



WELD COUNTY

# 2024 FINAL BUDGET

STATE OF  
COLORADO



**COUNTY OF WELD**

**2024**

**PROPOSED  
BUDGET MESSAGE**

**PRESENTED TO:**

**WELD COUNTY BOARD OF COMMISSIONERS**

**Mike Freeman, Chair**

**Perry Buck, Pro-Tem**

**Scott James, Commissioner**

**Kevin Ross, Commissioner**

**Lori Saine, Commissioner**

**BY THE FINANCE DEPARTMENT**

**December 2023**



## TABLE OF CONTENTS

	<b>PAGE</b>
DISTINGUISHED BUDGET PRESENTATION AWARD.....	1
BUDGET MESSAGE .....	3
ABOUT WELD COUNTY, COLORADO .....	9
STRATEGIC PLAN.....	13
POINTS OF ISSUE AND POLICY MATTERS:	
2024 BUDGET STRATEGY .....	25
2024 BUDGET CALENDAR.....	27
Explanation of Overview of Budget and Management System .....	28
Overview of Budget and Management System .....	29
Hierarchy of Budget Information.....	30
Significant Budget and Accounting Policies .....	31
Explanation of Individual Funds .....	34
Budget Policies .....	36
Long Term Financial Planning Policies .....	37
Capital Improvement Policy .....	39
Investment Policy .....	41
Fund Balance and Reserve Policy .....	42
Policy Directions.....	43
2024 Guidelines .....	45
2024 Special Budget Instructions.....	47
Revenue Policies and Assumptions.....	49
Specific Revenue Assumptions of Significant Revenue .....	50
Major Revenue Historical Trends and Analysis .....	52
Five Year Projections of Revenues and Expenditures.....	55
Department/Fund Matrix and Organizational Responsibility for Budget Units .....	59
Policy Matters/Points of Issue with Fiscal Impact.....	62
2024 Salary and Benefit Recommendations.....	66
2024 Other Benefits .....	68
Position Authorization Changes Due to 2024 Budget .....	69
SUMMARY OF FUNDS:	
Graph - - All Funds Revenue .....	73
Graph - - All Funds Expenditures .....	74
Graph - - Mill Levy.....	75
2024 Summary of Fund Balances.....	76
2024 Summary of Major Revenues and Expenditures.....	78
2023 Estimated Summary of Major Revenues and Expenditures.....	80
2022 Actual Summary of Major Revenues and Expenditures.....	82
Governmental Funds - 2022 - 2024	
Summary of Estimated Financial Sources and Uses .....	84
2023 Assessed Values to be Used for 2024 Budget.....	86
Net Program Cost .....	87
Seven Year Trend Data:	
Beginning Fund Balance .....	89
County Expenditures .....	90
Weld County - Organizational Chart .....	91
Summary of County Funded Positions.....	92

**GENERAL FUND:**

Graph -- General Fund Revenues .....	95
Graph -- General Fund Expenditures .....	96
Seven Year Trend Data	
General Government.....	97
Public Safety .....	98
Health and Welfare.....	99
General Fund Summary Narrative .....	100
Summary of Revenue .....	101
Summary of Expenditures .....	103
Office of the Board .....	105
Public Information .....	107
County Attorney .....	109
Public Trustee .....	111
Clerk to the Board .....	113
Clerk and Recorder:	
Recording/Administration .....	116
Elections.....	118
Motor Vehicle .....	120
Treasurer .....	122
Assessor .....	124
County Council.....	127
District Attorney:	
Seven Year Trend Data .....	128
Budget Unit Summary .....	129
Juvenile Diversion .....	130
Victim/Witness Assistance .....	131
Finance and Administration.....	133
Accounting .....	135
Homeland Security Grant.....	137
Purchasing .....	138
Human Resources .....	140
Wellness Program.....	142
Planning and Zoning .....	144
Community Development Block Grant.....	147
Facilities .....	149
Weld Plaza Building .....	151
Information Technology.....	152
Geographical Information System.....	157
Printing and Supplies .....	159
Sheriff's Office:	
Seven Year Trend Data.....	161
Budget Unit Summary - All Departments.....	162
Sheriff's Administration Patrol .....	169
Sheriff's Booking Unit .....	171
Sheriff's Professional Standards .....	173
Sheriff's Civil Unit .....	175
Sheriff's Support Services .....	177
Sheriff's Records Unit.....	179
Sheriff's Evidence Unit .....	181

	<b>PAGE</b>
GENERAL FUND (CONTINUED):	
Sheriff's Office (continued):	
Sheriff's Patrol .....	183
Sheriff's Investigations Unit .....	185
Municipal Contract Enforcement .....	187
School Resource Officers Unit .....	189
Sheriff's Office Ordinance Enforcement .....	191
Regional Forensic Laboratory .....	193
Victim Advocate Services .....	195
Multi-Jurisdictional Drug Task Force .....	197
Inmate Services .....	199
Security Unit .....	200
Courts and Transportation Unit .....	203
Communications - County Wide .....	204
Public Safety Information System .....	206
Public Safety Wireless Communication .....	208
Coroner .....	210
Pretrial Services .....	212
Work Release .....	214
Adult Diversion Services .....	216
Community Corrections .....	217
Building Inspection .....	219
Oil and Gas Energy .....	221
Noxious Weeds .....	223
Office of Emergency Management .....	225
General Engineering .....	228
Parks and Trails .....	230
Senior Programs .....	231
Waste Water Management .....	232
Developmentally Disabled .....	233
Mental Health .....	234
Child Advocacy Center .....	235
Transfers:	
Retirement .....	236
Human Services .....	237
Health Department .....	238
Motor Pool .....	239
Economic Development .....	240
Building Rents .....	241
Non-Departmental .....	243
Community Agency Grants .....	244
Bright Futures .....	246
Extension Service .....	248
County Fair .....	250
Veterans Services .....	252
Island Grove Building .....	254
Asset and Resource Management .....	255
Contingency (Salary) .....	256

	<b>PAGE</b>
<b>PUBLIC WORKS FUND:</b>	
Graph -- Public Works Revenues.....	257
Graph -- Public Works Expenditures.....	258
Graph -- Seven Year Trend Data.....	259
Public Works Fund Summary Narrative.....	260
Concerning Local Accountability for Money Used for Highway Purposes.....	261
Construction Bidding for State-Funded Local Projects.....	262
Summary of Revenue.....	263
Summary of Expenditures.....	264
Summary – All Departments.....	265
Administration.....	266
Trucking.....	268
Gravel Road Management.....	270
Bridge Construction.....	272
Maintenance Support.....	274
Other Public Works.....	276
Mining.....	278
Pavement Management.....	280
Grants-in-Aid to Cities and Towns.....	282
Non-Departmental Revenue.....	283
Contingency (Salary).....	284
<b>SOCIAL SERVICES FUND:</b>	
Graph -- Social Services Revenues.....	285
Graph -- Social Services Expenditures.....	286
Graph -- Seven Year Trend Data.....	287
Social Services Fund Summary Narrative.....	288
Estimated Revenue.....	289
Mandated Programs.....	290
Summary of Revenue.....	291
Summary of Expenditures.....	292
Summary – All Departments.....	293
County Administration.....	294
Non-Program Revenue.....	296
Other Programs.....	297
Child Support Administration.....	299
Temporary Assistance to Needy Families.....	301
Aid to Needy Disabled.....	303
Child Care.....	305
Old Age Pension.....	307
Child Welfare and Administration.....	309
Core Services.....	311
Adult Protective Services.....	313
LEAP Program and Administration.....	315
General Assistance.....	316



	<b>PAGE</b>
<b>PUBLIC HEALTH AND ENVIRONMENT FUND:</b>	
Graph -- Health Fund Revenues .....	319
Graph -- Health Fund Expenditures .....	320
Graph -- Seven Year Trend Data .....	321
Public Health and Environment Fund Summary Narrative .....	322
Summary of Revenue .....	324
Summary of Expenditures .....	326
Budget Unit Summary - All Departments .....	327
Administration .....	331
Non-Program Revenue .....	333
Health Communication .....	334
Community Health Services .....	336
Environmental Health Services .....	338
Public Health Preparedness .....	340
Public Clinic Health Services .....	342
<b>HUMAN SERVICES FUND:</b>	
Graph -- Seven Year Trend Data .....	345
Human Services Fund Summary Narrative .....	346
Summary of Revenue .....	347
Summary of Expenditures .....	348
Summary -- All Departments .....	349
Job Service (Wagner/Peyser) .....	350
Summer Job Hunt .....	352
Workforce Investment Act - Adult Program .....	353
Workforce Investment Act - Youth Program .....	355
10% Incentive Grant (CIMS) .....	357
Workforce Investment Act - Dislocated Worker Program .....	358
Educational Lab .....	360
AmeriCorps Program .....	361
AAA Administration .....	362
AAA Support Services .....	363
AAA Congregate Meal .....	365
AAA Home Delivered Meals .....	366
AAA Health Services .....	367
AAA Colorado Health Foundation .....	368
AAA Elder Abuse Grant .....	369
AAA Special Ombudsman .....	370
AAA Single Entry Point .....	371
AAA Case Management Agency (CMA) .....	373
AAA (CCT) .....	374
AAA (State Funds) .....	375
Part E Family Caregiver Support .....	376
Community Services Block Grant .....	377
<b>SPECIAL REVENUE FUNDS:</b>	
Narrative Summary of Special Revenue Funds .....	379
Conservation Trust Fund:	
Summary of Revenue .....	380
Summary of Expenditures .....	381
Budget Unit Summary .....	382

	<b>PAGE</b>
<b>SPECIAL REVENUE FUNDS (continued):</b>	
Contingency Fund:	
Summary of Revenue.....	385
Summary of Expenditures .....	386
Budget Unit Summary .....	387
Emergency Reserve Fund:	
Summary of Revenue.....	388
Summary of Expenditures .....	389
Budget Unit Summary .....	390
Solid Waste Fund:	
Summary of Revenue.....	391
Summary of Expenditures .....	392
Budget Unit Request Summary - Code Enforcement.....	393
Budget Unit Fund Summary .....	394
Weld County Trust Fund:	
Summary of Revenue.....	396
Summary of Expenditures .....	397
Budget Unit Request Summary .....	398
<b>CAPITAL FUNDS:</b>	
Graph - - Seven Year Trend.....	399
Capital Expenditures Fund Summary Narrative .....	400
Summary of Revenue.....	401
Summary of Expenditures .....	402
Budget Unit Summary .....	403
Communications Development Systems Capital Fund	
Summary of Revenue.....	404
Summary of Expenditures .....	405
Budget Unit Summary .....	406
Public Safety Communications Infrastructure Capital Plan .....	407
Long Range Capital Projects Five-Year Plan.....	408
Resource Capacity.....	412
2024 Budgetary Impact.....	414
Facilities 2024 -2028 Special Projects .....	417
Financing Alternatives.....	423

**PROPRIETARY FUNDS:**

Narrative Summary of Funds .....	433
Enterprise – Northern Colorado Regional Forensic Laboratory Fund	
Summary of Revenue .....	434
Summary of Expenditures .....	435
Budget Unit Summary .....	436
IGS – Fleet Services Fund	
Summary of Revenue .....	437
Summary of Expenditures .....	438
Budget Unit Summary – Fleet Services Administration .....	439
Budget Unit Summary – Fleet Services Equipment .....	441
Increases in Fleet .....	442
Public Works Replacements and Increases in Fleet .....	443
IGS - Health Insurance Fund:	
Summary of Revenue .....	445
Summary of Expenditures .....	446
Budget Unit Summary .....	447
IGS - Insurance Fund:	
Summary of Revenue .....	449
Summary of Expenditures .....	450
Budget Unit Summary .....	451
IGS - Telecom Services Fund:	
Summary of Revenue .....	453
Summary of Expenditures .....	454
Budget Unit Summary .....	455
Weld County Finance Authority:	
Budget Unit Summary .....	457
GLOSSARY .....	459
ACRONYMS .....	471
ECONOMIC UPDATE AND SUPPLEMENTAL INFORMATION .....	475





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Weld County  
Colorado**

For the Fiscal Year Beginning

**January 01, 2023**

*Christopher P. Morill*

Executive Director





**DEPARTMENT OF FINANCE AND ADMINISTRATION**

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1150 O STREET

P.O. BOX 758

GREELEY, COLORADO 80632

December 20, 2023

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

Board Members:

As we begin 2024, the County is in excellent financial condition with no debt, no sales tax, one of the lowest mill levies among all Colorado counties, a cash reserve, and a fully funded pension plan.

The Weld County 2024 Proposed Budget for operations and capital outlay totals expenditures of \$491,273,900. The budget has been prepared in accordance with the directives developed during the existing budget process. The budget is funded with revenue estimates of \$529,304,533 and anticipated fund balances of \$597,910,160. This includes the maximum allowed property tax under the Weld County Home Rule Charter of \$289,043,174, which is under Amendment One (TABOR) limits.

***2024 BUDGET HIGHLIGHTS AND GROWTH OPPORTUNITIES***

- Between midyear 2023 and approved 2024 requests, Weld County will add approximately 83 new FTE positions to meet growing demands. This includes the new Case Management Agency grant in the Social Services, Area Agency on Aging (AAA) program that estimates a need for 48 new employees, and a net decrease of 15 Sheriff's Office deputies.
- Increase facilities needed for the influx of new programs and positions.
- Continue the second year of implementation process for an Enterprise Resource Planning (ERP) system.
- Continue efforts to control health care costs for county employees/dependents. A 26% rate increase for the county and 5% for employees in 2024 will be needed to ensure adequate funding.
- Increase liability insurance funding as insurance costs are increasing dramatically from 2023 to 2024.
- Comply with new legislation making immediate changes to property tax rates because of SB23-303 and legislation changes after the defeat of Proposition HH in November 2023.

- The 2024-2028 Capital Plan for Facilities is estimated to need over \$151 million for projects and maintenance improvements. Results of the Facilities Master Plan will potentially increase this amount.
- Fund the Public Works 2024-2028 Capital Improvement Plan.
- Maintain a fully-funded pension plan with an earning rate assumption of 5.9%.
- New Sheriff's Office shooting range and training facility will likely open.
- Add bilingual pay differentials and employee appreciation programs.
- Conduct a comprehensive review of the compensation plan for fairness, equity and competitiveness of job markets.
- Continue incentives for expanding industry and commercial development in Weld County.

## **2024 FINANCIAL PLAN**

### **ECONOMIC CONDITIONS AND OUTLOOK**

The United States economy has been teetering on the verge of recession for most of 2023. Inflation in 2022 and into 2023 was at the highest rates it had been in forty years. It is finally beginning to slow, peaking in 2022 at 9.1%, starting 2023 at 6.4%, and expected to fall to around 2.5% by the end of 2024, according to Kiplinger. These inflationary pressures have a direct impact on the budget process and are seen throughout the budget expenditures requested. According to experts, the supply chain shortages that have plagued industries for the past three years has officially ended, but our departments still see long wait times on products and equipment, slowing progress and eliminating efficiencies that have been the standard for the past many years. Capital project contingencies used to be budgeted at ten percent or less. Now, materials for construction of facilities and road and bridge projects are seeing an average of a thirty percent increase from when budgeted the previous year, and even with those increases, offering a competitive advantage to meet our departments' requests within a one-year timeframe.

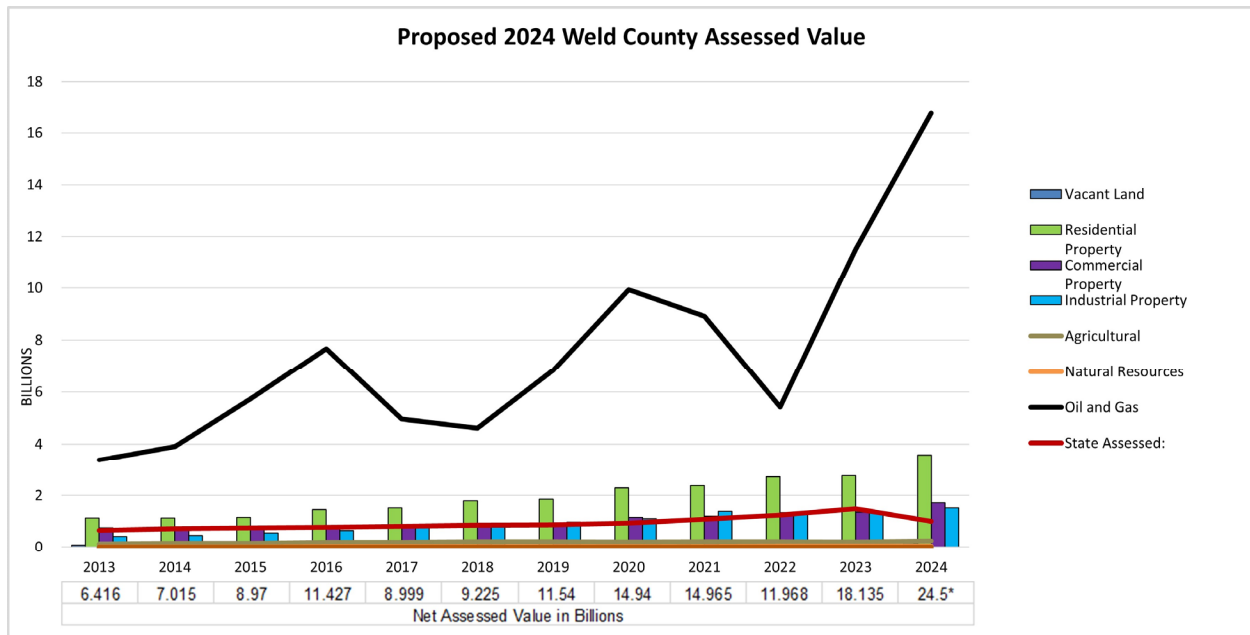
The result of those delays in resources has slowed some areas of Weld County's productivity and impacted some projects. Some projects are taking longer to complete, and the money budgeted for those projects sits unspent. Vendors and some County departments struggle to fill positions with qualified workers and then must wait for the supplies, materials, and equipment needed to complete these projects to arrive. This has led to some fund balances increasing over the past few years. Departments continue to add to their workloads, which will lead to the funds being spent quickly over the next five years. Weld County has always anticipated fluctuations in revenues, with a significant majority of property tax income being from a continual shifting oil and gas industry. With political pressures coming down from Federal and State legislation to expand energy solutions away from oil and gas, Weld County must have reserves in place to maintain required levels of service and meet citizen's needs.

However, with inflation being high over the past year, Weld County is also in a position of seeing a 34% increase in assessed value between 2022 and 2023. This results in a unique situation of Weld County exceeding the Home Rule Charter limit for property tax to be able to be collected in



2024. To maintain compliance with the Weld County Charter, Weld County will only be levying and budgeting \$289,043,174 in property tax. In order to levy and budget this amount, Weld County will need an additional, temporary mill credit for 2023 taxes collected in 2024. Revenue received from taxing districts known as Urban Renewal Authorities will be reduced by \$515,000 because of the additional mill credit given. Weld County has returned over \$1 billion dollars to the community by keeping the previous 7.0 mills temporary tax credit in place for the past six years, and lesser credits over the past 20 years.

In 2024, assessed values specific to Oil and Gas are anticipated to drop by approximately 22%. From the graph below, Oil and Gas values make up approximately 65% of Weld County’s total property tax income. The graph shows the significant fluctuations over the years in assessed values and shows how imperative it is to have reserves in place as revenues fluctuate.

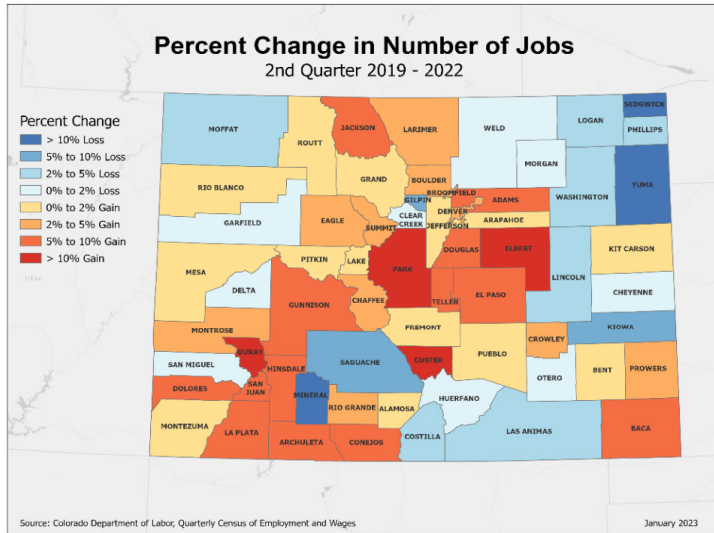


## 2024 BUDGET PLAN FOR THE FUTURE

In developing the goals for the 2024 Budget, the highest priority in Finance is to ensure long-term financial stability. The main goal of the budget process is to continue to provide critical resources needed to meet Strategic Priority #1: Ensure Healthy, Safe and Livable Communities. Part of that structure is to evaluate the department budget requests provided and, if the information provided as justification for increasing services or staff is not sufficient, to remove the request from recommendation so unnecessary services are not funded indefinitely. Finance and Administration works together with the Board to provide a comprehensive plan and meet the county’s mission statement: *To provide responsive, innovative, and cost-effective services*. The most important resource the county has is the employees that provide services to the public. Investing in that resource is a crucial way to make the county as effective as possible.

Weld County has also not been immune to the recent “silver tsunami” and “the great resignation”. With Weld County being the fifth largest employer in the county, and the State Demographer indicating that the labor force will continue to slow, Weld County needs to be innovative in attracting and retaining talent. Weld County is finding ways to keep the fundamentals that keep the county fiscally responsible, while balancing the ever-changing needs for staffing and being a

competitive and attractive employer. This was addressed in the strategic plan for 2023-2028 which is included in the following pages for reference. Strategic Priority #4, Be an Employer of Choice, will be one of the County's focuses in 2024 and years to come.



- Through December 2022
- 127% recovered total jobs
  - Arts, Entertainment, Rec. - 104% recovered
  - 2 industries not recovered
    - Government
    - Mining

42 Counties Fully Recovered  
Source: Total Estimated Job Series - SDO



Economic experts believe that growth in Colorado will continue but is slowing. As one of the fastest growing counties in Colorado for the past decade, the slowing of growth will allow for county services to catch up to the population but can also mean limited resources in the future. This increase in service is directly tied to staffing and space to provide those services, which leads to increased base operational costs that future revenues may or may not be able to support. This fine line must be balanced to ensure resources are available for the needed services.

In 2024, Weld County will continue into Phase Two of the Workday Enterprise Resource Project (or ERP) implementation. This will transition Human Resources and Payroll from PeopleSoft to Workday, and Finance and Accounting from Banner to Workday. One of the 2024 budget goals is to promote innovation and technology assistance, improving efficiency and effectiveness in all departments. This ties to Strategic Priority #5: Provide Excellent, Cost-Effective Service Delivery. For the past eight years, Weld County has maintained a technology and innovation fund that is managed through the IT Department. Leadership continues to look at ways to improve customer interactions, review staffing models, and increase efficiencies through innovation and technology.

In summary, despite the uncertain and pressing challenges, the Board, other elected officials, and managers must continue to provide strong financial and strategic leadership. This enables Weld County to provide critical health, social, public safety, and general government services to support a diverse and growing population. With the county's elected officials, leadership team, and the entire county workforce, we will ensure that whatever the future may hold, we keep serving the needs of our residents countywide. The 2024 budget will recommend measures to strengthen our current financial stability and bolster our ability to weather what the future will bring. Weld County

leadership will bring forward a budget that demonstrates Weld County’s continued creativity, resilience, and commitment to residents, but also a budget shaped by historical decisions and future strategies to continue Weld County’s fiscal stewardship.

### **GENERAL GOVERNMENT OVERVIEW**

The following is a summary of major changes in revenue and expenditures between 2023 and 2024.

#### **Revenue**

Revenues for general government functions are summarized below and total \$529,304,533 in 2024, an increase of 5.31% over 2023. The largest revenue increases are related to Property Taxes, Intergovernmental Revenues such as grants and pass-through funds, and Internal Services, or business type expenses, such as Fleet Services and Health Insurance. The amount of revenue from the various sources and the changes compared to 2023 are shown in the following tabulation:

<b>Revenue Sources</b>	<b>2023 Amount</b>	<b>2023 Percent of Total</b>	<b>2024 Amount</b>	<b>2024 Percent of Total</b>	<b>Increase - Decrease from 2023</b>
Property Taxes	\$ 272,470,563	54.3%	\$ 289,043,174	54.6%	\$ 16,572,611
Other Taxes	19,060,000	3.8%	16,115,000	3.1%	(2,945,000)
Licenses and Permits	5,610,550	1.1%	5,513,750	1.0%	(96,800)
Intergovernmental Revenues	82,401,677	16.4%	87,038,715	16.4%	4,637,038
Charges for Services	14,633,248	2.9%	14,821,103	2.8%	187,855
Miscellaneous Revenue	45,855,856	9.1%	43,713,630	8.3%	(2,142,226)
Fee Accounts	20,182,750	4.0%	20,884,000	3.9%	701,250
Internal Service Charges	<u>42,388,112</u>	<u>8.4%</u>	<u>52,175,161</u>	<u>9.9%</u>	<u>9,787,049</u>
<b>TOTAL</b>	<b><u>\$502,602,756</u></b>	<b><u>100.0%</u></b>	<b><u>\$529,304,533</u></b>	<b><u>100.0%</u></b>	<b><u>\$ 26,701,777</u></b>

#### **Expenditures**

Expenditures by function for the different categories of spending such as General Government, Public Safety, Public Works, Social Services, Capital Expenditures, and other services total \$491,273,990 for 2024, which is an increase of 11.37% over 2023. The major increases are in Capital Expenditures, General Government, Internal Services, and Public Safety. The amounts by function and the changes from 2023 are as follows:

<b>Expenditure Sources</b>	<b>2023 Amount</b>	<b>2023 Percent of Total</b>	<b>2024 Amount</b>	<b>2024 Percent of Total</b>	<b>Increase - Decrease from 2023</b>
General Government	\$ 61,073,550	13.85%	\$ 70,724,085	14.40%	\$ 9,650,535
Social Services	46,313,517	10.50%	50,412,219	10.26%	4,098,702
Road and Bridge	81,182,490	18.41%	77,115,128	15.70%	(4,067,362)
Public Safety	97,495,240	22.10%	108,323,947	22.05%	10,828,707
Human Services	11,244,025	2.55%	11,981,525	2.44%	737,500
Health	15,610,315	3.54%	14,128,147	2.88%	(1,482,168)
Capital	36,267,602	8.22%	42,916,232	8.74%	6,648,630
Public Works	21,940,443	4.97%	27,990,926	5.70%	6,050,483
Contingency	10,000,000	2.27%	10,000,000	2.03%	0
Miscellaneous	7,096,876	1.61%	8,861,190	1.80%	1,764,314
Culture and Recreation	1,189,511	0.27%	1,222,417	0.25%	32,906
Auxiliary	3,543,407	0.80%	3,266,260	0.66%	(277,147)
Internal Services	<u>48,126,907</u>	<u>10.91%</u>	<u>64,331,824</u>	<u>13.09%</u>	<u>16,204,917</u>
<b>TOTAL</b>	<b><u>\$ 441,083,883</u></b>	<b><u>100.0%</u></b>	<b><u>\$ 491,273,900</u></b>	<b><u>100.0%</u></b>	<b><u>\$ 50,190,017</u></b>

The 2024 Budget contains sufficient resources to provide these requested increasing levels of service. The operational plan supported by the 2024 budget maintains Weld County Government's commitment to excellence and efficiency in carrying out our continued responsibilities to taxpayers. In 2024, the Facilities Master Plan will lead to significant changes as Weld County continues to grow in staffing to meet the population growth and services provided.

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, we would like to thank department heads and elected officials and their staff for their diligent efforts in the preparation of the 2024 budget. Much time and effort went into its development and continues as changes are still to be made.

Copies of all budget documents and audited financial statements are available for the public at 1150 O Street, Greeley, Colorado or at <https://www.weld.gov/Government/Departments/Finance-and-Administration>. More general information about Weld County may be found on Weld County's website <https://www.weld.gov/Home>.

Sincerely,

Ryan Rose, CIO/ Director of Administration  
Cheryl Pattelli, CFO  
Jennifer Oftelie, Budget Manager

# 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 over 350,000 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

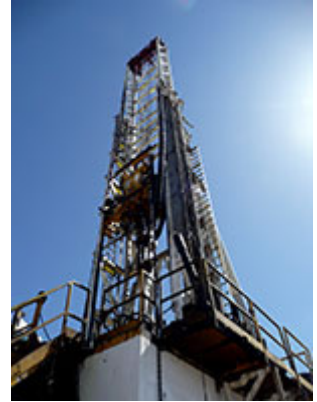


Weld County leads the state in the production of sugar beets, grains, beef and cattle. The county is also a leader in the production of dry beans, potatoes, poultry and eggs, milk and other dairy products. In fact, agriculture is so important in the county that the Weld County Code includes a specific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

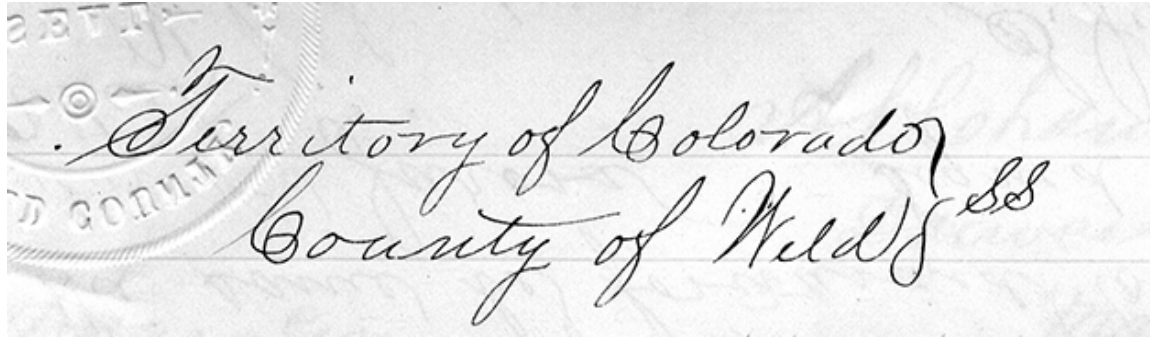
To make certain Weld County maintains its quality of life, a Comprehensive Plan has been developed and implemented. The plan, simply stated, puts the right things in the right places. The result is that Weld County provides an ideal location for corporations, industry and business.

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 Taxpayers:**

- Kerr-McGee Oil & Gas Onshore LP
  - Petroleum Development Corp. (PDC Energy Inc)
  - Noble Energy
  - Extraction Oil & Gas LLC
  - Crestone Peak Resources LP
-

## 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.

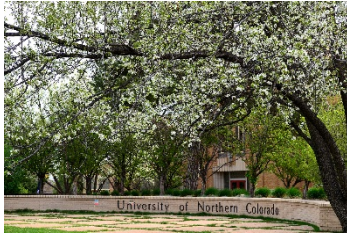
A large segment of the Weld County region was settled by people of German descent who migrated from Russia in the early 1900s. Originally they came as railroad workers, but many soon worked in the productive beet fields and eventually became prosperous land owners. Weld

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 in Fort Lupton and another in Johnstown in 1926.

## **Education**

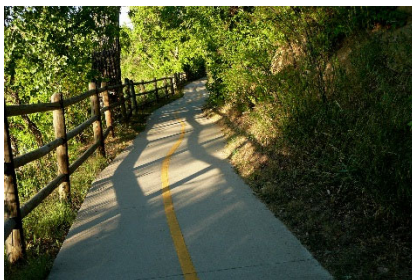
Education has always been an important part of life in Weld County where 12 school districts offer educational opportunities, all of which have earned a reputation for quality.



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 makes it an ideal 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>.



1861

# WELD

COUNTY



STRATEGIC PLAN • 2023-2028



Mission & Vision Statement	4
Guiding Principles	5
Strategic Priorities	
Ensure Healthy, Safe, and Livable Communities	6
Balance Growth and Development	8
Plan for Resilient Infrastructure, Facilities, and Resources	10
Be an Employer of Choice	12
Provide Excellent, Cost-Effective Service Delivery	14
Enhance Accessible Communication, Outreach, and Awareness	16
Appendix	18

The Weld County Board of County Commissioners has developed this five-year strategic plan in collaboration with staff to guide the county into the future.



# GUIDING PRINCIPLES

# MISSION • VISION



## Mission Statement

To provide responsive, innovative, and cost-effective services.

## Vision Statement

Be a model county government that delivers excellent services and enables citizens and communities to pursue prosperity and quality of life in ways that are accessible, inclusive, and forward thinking, while honoring our western heritage and respecting individual liberties.

## Guiding Principles

### Fiscal Stability

Consistent with the fiscally conservative philosophy of Weld County Government, we constantly strive to ensure the best and most efficient use of public funds and resources and be fiscally prepared for unforeseen changes and challenges so the County can serve both current and future generations.

### Community - Focused

We endeavor to provide superior services in everything we do, treating citizens and communities with respect and dignity, creating innovative customer-driven solutions, and providing equal treatment under our codes and charter.

### Collaboration

We actively engage with citizens and communities and form collaborative partnerships to achieve shared goals to address needs to enrich the lives of those who do business and/or reside in Weld County.

### Accountability

We are committed to actions that foster accountability and the public's trust and confidence, seeking input from citizens and communities, including businesses, before making decisions, clearly communicating our intentions, and taking responsibility for all that we do.

### Empowerment

We promote the autonomy and self-sufficiency of all in the Weld County community, encouraging all to advocate their interests in a responsible and self-determined way.

### Excellence

We train and equip our employees for excellence and invest in their professional growth and development, so they can provide the most value to citizens and communities and meet the ever-changing needs of Weld County.



# STRATEGIC PRIORITY 1



## Ensure Healthy, Safe, and Livable Communities

Invest in innovative and collaborative community partnerships that promote self-sufficiency and enable people to improve their quality of life, while providing a continuum of services that preserve, promote, and protect the health, safety, and environment of Weld County.



### Objectives

- A** Formalize a county-wide coalition focused on public health and safety programming to increase outreach and awareness
- B** Enhance partnerships with community organizations to help connect recently released individuals with resources and services.
- C** Expand practices related to community policing to identify and divert crime.
- D** Increase awareness of victims' services and resources within the community to support victims of and witnesses to crimes.
- E** Enhance awareness, use, and exchange of survey data, and other strategies across departments to support effective service provision
- F** Enhance access to health and safety services to best reach all in our community

### Outcome Measures

- Coalition created and formalized by June 30, 2023
- "Key Health Indicators" dashboard is expanded by June 30, 2024
- Increase X% participation in Thriving Weld coalition by December 31, 2024.
- Dashboard/database of events, programs, and community partners developed by December 31, 2023
- Prioritized listing of events or programs targeted for increased outreach/participation presented to the BOCC with recommendations by February 28, 2024.
- Decrease in % recidivism rate by December 31, 2025.
- Increase % diversion rate by December 31, 2026.
- Increase % of individuals connected to victims' services programming by December 31, 2026.
- Updated survey completed (every three years) and results shared across departments and elected offices within 120 days of receiving results
- Cross-departmental workgroup established by December 31, 2022, at least six months prior to the survey distribution in future years, to oversee survey development/dissemination of data and completion of action items from survey.
- Gap Analysis of service provision by departments and elected offices completed by June 30, 2023, and bi-annually thereafter.
- Prioritized recommendations to address identified gaps including program specific measurements of success presented to BOCC by March 31, 2024 and bi-annually thereafter.
- WCDPHE Mobile outreach unit established with collaborating partners (Sunrise Clinic, NCHA, etc.) by December 31, 2024
- Increase X% in shared clinic space county-wide by December 31, 2024.



# STRATEGIC PRIORITY 2



## Balance Growth and Development

Foster a healthy and resilient regional economy through collaboration and partnerships that encourages growth, attracts, and retains businesses and talent, and creates opportunities for prosperity that enhance and support the quality of life in Weld County.



### Objectives

- A** Continue to review County Code and policies to improve customer experience
- B** Sustain and expand programs and services to attract and retain businesses and the workforce
- C** Collaborate with municipalities to develop business and workforce incentive programs
- D** Encourage and consider all potential forms of energy development
- E** Continue to monitor, mitigate, and protect water resources to the best of Weld County's ability

### Outcome Measures

- Customer experience reporting metrics identified by July 31, 2023 (i.e., time to issue permit, time to issue license, etc.) Establish benchmark and determine if improvement equates to increase/decrease, etc.
- Annually report on outcomes from policy to BOCC and public. Report to be posted online at the end of each fiscal year.
- # of small business incentives approved annually
- Status report bi-annually to County leadership on businesses who have received incentives: successes/challenges/barrier/type of services
- Establish baseline number of primary jobs existing in County by sector by June 30, 2023.
- Increase in number of primary jobs created by sector yr/yr and reported annually to BOCC.
- Relevant departments and elected offices provide report on collaboration efforts to BOCC in 4th quarter of each year, with recommendations for new collaborative initiatives.
- Types of energy sources and/or technologies are identified annually by June 30, 2024
- Recommendations for action presented to BOCC annually starting September 30, 2024
- Existing water resources identified by March 31, 2024
- Bi-Annual risk assessment and recommendations for mitigation of risks presented to BOCC starting in FY24.





## Plan for Resilient Infrastructure, Facilities, and Resources

Design, maintain, continuously improve, and protect the county's roads, bridges, buildings, facilities, and resources to ensure safe, efficient access, use, transport, and availability by current and future generations in Weld County.

### Objectives

- A** Maximize resources to leverage infrastructure funding and lifecycle infrastructure costs
- B** Plan for growth to balance capacity of infrastructure
- C** Maintain operational plans to ensure resilient infrastructure
- D** Maximize partnerships and involvement with non-profit and private sectors to solve infrastructure challenges
- E** Use data and technology to develop project budgets, forecasts, and other department work plans

### Outcome Measures

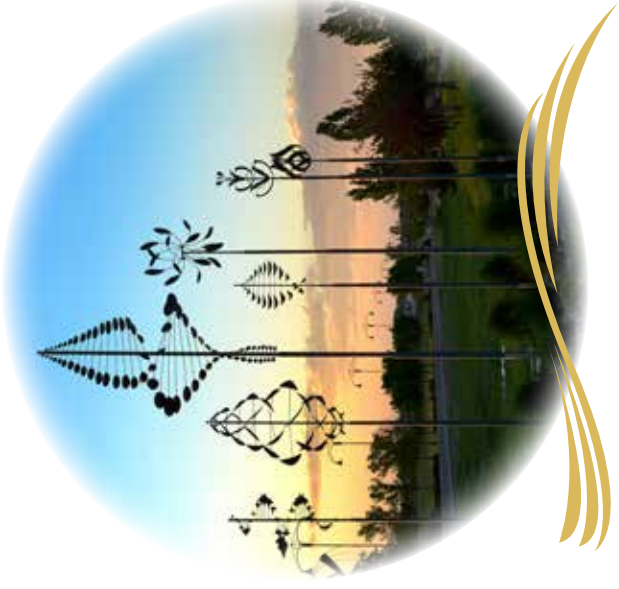
- Complete planned capital projects within budget and on time annually starting in FY23.
- Formal review/report process for capital projects developed and implemented by December 31, 2023
- Increase # of employees trained in grant writing, application process, reporting process, reimbursement process, and annual reporting process by December 1, 2024.
- Grant Training Program developed for all county staff involved in grants process by December 31, 2025.
- 100% infrastructure meets and/or exceeds department specific industry standards, service level agreements, and follows all requirements by December 31, 2025.
- Respond to operational issues within department specified service level agreements or levels of services and provide annual report to leadership regarding levels of service and any barriers experienced over the past year.
- Develop a dashboard to identify and track performance on service level agreements or levels of service by December 31, 2024.
- Comprehensive list of financing options for infrastructure developed by July 1, 2023.
- 10-Year to 20-Year formal Infrastructure Plan is developed and presented to the BOCC by December 31, 2023.
- Inventory of all contracts, agreements, memorandums of understanding, etc. complete by all departments by December 31, 2023
- 90% of all contracts, agreements, memorandums of understanding, etc., are entered and tracked utilizing appropriate system by December 31, 2025
- 100% of leadership and departments have access to available data and technologies needed to make informed decisions by December 31, 2024
- Project Accounting system implemented by December 31, 2024.
- At least 75% of all applicable departments utilize system by June 30, 2025; increase to 90% by June 30, 2027.

## Be an Employer of Choice

Implement flexible, creative and diverse methods of attracting, training, and retaining a workforce that is skilled, dedicated and supporting employees in achieving their goals.

### Objectives

- A** Provide increased opportunities for interaction and communication between employees and leadership to understand employee needs and perspectives.
- B** Create a Weld County Leadership Program to maintain consistent leadership across all departments to increase employee support, skill development, and retention.
- C** Establish consistent application of supervisory roles to provide accountability
- D** Provide training and opportunities that support career advancement and foster new ideas and innovation



## Outcome Measures

- Employee satisfaction/engagement metrics identified and benchmarked by December 31, 2023
- Annual employee survey developed by December 31, 2023 and distributed to employees during annual performance evaluation process starting in 2024.
- DHS internal annual employee survey established by December 31, 2023
- DHS actions plans developed for divisions and department wide following survey results by December 31, 2024.
- 90% employee satisfaction rating following benchmarking activities by December 31, 2026
- Consistent leadership standards developed and adopted by December 31, 2024
- Leadership Program developed and implemented by December 31, 2025
- 90% of all managers/supervisors adhere to adopted standards by December 31, 2026
- Metrics for supervisor/departmental performance established by December 31, 2023
- Dashboard of relevant county-wide by supervisor/departmental performance metrics developed by March 31, 2024
- Increase % in employee satisfaction rating following benchmarking activities by December 31, 2025
- Department specific training plans developed by June 30, 2024
- All DHS employees will have a minimum of 20 hours of training annually starting with the annual performance evaluation cycle for 2025
- 90% adherence to departmental training plans achieved by December 31, 2026



# STRATEGIC PRIORITY 5



## Provide Excellent, Cost-Effective Service Delivery

Apply best practices, technologies, and systems in innovative, collaborative, and cost-avoidance/effective ways to provide excellent services and programs to our community today so that we are prepared for and remain resilient in the future.

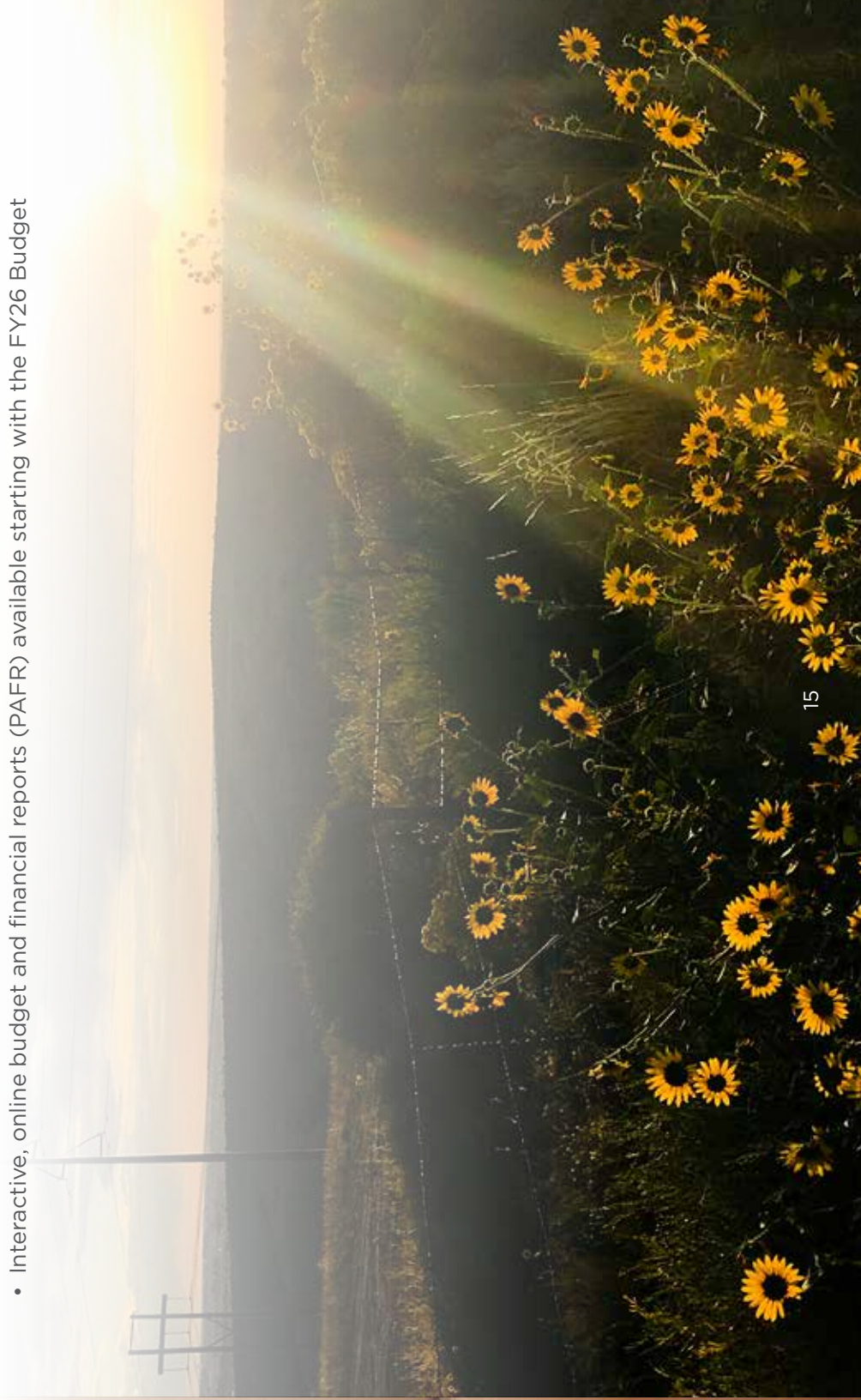
### Objectives

- A** Review process and procedures to ensure that citizens and communities receive best and most cost-effective services
- B** Expand Business Process Analyst (BPA) capacity to evaluate department systems and process
- C** Create mechanisms for feedback and dialogue with the community regarding projects, initiatives, and service needs to increase awareness and understanding
- D** Continue to expand ways for communities to engage with and receive services from the County
- E** Enhance methods of communication to provide communities with increased information and resources



### Outcome Measures

- Departments will identify and prioritize between one and three processes or procedures for revision/streamlining annually beginning in 2023.
- 3 BPA projects submitted annually by DHS
- Increase X% in administrative tasks being automated by use of software by December 31, 2024.
- Conduct a purchasing process assessment by December 31, 2023, including review of the purchasing code.
- Recommendations regarding centralized functions such as accounts payable, purchasing/buying provided to XXX by December 31, 2025.
- Budget Monitoring and Analysis process updated and implemented by December 31, 2024.
- Complete 100% of BPAs initiated during the fiscal year starting in 2025.
- Establish baseline measure of satisfaction with the role of BPA and communications by July 31, 2023.
- Departments will meet annually to discuss and prioritize methods to understand ways to improve delivery of digital services
- Prioritized recommendations for potential digitization to Weld County Leadership by June 30th of each year.
- Library or catalogue of online or digital services developed by December 31, 2023
- Cost-Benefit analyses and/or documentation of savings based on efficiencies provided in departmental budget requests starting in FY24
- Total cost saving/efficiencies gained from efforts consolidated and reported on website/newsletter/etc. annually starting in FY25
- DHS annual communication developed and distributed quarterly starting in 2023.
- Quarterly financial reports available online starting by December 31, 2025
- Interactive, online budget and financial reports (PAFR) available starting with the FY26 Budget





# STRATEGIC PRIORITY 6



## Enhance Accessible Communication, Outreach, and Awareness

Proactively communicate and engage with communities, employees, and governmental partners in a variety of ways that create dialogue, understanding and opportunities to educate, train, and create excitement about Weld County.

### Objectives

- A** Provide mobile/digital access to applicable County services and investigate opportunities to integrate with existing systems
- B** Strive to ensure that systems, services, and facilities are accessible to communities
- C** Centralize and formalize communications and marketing processes for all departments
- D** Enhance use of communication platforms
- E** Increase awareness of county services



### Outcome Measures

- Services and integration opportunities identified and prioritized by June 30, 2023 and updated annually.
- Establish Customer Effort Score(s) (CES) for digital services by December 31, 2024
- Increase CES by 5% by December 31, 2026
- 100% of County payments can be made online and/or digitally by December 31, 2024.
- Increase X% of customers and/or vendors using online payment methods by December 31, 2026
- Internal working group on accessibility established by September 30, 2023
- DHS client perspective gap analyses completed by March 2024.
- Consolidated listing/repository/etc. of all accessibility standards developed by June 30, 2024 and updated annually.
- Documented processes for ensuring adherence to department specific standards implemented by March 31, 2025.
- Review of annual audits and recommendations for any needed improvements or action items needed performed annually and presented to County leadership within 120 days of audit completion.
- Design standards established by March 1, 2023
- Standardized templates county-wide developed and in-use by June 30, 2023
- Internal communication plans to increase employee engagement and awareness created by June 30, 2023.
- Departmental communication needs and goals developed by October 31, 2023.
- Implementation strategies and reporting mechanisms for departments implemented by December 31, 2023.
- Website content standards and templates developed by December 31, 2023.
- Communication and marketing approval workflows established and implemented by March 31, 2024
- Employee reporting guidance and definitions developed by March 31, 2024.
- County code updated as needed to ensure alignment with formalized communications processes by March 31, 2024.
- Standard measures of engagement defined, and baseline measures established by July 31, 2023.
- 15% increase in employee use of County intranet by December 31, 2023.
- Targets for increased % established by July 31, 2024.
- Public engagement platforms to establish baseline engagement metrics launched by December 31, 2024.
- Decrease "bounce rate" on County website by 10% by December 31, 2025
- Increase total social engagement by 8% annually
- Increase total civic engagement by 10% annually
- Top 5 specific campaigns needed identified and prioritized by October 31, 2023
- Top 2 prioritized campaigns developed and launched by December 31, 2023
- Remaining campaigns developed and launched by December 31, 2024
- Following campaign launches – specific programs engagements/services provided/etc. should serve as a measure of success (i.e., % increase in number of qualified applicants, increased number of attendees at public safety awareness events, etc.)
- Three or more information sessions facilitated by DHS annually
- Internal working group focused on public engagement in large capital projects and/or County initiatives established by June 30, 2023.





## Companion Report: Process for Performance Management, Plan Updating, and Evaluation Background

Over the course of the past several months, Weld County has worked with its consultant, BerryDunn, to develop its Five-Year Strategic Plan. This Strategic Plan will serve as a guiding document for the County over the next five years. The mission, vision, principles, priorities, goals, and objectives reflected in the Strategic Plan were developed with the input, participation, and feedback from the Board of County Commissioners (BOCC), directors and assistant directors for all County departments, and county staff. To help measure progress made towards Weld County's vision, the plan also includes outcome measures. These measures provide insight into how the County is progressing towards its goals and objectives. Achieving those goals and objectives will carry the County towards reaching its vision in the future.

The BOCC has ultimate oversight on the success of this plan and progress made towards Weld County's vision. As such, the progress reporting described below incorporates BOCC involvement and oversight throughout.

Below is the timeline and actions taken to develop the Strategic Plan:

**March – April:** The Project Management Team met with BerryDunn to develop the overall project workplan and timeline, identify participants and develop interview questions.

**April – May:** BerryDunn held one on one interviews with County Commissioners.

**May 26th:** Preliminary Priority Setting Session held with BOCC.

**June:** BerryDunn held one on one interviews with elected officials and department directors, and prepared draft of work done by BOCC in May. The Employee Survey was developed with the Project Management Team.

**June 30th:** Preliminary Planning Session held with elected officials and department directors.

**July – August:** BerryDunn prepared Existing Conditions and Future Needs Report and revised draft based upon work done by elected officials and department directors. Employee survey was sent to all staff.

**August 18th:** Strategic Planning Session held with BOCC, elected officials, and department directors. BerryDunn presented Existing Conditions and Future Needs report. Elected officials and department directors began development of objectives and outcome measures.

**September 21st:** BerryDunn held focused sessions with elected officials and department directors to continue developing and refining objectives and outcome measures.

**September 23rd -October 7th:** Elected officials and department directors refined outcome measures, developed department specific measures, and reviewed with staff.

**October 12th:** Draft Strategic Plan was completed and provided to BOCC for review.

**November 21st:** Review Meeting was held with the BOCC to final comments.

**December XX, 2022:** BOCC adopted the 5 Year Strategic Plan.

To help ensure that the Strategic Plan becomes, and remains, a document that guides Weld County towards achieving its vision, a process for reporting on progress has also been developed. The process outlined below will provide the BOCC, elected officials, department directors, staff, and the community the ability to evaluate progress and discuss potential updates to the plan. The process also provides transparency and formalizes a method of accountability; both of which will help to fully incorporate the goals and objectives of the plan into the decision making and priorities for the County. Transparency and accountability are critical elements to the successful implementation of the Strategic Plan.

As the County implements the Strategic Plan, new methods of progress, evaluation and updates may become needed. The Board of County Commissioners (BOCC) will work with the County's designated Strategic Plan coordinators to discuss and adjust the process below as needed over the course of the next three years when and if needed and will communicate any changes as they occur.

## Performance Management Objectives

**Establishing Standards and Benchmarks** – Many of the objectives and associated outcome measures are new initiatives for the County. For this reason, the County will need to first develop the plan, program and/or metric by which to measure progress in future years. Once plans and metrics have been established during the first cycle of this plan, the County will then update the plan to reflect when the outcome measures based on these metrics will be reported.

**One-Time Reporting** – Several objectives within the plan require that a process, initiative and/or group is started by a certain date to continue progress of priorities and goals. For this reason, the outcome measure in the first cycle of the plan, is one-time, and related to the creation, establishment or kick-off of the initiative, group, or process that will provide ongoing measurement thereafter.

**Monthly** – Elected officials and department directors will evaluate and discuss progress made on objectives during monthly leadership team meetings. Department Directors will then share, discuss, and disseminate information to their teams.

**Quarterly** – Elected Officials and department directors will provide the BOCC and Strategic Plan coordinators with progress updates for each objective. Each elected official and department director will compile all information and prepare an informal report that will be provided to the coordinators for review. Following the coordinator's review, a formal quarterly report on all objectives identified in the plan will be presented to the BOCC. All metrics will be updated on the County's Strategic Plan Dashboard which will be accessible both internally and externally.

**Bi-Annually** – The Strategic Plan coordinators will prepare a mid-year written report that describes the progress made for each objective and any significant wins or notable challenges that have been experienced since the last bi-annual report. This written report will also be uploaded to the County's website for public access.

**Annually** – Each elected official and department director will prepare an annual report on progress made towards goals and objectives within their areas. This report will be prepared at the beginning of the annual budget cycle to help inform budget development for the following year. The reports will be provided to the coordinators and Budget staff to include in budget request documents that will be presented to the BOCC. The report will provide progress updates for each objective, all success measures that are reported annually and any significant wins or notable challenges that have been experienced. The report will also provide an overview on anticipated activities, progress to be made in the upcoming year and describe any potential revisions that may require discussion. This report will be presented to the BOCC in conjunction with the budget and uploaded to the County's website for public access.



### Outcome Measures

The outcome measures established with the plan vary by data type, method of collection and frequency of measurement. For most, the frequency of progress reporting is annual. However, there are several success measures that have reporting frequencies other than annual. All outcome measures and reporting frequencies are listed below.

#### Ensure Healthy, Safe, and Livable Communities

OUTCOME MEASURES	REPORTING FREQUENCY
Cross Departmental Coalition created and formalized by June 30, 2023.	One-Time
“Key Health Indicators” dashboard is expanded by June 30, 2024.	One-Time
Increase X% participation in Thriving Weld coalition by December 31, 2024.	Annual
Dashboard/database of events, programs, and community partners developed by December 31, 2023.	One-Time
Prioritized listing of events or programs targeted for increased outreach/participation presented to the BOCC with recommendations by February 28, 2024.	Annual
Decrease in % recidivism rate by December 31, 2025.	Annual
Increase % diversion rate by December 31, 2026.	Annual
Increase % of individuals connected to victims’ services programming by December 31, 2026.	Annual
Updated Community Health Survey completed (every three years) and at least six months prior to the survey distribution in future years to oversee survey development/dissemination of data and completion of action items from survey.	Every Three Years
Cross-departmental workgroup established by December 31, 2022, and at least six months prior to the survey distribution in future years to oversee survey development/dissemination of data and completion of action items from survey.	One-Time and every three years
Gap Analysis of service provision by departments and elected offices completed by June 30, 2023, and bi-annually thereafter.	Bi-Annual
Prioritized recommendations to address identified gaps including program specific measurements of success presented to BOCC by March 31, 2024, and bi-annually thereafter.	Bi-Annual
WCDPHE Mobile outreach unit established with collaborating partners (Sunrise Clinic, NCHA, etc.) by December 31, 2024.	Annually
Increase X% in shared clinic space county-wide by December 31, 2024.	Annually

Existing water resources identified by March 31, 2024 and updated annually thereafter.  
 Bi-Annual risk assessment and recommendations for mitigation of risks presented to BOCC starting in FY24.

#### Plan for Resilient Infrastructure

OUTCOME MEASURES	REPORTING FREQUENCY
Complete planned capital projects within budget and on time annually starting in FY23.	Annual
Formal review/report process for capital projects developed and implemented by December 31, 2023.	One-Time
Increase # of employees trained in grant writing, application process, reporting process, reimbursement process, and annual reporting process by December 1, 2024.	One-Time
Grant Training Program developed for all county staff involved in grants process by December 31, 2025.	One-Time
100% infrastructure meets and/or exceeds department specific industry standards, service level agreements, and follows all requirements by December 31, 2025.	Annual
Respond to operational issues within department specified service level agreements or levels of services and provide annual report to leadership regarding levels of service and any barriers experienced over the past year.	Annual
Develop a dashboard to identify and track performance on service level agreements or levels of service by December 31, 2024.	One-Time and updated quarterly
Comprehensive list of financing options for infrastructure developed by July 1, 2023.	One-Time
10-Year to 20-Year formal Infrastructure Plan is developed and presented to the BOCC by December 31, 2023.	One-Time
Inventory of all contracts, agreements, memorandums of understanding, etc. complete by all departments by December 31, 2023.	One-Time
90% of all contracts, agreements, memorandums of understanding, etc., are entered and tracked utilizing appropriate system by December 31, 2025.	Annual
100% of leadership and departments have access to available data and technologies needed to make informed decisions by December 31, 2024.	Annual
Project Accounting system implemented by March 31, 2025.	One-Time
75% of all applicable departments utilize project accounting system by June 30, 2025; increase to 90% by June 30, 2027.	Annual

#### Be an Employer of Choice

OUTCOME MEASURES	REPORTING FREQUENCY
Employee satisfaction/engagement metrics identified and benchmarked by December 31, 2023.	Establishing Baseline Metrics
Annual employee survey developed by December 31, 2023 and distributed to employees during annual performance evaluation process starting in 2024.	Annual
Metrics for supervisor/departmental performance established by December 31, 2023.	Establishing Baseline Metrics
DHS internal annual employee survey established by December 31, 2023.	Annual
Dashboard of relevant county-wide by supervisor/departmental performance metrics developed by March 31, 2024.	One-Time and updated quarterly
Department specific training plans developed by June 30, 2024.	One-Time
Consistent leadership standards developed and adopted by December 31, 2024.	One-Time
DHS actions plans developed for divisions and department wide following survey results by December 31, 2024.	One-Time
Leadership Program developed and implemented by December 31, 2025.	One-Time
Increase % in employee satisfaction rating following benchmarking activities by December 31, 2025.	Annual



All DHS employees will have a minimum of 20 hours of training annually starting with the annual performance evaluation cycle for 2025.	Annual
90% employee satisfaction rating following benchmarking activities by December 31, 2026.	Annual
90% of all managers/supervisors adhere to adopted standards by December 31, 2026.	Annual
90% adherence to departmental training plans achieved by December 31, 2026.	Annual
<b>Provide Excellent, Cost-Effective Service Delivery</b>	
<b>OUTCOME MEASURES</b>	
Departments will identify and prioritize between one and three processes or procedures for revision/streamlining annually beginning in 2023.	Annual
Establish baseline measure of satisfaction with the role of BPA and communications by July 31, 2023.	One-Time
Conduct a purchasing process assessment by December 31, 2023, including review of the purchasing code.	One-Time
Library or catalogue of online or digital services developed by December 31, 2023 and updated annually thereafter.	One-Time
DHS quarterly communication developed and distributed annually starting in 2023.	Quarterly
3 BPA projects submitted annually by DHS	Annual
Increase X% in administrative tasks being automated by use of software by December 31, 2024.	Annual
Recommendations regarding centralized functions such as accounts payable, purchasing/buying provided to County leadership by December 31, 2024.	One-Time
Budget Monitoring and Analysis process updated and implemented by December 31, 2024.	One-Time
Cost-Benefit analyses and/or documentation of savings based on efficiencies provided in departmental budget requests starting in FY24	Annual
Complete 100% of BPAs initiated during the fiscal year starting in 2025.	Annual
Departments will meet annually to discuss and prioritize methods to understand ways to improve delivery of digital services	Annual
Prioritized recommendations for potential digitization to Weld County Leadership by June 30th of each year.	Annual
Quarterly financial reports available online starting by December 31, 2025.	Quarterly
Interactive, online budget and financial reports (PAFR) available starting with the FY26 Budget.	One-Time
<b>Enhance Accessible Communication, Outreach, and Awareness</b>	
<b>OUTCOME MEASURES</b>	
Design standards established by March 1, 2023.	One-Time
Consolidated listing/repository/etc. of all accessibility standards developed by June 30, 2024 and updated annually.	Annual
Services and integration opportunities identified and prioritized by June 30, 2023 and updated annually.	Annual
Standardized templates county-wide developed and in-use by June 30, 2023.	One-Time
Internal communication plans to increase employee engagement and awareness created by June 30, 2023.	One-Time
Internal working group focused on public engagement in large capital projects and/or County initiatives established by June 30, 2023.	One-Time
Top 5 specific campaigns needed identified and prioritized by October 31, 2023.	One-Time
Standard measures of engagement defined, and baseline measures established by July 31, 2023.	Establishing Baseline Metrics

Internal working group on accessibility established by September 30, 2023 with meetings twice per year thereafter.	Annual
Departmental communication needs and goals developed by October 31, 2023.	One-Time
Implementation strategies and reporting mechanisms for departments implemented by December 31, 2023.	One-Time
15% increase in employee use of County intranet by December 31, 2023.	Annual
Top 2 prioritized campaigns developed and launched by December 31, 2023.	One-Time
Website content standards and templates developed by December 31, 2023.	One-Time
DHS client perspective gap analyses completed by March 2024 and bi-annually thereafter.	Bi-Annual
Communication and marketing approval workflows established and implemented by March 31, 2024.	One-Time
Employee reporting guidance and definitions developed by March 31, 2024.	One-Time
County code updated as needed to ensure alignment with formalized communications processes by March 31, 2024 and reviewed biannually thereafter.	Bi-Annual
Targets for increased % established by July 31, 2024.	Establishing Baseline Metrics
Establish Customer Effort Score(s) (CES) for digital services by December 31, 2024.	Establishing Baseline Metrics
Public engagement platforms to establish baseline engagement metrics launched by December 31, 2024.	One-Time
100% of County payments can be made online and/or digitally by December 31, 2024.	Annual
Remaining campaigns developed and launched by December 31, 2024.	One-Time
Documented processes for ensuring adherence to department-specific standards implemented by March 31, 2025.	One-Time
Decrease "bounce rate" on County website by 10% by December 31, 2025.	Annual
8% annual increase in total social engagement by December 31, 2025.	Annual
10% annual increase in civic engagement by December 31, 2025.	Annual
Review of annual audits and recommendations for any needed improvements or action items needed performed annually and presented to County leadership within 120 days of audit completion.	Annual
Increase CES by 5% by December 31, 2026.	Annual
Increase X% of customers and/or vendors using online payment methods by December 31, 2026.	Annual
Following campaign launches - specific programs engagements/services provided/etc. should serve as a measure of success (i.e., % increase in number of qualified applicants, increased number of attendees at public safety awareness events, etc.)	Establishing Baseline Metrics
Three or more information sessions facilitated by DHS annually.	Annual

## Plan Updating and Evaluation

The Strategic Plan was developed with long-term goals associated with each priority. The objectives associated are more short-term and generally achievable within a one-to-two-year period. Updates to objectives can be considered annually and proposed within the annual report provided to the BOCC during budget development. Updates to the priorities and goals established in the Strategic Plan will be evaluated by the Strategic Plan coordinators and brought to the BOCC for consideration during the annual budget process if needed. A formal review and revision to the plan will occur every five years. A Five-Year Strategic Plan Outcomes report will be compiled to report on all progress made over the course of the plan. This document will help provide the BOCC insight on successes and challenges experienced over the course of the plan and inform the development of the next Five-Year Strategic Plan.

# **2024 BUDGET STRATEGY**

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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 rate increases will be presented to the voters.
- In the 2024 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.
- 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 2023 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 2024 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.
- 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.
- A review of all discretionary programs will be done by the Department Head or Elected Official and the Board.

- All vacant positions in 2024 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 2024 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 2024, while accomplishing a balanced budget. The 2024 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.
  - Weld County must 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 Communication infrastructure.

# **2024 BUDGET CALENDAR**

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April 26	Board reviews the 2024 budget plan.
April 25 - May 24	Finance team discusses target budgets and 2024 budget plan with department heads and elected officials.
June 16	Elected officials and department heads submit requests for Facilities special projects to the Director of Facilities and Finance.
June 16	Elected officials and department heads submit new position requests and any reclassification requests to Human Resources and Finance.
June 16	Elected officials and department heads submit requests for information technology services to Information Technology and Finance.
June 16	Elected officials and department heads submit requests for vehicles to the Director of Fleet Services and Finance.
July 7	Submit budget request to Finance Department.
July 7 - September 18	Finance office review.
August 1 - September 14	Department review and changes for 2024 Fee Ordinances.
September 15	Submit 2024 Fee Ordinance Changes to Finance.
September 19	Early warning budget work session and community agency requests and review of Fee Ordinance changes.
September 19	Budget Message to Board and transmit Proposed Budget to Commissioners.
September 22	Publish notice of availability of Proposed Budget.
October 16-17	Budget work session hearings with Commissioners and elected officials and department heads.
November 27	Publish notice of final budget hearing.
October 18 - December 8	Prepare final budget.
December 11	Public Hearing on Final Budget 9:00 a.m.
December 20	Public Hearing to adopt mill levy 9:00 a.m. #

# ***EXPLANATION OF OVERVIEW OF BUDGET AND MANAGEMENT SYSTEM***

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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.

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.

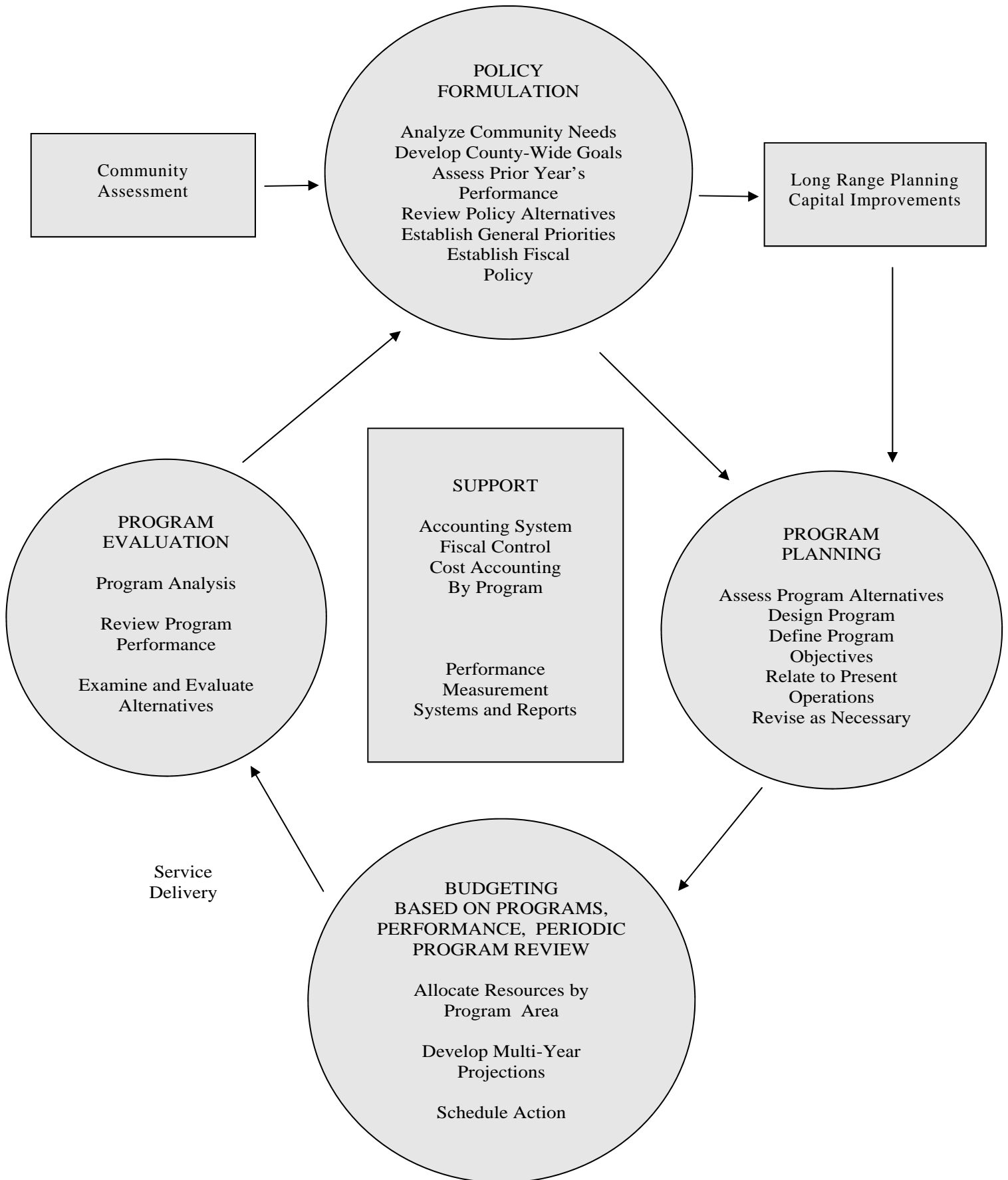
The budget and management system is supported by the Banner Accounting System, fiscal control and cost accounting by program, and workload and performance management systems and reports.

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.

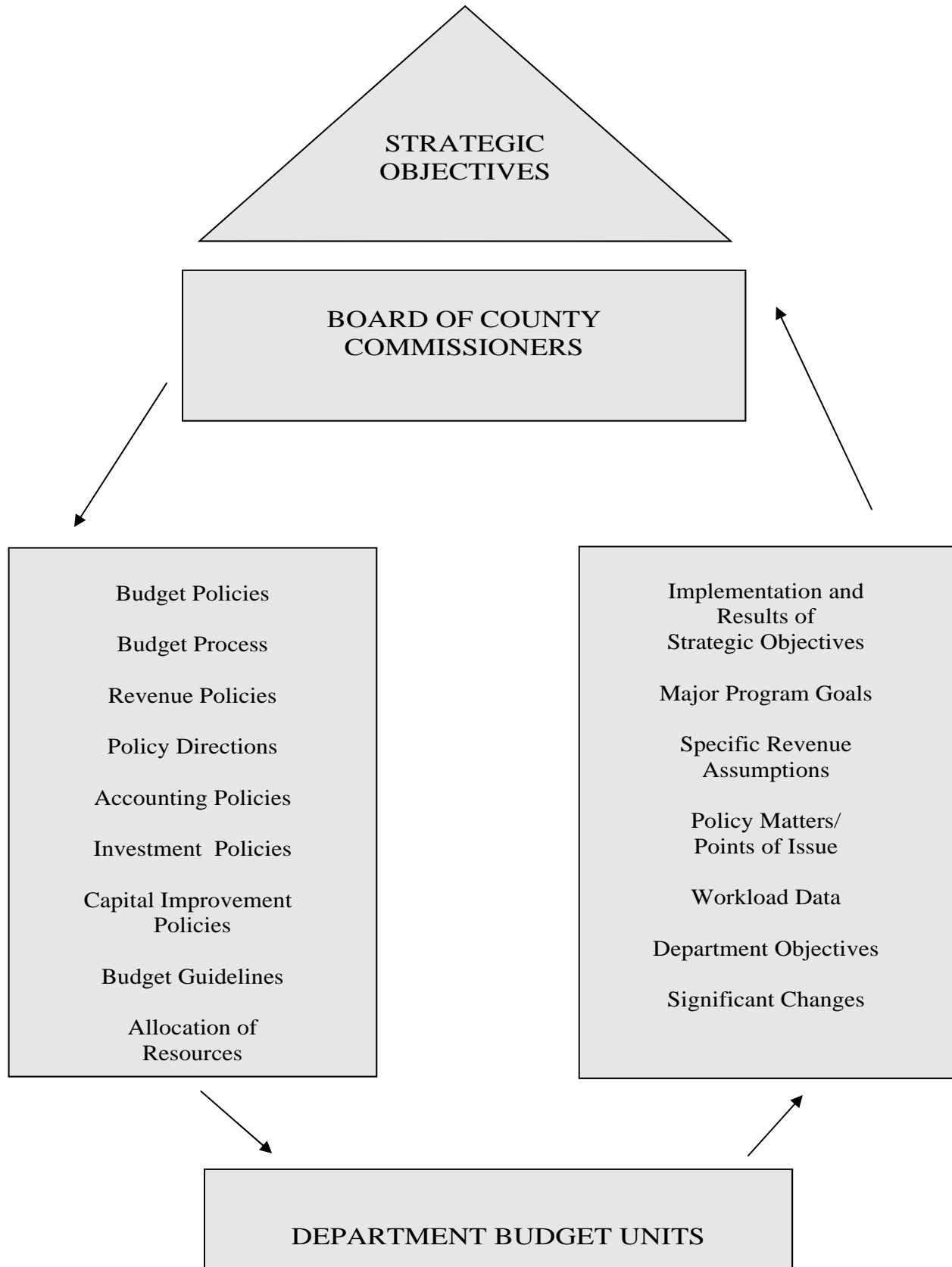
The following two pages show the process graphically.



# OVERVIEW OF BUDGET AND MANAGEMENT SYSTEM



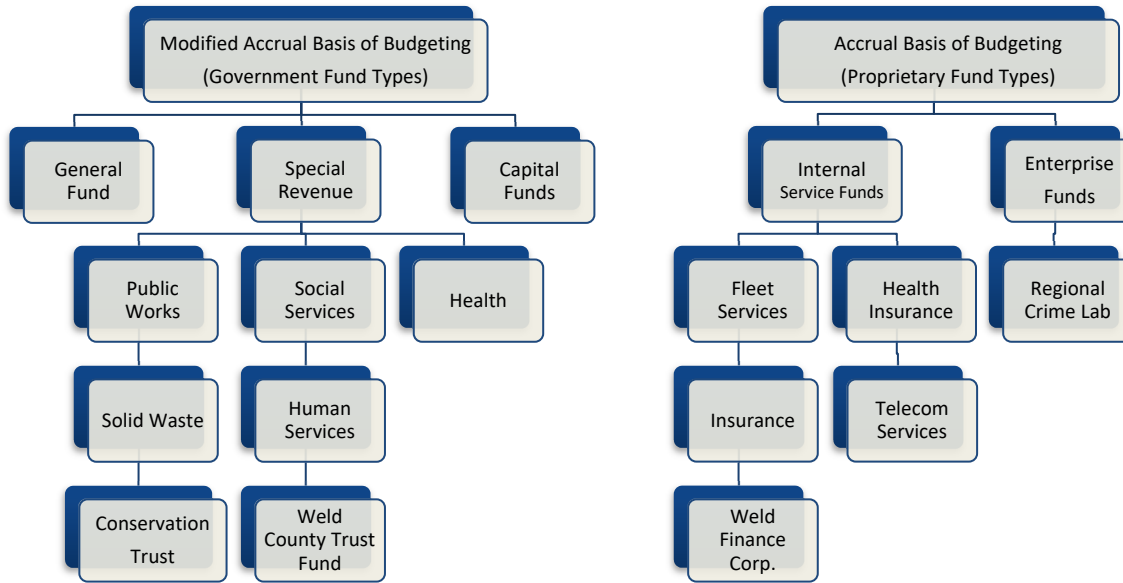
# HIERARCHY OF BUDGET INFORMATION



# **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 2023, payable in 2024, 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 method, 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 or Chief Financial Officer are 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**

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## **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.

***Weld County Trust Fund:*** The Weld County Trust Fund, a permanent fund, accounts for the assets held by the Weld Trust, a Colorado nonprofit corporation recognized by the Internal Revenue Service as an exempt charitable organization under Internal Revenue code section 501 (c)(3), for charitable purposes to benefit the citizens of Weld County.

***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.

**Communications Capital Development Fund:** This fund accounts for various capital improvement projects for the development and maintenance of the county communications system infrastructure.

### **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 to 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**

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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
- 2024 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), of the Weld County Home Rule Charter, 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.



# **LONG TERM FINANCIAL PLANNING POLICIES**

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**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 Finance department. 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 ensure that they are still appropriate. Fees will be available for the public and adopted by code in public meetings.

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

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

**Debt Capacity, Issuance, and Management:** To the extent possible, Weld County will pay cash for major projects rather than borrowing. Any existing debt will be retired at the earliest possible time during the life of the debt unless circumstances change significantly. Weld County's debt level per Weld County's Home Rule Charter and state law cannot exceed three percent of the current assessed value of the county. The current debt capacity is nearly \$550 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 training and 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

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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 Finance department 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 Finance department 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, 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 \$10,000 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	10-20 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**

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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 \$575 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 3.0 percent in 2024.

# **FUND BALANCE AND RESERVE POLICY**

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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. The Board may also exceed the balance of the maximum of twenty (20) percent of the annual total expenditures in the annual budget process if circumstances warrant it, such as oil and gas assessed valuation fluctuations.
- 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 ten-million dollars or three-percent of the TABOR revenue limit, whichever is greater.

## ***POLICY DIRECTIONS***

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- 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)
  - 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, Human Resources, 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.



## 2024 GUIDELINES

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- 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 2023's budget presentation.
- Salaries should be budgeted at the 2023 level. Any salary increases for a class unique to a department must be absorbed in target amounts, or listed and summarized as an increase in request.
- 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.
- In reviewing the 2024 budget request, The Finance department will develop preliminary recommendations to the Board of County Commissioners. The Finance team 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 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 2024 budget process.

➤ **Use the following budget population data for performance measures:**

<u>YEAR</u>	<u>POPULATION</u>
<b>2022 (Actual)</b>	<b>340,020</b>
<b>2023 (Estimated)</b>	<b>347,860</b>
<b>2024 (Projected)</b>	<b>356,700</b>

➤ 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.

# **2024**

## **SPECIAL BUDGET INSTRUCTIONS**

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The following are special budget instructions to be used for submission of your 2024 budget.

1. All budgets (including Enterprise and IGS) must be submitted by July 7, 2023.
2. All departments are requested to submit, on or before June 16, 2023, the following items that will be part of your 2024 budget:
  - A. Special Project Request for Facilities 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. Information Technology requests for computer hardware, software, phones, system upgrades or system study. (See memo from the CIO regarding 2024 IT Project Request process)
  - D. New or replacement vehicle requests to the Director of Fleet Services for inclusion in the Fleet Services budget.
3. Salary and fringe benefits will be budgeted at the 2023 level. Any anticipated increase over 2023 level must be absorbed in target amount.
4. For budgetary purposes, please use the 60¢ per mile reimbursement rate in developing your 2024 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 the Board of County Commissioners will approve your request for equipment purposes, the total amount may 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 \$3.10/gallon, diesel \$3.35/gallon, and LNG at \$2.80/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 2024.
8. Postage costs are anticipated to be 60¢ in 2024.
9. Any 2024 position classification upgrades will be treated the same as a new position request in the budget process and will be analyzed by Human Resources for reasonableness.
10. 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 2024 budget process.

11. Early Warning Budget Hearings will be held in September.
12. 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 Finance department, 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.
13. 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.
14. Part of the 2024 budget process will include new goals and objectives as a part of the approved 2023-2028 Strategic Plan discussions and implementation. Each department is encouraged to continue tracking statistics outside of these new goals and objectives that show the programs value and are requested for other purposes, such as brochures or reporting.

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 Budget Manager at 970-400-4202, Chief Financial Officer at 970-400-4451, or the Director of Finance and Administration at 970-400-2550 to answer questions, or to get approval for variation to the normal procedures outlined in the special instructions.

# **REVENUE POLICIES AND ASSUMPTIONS**

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The following revenue policies and assumptions have been used in the preparation of the 2024 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. Looking at 2024 economic projections that may impact the 2024 budget, each department should anticipate inflationary increases within their proposed budget request. Assume interest rates averaging 4.0 percent throughout 2024.
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

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*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 decade. In addition, legislative proposals and ballot initiatives regulating energy development in Colorado continue to threaten the long-term viability of this portion of the energy industry in the state. 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 equal to 2023 levels in 2024 due to higher interest rates slowing projected vehicle sales and how the new vehicles figure into the five-year sliding fee schedule.

**Building Inspection, Oil and Gas Permits, and Planning Permits:** Although growth is still occurring in the county, due to the slowdown in the economy and decline in the oil and gas activity, permit revenues are anticipated to remain at the same anticipated for 2023 levels for oil and gas permits and building permits.

**State and Federal Grant Revenue:** The budget is prepared at the 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 are anticipated to be up due in 2024 due to growth and inflation.

**Earning on Investments:** Interest revenue is calculated on the average earnings rate of 3.0 to 4.0 percent, times the estimated average daily cash balances.

**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 due to oil and gas prices resulting from the war in Ukraine and are anticipated to remain high until the conflict ceases.

**Rental:** All rental income is based upon signed leases.

**Overhead/Cost Plan:** Revenues are based upon the 2022 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 \$6.08 million in revenues in this area.

**County Clerk Fees:** Calculated on the historical level of activity, and legislative changes in the last few years.

**Treasurer's Fees:** Based upon historical level of activity for fees, which have been growing slightly 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 the same in 2024 as 2023, due to aging vehicles, offset by 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.

**Health Grants:** Based upon contracts signed July 1, 2023.

**Health Fees:** Based upon historical patient/client caseload with 2024 rates applied. With more and more uninsured patients, utilization continues to increase in the county clinic due to affordability.

**Human Services Grants:** Based upon contract funding level as of October 1, 2023,

**State Lottery:** Funded at the prior year collected 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:** Severance Tax distributions are determined by formula from the Department of Local Affairs, resulted from energy and mineral extraction statewide. The tax is specific to the energy industry employees that live in unincorporated Weld County, as municipalities get a direct allocation from the state. See the policy on severance tax direct distribution in the Public Works Non-Departmental Revenue (Budget Unit 2000-90100).

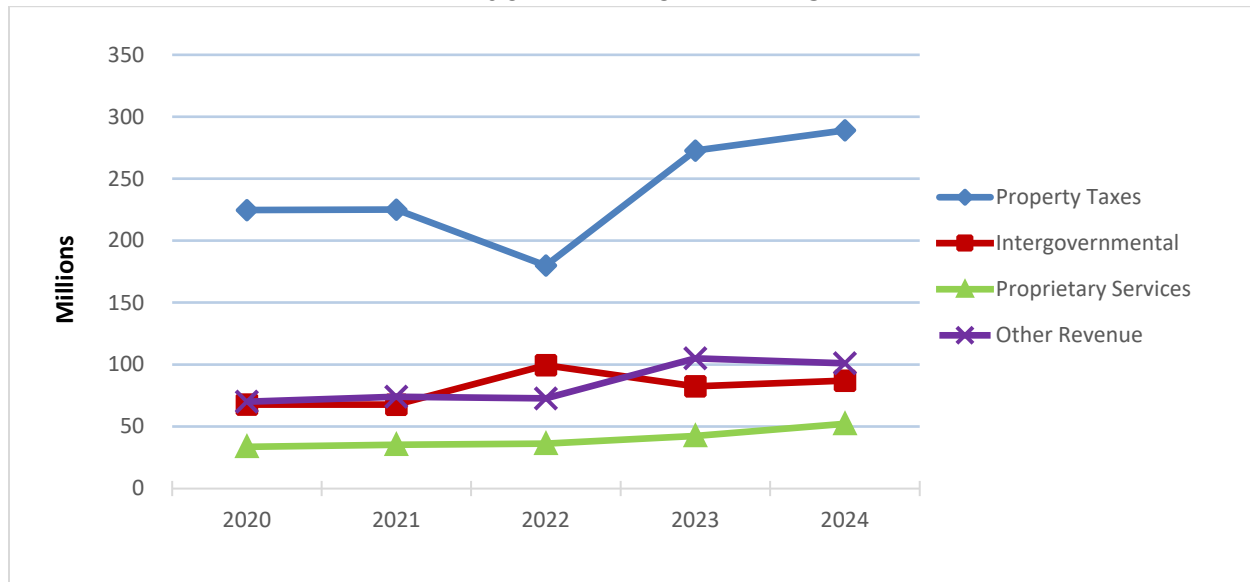
## MAJOR REVENUE HISTORICAL TRENDS AND ANALYSIS

DESCRIPTION	2020	2021	2022	2023	2024
Property Taxes	\$ 224,660,533	\$ 225,047,613	\$ 179,977,118	\$ 272,470,563	\$ 289,043,174
Other Taxes	12,970,000	12,800,000	11,710,000	19,060,000	16,115,000
Fees	14,109,600	16,178,350	17,757,300	20,182,750	20,884,000
Intergovernmental	67,679,862	67,669,679	99,528,078	82,401,677	87,038,715
Licenses/Permits	6,880,000	5,366,500	5,133,550	5,610,550	5,513,750
Charges for Services	11,499,426	11,544,735	13,365,291	14,633,248	14,821,103
Proprietary Services	33,706,303	35,298,521	36,158,063	42,388,112	52,175,161
Miscellaneous	24,559,545	28,141,881	24,695,868	45,855,856	43,713,630
<b>TOTAL REVENUES</b>	<b>\$ 396,065,269</b>	<b>\$ 402,047,279</b>	<b>\$ 388,325,268</b>	<b>\$ 502,602,756</b>	<b>\$ 529,304,533</b>

### TREND ANALYSIS

Where appropriate, the local economic conditions and forward-looking economic indicators have been noted and taken into account in forecasting revenue trends. Other Revenue is made up of combining the categories above listed as: Miscellaneous, Licenses/Permits, Charges for Services, Other Taxes and Fees. Other Revenues are broken out on the following page.

#### MAJOR REVENUE TRENDS



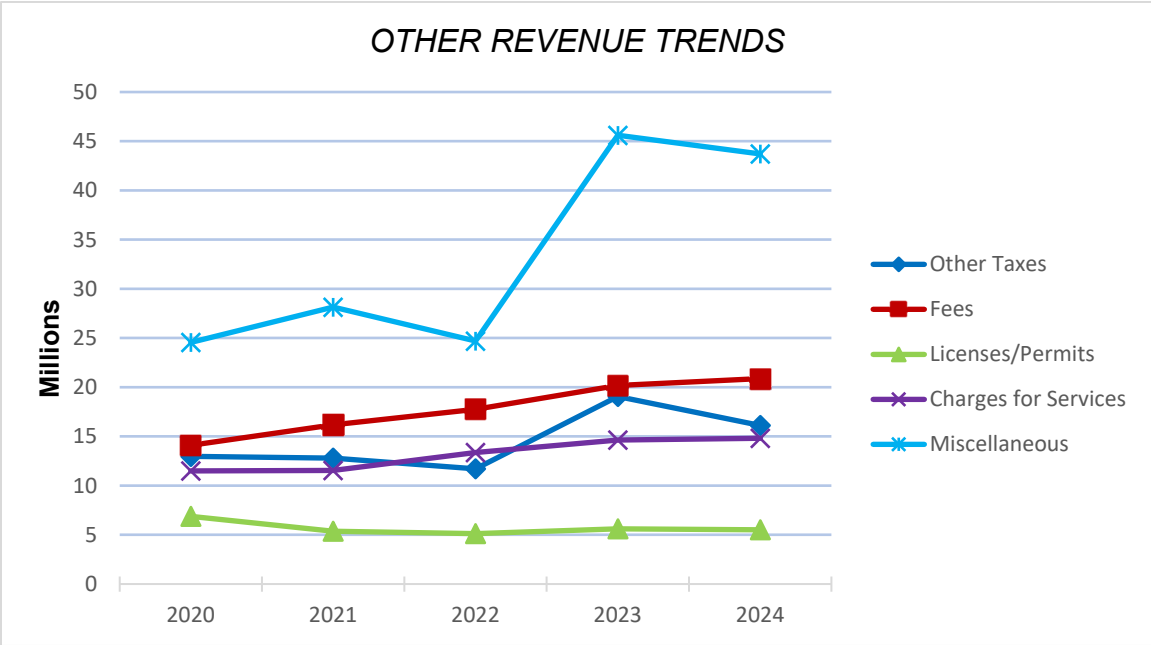
**Property Tax:** Increases will track with the Home Rule Charter and TABOR tax limitations, which are growth in actual property value, plus cost-of-living. As has been the case for the last few years' growth and development activity directly, or indirectly, related to oil and gas exploration seems to 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



decade. For the 2022 budget, the assessed valuation dropped nearly 20% in a reappraisal year, including a nearly 40% drop in the oil and gas assessed valuation for the 2022 budget. For the 2023 budget there was nearly a 50% increase in oil and gas assessed valuation due to the price of oil and gas. This leads to an additional 34% increase overall in assessed value for the 2024 budget. 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.

**Intergovernmental:** In 2021-2022 the significant increase in intergovernmental revenues was from the American Recovery Act where Weld County received nearly \$63 million in COVID recovery funds and an additional \$9 million in emergency rental assistance. Most of the grant increases in 2024 are related to Human Services and Social Services as pass through dollars for programs.

**Proprietary Services (also referred to as Internal Services):** Trends have shown predictability over the past few years; however, inflation has led to large increases in Fleet, Health Insurance, and Liability Insurance to cover rising claims. This is anticipated to continue for a few more years until expenses stabilize.



**Other Taxes:** Primarily made up of specific ownership taxes that tracks car registrations and severance tax, specific to oil and gas development and determined by the State of Colorado. The fluctuating trend the last few 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. The increase was recognized for 2023 and dropping again by almost \$3 million for 2024.

**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. Refinancing of mortgages are decreasing Recording fees. Public Trustee fees were first budgeted when the Treasurer assumed the role of Public Trustee on July 1, 2020. The fees for both the Treasurer and Clerk and Recorder increased in 2022 and 2023, stabilizing in 2024.

**Licenses/Permits:** Planning initiates the majority of these revenues, with Oil and Gas WOGLA permits making up almost 10% of the total and Public Works permitting making up almost 20%. There has not been much growth anticipated, which shows a slight decline overall in this area for 2024 to reflect closer to actual historical numbers.

**Charges for Services:** Revenue is predictable based on contracts for service and reimbursable projects. The continual slight increase is due to dispatch user fees at 40% of cost recovery.

**Miscellaneous:** This category is the most volatile of the Other Revenues. Categories such as Fines are included here and have decreased by almost 75% since 2018. Interest income was very low over the past five years, with large increases budgeted in 2023 and 2024 due to rising interest rates. Health Insurance contributions added an additional \$4.2 million in 2023 and almost \$10 million for 2024. The policy decision to charge Social Services the full amount of indirect costs raised this category to \$5.9 million in 2023 and \$6.08 in 2024. The largest jump was in oil and gas royalty income which went from \$6 million in 2022 and \$25 million in 2023 and 2024.

# FIVE YEAR PROJECTED REVENUE AND EXPENDITURE TRENDS

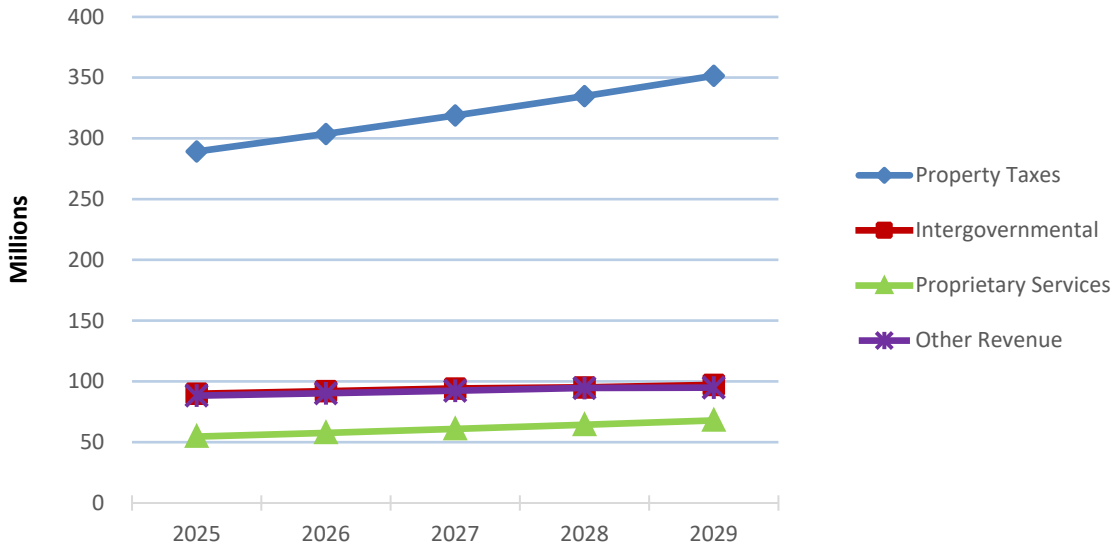
## 2025-2029 REVENUE PROJECTIONS

*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 taxes are levied within the maximum allowable, per Weld County Home Rule Charter and Amendment One (TABOR) limitation. The projections are set at 5% growth annually in most funds, with 2025 reflecting almost the same property tax revenue from 2024. This is based on bringing the county back to 15.038 mills for 2025, with a 20% anticipated decrease in assessed value.
- 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 \$55-\$85 long term.
- Intergovernmental revenues will show only moderate annual changes of 3% as non-defense discretionary spending slows, however the programs continue to expand.
- 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 and growth.
- Proprietary Services revenues are offset by the same expenditure amount with an adjustment for the property tax assessed for the Insurance Fund.

<b>DESCRIPTION</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
Property Taxes	289,183,598	303,642,778	318,824,917	334,766,163	351,504,471
Other Taxes	16,595,750	17,090,923	17,600,950	18,126,279	18,667,367
Fees	21,916,950	22,567,709	23,237,990	23,928,379	24,639,481
Intergovernmental	89,907,496	92,006,606	94,165,873	95,071,430	97,217,315
Licenses/Permits	5,755,313	5,927,822	6,105,507	6,288,522	6,477,027
Charges for Services	15,520,148	15,983,101	16,459,889	16,950,926	15,488,374
Proprietary Services	54,596,439	57,638,085	60,869,894	64,304,495	67,955,380
Miscellaneous	28,586,311	28,614,484	28,908,521	29,253,995	29,609,831
<b>TOTAL REVENUES</b>	<b>\$522,062,005</b>	<b>\$543,471,508</b>	<b>\$566,173,541</b>	<b>\$588,690,189</b>	<b>\$611,559,246</b>

### MAJOR REVENUE PROJECTIONS

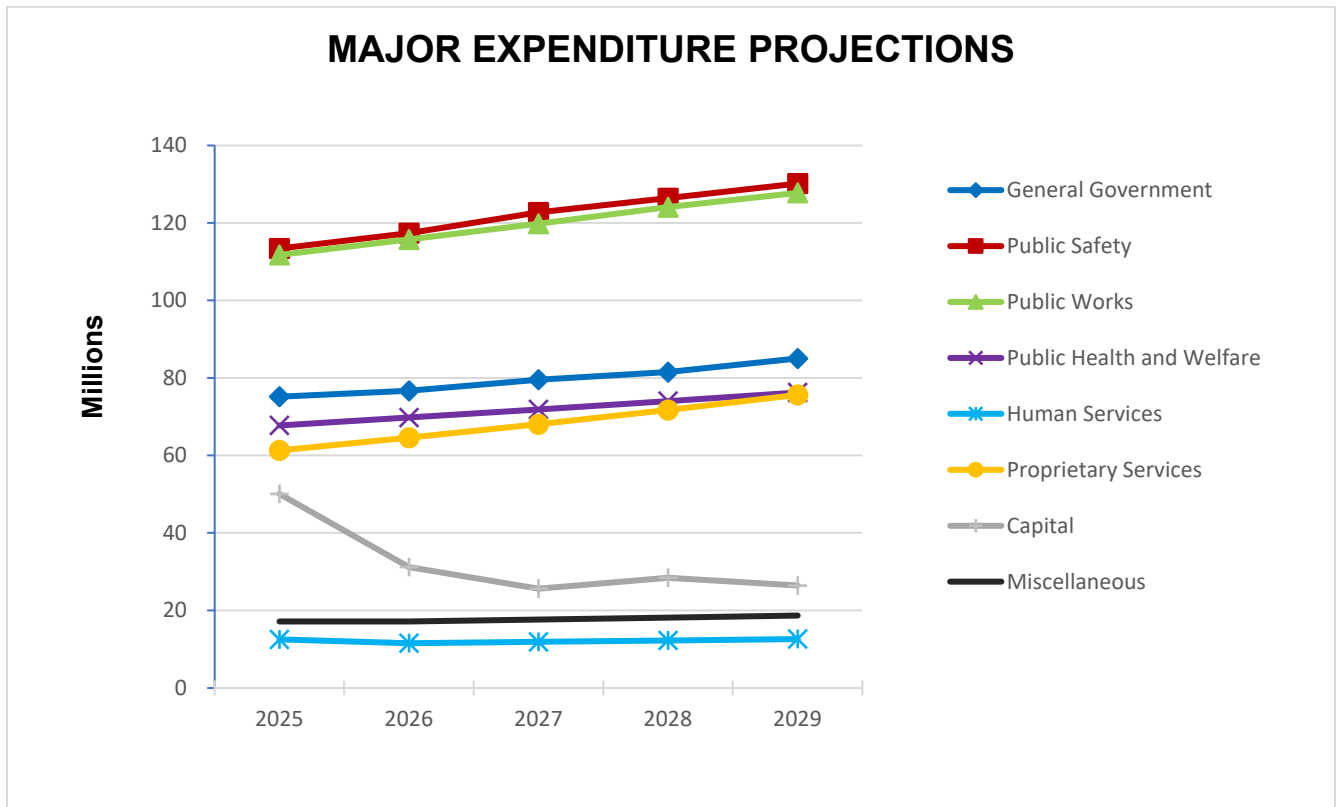


### 2025-2029 EXPENDITURE PROJECTIONS

<b>DESCRIPTION</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
General Government	75,187,489	76,677,620	79,545,958	81,502,727	85,020,662
Public Safety	113,389,896	117,371,433	122,702,576	126,383,653	130,175,162
Public Works	111,760,903	115,729,530	119,801,416	124,073,447	127,795,650
Public Health and Welfare	67,754,834	69,779,949	71,865,818	74,014,262	76,227,160
Human Services	12,511,690	11,543,174	11,884,602	12,236,274	12,598,495
Culture and Recreation	1,246,767	1,270,060	1,293,936	1,318,410	1,343,497
Proprietary Services	61,309,486	64,578,000	68,045,267	71,724,297	75,628,987
Capital	50,081,000	31,191,500	25,612,125	28,412,850	26,426,000
Miscellaneous	15,921,273	15,877,961	16,348,287	16,832,661	17,331,501
<b>TOTAL EXPENSES</b>	<b>\$509,163,339</b>	<b>\$504,019,228</b>	<b>\$517,099,986</b>	<b>\$536,498,581</b>	<b>\$552,547,115</b>

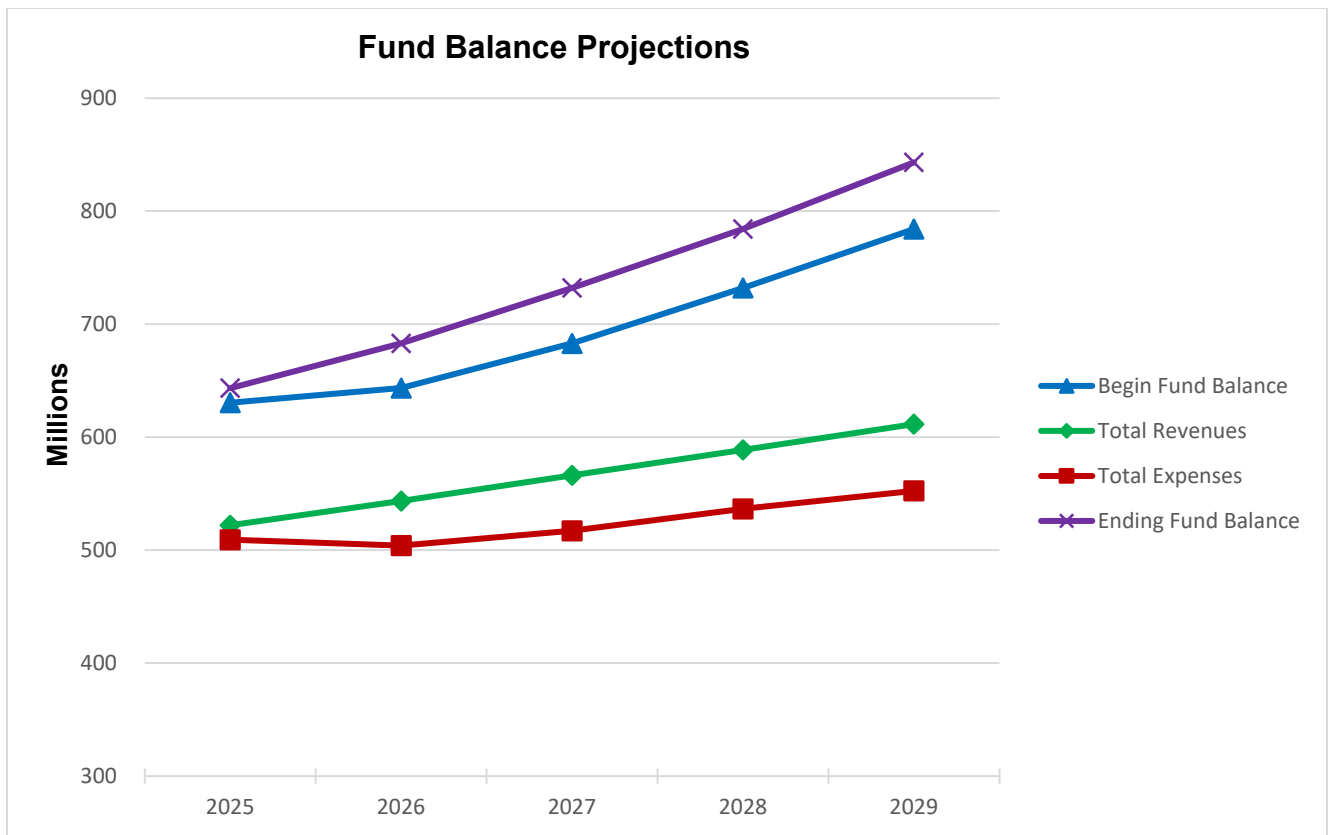
*Assumptions used for the expenditure projections are as follows:*

- Inflation is projected to be in the 5% range in 2024 and then return to 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. There is a decrease in 2026 to reflect a change in calculation to correct the formula leading to offset the overhead expenses. The program expenditures will grow only moderately at 3% annually as federal support for non-defense discretionary spending decreases, but programs expand.
- In election years, General Government will increase by approximately \$500,000 for General Election years and \$1,000,000 for Presidential Election years and drop by the corresponding amount in off-election years.
- Proprietary Services will be driven primarily by inflation plus growth.
- 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.



## 2024-2028 FUND BALANCE PROJECTIONS

	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
Begin Fund Balance	\$630,556,905	\$643,440,571	\$682,892,848	\$731,966,403	\$784,158,009
Total Revenues	522,062,005	543,471,505	566,173,540	588,690,188	611,559,246
Total Expenses	509,163,339	504,019,228	517,099,986	536,498,581	552,547,115
Ending Fund Balance	\$643,440,571	\$682,892,848	\$731,966,403	\$784,158,009	\$843,170,140



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

<b>BUDGET UNIT</b>	<b>RESPONSIBLE OFFICIAL</b>
<b>General Fund:</b>	
Office of the Board	Chairman, Board of County Commissioners
Public Information	Public Information Officer
County Attorney	County Attorney
Public Trustee	Treasurer
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
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	Chief Financial Officer
Printing and Supply	Chief Financial Officer
Human Resources	Director, Human Resources
Planning and Zoning	Director, Planning Services
Community Dev Block Grant	Chief Financial Officer
Facilities	Facilities Director
Information Services	Chief Information Officer
Geographical Information System	Chief Information Officer
Sheriff Administration Units (21100-21160)	Sheriff

<b>BUDGET UNIT</b>	<b>RESPONSIBLE OFFICIAL</b>
Patrol Unit	Sheriff
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
E-911 Administration	Director, Public Safety Communications
Public Safety Wireless Communications	Director, Public Safety Communications
Public Safety Information System	Chief Information Officer
Coroner	Coroner
Courts and Transportation	Sheriff
Inmate Services and Security Units	Sheriff
Justice Services	Director, Justice Services
Community Corrections	Director, Justice Services
Work Release	Director, Justice Services
Oil and Gas Energy Department	Director, Oil and gas Energy Department
Building Inspection	Director, Planning Services
Office of Emergency Management	Director, Office of Emergency Management
Pest and Weed Control	Director, Public Works
Economic Development	Chief Financial Officer
Waste Water Management	Chief Financial Officer
Engineering	Director, Public Works
Extension Service	Director, Extension Office
Veteran's Office	Facilities Director
Seniors Program	Chief Financial Officer
Parks and Trails	Chief Financial Officer
Building Rents	Chief Financial Officer
Non-Departmental	Chief Financial Officer



<b>BUDGET UNIT</b>	<b>RESPONSIBLE OFFICIAL</b>
Community Agency Grants	Chief Financial Officer
Bright Futures	Chief Financial Officer
Island Grove Building	Chief Financial Officer
Asset and Resource Management	Chief Financial Officer
County Fair	Director, Extension Office
<b>Special Revenue Funds:</b>	
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	Chief Financial Officer
Contingency Fund	Chief Financial Officer
Weld County Trust Fund	Chief Financial Officer
Solid Waste Fund	Chief Financial Officer
<b>Capital Funds:</b>	
Capital Expenditure Fund	Chief Financial Officer
Communications Capital Development Fund	Chief Financial Officer
<b>Enterprise Fund:</b>	
Regional Forensic Crime Lab Fund	Chief Financial Officer
<b>Proprietary Funds:</b>	
Fleet Services Fund	Director, Fleet Services
Insurance Fund	Chief Financial Officer
Telecom Fund	Chief Information Officer
Health Insurance Fund	Chief Financial Officer

## **POLICY MATTERS/POINTS OF ISSUE WITH FISCAL IMPACT**

<b>FUNDING</b>	<b>INCLUDED</b>	<b>EXCLUDED</b>
<b>Public Information Office</b>		
Increase 1.0 FTE Communications Specialist (Grade 27)	\$ 87,775	
<b>County Attorney</b>		
Increase 1.0 FTE County Attorney (Grade 55)	\$ 156,268	
Human Services Paralegal Reclassifications		
<b>Motor Vehicle:</b>		
Increase 1.0 FTE Office Coordinator (Grade 40)	\$ 113,771	
<b>Assessor:</b>		
Increase 2.0 FTE as GIS Mapper (Grade 26)	\$172,046	
<b>District Attorney:</b>		
Reclassify DA Administrative Coordinator (G44 to 51)	\$13,779	\$11,244
Increase Legal Interns (not permanent FTE increase)	52,482	
Increase 1.0 FTE Juvenile Diversion Office Tech (G17)	\$53,888	
<b>Human Resources:</b>		
Increase 1.0 FTE HRIS Manager (Grade 51)	\$87,290	
Reclassify HRIS Coordinator (Grade 35 to 40)	6,991	
Compensation Study	400,000	
<b>Wellness Program:</b>		
Expanded mental health services	50,000	
Increase by Hinge Health	150,000	
Increase by motor vehicle safety program	90,000	
Expanded wellness program software		63,000
<b>Finance:</b>		
Increase 0.5 FTE and reclassify from Grade 40 to 45	\$12,434	
<b>Planning and Zoning:</b>		
Increase 1.0 FTE as Surveyor (Grade 45)	\$126,205	
<b>Information Technology:</b>		
Increase of 1.0 FTE GIS Analyst (Grade 38)	109,265	
Increase 1.0 FTE for System Administrator (Grade 47)	131,582	
Reclassification of 9.0 FTE from Grade 33 to 35	33,478	
<b>Sheriff:</b>		
Increase 1.0 FTE in Evidence Unit at Grade 22	79,711	
Increase 1.0 FTE in Investigations, Sergeant Grade 53	166,157	
Increase 2.0 FTE in Investigations, Detectives Grade 41	256,804	
Increase 7.0 FTE for SRO program and operations	998,616	

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

FUNDING	INCLUDED	EXCLUDED
<b>Justice Services:</b>		
Reclassify 1.0 FTE from Grade 17 to 21	5,730	
<b>Oil and Gas Energy Department:</b>		
Increase 1.0 FTE Inspector I	94,864	
Reclassify Inspector I from Grade 30 to 31	2,331	
<b>Noxious Weeds:</b>		
Increase 1.0 FTE from Seasonal to full-time (Grade 25)	26,230	
Unmanned aircraft (drone)	25,000	
Increase in uniform allowances	2,100	
<b>Office of Emergency Management:</b>		
Stream Monitoring Stations x4	49,390	
<b>Engineering:</b>		
Survey Rovers x2	156,000	
Reclassify Engineer II to III (Grade 45 to 49)	12,198	
Reclassify Engineer Tech I to II (Grade 25 to 32)	13,246	
Increase 1.0 FTE Acquisition Specialist (G44)	123,601	
Increase 1.0 FTE Engineer Tech III (Grade 38)	109,265	
Increase 1.0 FTE Utility Engineer III (Grade 49)		137,361
Increase 1.0 FTE Survey Tech I (Grade 25)		84,403
Increase 1.0 FTE Engineer Tech I (Grade 25)		84,403
Increase 1.0 FTE Engineer Tech II (Grade 32)		96,778
Uniform increase for new positions		1,000
<b>Economic Development:</b>		
SBDC		65,000
Upstate Colorado Economic Development		200,000
Continuation for Air Quality contract and consulting	1,300,000	
<b>Community Agencies:</b>		
Envision	38,225	97,000
North Range Behavioral Health	226,000	
Reading Great by 8 (formerly Promises for Children)	10,000	
211 Information and Referral	50,000	
Weld's Way Home	10,000	
A Woman's Place	18,000	
High Plains Housing Development		1,000,000
<b>Extension Services:</b>		
Increase 0.6 FTE Master Horticulture (Grade 17)	44,480	
Increase contract position with CSU – 4-H Manager	\$76,300	

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

FUNDING	INCLUDED	EXCLUDED
<b>County-Wide:</b>		
ERP Consultant and Training	380,000	
Corrections to Pay Table	145,610	
Bilingual Pay Differential	70,000	
Employee Retention and Appreciation	<u>195,300</u>	
<b>TOTAL GENERAL FUND</b>	<b><u>\$ 6,545,136</u></b>	<b><u>\$1,840,189</u></b>
 <b>PUBLIC WORKS FUND:</b>		
Increases in uniform allowance and safety program	55,169	
Reclassify 1.0 FTE from Grade 22 to Grade 27	5,818	
Reclassify 2.0 FTE from Grade 17 to Grade 22	16,546	
Reclassify 1.0 FTE from Grade 17 to Grade 23	9,772	
Increase 1.0 FTE Foreman for Mining (Grade 38)	<u>109,516</u>	
<b>TOTAL PUBLIC WORKS FUND</b>	<b><u>\$ 141,652</u></b>	<b><u>\$ 0</u></b>
 <b>PUBLIC HEALTH:</b>		
Remove 2.375 FTE from Administration	N/A	
Reclassify 3.0 FTE from Grade 22 to 26/28		\$24,663
Add 1.575 FTE to Health Communication	N/A	
Add 0.10 FTE to Community Health Services	N/A	
Reclassify 5.0 FTE from Grade 35 to 37	\$21,820	
Add 0.3 FTE to Environmental Health Services	N/A	
Reclassify 1.0 FTE from Grade 33 to 42	\$20,355	
Reclassify 1.0 FTE from Grade 20 to 22	\$3,133	
Remove 16.725 FTE from Public Health Preparedness	N/A	
Add 0.8 FTE to Clinical Services	N/A	
Reclassify 1.0 FTE from Grade 17 to 22		7,300
Reclassify 3.0 FTE from Grade 17 to 19, 22, and 25	\$11,326	
<b>TOTAL HEALTH FUND</b>	<b><u>\$ 56,634</u></b>	<b><u>\$ 31,963</u></b>

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

<b>FUNDING</b>	<b>INCLUDED</b>	<b>EXCLUDED</b>
<b>SOCIAL SERVICES*:</b>		
Reclassify AAA Division Head from Grade 50 to 60	\$ 30,722	
Reclassify AAA Deputy from Grade 46 to 50	12,086	
Reclassify APS Case Aid from Grade 17 to 21	25,280	
Reclassify APS Supervisor from Grade 40 to 44	10,119	
Increase 3.0 FTE Eligibility Techs under QA (G23)	243,844	
Increase 8.0 FTE Eligibility Techs under PAP (G23)	650,251	
Increase 1.0 FTE PAP Supervisor (G35)	102,786	
Increase 1.0 FTE Hearings Coordinator (Grade 27)	87,755	
Reclassify 1.0 FTE Workshop Facilitator from G19 to 23	6,415	
*Finance recommends if the costs can be absorbed within the funds allocated.		
<b>TOTAL SOCIAL SERVICES FUND</b>	<b><u>\$ 1,169,258</u></b>	<b><u>\$ 0</u></b>

**FLEET:**

Increase Facilities Vehicle Fleet by:		
HVAC trucks x2 for new FTE		
Project Manager small SUV x2 for new FTE		
Additional 60" zero turn commercial mower		
Ventrac tractor with attachments for Centennial bldg.		
Additional 3-point PTO spreader		
Aerator pulled behind tractor		
Toolcat angled broom attachment		
Increase Sheriff's Office Fleet by		
Investigations compact SUV x3 for new FTE		
SRO Unit compact SUV x7 for new FTE		
Detentions compact SUV x1 for new FTE		
Increase to Health Departments Fleet by		
Mobile Clinic Unit		
For full details, see page 449		
see Page 449		
6,877,275		
<b>TOTAL FLEET INCREASE</b>	<b><u>\$ 6,877,275</u></b>	

**NOTE:**

- Policy Matters are Changes in Current Policy
- Points of issue are items where Finance has a different recommendation than the budget unit's department head/elected official.

# **2024 SALARY AND BENEFIT RECOMMENDATIONS**

Weld County strives 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:

- Current market compensation ranges from labor competitors within Weld County, the grade and step ranges of comparable positions within the organization, and compensation ranges from labor competitors outside the Weld County geographic region.
- Comparisons are analyzed from other government entities (counties, municipalities, etc.), private sector businesses, and non-profit entities. Weld County positions are assigned a grade based on a multitude of specific identifiers as presented in the Weld County job description. The range associated with the assigned grade is then compared to the minimum, median, and maximum salary ranges from the comparison sources listed above.
- There are occasionally positions within Weld County Government which do not have direct comparators available for analysis; in these cases, Weld County Compensation analyzes both the “best fit” comparable positions as well as a blended analysis if one Weld County position comprises functions from several different roles in labor competitors.
- 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:**

- Neighboring county websites
- Employers’ Council
- Glassdoor
- Salary.com
- LinkedIn.com
- Payfactors

In light of the economic conditions through 2023, and Weld County's focus on retaining qualified employees, the following recommendations are being made:

- The 2024 proposed budget includes a 5.0 percent cost of living increase anticipated to help address the recent high inflation rates and the competitive job market. Employees are eligible for step increases for longevity and performance.
- The 2024 budget includes \$400,000 to complete a comprehensive compensation analysis based on job descriptions and duties performed to allow for improved rates of pay, career ladder progression, and growth opportunities within the departments. A small portion of funds are being requested to address disparity issues mid-year 2024 to be corrected as quickly as possible.
- Health insurance rates are expected to increase by 5.0 percent for the employees, and the county will pay an additional 26.0 percent for 2024. This is following a 5.0 percent employee increase and 30.0 percent employer increase in 2023. 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.
- For the first time ever, Weld County is proud to offer a bilingual differential compensation program for employees who are required to speak Spanish as a part of their job. With over 21% of Weld County's citizens who speak Spanish as a primary or only language, our new bilingual pay differential not only provides better, more efficient interactions with residents, makes Weld County competitive with surrounding counties such as Larimer and Boulder, but it also incentivizes current employees to refer qualified bilingual candidates to apply for positions at Weld County and further develop their skills as needed to better serve Weld County citizens. The bilingual pay differential will go into effect in June 2024 and will require testing to verify employees' proficiency as well as their manager's validation that speaking Spanish is a bona fide requirement for their position.

Other benefit changes recommended are listed on the following page.

## **OTHER BENEFITS**

**BENEFITS COVERAGE:** Employee survey responses indicated that one issue that will help retention is not requiring employees to bundle coverage of medical health insurance with dental and vision insurance needs. 2024 is the first year that this “unbundled” option will be available to employees.

### **VISION PROGRAM:**

- Sunlife Vision Plan is an 100% Employee paid benefit. This plan utilizes the VSP (Vision Service Plan) network, which is one of the largest national networks of private-practice eye care doctors in the industry. Members are responsible for a \$10 copay for an annual vision exam and receive allowances towards lenses and frames for prescription eyewear.

### **DENTAL PROGRAM:**

The County offers three dental plans:

- County Reimbursement Plan
- Careington 500 Dental Plan
- SunLife Dental Plan

**LIFE:** Three times annual salary up to \$600,000 at \$0.131/\$1,000/per month

**LONG TERM DISABILITY (LTD):** \$.312/\$100 compensation

**SHORT TERM DISABILITY:** \$.147/\$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. Employee sick leave accumulation limited to a maximum of 480 hours.

**EMPLOYEE ASSISTANCE PROGRAM:** Program offered by IOME.

**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 – Health Department: 14.73 percent of gross salary for County contribution and 9.0 percent of gross salary for employee contribution.

PERA – District Attorney only: 11.0 percent of gross salary for County contribution and 21.5 percent of gross salary for employee contribution.

**VOLUNTARY COVERAGES:** Include supplemental life, accidental death and dismemberment, hospital indemnity, critical illness, and Flexible Spending Accounts. These plans are 100% employee paid.



# **POSITION AUTHORIZATION CHANGES DUE TO 2024 BUDGET**

<b>FUND AND DEPARTMENT</b>	<b>DEPARTMENT NAME</b>	<b>OLD POSITION</b>	<b>NEW POSITION</b>
1000-10150	Public Information	None	Communications Specialist (Grade 27) 1.0 FTE
1000-10200	County Attorney	None	Assistant County Attorney (Grade 55) 1.0 FTE
1000-10200	County Attorney	Asst County Attorney (G67) 1	Deputy County Attorney (Grade 70) 1.0 FTE
1000-11300	Motor Vehicle	None	Office Coordinator (Grade 40) 1.0 FTE
1000-13100	Assessor	None	GIS Mapper I (Grade 26) 2.0 FTE
1000-15100	District Attorney	DA Admin Coord (G44) 1 FTE	DA Office Administrator (Grade 51) 1.0 FTE
1000-15100	District Attorney	Asst County Attny III (G49) 2	Asst County Attorney IV (Grade 55) 2.0 FTE
1000-15150	Juvenile Diversion	None	Diversion Office Tech III (Grade 17) 1.0 FTE
1000-16100	Finance	Grants Manager (G40) .5 FTE	Fiscal Analyst (Grade 45) 1.0 FTE
1000-16100	Finance	None	Finance ERP Manager (Grade 51) 1.0 FTE
1000-16200	Accounting	None	Regional Fiscal Analyst (Grade 27) 0.5 FTE
1000-16200	Accounting	None	Payroll Specialist (Grade 35) 1.0 FTE
1000-16200	Accounting	Acctng Clerk IV (G21) 2 FTE	Accounting Clerk IV (Grade 22) 2.0 FTE
1000-16300	Purchasing	Purchasing Mgr (G50) 1.0 FTE	Procurement Manager (Grade 55) 1.0 FTE
1000-16400	Human Resources	HRIS Manager (G40) 1 FTE	HRPB I (Grade 24) 1.0 FTE
1000-16400	Human Resources	None	HRIS Manager (Grade 51) 1.0 FTE
1000-16400	Human Resources	HRIS Coordinator (G35) 1 FTE	HRIS Specialist (Grade 40) 1.0 FTE
1000-16400	Human Resources	Leave Partner (G33) 1 FTE	Leave Coordinator (Grade 35) 1.0 FTE
1000-16400	Human Resources	None	Leave Partner (Grade 33) 1.0 FTE
1000-16400	Human Resources	None	HRIS Partner (Grade 33) 1.0 FTE
1000-16400	Human Resources	None	Benefits Partner (Grade 33) 1.0 FTE
1000-17100	Planning	Engineer Tech I (G25) 1 FTE	None
1000-17100	Planning	None	Professional Land Surveyor (Grade 45) 1.0 FTE
1000-17150	CDBG	CDBG Analyst (G25) 1.0 FTE	CDBG Senior Analyst (Grade 37) 1.0 FTE
1000-17150	CDBG	Grants Mngr (G40) 0.5 FTE	None
1000-17200	Facilities	Project Manager (G46) 1 FTE	Deputy Director (Grade 55) 1.0 FTE
1000-17200	Facilities	None	Project Manager (Grade 46) 2.0 FTE
1000-17200	Facilities	None	Facilities Planner (Grade 50) 1.0 FTE
1000-17200	Facilities	Carpenter (G25), 1.0 FTE	HVAC Tech I (Grade 30) 1.0 FTE
1000-17200	Facilities	Automation Eng (G41) 1 FTE	HVAC Tech II (Grade 33) 1.0 FTE
1000-17300	Information Technology	None	Systems Administrator (Grade 47) 1.0 FTE
1000-17300	Information Technology	None	GIS Analyst (Grade 38) 1.0 FTE
1000-17300	Information Technology	Tech Support (G33) 9.0 FTE	Tech Support Help Desk (Grade 35) 9.0 FTE
1000-21100	SO Administration	Office Tech III (G17) 2 FTE	Accounting Tech (Grade 22) 2.0 FTE
1000-21120	SO Professional Stds	POST Sergeant (G53) 1	None
1000-21120	SO Professional Stds	SO Facilities Manager (G30) 1	Discipline Review Tech (Grade 30) 1.0 FTE
1000-21140	SO Support Services	SO Facilities Manager (G30) 1	None
1000-21140	SO Support Services	Support Services Sup (G43) 1	None
1000-21160	SO Evidence Unit	None	Evidence Technician (Grade 22) 1.0 FTE
1000-21205	SO Investigations	None	Investigations Sergeant (Grade 53) 1.0 FTE
1000-21205	SO Investigations	None	Investigations Detective (Grade 41) 2.0 FTE
1000-21215	SRO Program	None	SRO Patrol Deputy II (Grade 39) 6.0 FTE

## **POSITION AUTHORIZATION CHANGES DUE TO 2024 BUDGET (continued)**

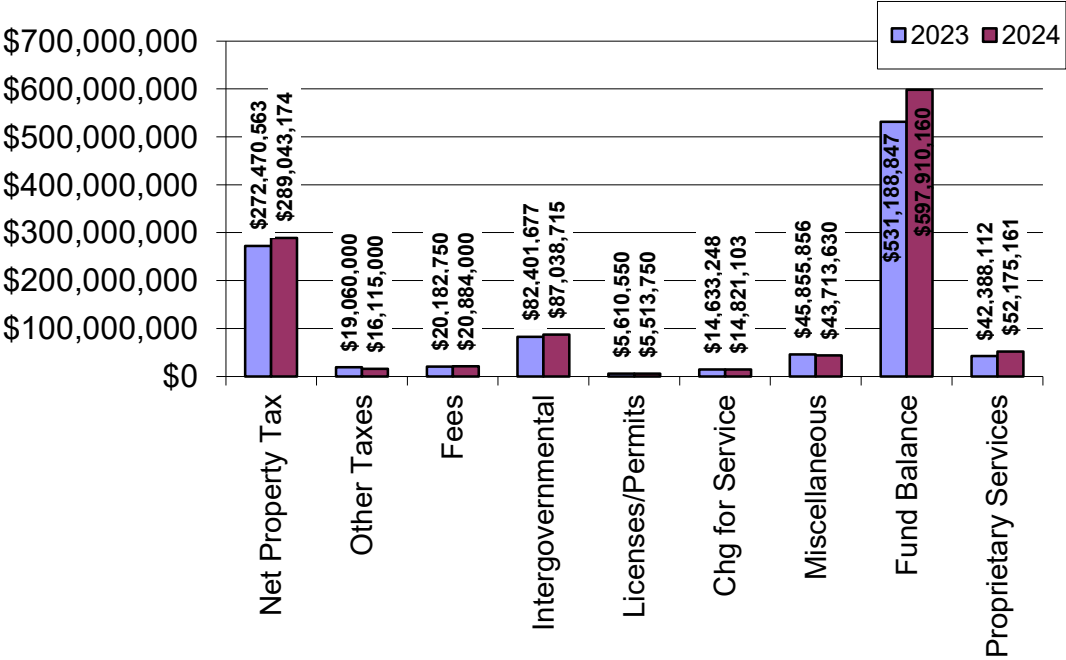
<b>FUND AND DEPARTMENT</b>	<b>DEPARTMENT NAME</b>	<b>OLD POSITION</b>	<b>NEW POSITION</b>
1000-21215	SRO Program	None	SRO Sergeant (Grade 53) 1.0 FTE
1000-24415	SO Detentions	None	Support Services Supervisor (Grade 43) 1.0FTE
1000-24415	SO Detentions	None	Detentions Sergeant (Grade 53) 1.0 FTE
1000-24415	SO Detentions	None	Detentions Lieutenant (Grade 59) 1.0 FTE
1000-24415	SO Detentions	Detentions Deputies, 27.0 FTE	None
1000-22100	Communications	Dispatcher I (G26) 27 FTE	Dispatcher I (Grade 27) 27.0 FTE
1000-22100	Communications	Dispatcher II (G28) 22 FTE	Dispatcher II (Grade 29) 22.0 FTE
1000-22100	Communications	Dispatcher III (G30) 15 FTE	Dispatcher III (Grade 31) 15.0 FTE
1000-22100	Communications	Comm Sup (G38) 8 FTE	Communications Supervisor (Grade 39) 8.0 FTE
1000-22100	Communications	None	Deputy Director (Grade 58) 1.0 FTE
1000-22100	Communications	None	Quality Assurance Mgr (Grade 47) 1.0 FTE
1000-22100	Communications	None	Prof Standards Specialist (Grade 36) 1.0 FTE
1000-22100	Communications	None	Emergency Call Taker (Grade 25) 5.0 FTE
1000-22100	Communications	None	Guard Terminal (Grade 23) 10.0 FTE
1000-24100	Pretrial Services	PS Supervisor (G32) 2 FTE	Pretrial Services Supervisor (Grade 33) 2.0 FTE
1000-24100	Pretrial Services	None	Pretrial Specialist (Grade 27) 1.0 FTE
1000-24125	Work Release	Client Manager (G27) 1 FTE	None
1000-24200	Community Corrections	Office Tech III (G17) 1 FTE	CC Program Specialist (Grade 21) 1.0 FTE
1000-25200	Oil & Gas Energy	O&G Inspector I (G30) 0 FTE	Oil & Gas Inspector I (Grade 31) 0.0 FTE
1000-25200	Oil & Gas Energy	None	Oil & Gas Inspector I (Grade 31) 1.0 FTE
1000-26100	Weed Control	Temp Seasonal (G25) 1 Temp	Service Worker III (Grade 25) 1.0 FTE
1000-31100	Engineering	None	Engineering Tech I (Grade 25) 1.0 FTE
1000-31100	Engineering	Engineer II (G45) 1.0 FTE	Engineer III (Grade 49) 1.0 FTE
1000-31100	Engineering	Eng Tech I (G25) 1.0 FTE	Engineering Tech III (Grade 32) 1.0 FTE
1000-31100	Engineering	None	Engineering Tech III Permit (Grade 32) 1.0 FTE
1000-31100	Engineering	None	Acquisition Specialist (Grade 44) 1.0 FTE
1000-96100	CSU Extension	Horticulture Asst (G12) 0.3FTE	Horticulture Assistant (Grade 17) 0.6 FTE
1000-96400	Veterans Services	None	Office Tech III (Grade 17) 1.0 FTE
1000-96400	Veterans Services	Office Tech III (G17) 1.0 FTE	None – moved to Human Services
1000-96400	Veterans Services	VSO Supervisor (G32) 1 FTE	None – moved to Human Services
1000-96400	Veterans Services	VSO (Grade 30) 1.0 FTE	None – moved to Human Services
2000-30100	PW Administration	Office Tech III (G17) 2.0 FTE	PW Systems & Process Spec (Grade 22) 2 FTE
2000-30100	PW Administration	Office Tech III (G17) 1.0 FTE	Regulatory Compliance (Grade 23) 1.0 FTE
2000-30100	PW Administration	Office Tech IV (G22) 1.0 FTE	Budget Coordinator (Grade 27) 1.0 FTE
2000-32600	PW Mining	None	Foreman (Grade 38) 1.0 FTE
2100-42110	Administration	None	Eligibility Tech (Grade 23) 6.0 FTE
2100-42110	Administration	Paralegal IV-DHS (G36) 1 FTE	Paralegal V- DHS (Grade 40) 1.0 FTE
2100-42110	Administration	Paralegal III-DHS (G33) 5 FTE	Paralegal IV- DHS (Grade 36) 5.0 FTE
2100-42110	Administration	Paralegal II-DHS (G31) 1 FTE	Paralegal III- DHS (Grade 33) 1.0 FTE
2100-42110	Administration	None	PAP Supervisor (Grade 35) 1.0 FTE

## **POSITION AUTHORIZATION CHANGES DUE TO 2024 BUDGET (continued)**

<b>FUND AND DEPARTMENT</b>	<b>DEPARTMENT NAME</b>	<b>OLD POSITION</b>	<b>NEW POSITION</b>
2100-42110	Administration	None	PAP Eligibility Tech (Grade 23) 8.0 FTE
2100-42110	Administration	None	QA Eligibility Tech (Grade 23) 3.0 FTE
2100-42110	Administration	Deputy Fiscal Advisor (G52) 1	Deputy Fiscal Advisor (Grade 54) 1.0 FTE
2100-42110	Administration	Account Clerk IV (G21) 3 FTE	Accounting Clerk IV (Grade 22) 3.0 FTE
2100-42110	Administration	Account Clerk IV (G21) 1 FTE	Foster Care Payments (Grade 26) 1.0 FTE
2100-42110	Administration	Account Clerk IV (G21) 1 FTE	Program Reimbursement (Grade 26) 1.0 FTE
2100-42110	Administration	APS Case Aid (G17) 1 FTE	APS Case Aid (Grade 20) 1.0 FTE
2100-42110	Administration	APS Supervisor (G40) 1 FTE	Adult Protection Supervisor (Grade 44) 1.0 FTE
2100-42410	Child Welfare	Chief Deputy (Grade 65) 1FTE	Asst County Attorney VI (Grade 67) 1.0 FTE
2100-42410	Child Welfare	ACA IV – DHS (G55) 3 FTE	Asst County Attorney V (Grade 61) 3.0 FTE
2100-42410	Child Welfare	ACA III – DHS (G49) 2 FTE	Asst County Attorney IV (Grade 55) 2.0 FTE
2100-42410	Child Welfare	None	Hearings & Appeals Coord Grade 27) 1.0 FTE
2500-41100	Public Health Admin	2.375 FTE	None
2560-41210	Communications	None	Comm Specialist -Opioid Grant (Grade31) 1FTE
2560-41210	Communications	PH Comm Mgr (G37) 2 FTE	Communications Manager (Grade 47) 2.0 FTE
2500-41210	Communications	None	1.575 FTE
2560-41300	Community Health Serv	None	0.100 FTE
2560-41300	Community Health Serv	PH Nurse I/II (G35/37) 3.0 FTE	PH Nurse II/III (Grade 37/39) 3.0 FTE
2560-41400	Environmental Health	EH Specialist I (G33) 1 FTE	Air Quality Policy Analyst (Grade 42) 1.0 FTE
2560-41400	Environmental Health	Lab Field Tech I (G20) 1 FTE	Lab Field Tech II (Grade 22) 1.0 FTE
2560-41400	Environmental Health	None	0.300 FTE
2560-41500	Public Health Prepared	16.725 FTE	None
2590-41600	Health Clinical Services	Medical Asst I (G17) 2.0 FTE	Medical Assistant I (Grade 19) 2.0 FTE
2590-41600	Health Clinical Services	Medical Asst I (G17) 1.0 FTE	Senior Medical Assistant (Grade 21) 1.0 FTE
2590-41600	Health Clinical Services	PH Nurse I/II (G35/37) 2.0 FTE	PH Nurse II/III (Grade 37/39) 2.0 FTE
2590-41600	Health Clinical Services	None	0.800 FTE
2600-60110	Area Agency on Aging	AAA Division Head (G50)1FTE	AAA Division Head (Grade 60) 1.0 FTE
2600-60110	Area Agency on Aging	AAA Deputy Director (G46) 1	AAA Deputy Director (Grade 50) 1.0 FTE
2600-60110	Area Agency on Aging	None	41.0 FTE for CMA program (TBD Grades)
2600-60105	Wagner-Peyser	None	Veterans Serv Office Tech III (Grade 17) 1 FTE
2600-60105	Wagner-Peyser	None	Veterans Service Officer (Grade 30) 1.0 FTE
2600-60105	Wagner-Peyser	None	Veterans Service Supervisor (Grade 32) 1 FTE
2625-61462	Employment Services	Workshop Fac (G19) 1 FTE	Workshop Facilitator (Grade 23) 1.0 FTE
6000-96300	Fleet Services	None	Deputy Director (Grade 48) 1.0 FTE
6000-96300	Fleet Services	None	Upfit Technician (Grade 23) 2.0 FTE
6000-96300	Fleet Services	Field Srvc Tech (G33) 1 FTE	Upfit Supervisor (Grade 40) 1.0 FTE

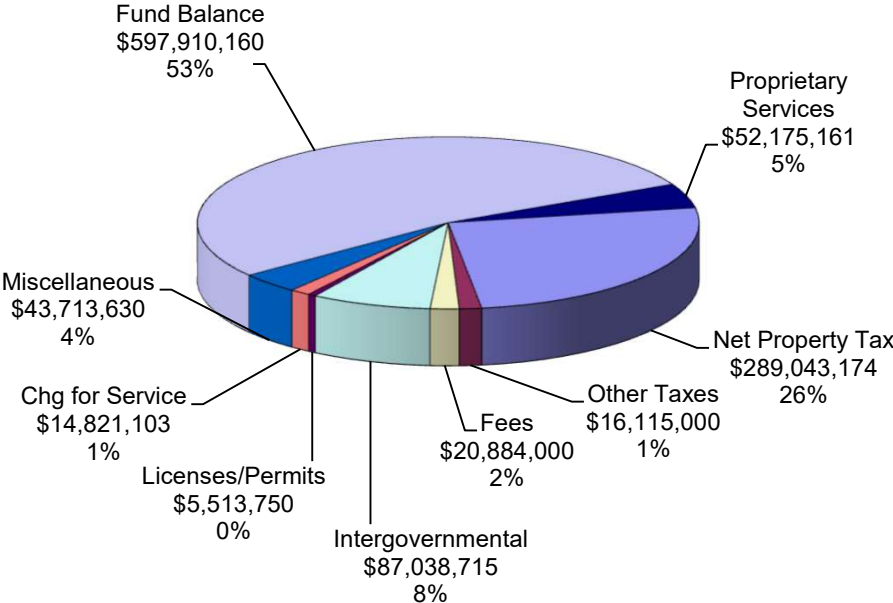


# ALL FUNDS REVENUE

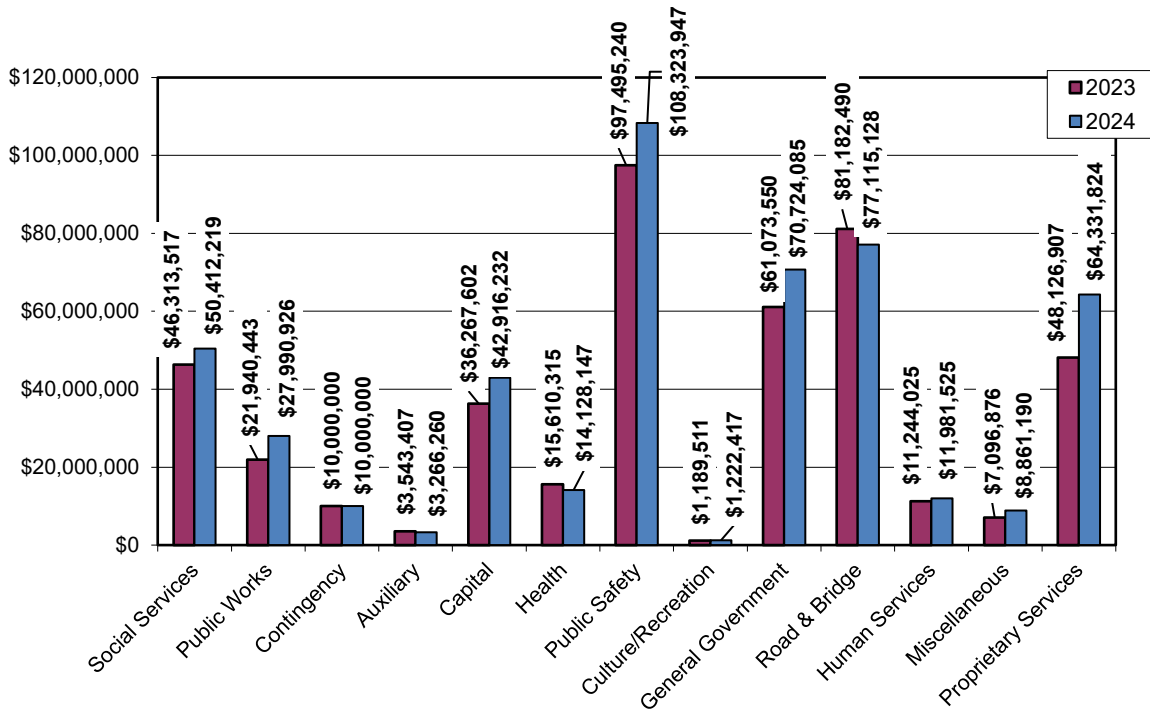


## 2024 All Funds Resources

Total \$1,127,214,693 (2023 \$1,033,791,603)

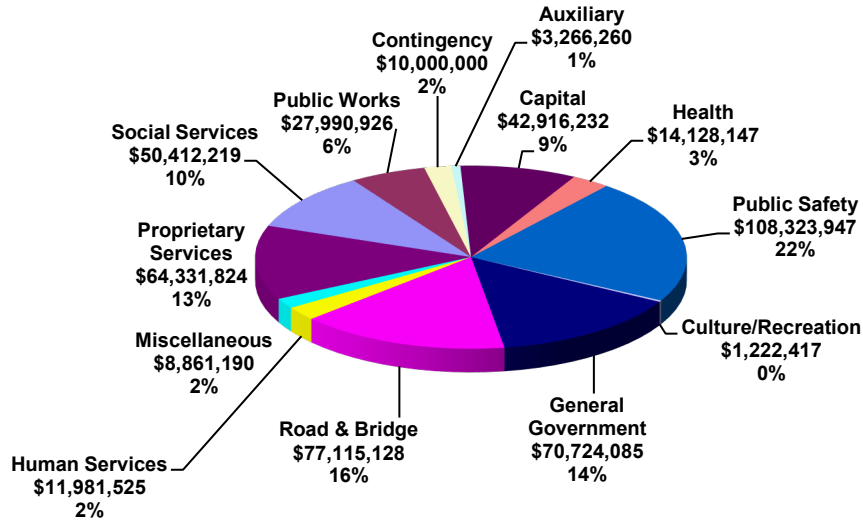


# ALL FUNDS EXPENDITURES



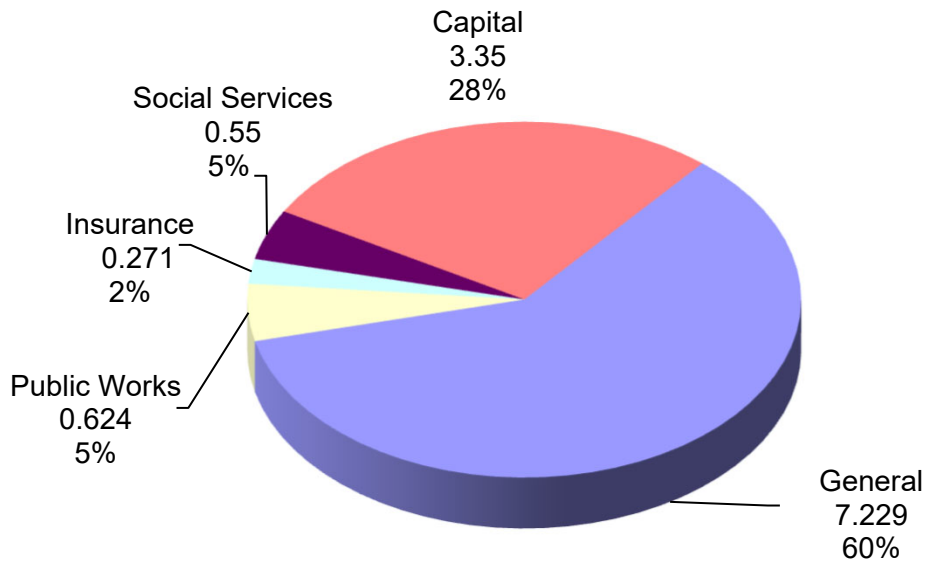
## 2024 EXPENDITURES

Total \$491,273,900 (2023 \$441,083,883)

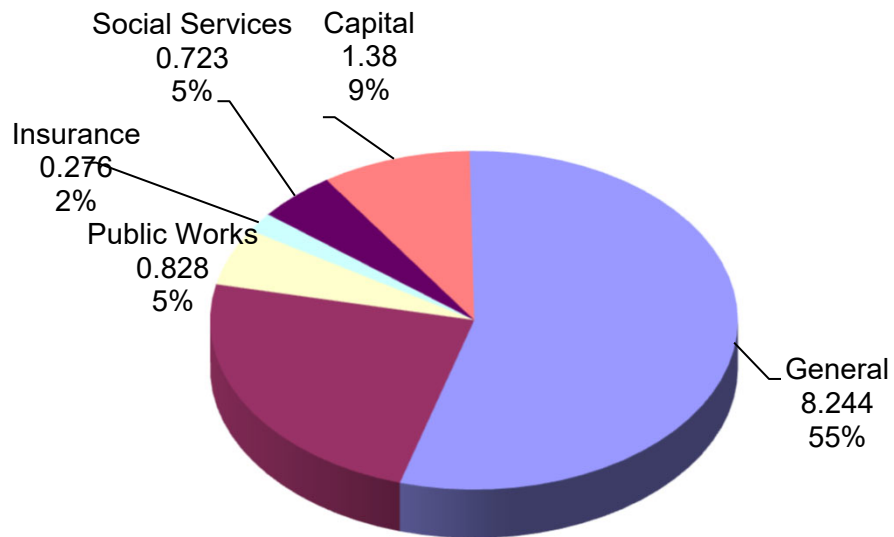


# MILL LEVY

## 2024 TOTAL 12.024



## 2023 TOTAL 15.038



**2024**  
**SUMMARY OF FUND BALANCES**

FUND		2023 BEGINNING BALANCE	2023 MILL LEVY	2024 BEGINNING BALANCE	2024 MILL LEVY	2024 PROPERTY TAXES	2024 INTERGOV'T REVENUE
1000	General	38,311,471	8.244	\$ 45,227,346	7.229	\$ 173,787,486	\$ 9,899,823
<b>SPECIAL REVENUE FUNDS:</b>							
2000	Public Works	223,648,967	0.828	229,991,268	0.624	15,000,000	24,032,945
2100	Social Services	8,001,486	0.723	8,001,486	0.550	13,220,379	37,191,840
2200	Conservation Trust	734,535	-	734,535	-	-	545,000
2300	Contingent	100,120,000	3.587	155,120,000	-	-	-
2500	Health Department	5,969,139	-	5,969,139	-	-	5,542,408
2600	Human Services	688,911	-	688,911	-	-	9,826,699
2700	Solid Waste	4,514,085	-	4,056,179	-	-	-
7400	Weld County Trust Fund	61,175,699	-	63,575,699	-	-	-
<b>CAPITAL PROJECT FUNDS:</b>							
4000	Capital Expenditure	65,472,103	1.380	60,402,083	3.350	80,535,309	-
4010	Communications Dev.	6,576,212	-	3,203,630	-	-	-
<b>GROSS TOTALS</b>		<b>\$ 515,212,608</b>	<b>14.762</b>	<b>\$ 576,970,276</b>	<b>11.753</b>	<b>\$ 282,543,174</b>	<b>\$ 87,038,715</b>
<b>LESS INTERFUND TRANSFERS</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET TOTAL</b>		<b>\$ 515,212,608</b>	<b>14.762</b>	<b>\$ 576,970,276</b>	<b>11.753</b>	<b>\$ 282,543,174</b>	<b>\$ 87,038,715</b>
<b>PROPRIETARY FUNDS:</b>							
5200	Regional Crime Lab	895,868	-	895,868	-	-	-
6000	Fleet Services	4,056,432	-	4,056,432	-	-	-
6200	Health Insurance	8,350,144	-	7,611,349	-	-	-
6300	Insurance	7,552,959	0.276	7,552,959	0.271	6,500,000	-
6400	Telecom Service	823,276	-	823,276	-	-	-
6500	Weld Finance Corp	-	-	-	-	-	-
<b>NET TOTAL - IS FUNDS</b>		<b>\$ 21,678,679</b>	<b>0.276</b>	<b>\$ 20,939,884</b>	<b>0.271</b>	<b>\$ 6,500,000</b>	<b>\$ -</b>
<b>GROSS TOTAL ALL FUNDS</b>		<b>\$ 536,891,287</b>	<b>15.038</b>	<b>\$ 597,910,160</b>	<b>12.024</b>	<b>\$ 289,043,174</b>	<b>\$ 87,038,715</b>



**2024**  
**SUMMARY OF FUND BALANCES (CONTINUED)**

Assessed Value \$24,037,737,539

FUND		2024 OTHER REVENUE	2024 INTERFUND TRANSFER	2024 AVAILABLE FINANCING	2024 APPRO- PRIATIONS	2024 ENDING BALANCE
1000	General	\$ 48,394,708	\$ -	\$ 277,309,363	\$ 227,191,242	\$ 50,118,121
<b>SPECIAL REVENUE FUNDS:</b>						
2000	Public Works	43,175,000	400,000	\$ 312,599,213	77,115,128	\$ 235,484,085
2100	Social Services	-	-	\$ 58,413,705	50,412,219	\$ 8,001,486
2200	Conservation Trust	10,000	-	\$ 1,289,535	574,210	\$ 715,325
2300	Contingent	-	-	\$ 155,120,000	10,000,000	\$ 145,120,000
2500	Health Department	1,508,525	6,826,214	\$ 19,846,286	13,877,147	\$ 5,969,139
2600	Human Services	684,250	12,351	\$ 11,212,211	10,523,300	\$ 688,911
2700	Solid Waste	1,700,000	-	\$ 5,756,179	1,571,163	\$ 4,185,016
7400	Weld County Trust Fund	2,500,000	2,000,000	\$ 68,075,699	4,500,000	\$ 63,575,699
<b>CAPITAL PROJECT FUNDS:</b>						
4000	Capital Expenditure	1,225,000	-	\$ 142,162,392	38,137,232	104,025,160
4010	Communications Dev.	1,850,000	-	\$ 5,053,630	4,779,000	274,630
<b>GROSS TOTALS</b>		<b>\$ 101,047,483</b>	<b>\$ 9,238,565</b>	<b>\$ 1,056,838,213</b>	<b>\$ 438,680,641</b>	<b>\$ 618,157,572</b>
<b>LESS INTERFUND TRANSFERS</b>		<b>-</b>	<b>(9,238,565)</b>	<b>(9,238,565)</b>	<b>(9,238,565)</b>	<b>-</b>
<b>NET TOTAL</b>		<b>\$ 101,047,483</b>	<b>\$ -</b>	<b>\$ 1,047,599,648</b>	<b>\$ 429,442,076</b>	<b>\$ 618,157,572</b>
<b>PROPRIETARY FUNDS:</b>						
5200	Regional Crime Lab	310,000	-	\$ 1,205,868	310,000	895,868
6000	Fleet Services	15,893,707	-	\$ 19,950,139	19,546,982	713,157
6200	Health Insurance	33,794,112	-	\$ 41,405,461	33,610,500	7,794,961
6300	Insurance	370,000	-	\$ 14,422,959	6,867,000	7,555,959
6400	Telecom Service	1,807,342	-	\$ 2,630,618	1,807,342	823,276
6500	Weld Finance Corp	-	-	\$ -	-	-
<b>NET TOTAL - IS FUNDS</b>		<b>\$ 52,175,161</b>	<b>\$ -</b>	<b>\$ 79,615,045</b>	<b>\$ 61,831,824</b>	<b>\$ 17,783,221</b>
<b>GROSS TOTAL ALL FUNDS</b>		<b>\$ 153,222,644</b>	<b>\$ -</b>	<b>\$ 1,127,214,693</b>	<b>\$ 491,273,900</b>	<b>\$ 635,940,793</b>

**2024 BUDGETED  
SUMMARY OF MAJOR REVENUES AND EXPENDITURES**

FUND	2024 BEGINNING BALANCE	2024 PROPERTY TAXES	2024 INTERGOV'T REVENUE	2024 OTHER REVENUE	2024 INTERFUND TRANSFER	2024 AVAILABLE FINANCING
1000 General Fund	\$ 45,227,346	\$ 173,787,486	\$ 9,899,823	\$ 48,394,708	\$ -	\$ 277,309,363
SPECIAL REVENUE FUNDS:						
2000 Public Works	229,991,268	15,000,000	24,032,945	43,175,000	400,000	312,599,213
2100 Social Services	8,001,486	13,220,379	37,191,840	-	-	58,413,705
2200 Conservation Trust	734,535	-	545,000	10,000	-	1,289,535
2300 Contingent	155,120,000	-	-	-	-	155,120,000
2500 Health Department	5,969,139	-	5,542,408	1,508,525	6,826,214	19,846,286
2600 Human Services	688,911	-	9,826,699	684,250	12,351	11,212,211
2700 Solid Waste	4,056,179	-	-	1,700,000	-	5,756,179
7400 Weld County Trust	63,575,699	-	-	2,500,000	2,000,000	68,075,699
CAPITAL PROJECT FUNDS:						
4000 Capital Expenditure	60,402,083	80,535,309	-	1,225,000	-	142,162,392
4010 Communications Dev.	3,203,630	-	-	1,850,000	-	5,053,630
<b>GROSS TOTALS</b>	<b>\$ 576,970,276</b>	<b>\$ 282,543,174</b>	<b>\$ 87,038,715</b>	<b>\$ 101,047,483</b>	<b>\$ 9,238,565</b>	<b>\$ 1,056,838,213</b>
<b>LESS INTERFUND TRANSFERS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(9,238,565)</b>	<b>(9,238,565)</b>
<b>NET TOTAL</b>	<b>\$ 576,970,276</b>	<b>\$ 282,543,174</b>	<b>\$ 87,038,715</b>	<b>\$ 101,047,483</b>	<b>\$ -</b>	<b>\$ 1,047,599,648</b>
PROPRIETARY FUNDS:						
5200 Regional Crime Lab	895,868	-	-	310,000	-	1,205,868
6000 Fleet Services	4,056,432	-	-	15,893,707	-	19,950,139
6200 Health Insurance	7,611,349	-	-	33,794,112	-	41,405,461
6300 Insurance	7,552,959	6,500,000	-	370,000	-	14,422,959
6400 Telecom Service	823,276	-	-	1,807,342	-	2,630,618
6500 Weld Finance Corp	-	-	-	-	-	-
<b>NET TOTAL - IS FUNDS</b>	<b>\$ 20,939,884</b>	<b>\$ 6,500,000</b>	<b>\$ -</b>	<b>\$ 52,175,161</b>	<b>\$ -</b>	<b>\$ 79,615,045</b>
<b>GROSS TOTAL ALL FUNDS</b>	<b>\$ 597,910,160</b>	<b>\$ 289,043,174</b>	<b>\$ 87,038,715</b>	<b>\$ 153,222,644</b>	<b>\$ -</b>	<b>\$ 1,127,214,693</b>

**2024 BUDGETED  
SUMMARY OF MAJOR REVENUES AND EXPENDITURES (CONTINUED)**

Assessed Value \$24,037,727,539

FUND	2024 AVAILABLE FINANCING	2024 PERSONNEL	2024 SERVICE/ SUPPLIES	2024 CAPITAL	2024 APPRO- PRIATIONS	2024 ENDING BALANCE
1000 General Fund	\$ 277,309,363	\$ 129,553,545	\$ 96,775,097	\$ 862,600	227,191,242	\$ 50,118,121
<b>SPECIAL REVENUE FUNDS:</b>						
2000 Public Works	312,599,213	20,476,538	56,638,590	-	77,115,128	235,484,085
2100 Social Services	58,413,705	37,000,000	13,412,219	-	50,412,219	8,001,486
2200 Conservation Trust	1,289,535	-	574,210	-	574,210	715,325
2300 Contingent	155,120,000	-	10,000,000	-	10,000,000	145,120,000
2500 Health Department	19,846,286	11,594,070	2,253,577	29,500	13,877,147	5,969,139
2600 Human Services	11,212,211	6,468,300	4,055,000	-	10,523,300	688,911
2700 Solid Waste	5,756,179	-	1,571,163	-	1,571,163	4,185,016
7400 Weld County Trust	68,075,699	-	4,500,000	-	4,500,000	63,575,699
<b>CAPITAL PROJECT FUNDS:</b>						
4000 Capital Expenditure	142,162,392	-	-	38,137,232	38,137,232	104,025,160
4010 Communications Dev.	5,053,630	-	-	4,779,000	4,779,000	274,630
<b>GROSS TOTALS</b>	<b>\$ 1,056,838,213</b>	<b>\$ 205,092,453</b>	<b>\$ 189,779,856</b>	<b>\$ 43,808,332</b>	<b>\$ 438,680,641</b>	<b>\$ 618,157,572</b>
<b>LESS INTERFUND TRANSFE</b>	<b>(9,238,565)</b>		<b>(9,238,565)</b>		<b>(9,238,565)</b>	<b>-</b>
<b>NET TOTAL</b>	<b>\$ 1,047,599,648</b>	<b>\$ 205,092,453</b>	<b>\$ 180,541,291</b>	<b>\$ 43,808,332</b>	<b>\$ 429,442,076</b>	<b>\$ 618,157,572</b>
<b>PROPRIETARY FUNDS:</b>						
5200 Regional Crime Lab	1,205,868	-	310,000	-	310,000	895,868
6000 Fleet Services	19,950,139	2,554,676	12,615,031	4,067,275	19,236,982	713,157
6200 Health Insurance	41,405,461	-	33,610,500	-	33,610,500	7,794,961
6300 Insurance	14,422,959	-	6,867,000	-	6,867,000	7,555,959
6400 Telecom Service	2,630,618	266,402	1,540,940	-	1,807,342	823,276
6500 Weld Finance Corp	-	-	-	-	-	-
<b>NET TOTAL - IS FUNDS</b>	<b>\$ 79,615,045</b>	<b>\$ 2,821,078</b>	<b>\$ 54,943,471</b>	<b>\$ 4,067,275</b>	<b>\$ 61,831,824</b>	<b>\$ 17,783,221</b>
<b>GROSS TOTAL ALL FUNDS</b>	<b>\$ 1,127,214,693</b>	<b>\$ 207,913,531</b>	<b>\$ 235,484,762</b>	<b>\$ 47,875,607</b>	<b>\$ 491,273,900</b>	<b>\$ 635,940,793</b>

**2023 ESTIMATED  
SUMMARY OF MAJOR REVENUES AND EXPENDITURES**

FUND	2023 BEGINNING BALANCE	2023 PROPERTY TAXES	2023 INTERGOV'T REVENUE	2023 OTHER REVENUE	2023 INTERFUND TRANSFER	2023 AVAILABLE FINANCING
1000 General Fund	\$ 38,311,471	\$ 149,369,003	\$ 10,660,288	\$ 45,889,238	\$ -	\$ 244,230,000
<b>SPECIAL REVENUE FUNDS:</b>						
2000 Public Works	223,648,967	15,000,000	22,106,459	50,018,332	400,000	311,173,758
2100 Social Services	8,001,486	13,101,560	33,211,957	-	-	54,315,003
2200 Conservation Trust	734,535	-	560,000	3,000	-	1,297,535
2300 Contingent	100,120,000	65,000,000	-	-	-	165,120,000
2500 Health Department	5,969,139	-	6,666,674	1,814,684	6,912,957	21,363,454
2600 Human Services	688,911	-	9,196,299	592,150	12,351	10,489,711
2700 Solid Waste	4,514,085	-	-	1,700,000	-	6,214,085
7400 Weld County Trust	61,175,699	-	-	2,500,000	2,500,000	66,175,699
<b>CAPITAL PROJECT FUNDS:</b>						
4000 Capital Expenditure	65,472,103	25,000,000	-	975,000	-	91,447,103
4010 Communications Dev.	6,576,212	-	-	1,850,000	-	8,426,212
<b>GROSS TOTALS</b>	<b>\$ 515,212,608</b>	<b>\$ 267,470,563</b>	<b>\$ 82,401,677</b>	<b>\$ 105,342,404</b>	<b>\$ 9,825,308</b>	<b>\$ 980,252,560</b>
<b>LESS INTERFUND TRANSFERS</b>					<b>(9,825,308)</b>	<b>(9,825,308)</b>
<b>NET TOTAL</b>	<b>\$ 515,212,608</b>	<b>\$ 267,470,563</b>	<b>\$ 82,401,677</b>	<b>\$ 105,342,404</b>	<b>\$ -</b>	<b>\$ 970,427,252</b>
<b>PROPRIETARY FUNDS:</b>						
5200 Regional Crime Lab	895,868	-	-	310,000	-	1,205,868
6000 Fleet Services	4,056,432	-	-	13,205,090	-	17,261,522
6200 Health Insurance	8,350,144	-	-	26,833,520	-	35,183,664
6300 Insurance	7,552,959	5,000,000	-	345,000	-	12,897,959
6400 Telecom Service	823,276	-	-	1,694,502	-	2,517,778
6500 Weld Finance Corp	-	-	-	-	-	-
<b>NET TOTAL - IS FUNDS</b>	<b>\$ 21,678,679</b>	<b>\$ 5,000,000</b>	<b>\$ -</b>	<b>\$ 42,388,112</b>	<b>\$ -</b>	<b>\$ 69,066,791</b>
<b>GROSS TOTAL ALL FUNDS</b>	<b>\$ 536,891,287</b>	<b>\$ 272,470,563</b>	<b>\$ 82,401,677</b>	<b>\$ 147,730,516</b>	<b>\$ -</b>	<b>\$ 1,039,494,043</b>

**2023 ESTIMATED  
SUMMARY OF MAJOR REVENUES AND EXPENDITURES (CONTINUED)**

Assessed Value \$18,118,803,231

FUND	2023 AVAILABLE FINANCING	2023 PERSONNEL	2023 SERVICE/ SUPPLIES	2023 CAPITAL	2023 APPRO- PRIATIONS	2023 ENDING BALANCE
1000 General Fund	\$ 244,230,000	\$ 123,846,085	\$ 74,818,359	\$ 338,210	199,002,654	\$ 45,227,346
SPECIAL REVENUE FUNDS:						
2000 Public Works	311,173,758	19,072,888	62,031,602	78,000	81,182,490	229,991,268
2100 Social Services	54,315,003	32,241,200	14,072,317	-	46,313,517	8,001,486
2200 Conservation Trust	1,297,535	-	563,000	-	563,000	734,535
2300 Contingent	165,120,000	-	10,000,000	-	10,000,000	155,120,000
2500 Health Department	21,363,454	11,589,581	3,774,234	30,500	15,394,315	5,969,139
2600 Human Services	10,489,711	6,216,900	3,583,900	-	9,800,800	688,911
2700 Solid Waste	6,214,085	-	2,157,906	-	2,157,906	4,056,179
7400 Weld County Trust	66,175,699	-	2,600,000	-	2,600,000	63,575,699
CAPITAL PROJECT FUNDS:						
4000 Capital Expenditure	91,447,103	-	-	31,045,020	31,045,020	60,402,083
4010 Communications Dev.	8,426,212	-	-	5,222,582	5,222,582	3,203,630
<b>GROSS TOTALS</b>	<b>\$ 980,252,560</b>	<b>\$ 192,966,654</b>	<b>\$ 173,601,318</b>	<b>\$ 36,714,312</b>	<b>\$ 403,282,284</b>	<b>\$ 576,970,276</b>
<b>LESS INTERFUND TRANSFE</b>	<b>(9,825,308)</b>	<b>-</b>	<b>(9,825,308)</b>	<b>-</b>	<b>(9,825,308)</b>	<b>-</b>
<b>NET TOTAL</b>	<b>\$ 970,427,252</b>	<b>\$ 192,966,654</b>	<b>\$ 163,776,010</b>	<b>\$ 36,714,312</b>	<b>\$ 393,456,976</b>	<b>\$ 576,970,276</b>
PROPRIETARY FUNDS:						
5200 Regional Crime Lab	1,205,868	-	310,000	-	310,000	895,868
6000 Fleet Services	17,261,522	1,907,256	11,297,834	-	13,205,090	4,056,432
6200 Health Insurance	35,183,664	-	27,572,315	-	27,572,315	7,611,349
6300 Insurance	12,897,959	-	5,345,000	-	5,345,000	7,552,959
6400 Telecom Service	2,517,778	252,772	1,441,730	-	1,694,502	823,276
6500 Weld Finance Corp	-	-	-	-	-	-
<b>NET TOTAL - IS FUNDS</b>	<b>\$ 69,066,791</b>	<b>\$ 2,160,028</b>	<b>\$ 45,966,879</b>	<b>\$ -</b>	<b>\$ 48,126,907</b>	<b>\$ 20,939,884</b>
<b>GROSS TOTAL ALL FUNDS</b>	<b>\$ 1,039,494,043</b>	<b>\$ 195,126,682</b>	<b>\$ 209,742,889</b>	<b>\$ 36,714,312</b>	<b>\$ 441,583,883</b>	<b>\$ 597,910,160</b>

**2022 ACTUAL  
SUMMARY OF MAJOR REVENUES AND EXPENDITURES**

FUND	2022 BEGINNING BALANCE	2022 PROPERTY TAXES	2022 INTERGOV'T REVENUE	2022 OTHER REVENUE	2022 INTERFUND TRANSFER
1000 General Fund	50,138,372	\$ 108,738,874	\$ 19,791,684	\$ 43,235,034	\$(2,607,626)
SPECIAL REVENUE FUNDS:					
2000 Public Works	149,380,946	14,970,410	42,987,685	80,127,686	1,777,599
2100 Social Services	7,687,824	12,091,713	43,429,499	-	-
2200 Conservation Trust	730,412	-	542,101	8,254	-
2300 Contingent	100,119,958	-	-	42	-
2500 Health Department	6,147,302	-	8,027,032	1,647,025	4,034,011
2600 Human Services	772,927	-	7,711,099	674,023	12,351
2700 Solid Waste	4,245,410	-	-	2,768,898	-
7400 Weld County Trust	72,006,617	-	-	579,393	-
CAPITAL PROJECT FUNDS:					
4000 Capital Expenditure	43,682,640	38,938,864	-	1,126,487	-
4010 Communications Dev.	4,950,971	-	-	1,850,000	-
<b>GROSS TOTALS</b>	<b>\$ 439,863,379</b>	<b>\$ 174,739,861</b>	<b>\$ 122,489,100</b>	<b>\$ 132,016,842</b>	<b>\$ 3,216,335</b>
LESS INTERFUND TRANSFER	-	-	-	-	(3,216,335)
<b>NET TOTAL</b>	<b>\$ 439,863,379</b>	<b>\$ 174,739,861</b>	<b>\$ 122,489,100</b>	<b>\$ 132,016,842</b>	<b>\$ -</b>
PROPRIETARY FUNDS:					
5200 Regional Crime Lab	660,253	-	-	467,983	-
6000 Fleet Services	3,877,751	-	-	14,966,767	-
6200 Health Insurance	15,449,293	-	-	21,788,029	-
6300 Insurance	7,328,048	3,990,783	-	310,850	-
6400 Telecom Service	890,340	-	-	1,604,604	-
6500 Weld Finance Corp	-	-	-	-	-
<b>NET TOTAL - IS FUNDS</b>	<b>\$ 28,205,685</b>	<b>\$ 3,990,783</b>	<b>\$ -</b>	<b>\$ 39,138,233</b>	<b>\$ -</b>
<b>GROSS TOTAL ALL FUNDS</b>	<b>\$ 468,069,064</b>	<b>\$ 178,730,644</b>	<b>\$ 122,489,100</b>	<b>\$ 171,155,075</b>	<b>\$ -</b>

**2022 ACTUALS  
CONTINUED**

Assessed Value \$11,968,155,218

FUND	2022 AVAILABLE FINANCING	2022 PERSONNEL	2022 SERVICE/ SUPPLIES	2022 CAPITAL	2022 APPRO- PRIATIONS	2022 ENDING BALANCE
1000 General Fund	\$ 219,296,338	\$ 105,117,421	\$ 73,949,972	\$ 1,917,474	180,984,867	\$ 38,311,471
SPECIAL REVENUE FUNDS				-		
2000 Public Works	289,244,326	15,712,900	49,882,459	-	65,595,359	223,648,967
2100 Social Services	63,209,036	34,647,677	20,559,873	-	55,207,550	8,001,486
2200 Conservation Trust	1,280,767	-	546,232	-	546,232	734,535
2300 Contingent	100,120,000	-	-	-	-	100,120,000
2500 Health Department	19,855,370	5,565,132	8,321,099	-	13,886,231	5,969,139
2600 Human Services	9,170,400	5,763,300	2,718,189	-	8,481,489	688,911
2700 Solid Waste	7,014,308	-	2,500,223	-	2,500,223	4,514,085
7400 Weld County Trust	72,586,010	-	11,410,311	-	11,410,311	61,175,699
CAPITAL PROJECT FUNDS:						
4000 Capital Expenditure	83,747,991	-	1,161,710	17,114,178	18,275,888	65,472,103
4010 Communications Dev.	6,800,971	-	224,759		224,759	6,576,212
<b>GROSS TOTALS</b>	<b>\$ 872,325,517</b>	<b>\$ 166,806,430</b>	<b>\$ 171,274,827</b>	<b>\$ 19,031,652</b>	<b>\$ 357,112,909</b>	<b>\$ 515,212,608</b>
<b>LESS INTERFUND TRANSFER</b>	<b>(3,216,335)</b>		<b>(3,216,335)</b>		<b>(3,216,335)</b>	<b>-</b>
<b>NET TOTAL</b>	<b>\$ 869,109,182</b>	<b>\$ 166,806,430</b>	<b>\$ 168,058,492</b>	<b>\$ 19,031,652</b>	<b>\$ 353,896,574</b>	<b>\$ 515,212,608</b>
PROPRIETARY FUNDS:						
5200 Regional Crime Lab	1,128,236	-	232,368	-	232,368	895,868
6000 Fleet Services	18,844,518	1,661,639	6,195,025	6,931,422	14,788,086	4,056,432
6200 Health Insurance	37,237,322	-	28,887,178	-	28,887,178	8,350,144
6300 Insurance	11,629,681	-	4,076,722	-	4,076,722	7,552,959
6400 Telecom Service	2,494,944	223,703	1,447,965	-	1,671,668	823,276
6500 Weld Finance Corp	-	-	-	-	-	-
<b>NET TOTAL - IS FUNDS</b>	<b>\$ 71,334,701</b>	<b>\$ 1,885,342</b>	<b>\$ 40,839,258</b>	<b>\$ 6,931,422</b>	<b>\$ 49,656,022</b>	<b>\$ 21,678,679</b>
<b>GROSS TOTAL ALL FUNDS</b>	<b>\$ 940,443,883</b>	<b>\$ 168,691,772</b>	<b>\$ 208,897,750</b>	<b>\$ 25,963,074</b>	<b>\$ 403,552,596</b>	<b>\$ 536,891,287</b>

**GOVERNMENT FUNDS  
2022-2024  
SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

<b>REVENUES</b>	<b>ACTUAL 2022</b>	<b>PROJECTED 2023</b>	<b>BUDGET 2024</b>
Taxes	195,913,909	286,530,563	298,658,174
Licenses and Permits	5,745,010	5,610,550	5,513,750
Intergovernmental	125,705,435	81,901,677	87,038,715
Miscellaneous	65,887,214	45,855,856	43,713,630
Fees	18,181,817	20,182,750	20,884,000
Charges for Services	<u>17,812,418</u>	<u>14,633,248</u>	<u>14,821,103</u>
 Total Estimated Financial Sources	 \$ 429,245,803	 \$ 454,714,644	 \$ 470,629,372
 <b>EXPENDITURES</b>			
Current:			
General Government	56,464,396	61,073,550	70,724,085
Public Safety	85,895,963	97,495,240	108,323,947
Public Works	74,730,915	103,122,933	105,106,054
Public Health and Welfare	71,594,004	61,923,832	64,540,366
Human Services	8,481,489	11,244,025	14,093,147
Culture and Recreation	1,462,686	1,189,511	1,222,417
Miscellaneous	36,766,474	10,640,283	8,861,190
Capital Outlay	18,500,647	36,267,602	42,916,232
Contingency/Reserves	<u>\$ -</u>	<u>\$ 10,000,000</u>	<u>\$ 10,000,000</u>
 Total Use of Resources	 <u>\$ 353,896,574</u>	 <u>\$ 392,956,976</u>	 <u>\$ 425,787,438</u>
 Net Increase (Decrease) in Fund Balance	 75,349,229	 61,757,668	 44,841,934
 Fund Balance at Beginning of the Year	 <u>\$ 439,863,379</u>	 <u>\$ 515,212,608</u>	 <u>\$ 576,970,276</u>
 Fund Balance at End of Year - without Unspent Contingencies/Reserves	 <u>\$ 515,212,608</u>	 <u>\$ 576,970,276</u>	 <u>\$ 621,812,210</u>
 Contingencies/Reserves Appropriated but Unspent	 <u>-</u>	 <u>-</u>	 <u>10,000,000</u>
 Fund Balance at End of Year - with Contingencies/Reserves	 <u>\$ 515,212,608</u>	 <u>\$ 576,970,276</u>	 <u>\$ 631,812,210</u>



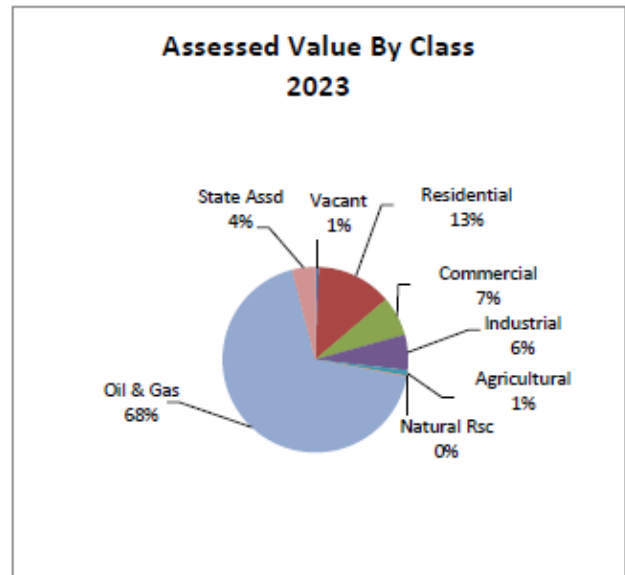
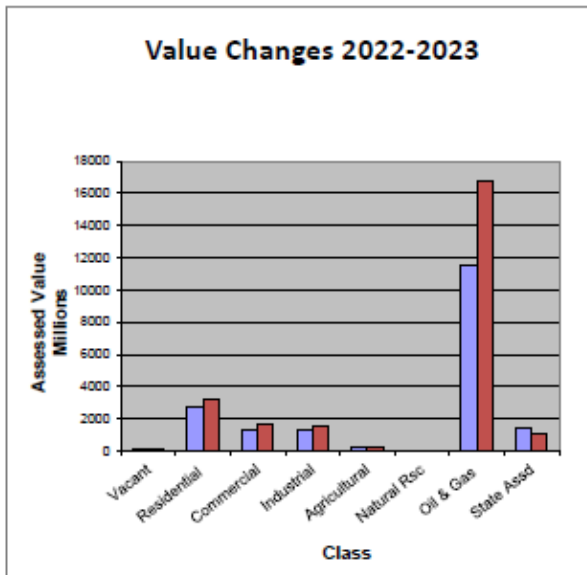
**PROPRIETARY FUNDS**  
**2022-2024**  
**SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

<b>REVENUES</b>	<b>ACTUAL 2022</b>	<b>PROJECTED 2023</b>	<b>BUDGET 2024</b>
Taxes	\$ 3,990,783	\$ 5,000,000	\$ 6,500,000
Intergovernmental	-	-	-
Transfers	-	550,000	-
Charges for Services	<u>39,138,233</u>	<u>41,838,112</u>	<u>52,175,161</u>
<b>Total Estimated Financial Sources</b>	<b><u>\$ 43,129,016</u></b>	<b><u>\$ 47,388,112</u></b>	<b><u>\$ 58,675,161</u></b>
 <b>EXPENDITURES</b>			
Regional Crime Lab	\$ 232,368	\$ 310,000	\$ 310,000
Fleet Services	14,788,086	13,205,090	15,169,707
Health Insurance	28,887,178	27,572,315	33,610,500
Insurance	4,076,722	5,345,000	6,867,000
Telecom Service	1,671,668	1,694,502	1,807,342
Weld Finance Corp	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Use of Resources</b>	<b><u>\$ 49,656,022</u></b>	<b><u>\$ 48,126,907</u></b>	<b><u>\$ 57,764,549</u></b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(6,527,006)</b>	<b>(738,795)</b>	<b>910,612</b>
<b>Fund Balance at Beginning of the Year</b>	<b><u>28,205,685</u></b>	<b><u>21,678,679</u></b>	<b><u>20,939,884</u></b>
<b>Fund Balance at End of Year - without Unspent Contingencies/Reserves</b>	<b>21,678,679</b>	<b>20,939,884</b>	<b>21,850,496</b>
<b>Contingencies/Reserves Appropriated but Unspent</b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b>Fund Balance at End of Year - with Contingencies/Reserves</b>	<b><u>\$ 21,678,679</u></b>	<b><u>\$ 20,939,884</u></b>	<b><u>\$ 21,850,496</u></b>

# WELD COUNTY TOTAL TAXABLE PROPERTY 2023 ASSESSED VALUES TO BE USED FOR 2024 BUDGET

## Weld County 2023 Taxable Assessed Value (12/13/2023)

<u>Class</u>	<u>2022 Final Assessed Value</u>	<u>2023 Final Assessed Value</u>	<u>Change \$</u>	<u>Change %</u>
Vacant	\$ 100,879,730	\$ 149,465,100	\$ 48,585,370	48.16%
Residential	\$ 2,759,684,090	\$ 3,246,947,670	\$ 487,263,580	17.66%
Commercial	\$ 1,345,627,780	\$ 1,704,699,230	\$ 359,071,450	26.68%
Industrial	\$ 1,332,740,950	\$ 1,518,783,640	\$ 186,042,690	13.96%
Agricultural	\$ 204,672,650	\$ 240,677,200	\$ 36,004,550	17.59%
Natural Rsc	\$ 34,748,860	\$ 45,612,990	\$ 10,864,130	31.26%
Oil & Gas	\$ 11,495,262,740	\$ 16,766,317,290	\$ 5,271,054,550	45.85%
State Assd	\$ 1,491,725,200	\$ 1,002,715,100	\$ (489,010,100)	-32.78%
<b>Total Value:</b>	<b>\$ 18,765,342,000</b>	<b>\$ 24,675,218,220</b>	<b>\$ 5,909,876,220</b>	<b>31.49%</b>
Less TIF Value	\$ 646,538,769	\$ 637,490,681	\$ (9,048,088)	-1.40%
<b>Net Total:</b>	<b>\$ 18,118,803,231</b>	<b>\$ 24,037,727,539</b>	<b>\$ 5,918,924,308</b>	<b>32.67%</b>



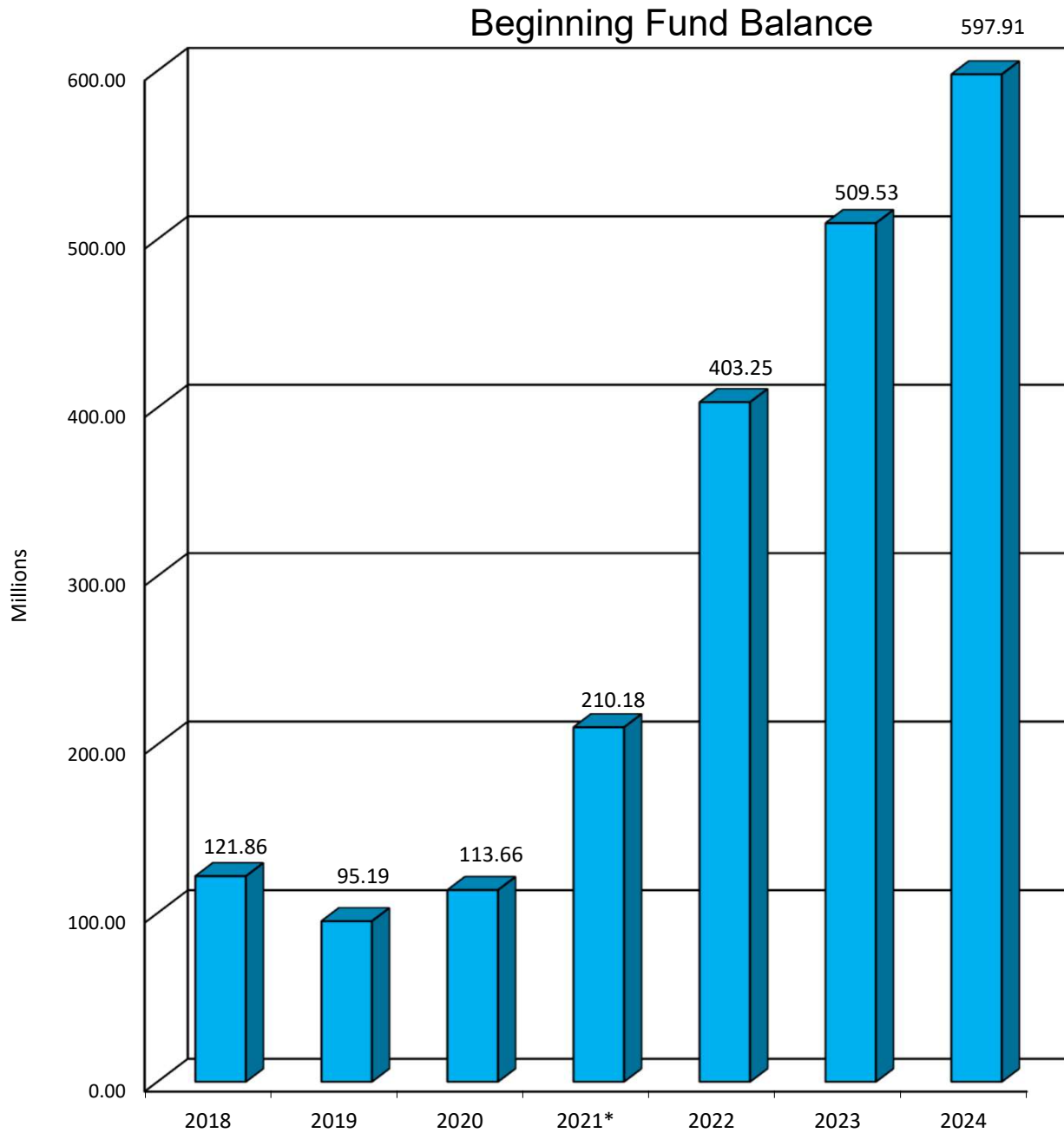
**NET PROGRAM COST**

	<b>NET COST</b>	<b>ALLOCATED SUPPORT</b>	<b>TOTAL</b>
<b><u>MANDATED: CHARTER/STATE CONSTITUTIONAL OFFICES</u></b>			
OFFICE OF THE BOARD	\$ 991,956	\$ 607,543	\$ 1,599,499
PUBLIC TRUSTEE	(94,513)	\$ 19,546	(74,967)
CLERK & RECORDER	(4,909,886)	\$ 1,916,878	(2,993,008)
ELECTIONS	3,039,991	\$ 345,942	3,385,933
TREASURER	(8,012,402)	\$ -	(8,012,402)
ASSESSOR	4,966,539	\$ 912,755	5,879,294
COUNTY COUNCIL	62,948	\$ 9,513	72,461
DISTRICT ATTORNEY	9,191,654	\$ 1,149,522	10,341,176
SHERIFF	8,645,524	\$ 2,975,710	11,621,234
CORONER	1,822,453	\$ 682,803	2,505,256
CLERK TO THE BOARD	856,796	\$ 178,728	1,035,524
<b>TOTAL</b>	<b>\$ 16,561,060</b>	<b>\$ 8,798,939</b>	<b>\$ 25,359,999</b>
<b><u>MANDATED:STATE/FEDERAL COUNTY COST</u></b>			
INMATE SERVICES AND SECURITY	\$ 40,666,603	\$ 8,863,022	\$ 49,529,625
COURTS AND TRANSPORTATION	5,987,731	\$ -	5,987,731
COMMUNITY CORRECTIONS	0	\$ 416,627	416,627
SOCIAL SERVICES	13,220,379	\$ 4,590,956	17,811,335
HUMAN RESOURCES	12,351	\$ 1,083,553	1,095,904
PUBLIC HEALTH	6,035,292	\$ 1,988,583	8,023,875
<b>TOTAL</b>	<b>\$ 65,922,356</b>	<b>\$ 16,942,742</b>	<b>\$ 82,865,098</b>
<b><u>CRITICAL -- NON-MANDATED COUNTY COST</u></b>			
PUBLIC SAFETY INFORMATION SYSTEM	\$ 1,353,125	\$ -	\$ 1,353,125
CRIME LAB	755,713	\$ 183,319	939,032
POLICE SERVICES (LEVEL)	14,635,780	\$ 3,256,672	17,892,452
SHERIFF CONTRACT SERVICES / SRO	1,089,389	\$ -	1,089,389
COMMUNICATIONS-COUNTY-WIDE	4,900,690	\$ -	4,900,690
OFFICE EMERGENCY SERVICES	484,272	\$ 303,745	788,017
DRUG TASK FORCE	408,670	\$ 4,861	413,531
<b>TOTAL</b>	<b>\$ 23,627,639</b>	<b>\$ 3,748,596</b>	<b>\$ 27,376,235</b>

**NET PROGRAM COST**

	<b>NET COST</b>	<b>ALLOCATED SUPPORT</b>	<b>TOTAL</b>
<b><u>LOCAL DISCRETION</u></b>			
PLANNING & ZONING/BLDG INSP	1,937,539	\$ 1,108,529	3,046,068
OIL AND GAS ENERGY	1,111,449	\$ 266,654	1,378,103
COMMUNITY DEVELOPMENT BLOCK GRANT	0	\$ -	0
ANIMAL CONTROL/CODE ENFORCEMENT	503,042	\$ -	503,042
NOXIOUS WEEDS	1,234,829	\$ 73,597	1,308,426
EXTENSION SERVICE	685,415	\$ 258,744	944,159
VETERANS SERVICES	236,878	\$ 41,958	278,836
AIRPORT	0	\$ 13,778	13,778
MENTAL HEALTH	251,000	\$ -	251,000
MISSILE SITE PARK	0	\$ 322	322
COUNTY FAIR	184,030	\$ 7,579	191,609
DEVELOPMENTALLY DISABLED	38,225	\$ -	38,225
SENIOR COORDINATORS	40,000	\$ -	40,000
VICTIM/WITNESS ASSISTANCE	931,043	\$ 67,707	998,750
JUVENILE DIVERSION	61,691	\$ 21,152	82,843
VICTIM ADVOCATES	110,757	\$ -	110,757
WASTE WATER MANAGEMENT	10,000	\$ -	10,000
ECONOMIC DEVELOPMENT	1,300,000	\$ 1,396	1,301,396
PUBLIC INFORMATION	533,416	\$ 23,242	556,658
GEOGRAPHICAL INFORMATION SYSTEM	393,755	\$ 644,866	1,038,621
COMMUNITY AGENCY GRANTS	80,000	\$ -	80,000
PARKS AND TRAILS	277,000	\$ -	277,000
ISLAND GROVE BUILDING	187,177	\$ -	187,177
JUSTICE SERVICES	1,865,947	\$ 366,754	2,232,701
WORK RELEASE	1,851,339	\$ 339,505	2,190,844
ADULT DIVERSION	170,301	\$ -	170,301
WELD PLAZA BUILDING	0	\$ -	0
WELLNESS PROGRAM	925,000	\$ -	925,000
BRIGHT FUTURES	2,315,407	\$ -	2,315,407
ASSET & RESOURCE MANAGEMENT	5,173,848	\$ -	5,173,848
<b>TOTAL</b>	<b>\$22,409,088</b>	<b>\$ 3,235,782</b>	<b>\$ 25,644,870</b>
PUBLIC WORKS	\$ 15,000,000	\$ 5,645,207	\$ 20,645,207
ENGINEERING	27,990,926	\$ 823,234	28,814,160
<b>TOTAL</b>	<b>\$ 42,990,926</b>	<b>\$ 6,468,441</b>	<b>\$ 49,459,367</b>
CAPITAL:			
EQUIPMENT	\$ -	\$ -	\$ -
BUILDINGS	38,137,272	\$ -	38,137,272
<b>TOTAL</b>	<b>\$ 38,137,272</b>	<b>\$ -</b>	<b>\$ 38,137,272</b>
<b><u>SUPPORT FUNCTION</u></b>			
COUNTY ATTORNEY	\$ 1,831,197	\$ (1,831,197)	\$ -
FACILITIES	13,580,101	(13,580,101)	0
FINANCE & ADMINISTRATION	849,590	(849,590)	0
ACCOUNTING	1,414,828	(1,414,828)	0
PURCHASING	433,223	(433,223)	0
HUMAN RESOURCES	4,765,095	(4,765,095)	0
TELECOM SERVICES	0	0	0
INSURANCE	6,500,000	(6,500,000)	0
NON-DEPARTMENTAL	1,516,965	(1,516,965)	0
BUILDING RENTS	0	0	0
INFORMATION TECHNOLOGY	12,576,917	(12,576,917)	0
PRINTING & SUPPLY	372,505	(372,505)	0
<b>TOTAL</b>	<b>\$ 43,840,421</b>	<b>\$ (43,840,421)</b>	<b>\$ -</b>

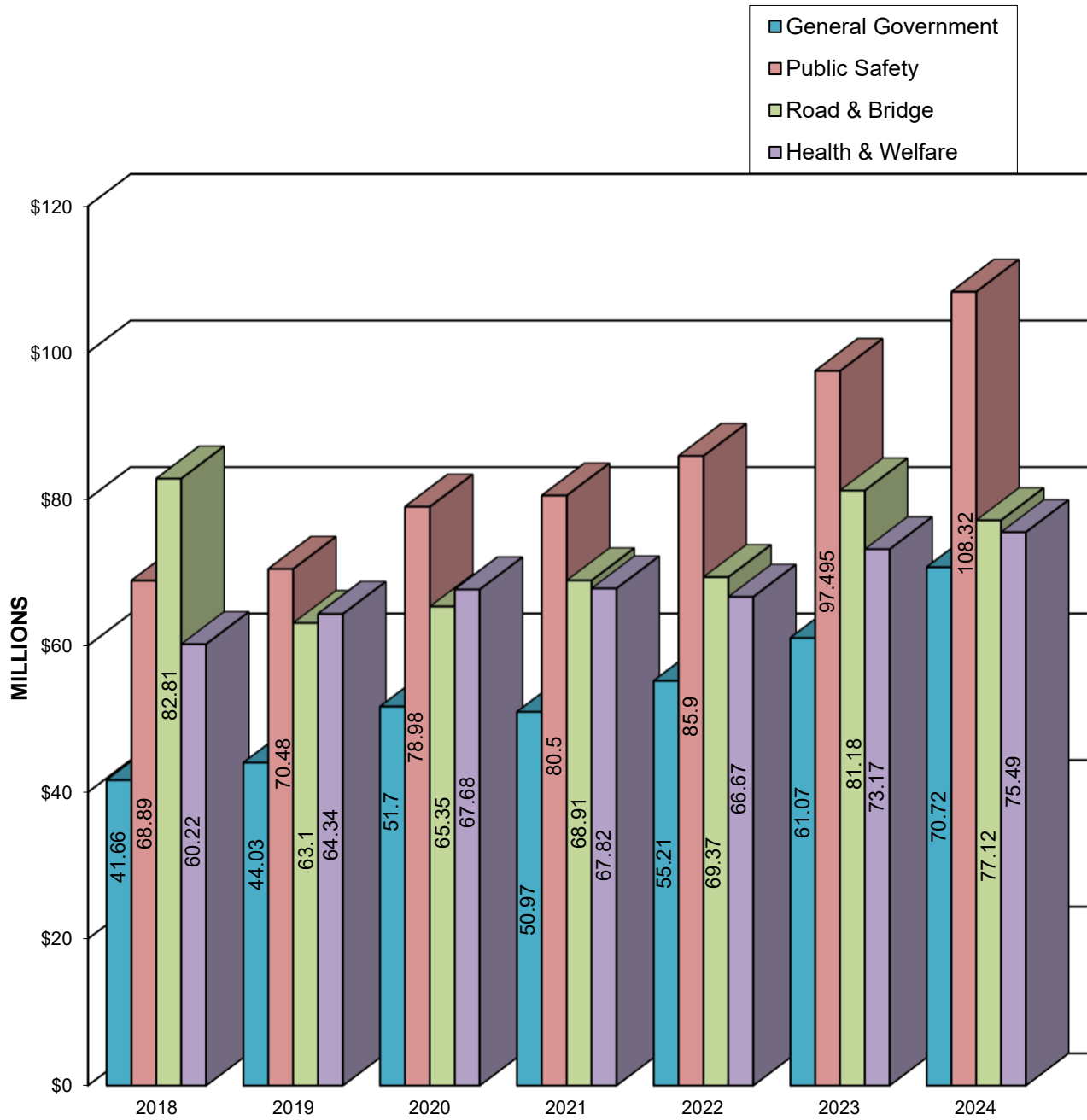
# SEVEN YEAR TREND

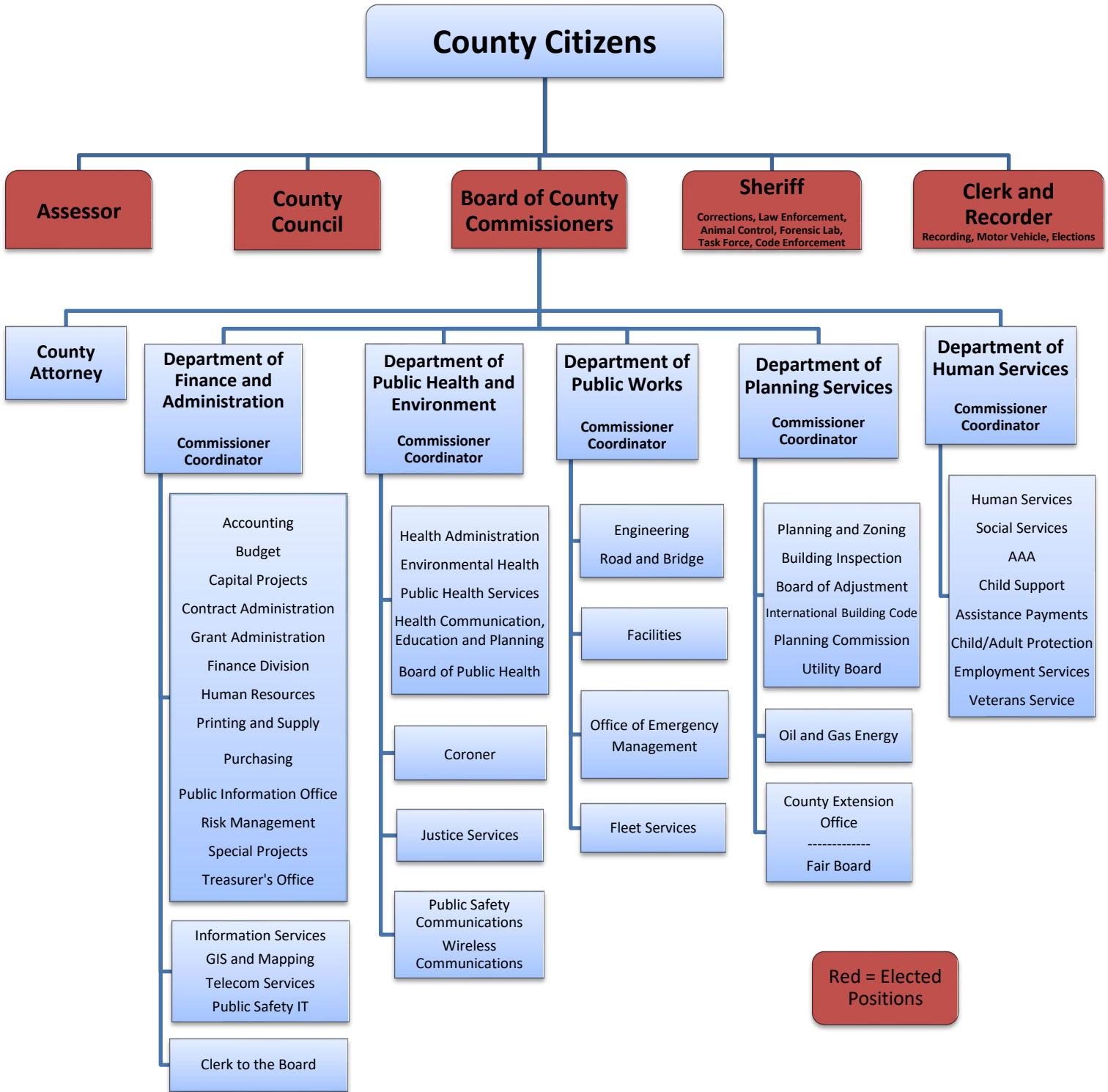


*\*Note: In 2020, Weld County created the Weld County Trust Fund from the \$63 million proceeds of the sale of a hospital property. The Weld County Trust Fund accounts for the assets held by the Weld Trust, a Colorado nonprofit corporation. The earnings of the fund are being used to fund Bright Futures student grants*

# SEVEN YEAR TREND

## County Expenditures





Housing Authority

**SUMMARY OF  
COUNTY FUNDED FULL TIME EQUIVALENTS (FTE)  
2024**

<i>DEPARTMENT</i>	<i>LAST YEAR ACTUAL 2022</i>	<i>CURRENT YEAR 2023</i>	<i>REQUEST BUDGET 2024</i>	<i>FINAL BUDGET 2024</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	5.000	5.000	+ 1.000
County Attorney	5.000	6.000	6.000	7.000	+ 1.000
Public Trustee	2.500	2.500	2.500	2.500	
Clerk to the Board	7.750	7.000	7.000	7.000	
Clerk and Recorder	9.000	9.000	9.000	9.000	
Elections	7.000	7.000	7.000	7.000	
Motor Vehicle	50.00	50.00	51.00	51.00	+ 1.000
Treasurer	10.000	10.000	10.000	10.000	
Assessor	38.500	39.500	41.500	41.500	+ 2.000
County Council	1.000	1.000	1.000	1.000	
District Attorney	64.000	65.000	65.000	65.000	
Juvenile Diversion	1.500	1.500	2.500	2.500	+ 1.000
Victim Witness	14.000	16.000	16.000	16.000	
Finance and Administration	3.000	2.500	3.000	4.000	+ 1.500
Accounting	7.750	8.000	8.000	9.500	+ 1.500
Purchasing	3.000	3.000	3.000	3.000	
Human Resources	18.000	19.000	20.000	23.000	+ 4.000
Planning and Zoning	25.000	25.000	25.000	25.000	
Community Develop (CDBG)	1.500	1.500	1.000	1.000	- 0.500
Facilities	43.000	50.000	53.000	53.000	+ 3.000
Information Services	52.000	54.000	56.000	56.000	+ 2.000
Printing and Supply	4.000	4.000	4.000	4.000	
SO Admin Patrol	16.000	16.000	16.000	16.000	
SO Admin Detention	30.000	30.000	30.000	30.000	
SO Prof. Standards	12.000	12.000	12.000	12.000	
SO Civil Unit	7.000	7.200	7.200	7.200	
SO Support Services	3.000	3.000	1.000	1.000	- 2.000
SO Records Unit	12.000	14.000	14.000	14.000	
SO Evidence Unit	2.000	2.000	3.000	3.000	+ 1.000
Sheriff Patrol	62.000	62.000	62.000	62.000	
Sheriff Investigations	20.000	20.000	23.000	23.000	+ 3.000
Municipal Contract	2.000	1.000	1.000	1.000	
School Resource Officers	0.0	0.0	7.000	7.000	+ 7.000

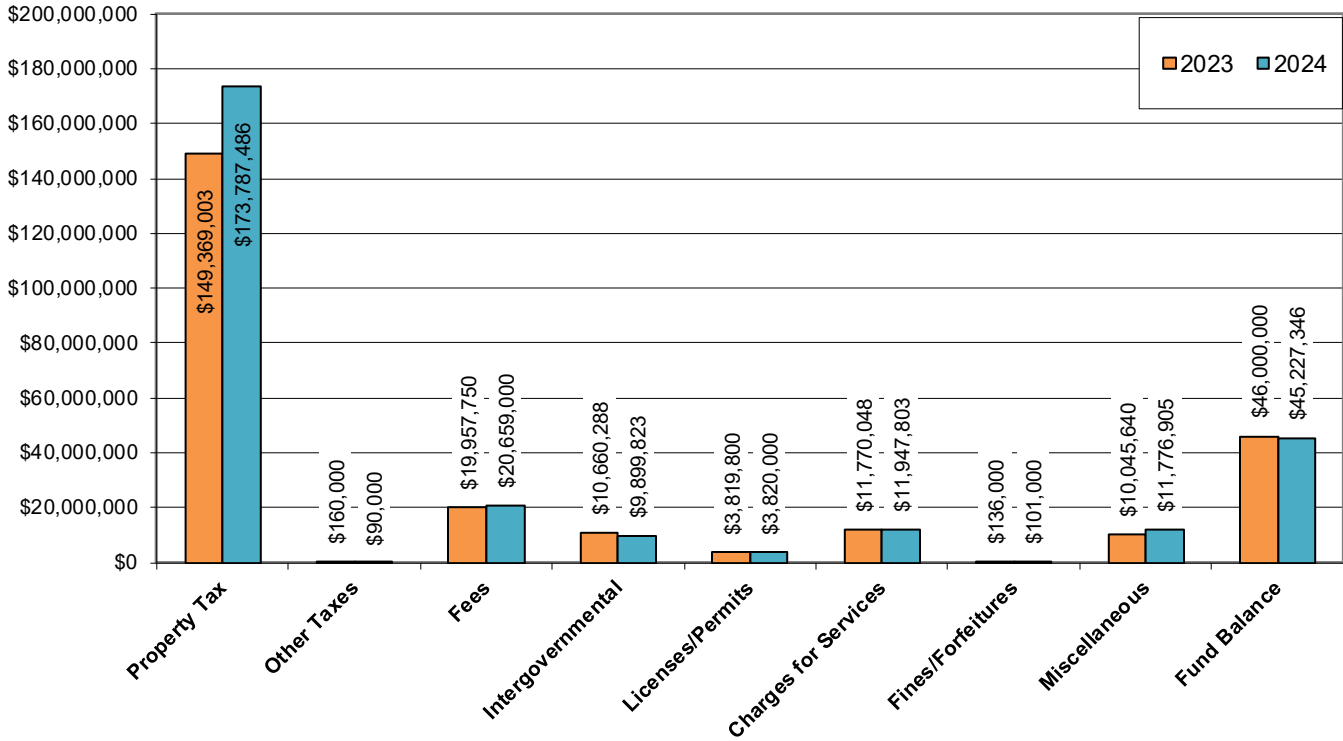


<b>DEPARTMENT</b>	<b>LAST YEAR ACTUAL 2022</b>	<b>CURRENT YEAR 2023</b>	<b>REQUEST BUDGET 2024</b>	<b>FINAL BUDGET 2024</b>	<b>CURRENT TO FINAL CHANGE</b>
Animal Control/Code Enforcement	3.000	3.000	3.000	3.000	
Crime Lab	5.000	5.000	5.000	5.000	
Victim Advocates	3.000	2.000	2.000	2.000	
Drug Task Force	2.000	2.000	2.000	2.000	
Inmate Services	20.000	20.000	20.000	20.000	
Security	229.000	229.000	205.000	205.000	- 24.000
Courts and Transport	35.000	35.000	35.000	35.000	
Communications	84.000	84.000	102.000	102.000	+ 18.000
PS Information Systems	10.000	10.000	10.000	10.000	
PS Wireless Communications	1.000	1.000	1.000	1.000	
Coroner	12.000	12.000	12.000	12.000	
Justice Services	15.500	15.500	16.500	16.500	+ 1.000
Work Release	21.000	21.000	20.000	20.000	- 1.000
Adult Diversion	1.500	1.500	1.500	1.500	
Community Corrections	1.400	1.400	1.400	1.400	
Building Inspection	14.000	14.000	14.000	14.000	
Oil and Gas Energy	7.000	7.000	8.000	8.000	+ 1.000
Noxious Weeds	2.000	3.000	4.000	4.000	+ 1.000
Office of Emergency Mgt.	4.000	5.000	5.000	5.000	
General Engineering	29.000	29.000	36.000	32.000	+ 3.000
Extension Service	12.375	12.375	12.975	12.975	+ 0.600
Fair	1.250	1.250	1.250	1.250	
Veteran's Office	3.000	2.000	3.000	0.000	- 2.000
<b>TOTAL GENERAL FUND</b>	<b><u>1,059.775</u></b>	<b><u>1,074.725</u></b>	<b><u>1,099.325</u></b>	<b><u>1,098.825</u></b>	<b><u>+ 24.100</u></b>
<b>PUBLIC WORKS:</b>					
Administration	8.000	8.000	8.000	8.000	
Trucking	33.000	33.000	33.000	33.000	
Motor Graders	52.000	53.000	53.000	53.000	
Bridge Construction	33.000	33.000	33.000	33.000	
Maintenance Support	12.000	15.000	15.000	15.000	
Mining	7.000	7.000	8.000	8.000	+ 1.000
Pavement Management	26.000	26.000	26.000	26.000	
<b>TOTAL PUBLIC WORKS</b>	<b><u>171.000</u></b>	<b><u>175.000</u></b>	<b><u>176.000</u></b>	<b><u>176.000</u></b>	<b><u>+ 1.000</u></b>

<b>DEPARTMENT</b>	<b>LAST YEAR ACTUAL 2022</b>	<b>CURRENT YEAR 2023</b>	<b>REQUEST BUDGET 2024</b>	<b>FINAL BUDGET 2024</b>	<b>CURRENT TO FINAL CHANGE</b>
HEALTH FUND:					
Administration	12.625	12.375	10.000	10.000	- 2.375
Health Communication	14.000	17.725	19.300	19.300	+ 1.575
Community Health Service	12.960	13.500	13.600	13.600	+ 0.100
Environmental Services	38.100	35.90	36.200	36.200	+ 0.300
Health Preparedness	17.450	18.725	2.000	2.000	- 16.725
Public Health Services	17.115	17.000	17.800	17.800	+ 0.800
<b>TOTAL HEALTH FUND</b>	<b><u>112.250</u></b>	<b><u>115.225</u></b>	<b><u>98.900</u></b>	<b><u>98.900</u></b>	<b><u>- 16.325</u></b>
<b>SOCIAL SERVICES</b>	<b>374.000</b>	<b>392.000</b>	<b>413.000</b>	<b>413.000</b>	<b>+ 21.000</b>
<b>HUMAN SERVICES</b>	<b>87.000</b>	<b>90.000</b>	<b>90.000</b>	<b>141.000</b>	<b>+ 51.000</b>
<b>FLEET SERVICES</b>	<b>19.000</b>	<b>19.000</b>	<b>20.000</b>	<b>22.000</b>	<b>+ 3.000</b>
<b>TELECOM SERVICES</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	
<b>GRAND TOTAL</b>	<b>1,825.025</b>	<b>1,867.95</b>	<b>1,899.225</b>	<b>1,951.725</b>	<b>+ 83.775</b>

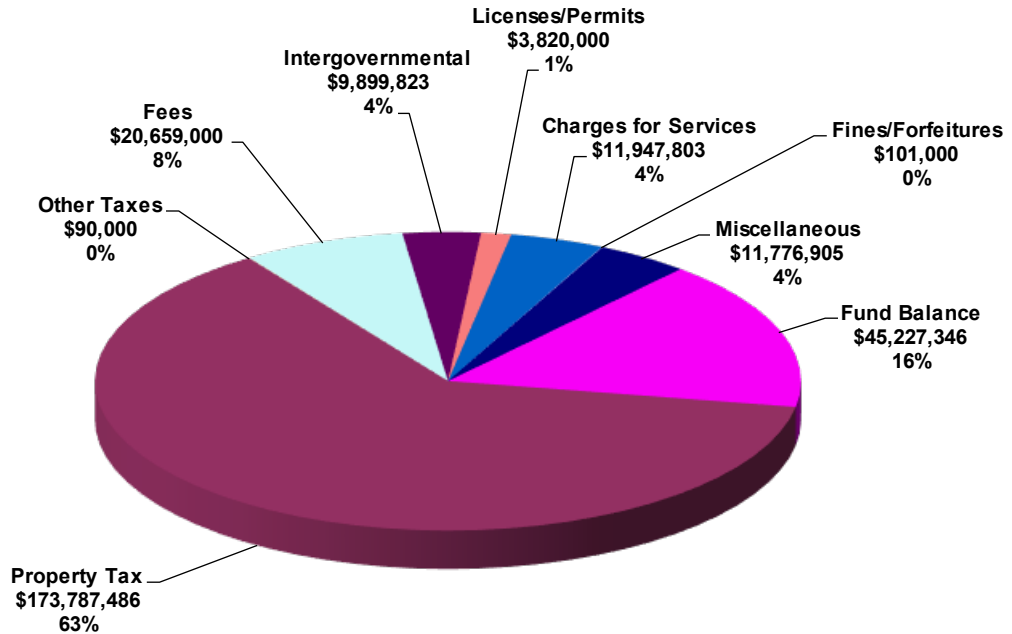
# GENERAL FUND

## Revenue and Resource Changes

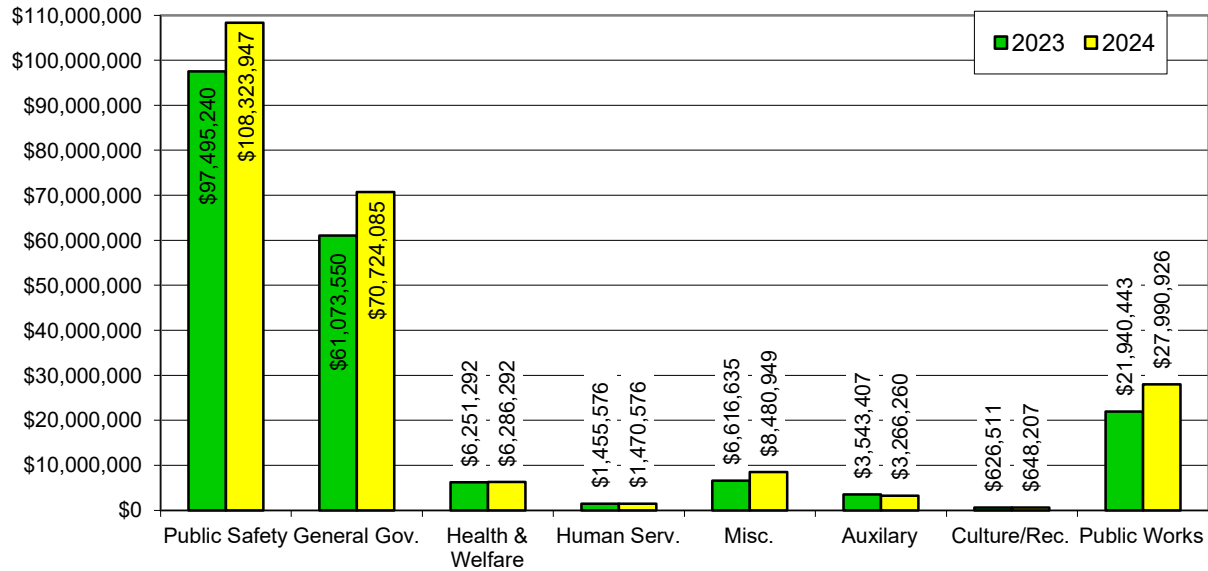


### 2024 Revenue

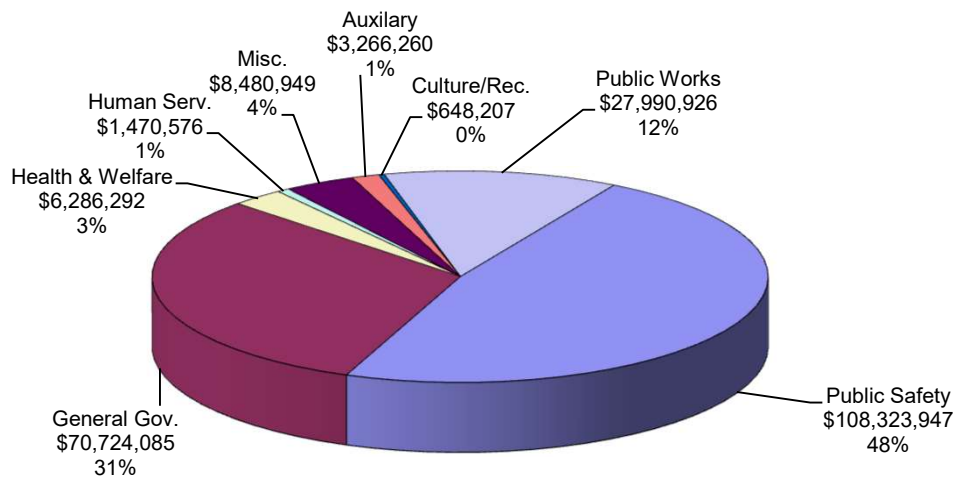
**Total \$277,309,363 (2023 \$251,918,529)**



# GENERAL FUND EXPENDITURE CHANGES

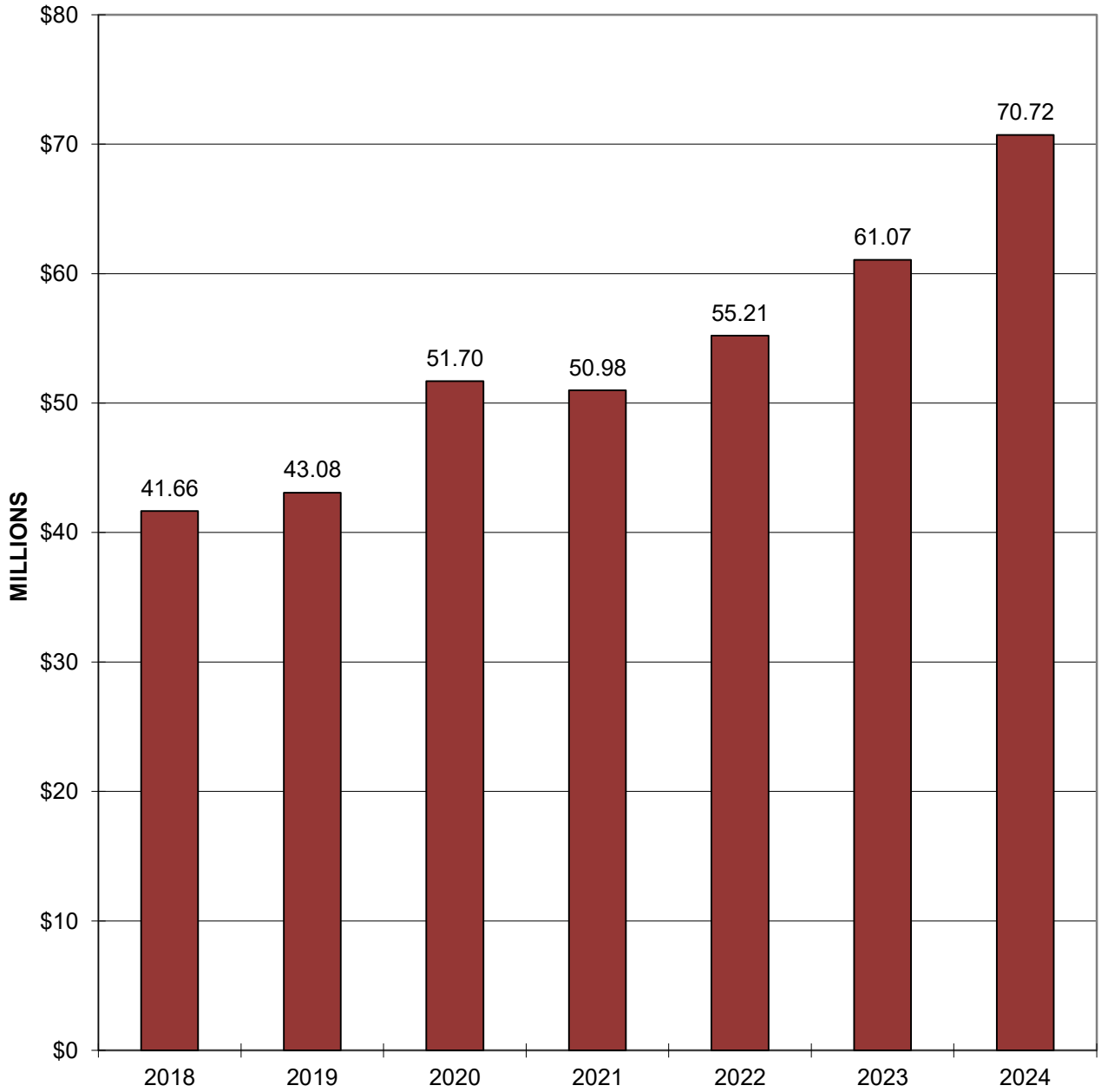


## 2024 Expenditures Total \$227,191,242 (2023 \$199,002,654)



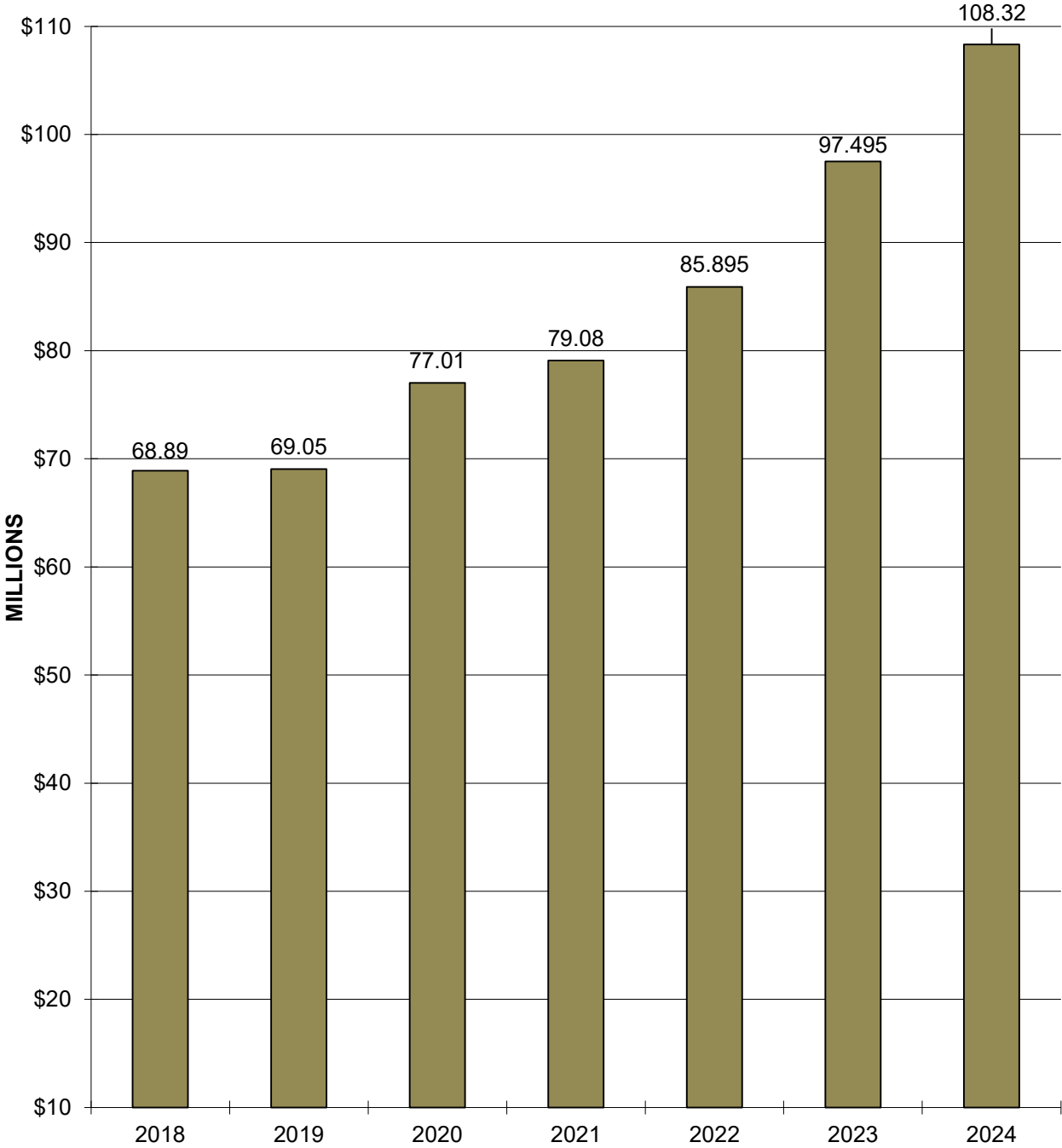
# SEVEN YEAR TREND

## General Government



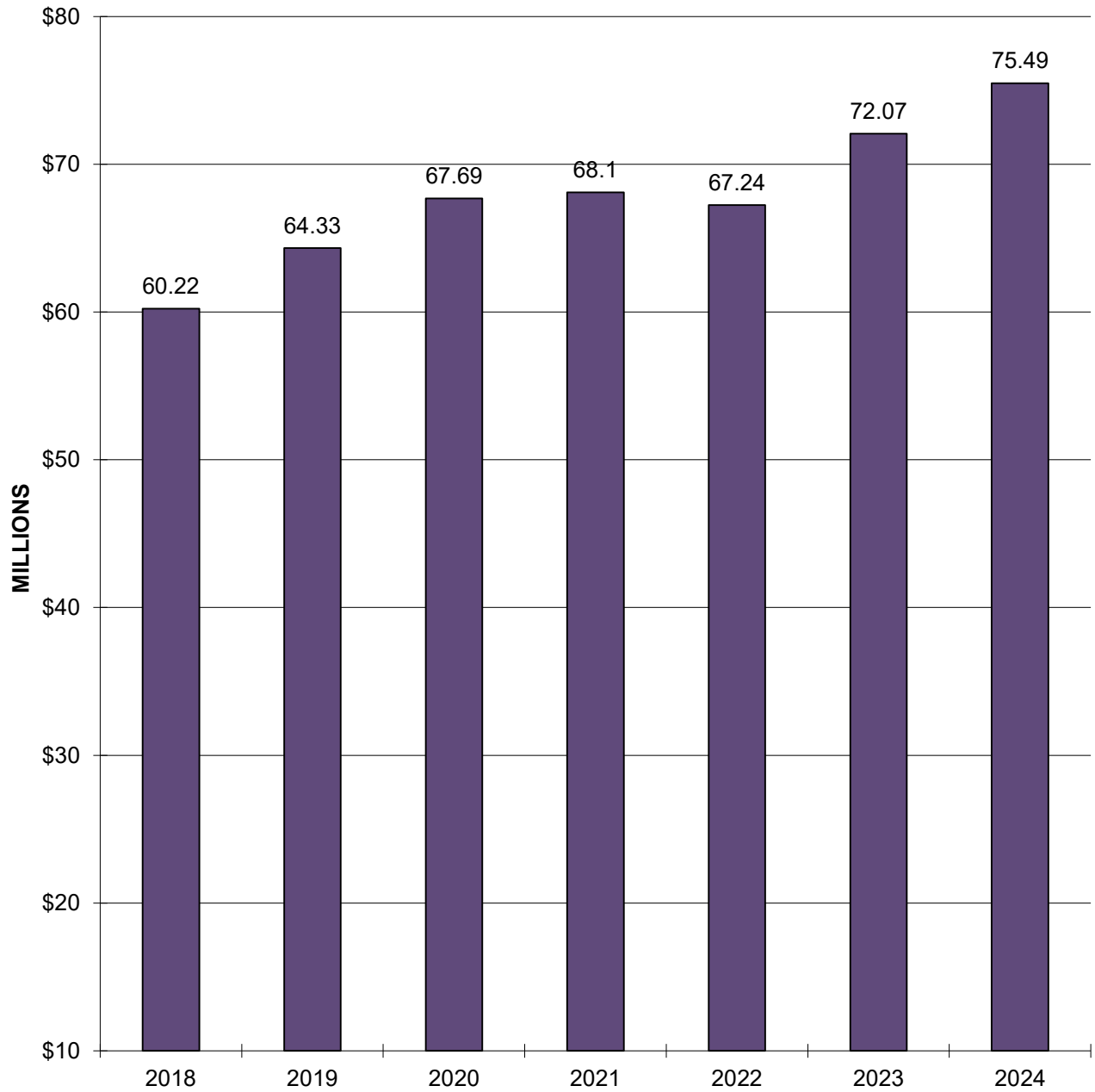
# SEVEN YEAR TREND

## Public Safety



# SEVEN YEAR TREND

## Health & Welfare



# **GENERAL FUND SUMMARY**

For 2024, the requested General Fund funding appropriations are \$227,191,242, up \$28,188,588, or 14.16%, from 2023. The largest increases are specific to Elections, Engineering, Facilities, Public Safety Communications, Inmate Services, and the newly created School Resource Officer (SRO) Program for the six unincorporated school districts. A total of 50.5 new FTE were requested in the General Fund, a 4.7% increase in staffing over 2023 numbers. The Sheriff's Office also removed 24.0 FTE from the jail and this decrease will help to cover a \$3 million increase in contracted medical services, the new SRO program, and additional staffing requests in Investigations and Evidence. Public Safety Communications, or Dispatch, has a 4-year plan to increase staffing, with 18 positions requested in 2024 to improve service and effectiveness to all contracted agencies where guard terminal and dispatch services are provided. The net increase in General Fund staffing is 23.1 FTE, relating to an overall 2% increase in staffing.

Elections has a significant increase due to legislative changes and three elections to be conducted in 2024. Funding requests in this department are cyclical, with the largest requests in presidential election years to accommodate the needs of the department for safe and secure elections. Facilities continues to grow as space needs are expanding. Facilities budgets for the operating costs of all Weld County buildings, and maintenance of the buildings and grounds. County leadership is working on a Master Space Plan and changes are coming to how the funds are budgeted to improve the efficiencies in overall operations as needed.

As a part of the strategic plan execution, Finance and Administration continue to work on the Workday ERP implementation. Part of the 2024 request includes increases determined to help Weld County be an Employer of Choice, Strategic Priority #4. This includes a compensation analysis to review job descriptions and help make Weld County as competitive as possible as the fifth largest employer in the county. There are also expenses related to the Workday implementation, allowing for training and consultant assistance as the transition from Human Resources and Payroll changes to Accounting and Finance. Some of the larger increases in the General Fund are related to personnel expenses, such as a 5% proposed cost of living increase and a necessary 26% increase in health insurance provided by the employer. With that increase, employees are being asked to pick up an additional 5% to their premiums as well. As salaries and benefits are a major part of the ongoing operating costs of the General Fund, this results in a larger increase of total expenses.

Revenues for 2024 also increase to cover the increase in expenses. Revenues are budgeted at \$232,082,017, which includes property tax revenue of \$173,787,486, an increase of \$24,418,483 from 2023 (or 16.35%). Urban Renewal Authority shared revenues decreased by over \$514,000 as a result of the temporary mill levy reduction in 2024, and other revenues remained relatively stagnant for the year. Property Tax continues to be the main source of funding at 74.9% for General Fund appropriations, or 63% when counting the existing fund balance as an additional resource.



**GENERAL FUND  
SUMMARY OF REVENUES  
2024**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2023 Budget</b>	<b>2024 Request</b>	<b>2024 Recommend</b>	<b>2024 Final</b>
<b>TAXES</b>							
1000	90100	4112	CURRENT PROPERTY TAXES	149,369,003	174,837,453	174,837,453	175,787,486
1000	90100	4116	PROPERTY TAX ADJUSTMENT	(2,082,070)		(2,000,000)	(2,000,000)
1000	90100	4117	PERSONAL PROPERTY TAX INCENTIVE	-	-	-	
1000	90100	4140	SEVERANCE TAXES	-	-	-	
1000	90100	4150	TOBACCO PRODUCTS	160,000	90,000	90,000	90,000
<b>TOTAL TAXES</b>				<b>147,446,933</b>	<b>174,927,453</b>	<b>172,927,453</b>	<b>173,877,486</b>
<b>LICENSES AND PERMITS</b>							
1000	90100	4215	LICENSES, LIQUOR/DANCE	4,800	5,000	5,000	5,000
1000	17100	4221	PERMITS	350,000	350,000	350,000	350,000
1000	25200	4221	PERMITS	415,000	415,000	415,000	415,000
1000	25100	4222	BUILDING	1,500,000	1,500,000	1,500,000	1,500,000
1000	25100	4224	ELECTRICAL	900,000	900,000	900,000	900,000
1000	25100	4226	PLAN CHECK	650,000	650,000	650,000	650,000
<b>TOTAL LICENSES AND PERMITS</b>				<b>3,819,800</b>	<b>3,820,000</b>	<b>3,820,000</b>	<b>3,820,000</b>
<b>INTERGOVERNMENTAL</b>							
1000	21300	4320	FEDERAL GRANTS	79,443	85,614	85,614	85,614
1000	26200	4320	FEDERAL GRANTS	169,241	207,721	207,721	207,721
1000	90100	4320	FEDERAL GRANTS	315,266			
1000	15100	4336	REIMBURSEMENTS	127,270	127,270	127,270	127,270
1000	21200	4336	REIMBURSEMENTS	15,000	15,000	15,000	15,000
1000	21260	4336	REIMBURSEMENTS	4,000	0	0	0
1000	24410	4336	REIMBURSEMENTS	10,000	10,000	10,000	10,000
1000	15200	4340	GRANTS	153,000	153,000	153,000	153,000
1000	15300	4340	GRANTS	140,000	129,950	129,950	129,950
1120	15300	4340	GRANTS	313,310	327,286	327,286	327,286
1130	15300	4340	GRANTS	142,000	159,700	159,700	159,700
1000	17150	4340	GRANTS	1,036,772	1,177,685	1,177,685	1,177,685
1000	21260	4340	GRANTS	22,000	38,000	38,000	38,000
1000	21300	4340	GRANTS	33,670	39,930	39,930	39,930
1000	24200	4340	GRANTS	136,758	145,488	145,488	145,488
1000	24410	4340	GRANTS	284,979	380,000	380,000	380,000
1000	26200	4340	GRANTS	89,784	129,110	129,110	129,110
1000	96400	4340	GRANTS	28,560	28,560	28,560	28,560
116022	24220	4340	GRANTS	3,966,229	0	0	0
116023	24220	4340	GRANTS	0	4,121,996	4,121,996	4,121,996
1000	90100	4351	TOWN OF FREDRICK	334	705	705	705
1000	90100	4352	THORNTON	78,714	78,714	78,714	78,714
1000	90100	4353	BRIGHTON URBAN RENEWAL AUTHORITY	216,988	216,988	216,988	160,340
1000	21300	4354	CITIES AND TOWNS	0	0	0	
1000	24415	4354	CITIES AND TOWNS	800,000	520,000	520,000	520,000
1000	90100	4355	ERIE URBAN RENEWAL AUTHORITY	6,712	5,000	5,000	5,000
1000	90100	4357	SOUTH FIRESTONE URA	6,310	6,310	6,310	5,709
1000	90100	4358	FORT LUPTON URA	35,463	35,463	35,463	38,581
1000	90100	4359	MEAD URA (MURA)	196,788	196,788	196,788	204,852
1000	90100	4360	EAGLE BUSINESS PARK URA	103,959	103,959	103,959	106,121
1000	90100	4361	EVANS URA	0	0	0	
1000	90100	4362	NORTH FIRESTONE URA	247,377	247,377	247,377	249,553
1000	90100	4363	WYNDAM HILL URA	655	655	655	468
1000	90100	4364	DACONO URA	1,757,998	1,757,998	1,757,998	1,096,863
1000	90100	4365	CENTRAL FIRESTONE URA	141,718	141,718	141,718	156,607
<b>TOTAL INTERGOVERNMENTAL</b>				<b>10,660,298</b>	<b>10,587,985</b>	<b>10,587,985</b>	<b>9,899,823</b>

**GENERAL FUND  
SUMMARY OF REVENUES  
2024**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2023 Budget</b>	<b>2024 Request</b>	<b>2024 Recommend</b>	<b>2024 Final</b>
<b>CHARGES FOR SERVICES</b>							
1000	11200	4410	CHARGE FOR SERVICES	350,000	350,000	350,000	350,000
1000	15100	4410	CHARGE FOR SERVICES	60,000	44,000	44,000	44,000
1000	15200	4410	CHARGE FOR SERVICES	4,000	4,000	4,000	4,000
1000	17200	4410	CHARGE FOR SERVICES	200	200	200	200
1000	17350	4410	CHARGE FOR SERVICES	3,500	1,600	1,600	1,600
1000	17600	4410	CHARGE FOR SERVICES	180,000	180,000	180,000	180,000
1000	21100	4410	CHARGE FOR SERVICES	95,000	90,000	90,000	90,000
1000	21110	4410	CHARGE FOR SERVICES	30,000	35,000	35,000	35,000
1000	21130	4410	CHARGE FOR SERVICES	150,000	150,000	150,000	150,000
1000	21150	4410	CHARGE FOR SERVICES	46,000	35,000	35,000	35,000
1000	21210	4410	CHARGE FOR SERVICES	159,661	177,174	177,174	177,174
1000	22100	4410	CHARGE FOR SERVICES	7,156,654	7,785,290	7,785,290	7,785,290
1000	22400	4410	CHARGE FOR SERVICES	1,835,547	1,553,119	1,553,119	1,553,119
1000	22500	4410	CHARGE FOR SERVICES	320,986	314,920	314,920	314,920
1000	24100	4410	CHARGE FOR SERVICES	35,000	35,000	35,000	35,000
1000	24125	4410	CHARGE FOR SERVICES	750,000	600,000	600,000	600,000
1000	24150	4410	CHARGE FOR SERVICES	10,000	10,000	10,000	10,000
1000	24410	4410	CHARGE FOR SERVICES	550,000	550,000	550,000	550,000
1000	26100	4410	CHARGE FOR SERVICES	6,000	6,000	6,000	6,000
1000	90100	4420	PARKING	19,000	20,000	20,000	20,000
1000	13100	4430	SALE OF SUPPLIES	500	500	500	500
1000	17600	4430	SALE OF SUPPLIES	4,000	2,000	2,000	2,000
1000	24100	4430	SALE OF SUPPLIES	4,000	4,000	4,000	4,000
<b>TOTAL CHARGES FOR SERVICES</b>				<b>11,770,048</b>	<b>11,947,803</b>	<b>11,947,803</b>	<b>11,947,803</b>
<b>FINES</b>							
1000	21200	4510	FINES	100,000	65,000	65,000	65,000
1000	90100	4510	FINES	36,000	36,000	36,000	36,000
<b>TOTAL FINES</b>				<b>136,000</b>	<b>101,000</b>	<b>101,000</b>	<b>101,000</b>
<b>MISCELLANEOUS</b>							
1000	90100	4610	EARNINGS ON INVESTMENTS	4,200,000	4,000,000	4,000,000	4,000,000
1000	17250	4624	RENTS FROM BUILDINGS	744,075	371,374	371,374	371,374
1000	22100	4624	RENTS FROM BUILDINGS	118,256	142,161	142,161	142,161
1000	90100	4624	RENTS FROM BUILDINGS	502,983	515,632	515,632	515,632
1000	90100	4650	OVERHEAD	5,899,981	6,077,323	6,077,323	6,077,323
1000	21110	4670	REFUND OF EXPENDITURE	1,500	1,500	1,500	1,500
1000	21260	4670	REFUND OF EXPENDITURE	40,000	45,000	45,000	45,000
1000	22100	4670	REFUND OF EXPENDITURE	516,915	516,915	516,915	516,915
1000	24410	4670	REFUND OF EXPENDITURE	4,000	4,000	4,000	4,000
1000	24420	4670	REFUND OF EXPENDITURE	35,000	40,000	40,000	40,000
1000	23200	4680	OTHER	65,000	63,000	63,000	63,000
<b>TOTAL MISCELLANEOUS</b>				<b>12,127,710</b>	<b>11,776,905</b>	<b>11,776,905</b>	<b>11,776,905</b>
<b>FEES, CABLE, FRANCHISE</b>							
1000	12100	4720	ADVERTISING FEES	50,000	50,000	50,000	50,000
1000	10300	4730	OTHER FEES	340,000	340,000	340,000	340,000
1000	11100	4730	OTHER FEES	10,500,000	10,500,000	10,500,000	10,500,000
1000	12100	4730	OTHER FEES	8,750,000	9,500,000	9,500,000	9,500,000
1000	13100	4730	OTHER FEES	60,000	60,000	60,000	60,000
1000	21110	4730	OTHER FEES	140,000	120,000	120,000	120,000
1000	22100	4730	OTHER FEES	32,750	0	0	0
1000	90100	4740	FEES, CABLE FRANCHISE	85,000	85,000	85,000	89,000
<b>TOTAL FEES</b>				<b>19,957,750</b>	<b>20,655,000</b>	<b>20,655,000</b>	<b>20,659,000</b>
<b>TOTAL GENERAL FUND</b>				<b>205,918,539</b>	<b>233,816,146</b>	<b>231,816,146</b>	<b>232,082,017</b>

**GENERAL FUND  
SUMMARY OF EXPENDITURES  
2024**

Fund	Org	Expenditure Function	2023 Budget	2024 Request	2024 Recommend	2024 Final
<b>GENERAL GOVERNMENT</b>						
1000	10100	OFFICE OF THE BOARD	960,968	962,968	962,968	991,956
1000	10150	PUBLIC INFORMATION	402,189	497,774	497,774	533,416
1000	10200	COUNTY ATTORNEY	1,485,893	1,755,283	1,755,283	1,831,197
1000	10300	PUBLIC TRUSTEE	229,911	230,911	230,911	245,487
1000	10400	CLERK TO THE BOARD	776,516	793,841	793,841	856,796
1000	11100	COUNTY CLERK	1,137,423	1,146,837	1,146,837	1,207,974
1000	11200	ELECTIONS AND REGISTRATION	1,811,779	3,607,183	3,607,183	3,639,991
1000	11300	MOTOR VEHICLE	3,971,777	4,128,016	4,128,016	4,382,140
1000	12100	TREASURER'S OFFICE	1,509,555	1,515,960	1,515,960	1,537,598
1000	13100	ASSESSOR	4,495,971	4,705,800	4,705,800	5,027,039
1000	14100	COUNTY COUNCIL	59,759	59,759	59,759	62,948
1000	15100	DISTRICT ATTORNEY	8,784,599	8,850,905	8,839,661	9,362,924
1000	15200	JUVENILE DIVERSION	201,581	205,469	205,469	218,691
1000	15300	VICTIM WITNESS	995,283	998,133	998,133	1,092,669
1120	15300	VICTIM WITNESS	313,310	313,310	313,310	313,310
1130	15300	VICTIM WITNESS	142,000	142,000	142,000	142,000
1000	16100	FINANCE	740,869	706,552	656,552	849,590
1000	16200	ACCOUNTING	1,257,113	1,257,113	1,257,113	1,414,828
1000	16300	PURCHASING	394,870	394,870	394,870	433,223
1000	16400	HUMAN RESOURCES	2,877,551	3,402,583	3,402,583	3,839,895
1000	16450	WELLNESS PROGRAM	620,700	988,200	925,200	925,200
1000	17100	PLANNING OFFICE	2,763,594	2,971,922	2,845,717	3,159,076
1000	17150	COMMUNITY DEV BLOCK GRANT	1,036,772	1,177,685	1,177,685	1,177,685
1000	17200	FACILITIES DEPARTMENT	11,516,692	13,448,099	13,448,099	13,951,675
1000	17250	WELD PLAZA	663,137	0	0	0
1000	17300	INFORMATION SERVICES	11,224,542	11,793,990	11,793,990	12,576,917
1000	17350	GEOGRAPHICAL INFORMATION SYSTEM	191,555	395,355	395,355	395,355
1000	17600	PRINTING AND SUPPLY	507,641	518,641	518,641	554,505
<b>TOTAL GENERAL GOVERNMENT</b>			<b>61,073,550</b>	<b>66,969,159</b>	<b>66,718,710</b>	<b>70,724,085</b>
<b>PUBLIC SAFETY</b>						
1000	21100	ADMINISTRATION	2,467,133	2,544,329	2,544,329	2,707,237
1000	21110	BOOKING	2,835,994	2,841,834	2,841,834	3,046,249
1000	21120	PROFESSIONAL STD	2,804,373	2,689,395	2,689,395	2,763,712
1000	21130	CIVIL	658,065	643,442	643,442	695,484
1000	21140	SUPPORT SERVICES	1,363,649	1,189,369	1,189,369	1,176,244
1000	21150	RECORDS UNIT	1,122,651	1,119,146	1,119,146	1,194,559
1000	21160	EVIDENCE UNIT	273,737	358,658	358,658	383,288
1000	21200	PATROL	10,514,690	10,456,537	10,456,537	10,921,509
1000	21205	INVESTIGATIONS	3,001,111	3,462,968	3,462,968	3,794,271
1000	21210	CONTRACT SERVICES	173,850	176,011	176,011	166,009
1000	21215	SCHOOL RESOURCE OFFICER	0	998,616	998,616	1,100,554
1000	21230	ORDINANCE ENFORCEMENT	369,407	380,957	480,957	503,042
1000	21260	REGIONAL LAB	868,918	877,361	877,361	929,646
1000	21300	VICTIM ADVOCATES	206,427	219,459	219,459	236,301
1000	21410	DRUG TASK FORCE	364,768	364,768	364,768	408,670
1000	22100	COMMUNICATIONS SERVICE	10,722,977	13,345,056	13,345,056	13,345,056
1000	22400	PUBLIC SAFETY INFORMATION SYSTEM	2,695,335	2,906,244	2,906,244	2,906,244
1000	22500	PUBLIC SAFETY WIRELESS COMM	320,986	314,920	314,920	314,920
1000	23200	COUNTY CORONER	1,731,935	1,733,935	1,733,935	1,885,453
1000	24100	JUSTICE SERVICES	1,676,426	1,769,050	1,769,050	1,904,947
1000	24125	WORK RELEASE	2,332,108	2,302,432	2,302,432	2,451,339
1000	24150	ADULT DIVERSION	166,387	166,387	166,387	180,301
1000	24200	COMMUNITY CORRECTIONS-ADMIN	136,758	145,487	145,487	145,487
116022	24220	COMMUNITY CORRECTIONS-SERVICES	3,966,229	0	0	0
116023	24220	COMMUNITY CORRECTIONS-SERVICES	0	4,121,996	4,121,996	4,121,996
1000	24410	INMATE SERVICES	8,894,435	12,970,594	12,170,595	12,396,416
1000	24415	SECURITY	27,104,118	24,974,080	24,974,080	26,844,438
1000	24420	COURTS AND TRANSPORTATION	5,487,205	5,754,247	5,754,247	6,027,731
1000	25100	BUILDING INSPECTION	1,990,844	2,053,155	2,053,155	2,178,463
1000	25200	OIL AND GAS ENERGY	1,320,542	1,461,724	1,366,860	1,526,449
1000	26100	WEED AND PEST	1,194,971	1,234,865	1,233,565	1,246,829
1000	26200	OFFICE OF EMERGENCY MANAGEMENT	103,729,211	778,591	778,591	821,103
<b>TOTAL PUBLIC SAFETY</b>			<b>97,495,240</b>	<b>104,355,613</b>	<b>103,559,450</b>	<b>108,323,947</b>

**GENERAL FUND  
SUMMARY OF EXPENDITURES  
2024**

Fund	Org	Expenditure Function	2023 Budget	2024 Request	2024 Recommend	2024 Final
<b>PUBLIC WORKS</b>						
1000	31100	ENGINEERING	21,940,443	28,339,979	27,936,034	27,990,926
<b>CULTURE AND RECURATION</b>						
1000	50200	PARKS AND TRAILS	277,000	277,000	277,000	277,000
<b>HEALTH AND WELFARE</b>						
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	135,225	38,225	38,225
1000	56140	MENTAL HEALTH	216,000	251,000	216,000	251,000
1000	56160	COUNTY CONTRIBUTION	6,047,643	6,047,643	6,047,643	6,047,643
<b>TOTAL HEALTH AND WELFARE</b>			<b>6,351,868</b>	<b>6,483,868</b>	<b>6,351,868</b>	<b>6,386,868</b>
<b>ECONOMIC ASSISTANCE</b>						
1000	60200	ECONOMIC ASSISTANCE	1,300,000	1,565,000	1,300,000	1,300,000
<b>MISCELLANEOUS</b>						
1000	90100	NON DEPARTMENTAL	918,750	1,321,665	1,321,665	1,516,965
1000	90150	COMMUNITY AGENCIES GRANTS	65,000	1,088,000	65,000	80,000
1000	90160	BRIGHTER WELD	2,796,043	2,315,407	2,315,407	2,315,407
1000	96100	EXTENSION	545,498	685,415	685,415	685,415
1000	96200	FAIR	178,248	178,248	178,248	184,030
1000	96400	VETERANS	201,866	201,866	201,866	265,438
1000	96500	ISLAND GROVE BUILDINGS	171,263	187,177	187,177	187,177
1000	96600	ASSET AND RESOURCE MANAGEMENT	5,137,885	5,173,848	5,173,848	5,173,848
1000	99999	CONTINGENCY	0	10,919,554	10,919,554	1,780,136
1000	756000	TRANSFER TO FLEET	550,000	0	0	
<b>TOTAL MISCELLANEOUS</b>			<b>10,564,553</b>	<b>22,071,180</b>	<b>21,048,180</b>	<b>12,188,416</b>
<b>TOTAL GENERAL FUND</b>			<b>199,002,654</b>	<b>230,061,799</b>	<b>227,191,242</b>	<b>227,191,242</b>

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** BOARD OF COUNTY COMMISSIONERS

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

**DEPARTMENT DESCRIPTION:** The Board of County Commissioners is the 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 813,388	\$ 838,788	\$ 838,788	\$ 867,776
Supplies	1,169	1,900	1,900	1,900
Purchased Services	113,385	120,280	122,280	122,280
Contra	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 927,942	\$ 960,968	\$ 962,968	\$ 991,956
Revenue	0	0	0	0
Net County Cost	\$ 927,942	\$ 960,968	\$ 962,968	\$ 991,956
Budgeted Positions	6.00	6.00	6.00	6.00

**SUMMARY OF CHANGES:** Added \$2,000 for increases in travel and meeting related expenses due to increased prices. No other changes requested.

The final budget adjustments include an increase in salaries and benefits of \$28,988.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

**OFFICE OF THE BOARD  
(CONTINUED)  
1000-10100**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Reached \$1 billion in temporary mill credit revenue to the businesses and residents of Weld County through the existing 7.0 mill temporary tax credit since 2002.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Deliver tax revenues in excess of the 5% charter limit back into the community to help stimulate the economy.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.174	0.170	0.166
Per capita cost (county support)	\$2.69	\$2.72	\$2.74

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** FINANCE AND ADMINISTRATION

**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 director serves as the county's Public Information Officer. The staff of this department assist all departments in developing and disseminating information to the public about Weld County government and services.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 318,443	\$ 348,485	\$ 436,240	\$ 471,882
Supplies	24,657	29,589	33,519	33,519
Purchased Services	10,627	24,115	28,015	28,015
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 353,727	\$ 402,189	\$ 497,774	\$ 533,416
Revenue	0	0	0	0
Net County Cost	\$ 353,727	\$ 402,189	\$ 497,774	\$ 533,416
Budgeted Positions	4.0	4.0	5.0	5.0

**SUMMARY OF CHANGES:** Requesting one additional FTE at Grade 27 for \$87,775, to assist with the increase in communication needs across county departments and to best meet the priorities of the Strategic Plan. There is an additional \$7,830 in operating expenses to reflect increases in publications, software subscriptions, and an increase in printing for new publications and brochures. There are also increases for travel, training, and meeting expenses to accommodate the additional position requested.

The final budget adjustments include an increase in salaries of \$35,642.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The additional position is a policy issue for the board. Recommend approval.

**BOARD ACTION:** Approved as recommended.

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

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Branding, Style Guides and Design Standards completed for use by all departments.
2. Update of Chapter 4 completed.
3. Departmental needs and goals developed.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. News Releases from the county incorporated into GovDelivery.
2. Communications Project Request process and workflow defined for departments.
3. Define baselines for public engagement with county.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
County Roots Newsletter Issues	26	26	26
County Roots Newsletter viewership	4,367	4,803	5,283
Other county newsletters	5	6	8
Intranet Articles/Employee Communication	76	76	76
News Releases	60	60	60
Social Media: Facebook followers	30,335	31,245	32,182
Social Media: Twitter followers	2,210	2,276	2,344
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.116	0.113	0.138
Per capita cost (county support)	\$1.02	\$1.14	\$1.48



# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** COUNTY ATTORNEY

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

**DEPARTMENT DESCRIPTION:** The County Attorney renders opinions on constitutional questions, defends any lawsuits against Weld County, and brings civil actions for enforcement of County regulations. The six full-time assistant county attorneys share the responsibilities of the office.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 803,952	\$ 1,124,283	\$ 1,124,283	\$ 1,350,197
Supplies	3,720	1,720	2,780	2,780
Purchased Services	1,956,981	359,890	628,220	478,220
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 2,764,653	\$ 1,485,893	\$ 1,755,283	\$ 1,831,197
Revenue	0	0	0	0
Net County Cost	\$ 2,764,653	\$ 1,485,893	\$ 1,755,283	\$ 1,831,197
Budgeted Positions	5	6	6	7

**SUMMARY OF CHANGES:** Purchased services were increased to reflect actual expenses in software subscriptions, outside legal services, and expenses related to current caseloads and investigations.

The final budget adjustments include a new position and an increase in salaries and benefits totaling \$225,914.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Working with the County Attorney, Finance would be supportive of an additional 1.0 FTE for an additional county attorney and offset the FTE by reducing outside legal services; however, an additional FTE is a policy issue for the board. Recommend approval.

**BOARD ACTION:** The board approved one additional FTE, and the final budget reflects a county attorney at Grade 55, with a reduction of \$150,000 in Purchased Services to help offset the increase. Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of new requests for legal assistance	500	500	500
Number of new mental health cases	70	70	70
Number of new code violations	120	120	120
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.145	0.170	0.194
Per capita cost (county support)	\$8.01	\$4.20	\$5.06
Number of agenda requests/D&N/mental cases per FTE	175	115	99

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** PUBLIC TRUSTEE

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

**DEPARTMENT DESCRIPTION:** The Public Trustee performs the duties of public trustee in the County as prescribed in Section 38-37-101, C.R.S., et. seq.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 163,670	\$ 194,786	\$ 194,786	\$ 209,362
Supplies	1,316	1,000	1,500	1,500
Purchased Services	83,043	34,125	34,625	34,625
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 248,029	\$ 229,911	\$ 230,911	\$ 245,487
Revenue	554,677	340,000	340,000	340,000
Net County Cost	\$ - 306,648	\$ - 110,089	\$ - 109,089	\$ - 94,513
Budgeted Positions	2.5	2.5	2.5	2.5

**SUMMARY OF CHANGES:** Requested increases of \$500 in each office supplies and postage to reflect increasing prices and historical usage, respectively. No other changes requested.

The final budget adjustments include an increase in salaries and benefits of \$14,576.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

**PUBLIC TRUSTEE  
(CONTINUED)  
1000-10300**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Started cross training employees for accounting functions, improving customer service and seamless operations when staff are absent.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Implement online auction technology for foreclosures – Strategic Priority #6; Enhance accessible communication, outreach and awareness.
2. Complete cross training for all positions. – Strategic Priority #5; Provide responsive, innovative and cost-effective services.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Foreclosures Started	61	330	350
Releases	33,001	22,334	19,200
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.072	0.071	0.069
Per capita cost (county support)	-\$0.89	-\$0.31	-\$0.26

# **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 and manages all official records of the Board concerning land use, special districts, liquor licenses, property tax abatements, road right-of-way vacation petitions, and County Board of Equalization.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 626,929	\$ 687,616	\$ 687,616	\$ 750,571
Supplies	51,730	56,475	72,100	72,100
Purchased Services	20,382	32,425	34,125	34,125
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 699,041	\$ 776,516	\$ 793,841	\$ 856,796
Revenue	0	0	0	0
Net County Cost	\$ 699,041	\$ 776,516	\$ 793,841	\$ 856,796
Budgeted Positions	7.75	7.00	7.00	7.00

**SUMMARY OF CHANGES:** Budget request is up \$17,325. Personnel Services will increase as a result of COLA and step increases as well as an anticipated six-month double encumbrance of a Deputy Clerk/Tech position that will be vacated in December 2024, to implement necessary succession training. Supplies are up \$15,625 for adjustments to computer software maintenance (pending review of the Agenda/Contract Management Request for Proposals project to be implemented in early 2024). Purchased Services are up \$1,700 for postage and freight in processing an increase in notices to surrounding property owners in anticipation of Partial Vacations of Recorded Exemptions. No other changes requested.

The final budget adjustments include an increase in salaries and benefits of \$62,955.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

# **CLERK TO THE BOARD (CONTINUED) 1000-10400**

## **2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. *Priority 3.D – Maximize partnerships and involvement with non-profit and private sectors to solve infrastructure challenges. Specifically, inventory of all contracts, agreements, memorandums of understanding, etc. complete by all departments by December, 2024.* Prepared, published, indexed, and scanned all Commissioner Agendas, Minutes, Ordinances Land Use Hearings, Liquor Licenses, Road Right-of-Way Petitions, and Oil and Gas records, as well as, all related documents within the specified timelines.
2. *Priority 6.A – Provide mobile/digital access to applicable County services and investigate opportunities to integrate with existing systems.* Onboarded Department of Human Resources to implement use of the existing Contract Management System (OnBase) for digital document routing and review processing.
3. *Priority 5.A – Review process and procedures to ensure that citizens and communities receive best and most cost-effective services, specifically to identify and prioritize between one and three processes or procedures for revision/streamlining annually, beginning in 2023.* Supported the Assessor's Office with a transition to conduct annual County Board of Equalization process within the statutory deadlines, while also incorporating the use of independent referees with experience in property valuation to conduct public hearings regarding property valuation and classification, make findings, and submit recommendations to the Board of Equalization for its final approval.
4. *Priority 4.D – Provide training and opportunities that support career advancement and foster new ideas and innovation.* Retained a full office staff, implemented additional cross-training and succession planning, and increased office efficiency through full coverage of responsibilities during scheduled absences.

## **2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. *Priority 2.A – Continue to review County Code and policies to improve customer experience.* Specifically, work with MuniCode to increase speed at which supplements are completed and published for public use.
2. *Priority 3.D – Maximize partnerships and involvement with non-profit and private sectors to solve infrastructure challenges. Specifically, inventory of all contracts, agreements, memorandums of understanding, etc. complete by all departments by December 31, 2024.*
3. *Priority 5.A – Review process and procedures to ensure that citizens and communities receive best and most cost-effective services. Specifically, increase administrative tasks being automated by use of software by December 31, 2024.* Participate in software upgrade, as necessary (Power2Pay), to ensure compatibility with the new County-wide ERP system.
4. *Priority 6.C – Centralize and formalize communications and marketing processes for all departments. Specifically, County Code updated as needed to ensure alignment with formalized communications processes by March 31, 2024, and review bi-annually thereafter.* Draft and propose updates to Chapter 2 Administration of the Weld County Code, to incorporate and be consistent with new Consent Agenda policies and various departmental and procurement policy changes.

**CLERK TO THE BOARD  
(CONTINUED)  
1000-10400**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of meetings/hearings transcribed	160	190	175
Number of documents optically scanned	3,716	4,200	3,800
Number of BOE appeals processed	120	400	150
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.225	0.198	0.194
Per capita cost (county support)	\$2.03	\$2.20	\$2.37
Cost per meeting/hearing	\$4,369.01	\$4,086.93	\$4,895.98

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** CLERK AND RECORDER

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

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**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	\$ 825,446	\$ 950,022	\$ 953,022	\$ 1,014,159
Supplies	6,020	109,976	115,045	115,045
Purchased Services	39,066	77,425	78,770	78,770
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 870,532	\$ 1,137,423	\$ 1,146,837	\$ 1,207,941
Revenue	8,666,296	10,500,000	10,500,000	10,500,000
Net County Cost	\$ - 7,795,764	\$ - 9,362,577	\$ - 9,353,163	\$ - 9,292,026
Budgeted Positions	7 FTE Recording 3 FTE Admin.	6 FTE Recording 3 FTE Admin.	6 FTE Recording 3 FTE Admin.	6 FTE Recording 3 FTE Admin.

**SUMMARY OF CHANGES:** Total Gross County Cost increase is reflected at \$9,414. There is \$3,000 in Personnel to account for placing an intern in 2024, and Supplies increased by \$5,069 to cover actual software maintenance costs expected. Purchased Services increased by \$1,345 due to increasing costs of memberships, copier fees, and organizational dues. No significant increases requested.

The final budget adjustments include an increase in salaries of \$61,137.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.



# **CLERK AND RECORDER (CONTINUED) 1000-11100**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Continue to streamline self-service options to reduce in-person visits.
2. Further development of the recording software.
3. Implementation of new scanners to improve image quality for historical records.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Purchase service or items using the recording technology fund to improve customer service.
2. Continue to meet statutory guidelines.
3. Continue high customer service rating.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of documents recorded	84,703	59,293	65,000
Number of copies produced	16,892	15,000	16,000
Number of marriage licenses issued	2,028	2,100	2,200
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita – Recording	0.290	0.254	0.249
Per capita contribution	\$2.52	\$3.22	\$3.34
Number of documents recorded per FTE	9,411	6,588	7,222

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** CLERK AND RECORDER

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

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**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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 818,240	\$ 917,877	\$ 1,910,972	\$ 1,943,780
Supplies	586,817	527,740	1,185,500	1,185,500
Purchased Services	358,282	328,662	465,711	465,711
Fixed Charges	20,234	37,500	45,000	45,000
Capital	34,000	0	0	0
Gross County Cost	\$ 1,817,573	\$ 1,811,779	\$ 3,607,183	\$ 3,639,991
Revenue	430,119	350,000	600,000	600,000
Net County Cost	\$ 1,387,454	\$ 1,461,779	\$ 3,007,183	\$ 3,039,991
Budgeted Positions	7.0	7.0	7.0	7.0

**SUMMARY OF CHANGES:** The total increase in Elections of \$1,795,404 is due to three scheduled elections, including the Presidential Primary in 2024. Under Personal Services, Contract Labor is estimated to increase by \$993,095. Supplies is increasing by \$657,760 and Postage is increasing by \$115,000, which accounts for most of the increase in Purchased Services.

The Secretary of State will cover 100% of the reimbursable expenses for the Presidential Primary Election and 45% of reimbursable expenses for the General Election so revenue will be up as well.

The final budget adjustments include an increase in salaries of \$32,808.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

# **ELECTIONS (CONTINUED)**

## **1000-11200**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Conducted a Coordinated Election.
2. Furthered professional development of election staff.
3. Implemented above board daily/monthly procedures for voter list maintenance, equipment, and cyber security.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Conduct a Presidential Primary Election.
2. Conduct a Primary Election.
3. Conduct a General Election.

### **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of voter transactions	426,279	447,593	469,973
Revenue generated from elections	\$430,119	\$250,000	\$600,000
<b><u>Efficiency Measures</u></b>			
FTE'S per 10,000/capita	0.203	0.198	0.194
Per capita cost (county support)	\$4.02	\$4.13	\$8.41
Transactions per FTE	60,897	63,942	67,942

# 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	\$ 2,972,245	\$ 3,570,513	\$ 3,684,284	\$ 3,938,408
Supplies	27,489	45,820	45,720	45,720
Purchased Services	332,203	355,444	398,012	398,012
Fixed Charges	352	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 3,332,289	\$ 3,971,777	\$ 4,128,016	\$ 4,382,140
Revenue	0	0	0	0
Net County Cost	\$ 3,332,289	\$ 3,971,777	\$ 4,128,016	\$ 4,382,140
Budgeted Positions	45 Full-time 4 Temporary	46 Full-time 4 Temporary	51 Full-time	51 Full-time

**SUMMARY OF CHANGES:** Personnel increases by \$113,771 to cover the request of 1.0 FTE at a Grade 40 Office Manager/Coordinator to help manage the three locations. The \$42,568 addition in Purchased Services reflects a 15% increase in postage due to the expanded use of E-Services and corresponding population increases.

The final budget adjustments include an increase in salaries of \$254,124.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The Office Coordinator position is a policy issue for the board. Recommend approval.

**BOARD ACTION:** Approved as recommended.

# **MOTOR VEHICLE (CONTINUED) 1000-11300**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Increased the number of appointments available to the public every day.
2. Renewal kiosks continue to be the most productive in the state.
3. Provided more E-Services on our website to reduce in-office visits.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Look for additional purchased services to save employee time so they may assist more customers.
2. Continue coordination with the Department of Revenue for future developments to enhance customer service.
3. Enhance community outreach to educate the public.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of titles/registrations issued	420,673	483,774	493,239
FORT LUPTON BRANCH OFFICE: Number of marriage licenses issued	340	346	353
DEL CAMINO BRANCH OFFICE: Number of marriage licenses issued	183	187	193
<b><u>Efficiency Measures</u></b>			
FTE'S per 10,000/capita – DMV	1.420	1.414	1.410
Per capita cost	\$9.65	\$11.23	\$12.12
Number of titles/registrations issued per FTE	8,413	9,675	9,671

# **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 with banks in the county and invests reserve funds as allowed by statute and approved by the Board of Commissioners.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 797,739	\$ 979,845	\$ 979,845	\$ 1,001,483
Supplies	133,969	136,685	152,840	152,840
Purchased Services	162,355	411,150	401,400	401,400
Fixed Charges	0	-18,125	-18,125	-18,125
Capital	0	0	0	0
Gross County Cost	\$ 1,094,063	\$ 1,509,555	\$ 1,515,960	\$ 1,537,598
Revenue	7,385,132	8,800,000	9,550,000	9,550,000
Net County Cost	\$ - 6,291,069	\$ - 7,290,445	\$ - 8,034,040	\$ - 8,012,402
Budgeted Positions	10	10	10	10

**SUMMARY OF CHANGES:** The total Gross County Cost is increasing by \$6,405 with a \$750,000 expected increase in property tax revenue. The increase in Supplies is due to software maintenance contracts of \$16,155, offset by decreases in Contract Payments. Other small changes due to historical spending and increasing prices.

The final budget adjustments include an increase in salaries of \$21,638.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

# **TREASURER (CONTINUED) 1000-12100**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Implemented “Treads “software to better manage treasurer deed process.
2. Selected vendor for online live chat services.
3. Reclassified staff to better meet the internal needs of the office.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Implement cross training for all positions - Strategic Priority #5, to provide responsive, innovative, and cost-effective services.
2. Implement online chat function – Strategic Priority #5, to provide responsive, innovative, and cost-effective services.
3. Consolidate all online, Integrated Voice Response (IVR), and point of sale to one vendor - Strategic Priority #6, enhance accessible communication, outreach, and awareness.

**PERFORMANCE MEASURES**

	<u><b>ACTUAL</b></u>	<u><b>ESTIMATED</b></u>	<u><b>PROJECTED</b></u>
<b><u>Work Outputs</u></b>			
Property Tax Collected	\$989 M	\$1.4 B	\$1.55 B
Percentage of Property Tax Collected	99.94%	99.48%	99.99%
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.290	0.283	0.277
Per capita contribution	\$3.17	\$4.27	\$4.25

# **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 3,298,228	\$ 3,956,560	\$ 4,128,606	\$ 4,449,845
Supplies	289,814	307,067	332,850	332,850
Purchased Services	220,278	232,344	244,344	244,344
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 3,808,320	\$ 4,495,971	\$ 4,705,800	\$ 5,027,039
Revenue	183,435	60,500	60,500	60,500
Net County Cost	\$ 3,624,885	\$ 4,435,471	\$ 4,645,300	\$ 4,966,539
Budgeted Positions	39.5	39.5	41.5	41.5

**SUMMARY OF CHANGES:** Salaries are increasing a total of \$172,046 to reflect the additional request of 2.0 FTE at Grade 26 as GIS Mapper positions (\$172,046) to assist with the additional needs to comply with Senate Bill 303 – Prop HH or resulting legislation. Supplies increased due to rate increases for software. The training line item increased in Purchased Services to hire a consultant for complex commercial valuation training.

The final budget adjustments include an increase in salaries of \$321,239.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The new position requests are a policy issue for the board. Recommend approval.

**BOARD ACTION:** Approved as recommended.



**ASSESSOR  
(CONTINUED)  
1000-13100**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of parcels (including personal property, OG equipment and SA)	185,795	187,499	189,000
Number of administrative updates to database	158,000	165,000	170,000
Tax Authorities	537	597	625
Number of Permits reviewed	9,500	8,000	8,500
New Construction units added	5,150	4,300	4,500
Sales Verification	17,500	14,000	15,000
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	1.144	1.117	1.148
Per capita cost (county support)	\$10.50	\$12.54	\$13.73
Cost per parcel	\$19.51	\$23.66	\$26.28
Parcels Per FTE	4,703	4,518	4,554
<b><u>Effectiveness Measures (desired results)</u></b>			
Deed Processing Time (days)	5	5	5
Requests for Information per FTE	825	825	825
Percent of Properties Site Reviewed	5%	5%	5%
Assessment Levels compared to market value	100%	100%	100%

# **ASSESSOR (CONTINUED) 1000-13100**

## **2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Tied to Priority #6 – Redesigned Assessor Website to promote communication and enhance access to data.
2. Tied to Priority #6 – Redesigned data search functionality on website and incorporated an easy-to-use, dynamic interface.
3. Tied to Priority #5 – Developed PowerBI dashboards to monitor workload activity and consistency. Dashboards allowed for real-time analysis and feedback.

## **2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Tied to Priority #5 – Create an accessible, secure process for primary ownership applications that is efficient for property owners
2. Tied to Priority #6 – Develop public outreach program to ensure all property owners apply for available property tax reduction programs, including senior portability and owner-occupied discounts.
3. Tied to Priority #5 - Develop expanded appeal program and streamline BOE appeal and hearing process to improve efficiency and accessibility.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** COUNTY COUNCIL

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

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**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	\$ 23,931	\$ 27,559	\$ 27,559	\$ 30,748
Supplies	0	300	300	300
Purchased Services	1,500	31,900	31,900	31,900
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 25,431	\$ 59,759	\$ 59,759	\$ 62,948
Revenue	0	0	0	0
Net County Cost	\$ 25,431	\$ 59,759	\$ 59,759	\$ 62,948
Budgeted Positions	1 PT	1 PT	1 PT	1 PT

**SUMMARY OF CHANGES:** No changes requested for 2024.

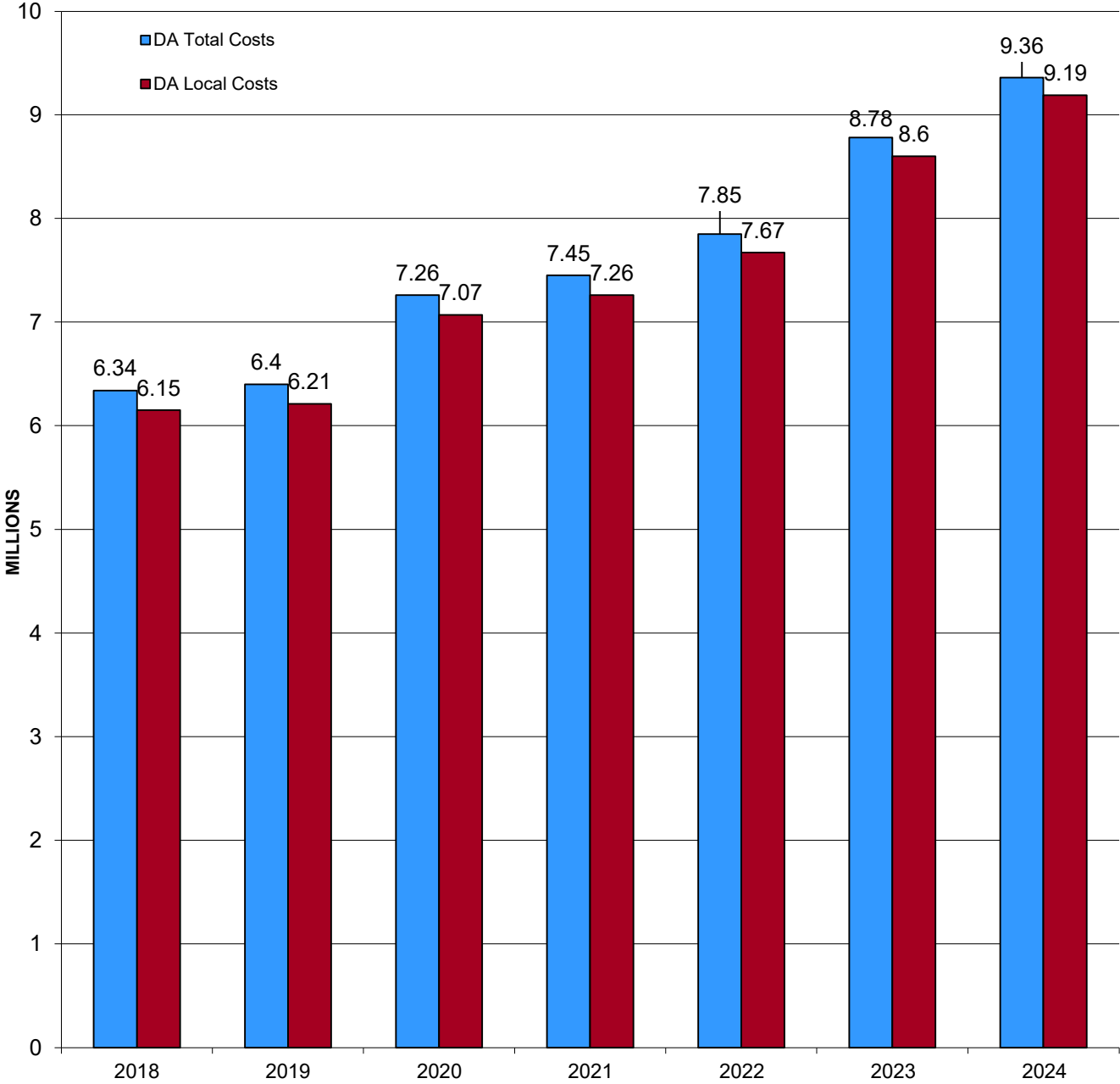
The final budget adjustments include an increase in salaries and benefits of \$3,189.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

# SEVEN YEAR TREND

## District Attorney's Office



# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** DISTRICT ATTORNEY

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

**DEPARTMENT DESCRIPTION:** The District Attorney’s Office 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; and handles consumer fraud and welfare fraud complaints.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 7,366,529	\$ 8,471,743	\$ 8,549,248	\$ 9,057,642
Supplies	51,360	55,344	58,309	58,309
Purchased Services	222,419	257,512	243,348	246,973
Fixed Charges	-460	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 7,639,848	\$ 8,784,599	\$ 8,850,905	\$ 9,362,924
Revenue	163,916	187,270	171,270	171,270
Net County Cost	\$ 7,475,932	\$ 8,597,329	\$ 8,679,635	\$ 9,191,654
Budgeted Positions	64.00	65.00	65.00	65.00

**SUMMARY OF CHANGES:** Personnel is requested to increase by \$77,505 to account for a reclassification of the DA Administrative Coordinator from Grade 44 to Grade 51 for an additional \$25,023, and for the addition of two legal interns at 28 hours per week (or 0.7 FTE each) for 52 weeks of the year for a total of \$52,482. Software maintenance increases by \$2,965 and decreases in Purchased Services offset any other small increases based on historical spending.

The final budget adjustments include an increase in salaries and benefits of \$508,394.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Based on the Human Resources compensation analysis, the reclassification is recommended at a Grade 48, for a total increase of \$13,779. The reclassification is a policy issue for the board. The legal interns are an increase in budget, but not permanent FTE. Recommend approval at the HR recommendation.

**BOARD ACTION:** The board approved the reclassification at Grade 51 and increased Purchased Services by \$3,625 for an increase in fees determined after the original budget was submitted. Approved as adjusted.

**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:** The Juvenile Diversion unit reviews and recommends charges in juvenile cases to reduce the juvenile caseloads for the Courts and Probation. The 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	\$ 194,847	\$ 149,312	\$ 203,200	\$ 216,422
Supplies	1,280	764	764	764
Purchased Services	3,284	51,505	1,505	1,505
Fixed Charges	0	0	0	0
Gross County Cost	\$ 199,411	\$ 201,581	\$ 205,469	\$ 218,691
Revenue	132,184	157,000	157,000	157,000
Net County Cost	\$ 67,227	\$ 44,581	\$ 48,469	\$ 61,691
Budgeted Positions	1.5	1.5	2.5	2.5

**SUMMARY OF CHANGES:** A new position, Office Tech III, requested at a Grade 17, has been included in the budget. There has been \$50,000 budgeted for Purchased Services, but these funds were earmarked for a service that is not available. Due to changes in legislation that creates a significant change in workload, those funds would be better spent on personnel.

The final budget adjustments include an increase in salaries and benefits of \$13,222.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The position increase is a policy issue for the board. 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,244,754	\$ 1,419,943	\$ 1,419,943	\$ 1,514,479
Supplies	2,657	300	300	300
Purchased Services	101,527	30,350	33,200	33,200
Fixed Charges	725,556	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 2,074,494	\$ 1,450,593	\$ 1,453,443	\$ 1,547,979
Revenue	1,426,019	595,310	616,936	616,936
Net County Cost	\$ 648,475	\$ 855,283	\$ 836,507	\$ 931,043
Budgeted Positions	16.0	16.0	16.0	16.0

**SUMMARY OF CHANGES:** The VW Unit currently has 16 FTE staff. No new positions have been requested for 2024. The unit has diligently discussed staffing and work levels. In 2023, one position was re-aligned to take extra work duties necessary due to increased need in the unit. The unit continues to utilize interns to reduce cost and assist as available.

**Purchased Services:**

As an increasing number of victims move toward on-line access, the cost of postage has been decreased. However, this cost could not absorb the rising increase incurred for phones and printing. It is anticipated that printing costs will decrease in the next few years as well. Of note, Weld County is increasing in diversity of culture and language. While the unit employs many Spanish speaking staff, the unit has noticed an increase in the need for language line due to uncommon languages such as Karin and Rohingya.

**Revenue:**

Revenue for the program comes from the following sources: VALE grant (\$156,200), VALE scholarship (\$3,500), VOCA Grant (\$297,533), VOCA In Direct Funds (\$29,753), VALE Administrative Fund (\$75,850), VALE Federal Administrative ARPA Funds (\$9,100), Crime Victim Compensation Administrative Funds (\$45,000).

**VICTIM WITNESS ASSISTANCE  
(CONTINUED)  
1000-15300**

**SUMMARY OF CHANGES (CONTINUED):** The VOCA Grant for 2024 will be in year two of approved funding. While COLA and health benefits were estimated to increase and grant funds were requested for this increase, the amount of increase will not fully cover costs if health benefit increases are as high as 15%. To assist with offsetting this increase, the District Attorney's Office will be submitting a VALE Grant increase of 10%. Last, both VALE Administrative Funds and Crime Victim Compensation Administrative Fund surcharges have decreased in 2022 and 2023. This is due to compounding issues such as juvenile offenders are no longer charged assessments, more judges declaring indigency for offenders and waiving fees, less traffic fines are getting assessed, and more cases are diverted through diversion programs which do not pay fines. The Crime Victim Compensation statute is anticipated to be reviewed in the next legislative session and an increase in the percent of administrative allowance is requested.

The final budget adjustments include an increase in salaries and benefits of \$94,536.

**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:** The Finance and Administration office provides financial and administrative support to the Board of County Commissioners.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 916,952	\$ 623,869	\$ 637,052	\$ 830,090
Supplies	667	300	300	300
Purchased Services	9,127	116,700	69,200	19,200
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 926,746	\$ 740,869	\$ 706,552	\$ 849,590
Revenue	0	0	0	0
Net County Cost	\$ 926,746	\$ 740,869	\$ 706,552	\$ 849,590
Budgeted Positions	3.00	2.5	3.0	4.0

**SUMMARY OF CHANGES:** The budget includes the inclusion of an FTE at a Grade 45 as a Fiscal Analyst to support budget activities and county-wide financial analysis. The increase is slight because the Grant Manager position (Grade 40) is being eliminated and repurposed into the Fiscal Analyst position and increases FTE by 0.5. Purchased Services was reduced by \$50,000 as the additional position will remove the need for contract services going forward, budgeted at \$100,000 in 2023.

The final budget adjustments include the new position at \$155,751 and increases in salaries and benefits for 2024 totaling \$37,287.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommended removing the remaining \$50,000 of contracted services from budget, as the additional position can absorb any increases in workload proposed. The position reclassification and 0.5 FTE are a policy issue for the board. Recommend approval.

**BOARD ACTION:** The Fiscal Analyst was approved, as well as a Financial ERP Manager position at a Grade 51, approved at a work session on October 10,2023. Approved as adjusted.

# **FINANCE AND ADMINISTRATION (CONTINUED) 1000-16100**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Strategic Priority 2.B – approved 4 small business incentive tax credits for 2023.
2. Balanced the 2024 budget request within the Home Rule Charter growth limit of 5%.
3. Hosted the 10-County Conference in Breckenridge, developing connections with similar counties to discuss funding changes affected by legislation.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Continue to develop incentives for increasing commercial industry development in the county.
2. Continue to implement the ERP system with focus on Phase 2 – Finance.
3. Continue successful implementation of the Strategic Plan, ensuring county-wide management of goals and performance metrics.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Excess revenue over expenditures	2.61%	3.00%	3.00%
Budgeted fund balance vs. actual variance	4.79%	3.00%	3.00%
<b><u>Efficiency Measures</u></b>			
FTE'S per 10,000/capita	0.087	0.071	0.111
Per capita cost (county support)	\$2.69	\$2.09	\$2.35

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** FINANCE AND ADMINISTRATION

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

**DEPARTMENT DESCRIPTION:** The Accounting Department oversees all general accounting functions and must maintain and produce accurate records for various departments' use to allow proper budgetary control. The department 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 822,286	\$ 1,023,063	\$ 1,023,063	\$ 1,180,778
Supplies	157,709	168,050	184,000	184,000
Purchased Services	38,878	66,000	50,050	50,050
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,018,873	\$ 1,257,113	\$ 1,257,113	\$ 1,414,828
Revenue	0	0	0	0
Net County Cost	\$ 1,018,873	\$ 1,257,113	\$ 1,257,113	\$ 1,414,828
Budgeted Positions	7.75	8.0	8.0	9.0

**SUMMARY OF CHANGES:** The increase in supplies (\$15,590) reflects the cost of actual software maintenance for 2024. The decrease in Purchased Services was made by reviewing and cutting budgets such as Advertising (\$2,000), Travel (\$6,975) and Training (\$6,975) based on historical usage in those categories to keep the budget from increasing for 2024.

The final budget adjustments include an increase to salary and benefits of \$41,038.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** The board approved an increase of 1.0 FTE for a Payroll Specialist at Grade 35, submitted at the budget hearings. The position increase totals \$112,628. Also approved during the budget hearings was a reclassification of the 2.0 FTE Accounting Clerk IV from Grade 21 to Grade 22, totaling \$4,049. Approved as adjusted.

# **ACCOUNTING (CONTINUED) 1000-16200**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Expanded employee training opportunities for staff development and satisfaction.
2. Completed the 2022 Audited Financials and Popular Annual Financial Reports.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Implementation of the Financial sides of the ERP Workday Conversion.

### **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of Account Payable warrants issued	17,440	16,770	16,770
Average number of employees paid	1,920	1,920	1,920
Number of employees trained on General Ledger	150	150	150
Total Intergovernmental funds	\$118.12M	\$89.4M	\$83.9M
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.225	0.226	0.221
Per capita cost (county support)	\$2.95	\$3.55	\$3.48
Account Payable warrants per week per A/P FTE	340	330	330
Employees paid monthly per Payroll FTE	850	1,280	1,280

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** FINANCE AND ADMINISTRATION

**BUDGET UNIT TITLE AND NUMBER:** Homeland Security Grant – 7067-90100

**DEPARTMENT DESCRIPTION:** Weld County took fiscal ownership of the Department of Homeland Security regional grant in mid-2023. The grant will be in place for multiple years, and will roll up into the General Fund.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 21,327	\$ 46,641	\$ 46,641
Supplies	0	30,080	233,723	233,723
Purchased Services	0	37,812	129,060	129,060
Fixed Charges	0	145,113	363,750	363,750
Capital	0	0	0	0
Gross County Cost	\$ 0	\$ 234,332	\$ 773,174	\$ 773,174
Revenue	0	234,332	773,174	773,174
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budgeted Positions	0	0.5	0.5	0.5

**SUMMARY OF CHANGES:** The new grant is detailed in the grant documents and allows for full cost recovery for the fiscal agent. It does add 0.5 FTE as a Grant Manager position and will be managed by the Accounting Department.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved via the grant document.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** FINANCE AND ADMINISTRATION

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

**DEPARTMENT DESCRIPTION:** The Purchasing department is responsible for all purchases whether by formal bid, telephone proposal, or quotation. The department maintains vendor bid list for all types of bidding and seeks approval from the Board of County Commissioners on all bids over \$50,000.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 312,297	\$ 384,220	\$ 384,220	\$ 422,573
Supplies	542	400	400	400
Purchased Services	7,220	10,250	10,250	10,250
Fixed Charges	0	0	0	0
Gross County Cost	\$ 320,059	\$ 394,870	\$ 394,870	\$ 433,223
Revenue	0	0	0	0
Net County Cost	\$ 320,059	\$ 394,870	\$ 394,870	\$ 433,223
Budgeted Positions	3.0	3.0	3.0	3.0

**SUMMARY OF CHANGES:** No changes requested for 2024 budget.

The final budget adjustments include an increase to salary and benefits of \$38,353.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

# **PURCHASING (CONTINUED) 1000-16300**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. To improve efficiency throughout the county, code was changed to make the formal bid process start at \$50,000. The informal bid threshold was moved to \$10,000.
2. Training was completed for all departments to explain the purchasing policies.
3. Continued automation efforts in order to satisfy vendor requests.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Continue to improve paperless processes and removing duplicative processes.
2. Implement Workday in order to improve procurement process efficiencies.
3. Continue training of all new staff to ensure they understand the county purchasing policies and procedures.

### **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of formal bids presented to BOCC	180	200	150
Number of Purchase Orders placed	808	800	850
<b><u>Efficiency Measures</u></b>			
FTE'S per 10,000/capita	0.087	0.085	0.083
Per capita cost (county support)	\$0.93	\$1.12	\$1.20
No. of formal bids/FTE presented to BOCC	67	67	50

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** FINANCE AND ADMINISTRATION

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

**DEPARTMENT DESCRIPTION:** Human Resources 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,521,429	\$ 2,154,123	\$ 2,248,405	\$ 2,685,717
Supplies	363,010	485,478	485,978	485,978
Purchased Services	112,032	237,950	668,200	668,200
Fixed Charges	1,215	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,997,686	\$ 2,877,551	\$ 3,402,583	\$ 3,839,895
Revenue	0	0	0	0
Net County Cost	\$ 1,997,686	\$ 2,877,551	\$ 3,402,583	\$ 3,839,895
Budgeted Positions	18	19	20	23

**SUMMARY OF CHANGES:** The total net county cost increase requested is \$525,032, resulting mostly from the planned compensation study, budgeted at \$400,000, a one-time necessary expense to work towards the Strategic Priority #4 of “Being an Employer of Choice”. The anticipated result is an improvement in retention that will pay for itself within a few years. Ongoing increases include \$102,478 in software maintenance increases, which will average out in the next few years with the full implementation of Workday and the necessary tools for onboarding, assessments and compensation analysis that work with the ERP. Under contract payments, compensation analysis tools and the employee survey tool are requested again at a \$25,000 increase from the approved 2023 total and works toward that same strategic priority.

Personnel is requested to increase by \$94,282. This includes \$126,205 for a 1.0 FTE increase for an HRIS (Human Resources Information Systems) Manager position at Grade 45, which was included in the budget but reallocated to meet current needs when the position was vacated in 2023. The total increase is offset by the position being underfilled, for a net increase in the department of \$87,290. One reclassification is being requested for the HRIS Coordinator, Grade 35, to be moved to a Grade 40 HRIS Specialist at a cost of \$6,991, as the position has accepted greater responsibility during the ERP conversion process in 2023.



# **HUMAN RESOURCES (CONTINUED) 1000-16400**

**FINANCE/ADMINISTRATION RECOMMENDATION:** The new position, reclassification and compensation study are all policy issues for the board. Recommend approval.

**BOARD ACTION:** The board approved three (3.0) additional FTE requested at the time of the budget hearings, totaling \$324,814 in 2024. The increases in COLA and benefit costs total an additional \$112,498 in the final budget adjustment. Approved as adjusted.

Each of the below goals will aid in obtaining the strategic priority of being an employer of choice. As an Employer of Choice, Weld must implement flexible, creative and diverse methods of attracting, training, and retaining a workforce that is skilled, dedicated and supporting employees in achieving their goals.

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Hired a Compensation/Classification Analyst – brand new position to Weld County
2. Working through the implementation of the Workday ERP (Jan – Dec 2023)
3. Implemented a bilingual differential – first time ever for Weld County

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Go live with Workday ERP July 2024
2. Complete county-wide compensation study
3. Bid for a new benefits broker through RFP process - ensuring we have a comprehensive and attractive benefits program as a tool to attract and retain top talent.

**PERFORMANCE MEASURES**

<u><b>Work Outputs</b></u>	<u><b>ACTUAL</b></u>	<u><b>ESTIMATED</b></u>	<u><b>PROJECTED</b></u>
Authorized County positions (FTE'S)	1,825	1,868	1,950
Occupied FTE'S	1,742	1,775	1,845
Employees Terminated/Resigned/Retired	320	304	289
Employees Hired	302	312	322
Turnover Rate	18%	17%	16%
<u><b>Efficiency Measures</b></u>			
FTE'S per 10,000/capita	0.522	0.537	0.636
Per capita cost (county support)	\$5.79	\$8.14	\$9.41
Personnel served per FTE	101	98	85

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** FINANCE AND ADMINISTRATION

**BUDGET UNIT TITLE AND NUMBER:** Wellness Program - - 1000-16450

**DEPARTMENT DESCRIPTION:** The Wellness Program is a subsidiary of Human Resources that focuses on the health and well-being of all Weld County employees by addressing department as well as individual risk factors and building programming to reduce risk and promote a healthy lifestyle.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	48,000	112,500	49,500
Purchased Services	0	572,700	875,700	875,700
Fixed Charges	0	0	0	0
Gross County Cost	\$ 0	\$ 620,700	\$ 988,200	\$ 925,200
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 620,700	\$ 988,200	\$ 925,200
Budgeted Positions	0.0	0.0	0.0	0.0

**SUMMARY OF CHANGES:** Efforts to improve employee engagement in healthcare and risks are leading to an overall increase in the benefits provided. Supplies includes a change in the software of \$63,000 that tracks the wellness program and incentives. Purchased Services increases include Mental Health services increasing by \$50,000, adding \$150,000 for Hinge Health to assist with physical therapy to avoid surgeries, motor vehicle remedial training for \$90,000 to help eliminate vehicle accidents, and an additional \$3,000 in training for the staff that provide these services to all county employees.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The increases reflected are policy issues for the board. Finance removed the \$63,000 additional software as this would be identified as an IT project if the board approves, and not in the individual budget. Recommend approval.

**BOARD ACTION:** Approved as recommended.

# **WELLNESS PROGRAM (CONTINUED) 1000-16450**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Brought in new Cardiovascular Program that is more cost effective with ability to expand the amount of employees reached.
2. Confidential Counseling on track to complete 400 hours of direct contact.
3. Increased IOME both 20-minute session and 50-minute session utilization.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Update the Wellness Incentive Program.
2. Implement a Motor Vehicle Training Program.
3. Have an overall 10% Employee Participation in Wellness Activities.

***PERFORMANCE MEASURES***

	<u><b>ACTUAL</b></u>	<u><b>ESTIMATED</b></u>	<u><b>PROJECTED</b></u>
<b><u>Work Outputs</u></b>			
Wellness Incentive Program Completion	1,000	1,050	1,050
inBody Scans	1,750	1,800	1,800
Confidential Counseling Individual Contacts	215	300	300
<b><u>Efficiency Measures</u></b>			
Per capita cost (county support)	\$0.00	\$1.75	\$2.56

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** PLANNING AND ZONING

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

**DEPARTMENT DESCRIPTION:** The Planning and Zoning department 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, development review, 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 2,590,169	\$ 2,981,673	\$ 3,031,421	\$ 3,218,575
Supplies	21,808	15,750	15,750	15,750
Purchased Services	358,558	291,556	300,435	300,435
Contra Account	-529,576	-525,385	-375,684	-375,684
Gross County Cost	\$ 2,440,959	\$ 2,763,594	\$ 2,971,922	\$ 3,159,076
Revenue	361,390	350,000	350,000	350,000
Net County Cost	\$ 2,079,569	\$ 2,413,594	\$ 2,621,922	\$ 2,809,076
Budgeted Positions	25.0	25.0	25.0	25.0

**SUMMARY OF CHANGES:** Personnel Services includes the move of one position, Engineering Tech I (subtracting \$76,457), back to Engineering Org 31100, remaining cost neutral in the General Fund, and was approved by the board on August 1, 2023. The remaining increase of \$126,205 is for a Grade 45 Professional Land Surveyor position to be added and time split between Planning and Engineering. Purchased Services has a minor increase in Chargebacks to Engineering, adding \$26,354, offset by a decrease in Depreciation of \$16,975. The contra account is the split of time between Building Inspection and Planning and may be eliminated with the ability to split salaries and benefits of personnel in the Workday system.

The final budget adjustments include an increase to salaries and benefits of \$98,953.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The Surveyor position is a policy issue for the board and not recommended as no cost savings or improved service was identified by the department. Otherwise, recommend approval.

**BOARD ACTION:** The board approved the Professional Land Surveyor position at Grade 45 for a total cost of \$137,949.

# **PLANNING AND ZONING (CONTINUED) 1000-17100**

## **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Current Planning Work Outputs</u></b>			
Number of total applications submitted	375	400	400
Number of administrative land use cases (ZP's, SPR's, etc.)	281	300	300
Grading Permits	68	76	75
Access Permits	609	575	575
IA's / RMA's	72	78	75
Number of FHDP and FP (Flood Hazard Dev. Permits)	86	100	105
<b><u>Long Range Planning Work Outputs</u></b>			
Special Projects	1	4	1
Walk in's	940	860	900
Pre-Application Meetings	276	270	275
Code Revisions	4	6	4
Comp Plan Amendments/ Sub Area plans	0	1	1
<b><u>Technical Support Work Outputs</u></b>			
Total Public Hearings (PC and BOCC)	61	58	55
Case Clean Up (RE, SE, USR, Subdivisions)	20	10	10
Town/County Staff Outreach Meetings	2	2	2
<b><u>Compliance Planning Work Outputs</u></b>			
Number of Complaints	248	273	270
Number of violations initiated	198	260	250
Number of violations closed	213	230	225
Violations referred to County Attorney's Office (Vouchers)	95 22	80 20	80 20
Community Clean Ups	1	1	1
Realtor Trainings	1	1	2
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.724	0.707	0.691
Per capita cost (county support)	\$6.03	\$6.82	\$7.77

**PLANNING AND ZONING  
(CONTINUED)  
1000-17100**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Hired new Building Official.
2. Processed a variety of code changes to gain more efficiency and streamline processes.
3. Created a "Welcome to Weld County Citizens Guide".

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Conduct at least two (2) sub area plans with municipal partners.
2. Continue outreach efforts with realtors, appraisers, and the general public.
3. Continue updating codes to reflect changes and reduce red tape.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** FINANCE AND ADMINISTRATION

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

**DEPARTMENT DESCRIPTION:** The CDBG department administers the Community Development Block Grant program which is funded through an allocation from the U.S. Department of Housing and Urban Development.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 84,640	\$ 145,565	\$ 103,995	\$ 99,514
Supplies	6	5,000	5,500	5,500
Purchased Services	4,294	56,789	63,962	68,443
Fixed Charges	734,952	829,418	1,004,228	1,004,228
Capital	0	0	0	0
Gross County Cost	\$ 823,892	\$ 1,036,772	\$ 1,177,685	\$ 1,177,685
Revenue	783,649	1,036,772	1,177,685	1,177,685
Net County Cost	\$ 40,243	\$ 0	\$ 0	\$ 0
Budgeted Positions	1.5	1.5	1.0	1.0

**SUMMARY OF CHANGES:** The amount of revenue from HUD increased \$140,913. The total allowable Administrative expenses for this program is 20% or \$235,537 of the available funding. Personnel services includes the reclassification of the CDBG Analyst (Grade 25) to Senior CDBG Analyst (Grade 40), approved by the board in August 2023. The CDBG Program Manager FTE is paid out of Public Works and included in the administrative costs to be reimbursed under Fixed Charges as indirect costs.

Since only 10% of the available program administrative funding can be used for planning studies, Adjustments were made to assist with the transparency of the program funding to be used for planning studies.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** The position reclassification was approved at Grade 37, for a total FTE expense in 2024 of \$99,514. The grant dollars remain at 80%, or \$942,148. Other Purchased Services were increased to absorb the remaining balance from the decrease in salaries, adjusting the budget for use of funds in applicable ways as needed and approved in the grant. Approved as adjusted.

# **COMMUNITY DEVELOPMENT BLOCK GRANT (CONTINUED) 1000-17150**

## **2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. In 2023, the CDBG Program saw a significant increase in project applications since the county was classified as an entitlement. The Board awarded \$966,000 in grants to: Frederick's Brigit's Village; the Towns of Milliken, Eaton and Firestone for ADA ramp and sidewalk replacements; the Town of Pierce Senior Center; and Weld County for 60+ Ride Transportation Services.
2. The CDBG Program continues to fulfill the county's strategic priorities. In addition to planning for resilient infrastructure, the program supports the strategic priorities of ensuring health, safe and livable communities and enhancing accessible communication, outreach and awareness through our proclamations, news releases, and social media campaigns highlighting CDBG funded projects.
3. In addition, the CDBG public participation plan and social media campaigns for public input enhanced civic and social engagement.

## **2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Perform HNA for rural Weld County to inform affordable housing efforts thereby promoting self-sufficiency in LMI persons and improving their quality of life. (P1)
2. 90% of all contracts, agreements, memorandums of understanding etc. and entered and tracked in OnBase during 2024. (P3)
3. Increase social and/or civic engagement by 10% in 2024. (P6)

Relevant strategic priorities:

Priority 1: Ensure Healthy, Safe and Livable Communities; invest in innovative and collaborative community partnerships that promote self-sufficiency and enable people to improve their quality of life; none of the objectives fit, only the description of the strategy itself.

Priority 3: Plan for Resilient Infrastructure, Facilities and Resources; design, maintain, improve and protect the county's roads, bridges, buildings, facilities and resources to ensure safe, efficient access, use, transport, and availability by current and future generations in Weld County; objective A maximize resources to leverage infrastructure funding; objective D maximize partnerships with non-profits and private sectors to solve infrastructure challenges; ex. outcome measures 100% infrastructure meets or exceeds industry (*read Federal*) standards and 90% of all contracts, agreements, memorandums of understanding, etc., and entered and tracked using appropriate system by December 31, 2025

Priority 6: Enhance Accessible Communication, Outreach and Awareness; objective B strive to ensure systems, services and facilities are accessible to communities.



# BUDGET UNIT REQUEST SUMMARY

**AGENCY/DEPARTMENT NAME:** FACILITIES

**BUDGET UNIT TITLE AND NUMBER:** Facilities -- 1000-17200

**DEPARTMENT DESCRIPTION:** Facilities maintains all county buildings and grounds in the areas 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	\$ 3,640,143	\$ 4,986,430	\$ 5,374,026	\$ 5,877,602
Supplies	835,876	738,290	860,300	860,300
Purchased Services	5,645,450	5,821,972	7,443,773	7,443,773
Fixed Charges	47,538	70,000	70,000	70,000
Contra Account	- 86,938	-100,000	-300,000	-300,000
Capital	0	0	0	0
Gross County Cost	\$ 10,082,069	\$ 11,516,692	\$ 13,448,099	\$ 13,951,675
Revenue	2,212	200	371,574	371,574
Net County Cost	\$ 10,079,857	\$ 11,516,492	\$ 13,076,525	\$ 13,580,101
Budgeted Positions	43.0	50.0	53.0	53.0

**SUMMARY OF CHANGES:** Net County Costs increased by \$1,560,033 due to inflation and expanded projects, which results in an increased need of personnel service, supplies, and purchased services. Personnel Service are projected to increase \$387,596. A mid-year request added a Facilities Space Planner at Grade 50 (\$143,128) and two Project Managers at Grade 46 (\$131,684 each). In addition, the Building Automation Engineer position Grade 41 was reclassified as an HVAC Technician II (-\$27,517) and a Carpenter position Grade 25 was reclassified to an HVAC Tech I, Grade 30 (\$8,617).

Supplies are up \$122,010 with an increase in Software maintenance of \$17,010, Electrical supplies up by \$5,000 and Other Operating Supplies that consist of Jail hardware, locks, and security items as increased by \$100,000.

Total Purchased Services has increased by \$1,621,801. Membership and Registration fees have increased by \$1,200. Other Purchased Services have increased by \$100,000. Utilities and Building maintenance have seen increases due to escalation rates and the incorporation of the Greeley Plaza expense into this budget unit. Electric is up \$221,941, trash is up \$3,840, water increased \$52,970, and gas increased by \$779,369. Contract payments increased \$8,000 with the addition of metal detector service maintenance agreement. Repair and Maintenance of Buildings is up \$316,021. Vehicle Repairs have increased \$14,000 and fuel has increased \$3,460.

# **FACILITIES (CONTINUED) 1000-17200**

Repair and Maintenance Other increased \$107,000 due landscaping needs. To accommodate training on new technology systems to include fire system, HVAC software, lighting systems and other technological trainings, a total of \$14,000 was added to the budget for travel (\$9,000) and Training (\$5,000). Revenue includes the \$371,374 of remaining rent from the Greeley Plaza, as well as \$200 remaining for potential septic dumping revenue at the Missile Site.

The final budget adjustments include an increase to salaries and benefits of \$503,576.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Responded to operational repair issues within 7 days of receipt and goal of completion within 30 days.
2. Completed 2023 capital projects within established budgets.
3. Ensured 100% infrastructure meets and/or exceeds industry standards.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Acquire project management software to establish formal review/report process for capital projects.
2. Finish Facilities Master Space Plan to formalize the 10-year Facilities Capital and Infrastructure plan.
3. Continue exploration and implementation of operational technologies departments need for mission success.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of square feet maintained	1,750,894	1,767,712	1,767,712
Number of preventative maintenance work orders (PMs)	275	300	300
Number of tracked repair work orders	11,816	12,000	12,000
<b><u>Efficiency Measures</u></b>			
FTE'S per 10,000/capita	1.246	1.414	1.466
Per capita cost (county support)	\$29.20	\$32.56	\$37.56
Cost per square foot	\$5.76	\$6.52	\$7.68

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** FACILITIES

**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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	18,960	15,300	0	0
Purchased Services	381,079	585,745	0	0
Fixed Charges	0	62,092	0	0
Capital	0	0	0	0
Gross County Cost	\$ 400,039	\$ 663,137	\$ 0	\$ 0
Revenue	856,301	744,075	0	0
Net County Cost	\$ - 456,262	\$ - 80,938	\$ 0	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** As of 2023, with the majority of tenants outside of county business were no longer renting space, the Weld Plaza expenses and revenues are being moved to Facilities.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** INFORMATION TECHNOLOGY

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

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 6,939,050	\$ 7,975,748	\$ 8,256,672	\$ 9,039,599
Supplies	3,728,370	3,620,937	4,082,461	4,082,461
Purchased Services	720,512	1,342,857	1,144,857	1,144,857
Fixed Charges	0	0	0	0
Contra Account	-2,134,677	-2,250,000	-2,250,000	-2,250,000
Capital	6,345	535,000	560,000	560,000
Gross County Cost	\$ 9,259,600	\$ 11,224,542	\$ 11,793,990	\$ 12,576,917
Revenue	0	0	0	0
Net County Cost	\$ 9,259,600	\$ 11,224,542	\$ 11,793,990	\$ 12,576,917
Budgeted Positions	52.0	54.0	56.0	56.0

**SUMMARY OF CHANGES:** Personnel services and FTE are requested to increase by 2.0 FTE for a GIS Analyst at a Grade 38 (\$109,265) and increase a System Administrator at a Grade 47 (\$131,582) for additional security assistance reflecting the increases in technology seen over the last 5-7 years. The remaining increase of \$33,478 is a request to reclassify the 9.0 FTE that encompass the Technical Support Help Desk from Grade 33 to Grade 35. This is also due to the increase in devices supported, trouble tickets, and employees. The remaining increases in Supplies and Capital are specifically related to increases in software expenses, and replacement devices for the PC Refresh project each year.

The final budget adjustments include an increase to salaries and benefits of \$782,927.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The 2.0 FTE and reclassifications are policy issues for the board. Recommend approval.

**BOARD ACTION:** Approved as recommended.

# **INFORMATION TECHNOLOGY (CONTINUED) 1000-17300**

## **2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Added support personnel to BPA (PMO) and Accella (Application Analyst) to address workload and streamline processes.
2. Continued efforts to establish and maintain operational efficiencies through vendor management, maintenance contracts and device procurement.
3. Budget consistency and re-evaluation through early procurement, review of potential cost increase and availability of equipment and services.
4. Weld County IT has been working to identify and mitigate items impacted by the updated web accessibility standards identified in HB21-1110. Ongoing efforts continue with existing vendors and requirements are being defined for all incoming vendors.
5. Cyber Security – Updating and evaluating resources used to provide more effective and efficient visibility into and management of client endpoints through segmentation and visibility.

## **2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Ensure Healthy, Safe and Livable Communities
  - a. Enhance awareness, use and exchange of survey data, and other strategies across departments to support effective service provision.
    - i. Assist Health department and staff by providing the tools necessary to develop and deliver the survey and display/sharing of the results.
    - ii. Collaborate with the Health department to identify and define technology and resources needed to establish WCDPHE Mobile outreach objective.
2. Plan for Resilient Infrastructure, Facilities and Resources
  - a. Plan for growth to balance capacity of infrastructure.
    - i. Annual IT budget and project planning are dedicated to current future projections for growth.

\*If we want to continue prior goal description: “Budget consistency and re-evaluation through early procurement, review of potential cost increase and availability of equipment and services.”

\*Cyber Security – Updating and evaluating resources used to provide more effective and efficient visibility into and management of client endpoints through segmentation and visibility.
  - b. Use data and technology to develop project budgets, forecasts, and other department work plans.
    - i. Respond to operational issues within department specified service level agreements or levels of services and provide annual report to leadership regarding levels of service and any barriers experiences over the past year.
      1. Review and update existing IT service levels clarifying and redefining response to end-user requests.
    - ii. Ensure 100% of leadership and departments have access to available data and technologies needed to make informed decisions.
      1. Continuation and expansion of efforts to support departmental use of data and technologies through scheduled management meetings and annual project request processes.
    - iii. Project accounting system implementation – IT will continue to serve and assist with the implementation of the Workday ERP system.

# **INFORMATION TECHNOLOGY (CONTINUED) 1000-17300**

3. Provide excellent, cost-effective service delivery.
  - a. Expand Business Process Analyst (BPA) capacity to evaluate department systems and process.
  - b. Create mechanisms for feedback and dialogue with the community regarding projects, initiatives and service needs to increase awareness and understanding.
    - i. Assist DHS with annual BPA project review and submission.
    - ii. Develop internal infrastructure, support and resources needed to complete 100% of BPAs initiated during FY 2025.
    - iii. Identify and prioritize between one and three processes or procedures for revision/streamlining in 2024.
4. Enhance accessible communication, outreach, and awareness.
  - a. Provide mobile/digital access to applicable County services and investigate opportunity to integrate with existing systems.
    - i. Implement and adhere to guidelines governing accessibility through HB21-1110.
    - ii. Define and establish targets for increased use of County intranet.
    - iii. Facilitate project implementation of updated and streamlined CTB Agenda Management Live Stream system.

\*General election preparation, maintenance and support of all on-premises and off-premises technology resources, including Ballot On-Demand, Signature Verification, Wait time indicators, data presentation.

## **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of Computing Devices Supported	3,750	3,750	4,000
Number of Personal Computer systems installed/replaced	250	250	350
Number of IT Managed Projects	150	150	150
Number of Technical Support Calls/Month	1,400	1,400	1,500
Number of Virtual Servers Managed	325	325	345
Number of Application Managed	130	130	180
<b><u>Efficiency Measures</u></b>			
FTE'S per 10,000/capita	1.507	1.527	1.549
Per capita cost (county support)	\$26.83	\$31.73	\$34,78

# **INFORMATION TECHNOLOGY (CONTINUED) 1000-17300**

**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.

## **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

# **INFORMATION TECHNOLOGY (CONTINUED) 1000-17300**

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 Board of County Commissioners, 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.

## **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 departments and offices have the need to move seamlessly from the 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 account a regional type of disaster. A detailed DR/BC plan should be developed and then reviewed annually by IT, County departments and the Commissioners.

## **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 BY EMAILING: [RROSE@WELD.GOV](mailto:RROSE@WELD.GOV)**



# **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	160,570	187,195	391,695	391,695
Purchased Services	5,819	4,360	3,660	3,660
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 166,389	\$ 191,555	\$ 395,355	\$ 395,355
Revenue	1,357	3,500	1,600	1,600
Net County Cost	\$ 165,032	\$ 188,055	\$ 393,755	\$ 393,755
Budgeted Positions	0	0	0	0

**SUMMARY OF CHANGES:** The increase in Supplies of \$204,500 is reflected in the increases for software and an aerial imagery project at \$145,000 that benefits multiple departments in the county. Purchased Services and revenues were decreased to reflect historic numbers.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

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

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Established fiscally responsible multi-year agreements with vendors to ensure continued access to the most current and relevant technology.
2. Analyzed County Department needs and strategically deployed technologies to improve operational efficiencies and optimized the use and management of geospatial data.
3. Analyzed County Enterprise needs and implemented new integrations or solutions meeting the needs of multiple County Departments and the public.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Revamp the Property Portal to a platform that leverages current technology to better meet citizen needs.
2. Review and update County mapping systems to meet standards of digital accessibility.
3. Collaborate with County Departments to ensure the GIS technology they are using is current and aligns with their business needs. This includes development and deployment of new applications and integrations, as well as review and modifications to existing systems.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
# Parcels in Database	151,982	155,781	159,675
# Parcels Updated	3,913	3,799	3,894
# Available Coverage (Layers) in GIS	80	85	90
<b><u>Efficiency Measures</u></b>			
FTE'S per 10,000/capita	0.000	0.000	0.000
Per capita costs (County support)	\$0.48	\$0.53	\$1.09

**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:** FINANCE AND ADMINISTRATION

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

**DEPARTMENT DESCRIPTION:** The Print Shop 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	\$ 341,723	\$ 375,141	\$ 375,141	\$ 411,005
Supplies	85,974	74,000	74,000	74,000
Purchased Services	55,883	58,500	69,500	69,500
Fixed Charges	0	0	0	0
Capital	18,896	0	0	0
Gross County Cost	\$ 502,476	\$ 507,641	\$ 518,641	\$ 554,505
Revenue	234,753	184,000	182,000	182,000
Net County Cost	\$ 267,723	\$ 323,641	\$ 336,641	\$ 372,505
Budgeted Positions	4	4	4	4

**SUMMARY OF CHANGES:** Net cost increases by \$13,000, reflecting a reduction of revenue of \$2,000 as sales continue to decrease. The increases are related to \$8,000 in vehicle depreciation, \$1,000 under each Postage, Phones and Printing expenses to reflect actual expenses.

The final budget adjustments include an increase to salaries and benefits of \$35,864.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

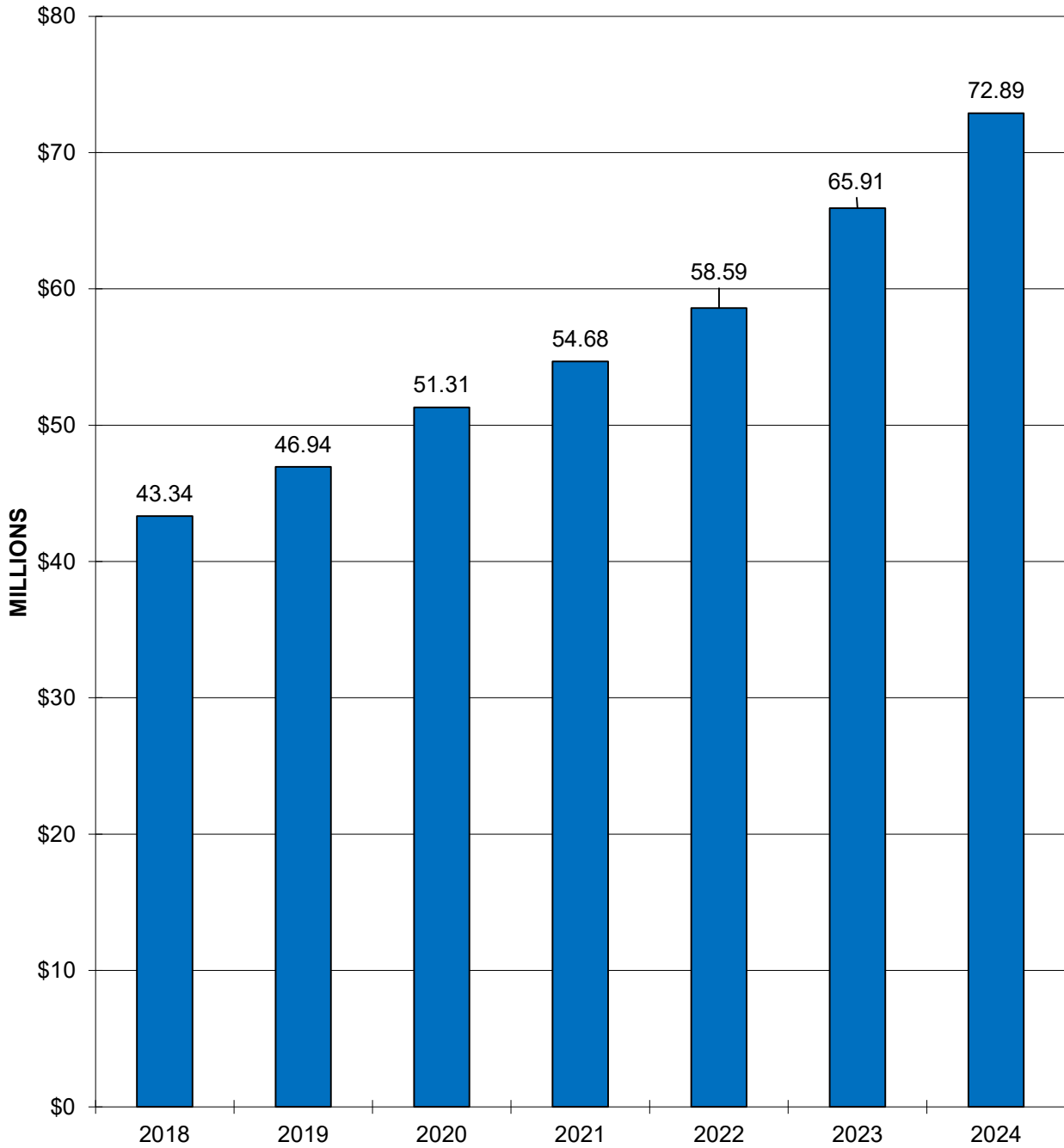
**PRINTING AND SUPPLIES  
(CONTINUED)  
1000-17600**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Print Orders	1,575	1,476	1,500
Mail Pieces	350,167	416,075	450,000
Supply Orders	234	300	250
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.116	0.113	0.111
Per Capita cost (county support)	\$0.78	\$0.92	\$1.03

# 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	\$ 48,262,852	\$ 55,014,500	\$ 53,996,839	\$ 57,970,427
Supplies	1,376,797	2,313,896	2,348,402	2,348,402
Purchased Services	9,673,215	11,206,925	15,639,930	14,939,931
Fixed Charges	-85,000	-85,000	-85,000	-85,000
Capital	180,018	60,210	121,600	121,600
Gross County Cost	\$ 59,407,882	\$ 68,510,531	\$ 72,021,771	\$ 75,295,360
Revenue	3,712,410	2,600,243	2,401,218	2,401,218
Net County Cost	\$ 55,695,472	\$ 65,910,288	\$ 69,620,553	\$ 72,894,142
Budget Positions	463.0	463.2	448.2	448.2

**SUMMARY OF CHANGES:** The Sheriff's Office is requesting an increase of \$3,710,265, or 5.6%, in Net County Cost for 2024. A summary of the notable changes and brief justifications are listed below:

Revenues:

Revenues are projected to decrease in 2024 by \$199,025, or 7.6%, compared to 2023.

- \$5,000 decrease in concealed weapon permit fees due to slight decrease in permit renewals and new permit issuance.
- \$11,000 projected decrease in the Records Unit due to a revenue shift from Records to Dispatch for the Guard Terminal user fee.
- \$35,000 decrease in Patrol Fines due to lower citation issuance and lower citation payment.
- \$17,513 increase in charges for Contract Services (AIMS Law Enforcement services contract). Adjusted to cover recent cost inflation.
- \$17,000 increase in Regional Lab revenue, applicable to slightly higher grant revenue and City of Greeley cost sharing increase.
- \$12,441 increase for Victim Services due to higher projected grant funding offsetting increase in salary cost.
- \$15,000 decrease in Booking Unit due to lower booking fees based on lower average daily population rate (ADP).
- \$5,000 increase in service charges for mugshots, fingerprints etc., adjusting revenue to historical and current actual.
- \$95,021 increase in overall Inmate Services revenue, applicable to higher projected State revenue for the Jail Based Behavioral Health Services contract.
- \$280,000 decrease in cities and towns intergovernmental revenue due to lower inmate bookings and shorter jail stays. The revenue projection is based on 2022-23 actuals.
- \$5,000 increase in inmate transportation revenue due to rising inmate transportations after COVID.

# **SHERIFF'S OFFICE**

## **Summary, Continued**

### Personnel:

The Sheriff's Office personnel cost is decreasing by \$1,017,661, or 2%. This includes the jail operations restructure; implemented and approved by the Board of Commissioners in April 2024.

- \$13,817 increase in 21100 SO Admin for the reclassification of 2 FTE Accounting Tech from Grade 17 to Grade 22 adjusting pay grade to reflect current level of job responsibilities.
- \$74,779 cost transfer. Professional Standards 21120 transferred 1 FTE POST Sergeant to 24415 Security and 1 FTE SO Facility Manager from Support Services 21140 to Professional Standards as 1 FTE Discipline Review Tech. Both transfers have zero impact on total SO personnel cost.
- \$209,778 cost transfer. Support Services 24410 transferred 1 FTE SO Facility Manager to Professional Standards 21120 and 1 FTE Support Services Supervisor to Security 24415. Both transfers have zero impact on total SO personnel cost.
- \$79,711 increase in Evidence 21160 for a new 1 FTE Evidence Technician in 2024 to assist with current backlog evidence compliance.
- \$419,959 increase in Investigations 21205, covering personnel cost for 1 FTE new Sergeant and 2 FTE new Investigators in 2024 to focus on the increase in crime and its cases for timely review and resolution.
- \$904,916 personnel cost for new School Resource Officer Program 21215. This program pays for 1 Sergeant and 6 Deputies and has been approved in June 2023 by the Board of Commissioners.
- \$2,151,507 decrease in personnel cost within the Security 24415 Org at the jail. The decrease is attributable to a \$2,664,523 cost reduction for 27 vacant FTE Detentions Deputy positions during a restructuring process; adjusting jail operations while continuing to provide excellent service with a reduced workforce, attending a lower number of offenders in custody. 1 FTE Lieutenant at a yearly cost of \$189,577 was added, and 1 Sergeant and Support Services Manager transferred into Org 24415.

### Supplies:

Supplies are increasing by \$34,506 or 1.5%.

- \$33,382 decrease in supply and small equipment cost due to lower projected expenditures in Professional Standards and Patrol compared to 2023.
- \$47,165 increase in software applications due to overall increased pricing, \$7,517 new Regional Lab software, and \$17,100 for Grooper Business Imaging software (cost transferred from IT to WCSO starting in 2024).
- \$63,158 increase in firearms and supplies; this is primarily made up of an overall cost increase for ammunition and the replacement of aged rifle red dot sights.
- \$91,728 decrease in uniform and clothing, aligning projected cost with FTE reduction in the jail.
- \$21,505 increase in other operating supplies due to POST academy incidentals.

### Purchased Services:

Purchased Services are increasing by \$4,433,005 or 39%.

- \$47,346 increase in Subscription Services, including Accurint Virtual Crime Center (AVCC) Public Safety Policy Management \$22,500, Police One \$11,400, FARO 3D Scanner \$6,700, and Nighthawk data analysis \$4,300 for Patrol and Investigations.
- \$8,050 increase in Other Purchased Services, which mainly accounts for higher Stericycle shredding services expenditures.

# **SHERIFF'S OFFICE**

## **Summary, Continued**

- \$3,816,637 projected increase for a new Inmate Medical Services Contract, which will be rebid in 2023.
- \$64,121 increase in contract payments, applicable to an increase of Jail Based Behavioral Health Services contract funding to cover expense.
- \$483,533 increase in Other Professional Services, including \$34,000 for POST academy cadet tuition, \$119,666 projected increase in jail kitchen contract fees, \$299,317 projected increase for the Courthouse Security contract. The remainder covers overall professional service fee inflationary increases.
- \$23,504 increase in Repair and Maintenance, including \$10,130 in higher cost for jail equipment repair (SCBA, printer etc.), \$4,500 additional License Plate Reader maintenance plans, \$1,000 for Drone maintenance plan, \$3,000 insurance deductible cost for repairs and other inflationary increases on maintenance plans.
- Note: The Detentions Chaplain Contract, in the amount of \$74,642, is being funded by the 7030 fund for the second year.

### Capital Equipment Requests:

Capital equipment purchase requests are projected to increase by \$61,390 vs 2023. Total capital equipment request is projected to be \$121,600:

- \$13,500 for two commercial copier/printer replacements of aged equipment in WCSO Admin.
- \$15,900 for three thermal scopes to serve Patrol Deputies.
- \$13,200 for a compact nighttime capable drone, used by Patrol in the southern part of the county to reduce response time.
- \$15,500 for the replacement of a CORE pole camera (parts for existing camera are no longer available).
- \$10,400 to replace two aged cameras for the Field Evidence Technicians in Patrol.
- \$5,900 for one Thermal Binocular to support nighttime searches by the Strike Team.
- \$9,200 for a DME Forensic workstation replacement in the Regional Lab.
- \$27,000 for three commercial copiers/printers in the Jail Booking and Bonding areas.
- \$11,000 for a replacement of one aged and malfunctioning key watcher cabinet in the jail.

**FINANCE/ADMINISTRATION RECOMMENDATION:** See individual unit requests.

**BOARD ACTION:** See individual unit requests.

## **COMBINED GOAL/DESIRED OUTCOMES**

### **2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Implemented a grant funded advertising/recruiting campaign to increase recruiting efforts.
2. Purchased an armored vehicle for SWAT and initiated process of purchasing a replacement Mobile Command Post.
3. Analyzed the current average daily inmate population and jail operations resulting in a reduction of jail staffing.

### **2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Identify and implement innovative methods to combat the continued increase in crime.
2. Continue to provide a high-level of service to the citizens of Weld County.
3. Maintain the effort of aggressively seeking the most competitive pricing, finding alternative solutions, and identifying additional grant opportunities to minimize the impact of inflation on operational costs.



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

<b>Sheriff's Office Mission Statement:</b> "To provide effective public safety services with honor and integrity." <b>Detentions Division Mission Statement:</b> "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."				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
SO DD 1-1: Inmates comply with facility rules and regulations	(1) Average number of rule violations per day in the jail.	3	5	7
	(2) The number of serious rule violations per day in the jail.	2	2	3
SO DD 1-2: Food service operations are hygienic, sanitary and provide a nutritional diet	(1) The number of meals served.	700,925	720,000	740,000
	(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.	7	8	9
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>*2022 numbers were found by taking ADP divided by total beds (571/1335)</i>	42%	47%	52%
	(2) The number of sustained inmate grievances about confinement conditions.	9	10	12
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.	17	19	21
	(2) The number of inmate deaths due to suicide or homicide.	0	0	0
	(3) Number of healthcare provider encounters	2,835	3,275	3,300
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.	1,409	1,600	1,800

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

<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
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.	10	12	13
	(2) Number of reported sustained sexual assaults in the jail population.	1	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%

<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
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.	7	8	10
	(2) The average number of jail beds used per day for pre-trial detention.	537	590	649
	(3) The average number of jail beds used per day for jail sentences.	82	90	100
	(4) The average number of jail beds used per day by DOC.	16	18	20

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

<b>Patrol Division Mission Statement:</b> "To provide effective public safety services with honor and integrity."				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
SO PD 1-1: Proactively work to reduce crime	Total number of Violent Crimes Reported to CBI per 10,000 population.	25.90	10.32	9.81
	Total number of Property Crimes Reported to CBI per 10,000 population.	55.34	50.46	47.94
	Total patrol division FTEs per 10,000 population.	2.47	2.59	2.72
SO PD 1-2: Identify crime trends and effectiveness of forensic science to reduce crime	Total submissions to the crime lab (Assigned).	1,888	2,000	2,100
	Total cases generated (completed).	1,699	1,800	1,900
	Total pieces of evidence processed.	18,014	19,000	20,000
SO PD 1-3: Traffic Safety	Total traffic accidents in Sheriff's Office Jurisdiction.	344	510	484
	Total traffic tickets (State and MTC).	1,800	1,530	1,606
	Total written warnings.	4,888	4,693	4,927
	Alcohol related crashes in Sheriff's Office Jurisdiction.	18	9	5
	Traffic fatalities (all Weld County).	53	50	48
SO PD 1-4: Recover victim property	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 \$3,159,810 58.96% increase	Recovered \$12,610,666 125% increase	Recovered \$13,241,199 5% increase
		Stolen \$8,543,880 47.5% increase	Stolen \$22,460,012 138% increase	Stolen \$21,337,011 5% decrease
		Theft Recovery Rate 36.98%	Theft Recovery Rate 56%	Theft Recovery Rate 62%
SO PD 1-5: Service of civil process	Total civil process served/attempted.	7,401	8,987	9,436

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

<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
SO PD 2-1: Inform victims of restorative services available to them in the community	Advocate contacts for Sheriff's Office Service area	977	635	698
SO PD 2-2: Appropriate dissemination of public safety information	Number of required violent sexual offender notifications.	4	3	3
	Number of registered sex offenders for unincorporated Weld County and the jurisdictions serviced by the Weld County Sheriff's Office for sex offender registration.	385	410	410

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** SHERIFF'S OFFICE

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

**DEPARTMENT DESCRIPTION:** The Administration Patrol 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 service billing, agency procurement, Human Resources Department support, and lobby counter service access to the public.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,871,418	\$ 2,205,132	\$ 2,218,949	\$ 2,381,857
Supplies	36,143	120,075	122,425	122,425
Purchased Services	148,859	141,926	189,455	189,455
Fixed Charges	0	0	0	0
Capital	0	0	13,500	13,500
Gross County Cost	\$ 2,056,420	\$ 2,467,133	\$ 2,544,329	\$ 2,707,237
Revenue	88,807	95,000	90,000	90,000
Net County Cost	\$ 1,967,613	\$ 2,372,133	\$ 2,454,329	\$ 2,617,237
Budget Positions	16.0	16.0	16.0	16.0

**SUMMARY OF CHANGES:** 2024 Net County Cost is increasing by \$82,196 or 3.5%. This increase includes \$13,817 in higher personnel cost for 2 FTE Accounting Tech reclassifications from a Grade 17 to Grade 22, aligning current duties with Weld County pay grade for similar positions. Supplies increase by \$2,350 and purchased services increase by \$47,529, including additional membership fees and increased cost in other operating supplies. The capital request in the amount of \$15,000 covers aged printer replacements. Revenue is adjusted to historical actuals, decreasing slightly, by \$5,000, due to less concealed weapon permits being processed.

The final budget adjustments include an increase to salaries and benefits of \$162,908.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The Accounting Tech reclassifications were approved by the board in July 2023. Recommend approval.

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Press Releases (PIO)	57	66	75
Social Media Posts (PIO)	311	358	411
Vin Checks	1,572	1,700	1,900
Fingerprints	4,085	5,250	4,400
Concealed Handgun Permits Issued	4,107	4,300	4,600
CORA/CCJRA Requests and Releases	1,823	2,000	2,300
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.464	0.452	0.442
Per Capita Net County Cost	\$5.70	\$6.71	\$7.24

**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:** The Booking 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 2,120,172	\$ 2,349,423	\$ 2,349,423	\$ 2,553,838
Supplies	208,283	426,741	432,081	432,081
Purchased Services	42,284	59,830	60,330	60,330
Fixed Charges	0	0	0	0
Capital	20,934	0	0	0
Gross County Cost	\$ 2,391,673	\$ 2,835,994	\$ 2,841,834	\$ 3,046,249
Revenue	154,536	171,500	156,500	156,500
Net County Cost	\$ 2,237,137	\$ 2,664,494	\$ 2,685,334	\$ 2,889,749
Budget Positions	30.0	30.0	30.0	30.0

**SUMMARY OF CHANGES:** 2024 Net County Cost is projected to increase by \$20,840. This includes \$5,340 in increased supply cost and \$500 purchased services for higher repair cost. Revenue is projected to decrease by \$15,000 due to fewer inmate bookings.

The final budget adjustments include an increase to salaries and benefits of \$204,415.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Output</u></b>			
Inmate Book-In	9,012	9,250	9,500
Inmate Book-Out	9,025	9,300	9,550
Jail Inmate mail outs	17,199	19,000	21,000
Jail Inmate mail ins	21,042	23,000	27,000
Personal Remote Inmate Visitation	7,389	8,100	9,000
Personal Onsite Inmate Visitation	2,900	3,200	3,450
Professional Onsite Inmate Visitation	6,086	6,700	7,300
Fingerprinting of Public	3,108	3,400	3,850
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.869	0.848	0.830
Per Capita Net County Cost	\$6.48	\$7.53	\$7.99

**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:** Sheriff's Professional Standards - - 1000-21120

**DEPARTMENT DESCRIPTION:** The Professional Standards 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,278,666	\$ 1,436,575	\$ 1,361,796	\$ 1,436,113
Supplies	296,722	177,540	170,223	170,223
Purchased Services	481,096	1,190,258	1,157,376	1,157,376
Fixed Charges	0	0	0	0
Capital	28,800	0	0	0
Gross County Cost	\$ 2,085,284	\$ 2,804,373	\$ 2,689,395	\$ 2,763,712
Revenue	254,282	0	0	0
Net County Cost	\$ 1,831,002	\$ 2,804,373	\$ 2,689,395	\$ 2,763,712
Budget Positions	12.0	12.0	12.0	12.0

**SUMMARY OF CHANGES:** 2024 Net County Cost is projected to decrease by \$114,978, or 4%. \$74,779 is captured in the decrease of personnel cost due to transferring 1.0 FTE Sergeant position to the Detentions Org 24415 and 1 FTE Facilities Manager in Support Services 21140 to 1.0 FTE SO Discipline Review Tech to this Org at a Grade 30, approved by the Board of Commissioners in April 2023. Supply cost and purchased services are projected to decrease by \$7,317 and \$32,882 respectively, due to decrease of small equipment purchase cost and alignment of telephone cost based on actual and historical data.

The final budget adjustments include an increase to salaries and benefits of \$74,317.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

**SHERIFF PROFESSIONAL STANDARDS  
(CONTINUED)  
1000-21120**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Output</u></b>			
Polygraph	122	185	190
Hiring	92	86	100
Training (hours) Provided to WCSO	60,075	60,795	64,275
Academies	8	8	9
Use of force	220	300	240
Investigations	33	37	36
Detention Incidents Reviewed	2,036	2,300	2,500
Inmate Discipline Appeals	258	285	310
Detention Videos Copied	202	230	250
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.348	0.339	0.332
Per Capita Net County Cost	\$5.30	\$7.93	\$7.64

**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:** The Civil 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	\$ 467,480	\$ 619,382	\$ 619,382	\$ 671,424
Supplies	439	0	500	500
Purchased Services	25,237	38,683	23,560	23,560
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 493,156	\$ 658,065	\$ 643,442	\$ 695,484
Revenue	164,041	150,000	150,000	150,000
Net County Cost	\$ 329,115	\$ 508,065	\$ 493,442	\$ 545,484
Budget Positions	7.0	7.2	7.2	7.2

**SUMMARY OF CHANGES:** 2024 Net County Cost is decreasing by \$14,623. Supplies increase by \$500 for office equipment and purchased services decrease by \$15,123, based on projected higher vehicle cost. Revenue is forecasted to stay the same as 2023.

The final budget adjustments include an increase to salaries and benefits of \$52,042.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Civil Process Served	5,037	5,756	6,331
Evictions	456	593	652
Sheriff's Sales (Court Orders for ceased property & equipment)	10	11	12
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.203	0.204	0.199
Per Capita Net County Cost	\$0.95	\$1.44	\$1.51

**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:** The Support Services 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 284,334	\$ 306,834	\$ 97,056	\$ 83,931
Supplies	551,158	1,051,865	1,089,313	1,089,313
Purchased Services	2,219	4,950	3,000	3,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 837,711	\$ 1,363,649	\$ 1,189,369	\$ 1,176,244
Revenue	91,238	0	0	0
Net County Cost	\$ 746,473	\$ 1,363,649	\$ 1,189,369	\$ 1,176,244
Budget Positions	3.0	3.0	1.0	1.0

**SUMMARY OF CHANGES:** 2024 Net County Cost is decreasing by \$174,280, or 12.8%. Personnel cost is decreasing by \$209,778. This cost is shifting to Org 24415 and 21120: 1 FTE SO Facility Manager transferred to 21120 as SO Disciplinary Review Tech and 1 FTE Support Services Supervisor transferred to 24415, approved by the Board of Commissioners in April 2023. Supply cost is increasing by \$37,448 due to higher overall cost in firearms and supplies and the outfitting of 7 FTE deputies for the School Resource Officer program. Purchased services are projected to decrease slightly, by \$1,950.

The final budget adjustments include decrease to salaries and benefits of \$13,125.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work output</u></b>			
New Hire Equipment Procurement and Issue (QM)	61	65	70
Critical Equipment and Firearm Inventory (QM)	12	12	12
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.087	0.085	0.028
Per Capita Net County Cost	\$2.16	\$3.86	\$3.25

**GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS:** See Administration, Detention, and Patrol Division Goals specific to new projects, physical plant maintenance, and equipment allocation and new personnel hires.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** SHERIFF'S OFFICE

**BUDGET UNIT TITLE AND NUMBER:** Sheriff's Records Unit - - 1000-21150

**DEPARTMENT DESCRIPTION:** The Records Unit was established in 2020 when Law Enforcement Records services, which used to be contracted out to the Greeley Police Department, was brought inhouse. The Records Unit is responsible for the processing, storage, dissemination to other criminal justice stakeholders, and the appropriate and legal release of criminal justice records for the Weld County Sheriff's Office. These responsibilities are accomplished while complying with all federal, state, and local regulations.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 932,838	\$ 1,085,182	\$ 1,085,182	\$ 1,160,595
Supplies	4,958	21,395	18,890	18,890
Purchased Services	23,813	16,074	15,074	15,074
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 961,609	\$ 1,122,651	\$ 1,119,146	\$ 1,194,559
Revenue	59,021	46,000	35,000	35,000
Net County Cost	\$ 902,588	\$ 1,076,651	\$ 1,084,146	\$ 1,159,559
Budget Positions	12.0	14.0	14.0	14.0

**SUMMARY OF CHANGES:** 2024 Net County Cost is increasing by \$7,495. Supply cost reflects a decrease of \$2,505 due to less small equipment purchases. Purchased services cost is only decreasing slightly. Revenue is forecasted to be reduced by \$11,000, leading to the overall increase in Net County Cost, because the guard terminal revenue is shifting to the Dispatch Center (Countywide Communications), and the Records Services revenue is projected to be slightly higher compared to 2023.

The final budget adjustments include an increase to salaries and benefits of \$75,413.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Weld County Incidents Entered	42,497	45,472	48,655
Weld County Criminal Reports Processed	6,133	6,562	7,021
Warrants – Added/Modified/Cleared	17,047	18,240	19,517
CORA/CCJRA Requests and Releases	3,442	3,683	3,941
Records Revenue	\$10,896	\$11,659	\$12,475
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.348	0.396	0.387
Per Capita Net County Cost	\$2.62	\$3.04	\$3.21

**GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS:** 2022 total Records reports processed decreased in total over 2021 actuals by 2%. This decrease is attributed to a new records management system (RMS) implemented in 2022 affecting productivity. A 4-year trend shows a 10% increase over 2019 actuals. Current level of active Warrants decreased .9% in 2022 over 2021. Projected growth of new items is estimated at 7% on average.



# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** SHERIFF'S OFFICE

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

**DEPARTMENT DESCRIPTION:** The Evidence Unit was established in 2020 when Law Enforcement Evidence services, which used to be contracted out to the Greeley Police Department, was brought inhouse. The Evidence Unit is responsible for the intake, storage, security, and disposition of evidence (both physical and digital) and other property for the Weld County Sheriff's Office. These responsibilities are accomplished while complying with all federal, state, local and chain of custody regulations.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 156,618	\$ 169,857	\$ 249,568	\$ 274,198
Supplies	25,893	62,820	76,448	76,448
Purchased Services	10,074	31,520	32,642	32,642
Fixed Charges	0	0	0	0
Capital	0	9,540	0	0
Gross County Cost	\$ 192,585	\$ 273,737	\$ 358,658	\$ 383,288
Revenue	3,668	0	0	0
Net County Cost	\$ 188,917	\$ 273,737	\$ 358,658	\$ 383,288
Budget Positions	2.0	2.0	3.0	3.0

**SUMMARY OF CHANGES:** 2024 Net County Cost is decreasing by \$84,921, or 31%. Personnel cost increases \$79,711, including a new 1.0 FTE Evidence Technician at Grade 22 to assist with the increasing evidence backlog and day-to-day operations. Supply cost is projected to increase by \$13,628 based on higher packaging supply cost and the purchase of an evidence drying cabinet. Purchased services increase by \$1,122, which includes phone and membership dues for the new FTE.

The final budget adjustments include an increase to salaries and benefits of \$24,630.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The Evidence Technician increase is a policy issue for the board. Recommend approval.

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Total Evidence Items in Inventory	88,898	91,565	94,312
New Physical Evidence Items	4,804	4,948	5,096
New Digital Evidence Items	4,513	4,648	4,787
Total New Evidence Items	9,317	9,597	9,885
Items Disposed or Destroyed	1,884	1,911	1,968
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.058	0.057	0.083
Per Capita Net County Cost	\$0.55	\$0.77	\$1.06

**GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS:** 2022 evidence submissions were only slightly higher in total over 2021 actuals by .1%, but the 4-year trend shows a 13% increase over 2019 actuals. Estimated and projected growth of new items is estimated at 3% on average. A key element to effective Evidence Management is maintaining a 1:1 ratio of new physical items submitted to items disposed or destroyed. Significant investment in time and manpower will be necessary to improve this key performance metric.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** SHERIFF'S OFFICE

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

**DEPARTMENT DESCRIPTION:** The Patrol Unit 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 8,092,024	\$ 8,813,233	\$ 8,813,233	\$ 9,278,205
Supplies	91,415	167,158	158,071	158,071
Purchased Services	1,401,993	1,506,579	1,430,233	1,430,233
Fixed Charges	0	0	0	0
Capital	30,053	27,720	55,000	55,000
Gross County Cost	\$ 9,615,485	\$ 10,514,690	\$ 10,456,537	\$ 10,921,509
Revenue	149,786	115,000	80,000	80,000
Net County Cost	\$ 9,465,699	\$ 10,399,690	\$ 10,376,537	\$ 10,841,509
Budgeted Positions	62.0	62.0	62.0	62.0

**SUMMARY OF CHANGES:** 2024 Net County Cost is decreasing by \$23,153. Supplies is decreasing by \$9,087 due to fewer small equipment purchases. Purchased services decreases by \$76,346 due to lower vehicle cost. The capital request increases by \$27,280 from last year and includes the purchase of thermal scopes, a pole camera, a nighttime capable drone, and replacement of aged camera equipment. Revenue projections are forecasted to decrease by \$35,000 from prior year based on historical actuals and current year data.

The final budget adjustments include an increase to salaries and benefits of \$464,972.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

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

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Transitioned to new RMS software.
2. Refreshed interview rooms with new cameras.
3. Calls for service increased by 0.8%, arrests decreased by 5.2%. Arrests decreased primarily due to legislative changes on crime levels (felony misdemeanor), certain jurisdictions' warrants still under COVID restrictions etc.
4. For all of 2022 and YTD 2023, from the 135 cases worked, the Strike Team has recovered \$1,560,081 in stolen vehicles, \$526,659 in stolen property, and made 73 arrests.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Develop reporting metrics from Central Square.
2. Transition to "E-tickets" within Central Square.
3. Focus on retention of patrol deputies.

***PERFORMANCE MEASURES***

	<u><b>ACTUAL</b></u>	<u><b>ESTIMATED</b></u>	<u><b>PROJECTED</b></u>
<b><u>Work Outputs</u></b>			
Adult Arrest	1,549	1,600	1,660
Juvenile Arrest	20	15	10
Total Traffic Stops	7,230	7,300	7,380
Total Traffic Warnings	4,969	4,575	4,490
Dispatched Calls for Service	51,737	52,100	52,400
<b><u>Efficiency Measures</u></b>			
FTEs per 10,000/capita	1.796	1.753	1.715
Per capita net cost	\$27.42	\$29.40	\$29.98

**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 Investigations 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, including 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 2,532,025	\$ 2,790,186	\$ 3,210,145	\$ 3,541,448
Supplies	25,856	39,465	63,163	63,163
Purchased Services	116,693	171,460	183,760	183,760
Fixed Charges	0	0	0	0
Capital	50,438	0	5,900	5,900
Gross County Cost	\$ 2,725,012	\$ 3,001,111	\$ 3,462,968	\$ 3,794,271
Revenue	66,210	0	0	0
Net County Cost	\$ 2,658,802	\$ 3,001,111	\$ 3,462,968	\$ 3,794,271
Budgeted Positions	20.0	20.0	23.0	23.0

**SUMMARY OF CHANGES:** 2024 Net County Cost is increasing by \$461,857. The increase is primarily explained with an increase in personnel cost of \$419,959, which covers 1 new FTE Sergeant and 2 new FTE Investigators to meet a departmental restructure, which will lead to a better case management and, in turn, creates a better outcome for victims, their families and communities. Supply cost and purchased services increase by \$23,698 and \$12,300, respectively, due to higher phone and software cost. The capital request of \$5,900 is for a thermal imaging binocular.

The final budget adjustments include an increase to salaries and benefits of \$331,303.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The increase in FTE is a policy issue for the board. Recommend approval.

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Cases Assigned	364	400	425
Cases Solved	262	297	315
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.579	0.565	0.636
Per capita net cost	\$7.70	\$8.48	\$10.49

**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:** The Municipal Contract Enforcement Unit provides law enforcement services for contract towns, Weld Central High School, and Aims Community College.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 247,966	\$ 152,351	\$ 152,351	\$ 142,349
Supplies	0	0	0	0
Purchased Services	20,378	21,499	23,660	23,660
Contra	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 268,344	\$ 173,850	\$ 176,011	\$ 166,009
Revenue	313,914	159,661	177,174	177,174
Net County Cost	\$ -45,570	\$ 14,189	\$ -1,163	\$ -11,165
Budget Positions	2.0	1.0	1.0	1.0

**SUMMARY OF CHANGES:** The 2024 Net County Cost is decreasing by \$15,352 because the AIMS Community College service contract rate was increased to cover inflationary equipment and personnel cost. Revenue is projected to increase by \$17,513. Net County cost reflects a positive amount, which will cover administrative cost for 1 FTE.

The final budget adjustments include a decrease to salaries and benefits of \$10,002.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

**MUNICIPAL CONTRACT ENFORCEMENT  
(CONTINUED)  
1000-21210**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of Dispatched Calls	69	74	80
Adult Arrests	0	2	3
Juvenile Arrests	0	0	0
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.058	0.028	0.028
Per capita net cost	-\$0.13	\$0.04	- \$0.03

**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:** School Resource Officers Unit - - 1000-21215

**DEPARTMENT DESCRIPTION:** The School Resource Officer Unit provides law enforcement services for contract schools in unincorporated Weld County. The Unit will ensure safety and security of assigned schools, work with the schools for student intervention, investigate criminal incidents, and act as liaison between the school and the Sheriff's Office.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 904,916	\$ 1,006,854
Supplies	0	0	0	0
Purchased Services	0	0	93,700	93,700
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 0	\$ 0	\$ 998,616	\$ 1,100,554
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 998,616	\$ 1,100,554
Budget Positions	0	0	7.0	7.0

**SUMMARY OF CHANGES:** The School Resource Officers Program has been established in 2023 and is fully funded by Weld County for 2024. Personnel costs are projected to be \$904,916 which includes 1 FTE Sergeant and 6 FTE Patrol Deputies, who will serve schools in unincorporated Weld County. Purchased services cost is forecasted to be \$93,700 including phone and vehicle cost. Training and equipment for these resource officers are budgeted in Orgs 21120 Professional Standards and 21140 Support Services.

The final budget adjustments include an increase to salaries and benefits of \$101,938.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The program was approved by the Commissioners in June 2023. Recommend approval.

**BOARD ACTION:** Approved as recommended.

**SCHOOL RESOURCE OFFICERS  
(CONTINUED)  
1000-21215**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of Dispatched Calls	0	40	42
Adult Arrests	0	1	2
Juvenile Arrests	0	2	3
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.000	0.000	0.194
Per capita net cost	\$0.00	\$0.00	\$3.04

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** SHERIFF'S OFFICE

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

**DEPARTMENT DESCRIPTION:** The Ordinance Enforcement Unit 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 203,660	\$ 214,175	\$ 214,175	\$ 236,260
Supplies	8,066	8,590	8,150	8,150
Purchased Services	175,622	231,642	243,632	343,632
Fixed Charges	-85,000	-85,000	-85,000	-85,000
Capital	0	0	0	0
Gross County Cost	\$ 302,348	\$ 369,407	\$ 380,957	\$ 503,042
Revenue	0	0	0	0
Net County Cost	\$ 302,348	\$ 369,407	\$ 380,957	\$ 503,042
Budgeted Positions	3.0	3.0	3.0	3.0

**SUMMARY OF CHANGES:** 2024 Net County Cost is increasing by \$11,550. Supplies decreases by \$440 and purchased services increase by \$11,990 due to increased cost in animal medical services and vehicle maintenance.

The final budget adjustments include an increase to salaries and benefits of \$22,085.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Finance added \$100,000 in August 2023 to account for the implementation of service with Larimer County Humane Society estimated costs for 2024 with the closure of the Weld County Humane Society. Recommend approval.

**BOARD ACTION:** Approved as recommended.

**ORDINANCE ENFORCEMENT  
(CONTINUED)  
1000-21230**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of dispatched calls	2,804	2,944	3,091
Animals Transported to Shelter	475	498	522
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.087	0.085	0.083
Per capita cost (county support)	\$0.88	\$1.04	\$1.39

**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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 608,697	\$ 703,428	\$ 703,428	\$ 755,713
Supplies	48,281	53,326	64,325	64,325
Purchased Services	90,045	103,264	100,408	100,408
Fixed Charges	0	0	0	0
Capital	7,874	8,900	9,200	9,200
Gross County Cost	\$ 754,897	\$ 868,918	\$ 877,361	\$ 929,646
Revenue	68,321	66,000	83,000	83,000
Net County Cost	\$ 686,576	\$ 802,918	\$ 794,361	\$ 846,646
Budget Positions	5.0	5.0	5.0	5.0

**SUMMARY OF CHANGES:** 2024 Net County Cost is decreasing by \$8,557. Supplies increase by \$10,999 due to purchase of an additional lab related software and overall software price increases. Purchased services decrease by \$2,856 because vehicle service cost is projected to be reduced. Capital equipment request includes replacement of a DME workstation, which increased in price, versus 2023. Revenue is increasing by \$17,000 due to higher projected grant funding.

The final budget adjustments include an increase to salaries and benefits of \$52,285.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

# **REGIONAL FORENSIC LABORATORY (CONTINUED) 1000-21260**

## **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Partner agency cases submitted/ partner agency cases completed	1,510 / 1,928	1,800 / 2,000	1,900 / 2,100
Total cases submitted to the NCRFL/ Total cases submitted to CBI Lab System.	1,644 / 17,604	2,000 / 18,000	2,100 / 19,000
Court Testimony Appearances	18	22	30
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita (23 FTE's, 8 GPD/WCSO)	0.145	0.141	0.138
Per capita cost (county support)	\$1.99	\$2.27	\$2.34
<b><u>Effectiveness Measures (desired results)</u></b>			
Quality Audit – Vault/ Personal Evidence/ Internal	52	52	58
Proficiency Testing (Test Run/Errors)	18 / 0	18 / 0	22 / 0

**GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS:** The Northern Colorado Regional Forensic Laboratory (NCRFL) is a consortium of 5 law enforcement agencies that have combined lab staff, along with CBI staff housed in Greeley, to provide forensic services to the Northern Colorado region, primarily to the participating agencies.

Over the next year the lab will be aggressively working to lessen the latent print backlog, provide continued education training to staff members, and decrease turn-around times for biological sciences and digital media submissions.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** SHERIFF'S OFFICE

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

**DEPARTMENT DESCRIPTION:** The Victim Advocate Services Unit provides service for victims of crime through Victim Assistance (VALE/VOCA) funding.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 213,925	\$ 185,321	\$ 185,321	\$ 202,163
Supplies	4,628	4,800	4,800	4,800
Purchased Services	21,636	16,306	29,338	29,338
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 240,189	\$ 206,427	\$ 219,459	\$ 236,301
Revenue	193,247	113,103	125,544	125,544
Net County Cost	\$ 46,942	\$ 93,324	\$ 93,915	\$ 110,757
Budgeted Positions	3.0	2.0	2.0	2.0

**SUMMARY OF CHANGES:** 2024 Net County Cost increases only slightly by \$591. Purchased services increase by \$13,032 due to higher vehicle cost. Revenue is projected to increase by \$12,441 based on higher budgeted grant revenue to support salary cost increase.

The final budget adjustments include an increase to salaries and benefits of \$16,842.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

**VICTIM ADVOCATE SERVICES  
(CONTINUED)  
1000-21300**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of victims and witnesses served	977	635	698
Victims served per 10,000/capita	28.31	17.95	19.30
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.087	0.057	0.055
Per capita cost (county support)	\$0.14	\$0.26	\$0.31

**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	\$ 182,503	\$ 293,768	\$ 293,768	\$ 337,670
Supplies	0	0	0	0
Purchased Services	70,248	71,000	71,000	71,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 252,751	\$ 364,768	\$ 364,768	\$ 408,670
Revenue	0	0	0	0
Net County Cost	\$ 252,751	\$ 364,768	\$ 364,768	\$ 408,670
Budgeted Positions	2.0	2.0	2.0	2.0

**SUMMARY OF CHANGES:** No significant changes to this unit are anticipated for 2024.

The final budget adjustments include an increase to salaries and benefits of \$43,902.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Criminal Cases Opened	142	150	158
Drug Arrests	130	138	146
Search Warrants Executed	53	57	61
Cocaine Seizures (Pounds)	14.5	16	18
Methamphetamine Seizures (Pounds)	123.62	127	131
Marijuana Seizures (Pounds)	39.79	43	47
Meth Lab Seized	0	1	1
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.058	0.057	0.055
Per capita cost (county support)	\$0.73	\$1.03	\$1.13

**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:** The Inmate Services 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, develops case management plans for inmates with special needs, and provides 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	\$ 1,639,577	\$ 2,111,764	\$ 2,111,764	\$ 2,337,585
Supplies	31,105	55,326	53,981	53,981
Purchased Services	6,334,646	6,727,345	10,804,849	10,004,850
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 8,005,328	\$ 8,894,435	\$12,970,594	\$ 12,396,416
Revenue	1,608,372	848,979	944,000	944,000
Net County Cost	\$ 6,396,956	\$ 8,045,456	\$12,026,594	\$ 11,452,416
Budgeted Positions	20.0	20.0	20.0	20.0

**SUMMARY OF CHANGES:** 2024 Net County Cost is increasing by \$3,981,138. Supply cost slightly decreases by \$1,345. Purchased services cost is projected to increase by \$4,077,504. This rise in cost is primarily attributable to an increase of \$3,816,637 for a new inmate medical service contract, \$119,666 projected increase in jail kitchen contract, and \$64,121 increase in contract payments, applicable to an increase of Jail Based Behavioral Health Services (JBBS) contract funding to cover expense. Revenue is forecasted to increase by \$95,021 based on a rise in JBBS contract funds.

The final budget adjustments include an increase to salaries and benefits of \$225,821.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Based on emergency approval of the medical contract on July 31, 2023, Purchased Services were lowered by \$799,999, to \$8.2 million for 2024, to account for the current rate and a 5% increase the latter part of the year for 2024. Recommend approval.

**BOARD ACTION:** 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:** 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. Additionally, a custodial crew is part of this unit and responsible to clean the North Jail Complex.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 23,188,928	\$ 26,899,919	\$ 24,748,412	\$ 26,618,770
Supplies	30,937	77,738	54,653	54,653
Purchased Services	84,378	126,461	133,015	133,015
Fixed Charges	0	0	0	0
Capital	0	0	38,000	38,000
Gross County Cost	\$ 23,304,243	\$ 27,104,118	\$ 24,974,080	\$ 26,844,438
Revenue	456,319	800,000	520,000	520,000
Net County Cost	\$ 22,847,924	\$ 26,304,118	\$ 24,454,080	\$ 26,324,438
Budgeted Positions	229.0	229.0	205.0	205.0

**SUMMARY OF CHANGES:** 2024 Net County Cost is decreasing by \$1,850,038, or 7%. The decrease includes a personnel cost reduction of \$2,151,507. The jail restructured their operations, which led to a decrease of 27 Detentions Deputy positions, an added 1 FTE Jail Lieutenant to oversee Inmate Services, a transfer in of 1 FTE Sergeant to support the new LT (from Org 21120 POST) and 1 FTE SO Support Services Supervisor transfer in from Org 21140 Support Services. The Board of Commissioners approved this personnel restructure in April of 2023. Supply cost is projected to decrease by \$23,085 due to lower small equipment purchases. Purchased services increases by \$6,554 because vehicle and maintenance cost for fingerprint machines are growing. Capital is projected to be \$38,000, including replacement of the booking copier/printers and an aged key watcher cabinet for Security. Revenue is forecasted to decrease by \$280,000 based 2023 actuals and shorter DOC holdings which affects commissions and inmate stay reimbursements.

The final budget adjustments include an increase to salaries and benefits of \$1,870,358.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

# **SECURITY UNIT (CONTINUED) 1000-24415**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Adjusted jail operations to provide the same level of service with a reduced workforce, due to the lower number of offenders in custody.
2. Began the process to remodel the jail booking area to increase efficiency in the booking process and have adequate space for booking operations.
3. Increased focus on retention and recruitment of detention deputies to maintain current staffing levels and fill open positions through the use of a recruiting firm acquired through grant funding.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Refine and maintain daily operations of Medication Assisted Treatment (MAT) in the jail setting to comply with 2022 legislation that was required to start in July of 2023.
2. Finish a remodel of the jail booking area to increase efficiency in the booking process and have adequate space for booking operations.
3. Focus on retention and recruitment of detention deputies to maintain current staffing levels and fill open positions.

**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:

<b><u>Total FTE in Detentions Division:</u></b>	<b><u>County Population:</u></b>	<b><u>Per Capita Net Cost:</u></b>
2017: 232	2017 (Past): 304,600	2017 Past: \$24,972,838
2018: 265	2018 (Past): 314,350	2018 Past: \$28,898,686
2019: 279	2019 (Past): 323,650	2019 Past: \$31,333,165
2020: 286	2020 (Past): 331,893	2020 Past: \$34,348,350
2021: 309	2021 (Past): 340,020	2021 Past: \$36,474,547
2022: 314	2022 (Actual): 345,150	2022 Actual \$37,396,579
2023: 314	2023 (Estimated): 353,705	2023 Estimated: \$42,466,273
2024: 290	2024 (Projected): 361,600	2024 Projected: \$46,654,334

# **SECURITY UNIT (CONTINUED) 1000-24415**

## **COMBINED PERFORMANCE MEASURES FOR ALL OFFENDER SUPERVISION**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Output</u></b>			
Avg. Secure Jail Population	572	600	650
Number of Offenders Transported to Court Appearances	17,936	18,100	18,300
New Detention Deputies Entering Basic Training	45	30	50
Projects Managed (Quality control, safety standards, contractor compliance, completion timelines)	3	18	20
Facilities Managed (Maintenance coordination and contract compliance on SO buildings and Property)	4	2	4
Vendor Contracts Managed (Hardware, software, technologies associated with building and services)	5	2	6
Work Orders (Submitted and reviewed)	680	1,500	1,800
<b><u>Efficiency Measures</u></b>			
Detention Division FTEs per 10,000 Capita	9.097	8.877	8.020
Per Capita Net County Cost	\$108.35	\$120.06	\$129.02
Average Medical Cost Per Inmate Daily	\$22.13	\$23.67	\$37.83
Avg. Food Cost Per Inmate Daily	\$5.68	\$5.44	\$5.67
Secure Facility Occupancy Rate	43%	45%	49%
	at 572/1,335	at 600/1,335	at 650/1,335

# **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, the unit is 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 unit supports the resources to comply with all of these requirements.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 4,242,021	\$ 4,677,970	\$ 4,677,970	\$ 4,951,454
Supplies	12,913	47,057	31,379	31,379
Purchased Services	623,994	748,128	1,044,898	1,044,898
Fixed Charges	0	0	0	0
Capital	41,919	14,050	0	0
Gross County Cost	\$ 4,920,847	\$ 5,487,205	\$ 5,754,247	\$ 6,027,731
Revenue	40,648	35,000	40,000	40,000
Net County Cost	\$ 4,880,199	\$ 5,452,205	\$ 5,714,247	\$ 5,987,731
Budgeted Positions	35.0	35.0	35.0	35.0

**SUMMARY OF CHANGES:** 2024 Net County Cost is increasing by \$262,042. This change is explained by a projected increase of \$296,770 in purchased services, specifically for the new courthouse security contract. Supply cost reflects a decrease of \$15,678 due to lesser small equipment purchases. Refund revenue for inmate transportations is forecasted to increase by \$5,000 to a total of \$40,000. This aligns with pre-Covid transportation refund revenue totals.

The final budget adjustments include an increase to salaries and benefits of \$273,484.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** 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:** COMMUNICATIONS

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

**DEPARTMENT DESCRIPTION:** The Weld County Regional Communications Center (WCRCC) provides dispatch services for 22 law enforcement agencies, 19 fire departments, 5 rescue/ambulance departments, and local government including Public Works. Weld County assumed management of the WCRCC on September 2, 2013.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 7,005,887	\$ 8,689,159	\$ 11,245,603	\$ 11,245,603
Supplies	32,154	43,375	44,970	44,970
Purchased Services	2,243,848	1,990,443	2,054,483	2,054,483
Fixed Charges	0	0	0	0
Contra Account	-2,190	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 9,279,699	\$ 10,722,977	\$ 13,345,056	\$ 13,345,056
Revenue	5,743,496	7,824,575	8,444,366	8,444,366
Net County Cost	\$ 3,536,203	\$ 2,898,402	\$ 4,900,690	\$ 4,900,690
Budgeted Positions	84	84	102	102

**SUMMARY OF CHANGES:** Total net county cost is up by \$2,002,288. The largest increase is a restructuring of the Communications department and an increase in staffing to improve compliance, retention, and the safety of the emergency responders served by the Dispatch center. The request includes the addition of 18 FTE, a 5% Cost of Living Increase, and a 15% increase in employer paid health insurance for a total Personnel Services increase of \$2,556,444. The increases in Supplies and Services are to cover the items and training needed for these increased positions. The revenue increase of \$619,791 is mostly from the E-911 public safety surcharge of \$525,988 and the remaining \$93,803 between participating organizations that benefit from the services, based on the average number of calls per agency.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The Communications Budget is reviewed for policy issues by the board by June 1, 2023. Recommend approval.

**BOARD ACTION:** Approved as recommended.



# **COMMUNICATIONS (CONTINUED) 1000-22100**

**2023 ACCOMPLISHMENTS:**

1. Maintained status as an IAED Accredited Center of Excellence for the 10th consecutive year.
2. Implemented First-In Station Alerting.
3. Implemented automatic call distribution for enhanced customer service and answer times.

**2024 BUDGET GOALS AND PRIORITIES:**

1. Ensure ninety percent (90%) of all 9-1-1 calls are answered within fifteen seconds.
2. Apply for APCO Agency Training Program Certification.
3. Develop robust recruiting and retention strategies to address the needs of a modern workforce and, in turn, achieve full staffing in all positions.

### **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
E-911 Calls	136,877	155,000	160,000
Non-911 Calls	280,700	325,000	345,000
CAD Incidents for Law and Fire/Ambulance	417,725	425,000	440,000
EMD Calls	24,419	25,000	26,000
Wireless Subscriber Service Tickets	830	900	900
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000 per Capita	2.434	2.375	2.821
Per Capita Cost - Operating Budget	\$10.25	\$8.19	\$13.55
EMD Call per FTE	291	298	255
CAD Incident per FTE	4,973	5,060	4,314

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** INFORMATION TECHNOLOGY

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

**DEPARTMENT DESCRIPTION:** Public Safety Information System 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,348,296	\$ 1,435,076	\$ 1,613,588	\$ 1,613,588
Supplies	819,367	1,231,709	1,264,106	1,264,106
Purchased Services	56,402	28,550	28,550	28,550
Fixed Charges	0	0	0	0
Contra Account	0	0	0	0
Capital	1,527,958	0	0	0
Gross County Cost	\$ 3,752,023	\$ 2,695,335	\$ 2,906,244	\$ 2,906,244
Revenue	1,456,147	1,835,547	1,553,119	1,553,119
Net County Cost	\$ 2,295,876	\$ 859,788	\$ 1,353,125	\$ 1,353,125
Budgeted Positions	10.0	10.0	10.0	10.0

**SUMMARY OF CHANGES:** Net County costs are up \$493,337. Personnel Services are up \$178,512 to cover a 5% COLA and increases in health insurances. Supplies are up \$32,397 from 2023 due to software increases.

Revenues are derived from the partnering agencies for the records management system (\$106,100), and directly from E-911 revenues to cover the CAP system (\$1,447,019).

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

# **PUBLIC SAFETY INFORMATION SYSTEM (CONTINUED) 1000-22400**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Go-Live on CentralSquare with RMS, JMS, CAD, Mobile. Went live in November of 2022 and continued with the Post Go-live action items into 2023. Staff continued training and post go-live sessions, which increased the value in the successful go-live of CentralSquare.
2. Implemented Micro segmentation firewall. Not only are staff monitoring and controlling what happens in and out of the network, staff is now able to monitor and control what happens within the network, increasing visibility, security, and response time to any incident.
3. Deployed full multi-factor authentication for all remote access into Public Safety. All access to the Public Safety environment is now authenticated with 2 factors of authentication. Using industry standard hardware, agencies now only connect after authentication with something they have and something they know. This has significantly increased Weld County's security posture for cyber security.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Develop a full analytical suite for Central Square. As we continue growing into our new product, we have identified an opportunity for getting the most useful data out. We will continue to use existing software such as Microsoft PowerBI, ESIR arc portal, CentralSquare CrimeView and Microsoft SSRS to deliver specific highly useful data and metrics for first responders and their municipality.
2. Integrate CentralSquare First-In. Automation to the new system was a goal, with First-in we can customize the level of automation by automatically notify fire agencies and consistently delivering the data as needed. This goal will be on-going and will continue to deliver more and more features as agencies adopt and integrate in 2024.
3. Integrate CentralSquare Cad to Cad. Partnering with Neighboring counties has a significant value to Weld County Public Safety. Choosing CentralSquare has allowed us to review the interoperability with our CentralSquare CAD and Mobile agencies in Northern Colorado. Considerable effort is needed to align with partnering counties, but significant value will be added when neighboring cad systems can interoperate together.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Service Tickets	5,481	5,000	6,000
<b><u>Efficiency Measures</u></b>			
FTE'S per 10,000/capita	0.290	0.283	0.277
Per capita cost (county support)	\$6.65	\$2.43	\$3.74

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** COMMUNICATIONS

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

**DEPARTMENT DESCRIPTION:** Public Safety Wireless Communications provides wireless communication maintenance of radio equipment for all Weld County Regional Communications Center (WCRCC) users which are for 22 law enforcement agencies, 19 fire departments, 5 rescue/ambulance departments, and local government including public works. Weld County began offering this service in-house June 2018.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 117,497	\$ 129,257	\$ 138,915	\$ 138,915
Supplies	42,080	8,045	8,045	8,045
Purchased Services	51,905	26,823	19,350	19,350
Fixed Charges	- 1,095	156,861	148,610	148,610
Contra Account	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 210,387	\$ 320,986	\$ 314,920	\$ 314,920
Revenue	264,200	320,986	314,920	314,920
Net County Cost	\$ - 53,813	\$ 0	\$ 0	\$ 0
Budgeted Positions	1.0	1.0	1.0	1.0

**SUMMARY OF CHANGES:** The increase in Personnel Services is due to an anticipated 5% COLA and increases to county paid health insurance. The Purchased Services decreased by \$7,473 as a decrease in rental equipment and depreciation. The fixed charges are capital plan expenses that are needed for future projects. Overall decrease in budget by approximately \$6,066.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

# **PUBLIC SAFETY WIRELESS COMMUNICATIONS (CONTINUED) 1000-22500**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Implemented TDMA to all Weld County sites.
2. Increased interoperability with public safety agencies surrounding Weld County.
3. Upgraded all backhaul microwave paths to be encrypted with AES encryption.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Perform radio system upgrade to newest release at time of implementation.
2. Obtain ICS/NIMS level certifications.
3. Assume more involvement with regional planning committees.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Service Tickets	830	900	900
<b><u>Efficiency Measures</u></b>			
FTE'S per 10,000/capita	0.029	0.028	0.028
Per capita cost (county support)	-\$0.16	\$0.00	\$0.00

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** CORONER'S OFFICE

**BUDGET UNIT TITLE AND NUMBER:** Coroner - - 1000-23200

**DEPARTMENT DESCRIPTION:** The Coroner's Office 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,224,630	\$ 1,313,071	\$ 1,313,071	\$ 1,464,589
Supplies	26,356	46,948	48,948	48,948
Purchased Services	417,789	371,916	371,916	371,916
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,668,775	\$ 1,731,935	\$ 1,733,935	\$ 1,885,453
Revenue	45,625	65,000	63,000	63,000
Net County Cost	\$ 1,623,150	\$ 1,666,935	\$ 1,670,935	\$ 1,822,453
Budgeted Positions	12.0	12.0	12.0	12.0

**SUMMARY OF CHANGES:** A total net increase of \$4,000 is made up of a small reduction in revenue of \$2,000 based on historical revenues collected, and an increase of \$2,000 in Supplies to account for cost inflation increases.

The final budget adjustments include an increase to salaries and benefits of \$151,518.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

# **CORONER (CONTINUED) 1000-23200**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Improved field training program with an outcome of 100% fully trained investigations staff.
2. Created improved and efficient information pamphlet to keep community informed and provided with updated available resources.
3. 100% participation in C-Corps, a quarterly meeting amongst Chief Investigators and Coroners across the state to discuss coroner-related issues, current and upcoming legislation as it relates to Colorado Coroners.
4. Hosted well-received team building events with other agencies to build comradery and better working relationships.
5. Participated in and received \$5,000 in grant money for Suicide Prevention through the CDPHE.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Continue working on the integration of a coroner-specific database which will help with time management of report writing and save time on extrapolation of information for annual statistics.
2. Utilize in-county training opportunities for staff.
3. Expand on coroner grant opportunities.
4. Continue to focus on mental health awareness within our field and provide resources to our staff to ensure longevity and avoid burnout.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Total number of cases reviewed	1,773	1,750	1,775
Number of cases investigated	907	990	1,010
Number of full autopsies	256	257	262
<b><u>Efficiency Measures</u></b>			
FTEs per 10,000/capita	0.348	0.339	0.332
Per capita cost (county support)	\$4.70	\$4.71	\$5.04
Cost per autopsy (with toxicology)	\$1,205	\$1,130	\$1,130

# **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.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,260,688	\$ 1,536,576	\$ 1,609,600	\$ 1,745,497
Supplies	11,363	40,000	49,600	49,600
Purchased Services	93,934	99,850	109,850	109,850
Gross County Cost	\$ 1,365,985	\$ 1,676,426	\$ 1,769,050	\$ 1,904,947
Revenue	28,969	39,000	39,000	39,000
Net County Cost	\$ 1,337,016	\$ 1,637,426	\$ 1,730,050	\$ 1,865,947
Budgeted Positions	15.50	15.50	16.50	16.50

**SUMMARY OF CHANGES:** Increase to base Personnel Services by \$5,000 to enhance university student intern placements to assist with workloads, transfer 1.0 FTE from Budget Unit Org 24125 to meet the continued high demand for Pretrial Services, and increase in Purchased Services to offset costs to defendants on pretrial supervision in the community to meet court-ordered requirements, producing high cost-avoidance at the main jail.

The final budget adjustments include an increase to salaries and benefits of \$135,897.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The position move was approved in July 2023. Recommend approval.

**BOARD ACTION:** Approved as recommended.



# **PRETRIAL SERVICES (CONTINUED) 1000-24100**

**Weld County Strategic Priority #1: Ensure Healthy, Safe, and Livable Communities  
Weld County Strategic Priority #5: Provide Excellent, Cost-Effective Service Delivery**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Implemented Deputy Director function throughout the entire department.
2. Continued variable cost avoidance to help manage expense of operating the jail.
3. Continued evidence based pretrial release risk assessment and supervision best practices of defendants in the community; assure defendants' court appearance and law abidance.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Integrating transferred FTE resource to meet high workloads; also, hire a new Pretrial Services Manager.
2. Collaboration with UNC to complete research of local and statewide practices of pretrial release decisions, of defendant community supervision conditions and delivery of pretrial services .
3. Assist Courts and justice system stakeholders deliver enhanced services to pretrial defendants with co-occurring illicit substance use and behavioral health disorders.

### **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Pretrial Services Risk Assessments	2,624	2,650	2,700
Defendants on Pretrial Supervision (ADP)	1,696	1,750	1,800
Domestic Violence Screening Assessments	680	700	725 - 750
<b><i>Courts' slow post-pandemic rebound and extending of criminal case dispositions, continues to create high demands of these public safety services.</i></b>			
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.449	0.438	0.456
Per capita net cost	\$3.87	\$4.63	\$5.16

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** JUSTICE SERVICES

**BUDGET UNIT TITLE AND NUMBER:** Work Release - - 24125

**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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,907,130	\$ 2,086,120	\$ 2,056,203	\$ 2,205,110
Supplies	15,635	28,890	28,890	28,890
Purchased Services	194,875	217,098	217,339	217,339
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 2,117,640	\$ 2,332,108	\$ 2,302,432	\$ 2,451,339
Revenue	457,846	750,000	600,000	600,000
Net County Cost	\$ 1,659,794	\$ 1,582,108	\$ 1,702,243	\$ 1,851,339
Budgeted Positions	21.0	21.0	20.0	20.0

**SUMMARY OF CHANGES:** Reduced FTE count from 21 to 20, transferred this FTE to Budget Unit #24100 to create a cost savings to the overall department. Reduced revenue projection due to continued slow post pandemic rebound by Courts and sentencing orders to the programs.

The final budget adjustments include an increase to salaries and benefits of \$148,907.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The position move was approved by the board in July 2023. Recommend approval.

**BOARD ACTION:** Approved as recommended.

# **Work Release / Electronic Monitoring (Continued) 1000-24125**

**Weld County Strategic Priority #1 – Ensure Healthy, Safe, and Livable Communities  
Weld County Strategic Priority #5 – Provide Excellent, Cost-Effective Service Delivery**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Full integration of new CentralSquare data management system.
2. Implemented new Deputy Director function throughout the entire department.
3. Continued to deliver, safe community-based sentencing alternatives to create variable costs avoidance and savings and effective programs and employment and life-skills building opportunities to clients.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Increase residential daily subsistence rate at Work Release program by 1.07%.
2. Increase utilization of both programs and assist Courts and justice system stakeholders to deliver enhanced services to justice-involved individuals with co-occurring illicit substance use and behavioral health disorders.
3. Ensure high successful sentence/placement completion rates.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Avg. Work Release Clients - ADP	90	90	100-110
Avg. Electronic Home Monitoring - ADP	75	65	60-70
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.608	0.594	0.553
Per capita net cost	\$4.81	\$4.47	\$5.12

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** DISTRICT ATTORNEY'S OFFICE

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**BUDGET UNIT TITLE AND NUMBER:** Adult Diversion Services – 1000-24150

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**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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 90,419	\$ 165,387	\$ 165,387	\$ 179,301
Supplies	0	500	500	500
Purchased Services	317	500	500	500
Fixed Charges	0	0	0	0
Gross County Cost	\$ 90,736	\$ 166,387	\$ 166,387	\$ 180,301
Revenue	9,505	10,000	10,000	10,000
Net County Cost	\$ 81,231	\$ 156,387	\$ 156,387	\$ 170,301
Budgeted Positions	1.50	1.50	1.50	1.50

**SUMMARY OF CHANGES:** There are no changes requested for 2024.

The final budget adjustments include an increase to salaries and benefits of \$13,914.

**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:** JUSTICE SERVICES

**BUDGET UNIT TITLE AND NUMBER:** Community Corrections - 24200 & 24220

**DEPARTMENT DESCRIPTION:** Through local government, a Community Corrections Board is 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 a community corrections program. The Weld County Community Corrections Board, under the authority of the Board of Commissioners of Weld County, and through the department, sub-contracts with a selected vendor to provide residential and non-residential supervision services of adult felony offenders sentenced directly to the program as, or in lieu of, a transition from prison. Justice Services oversees all aspects to the daily administration of community corrections.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 91,941	\$ 100,788	\$ 91,218	\$ 113,211
Supplies	1,395	2,027	5,000	5,000
Purchased Services	3,694,087	3,980,829	4,151,922	4,149,272
Fixed Charges	25,051	19,343	19,343	0
Capital	0	0	0	0
Gross County Cost	\$ 3,812,474	\$ 4,102,987	\$ 4,267,483	\$ 4,267,483
Revenue	3,874,241	4,102,987	4,267,483	4,267,483
Net County Cost	\$ -61,767	\$ 0	\$ 0	\$ 0
Budgeted Positions	1.4	1.4	1.4	1.4

**SUMMARY OF CHANGES:** State allocation for the placement of adult offenders for the following services for SFY 23/24: \$3,735,607 for Residential Diversion, Transition, Condition of Probation and Condition of Parole placements (145 beds); \$127,331 for Non-Residential Diversion services (35 slots); \$103,000 for Offender Treatment Support Services; \$156,056 for Facility Payment funding to lessen vendor staff turnover and promote evidence-based programming, and \$145,487 for Community Corrections Board and Department administration and program oversight, for a total of \$4,267,483 (increase of \$6,221.00 from previous year). Recommend 1.0 FTE from Grade 17 to Grade 20 for Personnel Services costs to account for COLA, accurate accounting of benefits, and proper alignment of job duties with other comparable positions but still producing a cost savings; no change in Fixed Charges.

The contractor lease rate was adjusted to cover the increase in utilities and other maintenance costs at the facility, for a budgeted amount of \$328,998 for 2024. This amount is listed as a revenue under Budget Unit #1000-90100.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The reclassification is a policy issue for the board, and the HR review recommends approval at Grade 21. Recommend approval.

**BOARD ACTION:** The final budget adjusted salaries for cost of living and increases in insurance, and reduced Purchased Services and Fixed Charges to offset the increase. Approved as adjusted.

# **COMMUNITY CORRECTIONS ADMINISTRATION (CONTINUED) 1000-24200 & 24220**

**Weld County Strategic Priority #1: Ensure Healthy, Safe, and Livable Communities  
Weld County Strategic Priority #5: Provide Excellent, Cost-Effective Service Delivery**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Correctly received, managed, and processed all state-allocated funds.
2. Correctly and promptly, screened all offender referrals from the Courts, the DOC/Parole for possible placement in a community corrections program; screened to assure for low recidivism and successful placements.
3. Provided ongoing taxpayers' savings with less expensive and effective placement alternatives to jail and prison incarceration for adult offenders.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Remain a self-supported, grant-funded/allocated function.
2. Consider re-bid of subcontracted services.
3. Enter new Master Contract with the State; further implement new Performance Standards within contract and continue day-to-day oversight of local program to assure healthy, safe operations.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Intervention Community Correction Services:			
Total Average Daily Populations of Offender Populations by Type - Residential Transition, Residential Diversion, Non-Residential Diversion and IRT Placements	150**	170	180
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.041	0.040	0.039

**\*\*Continued slow rebound from COVID impacted services and reduced offender populations.**

# **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 ensure minimum requirements are met. The Department also assists Weld County citizens in understanding and applying the International Building Code for utmost construction safety.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,342,229	\$ 1,495,508	\$ 1,495,508	\$ 1,620,816
Supplies	56,240	106,030	132,700	132,700
Purchased Services	58,359	56,274	49,299	49,299
Fixed Charges	306,789	333,032	375,648	375,648
Capital	0	0	0	0
Gross County Cost	\$ 1,763,617	\$ 1,990,844	\$ 2,053,155	\$ 2,178,463
Revenue	2,525,543	3,050,000	3,050,000	3,050,000
Net County Cost	\$ -761,926	\$ -1,059,156	\$ - 996,845	\$ - 871,537
Budgeted Positions	14.00	14.00	14.00	14.00

**SUMMARY OF CHANGES:** Total Gross County Cost increases by \$62,311, made up of \$26,670 increase in software maintenance under Supplies, a reduction of \$6,975 in Depreciation under Purchased Services, and an increase of \$42,616 in Fixed charges, reflecting the cost of living increases and health insurance increases of the positions split between Planning and Building Inspection. This category may be reflected in Personnel Services with the Workday implementation, splitting positions between the departments reflected in salaries once implemented.

The final budget adjustments include an increase to salaries and benefits of \$125,308.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

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

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Successfully modified the Agricultural Building permit and added additional uses.
2. Eliminated lot coverage requirements in subdivisions and townsites.
3. Created brochures to educate the public about the various building codes.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Continue outreach to the public, contractors and realtors concerning building codes.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Field Inspection Work Outputs</u></b>			
Number of Building Permits Issued	2,163	2,200	2,200
Number of inspections performed	28,369	28,000	28,000
Avg. # of inspections per Inspector	22.70	22.50	23.00
Number of Inspectors	5	5	5
Number miles driven by Inspectors	125,000	130,000	130,000
Walk-ins	7,340	6,500	6,500
Number of Plan Reviews	2,125	1,850	2,000
Number of Plan Examiners	3	3	3
Number of Building Compliance violations	65	60	60
Number of Building Complaints	50	60	60
Number Compliance cases closed	50	84	84
Number of Building Compliance Officers	1	1	1



# **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:** The Oil and Gas Energy Department is responsible for permitting, regulating, and enforcing surface and air oil-and-gas operations for drilling sites located in unincorporated areas of Weld County.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 675,698	\$ 861,629	\$ 958,896	\$ 1,023,621
Supplies	20,352	34,000	39,300	39,300
Purchased Services	441,088	424,913	463,528	463,528
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,137,138	\$ 1,320,542	\$ 1,461,724	\$ 1,526,449
Revenue	441,054	415,000	415,000	415,000
Net County Cost	\$ 696,084	\$ 905,542	\$ 1,046,724	\$ 1,111,449
Budgeted Positions	7.0	7.0	8.0	8.0

**SUMMARY OF CHANGES:** Personnel Services increase is due to adding 1.0 FTE (Oil and Gas Inspector I), as well as reclassifying this position one Grade higher. Current number of inspections and responses to citizen concerns, along with succession planning, necessitates the addition. Supplies increase due to computer software cost increases for Accela and ePlanSoft. Purchased Services increase due to charge-back from Department of Planning Services (Development Review) and Environmental Health increases for personnel salaries / benefits.

The final budget adjustments include an increase to salaries and benefits of \$64,725.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Human Resources agrees with the Reclassification of the Oil and Gas Inspector I from Grade 30 to Grade 31. The additional position was removed as a policy issue for the board, as the succession planning appears to be multiple years away. Recommend approval of the remaining budget.

**BOARD ACTION:** The board approved the 1.0 FTE at Grade 31 for Oil & Gas Inspector I for a total cost of \$104,211. Approved as adjusted.

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

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Tied to Strategic Priority 4 - Worked with HR to revise multiple job descriptions, including the separation of former Permit and Enforcement Specialist position into two job descriptions – Regulatory Analyst and Oil and Gas Inspector.
2. Tied to Strategic Priority 4 - Hired an Oil and Gas Inspector II, who has been instrumental in field inspections and verifying permit compliance.
3. Tied to Strategic Priority 2 - IGA with Town of Keenesburg should be finalized by mid to late July, 2023. This will be the second agreement with a Weld municipality that will allow OGED to assist the Town with oil and gas permitting.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Retain qualified staff.
2. Expand the role of OGED, to not only be more inclusive of all oil and gas development, but possibly other forms of energy as well.
3. Continue working with staff and the industry to evaluate the 1041 WOGLA and LAP permitting processes to pursue efficiencies, as well as maintaining the utmost awareness for protection and promotion of the health, safety, and welfare of Weld County’s citizens, environment, and wildlife.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
LAP Permits	18	10	12
WOGLA permits	30	42	40
Sundry requests	83	90	90
Inspections	156	350	400
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.203	0.198	0.221
Per capita cost (county support)	\$2.02	\$2.56	\$3.07

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** DEPARTMENT OF PUBLIC WORKS

**BUDGET UNIT TITLE AND NUMBER:** Noxious Weeds - - 1000-26100

**DEPARTMENT DESCRIPTION:** The Noxious Weeds division is 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	\$ 489,321	\$ 636,780	\$ 665,335	\$ 677,299
Supplies	51,243	78,830	81,030	81,030
Purchased Services	389,046	424,861	439,000	439,000
Fixed Charges	20,868	24,500	24,500	24,500
Capital	0	30,000	25,000	25,000
Gross County Cost	\$ 950,478	\$ 1,194,971	\$ 1,234,865	\$ 1,246,829
Revenue	23,630	6,000	6,000	6,000
Net County Cost	\$ 926,848	\$ 1,188,971	\$ 1,228,865	\$ 1,240,829
Budgeted Positions	2 FTE 10 PT	3 FTE 9 PT	4 FTE 8 PT	4 FTE 8 PT

**SUMMARY OF CHANGES:** Personnel Services increased a total of \$28,555. Salaries increased \$26,230 with the conversion of 1.0 temporary spray tech to a full-time Service Worker III position and an increase in outerwear reimbursement due to rising costs for clothing and safety-toed boots. Overtime increased \$2,325 based on anticipated needs.

Supplies increased a total of \$2,200. Software needs for Pix 4D increased \$600, and Uniforms increased \$1,600 due to a requested increase from \$150 to \$350 in outerwear reimbursement for seasonal employees. Purchased Services increased a total of \$14,139. Postage increased \$200 based on anticipated mailings. Other Purchased Services increased \$15,783 for anticipated increased costs for tree trimming and tub grinding of trees by contractor. Vehicle Expense decreased \$2,071 due to a lower cost for CNG fuel and a reduction in depreciation. Repair and Maintenance Other increased \$227 for anticipated increased costs for various repair parts for pumps and sprayers.

Capital decreased \$5,000 for anticipated costs for the unmanned aircraft system (UAS).

The final budget adjustments include an increase in salary and benefits of \$11,964.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The outerwear reimbursement increase was removed by Finance, back to \$250 from the increased request of \$500 per employee, removing \$500 in Personnel and \$800 in Uniforms (from \$350 to \$250 for 8 seasonals). These increases, as well as the unmanned aircraft purchase, are policy issues for the board. Recommend approval of the remaining budget.

**BOARD ACTION:** The outerwear reimbursement was agreed upon by the Board, Finance, and department at \$350 per person eligible, in Uniforms as well, with a policy being implemented to show structure of the eligible purchases. Approved as adjusted.

# **NOXIOUS WEEDS (CONTINUED) 1000-26100**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Completed the ReSTORE grant.
2. Worked with more than 425 landowners providing noxious weed education.
3. Purchased and began using a UAS (drone) for spraying bare-ground sites.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Hire one full-time, year-round staff member to assist with spraying and addressing tumble weeds.
2. Utilize the multispectral UAS to identify vegetation and enhance reclamation statistics.
3. Work within current budget to carry out regular spraying and mowing activities.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Mowing Lane Miles	2,371	2,400	2,400
Spraying Lane Miles	7,204	7,500	7,500
Acres Sprayed	1,181	1,000	1,000
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.058	0.085	0.111
Per capita cost (county support)	\$2.69	\$3.36	\$3.41

# **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, developing plans, and coordinating 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 461,563	\$ 623,802	\$ 623,802	\$ 661,524
Supplies	30,887	36,524	85,904	90,694
Purchased Services	40,123	68,885	68,885	68,885
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 532,573	\$ 729,211	\$ 778,591	\$ 821,103
Revenue	165,026	259,025	336,831	336,831
Net County Cost	\$ 367,547	\$ 470,186	\$ 441,760	\$ 484,272
Budgeted Positions	4.0	5.0	5.0	5.0

**SUMMARY OF CHANGES:** The proposed changes to the 2024 budget is within the supplies line-item of the budget, which is the addition of four new stream monitoring stations for a total project price of \$49,380. If the BOCC approves the project, OEM intends to seek Hazard Mitigation Grant funding (HMPG) to assist with funding this project. If successful in receiving the HMPG grant funding, Weld County’s 25% match will be \$12,345. However, in the event the BOCC cannot approve funding for the entire project, but they choose to buy portions, these are the breakdowns.

One station will cost \$ 12,345 and Weld County’s 25% match will be \$3,085.

Two Stations will cost \$24,690 and Weld County’s 25% match will be \$6,172.

Three stations will cost \$37,035 and Weld County’s 25% match will be \$9,259.

In the event the BOCC does not approve funding for this project, OEM will continue to have limited warning of flooding conditions.

The final budget adjustments include an increase to salaries and benefits of \$37,722.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The four stream monitoring stations are policy issues for the board. Recommend approval.

**BOARD ACTION:** During the budget hearings, an additional \$4,790 was requested for the increase of software expenses for the Stream Gage system in 2024 and added to Supplies. Approved as adjusted.

**OFFICE OF EMERGENCY MANAGEMENT  
(CONTINUED)  
1000-26200**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Updated the Comprehensive Emergency Management Plan and supporting annexes.
2. Implemented the first Integrated Preparedness Plan for the County.
3. Filled the vacant Training and Exercise Coordinator position.
4. Developed hazard analysis reports for high hazard chemical facilities.
5. Integrated Hazmat incidents and Access and Functional Needs into all drills and exercises.

**2024 BUDGET GOALS AND PRIORITIES:**

1. Continue to integrate Hazmat incidents and Access and Functional Needs into all drills and exercises.
2. Continue to develop hazard analysis reports for high hazard chemical facilities.
3. Conduct another Whole Community Immersion Course to include cyber security.
4. Prepare for the update to the Weld County Hazard Mitigation Plan which is due in January 2026.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of drills and exercises	12	15	26
Number of people participating in drills	500	600	775
Number of inspections and/or reports	24	36	48
Number of incidents OEM supported	11	5	5
Number of community events supported	10	14	14
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.116	0.141	0.138
Per capita cost	\$1.06	\$1.33	\$1.34

# **OFFICE OF EMERGENCY MANAGEMENT (CONTINUED) 1000-26200**

**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.

## **Weld OEM Mission aligning to the Weld County 2023-2028 Strategic Plan**

- **1A. Formalize a coalition focused on public health and public safety programming to increase outreach and awareness.**
  - a. OEM will coordinate and work with WCDPHE to provide community outreach, preparedness, and resources.
- **2D. Encourage and consider all potential forms of energy development.**
  - 1. OEM will coordinate and work with Weld County Oil and Gas and Planning Departments to review all required Emergency Action plans to ensure life safety and property conservations are addressed.
- **2E. Continue to monitor, mitigate, and protect water resources to the best of Weld County's ability**
  - OEM will monitor and recommend mitigation and action items as needed to help protect Weld County's water resources.
- **3A. Maximize resources to leverage infrastructure funding and lifecycle infrastructure costs.**
  - 1. OEM will seek and recommend grant funding opportunities to help Weld County with funding infrastructure costs.
- **3C. Maintain operational plans to ensure resilient infrastructure.**
  - OEM maintains and updates emergency plans to help protect Weld County infrastructure before and after a disasters strike.
- **3D. Maximize partnerships and involvement with non-profit and private sectors to solve infrastructure challenges.**
  - OEM continues to strengthen relationships with the Colorado Preparedness Response Network (CPRN) to assist with protecting oil and gas assets within Weld County.
- **5C. Create mechanisms for feedback and dialogue with the community regarding projects, initiatives, and service needs to increase awareness and understanding.**
  - OEM continues to elicit information from the community and first responders on current incidents and needs to increase awareness and understanding.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** DEPARTMENT OF PUBLIC WORKS

**BUDGET UNIT TITLE AND NUMBER:** General Engineering - - 1000-31100

**DEPARTMENT DESCRIPTION:** The General Engineering division provides: engineering services for bridge designs; field survey operations to establish line and grade control; administrative and inspection work in utility and subdivision construction; laboratory tests to determine soil properties, construction and materials quality; and all phases of highway engineering, bridge engineering, design and construction inspection.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 3,320,927	\$ 3,828,704	\$ 4,494,239	\$ 4,494,696
Supplies	218,837	308,356	415,227	415,227
Purchased Services	5,687,208	17,957,167	23,454,651	23,105,141
Capital	150,258	0	156,000	156,000
Contra	- 241,673	-153,784	-180,138	-180,138
Gross County Cost	\$ 9,135,557	\$ 21,940,443	\$ 28,339,979	\$ 27,990,926
Revenue	0	0	0	0
Net County Cost	\$ 9,135,557	\$ 21,940,443	\$ 28,339,979	\$ 27,990,926
Budgeted Positions	29.0	29.0	36.0	32.0

**SUMMARY OF CHANGES:** Personnel Services increased by \$665,535. Salaries were increased \$660,535 to fund six new positions and two reclassifications. Overtime increased by \$5,000 for additional right-of-way inspections. Salaries also include the mid-year approval of moving 1.0 FTE Engineering Tech I (Grade 25) at \$76,457 from Planning to Engineering, approved by the board on August 1, 2023.

Supplies are up \$106,871. Small Items of Equipment increased \$2,020 for a radar/motion detection camera to assist with traffic counting at difficult road tube install locations. Software increased \$92,851 for additional costs for Cartegraph maintenance, Autodesk license fees and Accela. There is an addition of a linear reference system to self-populate the AADT information into the Diexys crash data system. Road Construction Supplies increased \$5,000 for survey and staking supplies. Other Operating Supplies is up \$7,000 for soil lab supplies and miscellaneous small hand tools. Capital was added in the amount of \$156,000 for two survey rovers to check construction elevations/inspections. This includes software, antennas, radios, data collectors, and ancillary equipment.

Purchased Services is up a total of \$5,497,484. Grants and Donations increased \$6,172,265 due to current intergovernmental agreement obligations. Membership and Registration was increased \$1,875 for Geotech certifications required by CDOT. Other Professional Services is up \$35,000 for increased geotechnical services and environmental audits. Vehicle Expense increased \$39,301 for historic repair costs, anticipated gallons and increased depreciation. Repair and Maintenance Equipment is up \$5,000 to repair the floor of the portable construction trailer. Training increased \$7,748 for training costs with the addition of new employees. Infrastructure Projects are down \$763,705 in part due to anticipated utilities for the roundabouts at CR 74/31 and CR 6/13.



# GENERAL ENGINEERING (CONTINUED) 1000-31100

**FINANCE/ADMINISTRATION RECOMMENDATION:** The prioritization of position requests was reviewed by the department and Finance/Administration. The top four priorities were recommended for approval, including a promotion for an Engineer II to Engineer III (Grade 45 to Grade 49), promotion for an Engineering Tech I to Engineering Tech II (Grade 25 to 32), and adding an Acquisition Specialist (Grade 44) and an Engineer Tech III - Permitting (Grade 38). These are included in the budget for a total increase of \$258,310. This removes \$402,945 for the remaining 4.0 FTE and an additional \$1,000 of uniform allowance for those four positions. All position requests and the two survey rovers are policy issues for the board. Recommend approval of the remaining request.

**BOARD ACTION:** The board approved the recommendations of Finance and the department's prioritization. The changes subtracting a total of \$349,510 from Purchased Services, and was based on the approved Capital Improvement Plan in October 2023. The final budget for Personnel includes adjustments for salaries and benefits. Approved as adjusted.

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Collaborative training of Civil 3-D among staff has improved the quality of plans.
2. Continued improvement to bid specifications to keep quality the main priority.
3. Continued using CDOT generated spreadsheets to increase reporting accuracy and continuity between federal and county funded projects.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Obtain better initial cost estimates of bridge projects to aid in more accurate budgets.
2. Update specifications to communicate contractor work expectations.
3. Expand the soils lab to test asphalt, concrete and more extensive soils testing.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of designs completed	11	17	12
Number of construction projects completed	10	3	7
MS4 land use case reviews (post & active construction)	14	15	15
Special Transport Permits	2,047	2,100	2,500
Right-of-Way Permits	892	900	900
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.840	0.820	0.885
Per capita cost	\$26.47	\$62.03	\$77.41

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** BUILDINGS AND GROUNDS

**BUDGET UNIT TITLE AND NUMBER:** Parks and Trails - - 1000-50200

**DEPARTMENT DESCRIPTION:** The Parks and Trails division develops and maintains County trails and future park projects. The Poudre River Trail maintenance agreement is per the IGA approved by the County Commissioners November 3, 2021.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	53,000	277,000	277,000	277,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 53,000	\$ 277,000	\$ 277,000	\$ 277,000
Revenue	0	0	0	0
Net County Cost	\$ 53,000	\$ 277,000	\$ 277,000	\$ 277,000
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** The budget includes \$267,000 to the Poudre River Trail Corridor, Inc. Board. Of this amount, \$35,000 covers one-third of the annual maintenance and operating costs as well as \$32,000 for one-third of the Executive Director position for trail management. Combined with \$200,000 contributions from Weld County, Windsor, and Greeley, the organization uses these funds to leverage grant dollars for planned trail improvements, protection, and repairs. This began in 2020 and the Poudre River Trail Board requests funding of \$200,000 annually of each participant governments to repair the trail in accordance with the 2019 engineering plan. This is paid on a reimbursement basis once repairs are completed.

The Great Western Trail Authority is requesting \$10,000 for ongoing trail maintenance and operations covering 6.5 miles between Eaton and Windsor in unincorporated Weld County. The towns of Eaton, Severance and Windsor are also contributing \$10,000 each annually, for a total of \$40,000, for the maintenance and operations of the eleven miles of trail.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES

**BUDGET UNIT TITLE AND NUMBER:** Senior Programs - - 1000-56110

**DEPARTMENT DESCRIPTION:** Weld County's financial support to the twenty senior centers throughout the county.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	40,000	40,000	40,000	40,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Revenue	0	0	0	0
Net County Cost	\$ 40,000	\$ 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 2023.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	7,500	10,000	10,000	10,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 7,500	\$ 10,000	\$ 10,000	\$ 10,000
Revenue	0	0	0	0
Net County Cost	\$ 7,500	\$ 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 2023 for the North Front Range Water Quality Planning Organization (\$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:** Approved 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	38,225	38,225	135,225	38,225
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 38,225	\$ 38,225	\$ 135,225	\$ 38,225
Revenue	0	0	0	0
Net County Cost	\$ 38,225	\$ 38,225	\$ 135,225	\$ 38,225
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** Envision is requesting \$135,225, which is \$97,000 higher than the past many years funded at \$38,225. The request is to offset unreimbursed expenses related to CFCM/CMRD and to support general operating expenses.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval of the original funding of \$38,225. The increase is a policy issue for the board.

**BOARD ACTION:** Approved as recommended.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** MENTAL HEALTH

North Range

**BUDGET UNIT TITLE AND NUMBER:** Behavioral Health - - 1000-56140

**DEPARTMENT DESCRIPTION:** Weld County's financial support of the North Range Behavioral Health which provides extensive mental health services to citizens in Weld County. In addition, this budget funds client treatments in Weld County Adult Treatment Court.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	191,400	216,000	251,000	251,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 191,400	\$ 216,000	\$ 251,000	\$ 251,000
Revenue	0	0	0	0
Net County Cost	\$ 191,400	\$ 216,000	\$ 251,000	\$ 251,000
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** North Range Behavioral Health is requesting \$226,000, which is \$35,000 higher than the 2023 request. For years, the board has provided \$121,000 for the base mental health programs, \$50,000 for the Frederick expansion of mental health services, and \$20,000 for the Suicide Education and Support Services (SESS) program. The increase in funding is to provide increased services to the southwest part of the county.

A reduction of \$75,000 for a total request of \$25,000 is included for the Weld County Adult Treatment Court program to treat clients with alcohol, drug and other substance abuse issues. In 2016, the county and courts developed an ongoing MOU for this arrangement. The request was reduced to accommodate the grants received by the district for 2023.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The increase in funding for NRBH was removed as a policy issue for the board. Recommend approval at 2023 funding levels.

**BOARD ACTION:** The board approved the requested increase. Approved as adjusted.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** CHILD ADVOCACY CENTER

**BUDGET UNIT TITLE AND NUMBER:** A Kid's Place - - 1000-56150

**DEPARTMENT DESCRIPTION:** The Child Advocacy Center budget unit 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 2024 since the usage justifies Social Services paying 100%.

**BOARD ACTION:** Approved as recommended.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** FINANCE AND ADMINISTRATION

**BUDGET UNIT TITLE AND NUMBER:** Retirement Transfer - - 1000-56160

**DEPARTMENT DESCRIPTION:** Central budget unit for the transfer of administrative costs for Weld County Retirement Plan.

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

**SUMMARY OF CHANGES:** This unit is for the transfer to the Weld County Retirement Plan Fund for the administrative costs of the program. With the underfunding of the Weld County Retirement Plan the Board decided to reimburse the Retirement Fund for the administrative costs of the plan. The administrative costs include the investment fees and other administrative costs. Annually the costs are approximately \$1,000,000. The County stopped paying the fees in the 1980's. From 2011-2015 the General Funds made substantial contributions to repay the Retirement Fund for the past administrative costs. As 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 2023 budget.

The investment rate assumption will be 5.90% as of December 31, 2021. The 5.90% rate is much more realistic based upon projected investment returns for the Plan.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.



# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** TRANSFERS

**BUDGET UNIT TITLE AND NUMBER:** Human Services Transfer - - 1000-56160

**DEPARTMENT DESCRIPTION:** General Fund contribution to Area Agency on Aging Program (Human Services Budget).

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
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	2,680,275	6,035,292	6,035,292	6,035,292
Capital	0	0	0	0
Gross County Cost	\$ 2,680,275	\$ 6,035,292	\$ 6,035,292	\$ 6,035,292
Revenue	0	0	0	0
Net County Cost	\$ 2,680,275	\$ 6,035,292	\$ 6,035,292	\$ 6,035,292
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:** TRANSFERS

**BUDGET UNIT TITLE AND NUMBER:** Motor Pool Transfer - - 1000-56160

**DEPARTMENT DESCRIPTION:** General Fund contribution to Fleet Services for capital purchase.

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	550,000	0	0
Capital	0	0	0	0
Gross County Cost	\$ 0	\$ 550,000	\$ 0	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 550,000	\$ 0	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** In 2023, the Sheriff's Office is requesting the purchase of a new command bus for incident response and to help improve efficiency and accuracy when investigating complex crime scenes or related situations. As Fleet purchases are typically funded by the depreciation of prior purchases, and there was no prior purchase for the command bus, these funds are being transferred to offset the expense in Motor Pool. You will see the corresponding revenue and expense in the Fleet Services Equipment (Fund 6000, Org 17550) on page 491 of the budget book.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** FINANCE AND ADMINISTRATION

**BUDGET UNIT TITLE AND NUMBER:** Economic Development - - 1000-60200

**DEPARTMENT DESCRIPTION:** Economic Development is 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) and to Upstate Colorado Economic Development.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	1,300,000	1,565,000	1,300,000
Gross County Cost	\$ 0	\$ 1,300,000	\$ 1,565,000	\$ 1,300,000
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 1,300,000	\$ 1,565,000	\$ 1,300,000
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** East Colorado Small Business Development Center (SBDC) has requested \$65,000 which matches what was contributed in 2023 to serve Weld County. Upstate Colorado requested \$200,000, which is \$50,000 higher than the past four years. Upstate wishes to continue the additional \$50,000 for the succession programming started in 2019 for 3-5 years, and now asking for an additional \$50,000 to cover funding shortages.

\$1,300,000 is budgeted in 2024 to continue coverage of consultants, legal review, and monitoring and preservation of air quality in Weld County to help preserve the quality of air while enabling the agriculture and energy industries to thrive in Weld County.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval the SBDC funding of \$65,000 to remain consistent with prior year funding levels from the Economic Development Trust Fund. Recommend approval of funding for Upstate for the previously approved \$150,000, and the \$50,000 additional funding is a policy issue for the board. It is recommended that these requests be paid out of the Economic Development Trust again in 2024. The Economic Development Trust Fund is well funded with over \$12 million uncommitted and can absorb this cost. Recommend the funding for the air quality monitoring program.

**BOARD ACTION:** The budgeted approval of \$265,000 for SBDC and Upstate Colorado were moved to the Economic Development Trust Fund for 2024. The remaining \$1,300,000 for air quality was approved in the general fund as recommended.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** FINANCE AND ADMINISTRATION

**BUDGET UNIT TITLE AND NUMBER:** Building Rents - - 1000-60300

**DEPARTMENT DESCRIPTION:** Building Rents is a budget unit used to fund lease/purchase contracts for county buildings.

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

**SUMMARY OF CHANGES:** Budget reflects the County's debt service on any long-term debt and/or lease purchase debt in any given year. With the payoff of the correctional facilities' Certificates of Participation (COP) as of August 1, 2007, Weld County has no long-term debt or long-term lease obligations.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

# LEASE-PURCHASE AGREEMENTS

The following supplemental data regarding lease-purchase agreements involving real property is required under Section 29-1-104(2)(d), C.R.S., 1973:

A.	The total amount to be expended during the ensuing fiscal year for payment obligations under all lease-purchase agreements involving real property	\$ -0-
B.	The total maximum payment liability of the local government under all lease-purchase agreements involving real property over the entire terms of such agreements, including all optional renewal terms	\$ -0-
C.	The total amount to be expended during the ensuing fiscal year for payment obligations under all lease-purchase agreements other than those involving real property	\$ -0-
D.	The total maximum payment liability of the local government under all lease-purchase agreements other than those involving real property over the entire terms of such agreements, including all optional renewal	\$ -0-

# BUDGET UNIT REQUEST SUMMARY

**AGENCY/DEPARTMENT NAME:** FINANCE AND ADMINISTRATION

**BUDGET UNIT TITLE AND NUMBER:** Non-Departmental - - 1000-90100

**DEPARTMENT DESCRIPTION:** Central budget unit containing county-wide costs that are not allocated to program budgets, e.g. training, audit fees, membership, professional contracts, etc.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	184,294	68,000	93,000	288,300
Purchased Services	666,209	635,750	978,665	978,665
Fixed Charges	106,630	215,000	250,000	250,000
Capital	7,784	0	0	0
Gross County Cost	\$ 964,917	\$ 918,750	\$ 1,321,665	\$ 1,516,965
Revenue	123,084,392	118,910,002	186,453,989	185,773,921
Net County Cost	\$- 122,119,475	\$ - 117,991,252	\$ - 185,132,324	\$ - 184,256,956

**SUMMARY OF CHANGES:** Expenses increase by \$402,915, including \$380,000 for Workday training and consultant contracts as a one-time expense for 2024. There is an increase of \$30,415 for other Professional Services, including Ergomed assessments, lobbying contracts, Flex Spending administrative costs, correctional officer testing, and other expenses based on historical spending. Supplies increase by \$25,000 to cover small items of equipment as Facilities keeps items in stock for remodels, such as chairs, cubicle furniture, and other small items. Fixed costs increased by \$10,000 for unanticipated professional services or special projects, with some likely changes to employee recognition and appreciation to be utilized.

Revenues are up \$67,543,987 to \$186,453,989 from the current year. Property taxes are budgeted at \$172,837,453, up \$23,468,450, or 15.7% from 2023. Revenue from interest earnings remains at \$4,000,000 for 2024. Rents from Buildings total \$515,632 from Social Services (\$166,234), Grainery farm lease (\$20,400), and Community Corrections Building (\$328,998). Recovery of indirect costs is \$6,077,323 and revenues from Urban Renewal Authorities (URA) are budgeted at \$2,793,581; however, the revenues will decrease if the temporary mill credit is increased for 2024. Tobacco tax was reduced by \$70,000 to a more reasonable \$90,000, since past revenues have been steadily decreasing. Other smaller revenues are stable with little change.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Final budget revenues decreased URA expected income to \$2,103,513, a difference of \$690,068. Of that amount, \$514,817 is due to the increase of the mill credit for 2024, the remaining amount for updated assessed value fluctuations. Fee revenue increased by \$4,000 based on historical evaluation. Expenses increased by \$195,300 for the employee appreciation program, moved from Contingency once approved by the board. Approved as adjusted.

# 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	15,000	65,000	1,088,000	80,000
Gross County Cost	\$ 15,000	\$ 65,000	\$ 1,088,000	\$ 80,000
Revenue	0	0	0	0
Net County Cost	\$ 15,000	\$ 65,000	\$ 1,088,000	\$ 80,000
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>
A Woman's Place	0	\$ 18,000	0	\$ 10,000
Reading Great by 8	\$ 10,000	\$ 10,000	\$ 10,000	10,000
211 Information and Referral	50,000	50,000	50,000	50,000
Weld's Way Home	5,000	10,000	5,000	10,000
High Plains Housing Dev.	0	<u>1,000,000</u>	<u>0</u>	<u>0</u>
<b>Total</b>	<b><u>\$ 65,000</u></b>	<b><u>\$ 1,088,000</u></b>	<b><u>\$ 65,000</u></b>	<b><u>\$ 80,000</u></b>

**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:

**A Woman's Place** has requested \$18,000 for 2024. This is the first year in the past five years the agency has made a request. The agency is a domestic violence shelter for women, assisting over 450 women and offering 4,000 nights of stay estimated a year. The request for funding is due to increases in demand. The funding is requested to assist with staff salaries. *As this is for ongoing, regular operations, Finance has not included it in the recommendation for funding. This is a policy issue for the board. The board approved \$10,000 for 2024.*

**Reading Great by 8 (formerly 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. *Recommend approval. Approved at the requested funding rate.*



# **COMMUNITY AGENCY GRANTS (CONTINUED) 1000-90150**

## **FINANCE/ADMINISTRATION RECOMMENDATION (Continued):**

**211 Information and Referral** program has requested \$50,000 for the 211 information and referral system operated by United Way. The services indirectly offset staff needs in Human Services and the programs provided, resulting in an overall cost savings to the county. *The recommendation to fund at \$50,000 is given because of the collaboration between Human Services and 211. Approved at the requested funding rate.*

**Weld's Way Home** has requested \$10,000 for 2024. Since 2018, the county has funded this program at \$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. *Increased funding is a policy issue for the Board.* The board approved \$10,000 for 2024.

**High Plains Housing Development** has requested \$1,000,000 towards the development of the StarRise Apartments, 58 units of permanent supportive housing for the chronically homeless. The total project is \$26.2 million, and the organization is seeking support from many sources to complete this project. Discussions began in January 2023 for this project, and the 501(c)3 nonprofit has utilized the outside agency request for this proposal. *While the proposal indicates some offsetting costs in other departments, the policy listed below is why the request was excluded from recommendation. The board agreed with the recommendation of Finance to exclude this funding from approval.*

**Homeless Shelters** have not been funded in the past by General Fund dollars. 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.

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

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** FINANCE AND ADMINISTRATION

**BUDGET UNIT TITLE AND NUMBER:** Weld County Bright Futures - 1000-90160

**DEPARTMENT DESCRIPTION:** The Weld County Bright Futures budget unit accounts for 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	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	277,878	296,043	315,407	315,407
Fixed Charges	2,402,988	2,500,000	2,000,000	2,000,000
Capital	0	0	0	0
Gross County Cost	\$ 2,680,866	\$ 2,796,043	\$ 2,315,407	\$ 2,315,407
Revenue	0	0	0	0
Net County Cost	\$ 2,680,866	\$ 2,796,043	\$ 2,315,407	\$ 2,315,407
Budgeted Positions	0	0	0	0

**SUMMARY OF CHANGES:** The 2024 request includes a 6.5% increase in salaries and benefits for the 1.5 FTE that manages the program. The requested is detailed out to show large increases in Advertising, Event and Meeting expenses, with offsetting decreases in other operating expenses. There is an increase from \$12,059 to \$22,059 to cover expenses not covered by a COSI (Colorado Opportunity Scholarship Initiative) grant.

\$2,000,000 is included from the General Fund for the anticipated Bankhead Jones transfer in 2024 and reflects one quarter of the dollars received by that revenue in the Public Works Fund, which follows the policy for Bright Futures scholarships.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The strategy for funding and changes to the scholarship program need to be approved by the board; however, the requested increases are reasonable and recommended for approval.

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Students in Program	1,003	1,083	1,137
Grant Dollars Awarded	\$1.75 M	\$2.17 M	\$2.27 M
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.000	0.000	0.000
Per capita administrative expenditure	\$0.82	\$0.79	\$0.83
Per capita student grant expenditure	\$5.15	\$6.23	\$6.38

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** EXTENSION SERVICES

**BUDGET UNIT TITLE AND NUMBER:** Extension - - 1000-96100

**DEPARTMENT DESCRIPTION:** The Extension Services Department provides adults and 4-H youth with unbiased, research-based education for agricultural, environmental, and consumer issues.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 428,108	\$ 480,998	\$ 616,415	\$ 616,415
Supplies	6,398	8,300	8,300	8,300
Purchased Services	26,191	56,200	60,700	60,700
Fixed Charges	2,215	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 462,912	\$ 545,498	\$ 685,415	\$ 685,415
Revenue	0	0	0	0
Net County Cost	\$ 462,912	\$ 545,498	\$ 685,415	\$ 685,415
Budgeted Positions	12.375	12.375	12.975	12.975

**SUMMARY OF CHANGES:** The overall increase to the program is \$139,917 and reflects an increase in a 0.6 FTE funded by Weld County for the Master Horticulture program for \$44,480, and the increases for the CSU contract positions, including approximately \$76,300 to cover 80% of the 4-H Director position, with the other 20% covered by the 4-H Endowment and paid through CSU. The \$4,500 increase in Purchases Services is to cover vehicle repair and maintenance expenses, which have never been budgeted before.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The position changes are policy issues for the board. Recommend approval.

**BOARD ACTION:** Approved as recommended.

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

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. New partnerships were established, and opportunities were created.
2. Created marketing/promotional materials for community events as identified in the office strategic plan.
3. CSU agents received academic faculty status.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Plan for growth to balance capacity of infrastructure.
2. Enhance methods of communication to provide communities with increased information, resources, and programming.
3. Continue to expand ways for communities to engage with and receive services from the Weld County Extension.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
4-H enrollment	987	1,000	1,050
4-H volunteers	215	200	200
4-H outreach (non-duplicate)	1,533	1,850	2,300
4-H outreach contact hours	2,788	3,500	3,500
Master Gardener contacts	3,899	3,500	3,600
Master Gardener volunteer hours	2,370	2,400	2,500
Family & Consumer Science social media outreach	18,367	18,000	20,000
Family & Consumer Science in person outreach	354	400	450
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.359	0.350	0.359
Per capita cost (county support)	\$1.34	\$1.54	\$1.90

**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:** The County Fair budget division organizes, plans, and administers the annual County Fair.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 90,459	\$ 89,253	\$ 89,253	\$ 95,035
Supplies	64,548	20,000	20,000	20,000
Purchased Services	1,777,995	68,995	68,995	68,995
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,933,002	\$ 178,248	\$ 178,248	\$ 184,030
Revenue	1,773,548	0	0	0
Net County Cost	\$ 159,454	\$ 178,248	\$ 178,248	\$ 184,030
Budgeted Positions	1.25	1.25	1.25	1.25

**SUMMARY OF CHANGES:** No changes have been requested.

The final budget adjustments include an increase to salaries and benefits of \$5,782.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

# **COUNTY FAIR (CONTINUED) 1000-96200**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. The Weld County Ranch Rodeo is now a Working Ranch Cowboy Association sanctioned rodeo.
2. Livestock Sale grossed \$1.5 million.
3. Collaborations with partners had led to the discussion and proposal of a new facility.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Increase entries and exhibitors' numbers through increased awareness of Fair.
2. Plan for growth to balance capacity of infrastructure.
3. Hire a new Fair Coordinator.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Exhibits registered	5,479	6,000	8,000
Exhibitors registered	950	975	1,000
Attendees	20,000	30,000	32,000
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.036	0.035	0.035
Per capita cost (county support)	\$0.46	\$0.50	\$0.51

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES

**BUDGET UNIT TITLE AND NUMBER:** Veterans Services - - 1000-96400

**DEPARTMENT DESCRIPTION:** The Veterans Services division, in accordance with C.R.S. Title 28, Article 5, Part 8, provides all types of services to veterans of Weld County.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 133,852	\$ 188,368	\$ 188,368	\$ 251,940
Supplies	297	3,500	3,500	3,500
Purchased Services	6,269	9,998	9,998	9,998
Gross County Cost	\$ 140,418	\$ 201,866	\$ 201,866	\$ 265,438
Revenue	14,280	28,560	28,560	28,560
Net County Cost	\$ 126,138	\$ 173,306	\$ 173,306	\$ 236,878
Budgeted Positions	2.0	2.0	3.0	0.0

**SUMMARY OF CHANGES:** An Office Tech III (Grade 17) was approved by the board on January 2, 2023 and added to the budget as an approved item. No changes requested.

The final budget adjustments include an increase to salary and benefits of \$63,572.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** The board agreed in the fall of 2023 to move Veteran's Services to Human Services, under the Wanger-Peyser program. The dollars will be moved to cover the expenses as needed in 2024. Approved as recommended.



# **VETERANS SERVICES (CONTINUED) 1000-96400**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Achieved dual Accreditation with Colorado Department of Military & Veterans Affairs and the National Association of County Veterans Service Officers to allow enhanced claim prosecution.
2. Increased public engagement and outreach by 50% through County Veteran Service Organizations.
3. Developed on-boarding and training plan commensurate with recent State level changes.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Implemented website content improvements by December 31, 2024.
2. Increased public engagement and outreach by 8% annually.
3. Developed flow charts to enable better understanding of claims processes by December 31, 2024.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Active files	6,360	6,300	6,400
Office visits	1,200	1,200	1,200
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.058	0.085	0.083
Per capita cost (county support)	\$0.37	\$0.49	\$0.66

# **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	0	0	0	0
Fixed Charges	100,136	171,263	187,177	187,177
Capital		0	0	0
Gross County Cost	\$ 100,136	\$ 171,263	\$ 187,177	\$ 187,177
Revenue	0	0	0	0
Net County Cost	\$ 100,136	\$ 171,263	\$ 187,177	\$ 187,177
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** The Event Center’s proposed budget for 2024 is \$610,879. Revenue from rents and facility use fees for 2024 is estimated to be \$194,930. The County payment for the Event Center is proposed to be \$187,177, which is up \$15,914, or 9.29%. The increase is due to the increased costs of labor and utilities and anticipated higher usage. 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.

The City of Greeley will also contribute approximately \$187,177 for 2024, per the Intergovernmental Agreement between Weld County and the City of Greeley for the operation of the facility.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** FINANCE AND ADMINISTRATION

**BUDGET UNIT TITLE AND NUMBER:** Asset and Resource Management - - 1000-96600

**DEPARTMENT DESCRIPTION:** The Asset and Resource Management budget unit funds costs associated with the management of county property assets and leases.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	4,647,479	4,700,500	4,736,463	4,736,463
Fixed Charges	180,080	437,385	437,385	437,385
Capital	0	0	0	0
Gross County Cost	\$ 4,827,559	\$ 5,137,885	\$ 5,173,848	\$ 5,173,848
Revenue	0	0	0	0
Net County Cost	\$ 4,827,559	\$ 5,137,885	\$ 5,173,848	\$ 5,173,848
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, including \$40,000 for engineering for water rights on gravel pits and \$29,385 for water right assessments owned by the county. The leases of county assets are funded at \$408,000. Additionally, depreciation of county assets is funded at \$4,696,463.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** GENERAL FUND CONTINGENCY

**BUDGET UNIT TITLE AND NUMBER:** Contingency - - 1000-99999

**DEPARTMENT DESCRIPTION:** Contingency Funds are funds used to cover reasonably unforeseen expenditures.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 10,728,254	\$ 1,780,136
Supplies	0	0	0	0
Purchased Services	0	0	191,300	0
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 0	\$ 0	\$ 10,919,554	\$ 1,780,136
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 10,919,554	\$ 1,780,136
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** The 2024 salary adjustment includes a 5.0% cost of living adjustment (COLA) and a 15% increase to the county portion of paid health insurance costs per employee. There is an additional \$145,610 to adjust some minor issues with the payables, the bilingual pay differential approved by the board in July 2023, and \$4,000,000 to cover anticipated shortages in health insurance and pay equity issues brought up in the position reviews, as an example, the Accounting Tech position reclassifications made by the board in July 2023.

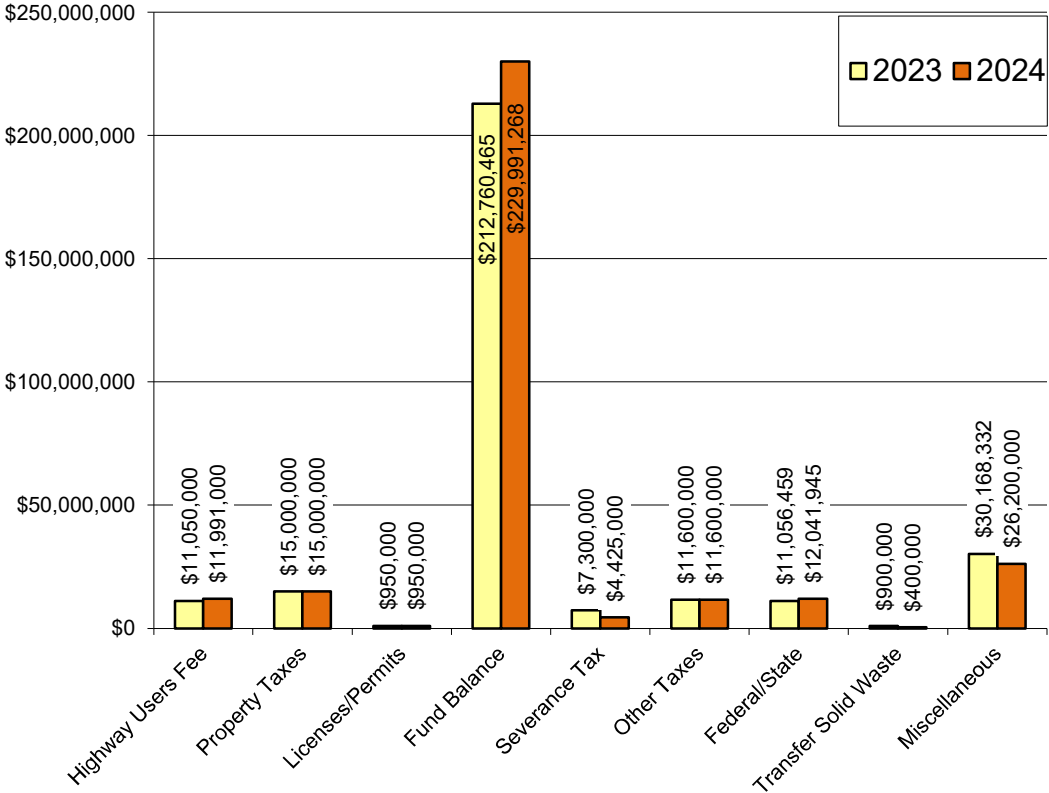
The budget also reflects an employee recognition and retention program (\$191,300) that will be allocated out at the department level if approved. With the increasing difficulty of retaining staff, the county is attempting ways of creatively appreciating employees to improve job satisfaction and retention, as a part of Being an Employer of Choice (Strategic Priority #4) of the county's Strategic Plan.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Salary adjustment amounts, and all contingency dollars, are policy issues for the board.

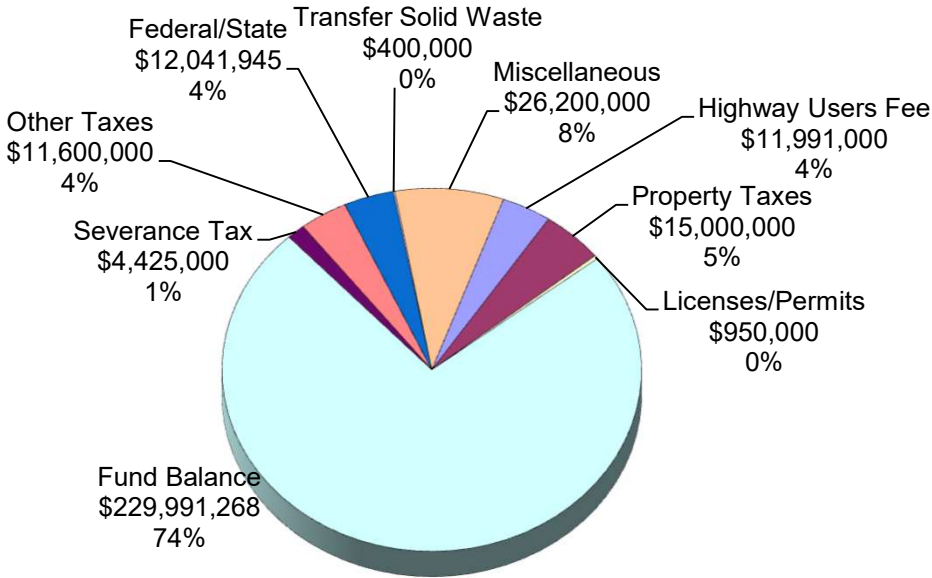
**BOARD ACTION:** The final salary adjustments include a 5.0% COLA, step increases as policy dictates, and a total of 26% increase in health insurance to balance the Health Insurance Fund. After all adjustments were made, the remaining \$1,780,136 remains budgeted as salary contingency, for if any pay equity issues to be addressed immediately in 2024. The employee recognition program was increased by \$4,000 to cover 40 additional staff in Human Services, and moved to Non-Departmental, Org 90100.

# PUBLIC WORKS

## Revenue and Resource Changes

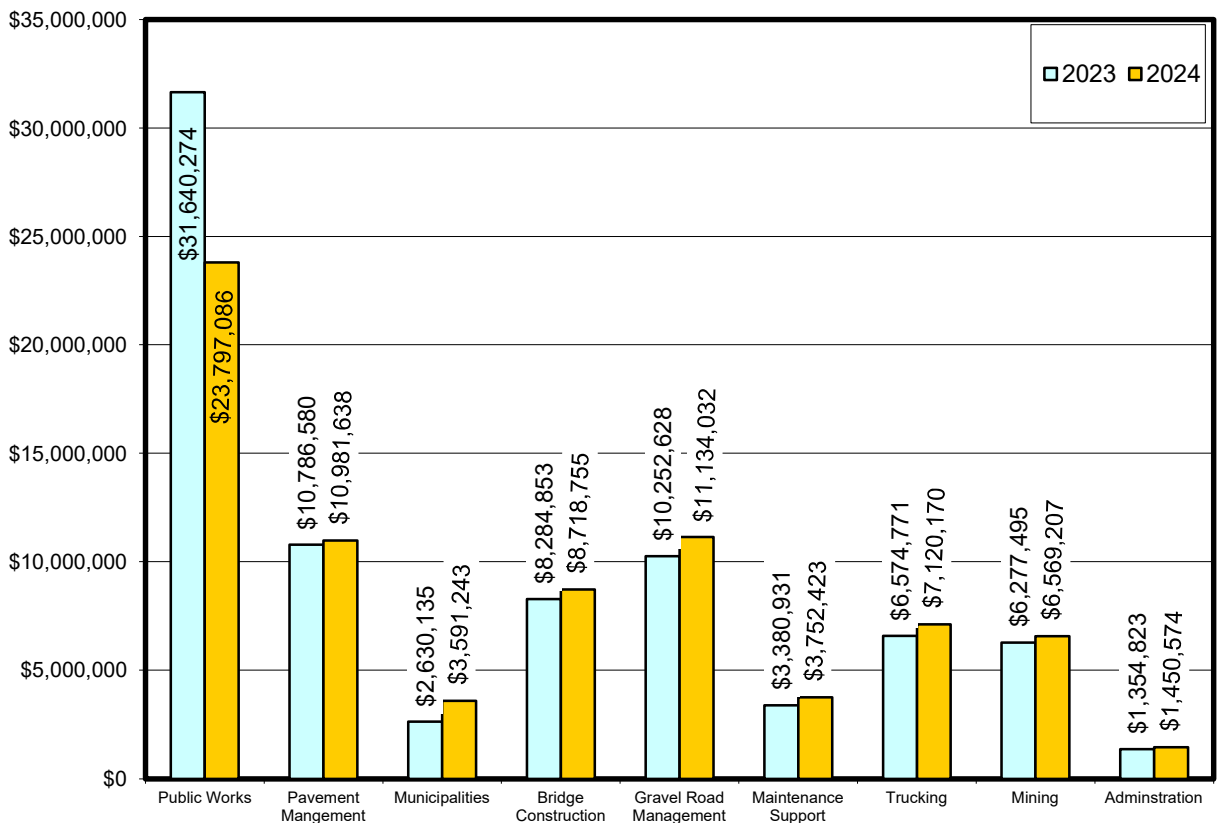
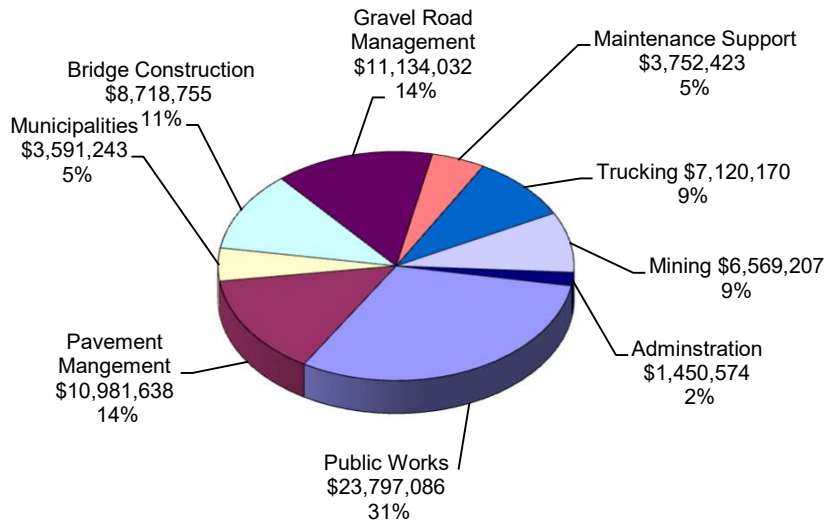


### 2024 Revenue Total \$312,599,213 (2023 \$300,785,256)



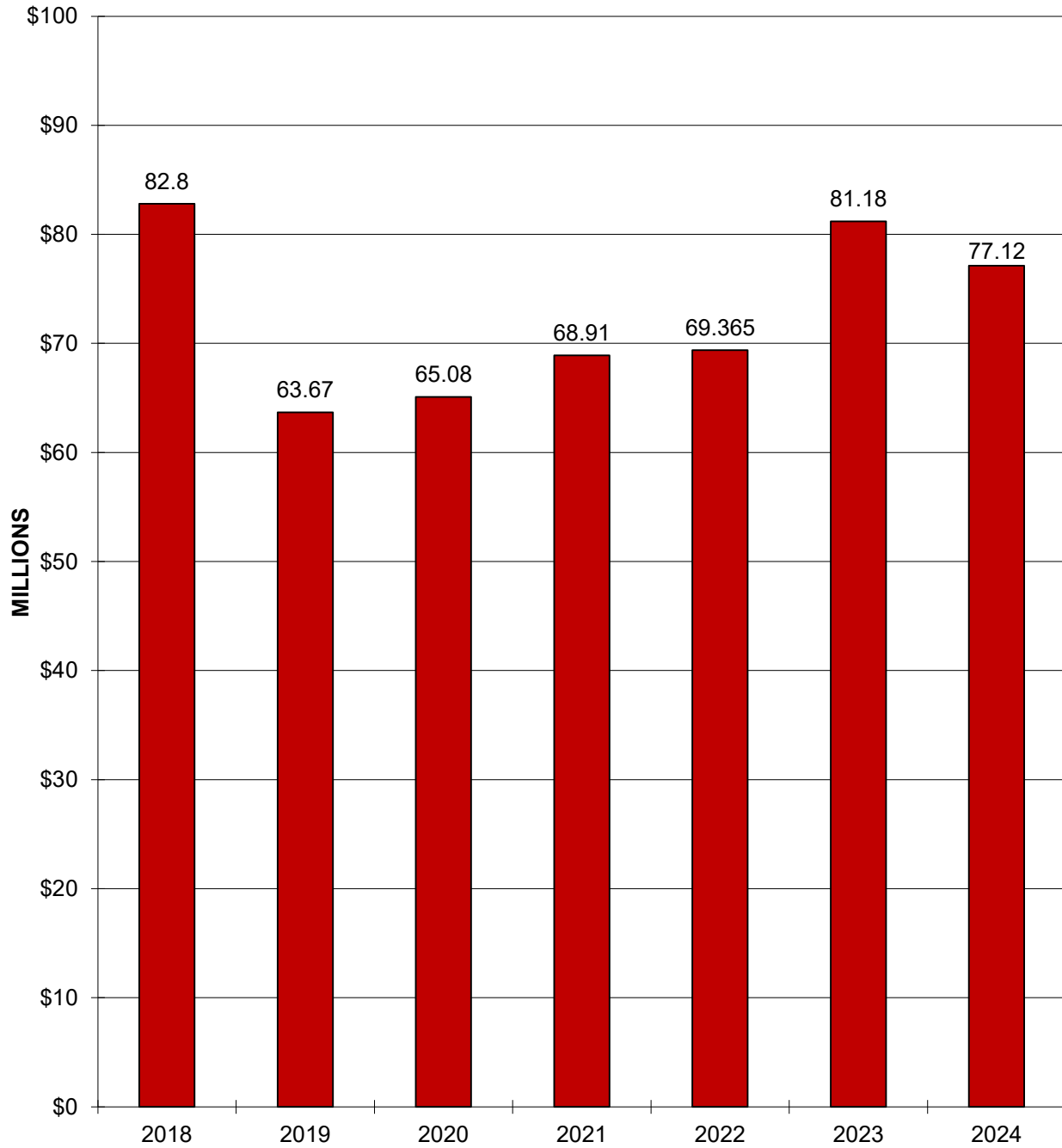
# PUBLIC WORKS 2024 EXPENDITURES

**Total \$77,115,128 (2023 \$81,182,490)**



# 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 2024 total \$312,599,213 which includes a fund balance of \$229,991,268. Property tax is set at \$15,000,000, the same as 2023. Specific Ownership tax is estimated to remain at \$11,600,000. Total HUTF will be \$11,991,000, a \$941,000 increase from 2023. Permit revenues and Motor Vehicle Registration Fees are budgeted at \$950,000 and \$400,000, respectively, remaining the same as 2023. Grazing fees are \$8,000,000, which is \$1.5 million higher than budgeted in 2023. Oil and gas revenues are \$25,000,000, which reflects a \$500,000 decrease from what was budgeted in 2023. There is \$400,00 from Solid Waste Fund for roads impacted by the landfills.

Federal mineral lease revenues are \$1,200,000 due to the creation of the Weld County Federal Mineral Lease District. The federal mineral lease revenue will flow through the district and then Public Works will apply to the district for funding of projects. In 2024, the district is funding \$1,200,000 in oil and gas haul route projects. PILT is budgeted at \$88,500 remaining the same as expected in 2023. Severance tax is budgeted at \$4,425,000. In accordance with 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.

Grant Revenue is budgeted at \$3,553,445 and includes the Energy Impact Assistance grants which are expected to total \$1,500,000. There is a State grant for Bridge 19/46.5A for \$500,000, CMAQ through CDOT grant of \$953,445 for the intersection improvements at Hwy 52 and WCR 41, and an additional \$600,000 expected from CDOT for the intersection improvements at Hwy 392 and WCR 35.

The budgeted appropriations for Public Works in 2024 total \$77,115,128 and is down \$4,067,362 from 2023. The decrease reflects difficulty in getting workers and supplies to complete projects in a timely manner, causing projects to take longer to complete, and less time available to start new projects in future years until the existing projects are completed. Increases in the uniform allowance and safety program incentives were included once approved by the board. All other requests were approved, with reclassifications approved at the Human Resources' reviewed levels.

While the growth in the County's assessed value and economic stimulus of the energy industry in Weld County has been positive in recent years, the downside is the County has had to add significant resources to the Public Works budget 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 and population growth. 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 and population growth in the County. As oil and gas prices and production stabilize, looking forward to 2024 and beyond, the amount spent on capital projects should also be stable.

The 2024 Public Works Capital Improvements Plan is available on the County web site at <https://www.weld.gov/Government/Departments/Public-Works/Transportation-Planning>.



# 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 2024 allocation of highway user tax fund monies and county road and bridge fund are as follows:

Gravel Road Management	\$ 11,134,032
Maintenance Support	<u>856,968</u>
TOTAL	<u>\$ 11,991,000</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 2024 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	\$ 8,718,755	\$ 0	\$ 8,718,755
Gravel Road Management	11,134,032	11,134,032	0
Maintenance Support	3,752,423	856,968	2,895,455
Trucking	7,120,170	0	7,120,170
Mining	6,569,207	0	6,569,207
Administration	1,450,574	0	1,450,574
Pavement Management	10,981,638	0	10,981,638
Municipalities	3,591,243	0	3,591,243
Public Works:			
Haul Route Program (HARP)	3,000,000	0	3,000,000
Part-time	1,792,510	0	1,792,510
Contract	19,004,576	0	19,004,576
<b>TOTAL</b>	<b><u>\$77,115,128</u></b>	<b><u>\$11,991,000</u></b>	<b><u>\$65,124,128</u></b>

Based on the above allocation, Weld County is not required to competitively bid any service. However, it is anticipated that Weld County will bid out \$3,653,375 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 \$7,552,375 in bid projects for 2024. Maintenance of effort requirement was eliminated by the 1994 State Legislature, effective with the 1995 budget and, therefore, it is not demonstrated in this budget document.

**PUBLIC WORKS  
SUMMARY OF REVENUES  
2024**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2023 Budget</b>	<b>2024 Request</b>	<b>2024 Recommend</b>	<b>2024 Final</b>
			<b>TAXES</b>				
2000	90100	4112	CURRENT PROPERTY TAXES	15,000,000	15,000,000	15,000,000	15,000,000
2000	90100	4130	SPECIFIC OWNERSHIP TAXES	11,600,000	11,600,000	11,600,000	11,600,000
2000	90100	4140	SEVERANCE TAXES	7,300,000	4,425,000	4,425,000	4,425,000
			<b>TOTAL TAXES</b>	<b>33,900,000</b>	<b>31,025,000</b>	<b>31,025,000</b>	<b>31,025,000</b>
			<b>PERMITS</b>				
2000	90100	4221	PERMITS	950,000	950,000	950,000	950,000
			<b>INTERGOVERNMENTAL</b>				
2000	90100	4316	GRAZING ACT	6,500,000	8,000,000	8,000,000	8,000,000
2000	90100	4318	PAYMENT IN LIEU OF TAXES	88,500	88,500	88,500	88,500
2000	90100	4334	HIGHWAY USER	11,050,000	12,100,000	12,100,000	11,991,000
2000	90100	4338	MOTOR VEHICLE REG	400,000	400,000	400,000	400,000
2000	90100	4340	GRANTS	4,067,959	3,553,445	3,553,445	3,553,445
			<b>TOTAL INTERGOVERNMENTAL</b>	<b>22,106,459</b>	<b>24,141,945</b>	<b>24,141,945</b>	<b>24,032,945</b>
			<b>MISCELLANEOUS</b>				
2000	90100	4640	OIL AND GAS	25,500,000	25,000,000	25,000,000	25,000,000
2000	90100	4680	OTHER	4,668,332	1,200,000	1,200,000	1,200,000
			<b>TOTAL MISCELLANEOUS</b>	<b>30,168,332</b>	<b>26,200,000</b>	<b>26,200,000</b>	<b>26,200,000</b>
			<b>TRANSFER</b>				
2000	90100	712700	TRANSFER	900,000	400,000	400,000	400,000
			<b>TOTAL PUBLIC WORKS</b>	<b>88,024,791</b>	<b>82,716,945</b>	<b>82,716,945</b>	<b>82,607,945</b>

**PUBLIC WORKS  
SUMMARY OF EXPENDITURES  
2024**

Fund	Org	Expenditure Function	2023 Budget	2024 Request	2024 Recommend	2024 Final
2000	30100	ADMINISTRATION	1,354,823	1,449,734	1,435,615	1,450,574
2000	32100	TRUCKING	6,574,771	6,928,457	6,920,957	7,120,170
2000	32200	GRAVEL ROAD MANAGEMENT	10,252,628	10,764,931	10,752,281	11,134,032
2000	32300	ROAD AND BRIDGE CONSTRUCTION	8,284,853	8,576,784	8,568,434	8,718,755
2000	32400	MAINTENANCE SUPPORT	3,380,931	3,591,276	3,588,026	3,752,423
2000	32500	OTHER PUBLIC WORKS	31,640,274	23,242,341	23,242,341	23,797,086
2000	32600	MINING	6,277,495	6,463,991	6,462,241	6,569,207
2000	32700	PAVEMENT MANAGEMENT	10,786,580	10,865,681	10,858,131	10,981,638
2000	56200	CITIES AND TOWNS	2,630,135	3,591,243	3,591,243	3,591,243
2000	99999	CONTINGENCY	0	1,475,424	1,475,424	0
<b>TOTAL PUBLIC WORKS</b>			<b>81,182,490</b>	<b>76,949,862</b>	<b>76,894,693</b>	<b>77,115,128</b>

# **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	\$ 15,702,512	\$ 19,072,888	\$ 20,856,160	\$ 20,476,538
Supplies	11,717,249	17,923,180	19,029,221	19,029,221
Purchased Services	32,733,786	44,038,422	36,994,481	37,539,369
Fixed Charges	13,503	70,000	70,000	70,000
Contra Expense	1,954,991	0	0	0
Capital	8,250	78,000	0	0
Gross County Cost	\$ 62,130,291	\$ 81,182,490	\$ 76,949,862	\$ 77,115,128
Revenue/Fund Bal.	123,111,938	66,182,490	67,716,945	67,607,945
Net Property Tax Contributed	\$ 14,973,843	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000
Budgeted Positions	171	175	176	176

**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:** The Administration division directs the activities of Public Works, coordinates complaints, and maintains cost accounting records on projects.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 962,449	\$ 1,007,716	1,048,221	1,049,061
Supplies	111,087	132,621	154,371	154,371
Purchased Services	185,121	214,486	247,142	247,142
Fixed Charges	-2,281	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,256,376	\$ 1,354,823	\$ 1,449,734	\$ 1,450,574
Revenue	0	0	0	0
Net County Cost	\$ 1,256,376	\$ 1,354,823	\$ 1,449,734	\$ 1,450,574
Budgeted Positions	8	8	8	8

**SUMMARY OF CHANGES:** Personnel Services increased \$40,505 for salaries and benefits to move four employees from Office Technician positions to specific Public Works designations. One position moved to a Grade 35, two positions to Grade 25, and one position to Grade 31.

Supplies is up \$21,750 as the per employee safety award amount was increased as part of the department's Safety Program. There was also an increase in diesel exhaust fluid. Purchased Services increased a total of \$32,656, and includes Publications and Subscriptions up by \$170 for manuals, Phones up \$1,116 for an additional iPhone and iPad, Vehicle Expenses increasing \$3,925 due to historic repair costs and for diesel costs for a spare pooled vehicle. The increase is also made up of Travel and Meetings up \$5,500 to send employees to Bridge Inspection Training and allow two employees to attend the Cartegraph annual conference, and Training increasing \$26,220, mostly due to the cost for employees to obtain CDL licenses to operate equipment. Other categories were decreased to accommodate the increases.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The safety program increase from \$50 to \$75 per employee was not sufficiently justified, so the increase was removed (-\$5,750). The training increase and reclassification requests are policy issues for the board. Compensation analysis puts the respective increases from the original Office Tech IV (Grade 22) to a requested Grade 35, supported at Grade 25. The remaining three reclassifications for Office Tech III (Grade 17) are as follows: two positions from Grade 25 to Grade 22, and one Grade 31 to Grade 23, for a total cost of \$32,136. Recommend approval of Human Resource's recommendation.

**BOARD ACTION:** The safety program was approved at \$75 per person and the final budget adjustments include the COLA and insurance increases, as well as the first admin reclassification, requested at Grade 35, recommended at Grade 25, and approved at Grade 27. Approved as adjusted.

# **ADMINISTRATION (CONTINUED) 2000-30100**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Assisted with asset creation for culverts in Cartegraph.
2. Completed 40% of historical scanning.
3. Continued automation creation in Cartegraph to increase efficiency.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Provide administrative support for preliminary transition to Cartegraph for Engineering staff.
2. Enhance safety and training programs.
3. Enhance data analysis for data tracking database programs.

### **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Perform administrative duties with less than 1% error	95%	95%	95%
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.232	0.226	0.221
Per capita cost (county support)	\$3.64	\$3.83	\$4.01

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** DEPARTMENT OF PUBLIC WORKS

**BUDGET UNIT TITLE AND NUMBER:** Trucking - - 2000-32100

**DEPARTMENT DESCRIPTION:** The Trucking division 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 2,937,148	\$ 3,233,557	\$ 3,263,781	\$ 3,455,494
Supplies	5,494	8,000	13,450	13,450
Purchased Services	3,514,623	3,333,214	3,651,226	3,651,226
Fixed Charges	-1,095	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 6,456,170	\$ 6,574,771	\$ 6,928,457	\$ 7,120,170
Revenue	0	0	0	0
Net County Cost	\$ 6,456,170	\$ 6,574,771	\$ 6,928,457	\$ 7,120,170
Budgeted Positions	33	33	33	33

**SUMMARY OF CHANGES:** Personnel Services increased a total of \$30,224. Salaries increased \$7,500 as the outerwear reimbursement for full-time employees was increased to reflect the rising costs of clothing and safety-toed boots. Overtime was increased \$22,724 as the estimated hourly rate was adjusted to reflect current employee pay rates. Supplies increased \$5,450 for hand-held radio and battery replacements in Other Operating Supplies.

Purchased Services increased a total of \$318,012 mostly due to an increase in contracted material hauling costs of \$217,500 in Contract Payments. Utilities increased \$2,000 based on historic costs and service fees for the port-o-let units. Vehicle Expenses increased \$98,512 to reflect anticipated repair costs.

The final budget adjustments include an increase of \$191,713 in salaries and benefits.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The outerwear reimbursement increase was removed by Finance, back to \$250 from the requested \$500 per employee, removing \$7,500 in Personnel. The increase is a policy issue for the board. Recommend approval of the remaining budget.

**BOARD ACTION:** The outerwear reimbursement was agreed upon by the Board, Finance, and department at \$350 per person eligible, with a policy being implemented to show structure of the eligible purchases. Approved as adjusted.



**TRUCKING  
(CONTINUED)  
2000-32100**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Safely satisfied hauling needs for County divisions.
2. Stayed within budget constraints.
3. Completed material hauling contract.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Work efficiently to complete gravel road maintenance plan.
2. Continue to satisfy material hauling needs for all Public Works divisions.
3. Improve safety by implementing new program for training drivers.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Tons of Surface Gravel Transported	437,378	430,000	430,000
Tons of All Material Transported	658,005	670,000	670,000
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.956	0.933	0.913
Per capita cost (county support)	\$18.71	\$18.59	\$19.69

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** DEPARTMENT OF PUBLIC WORKS

**BUDGET UNIT TITLE AND NUMBER:** Gravel Road Management - 2000-32200

**DEPARTMENT DESCRIPTION:** The Gravel Road Management division manages a fleet of 46 motor graders, 13 water tankers, 9 rollers, 2 reclaimers, 29 grader zones, 20 satellite Public Works facilities, and 4 fugitive dust/roving maintenance teams responsible for the upkeep of gravel roads in Weld County (approximately 2,500 miles).

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 4,385,093	\$ 5,080,265	\$ 5,101,911	\$ 5,471,012
Supplies	1,534,637	2,161,780	2,368,790	2,368,790
Purchased Services	3,429,899	3,010,583	3,294,230	3,294,230
Fixed Charges	-1,095	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 9,348,534	\$ 10,252,628	\$ 10,764,931	\$ 11,134,032
Revenue	0	0	0	0
Net County Cost	\$ 9,348,534	\$ 10,252,628	\$ 10,764,931	\$ 11,134,032
Budgeted Positions	52	53	53	53

**SUMMARY OF CHANGES:** Personnel Services increased a total of \$21,646. Salaries increased \$11,750 as the outerwear reimbursement for full-time employees was increased to reflect the rising costs of clothing and safety-toed boots. Overtime was increased \$9,896 as the estimated hourly rate was adjusted to reflect current employee pay rates.

Supplies increased a total of \$207,010. Uniforms increased \$1,800 as outerwear for seasonal employees was increased from \$150 per person to \$350 per person. Other Operating Costs was increased \$205,210 due to the rising cost of both dust palliative chemicals and grader tire chains. The cost of hand-held radio replacements and batteries was added.

Purchased Services was increased \$283,647. Utilities increased \$24,280 to reflect the utility costs at the satellite grader stations and port-o-let service fees. Vehicle Expense increased \$228,567 to reflect fuel deliveries to grader stations and historic repair costs. Machinery and Equipment Rental was increased \$30,800 due to rising rental rates for motor graders and rollers.

The final budget adjustment includes an increase of 369,101 in salaries and benefits.

**FINANCE/ADMINISTRATION RECOMMENDATION** The outerwear reimbursement increase was removed by Finance, back to \$250 from the requested \$500 per employee, removing \$11,750 in Personnel and \$900 in Uniforms (from \$350 to \$250 for 9 seasonals). The increases are a policy issue for the board. Recommend approval of the remaining budget.

# **GRAVEL ROAD MANAGEMENT (CONTINUED) 2000-32200**

**BOARD ACTION:** The outerwear reimbursement was agreed upon by the Board, Finance, and department at \$350 per person eligible, with a policy being implemented to show structure of the eligible purchases. Approved as adjusted.

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Accomplished all division tasks while improving gravel roads and staying under budget.
2. 98% of grader operators attended all safety meetings throughout the year.
3. All citizen service calls were addressed and responded to by the next day and issues taken care of within a week.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Keep Cartegraph assets up-to-date and develop an OCI for gravel roads while maintaining accurate information for use in HUTF and GASB reports.
2. Maintain a 98+% safety attendance with fewer accidents throughout the year.
3. Upgrade the gravel arterial and collector functional classification roads while staying within budget.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Miles of Topical Application	137	137	158
Miles of Full Depth Application	58	60	65
Miles of Road Rehabilitation	22	24	25
Miles of Gravel Replenished	268	325	415
Lane Miles of Gravel Roads Maintained	231,866	185,000	180,000
Lane Miles of Snow Removed on Gravel Roads	98,110	90,000	95,000
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	1.507	1.498	1.466
Per capita cost (county support)	\$27.09	\$28.99	\$30.79

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** DEPARTMENT OF PUBLIC WORKS

**BUDGET UNIT TITLE AND NUMBER:** Bridge Construction - - 2000-32300

**DEPARTMENT DESCRIPTION:** The Bridge Construction division consists of 33 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 2,900,170	\$ 3,353,861	\$ 3,375,511	\$ 3,517,482
Supplies	1,589,339	3,374,525	3,643,275	3,643,275
Purchased Services	1,193,900	1,511,467	1,512,998	1,512,998
Fixed Charges	-913	45,000	45,000	45,000
Capital	0	0	0	0
Gross County Cost	\$ 5,682,496	\$ 8,284,853	\$ 8,576,784	\$ 8,718,755
Revenue	3,175	0	0	0
Net County Cost	\$ 5,679,321	\$ 8,284,853	\$ 8,576,784	\$ 8,718,755
Budgeted Positions	33	33	33	33

**SUMMARY OF CHANGES:** Personnel Services increased \$21,650. Salaries increased \$7,250 as the outerwear reimbursement for full-time employees was increased to reflect the rising costs of clothing and safety-toed boots. Overtime was increased \$14,400 as the estimated hourly rate was adjusted to reflect current employee pay rates.

Supplies increased a total of \$268,750. Small Items of Equipment increased \$3,000 due to rising costs of tools. Road Construction Supplies increased by \$217,100 to account for increased prices for class 6 material, bulk cement, and contracted RAP crushing costs. Uniforms increased \$2,200 as outerwear for seasonal employees was increased from \$150 per person to \$350 per person. Other Operating Supplies increased \$46,375 due to rising costs for culvert lining products. Cost of Goods Sold increased \$75 to reflect anticipated costs.

Purchased Services was increased by \$1,531. Utilities was increased \$2,000 to reflect port-o-let service fees. Vehicle Expense decreased \$5,469 due to lower anticipated CNG prices. Repair and Maintenance Other was increased \$5,000 for repair or replacement of GPS units.

The final budget adjustment includes an increase of \$141,971 in salaries and benefits.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The outerwear reimbursement increase was removed by Finance, back to \$250 from the requested \$500 per employee, removing \$7,250 in Personnel and \$1,100 in Uniforms (from \$350 to \$250 for 11 seasonals). The increases are a policy issue for the board. Recommend approval of the remaining budget.

# **BRIDGE CONSTRUCTION (CONTINUED) 2000-32300**

**BOARD ACTION:** The outerwear reimbursement was agreed upon by the Board, Finance, and department at \$350 per person eligible, with a policy being implemented to show structure of the eligible purchases. Approved as adjusted.

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Maintained bridges to prevent any restrictions.
2. Completed road construction projects within budget
3. Completed minor bridge inspections and maintenance scheduled.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Enter culvert locations into Cartegraph to track assets.
2. Improve and extend maintenance schedules and workflow.
3. Incorporate entry level driver CDL training program.

### **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Miles of Road Construction Completed	13.5	11.0	15.0
Bridge Projects Completed	10	5	6
Culverts Replaced	65	75	80
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.956	0.933	0.913
Per capita cost (county support)	\$16.45	\$23.42	\$24.11

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** DEPARTMENT OF PUBLIC WORKS

**BUDGET UNIT TITLE AND NUMBER:** Maintenance Support - - 2000-32400

**DEPARTMENT DESCRIPTION:** The Maintenance Support division 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,117,977	\$ 1,480,095	\$ 1,490,145	\$ 1,651,292
Supplies	929,532	1,526,340	1,798,750	1,798,750
Purchased Services	217,839	296,496	302,381	302,381
Fixed Charges	-1,095	0	0	0
Capital	0	78,000	0	0
Gross County Cost	\$ 2,264,253	\$ 3,380,931	\$ 3,591,276	\$ 3,752,423
Revenue	4,798	0	0	0
Net County Cost	\$ 2,259,455	\$ 3,380,931	\$ 3,591,276	\$ 3,752,423
Budgeted Positions	12	15	15	15

**SUMMARY OF CHANGES:** Personnel Services increased by \$10,050. Salaries increased \$3,250 as the outerwear reimbursement for full-time employees was increased to reflect rising costs of clothing and safety-toed boots. Overtime was increased \$6,800 as the estimated hourly rate was adjusted to reflect current employee pay rates.

Supplies increased \$272,410. Small Items of Equipment increased by \$600 due to rising costs of tools. Road Construction Supplies is up \$209,750 to account for increased costs of sand, ice slicer and deicer used for snow and ice control. Other Operating Supplies is up \$10,810 due to rising costs of commodities. Cost of Goods Sold was increased by \$51,250 to reflect higher costs for traffic paint and glass beads.

Purchased Services is up a total of \$5,885. Utilities increased \$250 to reflect port-o-let service fees. Vehicle Expense increased \$5,635 for historic and anticipated repair costs. Capital decreased \$78,000 as no purchases are anticipated in 2024.

The final budget adjustments include an increase of \$161,147 in salaries and benefits.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The outerwear reimbursement increase was removed by Finance, back to \$250 from the requested \$500 per employee, removing \$3,250 in Personnel. The increase is a policy issue for the board. Recommend approval of the remaining budget.

# **MAINTENANCE SUPPORT (CONTINUED) 2000-32400**

**BOARD ACTION:** The outerwear reimbursement was agreed upon by the Board, Finance, and department at \$350 per person eligible, with a policy being implemented to show structure of the eligible purchases. Approved as adjusted.

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Purchased and implemented new digital sign printing and production equipment.
2. Produced and implemented data driven asset maintenance and replacement plans for signs, supports, thermal markings, and snow fences.
3. Obtained additional staff and had five staff members completed the national Traffic Control Supervisor certification training.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Provide additional resource to enhance snow and ice removal capabilities and efficiency.
2. Improve priorities of aged assets and workflow.
3. Provide equipment to increase efficiency of daily tasks, while increasing safety for employees and the traveling public.

### **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Stop Signs Repaired	257	285	300
Miles of Pavement Striped	745	875	875
Scheduled Construction Closures	81	90	90
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.348	0.424	0.415
Per capita cost (county support)	\$6.55	\$9.56	\$10.38

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** DEPARTMENT OF PUBLIC WORKS

**BUDGET UNIT TITLE AND NUMBER:** Other Public Works - - 2000-32500

**DEPARTMENT DESCRIPTION:** Other Public Works accounts for reserve/temporary employees for seasonal work and contract payments for bridge grants and road construction projects are included in this budget unit.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 739,458	\$ 1,736,015	\$ 1,782,653	\$ 1,792,510
Supplies	0	0	0	0
Purchased Services	21,948,049	29,904,259	21,459,688	21,459,688
Fixed Charges	0	0	0	0
Capital	8,250	0	0	0
Gross County Cost	\$ 22,695,757	\$ 31,640,274	\$ 23,242,341	\$ 23,252,198
Revenue	0	0	0	0
Net County Cost	\$ 22,695,757	\$ 31,640,274	\$ 23,242,341	\$ 23,252,198
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** The Other Public Works budget unit is budgeted at \$23,242,341 based on the Capital Improvement Plan (CIP). This is a decrease of \$8,397,933 from 2023. Personnel Services is up \$46,638. Utilities increased \$1,650 for streetlights at the 33/74 roundabout. Contract Payments decreased \$807,429 for railroad closures. Infrastructure Projects decreased \$7,638,792 with the completion of the 33/74 roundabout and Bridge 19/46.5A.

The final budget adjustment includes an increase of \$9,857 in benefits and salaries.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The Public Works Capital Improvement Plan (CIP) is reviewed and approved by the board each year. The projects align with the currently approved CIP projects. Recommend approval.

**BOARD ACTION:** Approved as recommended.



**OTHER PUBLIC WORKS  
(CONTINUED)  
2000-32500**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Completed the HRP and LVR programs within budget.
2. The majority of the cost estimates were improved.
3. Performed more in-house lab tests.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Update bridge project cost estimates more often to keep up with cost increases due to inflation.
2. Strengthen and clarify bid specifications to reduce change orders.
3. Provide more in-house training for engineers and inspectors on how to interpret the specifications.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Bridge Rehabilitation Projects	8	1	3
<b><u>Efficiency Measures</u></b>			
Per capita cost (county support)	\$65.76	\$89.45	\$64.30

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** DEPARTMENT OF PUBLIC WORKS

**BUDGET UNIT TITLE AND NUMBER:** Mining - - 2000-32600

**DEPARTMENT DESCRIPTION:** The Mining division is responsible for mining, crushing, and screening of gravel in county-owned quarries.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 595,757	\$ 676,066	\$ 790,600	\$ 895,816
Supplies	3,270,846	5,113,874	5,114,374	5,114,374
Purchased Services	490,388	487,555	559,017	559,017
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 4,356,991	\$ 6,277,495	\$ 6,463,991	\$ 6,569,207
Revenue	0	0	0	0
Net County Cost	\$ 4,356,991	\$ 6,277,495	\$ 6,463,991	\$ 6,569,207
Budgeted Positions	7	7	8	8

**SUMMARY OF CHANGES:** Personnel Services are up a total of \$114,534 with the addition of one foreman position at a Grade 38, including salary, benefits and outerwear reimbursement for \$109,516. This includes an increase in Overtime of \$3,268 as the estimated hourly rate was adjusted to reflect current employee pay rates and an increase in outerwear reimbursement of \$1,750 to allow for \$500 per employee instead of \$250, reflecting increasing costs.

Supplies increased by \$500 to reflect higher costs for tools in Other Operating Supplies. Purchased Services increased a total of \$71,462. Utilities was increased \$2,500 to reflect port-o-let service fees. Vehicle Expense is up \$66,962 for historic repair costs and anticipated gallons of fuel. Machinery and Equipment Rental was increased \$2,000 for rising costs of liner changes.

The final budget adjustment includes an increase of \$105,216 in salaries and benefits.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The outerwear reimbursement increase was removed by Finance, back to \$250 from the requested \$500 per employee, removing \$1,750 in Personnel. The new foreman position and the outerwear increase are policy issues for the board. Recommend approval of the remaining budget.

**BOARD ACTION:** The outerwear reimbursement was agreed upon by the Board, Finance, and department at \$350 per person eligible, with a policy being implemented to show structure of the eligible purchases. Approved as adjusted.

**MINING  
(CONTINUED)  
2000-32600**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Completed crushing contract to meet material needs.
2. Identified and pursued future gravel resources.
3. Fulfilled crushing needs.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Conduct MSHA safety training and improve record keeping.
2. Continue to pursue new gravel resources.
3. Safely produce quality material for County needs.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Tons of Pit Run Material Processed	377,815	425,000	425,000
Tons of Road Base Produced	267,399	300,000	300,000
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.203	0.198	0.221
Per capita cost (county support)	\$12.62	\$17.75	\$18.17

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** DEPARTMENT OF PUBLIC WORKS

**BUDGET UNIT TITLE AND NUMBER:** Pavement Management -- 2000-32700

**DEPARTMENT DESCRIPTION:** The Pavement Management division performs paved road maintenance involving asphalt patching, potholes, and paving operations. It is also responsible for pavement testing, concrete curb and gutter, crack fill, seal coat, and gravel shoulder improvements as well as snow removal operation as needed.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 2,064,460	\$ 2,505,313	\$ 2,527,914	\$ 2,643,871
Supplies	4,276,314	5,606,040	5,936,211	5,936,211
Purchased Services	1,755,745	2,650,227	2,376,556	2,376,556
Fixed Charges	10,629	25,000	25,000	25,000
Capital	0	0	0	0
Gross County Cost	\$ 8,107,148	\$ 10,786,580	\$ 10,865,681	\$ 10,981,638
Revenue	0	0	0	0
Net County Cost	\$ 8,107,148	\$ 10,786,580	\$ 10,865,681	\$ 10,981,638
Budgeted Positions	26	26	26	26

**SUMMARY OF CHANGES:** Personnel Services increased by \$22,601. Salaries increased \$5,750 as the outerwear reimbursement for full-time employees was increased to reflect rising costs for clothing and safety-toed boots. Overtime is up \$16,851 due to historical costs for plowing snow and the remote location of the CR 77 road project in north Weld County.

Supplies increased a total of \$330,171. Road Construction Supplies is up \$293,221 to move all hot mix asphalt to a warm mix asphalt per the State EPD's requirements. There is an increase in the cost of chips for the chipseal/slurry seal program and an increase in paving fabric costs. Uniforms and Clothing was increased \$3,600 as the outerwear reimbursement for seasonal employees was raised from \$150 per person to \$350. Other Operating Supplies is up \$33,350 due to an increase in the cost of replacement teeth for the milling machine, the cost of new radios, and/or replacements along with batteries and chargers.

Purchased Services decreased by \$273,671. Utilities increased \$1,781 to reflect an increase in port-o-let service fees. Contract Payments is down \$145,000 to correct a mathematical error in the 2023 budget figure. Other Professional Services decreased \$180,000 as the next data collection won't take place until 2026. Vehicle Expense increased \$49,548 for anticipated fuel costs due to the remote location of the CR 77 project, an additional blade, and an increase in snow operations.

The final budget adjustments include an increase of \$115,957 in salaries and benefits.

# **PAVEMENT MANAGEMENT (CONTINUED) 2000-32700**

**FINANCE/ADMINISTRATION RECOMMENDATION:** The outerwear reimbursement increase was removed by Finance, back to \$250 from the requested \$500 per employee, removing \$5,750 in Personnel and \$1,800 in Uniforms (from \$350 to \$250 for 18 seasonals). The increases are a policy issue for the board. Recommend approval of the remaining budget.

**BOARD ACTION:** The outerwear reimbursement was agreed upon by the Board, Finance, and department at \$350 per person eligible, with a policy being implemented to show structure of the eligible purchases. Approved as adjusted.

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Completed the maintenance overlay, chip seal, crack seal, concrete and slurry seal programs.
2. Completed the new paved road segments in Cartegraph (one-mile segments instead of HUTF segments).
3. Set up a new SOP (Standard Operating Procedure) for weekly safety inspections of Building #1 (general housekeeping items).

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

1. Complete all Pavement Management projects on time and under budget.
2. Set up a 5-year plan for maintenance overlay, FDR projects, chip seal, slurry seal and crack fill programs.
3. Research new projects/ideas to help off-set the rising cost of products used in pavement maintenance/preservation.

### **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Miles of Paving	30.38	21.92	29.00
Miles of Milling	24.28	14.46	28.00
Miles of Chip Seal	39.27	39.51	45.00
Miles of Crack Seal	21.25	45.00	45.00
Miles of Sand & Slurry Seal	13.35	16.84	15.00
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.753	0.735	0.719
Per capita cost (county support)	\$23.49	\$30.50	\$30.37

# **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	3,243,895	2,630,135	3,591,243	3,591,243
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 3,243,895	\$ 2,630,135	\$ 3,591,243	\$ 3,591,243
Revenue	0	0	0	0
Net County Cost	\$ 3,243,895	\$ 2,630,135	\$ 3,591,243	\$ 3,591,243
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 2024 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:** The Non-Departmental Revenue budget unit accounts for revenue generated by Public Works Fund.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	s
Purchased Services	0	0	0	0
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Revenue/Fund Balance	\$ 121,329,799	\$ 66,024,791	\$ 67,716,945	\$ 67,607,945
Net Property Tax Contributed	\$ 14,970,410	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** The resources for 2024 total \$312,708,213 which includes a fund balance of \$229,991,268. Property tax is set at \$15,000,000, the same as 2023. Specific Ownership tax is estimated to remain at \$11,600,000. Total HUTF will be \$12,100,000, a \$1,050,000 increase from 2023. Permit revenues and Motor Vehicle Registration Fees are budgeted at \$950,000 and \$400,000, respectively, remaining the same as 2023. Grazing fees are \$8,000,000, which is \$1.5 million higher than budgeted in 2023. Oil and gas revenues are \$25,000,000, which reflects a \$500,000 decrease from what was budgeted in 2023. There is \$400,00 from Solid Waste Fund for roads impacted by the landfills.

Federal mineral lease revenues are \$1,200,000 due to the creation of the Weld County Federal Mineral Lease District. The federal mineral lease revenue will flow through the district and then Public Works will apply to the district for funding of projects. In 2024, the district is funding \$1,200,000 in oil and gas haul route projects. PILT is budgeted at \$88,500 remaining the same as expected in 2023. Severance tax is budgeted at \$4,425,000. In accordance with 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.

Grant Revenue is budgeted at \$3,553,445 and includes the following. The Energy Impact Assistance grants are expected to total \$1,500,000. There is a State grant for Bridge 19/46.5A for \$500,000, CMAQ through CDOT grant of \$953,445 for the intersection improvements at Hwy 52 and WCR 41, and an additional \$600,000 expected from CDOT for the intersection improvements at Hwy 392 and WCR 35.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** The final budget adjustment lowers the HUTF revenue from \$12,100,000 to \$11,991,000. Approved as adjusted.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** PUBLIC WORKS FUND

**BUDGET UNIT TITLE AND NUMBER:** Contingency - - 2000-99999

**DEPARTMENT DESCRIPTION:** Contingency funds will be used to cover recommended salary increase amounts.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 1,475,424	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 0	\$ 0	\$ 1,475,424	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 1,475,424	\$
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** The 2024 salary increases are a policy issue for the Board and included here as funds for step increases due employees in 2024 and cost of living increases. The proposed budget plans for a 5% cost of living increase along with a reflected increase of 15% in health insurance costs. There are no other benefit changes.

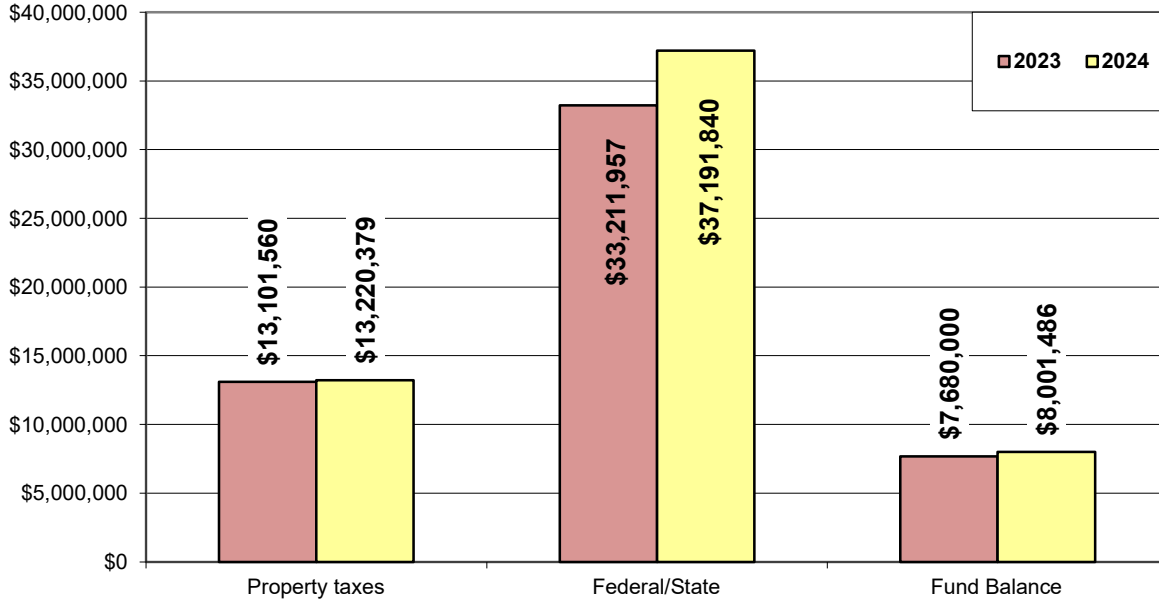
**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** The final budget adjustments included a total of 26% increase in health insurance and was distributed throughout the applicable orgs. Approved as adjusted.



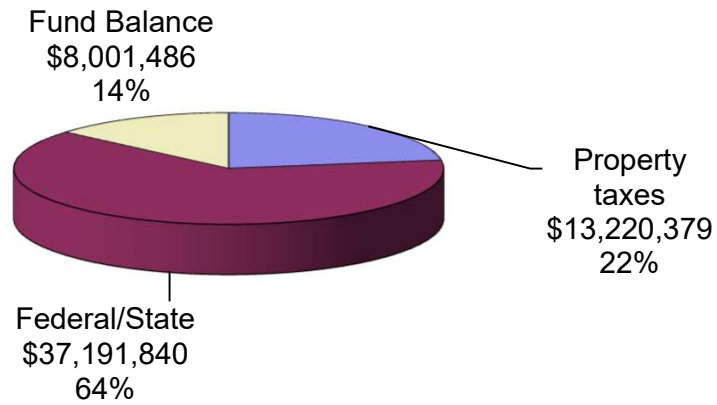
# SOCIAL SERVICES

## Revenue Changes



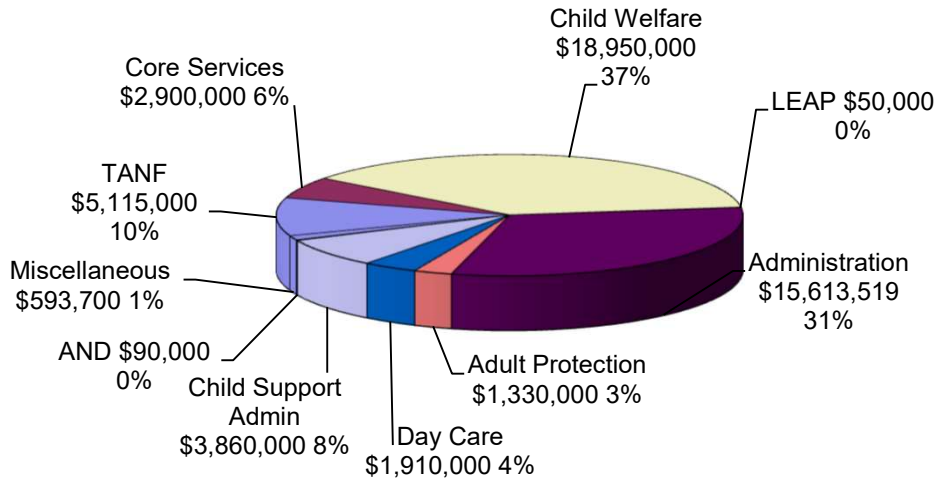
## 2024 Revenue

Total \$58,413,705 (2023 \$53,993,517)

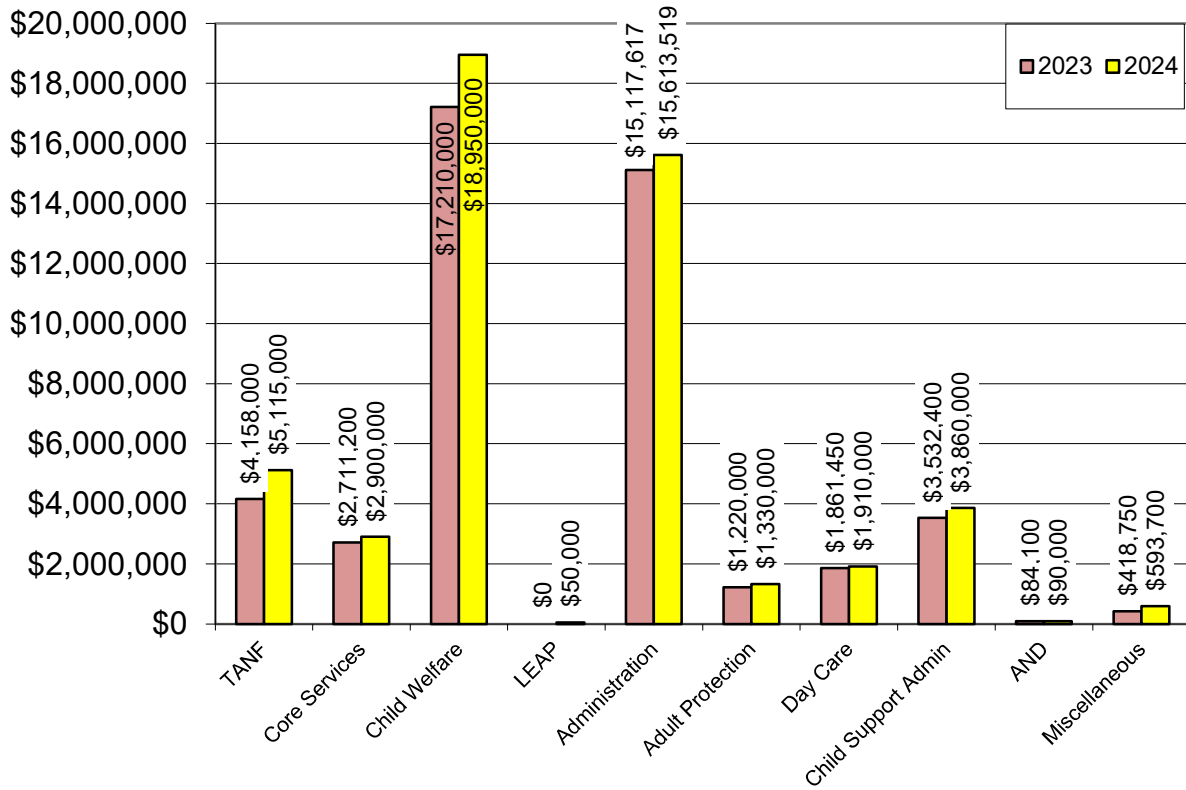


# SOCIAL SERVICES 2024 Expenditures

**Total \$50,412,219 (2023 \$46,313,517)**

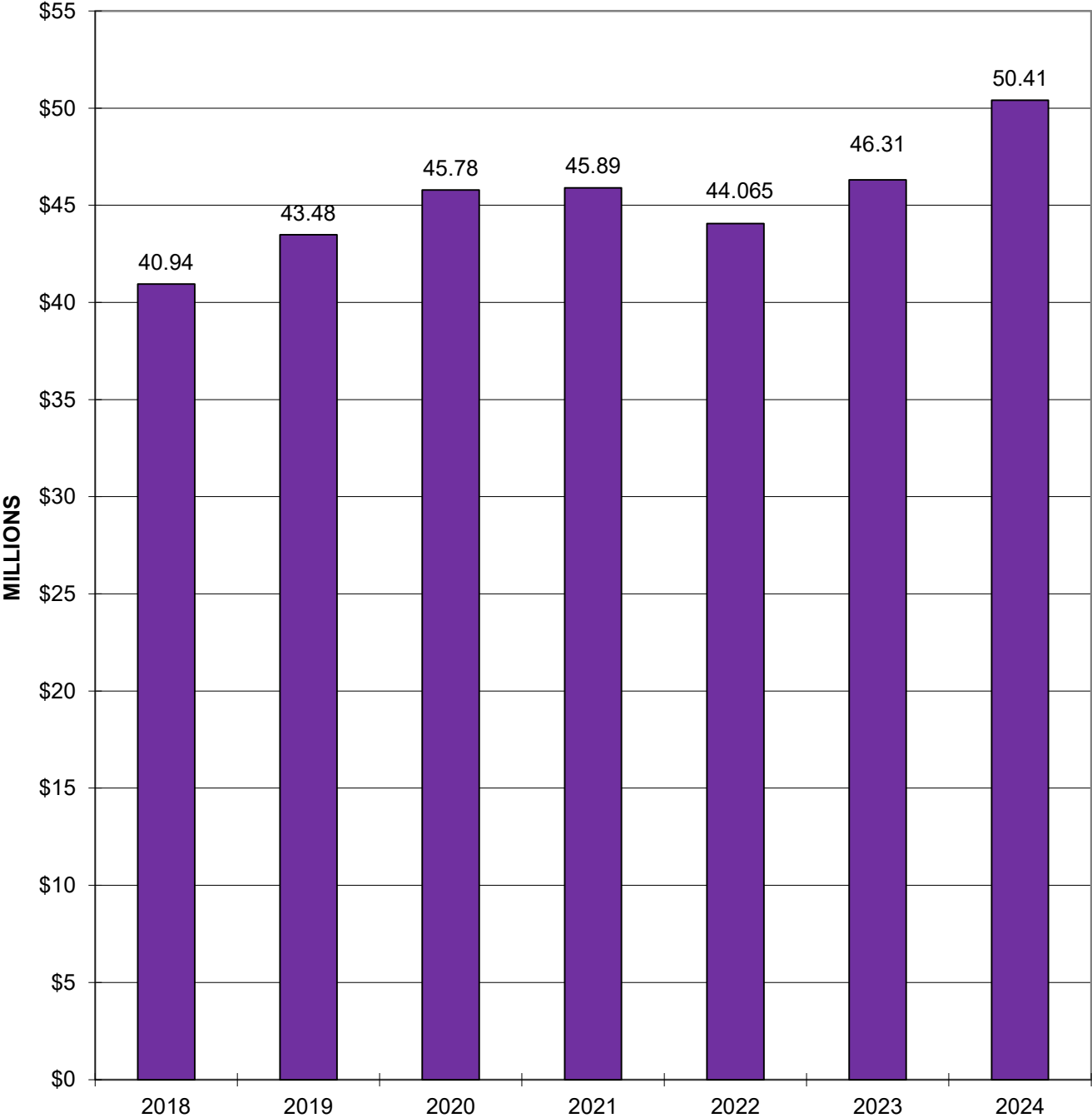


## Expenditure Changes



# SEVEN YEAR TREND

## Social Services



## **SOCIAL SERVICES FUND SUMMARY**

The total Social Services Fund budget is \$50,412,219. The programs are funded by property tax of \$13,220,379 and state and federal funds of \$37,191,840, and the potential use of fund balance to cover both anticipated and unanticipated cost overruns.

The aftermath of the lockdowns associated with the COVID-19 Public Health Emergency (PHE) continue to impact the administration of our programs. Although the pandemic is officially ended, the households who were enrolled in some Federal benefit programs were granted exceptions from some requirements that normally exist. As these households attempt to re-enroll for these benefits, they are understandably confused as to what is now required of them, which was not required during the pandemic. As a result, the average time required for our Eligibility Technicians to properly determine these households' eligibility and benefit level has increased, substantially. This, combined with the increased caseload that results from a struggling economy, has made it necessary for counties across the State of Colorado to increase the number of Eligibility Technicians in order to keep up with the need for services.

The Weld County Area Agency on Aging has applied for and been awarded the Case Management Agency grant from the Colorado Department of Health Care and Financing (HCPF). This grant provides all case management services for numerous health care-related programs and waiver programs, previously managed by various entities. The implementation date for this grant has not yet been determined, but will be in late 2023 or early-to-mid 2024. In order to complete this implementation, the Department will need to hire an additional 40-50 Case Manager, supervisor, and support positions. Our initial indication is that the revenues earned from HCPF will be sufficient to fully reimburse the increased costs this will drive. We will monitor the sufficiency of these revenues closely to ensure that staffing levels are both adequate and affordable.

In 2021, the Department established the High Fidelity Wraparound unit, within the Family Resource Division. The unit has been funded through a grant from the Colorado Department of Human Services' Office of Behavioral Health. The unit works to preserve and rehabilitate families while addressing mental and behavioral health needs. The original grant ended on June 30, 2023. Therefore, the Department has secured additional funding from the Office of Behavioral Health and from the Tony Grampsas Youth Services program to continue the program through June 30, 2024.

The Family Resource Division also continues to receive funding from the Emergency Rental Assistance program. We have amended the focus of our program to provide case management services to families experiencing difficulty, in an effort to assist them in achieving self-sufficiency.

We continue to monitor the impacts of House Bills 22-1259 and 22-1295 on the Colorado Works and Child Care Assistance Programs, respectively. Although the increase in expenditures resulting from these acts has been manageable, to this point, our concerns regarding the ability of available funding to support these increases continue. We will continue to make programmatic changes and/or seek increased funding from our State partners, as necessary.

**SOCIAL SERVICES FUND  
ESTIMATED REVENUE  
2024**

	<b>FEDERAL AND STATE</b>	<b>COUNTY</b>	<b>TOTAL</b>
County Administration	\$ 10,263,223	\$ 5,350,296	\$ 15,613,519
Non-Program Revenue	0	- 150,000	- 150,000
Other Programs	316,500	10,000	326,500
Child Support Administration	3,000,000	860,000	3,860,000
TANF-Colorado Works	3,629,917	1,485,083	5,115,000
Aid to the Needy Disabled	0	90,000	90,000
Child Care	1,160,000	750,000	1,910,000
Old Age Pension	392,200	10,000	402,200
Child Welfare	14,750,000	4,200,000	18,950,000
Core Services	2,200,000	700,000	2,900,000
Adult Protective Services	1,030,000	300,000	1,330,000
LEAP	50,000	0	50,000
General Assistance	<u>0</u>	<u>15,000</u>	<u>15,000</u>
Sub-Total	<u>\$ 36,791,840</u>	<u>\$ 13,620,379</u>	<u>\$ 50,412,219</u>
Federal/State Reimbursement	\$ 36,791,840		
Claims Collection Incentives	180,693		
TANF Adjustment	219,307		
Usage of Deferred Revenues	<u>0</u>		
Sub-Total Revenue	\$ 37,191,840		
Potential Use of Fund Balance	0		
County Property Tax / Penalties	<u>13,220,379</u>		
Total Revenue	<u>\$ 50,412,219</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  
2024**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2023 Budget</b>	<b>2024 Request</b>	<b>2024 Recommend</b>	<b>2024 Final</b>
<b>TAXES</b>							
<b>2100</b>	42111	4112	CURRENT PROPERTY TAXES	<b>13,101,560</b>	<b>13,220,379</b>	<b>13,220,379</b>	<b>13,220,379</b>
<b>INTERGOVERNMENTAL</b>							
<b>2100</b>	42110	4336	REIMBURSEMENTS	8,887,754	10,263,223	10,263,223	10,263,223
<b>2100</b>	42111	4336	REIMBURSEMENTS	635,086	400,000	400,000	400,000
<b>2100</b>	42115	4336	REIMBURSEMENTS	270,000	316,500	316,500	316,500
<b>2100</b>	42200	4336	REIMBURSEMENTS	2,800,000	3,000,000	3,000,000	3,000,000
<b>2100</b>	42365	4336	REIMBURSEMENTS	2,672,917	3,629,917	3,629,917	3,629,917
<b>2100</b>	42375	4336	REIMBURSEMENTS	1,270,000	1,160,000	1,160,000	1,160,000
<b>2100</b>	42380	4336	REIMBURSEMENTS	347,500	392,200	392,200	392,200
<b>2100</b>	42410	4336	REIMBURSEMENTS	13,575,000	14,750,000	14,750,000	14,750,000
<b>2100</b>	42415	4336	REIMBURSEMENTS	1,899,700	2,200,000	2,200,000	2,200,000
<b>2100</b>	42450	4336	REIMBURSEMENTS	854,000	1,030,000	1,030,000	1,030,000
<b>2100</b>	42610	4336	REIMBURSEMENTS	0	50,000	50,000	50,000
<b>TOTAL INTERGOVERNMENTAL</b>				<b>33,211,957</b>	<b>37,191,840</b>	<b>37,191,840</b>	<b>37,191,840</b>
<b>TOTAL SOCIAL SERVICES</b>				<b>46,313,517</b>	<b>50,412,219</b>	<b>50,412,219</b>	<b>50,412,219</b>

**SOCIAL SERVICES  
SUMMARY OF EXPENDITURES  
2024**

Fund	Org	Expenditure Function	2023 Budget	2024 Request	2024 Recommend	2024 Final
2100	42110	ADMINISTRATION-REGULAR	15,117,617	15,613,519	15,613,519	15,613,519
2100	42111	NON PROGRAM REVENUE	-208,200	-150,000	-150,000	-150,000
2100	42115	OTHER PROGRAMS	260,000	326,500	326,500	326,500
2100	42200	CHILD SUPPORT ADMINISTRATION	3,532,400	3,860,000	3,860,000	3,860,000
2100	42365	COLORADO WORKS	4,158,000	5,115,000	5,115,000	5,115,000
2100	42370	NEEDY AND DISABLED	84,100	90,000	90,000	90,000
2100	42375	DAY CARE & ADMINISTRATION	1,861,450	1,910,000	1,910,000	1,910,000
2100	42380	OLD AGE PENSION	356,950	402,200	402,200	402,200
2100	42410	CHILD WELFARE & ADMINISTRATION	17,210,000	18,950,000	18,950,000	18,950,000
2100	42415	PLACEMENT ALTERNATIVE CARE	2,711,200	2,900,000	2,900,000	2,900,000
2100	42450	ADULT PROTECTION	1,220,000	1,330,000	1,330,000	1,330,000
2100	42610	LEAP ADMINISTRATION	0	50,000	50,000	50,000
2100	42700	GENERAL ASSISTANCE	10,000	15,000	15,000	15,000
2100	427000	COMMON SUPPORT				
			<b>46,313,517</b>	<b>50,412,219</b>	<b>50,412,219</b>	<b>50,412,219</b>



# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** SOCIAL SERVICES

**BUDGET UNIT TITLE AND NUMBER:** Summary - - All Departments - - Fund 2100

**DEPARTMENT DESCRIPTION:** See individual units.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$34,141,807	\$32,241,200	\$37,000,000	\$37,000,000
Supplies	336,351	310,500	486,500	486,500
Purchased Services	7,986,365	8,867,817	8,195,000	8,195,000
Fixed Charges	5,467,755	5,791,600	5,521,719	5,521,719
Capital	0	0	0	0
Contra Expense	- 910,927	- 897,600	- 791,000	- 791,000
Gross County Cost	\$47,021,351	\$46,313,517	\$50,412,219	\$50,412,219
Revenue / Fund Balance	35,365,214	33,211,957	37,191,840	37,191,840
Net Property Tax Contributed	\$11,656,137	\$ 13,101,560	\$13,220,379	\$13,220,379
Budget Positions	380.0	392.0	413.0	413.0

**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.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** SOCIAL SERVICES

**BUDGET UNIT TITLE AND NUMBER:** County Administration - - 2100-42110

**DEPARTMENT DESCRIPTION:** The County Administration budget unit includes 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 8,516,831	\$ 7,710,000	\$ 9,875,000	\$ 9,875,000
Supplies	- 697,195	- 400,000	- 600,000	- 600,000
Purchased Services	1,832,503	3,253,617	2,100,000	2,100,000
Fixed Charges	4,314,564	4,570,000	4,268,519	4,268,519
Contra Expense	- 29,439	- 16,000	- 30,000	- 30,000
Gross County Cost	\$ 13,937,264	\$ 15,117,617	\$ 15,613,519	\$ 15,613,519
Revenue	9,538,931	8,887,754	10,263,223	10,263,223
Net County Cost	\$ 4,398,333	\$ 6,229,863	\$ 5,350,296	\$ 5,350,296
Budget Positions	169.0	174.0	193.0	193.0

**SUMMARY OF CHANGES:**

The Board of Weld County Commissioners has approved the addition of six Eligibility Technicians during mid-year 2023 to utilize available funding in determining eligibility of program applicants. We are anticipating a significant increase in applications in the coming months due to the cessation of rule exceptions that were implemented during the Public Health Emergency and due to decreased availability of appropriate employment opportunities. Therefore, the Department is requesting the addition of eleven more Eligibility Technicians, one Supervisor, and one Hearings and Appeals Officer.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The increase in positions are policy issues for the board. Recommend approval.

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Case Load (Average) – Food Assistance	15,436	15,250	16,362
Case Load (Average) – Medicaid	50,301	47,200	50,905
<b><u>Efficiency Measures</u></b>			
Food Assistance Timeliness-Applications	98.2%	95.0%	98.0%
Food Assistance Timeliness-RRR	97.1%	95.0%	98.0%
Medical Assistance Timeliness-Applications	N/A	95.0%	95.0%
Medical Assistance Timeliness-RRR	N/A	95.0%	95.0%
FTE's per 10,000/capita	4.896	4.919	5.337
Per capita cost	\$ 12.74	\$ 17.61	\$ 14.80

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

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** SOCIAL SERVICES

**BUDGET UNIT TITLE AND NUMBER:** Non-Program Revenue - - 2100-42111

**DEPARTMENT DESCRIPTION:** The Non-Program Revenue budget unit includes property taxes, Claim-Collection Incentives, TANF Adjustment, TANF MOE Reduction, and Miscellaneous Revenue Sources.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	0	0	0	0
Contra	- 147,753	- 208,200	- 150,000	- 150,000
Gross County Cost	\$ - 147,753	\$ - 208,200	\$ - 150,000	\$ - 150,000
Revenue	468,200	635,086	400,000	400,000
Net County Cost	\$ 12,091,695	\$ 13,101,560	\$ 13,220,379	\$ 13,220,379
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:**

Property tax is budgeted at \$13,220,379 for 2024. The difference is a combination of special revenue from various department programs. The TANF Adjustment is \$219,307. Incentives earned as the result of claims collections for Food Assistance, Medicaid, TANF, and State-Only programs are estimated to be \$180,693.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:**   SOCIAL SERVICES  

**BUDGET UNIT TITLE AND NUMBER:**   Other Programs - - 2100-42115  

**DEPARTMENT DESCRIPTION:** The Other Programs 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 198,658	\$ 260,000	\$ 265,000	\$ 265,000
Supplies	3,989	1,500	1,500	1,500
Purchased Services	26,521	7,700	60,000	60,000
Fixed Charges	9,974	5,800	10,000	10,000
Contra	1,021	-15,000	- 10,000	- 10,000
Gross County Cost	\$ 240,163	\$ 260,000	\$ 326,500	\$ 326,500
Revenue	186,192	270,000	316,500	316,500
Net County Cost	\$ 53,971	\$ -10,000	\$ 10,000	\$ 10,000
Budget Positions	3	3	3	3

**SUMMARY OF CHANGES:**

No significant changes to the Employment First program are anticipated for 2024. The Department has hired a new coordinator for, and has reimplemented operation of, the Collaborative Management Program in Weld County.

**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>
<b><u>Work Outputs</u></b>			
Case Load – Employment First Program	526	1,107	1,500
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.087	0.085	0.083
Per capita cost (county support)	\$0.16	- \$0.03	\$0.03

**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:** The Child Support Administration 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	\$ 3,054,782	\$ 3,000,000	\$ 3,200,000	\$ 3,200,000
Supplies	63,867	29,000	60,000	60,000
Purchased Services	553,240	506,500	550,000	550,000
Fixed Charges	42,632	39,000	50,000	50,000
Contra Expense	- 100	- 42,100	0	0
Capital	0	0	0	0
Gross County Cost	\$ 3,714,421	\$ 3,532,400	\$ 3,860,000	\$ 3,860,000
Revenue	2,780,285	2,800,000	3,000,000	3,000,000
Net County Cost	\$ 934,136	\$ 732,400	\$ 860,000	\$ 860,000
Budget Positions	31	30	30	30

**SUMMARY OF CHANGES:**

Current economic conditions will continue to increase workload for the Child Support Services division of the department. This increase will be somewhat offset by decisions of the State Legislature to end required cooperation with the program in order to qualify for other benefits and services.

**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>
<b><u>Work Outputs</u></b>			
Case Load	7,834	8,200	8,500
Money distributed to families	\$22,500,919	\$23,500,000	\$24,000,000
Orders Established/Modified	245/208	300/290	320/310
Applications Received	1,759	1,800	1,850
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.898	0.848	0.830
Per capita cost (county support)	\$ 2.71	\$ 2.07	\$ 2.38

**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:** The TANF program accounts for assistance payment grants for eligible recipients of the TANF program. It also has administrative funding for TANF staff and operating costs.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 3,016,621	\$ 2,575,000	\$ 3,200,000	\$ 3,200,000
Supplies	347,401	265,000	350,000	350,000
Purchased Services	1,441,966	1,250,000	1,500,000	1,500,000
Fixed Charges	65,964	80,000	75,000	75,000
Contra Expense	- 21,392	- 12,000	- 10,000	- 10,000
Capital	0	0	0	0
Gross County Cost	\$ 4,850,560	\$ 4,158,000	\$ 5,115,000	\$ 5,115,000
Revenue	3,821,391	2,672,917	3,629,917	3,629,917
Net County Cost	\$ 1,029,169	\$ 1,485,083	\$ 1,485,083	\$ 1,485,083
Budget Positions	15	14	14	14

**SUMMARY OF CHANGES:**

The passage of Senate Bill 22-1259 will continue to increase the amount of funding required for payment of Basic Cash Assistance and for administrative costs associated with this program. The department anticipates that this will eventually limit the amount of funding that will be available to continue providing job training and placement services, as well as other supportive service needs in the community.

**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>
<b><u>Work Outputs</u></b>			
Benefit Case Loads (Average)	677	675	685
Employment Assistance Case Load	441	495	550
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.435	0.396	0.387
Per capita cost (county support)	\$ 2.98	\$ 4.20	\$ 4.11

**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:** The Aid to Needy Disabled program account for assistance grants for eligible disabled and Medicaid benefits for SSI clients.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Fixed Charges	106,565	95,500	110,000	110,000
Contra Account	- 17,331	- 11,400	- 20,000	- 20,000
Gross County Cost	\$ 89,234	\$ 84,100	\$ 90,000	\$ 90,000
Revenue	0	0	0	0
Net County Cost	\$ 89,234	\$ 84,100	\$ 90,000	\$ 90,000
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:**

No significant changes are anticipated in this program for 2024.

**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>
<b><u>Work Outputs</u></b>			
Case Load	110	120	120
<b><u>Efficiency Measures</u></b>			
Timeliness of Application / RRR	100%	99%	99%
Per capita cost (county support)	\$ 0.26	\$ 0.24	\$ 0.25

**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:** The Child Care program provides day care services for children from TANF and "income eligible" households.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 791,407	\$ 915,000	\$ 900,000	\$ 900,000
Supplies	5,972	0	0	0
Purchased Services	966,344	940,000	1,000,000	1,000,000
Fixed Charges	19,436	8,000	10,000	10,000
Contra Expense	0	- 1,550	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,783,159	\$ 1,861,450	\$ 1,910,000	\$ 1,910,000
Revenue	1,013,718	1,270,000	1,160,000	1,160,000
Net County Cost	\$ 769,441	\$ 591,450	\$ 750,000	\$ 750,000
Budget Positions	6.0	6.0	6.0	6.0

**SUMMARY OF CHANGES:**

This program will continue to see significant changes in 2024 and in coming years as it transitions to the newly created Department of Early Childhood. House Bill 22-1295 instituted several changes to the rules governing how day care services are authorized and delivered. The full impact of those changes will take some time to quantify.

**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>
<b><u>Work Outputs</u></b>			
Case Load	799	940	985
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.174	0.170	0.166
Per capita cost (county support)	\$ 2.23	\$ 1.67	\$ 2.07

**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:** The Old Age Pension 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 300,376	\$ 275,000	\$ 300,000	\$ 300,000
Supplies	46,134	50,000	50,000	50,000
Purchased Services	20,552	30,000	50,000	50,000
Fixed Charges	3,028	3,300	3,200	3,200
Contra Expense	- 918	- 1,350	- 1,000	- 1,000
Gross County Cost	\$ 369,172	\$ 356,950	\$ 402,200	\$ 402,200
Revenue	364,613	347,500	392,200	392,200
Net County Cost	\$ 4,559	\$ 9,450	\$ 10,000	\$ 10,000
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:** No significant changes are anticipated for this program in 2024.

**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>
<b><u>Work Outputs</u></b>			
Case Load	657	670	700
<b><u>Efficiency Measures</u></b>			
Timeliness of Application / RRR	100%	99%	99%
Per capita cost (county support)	\$ 0.01	\$ 0.03	\$ 0.03

**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:** The Child Welfare and Administration program delivers services to children and families at risk of or involved in the Child Welfare system in order to assure safety, permanency, and wellbeing.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 15,082,964	\$ 14,300,000	\$ 15,700,000	\$ 15,700,000
Supplies	540,723	350,000	600,000	600,000
Purchased Services	2,998,054	2,750,000	2,750,000	2,750,000
Fixed Charges	389,676	370,000	450,000	450,000
Contra Expenses	- 685,279	-560,000	- 550,000	- 550,000
Gross County Cost	\$ 18,326,138	\$ 17,210,000	\$ 18,950,000	\$ 18,950,000
Revenue	14,161,553	13,575,000	14,750,000	14,750,000
Net County Cost	\$ 4,164,585	\$ 3,635,000	\$ 4,200,000	\$ 4,200,000
Budget Positions	148	157	157	157

**SUMMARY OF CHANGES:**

While several bills were passed in the 2023 legislative session that will impact the way Child Welfare services are delivered in Weld County, the department does not anticipate an immediate fiscal impact from these changes. There are initiatives currently underway to increase State General Fund financing of the program, which could reduce the county property tax dollars necessary to fund the staffing and operating costs associated with the program.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

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

**2023 ACCOMPLISHMENTS:**

1. 792 youth involved in the Child Welfare system remained home or with relatives. This represents 69% of all children with whom the Department was involved. In addition, 164 exited foster care into a parent or relative placement.

**2024 BUDGET GOALS AND PRIORITIES:**

1. Develop a process that will enable us to refill vacant positions and equip those hired into the positions with the training needed to serve families sooner than has been possible, previously.
2. Expand effective Supervised Visitation practices to make such services more available to South Weld County residents.
3. Identify, recruit, train, and certify qualified and motivated individuals to serve the placement, respite, and therapeutic needs of children and youth involved in the Child Welfare system.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Average Case Load	2,287	2,150	2,250
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	4.288	4.439	4.342
Per capita cost (county support)	\$ 12.07	\$ 10.28	\$ 11.62

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** SOCIAL SERVICES

**BUDGET UNIT TITLE AND NUMBER:** Core Services - - 2100-42415

**DEPARTMENT DESCRIPTION:** The Core Services program is designed to safely maintain children at home or return children to home through services for children and parents, including, but not limited to, therapy and parental education.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 2,222,667	\$ 2,156,200	\$ 2,400,000	\$ 2,400,000
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	486,667	585,000	520,000	520,000
Contra Expense	0	- 30,000	- 20,000	- 20,000
Gross County Cost	\$ 2,709,334	\$ 2,711,200	\$ 2,900,000	\$ 2,900,000
Revenue	2,169,816	1,899,700	2,200,000	2,200,000
Net County Cost	\$ 539,518	\$ 811,500	\$ 700,000	\$ 700,000
Budget Positions	0	0	0	0

**SUMMARY OF CHANGES:** No significant changes are anticipated for this program in 2024.

**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>
<b><u>Work Outputs</u></b>			
Case Load	317	305	300
<b><u>Efficiency Measures</u></b>			
Per capita cost (county support)	\$ 1.56	\$ 2.29	\$ 1.94

**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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 957,501	\$ 1,050,000	\$ 1,160,000	\$ 1,160,000
Supplies	25,460	15,000	25,000	25,000
Purchased Services	82,979	120,000	120,000	120,000
Fixed Charges	29,248	35,000	25,000	25,000
Capital	0	0	0	0
Gross County Cost	\$ 1,095,188	\$ 1,220,000	\$ 1,330,000	\$ 1,330,000
Revenue	812,773	854,000	1,030,000	1,030,000
Net County Cost	\$ 282,415	\$ 366,000	\$ 300,000	\$ 300,000
Budget Positions	8	9	10	10

**SUMMARY OF CHANGES:**

The Department is requesting the addition of one part-time Administrative Services Specialist to provide operational support in complying with the reporting and monitoring requirements of the program.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The additional position is a policy issue for the board. Recommend approval.

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Referrals Reviewed	1,182	1,355	1,608
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.232	0.254	0.277
Per capita cost (county support)	\$ 0.82	\$ 1.03	\$ 0.83

**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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	48,843	0	50,000	50,000
Fixed Charges	0	0	0	0
Contra Expenses	- 9,736	0	0	0
Gross County Cost	\$ 39,107	\$ 0	\$ 50,000	\$ 50,000
Revenue	47,741	0	50,000	50,000
Net County Cost	\$ - 8,634	\$ 0	\$ 0	\$ 0
Budget Positions	0	0	0	0

**SUMMARY OF CHANGES:** Beginning October 1, 2016, this program was 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. This program is entirely funded by the County and expenditures from this program are not covered by TANF, OAP, AND, etc.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	15,362	10,000	15,000	15,000
Contra Expense	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 15,362	\$ 10,000	\$ 15,000	\$ 15,000
Revenue	0	0	0	0
Net County Cost	\$ 15,362	\$ 10,000	\$ 15,000	\$ 15,000
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:** No significant changes are anticipated for this program in 2024.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.



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

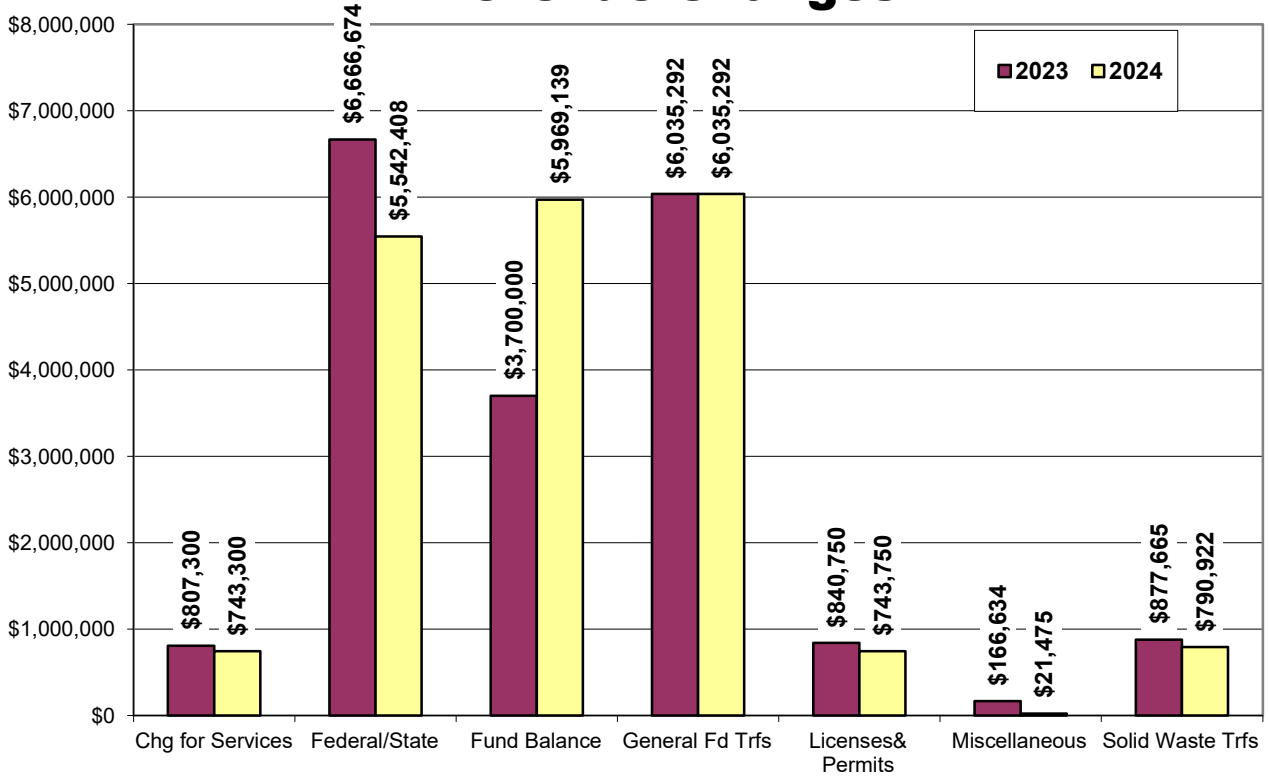
**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Case Load Average – Family Preservation	15	10	10
<b><u>Efficiency Measures</u></b>			
Per capita cost (county support)	\$ 0.04	\$ 0.03	\$ 0.04

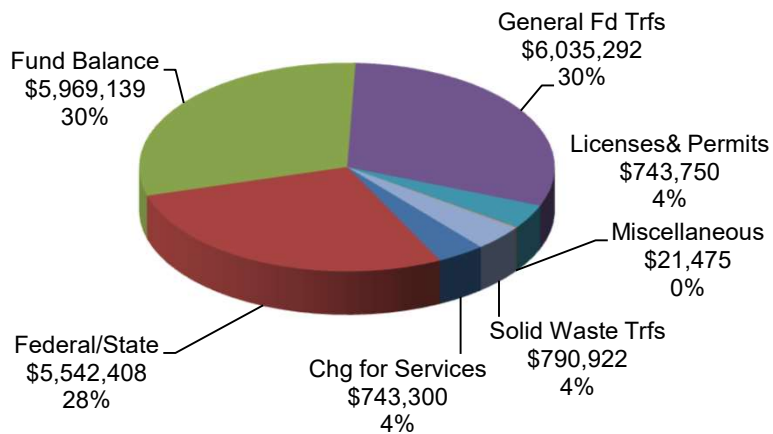
**GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS:** See Human Services goals following the Social Services Fund Summary.



# HEALTH FUND Revenue Changes

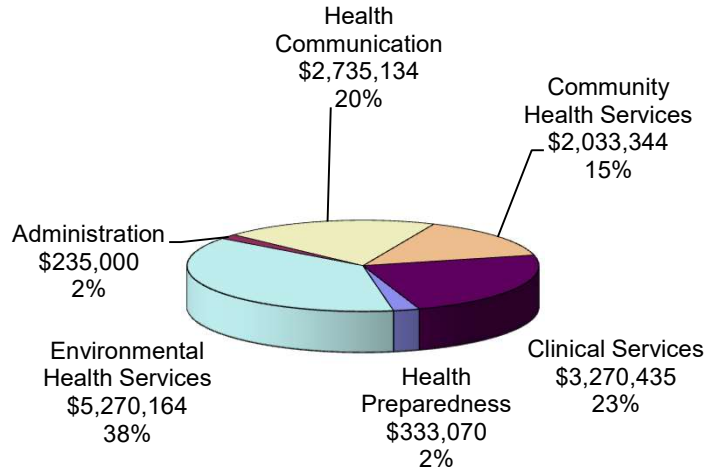


## 2024 Revenue Total \$19,846,286 (2022 \$19,094,315)

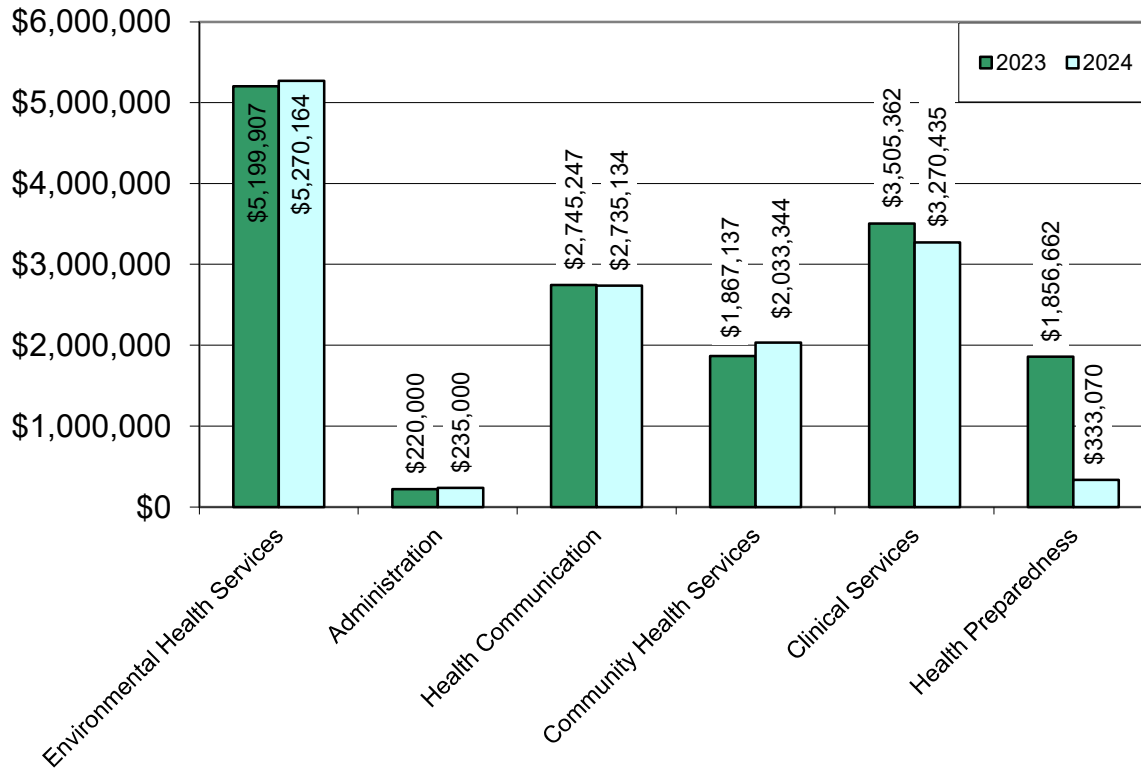


# HEALTH FUND 2024 Expenditures

**Total \$13,877,147 (2023 \$15,394,315)**

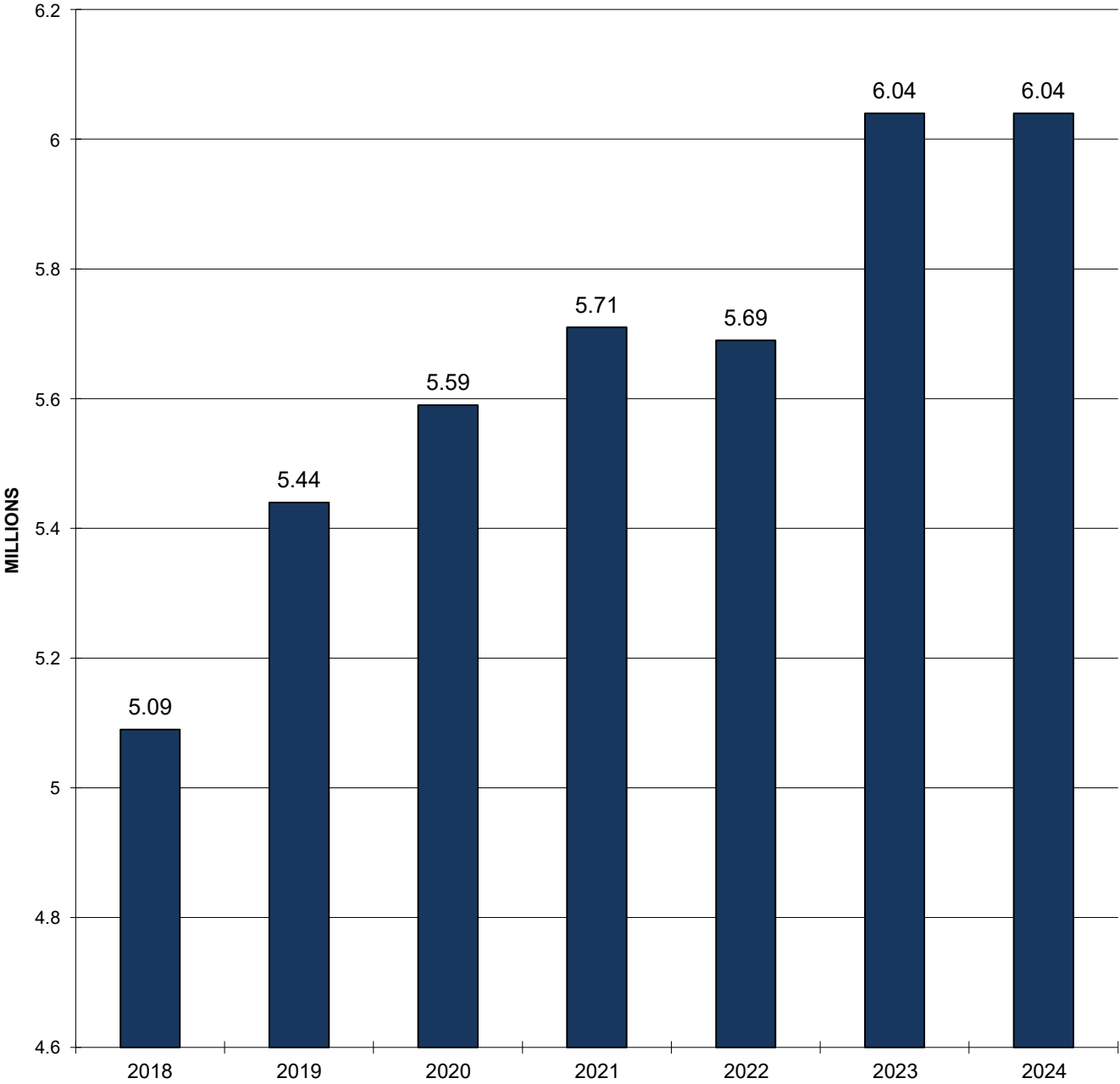


## Expenditure Changes



# SEVEN YEAR TREND

Health Subsidy



# Department of Public Health & Environment Summary

**Mission:** We serve Weld County by cultivating partnerships to promote public health and environmental quality through the delivery of relevant, innovative and cost-effective services.

**Vision:** Everyone in Weld County has the opportunity to live their healthiest lives.

**Values:** Determination \* Excellence \* Integrity

## Department Summary

The Weld County Department of Public Health and Environment (WCDPHE) provides for the health, safety, and welfare of Weld County citizens through the seven core Public Health Services established by the State Board of Health and ten essential Public Health Services. The department plays a key role in administering federal, state, and local programs and services in our local communities on which our residents rely every day.



The department continually uses local data collected through its Community Health Survey to help drive strategic planning, partner engagement, and efforts to address public health issues in Weld County. As a nationally accredited health department, WCDPHE is committed to leading population health improvement via a chief community health strategist approach—where the department engages with various external community groups and organizations to help address emerging and chronic health issues.



WCDHE will begin development of a new three-year strategic plan in 2024. Areas of focus in 2024 and beyond include continuing to strive to provide outstanding customer service at every point of interaction with our customers, recruiting, and retaining qualified staff, providing coaching and educational tools to emerging leaders within the department, and ensuring the department is prepared to provide public health services to a growing population.

While safeguarding the public's health and well-being, the WCDPHE team continues to be responsible stewards of public funds. The FY 2024 budget proposal continues to reflect the department's fiscally conservative approach to carefully managing the county's tax dollars and available state, federal and private financial resources as they provide high-quality, cost-efficient, and readily accessible services to residents and businesses in Weld County.

### **Proposed Budget**

The Health Department's 2024 proposed expenditures are \$13,877,147, anticipated revenues are \$7,841,855, and net county cost is targeted at \$6,035,292, as determined by the Weld County Director of Finance and Administration and the Board of County Commissioners. The department's available funding is allocated among its four divisions: Clinical and Community Health Services, Health Education Communication & Planning, Environmental Health Services [including Emergency Preparedness], and Public Health Finance [including Vital Records].

### **2024 Budget Highlights**

Revenues across the department are projected to decrease by \$1,517,168 in 2024. This is primarily attributable to reduced funding for COVID-19 related activities. The department will benefit from increased federal pass-through and state funding as a result of initiatives that focus on investment in building core public health infrastructure and capacity to create resilient local public health systems nationwide. Locally, the department will be using this funding to support work force development activities including staff development and increasing staff capacity. The Clinical and Community Health Divisions will see significant increases in grant revenue in the Nurse Family Partnership and Family Planning programs. In our Emergency Preparedness section, the FY 2024 budget reflects continued state and federal funding for preparedness activities focusing on strategies to address surge needs to respond rapidly and effectively to future pandemics and other high consequence public health threats.

The 2024 budget reflects a reduction of 16.3 full time equivalents (FTEs) due to the cessation of COVID-19 response activities. This brings the projected number of employees for FY2024 to 98.9 FTEs. Projected costs for supplies and purchased services decreased substantially, again as a result of the elimination of COVID-19 response activities. Core department functions and services available to customers remain at levels similar to 2023.

**PUBLIC HEALTH  
SUMMARY OF REVENUES  
2024**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2023 Budget</b>	<b>2024 Request</b>	<b>2024 Recommend</b>	<b>2024 Final</b>
<b>LICENSES AND PERMITS</b>							
2560	41400	4210	LICENSES	372,000	401,000	401,000	401,000
2560	41400	4221	PERMITS	468,750	342,750	342,750	342,750
<b>TOTAL LICENSES AND PERMITS</b>				<b>840,750</b>	<b>743,750</b>	<b>743,750</b>	<b>743,750</b>
<b>INTERGOVERNMENTAL</b>							
255211	41300	4321	MEDICAID	0	5,000	5,000	5,000
2590	41600	4321	MEDICAID	21,700	22,000	22,000	22,000
2591	41600	4321	MEDICAID	140,000	140,000	140,000	140,000
2592	41600	4321	MEDICAID	75,000	40,000	40,000	40,000
2597	41600	4321	MEDICAID	7,500	4,500	4,500	4,500
2599	41600	4321	MEDICAID	150,000	150,000	150,000	150,000
2560	41400	4336	REIMBURSEMENTS	5,000	5,000	5,000	5,000
2500	41100	4340	GRANTS	825,318	834,973	834,973	834,973
251010	41210	4340	GRANTS	173,172	180,699	180,699	180,699
2515	41210	4340	GRANTS	0	120,000	120,000	120,000
2517	41210	4340	GRANTS	300,056	330,134	330,134	330,134
2519	41210	4340	GRANTS	0	147,000	147,000	147,000
2521	41210	4340	GRANTS	13,450	15,500	15,500	15,500
2522	41210	4340	GRANTS	141,473	0	0	0
2523	41210	4340	GRANTS	167,000	167,000	167,000	167,000
2525	41210	4340	GRANTS	0	144,658	144,658	144,658
2526	41210	4340	GRANTS	265,737	0	0	0
2528	41210	4340	GRANTS	82,992	83,329	83,329	83,329
253310	41300	4340	GRANTS	319,054	319,054	319,054	319,054
255211	41300	4340	GRANTS	995,911	1,262,778	1,262,778	1,262,778
2560	41400	4340	GRANTS	20,800	60,800	60,800	60,800
256410	41400	4340	GRANTS	125,000	124,000	124,000	124,000
2565	41400	4340	GRANTS	3,000	5,000	5,000	5,000
2580	41500	4340	GRANTS	62,627	0	0	0
258110	41500	4340	GRANTS	211,579	290,770	290,770	290,770
2589	41500	4340	GRANTS	1,500,000	15,500	15,500	15,500
2590	41600	4340	GRANTS	0	71,760	71,760	71,760
2591	41600	4340	GRANTS	322,336	306,853	306,853	306,853
2592	41600	4340	GRANTS	243,620	303,018	303,018	303,018
2593	41600	4340	GRANTS	236,631	107,169	107,169	107,169
2594	41600	4340	GRANTS	33,000	30,000	30,000	30,000
2596	41600	4340	GRANTS	26,911	0	0	0
2597	41600	4340	GRANTS	55,000	50,000	50,000	50,000
2500	41100	4356	COUNTIES	6,035,292	6,035,292	6,035,292	6,035,292
2524	41210	4356	COUNTIES	0	63,106	63,106	63,106
2560	41400	4356	COUNTIES	52,000	52,000	52,000	52,000
255810	41300	4356	COUNTIES	90,807	90,807	90,807	90,807
<b>TOTAL INTERGOVERNMENTAL</b>				<b>12,701,966</b>	<b>11,577,700</b>	<b>11,577,700</b>	<b>11,577,700</b>
<b>CHARGE FOR SERVICES</b>							
2500	41100	4410	CHARGE FOR SERVICES	220,000	235,000	235,000	235,000
2560	41400	4410	CHARGE FOR SERVICES	298,400	281,400	281,400	281,400
2590	41600	4410	CHARGE FOR SERVICES	60,850	30,000	30,000	30,000
2591	41600	4410	CHARGE FOR SERVICES	50,000	25,000	25,000	25,000
2592	41600	4410	CHARGE FOR SERVICES	67,000	50,000	50,000	50,000
2597	41600	4410	CHARGE FOR SERVICES	5,000	7,500	7,500	7,500
2590	41600	4415	INSURANCE REIMBURSEMENT	36,650	40,000	40,000	40,000
2591	41600	4415	INSURANCE REIMBURSEMENT	28,000	25,000	25,000	25,000
2592	41600	4415	INSURANCE REIMBURSEMENT	38,000	45,000	45,000	45,000
2597	41600	4415	INSURANCE REIMBURSEMENT	3,400	4,400	4,400	4,400
<b>TOTAL CHARGE FOR SERVICES</b>				<b>807,300</b>	<b>743,300</b>	<b>743,300</b>	<b>743,300</b>



**PUBLIC HEALTH  
SUMMARY OF REVENUES  
2024**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2023 Budget</b>	<b>2024 Request</b>	<b>2024 Recommend</b>	<b>2024 Final</b>
			<b>MISCELLANEOUS</b>				
2560	4510	41400	FINES	6,500	6,500	6,500	6,500
2525	4680	41210	OTHER	144,659	0	0	0
2590	4690	41600	DONATIONS	125	2,125	2,125	2,125
2591	4690	41600	DONATIONS	13,500	10,000	10,000	10,000
2592	4690	41600	DONATIONS	350	100	100	100
2593	4690	41600	DONATIONS	750	1,500	1,500	1,500
2594	4690	41600	DONATIONS	500	1,000	1,000	1,000
2595	4690	41600	DONATIONS	250	250	250	250
			<b>TOTAL MISCELLANEOUS</b>	<b>166,634</b>	<b>21,475</b>	<b>21,475</b>	<b>21,475</b>
			<b>TRANSFER</b>				
2560	41400	712700	TRANSFER	877,665	790,922	790,922	790,922
			<b>TOTAL PUBLIC HEALTH</b>	<b>15,394,315</b>	<b>13,877,147</b>	<b>13,877,147</b>	<b>13,877,147</b>

**PUBLIC HEALTH  
SUMMARY OF EXPENDITURES  
2024**

Fund	Org	Expenditure Function	2023 Budget	2024 Request	2024 Recommend	2024 Final
2500	41100	ADMINISTRATION	220,000	235,000	235,000	235,000
251010	41210	GENERAL HEALTH EDUCATION	194,848	211,691	211,691	211,691
2515	41210	GENERAL HEALTH EDUCATION	0	148,200	148,200	148,200
2517	41210	GENERAL HEALTH EDUCATION	345,459	350,160	350,160	350,160
2519	41210	GENERAL HEALTH EDUCATION	0	147,000	147,000	147,000
2520	41210	GENERAL HEALTH EDUCATION	1,261,699	1,244,371	1,244,371	1,244,371
2521	41210	GENERAL HEALTH EDUCATION	24,277	25,321	25,321	25,321
2522	41210	GENERAL HEALTH EDUCATION	160,523	0	0	0
2523	41210	GENERAL HEALTH EDUCATION	181,206	176,427	176,427	176,427
2524	41210	GENERAL HEALTH EDUCATION	0	131,807	131,807	131,807
2525	41210	GENERAL HEALTH EDUCATION	179,370	196,346	196,346	196,346
2526	41210	GENERAL HEALTH EDUCATION	307,048	0	0	0
2528	41210	GENERAL HEALTH EDUCATION	90,817	103,811	103,811	103,811
2530	41300	COMMUNITY HEALTH SERVICES	126,618	109,263	109,263	109,263
253310	41300	COMMUNITY HEALTH SERVICES	547,566	585,038	585,038	585,038
255211	41300	COMMUNITY HEALTH SERVICES	1,079,704	1,221,300	1,221,300	1,221,300
255810	41300	COMMUNITY HEALTH SERVICES	113,249	117,743	117,743	117,743
2560	41400	ENVIROMENTAL	5,049,001	5,115,080	5,115,080	5,115,080
256410	41400	ENVIROMENTAL	142,768	148,219	148,219	148,219
2565	41400	ENVIROMENTAL	8,138	6,865	6,865	6,865
2580	41500	PUBLIC HEALTH PREPAREDNESS	100,040	0	0	0
258110	41500	PUBLIC HEALTH PREPAREDNESS	248,907	317,570	317,570	317,570
2589	41500	PUBLIC HEALTH PREPAREDNESS	1,507,715	15,500	15,500	15,500
2590	41600	PUBLIC HEALTH CLINICAL SERVICES	827,367	908,580	908,580	908,580
2591	41600	PUBLIC HEALTH CLINICAL SERVICES	882,801	855,850	855,850	855,850
2592	41600	PUBLIC HEALTH CLINICAL SERVICES	847,399	798,219	798,219	798,219
2593	41600	PUBLIC HEALTH CLINICAL SERVICES	420,850	378,848	378,848	378,848
2594	41600	PUBLIC HEALTH CLINICAL SERVICES	166,790	50,084	50,084	50,084
2595	41600	PUBLIC HEALTH CLINICAL SERVICES	42,647	36,649	36,649	36,649
2596	41600	PUBLIC HEALTH CLINICAL SERVICES	32,509	0	0	0
2597	41600	PUBLIC HEALTH CLINICAL SERVICES	284,999	242,205	242,205	242,205
<b>TOTAL PUBLIC HEALTH</b>			<b>15,394,315</b>	<b>13,877,147</b>	<b>13,877,147</b>	<b>13,877,147</b>

# **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 9,907,611	\$ 11,589,581	\$ 11,594,070	\$ 11,594,070
Supplies	657,949	1,128,088	683,580	683,580
Purchased Services	1,499,585	2,688,167	1,644,003	1,644,003
Fixed Charges	1,230,097	1,636,219	1,475,107	1,475,107
Contra Expense	-1,307,276	-1,678,240	-1,549,113	-1,549,113
Capital	43,506	30,500	29,500	29,500
Gross County Cost	\$ 12,031,472	\$ 15,394,315	\$ 13,877,147	\$ 13,877,147
Revenue/Fund Bal.	9,172,911	9,359,023	7,841,855	7,841,855
Net County Cost	\$ 2,858,561	\$ 6,035,292	\$ 6,035,292	\$ 6,035,292
Budgeted Positions	98.769	115.225	98.900	98.900

**SUMMARY OF CHANGES:** See individual units.

**FINANCE/ADMINISTRATION RECOMMENDATION:** See individual units.

**BOARD ACTION:** See individual units.

## **PERFORMANCE MEASURES**

	<b><u>ACTUAL</u></b>	<b><u>ESTIMATED</u></b>	<b><u>PROJECTED</u></b>
<b><u>Work Outputs</u></b>			
See individual budget units			
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	2.862	3.258	2.735
Per capita cost (county support)	\$ 8.28	\$17.06	\$16.69

# **HEALTH FUND SUMMARY (CONTINUED) FUND 2500**

**Mission Statement:** We serve Weld County by cultivating partnerships to promote public health and environmental quality through the delivery of relevant, innovative, and cost-effective services.

- Goal 1: Achieve organizational excellence through an engaged, connected, and skilled workforce.
- Goal 2: Cultivate a culture of continuous quality improvement to advance excellence in business practices, programs and services.
- Goal 3: Foster engagement in community partnerships to achieve optimal public health outcomes.

**NOTE: DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT HAS A  
COMPREHENSIVE STRATEGIC PLAN AVAILABLE ONLINE AT:**

[https://www.weldgov.com/files/sharedassets/public/departments/health-and-environment/documents/wcdphe\\_strategic-plan\\_2021-23.pdf](https://www.weldgov.com/files/sharedassets/public/departments/health-and-environment/documents/wcdphe_strategic-plan_2021-23.pdf)

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

Please see detailed strategic planning summary below.

**2024 STRATEGIC PRIORITY OBJECTIVES AND GOALS:**

In the fall of 2023, the Health Department will be undergoing a new, three-year strategic planning process to develop strategic priority objectives & goals for years 2024-2026.

## Weld Health Strategic Plan Summary

**Goal HS1:** Achieve organizational excellence through an engaged, connected, and skilled workforce.

DESIRED OUTCOMES*	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED
<ol style="list-style-type: none"> <li>1. Advance positive internal work culture and employee engagement.</li> <li>2. Invest in team development and inter-programmatic collaboration.</li> <li>3. Expand internal leadership capabilities.</li> </ol>	<ul style="list-style-type: none"> <li>• Improve employee engagement</li> <li>• Ensure core competencies for public health professionals are met through the implementation of the WORKFORCE DEVELOPMENT PLAN</li> <li>• Improve internal collaboration and navigation</li> <li>• Develop a culture of effective communication and transparency</li> </ul>	Over 60% of strategic actions have been completed.	Nine strategic action items have been developed to accomplish the objectives by leadership and the Goal 1 <b>Strategic Implementation Team (SIT)</b> Team and are outlined in the strategic plan.

### ACTIONS TAKEN

1. A follow-up Employee Engagement Survey is being deployed Fall 2023 via Gallup.
2. Workforce Development Plan implemented including updated training plan. A grant was received also for this.
3. Two employee enrichment events took place since June 2022 that all staff members were required to attend. One enrichment event took place in October 2022 focusing on selected environmental health topics and one took place in April 2023 focusing on team building and communication. On average, staff rated these presentations about 4 out of 5 on a scale of poor (1) to excellent (5).

**Goal HS2:** Cultivate a culture of continuous quality improvement to advance excellence in business practices, programs, and services.

DESIRED OUTCOMES*	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED
<ol style="list-style-type: none"> <li>1. Ensure effective delivery of public health programs to the community through strategic evaluation and continuous quality improvement</li> </ol>	<ul style="list-style-type: none"> <li>• Refine and operationalize the QUALITY IMPROVEMENT PLAN</li> <li>• Improve the efficiency and effectiveness of WCDPHE programs and services</li> </ul>	In 2023, the Quality Improvement/ Performance Management Committee was formed to continue this work. One objective (i.e., developing and institutionalizing the QI Plan) has been met. The second objective has been partially completed.	Six strategic action items have been developed to accomplish the objectives by leadership and the Goal 2 SIT Team and outlined in the strategic plan.

### ACTIONS TAKEN

1. The Quality Improvement / Performance Management Committee was formed in Q1 2023 to continue this work.
2. The QI/PM Committee launched a four-week customer satisfaction survey for the department's customers in May-June 2023. There was a total of 482 complete responses. Results are being analyzed and recommendations presented internally in July 2023 for further action.
3. Assessment, evaluation, and refinement of programs, services, policies, procedures, and facilities is ongoing.

**Goal HS3:** Foster engagement in community partnerships to achieve optimal public health outcomes.

DESIRED OUTCOMES*	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED
<ol style="list-style-type: none"> <li>1. Prioritize primary prevention and interventions directed to disproportionate health impacts in the community</li> <li>2. Ensure collaborative and responsive presence in the Weld County community</li> <li>3. Advocate to improve health care and behavioral health access in Weld County</li> </ol>	<ul style="list-style-type: none"> <li>• Invest in and prioritize meaningful community engagement</li> <li>• Provide community education and outreach</li> <li>• Partner to implement COMMUNITY HEALTH ASSESSMENT/ COMMUNITY HEALTH IMPROVEMENT PLAN</li> </ul>	<p>All three objectives have been met. Community engagement, partnerships, and public relations are improving as well as community education and outreach. CHIP strategies still in progress.</p>	<p>Nine strategic action items have been developed to accomplish the objectives by leadership and the Goal 3 SIT Team and are outlined in the strategic plan.</p>

**ACTIONS TAKEN**

1. A new communication specialist is on board and developing more marketing and promotional materials as well as more effective use of social media and our website.
2. The 2022 Community Health Survey results dissemination continued in 2023. A public facing dashboard became available to the public for the first time ever. Additional data and reports were prepared around health care access and behavioral health care.
3. The 2022-2025 Community Health Improvement Plan (CHIP) is being implemented, focusing on the two priority areas of mental health and housing. Thriving Weld coalition is continuing with regular meetings and expanded partnerships. A new workgroup was formed around housing with community partners leading CHIP priority efforts.

\*Desired outcomes based on staff input.

# **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 fiscal management, budgeting, procurement, data and records management, contract and grant management, personnel, public relations, and facilities management. Vital records (birth and death certificates) are issued by Deputy Registrars upon request in both the Greeley and Southwest Weld offices.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,059,300	\$ 1,444,115	\$ 1,364,218	\$ 1,364,218
Supplies	28,428	45,870	42,870	42,870
Purchased Services	135,532	315,096	275,400	275,400
Fixed Charges	0	0	0	0
Contra Expense	-1,223,260	-1,604,581	-1,466,988	-1,466,988
Capital	0	19,500	19,500	19,500
Gross County Cost	\$ 0	\$ 220,000	\$ 235,000	\$ 235,000
Revenue	237,259	220,000	235,000	235,000
Net County Cost	\$ -237,259	\$ 0	\$ 0	\$ 0
Budgeted Positions	12.625	12.375	10.00	10.00

**SUMMARY OF CHANGES:** There is an overall projected decrease of \$79,897 in Personnel Services costs for 2024 due to a decrease of FTE by 2.375. FTE count is decreasing by 2.375 due to shifting of staff to other divisions, including the department's Communications Specialist (1.0 FTE) shifting back to the Health Communications division and an Office Technician (1.0 FTE) to the Clinical Services division in 2023. Administration reduced staff by 0.375 FTE following the termination of a part-time, temporary administrative employee that was brought-on during the COVID-19 response. Remaining staff have personnel increases due to cost-of-living adjustments, increased employer health insurance costs, scheduled step increases and small increases in the employer portion of PERA retirement contributions. When offset by cost savings for the 2.375 FTE reduction, personnel costs overall will decrease by \$79,897.

Supplies and Purchased Services costs are decreasing by \$42,696 due to the need to offset projected increased personnel costs in 2024. As a result of the division's overhead decrease, there will be a decrease of \$137,593 in contra-expenditures that will be reallocated to the divisions of the Health Department.

Revenues are anticipated to remain mostly level, with birth and death certificate issuance volume also to remain relatively level in 2024, with revenue projected at \$235,000 to align closely with actual revenue in 2022.

# **HEALTH ADMINISTRATION (CONTINUED) 2500-41100**

**FINANCE/ADMINISTRATION RECOMMENDATION:** During the budget process, the Health Department submitted a request for reclassifying 3.0 FTE from Office Tech IV (Grade 22) to Reimbursement/Coding & Contract Specialist I and II (Grade 26/28) with a total cost of \$24,663. The Human Resources and Finance review of the submitted documentation does not include them as recommended, and they are not included in the budgeted request, but are a policy issue for the board. Recommend approval of submitted budget.

**BOARD ACTION:** Approved as recommended.

### **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Greeley & Southwest Weld Offices:			
Birth Certificates issued	8,043	6,500	8,250
Death Certificates issued	12,538	9,500	12,500
<b><u>Efficiency Measures</u></b>			
FTEs per 10,000/capita	0.366	0.350	0.277
Per capita cost (county support)	- \$0.69	\$0.62	\$0.65

**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	624,235	825,318	834,973	834,973
Net County Cost	\$ - 624,235	\$ -825,318	\$ - 834,973	\$ - 834,973
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** Slight increase in per capita funding of \$9,655, or 1.17%.

**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 Education, Communication, and Planning (HECP) includes county and grant funded health communication/prevention programs that promote healthy behaviors to reduce the burden of chronic disease. The HECP team coordinates the Community Health Survey and the Community Health Improvement Plan. HECP serves as the liaison with the media for the Health Department. The HECP team provides support internally for producing educational materials, reports, and local health data. Furthermore, HECP 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, health screening and lifestyle education, and healthy behaviors for teens to prevent unintended pregnancy, tobacco use prevention, and traffic safety. HECP also coordinates national accreditation for the department.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,489,922	\$ 1,771,411	\$ 2,231,196	\$ 2,231,196
Supplies	14,607	72,097	19,590	19,590
Purchased Services	329,831	625,209	165,868	165,868
Fixed Charges	200,836	276,530	318,480	318,480
Contra Expense	0	0	0	0
Gross County Cost	\$ 2,035,196	\$ 2,745,247	\$ 2,735,134	\$ 2,735,134
Revenue	1,064,184	1,288,539	1,251,426	1,251,426
Net County Cost	\$ 971,012	\$ 1,456,708	\$ 1,483,708	\$ 1,483,708
Budget Positions	14.000	17.725	19.300	19.300

**SUMMARY OF CHANGES:** The proposed net county costs for the HECP Division in 2024 will be \$1,483,708, reflecting an increase of \$27,000 from 2023. Overall, revenue has decreased \$37,113 due to the withdrawal of a sizeable state grant. However, the loss was tempered with new grant monies which will help sustain staff and programs.

Personnel Services increased by \$459,785, or 25.96%, due to annual cost-of-living adjustments, increased health insurance costs, and increased PERA retirement costs for the division. Increased personnel costs are offset by cuts to non-personnel budget expenses (\$469,898 in cuts to non-personnel expenses). The division also has an increase in payroll with the net addition of 1.575 FTE, resulting from a 2023 mid-year addition of a new Substance Use Disorder Health Educator in our Opioids Abatement grant and from shifting the Communications Specialist from the Finance/ Administration division back into the HECP division. Minor decreases to part-time staff in Communities that Care and FDA Retail Tobacco Inspections programs account for a slight decline to adjust for the increases.

# **HEALTH COMMUNICATION SECTION (CONTINUED) 2520-41210**

Operating expenses show the cost of Supplies has decreased due to a drop in grant revenue and the corresponding reduction in these expenditures. Expenditures under Purchased Services have also decreased significantly due to the completion of the Community Health Survey in 2022, the withdrawal from a state grant and the associated costs of subcontracting with the United Way of Weld County. There are also decreased expenditures in the Supplies and Purchased Services categories to offset the increases in Personnel additional funding from county or grant funding. Fixed Charges, which is largely attributable to overhead allocations, has slightly increased due to increased FTE in the division and department-wide shifts in FTE distributions within the Health Department.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

### **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
# residents reached by the classes, programs	200,000	210,000	220,000
News release exposure	800,000	830,000	840,000
<b><u>Effectiveness results</u></b>			
Reduction in motor vehicle fatalities	54	53	54
Reduction in teen birth rate for			
15 to 17-year-olds -- MCH data	12/1,000	12/1,000	12/1,000
Number of obese/overweight adults – CHA data	69%	70%	70%
<b><u>Efficiency Measures</u></b>			
FTEs per 10,000/capita	0.406	0.501	0.534
Per capita cost (county support)	\$2.81	\$4.12	\$4.10

**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 Community Health Services division provides comprehensive services that improve the overall health of Weld County. These services include: 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,260,007	\$ 1,398,818	\$ 1,601,452	\$ 1,601,452
Supplies	23,648	41,675	29,100	29,100
Purchased Services	153,043	214,313	178,370	178,370
Fixed Charges	164,658	212,331	224,422	224,422
Contra Expense	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,601,356	\$ 1,867,137	\$ 2,033,344	\$ 2,033,344
Revenue	1,301,464	1,405,772	1,677,639	1,677,639
Net County Cost	\$ 299,892	\$ 461,365	\$ 355,705	\$ 355,705
Budgeted Positions	12.960	13.500	13.600	13.600

**SUMMARY OF CHANGES:** Overall, net county costs in the Community Health Services division will decrease by \$105,660, or 22.9%, in 2024 primarily due to increased revenue and reductions in supplies and purchased services. Revenue is expected to increase in 2024 by \$271,867, or 19.3%, due to increased grant funding in the Nurse Family Partnership program.

Personnel expenditures are projected to increase by \$202,634, or 14.5%, due to annual cost-of-living adjustments, increased health insurance costs, and increased PERA retirement costs for the division. These cost increases, as well as a \$12,091 increase in Fixed Charges, are offset by cuts to Supplies and Purchased Services of \$48,518 based on historical spending, and by additional grant revenue.

**FINANCE/ADMINISTRATION RECOMMENDATION:** During the budget process, the Health Department submitted a request for reclassifying 5.0 FTE (3.0 from Org 41300 and 2.0 from Org 41600) as Public Health Nurses for the ability to promote from PHN I at Grade 35 to PHN II at Grade 37, for an approximate total cost of \$21,820. This request is supported by Human Resources due to the hiring and retention difficulty of qualified nurses. Finance agrees with the recommendation if the cost can be absorbed in the existing submitted budget, and is a policy issue for the board. Recommend approval of submitted budget.

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

**BOARD ACTION:** Approved as recommended.

**PERFORMANCE MEASURES**

<b><u>Work Outputs</u></b>	<b><u>ACTUAL</u></b>	<b><u>ESTIMATED</u></b>	<b><u>PROJECTED</u></b>
Presumptive Eligibility – Clients Contacted	7	4	5
Nurse-Family Partnership for First-Time Mothers			
Client Visits	1,694	1,900	2,000
Mothers and Infants Served	331	335	340
Total Time Spent with Clients (hours)	1,695	1,900	2,000
Maternal and Child Health – HCP – CC			
Clients Served	79	80	90
Direct Referrals Received	250	300	350
Client Visits	516	5	8
Community Outreach			
Clients Assisted	1,224	500	300
Outreach Events	21	20	20
Community Partner Meetings	85	40	40
<b><u>Efficiency Measures</u></b>			
FTEs per 10,000/capita	0.375	0.382	0.376
Per capita cost (county support)	\$0.87	\$1.30	\$0.98

**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 Environmental Health Services 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 2,985,588	\$ 3,638,108	\$ 3,946,833	\$ 3,946,833
Supplies	197,502	375,845	271,095	271,095
Purchased Services	518,056	699,531	537,005	537,005
Fixed Charges	411,481	560,082	597,356	597,356
Contra Expense	-84,016	-73,659	-82,125	-82,125
Capital	30,088	0	0	0
Gross County Cost	\$ 4,058,699	\$ 5,199,907	\$ 5,270,164	\$ 5,270,164
Revenue	2,124,450	2,229,115	2,069,372	2,069,372
Net County Cost	\$ 1,934,249	\$ 2,970,792	\$ 3,200,792	\$ 3,200,792
Budgeted Positions	38.10	35.90	36.20	36.20

**SUMMARY OF CHANGES:** County costs are proposed to increase by \$230,000 in 2024 primarily due to the increase in personnel costs. A portion of the personnel increases are offset with reductions in expenditures for supplies and purchased services, based on historical spending.

The division saw a significant increase in personnel services costs from the previous year of \$308,725, or 8.5%. These increases were due to wage increases (cost of living adjustments and scheduled step increases), insurance increases, and PERA retirement increases in 2023 and 2024.

Supplies decreased by \$104,750, or 28% from the previous year. Purchased services also decreased by \$162,526, or 23%. Fixed charges had a 6.7% increase, or \$37,274, primarily due to the increase of overhead allocations. The decreases in supplies and purchased services were due to implementing cost saving measures along with a decrease in supplies and equipment needed for remodeling the lab and a decrease in consumable lab supplies following the cessation of medical lab activities in mid-2022.

# ENVIRONMENTAL HEALTH SERVICES (CONTINUED) 2560-41400

**SUMMARY OF CHANGES (Continued):**

A decrease in revenue is projected in 2024 due to a reduction in overall FTE in the Waste and Household Hazardous Waste programs, which reduced the corresponding transfer-in of funds from the solid waste fund. The remaining reduction in revenue is related to projected decreases in septic permit applications and decreases in land application permits (biosolids).

**FINANCE/ADMINISTRATION RECOMMENDATION:** During the budget process, the Health Department submitted 2.0 FTE for reclassification. This includes 1.0 FTE from EH Specialist I (Grade 33) to Air Quality Policy Analyst (Grade 42) at a cost of \$20,355, and 1.0 FTE from Lab Field Tech I to II (Grade 20 to 22) at a cost of \$3,133. The Human Resources and Finance review of the submitted documentation does not include this as recommended. The Finance request is to wait for the completion of the compensation analysis as they are not included in the budgeted request, but are a policy issue for the board. Recommend approval of submitted budget.

**BOARD ACTION:** Board recommended approval of the changes requested in staffing. Approved as requested.

### PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Food inspections, activities, complaints	2,473	2,450	2,500
Laboratory analyses	11,203	10,000	10,000
Household hazardous waste disposed	433,928	455,000	440,000
Environmental Planning reviews	436	500	450
OWTS (septic) permits and inspections	1,213	1,300	1,300
Waste inspections, complaints, spill reports	312	250	275
Biosolids inspections, activities, complaints	182	185	185
Institutions inspections	152	160	160
Outbreak investigations	212	30	72
Reportable disease investigations	45,124	5,000	4,000
Rabies PEP coordination	11	10	10
Rabies risk assessments	176	80	80
Air inspections and complaints	121	120	125
<b><u>Efficiency Measures</u></b>			
FTEs per 10,000/capita	1.104	1.015	1.001
Per capita cost (county support)	\$5.60	\$8.40	\$8.85

**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; developing exercises and evaluating various plans, procedures and protocols associated with emergency preparedness; is assigned disease investigation 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,597,364	\$ 1,397,693	\$ 250,567	\$ 250,567
Supplies	72,858	29,456	17,300	17,300
Purchased Services	78,482	137,381	22,200	22,200
Fixed Charges	272,105	292,132	33,003	33,003
Capital	13,419	0	10,000	10,000
Gross County Cost	\$ 2,034,228	\$ 1,856,662	\$ 333,070	\$ 333,070
Revenue	2,233,570	1,774,206	306,270	306,270
Net County Cost	\$ -199,342	\$ 82,456	\$ 26,800	\$ 26,800
Budgeted Positions	17.450	18.725	2.0	2.0

**SUMMARY OF CHANGES:** The Public Health Preparedness division will see significant changes in 2024. In July 2023, ELC funding related to the COVID-19 response ended which resulted in the termination of all positions and expenditures related to the pandemic response. There will still be very limited activity for COVID immunizations in 2024, but all expenditures are projected to be offset by our remaining COVID immunization funding that is expected to end in June of 2024.

Personnel will decrease by \$1,147,126 and 16.725 FTE. This decrease is due to the elimination of the ELC grant (COVID-19 response) in 2023. The remaining 2.0 FTE are funded through a grant with CDPHE that provides for an Emergency Response Coordinator and an Emergency Response Epidemiologist.

Supplies decrease by \$12,156, purchased services decrease by \$115,181 and fixed charges decrease by \$259,129. As with personnel, these decreases are also due to the elimination of the ELC grant. Expenditures related to the emergency preparedness grant are projected to remain level with 2023 budgeted expenditures. A decrease in projected revenue of \$1,467,936 is due to the elimination of the ELC grant. The projected program revenue for the Emergency Preparedness and Response grant is up slightly over 2023.



**PUBLIC HEALTH PREPAREDNESS  
(CONTINUED)  
2500-41500**

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Efficiency Measures</u></b>			
FTEs per 10,000 capita	0.506	0.529	0.055
Per capita cost (county support)	-\$0.58	\$0.23	\$0.07

**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 Clinical Services division holds clinics for immunizations, family planning, international travel health, sexually transmitted infections, tuberculosis, and women’s health. It provides immunizations, screenings, counseling, communicable disease surveillance, containment, treatment, and education. Provides home visits for health promotion, evaluation, health assessment, and community outreach activities.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,515,431	\$ 1,939,436	\$ 2,199,804	\$ 2,199,804
Supplies	320,905	565,653	303,625	303,625
Purchased Services	273,353	694,129	465,160	465,160
Fixed Charges	192,618	295,144	301,846	301,846
Contra Expense	0	0	0	0
Capital	0	11,000	0	0
Gross County Cost	\$ 2,302,307	\$ 3,505,362	\$ 3,270,435	\$ 3,270,435
Revenue	1,587,749	1,616,073	1,467,175	1,467,175
Net County Cost	\$ 714,558	\$ 1,889,289	\$ 1,803,260	\$ 1,803,260
Budgeted Positions	17.115	17.000	17.800	17.800

**SUMMARY OF CHANGES:** Overall, County costs will decrease by \$86,029, or 4.6%, in 2024 due to significant estimated reductions in supplies and purchased services. Personnel expenditures are projected to increase by \$260,368, or 13.42%, due to increases in regular wages, COLA, PERA, and employer health insurance contributions. These cost increases are offset by reductions in other operating expenses, based on historical spending.

Projected expenditures related to Supplies, Purchased Services and Fixed Charges will decrease by \$484,295, or 31.1%, due to reductions in expenditures for supplies and purchased services. This is primarily due to adjustments made to align more closely with actual expenditures in 2022 and cost savings due to implementation of increased efficiency and effectiveness measures.

Overall revenue is expected to decrease in 2024 by \$148,898, or 9.2%. This is largely attributable to projections of decreased Medicaid (Health First Colorado) and private pay revenue in 2024. Also, grant funding is down slightly following the end of one small grant with Denver Health in July of 2023. These decreases are minimally offset by increased grant revenue in a few of our long-term grants including family planning, immunizations, and a new grant that funds testing and treatment of sexually transmitted infections.

**FINANCE/ADMINISTRATION RECOMMENDATION:** During the budget process, the Health Department submitted requests for reclassifying 4.0 FTE, including 3.0 Medical Assistants I/II/III from Grade 17 to Grades 19, 22 and 25 at an approximate cost of \$22,144.

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

**FINANCE/ADMINISTRATION RECOMMENDATION (continued):**

The other reclassification is for an Office Tech III at Grade 17 to move to an Office Tech IV at Grade 22. The Human Resources and Finance review of the submitted documentation does not include this as recommended. The Finance request is to wait for the completion of the compensation analysis as they are not included in the budgeted request, but are a policy issue for the board. Recommend approval of submitted budget.

**BOARD ACTION:** The Medical Assistant changes were approved at Grade 19 (2.0 FTE) and Grade 22 (1.0 FTE). The Office Tech will be analyzed in 2024. Approved as recommend.

### **PERFORMANCE MEASURES**

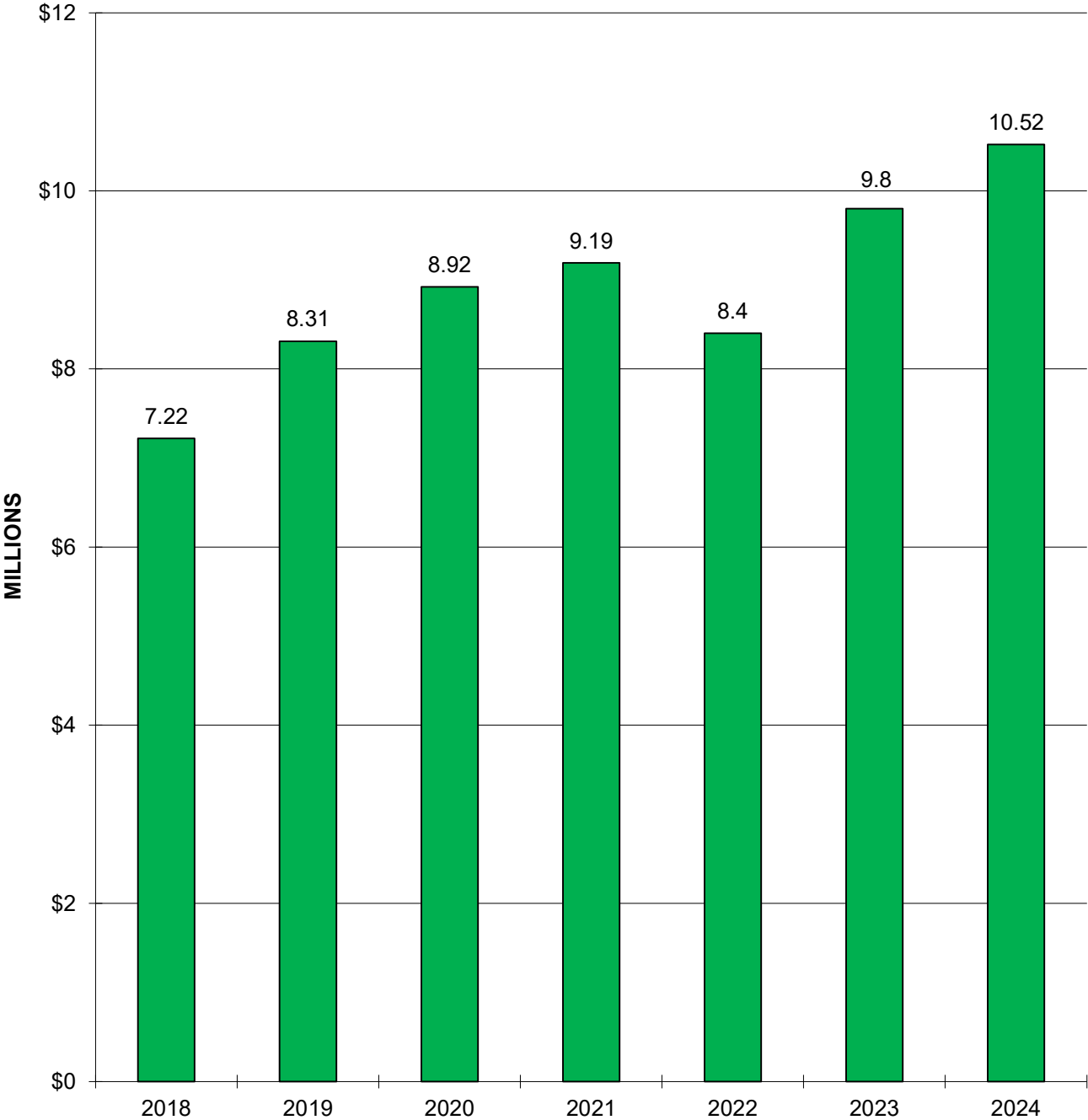
<b><u>Work Outputs</u></b>	<b><u>ACTUAL</u></b>	<b><u>ESTIMATED</u></b>	<b><u>PROJECTED</u></b>
Immunization/Communicable Disease Program			
Immunization Visits	3,483	3,500	3,830
Vaccinations Given (North)	3,294	3,550	3,620
Vaccinations Given (South)	1,153	800	700
Outreach Events	6	30	35
Tuberculosis Program			
QFT's performed	175	190	200
PPD's placed	11	10	10
Active Cases	7	2	2
Latent TB Infection Cases (evaluated/treated)	31/12	30/15	30/15
Children treated	1	2	2
Ukrainian Refuge Evaluated	2	5	5
Travel Immunization/I693 Clinic Visits	190	200	210
Travel Vaccines Given	268	280	295
Family Planning Visits	1,790	1,835	1,880
MD Clinic Visits	41	55	60
Sexually Transmitted Infections Visits	468	475	500
Women's Wellness Connection (WWC) Visits	185	200	185
WWC – Targeted Outreach – Clients Contacted	649	675	700
WISEWOMAN Visits	175	175	175
Community Outreach Events	50	85	100
<b><u>Efficiency Measures:</u></b>			
FTEs per 10,000/capita	0.496	0.481	0.492
Per capita cost (county support)	\$2.07	\$5.34	\$4.99

**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 \$10,523,300 for 2024, which is up \$722,500, or 7.4%, from the previous year. Program funding is up for 2024 due to program revenues returning to more normal levels post COVID in 2023. Other program funding came through CARES Act and the American Rescue Act in 2021-2022, which distorts the funding changes from 2021-2023. The Community Services Block Grant is up \$107,500 at \$405,500 and Senior Nutrition programs are up \$430,000. Department of Labor programs are up \$301,400. Area Agency on Aging is down \$20,300.

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 2024 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 \$2,488,900 for 2024. In addition, the Job Service contract will be \$1,470,000, up \$584,800. Funding for this program should remain fairly constant going forward, 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 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 2024 funding levels:

Area Agency on Aging	\$ 4,328,900
Senior Nutrition	\$ 1,107,500
CSBG	\$ 405,500

In the above programs, Weld County must continue to be responsive and reactive to federal and state administrative and budget changes in 2024.

**HUMAN SERVICES  
SUMMARY OF REVENUES  
2024**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2023 Budget</b>	<b>2024 Request</b>	<b>2024 Recommend</b>	<b>2024 Final</b>
<b>INTERGOVERNMENTAL</b>							
2650	61751	4314	USDA	62,080	67,900	67,900	67,900
2625	61400	4320	FEDERAL GRANTS	851,000	975,000	975,000	975,000
2625	61420	4320	FEDERAL GRANTS	423,515	328,010	328,010	328,010
2625	61422	4320	FEDERAL GRANTS	333,085	321,990	321,990	321,990
2625	61450	4320	FEDERAL GRANTS	104,300	164,250	164,250	164,250
2625	61451	4320	FEDERAL GRANTS	301,800	495,750	495,750	495,750
2625	61460	4320	FEDERAL GRANTS	804,797	680,400	680,400	680,400
2625	61461	4320	FEDERAL GRANTS	42,000	42,000	42,000	42,000
2625	61470	4320	FEDERAL GRANTS	76,355	68,800	68,800	68,800
2625	61480	4320	FEDERAL GRANTS	588,848	550,800	550,800	550,800
2625	61505	4320	FEDERAL GRANTS	77,300	62,000	62,000	62,000
2650	61700	4320	FEDERAL GRANTS	103,449	110,649	110,649	110,649
2650	61705	4320	FEDERAL GRANTS	79,915	117,433	117,433	117,433
2650	61710	4320	FEDERAL GRANTS	173,030	106,396	106,396	106,396
2650	61730	4320	FEDERAL GRANTS	45,958	67,535	67,535	67,535
2650	61740	4320	FEDERAL GRANTS	19,721	28,980	28,980	28,980
2650	61745	4320	FEDERAL GRANTS	13,376	19,656	19,656	19,656
2650	61750	4320	FEDERAL GRANTS	551,250	593,250	593,250	593,250
2650	61755	4320	FEDERAL GRANTS	257,920	282,100	282,100	282,100
2650	61760	4320	FEDERAL GRANTS	19,000	19,000	19,000	19,000
2650	61765	4320	FEDERAL GRANTS	4,800	4,800	4,800	4,800
2650	61770	4320	FEDERAL GRANTS	1,000	2,000	2,000	2,000
2650	61775	4320	FEDERAL GRANTS	300	5,000	5,000	5,000
2650	61875	4320	FEDERAL GRANTS	77,389	54,075	54,075	54,075
2650	61935	4320	FEDERAL GRANTS	4,033	5,649	5,649	5,649
2650	61940	4320	FEDERAL GRANTS	41,065	60,226	60,226	60,226
2650	61945	4320	FEDERAL GRANTS	76,402	112,125	112,125	112,125
265995	61780	4320	FEDERAL GRANTS	2,188,815	2,499,600	2,499,600	2,499,600
267895	61601	4320	FEDERAL GRANTS	65,943	72,000	72,000	72,000
267895	61610	4320	FEDERAL GRANTS	54,960	64,175	64,175	64,175
267895	61620	4320	FEDERAL GRANTS	142,667	131,325	131,325	131,325
267895	61630	4320	FEDERAL GRANTS	141,930	205,000	205,000	205,000
2650	61785	4321	MEDICAID	16,500	12,500	12,500	12,500
2650	61835	4340	GRANTS	150,042	169,625	169,625	169,625
2650	61840	4340	GRANTS	158,275	176,926	176,926	176,926
2650	61841	4340	GRANTS	94,862	107,376	107,376	107,376
2650	61845	4340	GRANTS	30,478	30,348	30,348	30,348
2650	61850	4340	GRANTS	76,980	89,600	89,600	89,600
2650	61866	4340	GRANTS	139,000	97,125	97,125	97,125
2650	61880	4340	GRANTS	71,518	61,550	61,550	61,550
2650	61885	4340	GRANTS	89,411	62,475	62,475	62,475
2650	61890	4340	GRANTS	164,379	118,726	118,726	118,726
2650	61895	4340	GRANTS	54,097	37,800	37,800	37,800
2650	61900	4340	GRANTS	3,396	5,399	5,399	5,399
2650	61905	4340	GRANTS	23,546	28,726	28,726	28,726
2650	61915	4340	GRANTS	141,915	179,650	179,650	179,650
2650	61925	4340	GRANTS	30,054	21,000	21,000	21,000
2650	61930	4340	GRANTS	179,658	259,599	259,599	259,599
265995	61790	4340	GRANTS	44,185	50,400	50,400	50,400
2560	61701	711000	TRANSFER	12,351	12,351	12,351	12,351
<b>TOTAL INTERGOVERNMENTAL</b>				<b>9,208,650</b>	<b>9,839,050</b>	<b>9,839,050</b>	<b>9,839,050</b>
<b>CHARGE FOR SERVICES</b>							
2645	61200	4410	CHARGE FOR SERVICES	175,500	170,000	170,000	170,000
2646	61300	4410	CHARGE FOR SERVICES	180,400	260,000	260,000	260,000
<b>TOTAL CHARGE FOR SERVICES</b>				<b>355,900</b>	<b>430,000</b>	<b>430,000</b>	<b>430,000</b>
<b>DONATIONS</b>							
2650	61750	4690	DONATIONS	236,250	254,250	254,250	254,250
<b>TOTAL HUMAN SERVICES</b>				<b>9,800,800</b>	<b>10,523,300</b>	<b>10,523,300</b>	<b>10,523,300</b>

**HUMAN SERVICES  
SUMMARY OF EXPENDITURES  
2024**

Fund	Org	Expenditure Function	2023 Budget	2024 Request	2024 Recommend	2024 Final
2625	61400	WORKFORCE INNOVATION & OPPORTUNITYA	851,000	975,000	975,000	975,000
2625	61420	WIOA DISLOCATED WORKER	387,180	328,010	328,010	328,010
2625	61422	WIOA DW ENHANCED	369,420	321,990	321,990	321,990
2625	61450	WIOA YOUTH IN SCHOOL	93,189	164,250	164,250	164,250
2625	61451	WIOA YOUTH OUT OF SCHOOL	312,911	495,750	495,750	495,750
2625	61460	WAGNER/PEYSER	786,300	680,400	680,400	680,400
2625	61461	SUMMER JOB HUNT	42,000	42,000	42,000	42,000
2625	61470	MIGRANT SEASONAL FARM WORKER - 10%	76,775	68,800	68,800	68,800
2625	61480	EMPLOYMENT SUPPORT FUND	606,925	550,800	550,800	550,800
2625	61505	WIOA PERFORMANCE INCENTIVE	77,300	62,000	62,000	62,000
2645	61200	EDUCATION LAB	175,500	170,000	170,000	170,000
2646	61300	AMERICORPS	180,400	260,000	260,000	260,000
2650	61700	AREA AGENCY ON AGING	115,800	123,000	123,000	123,000
2650	61705	AAA PART B LEGAL	107,181	117,433	117,433	117,433
2650	61710	AAA PART B OMBUDSMAN	118,790	106,396	106,396	106,396
2650	61730	AAA PART B COUNSELING	61,639	67,535	67,535	67,535
2650	61740	AAA PART B OUTREACH	26,450	28,980	28,980	28,980
2650	61745	AAA PART B TRANSPORTATION	17,940	19,656	19,656	19,656
2650	61750	AAA PART C 1	787,500	847,500	847,500	847,500
2650	61751	AAA NSIP	62,080	67,900	67,900	67,900
2650	61755	AAA C 2	257,920	282,100	282,100	282,100
2650	61760	AAA PART D	19,000	19,000	19,000	19,000
2650	61765	AAA CHF	4,800	4,800	4,800	4,800
2650	61770	AAA ELDER ABUSE	1,000	2,000	2,000	2,000
2650	61775	AAA SPECIAL OMBUDSMAN	300	5,000	5,000	5,000
2650	61785	AAA CCT	16,500	12,500	12,500	12,500
2650	61835	AAA STATE ADMIN	162,115	169,625	169,625	169,625
2650	61840	AAA STATE INFORMATION AND ASSISTANC	169,696	176,926	176,926	176,926
2650	61841	AAA STATE HEALTH PROMOTIONS	102,386	107,376	107,376	107,376
2650	61845	AAA STATE EDUCATION	30,308	30,348	30,348	30,348
2650	61850	AAA STATE OMBUDSMAN	84,820	89,600	89,600	89,600
2650	61866	AAA STATE CASE MANAGEMENT	113,775	97,125	97,125	97,125
2650	61875	AAA STATE COUNSELING	63,345	54,075	54,075	54,075
2650	61880	AAA STATE CHORE	65,590	61,550	61,550	61,550
2650	61885	AAA STATE TRANSPORTATION	73,185	62,475	62,475	62,475
2650	61890	AAA STATE PART C1	136,516	118,726	118,726	118,726
2650	61895	AAA STATE PART C2	44,280	37,800	37,800	37,800
2650	61900	AAA STATE SHELF STABLE MEALS	4,319	5,399	5,399	5,399
2650	61905	AAA STATE VISUALLY IMPAIRED	25,516	28,726	28,726	28,726
2650	61915	AAA STATE DENTAL VISION & HEARING	159,830	179,650	179,650	179,650
2650	61925	AAA STATE PART E RESPITE	24,600	21,000	21,000	21,000
2650	61930	AAA STATE SOUTH COUNTY RVNA	224,719	259,599	259,599	259,599
2650	61935	AAA PART E GRANDPARENTING	5,084	5,649	5,649	5,649
2650	61940	AAA PART E CAREGIVER	49,141	60,226	60,226	60,226
2650	61945	AAA PART E RESPITE	67,275	112,125	112,125	112,125
265995	61780	SINGLE ENTRY POINT	2,188,460	2,499,600	2,499,600	2,499,600
265995	61790	HOME CARE ALLOWANCE	44,540	50,400	50,400	50,400
267895	61601	CSBG EF	68,875	72,000	72,000	72,000
267895	61610	CSBG ADMIN	54,960	64,175	64,175	64,175
267895	61620	CSBG AAAA LINKAGES	129,965	131,325	131,325	131,325
267895	61630	CSBG EMERGENCY SERVICES	151,700	205,000	205,000	205,000
<b>TOTAL HUMAN SERVICES</b>			<b>9,800,800</b>	<b>10,523,300</b>	<b>10,523,300</b>	<b>10,523,300</b>



## **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 6,558,979	\$ 6,216,900	\$ 6,468,300	\$ 6,468,300
Supplies	649,676	428,600	588,600	588,600
Purchased Services	5,204,819	2,941,300	3,173,500	3,173,500
Fixed Charges	211,554	214,000	292,900	292,900
Gross County Cost	\$ 12,625,028	\$ 9,800,800	\$ 10,523,300	\$ 10,523,300
Revenue	12,573,868	9,788,449	10,510,949	10,510,949
Net County Cost	\$ 51,160	\$ 12,351	\$ 12,351	\$ 12,351
Budget Positions	87	90	90	141

**SUMMARY OF CHANGES:** See Individual Budget Units

**OBJECTIVES:** See Individual Budget Units

**BOARD ACTION:** See Individual Budget Units.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES FUND

**BUDGET UNIT TITLE AND NUMBER:** Wagner/Peyser - - 2625-61460 [Formerly 60000-2626]

**DEPARTMENT DESCRIPTION:** The Wagner/Peyser program administers all Job Service activities in Weld County. It includes the Migrant Seasonal Farm Worker (MSFW) Program, which partners with community organizations, employers, and agricultural workers to coordinate farm labor, ensure fair labor and OSHA standards are being followed and ensure farmworkers are receiving job seeker services. This Budget Organization also includes the WIOA Reskilling, Upskilling, New-Skilling (RUN) Program.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,544,028	\$ 1,170,000	\$ 900,000	\$ 900,000
Supplies	115,122	22,500	120,000	120,000
Purchased Services	1,966,335	227,500	180,000	180,000
Fixed Charges	55,722	50,000	100,000	100,000
Gross County Cost	\$ 3,681,207	\$ 1,470,000	\$ 1,300,000	\$ 1,300,000
Revenue	3,669,057	1,470,000	1,300,000	1,300,000
Net County Cost	\$ 12,150	\$ 0	\$ 0	\$ 0
Budget Positions	22	22	22	25

**SUMMARY OF CHANGES:**

Funding for the WIOA Reskilling, Upskilling, New-Skilling (RUN)) program will likely be fully- or near-fully-expended prior to the end of 2023. Other programs included in this Budget Organization will continue. Beginning November 2023, the Veterans Service Office is housed within the Employment Services Division of the Department of Human Services. Three positions have been transitioned from their former line item in the General Fund (Org 1000-96400) to this line item.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

**HUMAN SERVICES WAGNER/PEYSER  
(CONTINUED)  
2625-61460**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Wagner-Peyser Clients served	9,039	13,036	14,000
MSFW Total Registrants	85	76	80
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 10.67	\$ 4.16	\$ 3.60
<b><u>Effectiveness Measures (desired results)</u></b>			
Entered Employment Rate-2 <sup>nd</sup> Qtr After Exit	51.96%	51.30%	57.00%
Entered Employment Rate-4 <sup>th</sup> Qtr After Exit	81.18%	58.50%	65.00%
Median Participant Earnings	\$ 23,202	\$ 5,040	\$ 5,600
MSFW – Referred to Jobs	43.53%	11.07%	12.30%
MSFW – Provided Staff Assisted Services	100.0%	27.90%	31.00%
MSFW – Referred to Supportive Services	0.00%	0.99%	1.10%
MSFW – Career Guidance	95.29%	4.50%	5.00%

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

# **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:** The Summer Job Hunt program administers youth employment activities, such as job fairs, events, workshops, and one-on-one needs-based appointments to increase job search and obtainment skills for youth, year-round.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 33,887	\$ 39,600	\$ 34,000	\$ 34,000
Supplies	402	0	500	500
Purchased Services	5,471	1,400	5,500	5,500
Fixed Charges	2,240	1,000	2,000	2,000
Gross County Cost	\$ 42,000	\$ 42,000	\$ 42,000	\$ 42,000
Revenue	42,000	42,000	42,000	42,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2024.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

### **PERFORMANCE MEASURES**

	<b><u>ACTUAL</u></b>	<b><u>ESTIMATED</u></b>	<b><u>PROJECTED</u></b>
<b><u>Work Outputs</u></b>			
Clients served	1,844	2,680	2,700
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.12	\$ 0.12	\$ 0.12

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

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES FUND

WIOA (Adult) 2625-61401  
**BUDGET UNIT TITLE AND NUMBER:** [Formerly 60000-2636]

**DEPARTMENT DESCRIPTION:** The Adult WIOA program provides employment and training for eligible adults.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 424,450	\$ 555,000	\$ 600,000	\$ 600,000
Supplies	20,199	6,000	20,000	20,000
Purchased Services	299,263	270,000	340,000	340,000
Fixed Charges	15,068	20,000	15,000	15,000
Gross County Cost	\$ 758,980	\$ 851,000	\$ 975,000	\$ 975,000
Revenue	754,695	851,000	975,000	975,000
Net County Cost	\$ 4,285	\$ 0	\$ 0	\$ 0
Budget Positions	5	5	6	6

**SUMMARY OF CHANGES:** The Board of County Commissioners approved the addition of the Disability Program Navigator position, funded through this Budget Organization, in August 2022 and the FTE was added to the wrong program in the budget book, corrected in the Personnel count this year.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

**HUMAN SERVICES WIOA (ADULT)  
(CONTINUED)  
2625-61401**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Clients served	312	326	300
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 2.20	\$ 2.41	\$ 2.70
<b><u>Effectiveness Measures (desired results)</u></b>			
Entered Employment Rate-2 <sup>nd</sup> Qtr After Exit	70.42%	69.75%	77.50%
Entered Employment Rate-4 <sup>th</sup> Qtr After Exit	67.24%	68.13%	75.70%
Median Participant Earnings	\$ 6,666	\$ 6,377	\$ 7,086
Credential Rate	82.69%	63.00%	70.00%
Measurable Skill Gains	65.96%	56.25%	62.50%

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

# **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:** The Youth WIOA 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	\$ 431,876	\$ 237,000	\$ 450,000	\$ 450,000
Supplies	18,021	4,300	10,000	10,000
Purchased Services	184,403	157,000	185,000	185,000
Fixed Charges	14,445	7,800	15,000	15,000
Gross County Cost	\$ 648,745	\$ 406,100	\$ 660,000	\$ 660,000
Revenue	648,745	406,100	660,000	660,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	8	9	8	8

**SUMMARY OF CHANGES:** Number of Budgeted Positions corrected from 2023 Budget document.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

**HUMAN SERVICES WIOA (YOUTH)  
(CONTINUED)  
2625-61450**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Youth served	191	302	250
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 1.88	\$ 1.15	\$ 1.83
<b><u>Effectiveness Measures (desired results)</u></b>			
Entered Employment Rate-2 <sup>nd</sup> Qtr After Exit	77.19%	61.20%	68.00%
Entered Employment Rate-4 <sup>th</sup> Qtr After Exit	67.68%	64.80%	72.00%
Median Earnings	\$5,018	\$3,150	\$3,500
Credential Attainment rate (Younger Youth)	66.67%	51.30%	57.00%
Measurable Skill Gains	84.31%	54.90%	61.00%

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



# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES FUND

10% Incentive Grant (CIMS) 2625-61505

**BUDGET UNIT TITLE AND NUMBER:** [Formerly 60000-2639]

**DEPARTMENT DESCRIPTION:** The CIMS grant provides grant funding used 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	\$ 2,583	\$ 31,900	\$ 25,000	\$ 25,000
Supplies	1,129	14,000	2,000	2,000
Purchased Services	14,686	31,400	35,000	35,000
Gross County Cost	\$ 18,398	\$ 77,300	\$ 62,000	\$ 62,000
Revenue	18,398	77,300	62,000	62,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2024.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

### **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.05	\$ 0.22	\$ 0.17
<b><u>Effectiveness Measures (Desired Results)</u></b>			
Performance Incentive Rating	10 / 10	9 / 10	10 / 10
High Performing Workforce Development Board Rating	Yes	Yes	Yes

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

# **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:** The Dislocated Worker Program WIOA program provides employment and training services to individuals who lost employment at no fault of their own.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 495,255	\$ 600,000	\$ 525,000	\$ 525,000
Supplies	10,738	6,800	8,000	8,000
Purchased Services	82,390	128,500	102,000	102,000
Fixed Charges	14,725	21,300	15,000	15,000
Gross County Cost	\$ 603,108	\$ 756,600	\$ 650,000	\$ 650,000
Revenue	603,108	756,600	650,000	650,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	2	2	2	2

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2024.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

**HUMAN SERVICES WIOA (DISLOCATED WORKER)  
(CONTINUED)  
2625-61420**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Clients served	71	100	100
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 1.75	\$ 2.14	\$ 1.80
<b><u>Effectiveness Measures (desired results)</u></b>			
Employment rate Q2 After Program Exit	79.07%	68.76%	76.40%
Employment rate Q4 After Program Exit	78.67%	69.21%	76.90%
Median Participant Earnings	\$ 11,999	\$ 6,120	\$ 6,800
Credential Rate	81.82%	61.20%	68.00%
Measurable Skills Gain	65.00%	52.74%	58.60%

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

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES FUND

**BUDGET UNIT TITLE AND NUMBER:** Educational Lab - 2645-61200 [Formerly 60000-2645]

**DEPARTMENT DESCRIPTION:** The Educational Lab program covers the cost of operating the Computer Education Lab.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 113,142	\$ 116,000	\$ 115,000	\$ 115,000
Supplies	30,041	32,500	30,000	30,000
Purchased Services	18,990	21,000	20,000	20,000
Fixed Charges	5,529	6,000	5,000	5,000
Gross County Cost	\$ 167,702	\$ 175,500	\$ 170,000	\$ 170,000
Revenue	167,702	175,500	170,000	170,000
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 2024.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

### **PERFORMANCE MEASURES**

	<b><u>ACTUAL</u></b>	<b><u>ESTIMATED</u></b>	<b><u>PROJECTED</u></b>
<b><u>Work Outputs</u></b>			
Clients served	897	662	600
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.49	\$ 0.50	\$ 0.47
<b><u>Effectiveness Measures (desired results)</u></b>			
High School Equivalency (HSE)	39	51	60

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

# **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 operates in a Youth Corps model prioritizing land, water, and energy conservation projects.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 204,126	\$ 130,000	\$ 200,000	\$ 200,000
Supplies	7,399	20,000	20,000	20,000
Purchased Services	45,631	27,400	37,000	37,000
Fixed Charges	2,455	3,000	3,000	3,000
Gross County Cost	\$ 259,611	\$ 180,400	\$ 260,000	\$ 260,000
Revenue	259,611	180,400	260,000	260,000
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 2024.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

### **PERFORMANCE MEASURES**

	<b><u>ACTUAL</u></b>	<b><u>ESTIMATED</u></b>	<b><u>PROJECTED</u></b>
<b><u>Work Outputs</u></b>			
Participants in program	29	35	32
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.75	\$ 0.51	\$ 0.72
<b><u>Effectiveness Measures (desired results)</u></b>			
Clients completing program	91%	95%	100%

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

# **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	\$ 79,318	\$ 97,000	\$ 85,000	\$ 85,000
Supplies	628	400	500	500
Purchased Services	31,671	15,000	35,000	35,000
Fixed Charges	1,948	3,400	2,500	2,500
Gross County Cost	\$ 113,565	\$ 115,800	\$ 123,000	\$ 123,000
Revenue	113,565	103,449	110,649	110,649
Net County Cost	\$ 0	\$ 12,351	\$ 12,351	\$ 12,351
Budget Positions	5	5	5	5

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2024.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

### **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Programs administered	11	11	11
<b><u>Efficiency Measures</u></b>			
Per capita cost (other)	\$ 0.33	\$ 0.33	\$ 0.34

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

# **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:** The AAA grant provides several contracted services to the older adults including 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	\$ 8,600	\$ 65,000	\$ 85,000	\$ 85,000
Supplies	299	35,000	1,000	1,000
Purchased Services	324,080	230,000	252,000	252,000
Fixed Charges	423	2,000	2,000	2,000
Gross County Cost	\$ 333,402	\$ 332,000	\$ 340,000	\$ 340,000
Revenue	333,402	332,000	340,000	340,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	5	5	5	5

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2024.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

**HUMAN SERVICES AREA ON AGING  
(CONTINUED)  
60000-2652**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Outreach – Hispanic Senior Outreach	1,728	1,698	1,698
Peer Counseling	4,051	4,272	4,272
Legal consultation/representation	768	664	664
Homemaker and personal care	6,824	6,325	6,000
Ombudsman Services	1,716	1,800	1,800
Transportation	4,970	6,969	6,969
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.97	\$ 0.94	\$ 0.94
<b><u>Effectiveness Measures (desired results)</u></b>			
Work output goals are maintained	Yes	Yes	Yes

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



# **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:** The Congregate Meal Program 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	\$ 195,605	\$ 197,000	\$ 215,000	\$ 215,000
Supplies	39,259	13,000	25,000	25,000
Purchased Services	694,888	570,500	600,000	600,000
Fixed Charges	6,457	7,000	7,500	7,500
Gross County Cost	\$ 936,209	\$ 787,500	\$ 847,500	\$ 847,500
Revenue	936,209	787,500	847,500	847,500
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 2024.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

### **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Meals served	80,520	87,000	75,000
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 2.71	\$ 2.23	\$ 2.34

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

# 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:** The Home Delivered Meals 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	3,434	0	0	0
Purchased Services	352,064	320,000	350,000	350,000
Gross County Cost	\$ 355,498	\$ 320,000	\$ 350,000	\$ 350,000
Revenue	355,498	320,000	350,000	350,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2024.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

### PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Meals Served	44,869	48,720	48,720
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 1.03	\$ 0.90	\$ 0.97
<b><u>Effectiveness Measures (desired results)</u></b>			
Work output goals are maintained.	Yes	Yes	Yes

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

# **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 Health Services grant provides health services to the senior community. This grant supports evidence-based health programs.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 16,000	\$ 16,000	\$ 16,000
Supplies	1,599	0	0	0
Purchased Services	624	2,000	2,000	2,000
Fixed Charges	0	1,000	1,000	1,000
Gross County Cost	\$ 2,223	\$ 19,000	\$ 19,000	\$ 19,000
Revenue	2,223	19,000	19,000	19,000
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 2024.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

### **PERFORMANCE MEASURES**

	<b><u>ACTUAL</u></b>	<b><u>ESTIMATED</u></b>	<b><u>PROJECTED</u></b>
<b><u>Work Outputs</u></b>			
Clients served	168	153	153
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.01	\$ 0.05	\$ 0.05
<b><u>Effectiveness Measures (desired results)</u></b>			
Work output goals are maintained	Yes	Yes	Yes

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

# 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:** The Colorado Health Foundation 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	\$ 0	\$ 1,800	\$ 1,800	\$ 1,800
Supplies	688	0	0	0
Purchased Services	0	3,000	3,000	3,000
Fixed Charges	0	0	0	0
Gross County Cost	\$ 688	\$ 4,800	\$ 4,800	\$ 4,800
Revenue	688	4,800	4,800	4,800
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2024.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

### PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.00	\$ 0.01	\$ 0.01
<b><u>Effectiveness Measures (desired results)</u></b>			
Work output goals are maintained	Yes	Yes	Yes

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

# **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:** The Elder Abuse grant provides for educational training to the community on elder abuse.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,863	\$ 1,000	\$ 2,000	\$ 2,000
Supplies	14	0	0	0
Purchased Services	61	0	0	0
Fixed Charges	62	0	0	0
Gross County Cost	\$ 2,000	\$ 1,000	\$ 2,000	\$ 2,000
Revenue	2,000	1,000	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 2024.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

### **PERFORMANCE MEASURES**

	<u><b>ACTUAL</b></u>	<u><b>ESTIMATED</b></u>	<u><b>PROJECTED</b></u>
<b><u>Work Outputs</u></b>			
Ombudsman Services	1,716	1,800	1,800
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.01	\$ 0.00	\$ 0.01
<b><u>Effectiveness Measures (desired results)</u></b>			
Education of long term staff	Yes	Yes	Yes

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

# **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:** The Special Ombudsman funds supplement the ombudsman program.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 3,426	\$ 100	\$ 3,500	\$ 3,500
Supplies	79	100	100	100
Purchased Services	1,119	100	1,000	1,000
Fixed Charges	97	0	400	400
Gross County Cost	\$ 4,721	\$ 300	\$ 5,000	\$ 5,000
Revenue	4,721	300	5,000	5,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2024.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

### **PERFORMANCE MEASURES**

	<b><u>ACTUAL</u></b>	<b><u>ESTIMATED</u></b>	<b><u>PROJECTED</u></b>
<b><u>Work Outputs</u></b>			
Complaints investigated	572	600	600
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.01	\$ 0.00	\$ 0.01
<b><u>Effectiveness Measures (desired results)</u></b>			
Work outputs are maintained	Yes	Yes	Yes

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

# **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:** The Single-Entry Point grant provides case management services to Medicaid eligible clients.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,978,456	\$ 2,100,000	\$ 2,300,000	\$ 2,300,000
Supplies	30,578	6,000	30,000	30,000
Purchased Services	74,163	60,000	125,000	125,000
Fixed Charges	63,227	67,000	95,000	95,000
Gross County Cost	\$ 2,146,424	\$ 2,233,000	\$ 2,550,000	\$ 2,550,000
Revenue	2,146,424	2,233,000	2,550,000	2,550,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	28	30	37	37

**SUMMARY OF CHANGES:** The Department’s Area Agency on Aging (AAA) Division responded to the Colorado Department of Health Care Policy and Financing’s (HCPF) Request for Proposal for Case Management Agencies (CMA). Beginning March 1, 2024, this budget organization will cease to exist. The 37 existing FTE will transfer to the new budget organization, named Case Management Agency (CMA), 2680-61781.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The CMA application and award have been reviewed and approved by the board. Recommend approval.

**BOARD ACTION:** Approved as recommended. The board approved the addition of 7.0 FTE in a work session for Eligibility Technicians under SEP to improve case load and training needs to continue this program. The 7.0 FTE are added to the final budget count.

**AREA AGENCY ON AGING  
SINGLE ENTRY POINT/HCA (CONTINUED)  
265995-61780/61790**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Clients served	2,889	2,556	3,000
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 6.22	\$ 6.31	\$ 7.05
<b><u>Effectiveness Measures (desired results)</u></b>			
Divert Medicaid Eligible clients from Institutional care to cost effective home care	2,744	2,942	3,050

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



# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES FUND

Area Agency on Aging -Case Management Agency

**BUDGET UNIT TITLE AND NUMBER:** (CMA) 2680-61781

**DEPARTMENT DESCRIPTION:** The Case Management Agency grant was awarded to Weld County Human Services to begin in March 2024. This program coordinates Case Management Services through Long-Term Care (LTC) Medicaid and related programs or through Colorado Long Term Services and Supports (LTSS) for residents within the defined service area of Weld County, regardless of age, disability type, or HCBS Waiver.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	TO BE ADDED NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 4,600,000
Supplies	0	0	0	28,400
Purchased Services	0	0	0	92,500
Fixed Charges	0	0	0	375,500
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 5,096,400
Revenue	0	0	0	5,096,400
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	0	0	0	41

**SUMMARY OF CHANGES:** The Department’s Area Agency on Aging (AAA) Division responded to the Colorado Department of Health Care Policy and Financing’s (HCPF) Request for Proposal for Case Management Agencies (CMA). The Board of Weld County Commissioners approved this application in 2023. In June 2023, the Department was notified of its selection to act as the CMA for the Weld County region.

**FINANCE/ADMINISTRATION RECOMMENDATION:** As the program was awarded once reviewed by the board, a separate unit was created to better track the grant expenses specific to this program.

**BOARD ACTION:** The new program was added to begin in March 2024, with staffing to begin in leadership and move to full implementation as of June 2024. Space for the program was defined during the budget process, and goals and performance measures will be developed in 2024 for the 2025 budget, as this program is new to the county. The dollars are not included in the system, as the program will not begin until March 2024.

# **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:** The CCT funding includes minor funding sources 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	\$ 10,905	\$ 7,000	\$ 11,000	\$ 11,000
Supplies	20	8,000	500	500
Purchased Services	280	1,500	1,000	1,000
Fixed Charges	286	0	0	0
Gross County Cost	\$ 11,491	\$ 16,500	\$ 12,500	\$ 12,500
Revenue	11,491	16,500	12,500	12,500
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2024.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

### **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Clients served	16	14	20
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.03	\$ 0.05	\$ 0.03

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

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES FUND

Area Agency on Aging (State Funds)- 2650-61835-61930

**BUDGET UNIT TITLE AND NUMBER:** [Formerly 60000-2671]

**DEPARTMENT DESCRIPTION:** State General Fund appropriation intended to mirror Federal Funding of the Older Americans Act and includes: Administration, Information, and Assistance; Health promotions; Education; Ombudsman; Homemaker; Personal Care; Outreach, Case Management; Counseling; Chore; Transportation; Congregate Meals; Home-Delivered Meals; Visually Impaired; Dental-Vision-Hearing; and Respite.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 799,996	\$ 610,000	\$ 650,000	\$ 650,000
Supplies	280,792	240,000	300,000	300,000
Purchased Services	520,174	615,000	525,000	525,000
Fixed Charges	24,681	20,000	25,000	25,000
Gross County Cost	\$ 1,625,643	\$ 1,485,000	\$ 1,500,000	\$ 1,500,000
Revenue	1,625,643	1,485,000	1,500,000	1,500,000
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 2024.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

### **PERFORMANCE MEASURES**

	<b><u>ACTUAL</u></b>	<b><u>ESTIMATED</u></b>	<b><u>PROJECTED</u></b>
<b><u>Work Outputs</u></b>			
Dental/Vision/Hearing Clients Served	316	245	200
Other clients served	32,102	60,000	60,000
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 4.71	\$ 4.20	\$ 4.15

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

# **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 members who are caring for relatives at home.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 49,279	\$ 45,000	\$ 50,000	\$ 50,000
Supplies	917	0	1,000	1,000
Purchased Services	187,422	75,000	125,000	125,000
Fixed Charges	1,986	1,500	2,000	2,000
Gross County Cost	\$ 239,604	\$ 121,500	\$ 178,000	\$ 178,000
Revenue	239,604	121,500	178,000	178,000
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 2024.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

### **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Care giver Support - units of services	3,486	7,884	5,000
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.69	\$ 0.34	\$ 0.49
<b><u>Effectiveness Measures (desired results)</u></b>			
Maintain requirements of grant	Yes	Yes	Yes

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

# **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:** The Community Services Block grant supports case management and emergency funding assistance for low-income individuals and families who are struggling with homelessness who are migrants or elderly. The goal is to address barriers to self-sufficiency by supporting services which address employment, education, housing, budgeting, nutrition, and health.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 182,184	\$ 197,500	\$ 200,000	\$ 200,000
Supplies	88,318	20,000	20,000	20,000
Purchased Services	401,104	185,000	250,000	250,000
Fixed Charges	2,203	3,000	2,500	2,500
Gross County Cost	\$ 673,809	\$ 405,500	\$ 472,500	\$ 472,500
Revenue	639,084	405,500	472,500	472,500
Net County Cost	\$ 34,725	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2024.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

**COMMUNITY SERVICES BLOCK GRANT  
(CONTINUED)  
267895-61600**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Provide emergency funding to assist individuals at risk of experiencing homelessness with avoiding eviction	205	114	205
Parents / Caregivers who improve their home environments through Case Management	149	75	149
Households experiencing homelessness who obtained safe temporary shelter	194	99	194
Households who maintained safe and affordable housing for 90 days	229	174	229
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 1.95	\$ 1.15	\$ 1.31

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

# ***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.

## ***CONSERVATION TRUST FUND:***

The Conservation Trust Fund is budgeted at \$574,210 based upon the anticipated maintenance costs from the IGA with Greeley for 2024. The budget reflects funding of Island Grove Park only. Revenues are from the Colorado Lottery proceeds.

## ***CONTINGENCY FUND:***

The Contingency Fund is funded with fund balance dollars at the level of \$10,000,000. A beginning fund balance of \$165,120,000 is anticipated. An ending fund balance of \$165,120,000 is projected, assuming no contingency funds are needed in 2024. 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 \$4,056,432 in fund balance is projected to remain relatively similar in 2024. Revenue is estimated at \$1,700,000, with expenses and transfers totaling \$1,571,163. \$85,000 is funded for code enforcement of littering, \$295,241 for operations relating to cleanup operations, transfers of \$400,000 to Public Works and \$790,922 to the Health Department. The ending fund balance can increase up to \$129,000 with these anticipated expenditures.

## ***WELD COUNTY TRUST FUND:***

The Weld County Trust Fund accounts for the assets held by the Weld Trust, a Colorado nonprofit corporation recognized by the Internal Revenue Service (IRS) as an exempt charitable organization under code section 501 (c)(3), for charitable purposes to benefit the citizens of Weld County. The earnings of the fund are being used to fund Bright Futures student grants each year.

## ***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. With the adoption of the new accounting rules under GASB 54 the three percent (3%) 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  
2024**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2023 Budget</b>	<b>2024 Request</b>	<b>2024 Recommend</b>	<b>2024 Final</b>
2200	73700	4332	LOTTERY	560,000	545,000	545,000	545,000
2200	73700	4610	EARNINGS ON INVESTMENTS	3,000	10,000	10,000	10,000
				<b>563,000</b>	<b>555,000</b>	<b>555,000</b>	<b>555,000</b>



**CONSERVATION TRUST  
SUMMARY OF EXPENDITURES  
2024**

Fund	Org	Expenditure Function	2023 Budget	2024 Request	2024 Recommend	2024 Final
2200	73700	CONSERVATION TRUST	563,000	574,210	574,210	574,210
		<b>TOTA CONSERVATION TRUST</b>	<b>563,000</b>	<b>574,210</b>	<b>574,210</b>	<b>574,210</b>

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** CONSERVATION TRUST FUND

**BUDGET UNIT TITLE AND NUMBER:** Conservation Trust Fund - - 2200-73700

**DEPARTMENT DESCRIPTION:** The Conservation Trust Fund accounts for revenue received from the State of Colorado to 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 within Weld County.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	546,232	563,000	574,210	574,210
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 546,232	\$ 563,000	\$ 574,210	\$ 574,210
Revenue	550,355	563,000	555,000	555,000
Net County Cost	\$ -4,123	\$ 0	\$ 19,210	\$ 19,210

**SUMMARY OF CHANGES:** Revenue from the Colorado Lottery is being projected at \$545,000 and \$10,000 from interest earnings. For 2024, the budget for the county buildings at Island Grove Park is proposed at \$821,645. Revenue from rents and facility use fees for 2024 are estimated at \$158,903. The county payment for 2024 maintenance is proposed by Greeley at \$574,210, which is an increase of \$11,210, or 2% higher than the 2023 payment. The increase is primarily in salaries and utilities, with offsetting increases in rental revenues. The workload in the Island Grove buildings is changing to allow 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. There is a fund balance of approximately \$735,000 in this fund, as expenses are always a year behind revenues collected.

**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	2003	\$ 385,070
1984	195,304	2004	361,926
1985	151,033	2005	371,213
1986	138,069	2006	453,233
1987	162,736	2007	423,260
1988	154,074	2008	430,795
1989	130,764	2009	408,648
1990	136,726	2010	386,999
1991	200,103	2011	376,031
1992	220,219	2012	411,891
1993	264,371	2013	450,659
1994	205,534	2014	404,589
1995	327,162	2015	358,431
1996	312,024	2016	487,550
1997	356,262	2017	436,368
1998	373,962	2018	429,897
1999	286,971	2019	513,355
2000	358,802	2020	472,538
2001	361,050	2021	562,906
2002	391,780	2022	542,101

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:

<b>Entity</b>	<b>Purpose</b>	<b>Amount</b>
<b>1983:</b>		
Greeley	Civic Auditorium	\$ 141,464
<b>1984:</b>		
Greeley	Civic Auditorium	\$ 143,000
<b>1985:</b>		
Greeley	Civic Auditorium	\$ 90,000
<b>1986:</b>		
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	Pearson 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>
<b><u>Work Outputs</u></b>			
Island Grove Park Visitors	340,000	370,000	420,000
<b><u>Efficiency Measures</u></b>			
Per capita cost (county support)	\$1.58	\$1.59	\$1.59
Cost Per Visitor	\$1.61	\$1.52	\$1.37

**BOARD ACTION:** Approved as recommended.

**CONTINGENCY FUND  
SUMMARY OF REVENUES  
2024**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2023 Budget</b>	<b>2024 Request</b>	<b>2024 Recommend</b>	<b>2024 Final</b>
2300	90300	4112	CURRENT PROPERTY TAXES	<u>65,000,000</u>	-	-	-
				<u>65,000,000</u>	-	-	-

**CONTINGENCY  
SUMMARY OF EXPENDITURES  
2024**

Fund	Org	Expenditure Function	2023 Budget	2024 Request	2024 Recommend	2024 Final
2300	90300	CONTINGENT	10,000,000	10,000,000	10,000,000	10,000,000
		<b>TOTAL CONTINGENCY</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>

# **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	0	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.	100,109,490	- 55,000,000	0	0
Net County Cost	\$ 0	\$ 65,000,000	\$ 10,000,000	\$ 10,000,000

**SUMMARY OF CHANGES:** The Contingency Fund is funded at the level of \$10,000,000 with funds from the fund balance. A beginning fund balance of \$165,120,000 is anticipated. An ending fund balance of \$165,120,000 is projected, assuming no contingency funds are needed in 2024. 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  
SUMMARY OF REVENUES  
2024**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2023 Budget</b>	<b>2024 Request</b>	<b>2024 Recommend</b>	<b>2024 Final</b>
2400	53100	4112	CURRENT PROPERTY TAXES	-	-	-	-
				-	-	-	-



**EMERGENCY RESERVE  
SUMMARY OF EXPENDITURES  
2024**

Fund	Org	Expenditure Function	2023 Budget	2024 Request	2024 Recommend	2024 Final
2400	53100	EMERGENCY RESERVE	0	0	0	0
			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# **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 (3%) 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 (3%) of the TABOR revenue limit, whichever is greater. This Emergency Reserve Fund will no longer be used to budget or account for the TABOR emergency reserve.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Concur with policy per GASB 54.

**BOARD ACTION:** Reaffirmed policy per GASB 54.

**SOLID WASTE  
SUMMARY OF REVENUES  
2024**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2023 Budget</b>	<b>2024 Request</b>	<b>2024 Recommend</b>	<b>2024 Final</b>
			<b>CHARGE FOR SERVICES</b>				
<b>2700</b>	<b>90200</b>	<b>4410</b>	<b>CHARGE FOR SERVICES</b>	<u>1,700,000</u>	<u>1,700,000</u>	<u>1,700,000</u>	<u>1,700,000</u>
			<b>TOTAL SOLID WASTE</b>	<u><b>1,700,000</b></u>	<u><b>1,700,000</b></u>	<u><b>1,700,000</b></u>	<u><b>1,700,000</b></u>

**SOLID WASTE  
SUMMARY OF EXPENDITURES  
2024**

Fund	Org	Expenditure Function	2023 Budget	2024 Request	2024 Recommend	2024 Final
2700	21240	TRANSFER	85,000	85,000	85,000	85,000
2700	90200	SOLID WASTE	295,241	295,241	295,241	295,241
2700	90200	TRANSFER	1,777,665	1,190,922	1,190,922	1,190,922
		<b>TOTAL SOLID WASTE</b>	<b><u>2,157,906</u></b>	<b><u>1,571,163</u></b>	<b><u>1,571,163</u></b>	<b><u>1,571,163</u></b>

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** SOLID WASTE FUND

**BUDGET UNIT TITLE AND NUMBER:** Code Enforcement - - 2700-21240

**DEPARTMENT DESCRIPTION:** The Solid Waste Fund accounts for code enforcement for littering, illegal dumping, and roadside trash pick-up program.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
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>
<b><u>Work Outputs</u></b>			
Number of Complaints	772	800	800
<b><u>Efficiency Measures</u></b>			
Per capita cost (county support)	\$0.25	\$0.24	\$0.24

**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:** The Solid Waste 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	164,022	295,241	170,000	170,000
Fixed Charges	161,259	1,777,665	125,241	125,241
Transfers	2,089,942	0	1,275,922	1,275,922
Gross County Cost	\$ 2,415,223	\$ 2,072,906	\$ 1,571,163	\$ 1,571,163
Revenue/Fund Bal.	2,768,898	1,987,906	1,700,000	1,700,000
Net County Cost	\$ - 353,675	\$ 85,000	\$ -128,837	\$ -128,837

**SUMMARY OF CHANGES:** The projected 2024 revenue estimate remains at \$1,700,000, down \$300,000 from 2022 budgeted dollars, due to eliminating some revenues from the Buffalo Hills Landfill, since it is being annexed by Keenesburg.

The Department of Public Health and Environment costs for the Household Hazardous Waste program is projected to be \$602,317. Community clean-ups are budgeted at \$80,000, and \$90,000 is budgeted to fund the roadside trash pick-up program with Useful Public Service clients. \$188,605 is budgeted for solid waste inspections and monitoring by the Health Department. \$125,241 is budgeted for indirect costs. \$400,000 is budgeted for repair work on county roads impacted by landfill traffic. Beginning estimated fund balance of \$4,056,179 will potentially be increased by \$128,837 in 2024, for an ending fund balance of \$4,185,016 for 2024.

**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>
<b><u>Work Outputs</u></b>			
Landfill Inspections	45	45	45
Household Hazardous Material (HHM)	\$429,265	\$388,559	\$651,508
Surcharge Collected	\$1,949,908	\$2,200,000	\$1,700,000
<b><u>Efficiency Measures</u></b>			
Per capita cost (collected)	\$7.00	\$5.86	\$4.35
Per capita HHM cost	\$1.29	\$1.15	\$1.83

**WELD COUNTY TRUST FUND  
SUMMARY OF REVENUES  
2024**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2023 Budget</b>	<b>2024 Request</b>	<b>2024 Recommend</b>	<b>2024 Final</b>
7400	90100	4610	EARNINGS ON INVESTMENTS	2,500,000	2,500,000	2,500,000	2,500,000
7400	90100	711000	Transfer	2,500,000	2,000,000	2,000,000	2,000,000
				<u>5,000,000</u>	<u>4,500,000</u>	<u>4,500,000</u>	<u>4,500,000</u>



**WELD TRUST  
SUMMARY OF EXPENDITURES  
2024**

Fund	Org	Expenditure Function	2023 Budget	2024 Request	2024 Recommend	2024 Final
7400	90100	NON DEPARTMENTAL	2,600,000	2,000,000	2,000,000	2,000,000
		<b>TOTAL WELD TRUST</b>	<b><u>2,600,000</u></b>	<b><u>2,000,000</u></b>	<b><u>2,000,000</u></b>	<b><u>2,000,000</u></b>

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** WELD COUNTY TRUST FUND

**BUDGET UNIT TITLE AND NUMBER:** Weld County Trust Fund - - 7400-90100

**DEPARTMENT DESCRIPTION:** The Weld County Trust Fund accounts for the assets held by the Weld Trust, a Colorado nonprofit corporation recognized by the Internal Revenue Service as an exempt charitable organization under Internal Revenue code section 501 (c)(3), for charitable purposes to benefit the citizens of Weld County. The assets of the fund are from the sale of the NCMC hospital in 2019. The earnings of the fund are being used to fund Bright Futures student grants each year.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	4,644,034	2,600,000	2,000,000	2,000,000
Capital	0	0	0	0
Gross County Cost	\$ 4,644,034	\$ 2,600,000	\$ 2,000,000	\$ 2,000,000
Revenue	-1,426,820	5,000,000	4,500,000	4,500,000
Net County Cost	\$ 6,070,854	\$ -2,400,000	\$ -2,500,000	\$ -2,500,000

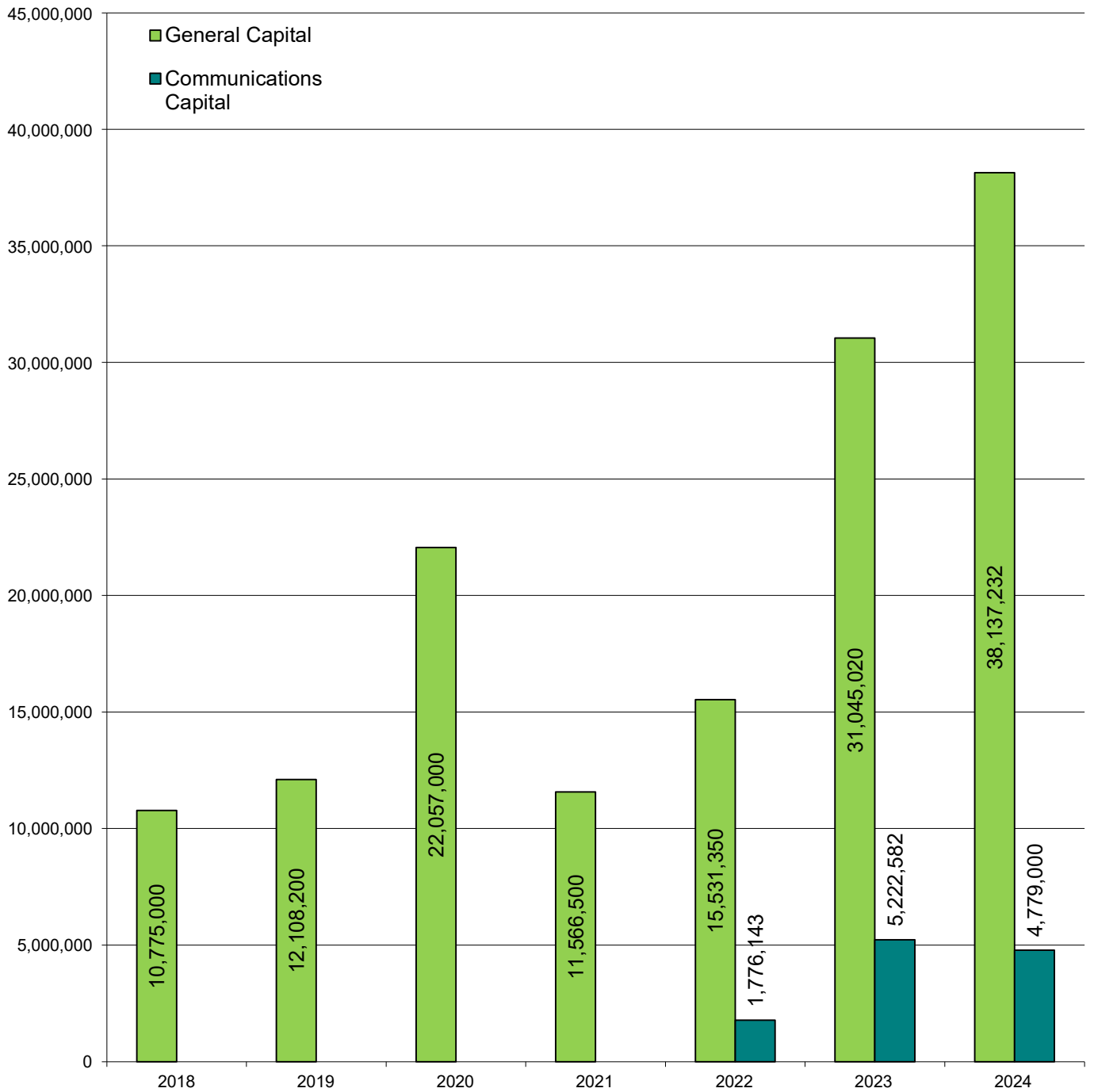
**SUMMARY OF CHANGES:** The funds for the Weld County Trust Fund are from the proceeds from the sale of the NCMC hospital in 2019. The Board has committed the earnings from the fund, less the amount of the average of the last five years' inflation rate, added to the corpus of the fund, to ensure it is perpetually funded. The estimated earnings of \$2,500,000 from the trust earnings, plus the estimated \$2,000,000 from Bankhead-Jones proceeds, will result in total earnings of \$4,500,000. An estimated \$2,000,000 will go towards for Bright Futures student grants in 2024. This will allow \$2,500,000 to be retained in the fund for an adjusted, estimated, ending fund balance of \$66,075,000.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

# SEVEN YEAR TREND

## Capital Expenditures



# CAPITAL EXPENDITURES FUND SUMMARY

The Capital Funds were established to budget the financial resources used for the acquisition or improvement of capital facilities of the county. A detailed Capital Expenditures Fund Long-Range Capital Plan for 2024-2028 is presented in this section. The plan contains the specifics of the 2024 capital projects budget. Currently, the 5-year plan totals over \$196 million, with the Master Space Plan project being completed now anticipated to increase those dollars needed to provide for the growth in staffing and services. For the Communications Capital Development Fund, a Capital Improvements Plan for 2024-2028 has been prepared to fund the county's communications infrastructure in partnership with the E-911 Authority board.

**CAPITAL EXPENDITURE FUND:** The Capital Expenditures Fund accounts for various capital improvement projects for county buildings. The 2024 program is budgeted at \$38,137,272 with almost 90 separate projects to be completed. Resources include \$80,535,309 in property tax, \$225,000 from capital expansion fees, \$1,000,000 from interest and a beginning fund balance of approximately \$60,402,083. Anticipated projects include \$11,951,240 for the design and build of a Fleet large vehicle repair facility. That facility will also store Public Works trucks and other needed vehicles for the Sheriff's Office and Health Department. Maintenance projects and a Booking remodel for the Jail will total around \$5 million. The Sheriff's Office training facility is anticipated to be completed in 2024, with \$3 million more to complete the next phase of the project. Department requests total almost \$2 million, and include safety features, convenience and compliance issues, such as bulletproof glass, cameras for public safety, added security for proximity access, and workspace remodels. Other large projects anticipated in 2024 include remodeling the District Attorney's Offices at \$3 million, a new space for meeting the needs of electric vehicles at approximately \$2 million, almost \$5 million to update and maintain the courthouse and centennial complex, and almost \$7 million for Public Works projects, including the ongoing grader shed projects that include Keenesburg and Dacono in 2024.

Capital projects will impact 2024 and future years' operational costs for additional building space. These costs will be added to the Facilities' operations budget for utilities and maintenance in the General Fund, or the departments affected will increase their respective operating budgets to appropriately capture increased costs.

**COMMUNICATIONS CAPITAL DEVELOPMENT FUND:** The Communications Capital Development Fund accounts for various capital improvement projects for the development and maintenance of the county public safety communications system infrastructure. The 2024 program is funded at \$4,779,000 with \$1,850,000 from the transfer of funds from the E-911 Authority per the IGA between the E-911 Authority and Weld County approved February 16, 2021. Anticipated projects include \$2,750,000 to remodel and expand the current dispatch facility to allow for growth in personnel and channels served. There is also \$907,000 in the Public Safety IT hardware and software CIP, \$932,000 in equipment replacement through the radio shop, and \$190,000 in backup equipment and software. A carry-over beginning fund balance of \$3,203,630 is anticipated, and \$274,630 ending reserve fund balance is anticipated at the end of 2024.

Communications capital projects impacting the future years' operational costs include remodel and slight expansion to the dispatch center, which will add approximately \$10,000 per year for utilities and maintenance. The building or expanding of the backup dispatch center is planned for 2025, and this will add additional utilities and ongoing expenses. Other capital items are primarily replacement items and will not add operational costs in the future.

**CAPITAL EXPENDITURES  
SUMMARY OF REVENUES  
2024**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2023 Budget</b>	<b>2024 Request</b>	<b>2024 Recommend</b>	<b>2024 Final</b>
4000	17500	4112	CURRENT PROPERTY TAXES	39,000,000	44,822,470	80,535,309	80,535,309
4000	17500	4610	EARNINGS ON INVESTMENTS	750,000	1,000,000	1,000,000	1,000,000
4000	17500	4730	OTHER FEES	225,000	225,000	225,000	225,000
			<b>TOTAL CAPITAL EXPENDITURES</b>	<b>39,975,000</b>	<b>46,047,470</b>	<b>81,760,309</b>	<b>81,760,309</b>

**CAPITAL EXPENDITURES  
SUMMARY OF EXPENDITURES  
2024**

Fund	Org	Expenditure Function	2023 Budget	2024 Request	2024 Recommend	2024 Final
4000	17500	CAPITAL IMPROVEMENT AND ACQUISITION	31,045,020	46,047,470	46,047,470	38,137,232
		<b>TOTAL CAPITAL EXPENDITURES</b>	<b>31,045,020</b>	<b>46,047,470</b>	<b>46,047,470</b>	<b>38,137,232</b>

# **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).

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	703,721	0	200,000	200,000
Purchased Services	457,989	0	2,000,000	2,000,000
Capital	17,114,178	31,045,020	43,847,470	35,937,272
Gross County Cost	\$ 18,275,888	\$ 31,045,020	\$ 46,047,470	\$ 38,137,272
Revenue	1,126,487	975,000	1,225,000	1,225,000
Net Property Tax Contribution	\$ 38,938,864	\$ 39,000,000	\$ 80,535,309	\$ 80,535,309

**SUMMARY OF CHANGES:** The Capital Expenditures Fund accounts for various capital improvement projects for county buildings. Details of all expenditures in the Facilities Capital Improvement Plan are listed in the following pages, and are reviewed by Facilities, Finance, Administration and the Board of County Commissioners for need and justification. The anticipated property tax revenue for 2024 is \$80,535,309 and is necessary for obtaining the resource capacity needed for the long-term plan. Knowing that revenues will decrease for 2025, resources won't be available to put as many future dollars toward capital investment, and funding now allows for flexibility to pivot if future county service needs change based on new economic situations, program shifts, or other priorities, as the recent pandemic made clear.

The Facilities Master Space Plan may cause some significant changes in the future of the Capital Fund; however, all projects listed are believed to be imperative and the most cost-effective way of continuing to provide services to Weld County residents in the most efficient way possible.

For 2024, the classification of expenditures is changing slightly to allow for adequately purchasing small items of equipment such as bottle filling water fountains and AV equipment that is not considered "capital" according to the Purchasing Plan. Purchased Services reflects projects that may be contracted out and designed by other vendors. The remaining funds remain in "Capital" as improvements to land and buildings or having a purchase price of over \$10,000 and a useful life of more than one year. Facilities is working to move more on-going maintenance related projects to the operating budget in the General Fund, which will occur in the coming years.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** The final budget removed the contingency dollars for a lower expenditure total. Approved as adjusted.

**COMMUNICATIONS DEVELOPMENT SYSTEMS CAPITAL FUND  
SUMMARY OF REVENUES  
2024**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2023 Budget</b>	<b>2024 Request</b>	<b>2024 Recommend</b>	<b>2024 Final</b>
4010	22200	4680	OTHER	1,850,000	1,850,000	1,850,000	1,850,000
<b>TOTAL COMMUNICATIONS CAPITAL DEVELOPMENT</b>				<b>1,850,000</b>	<b>1,850,000</b>	<b>1,850,000</b>	<b>1,850,000</b>



**COMMUNICATION DEVELOPMENT SYSTEMS  
SUMMARY OF EXPENDITURES  
2024**

Fund	Org	Expenditure Function	2023 Budget	2024 Request	2024 Recommend	2024 Final
4010	22200	CAPITAL IMPROVEMENT AND ACQUISITION	5,222,582	4,779,000	4,779,000	4,779,000
		<b>TOTAL COMMUNICATION DEVELOPMENT</b>	<b>5,222,582</b>	<b>4,779,000</b>	<b>4,779,000</b>	<b>4,779,000</b>

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** COMMUNICATIONS CAPITAL DEVELOPMENT FUND

**BUDGET UNIT TITLE AND NUMBER:** Communications Capital Development Fund 4010-22200

**DEPARTMENT DESCRIPTION:** This fund accounts for various capital improvement projects for the development and maintenance of the county communications system infrastructure. The fund was created in 2021 per an intergovernmental agreement (IGA) between the county and the E-911 Authority.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	216,338	0	0	1,002,000
Purchased Services	0	0	0	0
Capital	100,073	5,222,582	4,779,000	3,777,000
Gross County Cost	\$ 316,411	\$ 5,222,582	\$ 4,779,000	\$ 4,779,000
Revenue/Fund Bal.	1,850,000	1,850,000	1,850,000	1,850,000
Net County Cost	\$ - 1,533,589	\$ 3,372,582	\$ 2,929,000	\$ 2,929,000

**SUMMARY OF CHANGES:** The Communications Capital Development Fund accounts for various capital improvement projects for the development and maintenance of the county communications system infrastructure. The 2024 program is funded at \$4,779,000 with \$1,850,000 from the transfer of funds from the E-911 Authority per the IGA between the E-911 Authority and Weld County approved February 16, 2021. Anticipated projects include \$2,750,000 for construction, fencing, and the remodel of the Dispatch facility to improve efficiencies and safety. The total expenses also include \$907,000 for the Public Safety IT Capital Improvement Plan, \$932,000 for equipment replacement, and \$190,000 for software and backup center recording equipment.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Budget reflects the 2024 funding level of the Communications Capital Development Fund's Capital Improvements Plan for 2024-2028 to fund the county's communications infrastructure. The actual plan is on the page immediately following.

**BOARD ACTION:** Approved as recommended.

# Public Safety Communications Infrastructure 5 Year Capital Plan 2024-2028

Site	Equipment Name	2024	2025	2026	2027	2028
	TOTAL CAPITAL EOL REPLACEMENT	\$932,000	\$21,500	\$452,125	\$3,007,850	\$1,291,000
	CAPITAL PLANS					
<b>TDMA Migration</b>						
	New Site Briggsdale AT&T Site		\$750,000			
<b>Dispatch - Back-Up Center</b>						
	Building Expansion 4,000 SF			\$2,500,000		
<b>Spillman CAD</b>						
	PSIT CentralSquare Software/Hardware		\$170,000	\$110,000		
	PSIT CIP Data Center Hardware/Sotware	\$907,000				
<b>911 Telephone System</b>						
	911 Platform/Replacement					
	911 PC Replacement /A9C's replacement 7yr replacement					\$120,000
	Next Generation 911		\$250,000		\$250,000	
<b>Communications Center</b>						
	Prime Site remodel	\$2,730,000				
	Furniture and equipment	\$20,000				
	Back-up Site Site					
<b>NICE- Recording</b>						
	Inform Software Platform	\$50,000		\$50,000		
	PC Replacement - Backup Center					\$15,000
	PC Replacement - Prime				\$15,000	
	Recorder - Backup Center - Analog Recorder	\$140,000				
	Recorder - Backup Center - Digital (Radio)					
	Recorder - Prime - Analog				\$140,000	
	Recorder - Prime - Digital (Radio)					
<b>GPS - Responder Location</b>						
	Responder Location (1500 users)			\$500,000		
	<b>TOTAL CAPITAL PER YEAR</b>	<b>\$4,779,000</b>	<b>\$1,191,500</b>	<b>\$3,612,125</b>	<b>\$3,412,850</b>	<b>\$1,426,000</b>
	<b>GRAND TOTAL OVER 5 YRS</b>					
	<b>\$14,421,475.00</b>					
	Capital Required	\$ 4,779,000	\$ 1,191,500	\$ 3,612,125	\$ 3,412,850	\$ 1,426,000
	E911 Revenue	\$ 1,850,000	\$ 1,850,000	\$ 2,850,000	\$ 3,300,000	\$ 1,850,000
	Depreciation	\$ -	\$ -		\$ -	\$ -
	Annual Difference	\$ (2,929,000)	\$ 658,500	\$ (762,125)	\$ (112,850)	\$ 424,000
	Beginning Fund Blance	\$ 3,203,630	\$ 274,630	\$ 933,130	\$ 171,005	\$ 58,155
	Annual Difference	\$ (2,929,000)	\$ 658,500	\$ (762,125)	\$ (112,850)	\$ 424,000
	Ending Fund Balance	\$ 274,630	\$ 933,130	\$ 171,005	\$ 58,155	\$ 482,155

**WELD COUNTY**  
**LONG RANGE CAPITAL PROJECTS**  
**FIVE-YEAR PLAN**  
**2024-2028**

Presented By: Ryan Rose  
Director of Finance and Administration  
September 2023

# LONG RANGE CAPITAL PROJECTS FIVE YEAR PLAN 2024 - 2028

## ***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 2024 – 2028.

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. 2024 - 2028 Five-year Plan
3. 2024 Budgetary Impact
4. Financing Alternatives

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 2024 - 2028 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 next section of the report provides a recommended 2024 budget for the capital construction program. It provides specific detail regarding the capital fund and the impact on the 2024 county budget.

**COMPLETED CAPITAL PROJECTS  
2018- 2022**

	<i>Total</i>	<i>Actual 2018</i>	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Actual 2022</i>
Centennial Complex	\$4,296,168	\$1,629,018	\$584,850	\$221,353	\$1,756,565	\$104,382
Courthouse	165,442		93,134			72,308
Land Reserve	4,117,034				4,117,034	
Chase Building	2,015,982	400,786	824,931	188,280		601,985
Grader Sheds	3,635,751	1,398,134			2,012,617	225,000
Motor Pool	983,737	260,968	348,649		374,120	
Health Department	1,426,407		585,138	326,600	37,140	477,529
Island Grove	593,493	199,792	171,308	62,703	159,690	
North Jail	48,955,625		2,709,484	1,390,025	44,823,421	32,695
1400 N 17th Ave	713,858				713,858	
1301 N 17th Ave.	3,090,361		2,710,447	379,914		
Public Works	3,400,972		80,933	60,400	2,131,562	1,128,077
Human Services	4,327,096	82,174	2,188,275	946,908	957,688	152,051
1250 H Street	7,395,749		3,679,710		3,301,650	414,389
SW Weld Building	949,633	150,218		799,415		
SE Weld Building	29,307					29,307
North 1401-1403	1,690,787	773,240			917,547	
1121 M St	3,370,773				3,370,773	
Admin (1150 O St)	646,351		473,970	103,337		69,044
Crime Lab	2,581,917				2,581,917	
Law Administration	187,723			43,127	79,640	64,956
Facilities	362,507	97,615			264,892	
CNG Station	2,155,458		2,155,458			
Wash Bay	2,730,579					2,730,579
Miscellaneous	515,445			230,897	183,073	101,475
Justice Services	945,821			813,245	22,709	109,867
In process (not completed)	18,037,964				6,002,173	12,035,791
<b>TOTAL</b>	<b>\$119,321,940</b>	<b>\$4,991,945</b>	<b>\$16,606,287</b>	<b>\$5,566,204</b>	<b>\$73,808,069</b>	<b>\$18,349,435</b>

NOTE: Expenditures listed in year completed.

**FIVE YEAR  
CAPITAL PROJECTS PROGRAMS  
2024-2028**

<i>Requirements</i>	<i>Total</i>	<i>2024</i>	<i>2025</i>	<i>2026</i>	<i>2027</i>	<i>2028</i>
Jail Capital Reserve	\$10,958,630	\$ -1,032,310	\$2,036,200	\$7,716,100	\$2,238,640	
SE Weld Building	1,125,000		1,125,000			
SO Range/Training	3,000,000	3,000,000				
Department Requests	2,035,287	2,035,287				
Infrastructure and Equipment	29,475,582	9,564,419	6,943,095	3,837,507	5,693,907	3,436,654
PW Projects/Grader Sheds	9,093,350	4,300,000	1,256,000	300,000	1,237,350	2,000,000
North Business Park Infrastructure	11,238,216	300,000		10,938,216		
Southwest Office	1,530,000		1,530,000			
Facilities Grounds	1,248,000	1,248,000				
Fleet/Trucking Site	25,321,097	11,951,240	6,551,935	6,817,922		
Courthouse/ Annexes	17,429,540	2,927,040	10,052,500	1,450,000	1,000,000	2,000,000
Jail	5,150,000	3,000,000		150,000	2,000,000	
Justice Services	970,250	0	970,250			
Human Services	21,863,596	443,596				21,420,000
Administration Buildings	8,000,000		8,000,000			
Building Performance Colo.	3,500,000	400,000	400,000	100,000	1,300,000	1,300,000
<b>TOTAL</b>	<b>\$151,938,548</b>	<b>\$38,137,272</b>	<b>\$38,864,980</b>	<b>\$31,309,745</b>	<b>\$13,469,897</b>	<b>\$30,156,654</b>

## **RESOURCE CAPACITY**

\*\*\*\*\*

## **FUNDING SOURCES**

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## **CASH FLOW ANALYSIS**



## CAPITAL EXPENDITURES FUND

### RESOURCE CAPACITY

**2024- 2028**

YEAR	PROPERTY TAX	INTEREST	FEES	TOTAL
2024	\$80,535,309	\$1,000,000	\$225,000	\$81,760,309
2025	\$20,000,000	\$1,000,000	\$225,000	\$21,225,000
2026	\$15,000,000	\$750,000	\$225,000	\$15,975,000
2027	\$15,000,000	\$750,000	\$225,000	\$15,975,000
2028	\$15,000,000	\$750,000	\$225,000	\$15,975,000

### CASH FLOW ANALYSIS

YEAR	BEGINNING FUND BALANCE	REVENUE	EXPENDITURES	ENDING FUND BALANCE
2024	\$ 60,402,083	\$ 81,760,309	\$ 38,137,272	\$ 104,025,120
2025	\$104,025,120	\$ 21,225,000	\$ 38,864,980	\$ 86,385,140
2026	\$ 86,385,140	\$ 15,975,000	\$ 31,309,745	\$ 71,050,395
2027	\$ 71,050,395	\$ 15,975,000	\$ 13,469,897	\$ 73,555,498
2028	\$ 73,555,498	\$ 15,975,000	\$ 30,156,654	\$ 59,373,844

\$150,910,309

\$151,938,548

## **2024 BUDGETARY IMPACT**

# CUMULATIVE CAPITAL OUTLAY

## ***Existing Situation:***

Many of the issues facing Weld County in terms of the existing capital plan can be attributed to delays in maintenance and project completion due to supply shortages and staffing difficulties that began as a result of the COVID-19 pandemic in 2020. Weld is in the process of creating a Master Space Plan to further meet Strategic Priority #3: Plan for Resilient Infrastructure, Facilities and Resources, with the plan anticipated to be completed in the latter half of 2024. Utilizing the historic principles of preparation and forward thinking, the leadership of Weld County is preparing for significant growth in needed space, staffing, technology, and increasing maintenance needs on existing and aging facilities.

Another issue that has recently impacted this fund greatly is the fluctuation of inflation on product and supply pricing. Prior to 2020, projects could be budgeted within a 10% margin. Currently, a minimum of 30% contingency is included for every project to meet the ever-changing pricing of contracted services and supplies.

## ***Proposed Solution:***

Using the one-time significant increase in property tax expected in 2024, the capital fund can be front loaded to meet almost 2 years of anticipated projects, with the understanding that the Master Space Plan may end up changing future years significantly. Each of the projects listed has been determined to be justified and will only change if the Master Space Plan can utilize the funds and existing resources in a more efficient way.

## ***Financing:***

It is recommended that the capital fund resources remain to carry over within the capital fund each year. Using this method, the resources can be maximized to allow for flexibility and creativity in utilizing the funds available to meet all the identified capital needs.

## ***Impact on Operational Costs:***

As buildings are added to the Weld County inventory, the appropriate ongoing maintenance and operations are included as an increase to Facilities budget in the General Fund. For projects that require additional staffing, the individual departments that are affected will request those increases separately. As of the preparation of the 2024 budget, none of the projects identified for 2024 require additional staffing that has not already been identified.

## Facilities 2024 Capital Improvement Plan

The 2024 Department Requests, Facilities Capital Projects and Infrastructure Improvements were allocated as follows.

<b>Fund: 4000-17500</b>		
Capital Projects	9	\$ 26,537,566
Infrastructure & Equipment	54	\$ 9,564,419
Department Requests	<u>23</u>	\$ 2,035,287
Total	86	\$ 38,137,272

Facilities and Finance and Administration utilized the following matrix to prioritize the list of projects for 2024 and ongoing needs. With this method, all requests were determined to be included in the 2024 Capital Plan except for one, being removed as it is already in the maintenance plan for future years. The preliminary Master Space Plan and changes to Facilities' ability to budget for ongoing maintenance in the General Fund are being reviewed to improve in future years for the highest effectiveness. The goal of the Facilities Master Plan and any future changes are to meet Strategic Priority #3: Plan for Resilient Infrastructure, Facilities and Resources.

<i>Priorities</i>		<i>Description</i>
1	Outstanding	Most "Urgent" tasks that are obvious in nature which could result in loss of equipment, functionality, or mission accomplishment. Safety/Security Degradation. Policy direction.
2	High	"Severe" degradation of mission/equipment. Continuation of existing project. This level of priority translates into projects that need to be completed in a timely manner or they will become larger and more unruly as time passes.
3	Medium	"Minor" degradation in mission/equipment. Minor improvement to existing processes. Medium priority tasks may not seem a medium level to users/tenants as they may not see the larger picture of tasks on the "To Do" list. However, these tasks are important, but not as important as an Outstanding or High priority.
4	Low	"Nominal" improvement or preventative in nature. Lower priority tasks often fall into this category where projects can wait until the proper time of year.
5	Do Not Fund	Already in maintenance plan. No long-term value or extended ROI. Policy Decision. Funding.

	A	B	C
1	Fund: 4000-17500		
2	<b>2024 Capital Improvement Plan - Facilities</b>		
3	<i>Projects</i>	<i>Budget</i>	<i>Priority</i>
4	<b>PRIORITY 1</b>		
5	Clerk & Recorder - New Office at 1250	10,000	1
6	Courthouse - Data Room AC	25,000	1
7	Fleet Structural Repair	20,000	1
8	Southeast Boiler Replace	20,000	1
9	Southwest Exterior Door Replacement	160,000	1
10	<b>PRIORITY 2</b>		
11	1551 UPS Replacement	189,000	2
12	AV - Video Conferencing Upgrades	75,000	2
13	Clerk & Recorder - New Ballot Box Install (TBD)	2,200	2
14	Courthouse - Historical Preservation for deterioration Repairs	100,000	2
15	Courthouse - Hot Water Generator	140,000	2
16	Courthouse - New Door Locking Hardware	100,000	2
17	Delta Controls Upgrade - (Social Service C)	121,345	2
18	Facilities - Grounds Building	1,248,000	2
19	Fire Alarm - Network Upgrades	90,000	2
20	Fire Alarm Upgrades (5 Buildings)	160,000	2
21	Fleet - Replace Door Rolling Hardware & Springs	375,000	2
22	Health - Electrical outlet update & Add panel/transformer	350,000	2
23	Health - Elevator Modernization	225,000	2
24	Human Service B - HVAC Control System Update (Johnsons)	84,500	2
25	Human Services B - RTU Replacement	462,000	2
26	Human Services B - VAV upgrade	150,000	2
27	Jail - 1-East Roof Top Units	390,000	2
28	Jail - 2-East Drinking Fountain Upgrade (insta-hot)	20,000	2
29	Jail - 2-West Data Room AC	30,000	2
30	Jail - 2-West PRV	54,000	2
31	Jail - 2-West UPS Replacement & Upsize	250,000	2
32	Jail - Booking Remodel	3,000,000	2
33	Jail - Fire Detection Devices 20% per year	20,000	2
34	Jail - Intercoms 20% per year	100,000	2
35	Jail - Replace HMI & CCTV PCs (5 each)	7,500	2
36	Jail Shower Boxes	68,000	2
37	Jail Shower Ceiling Grid (Various Locations)	603,000	2
38	Johnsons Controls Upgrade - 1150	446,821	2
39	Metal Detector - South Probation & Chase Probation	13,500	2
40	Parking Lot Light Poles (2@PW & 15 @ SW)	170,000	2
41	PW - Fort Lupton Sand/Salt Shed Repairs	100,000	2
42	SO - Evidence Dry Cabinet Electrical	500	2
43	SO - Move Sheds to Brownlee Training Center	4,000	2

	A	B	C
1	Fund: 4000-17500		
2	<b>2024 Capital Improvement Plan - Facilities</b>		
3	<i>Projects</i>	<i>Budget</i>	<i>Priority</i>
44	<b>PRIORITY 3</b>		
45	AC Units (Tri-Town & LaSalle)	13,000	3
46	ADA Transition Plan Items	100,000	3
47	Building Performance Colorado - Centennial/Courthouse	100,000	3
48	Building Performance Colorado - Chase	100,000	3
49	Building Performance Colorado - Jail	100,000	3
50	Building Performance Colorado - Public Works	100,000	3
51	Centennial - Hot Water Generator Replacement (2each)	182,000	3
52	Centennial - Isolation Valves (Boilers & Chillers)	39,000	3
53	Courthouse - Design for Stairwell Corrections	50,000	3
54	DA Remodel & CHAN	2,827,040	3
55	Design North Business Park Streets/Infrastructure/PUD	300,000	3
56	Develop As-built Digital Plans - 4 Major Buildings	140,800	3
57	Finance & Admin - Deicers north gutters (37 buildings)	222,000	3
58	Health - EM lighting replace (non-code Compliant)	60,000	3
59	Health - Larger office for Community Health Manager	15,000	3
60	Health - Replace Lab Ceiling Tiles with vinyl coated type	71,000	3
61	Health - Update AV system & Furniture in Room 210	87,000	3
62	Irrigation - Water Conservation Controls (WIFI)	30,000	3
63	Jail - North Side Drainage - Design	75,000	3
64	Justice Services - Alternative Programs - 2 Additional Proxy Doors	7,000	3
65	Justice Services - Alternative Programs New Conference AV	2,500	3
66	Justice Services - Install 2 more cameras	3,655	3
67	Justice Services - West Annex New AV in basement Conference	2,500	3
68	Lighting Control Upgrades (3 Buildings)	150,000	3
69	New Fleet & Trucking Site	11,951,240	3
70	Plaza West Storefront replacement	15,000	3
71	Public Works - Additional Lighting at Greeley Sand Shed (4 poles)	80,000	3
72	Public Works - Additional Lighting at Kersey (2 poles)	40,000	3
73	Public Works - Additional lighting in Building 1 Garage Area	80,000	3
74	Public Works - Re-route campus buildings gutter downspouts	150,000	3
75	PW - Keenesburg Grader Shed	1,100,000	3
76	PW Dacono Grader Shed	1,100,000	3
77	Shooting Range - Phase 2	3,000,000	3
78	SO - Jail Sgt Room Two monitor mounts & cabling	300	3
79	SO - Strike Team -three monitor mounts & cabling	450	3
80	Treasurer - Reception Windows (Bulletproof)	80,000	3

	A	B	C
1	Fund: 4000-17500		
2	<b>2024 Capital Improvement Plan - Facilities</b>		
3	<i>Projects</i>	<i>Budget</i>	<i>Priority</i>
81	<b>PRIORITY 4</b>		
82	906 10th - HVAC Replacement	25,000	4
83	Alternative Programs - boiler/pipping/storage Design Services	20,000	4
84	Centennial - caulk all brick expansion joints	80,000	4
85	Community Corrections -Decommission AC Unit	6,000	4
86	Courthouse - design for Electrical & Data Replacement	250,000	4
87	Demolish former Johnstown Grader Shed	40,000	4
88	Doors/Frames - Replace Rusted - Various	25,000	4
89	Drinking Fountain Upgrade (various locations)	69,000	4
90	Health - Enclose Front Counter & Add Cubicle Wall	20,000	4
91	Health - Replace Clinic Hallway Carpet with seamless vinyl	26,000	4
92	Health - Upgrade 13 offices with new furniture	65,000	4
93	Human Resources - Proximity Door	2,700	4
94	Justice Services - Alternative Programs - Generator	441,000	4
95	Justice Services - Community Corrections - Refinish doors	46,800	4
96	Parking Lot Paving - 1551 North 17th Ave (79,451 SF)	357,530	4
97	Parking Lot Paving - 300 8th Avenue (24,500 SF)	110,250	4
98	Public Works - Install Generator at Galetton Grader Shed	78,000	4
99	PW - 80 Acres South County	2,000,000	4
100	<b>PRIORITY 5</b>		
101	Justice Services - West Annex - Repave Parking Lot		5
102			
103		<b>Subtotal: 35,421,131</b>	
104		<b>Contingency: 2,716,141</b>	
105		<b>Total: 38,137,272</b>	
106			

**2025 Facilities Special Projects**

<u>Projects</u>	<u>Budget</u>
1400 - Johnsons Controls - upgrade controllers & system	120,000
1401 - roof replacement	312,000
1500 2nd Street Patch/Paint	35,000
1551 - upgrade controllers & system	120,000
ADA Transition Plan Items	200,000
Additional Proxy Doors (Graders, PW Storage & HHW)	160,000
Alternative Program boiler/pipping/storage replacement	95,000
As-Built Digital Plans (5 buildings)	50,000
Centennial - 1st Floor Carpet	80,000
Centennial - 2nd Floor Carpet (DA & Judicial)	180,000
Centennial - 2nd Floor Teardown/DA new furniture after Carpet	445,000
Centennial - DA 2nd Floor Ceiling Grid	120,000
Centennial - DA 2nd Floor Lighting upgrade	156,000
Centennial - DA 2nd Floor Paint	104,000
Centennial - DA 2nd floor Restroom Update	100,000
CHAN - upgrade controllers & system	120,000
CHAN - Elevator	225,000
Justice Services - Community Corrections - Generator	463,000
Courthouse - Carpet	221,000
Courthouse - Teardown/Rebuild Furniture for Carpet	60,000
Courthouse Electric & Data Update - Design	100,000
Courts Holding 2-Stop Elevator	200,000
Delta Controls Upgrade - (Alternative Programs	136,995
Develop As-built Digital Plans - 4 Major Buildings	140,800
Doors/Frames - Replace Rusted - Various	12,000
As-Built Digital Plans (5 buildings)	50,000
Fire Alarm Upgrades (5 Buildings)	165,000
Human Services B - Roof	533,000
Human Services Remodel	150,000
Jail - Fire Detection Devices 20% per year	20,000
Jail - Harding Intercom & Paging System	175,000
Jail - Replace HMI & CCTV PCs (5 each)	7,800
Jail - Intercoms 20% per year	100,000
Jail 1-West Roof Top Units	420,000
Johnsons Controls Upgrade - Human Services B	402,000
Key Watcher (6 Buildings)	101,000
Law Data Center - Redundant AC, upsize Generator, Plug	500,000
Lighting Control Upgrades (6 Buildings)	156,000
Metal Detector - Alternative Programs & Justice Services Panic	14,000
Button upgrade	60,000
Parking Lot - 918 10th (10,500 SF)	52,500
Public Works - Install Generator at Peckham Grader Shed	81,000
<b>Total</b>	<b>6,943,095</b>



**2026 Facilities Special Projects**

<u>Projects</u>	<u>Budget</u>
ADA Transition Plan Items	200,000
As-Built Digital Plans (5 buildings)	50,000
Centennial Sidewalk Elevator	225,000
Chase Annex - Elevator	200,000
Courthouse Electric & Data Update - Design	70,000
Delta Controls Upgrade - (Community Corrections)	192,857
Develop As-built Digital Plans - 4 Major Buildings	140,800
Fire Alarm Upgrades (5 Buildings)	170,000
Grover Tower - Generator Replacement	40,000
Human Services B - Replace RTUs	403,000
Jail - 1-West Exhaust Fan System	230,000
Jail - Elevator CP08-002954 Modernization	225,000
Jail - Elevator CP-08-002955 Modernization	225,000
Jail - Elevator CP08-002965 Modernization	225,000
Jail - Fire Detection Devices 20% per year	20,000
Jail - Intercoms 20% per year	100,000
Johnsons Controls Upgrade - 1551	235,000
Key Watcher (6 Buildings)	101,000
LaSalle Tower - Generator Replacement	40,000
Metal Detector - CHAN & SPR	14,500
Missile Site Sliding Door Repairs	12,000
Parking Lot - 1555 & 1950 Front (94,300)	424,350
Public Works - Install Generator at Gill Grader Shed	84,000
Southwest Boiler Replace	210,000
<b>Total</b>	<b>3,837,507</b>

**2027 Facilities Special Projects**

<u>Projects</u>	<u>Budget</u>
822 7th - Air Handler Coils	90,000
822 7th - VAV Replacement	220,000
ADA Transition Plan Items	200,000
As-Built Digital Plans (5 buildings)	50,000
Centennial Center - Cooling Tower Replace	1,000,000
Centennial Center VAV Replacement	640,000
Courthouse - Hot/Cold Deck louver upgrade	90,000
Courthouse Cabling Trays and Data Cable Upgrades	250,000
Courthouse Cabling Trays and Electrical Upgrades	600,000
Delta Controls Upgrade - (Southeast, 822, Health, Crime Lab)	105,107
Develop As-built Digital Plans - 4 Major Buildings	140,800
Door Access Control - system upgrade	250,000

**2027 Facilities Special Projects, *continued***

<i>Projects</i>	<i>Budget</i>
Jail - Fire Detection Devices 20% per year	20,000
Jail - Intercoms 20% per year	100,000
Jail - Rotant Replacement	220,000
Johnsons Controls Upgrade - Human Service A	369,000
Johnsons Controls Upgrade - Marlborough	84,000
Metal Detector - Spare	15,000
Parking Lot - 2110 front & back (162,000 SF)	810,000
Plaza West VAV Replacement	440,000
<b>Total</b>	<b>5,693,907</b>

**2028 Facilities Special Projects**

822 7th Street Chiller Replacement	320,000
ADA Transition Plan Items	200,000
Alternative Programs Elevator Modernization	275,000
As-Built Digital Plans (5 buildings)	50,000
Chase Air Handler	400,000
Delta Controls Upgrade - (Law, PW, SW, Coroner)	21,604
Develop As-built Digital Plans - 4 Major Buildings	140,800
Jail - 2-West Redundant UPS	200,000
Jail - Elevator CP08-002956 Modernization	275,000
Jail - Elevator CP08-002957 Modernization	275,000
Jail - Fire Detection Devices 20% per year	20,000
Jail - Intercoms 20% per year	100,000
Jail - Smoke Control Design/Replace	200,000
Johnsons Controls Upgrade - 1400	112,000
Johnsons Controls Upgrade - 1402	128,000
Parking Lot - 1400 (41,000 SF)	205,000
Parking Lot - Human Services - North (78,000 SF)	429,000
Parking Lot - West Annex (15,500 SF)	85,250
<b>Total</b>	<b>3,436,654</b>

## **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 and financing. 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 and financing 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 Facilities, 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 Facilities 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.



## **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 \$14,943,978 in 2024, with \$6,902,295 budgeted for new capital equipment. Depreciation is \$6,070,000 for new equipment purchases, plus sale of surplus items of \$724,000.

**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 2024, the county will have the option of only dental being self-insured, with an optional covered plan for each dental and vision. 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 \$6,870,000 in 2024, with a property tax levy of \$6,500,000. 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 \$1,807,342 in Weld County. Funding is at current level and reflects no capital upgrades in 2024.

**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  
2024**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2023 Budget</b>	<b>2024 Request</b>	<b>2024 Recommend</b>	<b>2024 Final</b>
			<b>CHARGE FOR SERVICES</b>				
<b>5200</b>	<b>27100</b>	<b>4410</b>	<b>CHARGE FOR SERVICES</b>	<b>310,000</b>	<b>310,000</b>	<b>310,000</b>	<b>310,000</b>
			<b>TOTAL REGIONAL CRIME LAB</b>	<b>310,000</b>	<b>310,000</b>	<b>310,000</b>	<b>310,000</b>

**REGIONAL CRIME LAB  
SUMMARY OF EXPENDITURES  
2024**

Fund	Org	Expenditure Function	2023 Budget	2024 Request	2024 Recommend	2024 Final
5200	27100	CRIME LAB - JOINT OPS	310,000	310,000	310,000	310,000
		<b>TOTAL REGIONAL CRIME LAB</b>	<b>310,000</b>	<b>310,000</b>	<b>310,000</b>	<b>310,000</b>

# **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	32,593	0	0	0
Purchased Services	146,334	147,000	155,900	155,900
Fixed Charges	96,150	163,000	154,100	154,100
Capital	0	0	0	0
Gross County Cost	\$ 275,077	\$ 310,000	\$ 310,000	\$ 310,000
Revenue	275,077	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 \$155,900 which includes electricity (\$54,000), water (\$6,500), gas (\$15,000), phones (\$30,000), trash (\$700), professional services (\$1,700), and repair and maintenance (\$48,000). Fixed costs are \$154,100 for depreciation (\$96,105), and indirect costs (\$57,995). 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  
2024**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2023 Budget</b>	<b>2024 Request</b>	<b>2024 Recommend</b>	<b>2024 Final</b>
<b>6000</b>	96300	4410	CHARGE FOR SERVICES	<b>7,197,407</b>	<b>8,873,978</b>	<b>8,873,978</b>	<b>9,099,707</b>
<b>6000</b>	96300	4680	OTHER	6,007,683	6,070,000	6,070,000	6,070,000
<b>6000</b>	17550	4810	GAIN LOSS ON SALE	811,700	724,000	724,000	724,000
			<b>TOTAL MISCELLANEOUS</b>	<b>6,819,383</b>	<b>6,794,000</b>	<b>6,794,000</b>	<b>6,794,000</b>
			<b>TOTAL FLEET SERVICES</b>	<b>14,016,790</b>	<b>15,667,978</b>	<b>15,667,978</b>	<b>15,893,707</b>

**FLEET SERVICES  
SUMMARY OF EXPENDITURES  
2024**

Fund	Org	Expenditure Function	2023 Budget	2024 Request	2024 Recommend	2024 Final
6000	17550	VEHICLE REPLACEMENT	6,803,400	6,902,295	6,902,295	6,877,275
6000	96300	COUNTY SHOP	13,205,090	14,943,978	14,943,978	15,169,707
		<b>TOTAL FLEET SERVICES</b>	<b>20,008,490</b>	<b>21,846,273</b>	<b>21,846,273</b>	<b>22,046,982</b>

# **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. All fleet maintenance is included in this budget unit.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,661,639	\$ 1,907,256	\$ 2,328,947	\$ 2,554,676
Supplies	5,399,701	4,228,000	5,476,000	5,476,000
Purchased Services	593,538	700,000	706,880	706,880
Fixed Charges	6,209,385	6,369,834	6,432,151	6,432,151
Capital	0	0	0	0
Gross County Cost	\$ 13,864,263	\$ 13,205,090	\$ 14,943,978	\$ 15,169,707
Revenue	14,386,021	13,205,090	14,943,978	15,169,707
Net County Cost	\$ -521,758	\$ 0	\$ 0	\$ 0
Budgeted Positions	19	19	20	22

**SUMMARY OF CHANGES:** Personnel Services increased to reflect the anticipated COLA, and the increase of 1.0 FTE in the Deputy Director of Fleet Services, approved in June 2023 as a midyear request at a Grade 48 (\$134,470 for all salary and benefits). Supply and fuel costs have been trending upward and adjusted for in the Cost of Goods Sold. Fixed Charges have increased due to increases in the number of vehicles maintained in the fleet and leads to an increase of the total depreciation costs.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** During the budget hearings, the board agreed with Fleet to increase staff by 2.0 FTE and reclassify a supervisory position to allow for internal upfitting of vehicles for all law enforcement and radio equipment. This includes 2.0 FTE at Grade 23 positions and one reclassification from Grade 33 to Grade 40. This was approved at a work session on October 11, 2023. The salary and benefit total \$225,729, and revenue was increased from work orders anticipated to offset the added expense. Approved as adjusted.

# **FLEET SERVICES ADMINISTRATION (CONTINUED) 6000-96300**

**2023 ACCOMPLISHMENTS:**

1. Hired and retained qualified staff. We are now at 100% of approved technician staff and hired an additional employee as Deputy Director to Fleet Services
2. Trained technicians and other staff to improve compliance. Trained and certified all techs on Federal Annual Inspections. Most techs attended training with Colorado Motor Carriers Association
3. Reduced work order close time in the heavy truck side of the shop. This was accomplished by hiring qualified technicians that improved competencies.

**2024 BUDGET GOALS AND PRIORITIES:**

1. Provide responsive, innovative, and cost-effective services for vehicle operators of Weld County.
2. Train and equip our employees for excellence and invest in their professional growth and development.
3. Continue to expand ways for vehicle operators to engage with Fleet Services.
4. Improve work order completion process to accurately track issues reported by departments and separate from work orders identified by mechanics during diagnostics.

***PERFORMANCE MEASURES***

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of work orders issued	7,599	7,000	15,307
Number of service/maintenance orders per technician	542	538	806
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.550	0.537	0.608
Work orders issued per FTE	400	350	696

# **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	6,857,596	6,803,400	6,902,295	6,877,275
Gross County Cost	\$ 6,857,596	\$ 6,803,400	\$ 6,902,295	\$ 6,877,275
Revenue	580,746	1,361,700	724,000	724,000
Net County Cost	\$ 6,276,850	\$ 5,441,700	\$ 6,178,295	\$ 6,153,275
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** See listed equipment on next page.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Adjusted down to reflect eliminated position equipment. Approved as adjusted.

**2024 IGA EQUIPMENT**

		<u>Request</u>	<u>Recommend</u>	<u>Approved</u>
<u>Sheriff:</u>				
Compact SUV (SRO, Det, Invest)	11	330,000 *	330,000 *	330,000 *
Full-size SUV 4x4 pursuit rated	8	524,000	524,000	524,000
Full-size pickup pursuit rated	4	260,000	260,000	260,000
Compact SUV (Investigations replacement)	2	60,000	60,000	60,000
 <u>Facilities</u>				
3/4 ton extended cab 4x4 truck for Plumber	1	72,000 *	72,000 *	72,000 *
1/2 ton ext cab 4x4 for Carpenter position	1	55,000	55,000	55,000
60" zero turn commercial mowers	2	26,000	26,000	26,000
1/2 ton ext cab 4x4 for new positions	2	110,000 *	110,000 *	110,000 *
small SUV for Project Managers (2 new)	2	60,000 *	60,000 *	60,000 *
Toolcat - angled broom attachment	1	7,500 *	7,500 *	7,500 *
Aerator pulled behind tractor	1	1,800 *	1,800 *	1,800 *
3-point seeder	1	2,300 *	2,300 *	2,300 *
Ventrac Tractor with attachments for Centennial	1	47,375 *	47,375 *	47,375 *
 <u>Health Department</u>				
Mobile Clinic Unit	1	650,000 *	650,000 *	650,000 *
 <u>Public Works</u>				
Weeds Boom Mower	1	35,000 *	35,000 *	35,000 *
See Basic List		<u>4,636,300</u>	<u>4,636,300</u>	<u>4,636,300</u>
 <b>Total</b>	 39	 <u>\$6,877,275</u>	 <u>\$6,877,275</u>	 <u>\$6,877,275</u>

\* New Additions to Fleet

**2024 EQUIPMENT REPLACEMENT FOR PUBLIC WORKS DEPT - Updated 8/25/23**

Division	Qty	Description (Shaded items reflect outgoing equip)	Estimated Purchase Price	Est. Auction Value	Addition To Fleet
<b>Trucking</b>	1	Tandem Axle Truck w/Snow Plow	\$400,000		
		15460044/2011 International Tandem Truck w/Plow		\$25,000	
	1	Tandem Truck Tractor	165,000		
		15410095/2012 Kenworth Tractor		\$25,000	
<b>Gravel Road</b>	5	Motor Graders	\$2,150,000		
		15820168/2013 John Deere Motor Grader		\$55,000	
		15820174/2014 John Deere Motor Grader		\$55,000	
		15820186/2015 Caterpillar Motor Grader		\$65,000	
		15820187/2015 Caterpillar Motor Grader		\$65,000	
		15820189/2016 John Deere Motor Grader		\$55,000	
	1	3/4-Ton Ext Cab, 4X4 Pickup, Long Box	\$45,000		
	15230072/1012 Ford F250		\$5,000		
<b>Road &amp; Bridge Construction</b>	1	Excavator	\$355,000		
		15850020/2011 John Deere Excavator		\$74,250	
	1	1/2-Ton Ext Cab, 4X4 Pickup, Long Box	\$55,000		
		15220189/2013 Ford F150		\$4,200	
	1	Vibratory Sheep's Foot Roller	\$300,000		
		16010027/2012 Bomag Roller		\$40,000	
	1	Tandem Axle Truck (Rock)	\$300,000		
		15460043/2011 Kenworth Tandem Truck		\$50,000	
1	Tandem Axle Truck w/Sander and Plow	\$400,000			
	15460045/2011 Freightliner Tandem Truck		\$50,000		
<b>Maint-Supt</b>	1	One-Ton Ext or Crew Cab, 4X4 Dual Axle Truck w/Service Body	\$121,000		
		15420103/2017 Ford F550		\$10,000	
	2	<b>Trailer Mounted Variable Message Boards</b>	<b>\$50,000</b>		<b>Yes</b>
	1	<b>Pick-up Mounted Variable Message Board</b>	<b>\$12,000</b>		<b>Yes</b>
	1	Utility Trailer	\$7,800		
	15680004/1994 Big Tex Trailer		\$250		
<b>Mining</b>	1	<b>3/4-Ton, Ext Cab, 4X4 Pickup, Short Box</b>	<b>\$60,000</b>		<b>Yes</b>
	1	2 Ton Crew Cab, 4X4 Truckw/Service Body w/Welder Space	\$82,000		
		15430021/2011 Ford F550		\$12,000	
<b>Pavement Management</b>	1	40-Ton Sliding Axle Trailer	\$160,000		
		15660007/2004 Trail King Trailer		\$15,000	
	1	One-Ton Crew Cab, 4X4 Single-Axle Truck W/Service Body	\$100,000		
		15420086/2008 F550		\$5,000	
	1	<b>20k Tilt Deck Trailer, Dual Axle</b>	<b>\$22,500</b>		<b>Yes</b>
	1	24 Inch Cold Planer Attachment for Skid Loader	\$35,000		
		18001064/2015 Edge Cold Planer		\$1,500	
	2	Construction Brooms	\$200,000		
	16440009/2012 Broce Broom		\$15,000		
	16440008/2012 Broce Broom		\$15,000		
<b>Sub-Total</b>			<b>\$5,020,300</b>	<b>\$642,200</b>	
<b>GRAND TOTAL PRICE LESS ESTIMATED TRADE 2000 FUND</b>			<b>\$4,378,100</b>		

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**2024 EQUIPMENT REPLACEMENT FOR PUBLIC WORKS DEPT - Updated 8/25/23**

Division	Qty	Description (Shaded items reflect outgoing equip)	Estimated Purchase Price	Est. Auction Value	Addition To Fleet
<b>Engineering</b>	1	3/4-Ton Ext Cab, 4X4 Pickup, Long Box w/Topper, No Hitch	\$55,000		Yes
	1	4x4 SUV	\$30,000		Yes
	1	4x4 SUV	\$30,000		
		15220168/2011 Ford F-150		6,800	
<b>Weeds</b>	1	Cab Forward Chemical Injection Spray Truck	\$140,000		
		15420078/2005 GMC One Ton Truck W/Spray System		\$35,000	
	1	1/2 or 3/4 Ton Ext Cab, 4X4 Pickup, Short Box	\$55,000		
		15230071/2012 Ford F250		\$10,000	
		<b>Sub-Total</b>	<b>\$310,000</b>	<b>\$51,800</b>	
<b>GRAND TOTAL PRICE LESS ESTIMATED TRADE 1000 FUND</b>			<b>\$258,200</b>		
		<b>Subtotal</b>	\$4,636,300		
		<b>CMAQ Grant Funds</b>	0		
		<b>Weld County Match</b>	0		
		<b>Insurance for wrecked trucks</b>	0		
<b>GRAND TOTAL PRICE LESS GRANT FUNDS AND EST. AUCTION</b>			<b>\$4,636,300</b>		



**HEALTH INSURANCE  
SUMMARY OF REVENUES  
2024**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2023 Budget</b>	<b>2024 Request</b>	<b>2024 Recommend</b>	<b>2024 Final</b>
			<b>MISCELLANEOUS</b>				
<b>6200</b>	93400	4690	DONATIONS	227,500	218,500	218,500	150,000
<b>6200</b>	93100	46902	EMPLOYEE CONTRIBUTIONS	21,454,584	31,078,250	31,078,250	33,644,112
			<b>TOTAL HEALTH INSURANCE</b>	<b>21,682,084</b>	<b>31,296,750</b>	<b>31,296,750</b>	<b>33,794,112</b>

**HEALTH INSURANCE  
SUMMARY OF EXPENDITURES  
2024**

Fund	Org	Expenditure Function	2023 Budget	2024 Request	2024 Recommend	2024 Final
6200	93100	HEALTH INSURANCE	26,087,415	34,863,000	34,863,000	33,159,000
6200	93400	DENTAL/VISION	1,484,900	281,500	281,500	451,500
		<b>TOTAL HEALTH INSURANCE</b>	<b>27,572,315</b>	<b>35,144,500</b>	<b>35,144,500</b>	<b>33,610,500</b>

# **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Supplies	\$ 18,330	\$ 0	\$ 0	\$ 0
Purchased Services	328,213	1,246,400	880,500	980,500
Fixed Charges	27,775,025	26,325,915	34,264,000	32,630,000
Gross County Cost	\$ 28,121,568	\$ 27,572,315	\$ 35,144,500	\$ 33,610,500
Revenue	21,552,425	26,833,520	31,296,750	33,794,112
Net County Cost	\$ 6,569,143	\$ 738,795	\$ 3,847,750	\$ - 183,612

**SUMMARY OF CHANGES:** The budget reflects the cost of self-insuring the dental reimbursement plan (\$280,000) and the on-site county clinic contract (\$817,500). In 2019, the county solicited bids from all the large insurers operating in Colorado. As a result, the successful bidder was Aetna. In 2024, the program will have a premium increase of 5% for employees and 15% for the employer. This is the second large increase in a row, as the fund has had some large claims over the past few years. 2024 will be the first year that employees are allowed to “unbundle” health insurance related to dental and vision premiums.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval. Weld County will continue to utilize Aetna, with a hybrid universal health PPO/HMO plan as the health insurance provider in 2024, plus offer a high deductible health plan with a health reimbursement account option through Aetna. Rates for 2024 are recommended to increase 5% for employees and 15% for the employer.

In 2024, 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. Total budget is up due to premiums from higher enrollment of employees and dependents.

# IGS - HEALTH INSURANCE (CONTINUED) 6200-93100/93400

**FINANCE/ADMINISTRATION RECOMMENDATION (CONTINUED):**

The 2024 program is calculated with current participation as follows:

Single Coverage:	618
Dependent Coverage:	842

**FIXED COSTS:**

Health Insurance	\$ 3,124,000
On-site Clinic	850,000
Administration/EAP Costs	<u>129,000</u>
Fixed Costs:	<u>\$ 4,103,000</u>

**LOSS FUND:**

Medical	\$29,056,000
Dental	<u>450,000</u>
Loss Fund Costs	<u>\$29,506,000</u>
GRAND TOTAL - COSTS	<u><u>\$33,609,000</u></u>

**REVENUE:**

Health Premiums	\$33,644,112
Dental	<u>150,000</u>
TOTAL REVENUE	<u>\$ 33,794,112</u>
ADD TO RESERVE	<u>\$ 182,612</u>

**BOARD ACTION:** Final budget adjustments required a 26% increase in employer insurance and a 5% increase in employee insurance to not require reserves. Approved as adjusted.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Single coverage	637	629	618
Family coverage	779	803	842

**INSURANCE  
SUMMARY OF REVENUES  
2024**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2023 Budget</b>	<b>2024 Request</b>	<b>2024 Recommend</b>	<b>2024 Final</b>
			<b>TAXES</b>				
<b>6300</b>	93300	4112	CURRENT PROPERTY TAXES	<b>5,000,000</b>	<b>6,500,000</b>	<b>6,500,000</b>	<b>6,500,000</b>
			<b>CHARGE FOR SERVICES</b>				
<b>6300</b>	93200	4410	CHARGE FOR SERVICES	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>
			<b>MISCELLANEOUS</b>				
<b>6300</b>	93300	4610	EARNINGS ON INVESTMENTS	60,000	110,000	110,000	110,000
<b>6300</b>	93300	4820	COMPENSATION FOR LOSSES	125,000	100,000	100,000	100,000
			<b>TOTAL MISCELLANEOUS</b>	<b>185,000</b>	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>
			<b>TOTAL INSURANCE</b>	<b>5,345,000</b>	<b>6,870,000</b>	<b>6,870,000</b>	<b>6,870,000</b>

**INSURANCE  
SUMMARY OF EXPENDITURES  
2024**

Fund	Org	Expenditure Function	2023 Budget	2024 Request	2024 Recommend	2024 Final
6300	93200	WORKERS COMPENSATION	2,234,500	2,560,500	2,560,500	2,560,500
6300	93300	LIABILITY	3,110,500	4,306,500	4,306,500	4,306,500
		<b>TOTAL INSURANCE</b>	<b>5,345,000</b>	<b>6,867,000</b>	<b>6,867,000</b>	<b>6,867,000</b>

# **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	3,500	3,500	3,500
Purchased Services	48,741	23,000	26,000	26,000
Fixed Charges	2,631,328	5,318,500	6,837,500	6,837,500
Gross County Cost	\$ 2,680,069	\$ 5,345,000	\$ 6,867,000	\$ 6,867,000
Revenue /Fund Bal.	-816,444	345,000	370,000	370,000
Net Property Tax Contributed	\$ 3,496,513	\$ 5,000,000	\$ 6,500,000	\$ 6,500,000

**SUMMARY OF CHANGES:** Effective January 1, 1992, Weld County became self-insured for workers' compensation, and switched in 2022 to Pinnacol to administer the worker compensation program. Workers' Compensation includes excess insurance and bonds costing \$1,076,000 based on actual expenses in 2022, claims administration costs of \$23,000, and a loss fund of \$1,461,500. 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 \$4,300,000. Cost for excess insurance through CAPP has increased substantially due to the tight insurance market, added property risks, and liability for law enforcement. This increase is being experienced by all entities, and even more so for public entities such as local governments. A loss fund for all other insurance coverage is budgeted at \$1,100,000, increasing over the past couple years due to numerous high value claims. Unemployment insurance is being charged directly to departments. The program is supported by property tax (\$6,500,000), charges for service (\$160,000), interest (110,000), and compensation for losses (\$100,000). No fund balance reserves are anticipated to be needed to support the loss fund in 2024.

Property tax has been increased by \$1,500,000 to \$6,500,000. Claim costs for all insurance types have increased, and premiums have continued to rise to meet inflation costs as well.

**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. 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.

**INSURANCE FUND  
(CONTINUED)  
6300-93200/93300**

**BOARD ACTION:** Approved as recommended.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of training sessions	36	36	36
Dollar amount workers' compensation claims	\$678,642	\$1,950,000	\$1,461,500
Dollar amount of prop/casualty claims paid	\$526,984	\$907,000	\$910,000
<b><u>Efficiency Measures</u></b>			
FTE'S per 10,000/capita	0.059	0.086	0.084
Per capita cost (county support)	\$9.45	\$11.50	\$14.02



**TELECOM SERVICES  
SUMMARY OF REVENUES  
2024**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2023 Budget</b>	<b>2024 Request</b>	<b>2024 Recommend</b>	<b>2024 Final</b>
			<b>CHARGE FOR SERVICES</b>				
<b>6400</b>	17400	4410	CHARGE FOR SERVICES	1,694,502	1,807,342	1,807,342	1,807,342
			<b>TOTAL TELECOM SERVICES</b>	<b>1,694,502</b>	<b>1,807,342</b>	<b>1,807,342</b>	<b>1,807,342</b>

**TELECOM SERVICES  
SUMMARY OF EXPENDITURES  
2024**

Fund	Org	Expenditure Function	2023 Budget	2024 Request	2024 Recommend	2024 Final
6400	17400	PHONE SERVICES	1,694,502	1,807,342	1,807,342	1,807,342
		<b>TOTAL TELECOM SERVICES</b>	<b><u>1,694,502</u></b>	<b><u>1,807,342</u></b>	<b><u>1,807,342</u></b>	<b><u>1,807,342</u></b>

# **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 218,549	\$ 252,772	\$ 266,402	\$ 266,402
Supplies	44,444	187,800	261,700	261,700
Purchased Services	1,131,453	955,604	978,604	978,604
Fixed Charges	180,735	298,326	300,636	300,636
Capital	0	0	0	0
Gross County Cost	\$ 1,575,181	\$ 1,694,502	\$ 1,807,342	\$ 1,807,342
Revenue	1,606,061	1,694,502	1,807,342	1,807,342
Net County Cost	\$ - 30,880	\$ 0	\$ 0	\$ 0
Budgeted Positions	2	2	2	2

**SUMMARY OF CHANGES:** Personnel Services increased by \$13,630 to account for 5% cost of living adjustment and an increase in health insurance premiums. Supplies increased by \$73,900 for the software maintenance expenses for the VOIP system and other smaller software maintenance contracts. Purchased Services increased by \$23,000, with \$21,000 increase for telecommunication expenses, such as the internet service provider and mobile carrier contracts and the remainder for location of fiber and copper. Fixed charges increased by \$2,310 due to overhead costs increasing slightly. Revenue is determined by charging back all expenses to the individual departments and nets out a zero net county cost.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.

# **TELECOM SERVICES (CONTINUED) 6400-17400**

**2023 STRATEGIC PRIORITY ACCOMPLISHMENTS:**

1. Maintained phone systems to provide reliable and scalable services.
2. Upgraded phone system to latest “gold” release.
3. Expanded feature deployments such as automatic call distribution call back, phone tree options, limited phone call recording, and the increase of commodity internet throughput.
4. Audited provider contracts, services, and costs.
5. Replaced county issued mobile phones with newer released models and implement mobile device management policies to organize, restrict and maintain devices.

**2024 BUDGET GOALS AND PRIORITIES:**

1. Maintain, audit and baseline services, systems, and calls.
  - a. Use audit and baseline inbound and call count and telephone system performance matrices to remain fiscally responsible while ensuring expandible services for the county.
  - b. Monitor and manage internet traffic to ensure reliable and redundant communications.
2. Expand feature set and functionality of CUIC Automatic Call Distribution reporting and Finesse web console.
  - a. Work with Weld County departments to expand and automate reporting to better provide service level reporting in a timely manner.
  - b. Update the web console interface for receiving calls to improve the visual effect and functionality of Weld County staff receiving calls.
3. Improve call routing thought redesigned phone trees for efficient call taking.
  - a. Enhance and streamline call routing for Weld County departments to route calls more efficiently to the appropriate division while minimizing caller wait time.
  - b. Add additional phone routing options to multiple departments to route calls to the correct division while minimizing options.
4. Implement a Non-VPN Jabber softphone solution.
  - a. Implement a new technology to permit Weld County staff to reduce requirements to acquire access to the Weld County phone system while more efficiently utilizing technological resources.
  - b. Expand the capability of Weld County staff to efficiently connect from remote locations to utilize the phone system to make and take calls.

### ***PERFORMANCE MEASURES***

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Incoming calls	5,700,000	6,000,000	6,000,000
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.058	0.057	0.055
Per capita cost (county support)	\$4.56	\$4.79	\$5.00
Annual cost per call	\$0.267	\$0.282	\$0.301

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** WELD COUNTY FINANCE AUTHORITY

**BUDGET UNIT TITLE AND NUMBER:** Weld County Finance Authority - - 6500-17700

**DEPARTMENT DESCRIPTION:** Provides funds to cover the lease/purchase of county buildings.

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

**SUMMARY OF CHANGES:** Budget reflects the county's debt service on any long-term debt and/or any lease purchase debt in any given year. With the payoff of the correctional facilities' Certificates of Participation (COP) as of August 1, 2007, Weld County has no long-term debt or long-term lease obligations.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval.

**BOARD ACTION:** Approved as recommended.



# **GLOSSARY**

<b>ACCOUNTING PROCEDURES</b>	All processes which discover, record, classify, and summarize financial information to produce financial reports and to provide internal control.
<b>ACCRUAL BASIS</b>	The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.
<b>ACCRUED EXPENSES</b>	Expenses incurred but not due until a later date.
<b>ACTIVITY</b>	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.
<b>ACTIVITY CLASSIFICATION</b>	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.
<b>ALLOCATE</b>	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.
<b>ALLOCATED COSTS</b>	Indirect costs distributed to programs or departments via a cost allocation plan.
<b>ALLOCATION</b>	A part of a lump-sum appropriation which is designated for expenditure by specific organizational units and/or for special purposes, activities, or objects.
<b>ALLOT</b>	To divide an appropriation into amounts which may be encumbered or expended during an allotment period.
<b>ALLOTMENT</b>	A part of an appropriation which may be encumbered or expended during an allotment period.
<b>ALLOTMENT PERIOD</b>	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.
<b>ANNUAL BUDGET</b>	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.

<b>CAPITAL BUDGET</b>	A plan of proposed capital outlays and the means of financing them.
<b>CAPITAL OUTLAY</b>	Expenditures for equipment, vehicles, or machinery that results in the acquisition or addition to fixed assets.
<b>CAPITAL PROGRAM</b>	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.
<b>CAPITAL PROJECTS FUND</b>	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).
<b>CAPITAL RESOURCES</b>	Resources of a fixed or permanent character, such as land and buildings, which cannot ordinarily be used to meet current expenditures.
<b>CERTIFICATES OF PARTICIPATION (COP)</b>	Form of financial instrument similar to a bond to facilitate lease/purchase agreements. Not a debt of the County.
<b>CONSERVATION TRUST</b>	State of Colorado lottery funds remitted to the County for parks and recreation use.
<b>CONTINGENCY ACCOUNT</b>	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise included in the budget.
<b>CONTINUING APPROPRIATION</b>	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.
<b>COST ALLOCATION PLAN</b>	Identification, accumulation and distribution of costs relative to the provision of those services, along with the methods used.
<b>DEFAULT</b>	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.
<b>DEFICIT</b>	(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.

<b>DEPRECIATION</b>	<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>
<b>DIRECT COSTS</b>	Costs that have a clearly identifiable beneficial or causal relationship to the services performed.
<b>DURATION</b>	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.
<b>ENCUMBRANCES</b>	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.
<b>ENTERPRISE FUND</b>	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.
<b>ESTIMATED REVENUE</b>	The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by the Board.
<b>EXPENDITURES</b>	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.
<b>FISCAL PERIOD</b>	Any period at the end of which a government determines its financial position and the results of its operations.
<b>FISCAL YEAR</b>	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.
<b>FIXED ASSETS</b>	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.

<b>FTE (FULL-TIME EQUIVALENT)</b>	Numeric equivalent of one person occupying one employment position for one year (equivalent of 2,080 hours or 52 forty-hour weeks).
<b>FUNCTION</b>	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.
<b>FUNCTIONAL CLASSIFICATION</b>	Expenditure classification according to the principal purposes for which expenditures are made. Examples are public safety, public health, public welfare, etc.
<b>FUND</b>	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.
<b>FUND BALANCE</b>	Fund balance is the excess of assets over liabilities and is therefore also known as surplus funds.
<b>GAAP (GENERALLY ACCEPTED ACCOUNTING PRINCIPLES)</b>	Standards for financial accounting and reporting.
<b>GENERAL FUND</b>	The fund used to account for all financial resources except those required to be accounted for in another fund.
<b>GENERAL OBLIGATION BOND</b>	A municipal bond secured by the pledge of the issuer's full faith, credit and taxing power.
<b>GEOGRAPHICAL INFORMATION SYSTEM (GIS)</b>	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.
<b>GOVERNMENTAL FUNDS</b>	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.
<b>GRANT</b>	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.
<b>HIGHWAY USER TAX (HUTF)</b>	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.

<b>OPERATING EXPENSES</b>	Proprietary fund expenses which are directly related to the fund's primary service activities.
<b>OPERATING GRANTS</b>	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.
<b>OPERATING INCOME</b>	The excess of proprietary fund operating revenues over operating expenses.
<b>OPERATING TRANSFER</b>	Routine and/or recurring transfers of assets between funds.
<b>ORGANIZATIONAL UNIT</b>	A responsibility center within a government.
<b>ORGANIZATION UNIT CLASSIFICATION</b>	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.
<b>OVERHEAD</b>	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.
<b>PROGRAM</b>	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.
<b>PROGRAM BUDGET</b>	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.
<b>PROPRIETARY FUND</b>	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.
<b>RATINGS</b>	Designations used by credit rating agencies to give relative indications of credit quality.
<b>RECIDIVISM</b>	A relapse into criminal habits after punishment.
<b>REGISTERED BOND</b>	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.

<b>REIMBURSEMENTS</b>	<p>(1) Repayments of amounts remitted on behalf of another party.</p> <p>(2) Interfund transactions which constitute reimbursements of a fund for expenditures or expenses initially made from it which 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.</p>
<b>RESERVE</b>	<p>(1) An account used to earmark a portion of fund balance to indicate that it is not appropriate for expenditure.</p> <p>(2) An account used to earmark a portion of fund equity as legally segregated for a specific future use.</p>
<b>RESIDUAL EQUITY TRANSFER</b>	Non-recurring or non-routine transfers of assets between funds.
<b>REVENUE</b>	<p>(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.</p> <p>(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.</p>
<b>REVENUE BOND</b>	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.
<b>SOURCE OF REVENUE</b>	Revenues are classified according to their source or point of origin.
<b>SPECIAL REVENUE FUND</b>	A fund used to account for revenues legally earmarked for a particular purpose.
<b>SUBACTIVITY</b>	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".
<b>SUBFUNCTION</b>	A grouping of related activities within a particular governmental function. For example, "police" is a subfunction of the function "public safety".
<b>SURPLUS</b>	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.

**TIME DIVISION MULTIPLE  
ACCESS (TDMA)**

TDMA is one of two ways to divide the limited spectrum available over a radio frequency (RF) cellular channel. The other is frequency division multiple access (FDMA).

**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.

<b>WELLNESS PROGRAM</b>	Wellness health program provided as a fringe benefit to employees.
<b>WORKLOAD MEASURES</b>	Specific quantitative and qualitative measures of work performed as an objective of the department.
<b>WORK PROGRAM</b>	A plan of work proposed to be done during a particular period by the administrative agency in carrying out its assigned activities.
<b>WORK UNIT</b>	A fixed quantity which will consistently measure work effort expended in the performance of an activity or the production of a commodity.
<b>YIELD</b>	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

<b>AAA</b>	Area Agency on Aging
<b>ACFR</b>	Annual Comprehensive Financial Report
<b>ADCOM</b>	Adams County Communications
<b>ARA</b>	American Recovery Act
<b>CAD</b>	Computer-aided Dispatch
<b>CAPP</b>	Colorado Counties Casualty and Property Pool
<b>CARES</b>	Coronavirus Aid, Relief, and Economic Security Act
<b>CCI</b>	Colorado Counties Inc. association of Colorado counties
<b>CDBG</b>	Community Development Block Grant
<b>CDHS</b>	Colorado Department of Human Services
<b>CDOT</b>	Colorado Department of Transportation
<b>CIP</b>	Capital Improvement Plan
<b>COPS UHS</b>	Federal community oriented policing grant
<b>COLA</b>	Cost of Living Allowance
<b>COVID</b>	Coronavirus
<b>CMAQ</b>	Congestion Mitigation and Air Quality Improvement Program
<b>CPI</b>	Consumer Price Index
<b>C.R.S.</b>	Colorado Revised Statutes
<b>CSBG</b>	Community Services Block Grant
<b>DA</b>	District Attorney
<b>DHS</b>	Department of Human Services
<b>DOC</b>	Colorado Department of Corrections
<b>DOLA</b>	Colorado Department of Local Affairs
<b>DUI</b>	Driving Under the Influence
<b>EDAP</b>	Economic Development Action Partnership
<b>EOC</b>	Emergency Operations Center

<b>ERA</b>	Emergency Rent Assistance
<b>FEMA</b>	Federal Emergency Management Agency
<b>FOMC</b>	Federal Open Market Committee
<b>FRRC</b>	Front Range Communication Consortium
<b>FTE</b>	Full Time Equivalent
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GASB</b>	Government Accounting Standards Board
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographical Information System
<b>HARP</b>	Haul Route Program
<b>HES</b>	Hazard Elimination Program for transportation projects
<b>HUTF</b>	Highway Users Tax Fund
<b>HRA</b>	Health Reimbursement Account
<b>HRIS</b>	Human Resources Information System
<b>HVAC</b>	Heating, ventilation, and air conditioning
<b>IT</b>	Information Technology
<b>IGS</b>	Intergovernmental Service Fund
<b>IGA</b>	Intergovernmental Agreement
<b>LEAP</b>	Low-income Energy Assistance Program
<b>MOU</b>	Memorandum of Understanding
<b>MOE</b>	Maintenance of Effort
<b>MS4</b>	Municipal Separate Storm Sewer for storm management
<b>NCMC</b>	North Colorado Medical Center
<b>NFRMPO</b>	North Front Range Metropolitan Planning Organization
<b>NRBH</b>	North Range Behavioral Health
<b>O&amp;M</b>	Operations and maintenance
<b>OEM</b>	Office of Emergency Management

<b><i>OPED</i></b>	Other Post-Employment Benefits
<b><i>PERA</i></b>	Colorado Public Employees' Retirement Association
<b><i>PILT</i></b>	Payment in Lieu of Taxes
<b><i>PPACA</i></b>	Patient Protection and Affordable Care Act (Obamacare)
<b><i>PPO</i></b>	Preferred Provider Organization
<b><i>ROW</i></b>	Right-of way
<b><i>SH</i></b>	Abbreviation for State Highway
<b><i>TABOR</i></b>	Taxpayers Bill of Rights
<b><i>TANF</i></b>	Temporary Assistance to Needy Families
<b><i>TDMAPage</i></b>	Time Division Multiple Access
<b><i>URA</i></b>	Urban Renewal Authority
<b><i>VALE</i></b>	Victim Assistance Law Enforcement
<b><i>VOCA</i></b>	Victims of Crime Act
<b><i>VW</i></b>	Victim Witness
<b><i>WCR</i></b>	Weld County Road
<b><i>WCRCC</i></b>	Weld County Regional Communications Center





# UPSTATE COLORADO

ECONOMIC DEVELOPMENT

# 2023

## WELD COUNTY, COLORADO

### Economic and Demographic Profile



### At a Glance

<b>4,016</b> Square Miles	<b>32</b> Communities (Total)	<b>345,152</b> Population (Total)	<b>168,716</b> Labor Force	<b>3.0%</b> Unemployment Rate	<b>35.2</b> Median Age
<b>\$56,553</b> 2021 Per Capita Income	<b>\$80,843</b> Household Income	<b>88%</b> High School Diploma+	<b>\$59,501</b> Annual Average Wage	<b>\$21B</b> GRP (Total)	<b>Greeley</b> County Seat

Weld County Population: **345,152**

Population Over Time	Number
2022	345,152
2012	263,852
2010 to 2020 % Change	31.4%
Components of Change 2022	
Net Migration	3,000
Natural (Births – Deaths)	2,019

Source: Colorado State Demography Office

2021 Population by Age	
0-14 years	21.3%
15-29 years	20.3%
30-44 years	22.7%
45-59 years	17.2%
60-74 years	13.9%
75+ years	4.6%
Median Age: 35.2	

Source: U.S. Census Bureau, Population Estimates Program

2021 Population by Race & Ethnicity	
Hispanic	30.8%
White Alone	63.9%
Black Alone	1.2%
American Indian & Alaska Native Alone	0.5%
Asian Alone	1.7%
Native Hawaiian/Other Pacific Island Alone	0.1%
Two or More	1.7%

Source: Colorado State Demography Office-- 2021 Race by County, Note: Percentage may not add due to rounding

2021 Educational Attainment	
HS Diploma +	88.10%
Bachelor's Degree +	29.5%

Source: U.S. Census Bureau, American Community Survey

2021 Per Capita Personal and Household Income	
PC Personal Income	\$56,553
Median HH Income	\$80,843

Source: U.S. Census Bureau, American Community Survey

2021 Population, Households & 2022 Sales Tax Rate by Municipality			
	Population	Households	Sales Tax
Weld County	340,133	125,028	N/A
Ault	2,103	843	3%
Berthoud	11,062	4,765	4%
Brighton	41,187	14,812	3.75%
Dacono	6,479	2,236	3%
Eaton	5,933	2,204	3%
Erie	31,303	10,935	3.5%
Evans	22,760	8,317	4.5%
Firestone	17,206	5,965	3.6%
Fort Lupton	8,298	2,889	4%
Frederick	15,479	5,370	3.5%
Garden City	258	128	3%
Gilcrest	1,028	348	4%
Greeley	109,696	41,053	4.11%
Grover	157	85	0%
Hudson	1,654	613	4%
Johnstown	18,009	6,824	3.5%
Keenesburg	1,702	722	3%
Kersey	1,492	551	3.6%
La Salle	2,357	841	3.5%
Lochbuie	8,190	2,600	4%
Longmont	99,414	42,839	3.53%
Mead	5,204	1,783	3%
Milliken	8,679	2,965	2.5%
Northglenn	37,546	14,608	4%
Nunn	519	212	2%
Pierce	1,105	430	2%
Platteville	2,952	1,034	3%
Raymer	110	48	0%
Severance	9,410	3,320	3%
Windsor	35,177	14,080	3.95%
Unincorporated Area	47,066	17,935	0%

Source: Colorado State Demography Office

Note: The City of Thornton and Town of Timnath are additional Weld County communities.



### Climate

The area offers a dry, sunny climate with low humidity and four seasons.

	Weld	US
Rainfall (inches)	14.8	38.1
Snowfall (inches)	38.3	27.8
Precipitation Days	74.6	106.2
Sunny Days	240	205
Elevation (feet)	4,970	2,443

	Weld	US
Avg. Temp July High	89.6	85.6
Avg. Temp Jan Low	13.9	13.2
Comfort Index (higher = better)	7.2	7
UV Index	5.2	4.3

Source: Spurling's Best Places

### Location and Transportation

#### HIGHWAY ACCESS

**North/South:** I-25, State Hwy 85, Weld County Pkwy 49

**East/West:** 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)

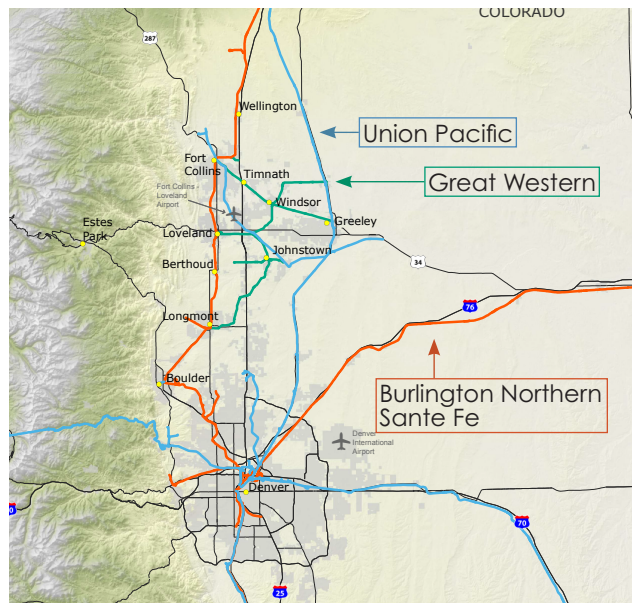
#### AIR ACCESS

**Denver International Airport (DIA):** Third-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](http://www.gxy.net))

**Erie Municipal Airport:** General Aviation ([www.ericogov.com](http://www.ericogov.com))

**Northern Colorado Regional Airport:** General Aviation ([www.flynoco.com](http://www.flynoco.com))



### UTILITIES

#### Water and Sewer Providers

**Water** and **Sewer** services are provided by municipalities and districts. Rate Structures will vary by municipality and district.

#### Central/West Weld

##### Major Electricity Providers

Xcel Energy

» [www.xcelenergy.com](http://www.xcelenergy.com)

Poudre Valley REA

» [www.poudrevalleyrea.com](http://www.poudrevalleyrea.com)

##### Major Gas Providers

Xcel Energy

» [www.xcelenergy.com](http://www.xcelenergy.com)

Atmos Energy

» [www.atmosenergy.com](http://www.atmosenergy.com)

#### North/East Weld

##### Major Electricity Providers

Poudre Valley REA

» [www.poudrevalleyrea.com](http://www.poudrevalleyrea.com)

#### South Weld

##### Major Electricity Providers

United Power, Inc.

» [www.unitedpower.com](http://www.unitedpower.com)

##### Major Gas Providers

Black Hills Energy

» [www.blackhillsenergy.com](http://www.blackhillsenergy.com)

### Unemployment Rates

Employed (Weld County): 163,640

Unemployed (Weld County): 5,076



### Total Labor Force

Weld County: 168,716

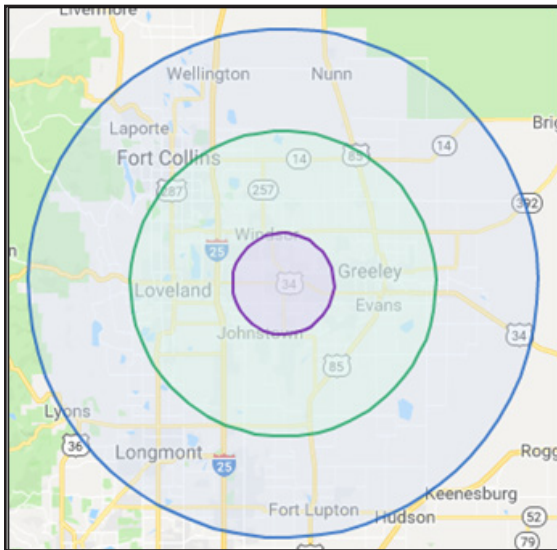
Colorado: 3,255,100

Source: U.S. Bureau of Labor Statistics 2022, Local Area Unemployment Statistics

### Labor Sheds \*Projections

#### North Weld Labor Shed

5-15-25 Mile Radius from Hwy 34 Business & Hwy 257

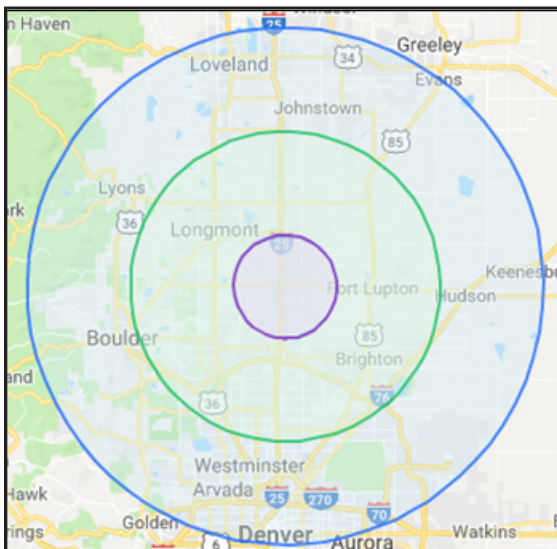


	2021 Estimate	2026 Estimate
<b>5 Miles</b>		
Total Population	41,646	48,894
Population 18+	74.4%	74.1%
Edu. Attain. 25+ Bachelor's	25.8%	N/A
<b>15 Miles</b>		
Total Population	445,764	490,392
Population 18+	76.5%	76.7%
Edu. Attain. 25+ Bachelor's	24.4%	N/A
<b>25 Miles</b>		
Total Population	756,705	828,150
Population 18+	77.3%	77.4%
Edu. Attain. 25+ Bachelor's	25.5%	N/A

Source: ESRI, 2021 Estimates

#### South Weld Labor Shed

5-15-25 Mile Radius from I-25 & Hwy 52



	2021 Estimate	2026 Estimate
<b>5 Miles</b>		
Total Population	42,374	50,247
Population 18+	72.9%	72.6%
Edu. Attain. 25+ Bachelor's	25.9%	N/A
<b>15 Miles</b>		
Total Population	672,447	731,174
Population 18+	75.3%	75.7%
Edu. Attain. 25+ Bachelor's	27.8%	N/A
<b>25 Miles</b>		
Total Population	1,875,931	2,030,649
Population 18+	77.0%	77.3%
Edu. Attain. 25+ Bachelor's	27.1%	N/A

Source: ESRI, 2021 Estimates

2022 Employment by Industry Sector with Average Annual Wage				
	Establishments	Jobs	% Distribution	Average Annual Wage
Total, All Industries	8,566	107,049	100.00%	\$57,821
Agriculture, Forestry, Fishing & Hunting	228	4,223	5.73%	\$49,890
Mining	248	4,693	3.73%	\$104,084
Utilities	37	528	0.37%	\$102,798
Construction	1,197	11,321	10.54%	\$68,101
Manufacturing	359	13,165	11.09%	\$62,714
Wholesale Trade	526	4,277	3.50%	\$76,822
Retail Trade	675	10,838	9.27%	\$38,751
Transportation and Warehousing	462	4,051	3.59%	\$64,851
Information	119	800	0.50%	\$66,121
Finance and Insurance	403	2,817	2.73%	\$77,898
Real Estate and Rental and Leasing	418	1,366	1.54%	\$58,358
Professional and Technical Services	1,071	3,563	3.83%	\$82,503
Management of Companies and Enterprises	106	1,830	1.51%	\$146,489
Administrative and Waste Services	514	5,774	5.27%	\$44,783
Educational Services	120	9,528	1.03%	\$45,264
Health Care and Social Assistance	801	10,196	8.57%	\$52,724
Arts, Entertainment, and Recreation	110	1,183	1.03%	\$26,155
Accommodation and Food Services	489	8,439	6.53%	\$21,448
Other Services, Ex. Public Admin	606	2,752	5.23%	\$45,275
Public Administration	77	5,705	14.42%	\$61,213

Source: Colorado Department of Labor and Employment, Office of Labor Market Information (LMI Gateway). Retrieved 2/17/2023



2022 Employment and Average Wage by Occupation (Highlights: Top Location Quotients in the County)			
	Jobs	Avg. Annual Wages	Location Quotient
Management Occupations	6,062	\$125,200	0.83
Business and Financial Operations Occupations	6,611	\$80,100	0.91
Computer and Mathematical Occupations	2,378	\$97,800	0.63
Architecture and Engineering Occupations	2,017	\$97,600	1.03
Life, Physical, and Social Science Occupations	1,128	\$86,300	1.12
Community and Social Service Occupations	1,497	\$56,000	0.85
Legal Occupations	491	\$104,800	0.54
Educational Instruction and Library Occupations	6,637	\$57,800	1.06
Arts, Design, Entertainment, Sports, and Media Occupations	958	\$61,500	0.63
Healthcare Practitioners and Technical Occupations	4,097	\$91,600	0.60
Healthcare Support Occupations	3,114	\$37,900	0.59
Protective Service Occupations	2,273	\$61,300	0.87
Food Preparation and Serving Related Occupations	8,980	\$35,800	0.94
Building and Grounds Cleaning and Maintenance Occupations	9,417	\$40,900	1.01
Personal Care and Service Occupations	1,930	\$38,200	0.84
Sales and Related Occupations	10,146	\$56,200	0.96
Office and Administrative Support Occupations	11,695	\$46,500	0.80
Farming, Fishing, and Forestry Occupations	2,656	\$37,500	3.70
Construction and Extraction Occupations	10,332	\$54,900	2.22
Installation, Maintenance, and Repair Occupations	5,228	\$58,500	1.17
Production Occupations	8,678	\$47,200	1.29
Transportation and Material Moving Occupations	10,271	\$47,600	1.00
<b>Total</b>	<b>110,565</b>	<b>\$60,200</b>	<b>0.97</b>

*Location Quotient quantifies how concentrated an occupation is compared to the nation. The higher the number the more concentrated – US=1.0; Source: JobsEQ Occupation Snapshot*

## INDUSTRY CLUSTER SUMMARY

Industry clusters are defined as “geographic concentrations of interconnected companies, specialized suppliers, service providers, firms in related industries, and associated institutions”.

### Candidates for Cluster Growth Strategy

These clusters represent the type of industries that will be most likely to respond to a coordinated, regional cluster-growth strategy.

- » Bioscience & Medical Devices
- » Distribution & E-Commerce
- » Fabrication & Production Technology Mfg.
- » Food Processing & Manufacturing
- » Information Technology
- » Plastics

### Other Important Economic Drivers

These clusters are important industries that will continue to be part of regional communities' other economic development programming and activities.

- » Agricultural Production, Inputs & Services
- » Construction
- » Education & knowledge Creation
- » Energy
- » Hospitality & Tourism
- » Local Health Services

### MAJOR EMPLOYERS

Largest Private, Non-Retail Employers (2021/2022)				
Rank	Company	Product/Service	Location	FTE
1	JBS USA & Affiliates	Beef Processing, Corporate HQ, Trucking	Greeley/Weld	6,000
2	Banner Health: North CO Medical Center	Regional Hospital, Corporate Center, Clinics	Greeley/Weld	3,560
3	Vestas	Wind Turbine Blade & Nacelle Manufacturing	Brighton	2,710
4	UC Health	Healthcare	Greeley/Firestone	1,060
5	State Farm Insurance Companies	Insurance	Greeley	950
6	Leprino Foods	Cheese & Dairy Foods Manufacturing	Greeley	540
7	Colorado Premium Foods (K2D)	Beef & Pork Foods Manufacturing	Greeley	550
8	J.M. Smucker Company	Prepared Food Manufacturing	Longmont	450
9	McLane Company, Inc.	Food Distribution	Longmont	460
10	Carestream Health Inc.	Medical & Dental Imaging	Windsor	450

Largest Non-Retail Employers (2021/2022)				
Rank	Company	Product/Service	Location	FTE
1	Greeley/Evans School District 6	Public School District	Greeley/Evans	2,258
2	Weld County	Government	Greeley	1,823
3	University of Northern Colorado	Public Four-Year University	Greeley/Weld	1,488
4	City of Greeley	Government	Greeley	1,145
5	Aims Community College	Public Community College	Weld County	934

Source: Metro Denver Source: Major Employers by County - 06/2022, Upstate Colorado Economic Development - 03/2023



### 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.

2021/2022 Total Enrollment: **58,832**

Weld PK-12 Public Education Statistics			
	Year	Weld Stats	CO Stats
Weld Enrollment	2021-2022	45,656	883,264
Number of Schools	2021-2022	105	1,927
Classroom Teacher FTE	2021-2022	2,368	54,419
Pupil/Teacher Ratio	2021-2022	17.3	17.1
Dropout Rate (High School)	2021-2022	1.3%	2.2%
Completer Rate	2021-2022	93.9%	84.1%
Graduation Rate	2021-2022	89.8%	82.3%
Colorado SAT Composite Score	2022	948	986

Source: Colorado Department of Education  
Note: Includes Weld Schools in RE1J District

#### Weld Public School Districts Enrollment

Gilcrest/Platteville RE-1	1,837
St. Vrain Valley RE-1J	16,398
Eaton RE-2	1,977
Keenesburg RE-3J	2,502
Windsor RE-4	8,228
Johnstown/Milliken RE5J	3,869
Greeley/Evans RE-6	22,373
Platte Valley (Kersey) RE-7	1,094
Fort Lupton RE-8	2,522
Ault-Highland RE-9	993
Briggsdale RE-10	177
Prairie RE-11	189
Pawnee RE-12	67

Source: Colorado Department of Education, 2022-2023

### HIGHER EDUCATION

Public Higher Education Facilities in N. Colorado & Metro Denver	
Four Year Public Colleges/Universities	Fall 2022 Enrollment
Colorado School of Mines–Golden	7,408
Colorado State University–Fort Collins	32,428
Metropolitan State University–Denver	19,086
University of Colorado–Boulder	36,430
University of Colorado–Denver	14,509
University of Northern Colorado–Greeley	9,380

Public Higher Education Facilities in N. Colorado: Individual Schools



Fall 2021 Enrollment: 10,348  
Fall 2022 Enrollment: 9,380

UNC is a comprehensive baccalaureate and public doctoral research university with 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](http://www.unco.edu).



2020/2021 Enrollment: 8,397  
2021/2022 Enrollment: 9,416

With three 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.

### COMMERCIAL AND 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.

Q4 2022 Weld County Commercial Real Estate Market Conditions				
Type	Existing Space <sup>1</sup>	Vacant Space <sup>1</sup>	Overall Vacancy Rate	Average Lease Rate <sup>2</sup>
Office	5.9	0.4	7.2%	\$21.85
Industrial	28.1	1.0	3.7%	\$12.09
Retail	12.0	0.4	3.3%	\$14.19

Source: CoStar Realty Group (<sup>1</sup>Building space is listed in Millions of Square Feet; <sup>2</sup>Office lease rates are per square foot)

### TAXES

#### 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.

#### RESIDENTIAL PROPERTY TAX

Residential property is assessed at 7.15% of the actual value and is exempt from personal property taxation.

#### 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.

#### STATE INCOME TAX – CORPORATE & PERSONAL

The personal and corporate Colorado income tax rates are a flat 4.55% 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

Real & Business Personal Property & Colorado Income Taxes	
Tax Type	Tax Rate
Commercial Property Tax	29.0%
Residential Property Tax	7.15%
Corporate Income Tax	4.55%
Personal Income Tax	4.55%

Source: Metro Denver Stats

Highlighted Industrial Sites		
Name	Acres	Location
Access 25 Logistics Park	300	Mead
Airport Business Park	60	Greeley
Diamond Valley Industrial Park	91	Windsor
Eagle Business Park	133	Frederick
Eaton Industrial Rail Park	161	Eaton
Great Western Industrial Park	500	Windsor
Highpointe Business Center	136	Greeley
Hudson Logistics Center	374	Hudson
Iron Horse Park	165	Johnstown
MountainTRAX Industrial Rail Park	228	Evans
Northland Industrial Park	55	Fort Lupton
Promontory Business Park	200	Greeley
Weld County Industrial Park	100	Weld

### COST OF LIVING

Colorado **106.7**  
Weld **103.9**

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.

Adams County	104.3
Arapahoe County	106.9
Boulder County	114.7
Broomfield County	110.3
Denver County	109.1
Douglas County	112.5
Jefferson County	109.4
Larimer County	106.9

Source: JobsEQ Cost of Living per COLI, data as of 2022Q4

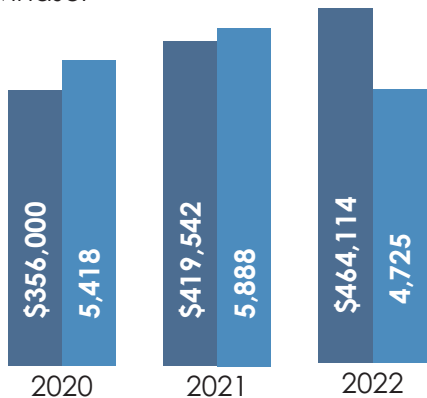


### SINGLE FAMILY HOME PRICES

■ Homes Sold ■ Median Home Prices

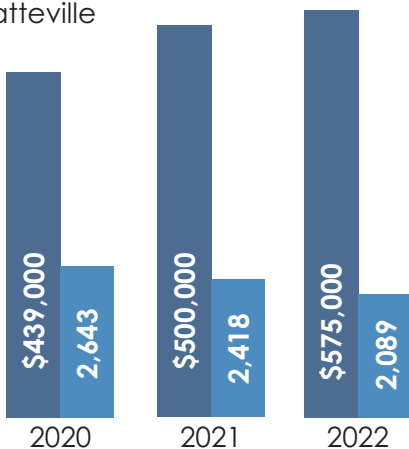
#### Central/West Weld

Ault, Eaton, Evans, Greeley, Gilcrest, LaSalle, Johnstown, Kersey, Milliken, Pierce, Severance, Windsor



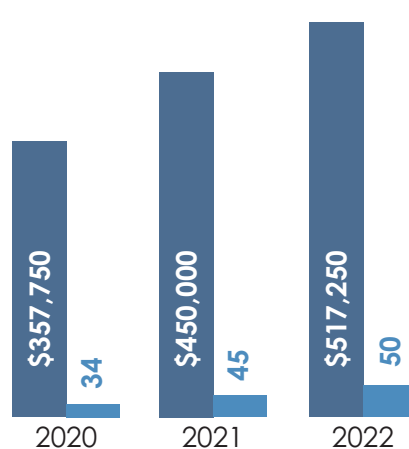
#### South Weld

Dacono, Erie, Firestone, Fort Lupton, Frederick, Hudson, Keenesburg, Platteville



#### East/North Weld

Grover, New Raymer, Nunn



Source: Sears Real Estate

### CULTURAL AND 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
- » Colorado Farm Show
- » Greeley Blues Jam
- » UNC/Greeley Jazz Festival
- » Weld County Fair
- » Windsor Harvest Festival
- » Numerous Community Summer Celebrations



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 32 communities and the following Weld County web site:

[www.discoverweld.com](http://www.discoverweld.com)





### Who We Are

Upstate Colorado Economic Development is a nonprofit, county-wide economic development corporation formed as a partnership between government, business, and education throughout Weld County, Colorado. We're governed by a Board of Directors reflective of our three-way partnership and receive financial support from each of the partner sectors.

### Our Vision

We envision 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. Our mission focuses on facilitating and attracting investment, new job opportunities, stimulating income growth and expanding the local community tax base.

### Our Clients

Upstate efforts are focused on the support of primary sector employers - those companies who derive the majority of their revenue from the sale of products or services outside the region. These revenues represent new money to the community through job creation. We develop business leads through on-going contact with national site consultants. We also receive leads from state/metro partners and through direct contact with companies, realtors, etc. Business opportunities are jointly worked with community partners and managed by Upstate, who provides the following services to:

- » **Existing employers** already located in our community we facilitate access to the local, county and state resources that will help them become more competitive, expand their revenues and create/retain jobs.
- » **New/recently located employers** needing significant support to ensure a strong start and sustained success.
- » **Prospective employers** who may be interested in expanding or moving operations into the region.

## MARKET

The region's competitive advantages to promote business attraction/retention

## CONNECT

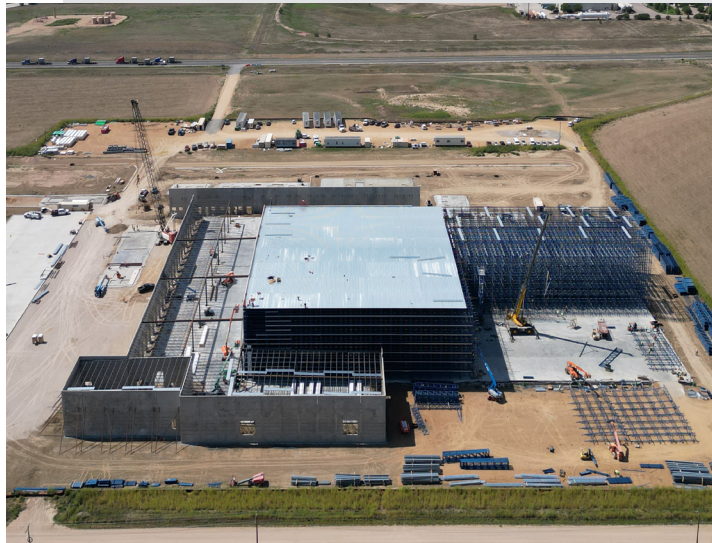
Public and private partners to improve capacity for business job growth and investment

## FACILITATE

Private business job growth and investment by providing key information and support services

## ADVOCATE

On behalf of our customers and clients



## CONTACT US

For additional information on any of the information listed in this document please contact the Upstate Colorado Economic Development office at **970-356-4565** or **upstate@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 support 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.

## Our Key Assistance Tools

### Economic/Demographic Data Repository

Upstate maintains an information rich website that includes economic and demographic data on Weld County and each of the 32 Weld communities in Northern Colorado. Major employers, recent rankings and development highlights are also maintained.

### Industrial/Commercial Real Estate Data Base

A searchable industrial/commercial real estate data base is housed on the Upstate website to showcase the many property opportunities throughout Weld County and our 32 communities.

### Weld Works Labor Team

Joining with workforce development partners at Aims Community College and Weld Employment Services, Upstate convenes the Weld WORKS Labor Team to provided technical assistance for various workforce programs.

### Enterprise Zone (EZ) State Income Tax Credits

Upstate administers the Weld County portion of the state Enterprise Zone (EZ) which provides pre-certified companies a variety of state income tax credits primarily in equipment investment, job creation/training, R&D, etc. Contributions to approved non-profit projects improving conditions within the EZ boundaries also earn EZ state income tax credits.

### Business Financing

Upstate administers the Weld/Larimer Revolving Loan Fund and Greeley Community Development Fund. Both loan funds provide "gap" financing to companies that are expanding the Job base in Weld/Larimer Counties or the City of Greeley.

