1,500 | 1,500 | 1,500 |
| Capital | 35 | 0 | 0 | 0 |
| Gross County Cost | \$ 906,638 | \$ 953,111 | \$ 954,149 | \$ 1,010,490 |
| Revenue | 7,615,854 | 8,100,000 | 8,100,000 | 8,250,000 |
| Net County Cost | \$ -6,709,216 | \$ -7,146,889 | \$ -7,145,851 | \$ -7,239,510 |
| 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: Increase in Supplies is due to software maintenance costs increasing \$2,998. Purchased Services are reduced in travel and meeting by \$1,960.

Revenues are up \$150,000 to reflect historical trends.

Final budget adjustments include an increase in salaries of \$56,341.

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 | 95,162 | 101,030 | 103,733 |
| Number of copies produced | 186,714 | 232,284 | 243,898 |
| Number of marriage licenses issued | 1,800 | 2,080 | 2,114 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita – Recording | 0.318 | 0.309 | 0.300 |
| Per capita contribution | \$2.88 | \$2.94 | \$3.03 |
| Number of documents recorded per FTE | 13,595 | 14,433 | 14,819 |

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. | Public Education Campaign | Ongoing | Ongoing |
| Provide access for copies | Educate on how to use the system to best serve the public needs. Clear and understandable website. | Maintain quality work for accurate and availability of copies | Ongoing | Ongoing |
| Receive documents for recording and electronic recording | Assist with the upkeep of the online vendor system and continue to improve the process with the vendor. | Work with County IT and Vendor for updates and training. | Ongoing | Ongoing |
| | Upkeep the recording system with the latest updates, train employees on ways to use the vendor system more effectively. | 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 |
| | Acutely accept, record, index, and verify documents. | | | |
| 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. Starting in 2020 there will be a Presidential Primary every four years.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|---------------------------|--------------------------------|------------------------------|--------------------------|
| Personnel Services | \$ 691,090 | \$ 554,464 | \$ 1,236,834 | \$ 1,267,747 |
| Supplies | 693,806 | 389,500 | 1,017,400 | 1,017,400 |
| Purchased Services | 240,434 | 228,198 | 335,198 | 335,198 |
| Fixed Charges | 3,490 | 9,600 | 20,000 | 20,000 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,628,820 | \$ 1,181,762 | \$ 2,609,432 | \$ 2,640,345 |
| Revenue | 445,315 | 350,000 | 350,000 | 350,000 |
| Net County Cost | \$ 1,183,505 | \$ 831,762 | \$ 2,259,432 | \$ 2,290,345 |
| Budgeted Positions | 5 | 5 | 7 | 7 |

SUMMARY OF CHANGES: The total increase in Elections of \$1,427,670 is due to three scheduled elections, including the Presidential Primary in 2020, and legislated election mandates requiring an increase in polling locations and hours of operations. Under Personnel Services, Contract Labor is estimated to increase by \$546,964 to meet these requirements, and the additional \$135,406 is for 2.0 FTE (Grade 15, Step 1) based on the growth in Weld County and the requirements of this division. Supplies is increasing by \$627,900, made up entirely of the two primary mail ballots and Presidential general election ballots as well as envelopes. Postage is also increasing by \$110,000, which accounts for the increase in Purchased Services.

Final budget adjustments include an increase in salaries of \$30,913.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval based on legislated mandates for Elections beginning in 2019. The increase in staffing is a policy issue for the Board.

BOARD ACTION: Board approved the two new positions as Office Tech III (Grade 15). All other items 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 | 364,452 | 382,675 | 394,155 |
| Revenue generated from elections | \$445,315 | \$350,000 | \$350,000 |
| <u>Efficiency Measures</u> | | | |
| FTE'S per 10,000/capita | 0.159 | 0.154 | 0.210 |
| Per capita cost (county support) | \$3.76 | \$2.57 | \$6.87 |
| Transactions per FTE | 72,890 | 76,535 | 56,308 |

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 | \$ 2,907,929 | \$ 2,971,520 | \$ 3,134,470 | \$ 3,190,338 |
| Supplies | 25,529 | 39,450 | 40,502 | 40,502 |
| Purchased Services | 232,490 | 285,106 | 290,322 | 290,322 |
| Fixed Charges | 315 | 0 | 0 | 0 |
| Capital | 6,850 | 0 | 0 | 0 |
| Gross County Cost | \$ 3,173,113 | \$ 3,296,076 | \$ 3,465,294 | \$ 3,521,162 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 3,173,113 | \$ 3,296,076 | \$ 3,465,294 | \$ 3,521,162 |
| Budgeted Positions | 41 Full-time 2 Part-time | 43 Full-time 2 Part-time | 45 Full-time 4 Temporary | 45 Full-time 4 Temporary |

SUMMARY OF CHANGES: Personnel Services are up \$162,950. The Board approved mid-year the moving of two part-time Office Tech positions to full-time with benefits (\$23,910). At a June 17, 2019, work session the Board approved retaining the four temporary positions for the remainder of 2019 to decrease overtime and help with the backlog with the new state system. The Board agreed to consider doing the same for 2020, if the workload justified it (\$139,040). \$60,000 is again budgeted for overtime.

Supplies are up \$1,052 due to increases in software maintenance. Purchased Services are up \$5,216 with postage up \$13,216, offset by reductions in training (\$4,000) legal notices (\$2,500), and travel (\$1,500).

Final budget adjustments include an increase in salaries of \$55,868.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The Board approved 4 full-time temporary positions throughout 2019 to decrease overtime and help with the backlog with the newer state system. The workload going forward to avoid more overtime and backlog of work appears to support retaining the temporary staff in the 2020 budget.

BOARD ACTION: Approved as recommended, including the full year funding of the four temporary positions. Board wants to review need for temporary positions in July 2020.

MOTOR VEHICLE (CONTINUED) 1000-11300

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|---|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Number of titles/registrations issued | 730,355 | 766,800 | 594,580 |
| FORT LUPTON BRANCH OFFICE: Number of marriage licenses issued | 201 | 220 | 220 |
| DEL CAMINO BRANCH OFFICE: Number of marriage licenses issued | 260 | 280 | 375 |
| <u>Efficiency Measures</u> | | | |
| FTE'S per 10,000/capita – DMV | 1.336 | 1.359 | 1.351 |
| Per capita cost | \$10.09 | \$10.18 | \$10.57 |
| Number of titles/registrations issued per FTE | 16,985 | 17,040 | 13,213 |

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 | 20 | 20 |
| | Website updates | 4 | 36 | 40 |
| | 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 | \$ 743,908 | \$ 863,999 | \$ 863,999 | \$ 828,934 |
| Supplies | 162,503 | 115,883 | 115,883 | 115,883 |
| Purchased Services | 228,121 | 193,048 | 209,900 | 209,900 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,134,532 | \$ 1,172,930 | \$ 1,189,782 | \$ 1,154,717 |
| Revenue | 4,657,424 | 4,816,000 | 5,008,000 | 5,008,000 |
| Net County Cost | \$ -3,522,892 | \$ -3,643,070 | \$ -3,818,218 | \$ -3,853,283 |
| Budgeted Positions | 10 | 10 | 10 | 10 |

SUMMARY OF CHANGES: Expenses for the budget are up \$16,852 primarily due to the anticipated increases in postage and printing for tax notices with the growth in the county and additional oil and gas accounts.

Revenues from Treasurer's fees are up \$200,000 at \$5,000,000, and advertising revenues for delinquent taxes are budgeted at \$8,000.

Final budget adjustments include a decrease in salaries of - \$35,065.

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 | \$688M | \$830M | \$968M |
| Investments | \$263M | \$270M | \$270M |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.318 | 0.309 | 0.300 |
| Per capita expenditure | \$3.61 | \$3.62 | \$3.47 |

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

| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)* | ACTUAL | ESTIMATED | PROJECTED |
|--|---|-----------|-----------|-----------|
| ES8-1: Effective and cost-efficient County tax collection | Cost per tax bill | \$5.91 | \$5.53 | \$6.09 |
| | Number of tax bills per FTE | 18,400 | 19,800 | 19,800 |
| | Tax revenue per FTE | \$68M | \$84M | \$105M |
| | Fee Income per FTE | \$467,742 | \$481,600 | \$500,800 |
| ES8-2: Investments that are safe, liquid and deliver the best yield possible – in that order | Return on investments | 1.73% | 1.90% | 1.60% |
| | Return on investments | \$5.95M | \$6.48M | \$5.47M |

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 | \$ 2,934,808 | \$ 3,209,234 | \$ 3,209,234 | \$ 3,285,208 |
| Supplies | 228,645 | 213,201 | 262,730 | 262,730 |
| Purchased Services | 265,249 | 204,600 | 216,394 | 216,394 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 3,428,702 | \$ 3,627,035 | \$ 3,668,358 | \$ 3,764,332 |
| Revenue | 223,892 | 50,500 | 50,500 | 50,500 |
| Net County Cost | \$ 3,204,810 | \$ 3,576,535 | \$ 3,637,858 | \$ 3,713,832 |
| Budgeted Positions | 35.0 | 37.5 | 37.5 | 37.5 |

SUMMARY OF CHANGES:

Changes in Supplies primarily reflect increases in software maintenance (\$49,529). Purchased Services changes are due to increases in subscriptions to publications/online services with assessment tools (\$10,000) and phones (\$1,794).

Final budget adjustments include an increase in salaries of \$75,974.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend Approval.

BOARD ACTION: Approved as recommended.

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) | 217,000 | 221,000 | 225,000 |
| Telephone Calls Answered | 18,000 | 18,000 | 18,000 |
| Number of administrative updates to database | 148,000 | 150,000 | 152,000 |
| Number of walk-ins requesting assistance | 6,000 | 5,000 | 5,000 |
| Number of Property Inspections | 10,000 | 10,500 | 11,000 |
| Sales Verification | 12,000 | 12,500 | 12,500 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 1.11 | 1.16 | 1.13 |
| Per capita cost (county support) | \$10.02 | \$11.05 | \$11.15 |
| Cost per parcel | \$14.79 | \$16.18 | \$16.51 |
| Parcels Per FTE | 6,200 | 5,893 | 6,000 |
| <u>Effectiveness Measures (desired results)</u> | | | |
| Deed Processing Time (days) | 5 | 5 | 5 |
| Requests for Information per FTE | 800 | 825 | 835 |
| 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) | ACTUAL | 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 | \$ 18,451 | \$ 21,917 | \$ 21,917 | \$ 22,574 |
| Supplies | 0 | 300 | 300 | 300 |
| Purchased Services | 745 | 29,900 | 29,900 | 29,900 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 19,196 | \$ 52,117 | \$ 52,117 | \$ 52,774 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 19,196 | \$ 52,117 | \$ 52,117 | \$ 52,774 |
| Budgeted Positions | 1 PT | 1 PT | 1 PT | 1 PT |

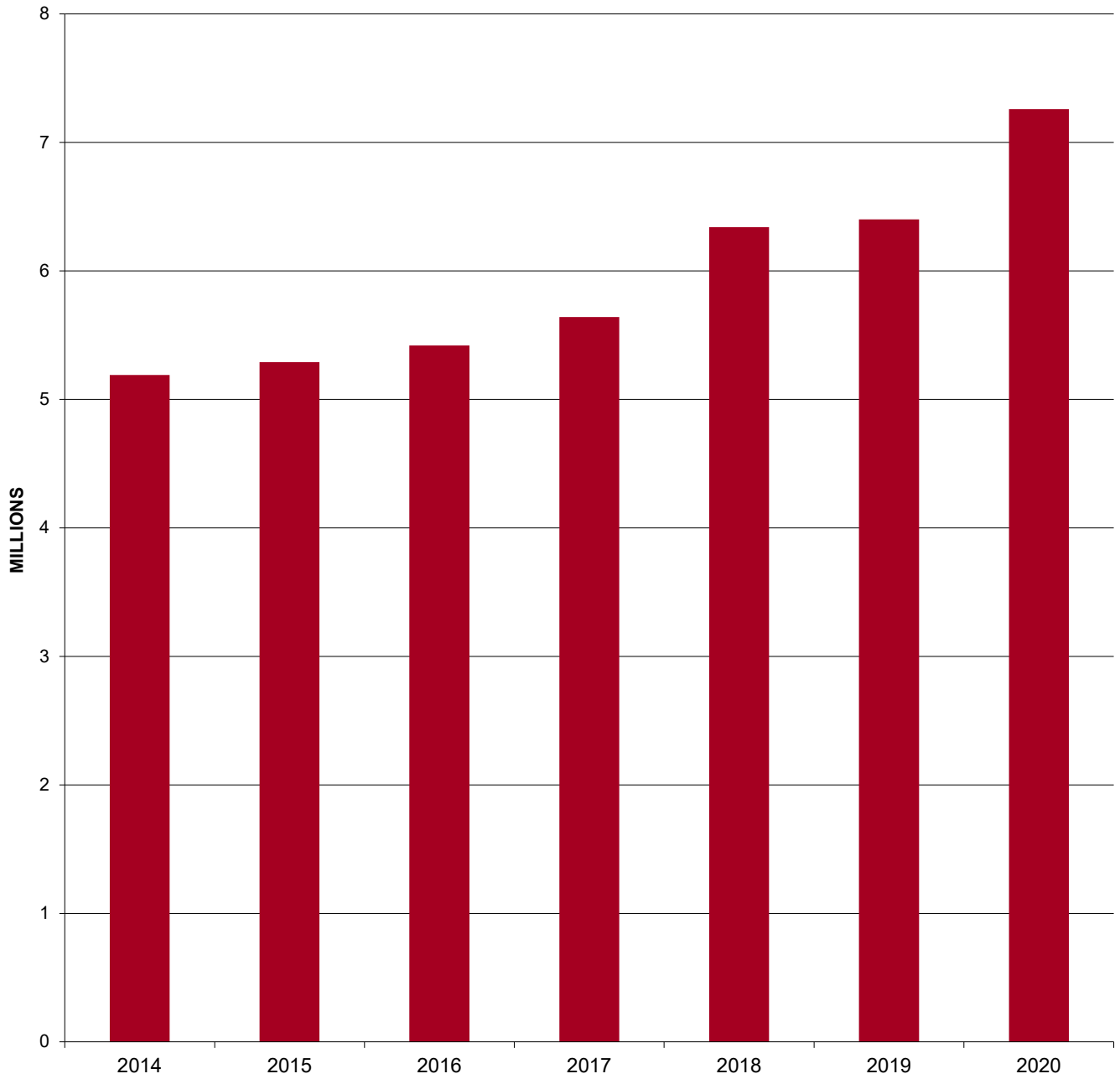
SUMMARY OF CHANGES: No change. Final budget adjustments include an increase in salaries of \$657.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

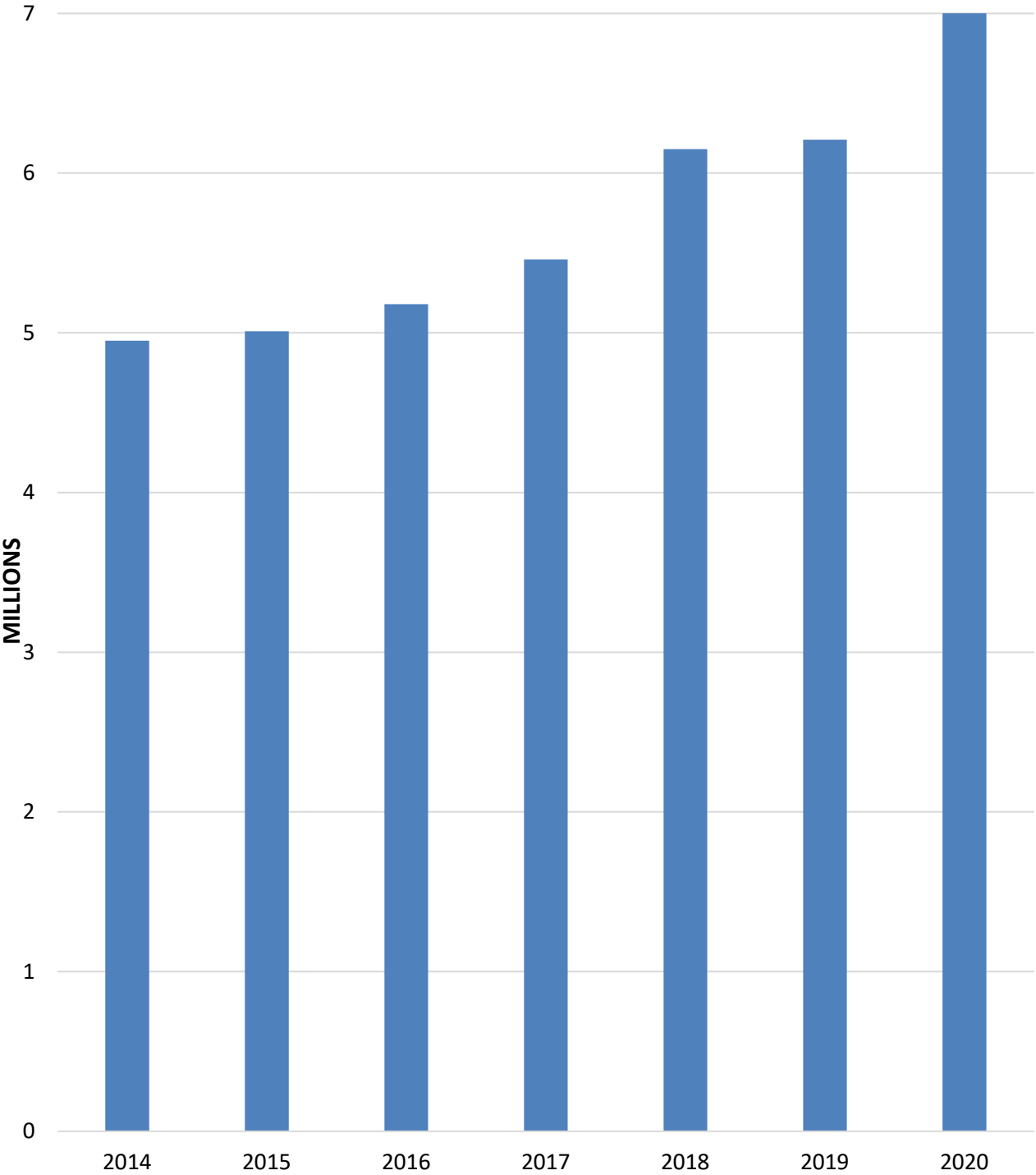
SEVEN YEAR TREND

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 | \$ 5,950,786 | \$ 6,113,319 | \$ 6,677,116 | \$ 6,963,427 |
| Supplies | 35,791 | 48,253 | 42,234 | 42,234 |
| Purchased Services | 233,969 | 235,241 | 249,152 | 253,152 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 6,220,546 | \$ 6,396,813 | \$ 6,968,502 | \$ 7,258,813 |
| Revenue | 177,893 | 184,960 | 184,960 | 184,960 |
| Net County Cost | \$ 6,042,253 | \$ 6,211,853 | \$ 6,783,542 | \$ 7,073,853 |
| Budgeted Positions | 55.00 | 59.00 | 64.00 | 64.00 |

SUMMARY OF CHANGES: Personnel Services are up due to:

- Mid-Year approval for three additional Deputy DA III, Investigator II, and an Office Tech IV to staff additional district court criminal courtroom (\$520,562).
- Reclassification of four Office Tech III (Grade 15) positions to Office Tech IV (Grade 21) (increase \$24,786).
- Reclassification of five Office Tech IV (Grade 21) positions to DA Legal Secretary I position (Grade 24) (increase \$18,449).

Supplies are down \$6,019, from office supplies (\$2,000), small items of equipment (\$3,000) and software maintenance (\$1,019). Purchased Services are up \$13,911 due to memberships (\$3,000), contract payments (\$3,200), and vehicle costs (\$9,711) offset by postage being down \$2,000. The request for an additional vehicle for the new investigator was approved mid-year with the new position. Final budget adjustments include an increase in salaries of \$286,311.

FINANCE/ADMINISTRATION RECOMMENDATION: The 5.0 FTE were approved mid-year based on two additional District Court judges. The reclassifications are a policy issue and being addressed by an independent salary survey being completed by Human Resources. Recommend approval, based on the outcome of the salary survey.

**DISTRICT ATTORNEY
(CONTINUED)
1000-15100**

BOARD ACTION: Requested increase of \$4,000 under Purchased Services for Colorado DA assessments approved by the Board. Board approved the reclassification of five Office Tech IV (Grade 21) positions to DA Legal Secretary I positions (Grade 24), and the reclassification of four Office Tech III (Grade 15) positions to Office Tech IV (Grade 21). Board approved with no other changes.

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 | \$ 141,011 | \$ 129,245 | \$ 137,900 | \$ 170,672 |
| Supplies | 1,915 | 200 | 200 | 200 |
| Purchased Services | 28,443 | 1,700 | 1,700 | 1,700 |
| Fixed Charges | -11,424 | 0 | 0 | 0 |
| Gross County Cost | \$ 159,945 | \$ 131,145 | \$ 139,800 | \$ 172,572 |
| Revenue | 133,654 | 99,359 | 99,359 | 99,359 |
| Net County Cost | \$ 26,291 | \$ 31,786 | \$ 40,441 | \$ 73,213 |
| Budgeted Positions | 1.5 | 1.5 | 1.5 | 1.5 |

SUMMARY OF CHANGES: Personnel Services are up \$8,655 due to changes in staff utilizing county funded health insurance.

Juvenile Diversion funds are in flux currently as a result of SB19-108, the Juvenile Justice Reform bill and other funding changes at the state. The program is changing from a competitive grant process to an allocation method. The revenue for this program is funded by the DCJ Juvenile Diversion grant at the state. At this time, it is unknown how the increase in funding given to DCJ to fund Diversion programs will impact this revenue. As a result, the current funding level is being budgeted for 2020, but may change mid-year.

Final budget adjustments include an increase in salaries of \$32,772.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

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 | \$ 24,657 | \$ 22,838 | \$ 4,362 | \$ 4,362 |
| Supplies | 50 | 50 | 50 | 50 |
| Purchased Services | 77,883 | 97,016 | 90,750 | 90,750 |
| Fixed Charges | 11,424 | 0 | 0 | 0 |
| Gross County Cost | \$ 114,014 | \$ 119,904 | \$ 95,162 | \$ 95,162 |
| Revenue | 170,943 | 119,904 | 95,162 | 95,162 |
| Net County Cost | \$ -56,929 | \$ 0 | \$ 0 | \$ 0 |
| Budgeted Positions | .5 | .25 | .0 | .0 |

SUMMARY OF CHANGES: The state restorative justice grant has provided funding for the program in recent years and has largely been a pass-through for Youth and Family Connections (YFC) to provide restorative justice programming to diversion youth. This is a funding source that may not be available or utilized in the future. Once the funding ends the pass through to YFC will end. The prorated FTE amount is being reallocated to Adult Restorative Justice, Budget Unit 24150.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

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 District Attorney's Office. Crime Victim Compensation provides monetary assistance to eligible crime victims who have reported the crime to a law enforcement agency.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|---------------------------|--------------------------------|------------------------------|--------------------------|
| Personnel Services | \$ 628,174 | \$ 942,390 | \$ 1,015,390 | \$ 1,039,204 |
| Supplies | 313 | 550 | 500 | 500 |
| Purchased Services | 22,973 | 28,130 | 28,005 | 28,005 |
| Fixed Charges | 793,571 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,445,031 | \$ 971,070 | \$ 1,043,895 | \$ 1,067,709 |
| Revenue | 965,662 | 392,638 | 449,788 | 449,788 |
| Net County Cost | \$ 479,369 | \$ 578,432 | \$ 594,107 | \$ 617,921 |
| Budgeted Positions | 12.375 | 12.500 | 13.50 | 13.50 |

SUMMARY OF CHANGES: The Personnel Services increase of \$73,000 reflects cost of new District Court VW Assistant added due to new criminal court division mid-year. Supplies are down \$50 for office supplies. Purchased Services are down \$125 with the realignment of expenses to match expenditure patterns.

Revenue for the program comes from the following grants: VALE (\$136,182); VOCA/VAWA (\$157,272); Administrative funds from VALE (\$100,067), and COMP (\$51,267). VALE Scholarships for COVA and COMP/VALE Conferences (\$5,000). Total revenue is \$449,788 up \$57,150.

Note: The Fixed Charges and Revenue listed in the ACTUAL LAST FY column are the direct program dollars for victims of crime in the Crime Victim Compensation program. These funds are not part of the Victim Witness Unit and the unit has no access to the funds for budget purposes. The funds are required to pass through the Weld County Audit.

Final budget adjustments include an increase in salaries of \$23,814.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

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: 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 | \$ 360,424 | \$ 525,686 | \$ 525,686 | \$ 594,585 |
| Supplies | 252 | 1,000 | 300 | 300 |
| Purchased Services | 5,580 | 9,300 | 10,000 | 10,000 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 366,256 | \$ 535,986 | \$ 535,986 | \$ 604,885 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 366,256 | \$ 535,986 | \$ 535,986 | \$ 604,885 |
| Budgeted Positions | 1.00 | 2.00 | 2.00 | 2.00 |

SUMMARY OF CHANGES: There are no changes in this budget unit's gross county cost or net county cost. Accounts have been realigned to reflect historical usage.

Final budget adjustments include an increase in salaries of \$68,899.

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 | 2.61% | 3.00% | 3.00% |
| Budgeted fund balance vs. actual variance | 4.79% | 3.00% | 3.00% |
| <u>Efficiency Measures</u> | | | |
| FTE'S per 10,000/capita | 0.032 | 0.062 | 0.060 |
| Per capita cost (county support) | \$1.17 | \$1.66 | \$1.82 |

| 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 | 44% | 35% | 50% |

| 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 | \$ 833,804 | \$ 951,433 | \$ 964,153 | \$ 975,153 |
| Supplies | 184,936 | 122,800 | 124,597 | 124,597 |
| Purchased Services | 34,218 | 43,500 | 42,000 | 42,000 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | 1,052,958 | \$ 1,117,733 | \$ 1,130,750 | \$ 1,141,750 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 1,052,958 | \$ 1,117,733 | \$ 1,130,750 | \$ 1,141,750 |
| Budgeted Positions | 8.0 | 8.0 | 8.0 | 8.0 |

SUMMARY OF CHANGES: Request to upgrade Accountant II to Accountant III, increase of \$12,720. Upgrade is to accommodate succession planning in 2020. Increase in training of \$3,000 is being requested with the anticipation of retirement of Controller. Other items shifted to reflect current expenditure patterns.

Final budget adjustments include an increase in salaries of \$11,000.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Increases are consistent with succession planning approved in 2018.

BOARD ACTION: Approved as recommended, including the upgrade of the Accountant II to Accountant III.

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 | 16,378 | 16,500 | 16,500 |
| Average number of employees paid | 1,651 | 1,700 | 1,700 |
| Number of employees trained on General Ledger | 300 | 300 | 300 |
| Total Intergovernmental funds | \$68.0M | \$70.0M | \$72.0M |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .254 | .247 | .240 |
| Per capita cost (county support) | \$3.35 | \$3.45 | \$3.43 |
| Account Payable warrants per week per A/P FTE | 300 | 300 | 300 |
| Employees paid monthly per Payroll FTE | 1,700 | 1,700 | 1,750 |

| Goal ES12: Ensure the financial accounting of County funds is accurate. | | | | |
|--|---|---------------|------------------|------------------|
| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | ACTUAL | ESTIMATED | PROJECTED |
| ES12-1: 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 |
| ES12-2: 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 | \$311,656 | \$316,809 | \$316,809 | \$333,596 |
| Supplies | 295 | 250 | 250 | 250 |
| Purchased Services | 3,013 | 9,750 | 9,050 | 9,050 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Gross County Cost | 314,963 | 326,809 | 326,109 | 342,896 |
| Revenue | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Net County Cost | 314,963 | 326,809 | 326,109 | 342,896 |
| Budgeted Positions | 3.0 | 3.0 | 3.0 | 3.0 |

SUMMARY OF CHANGES: Budget request is down \$700 due to a reduction in phone costs. All other items remain the same.

Final budget adjustments include an increase in salaries of \$16,787.

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 | 162 | 200 | 200 |
| Number of Purchase Orders placed | 1,003 | 1,000 | 1,000 |
| <u>Efficiency Measures</u> | | | |
| FTE'S per 10,000/capita | .095 | .093 | .090 |
| Per capita cost (county support) | \$1.00 | \$1.01 | \$1.03 |
| No. of formal bids/FTE presented to BOCC | 54 | 67 | 67 |

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. | On-going and continual. | On-going and continual. | On-going and continual. |
| | Evaluation of current practices by attending appropriate training and review of peer codes. | Attendance of 3 seminars. | Attendance at 1 seminar. | 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. | 100% | 100% | 100% |
| | Development of guidance documents and other tools so that Departments are confident in their practices. | All developed documents updated. | All developed documents updated. | All developed documents updated. |
| | Purchases will be audited for compliance with Weld County Code. | On-going and continual. | On-going and continual. | 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 | \$ 1,078,274 | \$ 1,486,890 | \$ 1,486,890 | \$ 1,451,807 |
| Supplies | 212,924 | 294,124 | 368,344 | 368,344 |
| Purchased Services | 72,708 | 85,150 | 82,850 | 82,850 |
| Fixed Charges | 310 | 0 | 0 | 0 |
| Capital | -5,549 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,358,667 | \$ 1,866,164 | \$ 1,938,084 | \$ 1,903,001 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 1,358,667 | \$ 1,866,164 | \$ 1,938,084 | \$ 1,903,001 |
| Budgeted Positions | 10 | 15 | 15 | 15 |

SUMMARY OF CHANGES: Budget request is up \$71,920. Supplies are up \$74,220 with software maintenance being up \$75,720 and operating supplies up \$2,000 with offsetting reductions in office supplies (\$1,500), and computer equipment (\$2,000).

Purchased services are down \$2,300 primarily in advertising. Other line items have been reallocated based upon historical expenditure patterns.

Final budget adjustments include a decrease in salaries of \$35,083.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

HUMAN RESOURCES (CONTINUED) 1000-16400

PERFORMANCE MEASURES

| <u>Work Outputs</u> | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-------------------------------------|---------------|------------------|------------------|
| Authorized County positions (FTE'S) | 1,550 | 1,700 | 1,756 |
| Occupied FTE'S | 1,440 | 1,630 | 1,690 |
| Employees | | | |
| Terminated/Resigned/Retired | 100 | 130 | 175 |
| Employees Hired | 120 | 200 | 250 |
| Turnover Rate | 10% | 10% | 10% |
| | | | |
| <u>Efficiency Measures</u> | | | |
| FTE'S per 10,000/capita | .318 | .463 | .450 |
| Per capita cost (county support) | \$4.32 | \$5.76 | \$5.71 |
| Personnel served per FTE | 155 | 113 | 117 |

| 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 |
| ES14-1: 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 |
|--|---|---|------------------|---|
| ES14-2: 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. |
| ES14-3: Workforce skills to support County priorities (leadership, customer service, fiscal problem-solving, etc) County Skills Training | 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. 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 IT on Computer support (Excel or other programs needed), | Development in process | | Continue Leadership Classes for Supervisors and Managers Ongoing training at all levels will enhance the skills and employee satisfaction and help reduce turnover. |
| ES14-4: 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 | \$ 1,692,997 | \$ 1,876,879 | \$ 1,602,232 | \$ 1,739,343 |
| Supplies | 16,932 | 17,500 | 12,000 | 12,000 |
| Purchased Services | 530,883 | 721,822 | 1,034,436 | 1,034,436 |
| Contra Account | -147,217 | -165,226 | -291,568 | -291,568 |
| Gross County Cost | \$ 2,093,595 | \$ 2,450,975 | \$ 2,357,100 | \$ 2,494,211 |
| Revenue | 827,443 | 725,000 | 650,000 | 650,000 |
| Net County Cost | \$ 1,266,152 | \$ 1,725,975 | \$ 1,707,100 | \$ 1,844,211 |
| Budgeted Positions | 17.00 | 19.00 | 16.00 | 16.00 |

SUMMARY OF CHANGES: Personnel Services are down \$274,647 with the transfer of three positions to the new Oil and Gas Energy Department in July 2019, and the reclassification of a Planner I to Planner II (\$8,178). Supplies are down \$5,500 in office supplies (\$1,000), small items of equipment (\$1,000), and food (\$3,500). Purchased Services are up \$312,614 almost all attributed to the chargeback from Engineering increasing \$314,714 and printing (\$500) with offsetting reductions in subscriptions (\$750), vehicle maintenance (\$350), and membership (\$1,500). The Contra Account is up \$126,342 with chargebacks to Building Inspection.

Revenues are down \$75,000 with WOGLA and LAP permits moved to the new Oil and Gas Energy Department.

Final budget adjustments include an increase in salaries of \$137,111.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval, including the upgrade of the Planner I to Planner II based on the experience and performance of the incumbent.

BOARD ACTION: Approved as recommended, including the reclassification of a Planner I to Planner II.

PLANNING AND ZONING (CONTINUED) 1000-17100

PERFORMANCE MEASURES

| | <u>ACTUAL</u> <u>(2018)</u> | <u>ESTIMATED</u> <u>(2019)</u> | <u>PROJECTED</u> <u>(2020)</u> |
|--|--------------------------------|-----------------------------------|-----------------------------------|
| <u>Current Planning Work Outputs</u> | | | |
| Number of total applications submitted | 887 | 870 | 880 |
| Number of administrative land use cases (ZP's, SPR's, etc.) | 450 | 475 | 500 |
| Number of Geo Hazard Permits (GHDP) | 4 | 0 | 0* |
| Number of FHDP and FP (Flood Hazard Dev. Permits) | 126 | 100 | 100 |
| WOGLA (Oil and Gas Location Assessments) | 193 | 234 | 0* |
| LAP (Location Assessment for Pipelines) | 0 | 18 | 0* |
| <u>Long Range Planning Work Outputs</u> | | | |
| Special Projects | 1 | 2 | 4 |
| Walk in's | 1,549 | 1,690 | 1,700 |
| Pre-Application Meetings | 334 | 350 | 350 |
| Code Revisions | 3 | 3 | 1 |
| Comp Plan Amendments | 0 | 1 | 1 |
| <u>Technical Support Work Outputs</u> | | | |
| Total Public Hearings (PC and BOCC) | 236 | 252 | 240 |
| Case Clean Up (RE, SE, USR, Subdivisions) | 10 | 15 | 10 |
| Town/County Staff Outreach Meetings | 2 | 2 | 2 |
| <u>Compliance Planning Work Outputs</u> | | | |
| Number of Complaints | 287 | 318 | 300 |
| Number of violations opened | 266 | 360 | 325 |
| Number of violations closed | 326 | 280 | 285 |
| Average number of County Court hearings (Vouchers) | 12 1 | 12 2 | 12 1 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 1.7 | 1.7 | 1.6 |

*Geo Hazard Development Permits (GHDP's) will no longer be required after July 25, 2019

*WOGLA's and LAP's will be moved under a new department (Oil and Gas Energy Department) in August 2019

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. | 85% | 100% | 100% |
| | Implement EDR (Electronic Document Review) | 50% | 75% | 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. | 75% | 100% | 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. | 8 | 4 | 4 |
| | Attend one Annual Summit with municipal staff and conduct 2020 Forum as precursor to Comp Plan Amendment | 2 | 2 | 2 |
| CED1-4: A well-informed and prepared Planning Commission A well-informed and prepared Board of Adjustment | Minimum of six Planning Commission training sessions | 4 | 4 | 4 |
| | 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 | 2 | 2 | 2 |
| CED-2: Provide staff to support the HWY 85 Coalition | Staff attendance at HWY 85 Coalition meetings. Progress towards a HWY 85 Regional Plan | 2 50% | 2 50% | 2 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 | 1 | 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 by the Board of County Commissioners | 1 | 2 | 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. | 4 | 6 | 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: PLANNING AND ZONING

BUDGET UNIT TITLE AND NUMBER: Community Development Block Grant - - 1000-17150

DEPARTMENT DESCRIPTION: Department administers the Community Development Block Grant program which is fund through an allocation from the US Department of Housing and Urban Development.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|---------------------------|--------------------------------|------------------------------|--------------------------|
| Personnel Services | \$ 0 | \$ 0 | \$ 95,000 | \$ 95,000 |
| Supplies | 0 | 0 | 2,500 | 2,500 |
| Purchased Services | 0 | 0 | 2,500 | 2,500 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 0 | \$ 0 | \$ 100,000 | \$ 100,000 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 0 | \$ 0 | \$ 100,000 | \$ 100,000 |
| Budgeted Positions | 0 | 0 | 1 PT | 1 PT |

SUMMARY OF CHANGES: 2020 will be the first year of funding for this program as the department prepares the 2021-2023 Consolidated Plan in order to receive entitlement funding at an estimated level of \$960,000 beginning January 1, 2021. Initially the department will be administered by one part time position in 2020.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

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 | \$ 2,506,498 | \$ 2,690,647 | \$ 2,953,459 | \$ 3,324,616 |
| Supplies | 840,263 | 855,098 | 863,357 | 863,357 |
| Purchased Services | 3,469,587 | 3,729,900 | 3,942,780 | 3,942,780 |
| Fixed Charges | 13,929 | 22,000 | 22,000 | 22,000 |
| Contra Account | -249,846 | -300,000 | -300,000 | -300,000 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 6,580,431 | \$ 6,997,645 | \$ 7,481,596 | \$ 7,852,753 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 6,580,431 | \$ 6,997,645 | \$ 7,481,596 | \$ 7,852,753 |
| Budgeted Positions | 29.5 | 30.5 | 34 | 35 |

SUMMARY OF CHANGES: Requested budget is up \$483,951 or 6.92%. Square feet of facilities maintained are up 67,735 square feet or 4.51%. Personnel Service are up by \$262,812 for a mid-year increase for a Plumber from part-time to full-time, and a Groundskeeper (\$71,418). An additional Electrician (\$95,820) and a Custodial Assistant (\$67,108) are needed in 2020 to keep pace with service requests.

Supplies are up \$8,259 due to increase in software support (\$6,759) and additional uniform costs (\$1,500). Purchased Services are up \$212,880 because of Printing & Duplicating (\$600), Fingerprint & background checks (\$500), Utilities (\$168,000), phones (\$23,000), vehicle maintenance (\$22,000), and trash services (\$1,680). Fixed costs are the same for equipment rental costs. Contra account is the same for grant recovery purposes.

Through Fleet Services, the department is requesting three vehicles. Two are for the new positions and one is a replacement of an aging vehicle.

Final budget adjustments include an increase in salaries of \$371,157.

BUILDINGS AND GROUNDS (CONTINUED) 1000-17200

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The new positions are necessary and cost effective. At an average cost of \$5.01 per square foot, the department is very good by industrial standards. Most entities are \$7.00 to \$10.00 per square foot range for buildings and grounds maintenance.

BOARD ACTION: At an October 8, 2019 work session the Board approved an additional Project Coordinator position (Grade 36) for \$90,155. All other items approve as recommended, including the other position requests and five vehicles, three for the new positions and two replacements.

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 | 1,569,806 |
| Number of preventative maintenance work orders (PMs) | 990 | 990 | 990 |
| Number of tracked repair work orders | 12,100 | 12,100 | 12,100 |
| <u>Efficiency Measures</u> | | | |
| FTE'S per 10,000/capita | 0.938 | 0.942 | 1.051 |
| Per capita cost (county support) | \$19.85 | \$21.61 | \$23.57 |
| Cost per square foot | \$4.15 | \$4.66 | \$5.01 |

| Goal ES15: 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 |
| ES15-1a Customer satisfaction with cleanliness of facilities | Maintain customer complaints above 98% level. | 99% | 98% | 99% |
| ES15-2b 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% |
| ES15-3c 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 ES16: 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 ES17: 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 ES18: 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 | 764,739 | 633,800 | 711,307 | 711,307 |
| Fixed Charges | 0 | 41,250 | 42,642 | 42,642 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 764,739 | \$ 675,050 | \$ 753,949 | \$ 753,949 |
| Revenue | 1,389,469 | 1,279,148 | 1,409,060 | 1,409,060 |
| Net County Cost | \$ - 624,730 | \$ - 604,098 | \$ - 655,111 | \$ - 655,111 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: In the final budget the costs and revenues will be updated to reflect projected 2020 leases and occupancy. The building is managed by a real estate management firm. Budget reflects the costs of the entire building (\$753,949) and revenues from the leased space (\$1,188,844) and Social Service space reimbursement (\$220,216) total \$1,409,060. The building generates a positive cash flow of \$655,111. 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 29.21% 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: Approve 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 | \$ 5,929,724 | \$ 6,068,832 | \$ 6,198,106 | \$ 6,516,890 |
| Supplies | 2,374,866 | 1,880,354 | 2,467,622 | 2,554,622 |
| Purchased Services | 516,831 | 1,634,056 | 1,382,398 | 1,440,398 |
| Contra Account | -1,546,842 | - 1,500,000 | - 1,500,000 | - 1,500,000 |
| Capital | 108,578 | 350,000 | 2,250,000 | 2,250,000 |
| Gross County Cost | \$ 7,383,157 | \$ 8,433,242 | \$ 10,798,126 | \$ 11,261,910 |
| Revenue | 53,462 | 0 | 0 | 0 |
| Net County Cost | \$ 7,329,695 | \$ 8,433,242 | \$ 10,798,126 | \$ 11,261,910 |
| Budgeted Positions | 49 | 49 | 50 | 50 |

SUMMARY OF CHANGES: Budget is up \$2,364,884. Personnel Services are up \$129,274 for a Data Privacy and IT Risk Manager position. Supplies and Purchased Services are up \$335,610 primarily for software and hardware maintenance costs.

Capital is funded in accordance with the Five-Year Capital Improvement Plan with \$1,500,000 for the data center storage area network and \$750,000 for fiber redundancy.

For 2020 compliance projects (legal, vendor or state mandated) and departmental projects there has been \$500,000 funded in account 6570 Miscellaneous. As with the last two years, it is anticipated that an IT budget work session will be held with IT staff, and requesting departments presenting their requests along with IT management and Finance and Administration recommendations for the Board's review. The Commissioners will make the final determination of 2020 funding of each project.

Final budget adjustments include an increase in salaries of \$318,784.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The expenditures are consistent with the Five-Year Capital Improvement Plan. The Data Privacy and IT Risk Manager position is recommended to insure a proper and comprehensive data privacy and record retention system is being managed appropriately in the county.

BOARD ACTION: Final request included an increase in Supplies of \$87,000 and an increase in Purchased Services of \$58,000 to account for new PCs and software for new employees. All changes were 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 | 3,150 | 3,250 | 3,250 |
| Number of Personal Computer systems installed/replaced | 497 | 215 | 215 |
| Number of IT Managed Projects | 121 | 60 | 60 |
| Number of Technical Support Calls/Month | 1,400 | 1,400 | 1,400 |
| Number of Office 365 Accounts Migrated | 1,000 | 100 | 100 |
| Number of Virtual Servers Managed | 175 | 195 | 195 |
| Number of Application Managed | 125 | 125 | 125 |
| <u>Efficiency Measures</u> | | | |
| FTE'S per 10,000/capita | 1.56 | 1.51 | 1.50 |
| Per capita cost (county support) | \$23.32 | \$26.05 | \$33.80 |

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 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 | 205,616 | 127,603 | 132,895 | 132,895 |
| Purchased Services | 4,837 | 9,220 | 8,740 | 8,740 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 110,250 | 4,663 | 4,663 |
| Gross County Cost | \$ 210,453 | \$ 247,073 | \$ 146,298 | \$ 146,298 |
| Revenue | 4,309 | 4,500 | 4,500 | 4,500 |
| Net County Cost | \$ 206,144 | \$ 242,573 | \$ 141,798 | \$ 141,798 |
| Budgeted Positions | 0 | 0 | 0 | 0 |

SUMMARY OF CHANGES: Budget is down \$100,775. Supplies are up \$5,292 due to software maintenance charges. Purchased services are down \$480 in printing. Capital is down \$105,587 in software costs.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approve 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 | 134,557 | 139,082 | 143,600 |
| # Parcels Updated | 3,677 | 4,525 | 4,600 |
| # Available Coverage (Layers) in GIS | 40 | 50 | 60 |
| <u>Efficiency Measures</u> | | | |
| FTE'S per 10,000/capita | 0.000 | 0.000 | 0.000 |
| Per capita costs (County support) | \$0.66 | \$0.75 | \$0.43 |

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 | 0 | 0 | 0 | 0 |
| Purchased Services | 0 | 500,000 | 500,000 | 500,000 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 28,140 | 0 | 0 | 0 |
| Gross County Cost | \$ 28,140 | \$ 500,000 | \$ 500,000 | \$ 500,000 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 28,140 | \$ 500,000 | \$ 500,000 | \$ 500,000 |
| Budgeted Positions | 0 | 0 | 0 | 0 |

SUMMARY OF CHANGES: As this program moves into its eighth year, it 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 2020 budget for projects should be adequate to address enterprise solutions, and technology projects not fitting into the IT budget.

Note prior year expenditures of this budget unit only reflect \$28,140. This is because the appropriation and actual expenses for projects are transferred to the departmental budgets where the projects are installed or implemented.

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 2020 funding of each project.

BOARD ACTION: Approve 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, mail processing, and courier services to the County.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|---------------------------|--------------------------------|------------------------------|--------------------------|
| Personnel Services | \$ 267,301 | \$ 283,491 | \$ 283,491 | \$ 294,528 |
| Supplies | 53,999 | 79,000 | 79,000 | 79,000 |
| Purchased Services | 57,590 | 70,000 | 70,000 | 70,000 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 378,890 | \$ 432,491 | \$ 432,491 | \$ 443,528 |
| Revenue | 249,454 | 282,000 | 282,000 | 282,000 |
| Net County Cost | \$ 129,436 | \$ 150,491 | \$ 150,491 | \$ 161,528 |
| Budgeted Positions | 4 | 4 | 4 | 4 |

SUMMARY OF CHANGES: No change. The supply function will be changing in 2020 with departments ordering directly from an approved supplier, eliminating going through Printing and Supplies. This will eventually lower the cost of goods sold and the pass-through revenues. Until the supply inventory is depleted and there is a year of experience the budget will not be adjusted until 2021. The reduction in cost of goods sold will result in a corresponding reduction in revenues, so the change is budget neutral for 2020.

Final budget adjustments include an increase in salaries of \$11,037.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approve as recommended.

PRINTING AND SUPPLIES (CONTINUED) 1000-17600

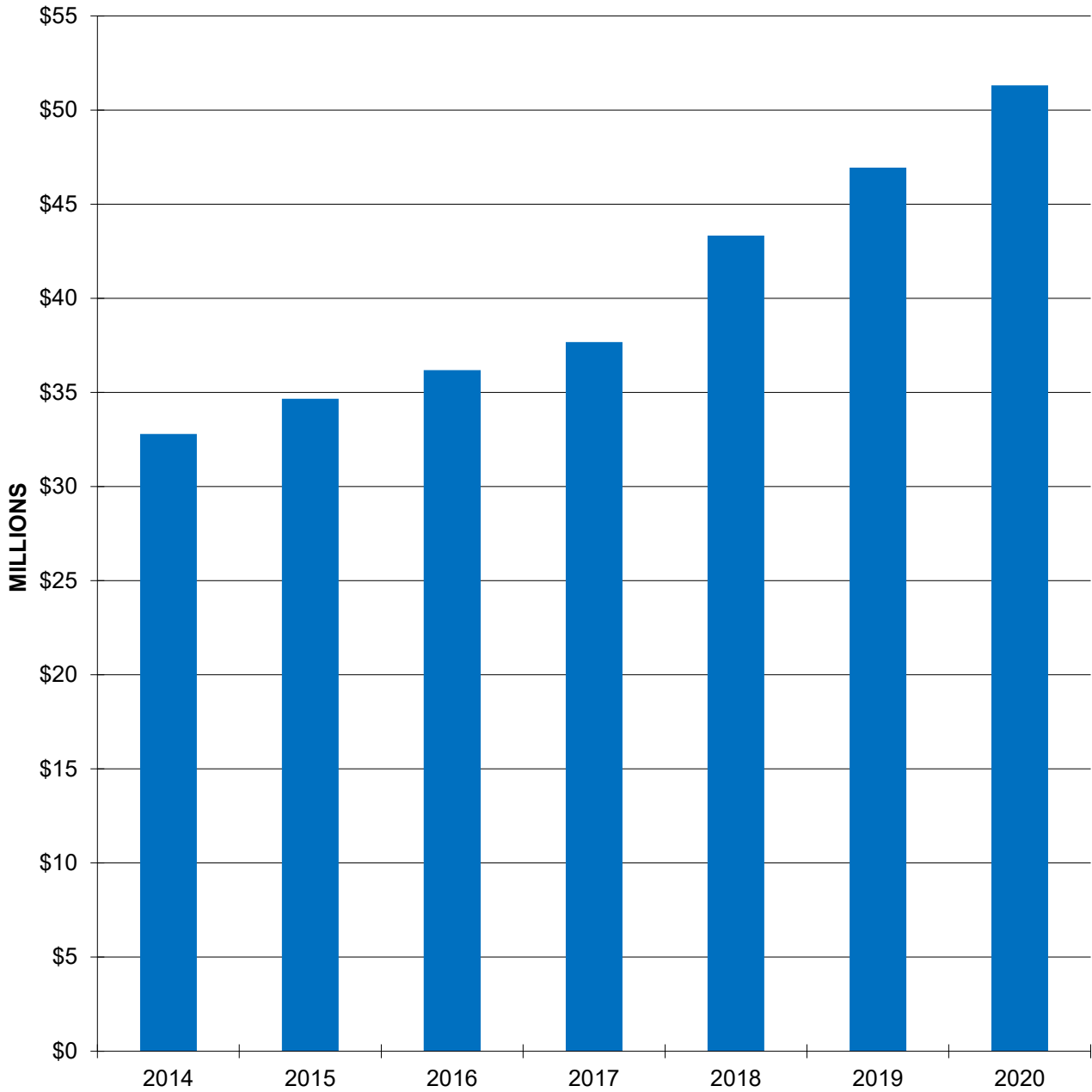
PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Print Orders | 2,900 | 3,000 | 3,200 |
| Mail Pieces | 695,000 | 700,000 | 700,000 |
| Supply Orders | 1,300 | 1,300 | 400 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.127 | 0.123 | 0.120 |
| Per Capita cost (county support) | \$0.41 | \$0.46 | \$0.48 |

| Goal ES19: 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 |
| ES19-1: 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 | \$ 37,290,353 | \$ 38,544,518 | \$ 40,366,540 | \$ 41,936,271 |
| Supplies | 1,297,615 | 1,536,815 | 1,894,260 | 1,894,260 |
| Purchased Services | 8,031,254 | 8,931,010 | 10,098,049 | 10,084,057 |
| Fixed Charges | -73,606 | 41,000 | -85,000 | -85,000 |
| Capital | 35,603 | 222,798 | 158,950 | 149,750 |
| Gross County Cost | \$ 46,581,219 | \$ 49,276,141 | \$ 52,432,799 | \$ 53,979,338 |
| Revenue | 3,016,281 | 2,339,811 | 2,666,298 | 2,666,298 |
| Net County Cost | \$ 43,564,938 | \$ 46,936,330 | \$ 49,766,501 | \$ 51,313,040 |
| Budget Positions | 391.0 | 407.00 | 436.0 | 436.0 |

SUMMARY OF CHANGES: The Sheriff's Office is requesting an increase in Net County Costs from the 2019 approved budget totaling \$2,830,171. This reflects an increase of 6.03% from 2019. A summary of the notable changes and brief justifications are listed below.

Revenues:

Revenues are increasing from 2019 by \$326,487 or 14%.

- \$308,000 accounting for the Jail Based Behavioral Health Services (JBBS) grant revenue, which is offset by contract payments for the North Range Behavioral Health services at the jail. Not shown in grant revenue in prior years.
- \$18,000 adjustments to accurately reflect small revenue changes such as overtime reimbursements from outside sources.

Personnel:

Personnel Services are increasing by \$1,822,022 or 4.7%. The Sheriff's Office is requesting a total increase of 29 positions in 2020 primarily to accompany the addition of two new units (Evidence and Records), the Peace Officer Standards and Training (POST) Academy, a fitness program for Law Enforcement to reach certified fitness standards and staffing for two additional courtrooms.

- Org 21100, Admin Patrol: Addition of 1 FTE Admin Captain, Grade 64 and 1 FTE Admin Lieutenant, Grade 57, to assist in management of the above-mentioned programs.
- Org 21110, Booking Unit: Addition of 1 FTE Supply Tech, Grade 16, to assist with the management of inmate supply inventory and supplies for the 286 employees in Detentions.
- Org 21120, Professional Standards: Addition of 1 FTE POST Sergeant to administer the new academy (approved midyear 2019), and the addition of 2 FTE Deputies (Grade 37) to cover increased training unit needs and help develop comprehensive training for reduced liability.
- Org 21150, new Records Unit: Addition of 1 FTE Records Manager, Grade 30, and 1 FTE Records Supervisor, Grade 27, starting July 2020; 10 FTE Records Technicians, Grade 21, starting October 2020. These are to gear up for a January 1, 2021 start date.

- Org 21160, new Evidence Unit: Addition of 1 FTE Evidence Supervisor, Grade 27, starting July 2020; 1 FTE Evidence Technician, Grade 21, starting October 2020 for a start date of January 1, 2021.
- Org 21260, Regional Lab: Addition of 1 FTE Office Tech IV, Grade 21, to assist with office management, evidence and lower level responsibilities to free up the Lab Director for supervisory duties. Reclassify an existing DNA Analyst from a Grade 42 to 44 to match current position responsibilities to salary classification and local market value.
- Org 21200, Patrol: Addition of 2 FTE Patrol Sergeants, Grade 51, to cover swing shift.
- Org 24420, Courts and Transportation: Addition of 6 FTE Court Deputies, Grade 37. Five deputies will cover the new courtrooms and one deputy will be stationed for increased security at the new north jail complex courtroom. This request was approved midyear 2019.

Supplies

Supplies are increasing by \$357,445 or 23%.

- \$124,500 for riot gear to increase officer safety in Patrol.
- \$86,400 is allotted for radios to cover new and existing position shortages.
- \$24,300 increase in client (inmate) supplies due to overall price increases and population.
- Uniform expense has increased by \$29,525 based on new staff needs and historical usage.
- The two new units Evidence and Records account for an estimated \$100,000 in supplies.
- \$18,000 supply cost is projected for the new POST Academy supplies.

Purchased Services

Purchased Services are increasing by \$1,167,039 or 13%.

- \$411,272 anticipated increase for inmate medical services based on the needs at the jail and the Southwest Booking Intake.
- \$308,000 for JBBS expenses – offset by incoming grant funds.
- \$100,000 to cover the cost for the law enforcement officer fitness program certification.
- \$53,040 for increasing Inmate services (food, chaplain, interpretation etc.).
- \$58,000 increase in payments to the Greeley Police Department (for use at the Range, Records & Evidence contracted services, and Task Force Contribution).
- \$27,900 Courts unit security contract service expected increase.
- \$24,000 for POST psych evaluations.
- \$62,000 for Regional Lab contribution. This line was moved in and reduced Fixed Charges.
- \$27,000 for a relocation incentive. This line was moved in and reduced Fixed Charges.
- \$40,900 for various line item increases (i.e. \$8,000 increase in renewed Humane Society contract, \$10,000 for new Body Scanner maintenance contract and \$13,000 for Court x-ray machine maintenance which reduces non-departmental expenditures).

Fixed Charges

Supervisory specific training, the Regional Lab contribution and relocation incentives were moved from Fixed Charges to the existing Purchased Services for 2020 to accurately reflect the management of those expenses.

Capital – Equipment Requests

Capital Equipment expenses are decreasing by \$63,848 compared to 2019.

The Capital Cost for 2020 is projected as follows:

- \$30,000 for 3 total new printers in the Records and Evidence units.
- \$8,800 for the DME Forensic Workstation on the rotation schedule at the Regional Lab.
- \$18,700 to replace an existing speed trailer and new Sniper night vision lens for Patrol.
- \$86,110 to replace three “ten-printer” fingerprint machines in Booking.
- \$15,340 for the replacement of two non-serviceable metal detectors at the courthouse.

FINANCE/ADMINISTRATION RECOMMENDATION: See individual unit requests.

BOARD ACTION: See individual unit requests.

**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. | 10 | 10 | 10 |
| | (2) The number of serious rule violations per day in the jail. | 2 | 2 | 2 |
| SO DD 1-2: Food service operations are hygienic, sanitary and provide a nutritional diet | (1) The number of meals served | 913,059 | 889,184 | 901,121 |
| | (2) The number of documented inmate illnesses attributed to food service operations. | 0 | 0 | 0 |
| | (3) The number of inmate grievances about food service decided in favor of the inmate in the past 12 months. | 26 | 32 | 38 |
| 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> | 88%* | 77% | 82% |
| | (2) The number of sustained inmate grievances about crowding and housing conditions. | 5 | 7 | 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. | 39 | 24 | 20 |
| | (2) The number of inmate deaths due to suicide or homicide. | 0 | 0 | 0 |
| | (3) The number of medical prescriptions written in the jail population. | 7,059 | 6,832 | 6,550 |
| 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. | 3,370 | 3,684 | 4,097 |

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

| Goal SO DD 1 (continued): Lawfully hold prisoners in a safe and humane environment. | | | | |
|--|--|---------------|------------------|------------------|
| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | ACTUAL | ESTIMATED | PROJECTED |
| 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. | 24 | 24 | 24 |
| | (2) Number of reported sustained sexual assaults in the jail population. | 0 | 0 | 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. | 100% | 100% | 100% |
| | (2) Percentage of times contraband is found while conducting personal searches on intakes into the facility. | >.1% | >.1% | >.1% |
| | (3) Percentage of time contraband is found on inmates or property in jail population outside of booking. | 100% | 100% | 100% |

| 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 | 10 | 10 |
| | (2) The average number of jail bed used per day for pre-trial detention by the county/district courts. | 439 | 506 | 573 |
| | (3) The average number of jail beds used per day for jail sentences by the county/district courts. | 188 | 198 | 208 |
| | (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 | Total number of UCR Part I Reported Crimes per 10000 population | 47.05 | 50.29 | 52.04 |
| | Total number of UCR Part II Reported Arrests per 10000 population | 45.24 | 44.67 | 44.17 |
| | Total NIBR reported crimes for unincorporated Weld County per 10000 population | 74.29 | 75.63 | 76.90 |
| | (4) Total patrol division FTEs per 10000 population | 3.1 | 3.0 | 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) 1,605 | (1) 1,464 | (1) 1,300 |
| | (2) Total cases generated | (2) 1,447 | (2) 1,348 | (2) 1,200 |
| | (3) Total pieces of evidence processed | (3) 8,036 | (3) 7,225 | (3) 7,800 |
| 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) 5,079 | (2) 5,186 | (2) 5,929 |
| | (3) Total model traffic tickets | (3) 3,272 | (3) 3,524 | (3) 4,221 |
| | (4) Total written warnings | (4) 3,536 | (4) 3,366 | (4) 2,870 |
| | (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) 4,814 | (1) 6,900 | (1) 7,000 |
| | (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 | 1,248 | 1,100 | 1,050 |
| SO PD 2-2: Appropriate dissemination of public safety information | (1) Number of required violent sexual offender notifications. | 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. | 224 | 227 | 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 | \$ 1,457,206 | \$ 1,504,722 | \$ 1,810,389 | \$ 1,829,212 |
| Supplies | 60,918 | 87,398 | 89,276 | 89,276 |
| Purchased Services | 95,999 | 153,320 | 162,458 | 162,458 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,614,123 | \$ 1,745,440 | \$ 2,062,123 | \$ 2,080,946 |
| Revenue | 202,341 | 215,000 | 215,000 | 215,000 |
| Net County Cost | \$ 1,411,782 | \$ 1,530,440 | \$ 1,847,123 | \$ 1,865,946 |
| Budget Positions | 16.0 | 15.0 | 17.0 | 17.0 |

SUMMARY OF CHANGES: With the additions of programs, such as an annual Peace Officer Standards and Training (POST) Academy, the internal needs for Records and Evidence divisions in Weld County and increases other areas of the Sheriff's Office, such as Booking Intake at the Southwest Substation and additional County courtrooms, the Sheriff's Office is restructuring and asking for two (2) command staff positions. The Administrative Lieutenant and Captain requested account for the increases in this unit, with the Purchased Services increasing by approximately \$10,000 to include the vehicle expenses and phone costs associated with these two positions. No other changes for this unit.

Final budget adjustments include an increase in salaries of \$18,823.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The Personnel addition of \$305,667 for a Captain and a Lieutenant are policy issues for the Board.

BOARD ACTION: Approve as recommended including the addition of the Captain and Lieutenant positions.

**SHERIFF ADMINISTRATION PATROL
(CONTINUED)
1000-21100**

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Press Releases | 42 | 48 | 52 |
| Vin Checks | 2,131 | 2,250 | 2,300 |
| Fingerprints* | 1,892 | 1,950 | 2,200 |
| Concealed Weapon Permits Issued | 4,508 | 4,600 | 4,950 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.509 | 0.463 | 0.510 |
| Per Capita Net County Cost | \$4.49 | \$4.73 | \$5.60 |

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 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 | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|---------------------------|--------------------------------|------------------------------|--------------------------|
| Personnel Services | \$ 1,860,111 | \$ 1,933,649 | \$ 1,996,388 | \$ 2,009,336 |
| Supplies | 237,030 | 292,580 | 320,205 | 320,205 |
| Purchased Services | 7,343 | 61,188 | 262,251 | 262,251 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 178,500 | 86,110 | 86,110 |
| Gross County Cost | \$ 2,104,484 | \$ 2,465,917 | \$ 2,664,954 | \$ 2,677,902 |
| Revenue | 287,903 | 380,000 | 268,500 | 268,500 |
| Net County Cost | \$ 1,816,581 | \$ 2,085,917 | \$ 2,396,454 | \$ 2,409,402 |
| Budget Positions | 29.0 | 29.0 | 30.0 | 30.0 |

SUMMARY OF CHANGES: Personnel Services are projected to increase by \$62,739 due to the request for 1 FTE Supply Clerk, Grade 16. Revenue decreased by \$111,500 because the booking unit received a federal grant for a body scanner in 2019, and the funding did not extend into 2020. There is a \$27,625 increase in supplies due to growing use and cost of protective equipment in the jail and increases in inmate supplies due to increased populations. A \$201,063 increase in Purchased Services is explained by needed medical services coverage once the booking service begins at the Southwest substation in 2020. Capital for 2020 includes the replacement of three fingerprint machines in the total amount of \$86,110. These machines need to be replaced because they are no longer serviceable after January 2020.

Final budget adjustments include an increase in salaries of \$12,948.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The Grade 16 Supply Clerk will be a policy issue for the Board and includes an independent evaluation for the grade classification of this position.

BOARD ACTION: Approve as recommended including the Supply Clerk at grade 16.

**SHERIFF BOOKING UNIT
(CONTINUED)
1000-21110**

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Output</u> | | | |
| Booking | 12,330 | 12,872 | 13,410 |
| Jail mail out | 32,365 | 29,964 | 27,563 |
| Jail mail in | 31,965 | 31,424 | 30,883 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.923 | 0.896 | 0.90 |
| Per Capita Net County Cost | \$5.77 | \$6.44 | \$7.23 |

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 | \$ 647,298 | \$ 758,516 | \$ 1,065,418 | \$ 1,089,018 |
| Supplies | 36,681 | 78,881 | 92,444 | 92,444 |
| Purchased Services | 148,412 | 318,314 | 530,162 | 536,962 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 832,391 | \$ 1,155,711 | \$ 1,688,024 | \$ 1,718,424 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 832,391 | \$ 1,155,711 | \$ 1,688,024 | \$ 1,718,424 |
| Budget Positions | 6.0 | 7.0 | 10.0 | 10.0 |

SUMMARY OF CHANGES: The Sheriff's Office has requested the addition of a Sergeant position to run an internal POST (Peace Officer Standards and Training) Academy annually. This request was approved mid-year 2019. There is an additional request of two training deputies at Grade 37 for the Training unit to assist in creating and providing quality training in the high liability areas of law enforcement. The Professional Standards Unit has not grown at the same pace as the rest of the operational staff of the Sheriff's Office, and these positions will provide sorely needed assistance to this unit. The total cost increase for these three (3) positions is \$306,902.

The increases in Supplies of \$13,563 is attributed specifically to the needs of the POST academy. Purchased Services is also increasing by \$211,848 and includes the body-worn camera program (\$10,000 higher than 2019, based on anticipated costs during testing), POST academy classroom needs and increase in cost for the Greeley Range (\$20,000), certification of a new fitness standard program for all law enforcement personnel (estimated at \$100,000) and recruiting and training expenses previously held under Security and Patrol (\$64,000). The other minor increases are specifically associated with the POST academy such as CRS books at \$10,000, phones for the new positions, and advertising expenses, such as a graphic wrapped vehicle for recruiting purposes.

Final budget adjustments include an increase in salaries of \$23,600.

SHERIFF PROFESSIONAL STANDARDS (CONTINUED) 1000-21120

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The 2.0 FTE Training Deputies are a policy issue for the Board.

The \$100,000 for a certification of a new fitness standard program for all law enforcement personnel is to re-evaluating the fitness standards. The Sheriff's current program is becoming less credible and the founder is un-reliable putting Weld County at risk for legal issues. Funding this effort would involve bringing in a vendor to do a full job analysis specific to Weld County deputies along with a fitness standard validation study. This will allow the Sheriff's Office to have a fitness standard that is specific to the agency and have the documentation to back the standard if challenged in the courts. The \$100,000 to bring in a vendor is a onetime expense. There will not be ongoing expenses due to this project. Recommend approval for risk management purposes to have valid fitness standards specific for Weld County to avoid future litigation.

BOARD ACTION: Purchased Services was increased by \$6,800 to include the total cost of the body-worn camera financed option to include vehicle routers. All changes were approved as recommended including the two addition Training Deputies.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Output</u> | | | |
| Hiring | 105 | 69 | 50 |
| Training (hours) | 2,585 | 1,875 | 1,931 |
| Academies | 8 | 5 | 5 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.191 | 0.216 | 0.300 |
| Per Capita Net County Cost | \$2.65 | \$3.57 | \$5.16 |

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 | \$ 367,164 | \$ 366,995 | \$ 366,995 | \$ 395,364 |
| Supplies | 0 | 2,250 | 1,500 | 1,500 |
| Purchased Services | 18,237 | 22,276 | 19,246 | 19,246 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 385,401 | \$ 391,521 | \$ 387,741 | \$ 416,110 |
| Revenue | 158,575 | 150,000 | 150,000 | 150,000 |
| Net County Cost | \$ 226,826 | \$ 241,521 | \$ 237,741 | \$ 266,110 |
| Budget Positions | 6.0 | 6.0 | 6.0 | 6.0 |

SUMMARY OF CHANGES:

Expenses for the Civil Unit dropped slightly of \$3,780 based on actual usage over the past few years. No significant changes to this unit.

Final budget adjustments include an increase in salaries of \$28,369.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approve 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 | 6,206 | 5,961 | 5,941 |
| Concealed Weapon Permits Issued | 2,971 | 3,174 | 3,030 |
| Evictions | 548 | 544 | 535 |
| Sheriff's Sales | 5 | 6 | 5 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.191 | 0.185 | 0.180 |
| Per Capita Net County Cost | \$0.72 | \$0.75 | \$0.80 |

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 | \$ 456,394 | \$ 520,022 | \$ 520,022 | \$ 506,734 |
| Supplies | 483,389 | 623,449 | 698,036 | 698,036 |
| Purchased Services | 74,030 | 17,655 | 36,175 | 36,175 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,013,813 | \$ 1,161,126 | \$ 1,254,233 | \$ 1,240,945 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 1,013,813 | \$ 1,161,126 | \$ 1,254,233 | \$ 1,240,945 |
| Budget Positions | 7.0 | 7.0 | 7.0 | 7.0 |

SUMMARY OF CHANGES: The Support Services area is up a total of \$93,107 for 2020. The increase in Supplies of \$74,587 includes \$30,000 for new radios for the 6 new positions in Administration and Patrol, and the remaining \$44,587 is split between additional costs in uniforms, expendable items such as flexicuffs and OC spray, and firearms supplies for the Peace Officer Standards Training (POST) Academy cadets and newly hired deputy uniform and outfitting expense.

The increase in Purchased Services of \$18,520 includes maintenance contracts for the polygraph machines (\$6,500) and an increase in training and travel expenses this year for renewing and additional armorer certifications. These certifications are necessary to allow for an internal armorer program, thus saving money and efficiency by providing this weapon service internally.

Final budget adjustments include a net decrease in salaries of - \$13,288.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approve 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 | 3,578 | 4,135 | 4,776 |
| Jail Hearings | 668 | 679 | 690 |
| Videos copied | 325 | 356 | 393 |
| Use of force | 451 | 513 | 585 |
| Investigations | 111 | 137 | 168 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.223 | 0.216 | 0.210 |
| Per Capita Net County Cost | \$3.23 | \$3.59 | \$3.72 |

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 Records Unit - - 1000-21150

DEPARTMENT DESCRIPTION: This budget unit is new to the Sheriff's Office in 2019 with anticipation of taking on the Law Enforcement Records services currently provided contractually by Greeley Police Department.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|---------------------------|--------------------------------|------------------------------|--------------------------|
| Personnel Services | \$ 0 | \$ 0 | \$ 254,874 | \$ 261,039 |
| Supplies | 0 | 0 | 65,000 | 65,000 |
| Purchased Services | 0 | 0 | 795,760 | 795,760 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 18,000 | 18,000 |
| Gross County Cost | \$ 0 | \$ 0 | \$ 1,133,634 | \$ 1,139,799 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 0 | \$ 0 | \$ 1,133,634 | \$ 1,139,799 |
| Budget Positions | 0.0 | 0.0 | 12.0 | 12.0 |

SUMMARY OF CHANGES:

The Sheriff's Office is taking over the responsibility of providing Records and Evidence services that have been contracted by Greeley Police Department and charged to the Patrol Unit (Org 21200). For 2020, the Sheriff's Office is asking to hire and train supervisors and staff over the last half of the year for a start date of January 1, 2021.

The costs of this unit will be partially offset in future years by revenues, and the cost for 2020 includes the \$733,360 contracted payments to Greeley Police Department that will not be ongoing once the unit is functioning. Purchased services also includes \$40,000 for transcription services, which have been removed from the Patrol budget. The remaining costs include some equipment and training for the staff as they prepare for a 2021 start date. These numbers were taken from the Records plan submitted to the Board in 2019.

Final budget adjustments include an increase in salaries of \$6,165 to account for COLA not included in original request.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approve as recommended.

**SHERIFF RECORDS UNIT
(CONTINUED)
1000-21150**

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| TBD | 0 | 0 | 0 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.00 | 0.00 | 0.39 |
| Per Capita Net County Cost | \$0.00 | \$0.00 | \$3.42 |

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: As this is a new division for the Sheriff's Office with a start date of January 1, 2021, performance measures will be determined for the first year of service for the 2021 budget cycle.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Sheriff's Evidence Unit - - 1000-21160

DEPARTMENT DESCRIPTION: This budget unit is new to the Sheriff's Office in 2020 with anticipation of taking on the Law Enforcement Evidence services currently provided contractually by Greeley Police Department.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|---------------------------|--------------------------------|------------------------------|--------------------------|
| Personnel Services | \$ 0 | \$ 0 | \$ 56,614 | \$ 57,996 |
| Supplies | 0 | 0 | 35,000 | 35,000 |
| Purchased Services | 0 | 0 | 123,936 | 123,936 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 12,000 | 12,000 |
| Gross County Cost | \$ 0 | \$ 0 | \$ 227,550 | \$ 228,932 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 0 | \$ 0 | \$ 227,550 | \$ 228,932 |
| Budget Positions | 0.0 | 0.0 | 2.0 | 2.0 |

SUMMARY OF CHANGES:

The Sheriff's Office is taking over the responsibility of providing Records and Evidence services that have been contracted by Greeley Police Department and charged to the Patrol Unit (Org 21200). For 2020, the Sheriff's Office is asking to hire and train the supervisor and staff member over the last half of the year for a start date of January 1, 2021. Training will be imperative as rules and regulations must be followed for the proper handling of evidence, as well as training staff to be prepared to testify.

The cost for 2020 includes the \$113,736 contracted payments to Greeley Police Department for 2020, which has been removed from the Patrol budget. The remaining costs include some equipment and training for the staff as they prepare for a 2021 start date.

Final budget adjustments include an increase in salaries of \$1,382.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approve as recommended.

**SHERIFF EVIDENCE UNIT
(CONTINUED)
1000-21160**

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| TBD | 0 | 0 | 0 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.00 | 0.00 | 0.06 |
| Per Capita Net County Cost | \$0.00 | \$0.00 | \$0.69 |

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: As this is a new division for the Sheriff's Office with a start date of January 1, 2021, performance measures will be determined for the first year of service for the 2021 budget cycle.

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 | \$ 6,155,239 | \$ 6,523,672 | \$ 6,770,672 | \$ 7,155,815 |
| Supplies | 195,739 | 265,155 | 298,091 | 298,091 |
| Purchased Services | 1,853,980 | 2,146,703 | 1,281,673 | 1,281,673 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 35,998 | 18,700 | 9,500 |
| Gross County Cost | \$ 8,204,958 | \$ 8,971,528 | \$ 8,369,136 | \$ 8,745,079 |
| Revenue | 487,778 | 428,000 | 365,000 | 365,000 |
| Net County Cost | \$ 7,717,180 | \$ 8,543,528 | \$ 8,004,136 | \$ 8,380,079 |
| Budgeted Positions | 60.0 | 60.0 | 62.0 | 62.0 |

SUMMARY OF CHANGES: Revenue decreased by \$63,000 in Patrol and accounted for in Administration Patrol to accurately reflect the revenue sources for Charges for Services.

The Patrol Division is requesting 2 FTE additional supervisory positions at the rank of Sergeant, Grade 51, increasing the personnel cost by \$247,000. Supply cost is increasing by \$32,936 which includes Mobile Data Terminals for the new vehicles and \$127,000 in ballistic helmets and riot gear for first responding deputies. Purchase Services shows a reduction in cost by \$865,030 because the expense was shifted to Records and Evidence under SO Administration and moved an additional \$40,000 to Records from Patrol for transcription services. The capital amount of \$18,700 includes one speed trailer replacement to improve community awareness and have one trailer in each of the four county districts, and one sniper night vision scope to increase safety for the sniper and public.

Final budget adjustments include an increase in salaries of \$385,143.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The two sergeant positions are supported by the completed staffing study showing the increased span of control and are recommended to be approved.

BOARD ACTION: The request for a speed trailer for \$9,200 was moved to Fleet Services and purchased in 2019. It was removed from the request. The remaining budget request was approved as recommended.

**SHERIFF'S PATROL
(CONTINUED)
1000-21200**

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Adult Arrest | 1,750 | 1,768 | 1,833 |
| Juvenile Arrest | 85 | 73 | 55 |
| Total Traffic Stops | 13,108 | 14,058 | 15,448 |
| Total Traffic Warnings | 7,550 | 8,097 | 8,899 |
| Dispatched Calls for Service | 49,896 | 50,552 | 51,631 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 1.91 | 1.85 | 1.86 |
| Per capita net cost | \$24.55 | \$26.39 | \$25.15 |

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 | \$ 1,896,341 | \$ 2,064,647 | \$ 2,064,647 | \$ 2,144,178 |
| Supplies | 18,531 | 15,480 | 14,320 | 14,320 |
| Purchased Services | 100,976 | 143,354 | 119,067 | 119,067 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 16,820 | 0 | 0 | 0 |
| Gross County Cost | \$ 2,032,668 | \$ 2,223,481 | \$ 2,198,034 | \$ 2,277,565 |
| Revenue | 29,121 | 0 | 0 | 0 |
| Net County Cost | \$ 2,003,547 | \$ 2,223,481 | \$ 2,198,034 | \$ 2,277,565 |
| Budgeted Positions | 17.0 | 19.0 | 19.0 | 19.0 |

SUMMARY OF CHANGES: Purchased Services was reduced \$24,287 due to lower tuition cost and a reduced expense in phone services compared to 2019. No significant changes to this unit.

Final budget adjustments include an increase in salaries of \$79,531.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approve as recommended.

**SHERIFF'S INVESTIGATIONS UNIT
(CONTINUED)
1000-21205**

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Cases Assigned | 208 | 200 | 200 |
| Cases Solved | 153 | 155 | 162 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.541 | 0.587 | 0.570 |
| Per capita net cost | \$6.37 | \$6.87 | \$6.84 |

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 | \$ 780,626 | \$ 243,252 | \$ 243,252 | \$ 229,345 |
| Supplies | 49 | 0 | 0 | 0 |
| Purchased Services | 95,355 | 59,603 | 23,318 | 23,318 |
| Contra | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 876,030 | \$ 302,855 | \$ 266,570 | \$ 252,663 |
| Revenue | 533,671 | 200,800 | 225,500 | 225,500 |
| Net County Cost | \$ 342,359 | \$ 102,055 | \$ 41,070 | \$ 27,163 |
| Budget Positions | 4.0 | 2.0 | 2.0 | 2.0 |

SUMMARY OF CHANGES: Purchased Services reflects the actual vehicle expenses of this unit. As contract services continue to decrease, expenses will continue to decrease as well. The only remaining full time contract service is with Aims Community College with two deputies.

Final budget adjustments include a net decrease in salaries of - \$13,907.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approve 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 | 861* | 125 | 125 |
| Adult Arrests | 18 | 1 | 0 |
| Juvenile Arrests | 0 | 0 | 0 |
| Traffic Citations | 0* | 0* | 0* |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .127 | .062 | .060 |
| Per capita net cost | \$1.09 | \$0.32 | \$0.08 |

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

*2018 Dispatched Calls reflect assistance to Mead and Severance as they started their own police departments. Also, traffic enforcement is not conducted at Aims Community College as a part of the contract services as designated by the contracting agency. This performance measure will be going away in future years.

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 | \$ 185,154 | \$ 200,284 | \$ 200,284 | \$ 205,882 |
| Supplies | 5,304 | 8,920 | 7,300 | 7,300 |
| Purchased Services | 104,773 | 144,314 | 141,556 | 141,556 |
| Fixed Charges | -85,000 | -85,000 | -85,000 | -85,000 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 210,231 | \$ 268,518 | \$ 264,140 | \$ 269,738 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 210,231 | \$ 268,518 | \$ 264,140 | \$ 269,738 |
| Budgeted Positions | 3.0 | 3.0 | 3.0 | 3.0 |

SUMMARY OF CHANGES: No significant changes to this unit. Decreased request of \$4,378 is based on historical spending.

Final budget adjustments include an increase in salaries of \$5,598.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approve 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 | 2,956 | 2,894 | 2,916 |
| Animals Transported to Shelter | 454 | 453 | 443 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.095 | 0.093 | 0.090 |
| Per capita cost (county support) | \$0.67 | \$0.83 | \$0.81 |

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 and forensic computer analysis, latent prints, shoes 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 | \$ 527,150 | \$ 532,289 | \$ 603,746 | \$ 568,049 |
| Supplies | 48,619 | 45,040 | 46,607 | 46,607 |
| Purchased Services | 95,776 | 54,812 | 116,711 | 116,711 |
| Fixed Charges | 0 | 62,000 | 0 | 0 |
| Capital | 8,407 | 8,300 | 8,800 | 8,800 |
| Gross County Cost | \$ 679,952 | \$ 702,441 | \$ 775,864 | \$ 740,167 |
| Revenue | 37,290 | 52,636 | 63,000 | 63,000 |
| Net County Cost | \$ 642,662 | \$ 649,805 | \$ 712,864 | \$ 677,167 |
| Budget Positions | 4.0 | 4.0 | 5.0 | 5.0 |

SUMMARY OF CHANGES: Revenue reflects an increase of \$10,364 to account for Colorado Bureau of Investigation (CBI) overtime reimbursement of the DNA Analyst's backlog work, as well as grant funds.

The Lab Director has requested the increase of 1FTE Office Tech IV, Grade 21 for \$66,445. This position will support procedures in the Lab and provide back-up support to Weld County's new Evidence facility, handle evidence in the lab which will require the ability to testify, write and report on grants, fulfill purchasing and coordination functions, and support the Lab Director and other Lab staff with county rules and CBI requirements. This in turn will free up the director for supervisory tasks. The Lab also requests the reclassification of a DNA Analyst from a Grade 42 to a Grade 44 to adequately compensate the existing highly specialized and qualified staff member in that position and was reviewed by Human Resources to determine that the upgrade was supported in this area for a person with that amount of experience. The reclassification would total \$5,012. The total Personnel Services increase for both requests would be \$71,457.

Purchased Services reflects the adjustment moving the \$62,000 Weld County Contribution to the Regional Lab fund from Fixed Charges to Purchased Services. No other significant changes were requested.

Final budget adjustments include a net decrease in salaries of - \$35,679.

REGIONAL FORENSIC LABORATORY (CONTINUED) 1000-21260

FINANCE/ADMINISTRATION RECOMMENDATION: The reclassification is supported. The increase in position is a policy issue for the Board. There are no shared costs for this position (100% Weld County).

BOARD ACTION: The reclassification and the additional position were approved by the Board. All other items approve as recommended.

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 | 247 / 2,561 WCSCO/GPD only | *284/2,881 WCSCO/GPD only | *320/2,881 WCSCO/GPD only |
| | 1,425/ 7,367 all lab staff except non- DNA CBI | 956 / 4,943 all lab staff except non- DNA CBI | 1,200 / 6,205 all lab staff except non- DNA CBI |
| Court Testimony | 24 appearances | 30 appearances | 35 appearances |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .127 | .124 | .150 |
| Per capita cost (county support) | \$2.04 | \$2.01 | \$2.03 |
| <u>Effectiveness Measures (desired results)</u> | | | |
| Quality Audit | 35 | 35 | 35 |
| Proficiency Testing (Test Run/Errors) | 15 / 0 | 15 / 0 | 15 / 0 |

* Note: Two significant changes occurred mid-2018 which greatly impacted the case intake and output for the lab. These changes surrounded the Biological services discipline. The first change was the lab no longer accepted touch-based DNA swabs for property crimes. This will significantly reduce the total number of the submissions to the lab. Research has shown that the probability of obtaining potential suspect identities from these samples is extremely low and is not an effective way to process evidence related to property crimes.

The second change is an advancement in the way items with complex DNA mixtures are processed. In years past, complex mixtures were rejected as technological challenges prevented processing items containing more than two DNA mixtures in a single sample. Now the technology allows those same complex samples to be processed, but the process is slower and significantly more time consuming, resulting in less cases being completed by each analyst. This has caused and will continue to cause the Biological services sections to run slower than it has in previous years.

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 | \$ 207,031 | \$ 208,110 | \$ 208,110 | \$ 212,337 |
| Supplies | 2,794 | 5,400 | 5,200 | 5,200 |
| Purchased Services | 26,313 | 28,069 | 23,801 | 23,801 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 236,138 | \$ 241,579 | \$ 237,111 | \$ 241,338 |
| Revenue | 175,888 | 186,375 | 187,298 | 187,298 |
| Net County Cost | \$ 60,250 | \$ 55,204 | \$ 49,813 | \$ 54,040 |
| Budgeted Positions | 3.0 | 3.0 | 3.0 | 3.0 |

SUMMARY OF CHANGES:

Expenses for this unit remain minor as the director continually searches for grant funding to help offset costs. Net county costs are down slightly.

Final budget adjustments include an increase in salaries of \$4,227.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approve as recommended.

**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 | 1,679 | 1,804 | 1,900 |
| Victims served per 10,000/capita | 53.412 | 55.722 | 57.031 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.095 | 0.093 | 0.090 |
| Per capita cost (county support) | \$0.19 | \$0.17 | \$0.16 |

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 | \$ 233,957 | \$ 251,009 | \$ 251,009 | \$ 244,923 |
| Supplies | 0 | 0 | 0 | 0 |
| Purchased Services | 70,248 | 70,248 | 85,000 | 85,000 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 304,205 | \$ 321,257 | \$ 336,009 | \$ 329,923 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 304,205 | \$ 321,257 | \$ 336,009 | \$ 329,923 |
| Budgeted Positions | 2.0 | 2.0 | 2.0 | 2.0 |

SUMMARY OF CHANGES:

Based on the newly signed inter-governmental agreement with Greeley Police Department, the Sheriff's Office anticipates that the expenses for the task force will increase \$14,752. A reconciliation will be provided each year going forward to show actual expenses, and the Sheriff's Office will be responsible for their portion of those expenses, based on the agreed upon involvement in the task force.

Final budget adjustments include a net decrease in salaries of - \$6,086.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approve 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 | 203 | 213 | 224 |
| Drug Arrests | 109 | 114 | 120 |
| Search Warrants Executed | 87 | 92 | 97 |
| Cocaine Seizures (Pounds) | 6.1 | 6.4 | 6.7 |
| Methamphetamine Seizures (Pounds) | 77.6 | 82 | 86 |
| Marijuana Seizures (Pounds) | 2,525 | 2,651 | 2,784 |
| Meth Lab Seized | 0 | 1 | 1 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.064 | 0.062 | 0.060 |
| Per capita cost (county support) | \$0.97 | \$0.99 | \$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 | \$ 1,292,854 | \$ 1,831,714 | \$ 1,831,714 | \$ 1,800,628 |
| Supplies | 18,574 | 39,960 | 47,584 | 47,584 |
| Purchased Services | 4,856,571 | 4,995,613 | 5,567,801 | 5,567,801 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 6,167,999 | \$ 6,867,287 | \$ 7,447,099 | \$ 7,416,013 |
| Revenue | 790,641 | 452,000 | 732,000 | 732,000 |
| Net County Cost | \$ 5,377,358 | \$ 6,415,287 | \$ 6,715,099 | \$ 6,684,013 |
| Budgeted Positions | 16.0 | 20.0 | 20.0 | 20.0 |

SUMMARY OF CHANGES:

Revenue reflects an increase that is explained with \$308,000 for the Jail Based Behavioral Health Services (JBBS) grant; however, it is offset by contract payments for the North Range Behavioral Health services at the jail. The \$7,624 increase in supplies is explained by increasing cost for kitchen utensils in the jail and sit-stand desk converter needs. Purchased services show an increase by approximately \$572,188, including the \$308,000 Behavioral Health cost offset described above, \$211,272 in a projected increase for the medical service contract coverage and a projected increase of \$52,700 mainly for the food contract, and includes small increases to bus passes, interpretation costs and chaplain expenses.

Final budget adjustments include a net decrease in salaries of - \$31,086.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approve as recommended.

**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 | \$ 18,628,220 | \$ 18,617,377 | \$ 18,617,377 | \$ 19,595,855 |
| Supplies | 52,314 | 57,258 | 138,869 | 138,869 |
| Purchased Services | 70,550 | 153,504 | 168,006 | 168,006 |
| Fixed Charges | 11,594 | 64,000 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 18,762,678 | \$ 18,892,139 | \$ 18,924,252 | \$ 19,902,730 |
| Revenue | 411,859 | 420,000 | 420,000 | 420,000 |
| Net County Cost | \$ 18,350,819 | \$ 18,472,139 | \$ 18,504,252 | \$ 19,482,730 |
| Budgeted Positions | 194.0 | 201.0 | 201.0 | 201.0 |

SUMMARY OF CHANGES:

The Supplies cost is forecasted to increase by \$81,611 due to \$57,000 in purchases of radios for the jail deputies to maximize mobility, \$25,000 for the purchase of tourniquets (life saving devices), deputy radio earpieces to improve safety for inmates and deputies, and for a software program in inventory management. IT will be involved before any purchases are made in software needs.

The Purchased Services increase of \$14,502 includes additional iPhones and associated services for the 14 jail supervisors, and a maintenance contract for a body scanning machine. It also includes the fleet cost for two additional vehicles.

Final budget adjustments include an increase in salaries of \$978,478.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approve as recommended.

SECURITY UNIT (CONTINUED) 1000-24415

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 | 759 | 795 | 833 |
| Number of Offenders Transported to Court Appearances | 22,080 | 22,686 | 23,181 |
| New Detention Deputies Entering Basic Training | 74 | 50 | 48 |
| <u>Efficiency Measures</u> | | | |
| Detention Division FTE's per 10,000 Capita | 8.430 | 8.618 | 8.585 |
| Per capita net cost | \$91.93 | \$94.22 | \$99.17 |
| Avg. Medical Cost Per Inmate Daily | \$13.20 | \$14.37 | \$13.81 |
| Avg. Food Cost Per Inmate Daily | \$3.04 | \$2.95 | \$2.96 |
| Secure Facility Occupancy Rate | 88% at 779/961 | 77% at 961 | 82% at 961 |

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 (Past): 304,600 | 2017 Past: \$24,972,838 |
| 2018: 265 | 2018 (Actual): 314,350 | 2018 Actual: \$28,898,686 |
| 2019: 279 | 2019 (Estimated): 323,750 | 2019 Estimated: \$30,503,684 |
| 2020: 286 | 2020 (Projected): 333,150 | 2020 Projected: \$34,280,134 |

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 | \$ 2,602,228 | \$ 2,988,260 | \$ 3,505,029 | \$ 3,630,560 |
| Supplies | 19,529 | 15,044 | 34,828 | 34,828 |
| Purchased Services | 638,792 | 562,037 | 641,128 | 620,336 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 15,340 | 15,340 |
| Gross County Cost | \$ 3,260,549 | \$ 3,565,341 | \$ 4,196,325 | \$ 4,301,064 |
| Revenue | 47,019 | 35,000 | 40,000 | 40,000 |
| Net County Cost | \$ 3,213,530 | \$ 3,530,341 | \$ 4,156,325 | \$ 4,261,064 |
| Budgeted Positions | 24.0 | 29.0 | 35.0 | 35.0 |

SUMMARY OF CHANGES:

Personnel requests have increased by six (6) FTE Detention Deputies, Grade 37 to service two additional new court rooms and additional security needs for court held at the north jail complex. These positions were approved midyear 2019. Supply cost have increased due to the need of outfitting the additional FTE with radios, costing \$21,324. The increase in Purchased Services is due to an anticipated increase in 2020 courthouse security contract cost of \$35,700, service agreement for existing x-ray and metal detection equipment of \$20,792, previously paid out of the non-departmental fund, and increased transportation costs of approximately \$6,000 because of the increase in inmate population. The Capital line includes the replacement of two metal detectors at the courthouse (\$15,340) for machines too old to be serviced by a maintenance agreement.

Final budget adjustments include an increase in salaries of \$125,531.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Removed duplicate Purchased Services in the amount of \$20,792 at the Sheriff's Office request. Remaining budget was approved as recommended.

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: 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 2020.

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 | \$ 6,326,479 | \$ 6,999,289 | \$ 7,123,320 | \$ 7,123,320 |
| Supplies | 80,437 | 39,359 | 38,359 | 38,359 |
| Purchased Services | 573,922 | 1,591,832 | 2,418,693 | 2,418,693 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Contra Account | -2,456 | 0 | 0 | 0 |
| Capital | 194,639 | 75,000 | 0 | 0 |
| Gross County Cost | \$ 7,173,021 | \$ 8,705,480 | \$ 9,580,372 | \$ 9,580,372 |
| Revenue | 3,229,848 | 3,752,784 | 4,991,945 | 4,991,945 |
| Net County Cost | \$ 3,943,173 | \$ 4,952,696 | \$ 4,588,427 | \$ 4,588,427 |
| Budgeted Positions | 71 | 78 | 78 | 78 |

SUMMARY OF CHANGES: The gross county cost is up \$874,892 and net county costs are down \$364,269. The 3% cost of living is included in the recommended budget to provide users their 2020 charges by June 1st. Greeley Police will be reimbursing for the two dispatchers to allow additional service of splitting their call channel (\$253,760).

Supplies are down \$1,000 for general supplies. Purchased Services are up \$826,861 primarily for MCM migration (\$127,000), Motorola SUA contracts (\$438,665), and Century Link-ESSINET Tariff (\$166,786). Capital is funded in the E911 budget.

Revenues are based upon the new user rate structure adopted by the Board in May 2019, which will increase the user fee to fire agencies to 40% starting in 2020, and phase in the user fee increase for law agencies by charging 25% in 2020, 32.5% in 2021, and 40% in 2022. 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 2020, users will be paying \$2,182,852 under the formula. E911 will pay \$2,225,000. Banner will no longer be paying a user fee, since under the new formula the fire districts will be covering ambulance dispatch costs. Greeley Police will pay \$253,760 to fund two dispatchers to allow the additional service of splitting their call channel. In addition, there is revenue from tower rentals of \$88,911, the Niwot tower maintenance of \$8,000 and loan repayment of \$17,932. Windsor and Windsor-Severance Fire will pay \$215,490 for the Timnath tower repayment for a total revenue of \$4,991,945.

COMMUNICATIONS (CONTINUED) 1000-22100

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> | | | |
| E-911 Calls | 119,003 | 122,500 | 126,000 |
| Non-911 Calls | 296,460 | 305,300 | 314,450 |
| CAD Incidents for Law and Fire/Ambulance | 405,707 | 417,878 | 430,000 |
| EMD Calls | 20,705 | 21,300 | 21,900 |
| Wireless Subscriber Service Tickets | 338 | 1,190 | 1,800 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000 per Capita | 2.26 | 2.41 | 2.34 |
| Per Capita Cost - Operating Budget | \$12.54 | \$15.20 | \$15.20 |
| EMD Call per FTE | 292 | 300 | 308 |
| CAD Incident per FTE | 5,714 | 5,886 | 6,056 |

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 | 88.88% | 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 | 98.59% | 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) | 91.6% | 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 | 0 |
| Capital | 3,529,861 | 0 | 0 | 0 |
| Gross County Cost | \$ 3,529,861 | \$ 0 | \$ 0 | \$ 0 |
| Revenue | 1,788,313 | 0 | 0 | 0 |
| Net County Cost | \$ 1,741,548 | \$ 0 | \$ 0 | \$ 0 |
| Budgeted Positions | 0 | 0 | 0 | 0 |

SUMMARY OF CHANGES: In 2018, a Ten-Year Capital Plan for the Weld County Communications infrastructure and facilities was developed. 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. From the E911 surcharge amount each year \$1,850,000 will be dedicated to fund the Ten-Year Communications Capital Plan. The capital plan totals \$19 million. The county's Capital Expenditure Fund has \$850,000 in reserve for the future communications building needs, but none for equipment. No funding will be placed in this budget in future years for communications equipment with the new funding plan for the 2020-2030 Communications Capital Plan.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approve 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 | \$ 1,071,873 | \$ 1,225,627 | \$ 1,295,131 | \$ 1,295,131 |
| Supplies | 952,275 | 889,658 | 693,307 | 693,307 |
| Purchased Services | 282,351 | 27,000 | 28,550 | 28,550 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Contra Account | -725,890 | -770,800 | -719,946 | -719,946 |
| Capital | 20,140 | 60,000 | 40,000 | 40,000 |
| Gross County Cost | \$ 1,600,749 | \$ 1,431,485 | \$ 1,337,042 | \$ 1,337,042 |
| Revenue | 522,379 | 462,480 | 447,967 | 447,967 |
| Net County Cost | \$ 1,078,370 | \$ 969,005 | \$ 889,075 | \$ 889,075 |
| Budgeted Positions | 9.0 | 9.0 | 10.0 | 10.0 |

SUMMARY OF CHANGES: The gross county costs are down \$94,443, and net county costs are down \$79,930. The 3% cost of living plus step increases are included in the recommended budget to provide the Greeley Police and E911 their 2020 charges by June 1st. An additional Public Safety Systems Analyst position (\$126,426) has been added to the budget to accommodate the workload and the potential upgrade or replacement of Spillman in 2020.

Supplies are down \$196,351 with the major drop being in data center backup equipment and software. Purchased Services are up \$1,550. Capital is funded at \$40,000.

The contra account for the E911 reimbursement for the CAD portion of the system is \$719,946. Revenues include \$447,967 for charges to Greeley Police for the Records portion of the system.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. If Spillman is upgraded or replaced in 2020 the funds are reserved and available in the General Fund and E911 fund balance amounts.

BOARD ACTION: Approve as recommended, including the new position.

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 | 0.286 | 0.278 | 0.300 |
| Per capita cost (county support) | \$3.43 | \$2.99 | \$2.67 |

| 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 | \$ 150,642 | \$ 115,528 | \$ 115,528 |
| Supplies | 0 | 3,150 | 8,045 | 8,045 |
| Purchased Services | 0 | 28,259 | 20,141 | 20,141 |
| Fixed Charges | 0 | 100,104 | 141,686 | 141,686 |
| Contra Account | 0 | 0 | 0 | 0 |
| Capital | 0 | 6,180 | 0 | 0 |
| Gross County Cost | \$ 0 | \$ 288,335 | \$ 285,400 | \$ 285,400 |
| Revenue | 0 | 288,335 | 285,400 | 285,400 |
| Net County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Budgeted Positions | 0 | 1.0 | 1.0 | 1.0 |

SUMMARY OF CHANGES: This is the second year for this budget, so there has been more experience how the costs will align by account. The gross county costs are \$285,400, and net county costs are up \$0. The 3% cost of living plus step increases are included in the recommended budget to set 2020 service rates.

Supplies total \$8,045 for operating supplies. Purchased Services total \$20,141 for training (\$12,615), memberships (\$322), telephone (\$1,236), and vehicle costs (\$5,850). Fixed costs include miscellaneous costs of \$141,686 for overhead costs, depreciation, contingencies, and capital reserve.

Revenues include \$285,400 for full cost recovery for the radio maintenance services.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approve 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 | 2,600 | 2,600 |
| <u>Efficiency Measures</u> | | | |
| FTE'S per 10,000/capita | 0.000 | 0.031 | 0.030 |
| 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 | \$ 1,032,462 | \$ 954,238 | \$ 954,238 | \$ 1,083,604 |
| Supplies | 9,629 | 24,200 | \$ 32,948 | \$ 32,948 |
| Purchased Services | 413,831 | 372,466 | \$ 393,690 | \$ 393,690 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,455,922 | \$ 1,350,904 | \$ 1,380,876 | \$ 1,510,242 |
| Revenue | 0 | 0 | \$ 750 | \$ 750 |
| Net County Cost | \$ 1,455,922 | \$ 1,350,904 | \$ 1,380,126 | \$ 1,509,492 |
| Budgeted Positions | 9 | 10 | 10 | 11 |

SUMMARY OF CHANGES: The requested budget is up \$29,972. Supplies are up \$8,748 in operating supplies (\$10,448) and computer attachments (\$800) with offsetting reductions in office supplies (\$1,000) and small items of equipment (\$1,500). Purchased services are up \$21,224 primarily in medical services (\$9,209) and vehicle costs (\$12,040).

As the county's population increases and the number of deaths rises (about 20% from 2015 to 2018), and as the "acuity" of these deaths necessitate more autopsies due to traffic crashes, suicides and accidental overdose cases (up from 169 autopsies in 2015 to 253 autopsies in 2018).

A new morgue facility will be opened in 2020, which will allow autopsies to be done locally, which will be much more efficient. There may be a need for a supplemental appropriation in 2020 to accommodate the new facility for items, such as supplies and equipment. Capital items, such as x-ray machines, furniture, autopsy tables, coolers, etc. are included as part of the capital project costs in the Capital Expenditure Fund. Staffing the morgue with a diener position will also be needed once the facility is opened.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. During 2019 the Board approved the Coroner having one overfilled position due to turnover and workload. The Coroner is requesting a continuation of this arrangement in 2020 until the new morgue opens when staff time will be reduced for autopsies. The position at that time may be replaced by a diener position, to assist with autopsies. If the overfilled position is approved to be continued in 2020 \$85,422 will need to be added to the 2020 final budget.

CORONER (CONTINUED) 1000-23200

BOARD ACTION: Board approved the overfilling of one position due to turnover and workload (\$85,422). Final budget adjustments include an increase in salaries of \$43,944. No other changes.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|------------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Total number of cases reviewed | 1,370 | 1,550 | 1,625 |
| Number of cases investigated | 677 | 750 | 780 |
| Number of full autopsies | 253 | 275 | 245 |
| <u>Efficiency Measures</u> | | | |
| FTEs per 10,000/capita | 0.286 | 0.301 | 0.330 |
| Per capita cost (county support) | \$4.63 | \$4.17 | \$4.53 |
| Cost per autopsy (with toxicology) | \$1,333 | \$1,350 | \$1,350 |

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. | 75% | 85% | 90% |
| PSC 1-2: Improve response times to scenes by 10% from 7AM to 5 PM and 15% after hours | Response times measured by dispatch time report information. | 80% | 7 to 5 PM: 75% After hours: 85% | 7 to 5 PM: 80% 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 | 100% | 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 | 15% | 25% | 30% |
| 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 all field personnel are nationally-certified or state-certified within first year of employment. | 80% | 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 | \$ 899,363 | \$ 1,048,747 | \$ 1,206,339 | \$ 1,274,565 |
| Supplies | 11,684 | 37,000 | 40,000 | 40,000 |
| Purchased Services | 52,940 | 47,350 | 47,350 | 47,350 |
| Gross County Cost | \$ 963,987 | \$ 1,133,097 | \$ 1,293,689 | \$ 1,361,915 |
| Revenue | 40,623 | 39,000 | 39,000 | 39,000 |
| Net County Cost | \$ 923,364 | \$ 1,094,097 | \$ 1,254,689 | \$ 1,322,915 |
| Budgeted Positions | 11.50 | 13.50 | 15.50 | 15.50 |

SUMMARY OF CHANGES: The Department is requesting an increase in Personnel Services to fund 2.0 FTE Pretrial Services Specialists (\$147,890), reclassify a Pretrial Services Specialist to a Pretrial Services Specialist II (\$2,016), and reclassify the Pretrial Services Supervisor to a Pretrial Services Manager (\$7,686). Due to the state assuming the Court Date Notification (SB19-36) Program it is requested the current incumbent of the program be retained as a Pretrial Services Office Tech III (\$61,320), at the same cost. All the personnel requests result in a net increase of \$157,592.

Supplies costs up \$3,000 for software licenses.

Final budget adjustments include an increase in salaries of \$68,226.

FINANCE/ADMINISTRATION RECOMMENDATION: With two more judges coming on board to the 19th Judicial District, the demand for Pretrial Services will continue to intensify and workloads increase. Additional personnel and redistribution of task assignments will help meet demands. This program produces cost-avoidance at the jail and efficiencies to assure public safety and appearance of defendants to court hearings. Therefore, all position requests are recommended.

BOARD ACTION: Approve as recommended, including all position changes.

PRETRIAL SERVICES (CONTINUED) 1000-24100

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Pretrial Services Risk Assessments | 3,490 | 3,600 | 3,800 |
| Defendants on Pretrial Supervision (ADP) | 970 | 1,300 | 1,450 |
| Court Date Call Notifications | 10,000* | 11,000 | NA |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .366 | .417 | .465 |
| Per capita net cost | \$2.94 | \$3.38 | \$3.97 |

| 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 | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | 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 law-abidance. | 3,495 defendant bond risk assessments at the jail and 1,200 defendants on community supervision (ADP) | 3,600 defendant bond risk assessments at the jail and 1,300 defendants on community supervision (ADP) | 3,700 projected defendant bond risk assessments at the jail and 1,400 projected defendants on community supervision (ADP) |
| | Estimated variable cost avoidance to help manage high expense of operating the jail*. * recalculated based on updated jail figures at \$109 per day costs | \$2,092,800 | \$2,267,200 | \$2,441,600 |

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 | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | 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; administer CJAC Bylaws. | Four to six meetings | Four to six meetings | Four to six meetings |
| | Provide professional analysis, and coordination with justice system agencies. | Ongoing | Ongoing | Ongoing |
| 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 | N/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 | \$ 1,434,915 | \$ 1,770,538 | \$ 1,770,538 | \$ 1,762,482 |
| Supplies | 25,075 | 28,090 | 28,890 | 28,890 |
| Purchased Services | 177,383 | 217,098 | 217,098 | 217,098 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,637,373 | \$ 2,015,726 | \$ 2,016,526 | \$ 2,008,470 |
| Revenue | 942,975 | 964,350 | 964,350 | 964,350 |
| Net County Cost | \$ 694,398 | \$ 1,051,376 | \$ 1,052,176 | \$ 1,044,120 |
| Budgeted Positions | 17.0 | 21.0 | 21.0 | 21.0 |

SUMMARY OF CHANGES: Budget is up \$800 with a \$400 reduction in software maintenance, offset by an increase of \$1,200 for postage to meet changes in Victim Rights notifications.

Offender placements have steadily increased for both programs, with performance measures continuing to indicate the programs are effective

Final budget adjustments include a decrease in salaries of \$8,056.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approve 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 | 180 | 185-190 | 200 |
| Avg. Electronic Home Monitoring - ADP | 75 | 75 | 85 |
| FTE's per 10,000/capita | .558 | .645 | .630 |
| Per capita net cost | \$2.03 | \$3.23 | \$3.13 |

| 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; Offenders taking part in educational, rehabilitative and/or employment programming; and Estimated variable cost savings of programs to taxpayers for clients' average length of stay at Work Release Facility (excludes electronic home monitoring placements). | 180 ADP - Work Release 70 ADP – Electronic Home Monitoring 100% \$945,000 | 185 - 190 ADP - Work Release 75 ADP – Electronic Home Monitoring 100% \$997,500 | 200 ADP - Work Release 85 ADP – Electronic Home Monitoring 100% \$1,090,000 |

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 | \$ 77,950 | \$ 99,213 | \$ 137,900 | \$ 137,900 |
| Supplies | 0 | 500 | 500 | 500 |
| Purchased Services | 996 | 500 | 500 | 500 |
| Gross County Cost | \$ 78,946 | \$ 100,213 | \$ 138,900 | \$ 138,900 |
| Revenue | 19,790 | 16,000 | 16,000 | 16,000 |
| Net County Cost | \$ 59,156 | \$ 84,213 | \$ 122,900 | \$ 122,900 |
| Budgeted Positions | 1 | 1.25 | 1.50 | 1.50 |

SUMMARY OF CHANGES: The budget reflects actual workload of the Diversion Director, of which half of the job is spent supervising and working on Adult Diversion programming. Personnel costs were reallocated from Budget Unit 15250 with the elimination of juvenile restorative justice grant funding. The amount budgeted also accounts for changes in staff utilizing county funded health insurance.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Program is cost effective by reducing time offenders may spend in jail otherwise.

BOARD ACTION: Approve 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 | \$ 60,793 | \$ 63,730 | \$ 63,044 | \$ 63,044 |
| Supplies | 6,000 | 6,000 | 6,000 | 6,000 |
| Purchased Services | 2,850,625 | 2,925,241 | 3,263,703 | 3,263,703 |
| Fixed Charges | 25,051 | 25,051 | 25,051 | 25,051 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 2,942,469 | \$ 3,020,022 | \$ 3,357,798 | \$ 3,357,798 |
| Revenue | 2,942,469 | 3,020,022 | 3,357,798 | 3,357,798 |
| Net County Cost | \$ 0 | \$ 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 are increasing. State allocation per diem increase for SFY 19/20: \$2,890,430 for Residential Services for Diversion, Transition and Condition of Parole placements; \$72,029 for Non-Residential Diversion services, \$100,000 for Offender Correctional Treatment Support Services, \$53,198 for Residential Condition of Probation placement services, \$121,065 for Facility Payment funding to mitigate vendor staff turnover and promote evidence based programming, and \$121,078 for Community Corrections Board and Department administration.

The revenue from the lease amount paid by the vendor to use the Community Corrections Facility is budgeted at \$303,444 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: Approve 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 | 260 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.032 | 0.031 | 0.030 |

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, provide oversight of selected vendor 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 reentry resources; treatment and employment services, while living in a staff-secure residential correctional setting. | Cost savings by providing a less costly alternative jail and prison incarceration for adult convicted offenders. | 170 residential (capacity) 40 non-residential | 185 residential (capacity) 40 non-residential | 204 residential (capacity) 40 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. | 210 | 250 | 260 |
| | Receive, manage, and process all allocated community corrections funds from the State. | \$2,942,350 | \$3,020,471 | \$3,357,798 |
| | Approximate variable cost avoidance/savings ratio of community corrections program to taxpayers. | \$1,800,000 | \$2,000,000 | \$2,000,000+ |

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 | \$ 1,097,107 | \$ 1,180,033 | \$ 1,180,033 | \$ 1,285,931 |
| Supplies | 156,359 | 82,000 | 74,500 | 74,500 |
| Purchased Services | 80,051 | 102,923 | 85,026 | 85,026 |
| Fixed Charges | 147,217 | 165,226 | 291,568 | 291,568 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,480,734 | \$ 1,530,182 | \$ 1,631,127 | \$ 1,737,025 |
| Revenue | 4,187,978 | 2,650,000 | 2,850,000 | 2,850,000 |
| Net County Cost | \$ -2,707,244 | \$ -1,119,818 | \$ -1,218,873 | \$ -1,112,975 |
| Budgeted Positions | 12.00 | 13.00 | 13.00 | 13.00 |

SUMMARY OF CHANGES: Expenses for the budget are up \$100,945 primarily due to the increase in the chargebacks from Planning to Building Inspection (\$126,342) in Fixed Charges. Supplies are down \$7,500 in office supplies (\$2,000) and software maintenance (\$5,500). Purchased Services are down \$17,897 in vehicle costs.

Revenues are up \$200,000 in Electrical Permits (\$150,000) and Plan Checks (\$50,000) based on projected activity and rates remaining the same in 2020. Overall net county costs for the requested budget are down \$99,055.

Final budget adjustments include an increase in salaries of \$105,898.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approve as recommended.

**BUILDING INSPECTION
(CONTINUED)
1000-25100**

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|---|---------------|------------------|------------------|
| | <u>(2018)</u> | <u>(2019)</u> | <u>(2020)</u> |
| <u>Field Inspection Work Outputs</u> | | | |
| Number of Building Permits Issued | 2,530 | 2,300 | 2,400 |
| Number of inspections performed | 24,063 | 24,200 | 24,100 |
| Avg. # of inspections per Inspector | 19.25 | 19.22 | 19.5 |
| Number of Inspectors | 5 | 5 | 5 |
| Number miles driven by Inspectors | 145,000 | 146,000 | 145,000 |
| Walk-ins | 5,709 | 5,800 | 5,700 |
| | | | |
| Number of Plan Reviews | 2,363 | 2,200 | 2,250 |
| Number of Plan Examiners | 3 | 3 | 3 |
| Number of Building Compliance violations | 69 | 80 | 70 |
| Number of Building Complaints | 62 | 70 | 65 |
| Number Compliance cases closed | 71 | 71 | 70 |
| 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: OIL AND GAS ENERGY DEPARTMENT

BUDGET UNIT TITLE AND NUMBER: Oil and Gas Energy - - 1000-25200

DEPARTMENT DESCRIPTION: Responsible for permitting, regulating and enforcing surface and air oil-and-gas operations for drilling sites located in unincorporated areas of Weld County.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|-----------------------|----------------------------|--------------------------|----------------------|
| Personnel Services | \$ 0 | \$ 0 | \$ 1,616,765 | \$ 1,616,765 |
| Supplies | 0 | 0 | 29,241 | 29,241 |
| Purchased Services | 0 | 0 | 333,994 | 333,994 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 0 | \$ 0 | \$ 1,980,000 | \$ 1,980,000 |
| Revenue | 0 | 0 | 1,980,000 | 1,980,000 |
| Net County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Budgeted Positions | 0.00 | 0.00 | 15.00 | 15.00 |

SUMMARY OF CHANGES: The department was formed July 16, 2019, and will employ up to 15 staff members including a director, an oil and gas planner, permitting and enforcement officers, hearing officers, and office techs as well as co-locating Public Works employees, who work on access permits and storm drainage, and Public Health and Environment employees, who will monitor air quality and other environmental factors to ensure the health, safety, and welfare of the environment and Weld County residents. It is the goal of the county that the department's costs (\$1,980,000) will be fully offset by permit fees (\$1,980,000).

The full complement of staffing is funded in the 2020 budget, but staff will be hired on a phased basis as workload justifies the added staff. Initially only nine positions will be filled, and others added as needed to keep up with the oil and gas industry's permit submissions.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approve as recommended.

**OIL AND GAS ENERGY
(CONTINUED)
1000-25200**

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| LAP Permits | 0 | 0 | \$55,000 |
| WOGLA permits | 0 | 0 | 200 |
| WOGLA Permits with no wells | 0 | 0 | 10 |
| Wells | 0 | 0 | 1,900 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.00 | 0.00 | 0.450 |
| Per capita cost (county support) | \$0.00 | \$0.00 | \$0.00 |

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 | \$ 503,110 | \$ 490,362 | \$ 492,687 | \$ 514,027 |
| Supplies | 63,325 | 76,850 | 76,850 | 76,850 |
| Purchased Services | 332,240 | 414,886 | 414,886 | 414,886 |
| Fixed Charges | 8,771 | 0 | 0 | 0 |
| Capital | 0 | 0 | 15,000 | 15,000 |
| Gross County Cost | \$ 907,446 | \$ 982,098 | \$ 999,423 | \$ 1,020,763 |
| Revenue | 63,422 | 6,000 | 6,000 | 6,000 |
| Net County Cost | \$ 844,024 | \$ 976,098 | \$ 993,423 | \$ 1,014,763 |
| Budgeted Positions | 2 FTE 10 PT | 2 FTE 10 PT | 2 FTE 10 PT | 2 FTE 10 PT |

SUMMARY OF CHANGES: Budget request is up \$17,325. Personnel Services increased \$2,325 for the addition of overtime for two FTE's x 50 hours.

Capital was an added cost for an unmanned aircraft system (drone) to map weeds, inspect roads, culverts and bridges, and for use during natural disasters at \$15,000.

Final budget adjustments include an increase in salaries of \$21,340.

FINANCE/ADMINISTRATION RECOMMENDATION: The drone is a policy issue for the Board. The Sheriff's Office has a drone that possibly could be shared. The other issue is some of the Commissioners in a prior meeting voiced some privacy concerns citizens may raise from a county drone flying over their property. All other items are recommended.

BOARD ACTION: Board approved the budget as recommended, including the drone.

NOXIOUS WEEDS (CONTINUED) 1000-26100

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Mowing Lane Miles | 2,404 | 2,400 | 2,400 |
| Spraying Lane Miles | 8,186 | 7,500 | 7,500 |
| Acres Sprayed (Only noxious weeds being sprayed beginning in 2017) | 1,574 | 1,600 | 1,600 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.0636 | 0.0618 | 0.0600 |
| Per capita cost (county support) | \$2.68 | \$3.01 | \$3.05 |

Goal TPW9: Implement the Colorado Weed Management Act on County properties and 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 | \$ 290,884 | \$ 340,505 | \$ 340,505 | \$ 399,829 |
| Supplies | 24,029 | 29,900 | 33,989 | 33,989 |
| Purchased Services | 102,230 | 191,795 | 247,450 | 247,450 |
| Fixed Charges | -1,095 | 0 | 0 | 0 |
| Capital | 8,590 | 0 | 0 | 0 |
| Gross County Cost | \$ 424,638 | \$ 562,200 | \$ 621,944 | \$ 681,268 |
| Revenue | 112,909 | 115,000 | 196,400 | 194,600 |
| Net County Cost | \$ 311,729 | \$ 447,200 | \$ 425,544 | \$ 486,668 |
| Budgeted Positions | 3.0 | 4.0 | 4.0 | 4.0 |

SUMMARY OF CHANGES: Supplies are up \$4,089 with an increase of office supplies for added staff (\$200), and software maintenance (\$3,889). Purchased Services are up \$55,655 for printing for Incident action plans, training materials and instruction guide (\$2,000), phones (\$4,155), and contract payment (\$24,500) primarily associated with the Hazardous Materials Emergency Planning grant costs.

Total estimated grant funding of \$194,600 includes the Emergency Management Grant (\$55,000), the Mitigation Grant for our Mitigation Plan (\$60,000), and the Hazardous Materials Emergency Planning Grant (\$79,600). Grant funding is always a questionable funding source, the State DHSEM is currently doing a complete review of all grants funded to local jurisdictions and developing a "Fair and Equitable Share" standard for funding. This may change the amount of funding we receive from the Emergency Planning grant, but we could see an increase in the Hazardous Materials Emergency Planning grant due to the activity we have with the Oil and Gas industry and our reporting facilities for the Tier II program under the Emergency Planning and Community Right-to-Know Act.

Our overall budget request shows a decrease of \$21,656 because of the increase of grant funding.

Final budget adjustments include an increase in salaries of \$59,324.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend Approval.

OFFICE OF EMERGENCY MANAGEMENT (CONTINUED) 1000-26200

BOARD ACTION: Approve as recommended.

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 | 12/24 | 24 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.095 | 0.124 | 0.120 |
| Per capita cost | \$0.99 | \$1.38 | \$1.46 |

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 | \$ 3,116,697 | \$ 3,809,902 | \$ 4,078,558 | \$ 4,066,554 |
| Supplies | 169,166 | 166,865 | 211,997 | 211,997 |
| Purchased Services | 678,737 | 4,916,870 | 5,691,576 | 11,575,276 |
| Capital | 1,382 | 150,000 | 205,000 | 205,000 |
| Contra | -331,761 | -639,318 | -1,139,015 | -1,139,015 |
| Gross County Cost | \$ 3,634,221 | \$ 8,404,319 | \$ 9,048,116 | \$ 14,919,812 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 3,634,221 | \$ 8,404,319 | \$ 9,048,116 | \$ 14,919,812 |
| Budgeted Positions | 28 | 35 | 38 | 38 |

SUMMARY OF CHANGES: The budget request is up \$643,797. Personnel Services are up \$268,656. Requesting the following promotions: Engineer I to Engineer III position (approved 2019 mid-year) and Engineer III to Senior Engineer position for a total cost of \$19,452. Addition of two Engineer Tech I positions for Permitting: one for Development Review-Access Permits, and one for Right-of-Way Transport Permits for an increase of \$150,436. One Engineer I for the Oil and Gas Energy Department (\$98,268). An increase in outerwear reimbursement for additional staff totaling \$500.

Supplies increased \$45,132 for Software Maintenance, mainly due to additional Cartegraph Licenses. Purchased Services increased \$774,706. Memberships, Travel & Meetings, and Training increased by \$9,340 due to additional training and certifications for new staff. Other Purchased Services are up \$338 to include additional Stormwater educational materials and compliance requirements. Engineering and Architectural increased \$116,500 due to additional surveying and ROW acquisition. Other Professional Services increased \$38,528 due to the addition of the Stormwater Excellence program and annual increases in Geotechnical Services and NFR Admin Local Match. Strategic Roads increased by \$250,000 for the addition of Right-of-Way purchases which was moved to this account from Other Public Works. Grants and Donations was added for a total of \$360,000 for reimbursement to the Town of Johnstown in accordance with the Intergovernmental Agreement for the paving of Weld County Road 50.

The Chargeback to Planning division for work supporting their division has increased to \$954,032. The Chargeback to Oil and Gas Energy Department is \$184,982 for a total Chargeback of \$1,139,015. Planning Capital increased \$55,000 for Office Equipment and three weather stations.

Final budget adjustments include a decrease in salaries of \$12,004.

GENERAL ENGINEERING (CONTINUED) 1000-31100

FINANCE/ADMINISTRATION RECOMMENDATION: Workload and staffing requirement should be reviewed just prior to the October budget work sessions to see if the workload in Permitting still justifies the two additional Engineering Techs, especially in light of the oil and gas permitting changes. Other position upgrades are recommended.

All other items recommended.

BOARD ACTION: The Board approved adding \$3,827,700 for the WCR 35 project in Greeley, and \$2,000,000 for the Evans 23rd Avenue project. The Capital Expenditure Fund will be decreased to offset these increases. The Board added \$56,000 for the SH 52 PEL grant match. All other items approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|---|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Number of designs completed | 15 | 14 | 13 |
| Number of construction projects completed | 10 | 5 | 5 |
| Number of land use case reviews | 800 | 800 | 800 |
| Access Permit | 700 | 800 | 900 |
| Right-of-Way Permits | 600 | 650 | 1,200 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.8907 | 1.0811 | 1.1141 |
| Per capita cost | \$11.56 | \$25.96 | \$44.78 |

*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 | \$ 60,677 | \$ 62,583 | \$ 62,583 | \$ 66,331 |
| Supplies | 1,882 | 1,750 | 1,750 | 1,750 |
| Purchased Services | 3,824 | 12,900 | 12,900 | 12,900 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 65,383 | \$ 77,233 | \$ 77,233 | \$ 80,981 |
| Revenue | 8,874 | 5,000 | 5,000 | 5,000 |
| Net County Cost | \$ 57,509 | \$ 72,233 | \$ 72,233 | \$ 75,981 |
| Budget Positions | 1 | 1 | 1 | 1 |

SUMMARY OF CHANGES: Final budget adjustments include an increase in salaries of \$3,748. No other changes.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approve as recommended.

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 | 0.032 | 0.031 | 0.030 |
| Per capita cost (county support) | \$0.183 | \$0.223 | \$0.229 |

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 | 239,000 | 239,000 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 29,000 | \$ 129,000 | \$ 239,000 | \$ 239,000 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 29,000 | \$ 129,000 | \$ 239,000 | \$ 239,000 |
| 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. 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. The Poudre River Trail improvements are over twenty years old and are beginning to require major repairs. Starting in 2017 \$100,000 each year was included for Poudre River Trail repairs. In 2020 the Poudre River Trail Board is requesting funding to repair, the Duran Section estimated at \$200,000. This section of the trail is entirely located in the County. The City of Greeley will address the Railroad Bend section or the highest priority at that time. Windsor is doing repairs within their corporate boundaries.

For the first time the Great Western Trail Authority is requesting \$10,000 for the trail maintenance and operations. 11-miles of the trail are located in the unincorporated portion of the county. The towns of Windsor, Severance, and Eaton are also contributing \$10,000 annually for a total of \$40,000 for the maintenance and operations.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Due to the aging of the Poudre River Trail improvements to keep pace with the repair needs and realignment of the trail due to river flow changes the county is going to have increase the annual contribution to the higher level or the trail is going to deteriorate beyond repair eventually.

The Great Western Trail Authority contribution was discussed and reviewed by the Board at a work session on February 11, 2019, with members of the trail authority's board. The Commissioners at the meeting indicated the Board would participate in the funding of the maintenance and operations at the same level as the towns involved starting in 2020.

BOARD ACTION: Approve 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: Approve 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 | 28,500 | 40,000 | 40,000 | 40,000 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 28,500 | \$ 40,000 | \$ 40,000 | \$ 40,000 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 28,500 | \$ 40,000 | \$ 40,000 | \$ 40,000 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: Recommended budget of \$40,000 is the same as 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approve as recommended.

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.

| 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 2019 for the North Front Range Water Quality Planning Organization (NFRWQPO) (\$10,000).

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: Recommend approval.

BOARD ACTION: Approve as recommended.

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 | 123,225 | 38,225 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 48,225 | \$ 38,225 | \$ 123,225 | \$ 38,225 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 48,225 | \$ 38,225 | \$ 123,225 | \$ 38,225 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: The requested budget of \$123,225 is an increase of \$85,000 over 2019. The added amount is being requested to cover a portion of the costs resulting from the increase of the minimum wage. The minimum wage for clients created a significant compression of salaries issue with Case Manager positions. Despite continuous efforts to identify opportunities for additional funding Envision still needs financial help to cover the operational cost increases due to the minimum wage change.

FINANCE/ADMINISTRATION RECOMMENDATION: The increase of the \$85,000 is a policy issue for the Board.

BOARD ACTION: Approve as recommended. Board does want Social Services to work with Envision regarding child welfare placements and would consider mid-year funding if needed to better accommodate child welfare.

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 | 211,425 | 241,000 | 391,000 | 291,000 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 211,245 | \$ 241,000 | \$ 391,000 | \$ 291,000 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 211,245 | \$ 241,000 | \$ 391,000 | \$ 291,000 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: NRBH is requesting a total of \$391,000 for crisis emergency services, outpatient counseling, withdrawal management (Detox) services, and suicide education and support services (SESS). The NRBH request is an increase of \$150,000 over the 2019 funding level. NRBH indicates the need and demand for behavioral health services continues to increase. Historically, the county has awarded North Range \$121,000 for NRBH general programs and \$20,000 SESS (Suicide Education and Support Services). The additional \$150,000 is for crisis services throughout Weld County (\$100,000 to support current crisis services in place and \$50,000 to allow for crisis expansion offered in Frederick – beginning January 2020).

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 base request for \$141,000, and an additional \$50,000 for the expansion of services in Frederick for a total of \$191,000 in 2020. 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 other additional \$100,000 request is a policy issue for the Board.

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: Approve 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 2020, since the usage justifies Social Services paying 100%.

BOARD ACTION: Approve 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 2020 budget.

The investment rate assumption will be reduced to 6.50% for December 31, 2019. 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: Approve 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 | 5,593,324 | 5,593,324 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 4,869,653 | \$ 5,089,441 | \$ 5,593,324 | \$ 5,593,324 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 4,869,653 | \$ 5,089,441 | \$ 5,593,324 | \$ 5,593,324 |
| 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 | 165,000 | 165,000 | 165,000 | 165,000 |
| Gross County Cost | \$ 165,000 | \$ 165,000 | \$ 165,000 | \$ 165,000 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 165,000 | \$ 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 2019. Upstate Colorado requested \$150,000, same as 2019. Upstate wishes to continue the additional \$50,000 for the succession programing started in 2019 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 2020, like it did in 2019.

BOARD ACTION: Approve 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: Approve 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, membership, professional contracts, etc.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|---------------------------|--------------------------------|------------------------------|--------------------------|
| Personnel Services | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Supplies | 212,397 | 70,000 | 70,000 | 70,000 |
| Purchased Services | 485,949 | 464,087 | 523,787 | 673,787 |
| Fixed Charges | 43,057 | 175,000 | 200,000 | 200,000 |
| Gross County Cost | \$ 741,403 | \$ 709,087 | \$ 793,787 | \$ 943,787 |
| Revenue | 106,572,711 | 105,908,308 | 117,744,409 | 126,088,500 |
| Net County Cost | \$- 105,831,308 | \$- 105,199,221 | \$- 116,950,622 | \$- 125,144,713 |

SUMMARY OF CHANGES: The expense side of this budget is up \$84,700 from 2019. Memberships and dues are down \$16,900 with the elimination of DRCOG membership, audit costs are up \$9,600, professional services are up \$67,000 primarily due to \$62,400 for Capitol Solutions. Fixed Charges are up \$25,000 to fund additional staff training and managerial training per the staff development initiative in the 2020 budget.

Revenues are up \$20,180,192 over the current year. Property taxes are budgeted at \$123,698,058 with a personal property tax adjustment of \$8,248,738 for a net of \$115,449,320 up \$17,818,509. Revenue from interest earnings are up \$500,000 at \$4,000,000 for 2020. Rents from Buildings total \$486,472 from Social Services (\$166,234), Award Alliance (\$16,800), and Community Corrections Building (\$303,438). Recovery of indirect costs is \$5,300,908 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 \$123,544,409.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. There are no funds for the MPO membership to DRCOG. It is a policy issue if the Board wishes to budget this in the 2020 budget, since at a work session held on February 19, 2019, the Board decided not to pay the DRCOG dues for 2019. \$62,400 is funded to continue the contract with Capitol Solutions approved mid-year with six-month automatic extensions.

BOARD ACTION: Board added \$150,000 for Peer Review Counseling program for emergency services employees. Property taxes were increased to fund Engineering projects by \$5,800,000. Final property tax adjustment for final assessed valuation was \$6,700. All other items approved as recommended.

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). 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. Because of this Board action, the OPEB Plan was fully funded, as of 2012, and no longer required additional contributions.

As of January 1, 2020, there will no longer be any retirees or dependents eligible to receive post-employment benefits under this plan. As a result, on April 10, 2019, the Board of Weld County Commissioners passed a resolution formally terminating the program effective December 31, 2019. The remaining cash balance in the plan's trust fund will be transferred to the Weld County Retirement Plan December 31, 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: As a result of Board action, the OPEB Plan will be terminated December 31, 2019, and this budget unit will no longer be necessary in future years.

BOARD ACTION: Approve 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 | 40,737 | 40,737 | 115,737 | 40,000 |
| Gross County Cost | \$ 40,737 | \$ 40,737 | \$ 115,737 | \$ 40,000 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 40,737 | \$ 40,737 | \$ 115,737 | \$ 40,000 |
| 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 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| 211 Information and Referral | 25,000 | 50,000 | 25,000 | 25,000 |
| Youth and Family Connection | 0 | 0 | 0 | 0 |
| 1451 Collaboration Management | 0 | 0 | 0 | 0 |
| Weld's Way Home | 5,000 | 25,000 | 5,000 | 5,000 |
| Community Grief Center | 0 | 25,000 | 0 | 0 |
| Audio Information Network | <u>5,737</u> | <u>5,737</u> | <u>5,737</u> | <u>0</u> |
| Total | <u>\$40,737</u> | <u>\$115,737</u> | <u>\$45,737</u> | <u>\$40,000</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 \$10,000 was made. This is back to its former level of \$10,000 paid by all partners. Recommend approval. *Approved as recommended.*

211 Information and Referral program has requested \$50,000 for the 211 information and referral system operated by United Way. This is an increase of \$25,000 over the 2019 funding level of \$25,000. The recommended budget includes base level funding of \$25,000. Increase in funding is a Board policy issue. *Approved as recommended at the \$25,000 funding level.*

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 2019. Recommend approval. *Board denied funding since technology allows for visually impaired to get audio readings via mobile devices and computers.*

Youth and Family Connections (YFC) is not requesting any funding this year. 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.

Nothing in this budget is requested for the Direct Services Case Management, High Fidelity Wraparound Support, or 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. *Approved as recommended.*

Collaborative Management Program (formerly the Interagency Oversight Group) this will be funded in Social Services Fund. No funding from Social Services for state FY 2019-2020 due to lack of a signed MOU among mandated partners. *Approved as recommended.*

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 2020. 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. Human Services may fund with CSBG funds, if funds are available. *Approved as recommended.*

Weld's Way Home has requested \$25,000 for 2020. In 2019, 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. *Approved as recommended at the \$5,000 funding level.*

Community Grief Center has requested \$25,000 for 2020. This is a new agency that provides grief counseling to individuals. Funding is a policy issue for the Board. *Board denied funding.*

BOARD ACTION: See notes for each agency regarding funding in *italics*.

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 | \$ 45,216 | \$ 40,181 | \$ 40,181 | \$ 41,386 |
| Supplies | 23,763 | 18,500 | 25,500 | 25,500 |
| Purchased Services | 52,403 | 122,498 | 182,587 | 182,587 |
| Fixed Charges | 72,297 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 193,679 | \$ 181,179 | \$ 248,268 | \$ 249,473 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 193,679 | \$ 181,179 | \$ 248,268 | \$ 249,473 |
| Budgeted Positions | 2 | 2 | 2 | 2 |

SUMMARY OF CHANGES: The administration budget for Bright Futures program is up \$67,089 for 2020. Treasurer's staff will continue the administrative function, which is up \$7,000 for the post-secondary school enhancement to eScholarship software. Upstate Colorado will be doing the marketing and fundraising function for the contract amount of \$176,587 in 2020, which is up \$60,089. The Upstate contract is up \$35,980 for salary and benefits for the Director, printing (\$1,500), memberships (\$1,000), travel and meetings (\$2,450), event expenses (\$1,500), AmeriCorp staff (\$8,000), office equipment (\$3,500), phone costs (\$4,821), donor data base (\$2,838), and Website/marketing (\$5,500). The increases are offset by \$7,500 reduction in professional services. The increase is a result of a full-time Director and the planned fundraising efforts for the program in 2020.

No funding is included in the General Fund for student grants. In 2019, 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.

Final budget adjustments include an increase in salaries of \$1,205.

FINANCE/ADMINISTRATION RECOMMENDATION: Funding level for administration is a policy issue for the Board.

**BRIGHT FUTURES
(CONTINUED)
1000-90160**

BOARD ACTION: Approve as recommended. With the sale of the NCMC hospital property in 2019 to Banner Health a Weld Trust in the amount of \$59.4 million from the sale proceeds has been established to endow the funding of Bright Futures student grants long term. The Commissioners can decide at anytime to change the funding, but the current Board has committed the annual earnings from the Weld Trust to the Bright Futures program to fund student grants at an estimated level of \$1,800,000-\$2,400,000 annually.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|---------------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Students in Program | 2,394 | 1,583 | 1,600 |
| Investments | \$6.12M | \$2.56M | \$2.60M |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.63 | 0.62 | 0.60 |
| Per capita administrative expenditure | \$0.62 | \$0.56 | \$0.75 |
| Per capita student grant expenditure | \$19.48 | \$7.92 | \$7.80 |

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 | \$ 363,692 | \$ 357,324 | \$ 428,897 | \$ 403,562 |
| Supplies | 9,076 | 6,300 | 8,300 | 8,300 |
| Purchased Services | 32,227 | 42,400 | 39,700 | 39,700 |
| Fixed Charges | 916 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 405,911 | \$ 406,024 | \$ 476,897 | \$ 451,562 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 405,911 | \$ 406,024 | \$ 476,897 | \$ 451,562 |
| Budgeted Positions | 11.75 | 12.375 | 12.875 | 12.375 |

SUMMARY OF CHANGES:

Changes to Personnel Services totaling \$71,573 include:

- \$4,000 increase for two 4-H summer intern positions from \$4,000 to \$6,000 each to account for the increase in minimum wage over the past few years. When these positions were established, they were paid at \$8/hour, which equated to 500 hours of work for each position. Projected minimum wage in 2020 is \$12/hour, which equates to \$6,000 for the same 500 hours.
- \$5,000 to account for overtime hours incurred during busy times of year, most notably during County Fair time.
- \$37,073 increase to properly represent existing CSU contract staff rates paid and includes cost of living increases that are accounted for on the State's Fiscal Year, which usually means increases in July of each year (only includes COLA or Step increases).
- \$25,500 for a requested addition of .5 FTE support to existing part-time 4-H endowed position. This proposal is requesting a five-year collaborative arrangement with the County's portion declining every year and sunseting after five years. This position allows for the County to leverage their dollars to gain a full-time position.

An increase in Supplies of \$2,000 includes additional toner usage and small items of equipment. Purchased Services have been decreased in printing and postage (\$3,000) due to things moving electronically, as well as a decrease of \$200 in Publications by dropping the Greeley Tribune subscription. However, this is offset slightly by an increase in \$500 for travel and meeting expenses.

Final budget adjustments include a decrease in salaries of - \$25,335.

**EXTENSION SERVICES
(CONTINUED)
1000-96100**

FINANCE/ADMINISTRATION RECOMMENDATION: \$25,500 is included for an addition of a 0.5 FTE to support increasing the existing part-time 4-H endowed position to a full-time position for up to five years. The 4-H expansion was denied in 2019 by the Board. This expanded position is a policy issue for the Board. All other items recommended.

BOARD ACTION: The department withdrew the request for \$25,500 for an addition of 0.5 FTE to support increasing the existing part-time 4-H endowed position. Grant funding through CSU was secured for the position. All other items approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|---|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| 4-H enrollment | 922 | 1,000 | 1,000 |
| 4-H outreach | 4,976 | 5,000 | 6,000 |
| Master Gardener contacts | 2,816 | 5,000 | 3,000 |
| Master Gardener Volunteer Hours | 2,660 | 2,500 | 2,750 |
| Master Food Safety Advisors Volunteer Hours | | 100 | 200 |
| Family & Consumer Science Outreach | | 1,050 | 1,500 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .374 | .382 | .371 |
| Per capita cost (county support) | \$1.29 | \$1.25 | \$1.36 |

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 | \$ 94,642 | \$ 84,701 | \$ 84,701 | \$ 70,639 |
| Supplies | 147,850 | 20,000 | 20,000 | 20,000 |
| Purchased Services | 78,995 | 68,995 | 68,995 | 68,995 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 321,487 | \$ 173,696 | \$ 173,696 | \$ 159,634 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 321,487 | \$ 173,696 | \$ 173,696 | \$ 159,634 |
| Budgeted Positions | 1.25 | 1.25 | 1.25 | 1.25 |

SUMMARY OF CHANGES: No changes are requested for the 2020 Weld County Fair budget. It should be noted that purchased services expenses of \$68,995 represent only a portion 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, to support the Fair. Annually, donations raised represent approximately \$125,000.

\$20,000 is included in the budget for the purchase of animal pens each year. In the event the pens are not purchased in a given year the funds are carried over to future budget years.

Final budget adjustments include a decrease in salaries of \$14,062.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approve 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 | 48,255 | 48,000 | 48,000 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .040 | .039 | .038 |
| Per capita cost (county support) | \$1.02 | \$0.54 | \$0.48 |

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 | \$ 210,381 | \$ 240,039 | \$ 240,039 | \$ 257,393 |
| Supplies | 6,903 | 3,500 | 3,500 | 3,500 |
| Purchased Services | 15,393 | 14,450 | 15,850 | 15,850 |
| Gross County Cost | \$ 232,677 | \$ 257,989 | \$ 259,389 | \$ 276,743 |
| Revenue | 24,021 | 29,400 | 29,400 | 29,400 |
| Net County Cost | \$ 208,656 | \$ 228,589 | \$ 229,989 | \$ 247,343 |
| Budgeted Positions | 3.0 | 3.0 | 3.0 | 3.0 |

SUMMARY OF CHANGES: The budget is up \$1,400 in Purchased Services. The amounts in the Purchased Services accounts have been reallocated based upon historical usage. The bulk of the savings from the reallocation and the added \$1,400 was moved to Travel and Meetings to cover the \$9,000 cost for the four-year training and accreditation through National Association of County Veterans Service Officers for staff.

Revenue from the state for a portion of one Veteran Service Officer remains at \$2,450 per month or \$29,400 for the year.

Final budget adjustments include an increase in salaries of \$17,354.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approve as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Active files | 4,348 | 3,800 | 4,500 |
| Office visits | 2,596 | 2,500 | 2,700 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.095 | 0.093 | 0.090 |
| Per capita cost (county support) | \$0.66 | \$0.71 | \$0.74 |

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 | 88,039 | 174,340 | 182,504 | 182,504 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 88,039 | \$ 174,340 | \$ 182,504 | \$ 182,504 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 88,039 | \$ 174,340 | \$ 182,504 | \$ 182,504 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: The Event Center’s proposed budget for 2020 is \$571,808. Revenue from rents and facility use fees for 2020 is estimated to be \$206,800. The County payment for the Event Center is proposed to be \$182,504 which is up \$8,164 or 4.68%, 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, \$305,000 is being budgeted by both the County and City of Greeley in the capital fund for the replacement of lights and replacement of some of the HVAC equipment. An energy impact grant is being pursued for the lights under the Energy Impact Assistance Renewable Energy Program.

The City of Greeley will also contribute \$182,504 for 2020, 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: Approve 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 | 3,424,588 | 3,424,588 |
| Fixed Charges | 366,680 | 520,050 | 820,432 | 820,432 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 3,483,482 | \$ 4,186,090 | \$ 4,245,020 | \$ 4,245,020 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 3,483,482 | \$ 4,186,090 | \$ 4,245,020 | \$ 4,245,020 |
| Budgeted Positions | 0 | 0 | 0 | 0 |

SUMMARY OF CHANGES: This budget consolidates the funding of costs associated with the management of county property assets and leases. \$70,000 for engineering for water rights on gravel pits, and \$47,385 for water right assessments owned by the county. \$773,047 is funded for the leases of county assets. \$3,354,588 is funded for depreciation of county assets.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approve 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 | \$ 2,954,197 | \$ 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 | \$ 2,954,197 | \$ 0 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 0 | \$ 0 | \$ 2,954,197 | \$ 0 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: Budget reflects no change in health insurance costs. This means that over the last six years health insurance costs are down 11.8%.

2020 salary increases are a policy issue for the Board, but there are funds for step increases due to employees in 2020 and 3.0 percent contingency salary amount included in this budget. There are no other benefit changes.

As agreed in 2019 there is an additional 2.5% increase for a total of 5.5% for all Sheriff deputy and correctional officer career positions to remain competitive with other law enforcement agencies in the area. The strategy developed last year was 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.

The cost for all salary adjustments for 2020 is \$2,954,197.

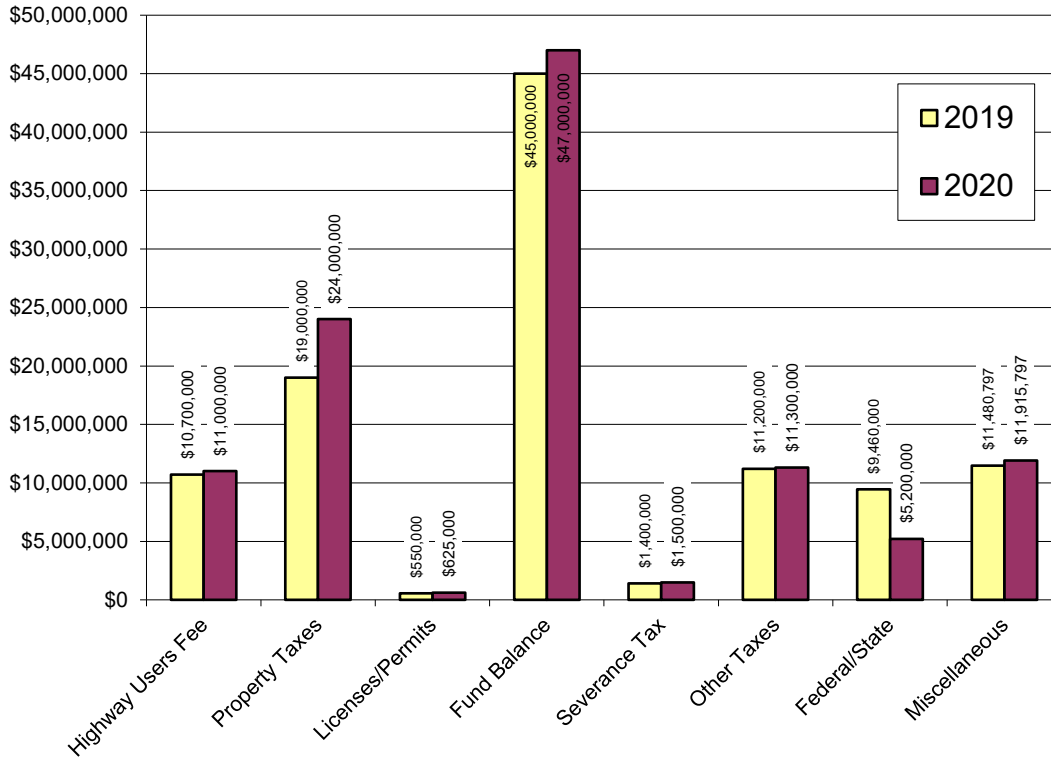
FINANCE/ADMINISTRATION RECOMMENDATION: Salary adjustment amount is a Board policy issue.

BOARD ACTION: Salary adjustments and benefits were approve as recommended.



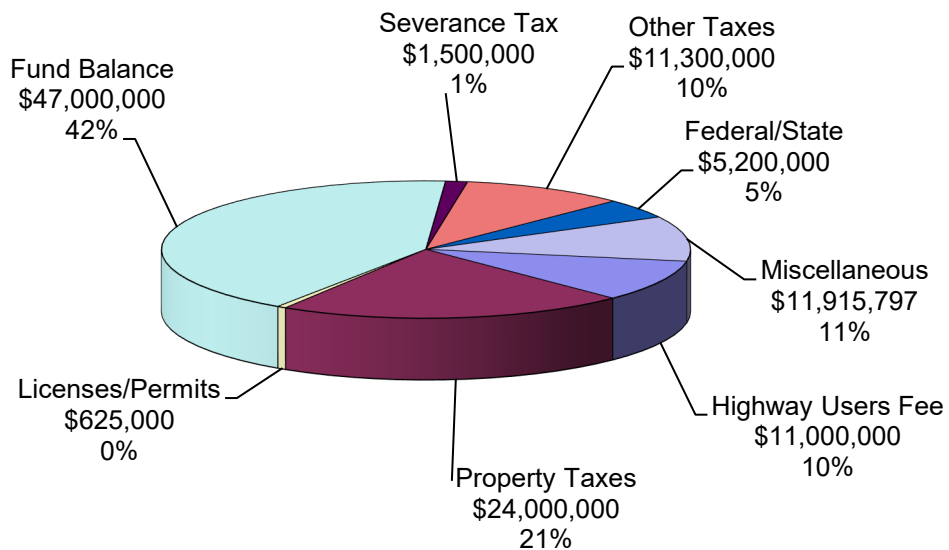
PUBLIC WORKS

Revenue Changes



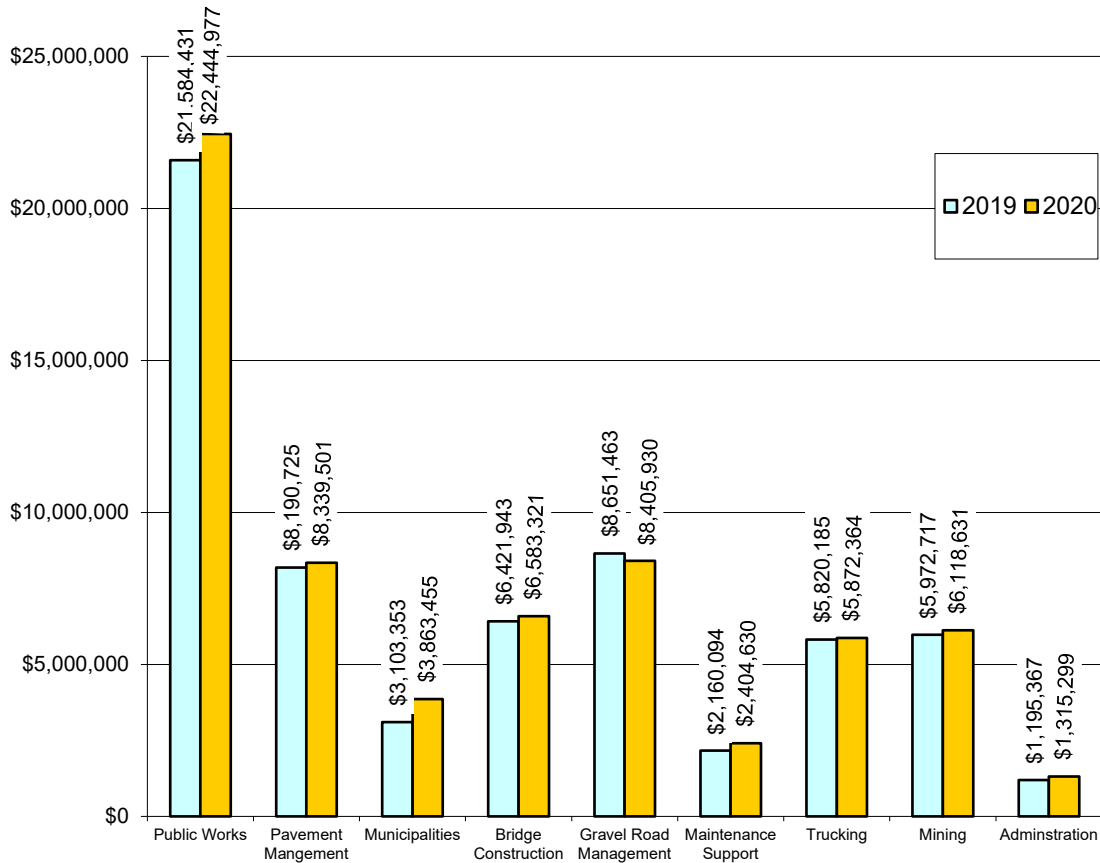
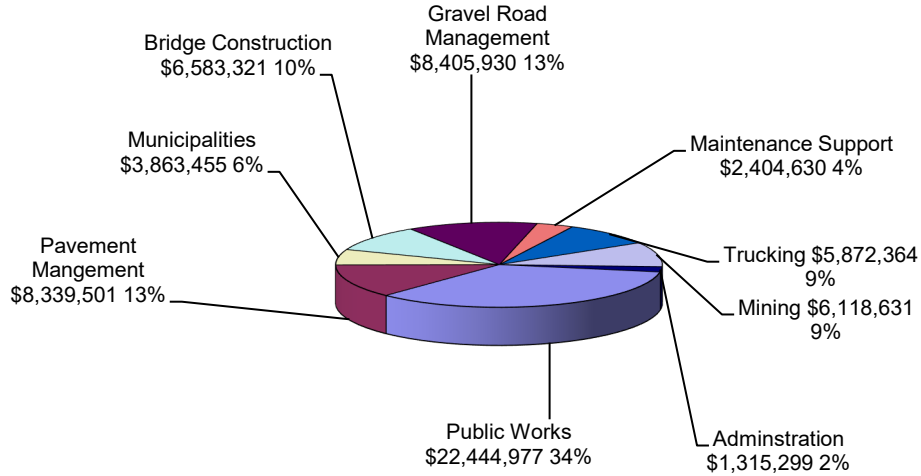
2020 Revenue

Total \$112,540,797 (2019 \$108,790,797)



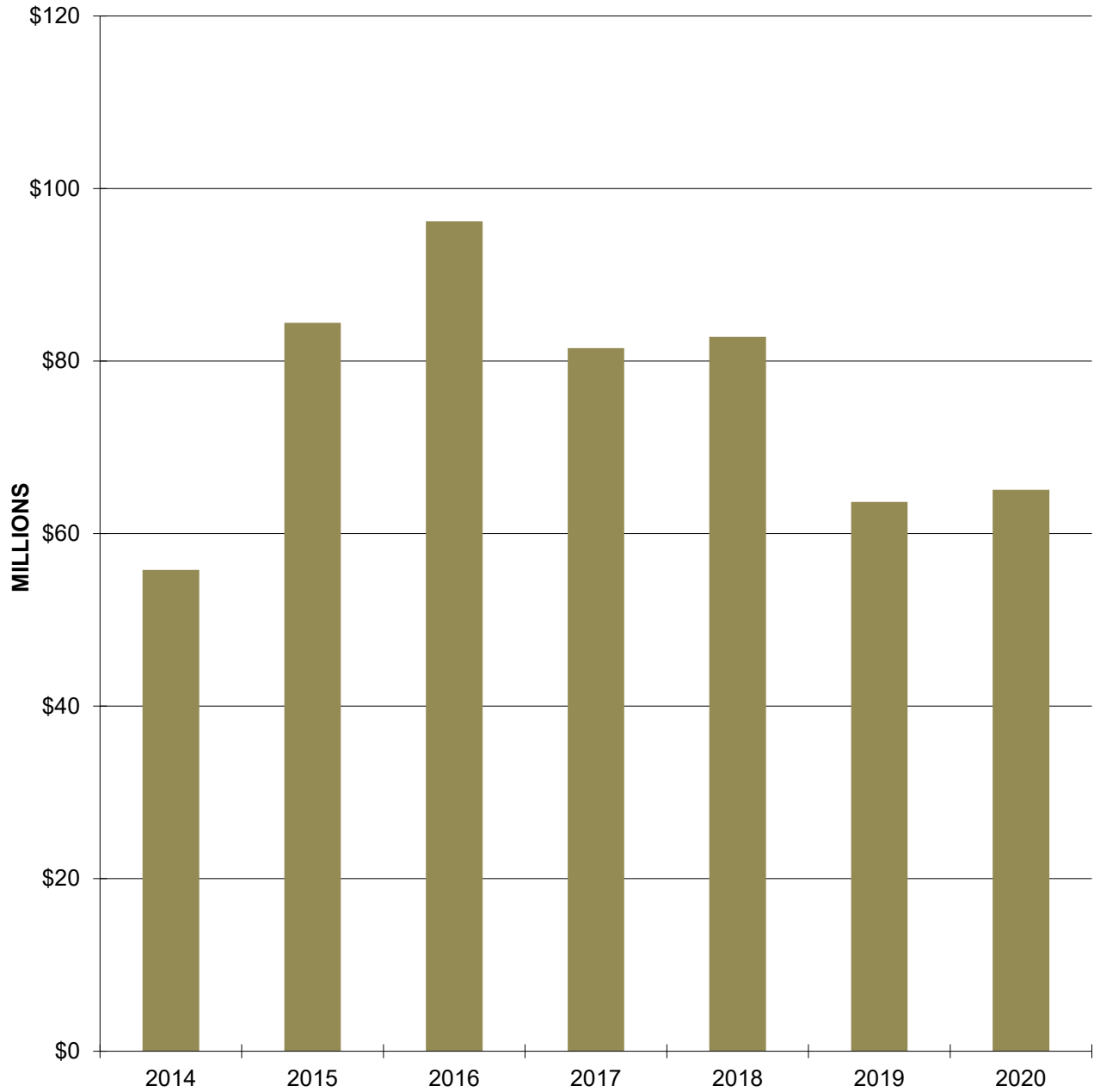
PUBLIC WORKS 2020 EXPENDITURES

Total \$65,348,108 (2019 \$63,100,278)



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 2020 total \$112,540,797 which includes a fund balance of \$47,000,000, in addition to the revenue shown in the budget. Property tax is set at \$24,000,000 up \$5,000,000 from 2019. Specific ownership tax is estimated to be \$11,300,000. Total HUTF will be \$11,000,000, up \$300,000 from 2019. Permit revenues are budgeted at \$500,000. Motor vehicle registration fees are \$370,000, 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 \$750,000 from Solid Waste for paving of impacted roads.

Federal mineral lease revenues are \$1,450,000 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 2020, the district is funding \$1,450,000 in oil and gas haul route projects. PILT is budgeted at \$80,000 with the Federal Mineral Leasing District funding change.

Other revenues from project reimbursements total \$4,250,000. There are Energy Impact Assistance grants of \$2,400,000 with \$2,000,000 for the Tier 2 projects and \$400,000 for two Tier 1 projects. There is a state grant for Bridge 19/46.5 for \$500,000. There are no flood project grants in 2020. There is \$1,350,000 from CDOT for the US 85 closure improvements. Severance tax is budgeted at \$1,500,000. 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 2020 total \$65,348,108 up \$2,247,830 primarily due to more construction projects funded in 2020. Municipal share back is funded at \$3,863,455. 2020 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 \$104,128.

Other Public Works budget unit is budgeted at \$22,444,977 based on the Capital Improvement Plan (CIP). Personnel Services are up a total of \$162,223. Purchased Services increased \$743,323. Contract Payments decreased \$875,000 as the 2013 flood projects are complete which reduced the account by \$2,600,000, and additional US 85 Closure Improvement projects were added at a cost of \$1,350,000. Contract Payments saw an increase in bridge maintenance and rehabilitation of \$100,000. Strategic Roads increased \$1,893,323 due to the change in road projects for the year and the addition of the County's proportional share line item for Weld County Road 58/53 Intersection project (\$3,683,323), \$1,506,654 for the joint project for CR 37/SH 52, \$1,000,000 for CR 29 from CR 90 to CR 100, \$6,000,000 for the intersection CR 54/CR17 project. \$3,000,000 is budgeted for the Haul Route Program (HARP). Other contract payments are for seeding (\$150,000), low volume roads (\$2,000,000), BMP projects (\$100,000), and \$250,000 for the Master Pollution Prevention Plan, \$200,000 for Weld Parkway maintenance, and bridge rehabilitation (\$550,000).

Design and ROW/utility projects include CR/17 intersection utilities (\$1,500,000), O Street/35th Avenue ROW and utilities (\$625,000), SH66/CR 21 ROW (\$400,000), CR 29 utilities (\$150,000), CR 64/41 design and ROW (\$400,000), CR 66/41 design and ROW (\$400,000), CR 37 design (\$400,000), and CR 13/CR6 design (\$275,000) for a total of \$4,150,000. Fixed Charges went down by \$320,000 as Right-of-Way Purchases were moved to Engineering to consolidate all

purchases (reduction of \$50,000). Grants & Donations went down by \$270,000 as bridge projects with Colorado Department of Transportation were updated.

Without including salary adjustments Trucking is up \$37,523 with supplies increased \$20,000 for hard mount of county radios on five trucks. Purchased services decreased a total of \$106,993 due to the following: Contract Payments had a \$250,000 increase for increasing the number of contract trucks hauling material from 10 to 12 plus a 3% CPI increase. Vehicle Expense is down \$356,093 and Repair and Maintenance Other is down \$1,000 due to anticipated decrease in repair costs due to a newer fleet. Gravel Road Management operations decreased \$147,700 primarily due to vehicle costs being down \$410,973. Bridge Construction is up \$186,429 primarily due to two additional positions. Maintenance Support is up \$260,779 with the increase of two Service Worker II positions, and deicer costs. Pavement Management is up \$166,994 due to increased signer and flagger costs. Other operating budgets for road and bridge maintenance are funded at near the 2019 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 2020 and beyond, the amount spent on capital projects should also be stable.

The 2020 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 2020 allocation of highway user tax fund monies and county road and bridge fund are as follows:

| | |
|------------------------|----------------------|
| Gravel Road Management | \$ 8,405,930 |
| Trucking | 189,440 |
| Maintenance Support | <u>2,404,630</u> |
| TOTAL | <u>\$ 11,000,000</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 2020 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 | \$ 6,583,321 | \$ 0 | \$ 6,583,321 |
| Gravel Road Management | 8,405,930 | 8,405,930 | 0 |
| Maintenance Support | 2,404,630 | 2,404,630 | 0 |
| Trucking | 5,872,364 | 189,440 | 5,682,924 |
| Mining | 6,118,631 | 0 | 6,118,631 |
| Administration | 1,315,299 | 0 | 1,315,299 |
| Pavement Management | 8,339,501 | 0 | 8,339,501 |
| Municipalities | 3,863,455 | 0 | 3,863,455 |
| Public Works: | | | |
| Haul Route Program (HARP) | 3,000,000 | 0 | 3,000,000 |
| Part-time | 2,054,400 | 0 | 2,054,400 |
| Contract | 17,390,577 | 0 | 17,390,577 |
| TOTAL | <u>\$65,348,108</u> | <u>\$ 11,000,000</u> | <u>\$54,348,108</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 \$3,100,000 in asphalt purchases and contracts for overlays and reconstruction, chip and seal of \$1,000,000, and \$2,899,000 in surface gravel for a total of \$6,999,000 in bid projects for 2020. A major portion of the \$17,390,577 may also be contracted, which raises the potential bid project amount to \$24,389,577. 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
2020**

| Fund | Org | Acct | Account Title | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|--------------------------------|------------|-------------|--------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| TAXES | | | | | | | |
| 2000 | 90100 | 4112 | CURRENT PROPERTY TAXES | 19,000,000 | 24,000,000 | 24,000,000 | 24,000,000 |
| 2000 | 90100 | 4130 | SPECIFIC OWNERSHIP TAXES | 11,200,000 | 11,300,000 | 11,300,000 | 11,300,000 |
| 2000 | 90100 | 4140 | SEVERANCE TAXES | 1,400,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| TOTAL TAXES | | | | 31,600,000 | 36,800,000 | 36,800,000 | 36,800,000 |
| PERMITS | | | | | | | |
| 2000 | 90100 | 4221 | PERMITS | 550,000 | 625,000 | 625,000 | 625,000 |
| INTERGOVERNMENTAL | | | | | | | |
| 2000 | 90100 | 4316 | GRAZING ACT | 500,000 | 500,000 | 500,000 | 500,000 |
| 2000 | 90100 | 4318 | PAYMENT IN LIEU OF TAXES | 40,000 | 80,000 | 80,000 | 80,000 |
| 2000 | 90100 | 4334 | HIGHWAY USER | 10,700,000 | 11,000,000 | 11,000,000 | 11,000,000 |
| 2000 | 90100 | 4338 | MOTOR VEHICLE REG | 365,000 | 370,000 | 370,000 | 370,000 |
| 2000 | 90100 | 4340 | GRANTS | 8,920,000 | 4,250,000 | 4,250,000 | 4,250,000 |
| TOTAL INTERGOVERNMENTAL | | | | 20,525,000 | 16,200,000 | 16,200,000 | 16,200,000 |
| MISCELLANEOUS | | | | | | | |
| 2000 | 90100 | 4640 | OIL AND GAS | 9,500,000 | 9,500,000 | 9,500,000 | 9,500,000 |
| 2000 | 90100 | 4680 | OTHER | 1,615,797 | 1,965,797 | 1,965,797 | 2,415,797 |
| TOTAL MISCELLANEOUS | | | | 11,115,797 | 11,465,797 | 11,465,797 | 11,915,797 |
| TOTAL PUBLIC WORKS | | | | 63,790,797 | 65,090,797 | 65,090,797 | 65,540,797 |

**PUBLIC WORKS
SUMMARY OF EXPENDITURES
2020**

| Fund | Org | Expenditure Function | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|---------------------------|------------|------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 2000 | 30100 | ADMINISTRATION | 1,195,367 | 1,273,687 | 1,273,687 | 1,315,299 |
| 2000 | 32100 | TRUCKING | 5,820,185 | 5,857,708 | 5,857,708 | 5,872,364 |
| 2000 | 32200 | GRAVEL ROAD MANAGEMENT | 8,651,463 | 8,400,748 | 8,400,748 | 8,405,930 |
| 2000 | 32300 | ROAD AND BRIDGE CONSTRUCTION | 6,421,943 | 6,608,372 | 6,608,372 | 6,583,321 |
| 2000 | 32400 | MAINTENANCE SUPPORT | 2,160,094 | 2,420,873 | 2,420,873 | 2,404,630 |
| 2000 | 32500 | OTHER PUBLIC WORKS | 21,584,431 | 22,091,050 | 22,091,050 | 22,444,977 |
| 2000 | 32600 | MINING | 5,972,717 | 6,043,195 | 6,043,195 | 6,118,631 |
| 2000 | 32700 | PAVEMENT MANAGEMENT | 8,190,725 | 8,357,719 | 8,357,719 | 8,339,501 |
| 2000 | 56200 | CITIES AND TOWNS | 3,103,353 | 3,920,029 | 3,920,029 | 3,863,455 |
| 2000 | 99999 | SALARY CONTINGENCY | 0 | 104,128 | 104,128 | 0 |
| TOTAL PUBLIC WORKS | | | 63,100,278 | 65,077,509 | 65,077,509 | 65,348,108 |

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 | \$ 13,335,460 | \$ 15,531,234 | \$ 16,242,643 | \$ 16,294,816 |
| Supplies | 9,352,550 | 15,684,631 | 15,864,494 | 15,864,494 |
| Purchased Services | 41,853,354 | 30,919,413 | 32,300,372 | 32,518,798 |
| Fixed Charges | 3,002,823 | 965,000 | 645,000 | 645,000 |
| Contra Expense | -500,000 | 0 | 0 | 0 |
| Capital | 29,360 | 0 | 25,000 | 25,000 |
| Gross County Cost | \$ 67,073,547 | \$ 63,100,278 | \$ 65,077,509 | \$ 65,348,108 |
| Revenue/Fund Bal. | 50,593,166 | 44,100,278 | 41,077,509 | 41,348,108 |
| Net County Cost | \$ 16,480,381 | \$ 19,000,000 | \$ 24,000,000 | \$ 24,000,000 |
| Budgeted Positions | 153 | 161 | 165 | 165 |

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 | \$ 865,076 | \$ 925,192 | \$ 926,192 | \$ 967,804 |
| Supplies | 99,900 | 113,000 | 140,000 | 140,000 |
| Purchased Services | 147,119 | 157,175 | 207,495 | 207,495 |
| Fixed Charges | -2,190 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,109,905 | \$ 1,195,367 | \$ 1,273,687 | \$ 1,315,299 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 1,109,905 | \$ 1,195,367 | \$ 1,273,687 | \$ 1,315,299 |
| Budgeted Positions | 9 | 9 | 9 | 9 |

SUMMARY OF CHANGES: Administration budget request is an increase of \$78,320 over last year. Personnel Services increased \$1,000 for additional overtime.

Supplies increased \$27,000 due to an increase in Other Operating Supplies to replenish vehicle first aid kits and an increase of diesel exhaust fuel for all Public Works divisions.

Purchased Services had an overall increase of \$50,320. Other Purchased Services increased by \$100 due to an increase in weather forecasting services. Phones increased \$26,000 due to increased rates per IT and the addition of new staff. Repair & Maintenance Equipment increased \$2,500 for the purchase of a desk radio and accessories for office staff hired in 2019. Repair & Maintenance Other increased \$8,300 due to maintenance costs for the new Public Works building copier. Travel & Meetings increased \$1,850 and Training increased \$11,570 for new employee trainings and mileage reimbursement.

Final budget adjustments include an increase in salaries of \$41,617.

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 | 0.2863 | 0.2780 | 0.2701 |
| Per capita cost (county support) | \$3.53 | \$3.69 | \$3.95 |

| 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, 30 assigned truck tractors and 36 trailers, 4 loaders and 5 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 | \$ 2,570,628 | \$ 2,568,736 | \$ 2,833,322 | \$ 2,847,978 |
| Supplies | 2,838 | 7,000 | 27,000 | 27,000 |
| Purchased Services | 2,230,857 | 3,104,379 | 2,997,386 | 2,997,386 |
| Fixed Charges | -1,095 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 4,803,228 | \$ 5,680,115 | \$ 5,857,708 | \$ 5,872,364 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 4,803,228 | \$ 5,680,115 | \$ 5,857,708 | \$ 5,872,364 |
| Budgeted Positions | 33 | 33 | 33 | 33 |

SUMMARY OF CHANGES: Trucking budget request has increased overall by \$177,593. Personnel Services increased \$264,586 primarily due to anticipated overtime.

Supplies increased \$20,000 for hard mount of county radios on 5 trucks. Purchased serviced decreased a total of \$106,993 due to the following: Utilities are up \$100; Contract Payments had a \$250,000 increase for increasing the number of contract trucks hauling material from 10 to 12 plus a 3% CPI increase. Vehicle Expense is down \$356,093 and Repair and Maintenance Other is down \$1,000 due to anticipated decrease in repair costs due to a newer fleet.

Final budget adjustments include an increase in salaries of \$14,656.

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 | 216,482 | 314,717 | 350,000 |
| Tons of All Material Transported | 520,818 | 543,887 | 564,000 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 1.0498 | 1.0193 | 0.9905 |
| Per capita cost (county support) | \$15.28 | \$17.98 | \$17.63 |

| 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 46 motor graders, 13 water tankers, 9 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 | \$ 3,567,390 | \$ 4,194,084 | \$ 4,203,642 | \$ 4,208,824 |
| Supplies | 1,586,229 | 2,095,900 | 2,243,600 | 2,243,600 |
| Purchased Services | 1,944,138 | 2,361,479 | 1,953,506 | 1,953,506 |
| Fixed Charges | -1,095 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 7,096,662 | \$ 8,651,463 | \$ 8,400,748 | \$ 8,405,930 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 7,096,662 | \$ 8,651,463 | \$ 8,400,748 | \$ 8,405,930 |
| Budgeted Positions | 47 | 51 | 51 | 51 |

SUMMARY OF CHANGES: The Gravel Roads budget has decreased \$250,715. Personnel increased \$9,558 due to an increase in overtime.

Supplies increased a total of \$147,700 as Other Operating supplies now includes supplies for road graders previously in Fleet budget, and an increase in grader blades/accessories and grader stations. Purchased Services had an overall decrease of \$407,973 including a decrease of \$410,973 in Vehicle Expense due to reduced maintenance costs and an increase of \$3,000 in Repair and Maintenance other.

Final budget adjustments include an increase in salaries of \$5,182.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

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 | 150 | 165 | 170 |
| Miles of Full Depth Application | 65 | 75 | 70 |
| Miles of Road Rehabilitation | 35 | 38 | 35 |
| Miles of Gravel Replenished | 475 | 450 | 450 |
| Lane Miles of Gravel Roads Maintained | 111,800 | 111,850 | 111,825 |
| Lane Miles of Snow Removed on Gravel Roads | 88,000 | 85,000 | 85,000 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 1.4951 | 1.5753 | 1.5308 |
| Per capita cost (county support) | \$22.58 | \$26.72 | \$25.23 |

| 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 32 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 | \$ 2,454,145 | \$ 2,646,433 | \$ 2,821,601 | \$ 2,796,550 |
| Supplies | 1,778,142 | 2,760,530 | 2,841,350 | 2,841,350 |
| Purchased Services | 889,869 | 969,980 | 900,421 | 900,421 |
| Fixed Charges | -1,095 | 45,000 | 45,000 | 45,000 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 5,121,061 | \$ 6,421,943 | \$ 6,608,372 | \$ 6,583,321 |
| Revenue | 2,550 | 0 | 0 | 0 |
| Net County Cost | \$ 5,118,511 | \$ 6,421,943 | \$ 6,608,372 | \$ 6,583,321 |
| Budgeted Positions | 30 | 30 | 32 | 32 |

SUMMARY OF CHANGES: This budget had an overall increase of \$186,429. Personnel Services increased \$175,168. This was due to the request for two new positions: One Welder position at a cost of \$94,747 due to an increased maintenance on bridges, including bridge re-decks, assistance with large culverts and equipment replacement. One Service Worker III position at a cost of \$76,321 due to MS4 dust suppressant on roads requirements and to help with other projects. Outerwear reimbursement increased \$500 for the two new positions. Overtime increased \$3,600.

Supplies increased \$80,820. Road Construction Supplies increased \$39,000 due to an increase in Class 6 Material. An increase of \$28,220 in Operating Supplies is due to the addition of specialty welding supplies, erosion blades, wood used for forms, gates, miscellaneous; waterproofing materials for bridge decks/box culverts, non-inventory cattleguard foundations, gate supports, culvert lining products, and a tracking pad to keep debris off asphalt road during construction. Cost of Goods Sold increased \$13,600 for an increase in cost of cattle guards. Purchased Services decreased \$69,559. Contract Payments increased \$3,000 due to an increase in cost per 1,000 gallons of water for construction. Other Professional Services increased \$2,000 for the additional cost of reseeding road construction projects. Vehicle Expense went down \$94,559 due to a decrease in repair and maintenance cost. Repair and Maintenance Other Increased \$20,000 for the addition of Trimble GPS repair and/or replacement.

Final budget adjustments includes a decrease in salaries of \$25,051.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The two additional positions are justified based upon the workload requirements of the department.

BRIDGE CONSTRUCTION (CONTINUED) 2000-32300

BOARD ACTION: Approved as recommended, including the two new positions.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--------------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Miles of Road Construction Completed | 17.6 | 16 | 16 |
| Bridge Projects Completed | 12 | 10 | 10 |
| Culverts Replaced | 93 | 90 | 90 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.9544 | 0.9266 | 0.9605 |
| Per capita cost (county support) | \$16.28 | \$19.84 | \$19.76 |

GoalTPW4: 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 | 100% | 100% | 100% |
| 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 | 85% | 98% | 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 | \$ 868,192 | \$ 881,817 | \$ 1,051,053 | \$ 1,034,810 |
| Supplies | 582,096 | 1,008,377 | 1,074,920 | 1,074,920 |
| Purchased Services | 142,508 | 269,900 | 269,900 | 269,900 |
| Fixed Charges | -1,095 | 0 | 0 | 0 |
| Capital | 0 | 0 | 25,000 | 25,000 |
| Gross County Cost | \$ 1,591,701 | \$ 2,160,094 | \$ 2,420,873 | \$ 2,404,630 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 1,591,701 | \$ 2,160,094 | \$ 2,420,873 | \$ 2,404,630 |
| Budgeted Positions | 10 | 10 | 12 | 12 |

SUMMARY OF CHANGES: Overall budget has increased \$260,779 over 2019. Personnel Services increased \$169,236 for two additional Service Worker II positions to support additional crews in other divisions and maintain the Weld Parkway, and the promotion of two Service Workers II to Lead Workers at a cost of \$157,036. There is also an increase of overtime of \$12,200 for weekend and after-hours response and snow removal.

Supplies increased by a total of \$66,543. Road Construction Supplies increased \$85,600 due to the addition of Liquid Deicer, and an increase in other supplies for snow removal. Cost of Goods Sold decreased \$19,057 due to moving snow plow blades to the Fleet budget.

Capital was added for the addition of a larger Sign press roller at a cost of \$25,000 to allow for 48" signs.

Final budget adjustments include a decrease in salaries of \$16,243.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Additional positions are justified to accommodate the workload requirements.

BOARD ACTION: Approved as recommended, including the two new positions and two promotions to Lead Workers.

MAINTENANCE SUPPORT (CONTINUED) 2000-32400

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Stop Signs Repaired | 492 | 625 | 625 |
| Miles of Pavement Striped | 724 | 729 | 724 |
| Scheduled Construction Closures | 104 | 105 | 105 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.3181 | 0.3089 | 0.3602 |
| Per capita cost (county support) | \$5.06 | \$6.67 | \$7.22 |

| 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 | 99% | 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 | 100% | 100% | 100% |
| Shoulder line | 50% shoulder lines painted annually | 100% | 100% | 100% |

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 | \$ 1,068,678 | \$ 1,892,177 | \$ 1,975,473 | \$ 2,054,400 |
| Supplies | 0 | 0 | 0 | 0 |
| Purchased Services | 24,326,660 | 18,772,254 | 19,515,577 | 19,790,577 |
| Fixed Charges | 4,131 | 920,000 | 600,000 | 600,000 |
| Capital | 1,529,360 | 0 | 0 | 0 |
| Gross County Cost | \$ 26,928,829 | \$ 21,584,431 | \$ 22,091,050 | \$ 22,444,977 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 26,928,829 | \$ 21,584,431 | \$ 22,091,050 | \$ 22,444,977 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: The Other Public Works budget increased \$585,546. Personnel Services increased \$162,223. Seasonal employees total was reduced by one and a 3% cost of living adjustment was added.

Purchased Services increased \$743,323. Contract Payments decreased \$1,150,000 as the 2013 flood projects are complete which reduced the account by \$2,600,000, and additional US 85 Closure Improvement projects were added at a cost of \$1,350,000. Contract Payments saw an increase in bridge maintenance and rehabilitation of \$100,000. Strategic Roads increased \$1,893,323 due to the change in road projects for the year and the addition of the County's proportional share line item for Weld County Road 58/53 Intersection project (\$3,683,323), \$1,506,654 for the joint project for CR 37/SH 52, \$1,000,000 for CR 29 from CR 90 to CR 100, \$6,000,000 for the intersection CR 54/CR 17 project. \$3,000,000 is budgeted for the Haul Route Program (HARP). Other contract payments are for seeding (\$150,000), low volume roads (\$2,000,000), BMP projects (\$100,000), and \$250,000 for the Master Pollution Prevention Plan, \$200,000 for Weld Parkway maintenance, and bridge rehabilitation (\$550,000).

Design and ROW/utility projects include CR/17 intersection utilities (\$1,500,000), O Street/35th Avenue ROW and utilities (\$625,000), SH 66/CR 21 ROW (\$400,000), CR 29 utilities (\$150,000), CR 64/41 design and ROW (\$400,000), CR 66/41 design and ROW (\$400,000), CR 37 design (\$400,000), and CR 13/CR6 design (\$275,000) for a total of \$4,150,000.

Fixed Charges went down by \$320,000 as Right-of-Way Purchases were moved to Engineering to consolidate all purchases (reduction of \$50,000). Grants & Donations went down by \$270,000 as bridge projects with Colorado Department of Transportation were updated.

Final budget adjustments include an increase in salaries of \$78,927.

OTHER PUBLIC WORKS (CONTINUED) 2000-32500

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Budget is consistent with the Capital Improvement Plan.

BOARD ACTION: Board re-appropriated a 2019 budget carryover of \$275,000 for bridge rehabilitation projects for a total of \$550,000 in 2020. All other items approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Bridge Rehabilitation Projects | 2 | 5 | 5 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0 | 0 | 0 |
| Per capita cost (county support) | \$85.67 | \$66.67 | \$67.37 |

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 | \$ 480,499 | \$ 501,508 | \$ 533,240 | \$ 608,676 |
| Supplies | 1,312,449 | 5,076,074 | 5,144,874 | 5,144,874 |
| Purchased Services | 358,675 | 395,135 | 365,081 | 365,081 |
| Fixed Charges | 2,531 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 2,154,154 | \$ 5,972,717 | \$ 6,043,195 | \$ 6,118,631 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 2,154,154 | \$ 5,972,717 | \$ 6,043,195 | \$ 6,118,631 |
| Budgeted Positions | 7 | 7 | 7 | 7 |

SUMMARY OF CHANGES: Mining budget has an overall increase of \$70,478. Personnel Services increased \$31,732 due to increased overtime.

Supplies increased a total of \$68,800 due to the addition of seeding and reseeding locations in Road Construction Supplies. Purchased Services has decreased by \$30,054 due to decreased maintenance repairs in Vehicle Expenses due to a newer fleet.

Final budget adjustments include an increase in salaries of \$75,436.

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 | 242,379 | 249,650 | 450,000 |
| Tons of Road Base Produced | 195,442 | 201,305 | 315,000 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.2227 | 0.2162 | 0.2101 |
| Per capita cost (county support) | \$6.85 | \$18.45 | \$18.37 |

| 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 reclamations 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 | \$ 1,460,853 | \$ 1,781,217 | \$ 1,793,992 | \$ 1,775,774 |
| Supplies | 3,990,895 | 4,623,750 | 4,392,750 | 4,392,750 |
| Purchased Services | 2,387,253 | 1,785,758 | 2,170,977 | 2,170,977 |
| Fixed Charges | 1,999 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 7,841,000 | \$ 8,190,725 | \$ 8,357,719 | \$ 8,339,501 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 7,841,000 | \$ 8,190,725 | \$ 8,357,719 | \$ 8,339,501 |
| Budgeted Positions | 17 | 21 | 21 | 21 |

SUMMARY OF CHANGES: Pavement Management has an overall increase of \$166,994. Personnel Services increased \$12,775 due to an increase in overtime.

Supplies had an overall decrease of \$231,000. A decrease of \$255,000 in Road Construction Supply was for the lack of Solid Waste projects. An increase of \$24,000 in Other Operating Supplies was for moving milling machine supplies of \$20,000 from Vehicle Expense and the addition of \$4,000 for a hard mount radio in a snow plow vehicle.

Purchased Services increased a total of \$385,219. This was due to an increase of \$219 in Utilities for service cost increase, Contract Payments increased \$380,000 for contracting signer and flagger crews due to low seasonal employee rates. Vehicle Expense decreased \$20,000 due to moving milling machine supplies to Other Operating Supplies. Machinery & Equipment Rentals increased to \$25,000 for adding street sweeper services on the County Highway from once a year to twice a year.

Final budget adjustments include a decrease in salaries of \$18,218.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PAVEMENT MANAGEMENT (CONTINUED) 2000-32700

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Miles of Paving | 32.95 | 32.25 | 35 |
| Miles of Milling | 22.9 | 23.75 | 25 |
| Miles of Chip Seal | 49.80 | 50 | 50 |
| Miles of Crack Seal | 94.65 | 75 | 75 |
| Miles of Sand & Slurry Seal | 27.43 | 29 | 29 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.5408 | 0.6486 | 0.6303 |
| Per capita cost (county support) | \$24.94 | \$25.30 | \$25.03 |

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 | 72%G 27.8%F .2%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 | 2,928,674 | 3,103,353 | 3,920,029 | 3,863,455 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 2,928,674 | \$ 3,103,353 | \$ 3,920,029 | \$ 3,863,455 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 2,928,674 | \$ 3,103,353 | \$ 3,920,029 | \$ 3,863,455 |
| 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 2020 mill levy applied.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

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 | \$ 52,261,891 | \$ 44,100,278 | \$ 41,077,509 | \$ 41,073,108 |
| Net County Cost | \$ 16,480,381 | \$ 19,000,000 | \$ 24,000,000 | \$ 24,000,000 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: The resources for 2020 total \$112,540,797 which includes a fund balance of \$47,000,000, in addition to the revenue shown in the budget. Property tax is set at \$24,000,000 up \$5,000,000 from 2019. Specific ownership tax is estimated to be \$11,300,000. Total HUTF will be \$11,000,000, up \$300,000 from 2019. Permit revenues are budgeted at \$500,000. Motor vehicle registration fees are \$370,000, 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 \$750,000 from Solid Waste for paving of impacted roads.

Federal mineral lease revenues are \$1,450,000 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 2020, the district is funding \$1,450,000 in oil and gas haul route projects. PILT is budgeted at \$80,000 with the Federal Mineral Leasing District funding change.

Other revenues from project reimbursements total \$4,250,000. There are Energy Impact Assistance grants of \$2,400,000 with \$2,000,000 for the Tier 2 projects and \$400,000 for two Tier 1 projects. There is a state grant for Bridge 19/46.5 for \$500,000. There are no flood project grants in 2020. There is \$1,350,000 from CDOT for the US 85 closure improvements. Severance tax is budgeted at \$1,500,000. 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: Approved as recommended.

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 | \$ 104,128 | \$ 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 | \$ 104,128 | \$ 0 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 0 | \$ 0 | \$ 104,128 | \$ 0 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: 2020 salary increases are a policy issue for the Board, but there are funds for step increases due employees in 2020, and a 3.0 percent salary cost of living amount included in this budget. Budget reflects no increase in health insurance costs. There are no other benefit changes.

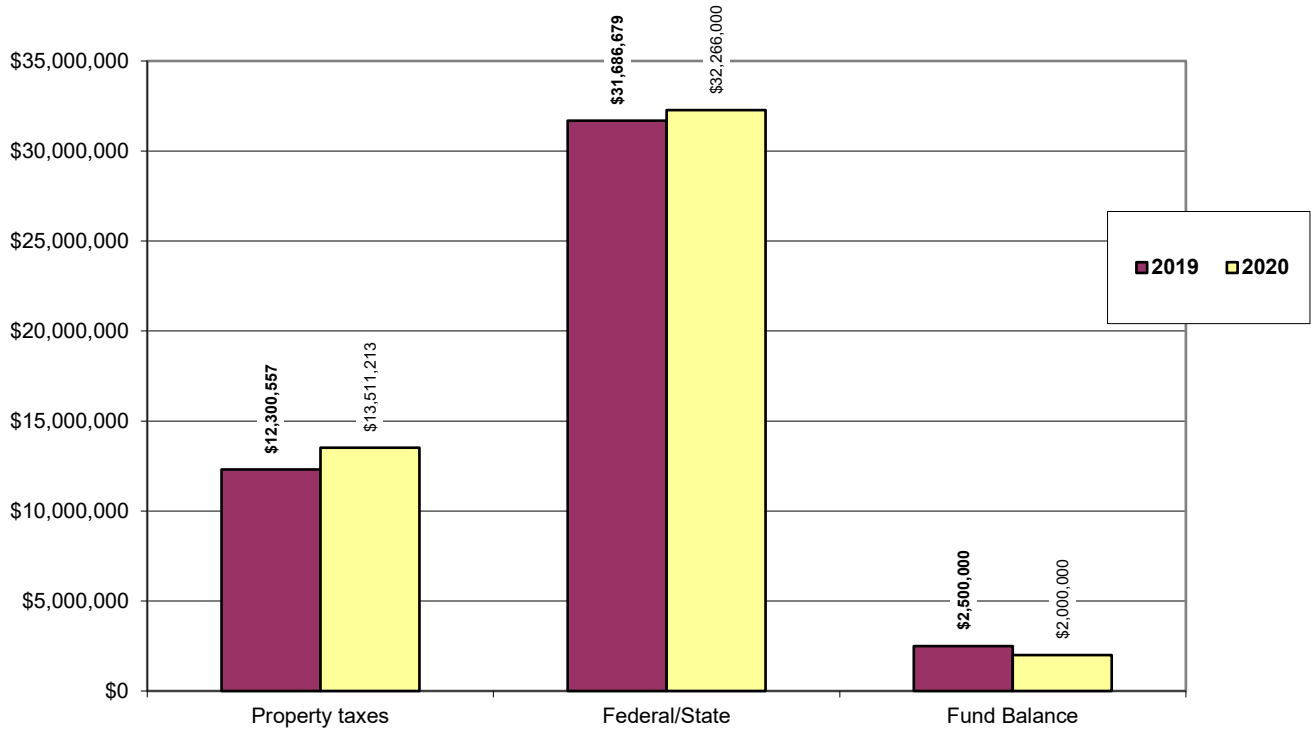
FINANCE/ADMINISTRATION RECOMMENDATION: Salary adjustment amount is a Board policy issue.

BOARD ACTION: Approved as recommended.



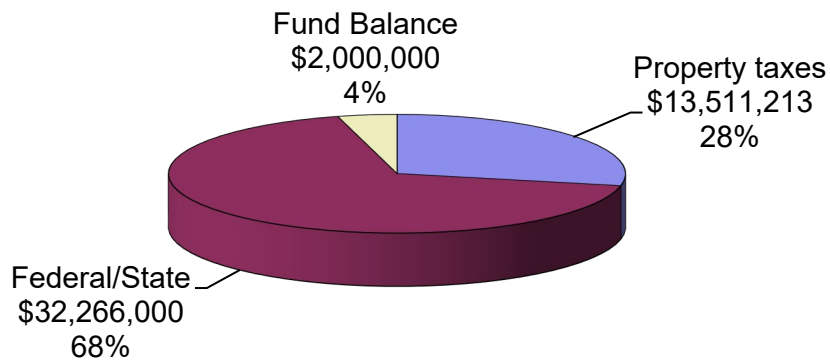
SOCIAL SERVICES

Revenue Changes



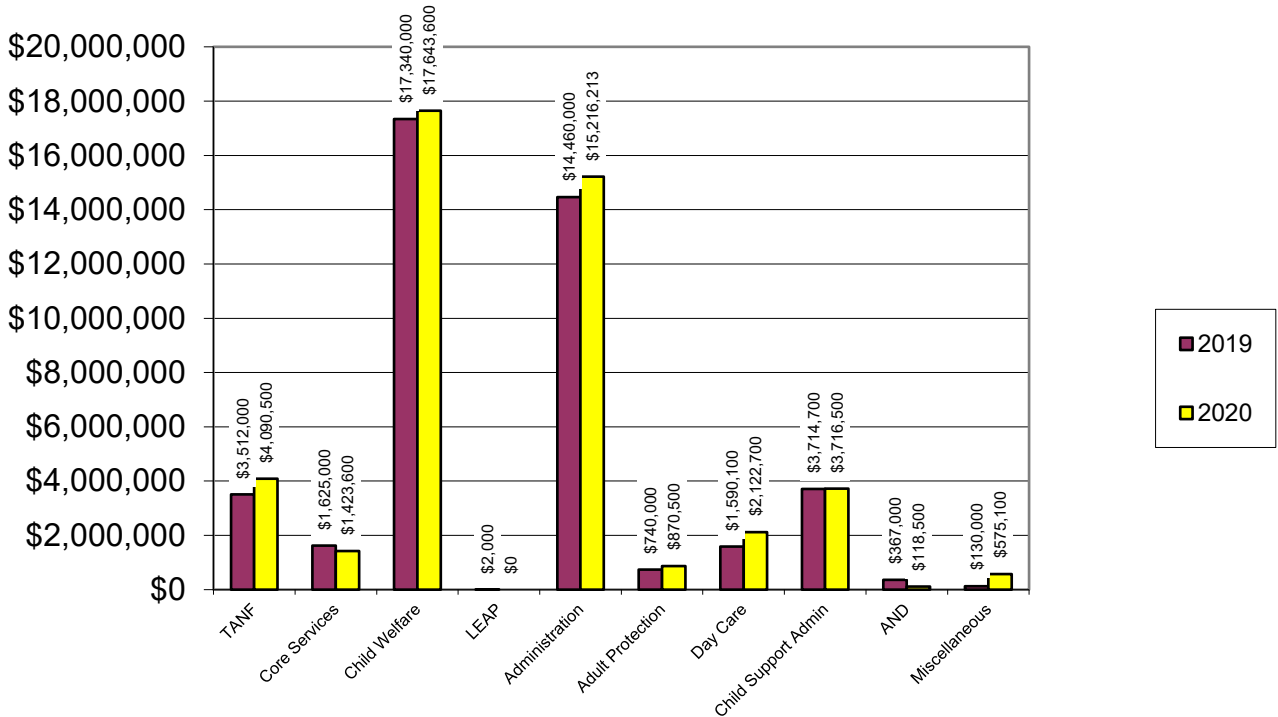
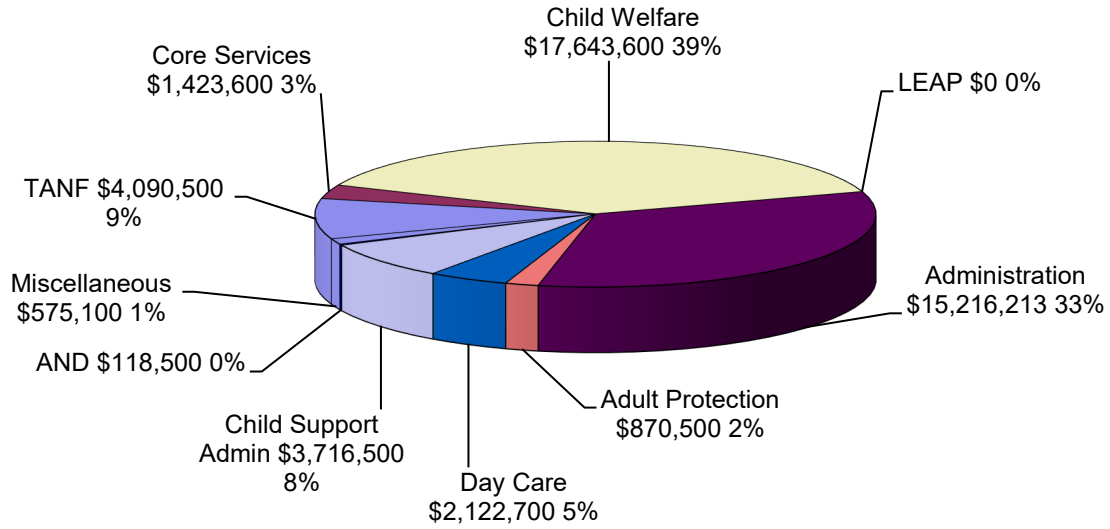
2020 Revenue

Total \$47,777,213 (2019 \$46,487,236)



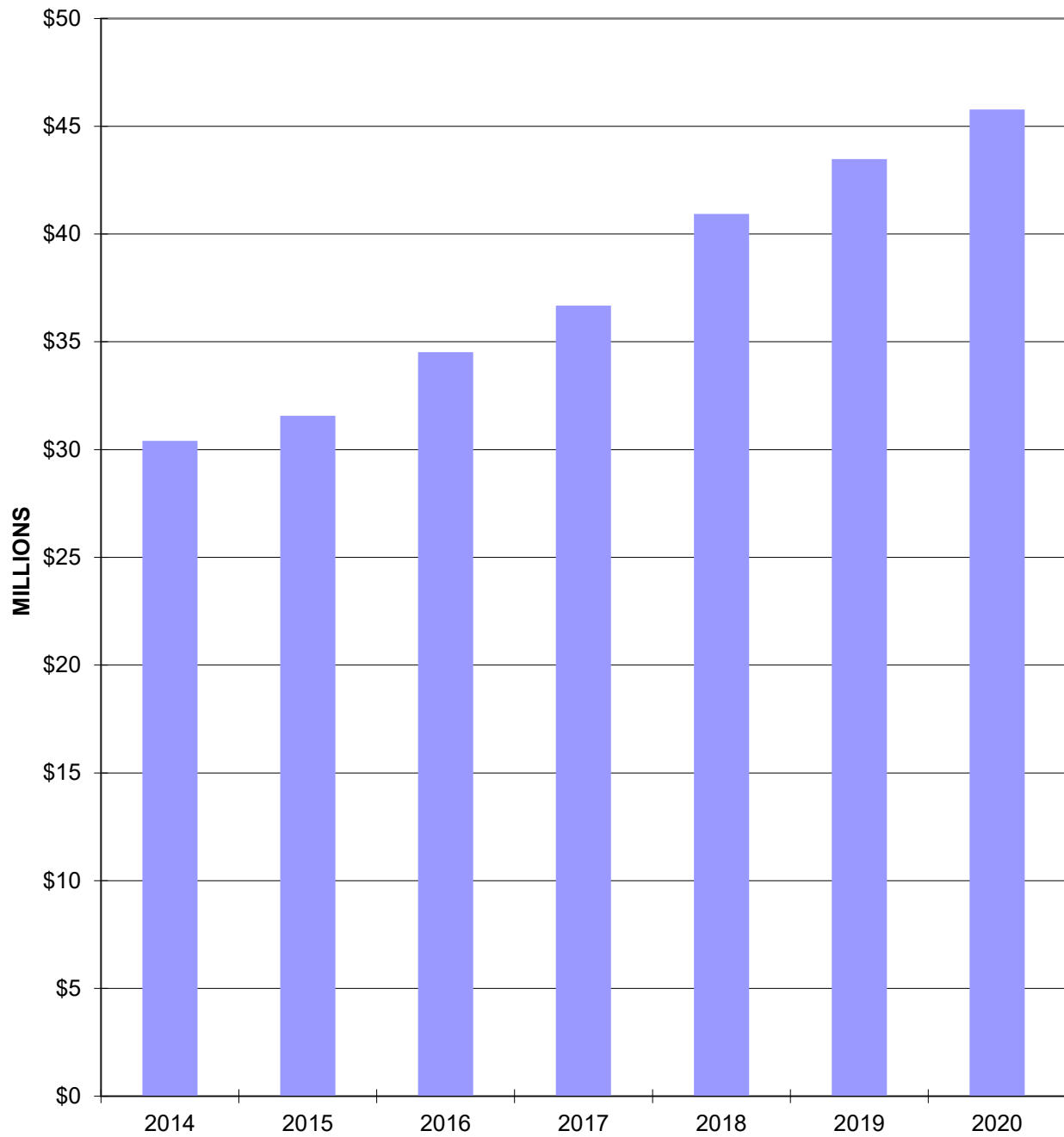
SOCIAL SERVICES 2020 Expenditures

Total \$45,777,213 (2019 \$43,480,800)



SEVEN YEAR TREND

Social Services



SOCIAL SERVICES FUND SUMMARY

The total Social Services Fund budget is \$45,777,213. The programs are funded by property tax of \$13,511,213, state and federal funds of \$32,266,000, and the potential use of fund balance to cover both anticipated and unanticipated cost overruns.

State Fiscal Year 2018-19 presented significant funding challenges to the Department, particularly in the Child Welfare Services area. The Child Welfare Services allocation for Weld County was reduced, significantly, from State Fiscal Year 2017-18 to State Fiscal Year 2018-19. This happened at the same time counties were required to significantly increase their reimbursement to providers of Foster Care Services, across the state, to comply with the requirements of Senate Bill 18-254. Current expenditure patterns would likely cause Weld County to over-expend its Child Welfare Services allocation, both for State Fiscal Year 2018-19 and State Fiscal Year 2019-20, by \$5 million to \$6 million, each year.

In response, the Department is taking active steps to control expenditures and direct existing expenditures to their most appropriate funding source. We are anticipating that any remaining over-expenditures will be remediated through redistribution of other counties' under-expenditures and through the use of TANF funds transferred to the Title XX Funding. However, despite these remediations, it is possible that the county may be required to expend additional county funds in order to fully fund the program. The 2020 County Budget does reflect an increase in county funding of \$700,000 for this potentiality, which may or may not cover the requirement. Therefore, if it becomes necessary, the Department will request a supplemental appropriation of county funds. We also continue to monitor the fiscal impact of ending the Title IV-E Waiver and the implementation of the Family First Prevention Services Act on the Federal Funds appropriated to the Child Welfare Services program.

As anticipated, the adjustment of the Broad-based Categorical Eligibility requirements for the Supplemental Nutrition Assistance Program (SNAP) from 130% to 200% of the Federal Poverty Level has impacted the workload required of county eligibility staff. We have, thus far, been able to redirect eligibility determination staff, as needed, to meet the increased demands, without hiring additional staff. We will continue to monitor productivity and timeliness to ensure that adequate resources are devoted to providing these services to the communities of Weld County.

The addition of the Family Resource Supervisor position has enabled the Family Resource Division to better organize its staffing structure and service delivery processes to better meet the needs of the community. The Department's inter-divisional approach to evaluating, meeting, and funding the needs of clients has resulted in a much more thoughtful and responsive process whereby emergency needs can be met, while ensuring that the long-term stability of the household is evaluated. We will continue to fine-tune the staffing alignment within these areas to ensure that taxpayer dollars are used efficiently and prudently.

SOCIAL SERVICES FUND ESTIMATED REVENUE 2020

| | FEDERAL AND STATE | COUNTY | TOTAL |
|---------------------------------|----------------------|----------------------|----------------------|
| County Administration | \$ 9,300,000 | \$ 5,916,213 | \$ 15,216,213 |
| Other Programs | 410,000 | 100,000 | 510,000 |
| Child Support Administration | 2,800,000 | 916,500 | 3,716,500 |
| TANF-Colorado Works | 2,605,417 | 1,485,083 | 4,090,500 |
| Aid to the Needy Disabled | 0 | 118,500 | 118,500 |
| Child Care | 1,473,268 | 649,432 | 2,122,700 |
| Old Age Pension | 230,000 | 10,100 | 240,100 |
| Child Welfare | 13,040,000 | 4,603,600 | 17,643,600 |
| Core Services | 1,100,000 | 323,600 | 1,423,600 |
| Adult Protective Services | 645,000 | 225,500 | 870,500 |
| LEAP | 0 | 0 | 0 |
| General Assistance | <u>0</u> | <u>10,000</u> | <u>10,000</u> |
| Sub-Total | <u>\$ 31,603,685</u> | <u>\$ 14,358,528</u> | <u>\$ 45,962,213</u> |
| Federal/State Reimbursement | \$ 31,603,685 | | |
| Claims Collection Incentives | 300,000 | | |
| TANF Adjustment | 362,315 | | |
| Usage of Deferred Revenues | <u>0</u> | | |
| Sub-Total Revenue | \$ 32,266,000 | | |
| Potential Use of Fund Balance | 0 | | |
| County Property Tax / Penalties | <u>13,511,213</u> | | |
| Total Revenue | <u>\$ 45,777,213</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 |
| 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
2020**

| Fund | Org | Acct | Account Title | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|-------------|------------|-------------|--------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| | | | TAXES | | | | |
| 2100 | 42111 | 4112 | CURRENT PROPERTY TAXES | 12,300,557 | 13,511,213 | 13,511,213 | 13,511,213 |
| | | | INTERGOVERNMENTAL | | | | |
| 2100 | 42110 | 4336 | REIMBURSEMENTS | 9,460,000 | 9,300,000 | 9,300,000 | 9,300,000 |
| 2100 | 42111 | 4336 | REIMBURSEMENTS | 637,062 | 662,315 | 662,315 | 662,315 |
| 2100 | 42115 | 4336 | REIMBURSEMENTS | 300,000 | 410,000 | 410,000 | 410,000 |
| 2100 | 42200 | 4336 | REIMBURSEMENTS | 2,750,000 | 2,800,000 | 2,800,000 | 2,800,000 |
| 2100 | 42365 | 4336 | REIMBURSEMENTS | 2,026,917 | 2,605,417 | 2,605,417 | 2,605,417 |
| 2100 | 42375 | 4336 | REIMBURSEMENTS | 952,700 | 1,473,268 | 1,473,268 | 1,473,268 |
| 2100 | 42380 | 4336 | REIMBURSEMENTS | 149,000 | 230,000 | 230,000 | 230,000 |
| 2100 | 42410 | 4336 | REIMBURSEMENTS | 13,800,000 | 13,040,000 | 13,040,000 | 13,040,000 |
| 2100 | 42415 | 4336 | REIMBURSEMENTS | 1,000,000 | 1,100,000 | 1,100,000 | 1,100,000 |
| 2100 | 42450 | 4336 | REIMBURSEMENTS | 610,000 | 645,000 | 645,000 | 645,000 |
| 2100 | 42610 | 4336 | REIMBURSEMENTS | 1,000 | 0 | 0 | 0 |
| | | | TOTAL INTERGOVERNMENTAL | 31,686,679 | 32,266,000 | 32,266,000 | 32,266,000 |
| | | | TOTAL SOCIAL SERVICES | 43,987,236 | 45,777,213 | 45,777,213 | 45,777,213 |

**SOCIAL SERVICES
SUMMARY OF EXPENDITURES
2020**

| Fund | Org | Expenditure Function | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|-------------|------------|--------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 2100 | 42110 | ADMINISTRATION-REGULAR | 14,460,000 | 15,216,213 | 15,216,213 | 15,216,213 |
| 2100 | 42111 | NON PROGRAM REVENUE | (170,000) | (185,000) | (185,000) | (185,000) |
| 2100 | 42115 | OTHER PROGRAMS | 361,000 | 510,000 | 510,000 | 510,000 |
| 2100 | 42200 | CHILD SUPPORT ADMINISTRATION | 3,714,700 | 3,716,500 | 3,716,500 | 3,716,500 |
| 2100 | 42365 | COLORADO WORKS | 3,512,000 | 4,090,500 | 4,090,500 | 4,090,500 |
| 2100 | 42370 | NEEDY AND DISABLED | 130,000 | 118,500 | 118,500 | 118,500 |
| 2100 | 42375 | DAY CARE & ADMINISTRATION | 1,590,100 | 2,122,700 | 2,122,700 | 2,122,700 |
| 2100 | 42380 | OLD AGE PENSION | 156,000 | 240,100 | 240,100 | 240,100 |
| 2100 | 42410 | CHILD WELFARE & ADMINISTRATION | 17,340,000 | 17,643,600 | 17,643,600 | 17,643,600 |
| 2100 | 42415 | PLACEMENT ALTERNATIVE CARE | 1,625,000 | 1,423,600 | 1,423,600 | 1,423,600 |
| 2100 | 42450 | ADULT PROTECTION | 740,000 | 870,500 | 870,500 | 870,500 |
| 2100 | 42610 | LEAP ADMINISTRATION & OUTREACH | 1,000 | 0 | 0 | 0 |
| 2100 | 42700 | GENERAL ASSISTANCE | 21,000 | 10,000 | 10,000 | 10,000 |
| | | | 43,480,800 | 45,777,213 | 45,777,213 | 45,777,213 |

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 | \$29,161,256 | \$29,893,500 | \$30,347,100 | \$30,347,100 |
| Supplies | 829,780 | 319,400 | 241,800 | 241,800 |
| Purchased Services | 8,290,159 | 6,995,800 | 8,557,000 | 8,557,000 |
| Fixed Charges | 6,744,547 | 6,886,000 | 7,209,813 | 7,209,813 |
| Capital | 0 | 0 | 0 | 0 |
| Contra Expense | - 490,737 | - 613,900 | - 578,500 | - 578,500 |
| Gross County Cost | \$44,535,005 | \$43,480,800 | \$45,777,213 | \$45,777,213 |
| Revenue / Fund Balance | 31,434,905 | 31,180,243 | 32,266,000 | 32,266,000 |
| Net County Cost | \$13,100,100 | \$12,300,557 | \$13,511,213 | \$13,511,213 |
| Budget Positions | 358.0 | 361.0 | 361.0 | 361.0 |

SUMMARY OF CHANGES: See Individual Budget Units.

FINANCE/ADMINISTRATION RECOMMENDATION: 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.

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 2020.</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) |
|--|---|---|
| <p>HHS2-3: Viable succession plans created across the Department</p> | <p>Assess capacity and staffing levels to administer system.</p> <p>Develop and deploy follow up 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> | <p>Upper level DHS organization structure evaluated and assessed.</p> |
| <p>HHS2-4: Team culture developed across the board within the Department of Human Services</p> | <p>Develop and deploy continuous training and job sharing opportunities (using creative technological options) that will help improve organizational knowledge, job performance and core values.</p> | <p>Increase employee core knowledge of all departments across Human Services.</p> |

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) |
|---|---|---|
| <p>HHS3-1: Improved customer and stakeholder access to DHS program information and services</p> | <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> |
| <p>HHS3-2: Ensure all DHS staff are fully engaged in the communications loop</p> | <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> |
| 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 2020 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) |
|--|--|--|
| <p>HHS5-1: County Commissioners and other stakeholders understand the tangible value that Weld County Human Services provides to the local community</p> | <p>Increase awareness of DHS programs and services.</p> <p>Enhance image of DHS programs and services.</p> <p>Development and implementation 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> |
| <p>HHS5-2: High level connections can be demonstrated from the services that each team provides to any family</p> | <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> |
| <p>HHS5-3: Effective stewardship of the taxpayer dollar</p> | <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> | <p>DHS stakeholder and customer perception baseline established.</p> |

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) |
|---|---|--|
| <p>HHS6-1: Increased customer satisfaction levels</p> | <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 | \$ 7,089,214 | \$ 8,100,000 | \$ 7,805,000 | \$ 7,805,000 |
| Supplies | - 460,920 | - 400,000 | - 560,000 | - 560,000 |
| Purchased Services | 1,894,611 | 1,300,000 | 2,000,000 | 2,000,000 |
| Fixed Charges | 5,608,807 | 5,500,000 | 6,011,213 | 6,011,213 |
| Contra Expense | - 32,489 | - 40,000 | - 40,000 | - 40,000 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | 14,099,223 | \$ 14,460,000 | \$ 15,216,213 | \$ 15,216,213 |
| Revenue | 8,044,354 | 9,460,000 | 9,300,000 | 9,300,000 |
| Net County Cost | 6,054,869 | \$ 5,000,000 | \$ 5,916,213 | \$ 5,916,213 |
| Budget Positions | 171.0 | 172.0 | 172.0 | 172.0 |

SUMMARY OF CHANGES: We continue to anticipate changes in the workload associated with the Supplemental Nutritional Assistance Program (SNAP) and Medicaid programs, due to statewide changes to the eligibility requirements of the programs. We also continue to anticipate action from the Legislature in fully funding this appropriation, which is currently over \$10 million underfunded.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: At a September 30, 2019 work session the Board approved reclassifying one Transfer and Audit Specialist (Grade 16) to Transfer and Audit Specialist (Grade 21). All other items approved as recommended.

**COUNTY ADMINISTRATION
(CONTINUED)
2100-42110**

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Case Load (Average) | 32,250 | 31,800 | 31,700 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 5.440 | 5.313 | 5.163 |
| Per capita cost | \$ 19.262 | \$ 15.444 | \$ 16.224 |

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS:

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 | - 133,550 | - 170,000 | - 185,000 | - 185,000 |
| Gross County Cost | \$ - 133,550 | \$ - 170,000 | \$ - 185,000 | \$ - 185,000 |
| Revenue | 450,984 | 637,062 | 662,315 | 662,315 |
| Net County Cost | \$ 12,414,085 | \$ 12,300,557 | \$ 13,511,213 | \$ 13,511,213 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: Property tax is budgeted at \$13,511,213 for 2020. The difference is a combination of special revenue from various department programs. The TANF Adjustment is \$362,315. 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 2020.

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 | \$ 323,803 | \$ 300,000 | \$ 445,800 | \$ 445,800 |
| Supplies | 4,272 | 15,000 | 1,000 | 1,000 |
| Purchased Services | 51,274 | 50,000 | 44,500 | 44,500 |
| Fixed Charges | 29,527 | 0 | 22,800 | 22,800 |
| Contra | 293 | - 4,000 | - 4,100 | - 4,100 |
| Gross County Cost | \$ 409,169 | \$ 361,000 | \$ 510,000 | \$ 510,000 |
| Revenue | 400,783 | 300,000 | 410,000 | 410,000 |
| Net County Cost | \$ 8,386 | \$ 61,000 | \$ 100,000 | \$ 100,000 |
| 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 | 9,600 | 9,650 | 9,650 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost (county support) | \$ 0.027 | \$0.188 | \$0.300 |

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 | \$ 3,115,533 | \$ 3,100,000 | \$ 3,200,000 | \$ 3,200,000 |
| Supplies | 118,863 | 75,000 | 55,000 | 55,000 |
| Purchased Services | 450,996 | 450,000 | 400,000 | 400,000 |
| Fixed Charges | 73,592 | 100,000 | 70,000 | 70,000 |
| Contra Expense | - 9,160 | - 10,300 | - 8,500 | - 8,500 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 3,749,824 | \$ 3,714,700 | \$ 3,716,500 | \$ 3,716,500 |
| Revenue | 2,839,061 | 2,750,000 | 2,800,000 | 2,800,000 |
| Net County Cost | \$ 910,763 | \$ 964,700 | \$ 916,500 | \$ 916,500 |
| Budget Positions | 31 | 31 | 31 | 31 |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2020.

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 | 7,297 | 7,300 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 1.0 | 0.9 | 0.9 |
| Per capita cost (county support) | \$ 2.897 | \$ 2.980 | \$ 2.751 |

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 | \$ 1,854,686 | \$ 1,671,500 | \$ 1,910,000 | \$ 1,910,000 |
| Supplies | 328,159 | 250,400 | 230,000 | 230,000 |
| Purchased Services | 1,766,923 | 1,571,200 | 1,885,500 | 1,885,500 |
| Fixed Charges | 94,893 | 36,500 | 85,000 | 85,000 |
| Contra Expense | - 11,309 | - 17,600 | - 20,000 | - 20,000 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 4,033,352 | \$ 3,512,000 | \$ 4,090,500 | \$ 4,090,500 |
| Revenue | 2,920,366 | 2,026,917 | 2,605,417 | 2,605,417 |
| Net County Cost | \$ 1,112,986 | \$ 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.

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) | 650 | 660 | 660 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost (county support) | \$ 3.541 | \$ 4.587 | \$ 4.458 |

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 | 114,280 | 150,000 | 125,000 | 125,000 |
| Contra Account | -20,607 | - 20,000 | - 6,500 | - 6,500 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 93,673 | \$ 130,000 | \$ 118,500 | \$ 118,500 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 93,673 | \$ 130,000 | \$ 118,500 | \$ 118,500 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2020.

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 | 240 | 225 | 225 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost (county support) | \$ 0.298 | \$ 0.402 | \$ 0.356 |

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 | \$ 801,922 | \$ 736,000 | \$ 915,000 | \$ 915,000 |
| Supplies | 55,534 | 15,000 | 40,200 | 40,200 |
| Purchased Services | 929,283 | 825,600 | 1,150,000 | 1,150,000 |
| Fixed Charges | 15,456 | 14,500 | 18,500 | 18,500 |
| Contra Expense | 58 | - 1,000 | - 1,000 | - 1,000 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,802,253 | \$ 1,590,100 | \$ 2,122,700 | \$ 2,122,700 |
| Revenue | 1,274,305 | 952,700 | 1,473,268 | 1,473,268 |
| Net County Cost | \$ 527,948 | \$ 637,400 | \$ 649,432 | \$ 649,432 |
| 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 | 820 | 820 | 820 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.286 | 0.278 | 0.270 |
| Per capita cost (county support) | \$ 1.679 | \$ 1.969 | \$ 1.949 |

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 | \$ 121,299 | \$ 100,000 | \$ 181,300 | \$ 181,300 |
| Supplies | 54,901 | 29,000 | 32,000 | 32,000 |
| Purchased Services | 17,662 | 28,000 | 24,200 | 24,200 |
| Fixed Charges | 6,283 | 0 | 6,000 | 6,000 |
| Contra Expense | 1,298 | - 1,000 | - 3,400 | - 3,400 |
| Gross County Cost | \$ 201,443 | \$ 156,000 | \$ 240,100 | \$ 240,100 |
| Revenue | 194,475 | 149,000 | 230,000 | 230,000 |
| Net County Cost | \$ 6,968 | \$ 7,000 | \$ 10,100 | \$ 10,100 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2020.

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 | 780 | 775 | 775 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost (county support) | \$ 0.022 | \$ 0.022 | \$ 0.030 |

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, and residential child care facilities.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|---------------------------|--------------------------------|------------------------------|--------------------------|
| Personnel Services | \$ 14,118,263 | \$ 14,000,000 | \$ 14,000,000 | \$ 14,000,000 |
| Supplies | 688,637 | 320,000 | 423,600 | 423,600 |
| Purchased Services | 3,131,870 | 2,700,000 | 3,000,000 | 3,000,000 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| Fixed Charges | 541,777 | 570,000 | 530,000 | 530,000 |
| Contra Expenses | - 240,357 | - 250,000 | - 310,000 | - 310,000 |
| Gross County Cost | \$ 18,240,190 | \$ 17,340,000 | \$ 17,643,600 | \$ 17,643,600 |
| Revenue | 13,809,593 | 13,800,000 | 13,040,000 | 13,040,000 |
| Net County Cost | \$ 4,430,597 | \$ 3,540,000 | \$ 4,603,600 | \$ 4,603,600 |
| Budget Positions | 141 | 141 | 141 | 141 |

SUMMARY OF CHANGES: The Child Welfare Division is completing its final year of operations under the IV-E Waiver Demonstration interventions. The successes of the project, since the beginning in 2014, include doubling the placements of children with their kin, bringing families to the table to solve their own concerns, which has brought about fewer placements and more resources to families, and the administration of trauma screens, which has become daily practice for those youth and children being placed in care, so that they receive the right services. Referrals and assessments have increased by 26%, while placements have increased by 5% from 2018-2019. Weld County's allocation of funding has decreased significantly over the last two years, which has added to the difficulty of expending within our allocation. SB 18-254 has significantly increased the rates at which foster care providers are reimbursed for their services and limits counties' ability to negotiate those rates. The Department's recruitment of family-based foster homes has continued to be highly successful, the availability of family foster homes has increased by almost 10% from 2018 to 2019.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The Board and staff will need to continue to monitor the expenditures in this budget during 2020 to insure over expenditures are controlled with the pressures for child placements and reduction in state funding allocations.

BOARD ACTION: Approved as recommended.

**CHILD WELFARE AND ADMINISTRATION
(CONTINUED)
2100-42410**

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Average Case Load | 2,897 | 3,159 | 3,474 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 4.485 | 4.355 | 4.232 |
| Per capita cost (county support) | \$ 14.095 | \$ 10.934 | \$ 13.818 |

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 | \$ 1,092,866 | \$ 1,225,000 | \$ 1,100,000 | \$ 1,100,000 |
| Supplies | 0 | 0 | 0 | 0 |
| Purchased Services | | 0 | 0 | 0 |
| Fixed Charges | 238,526 | 500,000 | 323,600 | 323,600 |
| Contra Expense | - 42,442 | -100,000 | 0 | 0 |
| Gross County Cost | \$ 1,288,950 | \$ 1,625,000 | \$ 1,423,600 | \$ 1,423,600 |
| Revenue | 910,644 | 1,000,000 | 1,100,000 | 1,100,000 |
| Net County Cost | \$ 378,306 | \$ 625,000 | \$ 323,600 | \$ 323,600 |
| Budget Positions | 0 | 0 | 0 | 0 |

SUMMARY OF CHANGES: Several positions formerly funded through the Child Welfare Services block will now be funded through Core Services, in order to better align the services they are providing with their funding source, particularly within the kinship, mental health, and post adoption components of the program. The hiring and re-classification of Visitation 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.

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 | 429 | 452 | 474 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost (county support) | \$ 1.203 | \$ 1.931 | \$ 0.971 |

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 | \$ 643,545 | \$ 660,000 | \$ 790,000 | \$ 790,000 |
| Supplies | 40,334 | 15,000 | 20,000 | 20,000 |
| Purchased Services | 33,293 | 50,000 | 42,800 | 42,800 |
| Fixed Charges | 21,406 | 15,000 | 17,700 | 17,700 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 738,578 | \$ 740,000 | \$ 870,500 | \$ 870,500 |
| Revenue | 592,637 | 610,000 | 645,000 | 645,000 |
| Net County Cost | \$ 145,941 | \$ 130,000 | \$ 225,500 | \$ 225,500 |
| Budget Positions | 6 | 8 | 8 | 8 |

SUMMARY OF CHANGES: No significant changes to this program are anticipated for 2020.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**ADULT PROTECTIVE SERVICES
(CONTINUED)
2100-42450**

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Referrals Reviewed | 1,007 | 973 | 1,000 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost (county support) | \$ 0.464 | \$ 0.402 | \$ 0.677 |

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 | \$ 125 | \$ 1,000 | \$ 0 | \$ 0 |
| Supplies | 0 | 0 | 0 | 0 |
| Purchased Services | 0 | 0 | 0 | 0 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Contra Expenses | - 2,472 | 0 | 0 | 0 |
| Gross County Cost | \$ - 2,347 | \$ 1,000 | \$ 0 | \$ 0 |
| Revenue | - 2,297 | 1,000 | 0 | 0 |
| Net County Cost | \$ - 50 | \$ 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 | 14,247 | 21,000 | 10,000 | 10,000 |
| Contra Expense | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 14,247 | \$ 21,000 | \$ 10,000 | \$ 10,000 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 14,247 | \$ 21,000 | \$ 10,000 | \$ 10,000 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated for this program during 2020.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**GENERAL ASSISTANCE
(CONTINUED)
2100-42700**

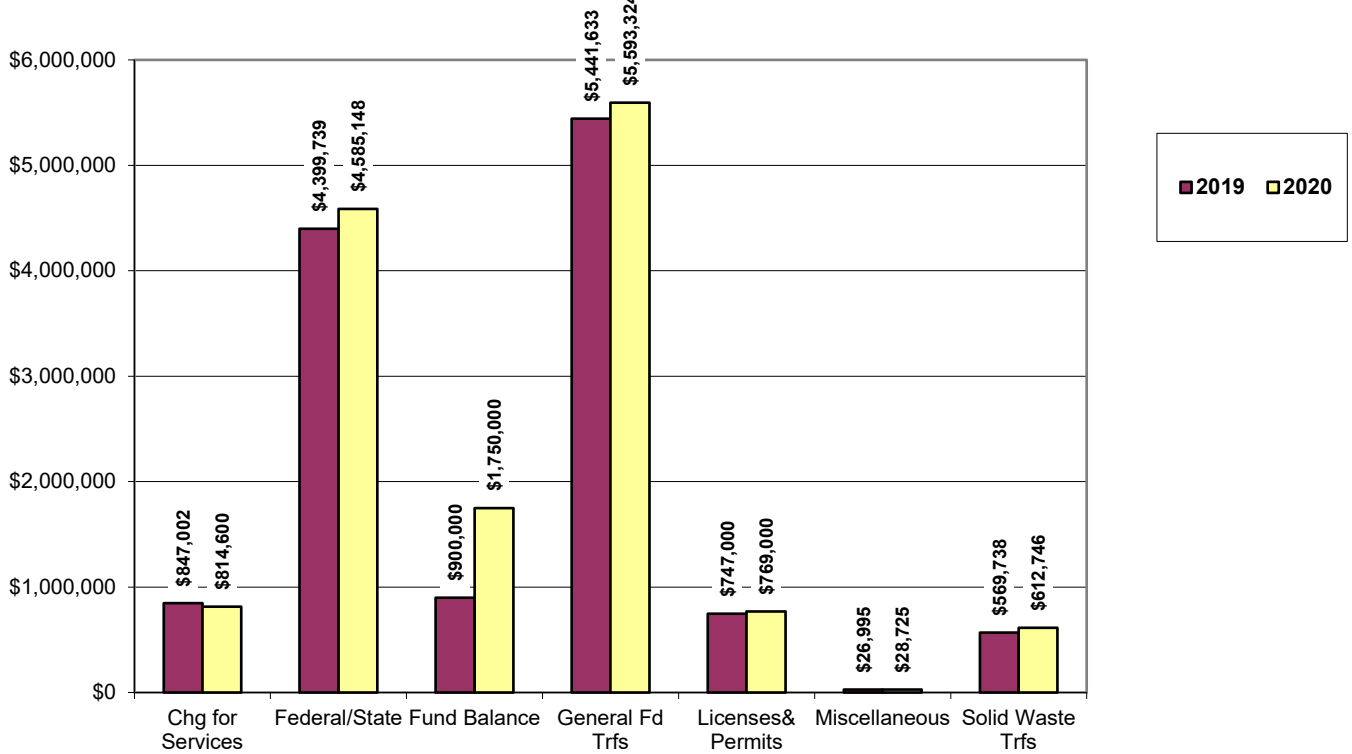
PERFORMANCE MEASURES

| | <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) | \$ 0.045 | \$ 0.065 | \$ 0.030 |

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Human Services goals following the Social Services Fund Summary.

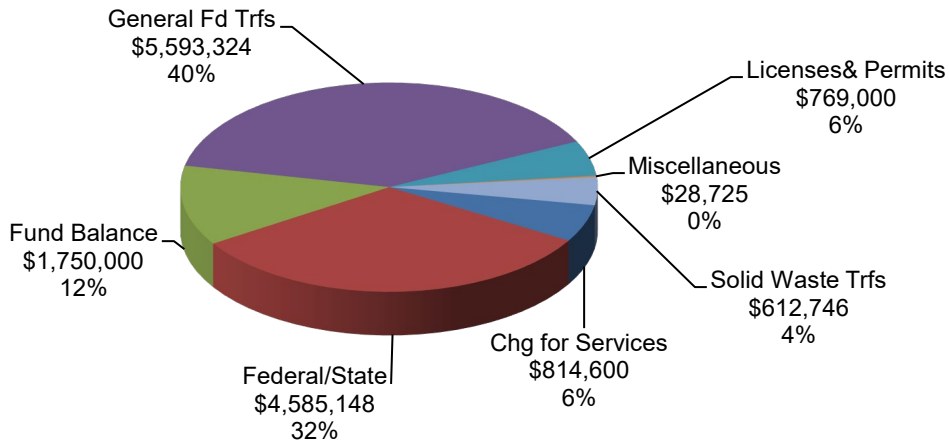


HEALTH FUND Revenue Changes

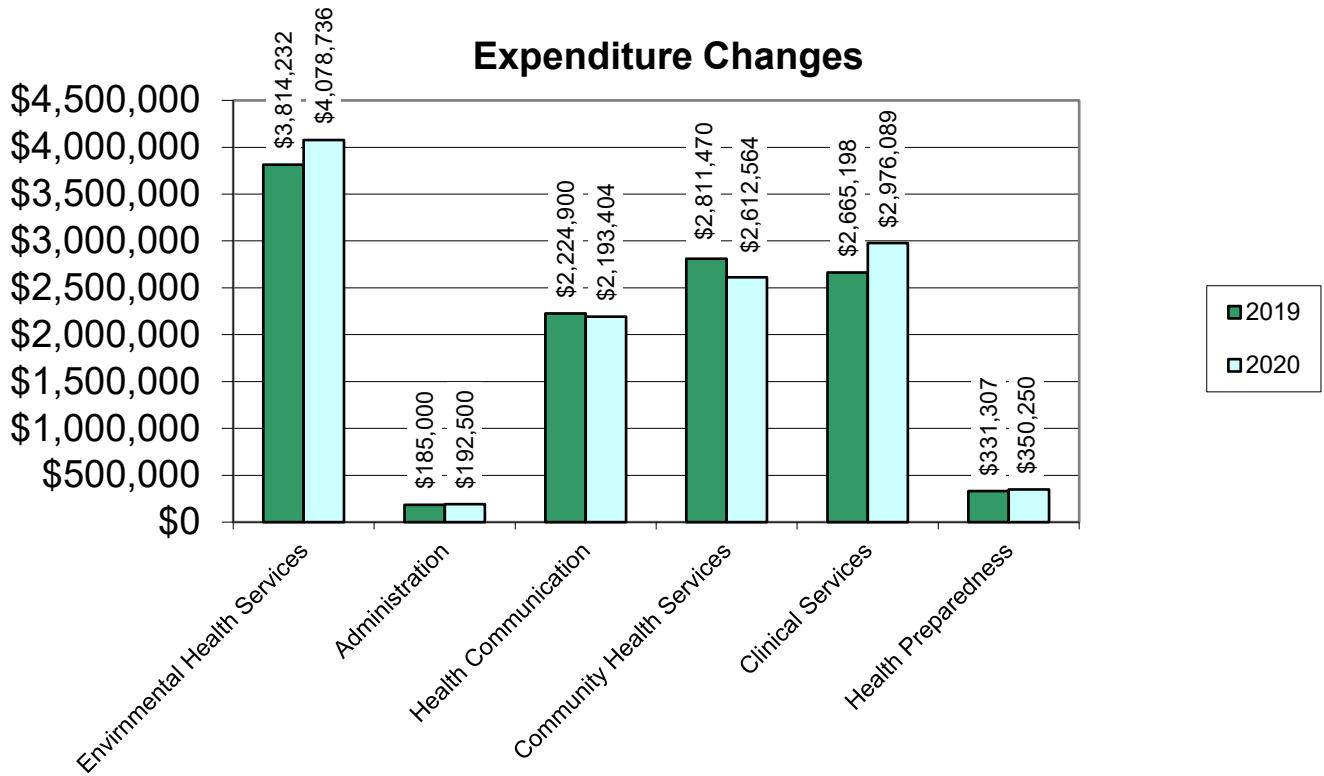
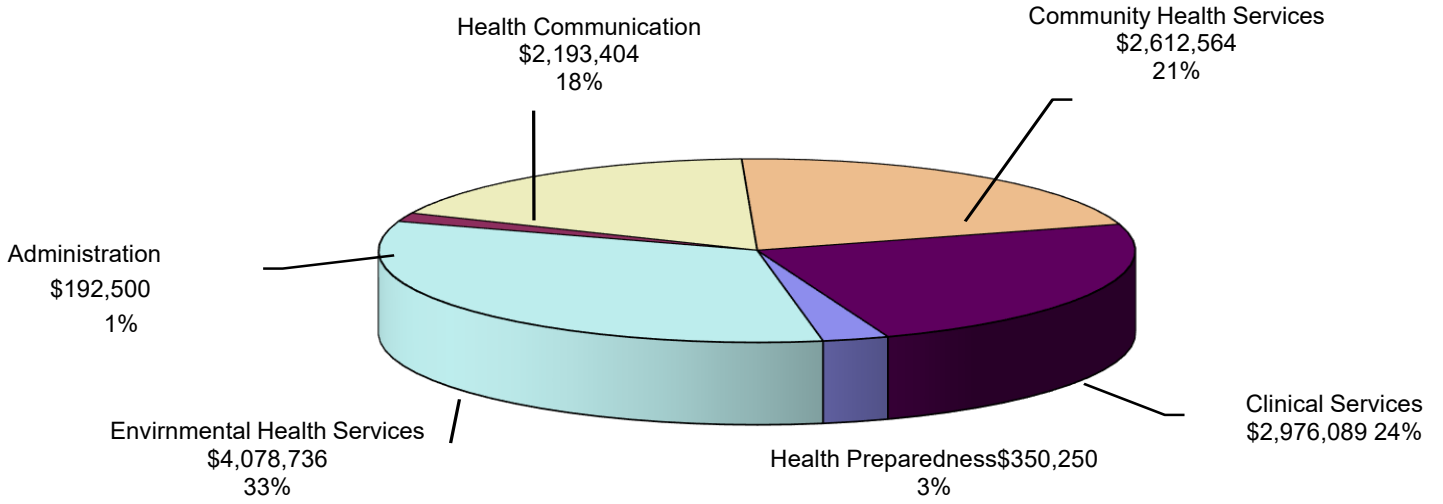


2020 Revenue

Total \$14,153,543 (2019 \$12,932,107)

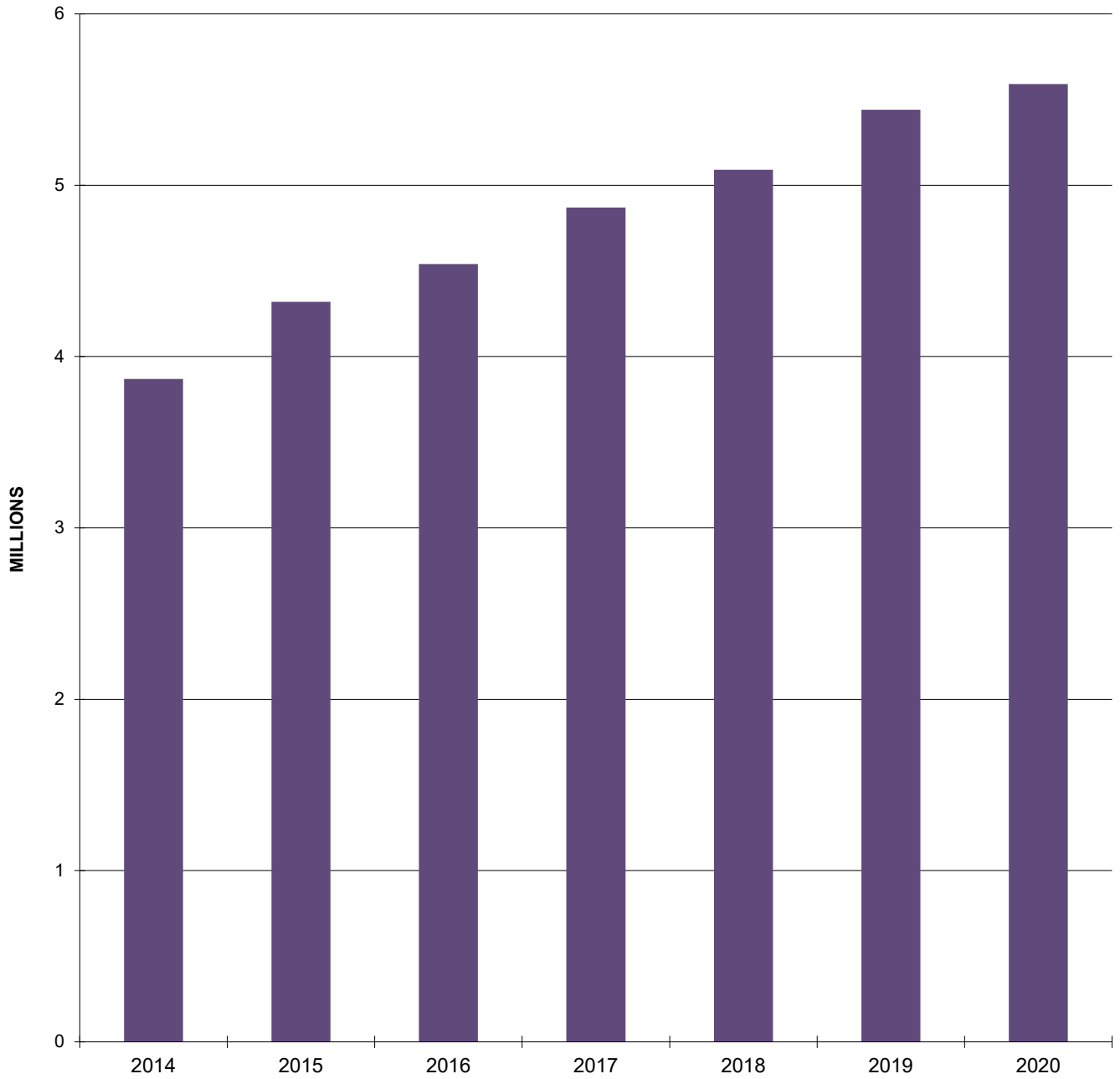


HEALTH FUND 2020 Expenditures Total \$12,403,543 (2019 \$12,032,107)



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.*

The budget is not just a collection of numbers, but an expression of our values and aspirations.
- Jack Lew

The Weld County Department of Public Health and Environment works diligently to deliver high-quality, public health services to the citizens of Weld County. Through the seven core public health services established by the State Board of Health, the Health Department strives to be a recognized leader in the state by driving initiatives that enhance and strengthen our community and positively impact the lives of the citizens we serve.



Each day the department provides for the health, safety and welfare of Weld County citizens by creating community and data-driven plans to provide comprehensive health promotion systems that address the needs in identified communities to promote quality of life and wellness through innovative prevention strategies. To achieve this, the department takes a population-based approach to addressing a variety of complex health issues identified in Weld County, including obesity, chronic disease, mental health, and access to healthcare. A successful-population based approach requires diverse partnerships and the Health Department is instrumental in spearheading the Thriving Weld initiative. Thriving Weld has over 400 participants and 100 organizations working together to improve the health and wellbeing of all Weld County residents. Thriving Weld is integrated into the Community Health Assessment (CHA), which was undertaken and completed in 2019, and the Community Health Improvement Plan (CHIP), which will be developed in 2020, and which is used as a roadmap to guide the public and private partnerships to improve health in Weld County. Through strategic community collaboration, the Health Department is proud of its accomplishments in establishing and supporting community and private industry engagement, which will lead to the sustainability of health and wellness support systems in Weld County.

Of critical importance to the department and Weld County, Colorado, is in the early stages of a statewide governmental public health transformation assessment designed to better align what health departments do with how they are funded by the State. Weld County's department is a leader among local public health agencies in Colorado. Our organizational culture is built around

providing high-quality, cost-efficient, and readily-accessible services to residents and businesses in Weld County. Our goal in 2020 is to contribute our expertise and successes to help inform and shape public health transformation underway in Colorado to ensure Weld County receives its fair share of State funding.

Budgetary planning for 2020 continues to emphasize strengthening and supporting strategic activities and community partnerships while controlling costs and meeting budget targets. While we have made great strides in working toward the goals established in our 2016-2019 strategic plan, we have learned a lot and recognize that these are goals that are worthy of continuation in 2020. Therefore, we are reaffirming our commitment to continue working toward the same priorities which include: 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, through community engagement and by using technology and other means.

The department continues to be energized by the achievement of Public Health Accreditation and the 2020 budget reflects a continuation of efforts to support 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 through 2020, the Health Department continues to make great progress fine-tuning our human capital resources by strategically realigning those resources and, where possible, further 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. These efforts become even more critical as Weld County's continued growth due to significant economic development occurring throughout our region has resulted in increased population and demand for services from its constituents.



The 2020 target budget for the Department is \$5,593,324, as determined by the Weld County Director of Finance and Administration and Board of County Commissioners. The Department's available funding was allocated among the Department's five 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.

Notable changes in the 2020 budget include:

- Increased Revenues. Overall revenues across the department are expected to increase modestly by approximately 3.33% in 2020. We are projecting slight increases in fee income generated from our vital records issuance and environmental health services related to small increases for food licenses and septic permits, while charges for services are expected to decline a little. Our revenue for clinical services is expected to rise by a little over 8%. The overall result department-wide is a small net increase, with revenue shifting from one source to another within the divisions. The department is expecting to see grant funding increase by approximately 5.6%, attributable primarily to the provision of short-term grant funding from the Colorado Department of Public Health and Environment (CDPHE) as a result of Supplemental Environmental Projects (SEP) that were awarded to the Department in 2019 that will carry into 2020.
- Increased Personnel Services Costs. An overall increase of approximately 5.46% is projected due to the addition of 5.0 FTE, cost of living adjustments, step increases and fringe cost adjustments (PERA and Medicare) in 2020. The Health Department will be adding five new positions in 2019, which will result in the increase of salaries by approximately 8% to the 2020 budget. The department will begin recruiting for the new position of Deputy Director in 2019, along with the addition of a new Administration division Supervisor, two Environmental Health Specialists and a Lab Field Tech position in 2019, with the last three hired due to the creation of a new Weld County Oil and Gas Energy Department in 2019. As an offset to increased total personnel costs, we are expecting a large decrease in our 2020 health insurance costs having a positive, offsetting impact on the anticipated increases in salaries and fringe costs.
- Shifting categorical expenditures in Supplies & Purchased Services. Given our mandate and achievement of maintaining a flat budget (excluding our increased personnel expenditures), our total projected Supplies & Purchased Services expenditures are decreasing by 3.7%, due in small part to offsetting some of our increased personnel costs through reduced expenditures throughout the department. Through careful analysis of historical spending and future expectations, and critical decision making, we are seeing the categorical shifting of one expenditure type to another as the need for increases in expenditures in one area are generally offset with budget reductions in other areas.
- Data Processing One notable expenditure that is planned in 2020 is the migration of the Environmental Health Services consumer protection services software to an advanced software application that is expected to improve tracking, productivity, security and reporting for internal users and remote access capabilities for external users. 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. We will also continue to thoughtfully pursue technology solutions to provide services to our customers through methods that match their diversity, physical location and changing needs.
- Decreased Equipment (Small and Capitalized) Costs. The entire department is projecting significantly lower equipment costs as we continue to realize successes in implementing updated technology at the Health Department. We will continue to explore new technologies geared toward reducing staffing costs, operational redundancies, and travel costs as local, regional and national meetings via teleconferences and webinars continue to become the norm rather than the exception. The department will focus on replacement of smaller items of equipment to replace old, worn-out and outdated equipment in 2020.

The department has again taken a conservative budgeting approach with a goal of long-term financial sustainability that will ultimately impact the constituents we serve. This strategy will allow us to continue to provide and maintain essential support services and give the residents of Weld County a healthy community in which every resident enjoys the best possible state of health and well-being. This will be achieved through 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, assuring access to quality health care services, and enhancing the ability of others to contribute to positive health outcomes in their community.

**PUBLIC HEALTH
SUMMARY OF REVENUES
2020**

| Fund | Org | Acct | Account Title | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|-----------------------------------|------------|-------------|-------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| LICENSES AND PERMITS | | | | | | | |
| 2560 | 41400 | 4210 | LICENSES | 332,000 | 346,000 | 346,000 | 346,000 |
| 2560 | 41400 | 4221 | PERMITS | 415,000 | 423,000 | 423,000 | 423,000 |
| TOTAL LICENSES AND PERMITS | | | | 747,000 | 769,000 | 769,000 | 769,000 |
| INTERGOVERNMENTAL | | | | | | | |
| 2530 | 41300 | 4321 | MEDICAID | 240 | 0 | 0 | 0 |
| 253910 | 41300 | 4321 | MEDICAID | 8,000 | 500 | 500 | 500 |
| 2560 | 41400 | 4321 | MEDICAID | 130,500 | 90,000 | 90,000 | 90,000 |
| 2590 | 41600 | 4321 | MEDICAID | 28,062 | 13,300 | 13,300 | 13,300 |
| 2591 | 41600 | 4321 | MEDICAID | 177,406 | 166,500 | 166,500 | 166,500 |
| 2592 | 41600 | 4321 | MEDICAID | 54,523 | 50,500 | 50,500 | 50,500 |
| 2599 | 41600 | 4321 | MEDICAID | 27,806 | 74,000 | 74,000 | 74,000 |
| 255810 | 41300 | 4336 | REIMBURSEMENTS | 78,858 | 78,858 | 78,858 | 78,858 |
| 2560 | 41400 | 4336 | REIMBURSEMENTS | 121,151 | 126,916 | 126,916 | 126,916 |
| 2500 | 41100 | 4340 | GRANTS | 419,783 | 432,589 | 432,589 | 432,589 |
| 2517 | 41210 | 4340 | GRANTS | 318,903 | 300,056 | 300,056 | 300,056 |
| 2521 | 41210 | 4340 | GRANTS | 12,500 | 12,000 | 12,000 | 12,000 |
| 2523 | 41210 | 4340 | GRANTS | 249,524 | 249,524 | 249,524 | 249,524 |
| 2525 | 41210 | 4340 | GRANTS | 126,549 | 131,701 | 131,701 | 131,701 |
| 2528 | 41210 | 4340 | GRANTS | 68,035 | 59,704 | 59,704 | 59,704 |
| 251010 | 41210 | 4340 | GRANTS | 153,440 | 153,440 | 153,440 | 153,440 |
| 252710 | 41210 | 4340 | GRANTS | 85,000 | 85,000 | 85,000 | 85,000 |
| 2531 | 41300 | 4340 | GRANTS | 15,000 | 15,432 | 15,432 | 15,432 |
| 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 | 142,382 | 142,382 | 142,382 | 142,382 |
| 255211 | 41300 | 4340 | GRANTS | 944,079 | 954,006 | 954,006 | 954,006 |
| 2560 | 41400 | 4340 | GRANTS | 72,080 | 171,320 | 171,320 | 171,320 |
| 256410 | 41400 | 4340 | GRANTS | 107,584 | 111,635 | 111,635 | 111,635 |
| 258110 | 41500 | 4340 | GRANTS | 270,389 | 283,947 | 283,947 | 283,947 |
| 2591 | 41600 | 4340 | GRANTS | 152,384 | 165,000 | 165,000 | 165,000 |
| 2592 | 41600 | 4340 | GRANTS | 134,036 | 176,530 | 176,530 | 176,530 |
| 2593 | 41600 | 4340 | GRANTS | 180,171 | 155,354 | 155,354 | 155,354 |
| 2594 | 41600 | 4340 | GRANTS | 34,800 | 33,598 | 33,598 | 33,598 |
| 2595 | 41600 | 4340 | GRANTS | 0 | 25,000 | 25,000 | 25,000 |
| 2596 | 41600 | 4340 | GRANTS | 0 | 39,802 | 39,802 | 39,802 |
| 2500 | 41100 | 4356 | COUNTIES | 5,441,633 | 5,593,324 | 5,593,324 | 5,593,324 |
| TOTAL INTERGOVERNMENTAL | | | | 9,841,372 | 10,178,472 | 10,178,472 | 10,178,472 |
| CHARGE FOR SERVICES | | | | | | | |
| 2500 | 41100 | 4410 | CHARGE FOR SERVICES | 185,000 | 192,500 | 192,500 | 192,500 |
| 2530 | 41300 | 4410 | CHARGE FOR SERVICES | 9,000 | 0 | 0 | 0 |
| 253910 | 41300 | 4410 | CHARGE FOR SERVICES | 7,000 | 5,000 | 5,000 | 5,000 |
| 2560 | 41400 | 4410 | CHARGE FOR SERVICES | 415,769 | 362,900 | 362,900 | 362,900 |
| 2590 | 41600 | 4410 | CHARGE FOR SERVICES | 100,679 | 60,550 | 60,550 | 60,550 |
| 2591 | 41600 | 4410 | CHARGE FOR SERVICES | 41,078 | 63,500 | 63,500 | 63,500 |
| 2592 | 41600 | 4410 | CHARGE FOR SERVICES | 57,444 | 67,000 | 67,000 | 67,000 |
| 2593 | 41600 | 4410 | CHARGE FOR SERVICES | 26,901 | 8,500 | 8,500 | 8,500 |
| 2594 | 41600 | 4410 | CHARGE FOR SERVICES | 4,131 | 4,000 | 4,000 | 4,000 |
| 253910 | 41300 | 4415 | INSURANCE REIMBURSEMENT | 0 | 500 | 500 | 500 |
| 2590 | 41600 | 4415 | INSURANCE REIMBURSEMENT | 0 | 12,650 | 12,650 | 12,650 |
| 2591 | 41600 | 4415 | INSURANCE REIMBURSEMENT | 0 | 15,000 | 15,000 | 15,000 |
| 2592 | 41600 | 4415 | INSURANCE REIMBURSEMENT | 0 | 22,500 | 22,500 | 22,500 |
| TOTAL CHARGE FOR SERVICES | | | | 847,002 | 814,600 | 814,600 | 814,600 |
| MISCELLANEOUS | | | | | | | |
| 2560 | 41400 | 4510 | FINES | 13,000 | 13,000 | 13,000 | 13,000 |
| 253910 | 41300 | 4690 | DONATIONS | 1 | 0 | 0 | 0 |
| 2590 | 41600 | 4690 | DONATIONS | 251 | 375 | 375 | 375 |
| 2591 | 41600 | 4690 | DONATIONS | 12,836 | 13,500 | 13,500 | 13,500 |
| 2592 | 41600 | 4690 | DONATIONS | 190 | 350 | 350 | 350 |
| 2593 | 41600 | 4690 | DONATIONS | 591 | 750 | 750 | 750 |
| 2594 | 41600 | 4690 | DONATIONS | 126 | 500 | 500 | 500 |
| 2595 | 41600 | 4690 | DONATIONS | 0 | 250 | 250 | 250 |
| TOTAL MISCELLANEOUS | | | | 26,995 | 28,725 | 28,725 | 28,725 |
| TRANSFER | | | | | | | |
| 2560 | 41400 | 712700 | TRANSFER | 569,738 | 612,746 | 612,746 | 612,746 |
| TOTAL PUBLIC HEALTH | | | | 12,032,107 | 12,403,543 | 12,403,543 | 12,403,543 |

**PUBLIC HEALTH
SUMMARY OF EXPENDITURES
2020**

| Fund | Org | Expenditure Function | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|----------------------------|------------|---------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 2500 | 41100 | ADMINISTRATION | 185,000 | 192,500 | 192,500 | 192,500 |
| 251010 | 41210 | GENERAL HEALTH EDUCATION | 177,005 | 192,377 | 192,377 | 192,377 |
| 2517 | 41210 | GENERAL HEALTH EDUCATION | 333,099 | 320,702 | 320,702 | 320,702 |
| 2520 | 41210 | GENERAL HEALTH EDUCATION | 1,001,033 | 987,601 | 987,601 | 987,601 |
| 2521 | 41210 | GENERAL HEALTH EDUCATION | 20,879 | 19,377 | 19,377 | 19,377 |
| 2523 | 41210 | GENERAL HEALTH EDUCATION | 323,737 | 265,145 | 265,145 | 265,145 |
| 2525 | 41210 | GENERAL HEALTH EDUCATION | 156,435 | 209,114 | 209,114 | 209,114 |
| 252710 | 41210 | GENERAL HEALTH EDUCATION | 129,463 | 125,077 | 125,077 | 125,077 |
| 2528 | 41210 | GENERAL HEALTH EDUCATION | 83,249 | 74,011 | 74,011 | 74,011 |
| 2530 | 41300 | COMMUNITY HEALTH SERVICES | 573,250 | 565,868 | 565,868 | 565,868 |
| 2531 | 41300 | COMMUNITY HEALTH SERVICES | 33,265 | 30,866 | 30,866 | 30,866 |
| 253310 | 41300 | COMMUNITY HEALTH SERVICES | 471,681 | 306,015 | 306,015 | 306,015 |
| 253910 | 41300 | COMMUNITY HEALTH SERVICES | 341,549 | 321,601 | 321,601 | 321,601 |
| 254911 | 41300 | COMMUNITY HEALTH SERVICES | 290,907 | 301,560 | 301,560 | 301,560 |
| 255211 | 41300 | COMMUNITY HEALTH SERVICES | 995,261 | 984,284 | 984,284 | 984,284 |
| 255810 | 41300 | COMMUNITY HEALTH SERVICES | 105,557 | 102,370 | 102,370 | 102,370 |
| 2560 | 41400 | ENVIROMENTAL | 3,682,376 | 3,931,926 | 3,931,926 | 3,931,926 |
| 256410 | 41400 | ENVIROMENTAL | 131,856 | 146,810 | 146,810 | 146,810 |
| 2580 | 41500 | PUBLIC HEALTH PREPAREDNESS | 56,945 | 45,980 | 45,980 | 45,980 |
| 258110 | 41500 | PUBLIC HEALTH PREPAREDNESS | 274,362 | 304,270 | 304,270 | 304,270 |
| 2590 | 41600 | PUBLIC HEALTH CLINICAL SERVICES | 675,385 | 528,069 | 528,069 | 528,069 |
| 2591 | 41600 | PUBLIC HEALTH CLINICAL SERVICES | 997,304 | 1,417,436 | 1,417,436 | 1,417,436 |
| 2592 | 41600 | PUBLIC HEALTH CLINICAL SERVICES | 590,638 | 644,665 | 644,665 | 644,665 |
| 2593 | 41600 | PUBLIC HEALTH CLINICAL SERVICES | 306,609 | 248,729 | 248,729 | 248,729 |
| 2594 | 41600 | PUBLIC HEALTH CLINICAL SERVICES | 95,262 | 69,129 | 69,129 | 69,129 |
| 2595 | 41600 | PUBLIC HEALTH CLINICAL SERVICES | 0 | 26,469 | 26,469 | 26,469 |
| 2596 | 41600 | PUBLIC HEALTH CLINICAL SERVICES | 0 | 41,592 | 41,592 | 41,592 |
| TOTAL PUBLIC HEALTH | | | 12,032,107 | 12,403,543 | 12,403,543 | 12,403,543 |

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 | \$ 7,162,564 | \$ 8,920,552 | \$ 9,407,352 | \$ 9,407,352 |
| Supplies | 502,095 | 801,911 | 792,672 | 792,672 |
| Purchased Services | 1,102,012 | 2,239,918 | 2,376,777 | 2,376,777 |
| Fixed Charges | 726,372 | 1,076,001 | 1,345,261 | 1,345,261 |
| Contra Expense | -831,636 | -1,049,475 | -1,526,019 | -1,526,019 |
| Capital | 0 | 43,200 | 7,500 | 7,500 |
| Gross County Cost | \$ 8,661,407 | \$ 12,032,107 | \$ 12,403,543 | \$ 12,403,543 |
| Revenue/Fund Bal. | 6,112,398 | 6,590,474 | 6,810,219 | 6,810,219 |
| Net County Cost | \$ 2,549,009 | \$ 5,441,633 | \$ 5,593,324 | \$ 5,593,324 |
| Budgeted Positions | 97.075 | 101.075 | 106.075 | 106.075 |

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 | 3.088 | 3.122 | 3.184 |
| Per capita cost (county support) | \$8.11 | \$16.81 | \$16.79 |

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 1: Implement a workforce development plan.
- Goal 2: Support the community by addressing various health issues, including mental health and substance abuse.
- Goal 3: Develop a culture of quality improvement department-wide.

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 1: Implement a workforce development plan.

| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | ACTUAL | ESTIMATED | PROJECTED |
|--|---|--|---|---|
| <p>Establish individualized professional development goals and training plan for all employees</p> <p>Create division specific reporting process in which employees are responsible for notifying supervisors of training(s) begun and completed</p> | <p>As part of performance review process, employees will create an individualized professional development plan within their goal statement</p> <p>Senior managers will receive quarterly reports on training(s) begun and completed by staff in each division.</p> | <p>Unclear as to percentage of all WCDPHE staff with current training goals or plans.</p> <p>Currently there are no quarterly reports.</p> | <p>In 2019, about one third of staff have a training goal or plan.</p> <p>In 2019, about half of divisions report on their staffs training progress</p> | <p>By 2020, 75% of staff will have established individual training goals and/or plans.</p> <p>By 2020, senior managers will receive quarterly reports on training begun and completed by staff.</p> |

Goal 2: Support the community by addressing various health issues, including mental health and substance abuse.

| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | ACTUAL | ESTIMATED | PROJECTED |
|---|--|---|--|--|
| <p>Reduce risks for chronic disease and help residents maintain a healthy body weight through nutrition, physical activity, and obesity prevention strategies.</p> <p>Increase years of healthy life and reduce disparities among all Weld County residents through environmental health initiatives.</p> <p>Keep residents safe and free of disease from environmental hazards/ forecast, prepare and respond to threats to basic good health.</p> | <p>Continue oversight of implementation of 3-year Weld County Community Health Improvement Plan (CHIP) with public health partners, including behavioral health issues</p> <p>Increase resident's awareness of identified environmental health issues (e.g., rabies, lead, air quality, radon, food safety)</p> <p>Increase our internal capacity to respond to natural and man-made hazards</p> | <p>CHIP Plan completed; quarterly meetings held with partners</p> <p>Rabies, radon, zoonotic, and food safety campaigns</p> <p>Completion of drills and table top exercises</p> | <p>Over 100 partners engaged; expansion of outreach other community groups, etc.</p> <p>Radon, zoonotic, and food safety campaigns ongoing</p> <p>Implement lessons learned from exercises into response plans</p> | <p>Ongoing in 2020; progress assessed, and results tracked via data dashboard</p> <p>Additional campaigns under review (e.g. rabies) and ongoing in 2020</p> <p>Implement regional healthcare coalition goals and objectives in 2020</p> |

Goal 3: Develop a culture of quality improvement department-wide.

| 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 establishment of a department QI/PM committee | Review progress on programmatic and population-based QI projects | In 2019, there was one QI project completed. | By 2020, there will be at least three (3) QI projects completed. |

Note: Goals from the Health Department Workforce Development, Quality Improvement, and Strategic Plans.

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. Birth and death records are available electronically and certified copies can be issued upon request from the local Deputy Registrars from both our Greeley and southwest Weld offices.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|-----------------------|----------------------------|--------------------------|----------------------|
| Personnel Services | \$ 789,516 | \$ 1,045,577 | \$ 1,322,061 | \$ 1,322,061 |
| Supplies | 5,063 | 44,200 | 15,398 | 15,398 |
| Purchased Services | 99,854 | 101,498 | 156,500 | 156,500 |
| Fixed Charges | 765 | 0 | 0 | 0 |
| Contra Expense | -713,876 | -1,049,475 | -1,308,959 | -1,308,959 |
| Capital | 0 | 43,200 | 7,500 | 7,500 |
| Gross County Cost | \$ 181,322 | \$ 185,000 | \$ 192,500 | \$ 192,500 |
| Revenue | 181,322 | 185,000 | 192,500 | 192,500 |
| Net County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Budgeted Positions | 10.0 | 11.75 | 14.0 | 14.0 |

SUMMARY OF CHANGES:

PERSONNEL SERVICES: There is a \$276,484 (26.44%) projected increase in Personnel Services costs for 2020. This increase is attributable to the increase of FTE by 2.25. The Health Department will be adding two new FTE in 2019, including a Deputy Director for succession planning for the Executive Director and an operations supervisor to assist with increased FTE due to ongoing, incremental shifts in staffing from other departments into the Administration Division, which serves as the operational support team for the entire department. Furthermore, we are projecting increases in salaries and benefits due to step increases and a possible cost of living adjustment in 2020.

SUPPLIES & PURCHASED SERVICES: The Supplies and Purchased Services costs are shifting upward slightly by \$26,200 as the department evaluates actual and projected expenditures in these categories.

CAPITAL EXPENDITURES: In 2020, the Board of Health recording equipment may be updated, which will qualify as a capital expenditure.

CONTRA EXPENDITURES: There will be an increase of 24.73%, or \$259,484, in contra-expenditures that will be reallocated to the divisions of the Health Department.

REVENUE: Birth and death certificate issuance volume is anticipated to increase slightly in 2020, with revenue projected at \$192,500, an increase of approximately 4%.

HEALTH ADMINISTRATION (CONTINUED) 2500-41100

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

| <u>Work Outputs</u> | <u>ACTUAL</u> <u>2018</u> | <u>ESTIMATED</u> <u>2019</u> | <u>PROJECTED</u> <u>2020</u> |
|--------------------------------|------------------------------|---------------------------------|---------------------------------|
| Greeley Office: | | | |
| Birth Certificates issued | 7,003 | 5,550 | 7,100 |
| Death Certificates issued | 7,755 | 7,200 | 7,800 |
| Southwest Weld Office: | | | |
| Birth Certificates issued | 917 | 1,000 | 1,000 |
| Death Certificates issued | 85 | 200 | 200 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .318 | .363 | .420 |
| Per capita cost | \$2.27 | \$3.24 | \$3.93 |

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 | 417,296 | 419,783 | 432,589 | 432,589 |
| Net County Cost | \$ -417,296 | \$ -419,783 | \$ -432,589 | \$ -432,589 |
| 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 \$12,806, or 3.05%.

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 | \$ 1,367,322 | \$ 1,568,415 | \$ 1,559,447 | \$ 1,559,447 |
| Supplies | 10,966 | 42,437 | 35,837 | 35,837 |
| Purchased Services | 104,500 | 406,973 | 351,113 | 351,113 |
| Fixed Charges | 153,348 | 207,075 | 247,007 | 247,007 |
| Contra Expense | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,636,136 | \$ 2,224,900 | \$ 2,193,404 | \$ 2,193,404 |
| Revenue | 849,977 | 1,013,951 | 991,425 | 991,425 |
| Net County Cost | \$ 786,159 | \$ 1,210,949 | \$ 1,201,979 | \$ 1,201,979 |
| Budget Positions | 16.625 | 17.625 | 17.375 | 17.375 |

SUMMARY OF CHANGES: Overall, Net County Costs in the HCEP Division will decrease by \$8,970 due to a reduction in state grant funding and newly hired staff that are at the initial step levels and who have replaced staff who had higher personnel costs. The Gross County Cost is projected to decrease by \$31,496 due to new personnel with lower salaries and benefits, including lower overall programmatic expenses. The Budgeted Positions decreased slightly by 0.25 due to a realignment of FDA minor operatives.

PERSONNEL SERVICES: Personnel expenditures are projected to decrease by \$8,968, this is due to 1.0 FTE that resigned and 1.0 FTE that moved into a new position. The newly replaced staff (2.0 FTE) are at their initial step levels and thus a reduction in overall Personnel expenditures.

HEALTH COMMUNICATION SECTION (CONTINUED) 2520-41210

SUPPLIES, PURCHASED SERVICES and FIXED CHARGES: Projected expenditures related to Supplies has decreased by \$6,600 and this is due to decreased programming from reduced grant funds. Purchased Services has decreased by \$55,860, and this is due to changes in grant deliverables and contracted services as a result of overall grant funds. The Fixed Charges has increased by \$39,932 and this correlates with an increase in overhead allocations and programming in the Community Health Improvement Plan (CHIP) initiative.

REVENUE: Overall Revenue is expected to decrease by \$22,526 due to a decrease in state grant funding support to several programs.

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> | | | |
| # residents reached by the classes, programs | 180,000 | 185,000 | 190,000 |
| News release exposure | 750,000 | 760,000 | 770,000 |
| <u>Effectiveness results</u> | | | |
| Reduction in motor vehicle fatalities | 51 | 55 | 54 |
| Reduction in teen birth rate for 15 - 17 yr. olds -- MCH data | 13/1,000 | 12/1,000 | 12/1,000 |
| Number of obese/overweight adults – CHA data | 67% | 66% | 66% |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .529 | .544 | .522 |
| Per capita cost (county support) | \$2.50 | \$3.74 | \$3.61 |

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 | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|---------------------------|--------------------------------|------------------------------|--------------------------|
| Personnel Services | \$ 1,295,746 | \$ 1,946,938 | \$ 1,763,911 | \$ 1,763,911 |
| Supplies | 34,182 | 71,792 | 75,865 | 75,865 |
| Purchased Services | 239,118 | 516,115 | 461,192 | 461,192 |
| Fixed Charges | 161,775 | 276,625 | 311,596 | 311,596 |
| Contra Expense | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,730,821 | \$ 2,811,470 | \$ 2,612,564 | \$ 2,612,564 |
| Revenue | 1,078,399 | 1,491,114 | 1,483,232 | 1,483,232 |
| Net County Cost | \$ 652,422 | \$ 1,320,356 | \$ 1,129,332 | \$ 1,129,332 |
| Budgeted Positions | 22.542 | 23.35 | 21.6 | 21.6 |

SUMMARY OF CHANGES:

PERSONNEL SERVICES: Expenditures are projected to decrease by about 9.4%, or \$183,027. The decrease is primarily attributable to shifting of staff from the Community Health Services division to the Public Health Clinical Services Division in 2019. The decrease is slightly offset by step increases, and a cost of living increase in 2020.

SUPPLIES and PURCHASED SERVICES: Supplies have increased by \$4,073, or 5.67%, while Purchased Services will decrease by \$54,923, or 10.64%. The change in Purchased Services is due to a shifting of phone and data processing charges to the Public Health Clinical Services division as we shift personnel into that division.

FIXED CHARGES: We expect an increase of \$34,971, or a little over 12.64%, in this category, primarily due to an increase in projected administration overhead costs.

REVENUE: Overall revenue is expected to decrease minimally by \$7,882, or about 0.53%. This increase is primarily due to decreases in Medicaid revenue.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval, including staffing changes.

BOARD ACTION: Approved as recommended.

**COMMUNITY HEALTH SERVICES
(CONTINUED)
2530-41300**

PERFORMANCE MEASURES

| <u>Work Outputs</u> | <u>ACTUAL</u> <u>2018</u> | <u>ESTIMATED</u> <u>2019</u> | <u>PROJECTED</u> <u>2020</u> |
|---|--------------------------------------|---|---|
| Communicable Disease Program | | | |
| Outbreak Investigations | 8 | 18 | 35 |
| Reportable Disease Investigations | 324 | 600 | 400 |
| Tuberculosis Blood and Skin Tests Completed | 364 | 300 | 400 |
| Infection Prevention Trainings | 3 | 3 | 5 |
| Rabies PEP Coordination | 58 | 20 | 35 |
| Community Partner Meetings | 33 | 80 | 80 |
| Community Presentations | 7 | 25 | 25 |
| Health Communities – Clients Contacted | 4,454 | 17,000 | 10,000 |
| Presumptive Eligibility – Clients Contacted | 176 | 200 | 200 |
| Mobile Medical Unit | | | |
| Outings Days | 138 | 95 | 120 |
| Individual Sites Served | 37 | 40 | 40 |
| Miles Traveled | 4,891 | 3,000 | 4,000 |
| Nurse-Family Partnership for First-Time Mothers | | | |
| Client Visits | 1,320 | 2,000 | 3,050 |
| Mothers and Infants Served | 230 | 350 | 350 |
| Total Time Spent with Clients (hours) | 1,420 | 2,100 | 3,260 |
| Maternal and Child Health – HCP – CC | | | |
| Clients Served | 565 | 540 | 550 |
| Direct Referrals Received | 152 | 200 | 175 |
| Client Visits | 1,152 | 1,050 | 1,100 |
| Community Outreach | | | |
| Clients Assisted | 408 | 300 | 300 |
| Outreach Events | 34 | 70 | 30 |
| Community Partner Meetings | 53 | 60 | 40 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.717 | 0.721 | 0.648 |
| Per capita cost (county support) | \$2.08 | \$4.08 | \$3.39 |

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 | \$ 2,374,053 | \$ 2,601,029 | \$ 2,834,842 | \$ 2,834,842 |
| Supplies | 223,297 | 259,107 | 282,520 | 282,520 |
| Purchased Services | 359,100 | 613,378 | 731,044 | 731,044 |
| Fixed Charges | 262,323 | 340,718 | 447,390 | 447,390 |
| Contra Expense | -117,760 | 0 | -217,060 | -217,060 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 3,101,013 | \$ 3,814,232 | \$ 4,078,736 | \$ 4,078,736 |
| Revenue | 2,196,253 | 2,176,822 | 2,257,517 | 2,257,517 |
| Net County Cost | \$ 904,760 | \$ 1,637,410 | \$ 1,821,219 | \$ 1,821,219 |
| Budgeted Positions | 26.25 | 29.00 | 31.40 | 31.40 |

SUMMARY OF CHANGES:

Net County Cost is proposed to increase by \$183,809. The increase is due to increased costs in Personnel Services with the addition of FTE to support the new Oil & Gas Energy Department and additional FTE for operations support. Other costs, including Supplies, Purchased Services and Fixed Charges increased correspondingly, as well as an increased focus on professional development/training and technology. We will be transitioning from Decade (Envision) to Accela for Consumer Protection Programs in 2020. Money has been set aside in all Consumer Protection Programs for this need.

PERSONNEL SERVICES: Increased with the addition of 2.40 FTEs to the EH roster: 2.0 FTE for EH Specialist positions that will provide support for the County's new Oil & Gas Energy Department, and an additional 0.4 FTE for operations support.

SUPPLIES, PURCHASED SERVICES, AND FIXED CHARGES: Supplies increased by \$23,413 or 9%. There is an increased amount for lab consumables, a reflection of additional supplies needed due to the new positions, and an allowance for increase in cost of all supplies. Purchased services increased by \$117,666 or 19%. The increase is due to the added FTEs, increase in contracted services (lead abatement project), and database migration from Envision (Decade product) to Accela (acquired Decade) for the Consumer Protection Programs. Fixed charges (EH share of Health Administration costs) increased by \$106,672 or 31%.

ENVIRONMENTAL HEALTH SERVICES (CONTINUED) 2560-41400

REVENUE: Revenue is projected to increase in 2020 by \$80,695. The greatest increase in revenue is reflected in funding we have received from CDPHE SEP program for a home lead abatement project. We anticipate a continued increase in revenue from new retail food and institution (child care and body) licenses and land application permits. ISDS permit applications are expected to remain comparable to 2019. We anticipate a decrease in revenue from assessed civil penalties in the retail food program due to new legislation that will change the enforcement process in 2020. Lab revenue is also anticipated to decrease due to the loss of a large contract for STD/medical testing. With the addition of one new approved lab position to be hired in 2019, additional lab contracts will be sought. As well, we are anticipating an increase in oil and gas testing with the creation of new Oil & Gas Energy Department and an increase in lead/copper testing for schools.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval, including staffing changes. Staffing for Oil and Gas Energy Department approved mid-year.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|---|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Food inspections, activities, complaints | 3,508 | 3,900 | 3,900 |
| Laboratory analyses | 17,938 | 24,000 | 24,000 |
| Household Hazardous Waste Disposed (lbs) | 432,864 | 530,000 | 475,000 |
| Environmental Planning Reviews | 887 | 650 | 940 |
| OWTS permits and inspections | 1,289 | 1,430 | 1,350 |
| Waste inspections, complaints, spill reports | 187 | 260 | 225 |
| Biosolids inspections, activities, complaints | 170 | 184 | 175 |
| Institutions inspections | 175 | 200 | 225 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .835 | .896 | .943 |
| Per capita cost (county support) | \$2.88 | \$5.05 | \$5.47 |

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 | \$ 204,104 | \$ 198,222 | \$ 164,075 | \$ 164,075 |
| Supplies | 22,367 | 3,390 | 8,976 | 8,976 |
| Purchased Services | 11,001 | 106,196 | 148,766 | 148,766 |
| Fixed Charges | 19,675 | 23,499 | 28,433 | 28,433 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 257,147 | \$ 331,307 | \$ 350,250 | \$ 350,250 |
| Revenue | 251,040 | 270,389 | 283,947 | 283,947 |
| Net County Cost | \$ 6,107 | \$ 60,918 | \$ 66,303 | \$ 66,303 |
| Budgeted Positions | 2.0 | 2.0 | 2.0 | 2.0 |

SUMMARY OF CHANGES:

Overall, Net County Costs for Public Health Preparedness is projected to increase only minimally by \$5,385.

PERSONNEL SERVICES: Personnel expenditures are projected to decrease by \$34,147. This is due to staff turnover. The newly replaced staff (2.0 FTE) are at their initial step levels and have lower personnel costs.

SUPPLIES, PURCHASED SERVICES and FIXED CHARGES: Projected expenditures related to Supplies has increased by \$5,586 due to increased programming from expanded grant funds and deliverables. Purchased Services has increased by \$42,570, and this is due to changes in grant deliverables and contracted services, including an increase in overall grant funds. The Fixed Charges has slightly increased by \$4,934 and this correlates with an increase in department overhead allocations.

REVENUE: Overall Revenue is expected to increase by \$13,558 due to an increase in state grant funding support for additional emergency preparedness planning with partners.

**PUBLIC HEALTH EMERGENCY PREP
(CONTINUED)
2500-41500**

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> | | | |
| FTE's per 10,000 capita | .064 | .060 | .060 |
| Per capita cost (county support) | \$0.019 | \$0.188 | \$0.200 |

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 | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|---------------------------|--------------------------------|------------------------------|--------------------------|
| Personnel Services | \$ 1,131,823 | \$ 1,560,371 | \$ 1,763,016 | \$ 1,763,016 |
| Supplies | 206,220 | 380,985 | 374,076 | 374,076 |
| Purchased Services | 288,439 | 495,758 | 528,162 | 528,162 |
| Fixed Charges | 128,486 | 228,084 | 310,835 | 310,835 |
| Contra Expense | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,754,968 | \$ 2,665,198 | \$ 2,976,089 | \$ 2,976,089 |
| Revenue | 1,135,624 | 1,033,415 | 1,169,009 | 1,169,009 |
| Net County Cost | \$ 619,344 | \$ 1,631,783 | \$ 1,807,080 | \$ 1,807,080 |
| Budgeted Positions | \$ 19.658 | 17.35 | 19.7 | 19.7 |

SUMMARY OF CHANGES:

Overall, net county costs in the Public Health Clinical Services division will increase by \$175,297 due to the continuing restructure of Health Department resources that began in 2017. A closely corresponding decrease in net county costs will occur in the Community Health Services division.

PERSONNEL SERVICES: Personnel expenditures are projected to increase by \$202,645, or 13%. This is due to the increase of 2.35 FTE in this division due to staff shifting from the Community Health Services division. This increase is also a result of scheduled step increases and a possible cost of living adjustment in 2020.

SUPPLIES, PURCHASED SERVICES and FIXED CHARGES: Projected expenditures related to Supplies, Purchased Services and Fixed Charges will increase by \$108,246 in 2020, as a result of the realignment of resources between divisions in the Health Department.

REVENUE: Overall revenue is expected to increase by approximately \$135,594 in 2020 due to expected increases in grant revenue and charges for services. Our Health First Colorado (formerly known as Medicaid) revenue for clinical services is anticipated to remain relatively flat in 2020.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval, including staffing changes.

**PUBLIC HEALTH CLINIC SERVICES
(CONTINUED)
2590-41600**

BOARD ACTION: Approved as recommended.

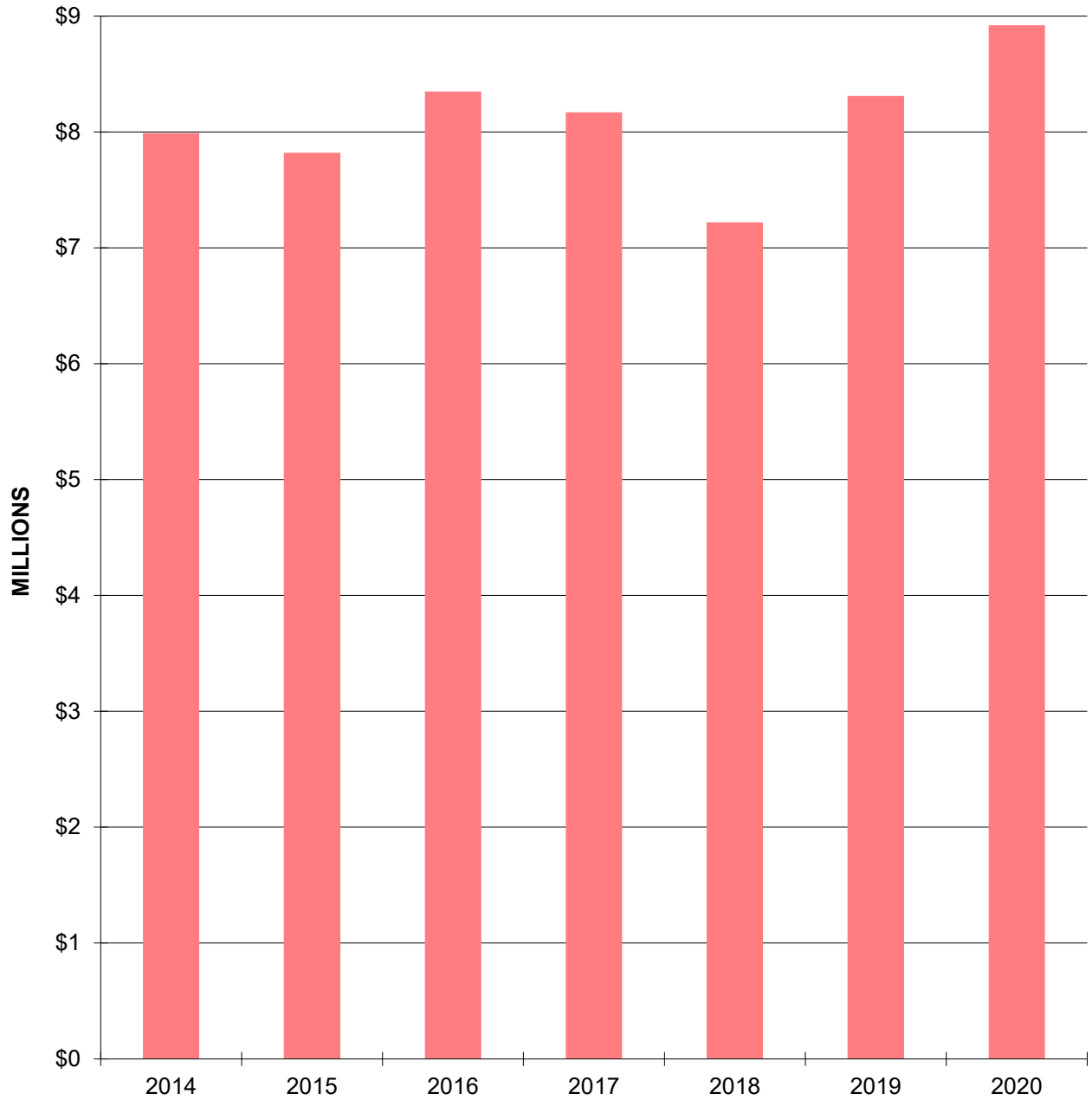
PERFORMANCE MEASURES

| | <u>ACTUAL</u> <u>2018</u> | <u>ESTIMATED</u> <u>2019</u> | <u>PROJECTED</u> <u>2020</u> |
|---|------------------------------|---------------------------------|---------------------------------|
| <u>Work Outputs</u> | | | |
| Immunization/Communicable Disease Program | | | |
| Immunization Visits | 2,341 | 2,150 | 2,450 |
| Vaccinations Given (North) | 3,854 | 3,500 | 4,250 |
| Vaccinations Given (South) | 1,420 | 1,000 | 1,500 |
| Outreach Events | 15 | 12 | 15 |
| Telethon Contacts-Outreach Calls | 5,000 | 5,000 | 5,000 |
| Travel Immunization/I693 Clinic Visits | 242 | 450 | 350 |
| Travel Vaccines Given | 366 | 600 | 500 |
| Family Planning Visits | 3,129 | 3,400 | 3,450 |
| MD Clinic Visits | 63 | 90 | 85 |
| Sexually Transmitted Infections Visits | 378 | 375 | 450 |
| Women's Wellness Connection (WWC) Visits | 165 | 225 | 200 |
| WISEWOMAN Visits | 136 | 170 | 180 |
| WWC – Targeted Outreach – Clients Contacted | 1,610 | 2,000 | 800 |
| Community Outreach (Women's Health/Foster) | 15 | 75 | 50 |
| <u>Efficiency Measures:</u> | | | |
| FTE's per 10,000/capita | 0.625 | 0.536 | 0.591 |
| Per capita cost (county support) | \$1.97 | \$5.04 | \$5.42 |

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 \$8,924,600 for 2020, which is up \$618,800 or 7.45 percent from the previous year. There are shifts in funding by program. The Community Services Block Grant is down \$170,800, and Senior Nutrition programs are up \$56,900. Department of Labor programs are up \$767,100. Area Agency on Aging is up \$751,300 or 20.66 percent.

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 2020 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 \$2,585,000 for 2020. In addition, the Job Service contract will be \$963,100 up \$209,500. 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.

Other programs of the Human Services Fund remain relatively stable programmatically with the following 2020 funding levels:

| | |
|----------------------|--------------|
| Area Agency on Aging | \$ 4,387,500 |
| Senior Nutrition | \$ 760,000 |
| CSBG | \$ 229,000 |

In the above programs, Weld County must continue to be responsive and reactive to federal and state administrative and budget changes in 2020.

**HUMAN SERVICES
SUMMARY OF REVENUES
2020**

| Fund | Org | Acct | Account Title | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|----------------------------------|------------|-------------|----------------------|------------------------|-------------------------|---------------------------|-----------------------|
| INTERGOVERNMENTAL | | | | | | | |
| 2650 | 61751 | 4314 | USDA | 45,550 | 69,000 | 69,000 | 69,000 |
| 2625 | 61400 | 4320 | FEDERAL GRANTS | 715,000 | 682,000 | 682,000 | 682,000 |
| 2625 | 61420 | 4320 | FEDERAL GRANTS | 360,000 | 261,000 | 261,000 | 261,000 |
| 2625 | 61422 | 4320 | FEDERAL GRANTS | 0 | 366,000 | 366,000 | 366,000 |
| 2625 | 61441 | 4320 | FEDERAL GRANTS | 540,000 | 0 | 0 | 0 |
| 2625 | 61450 | 4320 | FEDERAL GRANTS | 116,500 | 142,700 | 142,700 | 142,700 |
| 2625 | 61451 | 4320 | FEDERAL GRANTS | 618,500 | 521,300 | 521,300 | 521,300 |
| 2625 | 61460 | 4320 | FEDERAL GRANTS | 477,600 | 431,300 | 431,300 | 431,300 |
| 2625 | 61461 | 4320 | FEDERAL GRANTS | 40,000 | 40,000 | 40,000 | 40,000 |
| 2625 | 61470 | 4320 | FEDERAL GRANTS | 8,000 | 78,300 | 78,300 | 78,300 |
| 2625 | 61480 | 4320 | FEDERAL GRANTS | 268,000 | 453,500 | 453,500 | 453,500 |
| 2625 | 61505 | 4320 | FEDERAL GRANTS | 8,000 | 91,000 | 91,000 | 91,000 |
| 267895 | 61601 | 4320 | FEDERAL GRANTS | 399,800 | 54,000 | 54,000 | 54,000 |
| 267895 | 61610 | 4320 | FEDERAL GRANTS | 0 | 14,000 | 14,000 | 14,000 |
| 267895 | 61620 | 4320 | FEDERAL GRANTS | 0 | 117,000 | 117,000 | 117,000 |
| 267895 | 61630 | 4320 | FEDERAL GRANTS | 0 | 44,000 | 44,000 | 44,000 |
| 2650 | 61700 | 4320 | FEDERAL GRANTS | 95,649 | 72,649 | 72,649 | 72,649 |
| 2650 | 61705 | 4320 | FEDERAL GRANTS | 40,000 | 68,500 | 68,500 | 68,500 |
| 2650 | 61710 | 4320 | FEDERAL GRANTS | 82,000 | 141,900 | 141,900 | 141,900 |
| 2650 | 61730 | 4320 | FEDERAL GRANTS | 45,000 | 58,500 | 58,500 | 58,500 |
| 2650 | 61740 | 4320 | FEDERAL GRANTS | 17,000 | 12,100 | 12,100 | 12,100 |
| 2650 | 61745 | 4320 | FEDERAL GRANTS | 16,000 | 9,000 | 9,000 | 9,000 |
| 2650 | 61750 | 4320 | FEDERAL GRANTS | 400,000 | 430,000 | 430,000 | 430,000 |
| 2650 | 61755 | 4320 | FEDERAL GRANTS | 45,550 | 101,000 | 101,000 | 101,000 |
| 2650 | 61760 | 4320 | FEDERAL GRANTS | 15,000 | 20,000 | 20,000 | 20,000 |
| 2650 | 61765 | 4320 | FEDERAL GRANTS | 65,000 | 50,000 | 50,000 | 50,000 |
| 2650 | 61770 | 4320 | FEDERAL GRANTS | 2,500 | 2,000 | 2,000 | 2,000 |
| 2650 | 61775 | 4320 | FEDERAL GRANTS | 11,100 | 8,000 | 8,000 | 8,000 |
| 265995 | 61780 | 4320 | FEDERAL GRANTS | 1,978,500 | 2,300,000 | 2,300,000 | 2,300,000 |
| 2650 | 61875 | 4320 | FEDERAL GRANTS | 0 | 78,100 | 78,100 | 78,100 |
| 2650 | 61935 | 4320 | FEDERAL GRANTS | 6,500 | 0 | 0 | 0 |
| 2650 | 61940 | 4320 | FEDERAL GRANTS | 27,800 | 27,000 | 27,000 | 27,000 |
| 2650 | 61945 | 4320 | FEDERAL GRANTS | 63,700 | 41,000 | 41,000 | 41,000 |
| 2650 | 61785 | 4321 | MEDICAID | 13,100 | 4,500 | 4,500 | 4,500 |
| 265995 | 61790 | 4340 | GRANTS | 50,000 | 83,000 | 83,000 | 83,000 |
| 2650 | 61805 | 4340 | GRANTS | 10,000 | 5,000 | 5,000 | 5,000 |
| 2650 | 61835 | 4340 | GRANTS | 37,250 | 164,700 | 164,700 | 164,700 |
| 2650 | 61840 | 4340 | GRANTS | 127,650 | 239,300 | 239,300 | 239,300 |
| 2650 | 61841 | 4340 | GRANTS | 52,700 | 140,300 | 140,300 | 140,300 |
| 2650 | 61845 | 4340 | GRANTS | 14,700 | 32,200 | 32,200 | 32,200 |
| 2650 | 61850 | 4340 | GRANTS | 243,600 | 14,900 | 14,900 | 14,900 |
| 2650 | 61866 | 4340 | GRANTS | 108,550 | 201,600 | 201,600 | 201,600 |
| 2650 | 61880 | 4340 | GRANTS | 104,300 | 84,800 | 84,800 | 84,800 |
| 2650 | 61885 | 4340 | GRANTS | 84,100 | 124,300 | 124,300 | 124,300 |
| 2650 | 61890 | 4340 | GRANTS | 0 | 13,000 | 13,000 | 13,000 |
| 2650 | 61895 | 4340 | GRANTS | 41,800 | 114,500 | 114,500 | 114,500 |
| 2650 | 61900 | 4340 | GRANTS | 0 | 4,000 | 4,000 | 4,000 |
| 2650 | 61905 | 4340 | GRANTS | 35,400 | 24,700 | 24,700 | 24,700 |
| 2650 | 61915 | 4340 | GRANTS | 75,600 | 164,000 | 164,000 | 164,000 |
| 2650 | 61925 | 4340 | GRANTS | 0 | 19,600 | 19,600 | 19,600 |
| 2650 | 61930 | 4340 | GRANTS | 30,350 | 52,000 | 52,000 | 52,000 |
| 2650 | 61931 | 4340 | GRANTS | 94,500 | 0 | 0 | 0 |
| 2650 | 61932 | 4340 | GRANTS | 34,500 | 0 | 0 | 0 |
| 2560 | 61701 | 711000 | TRANSFER | 12,351 | 12,351 | 12,351 | 12,351 |
| TOTAL INTERGOVERNMENTAL | | | | 7,678,700 | 8,283,600 | 8,283,600 | 8,283,600 |
| CHARGE FOR SERVICES | | | | | | | |
| 2645 | 61200 | 4410 | CHARGE FOR SERVICES | 296,000 | 245,000 | 245,000 | 245,000 |
| 2646 | 61300 | 4410 | CHARGE FOR SERVICES | 200,000 | 236,000 | 236,000 | 236,000 |
| TOTAL CHARGE FOR SERVICES | | | | 496,000 | 481,000 | 481,000 | 481,000 |
| DONATIONS | | | | | | | |
| 2650 | 61750 | 4690 | DONATIONS | 212,000 | 160,000 | 160,000 | 160,000 |
| TOTAL HUMAN SERVICES | | | | 8,386,700 | 8,924,600 | 8,924,600 | 8,924,600 |

**HUMAN SERVICES
SUMMARY OF EXPENDITURES
2020**

| Fund | Org | Expenditure Function | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|-----------------------------|------------|-------------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 2625 | 61400 | WORKFORCE INNOVATION & OPPORTUNITYA | 715,000 | 682,000 | 682,000 | 682,000 |
| 2625 | 61420 | WIOA DISLOCATED WORKER | 360,000 | 261,000 | 261,000 | 261,000 |
| 2625 | 61422 | WIOA DW ENHANCED | 0 | 366,000 | 366,000 | 366,000 |
| 2625 | 61441 | WIOA SP-NEG | 540,000 | 0 | 0 | 0 |
| 2625 | 61450 | WIOA YOUTH IN SCHOOL | 116,500 | 142,700 | 142,700 | 142,700 |
| 2625 | 61451 | WIOA YOUTH OUT OF SCHOOL | 618,500 | 521,300 | 521,300 | 521,300 |
| 2625 | 61460 | WAGNER/PEYSER | 477,600 | 431,300 | 431,300 | 431,300 |
| 2625 | 61461 | SUMMER JOB HUNT | 40,000 | 40,000 | 40,000 | 40,000 |
| 2625 | 61470 | MIGRANT SEASONAL FARM WORKER - 10% | 8,000 | 78,300 | 78,300 | 78,300 |
| 2625 | 61480 | EMPLOYMENT SUPPORT FUND | 268,000 | 453,500 | 453,500 | 453,500 |
| 2625 | 61505 | WIOA PERFORMANCE INCENTIVE | 8,000 | 91,000 | 91,000 | 91,000 |
| 2645 | 61200 | EDUCATION LAB | 296,000 | 245,000 | 245,000 | 245,000 |
| 2646 | 61300 | AMERICORPS | 119,100 | 236,000 | 236,000 | 236,000 |
| 2650 | 61700 | AREA AGENCY ON AGING | 108,000 | 85,000 | 85,000 | 85,000 |
| 2650 | 61705 | AAA PART B LEGAL | 40,000 | 68,500 | 68,500 | 68,500 |
| 2650 | 61710 | AAA PART B OMBUDSMAN | 82,000 | 141,900 | 141,900 | 141,900 |
| 2650 | 61730 | AAA PART B COUNSELING | 45,000 | 58,500 | 58,500 | 58,500 |
| 2650 | 61740 | AAA PART B OUTREACH | 17,000 | 12,100 | 12,100 | 12,100 |
| 2650 | 61745 | AAA PART B TRANSPORTATION | 16,000 | 9,000 | 9,000 | 9,000 |
| 2650 | 61750 | AAA PART C 1 | 612,000 | 590,000 | 590,000 | 590,000 |
| 2650 | 61751 | AAA NSIP | 45,550 | 69,000 | 69,000 | 69,000 |
| 2650 | 61755 | AAA C 2 | 45,550 | 101,000 | 101,000 | 101,000 |
| 2650 | 61760 | AAA PART D | 15,000 | 20,000 | 20,000 | 20,000 |
| 2650 | 61765 | AAA CHF | 65,000 | 50,000 | 50,000 | 50,000 |
| 2650 | 61770 | AAA ELDER ABUSE | 2,500 | 2,000 | 2,000 | 2,000 |
| 2650 | 61775 | AAA SPECIAL OMBUDSMAN | 11,100 | 8,000 | 8,000 | 8,000 |
| 2650 | 61785 | AAA CCT | 13,100 | 4,500 | 4,500 | 4,500 |
| 2650 | 61805 | AAA VALE | 10,000 | 5,000 | 5,000 | 5,000 |
| 2650 | 61835 | AAA STATE ADMIN | 37,250 | 164,700 | 164,700 | 164,700 |
| 2650 | 61840 | AAA STATE INFORMATION AND ASSISTANC | 127,650 | 239,300 | 239,300 | 239,300 |
| 2650 | 61841 | AAA STATE HEALTH PROMOTIONS | 52,700 | 140,300 | 140,300 | 140,300 |
| 2650 | 61845 | AAA STATE EDUCATION | 14,700 | 32,200 | 32,200 | 32,200 |
| 2650 | 61850 | AAA STATE OMBUDSMAN | 243,600 | 14,900 | 14,900 | 14,900 |
| 2650 | 61866 | AAA STATE CASE MANAGEMENT | 108,550 | 201,600 | 201,600 | 201,600 |
| 2650 | 61875 | AAA STATE COUNSELING | 0 | 78,100 | 78,100 | 78,100 |
| 2650 | 61880 | AAA STATE CHORE | 104,300 | 84,800 | 84,800 | 84,800 |
| 2650 | 61885 | AAA STATE TRANSPORTATION | 84,100 | 124,300 | 124,300 | 124,300 |
| 2650 | 61890 | AAA STATE PART C1 | 0 | 13,000 | 13,000 | 13,000 |
| 2650 | 61895 | AAA STATE PART C2 | 41,800 | 114,500 | 114,500 | 114,500 |
| 2650 | 61900 | AAA STATE SHELF STABLE MEALS | 0 | 4,000 | 4,000 | 4,000 |
| 2650 | 61905 | AAA STATE VISUALLY IMPAIRED | 35,400 | 24,700 | 24,700 | 24,700 |
| 2650 | 61915 | AAA STATE DENTAL VISION & HEARING | 75,600 | 164,000 | 164,000 | 164,000 |
| 2650 | 61925 | AAA STATE PART E RESPITE | 0 | 19,600 | 19,600 | 19,600 |
| 2650 | 61930 | AAA STATE SOUTH COUNTY RVNA | 30,350 | 52,000 | 52,000 | 52,000 |
| 2650 | 61931 | STATE IN HOME - HOMEMAKER | 94,500 | 0 | 0 | 0 |
| 2650 | 61932 | STATE IN HOME - PERSONAL CARE | 34,500 | 0 | 0 | 0 |
| 2650 | 61935 | AAA PART E GRANDPARENTING | 6,500 | 0 | 0 | 0 |
| 2650 | 61940 | AAA PART E CAREGIVER | 27,800 | 27,000 | 27,000 | 27,000 |
| 2650 | 61945 | AAA PART E RESPITE | 63,700 | 41,000 | 41,000 | 41,000 |
| 265995 | 61780 | SINGLE ENTRY POINT | 1,978,500 | 2,300,000 | 2,300,000 | 2,300,000 |
| 265995 | 61790 | HOME CARE ALLOWANCE | 50,000 | 83,000 | 83,000 | 83,000 |
| 267895 | 61601 | CSBG EF | 66,400 | 54,000 | 54,000 | 54,000 |
| 267895 | 61610 | CSBG ADMIN | 7,400 | 14,000 | 14,000 | 14,000 |
| 267895 | 61620 | CSBG AAAA LINKAGES | 235,200 | 117,000 | 117,000 | 117,000 |
| 267895 | 61630 | CSBG EMERGENCY SERVICES | 90,800 | 44,000 | 44,000 | 44,000 |
| TOTAL HUMAN SERVICES | | | 8,305,800 | 8,924,600 | 8,924,600 | 8,924,600 |

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 | \$ 4,998,747 | \$ 5,893,800 | \$ 5,761,950 | \$ 5,761,950 |
| Supplies | 338,046 | 286,300 | 182,300 | 182,300 |
| Purchased Services | 2,413,769 | 2,125,700 | 2,707,500 | 2,707,500 |
| Fixed Charges | 319,989 | 0 | 272,850 | 272,850 |
| Gross County Cost | \$ 8,070,551 | \$ 8,305,800 | \$ 8,924,600 | \$ 8,924,600 |
| Revenue | 8,296,563 | 8,374,349 | 8,912,249 | 8,912,249 |
| Net County Cost | \$ - 226,012 | \$ - 68,549 | \$ 12,351 | \$ 12,351 |
| Budget Positions | 85 | 87 | 89 | 89 |

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 | \$ 634,931 | \$ 650,000 | \$ 760,000 | \$ 760,000 |
| Supplies | 61,129 | 38,600 | 30,000 | 30,000 |
| Purchased Services | 109,927 | 65,000 | 123,100 | 123,100 |
| Fixed Charges | 67,373 | 0 | 50,000 | 50,000 |
| Gross County Cost | \$ 873,360 | \$ 753,600 | \$ 963,100 | \$ 963,100 |
| Revenue | 873,660 | 753,600 | 963,100 | 963,100 |
| Net County Cost | \$ - 300 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | 19 | 19 | 19 | 19 |

SUMMARY OF CHANGES: No significant changes to this program are anticipated for 2020.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: At a September 30, 2019 work session the Board approved the following reclassifications: (A) two Business Services Client Service Technicians (Grade 19) to Business Engagement Representatives (Grade 23); (B) one of the six Client Service Technician - CDSU (Grade 19) in the Registration/Resource Room to a RESEA Representative (Grade 23); and (C) one WCYCC Coordinator (Grade 31) to a WCYCC Supervisor (Grade 35).

All other items approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--|----------------------|-------------------------|-------------------------|
| <u>Work Outputs</u> | | | |
| Clients served | 9,670 | 9,638 | 9,638 |
| Veteran Service-to-Career Grant Participants | 18 | 12 | - |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | \$ 2.779 | \$ 2.328 | \$ 2.891 |
| <u>Effectiveness Measures (desired results)</u> | | | |
| Entered Employment Rate | 60.56% | 59.00% | 59.00% |

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 | \$ 29,745 | \$ 31,500 | \$ 34,600 | \$ 34,600 |
| Supplies | 1,065 | 2,600 | 300 | 300 |
| Purchased Services | 5,472 | 5,900 | 3,800 | 3,800 |
| Fixed Charges | 3,718 | 0 | 1,300 | 1,300 |
| Gross County Cost | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 |
| Revenue | 40,204 | 40,000 | 40,000 | 40,000 |
| Net County Cost | \$ - 204 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes to this program are anticipated for 2020.

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 | 2,700 | 2,700 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | \$ 0.127 | \$ 0.124 | \$ 0.120 |

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 | \$ 399,576 | \$ 410,000 | \$ 360,000 | \$ 360,000 |
| Supplies | 3,532 | 5,000 | 2,000 | 2,000 |
| Purchased Services | 370,466 | 300,000 | 300,000 | 300,000 |
| Fixed Charges | 30,090 | 0 | 20,000 | 20,000 |
| Gross County Cost | \$ 803,664 | \$ 715,000 | \$ 682,000 | \$ 682,000 |
| Revenue | 803,676 | 715,000 | 682,000 | 682,000 |
| Net County Cost | \$ - 12 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | 6 | 6 | 6 | 6 |

SUMMARY OF CHANGES: No significant changes to this program are anticipated for 2020.

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 | 296 | 267 | 267 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | \$ 2.557 | \$ 2.208 | \$ 2.047 |
| <u>Effectiveness Measures (desired results)</u> | | | |
| Entered employment rate | 75.14% | 79.60% | 79.60% |

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.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|-------------------|------------------------|----------------------|------------------|
| Personnel Services | \$ 407,354 | \$ 525,000 | \$ 455,000 | \$ 455,000 |
| Supplies | 3,059 | 5,000 | 8,000 | 8,000 |
| Purchased Services | 194,112 | 205,000 | 180,000 | 180,000 |
| Fixed Charges | 24,840 | 0 | 21,000 | 21,000 |
| Gross County Cost | \$ 629,365 | \$ 735,000 | \$ 664,000 | \$ 664,000 |
| Revenue | 628,841 | 735,000 | 664,000 | 664,000 |
| Net County Cost | \$ 524 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | 8 | 8 | 8 | 8 |

SUMMARY OF CHANGES: No significant changes to this program are anticipated for 2020.

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 | 216 | 202 | 202 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | \$ 2.002 | \$ 2.270 | \$ 1.993 |
| <u>Effectiveness Measures (desired results)</u> | | | |
| Entered Employment rate (Older Youth) | 68.28% | 60.00% | 60.00% |
| Skill Attainment rate (Younger Youth) | 53.38% | 59.00% | 59.00% |

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 | \$ 45,444 | \$ 8,000 | \$ 45,000 | \$ 45,000 |
| Supplies | 0 | 0 | 0 | 0 |
| Purchased Services | 3,058 | 0 | 46,000 | 46,000 |
| Gross County Cost | \$ 48,502 | \$ 8,000 | \$ 91,000 | \$ 91,000 |
| Revenue | 48,728 | 8,000 | 91,000 | 91,000 |
| Net County Cost | \$ - 226 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: Grant funding has increased, but no other significant changes to this program are anticipated for 2020.

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 | \$ 0.154 | \$ 0.025 | \$0.273 |

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 | \$ 493,051 | \$ 600,000 | \$ 400,000 | \$ 400,000 |
| Supplies | 3,111 | 4,000 | 7,000 | 7,000 |
| Purchased Services | 277,489 | 296,000 | 200,000 | 200,000 |
| Fixed Charges | 23,447 | 0 | 20,000 | 20,000 |
| Gross County Cost | \$ 797,098 | \$ 900,000 | \$ 627,000 | \$ 627,000 |
| Revenue | 797,095 | 900,000 | 627,000 | 627,000 |
| Net County Cost | \$ 3 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | 2 | 2 | 3 | 3 |

SUMMARY OF CHANGES: No significant changes to this program are anticipated for 2020.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: At a September 30, 2019 work session the Board approved an additional RESEA Worker (Grade 23) position. All other items approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Clients served | 146 | 139 | 139 |
| RESEA Claimants Scheduled for 1 st RESEA | 489 | 123 | 123 |
| Apprenticeship USA Participants | 11 | 9 | 9 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | \$ 2.536 | \$ 2.780 | \$ 1.882 |
| <u>Effectiveness Measures (desired results)</u> | | | |
| Entered employment rate | 78.31% | 80.30% | 80.30% |

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 | \$ 161,065 | \$ 200,000 | \$ 200,000 | \$ 200,000 |
| Supplies | 33,034 | 75,000 | 5,000 | 5,000 |
| Purchased Services | 38,894 | 21,000 | 30,000 | 30,000 |
| Fixed Charges | 14,066 | 0 | 10,000 | 10,000 |
| Gross County Cost | \$ 247,059 | \$ 296,000 | \$ 245,000 | \$ 245,000 |
| Revenue | 254,541 | 296,000 | 245,000 | 245,000 |
| Net County Cost | \$ - 7,482 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | 4 | 4 | 4 | 4 |

SUMMARY OF CHANGES: No significant changes to this program are anticipated for 2020.

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 | \$ 0.786 | \$ 0.914 | \$ 0.735 |
| <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 | 154,810 | \$ 105,000 | \$ 200,000 | \$ 200,000 |
| Supplies | 7,315 | 4,800 | 10,000 | 10,000 |
| Purchased Services | 29,245 | 9,300 | 21,000 | 21,000 |
| Fixed Charges | 7,718 | 0 | 5,000 | 5,000 |
| Gross County Cost | \$ 199,088 | \$ 119,100 | \$ 236,000 | \$ 236,000 |
| Revenue | 235,308 | 200,000 | 236,000 | 236,000 |
| Net County Cost | \$ - 36,220 | \$ - 80,900 | \$ 0 | \$ 0 |
| Budget Positions | 1 | 1 | 1 | 1 |

SUMMARY OF CHANGES: No significant changes to this program are anticipated for 2020.

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 | 23 | 34 | 38 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | \$ 0.633 | \$ 0.368 | \$ 0.708 |
| <u>Effectiveness Measures (desired results)</u> | | | |
| Clients completing program | 23 | 34 | 38 |

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 | \$ 53,636 | \$ 98,500 | \$ 76,500 | \$ 76,500 |
| Supplies | 0 | 0 | 0 | 0 |
| Purchased Services | 12,068 | 9,500 | 6,700 | 6,700 |
| Fixed Charges | 1,786 | 0 | 1,800 | 1,800 |
| Gross County Cost | \$ 67,490 | \$ 108,000 | \$ 85,000 | \$ 85,000 |
| Revenue | 55,139 | 95,649 | 72,649 | 72,649 |
| Net County Cost | \$ 12,351 | \$ 12,351 | \$ 12,351 | \$ 12,351 |
| Budget Positions | 3 | 3 | 4 | 4 |

SUMMARY OF CHANGES: No significant changes to this program are anticipated for 2020.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: At a September 30, 2019 work session the Board approved an additional Coordinator Assistant (Grade 19) position. All other items 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) | \$ 0.215 | \$ 0.334 | \$ 0.255 |

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 | \$ 20,858 | \$ 80,000 | \$ 130,000 | \$ 130,000 |
| Supplies | 13,753 | 0 | 0 | 0 |
| Purchased Services | 117,160 | 120,000 | 155,000 | 155,000 |
| Fixed Charges | 1,620 | 0 | 5,000 | 5,000 |
| Gross County Cost | \$ 153,391 | \$ 200,000 | \$ 290,000 | \$ 290,000 |
| Revenue | 153,391 | 200,000 | 290,000 | 290,000 |
| Net County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | 4 | 5 | 5 | 5 |

SUMMARY OF CHANGES: No significant changes to this program are anticipated for 2020.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**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 | 697 | 697 | 667 |
| Peer Counseling | 409 | 409 | 852 |
| Legal consultation/representation | 459 | 459 | 700 |
| Homemaker and personal care | 4,422 | 4,422 | 1,147 |
| Ombudsman Services | 1,271 | 803 | 850 |
| Transportation | 5,850 | 5,850 | 5,571 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | \$ 0.488 | \$ 0.618 | \$ 0.870 |
| <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 | \$ 157,389 | \$ 180,000 | \$ 155,000 | \$ 155,000 |
| Supplies | 11,684 | 12,000 | 25,000 | 25,000 |
| Purchased Services | 458,290 | 420,000 | 400,000 | 400,000 |
| Fixed Charges | 9,339 | 0 | 10,000 | 10,000 |
| Gross County Cost | \$ 636,702 | \$ 612,000 | \$ 590,000 | \$ 590,000 |
| Revenue | 636,702 | 612,000 | 590,000 | 590,000 |
| Net County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | 3 | 3 | 3 | 3 |

SUMMARY OF CHANGES: No significant changes to this program are anticipated for 2020.

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 | 53,834 | 53,834 | 50,000 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | \$ 2.025 | \$ 1.890 | \$ 1.771 |

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 | 87,394 | 91,100 | 170,000 | 170,000 |
| Gross County Cost | \$ 87,394 | \$ 91,100 | \$ 170,000 | \$ 170,000 |
| Revenue | 87,394 | 91,100 | 170,000 | 170,000 |
| Net County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes to this program are anticipated for 2020.

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 | 16,177 | 16,177 | 22,500 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | \$ 0.278 | \$ 0.281 | \$ 0.510 |
| <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 | \$ 12,103 | \$ 15,000 | \$ 18,500 | \$ 18,500 |
| Supplies | 0 | 0 | 0 | 0 |
| Purchased Services | 553 | 0 | 750 | 750 |
| Fixed Charges | 774 | 0 | 750 | 750 |
| Gross County Cost | \$ 13,430 | \$ 15,000 | \$ 20,000 | \$ 20,000 |
| Revenue | 13,430 | 15,000 | 20,000 | 20,000 |
| Net County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | 1 | 1 | 1 | 1 |

SUMMARY OF CHANGES: No significant changes to this program are anticipated for 2020.

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 | 232 | 303 | 350 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | \$ 0.043 | \$ 0.046 | \$ 0.060 |
| <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 | \$ 9,995 | \$ 65,000 | \$ 50,000 | \$ 50,000 |
| Supplies | 0 | 0 | 0 | 0 |
| Purchased Services | 416 | 0 | 0 | 0 |
| Fixed Charges | 582 | 0 | 0 | 0 |
| Gross County Cost | \$ 10,993 | \$ 65,000 | \$ 50,000 | \$ 50,000 |
| Revenue | 0 | 65,000 | 50,000 | 50,000 |
| Net County Cost | \$ 10,993 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes to this program are anticipated for 2020.

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 | \$ 0.035 | \$ 0.201 | \$ 0.150 |
| <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 | \$ 2,443 | \$ 2,500 | \$ 1,750 | \$ 1,750 |
| Supplies | 0 | 0 | 0 | 0 |
| Purchased Services | 108 | 0 | 250 | 250 |
| Fixed Charges | 150 | 0 | 0 | 0 |
| Gross County Cost | \$ 2,701 | \$ 2,500 | \$ 2,000 | \$ 2,000 |
| Revenue | 2,701 | 2,500 | 2,000 | 2,000 |
| Net County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes to this program are anticipated for 2020.

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 | 10 | 13 | 8 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | \$ 0.009 | \$ 0.008 | \$ 0.006 |
| <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 | \$ 9,166 | \$ 11,100 | \$ 6,600 | \$ 6,600 |
| Supplies | 0 | 0 | 0 | 0 |
| Purchased Services | 445 | 0 | 1,400 | 1,400 |
| Fixed Charges | 544 | 0 | 0 | 0 |
| Gross County Cost | \$ 10,155 | \$ 11,100 | \$ 8,000 | \$ 8,000 |
| Revenue | 10,155 | 11,100 | 8,000 | 8,000 |
| Net County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes to this program are anticipated for 2020.

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 | 100 | 140 | 150 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | \$ 0.032 | \$ 0.034 | \$ 0.024 |
| <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 | \$ 1,706,090 | \$ 2,000,000 | \$ 2,100,000 | \$ 2,100,000 |
| Supplies | 54,160 | 500 | 3,000 | 3,000 |
| Purchased Services | 104,539 | 28,000 | 180,000 | 180,000 |
| Fixed Charges | 97,498 | 0 | 100,000 | 100,000 |
| Gross County Cost | \$ 1,962,287 | \$ 2,028,500 | \$ 2,383,000 | \$ 2,383,000 |
| Revenue | 2,167,693 | 2,028,500 | 2,383,000 | 2,383,000 |
| Net County Cost | \$ - 205,406 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | 32 | 32 | 32 | 32 |

SUMMARY OF CHANGES: No significant changes to this program are anticipated for 2020.

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 | 1,516 | 1,415 | 1,460 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | \$ 6.242 | \$ 6.266 | \$ 7.153 |
| <u>Effectiveness Measures (desired results)</u> | | | |
| Divert Medicaid Eligible clients from Institutional care to cost effective home care | 1,516 | 1,415 | 1,460 |

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 | \$ 8,822 | \$ 12,900 | \$ 4,000 | \$ 4,000 |
| Supplies | 0 | 0 | 0 | 0 |
| Purchased Services | 675 | 200 | 500 | 500 |
| Fixed Charges | 309 | 0 | 0 | 0 |
| Gross County Cost | \$ 9,806 | \$ 13,100 | \$ 4,500 | \$ 4,500 |
| Revenue | 9,853 | 13,100 | 4,500 | 4,500 |
| Net County Cost | \$ - 47 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes to this program are anticipated for 2020.

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 | 22 | 19 | 20 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | \$ 0.031 | \$ 0.040 | \$ 0.014 |

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 | \$ 9,363 | \$ 9,300 | \$ 5,000 | \$ 5,000 |
| Supplies | 200 | 0 | 0 | 0 |
| Purchased Services | 437 | 700 | 0 | 0 |
| Gross County Cost | \$ 10,000 | \$ 10,000 | \$ 5,000 | \$ 5,000 |
| Revenue | 10,000 | 10,000 | 5,000 | 5,000 |
| Net County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: This will be the final year of our use of the VALE Grant for these purposes.

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 | 81 | 133 | 65 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | \$ 0.032 | \$ 0.031 | \$ 0.015 |
| <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 | \$ 478,841 | \$ 550,000 | \$ 550,000 | \$ 550,000 |
| Supplies | 63,204 | 135,000 | 90,000 | 90,000 |
| Purchased Services | 430,831 | 400,000 | 760,000 | 760,000 |
| Fixed Charges | 25,994 | 0 | 20,000 | 20,000 |
| Gross County Cost | \$ 998,870 | \$ 1,085,000 | \$ 1,420,000 | \$ 1,420,000 |
| Revenue | 998,860 | 1,085,000 | 1,420,000 | 1,420,000 |
| Net County Cost | \$ 10 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | 1 | 2 | 2 | 2 |

SUMMARY OF CHANGES: No significant changes to this program are anticipated for 2020.

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> | | | |
| Dental/Vision/Hearing Clients Served | 84 | 132 | 160 |
| Meals served | 20,507 | 20,507 | 19,437 |
| Other clients served | 13,000 | 13,000 | 13,000 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | \$ 3.178 | \$ 3.351 | \$ 4.262 |

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 | \$ 58,708 | \$ 31,000 | \$ 40,000 | \$ 40,000 |
| Supplies | 75,535 | 0 | 0 | 0 |
| Purchased Services | 86,972 | 67,000 | 75,000 | 75,000 |
| Fixed Charges | 3,176 | 0 | 5,000 | 5,000 |
| Gross County Cost | \$ 224,391 | \$ 98,000 | \$ 120,000 | \$ 120,000 |
| Revenue | 224,387 | 98,000 | 120,000 | 120,000 |
| Net County Cost | \$ 4 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | 1 | 1 | 1 | 1 |

SUMMARY OF CHANGES: No significant changes to this program are anticipated for 2020.

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 | 3,107 | 4,040 | 4,982 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | \$ 0.714 | \$ 0.303 | \$ 0.360 |
| <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 | \$ 145,357 | 309,000 | \$ 170,000 | \$ 170,000 |
| Supplies | 7,265 | 3,800 | 2,000 | 2,000 |
| Purchased Services | 85,218 | 87,000 | 54,000 | 54,000 |
| Fixed Charges | 6,965 | 0 | 3,000 | 3,000 |
| Gross County Cost | \$ 244,805 | \$ 399,800 | \$ 229,000 | \$ 229,000 |
| Revenue | 244,805 | 399,800 | 229,000 | 229,000 |
| Net County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes to this program are anticipated for 2020.

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 | \$ 0.779 | \$ 1.235 | \$ 0.687 |
| <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 \$42,000,000 from property tax, and \$32,000,000 going into the fund balance. A beginning fund balance of \$18,000,000 is anticipated. An ending fund balance of \$60,000,000 is projected, assuming no contingency funds are needed in 2020. 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 \$2,000,000. There is an anticipated beginning fund balance of \$2,000,000. The Department of Public Health and Environment costs for the Household Hazardous Waste program is projected to be \$429,265. \$40,000 is budgeted for community clean-ups, and \$90,000 to fund the roadside trash pick-up program with Useful Public Service clients. \$183,481 is funded for solid waste inspections and monitoring by the Health Department. \$141,457 is budget for indirect costs. \$750,000 is budgeted for repair work on county roads impacted by landfill traffic. \$280,797 is unallocated for road projects or other items to mitigate landfill impacts.

CONSERVATION TRUST FUND:

The Conservation Trust Fund is budgeted at \$456,677 based upon the anticipated operating costs for 2020. 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 TRUST
SUMMARY OF REVENUES
2020**

| Fund | Org | Acct | Account Title | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|-------------|------------|-------------|-------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 2200 | 73700 | 4332 | LOTTERY | 435,000 | 435,000 | 435,000 | 435,000 |
| 2200 | 73700 | 4610 | EARNINGS ON INVESTMENTS | 10,000 | 10,000 | 10,000 | 10,000 |
| | | | | <u>445,000</u> | <u>445,000</u> | <u>445,000</u> | <u>445,000</u> |

**CONSERVATION TRUST
SUMMARY OF EXPENDITURES
2020**

| Fund | Org | Expenditure Function | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|-------------|------------|---------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 2200 | 73700 | CONSERVATION TRUST | 440,579 | 456,677 | 456,677 | 456,677 |
| | | TOTAL CONSERVATION TRUST | 440,579 | 456,677 | 456,677 | 456,677 |

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 | 417,616 | 440,579 | 456,677 | 456,677 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 417,616 | \$ 440,579 | \$ 456,677 | \$ 456,677 |
| Revenue | 440,140 | 445,000 | 445,000 | 445,000 |
| Net County Cost | \$ - 22,524 | \$-4,421 | \$11,677 | \$11,677 |

SUMMARY OF CHANGES: Revenue from the Colorado Lottery is being projected at \$435,000 and \$10,000 from interest earnings. For 2020, the budget for the county buildings at Island Grove Park is proposed at \$644,277. Revenue from rents and facility use fees for 2020 is estimated at \$187,600. The county payment for 2020 maintenance is proposed at \$456,677, which is an increase of \$16,098 or 3.65% from the 2019 payment. The increase is primarily in salaries and benefits, utilities and maintenance costs. The workload in the Island Grove buildings is changing to 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 | 2002 | \$391,780 |
| 1984 | 195,304 | 2003 | 385,070 |
| 1985 | 151,033 | 2004 | 361,926 |
| 1986 | 138,069 | 2005 | 371,213 |
| 1987 | 162,736 | 2006 | 453,233 |
| 1988 | 154,074 | 2007 | 423,260 |
| 1989 | 130,764 | 2008 | 430,795 |
| 1990 | 136,726 | 2009 | 408,648 |
| 1991 | 200,103 | 2010 | 386,999 |
| 1992 | 220,219 | 2011 | 376,031 |
| 1993 | 264,371 | 2012 | 411,891 |
| 1994 | 205,534 | 2013 | 450,659 |
| 1995 | 327,162 | 2014 | 404,589 |
| 1996 | 312,024 | 2015 | 358,431 |
| 1997 | 356,262 | 2016 | 487,550 |
| 1998 | 373,962 | 2017 | 436,368 |
| 1999 | 286,971 | 2018 | 429,897 |
| 2000 | 358,802 | | |
| 2001 | 361,050 | | |

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 | 419,000 | 420,000 | 420,000 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost (county support) | \$1.32 | \$1.36 | \$1.37 |
| Cost Per Visitor | \$0.997 | \$1.049 | \$1.087 |

BOARD ACTION: Approved as recommended.

**CONTINGENCY FUND
SUMMARY OF REVENUES
2020**

| Fund | Org | Acct | Account Title | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|-------------|------------|-------------|-------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| | | | TAXES | | | | |
| 2300 | 90300 | 4112 | CURRENT PROPERTY TAXES | 32,000,000 | 42,000,000 | 42,000,000 | 42,000,000 |
| | | | TOTAL CONTINGENCY FUND | 32,000,000 | 42,000,000 | 42,000,000 | 42,000,000 |

**CONTINGENCY
SUMMARY OF EXPENDITURES
2020**

| Fund | Org | Expenditure Function | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|-------------|------------|-----------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 2300 | 90300 | CONTINGENT | 10,000,000 | 10,000,000 | 10,000,000 | 10,000,000 |
| | | TOTAL CONTINGENCY | 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 | 32,000,000 | 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. | 20,014,105 | -22,000,000 | -32,000,000 | -32,000,000 |
| Net County Cost | \$ 11,985,895 | \$ 32,000,000 | \$ 42,000,000 | \$ 42,000,000 |

SUMMARY OF CHANGES: The Contingency Fund is funded at the level of \$10,000,000 with \$42,000,000 from property tax, and \$32,000,000 going into the fund balance. A beginning fund balance of \$18,000,000 is anticipated. An ending fund balance of \$60,000,000 is projected, assuming no contingency funds are needed in 2020. 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
2020**

| Fund | Org | Acct | Account Title | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|-------------|------------|-------------|------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 2400 | 53100 | 4112 | CURRENT PROPERTY TAXES | 0 | 0 | 0 | 0 |
| | | | | 0 | 0 | 0 | 0 |

**EMERGENCY RESERVE
SUMMARY OF EXPENDITURES
2020**

| Fund | Org | Expenditure Function | 2019 Budget | 2020 Request | 2020 Recommend | 2020 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 FUND
SUMMARY OF REVENUES
2020**

| Fund | Org | Acct | Account Title | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|-------------|------------|-------------|----------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| | | | CHARGE FOR SERVICES | | | | |
| 2700 | 90200 | 4410 | CHARGE FOR SERVICES | 1,650,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| | | | TOTAL SOLID WASTE | 1,650,000 | 2,000,000 | 2,000,000 | 2,000,000 |

**SOLID WASTE
SUMMARY OF EXPENDITURES
2020**

| Fund | Org | Expenditure Function | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|--------------------------|------------|-----------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 2700 | 21240 | TRANSFER | 85,000 | 85,000 | 85,000 | 85,000 |
| 2700 | 90200 | SOLID WASTE | 987,962 | 552,254 | 552,254 | 552,254 |
| 2700 | 90200 | TRANSFER | 577,038 | 1,362,746 | 1,362,746 | 1,362,746 |
| TOTAL SOLID WASTE | | | 1,650,000 | 2,000,000 | 2,000,000 | 2,000,000 |

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 | 779 | 800 | 800 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost (county support) | \$0.270 | \$0.263 | \$0.256 |

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 | 86,658 | 354,538 | 354,538 | 271,457 |
| Fixed Charges | 3,354,179 | 1,210,462 | 1,560,462 | 1,643,543 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 3,440,837 | \$ 1,565,000 | \$ 1,915,000 | \$ 1,915,000 |
| Revenue/Fund Bal. | 2,665,042 | 1,650,000 | 2,000,000 | 2,000,000 |
| Net County Cost | \$ - 775,795 | \$ - 85,000 | \$ - 85,000 | \$ - 85,000 |

SUMMARY OF CHANGES: The projected revenue estimate is \$2,000,000 up \$350,000 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 \$429,265. \$40,000 is budgeted for community clean-ups, and \$90,000 to fund the roadside trash pick-up program with Useful Public Service clients. \$183,481 is funded for solid waste inspections and monitoring by the Health Department. \$141,457 is budget for indirect costs. \$750,000 is budgeted for repair work on county roads impacted by landfill traffic. \$280,797 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**

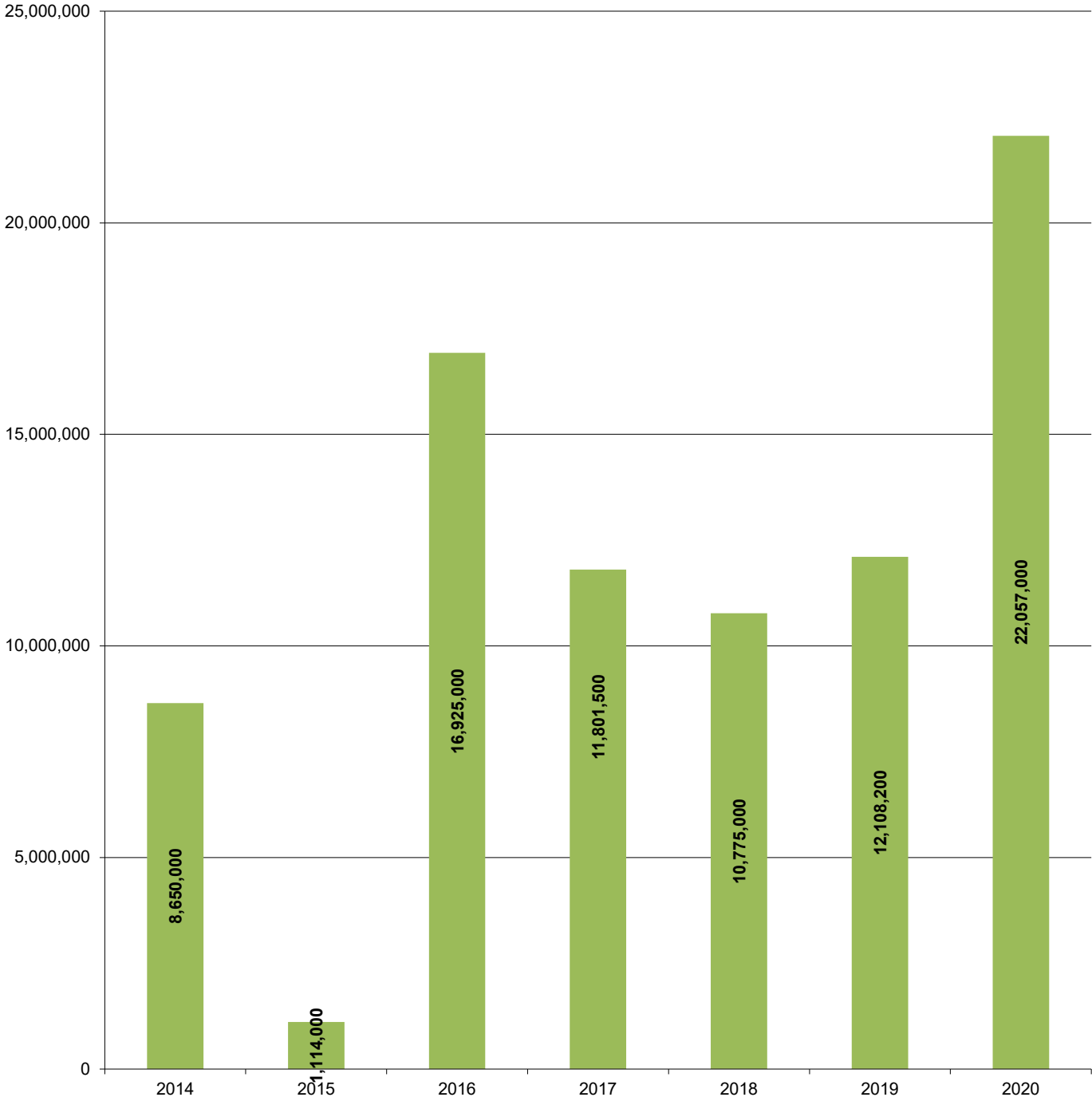
PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|------------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Landfill Inspections | 45 | 45 | 45 |
| Household Hazardous Material (HHM) | \$429,925 | \$395,905 | \$429,265 |
| Surcharge Collected | \$2,665,042 | \$1,650,000 | \$2,000,000 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost (collected) | \$8.23 | \$5.10 | \$6.00 |
| Per capita HHM cost | \$1.36 | \$1.22 | \$1.29 |



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 2020-2024 is presented in this section and relates to the specifics of the 2020 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.

The Capital Expenditures Fund accounts for various capital improvement projects for county buildings. The 2020 program is funded at \$26,925,000 with \$26,200,000 in property tax, \$225,000 from capital expansion fees, \$500,000 from interest and fund balance reserve. Anticipated projects include \$350,000 for Public Works parking lot improvements and power pole lights, and \$200,000 to fence the Public Works complex, \$1,650,000 for an addition to Public Works administration building, \$750,000 for Chase Building improvements, \$1,500,000 to upgrade Human Services Buildings, \$861,000 for jail expansion equipment, \$2,500,000 for a car wash facility, \$2,000,000 to remodel an office building acquired in 2019, \$1,950,000 to remodel an office buildings in the Weld Business Park, \$2,000,000 for the Sheriff's evidence storage building, \$1,500,000 to remodel the Justice Center for new courtrooms, coroner facility for \$3,000,000, \$500,000 to remodel Justice Services, and \$3,296,000 for special projects. A carry-over beginning fund balance of \$2,000,000 is anticipated, and \$6,868,000 ending reserve fund balance for the future jail expansion (\$5,518,000), Communications building reserve (\$850,000), and Downtown Greeley land reserve (\$500,000) is anticipated at the end of 2020.

Capital projects impacting the 2020 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 2021, \$770,000 in 2022, and \$1,100,000 in 2023. 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
2020**

| Fund | Org | Acct | Account Title | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|-------------|------------|-------------|-----------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| | | | TAXES | | | | |
| 4000 | 17500 | 4112 | CURRENT PROPERTY TAXES | 11,000,000 | 32,000,000 | 32,000,000 | 26,200,000 |
| | | | MISCELLANEOUS | | | | |
| 4000 | 17500 | 4610 | EARNINGS ON INVESTMENTS | 300,000 | 500,000 | 500,000 | 500,000 |
| | | | FEES | | | | |
| 4000 | 17500 | 4730 | OTHER FEES | 225,000 | 225,000 | 225,000 | 225,000 |
| | | | TOTAL CAPITAL EXPENDITURES | <u>11,525,000</u> | <u>32,725,000</u> | <u>32,725,000</u> | <u>26,925,000</u> |

**CAPITAL EXPENDITURES
SUMMARY OF EXPENDITURES
2020**

| Fund | Org | Expenditure Function | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|-------------|------------|-------------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 4000 | 17500 | CAPITAL IMPROVEMENT AND ACQUISITION | 12,108,200 | 17,957,000 | 17,957,000 | 22,057,000 |
| | | TOTAL CAPITAL EXPENDITURES | 12,108,200 | 17,957,000 | 17,957,000 | 22,057,000 |

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 | FINAL NEXT FY |
|--------------------|---------------------------|--------------------------------|------------------------------|--------------------------|
| Personnel Services | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Supplies | 222,262 | 0 | 0 | 0 |
| Purchased Services | 188,144 | 0 | 0 | 0 |
| Capital | 10,049,477 | 12,108,200 | 17,957,000 | 22,057,000 |
| Gross County Cost | \$ 10,459,883 | \$ 12,108,200 | \$ 17,957,000 | \$ 22,057,000 |
| Revenue/Fund Bal. | 225,280 | -1,108,200 | 14,043,000 | 4,143,000 |
| Net County Cost | \$ 10,234,603 | \$ 11,000,000 | \$ 32,000,000 | \$ 26,200,000 |

SUMMARY OF CHANGES: The Capital Expenditures Fund accounts for various capital improvement projects for county buildings. The 2020 program is funded at \$26,925,000 with \$26,200,000 in property tax, \$225,000 from capital expansion fees, \$500,000 from interest and fund balance reserve. Anticipated projects include \$350,000 for Public Works parking lot improvements and power pole lights, and \$200,000 to fence the Public Works complex, \$1,650,000 for an addition to Public Works administration building, \$750,000 for Chase Building improvements, \$1,500,000 to upgrade Human Services Buildings, \$861,000 for jail expansion equipment, \$2,500,000 for a car wash facility, \$2,000,000 to remodel an office building acquired in 2019, \$1,950,000 to remodel an office buildings in the Weld Business Park, \$2,000,000 for the Sheriff's evidence storage building, \$1,500,000 to remodel the Justice Center for new courtrooms, coroner facility for \$3,000,000, \$500,000 to remodel Justice Services, and \$3,296,000 for special projects. A carry-over beginning fund balance of \$2,000,000 is anticipated, and \$6,868,000 ending reserve fund balance for the future jail expansion (\$5,518,000), Communications building reserve (\$850,000), and Downtown Greeley land reserve (\$500,000) is anticipated at the end of 2020.

FINANCE/ADMINISTRATION RECOMMENDATION: Budget reflects the 2020 funding level of the Proposed Long Range Capital Plan for 2020 - 2024. The actual plan is on the pages immediately following.

BOARD ACTION: Approved the 2020 capital plan as amended adding \$4,100,000 in project and reducing the property tax amount by \$5,800,000 to fund road projects in 2020.

WELD COUNTY
LONG RANGE CAPITAL PROJECTS
FIVE-YEAR PLAN
2020 - 2024

Presented By: Donald D. Warden
Director of Finance and Administration
September, 2019

LONG RANGE CAPITAL PROJECTS FIVE YEAR PLAN 2020 - 2024

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 2020 - 2024.

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. 2020 - 2024 Five-year Plan
4. 2020 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 2020 - 2024 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 2020 budget for the capital construction program. It provides specific detail regarding each recommended project and the impact on the 2020 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 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 few 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 consider 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 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 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 is 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 like municipal leases in the way 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. 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
2014- 2018**

| | <i>Total</i> | <i>Actual 2014</i> | <i>Actual 2015</i> | <i>Actual 2016</i> | <i>Actual 2017</i> | <i>Actual 2018</i> |
|-------------------------|---------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Centennial Complex | \$ 2,808,225 | \$ 299,498 | \$ 560,310 | \$ 319,399 | | \$1,629,018 |
| Courthouse | 373,200 | | 267,400 | | \$ 105,800 | |
| Land Reserve | 2,613,405 | 630,000 | 668,071 | | 1,315,334 | |
| Chase Building | 9,948,550 | 5,775,000 | 84,944 | 3,161,209 | 526,611 | 400,786 |
| Grader Sheds | 2,055,186 | 138,980 | 193,684 | 40,589 | 283,799 | 1,398,134 |
| Motor Pool | 837,024 | | | 576,056 | | 260,968 |
| Health Department | 0 | | | | | |
| Island Grove | 284,648 | | | 84,856 | | 199,792 |
| North Jail | 874,167 | 103,329 | 345,404 | 81,426 | 344,008 | |
| Training Center | 129,547 | | | | 129,547 | |
| Crime Lab | 0 | | | | | |
| Public Works | 1,932,608 | 698,565 | 149,260 | 967,367 | 117,416 | |
| Human Services | 325,120 | 82,800 | 160,146 | | | 82,174 |
| Gravel Pits | 4,150,505 | 4,150,505 | | | | |
| SW Weld Building | 357,433 | 8,770 | 101,344 | 97,101 | | 150,218 |
| North 1401-1402 | 848,314 | 75,074 | | | | 773,240 |
| 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 | 1,346,493 | 917,268 | 22,620 | 283,301 | 25,689 | 97,615 |
| 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 | \$40,054,381 | \$20,332,221 | \$4,879,138 | \$5,774,426 | \$4,076,651 | \$4,991,945 |

NOTE: Expenditures listed in year incurred.

**FIVE YEAR
CAPITAL PROJECTS PROGRAMS
2020-2024**

| <i>Requirements</i> | <i>Total</i> | <i>2020</i> | <i>2021</i> | <i>2022</i> | <i>2023</i> | <i>2024</i> |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Jail Capital Reserve | \$26,087,000 | \$4,868,000 | \$7,519,000 | \$2,925,000 | \$8,460,000 | \$2,315,000 |
| Jail Equipment | 861,000 | 861,000 | 0 | 0 | 0 | 0 |
| SE Weld Building | 6,000,000 | 0 | 6,000,000 | 0 | 0 | 0 |
| SO Range/Training | 10,000,000 | 0 | 0 | 5,000,000 | 0 | 5,000,000 |
| Misc Projects | 8,907,000 | 3,296,000 | 1,756,000 | 1,350,000 | 1,415,000 | 1,090,000 |
| PW Projects | 4,670,000 | 2,200,000 | 500,000 | 750,000 | 350,000 | 870,000 |
| Human Services | 1,500,000 | 1,500,000 | 0 | 0 | 0 | 0 |
| Office Building Business Park Remodels | 6,950,000 | 6,950,000 | 0 | 0 | 0 | 0 |
| Weld Plaza Building | 3,750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 |
| SO Evidence | 2,000,000 | 2,000,000 | 0 | 0 | 0 | 0 |
| SW Weld Building | 1,000,000 | 0 | 0 | 0 | 0 | 1,000,000 |
| Car Wash | 2,500,000 | 2,500,000 | 0 | 0 | 0 | 0 |
| Justice Center | 2,000,000 | 2,000,000 | 0 | 0 | 0 | 0 |
| TOTAL | \$76,225,000 | \$26,925,000 | \$16,525,000 | \$10,775,000 | \$10,975,000 | \$11,025,000 |

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

2020- 2024

| YEAR | PROPERTY TAX | INTEREST | FEES | TOTAL |
|------|--------------|-----------|-----------|--------------|
| 2020 | \$26,200,000 | \$500,000 | \$225,000 | \$26,925,000 |
| 2021 | 15,800000 | 500,000 | 225,000 | 16,525,000 |
| 2022 | 10,000000 | 550,000 | 225,000 | 10,775,000 |
| 2023 | 10,000000 | 750,000 | 225,000 | 10,975,000 |
| 2024 | 10,000000 | 800,000 | 225,000 | 11,025,000 |

CASH FLOW ANALYSIS

| YEAR | BEGINNING FUND BALANCE | REVENUE | EXPENDITURES | ENDING FUND BALANCE |
|-------------|---------------------------------------|----------------|---------------------|------------------------------------|
| 2020 | \$ 2,000,000 | \$ 26,925,000 | \$ 22,057,000 | \$ 6,868,000 |
| 2021 | \$ 6,868,000 | \$ 16,525,000 | \$ 9,006,000 | \$ 14,387,000 |
| 2022 | \$ 14,387,000 | \$ 10,775,000 | \$ 7,850,000 | \$ 17,312,000 |
| 2023 | \$ 17,312,000 | \$ 10,975,000 | \$ 2,515,000 | \$ 25,772,000 |
| 2024 | \$ 25,772,000 | \$ 11,025,000 | \$ 8,710,000 | \$ 28,087,000 |

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 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. There is \$861,000 for jail equipment and computers for the jail expansion in the 2020 budget.

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>2021</i> | <i>2022</i> | <i>2023</i> |
|-----------------------------|--------------------|--------------------|--------------------|
| <i>Staffing</i> | \$ 500,000 | \$ 1,210,000 | \$ 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 six 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 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), purchase of existing office/warehouse in 2018 (\$3,700,000), the purchase of one existing office facilities in 2019 (\$4,700,000), and the remodel to convert the existing paramedic headquarters into a coroner facility in 2020 (\$3,000,000). Four office buildings will be remodeled in 2020 at a cost of \$3,950,000. A car wash for \$2,500,000 is planned for 2020 to accommodate county vehicle needs.

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. Since 2013, Weld County has funded \$950,000 per year, for the Communications System Reserve for future communications systems upgrades 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.

Financing:

In 2018 a Ten-Year Capital Plan for the Weld County communications infrastructure and facilities was developed. Beginning January 1, 2019, the increased E911 surcharge from \$0.70 to \$1.20 per month will raise an additional \$1.67 million per year. From the E911 surcharge amount each year \$1,850,000 will be dedicated to fund the Ten-Year Communications Capital Plan. The capital plan totals \$19 million. The County's Capital Expenditure Fund has \$850,000 in reserve for the future communications building needs, but none for equipment. No funding will be placed in this budget in future years with the new funding plan for the 2020-2030 Communications Capital Plan.

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 40% of costs in 2020 to fire agencies. Law agencies will pay 25% in 2020, 32.5% in 2021 and 40% thereafter.

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), Nunn (2018) and Johnstown/Mead (2019). 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 \$3,700,000 office building and truck storage building. Funds in the amount of \$3,300,000 are included for Public Works facilities in 2020-2024. In 2020 there is \$350,000 for parking lot improvements and power pole lights, and \$200,000 to fence the Public Works complex. The grader sheds will be replaced in Ault (2021) for \$500,000, Briggsdale (2022) for \$500,000, Keenesburg land (2022) for \$250,000 and grader shed (2023) for \$350,000, and Stoneham (2024) for \$350,000. In 2024 an additional storage facility will be constructed at an estimated cost of \$850,000. Additional office space will be added for Engineering in 2020 (\$1,650,000).

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. In 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. These courtrooms will supplement the current vacant district courtroom and the visiting judge courtroom to accommodate additional judges through 2025. 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 | \$ 1,500,000 |
| 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 impacts or 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.

WELD COUNTY LAW ENFORCEMENT TRAINING CENTER

Existing Situation:

Currently the Weld County Sheriff's Office does not have a dedicated training center with space to provide basic and on-going training. Besides just classroom space the department needs a facility to provide the dynamic training that is required for firearms, emergency vehicular operations, K9 training area, SWAT, and explosive ordinance and demolitions training area.

Proposed Solution:

The Sheriff's Office is proposing a dedicated law enforcement training center with space to provide basic and on-going training. Building the law enforcement training center will be accomplished through a long range multi-phased project. The training center site would require the following reasonable space requirements:

| | |
|-----------------------|-----------------|
| Firing Range | 25 acres |
| Buildings (2-4 total) | 2 acres |
| Driving Pad/Track | 46 acres |
| K9/Law fitness | 4 acres |
| Parking/Miscellaneous | <u>11 acres</u> |
| Total land needed | 88 acres |

Financing:

Development is programmed into the long-range plan under specific projects, which include a firing range, four classroom/storage buildings, security fencing, driving pad/track, K9 training area, fitness track and facility, and parking. The first phase will be acquiring the land and constructing two classrooms, the firing range, and parking. Phase two would include the K9 training area, fitness track and facility. Public Works could also use the driving pad/track for CDL and grader training. In the 2020-2024 Capital Plan \$10,000,000 is included based upon the costs for similar facilities in Colorado and nationally.

Impact on Operational Costs:

The annual operational costs of the facility are estimated to be approximately \$50,000-\$100,000. The law enforcement training center could also be used by other law enforcement agencies in the area, which could provide revenue to offset operating costs. Staff to do the training already exist in the Sheriff's Office.

REGIONAL CRIME LAB/EVIDENCE STORAGE

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.

In 2021 the Weld County Sheriff will take over the custody, storage, and management of criminal evidence formerly done by the City of Greeley Police Department. To accommodate the function, an evidence storage building will be constructed on the same parcel adjacent to the crime lab in 2020.

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. \$2,000,000 is included in the 2020 capital budget for the construction of the evidence storage building.

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.

The evidence function will require a staff of three and associated building costs. These costs will be partially offset by eliminating the evidence contract with the City of Greeley Police Department for a net increase of approximately \$80,000-\$100,000 per year beginning in 2021.

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 2020-2024 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 2019 the county purchased the StarTek office building in the Weld Business Park for \$4,700,000 for an additional 35,000 square foot office building, and the Rubadue office/warehouse building for \$3,525,735 for an additional 19,890 square foot building 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. The project was funded by Capital Reserve funds. An additional 35,000 square foot office building was acquired in 2019 for \$4,700,000. In 2020 the building will be remodeled for \$2,000,000. \$1,300,000 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 the two buildings acquired in 2019 with 54,890 square feet 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. 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. 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 administration 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 2025, or beyond. Funds in the amount of \$1,000,000 are budgeted in the 2024 for the initial planning and design of the building that will be construct in 2025 or beyond.

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.

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. Funds in the amount of \$6,000,000 are budgeted in the 2021 budget 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 \$8,907,000 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 \$8,907,000 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.

2020

| <u>Projects</u> | <u>Budget</u> |
|--|------------------|
| Planning/Health Chiller | 800,000 |
| Planning & Public Health - Boiler Replacement | 120,000 |
| Division 11 Sound System Replacement | 19,000 |
| Division 12 Sound System Replacement | 19,000 |
| Division 4 Sound System Replacement | 19,000 |
| Division 5 Sound System Replacement | 19,000 |
| Division 6 Sound System Replacement | 19,000 |
| Centennial - Cooling Tower Replacement | 300,000 |
| Fire Alarm Controls - Public Health | 34,000 |
| Jail Temporary Kitchen - Accommodate Remodel ('20 Portion) | 30,000 |
| 4H - Exhaust Hood Replacement | 90,000 |
| Exhibition Kitchen Upgrade & Hood | 100,000 |
| Human Services A - Proxy | 23,000 |
| Jail Rooftop Motion Detection | 45,000 |
| Burgler Alarm Panel Update/Refresh (14 Units) | 14,000 |
| Panic Button Update/Refresh (65 Units) | 10,000 |
| Fire Panel/System Update/Refresh (3 locations) | 60,000 |
| Paint Southwest - Hallways | 40,000 |
| Jail Courtroom Remodel | 30,000 |
| Greeley Mag Chloride Tank Replacement (60K) | 150,000 |
| Kersey Mag Chloride Tank Installations (60K) | 170,000 |
| Fleet - CNG Vent Stack | 5,000 |
| DA Restroom Update | 51,000 |
| Move Grover Fuel Tank to Mead (backfill with smaller) | 30,000 |
| Public Works Complex - Municipal Separate Storm Sewer System | 682,000 |
| Division B office Modifications | 10,000 |
| Jury Assembly - Paint and chair rail | 8,000 |
| SO - Professional Standards Cubicles | 16,000 |
| Community Corrections Lockers (32 each) | 13,000 |
| Community Corrections - Two 8'x16' storage buildings | 10,000 |
| Southwest Update Audio-Visual Equipment | 20,000 |
| Health - Repaint Clinic | 40,000 |
| Health Administration Remodel | 200,000 |
| Proximity all data center and IDF doors (49 total) | 100,000 |
| Total | 3,296,000 |

2021

| <i>Projects</i> | <i>Budget</i> |
|--|------------------|
| Centennial - Hot Water Generator Replacement (2each) | 140,000 |
| Division 2 Sound System Replacement | 19,000 |
| Division A Sound System Replacement | 19,000 |
| Division 10 Sound System Replacement | 19,000 |
| Division C Sound System Replacement | 19,000 |
| Division D Sound System Replacement | 19,000 |
| Jail - Shower Boxes M,N,O,R,TM,TF&S | 30,000 |
| Public Works - Roof Top Units | 140,000 |
| Nunn Tower - Generator Replacement | 30,000 |
| Community Correction Camera System | 120,000 |
| Training Center - HVAC Controls | 18,000 |
| Sand Salt Sheds Wainscot- Replaced Rusted Sections | 150,000 |
| Centennial - Heat Pumps | 30,000 |
| LaSalle Tower - Generator Replacement | 30,000 |
| Print Shop - Roof | 66,000 |
| Jail Temporary Kitchen - Accommodate Remodel ('21 Portion) | 150,000 |
| 4-H RTU Design and Upgrade | 80,000 |
| Centennial - Heat Pumps | 68,000 |
| 8th Ave Storage - Roof (South half) | 25,000 |
| Plaza West - Fire Suppression Pre-Action Valve | 17,000 |
| Law Administration - Boiler | 22,000 |
| Law Administration - Roof Top Unit | 210,000 |
| Probation offices at 918 conference room | 150,000 |
| Public Health - Booster Pump | 35,000 |
| Community Corrections - Camera Replacement | 150,000 |
| Total | 1,756,000 |

| 2022 | |
|--|------------------|
| <i>Projects</i> | <i>Budget</i> |
| Courthouse - Carpet | 170,000 |
| Courthouse - Teardown/Rebuild Furniture for Carpet | 45,000 |
| Centennial - DA Carpet | 90,000 |
| Centennial - DA Teardown/Rebuild Furniture for Carpet | 45,000 |
| Centennial - DA Paint | 80,000 |
| Centennial - DA Ceiling Grid | 95,000 |
| Courthouse Annex - Carpet | 72,000 |
| Courthouse Annex - Teardown/Rebuild Furniture for Carpet | 42,000 |
| Courthouse Annex - Paint | 80,000 |
| Grover Tower - Generator Replacement | 30,000 |
| New Raymer Tower - Generator Replacement | 30,000 |
| Centennial - 1st Floor Carpet | 145,000 |
| Centennial - 1st Floor Teardown/Rebuild Furniture for Carpet | 42,000 |
| West Annex - Roof | 35,000 |
| Jail Sally Port Door replacement | 30,000 |
| Fuel Island - Fuel Tank Replacements | 300,000 |
| Veterans - Roof | 19,000 |
| Total | 1,350,000 |

| 2023 | |
|--|------------------|
| <i>Projects</i> | <i>Budget</i> |
| Plaza West 3rd Floor Condenser Replacement | 220,000 |
| Jail 1-East Roof Top Units | 280,000 |
| Planning & Health VAV replacement | 600,000 |
| Centennial - 2nd Floor lighting upgrade | 120,000 |
| Courthouse Annex Roof | 120,000 |
| Centennial - Ceiling Grid 2nd Floor | 50,000 |
| HVAC Controls Upgrade - Training Center | 25,000 |
| Total | 1,415,000 |

| 2024 | |
|---|------------------|
| <i>Projects</i> | <i>Budget</i> |
| Jail 2-East Drinking Fountain Upgrade | 20,000 |
| Planning/Health - Sprinkler Controls and Wiring Upgrade | 20,000 |
| 1402 - Sprinkler Controls and Wiring Upgrade | 20,000 |
| Jail - Sprinkler Controls and Wiring Upgrade | 20,000 |
| 1551 - Sprinkler Controls and Wiring Upgrade | 20,000 |
| Southwest Well Pump | 15,000 |
| Centennial - Isolation Valves | 30,000 |
| Extension RTU - Open Area | 210,000 |
| Greeley Well Pump | 15,000 |
| Data Center - Umbrella Shields | 15,000 |
| Planning & Health Electrical outlet update | 25,000 |
| Courthouse - Hot Water Generator | 80,000 |
| Centennial Switch Gear | 400,000 |
| Centennial Room Remodel for Switch Gear | 50,000 |
| Paint Exhibition Building (Interior/Exterior) | 150,000 |
| Total | 1,090,000 |

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 2025. 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 amounts each year on a contingency basis that ultimately could be used to meet any contingency/emergency situation or could be used as an accumulation of capital outlay funds for funding of projects beyond 2025.

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 \$239,000 in the General Fund from property taxes.

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 \$11,550,338 in 2020, with \$8,409,624 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 \$430,000.

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 2020, 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 \$3,703,200 in 2020, with a property tax levy of \$3,500,000. 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 \$1,364,289 in Weld County. Funding is at current level and reflects no capital upgrades in 2020.

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
2020**

| Fund | Org | Acct | Account Title | 2019 Budget | 2020 Request | 2020 Recommend | 2020 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
2020**

| Fund | Org | Expenditure Function | 2019 Budget | 2020 Request | 2020 Recommend | 2020 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 | FINAL NEXT FY |
|--------------------|---------------------------|--------------------------------|------------------------------|--------------------------|
| Personnel Services | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Supplies | 17,251 | 0 | 0 | 0 |
| Purchased Services | 119,428 | 147,000 | 147,000 | 147,000 |
| Fixed Charges | 80,097 | 163,000 | 163,000 | 163,000 |
| Capital | 12,495 | 0 | 0 | 0 |
| Gross County Cost | \$ 229,271 | \$ 310,000 | \$ 310,000 | \$ 310,000 |
| Revenue | 229,271 | 310,000 | 310,000 | 310,000 |
| Net County Cost | \$ 0 | \$ 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
2020**

| Fund | Org | Acct | Account Title | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|-------------|------------|-------------|-----------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| | | | CHARGE FOR SERVICES | | | | |
| 6000 | 96300 | 4410 | CHARGE FOR SERVICES | 6,422,052 | 6,925,338 | 6,925,338 | 6,925,338 |
| | | | MISCELLANEOUS | | | | |
| 6000 | 17550 | 4680 | OTHER | 1,000,000 | 0 | 0 | 0 |
| 6000 | 96300 | 4680 | OTHER | 4,625,000 | 4,625,000 | 4,625,000 | 4,625,000 |
| 6000 | 17550 | 4810 | GAIN LOSS ON SALE | 1,207,600 | 430,000 | 430,000 | 430,000 |
| | | | TOTAL MISCELLANEOUS | 6,832,600 | 5,055,000 | 5,055,000 | 5,055,000 |
| | | | TOTAL FLEET SERVICES | 13,254,652 | 11,980,338 | 11,980,338 | 11,980,338 |

**FLEET SERVICES
SUMMARY OF EXPENDITURES
2020**

| Fund | Org | Expenditure Function | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|-------------|------------|-----------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 6000 | 17550 | VEHICLE REPLACEMENT | 6,419,369 | 5,277,624 | 5,277,624 | 8,409,624 |
| 6000 | 96300 | COUNTY SHOP | 11,047,052 | 11,550,338 | 11,550,338 | 11,550,338 |
| | | TOTAL FLEET SERVICES | 17,466,421 | 16,827,962 | 16,827,962 | 19,959,962 |

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 | \$ 1,198,250 | \$ 1,407,531 | \$ 1,606,119 | \$ 1,606,119 |
| Supplies | 4,226,767 | 4,034,600 | 4,023,000 | 4,023,000 |
| Purchased Services | 586,295 | 612,000 | 573,200 | 573,200 |
| Fixed Charges | 4,454,737 | 4,967,921 | 5,148,019 | 5,148,019 |
| Capital | 311,294 | 25,000 | 200,000 | 200,000 |
| Gross County Cost | \$ 10,777,343 | \$ 11,047,052 | \$ 11,550,338 | \$ 11,550,338 |
| Revenue | 10,920,646 | 11,047,052 | 11,550,338 | 11,550,338 |
| Net County Cost | \$ -143,303 | \$ 0 | \$ 0 | \$ 0 |
| Budgeted Positions | n/a | 18 | 18 | 18 |

SUMMARY OF CHANGES: The operation is staffed with 18 FTE's at a cost of \$1,606,119, including 2020 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 \$75,000, overhead at \$493,019 for indirect costs, equipment at \$100,000, \$260,000 for vehicle expenses, \$50,000 for repairs, \$120,000 for utilities, and the remaining \$281,200 for miscellaneous supplies and service costs.

The revenue for the budget includes \$4,625,000 from depreciation of the fleet, \$6,925,338 from fuel sales and vehicle maintenance charges for a total of \$11,550,338.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

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 | 8,717 | 8,800 | 9,000 |
| Number of service/maintenance orders per technician | 872 | 880 | 900 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .541 | .556 | .540 |
| Work orders issued per FTE | 484 | 489 | 500 |

Goal ES20: To provide quality, sufficient, and well-maintained county vehicles to county departments.

| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | ACTUAL | ESTIMATED | PROJECTED |
|---|--|--------|-----------|-----------|
| ES20-1: 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% |
| ES20-2: Worker-friendly and functional vehicles | 90% of internal customers satisfied with county vehicle | 90% | 90% | 90% |
| ES20-3: Cost effective vehicles | Cost (acquisition, operating, resale value) within prescribed industry standards | 95% | 95% | 95% |
| ES20-4: 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 | 6,196,342 | 6,419,369 | 5,277,624 | 8,409,624 |
| Gross County Cost | \$ 6,196,342 | \$ 6,419,369 | \$ 5,277,624 | \$ 8,409,624 |
| Revenue | 3,527,876 | 2,160,320 | 430,000 | 430,000 |
| Net County Cost | \$ 2,668,466 | \$ 4,259,049 | \$ 4,847,624 | \$ 7,979,624 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: See listed equipment on next page. The budget includes revenue of \$430,000 from anticipated sale of vehicles in 2020. No CMAQ grant revenue are anticipated in 2020. However, \$3,000,000 in CNG vehicles will be purchased by funds replacing past CMAQ grants.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Board approved all vehicles requested by departments. Board approved three additional vehicles for Building and Grounds for new positions. \$3,000,000 for CNG vehicles was added by the Board for vehicles replacing past CMAQ grant funding.

IGA EQUIPMENT

| | | <u>Request</u> | <u>Recommend</u> | <u>Approved</u> |
|---|---|---------------------------|---------------------------|---------------------------|
| <u>Sheriff:</u> | | | | |
| Compact AWD SUV (Addition) | 2 | 60,000 | 60,000 | 60,000 |
| Mid-Size SUV (Addition) | 1 | 64,000 | 64,000 | 64,000 |
| 1-ton Van | 1 | 43,000 | 43,000 | 43,000 |
| SUV 4X4 (Addition) | 1 | 63,000 | 63,000 | 63,000 |
| 3/4-ton 4 door pickup | 1 | 57,000 | 57,000 | 57,000 |
| Full size SUV 4X4 | 4 | 231,000 | 231,000 | 231,000 |
| Full size SUV 4X4 (Addition) | 2 | 126,000 | 126,000 | 126,000 |
| | | | | |
| Buildings and Grounds | | | | |
| 3/4 ton 4X4 ext cab with utility box | 2 | 88,000 | 88,000 | 88,000 |
| 3/4 ton 4X4 ext cab with utility box (Additional) | 3 | 0 | 0 | 132,000 |
| | | | | |
| District Attorney | | | | |
| Full size sedan (addition) | 1 | 58,000 | 58,000 | 58,000 |
| | | | | |
| Planning | | | | |
| 3/4 ton ext cab, long bed 4X4 | 2 | 71,000 | 71,000 | 71,000 |
| | | | | |
| Public Health | | | | |
| Small SUV (addition) | 1 | 24,000 | 24,000 | 24,000 |
| | | | | |
| Oil and Gas Engery | | | | |
| 3/4 ton, ext cab short bed 4X4 (Addition) | 4 | 145,000 | 145,000 | 145,000 |
| Small SUV (addition) | 1 | 24,000 | 24,000 | 24,000 |
| | | | | |
| Engineering | | | | |
| 1/2 ton ext cab short bed 4X4 (Addition) CNG | 2 | 98,000 | 98,000 | 98,000 |
| | | | | |
| Public Works | | | | |
| CNG Vehicles (CMAQ) | | 0 | 0 | 3,000,000 |
| See Basic List | | <u>4,125,624</u> | <u>4,125,624</u> | <u>4,125,624</u> |
| Total | | <u><u>\$5,277,624</u></u> | <u><u>\$5,277,624</u></u> | <u><u>\$8,409,624</u></u> |

2020 EQUIPMENT REPLACEMENT FOR PUBLIC WORKS DEPT (as of 5/31/19)

| Division | Qty | Description (Shaded items reflect outgoing equip) | Estimated Purchase Price | Est. Auction Value | Addition To Fleet |
|--|--|---|--------------------------------|--------------------------|----------------------|
| Trucking | 1 | One-Ton Extend Cab 4X4 Pickup w/Utility Box and Fuel Tan | 50,000 | | |
| | | 15230059/2008 Ford Pickup | | 8,000 | |
| | 1 | Tandem Axle Truck | 144,000 | | |
| | | 15410080/2007 Sterling Tractor | | 15,000 | |
| Gravel Rd Mgmt | 2 | Motorgraders | 620,000 | | |
| | | 15820167/2012 JD Motor Grader | | 40,000 | |
| | | 15820168/2013 JD Motor Grader | | 55,000 | |
| | 1 | One-Ton Extend Cab 4X4 Pickup, Long Box | 37,000 | | |
| | 15230055/2007 Ford Pickup | | 5,000 | | |
| Rd & Bridge Construction | 1 | Excavator w/Mounted Sonic Grip Driver | 300,000 | | |
| | | 15850019/2008 Volvo Hydraulic Excavator | | 70,000 | |
| | 1 | Sonic Grip Driver | 225,000 | | |
| | | 15870004/2008 Sonic Pile Driver | | 10,000 | |
| | 1 | Hydraulic Plate Compactor for Backhoe | 20,000 | | |
| | | 16010023/2009 Vibratory Compactor | | 3,000 | |
| | 1 | Self Propelled Vibratory Trench Compactor | 60,000 | | |
| | | 16010020/2005 Vibratory Trench Compactor | | 4,000 | |
| | 1 | 1/2-Ton Extend Cab 4X4 Pickup, Short Box | 35,000 | | |
| | | 15220164/2010 Ford F150 Pickup | | 5,000 | |
| | 1 | Tandem Truck w/Sander and Plow | 285,000 | | |
| | | 15460036/2007 Sterling Dump Truck | | 20,000 | |
| | 1 | Steel-Wheel Vibratory Roller | 190,000 | | |
| | | 16010025/2005 Bomag Compactor Roller | | 30,000 | |
| Refurbish | 2 | Service Trucks Extend Cab w/Utility Box | 100,000 | | |
| | | 15420087/2008 Ford F450 Truck | | 10,000 | |
| | | 15420077/2005 Chevy Kodiak Truck | | 10,000 | |
| Refurbish | Rebuild 623G Caterpillar Scraper (15860005/2002) | 80,000 | | | |
| Maint-Supt | 1 | One-Ton Crew Cab 4X4 Truck w/Service Body | 50,000 | | |
| | | 15420100/2014 Dodge Ram 4500 Truck | | 15,000 | |
| | 1 | 7-Ton Reg Cab 4X4 Trk w/Service Body/Crash Attenuato | 145,000 | | YES |
| Mining | Refurbish | Rebuild D-8 Caterpillar Dozer (15810010/2006) | 377,624 | | |
| Pvmt Mgmt | 1 | Tandem Truck w/Sander and Plow | 285,000 | | |
| | | 15460035/2006 Mack Truck | | 20,000 | |
| | 1 | Skid Steer Loader | 75,000 | | |
| | | 15830025/2005 Bobcat Loader | | 10,000 | |
| | 1 | Asphalt Paver | 450,000 | | |
| | | 16050007/2002 Cedar Rapids Paver | | 25,000 | |
| | 1 | Enclosed Trailer (7 ft x 16 ft) | 12,000 | | |
| | | 18001046/2007 Kohler Snow Blower | | 1,000 | |
| | 1 | Tandem Truck w/Sander and Plow | 285,000 | | YES |
| 1 | Asphalt Roller | 150,000 | | YES | |
| 1 | Asphalt Pickup Machine | 150,000 | | YES | |
| Sub-Total | | | 4,125,624 | 356,000 | |
| GRAND TOTAL PRICE LESS ESTIMATED TRADE 2000 FUND | | | 3,769,624 | | |
| ***** | | | | | |
| | Qty | Description (Shaded items reflect outgoing equip) | Estimated Price Per Unit | Est. Auction Value | Addition To Fleet |
| Engineering | 2 | 1/2-Ton Extend Cab 4X4 Pickups, Short Box - CNG | 98,000 | | YES |
| Weed | | NO EQUIPMENT TO BE PURCHASED | | | |
| Sub-Total | | | 98,000 | 0 | |
| GRAND TOTAL PRICE LESS ESTIMATED TRADE 1000 FUND | | | 98,000 | | |
| Subtotal | | | 3,867,624 | | |
| CMAQ Grant Funds | | | 0 | | |
| Weld County Match | | | 0 | | |
| Insurance for wrecked trucks | | | 0 | | |
| GRAND TOTAL PRICE LESS GRANT FUNDS AND EST. AUCTION | | | 3,867,624 | | |

**HEALTH INSURANCE
SUMMARY OF REVENUES
2020**

| Fund | Org | Acct | Account Title | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|-------------|------------|-------------|-------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| | | | MISCELLANEOUS | | | | |
| 6200 | 93400 | 4690 | DONATIONS | 245,000 | 270,000 | 270,000 | 270,000 |
| 6200 | 93100 | 46902 | EMPLOYEE CONTRIBUTIONS | 18,144,228 | 19,997,676 | 19,997,676 | 19,997,676 |
| | | | TOTAL HEALTH INSURANCE | 18,389,228 | 20,267,676 | 20,267,676 | 20,267,676 |

**HEALTH INSURANCE
SUMMARY OF EXPENDITURES
2020**

| Fund | Org | Expenditure Function | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|-------------|------------|-------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 6200 | 93100 | HEALTH INSURANCE | 16,434,746 | 18,773,576 | 18,773,576 | 18,773,576 |
| 6200 | 93400 | DENTAL/VISION | 1,954,482 | 1,494,100 | 1,494,100 | 1,494,100 |
| | | TOTAL HEALTH INSURANCE | 18,389,228 | 20,267,676 | 20,267,676 | 20,267,676 |

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 | 860,978 | 1,609,482 | 1,204,100 | 1,204,100 |
| Fixed Charges | 15,441,267 | 16,779,746 | 19,063,576 | 19,063,576 |
| Gross County Cost | \$ 16,302,245 | \$ 18,389,228 | \$ 20,267,676 | \$ 20,267,676 |
| Revenue | 19,731,088 | 18,389,228 | 20,267,676 | 20,267,676 |
| Net County Cost | \$ - 3,428,843 | \$ 0 | \$ 0 | \$ 0 |

SUMMARY OF CHANGES: The budget reflects the cost of self-insuring the dental and vision reimbursement plan (\$270,000), Wellness Program and administration costs (\$374,100), and the on-site county clinic (\$850,000). 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. In 2020, the program will once again not have a premium increase. The partially self-insured health program is funded at the level of \$20,267,676 in 2020.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Weld County will utilize Aetna, with a hybrid universal health PPO/HMO plan as the health insurance provider in 2020, plus offer a high deductible health plan with a health reimbursement account option through Aetna. Rates for 2020 will remain the same as the 2019 rates for both the employees and Weld County.

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 \$850,000 in 2020 with primary care being provided for employees. It is anticipated that there will be a savings to the insurance plan of over \$2,000,000, with a return on investment of at least 2 to 1. All 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 2020 than they were six years ago for 2020 for the county or its employees.

IGS - HEALTH INSURANCE (CONTINUED) 6200-93100/93400

FINANCE/ADMINISTRATION RECOMMENDATION (CONTINUED):

In 2020, it is recommended to continue 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 2020 program is calculated with current participation as follows:

| | |
|---------------------|-----|
| Single Coverage: | 585 |
| Dependent Coverage: | 726 |

FIXED COSTS:

| | |
|-----------------------------------|---------------------|
| Health Insurance | \$ 1,406,523 |
| On-site Clinic | 850,000 |
| Administration/Wellness/EAP Costs | <u>374,100</u> |
| Fixed Costs: | <u>\$ 2,630,623</u> |

LOSS FUND:

| | |
|-----------------|---------------------|
| Medical | \$17,367,053 |
| Dental | 150,000 |
| Vision | <u>120,000</u> |
| Loss Fund Costs | <u>\$17,637,053</u> |

GRAND TOTAL - COSTS \$20,267,676

REVENUE:

| | |
|-----------------|----------------|
| Health Premiums | \$19,997,676 |
| Dental/Vision | <u>270,000</u> |

TOTAL REVENUE \$20,267,676

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|----------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Single coverage | 554 | 580 | 585 |
| Family coverage | 661 | 678 | 726 |

**INSURANCE
SUMMARY OF REVENUES
2020**

| Fund | Org | Acct | Account Title | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|-------------|------------|-------------|----------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| | | | TAXES | | | | |
| 6300 | 93300 | 4112 | CURRENT PROPERTY TAXES | 2,750,000 | 3,500,000 | 3,500,000 | 3,500,000 |
| | | | CHARGE FOR SERVICES | | | | |
| 6300 | 93200 | 4410 | CHARGE FOR SERVICES | 75,000 | 75,000 | 75,000 | 75,000 |
| | | | MISCELLANEOUS | | | | |
| 6300 | 93300 | 4610 | EARNINGS ON INVESTMENTS | 40,000 | 53,200 | 53,200 | 53,200 |
| 6300 | 93300 | 4820 | COMPENSATION FOR LOSSES | 75,000 | 75,000 | 75,000 | 75,000 |
| | | | TOTAL MISCELLANEOUS | 115,000 | 128,200 | 128,200 | 128,200 |
| | | | TOTAL INSURANCE | 2,940,000 | 3,703,200 | 3,703,200 | 3,703,200 |

**INSURANCE
SUMMARY OF EXPENDITURES
2020**

| Fund | Org | Expenditure Function | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|-------------|------------|-----------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 6300 | 93200 | WORKERS COMPENSATION | 1,776,500 | 1,994,700 | 1,994,700 | 1,994,700 |
| 6300 | 93300 | LIABILITY | 1,163,500 | 1,708,500 | 1,708,500 | 1,708,500 |
| | | TOTAL INSURANCE | 2,940,000 | 3,703,200 | 3,703,200 | 3,703,200 |

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 | 290 | 3,500 | 3,500 | 3,500 |
| Purchased Services | 46,449 | 43,000 | 43,700 | 43,700 |
| Fixed Charges | 3,881,359 | 2,893,500 | 3,656,000 | 3,656,000 |
| Gross County Cost | \$ 3,928,098 | \$ 2,940,000 | \$ 3,703,200 | \$ 3,703,200 |
| Revenue /Fund Bal. | 1,431,629 | 190,000 | 203,200 | 203,200 |
| Net County Cost | \$ 2,496,469 | \$ 2,750,000 | \$ 3,500,000 | \$ 3,500,000 |

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 \$940,825. Effective January 1, 1992, Weld County became self-insured for workers compensation. Workers Compensation includes excess insurance and bonds costing \$201,000, claims administration costs of \$43,700, and a loss fund of \$1,750,000. A loss fund for all other insurance coverage is budgeted at \$764,175. Unemployment insurance is being charged directly to departments. The program is supported by property tax (\$3,500,000), charges for service (\$75,000), interest (\$53,200), and compensation for losses (\$75,000). No fund balance reserves are anticipated to be needed to support the loss fund in 2020.

Property tax has been increased by \$750,000 to \$3,500,000 due to workers' compensation and CAPP 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 | \$1,882,852 | \$1,552,500 | \$1,750,000 |
| Dollar amount of prop/casualty claims paid | \$901,263 | \$460,000 | \$764,175 |
| <u>Efficiency Measures</u> | | | |
| FTE'S per 10,000/capita | 0.032 | 0.031 | 0.030 |
| Per capita cost (county support) | \$7.94 | \$8.49 | \$10.51 |

**TELECOM SERVICES
SUMMARY OF REVENUES
2020**

| Fund | Org | Acct | Account Title | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|-------------|------------|-------------|-------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| | | | CHARGE FOR SERVICES | | | | |
| 6400 | 17400 | 4410 | CHARGE FOR SERVICES | 1,292,692 | 1,375,089 | 1,375,089 | 1,375,089 |
| | | | TOTAL TELECOM SERVICES | 1,292,692 | 1,375,089 | 1,375,089 | 1,375,089 |

**TELECOM SERVICES
SUMMARY OF EXPENDITURES
2020**

| Fund | Org | Expenditure Function | 2019 Budget | 2020 Request | 2020 Recommend | 2020 Final |
|-------------|------------|-------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 6400 | 17400 | PHONE SERVICES | 1,292,692 | 1,375,089 | 1,375,089 | 1,375,089 |
| | | TOTAL TELECOM SERVICES | 1,292,692 | 1,375,089 | 1,375,089 | 1,375,089 |

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 | \$ 204,515 | \$ 304,753 | \$ 317,951 | \$ 317,951 |
| Supplies | 27,500 | 27,800 | 48,300 | 48,300 |
| Purchased Services | 805,710 | 672,260 | 816,860 | 816,860 |
| Fixed Charges | 333,230 | 287,879 | 191,978 | 191,978 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,370,955 | \$ 1,292,692 | \$ 1,375,089 | \$ 1,375,089 |
| Revenue | 1,515,185 | 1,292,692 | 1,375,089 | 1,375,089 |
| Net County Cost | \$ -144,230 | \$ 0 | \$ 0 | \$ 0 |
| Budgeted Positions | 3 | 3 | 3 | 3 |

SUMMARY OF CHANGES: Personnel Services are up \$13,198 with the cost of living adjustment included. Supplies are up \$20,500 for small items of equipment. Phone costs are up \$142,800 due to addition of several cell phones in the Sheriff's Office, Public Works, and Human Services in 2019. Training is down \$1,800. Depreciation is \$100,000 with the new VoIP system. Indirect costs are budgeted at \$91,978 down \$95,901 due to less IT support. Overall the budget is up \$82,397.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. New telecom rates for telecom users were implemented January 1, 2019, to better reflect and recover costs of utilization of telecom resources in the county.

BOARD ACTION: Approved as recommended.

**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 | 0.095 | 0.093 | 0.090 |
| Per capita cost (county support) | \$4.16 | \$3.99 | \$4.13 |
| Annual cost per call | \$0.218 | \$0.215 | \$0.227 |

Goal ES21: 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 |
|--------------------------------------|---|--------|-----------|-----------|
| ES21-1: 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 | RECOMMEND 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.

| | |
|--|--|
| CAPITAL OUTLAY | Expenditures for equipment, vehicles, or machinery that results in the acquisition or addition to fixed assets. |
| CAPITAL PROGRAM | 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. |
| CAPITAL PROJECTS FUND | 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). |
| CAPITAL RESOURCES | Resources of a fixed or permanent character, such as land and buildings, which cannot ordinarily be used to meet current expenditures. |
| CERTIFICATES OF PARTICIPATION (COP) | Form of financial instrument similar to a bond to facilitate lease/purchase agreements. Not a debt of the County. |
| CONSERVATION TRUST | State of Colorado lottery funds remitted to the County for parks and recreation use. |
| CONTINGENCY ACCOUNT | A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise included in the budget. |
| CONTINUING APPROPRIATION | 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. |
| COST ALLOCATION PLAN | Identification, accumulation and distribution of costs relative to the provision of those services, along with the methods used. |
| DEFAULT | 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. |
| DEFICIT | (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 | (1) Repayments of amounts remitted on behalf of another party. (2) Interfund transactions which constitute reimbursements of a fund for expenditures or expenses initially made from it which |

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 |

| | |
|--------------|--|
| TANF | Temporary Assistance to Needy Families |
| UNC | University of Northern Colorado |
| URA | Urban Renewal Authority |
| VALE | Victim Assistance Law Enforcement |
| VW | Victim Witness |
| WCR | Weld County Road |
| WCRCC | Weld County Regional Communications Center |





SNAPSHOT

| | | | | | |
|--|--------------------------------------|---------------------------------------|---|-----------------------------------|--------------------------------|
| Square Miles/ 4,016 | Communities Total/ 31 | Population Total/ 304,435 | Labor Force/ 157,286 | Unemployment Rate/ 2.7% | Median Age/ 34 |
| Per Capita Personal Income/ \$44,080 | Household Income/ \$62,820 | High School Diploma+/ 87.0% | Q2 2018 Annual Wage/ \$49,660 | GRP Total/ 12.5 Billion | County Seat/ Greeley |

DEMOGRAPHICS

WELD COUNTY POPULATION

304,435

| Population Over Time | Number |
|---------------------------|---------|
| 2017 | 304,435 |
| 2010 | 254,230 |
| 2010 to 2017 % Change | 19.7% |
| Components of Change 2017 | |
| Net Migration | 7,622 |
| Natural (Births – Deaths) | 2,727 |

Source: Colorado State Demography Office

| 2017 Population by Age | |
|------------------------|-------|
| 0-14 years | 22.0% |
| 15-29 years | 22.6% |
| 30-44 years | 21.5% |
| 45-59 years | 17.2% |
| 60-74 years | 12.1% |
| 75+ years | 4.6% |
| Median Age | 34 |

Source: Colorado State Demography Office

Note: Percentage may not add due to rounding

| 2017 Population by Race and Ethnicity | |
|--|-------|
| Not Hispanic or Latino | |
| – White Alone | 66% |
| – Black Alone | 1.1% |
| – American Indian & Alaska Native Alone | 0.5% |
| – Asian Alone | 1.5% |
| – Native Hawaiian/Other Pacific Island Alone | 0.1% |
| Hispanic or Latino (Any Race) | 29.3% |

Source: U.S. Census Bureau, Population Estimates Program

| 2017 Educational Attainment | % |
|-----------------------------|-------|
| HS Diploma + | 87.4% |
| Bachelor's Degree + | 27.5% |

Source: U.S. Census Bureau, American Community Survey

| Per Capita Personal and Household Income | Number |
|--|----------|
| PC Personal Income | \$44,080 |
| Median HH Income | \$62,820 |

Source: U.S. Bureau of Economic Analysis

Source: U.S. Census Bureau, 2012-2016 American Community Survey

| 2017 Population, Households & Sales Tax Rate by Municipality | | | |
|--|------------|------------|-----------|
| | Population | Households | Sales Tax |
| Weld County | 304,435 | 110,496 | --- |
| Ault | 1,739 | 669 | 3.00% |
| Berthoud (MCP) | 66 | 20 | 3.00% |
| Brighton (MCP) | 417 | 135 | 3.75% |
| Dacono | 5,449 | 1,938 | 3.00% |
| Eaton | 5,197 | 1,920 | 3.00% |
| Erie (MCP) | 13,410 | 4,828 | 3.50% |
| Evans | 20,975 | 7,266 | 3.50% |
| Firestone | 13,660 | 4,474 | 3.60% |
| Fort Lupton | 8,160 | 2,662 | 4.00% |
| Frederick | 12,690 | 4,263 | 2.50% |
| Garden City | 246 | 128 | 3.00% |
| Gilcrest | 1,089 | 346 | 4.00% |
| Greeley | 104,947 | 39,220 | 4.11% |
| Grover | 147 | 92 | 4.00% |
| Hudson | 1,600 | 570 | 4.00% |
| Johnstown (MCP) | 14,992 | 4,998 | 3.00% |
| Keenesburg | 1,204 | 470 | 3.00% |
| Kersey | 1,597 | 554 | 3.60% |
| La Salle | 2,324 | 842 | 3.50% |
| Lochbuie (MCP) | 6,242 | 2,210 | 4.00% |
| Longmont (MCP) | 124 | 81 | 3.53% |
| Mead | 4,526 | 1,534 | 2.00% |
| Milliken | 6,913 | 2,315 | 2.50% |
| Northglenn (MCP) | 13 | 11 | 4.00% |
| Nunn | 452 | 203 | 2.00% |
| Pierce | 1,13 | 435 | 2.00% |
| Platteville | 2,720 | 974 | 3.00% |
| Raymer | 104 | 57 | --- |
| Severance | 4,239 | 1,477 | 3.00% |
| Windsor (MCP) | 19,277 | 7,219 | 3.95% |
| Unincorporated Area | 48,782 | 18,585 | --- |

Source: Colorado State Demography Office

Note: MCP indicates multi-county place. Figures reported are the portions of total population/households in Weld County

CLIMATE

The area offers a dry, sunny climate with low humidity and four seasons.

| | Weld | U.S. |
|--------------------|--------------|-------|
| Rainfall (inches) | 14.4 | 39.2 |
| Snowfall (inches) | 41.3 | 25.8 |
| Precipitation Days | 36 | 102 |
| Sunny Days | 244 | 205 |
| Elevation (feet) | 4,746 | 1,443 |

Source: *Sperling's Best Places, November 2018*

| | Weld | U.S. |
|---------------------------------|-------------|------|
| Avg. Temp July High | 89.9 | 86.1 |
| Avg. Temp Jan Low | 13.8 | 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 / 2018 Total Weld GRP: \$12.5 Billion

Earnings..... \$7.6 Billion
 Property Income..... \$4.1 Billion
 Taxes on Production \$818 Million

Exports.....\$13.1 Billion
 Imports.....\$17.0 Billion (62.8% of Demand)
 Locally Produced/Consumed\$10.1 Billion (37.2% of Demand)

Note: GRP measures final market value of goods/services produced.

Source: *Economic Modeling Specialists, Inc.*

Total Labor Force / Weld County: 157,286 / Colorado: 3,108,570

Employed– 153,092 (Weld) / Unemployed–4,194 (Weld)

Unemployment Rate– 2.7% (Weld) / 3.3% (Colorado) / 3.7% (United States)

Source: Colorado Department of Labor and Employment 2018, Labor Market Information

LABOR SHEDS / Projections

NORTH WELD LABOR SHED

5-15-25 Mile Radius from Hwy 34 Business & Hwy 257

| | 5 Miles | | 15 Miles | | 25 Miles | |
|-----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | 2018 Estimate | 2023 Estimate | 2018 Estimate | 2023 Estimate | 2018 Estimate | 2023 Estimate |
| Total Population | 26,317 | 30,052 | 407,862 | 450,247 | 710,650 | 785,775 |
| Population 18+ | 19,396 | 22,208 | 309,975 | 343,989 | 546,490 | 606,618 |
| Edu. Attain. 25+ Bachelor's | 27.6% | — | 23.7% | — | 24.4% | — |

Source: ESRI, 2018 Estimates

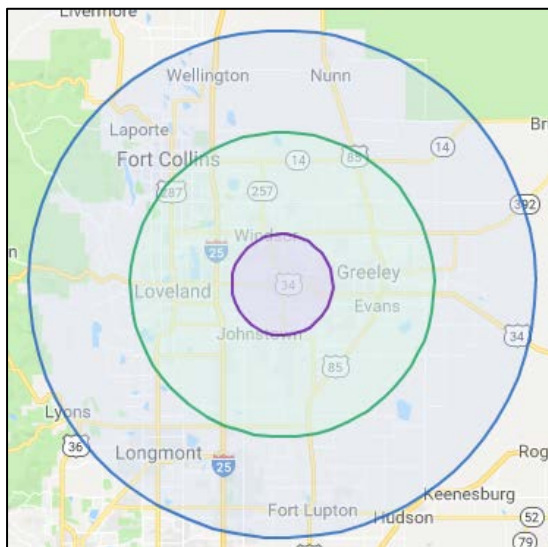
SOUTH WELD LABOR SHED

5-15-25 Mile Radius from I-25 & Hwy 52

| | 5 Miles | | 15 Miles | | 25 Miles | |
|-----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | 2018 Estimate | 2023 Estimate | 2018 Estimate | 2023 Estimate | 2018 Estimate | 2023 Estimate |
| Total Population | 35,207 | 43,183 | 646,434 | 712,680 | 1,801,946 | 1,975,133 |
| Population 18+ | 25,349 | 31,437 | 483,533 | 537,361 | 1,382,093 | 1,520,852 |
| Edu. Attain. 25+ Bachelor's | 25.4% | — | 26.1% | — | 24.9% | — |

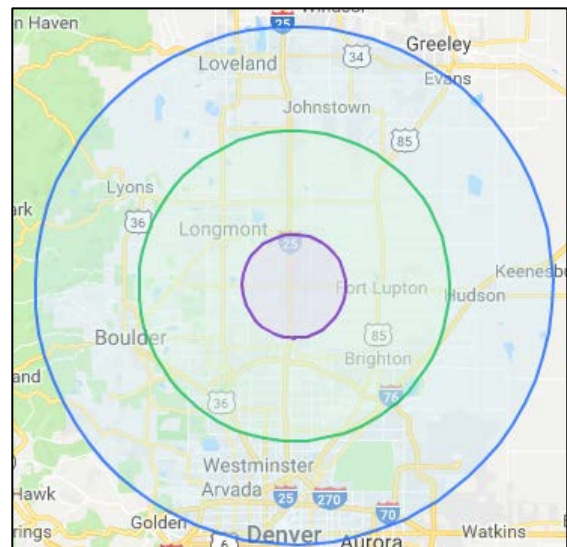
Source: ESRI, 2018 Estimates

NORTH WELD Labor Shed



Source: Mapdevelopers.com

SOUTH WELD Labor Shed



2017 Employment by Industry Sector with Average Annual Wage

| | Establishments | Jobs | % Distribution | Average Annual Wage |
|--|----------------|---------|----------------|---------------------|
| Total All Industries | 7,305 | 105,229 | 100.00% | \$48,956 |
| Agriculture, Forestry, Fishing & Hunting | 233 | 4,059 | 3.86% | \$41,161 |
| Mining | 239 | 6,812 | 6.47% | \$86,626 |
| Utilities | 27 | 366 | 0.35% | \$95,037 |
| Construction | 968 | 10,416 | 9.90% | \$59,079 |
| Manufacturing | 319 | 13,298 | 12.64% | \$51,330 |
| Wholesale Trade | 477 | 4,136 | 3.93% | \$69,747 |
| Retail Trade | 663 | 10,222 | 9.71% | \$30,906 |
| Transportation and Warehousing | 377 | 3,479 | 3.31% | \$59,198 |
| Information | 92 | 723 | 0.69% | \$61,333 |
| Finance and Insurance | 353 | 2,897 | 2.75% | \$63,555 |
| Real Estate and Rental Leasing | 316 | 1,442 | 1.37% | \$48,039 |
| Professional and Technical Services | 781 | 2,680 | 2.55% | \$66,014 |
| Management of Companies and Enterprises | 64 | 1,594 | 1.51% | \$128,669 |
| Administrative and Waste Services | 426 | 5,804 | 5.52% | \$34,769 |
| Education Services | 77 | 590 | 0.56% | \$27,193 |
| Health Care and Social Assistance | 579 | 9,246 | 8.79% | \$47,244 |
| Arts, Entertainment, and Recreation | 75 | 1,087 | 1.03% | \$21,668 |
| Accommodation and Food Services | 452 | 8,151 | 7.75% | \$16,508 |
| Other Services (Excluding Public Administration) | 637 | 2,744 | 2.61% | \$33,355 |
| Public Administration | 153 | 15,483 | 14.71% | \$43,096 |

Source: Colorado Department of Labor and Employment, Labor Market Information, Quarterly Census Employment and Wages
 Note: Distribution based on rounded employment by industry estimates

2018 Employment and Average Wage by Occupation (Highlights: Top Location Quotients in the County)

| Description | 2018 Jobs | Avg. Hourly Earnings | Location Quotient |
|--|-----------|----------------------|-------------------|
| Architecture and Engineering Occupations | 1,394 | \$40.97 | 0.88 |
| Arts, Design, Entertainment, Sports, and Media Occupations | 1,435 | \$19.52 | 0.75 |
| Building and Grounds Cleaning and Maintenance Occupations | 3,601 | \$12.90 | 0.98 |
| Business and Financial Operations Occupations | 3,859 | \$33.73 | 0.76 |
| Community and Social Service Occupations | 1,524 | \$23.89 | 0.97 |
| Computer and Mathematical Occupations | 1,251 | \$32.40 | 0.44 |
| Construction and Extraction Occupations | 11,188 | \$21.38 | 2.43 |
| Education, Training, and Library Occupations | 6,508 | \$23.80 | 1.04 |
| Farming, Fishing, and Forestry Occupations | 2,997 | \$13.13 | 3.82 |
| Food Preparation and Serving Related Occupations | 7,390 | \$11.40 | 0.87 |
| Healthcare Practitioners and Technical Occupations | 3,593 | \$36.86 | 0.64 |
| Healthcare Support Occupations | 1,898 | \$15.14 | 0.63 |
| Installation, Maintenance, and Repair Occupations | 4,715 | \$23.38 | 1.22 |
| Legal Occupations | 457 | \$37.14 | 0.50 |
| Life, Physical, and Social Science Occupations | 591 | \$30.75 | 0.70 |
| Management Occupations | 6,391 | \$41.37 | 0.96 |
| Office and Administrative Support Occupations | 13,485 | \$17.34 | 0.83 |
| Personal Care and Service Occupations | 2,875 | \$12.72 | 0.67 |
| Production Occupations | 9,788 | \$18.68 | 1.51 |
| Protective Service Occupations | 1,881 | \$24.52 | 0.79 |
| Sales and Related Occupations | 10,197 | \$20.77 | 0.94 |
| Transportation and Material Moving Occupations | 7,868 | \$20.42 | 1.14 |
| Unclassified Occupation | 292 | \$16.53 | 0.55 |
| TOTAL | 123,566 | \$21.83 | 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 | 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 (Formerly TeleTech) | Financial Services Support Center | Greeley | 620 |
| 7 | Aurora Organic Dairy | Dairy Product Production | Platteville/Gill | 550 |
| 8 | Anadarko Petroleum | Oil/Gas Development | Platteville | 520 |
| 9 | Noble Energy | Oil/Gas Development | Greeley/Weld | 500 |
| 10 | Leprino Foods | Cheese & Dairy Foods Manufacturing | Greeley | 450 |
| Largest Non-Retail Employers (2017 - FTE) | | | | |
| 1 | Greeley/Evans School District 6 | Public School District | Greeley/Evans | 2,200 |
| 2 | University of Northern Colorado | Public Four-Year University | Greeley/Weld | 1,900 |
| 3 | Weld County | Government | Greeley | 1,615 |
| 4 | City of Greeley | Government | Greeley | 900 |
| 5 | Aims Community College | Public Community College | Weld County | 805 |

Source: Development Research Partners, May 2018; Colorado Demography Office, Upstate Colorado Economic Development – 12/2018

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 | 2017-18 | 56,287 | 910,280 |
| Number of Schools | 2017-18 | 81 | 1,902 |
| Classroom Teacher FTE | 2016-17 | 2,622 | 51,827 |
| Pupil/Teacher Ratio | 2016-17 | 17.4 | 17.5 |
| Dropout Rate (High School) | 2016-17 | 1.6% | 2.3% |
| Completer Rate | 2016-17 | 82.1% | 80.8% |
| Graduation Rate | 2016-17 | 84.2% | 79.0% |
| Colorado SAT Composite Score | 2018 | 977 | 1,014 |

Source: Colorado Department of Education
Note: Includes Weld Schools in RE1J District

Weld Public School Districts Enrollment

| | |
|-----------------------------|--------|
| Gilcrest/Platteville RE-1 | 1,938 |
| St. Vrain Valley RE-1J | 12,541 |
| Eaton RE-2 | 1,913 |
| Keenesburg RE-3J | 2,475 |
| Windsor RE-4 | 6,300 |
| Johnstown/Milliken RE5J | 3,891 |
| Greeley/Evans RE-6 | 22,325 |
| Platte Valley (Kersey) RE-7 | 1,095 |
| Fort Lupton RE-8 | 2,428 |
| Ault-Highland RE-9 | 912 |
| Briggsdale RE-10 | 176 |
| Prairie RE-11 | 205 |
| Pawnee RE-12 | 88 |

Source: Colorado Department of Education

2017/18 Total Enrollment / 56,287

HIGHER EDUCATION



UNIVERSITY OF NORTHERN COLORADO (UNC)

Fall 2017 Enrollment – 12,968

Fall 2018 Enrollment – 12,862

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

2017 Enrollment – 7,966

2018 Enrollment – 8,436

With two Weld campus locations, Aims offers 200 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.

| Public Higher Education Facilities in N. Colorado & Metro Denver | |
|--|----------------------|
| Four Year Public Colleges/Universities | Fall 2018 Enrollment |
| Colorado School of Mines–Golden | 4,908 |
| Colorado State University–Fort Collins | 33,877 |
| Metropolitan State University–Denver | 19,544 |
| University of Colorado–Boulder | 34,510 |
| University of Colorado–Denver | 19,401 |
| University of Northern Colorado–Greeley | 12,862 |

Source: Individual Schools

| 2017 Weld/Larimer Top Education Program Completions | |
|---|--------|
| Program | Number |
| Business, Management, Marketing & Related | 1,465 |
| Health Professions | 1,415 |
| Biology/Biological Science | 898 |
| Education | 794 |
| Engineering | 757 |
| Social Sciences | 667 |
| Parks, Recreation and Fitness Studies | 254 |
| Journalism | 522 |
| Psychology | 484 |
| Visual and Performing Arts | 451 |

Source: Economic Modeling Specialists, Inc

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.

| Q3 2018 Weld County Commercial Real Estate Market Conditions | | | | |
|--|-----------------------------|---------------------------|----------------------|---------------------------------|
| Type | Existing Space ¹ | Vacant Space ¹ | Overall Vacancy Rate | Average Lease Rate ² |
| Office | 5.6 | 0.2 | 2.9% | \$21.13 |
| Industrial | 21.5 | 0.5 | 2.4% | \$10.96 |
| Flex | 2.5 | 0.1 | 4.8% | \$9.06 |
| Retail | 11.5 | 0.4 | 3.4% | \$12.25 |

Source: 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 | 29.0% |
| Residential Property Tax | 7.20% |
| 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%-4.11%. 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 100.0**. 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.

Colorado = 110.7 / WELD = 104.1

| | | | |
|---------------------|-----------------------|------------------------|-------------------------|
| Adams 103.0 | Arapahoe 110.6 | Boulder 115.3 | Broomfield 123.5 |
| Denver 113.7 | Douglas 115.6 | Jefferson 112.2 | Larimer 106.8 |

Source: Economic Modeling Specialists, Inc. (Q4 2018)

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)

South Weld

(Dacono, Erie, Firestone, Fort Lupton, Frederick, Hudson, Keenesburg, Platteville)

East/North Weld

(Grover, New Raymer, Nunn)

| Year | # Sold | Median Price |
|------|--------|--------------|
| 2018 | 4,326 | \$335,000 |
| 2017 | 3,135 | \$396,700 |
| 2016 | 1,233 | \$368,000 |

Source: Sears Real Estate

| Year | # Sold | Median Price |
|------|--------|--------------|
| 2018 | 1,285 | \$420,000 |
| 2017 | 1,289 | \$307,225 |
| 2016 | 3,451 | \$277,814 |

Source: Sears Real Estate

| Year | # Sold | Median Price |
|------|--------|--------------|
| 2018 | 29 | \$300,000 |
| 2017 | 24 | \$292,000 |
| 2016 | 28 | \$257,219 |

Source: Sears 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

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UPSTATE COLORADO
ECONOMIC DEVELOPMENT

Supporting Job Opportunities in Greeley & Weld County Communities